# UTHUKELA DISTRICT MUNICIPALITY

# IDP 2024/2025

UTHUKELA
UMKHANDLU WESIFUNDA
DISTRIKSMUNISIPALITEIT
DISTRICT MUNICIPALITY

**Prepared By:**

**The Office of the Municipal Manager: IDP Unit**



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# SECTION A:

# EXECUTIVE SUMMARY

# 1 INTRODUCTION

## 1.1.1 PURPOSE

This document presents the Integrated Development Plan (IDP) review(2024/2025) for uThukela district municipality (UTDM). The IDP is prepared in compliance with the requirements of Chapter 5, particularly Section 25 of Local Government Municipal Systems Act (32 of 2000), which obliges a municipal council to adopt a single, all-inclusive, and strategic plan for the development of the municipality, within a prescribed period after the start of its elected term. It outlines a development programme for the municipality for the period 2024/2025. The 2024/2025 uThukela IDP Review informs the budget and tries to respond to community needs considering the financial constrains in the municipality. The document sets the level of economic growth for the district thereby identifying economic opportunities and areas of investments. It is important to indicate that this document is aligned to the recently adopted uThukela District Development Model.

## 1.1.2 WHO ARE WE

uThukela district municipality (DC23) is one of ten district municipalities in the Province of KwaZulu-Natal. uThukela district municipality derives its name from one of the major rivers in the Province of KwaZulu-Natal, the uThukela River that rises from the Drakensberg Mountains and supplies water to a large portion of KZN and as well as Gauteng. uThukela district municipality has three district municipalities bordering onto it within the Province of KwaZulu -Natal, namely Amajuba, uMzinyathi and UMgungundlovu.

uThukela district municipality consists of three local municipalities namely:

- ⇨ Alfred Duma (KZN238)
- ⇨ Inkosi Langalibalele (KZN237)
- ⇨ Okhahlamba (KZN235)

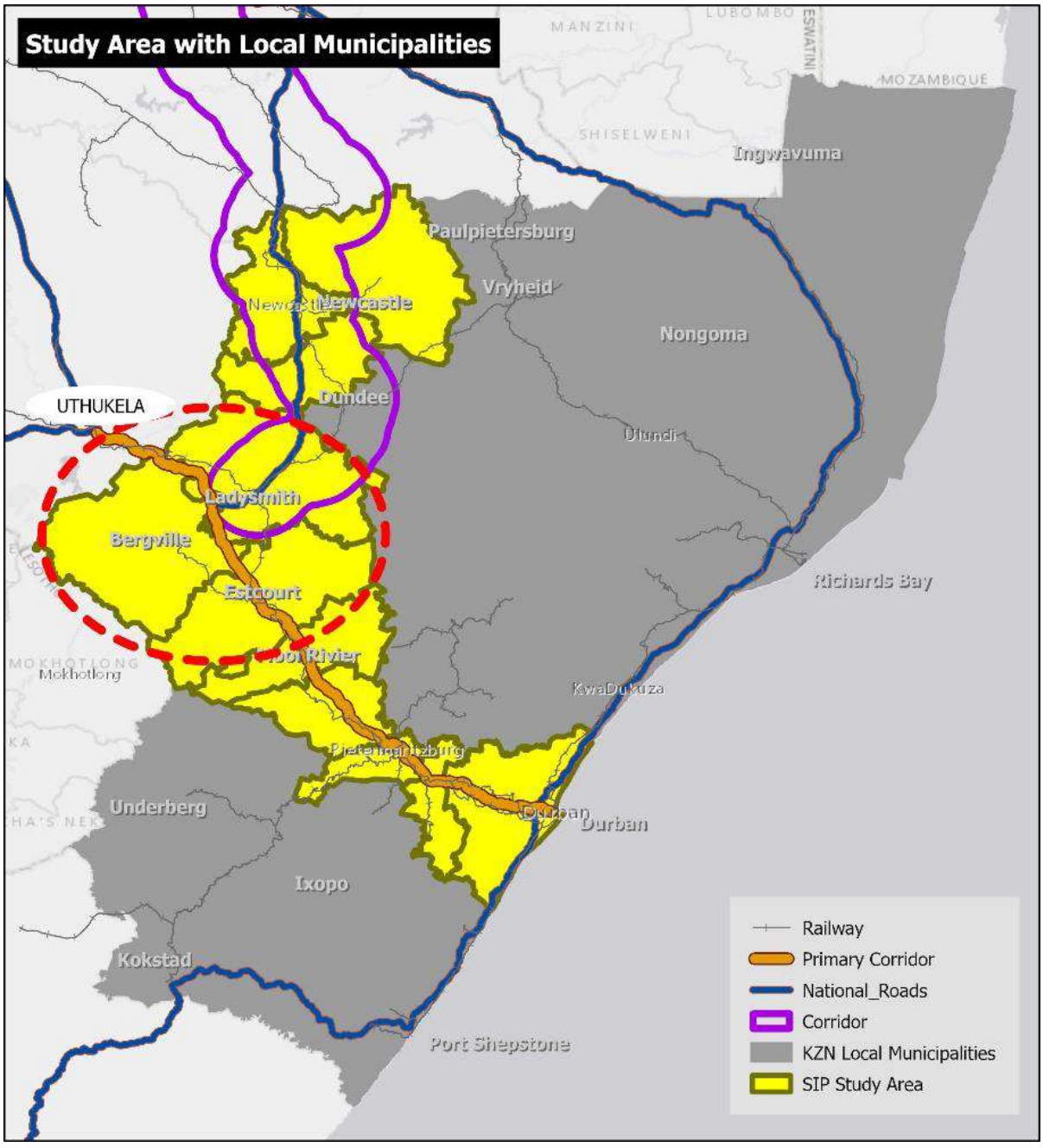
The size of uThukela district municipality is approximately 11500 km². Alfred Duma is occupying 3 957.63 km², Inkosi Langalibalele 2 958.59 km², Okhahlamba which is occupying 3540.63km². uThukela district municipality is 75 % rural and most of the areas comprising of traditional areas.

According to the Statistics South Africa ,2022, the total population in the UTDM is estimated at 789 092 people, spread unevenly among the (76) wards. The 1.6% growth in population is noticeable from 2016 to 2022 as per the 2022 Statistics SA CENSUS. Within the district Females are more than male and are occupying 421 441 (53,5%) in this category whereas male is on 367 651 (46,5%). The dependency ratio in uThukela declined from 70.9% between 2016 to 65.5% in 2022.

Generally, uThukela District experienced a decline in its dependency ratio between 2016 and 2022. However, the ratio is high when compared to the provincial (65.4%) and national (58.7%) averages. Most of the people that lives in uThukela district municipality are Africans and Coloureds are minority.

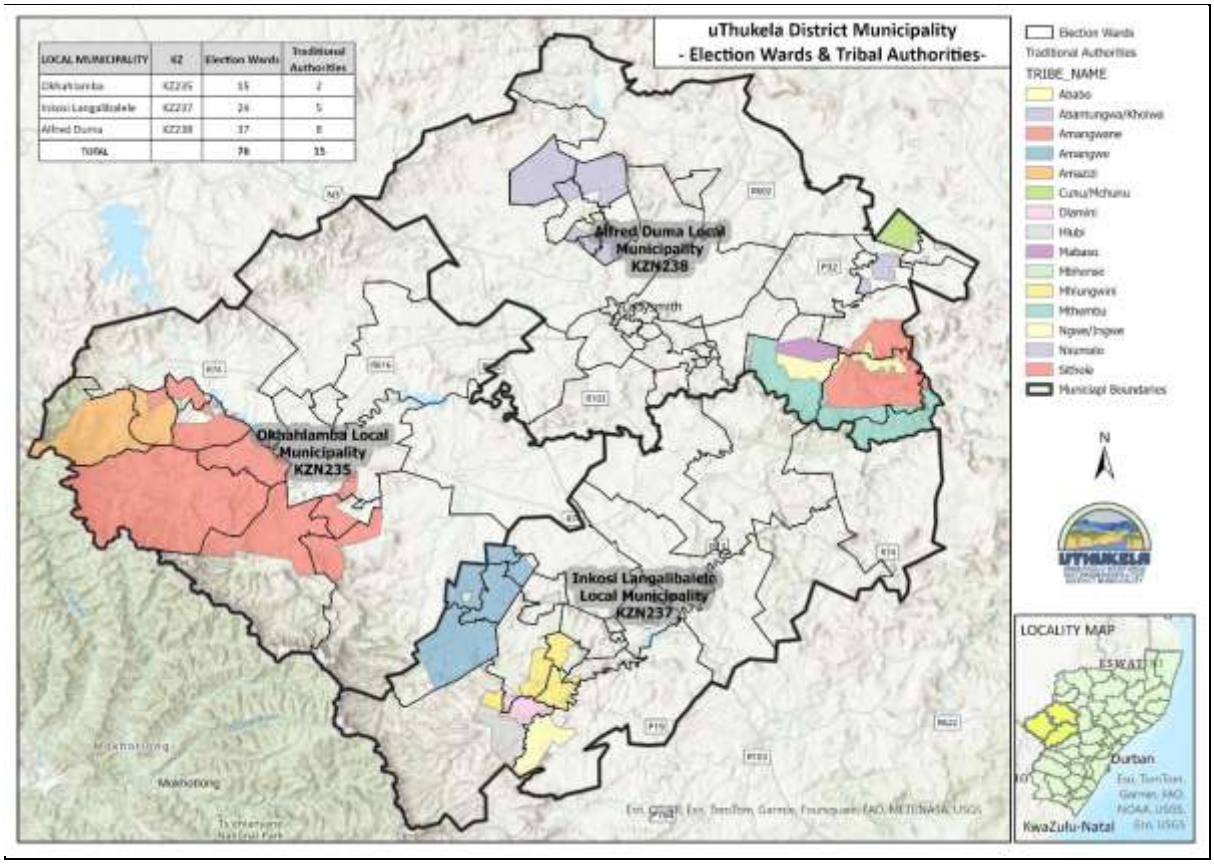
The main tourism hub is Cathkin Park, which falls within the Cathkin Park node, and another node located near the Royal Natal National Park, called Babangibone Development Node. The Ladysmith town is a significant historical tourism destination and offers several museums and historical sites while Bergville and Winterton towns are located within the vicinity of the Drakensberg and derive some benefits from the tourism industry. uThukela district municipality has a good climate and abundance of natural resources like Drakensberg mountains. The intrinsic beauty of the area enhances the tourism opportunities in the district. Below are the maps of uThukela district municipality, wards, and tribal authorities.

**Figure 1: uThukela DM Map**



## 1.1.3 WARDS AND TRADITIONAL AUTHORITY

**Figure 2: Wards and Tribal Authority Map**




## 1.1.4 ECONOMIC PROFILE

Economic development is uneven across the district, with large disparities across local municipalities. Alfred Duma local municipality is dominated by smaller towns being less developed. Outside the urban areas, are areas of rural poverty and some wealthier commercial farming areas, especially in Okhahlamba. In terms of employment and GVA, Okhahlamba and Inkosi Langalibalele are primarily agricultural followed by Alfred Duma. Community services consistently dominate in terms of employment in all local municipalities besides Alfred Duma where manufacturing is neck to neck with community services.

Alfred Duma local municipality is the economic hub of uThukela district municipality and dominates the spatial economy of the district. Manufacturing is mostly concentrated in Ladysmith but there are

some limited industrial activities, which are in Estcourt. Other municipalities have relatively small economies that are dependent on community services. Okhahlamba has a window of opportunity to improve in agriculture and tourism economies.

Major players in the manufacturing sector in Ladysmith are sumitomo rubber products formerly known as Dunlop and the Defy plant. Estcourt has manufacturers like Nestle, Eskort meat factory, Clover SA and Narrowtex factory. Okhahlamba has Ukhahlamba Drakensberg World Heritage site and Alfred Duma is linked to the popular Battlefields products. There is an opportunity to exploit economic opportunities in the tourism sector in Okhahlamba and Alfred Duma local municipalities.

## 1.2 LONG TERM VISION AND MISSION STATEMENT

The UTDM long-term development vision was developed within the framework of the national and provincial vision statements as outlined in the National Development Plan (NDP) and the Provincial Growth and Development Strategy (PGDS). It reflects a joint commitment by the local leadership, municipal administration, and the local communities to make uThukela district municipality a better place and improve the quality of life for those who work and/or live within the jurisdiction of uThukela. uThukela district municipality had a strategic planning session on the 14-15 May 2024 where it defined its strategy, or direction, and making decisions on allocating its resources to pursue the strategy and to control mechanisms for guiding the implementation of the strategy.

The uThukela District municipality long-term Vision reads:

***LONG TERM VISION***

> "By 2030 uThukela will be a stable, sustainable and prosperous district with committed servants who serve with excellence in governance, service delivery and economic development".

***MISSION STATEMENT***

> We promote a customer-centred, people driven environment with emphasis on consultation, integrity, accountability, economic growth, effectiveness, and efficiency.

## 1.3 HOW THE IDP WAS DEVELOPED

The uThukela district municipality IDP review for 2024/2025 is prepared in accordance with the requirements of the Municipal Systems Act and the related regulations, which stipulate the following:

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 which:*

*a) Links, integrates, coordinates plan, and considers proposals for the development of the municipality.*

*b) Aligns the resources and capacity of the municipality with the implementation of the plan.*

*c) Complies with the provisions of this Chapter; and*

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

The 2024/2025 IDP review of uThukela district municipality is anticipated to serve as a strategic guide for government department's investment and development generally. It is based on the issues expressed by all stakeholders and is informed by the national and provincial development obligations. Its objectives are as follows:

- ✓ To involve communities and other key concerned and affected parties in municipal matters, predominantly continuous integrated development process.
- ✓ To inform budgets and service delivery programs of various government departments and service organizations.
- ✓ To position the district municipality to make a meaningful contribution towards meeting the provincial development targets and priorities.
- ✓ To guide decision making in respect of service delivery and investment.
- ✓ To play a coordinating role on activities of several service delivery
- ✓ To ensure that the needs of the community are addressed in the IDP.

The following table presents the activity programme of the uThukela district municipality IDP review for 2024/2025 financial year.

| MONTH | IDP REVIEW | BUDGET |
|---|---|---|
| **July &**<br><br>**Aug 2023** | • Drafting of the IDP framework and Process plan<br>• Alignment of IDP and budget process plans<br>• Submission of the draft Process and Framework Plan to COGTA<br>• Advertisement of the IDP framework and process plan<br>• 1st IDP Supporting Structure Committee Meeting<br>• 1st IDP Steering Committee Meeting<br>• Adoption of IDP Framework and Process Plan<br>• Submission of the adopted Process plan to COGTA | Drafting of the Budget Process plan<br>Alignment of Budget process plan with IDP process plan<br>Annual Financial reports to Council<br>Finance to provide incomes allocation (DORA) |
| **Sept 2023** | • Review Municipal Vision<br>• Review Objectives and Strategies<br>• Identify outstanding Sector Plans<br>• Integrate sector plans.<br>• IDP input into provincial adjustment budgets | Addressing the policy issues |
| **Oct 2023** | • Review of Spatial Development Framework<br>• Projects identification and prioritization<br>• Develop KPI's targets, timeframes etc. where impacted upon by reprioritization.<br>• Align with draft budget estimates | Departments submit their budgets as per allocation |
| **Nov 2023** | • Municipal alignment meeting<br>• Alignment meeting between DM &Province to revised 3-year MTEF.<br>• Alignment between DM, LMS and SDF<br>• Alignment meeting with family of municipalities<br>• SDF Alignment between the bordering district municipalities | Auditor General to complete audit within 3 months of receiving financial statements |
| **Dec 2023** | • IDP best practice conference | |
| **Jan 2024** | • Finalisation of the SDF | Mayor to table the adjusted budget.<br>Mayor to table annual report to Council |
| **Feb 2024** | ▪ Updating of municipal CIP and MTEF based on Draft DORA allocations.<br>▪ Meeting COGTA and municipalities on IDP Review assessments<br>▪ Updating of municipal CIP and MTEF based on Draft DORA allocations.<br>▪ Needs analysis meetings | MM of the DM to notify LMs of capital allocations 120 days before start of budget year |

| | | |
|---|---|---|
| **Mar 2024** | • Strategic planning workshop<br>• Adoption of the Draft IDP<br>• Submission of the Draft IDP to COGTA | Mayor tables the budget to Council at least 90 days before the start of the budget year<br><br>Council to consider the report |
| **April 2024** | • Decentralized IDP assessment forums<br>• IDP/Budget Road shows | IDP/Budget roadshows<br>Mayor to get views of local community on budget between 30-90 days of budget approval.MM to table the report.<br>Acc. Officer to publicize<br>Gazzetting of Dora allocations |
| **May 2024** | • IDP feedback session<br>• Advertise IDP for 21 days for public participation and incorporate comments where possible including comments raised in the analysis.<br>• Exco approval, recommend to Council.<br>• Council Approval of the IDP | Approval of the budget by the end of May 2024 |
| **June 2024** | • Submission of the adopted IDP to the MEC<br>• Advertise the Adopted IDP in the local newspaper within 14 days of the approval | |

### 1.3.1 PUBLIC PARTICIPATION

The public participation for 2024/2025 financial year took place in April 2024. In this consultation, the district municipality presented both draft IDPs and a draft Budget to the community to tell them of what has been budgeted. By doing so, the municipality was trying to strengthen the communication between them and the community. The following table shows the areas that were visited by the municipality as well as the summarized comments and inputs raised by the communities. The following table displays the process of consultation for 2024/2025 IDP and Budget:

| Municipality | Ward | Date | Time | Activity | Venue |
|---|---|---|---|---|---|
| Alfred Duma | Ward 22 | 09 April 2024 | 10H00 | Community consultation on Draft IDP/Budget for 2024/25 & Sod turning for Ladysmith AC pipe | Ma 2 Thousand |
| | Ward 16 | 09 April 2024 | 14H00 | Community consultation on Draft IDP/Budget for 2024/25 & Handover of Watersmeet Scheme | Watersmeet Community Hall |
| | Ward 21 | 15 April 2024 | 10H00 | Community consultation on Draft IDP/ Budget | Nkaseni |

| | | | | | |
|---|---|---|---|---|---|
| Uthukela District | District wide | 15 April 2024 | 12H00 | Consultation with Amakhosi on Draft IDP/Budget 2024/25 | Uthukela Disaster Management Centre |
| | | 15 April 2024 | 17H00 | Stakeholder Engagement: Consultation with Stakeholders on Draft IDP/Budget 2024/25 | Uthukela Disaster Management Centre |
| Okhahlamba | Ward 01 | 16 April 2024 | 10h00 | Community consultation on Draft IDP/Budget for 2024/25 | Emahlabathini |
| Inkosi Langalibalele | Ward 1 | 16April 2024 | 13H00 | Community consultation on Draft IDP/ Budget for 2024/25 & Handover of Borehole and introduction of a contractor | Mpophomeni Community Hall |

**Summary of comments raised by the communities.**

**ALFRED DUMA LOCAL MUNICIPALITY**

**EMA 2000 TENT, 09H00, 09 APRIL 2024**

**COMMUNITY CONCERNS:**

- Request for toilets.
- The municipality must replace the old pipes.
- The municipality is requested to repair the existing boreholes.
- The municipality must utilize the windmills as another option to mitigate the shortage of water.
- Request for lightning conductors
- The municipality must swiftly attend to the pipe leaks to avoid losing a lot of water.
- The municipality is requested to communicate with the communities if there will be water interruptions, and the water tanks should be dispersed accordingly.
- Request to upgrade the current water scheme.

**OTHER CONCERNS**

- Request for RDP Houses.
- Request for assistance with garden fence (baba Steven Mavundla)
- Request for a tar road or gravel road to be fixed, in all the access roads.

- assistance with NPO and NGO
- Request for electricity in the newly build houses of the area and in Nkangala (farmlands)
- Busisiwe Mabizela paid R2 400 to have tap in the yard but till today she doesn't have water she feels manipulated and robbed.
- Request for tractors for farming purposes.
- Request for the community hall.
- Request for a network tower to address the network problem.
- Request for bridges to assist kids during rainy seasons.
- Request for job opportunities especially youth.

**ALFRED DUMA LOCAL MUNICIPALITY**

**WATERSMEET, WARD 16, 14H00, 09 APRIL 2024**

**COMMUNITY CONCERNS**

- Request for water in ward 18.
- Request for water in ward 4 in Mkhumula, dack city, ward 16, Gcabhane and Emashiselweni
- Request for toilets in Mkhumula, dark city, Emashiselweni, Ephayikeni and Ezintwaleni
- Request to fix water leaks in eGcabhane.
- Request for boreholes in Emazinyaneni emthonjeni
- Request to fix the existing boreholes that are dysfunctional.
- Request to fix the existing borehole that is dysfunctional next to the Tholulwazi school.
- Request for JOJO tanks and be positioned in strategic position.
- Request for Water tankers to regularly fill in the JOJO tanks.
- Request for a windmill in eMngunjane area.

**OTHER CONCERNS**

- Request for a community hall in ward 18
- Request for RDP houses.
- Request to fix the access roads.
- Request for electricity.

- Request for the job Creation especially for the youth.
- Request for Appollo light.
- Request for the municipality to assist in uplifting the youth with the necessary skills.

**ALFRED DUMA LOCAL MUNICIPALITY**

**ENKASENI WARD 21, 15 APRIL 2024**

**COMMUNITY CONCERNS**

- Request for new boreholes in kwaSkhova, Phoyeni, Nontethe phezulu, Nontethe ophansi, Mkholombe area and Esiphetheni.
- Request for Water tankers.
- Request for the Honey sucker to be stationed in Weenen more especially in Ezitendeni and in town.
- Request for the Pipe water installation in Nontethe, Skhova, Phofeni, Mkholobe, and some part of ward 21.
- Request for VIP Toilets.
- Request to fix two windmills in Phofini and Mkholombe
- Request for the production boreholes.

**WATER AND SEWER PLANTS**

- Request for the raw water standby pump and filter pump in Ezitendeni.
- there is no general worker attending to this plant.
- Magageni plan, there is a need for a general worker to attend to this plant, air pipes to be fixed. There is a need for a standby 2.5 pump and pump house.

**OTHER CONCERNS**

- Request for creation of job opportunities.
- Request for RDP houses
- Request for a tar road.
- Request to be assisted with crop farming.
- Request for water cannel (water system) to water their crops.
- Request for a network tower.

**ENGAGEMENT WITH INDLU YOBUKHOSI**

**UTHUKELA DISASTER MANAGEMENT CENTRE, 15 April 2024**

**Inkosi Nkwanyana**

- He wanted to know the budget allocation for Amakhosi.
- The tariff structure must cover the unemployed indigent.

**Inkosi Kunene**

- The huge proportion of the budget/funds is allocated to the employees. He wanted to know the budget allocation for Amakhosi.
- The municipality must have plan to deal with the increasing population in the Amakhosi areas regarding service delivery.
- He raised a concern that some community members just build without the knowledge of Amakhosi, and this have burden in the provision of services.

**Inkosi Khumalo**

- Request for the municipality to protect the springs.
- Request for Jojo Tanks
- Municipality must rehabilitate the water and sanitation infrastructure.
- The municipality especially Alfred Duma must assist with electricity and generators.

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**Inkosi Sithole**

- Inkosi requested that can their engagement be called engagement with Indlu yobukhosi
- Request for a budget allocation for Amakhosi.
- The municipality is requested to purify water if there was a shut down so that it will be safe for human consumption.
- The municipality is requested to speed up the operating of the uMhlumayo water scheme.
- The municipality must make a follow up on the scheme promised by the Minister of Water and Sanitation in February 2023
- The municipality must investigate on what can be done on mountains to access water.
- Request for a budget of Umkhosi Wamasiko that takes in September.

**Inkosi Mchunu**

- A request of boardroom for AmaKhosi,
- A request for a Chairperson of Amakhosi in the District

**Inkosi Hadebe**

- Request for spring protection
- Request for proper water scheme for Emazizini

**Inkosi Zwane**

- The municipal health within the municipality must intervene in dealing with businesses of foreign nationals because is causing a lot of threats especially to the youth.

**Inkosi Shabalala**

- Request for Amakhosi chamber in the uThukela district
- The allowance of Amakhosi that are part of the Council be revised.

**IDP/BUDGET STAKEHOLDERS ENGAGEMENT IN THE DISASTER MANAGEMENT CENTRE,16H00,15 APRIL 2024**

- The budget for iMbizeni WTW plant must be considered in the 2024/2025 budget.
- Refurbishment of Sewer plant budget must be considered in the budget.
- The municipality is requested to improve water waste plants.
- The municipality is requested to come up with the clear plan of changing the old pipes.
- The municipality must consider the security in Embizeni
- The municipality is requested to speed up the process of Lernadsville sewer pump.
- The municipality must consider in investing on proper system for Call centre to improve communication with its client.

**INKOSILANGALIBALELE LOCAL MUNICIPALITY**

**EMPOPHOMENI COMMUNITY HALL, 10H00, 16 APRIL 2024**

- Request for water in Engubhela, Mpameni, Ephola park and the surrounding areas.
- Request for the municipality to fix the tap at kwaShelembe.
- Request for JOJO tanks throughout the ward.
- Request for the production boreholes in Mpameni.
- Request to fix the existing boreholes.
- Request to change the dilapidated pipes.
- Request to repair the old schemes.
- Request for toilets at Mpameni area.
- Request for boreholes and standpipes at Emahlabathini

**OTHER CONCERNS**

- Request for farming equipment
- Request for Job opportunities
- Request for a crèche and its teaching aids

- Request for Tar Road
- Request for the relevant authority to assist with Empowerment of youth.
- Request for the municipality to assist with university applications.
- Request for a bridge at eMshalalazi area
- Request for RDP houses
- Request for assistance with existing co-op Ingubhela agriculture
- Request for Fencing of their gardens
- Khumbulani Mlangeni needs assistance with his tertiary education tuition to complete the rest of his studies a (066 345 8381)
- Request for tar road in Ngubhela
- Request for RDP houses in eMpameni area
- Request for a tar road at Qolweni

**OKHAHLAMBA LOCAL MUNICIPALITY**

**EMAHLABATHINI WARD 01,16 April 2024, 13H00**

**COMMUNITY CONCERNS**

- Request for water in Emakekeni and Emotholango.
- The municipality is requested to deal with water leaks.
- Request for toilets in those areas that didn't get it.
- Request for lightning conductors.
- The municipality must protect the springs.

**OTHER CONCERNS**

- Thandeni Kubheka is running a crèche and is asking for any assistance. (079 459 2566)
- The responsible authority must fix the classes at Singayo Imfundo school.
- Request to fix the creche at KwaSlimangamehlo.
- Request to maintain the sport facilities.
- Request to fix the access roads from emadiphini to Ngodin.
- Request to fix the access roads from KwaHadebe to KwaVala.
- Request for RDP houses in Engodini, Emaqeleni and KwaVala.
- Request for a clinic.
- Municipalities and government departments should create job opportunities.
- Request for the network tower.
- Kindly fix the road in KwaSlimangamehlo and KwaMshweshwe.

### 1.3.2 SECTOR DEPARTMENTS INVOLVEMENTS

Participation of Sector Departments in Municipal IDP's is still a challenge. The introduction of One Plan One Budget (DDM) by the Government of the day may assist in ensuring that all spheres of government are planning together since we are servicing the same community. This will enforce all sector departments to align their budgets with municipal budgets and allocate resources using the prioritization list available from municipalities after through discussions with communities. In the review of the 2024/2025 IDP, KZN COGTA had a series of alignments between sector departments and municipalities in the province. The alignment of Sector departments with the uThukela family of municipalities took place on the 10 November 2023, and the level of participation was satisfactory.

The other approach that was used by the family of uThukela municipalities in the review of the IDP 2024/2025 financial year was to involve sector departments through a "one on one" strategy because the municipality strongly believes that "IDP is a plan for all Government" so therefore, all sector departments must be part of the IDP process. It is crucial for them to partake in the process because their planned projects and programmes must be in the municipal IDP's. The "one on one" strategy was effective in our district. The following were departments that believe that IDP is not only for municipalities but is a plan for all Government and that is why they took part.

- ✓ Department of Human Settlement, Dept of Public works
- ✓ Department of Agriculture, Land Reform and Rural Development
- ✓ Department of Transport, Dept of Social development
- ✓ Department of Rural Development
- ✓ Department of Co-Operative Governance and Traditional Affairs (COGTA)
- ✓ ESKOM
- ✓ Department of Health
- ✓ Department of Economic Development and Tourism
- ✓ Department of Environmental Affairs
- ✓ Statistics SA.
- ✓ Department of Arts and Culture
- ✓ Department of Education
- ✓ Department of Water and Sanitation

### 1.3.3 ALIGNMENT WITH THE FAMILY OF MUNICIPALITIES

Strategic meetings were held involving the district and family of municipalities with the primary aim of aligning this IDP with those of the local municipalities. The local municipalities in our family of municipalities are also invited into our strategic planning session and the district partake to theirs to ensure alignment. The purpose of having the session with the family of municipalities was to align our programmes with local municipalities. uThukela is also utilising the IDP Supporting Committee that is comprises of all the IDP Managers and COGTA and the objective of the Committee is to ensure that the IDP's of the family are talking to each other and is coordinated at the district level, but meetings are rotated among the municipalities of the family. The alignment started at the initial stages where all the IDP managers met to discuss the process to be followed in the first review of the fifth generation IDP. The process was instrumental in ensuring that the 2024/2025 IDP review is holistic and addresses issues of integrated planning and development. For example, all identified projects for 2024/2025 financial year, as listed in this IDP, emanated from the discussions held with family of municipalities.

### 1.3.4 MEC COMMENTS ON THE 2023/2024 IDP

It is important to note that the uThukela's IDP for 2023/2024 was submitted to the MEC for KZN COGTA, where it was assessed as to comply with section 32(1) (a) of the Municipal Systems Act, Act No.32 of 2000.***The 2023/2024 IDP attained an overall credibility rating of 82.40%***. The following comments were raised:

The following table summarizes the comments from the 2023/2024 IDP Review and how the 2024/2025 IDP review adreesses, the issues raised:

| KPA | ISSUE RAISED | 2024/2025 IDP RESPONSE |
|---|---|---|
| Municipal Transformation & Institutional development | The municipality must ensure filling of the vacant Section 54 and 56 post and ensure that the information provided in the IDP is consistent throughout the IDP document. | All the senior managers positions are all filled except the position of the economic planning and development and community services which it might not be filled in the current financial year due to financial constrins. |
| | The Municipality is encouraged to conclude this KPA analysis with identification of the key challenges. | This KPA has been concluded with the identification of the key challenge |

| | | |
|---|---|---|
| Local economic development | The municipality is encouraged to align the activities of the District Development Agency (DDA) to address the issues of Human Resource Capacity.<br><br>The Municipality must clearly identify it role players such as NGOs that operate within the jurisdiction. | The 2024/2025 IDP indicates the alignment of the parent municipality and the agency.<br><br>This is done on annual basis. |
| Basic service delivery | It is requested that the water and sanitation projects are listed over the five-year planning horizon using the Infrastructure Delivery Management (IDMS) phases as required by National Tresury to improve alignment and implementation. | The IDP indicates that this is considered in the 2024/25 financial year to ensure proper alignment |
| Financial viability &management | The Financial Viability and Management section can be improved in the IDP by providing a three-year annual collection rate, indicate Debt write off amount and indicate challenges in data cleansing, writte off and impairments. | This is considered in the 2024/2025 financial year. |
| Good governance &Public participation | The identified Good Gorvenance KPA challenges in the Executive Summary and the challenges in the good Governance and Public Participation Chapter of the IDP, do not align with the SWOT analysis. | The SWOT analysis were re crafted to ensure that is aligned with the relevant KPA |
| Cross cutting issues | The Spatial Development Framework is not fully compliant with section 21. The SDF should prioritise the SDP 5-year plan and focus on the long-term vision.<br><br>The municipality should provide a summury of the key strategic priorities and interventions for short term implementation. | The newly developed SDF for 2024/25 is now aligned to section 21.<br><br>The final IDP reflects the summary of strategic priorities as well as interventions |

### 1.3.5 INTERVENTION IN TERMS OF SECTION 139(1) (B) OF THE CONSTITUTION

It is important to state that on the 21 August 2018, the KZN Provincial Executive Council resolved to intervene in terms of section 139(1) (b) of the Constitution at uThukela district municipality.

Some of the other things that informed the above decisions was the failure of municipal council and administration to rescue the municipality from financial distress, governance, and organisational challenges, which are negatively affecting service delivery.

The Administrator was appointed by the MEC and was introduced to Council.He developed a Recovery plan that was adopted by Council. The recovery plan is having timeframes as well as the responsible person, and the progress is presented to Council.

## 1.4 KEY CHALLENGES FACED BY UTHUKELA AND ITS FAMILY OF MUNICIPALITIES

***A challenge*** is something new and difficult which requires great effort and determination. The new government's first challenge is the economy. Considering the current economic climate and global recession, substantial strides have been made to address the key development challenges in the municipality. There is, however, some distance to go towards addressing the following challenges.

### Municipal Transformation & Organizational Development Key Challenges

| MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT | |
|---|---|
| KEY CHALLENGE | ♦ Shortage of skilled staff to perform certain functions.<br>♦ Poor condition of municipal buildings and other facilities versus budget constrains.<br>♦ Low staff morale<br>♦ Systems and procedures |

### Basic Service Delivery & Infrastructure Key Challenges

| BASIC SERVICE DELIVERY AND INFRASTRUCTURE | |
|---|---|
| KEY CHALLENGE | ♦ Service Backlog (water and sanitation)<br>♦ Ageing Infrastructure<br>♦ Poor infrastructure maintenance strategies,<br>♦ Expenditure on infrastructure grants<br>♦ Failure to complete projects on time<br>♦ Water Quality<br>♦ Water losses<br>♦ Vandalism of infrastructure |

### Local Economic Development & Social Development Key Challenges

| LOCAL ECONOMIC AND SOCIAL DEVELOPMENT | |
|---|---|
| CHALLENGE | ♦ Lack of coordination of LED initiatives<br>♦ High level of unemployment<br>♦ Lack of economic diversity and competitiveness of small towns<br>♦ Increased incidents of HIV/AIDS prevalence<br>♦ Agriculture and tourism potential not fully exploited.<br>♦ Economic stagnation and Poor Economic infrastructure<br>♦ Alignment with provincial and national economic development initiatives<br>♦ High Poverty rate<br>♦ Lack of Marketing of the District as a Tourism destination and Investment destination |

### Financial Viability & Financial Management Key Challenges

| FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT | |
|---|---|
| CHALLENGE | ♦ Financial difficulties to fund projects and programmes<br>♦ Non-available of financial reserves<br>♦ high indigent rate,<br>♦ tariffs not covering water cost,<br>♦ Grant dependency<br>♦ Illegal connections<br>♦ Inconsistent of billing of consumers<br>♦ Revenue<br>♦ Inadequate funding for the continued provision of infrastructure for free basic services |

### Good Governance & Public Participation Key Challenges

| GOOD GOVERNANCE AND PUBLIC PARTICIPATION | |
|---|---|
| KEY CHALLENGE | ♦ Failure in addressing the 15 identified risks<br>♦ Legal compliance<br>♦ Welfare dependency on grants<br>♦ Increased incidents of HIV/AIDS and communicable diseases<br>♦ High levels of crime and risk<br>♦ Lack of cooperation from sector departments |

### Cross Cutting Issues Key Challenges

| CROSS-CUTTING ISSUES | |
|---|---|
| KEY CHALLENGE | ♦ Lack of environmental education in general<br>♦ Deeply rural, agrarian and poverty stricken communities<br>♦ Disasters due to climate change<br>♦ Lack of environmental planning tools to govern natural environment<br>♦ Lack of resources to mitigate and prevent incidents of disasters<br>♦ High potential agricultural land, potential forestry areas and areas likely to experience settlement expansion this poses greatest threats to identified Critical Biodiversity Areas (CBAs); |

## 1.5 WHAT THE UTHUKELA DISTRICT MUNICIPALITY IS DOING TO UNLOCK THE KEY CHALLENGES

To unlock the challenges, the municipality is committed to pay more attention on the following in the 2024/2025 financial year:

**Good governance and public participation**: The municipality is committed in conducting its public affairs and manage public resources in a responsible and accountable manner and in line with the provisions of the rule of law for the benefit of the citizens served and the realization of human rights. The key attributes for good governance are transparency, responsibility, accountability, participation, and responsiveness to the need of the people. Consultation with stakeholders is a continuous process within uThukela district municipality, in compliance with the stipulation in Chapter 4 of the MSA of 2000.

**Municipal transformation and organisational development**: The municipality is committed in establishing effective systems that will enable them to deliver services effectively and efficiency and this include amongst other things the retaining and attracting qualified, experienced, and dedicated staff.

**Basic service delivery and infrastructure development**: It is the duty of the local government to provide basic services to communities. uThukela district municipality as one of the spheres of government is committed to deliver the services to all the community of uThukela and to play a coordinating in services that do not fall within its mandate. The water and sanitation which is the main core function of is also taken into cognisance.

**Local economic development**: The municipality has a responsibility to create a conducive atmosphere for investment. As such, the municipality is committed to work with other government agencies and departments to deliver state of the art economic infrastructure that will facilitate development of effective service and industrial sectors. The initiation of the Agri-Park and RASET programme is also meant to play a significant role in uplifting the rural economy of uThukela district and its family of municipalities. In addition to that, the uThukela district municipality has the uThukela Development agency in place that is assisting in uplifting the economy of the district. The agency is up and running.

**Municipal financial viability and management**: uThukela district municipality will make certain that is able to generate sufficient funds to be able to deliver services and facilitate development. Most importantly, the municipality will ensure that public funds are managed and utilized in an accountable manner. The municipality will continue in ensuring that the community is consulted adequately in the budget preparations and the budget is informed by the needs from the community. The municipality will adhere and implement the Recovery plan (since most of the issues emanated from this KPA) that was approved Municipal Council.

**Spatial integration and environmental sustainability**: The focus will be on development of systems and procedures for effective land use management and environmental management. The review of the SDF and incorporate all the comments that were made during the 2023/2024 IDP/SDF assessments. The municipality will continue in ensuring that the SDF is in line with SPLUMA.

## 1.6 WHAT TO EXPECT FROM THE DISTRICT, IN TERMS OUTPUTS, OUTCOMES AND DELIVERABLES, OVER THE NEXT (5) FIVE YEARS

UThukela is part of the Global Economy and is striving to become competitive, not only locally or nationally but also internationally. The emphasis will be on retaining industry and commercial activities in Ladysmith and Estcourt. The District Municipality will strive to spread the economic activities to the previously disadvantaged areas of the region. The natural beauty of uThukela should be enriched through marketing and maintenance of the existing infrastructure. The regional Development that will be applied to UThukela District is the establishment of the Industrial Park that aims to concentrate in one area, and a few high technology industrial firms that will provide jobs and skills which will eventually generate enough income and demand to sustain economic growth. The District Development agency, RASET programme and Agri-Park is anticipating in playing a significant role in uplifting the economy of the district. uThukela district municipality will strive to ensure that all the needs that were raised by communities during the consultations are all addressed especially those that are related in reducing the water and sanitation backlogs.

## 1.7 HOW PROGRESS WILL BE MEASURED

The uThukela district municipality has an Operational Performance Management System (OPMS) to monitor the implementation of the IDP and to provide for corrective measures where there is insufficient progress. The OPMS indicates targets for each municipal department, those targets that must be achieved per quarter. The targets are set as per Key Performance Area (KPA) and these are assessed after every quarter. This system is what the municipality is using to measure its progress through SDBIP, Quarterly performance reviews, Performance contracts which include performance plans for all section 57 employees and annual report.

# SECTION B

# PLANNING AND DEVELOPMENT PRINCIPLES AND GOVERNMENT POLICIES AND IMPERATIVES

# 2 PLANNING AND DEVELOPMENT PRINCIPLES

The following are the planning and development principles that the uThukela district municipality consulted while reviewing the 2024/2025 IDP document:

## 2.1.1 NSDP PRINCIPLES

The NSDP Principles stipulate the following:

- Development / investment must only happen in locations that are sustainable.
- Basic services (water, sanitation, access, and energy) must be provided to all households.
- Development / investment should be focused on localities of economic growth and/or economic potential.
- 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.

## 2.1.2 CRDC PRINCIPLES

The CRDC Principles stipulate the following:

- Development should be within limited resources (financial, institutional, and physical). Development must optimize the use of existing resources and infrastructure in a sustainable manner.
- Land development procedures must include provisions that accommodate access to secure tenure.
- Prime and unique agricultural land, the environment and other protected lands must be protected, and land must be safely utilized.

## 2.1.3 BREAKING NEW GROUND – HUMAN SETTLEMENTS

The Breaking New Ground Human Settlement Principles stipulates:

- Low-income housing must be provided near areas of opportunity.

### 2.1.4 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (SPLUMA)

The role of local government in spatial planning has been revitalised through the introduction of the Spatial Planning and Land Use Management Act No. 16 of 2013 (commonly known as SPLUMA). The intention of this national legislation is to introduce the norms and standards for spatial planning and to specify the relationship between spatial planning and land use management. This intends to create uniformity and consistency on the way both spatial planning and land use management is practiced within the whole country. Chapter 4 of SPLUMA stipulate the need to prepare Spatial Development Frameworks (SDFs) by all municipalities including the districts. Part D (19) stipulates that the regional spatial development framework must cover the following minimum issues:

- (a) give effect to the development principles and applicable norms and standards set out in Chapter 2 (see box insert);
- (b) give effect to national and provincial policies, priorities, plans and planning legislation.
- (c) reflect the current situation in that area from a spatial and land use perspective of the region.
- (d) indicate desired patterns of land use in that area.
- (e) provide basic guidelines for spatial planning, land development and land use management in that area.
- (f) propose how the framework is to be implemented and funded; and
- Comply with environmental legislation.

***Box 1: Norms and Standards to reflect:***

***(a) National policy, priorities, programmes relating to land use management & development.***
***(b) Social inclusion, spatial equity, desirable settlement patterns, rural revitalisation, urban regeneration & sustainable development.***
***(c) Ensure that land development, land use management processes (incl. applications), procedures & timeframes are efficient & effective.***
***(d) Include (i) land use pattern analysis, (ii) framework for desired land use pattern, (iii) existing & future land use plans, programmes & projects and (iv) mechanisms for identifying strategically located vacant or under-utilized land and providing access to & use of such land.***
***(e) Standardize symbols of all maps & diagrams at an appropriate scale.***
***(f) Differentiate between geographic areas, types of land***

Table 1: Planning and Development Principles

| | PLANNING AND DEVELOPMENT PRINCPLES | APPLICATION OF PRINCIPLES |
|---|---|---|
| NSDP | Development / investment must only happen in locations that are sustainable | The capital investment plan and the SDF directs where sustainable developments should occur |
| DFA | Balance between urban and rural land development in support of each other | SDF identifies various nodes- urban/rural with development potential and the HSP and LED Strategy identified potential projects that address the DFA aspect |
| DFA | Discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst promoting densification. Future settlement and economic development opportunities should be channeled into activity corridors and nodes that are adjacent to or that link the main growth centres | Capital Investment Plan and the Infrastructure Plan guides the development and implementation of infrastructure projects that address basic service backlogs and promote economic growth |
| DFA | The direction of new development towards logical infill areas | DFA Principles were incorporated in the latest DM SDF |
| DFA | Compact urban form is desirable | DFA Principles are used when assessing development applications. |
| DFA<br>CRDP<br>NSSD | Development should be within limited resources (financial, institutional, and physical). Development must optimize the use of existing resources and infrastructure in a sustainable manner. | Sustainability, resources, and cost is part of the criteria used to assess development applications. |
| | Stimulate and reinforce cross boundary linkages. | When required developments close to boundaries will be advertised in neighboring newspapers. |
| NSDP | Basic services (water, sanitation, access, and energy) must be provided to all households | The municipality is trying to ensure that every household in the district has access to basic services |
| NSDP | Development / investment should be focused on localities of economic growth and/or economic potential | LED Strategy and other sector plans focus on unleashing areas with economic growth potentials |

| | | |
|---|---|---|
| **NSDP** | 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 | Municipal SDF and LED addresses these aspects |
| **CRDP** | Land development procedures must include provisions that accommodate access to secure tenure | The uThukela SDF address these aspects |
| | Prime and unique agricultural land, the environment and other protected lands must be protected, and land must be safely utilized | The SDF and the EMF are key district documents that take care of these aspects |
| | Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral, and local levels is central to achieving coherent and effective planning and development. | LED Strategy: integrative approach that includes all local role players as well as all internal structure |
| **Housing Policy- Breaking New Ground** | If there is a need to low-income housing, it must be provided near areas of opportunity | The local municipalities Human settlement Sector Plans addresses this aspect |
| ***National Strategy on Sustainable Development*)** | During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted | The SDF and the EMF are key district documents that take care of these aspects |
| **KZN PGDS** ***National Strategy on Sustainable Development*** | Environmentally responsible behavior must be promoted through incentives | Environmental Management Framework addresses these aspects |
| **KZN PGDS** | The principle of self-sufficiency must be promoted. Development must be 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 area's 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 | The HSP, LED Strategy, SDF and the EMF are key district documents that take care of these aspects |

| | | |
|---|---|---|
| **KZN PGDS** | Planning and subsequent development must strive to provide the highest level of accessibility to resources, services, and opportunities | The DGDP address this aspect |

## 2.2 GOVERNMENT POLICIES AND IMPERATIVES

### 2.2.1 NATIONAL DEVELOPMENT PLAN

The aim of the National Development Plan was to respond quickly to South African's aspirations and ensure that inclusive economic growth was the main agenda for development. The National Development vision is outlined in various national policy documents and consolidated in the National Development Plan (NDP). In May 2010, President of the Republic of South Africa appointed the National Planning Commission to create a vision and National Development Plan for the Republic of South Africa. The National Planning Commission created the National Vision Statement that reads as follows: *We, the people of South Africa, have journeyed far since the long lines of our first democratic election on 27 April 1994, when we elected a government for us all. Now in 2030 we live in a country, which we have remade……*

The national development plan is offered in 15 chapters, addresses the major thematic areas in detail, and provides clear recommendations and clear implementation frameworks. The plan focuses on the critical *capabilities* needed to transform the economy and society. Achieving these capabilities is not automatic, nor will they emerge if the country continues its present trajectory. Rising levels of frustration and impatience suggest that time is of the essence: failure to act will threaten democratic gains. South Africa must find ways to urgently reduce alarming levels of youth unemployment and to provide young people with broader opportunities.

The National Development Plan set out clear objectives and targets that read as follows:

- The unemployment rate should fall from 24.9% in June 2012 to 14% by 2020 and to 6% by 2030. This requires an additional 11 million jobs. Total employment should rise from 13 million to 24 million.
- Broaden the expanded public works programme to cover 2 million fulltime equivalent jobs by 2020.
- The labour force participation rate should rise from 54% to 65%. Reduce the cost of living for poor households and cost of doing business through microeconomic reforms.
- The proportion of people with access to the electricity grid should rise to at least 90% by 2030, with non-grid options available for the rest.

- A comprehensive management strategy including an investment programme for water resource development, bulk water supply and wastewater management for major centres by 2012, with reviews every five years.
- Create regional water and wastewater utilities and expand mandates of the existing water boards.
- An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agro processing, and related sectors by 2030.
- Increased investment in new agricultural technologies, research, and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.

The National Development Plan requires the local government to play a meaningful and active role in ensuring the implementation of the vision 2030. The plan compels the local government to be service delivery oriented in ensuring that the following is achieved:

- A comprehensive management strategy including an investment programme for water resource development, bulk water supply and wastewater management for major centres by 2012, with reviews every five years.
- Create regional water and wastewater utilities and expand mandates of the existing water boards.
- An additional 643 000 direct jobs and 326 000 indirect jobs in the agriculture, agro processing, and related sectors by 2030.
- Increased investment in new agricultural technologies, research, and the development of adaptation strategies for the protection of rural livelihoods and expansion of commercial agriculture.
- Rural economies will be activated through improved infrastructure and service delivery, a review of land tenure, service to small and micro farmers, a review of mining industry commitments to social investment, and tourism investments.
- Strong and efficient spatial planning system, well integrated across the spheres of government.
- Upgrade all informal settlements on suitable, well-located land by 2030.
- More people living closer to their places of work and better-quality public transport.
- More jobs in or close to dense, urban townships

- Develop a strategy for densification of cities and resource allocation to promote better-located housing and settlements.
- In 2030 people living in South Africa feel safe and have no fear of crime. They feel safe at home. , at school and at work, and they enjoy an active community life free of fear.
- Women can walk freely in the street and the children can play safely outside.

### 2.2.2 THE MEDIUM-TERM STRATEGIC FRAMEWORK (MTSF)

This Medium Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the National Development Plan (NDP). The MTSF sets out the actions Government will take and targets to be achieved.

The MTSF is structured around 14 priority outcomes, which cover the focus areas identified in the NDP and Government's electoral mandate. These are made up of the 12 outcomes that were the focus of the 2009-2014 administration, as well as two new outcomes (social protection, nation-building and social cohesion)

South Africa has begun a new phase of its democratic transition. The electoral mandate of the fifth democratic government is to deepen transformation and implement the National Development Plan (NDP). It is to accelerate growth, create decent work and promote investment in a competitive economy. In giving effect to this mandate, we continue to be guided by our Constitutional commitment to "improve the quality of life of all citizens and free the potential of each person".

Over the last 20 years, the first phase of our democratic transition, the foundations have been laid for a non-racial, non-sexist, united, and prosperous South Africa, and for a society based on fundamental human rights, equality, and unity in diversity. Our people's dignity has been restored. Non-racial majority rule based on one-person, one-vote has brought about government based on the will of the people.

At the end of the last administration (2009-2014), the Presidency published a Twenty-Year Review, outlining progress made since 1994 and identifying the challenges that still need to be overcome. Today, South Africa is a better place in which to live than it was in 1994. Political and social rights are

protected, and the lives of millions of South Africans have improved, through new laws, better public services, expansion of economic opportunities and improved living conditions.

However, the challenges still facing our country are immense. As the Twenty-Year Review and the National Planning Commission's 2011 Diagnostic Report highlight – poverty, inequality and unemployment continue to negatively affect the lives of many people. Too few people have work, investment is too slow, and education lags our requirements. The weak state of the economy impedes our efforts to reach our development goals.

The second phase of our democratic transition calls for bold and decisive steps to place the economy on a qualitatively different path that eliminates poverty, creates jobs and sustainable livelihoods, and substantially reduces inequality. This requires radical economic transformation and a sustained focus on addressing the uneven quality of service delivery.

### 2.2.3 SUSTAINABLE DEVELOPMENTS GOALS (SDG's)

*The Millennium Development Goals came to an end, and it was replaced by the Sustainable Development Goals 2030.*The 17 sustainable development goals aim at transforming the world. On September 25th 2015, countries adopted a set of goals to **end poverty**, **protect the planet**, and **ensure prosperity for all** as part of a **new sustainable development agenda.** Each goal has specific targets to be achieved over the next 15 years.

The 17 Sustainable Development Goals and 169 targets, which were announced on the 25 September 2015, demonstrate the scale and ambition of this new universal Agenda. They seek to build on the Millennium Development Goals and complete what they did not achieve. They seek to realize the human rights of all and to achieve gender equality and the empowerment of all women and girls. They are integrated and indivisible and balance the three dimensions of sustainable development: the economic, social, and environmental. The Goals and targets will stimulate action over the next 15 years in areas of critical importance for humanity and the planet. The scope of the Sustainable Development Goals goes far beyond the Millennium Development Goals. Alongside continuing development priorities such as poverty eradication, health, education and food security and nutrition, it sets out a wide range of economic, social, and environmental objectives. It also promises more peaceful and inclusive societies. It also, crucially, defines means of implementation. Reflecting the

integrated approach that we have decided on, there are deep interconnections and many crosscutting elements across the new Goals and targets. The 17 Sustainable Goals are as follows:

Goal 1. End poverty in all its forms everywhere

Goal 2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

Goal 3. Ensure healthy lives and promote well-being for all at all ages.

Goal 4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all.

Goal 5. Achieve gender equality and empower all women and girls.

Goal 6. Ensure availability and sustainable management of water and sanitation for all.

Goal 7 Ensure access to affordable, reliable, sustainable, and modern energy for all.

Goal 8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all.

Goal 9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.

Goal 10. Reduce inequality within and among countries.

Goal 11. Make cities and human settlements inclusive, safe, resilient, and sustainable.

Goal 12. Ensure sustainable consumption and production patterns.

Goal 13. Take urgent action to combat climate change and its impacts.

Goal 14. Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.

Goal 15. Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.

Goal 16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels.

Goal 17. Strengthen the means of implementation and revitalize the
Global Partnership for Sustainable Development

In addressing the above-mentioned Sustainable Development Goals, the uThukela District Municipality through its Local Municipalities has initiated numerous programmes such as poverty **eradication** programmes, sustainable economic growth, management of water and sanitation, gender equality and empowerment of woman and girls. Likewise, there are numerous programmes to assist

with reversing the spread of **HIV/AIDS** and support the families that are affected by the pandemic. To ensure **environmental sustainability** the municipality is working closely with its local municipalities to ensure that all developments are environmentally friendly and sustainable. The development of the Climate change Response Plan to combat the impacts of climate change. Concisely, the municipality is taking into consideration the 17 SDG's.

### 2.2.4 PROVINCIAL GROWTH AND DEVELOPMENT PLAN (PGDP)

The main purpose of this PGDP is to translate the PGDS into an implementation plan which will provide a sound platform for departmental, sectoral and stakeholder annual performance planning and therefore to guide resource allocation. In this transition from strategy to plan, the focus is on driving implementation in a coordinated and integrated manner, where progress can be measured against predetermined targets and where roles and responsibilities have been confirmed within established lines of accountability.

The significance of this 2016/17 Version of the PGDP is that it is the first version of the PGDP adopted based on the 2016 Version of the PGDS. The further significance of this version of the PGDP is that, in addition to the initial 2010 Baseline, a secondary Baseline for 2015 is now established and as much as the focus is now shifting to Vision 2035, the immediate focus is on targets set towards 2020. This version of the PGDP therefore now contains revised goals, objectives, interventions, indicators, and targets, as well as a revised list of Catalytic Projects, which will be leading the implementation process.

The PGDP however from here on elaborates further and includes a more detailed narrative on the strategic interventions that will drive the identified goal and objective indicators, as well as the five-year targets set for each indicator. In doing this, the PGDP provides a clear roadmap or development trajectory towards 2035. Each goal chapter also contains a chart which summarises the indicators and interventions for that goal area.

This 2016/17 Version of the PGDP now clearly indicates:

- The desired 2035 outcomes in the 7 goals and 31 objectives, with a focus on 2020.
- A set of indicators that will be applied to measure the progress being made to achieve the desired outcomes.
- The targets and the KZN growth path for 2020, 2025, 2030 and 2035 in respect of each of the indicators.

- The strategic interventions required to achieve the set targets.
- The catalytic projects in support of the PGDP Goals.
- The institutional framework for the implementation of the PGDP; and
- The monitoring, evaluation, reporting and review framework of the plan.

To realize the KZN vision, the following strategic framework has been identified comprising of seven long term goals and 31 strategic objectives to guide policymaking, programme prioritisation and resource allocation.

### 2.2.5 ALIGNMENT OF PGDP GOALS WITH SDG's

The following attempts in aligning the PGDP with the Sustainable Development Goals (SDG's)

1. End poverty in all its forms everywhere PGDP G3

2. End hunger, achieve food security and improved nutrition and promote sustainable agriculture PGDP G3

3. Ensure healthy lives and promote well-being for all at all ages PGDP G3

4. Ensure inclusive and equitable quality education and promote lifelong learning opportunities for all PGDP G2

5. Achieve gender equality and empower all women and girls PGDP G3&G6

6. Ensure availability and sustainable management of water and sanitation for all PGDP G4

7 Ensure access to affordable, reliable, sustainable, and modern energy for all PGDP G4

8. Promote sustained, inclusive, and sustainable economic growth, full and productive employment, and decent work for all PGDP G4

9. Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation PGDP G1

10. Reduce inequality within and among countries PGDP G3

11. Make cities and human settlements inclusive, safe, resilient, and sustainable PGDP G3

12. Ensure sustainable consumption and production patterns PGDP G5

13. Take urgent action to combat climate change and its impacts PGDP G5

14. Conserve and sustainably use the oceans, seas, and marine resources for sustainable development PGDP G1&5

15. Protect, restore, and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss PGDP G5

16. Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable, and inclusive institutions at all levels PGDP G3

17. Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development PGDP G5

### 2.2.6 DISTRICT GROWTH AND DEVELOPMENT PLAN

It is critical to note that uThukela DGDP was reviewed and adopted in July 2018. The District Growth Development Plan (DGDP) is not intended to be a comprehensive all-encompassing development plan for the district but will rather focus on limited but strategic projects of high impact, fast-track interventions that can act as catalysts for accelerated and shared growth. Therefore, the 5-Year Strategic Programme as outlined in the Integrated Development Plan and the associated sector plans, and the other district or municipal planning and service delivery instruments will continue alongside and align with the DGDP, which will serve as the long-term strategic plan for the district. The adopted uThukela District Growth and Development Plan that is under review serve as a district translation and an implementation framework for the PDGP. The plan generally sets out to the following:

- Describe the desired outcome in respect of Local Economic Development Strategic Objective.
- Identify the Key Performance Indicators (KPI) in respect of LED Strategic Objective that will be used to measure progress and performance.
- Identify the Strategic Interventions in relation to LED Strategic Objectives that will be required to achieve the desired outcomes as expressed by the Vision by 2035.
- Identify Catalytic Projects that will receive priority attention and support, based on the potential and scale of these projects to fast track achieving DGDP Goals and Objectives.
- Establishing a District Wide platform for Monitoring, Evaluation.

### 2.2.7 STRATEGIC INFRASTRUCTURE PROGRAMME (SIPS)

Government adopted an Infrastructure Plan that is intends to transform the economic landscape of South Africa, create a significant number of new jobs, strengthen the delivery of basic services to the people of South Africa and support the integration of African economies.

The Presidential Infrastructure Coordinating Commission (PICC) have been established with its supporting management structures to integrate and coordinate the long-term infrastructure build.

The plan is based on an objective assessment of the infrastructure gaps through spatial mapping that analyses future population growth, projected economic growth and areas of the country that are not served with water, electricity, roads, sanitation, and communication. Based on this work, seventeen Strategic Integrated Projects (SIPs) have been developed and approved to support economic development and address service delivery in the poorest provinces. Each SIP comprises of many specific infrastructure components and programmes.

Among the 17 projects are the initiatives to improve the movement of goods through the Durban-Free State-Gauteng logistics and industrial corridor by prioritising a range of rail and port improvements, supported significantly by a R300-billion investment programme by Transnet over the coming seven years. One of the rail links targeted for upgrading runs through uThukela and is the main Durban Johannesburg link. Following to this, is the upgrade and expansion of N11 road linking the City of EThekwini in Durban to Johannesburg and Mpumalanga province. These infrastructure programs will be carried out to boost the economy of the country to achieve the vision 2030.

### 2.2.8 THE STATE OF THE NATION ADDRESS – 2024

The President of the republic of South Africa delivered the state of the Nation address on the 08 February 2024 under theme ***"Following up on our commitment to the people."***

The President of the republic of South Africa started his state of the Nation address by showing his saddened to hear of the tragic passing of Dr Hage Geingob, the President of Namibia. President Geingob was a dear friend of the South African people and a comrade in arms in the struggle for our freedom. He was a champion of African peace, progress, and development. He asked the house to observe a moment of silence in his honor.

He told the dignitaries that this State of the Nation Address takes place in the 30th year of democracy. On the 27th of April 1994, millions of South Africans cast their ballot in a democratic election for the first time in their lives. That momentous day was the culmination of centuries of struggle, the struggle to liberate our people from suffering and oppression, from dispossession and exploitation, from poverty and inequality. As we stood in the long, winding queues to vote, we turned to one another and spoke of our joy. We embraced friends and strangers alike, encouraged by a sense of a common future that we were about to determine for our country with our vote. We placed into those ballot boxes not just a vote, but a dream of the country we wanted to build.

The President indicated that "This is the beginning of a new era. We have moved from an era of pessimism, division, limited opportunities, turmoil, and conflict. We are starting a new era of hope, reconciliation, and nation building." It is this dream, of a free and united people, that is woven into our democratic Constitution. It is this Constitution that has guided our collective efforts over the last three decades to fundamentally change our country for the better, and it must stand at the center of the work we do now to build a better life for all.

Over the last three decades, we have been on a journey, striving together to achieve a new society – a national democratic society.

- We have cast off the tyranny of apartheid and built a democratic state based on the will of the people.
- We have established strong institutions to protect the fundamental freedoms and human rights of all people.

- We have transformed the lives of millions of South Africans, provided the necessities of life and created opportunities that never existed before.
- We have enabled a diverse economy whose minerals, agricultural products and manufactured goods reach every corner of the world, while creating jobs in South Africa.
- We have returned to the community of nations, extending a hand of peace and friendship to all countries and all peoples.
- We have endured times of great difficulty when the strength of our constitutional democracy has been severely tested.

The Russia-Ukraine conflict has contributed to rising prices of fuel, food, and other goods across the world – and has, as a result, made life more difficult for all South Africans, but South Africans, including many honest and dedicated public officials, fought back, and worked together to defeat state capture.

These efforts to undo the hard-won gains of our freedom failed because the people of South Africa stood firm, together, in defense of our Constitution and its promise of a better life for all. It was the same determination that enabled the country to endure the devastation of COVID-19, the worst global pandemic in over a century. More than 100,000 South Africans lost their lives to the disease and two million people lost their jobs. Yet it would have been far worse if we had not acted together as one to stop the spread of the virus, to support our health workers, to protect the most vulnerable, and to roll out an unprecedented vaccination programme. We were able to unite society around a common effort to save lives and livelihoods.

The country has had to confront the effects of climate change. We have had devastating wildfires in the Western Cape, destructive floods in KwaZulu-Natal, unbearable heatwaves in the Northern Cape, persistent drought in the Eastern Cape, and intense storms in Gauteng. Much of the task of this administration was to get our country through these great challenges and to work to regain our way.

The democratic state provided a child support grant to meet her basic needs. This grant, together with other forms of social assistance, continues to be a lifeline for more than 26 million South Africans every month. This is the story of millions of people who have been born since the dawn of our democracy. But it is only part of the story. For despite the remarkable achievements of the last 30 years, many of democracy's children still face great challenges.

Millions of young people aged 15 to 24 years are currently not in employment, education, or training. There are many who have a matric, a diploma or a degree who cannot find a job, or do not have the means to start a business. While economic growth is essential to reduce unemployment, we cannot wait to provide the work that many of democracy's children need. As a government they have taken steps to address the youth unemployment challenge.

Three years ago, building on the success of the Expanded Public Works Programme, we launched the Presidential Employment Stimulus. Through this programme, the government has created more than 1.7 million work and livelihood opportunities. Through the stimulus, we have placed more than 1 million school assistants in 23,000 schools, providing participants with valuable work experience while improving learning outcomes. Through the Presidential Youth Employment Intervention, we established SAYouth.mobi as a zero-rated platform for unemployed young people to access opportunities for learning and earning.

Over 4.3 million young people are now engaged on the network and 1.6 million have so far secured opportunities. We have, working together with the National Youth Development Agency, set up several initiatives to provide opportunities for young people including the National Youth Service and the Youth Employment Service.

These programmes matter because work matters to people. The NYDA has played a key role in assisting several young people to start their own businesses. Having a job does not only provide an income – it is fundamental to people's sense of self-worth, dignity, hope, purpose, and inclusion. From the depths of deprivation and inequality, we have worked over 30 years to ensure that all South Africans have an equal chance to prosper.

The government of the day has appointed capable people with integrity to head our law enforcement agencies, government departments, security services and state companies, often through independent and transparent processes. The credibility and efficiency of several institutions like the South African Revenue Service have been restored and their performance improved. We set up the Investigating Directorate as a specialized and multidisciplinary unit within the National Prosecuting Authority to investigate corruption and other serious crimes.

Great progress has been made in bringing those responsible for state capture to justice. More than 200 accused persons are being prosecuted. More are under investigation. Stolen funds are being recovered. Freezing orders of R14 billion have been granted to the NPA's Asset Forfeiture Unit for state capture-related cases, and around R8.6 billion in corrupt proceeds have been returned to the state. A restored and revitalized SARS has collected R4.8 billion in unpaid taxes because of evidence presented at the Commission, while the Special Investigating Unit has instituted civil litigation to the value of R64 billion.

The state President told the house that the government have taken steps, including through new legislation, to strengthen our ability to prevent money laundering and fraud and secure our removal from the "grey list" of the Financial Action Task Force. With the assistance of business, we have set up a digital forensic capability to support the NPA Investigating Directorate, which in due course will be expanded to support law enforcement more broadly. Legislation is currently before Parliament to establish the Investigating Directorate as a permanent entity with full investigating powers. But there is much more work to be done to eradicate corruption completely.

Based on the recommendations of the National Anti-Corruption Advisory Council, the government are determined to introduce further measures to strengthen our anti-corruption agencies, protect whistle-blowers, regulate lobbying and prevent the undue influence of public representatives in procurement. They will not stop until every person responsible for corruption is held to account. The government will not stop until all stolen money has been recovered. They will not stop until corruption is history.

The real tragedy of state capture was that it diverted attention and resources away from what government should have been doing, which is to grow our economy and create jobs. Over the past five years, we have worked to revive our economy from a decade of stagnation and protect it from both domestic and global shocks. We have made progress. The country's economy is today three times larger than it was 30 years ago. The number of South Africans in employment increased from 8 million in 1994 to over 16.7 million now. Over the last two years, the number of jobs being created has been increasing every quarter, and we now have more people in employment than before the pandemic. Yet, our unemployment rate is the highest it has ever been.

Even as employment is growing, more people are entering the job market each year than jobs are being created. We have laid a foundation for growth through far-reaching economic reforms, an ambitious investment drive, and an infrastructure programme that is starting to yield results.

Companies continue to invest, thousands of hectares of farmland are being planted, new factories are being opened and production is being expanded. This government is on track to resolve the most important constraints on economic growth by stabilizing the energy supply and fixing the logistics system. As these obstacles are removed, the true potential of the economy is unleashed.

As a government they have set out a clear plan to end load shedding, which we have been implementing with a single- minded focus through the National Energy Crisis Committee. This will bring substantial new power through private investment onto the grid, which is already helping to reduce load shedding. Last year, the government implemented a major debt relief package which will enable Eskom to make investments in maintenance and transmission infrastructure and ensure its sustainability going forward.

Since this government revived our renewable energy programme five years ago, we have connected more than 2,500 MW of solar and wind power to the grid with three times this amount already in procurement or construction. Through tax incentives and financial support, we have more than doubled the amount of rooftop solar capacity installed across the country in just the past year. We have implemented sweeping regulatory reforms to enable private investment in electricity generation, with more than 120 new private energy projects now in development.

To ensure that we never face a similar crisis ever again, we are reforming our energy system to make it more competitive, sustainable, and reliable in the future. We are going to build more than 14,000km of new transmission lines to accommodate renewable energy over the coming years. To fast-track this process, The cabinet will enable private investment in transmission infrastructure through a variety of innovative investment models.

In the last three years, our country has seen an increase in extreme weather events, often with disastrous consequences. This is why we are implementing a just energy transition, not only to reduce carbon emissions and fight climate change, but to create growth and jobs for our own people. We will undertake this transition at a pace, scale, and cost that our country can afford and in a manner that

ensures energy security. With our abundance of solar, wind and mineral resources, we are going to create thousands of jobs in renewable energy, green hydrogen, green steel, electric vehicles, and other green products.

The state President was very much vocal in setting up a Special Economic Zone in the Boegoebaai port to drive investment in green energy. There is a great deal of interest from the private sector to participate in the boom that will be generated by green hydrogen energy projects. We have decided to support electric vehicle manufacturing in South Africa to grow our automotive sector, which provides good jobs to thousands of workers. We have decided to give special focus to regions like Mpumalanga to enable the creation of new industries, new economic opportunities, and sustainable jobs, we have increased the financing pledges for our Just Energy Transition Investment Plan from around R170 billion to almost R240 billion. To address the persistent effects of global warming, which manifest themselves through persistent floods, fires, and droughts, we have decided to establish a Climate Change Response Fund.

This will bring together all spheres of government and the private sector in a collaborative effort to build our resilience and respond to the impacts of climate change. To deal with severe inefficiencies in our freight logistics system, we are taking action to improve our ports and rail network and restore them to world-class standards.

Over the last 30 years, we have sought to use education as a tool to create equality. Our basic education outcomes are steadily improving across a range of measures. The latest matric pass rate, at 82.9%, is the highest ever. And with each new year, learners from no-fee schools are accounting for more and more of the bachelor passes achieved. At the same time, fewer learners are dropping out of school. We have increased funding for poor and working-class students in universities and TVET significantly over the past five years.

Over the next five years, we will focus our attention on expanding access to early childhood development and improving early grade reading, where we are already beginning to see progress. Moving early childhood development to the Department of Basic Education was one of the most important decisions as we were now able to devote more resources to early childhood development and ensure that through cooperative governance various departments of government get involved in early childhood development augmented by the Department of Basic education.

The government policies and programmes have, over the course of 30 years, lifted millions of people out of dire poverty. Today, fewer South Africans go hungry and fewer live in poverty. In 1993, South Africa faced a significant poverty challenge, with 71.1 percent of its population living in poverty. However, under the democratic government, there has been a consistent decline in these numbers. By 2010, the poverty rate had dropped to 60.9 percent, and it continued to decrease, reaching. This progress has been made possible by extensive support from those in society who need it most. Five years ago, we introduced a further measure to tackle poverty by introducing National Minimum Wage as envisaged in the Freedom Charter. The decision by key role players, being business and labor and communities, to introduce the minimum wage immediately raised the wages of over 6 million workers.

Amid the pandemic, we introduced the special SRD Grant, which currently reaches some 9 million unemployed people every month. We have seen the benefits of this grant and will extend it and improve it as the next step towards income support for the unemployed. These grants and subsidies do much more than give people what they need to live. They are an investment in the future. Social assistance has been shown to increase school enrolment and attendance, lower drop-out rates, and improve the pass rate.

South Africans are living longer than ever before. Life expectancy has increased from 54 years in 2003 to 65 years in 2023. Maternal and infant deaths have declined dramatically. We have built more hospitals and clinics, especially in poor areas, providing better quality care to more South Africans. Today, 95% of persons diagnosed with HIV know their status, 79% of those receive antiretroviral treatment, and 93% of those are virally suppressed.

New HIV infections among young people have declined significantly. And yet, while our health system has had a great impact on people's lives, we are working to improve both the quality of healthcare and equality of access. The National Health Insurance will provide free health care at the point of care for all South Africans, whether in public or private health facilities.

Today, nearly nine out of every ten households live in a formal dwelling. Where there were once shacks and mud houses, there are now homes of brick and mortar. These are homes with water to drink and to wash with, homes with electricity for lighting and cooking. At the end of apartheid, only 6 out of 10 people had access to clean drinking water. Today, that figure has increased to nearly 9 out

of 10 South Africans. We are working to ensure that subsidized housing is located close to work, education, and services. But for services to be delivered, local government must work.

Too many municipalities are failing on governance, financial and service delivery measures. These constraints affect every aspect of people's daily lives. We have started the implementation of several measures to address this problem by providing support to local government, including professionalizing the civil service and ensuring that people with the right skills are appointed to key positions.

The Presidency, National Treasury and COGTA are working together to enhance technical capacity in local government and to improve planning, coordination, and fiscal oversight. Through the Presidential Izimbizo that have been held across the country, we have seen how the District Development Model has brought together all spheres of government and key stakeholders to address the service delivery challenges in communities.

The District Development Model has proven to be an effective instrument to enhance cooperative governance and collaboration. We will continue to broaden and deepen this process. Tackling crime and insecurity is a key priority. South Africans deserve to be safe and to feel safe, to walk freely and without fear in their neighborhoods and public spaces. During this administration, we have focused on equipping our law enforcement agencies, which had been systematically weakened, to do their work effectively.

We have strengthened the ranks of the police through the recruitment of 20,000 police officers over the last two years and another 10,000 in the year to come. An extra 5,000 police officers have been deployed to Public Order Policing. The SAPS has launched Operation Shanela as a new approach to target crime hotspots, which resulted in over 285,000 arrests since May last year.

The Economic Infrastructure Task Teams that are operational in all provinces have had important successes in combatting cable theft, damage to critical infrastructure and illegal mining. Through close collaboration with the private sector, we have seen a reduction in security incidents on the rail network. We launched the new Border Management Authority last year to improve the security of our borders and have already stopped over 100,000 people who tried to enter our country illegally.

Together with civil society, we developed the National Strategic Plan on Gender-based Violence, together with civil society, as a society wide response to this pandemic. Around R21 billion was dedicated over the medium term to the implementation of the six pillars of the plan, including the economic empowerment of women.

New laws were introduced to strengthen the response of the criminal justice system to gender- based violence and provide better support to survivors of such violence. The government's goal is to end gender-based violence altogether by mobilizing all of society. As part of this, we support the call for a pledge that men in South Africa are invited to take to demonstrate their personal commitment to ending this scourge.

Women are also in the process of developing their own pledge.

- We still have a long way to go to build safer communities, prevent violent crime, and protect our infrastructure. But there is no doubt that a professional, well-trained, and properly resourced police force, working closely with communities, will make our country a safer place.
- We remain committed to playing a constructive role on our continent and around the globe for the realization of a better Africa and a better world.
- We will continue to play an important role in silence the guns throughout our continent.

### 2.2.9 THE STATE OF THE PROVINCE ADDRESS – 2024

The Premier of the KZN Province delivered the state of the province address on the 28 February 2024. She delivered the State of the Province address under the theme "**Taking Decisive Action in the Time of Renewal and Hope as we rebuild a Better, Prosperous, and Resilient KwaZulu-Natal."** She then highlighted the following:

The trials of the past three years forged us into a stronger province, and we are accelerating the pace of economic development, the creation of jobs, and eliminating poverty and suffering among the people of our province. We hear the anger and frustration among our fellow citizens. They want answers on delayed projects, they want answers on jobs, business wants a conducive environment to trade and invest. Civil society is calling for partnerships with government. We are attentive to people with disability, farm workers and farm dwellers, the Military Veterans, women and the youth. We get it as your government, and we are committing to taking decisive action to address your concerns.

As we commence the first full year of implementing our Programme of Action, decisive interventions will be taken in the following high priority areas:

- Energy security plan for KwaZulu-Natal;
- Job opportunities for young people and mass employment creation;
- Strengthening the fight against Crime, Fraud and Corruption;
- Faster implementation of the Economic Recovery, Reconstruction and Transformation Plan;
- Delivering quality basic services and maintenance of infrastructure;
- Building a capable and agile state machinery to drive implementation.

The Premier call for a review and tighter regulation of the possession of firearms and ammunition, limiting the number of rounds a person can purchase. Those contravening the law must face harsher sentences. Dealing decisively with unlicensed guns, fake gun shops, and guns, which are in the hands of illegitimate firearm owners due to deceased estates. Implementing plans to remove all illegal guns that are terrorising our communities and are used in the killing our police officers.

To win the war, we need to attend to the axis of criminality involving the sophisticated networks of criminals, which work with corrupt individuals in the criminal justice system. We have directed that the Department of Transport revive Operation Shanela to focus on violence and crime on our roads and strengthen the fight against crime.

The province will progressively invest in technology and artificial intelligence to deal with crime. This will include the wide installation of CCTV cameras and microchips to end stock theft and a strategy to deal with illegal liquor trading. We will mobilise business to sponsor cameras and other technologies as part of their contribution in this fight. The province is deploying drones in policing to increase safety and ease data collection.

The Premier told the house that the Executive Council has approved the establishment of a new Community Safety Intervention Unit focusing on the safety of Amakhosi and lzinduna. The MEC responsible will expand more during the budget votes; we will strengthen the role of community in the fight against crime by launching street committees, which will work closely with the SAPS and Community Policing Forums. We will commence educational projects such as positively messaged TV and Radio dramas, Workshops, Camps to drum the message that that crime does not pay, and criminals should not be idolized.

Each department in the province will contribute at least R10 million towards the fight against crime and Provincial Entities will do the same. We are finalising a Memorandum of Agreement with SANRAL and Municipalities to ensure that their camera systems are synergised for maximum impact. The MOA will facilitate integrated control rooms, sharing of information and response plans.

She said they would pilot smart policing hotspot areas in the province and increase Gender Based Violence Free Zones. We will use our own resources prioritised within our budget to ramp up our offensive against crime. This will include boosting the police fleet and deploying technology and working even closely with the private sector. We will engage National Government for greater powers and involvement as a province and just in case we are misunderstood, this is not an argument for the backward idea of federalism but an indicator of the urgency of the task. Consider returning retired detectives to deal with cold cases, as it is clear criminals continue to do crime because they are not being caught. This will release detectives to focus their full attention on immediate cases including Gender-Based Violence and Femicide crimes, intensify raids in search of guns and drugs in taxi ranks, residential areas, hostels, taverns and similar spots, To protect vulnerable women and girls, we call on

partnerships with the private sector to provide panic buttons linked to police stations. In time, this will be extended to ordinary citizens to curb crime and we invite the private sector to join us in this initiative to build safer communities.

One of the most important responses to criminality is to create economic opportunity and to intensify our drive against unemployment, poverty, and inequality. Given the importance of both domestic and foreign investment in driving growth and job creation in the province, our entities will this year focus on attracting more strategic investments to the province. KZN Maritime University. As announced by the President during the State of the Nation Address, KwaZulu-Natal will commence with the implementation of the Cannabis Master Plan. Four districts have been identified for cannabis production and these are uThukela, uMzinyathi, uMgungundlovu and Harry Gwala. The Department of Agriculture and Rural Development has set aside R10 million for support to cannabis famers. The focus will be on infrastructure and production input. The MEC will elaborate further in due course.

In 2023/24 Trade and Investment KwaZulu-Natal (TIKZN) plans to attract greenfield investments totalling R8,3 billion which will create 3182 jobs, while facilitating brownfield investments of R611.3 million which will help retain 6 323 jobs. TIKZN will generate a further R2.5 billion from foreign and domestic investors, generating 3500 jobs. The Dube Trade Port Corporation (DTPC) will create 700 new permanent jobs and 1023 temporary construction jobs during the 2023/24 through the attraction of private sector investment and supporting the expansion existing tenants on-site, as well as DTPC's own construction activities in developing the Dube TradePort. TradeZone 2 has now been completed and has already attracted investors for the following projects:

- R57 million Futurelife food processing facility;
- R75 million LM Diapers expansion of personal care manufacturing plant;
- R93 million Synergy Blenders processing plant;
- AgriZone 2 will be ready this year resulting in an additional 30ha of serviced land being available for agriculture or agri-processing activities.

SA's largest crude oil refinery, SAPREF put operations on hold for an indefinite period while a decision is being made about the future of the plant. We are facilitating a meeting with the shareholders of DMRE, SAPREF, Shell and BP, to come to some conclusion on the plan to resuscitate or explore options

on what is required to bring the facility back to operations as per our previous commitments. NEWCASTLE AND LADYSMITH SPECIAL ECONOMIC ZONES. The province remains committed to the establishment of a leather and textile Special Economic Zones in the Newcastle and Ladysmith corridor. The two will add to the two provincial Special Economic Zones (SEZ) of Dube Trade Port and Richards Bay IDZ and will create 4500 employment opportunities. I nfrastructure development at provincial industrial estates such as Madadeni, lsithebe and Ezakheni alone created 1 578 job opportunities during last year with a further 2 660 envisaged in 2023. In addition to the above, KwaZulu-Natal also attracted new investments of R5.5 billion in various sectors which created 8 875 jobs during the year.

This demonstrates the true potential of Industrial zones in easing unemployment and stimulating runaway growth and development. KZN LOGISTICS HUB: A DECISIVE ACTION TO GROW AND TRANSFORM KZN ECONOMY, among the interventions we will be focussing on, is the partnership with Sumitomo/Dunlop to roll out smart centres and cooperatives in townships and rural areas. These cooperatives will be fully owned by young people and will promote local economic growth in the tyre industry.

We are repositioning all our employment programmes to benefit young people and those over 35years and more economic models will be announced by departments during Budget votes. The Executive Council resolved that each department except for the frontline services departments must reprioritize within their budgets an amount of R10million to contribute towards job creation through an intensified Expanded Public Works Programme to benefit youth, women, and people with disabilities. ENTERPRISE DEVELOPMENT- lthala Development Finance Corporation. ITHALA Development Finance Corporation distributed R146-million funding to 293 SMMEs and co-operatives, creating 1 297 employment opportunities for the period up to 31 December 2022. The inaugural window of Operation Vula Fund saw 1016 applications worth R339.2 million being approved for funding in various priority sectors of the economy. 82. In 2023/24, IDFC plans to distribute business funding of approximately R214 million and facilitate the creation of 2000 job opportunities. It further intends to support Rural and Township based SMMEs and Cooperatives in line with the Investment Policy on Informal and Rural Township Economy.

Working with EDTEA and Department of Trade, Industry and Competition (DTIC), we will support the implementation of the Black Industrialist Program through the provision of rental space and business

funding to viable black businesspeople. Ithala is also supporting the launch the following projects in townships and rural areas:

- R40 million plywood manufacturing plant close to KwaNongoma.
- R100 million logistics hub in Estcourt.
- R25 million fuel depot in Mnambithi.
- 35 million roofing material manufacturing plant in eThekwini.

The total number of jobs that will be created by the above projects are estimated to be 1350.

- 80 million Gold Mine in Phongola.
- 80 million Aluminium Fabrication in Richards Bay.
- Approximately R130 million has been budgeted toward the properties capex program to conduct reroofing and refurbishments across the property's portfolio, which will in turn create approximately 520 construction jobs in the process. BLACK INDUSTRIALIST PROGRAMME

The KwaZulu-Natal Department of Transport is implementing flood repairs using its own reprioritised budget of R2.91 billion. The department has further received an allocation of about R580 million which will also go towards flood damages from National Government. FIXING POTHOLES. Potholes on our roads have dramatically increased and pose a danger to lives and motorists. They increase the cost of traveling and subject citizens to regular tyre bursts, delays in reaching workplaces and damage to vehicles. We want to resolve this problem once and for all. We are targeting through the Department of Transport to set aside R2,5 billion to fix this problem through our pothole patching and road rehabilitation programme.

The province has a 34 200km declared road network including both blacktop and gravel roads and as a direct response to the challenge of potholes and aging infrastructure over the next three-years, government is going to prioritize the maintenance of infrastructure.

The following identified road network is being rehabilitated back to life starting with major projects, such as:

- P389 which is 8 kilometres at the value of R33 million;
- P189 which is 6 kilometres at the value of R49 million;
- P374 which is 13 kilometres at the value of R61 million;
- P395 which is 25 kilometres at the value of R702 million;
- P577 which 3.38 kilometres at the value of R69 million; and,
- P164 which is 16 kilometres at the value of R224 million.

The N2/N3 national road upgrade programme is progressing well and is estimated to produce over 15,000 jobs over the duration of the construction. It is estimated that more than R50 billion will be spent on the upgrade programme over a period of 8 years. The R5,3 billion N2 EB Cloete Interchange will commence construction in the first quarter of 2023. A total of 1453 jobs were created due to flood repairs. SMMEs building services, building material supplies, transport services, plant hire, mobile toilet hire and electrical works have and will continue to benefit from the projects.

The Province must enforce the regulations prohibiting the operation of heavy-duty vehicles such as trucks in areas not demarcated for such vehicles. The laws must be enforced and vehicles be impounded. Municipal Officers must get more involved in fighting crime and complement the work of the SAPS. Municipal Police should not just focus on Traffic enforcement. Their duty is community safety beyond traffic law.

In KwaZulu-Natal, 402 schools (73 933 Learners) are benefitting from the Learner Transportation Programme, while 2 336 436 Learners are benefitting from the National School Nutrition Programme. The Province recorded a 6.2% improvement in the matric results and the province has risen from sixth to third in the country. The province has eradicated mud schools and now target the provision of adequate clean water and sanitation as part of programmes towards "zero schools with pit latrines and bucket systems". Children with special needs are prioritized and school safety for learners and educators is continuously improved.

The Department of Higher Education, Science and Technology the Province aims to convert non-viable schools into learning and training centres or community colleges for artisanal and small business skills. We appreciate progress towards the implementation of the National Health Insurance, which will universalise access. No person should be denied access to medical assistance just because they do not have medical aid. We celebrate that our province was recently declared as malaria free zone. We will not be complacent, but we will continue to implement our Malaria Elimination plan. A notable and worrying trend is that of emerging lifestyle diseases such as diabetes, hypertension, obesity, heart disease and lung cancer, to mention but a few.

These diseases are caused by among other factors, prolonged exposure to bad habits such an unhealthy diet, smoking, and a lack of physical activity. The rise in the incidence of sexually transmitted infections, particularly syphilis is also worrying and the upsurge in severe acute malnutrition, which has risen from 1.2 per 1000 patients to 1.6 per 1000 patients. We call upon all the people of KwaZulu-Natal to embrace an ethos of health promotion, disease prevention, and regular health screening and testing. E-HEALTH. As part of our ongoing efforts to improve the quality of healthcare access, we will add more healthcare facilities to our groundbreaking e-Health programme.

The new e-Health system will reduce patient waiting times and address the challenge of missing and damaged patient files and lower medico-legal claims. Some 120 students have been recruited to commence the digitisation of the internally developed E-Health System in the province and they start in April. MAKE ME LOOK LIKE A HOSPITAL, the "Make Me Look Like A Hospital" programme, which measures hospitals on patient waiting times, infection Prevention and Control, staff attitudes, professionalism, availability of medicines, improved complaints management system, and staff and patients' safety. In line with this priority, 28 poorly performing hospitals will receive attention.

Social Relief of Distress (SRO) continues to play a crucial role and has cushioned vulnerable individuals and households from the impact of the COVID-19, the civil unrest of July 2021, as well as the April/May 2022 flood disasters. A total of 53 298 families and 84 134 individuals benefitted from SRO, and we are pleased the President has extended the interventions. Implementing our community development programmes, the province works with NGOs and NPOs as our strategic partners. Through the Department of Social Development, grant funding to the tune of R673.454 million was allocated to NGOs and NPOs. In 2023, we have set aside R799.466 million.

Local government is the most important sphere of government because of its close proximity to the people. For government to effectively deliver services, local government must function optimally. There are areas of progress, but we now face some challenges. The current financial allocation to municipalities in support of their mandate to deliver quality services in the 2022/23 financial year is as follows:

- MIG - R3,6 billion for 2022/2023 and R11,3- billion over the MTEF period;
- INEP - R480 million for 2022/2023 and R1,4-billion over the MTEF period;
- RBIG - R228 million for 2022/2023 and R1-billion over the MTEF period;
- WSIG - R940 million for 2022/2023 and R3- billion over the MTEF period.

Based on the latest available reports, KwaZulu-Natal Municipalities have spent only 53,75% of their MIG allocation, 40,4% of WSIG and 30,6% of RBIG. This expenditure performance is below projections and implies that infrastructure grant expenditure, as a whole needs to improve. 143. Reasons for poor performance include late confirmation of projects, delays in planning and registration by municipalities, delays in procurement, delays attributed to Business Forums and high staff turnover in municipalities. This leads to the Province running the risk of having grant funding recalled. This is having an adverse effect on communities needing services. Inefficiency unfairly penalises disadvantaged communities. Going forward, COGTA will be providing support to the municipalities to prevent funds being taken back when people need basic services.

The instability that we see especially in hung municipalities is defocusing councillors. We plead with the leadership of our local government to understand that election outcomes are the will of the people. The people have decided that you must work together. We are dealing with debts owed to municipalities. Provincial Treasury has been advised to review the baseline budget of departments to include upfront rate payment and for services. We appreciate the improvement in Audit outcomes and direct COGTA to give more hands-on support to prevent regression.

The Radical Agrarian and Socio-Economic Transformation (RASET) initiative remains a far-reaching programme that seeks to transform the structure of the agricultural value-chains. Through RASET, we seek to transform the agricultural sector effectively, and to introduce black farmers into the value-adding segments of the agriculture sector. The province will commence with the rollout of agri-hubs

located in various districts. To this extent an amount to the tune of R152 million has been allocated to the Department of Agriculture and Rural Development over the next three years. 164. The Red Meat Hub is going to be in both uMgungundlovu and Zululand District Municipality. The uMgungundlovu hub will prioritise Pig and Sheep hubs while Zululand will focus on beef. The Wool, Skin and Hides Treatment Facility will be in uThukela District Municipality. The White Meat Hub will be on the border of eThekwini Municipality and UMgungundlovu District.

### 2.2.10 THE 14 NATIONAL OUTCOMES

The table following details the National Outcomes that each government sphere strives to achieve.

**Table 2: The National Outcomes**

| **OUTCOME 1: IMPROVE THE QUALITY OF EDUCATION** | | |
|---|---|---|
| **Outputs** | **Key Spending Programmes** | **Role of Local Government** |
| **1. Improve quality of teaching and learning;**<br>**2. Regular Assessments to track progress;**<br>**3. Improve early childhood development;**<br>**4. A credible outcomes-focused accountability system** | ▪ Assess every child in grades 3, 6 and 9 every year;<br>▪ Improve learning and teaching materials to be distributed to primary schools in 2014;<br>▪ Improve math and science teaching | ▪ Facilitate the building of new schools;<br>▪ Participating in needs assessments;<br>▪ Identifying appropriate land;<br>▪ Facilitating zoning and planning processes;<br>▪ Facilitate the eradication of municipal service backlogs in schools by extending appropriate bulk infrastructure and installing connections |
| **OUTCOME 2: IMPROVE HEALTH AND LIFE EXPECTANCY** | | |
| **Outputs** | **Key Spending Programmes** | **Role of Local Government** |
| **1. Increase life expectancy to 58 for males and 60 for females;**<br>**2. Reduce maternal and child mortality rates to 30-40 per 1000 births;**<br>**3. Combat HIV/Aids and TB;**<br>**4. Strengthen health services effectiveness** | ▪ Revitalize primary health care;<br>▪ Increase early antenatal visits to 50%;<br>▪ Increase vaccine coverage;<br>▪ Improve hospital and clinic infrastructure;<br>▪ Accredit health facilities;<br>▪ Extend coverage of new child vaccines;<br>▪ Expand HIV prevention and treatment;<br>▪ Increase prevention of mother-to-child transmission;<br>▪ School health promotion increase school visits by nurses from 5 to 20%;<br>▪ Enhance TB treatment | ▪ Many municipalities perform health functions on behalf of provinces;<br>▪ Strengthen effectiveness of health services by specifically enhancing TB treatments and expanding HIV and AIDS prevention and treatments;<br>▪ Municipalities must continue to improve Community Health;<br>▪ Services infrastructure by<br>▪ Providing clean water sanitation and waste removal services |

| OUTCOME 3: ALL PEOPLE IN SOUTH AFRICA ARE PROTECTED AND FEEL FREE | | |
|---|---|---|
| **Outputs** | **Key Spending Programmes** | **Role of Local Government** |
| **1. Reduce overall level of crime;**<br>**2. An effective and integrated criminal justice system;**<br>**3. Improve investor perceptions and trust.**<br>**4. Effective and integrated border management;**<br>**5. Improve perception of crime among the population;**<br>**6. Integrity of identity of citizens and residents secures;**<br>**7. Cyber-crime combated** | ▪ Increase police personnel;<br>▪ Establish tactical response teams in provinces;<br>▪ Upgrade IT infrastructure in correctional facilities;<br>▪ ICT renewal in justice cluster;<br>▪ Occupation-specific dispensation for legal professionals;<br>▪ Deploy SANDF soldiers to South Africa's borders. | ▪ Facilitate the development of safer communities through better planning & enforcement of municipal by-laws;<br>▪ Direct the traffic control function towards policing high-risk violations – rather than revenue collection. |
| **OUTCOME 4: DECENT EMPLOYMENT THROUGH INCLUSIVE ECONOMIC GROWTH** | | |
| **Outputs** | **Key Spending Programmes** | **Role of Local Government** |
| **1. Faster and sustainable inclusive growth;**<br>**1. More labor-absorbing growth;**<br>**2. Strategy to reduce youth unemployment;**<br>**3. Increase competitiveness to raise net exports and gross trade;**<br>**4. Improve support to small business and cooperatives;**<br>**5. Implement expanded public works programme.** | ▪ Invest in industrial development zones; Industrial sector strategies: automotive industry; clothing and textiles;<br>▪ Youth employment incentive;<br>▪ Development training and system improve procurement;<br>▪ Skills development and training;<br>▪ Reserve accumulation;<br>▪ Enterprise financing support;<br>▪ New phase of public works programme. | ▪ Create an enabling environment for investment by streamlining planning application process;<br>▪ Ensure proper maintenance and rehabilitation of essential services infrastructure;<br>▪ Ensure proper implementation of the EPWP at municipal level;<br>▪ Design service delivery processes to be labor intensive;<br>▪ Improve procurement systems to eliminate corruption and ensure value for money;<br>▪ Utilize community structures to provide services. |
| **OUTCOME 5: A SKILLED AND CAPABLE WORKFORCE TO SUPPORT INCLUSIVE GROWTH** | | |
| **Outputs** | **Key Spending Programmes** | **Role of Local Government** |
| **1. A credible skills planning institutional mechanism;**<br>**2. Increase access to intermediate and high-level learning programmes;**<br>**3. Increase access to occupational specific programmes ;** | ▪ Increase enrolment in FET colleges and training of lectures;<br>▪ Invest in infrastructure and equipment in colleges and technical schools;<br>▪ Expand skills development learnerships funded through sector training authorities and National Skills Fund; | ▪ Development and extend intern and work experience programmes in municipalities;<br>▪ Link municipal procurement to skills development initiatives. |

| | | |
|---|---|---|
| **4. Research, development and innovation in human capital** | ▪ Industry partnership projects for skills and technology development;<br>▪ National Research Foundation centres excellence, and bursaries and research funding. | |
| **OUTCOME 6: AN EFFICIENT, COMPETITIVE AND RESPONSIVE ECONOMIC INFRASTRUCTURE NETWORK** | | |
| **Outputs** | **Key Spending Programmes** | **Role of Local Government** |
| **1. Improve competition and regulation;**<br>**2. Reliable generation, distribution and transmission of energy;**<br>**3. Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports;**<br>**4. Maintain bulk water infrastructure and ensure water supply;**<br>**5. Information and communication technology;**<br>**6. Benchmark each sector.** | ▪ An integrated energy plan successful independent power producers;<br>▪ Passenger Rail Agency: Acquisition of rail rolling stock, and refurbishment and upgrade of motor coaches and trailers;<br>▪ Increase infrastructure funding for provinces for the maintenance of provincial roads;<br>▪ Complete Gauteng Freeway;<br>▪ Improvement Programme;<br>▪ Complete De Hoop Dam and bulk distribution;<br>▪ Nandoni pipeline;<br>▪ Invest in broadband network infrastructure. | ▪ Ring-fence water, electricity and sanitation functions so as to facilitate cost-reflecting pricing of these services;<br>▪ Ensure urban spatial plans provide for commuter rail corridors, as well as other modes of public transport;<br>▪ Maintain and expand water purification works and waste water treatment works in line with growing demand;<br>▪ Cities to prepare o receive the devolved public transport function;<br>▪ Improve maintenance of municipal road network. |
| **OUTCOME 7: VIBRANT, EQUITABLE AND SUSTAINABLE RURAL COMMUNITIES AND FOOD SECURITY** | | |
| **Outputs** | **Key Spending Programmes** | **Role of Local Government** |
| **1. Sustainable agrarian reform and improved access to markets for small farmers;**<br>**2. Improve access to affordable and diverse food;**<br>**3. Improve rural services and access to information to support livelihoods;**<br>**4. Improve rural employment opportunities;**<br>**5. Enable institutional environment for sustainable and inclusive growth.** | ▪ Settle 7000 land restitution claims;<br>▪ Redistribute 283 592ha of land use by 2014;<br>▪ Support emerging farmers;<br>▪ Soil conservation measures and sustainable land use management;<br>▪ Nutrition education programmes;<br>▪ Improve rural access to services by 2014:<br>▪ Water: 92% to 100%.<br>▪ Sanitation: 69% to 100%.<br>▪ Refuse removal: 64% to 75%.<br>▪ Electricity: 81% to 92%. | ▪ Facilitate the development of local markets for agricultural produce;<br>▪ Improve transport links with urban centres so as to ensure better economic integration;<br>▪ Promote home production to enhance food security;<br>▪ Ensure effective spending of grants for funding extension of access to basic services. |
| **OUTCOME 8: SUSTAIANBLE HUMAN SETTLEMENTS & IMPROVED QUALITY OF HOUSEHOLD LIFE** | | |
| **Outputs** | **Key Spending Programmes** | **Role of Local Government** |
| **1. Accelerate housing delivery;**<br>**2. Improve property market;**<br>**3. More efficient land utilization and release of state-owned land** | ▪ Increase housing units built from 220 000 to 600 000 a year;<br>▪ Increase construction of social housing units to 80 000 a year;<br>▪ Upgrade informal settlement: 400 000 units by 2014; | ▪ Cities must wait to be accredited for the housing function;<br>▪ Develop spatial plans to ensure new housing developments are in line |

| | | |
|---|---|---|
| | ▪ Deliver 400 000 low-income houses on state-owned land;<br>▪ Improve urban access to basic services:<br>✓ Water: 92% to 100%;<br>✓ Sanitation: 69% to 100%;<br>✓ Refuse removal: 64% to 75%;<br>✓ Electricity: 81% to 92%. | with national policy on integrated human settlements;<br>▪ Participate in the identification of suitable land for social housing;<br>▪ Ensure capital budgets are appropriately prioritized to maximum existing services and extend services. |
| **OUTCOME 9: A RESPONSIVE, ACCOUNTABLE, EFFECTIVE AND EFFICIENT LOCAL GOVERNMENT SYSTEM** | | |
| **Outputs** | **Key Spending Programmes** | **Role of Local Government** |
| **1. Differentiate approach to municipal financing, planning and support;**<br>**2. Community work programme;**<br>**3. Support for human settlements;**<br>**4. Refine ward committee model to deepen democracy;**<br>**5. Improve municipal financial administrative capability;**<br>**6. Single coordination window** | ▪ Municipal capacity-building grants;<br>▪ Systems improvement;<br>▪ Financial management unqualified audits partnership grant;<br>▪ Increase urban density;<br>▪ Informal settlements upgrades. | ▪ Adopt IDP planning processes appropriate to the capacity and sophistication of the municipality;<br>▪ Implement the community work programme;<br>▪ Ensure Ward Committees are representative and fully involved in community consultation processes around the IDP, budget and other strategic service delivery issues;<br>▪ Improve municipal financial and administrative capacity by competency norms and standards |
| **OUTCOME 10: PROTECTION AND ENHANCEMENT OF ENVIRONMENTAL ASSETS AND NATURAL RESOURCES** | | |
| **Outputs** | **Key Spending Programmes** | **Role of Local Government** |
| **1. Enhance quality and quantity of water resources;**<br>**2. Reduce greenhouse gas emissions;**<br>**3. Mitigate climate change impacts and improve air quality;**<br>**4. Sustainable environmental management;**<br>**5. Protect biodiversity.** | ▪ National water resource infrastructure programme;<br>▪ Expanded public works environmental programmes;<br>▪ Biodiversity and conservation | ▪ Develop and implement water management plans to reduce water losses;<br>▪ Ensure effective maintenance and rehabilitation of infrastructure;<br>▪ Run water and energy saving awareness campaigns;<br>▪ Ensure development does not take place on wetlands. |
| **OUTCOME 11: A BETTER SOUTH AFRICA, A BETTER AND SAFER AFRICA AND WORLD** | | |
| **Outputs** | **Key Spending Programmes** | **Role of Local Government** |

| | | |
|---|---|---|
| **1. Enhance Africa agenda and sustainable development;**<br>**2. Enhance regional integration;**<br>**3. Reform global governance institutions;**<br>4. **Enhance trade and investment between South Africa and partners** | ▪ Proposed establishment of South African Development Partnership Agency;<br>▪ Defense: peace support mechanisms;<br>▪ Border control: upgrade inland ports of entry. | ▪ Ensuring basic infrastructure is in place and properly maintained;<br>▪ Creating an enabling environment for investment |
| **OUTCOME 12: A DEVELOPMENT ORIENTATED PUBLIC SERVICE AND INCLUSIVE CITIZENSHIP** | | |
| **Outputs** | **Key Spending Programmes** | **Role of Local Government** |
| **1. Improve government performance;**<br>**2. Government wide performance and monitoring;**<br>**3. Conduct comprehensive expenditure review;**<br>**4. Celebrate cultural diversity** | ▪ Performance monitoring and evaluation;<br>▪ Stats SA, Census 2011: Reduce undercount;<br>▪ Sports and Recreation: Support mass participation and school sport programmes. | ▪ Continue to develop performance monitoring and management system;<br>▪ Comply with legal financial reporting requirements;<br>▪ Review municipal expenditures to reduce wastage;<br>▪ Ensure Municipal Councils behave in ways that restore trust in local government. |
| **OUTCOME 13: SOCIAL PROTECTION** | | |
| **Outputs** | **Key Spending Programmes** | **Role of Local Government** |
| **Spatial equity** | Defense: peace support mechanisms | ▪ Coordinated development<br>▪ Democratic, Responsible, transparent, Objective and equitable municipal governance |
| **OUTCOME 14:NATION BUILDING AND SOCIAL COHESION** | | |
| **Outputs** | **Key Spending Programmes** | **Role of Local Government** |
| **Spatial equity** | | ▪ Coordinated development.<br>▪ Social cohesion |

### 2.2.11 LOCAL GOVERNMENT OUTCOME 9

The national government has adopted an Outcomes Based Approach to development to focus government initiatives and manage public expectations. Based on the Medium-Term Expenditure Framework (MTEF), 14 outcomes have been identified. Outcome 9 deals with local government and touches uThukela district municipality and its family of municipalities unswervingly. It moves from a premise that local government is a key part of the reconstruction and development effort in South

Africa, and that aims of democratizing society and growing the economy inclusively can only be realized through a responsive, accountable, effective, and efficient local government system that is part of a developmental state. Municipalities are guided by outcome 9, which has the following seven (7) outputs:

- ⇨ **Output 1:** Implement a differentiated approach to municipal financing, planning and support;
- ⇨ **Output 2:** Improving access to basic services;
- ⇨ **Output 3:** Implementation of the Community Work Programme;
- ⇨ **Output 4:** Actions supportive of the human settlement outcome;
- ⇨ **Output 5:** Deepen democracy through a refined Ward Committee model;
- ⇨ **Output 6:** Administrative and financial capability; and
- ⇨ **Output 7:** A single window of coordination

### 2.2.12 THE PROVINCIAL GROWTH & DEVELOPMENT STRATEGY 2021 (PGDS)

The Provincial Growth and Development Strategy (PGDS) is a vehicle to address the legacies of the apartheid space economy, to promote sustainable development and to ensure poverty eradication and employment creation. The PGDS offers a tool through which national government can direct and articulate its strategy and similarly for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It facilitates proper coordination between different spheres of government and aims to prevent provincial departments from acting out of concert with local municipalities. It enables intergovernmental alignment and guides activities of various role players and agencies (provincial sector departments, parastatals, district and municipalities). The PGDS will enhance service delivery.

It is a framework for public and private sector investment, indicating areas of opportunities and development priorities. It addresses key issues of implementation blockages whilst providing strategic direction. The PGDS on the one hand involves preparing policies, strategies and guidelines and on the other hand, it involves preparing mechanisms to align and facilitate the implementation, monitoring and evaluation of key growth and development priorities. Attention is also given to the provision of infrastructure and services, restoring the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. The uThukela district municipality's IDP is reviewed within the framework of the PGDS and is fully aligned with the provincial development goals.

The PGDS identifies 7 strategic goals and 31 strategic objectives designed to move the KwaZulu-Natal Province progressively towards the attainment of the 2035 development vision. It is important to note that the Provincial vision has shifted from 2030 to 2035. These goals and objectives are relevant for uThukela district municipality and its family of municipalities as they form part of the KwaZulu-Natal Province. All seven strategic goals form an integral part of local government agenda and focus areas for uThukela district municipality. The following diagram shows the 2016 strategic goals and strategic objectives:




## 2.2.13 OPERATION SUKUMA SAKHE (OSS)

Operation SukumaSakhe (OSS) is a strategy to integrate departmental programmes and deliver jointly on outcomes since success depends on several departments cooperating. It has ensured that services are brought together at the level of communities in the wards and empowers communities to discuss with various government officials who do not necessarily work at ward levels in a venue designated

as WAR ROOM. This strategy has been implemented to coordinate the efforts of various sectors and mobilize society for a common purpose.

OSS was launched in July 2009, under the campaign "One Home One Garden one product one village", with the following objectives:

- Making meaningful household intervention on poverty;
- Behavioral Change to address HIV and AIDS, Crime, Substance Abuse, road accidents, abuse;
- Addressing the needs of the most vulnerable and deprived communities and households;
- Making rural development a realizable vision;
- Creating opportunities for skills development and employment;
- Ensuring cooperative governance for better & faster service delivery

OSS delivery model is designed to address the critical areas of community participation, integrated services delivery, behavior change, economic empowerment, and environmental care. In the OSS model, coordination of services delivery at the ward level is centered around the "war room". Each war room has a dedicated team that include community care givers, who provide services at household level; Youth Ambassadors, who promote behavior change and healthy lifestyle and community development workers (CDWs), who provide secretariat functions and monitor interventions initiated through the war rooms.

All government departments have been mandated to align their operational plans with OSS and have indeed translated the mandate into action and aligned their operations to OSS. At the district and local levels, mayors and councilors are the champions for the OSS approach and provide support and oversight to the activities. Meanwhile the MEC and HOD are champions and oversee OSS implementation in uThukela district. All the outputs and outcomes of OSS initiatives are reported to WAC, LAC, DAC and ultimately to the PCA. The development of this IDP for uThukela district municipality has adopted the principles of Sukuma Sakhe by establishing partnerships with local communities and getting involved into the War Rooms.

### 2.2.14 GOVERNMENT POLICIES AND IMPERATIVES AND HOW THE MUNICIPALITY APPLIES / ADDRESSES THEM

The following table demonstrates the Government Policies and Imperatives and how uThukela is applying them.

**Table 3: Government Policies and how the Municipality is applying / addressing them.**

| Government Policy | Applications by Municipality |
|---|---|
| **Sustainable Development Goals** | ▪ The municipality has initiated and implemented a few projects aligned to the Millennium Goals that were targeted for 2015.The municipality has now shifted its focus from Millennium Development Goal to Sustainable Development Goals. The municipality initiated several projects and programmes that are aligned to the Sustainable Development Goals: |
| **14 National Outcomes (Outcome 9)** | ▪ uThukela has adopted the IDP planning processes and that has been the guiding tool throughout the process.<br>▪ The municipality has implemented several community work programmes addresses the Outcome 9: |
| **5 KZN Priorities** | ▪ uThukela strives to achieve the KZN Priorities in all its developmental programs. This means that, all projects that are implemented are within the 5 provincial priorities and this is evident with the project lists provided in the IDP |
| **State of the Nation Address(SONA)** | ▪ EPWP implementation, implementation of infrastructure projects., creation of jobs<br>▪ Water conservation measures to save water.<br>▪ Implementation of HIV/AIDS programme |
| **State of the Province Address (SOPA)** | ▪ All Infrastructure and social projects that the district is implementing in one way or the other addressing the challenges or goals of the States of the Province Address<br>▪ IDP addresses the Gender, Senior Citizens, and People with Disabilities in the District under Social Services among others: gender advocacy sessions, implementation of policies pertaining to older persons.<br>▪ IDP addresses the pillars of the Back to Basics<br>▪ The municipality is aligning its PGDP with 14 national outcomes |
| **KZN PGDS** | ▪ All Infrastructure and social projects that the district is implementing in one way or the other addressing the KZN PGDS goals |
| **MTSF** | ▪ The MTSF sets out the actions Government will take and targets to be achieved and our 2024/2025 IDP contains activities and targets sets out by the municipality that are aligned to the Government |
| **PGDP** | ▪ uThukela is in the process of finalising its DGDP and the DGDP if fully aligned with the PGDP.All the strategic goals from the PGDP are addressed in our 2024/2025 IDP and beyond |

# SECTION C:

# SITUATIONAL ANALYSIS

# 3 SITUATIONAL ANALYSIS

Future improvement within uThukela district municipality and in the family of municipalities should respond directly to the development trends, patterns, needs and objectives of those who live and/or work within the jurisdiction. It must be significant to the local context while also contributing to the attainment of the provincial and national development obligations. This section of the first phase of the Fifth generation IDP tries to provide a detailed analysis of the current development situation within uThukela and its surrounding. It is arranged as per the Key Performance Areas (KPA), but also considers issues that are relevant to uThukela district municipality. The national KPA's are as follows:

- Municipal Transformation and Institutional development
- Local economic development and social development.
- Basic service delivery.
- Financial viability and management
- Good governance and public participation.
- Spatial planning and Environment (KZN)

## 3.1.1 DEMOGRAPHIC CHARACTERISTICS

The population of uThukela District Municipality forms part of the ultimate objective of the development process, as well as being a subject in the process since the people provide labour and entrepreneurship for production also consume the output of production. Likewise, demographic **processes** e.g., fertility, mortality and migration determine the demographic **outcomes** such as size, age-sex structure and spatial distributions of the population which affect the functioning of **socio-economic processes** of land use, labour absorption, consumption, and expenditure which in turn define the **socio-economic outcomes** in terms of income, employment, education, health, housing etc. In short, this analysis will shed some light on the dynamics of uThukela District population, which can then be used to develop strategic interventions.

*NB: It must be noted that the 2022 results from Statistics SA were released and changes in the section are informed by the CENSUS 2022 KZN results.*

### 3.1.2 TOTAL POPULATION AND GROWTH RATE

The KwaZulu-Natal Province is the second most populous province in South Africa, after Gauteng. In 2021, the province had a population of 12 423 907, constituting roughly 20% of the nation's total population. Among the Province's districts and metropolitan municipalities, eThekwini Metro has the largest population (4 239 901 million) *while uThukela District Municipality is the fourtfth largest municipality in the province with a population of 789 092.*

The population density of the province is 121, 5 persons/ sq km, which is lower than the national average population density (49). The density of the uThukela District is 61, 5. At the provincial scale, uThukela District can be classified as a medium density area. The district is divided into three local municipalities. Among the local municipalities, Alfred Duma Local Municipality has the highest population (50, 8% population share), followed by Inkosi Langalibalele Local Municipality (29, 4%), and Okhahlamba Local Municipality (19, 8%). The highest population density within the district is found in Alfred Duma Local Municipality (89,5persons/ sq km) and the lowest in Okhahlamba Local Municipality (34, 8).

**Table 3: Population of the Local Municipalities**

| Geography | Wards | Population | Population Share | Population Density (persons/ sq km) |
|---|---|---|---|---|
| Alfred Duma Local Municipality | 37 | 415 036 | 50,8% | 89,5 |
| Inkosi Langalibalele Local Municipality | 24 | 230 924 | 29,4% | 60,2 |
| Okhahlamba Local Municipality | 15 | 143 132 | 19,8% | 34,8 |
| **uThukela District Municipality** | **76** | **789 092** | **100,0%** | **61,5** |

***Source: Statistics SA 2022***

### 3.1.3 ETHNIC COMPOSITION

Kwa-Zulu Natal population is at 84,9% the black African population group constitutes the largest propotion of KZN population, followed by Indians/Asians 9,3%, followed by White 4,1% and Coloureds 1,5 %.

Black Africans constitute 96, 2% of the Uthukela district population. The shares of other population groups are Coloured (0, 5%), Indian/Asian (2, 1 %), and White (1, 2%). In the local municipalities, the

share of the Black African population is highest in Okhahlamba Local Municipality (98, 1%) and lowest in Alfred Duma Local Municipality LM (95, 4%).

**Ethnic/ Racial Composition of Population, 2022**

| Municipality | Black African | Coloured | Asian/ Indian | White |
|---|---|---|---|---|
| Alfred Duma Local Municipality | 95,4% | 0,6% | 2,7% | 1,4% |
| Inkosi Langalibalele Local Municipality | 96,3% | 0,6% | 2,3% | 0,8% |
| Okhahlamba Local Municipality | 98,1% | 0,2% | 0,3% | 1,5% |
| **uThukela District Municipality** | **96,2%** | **0,5%** | **2,1%** | **1,2%** |

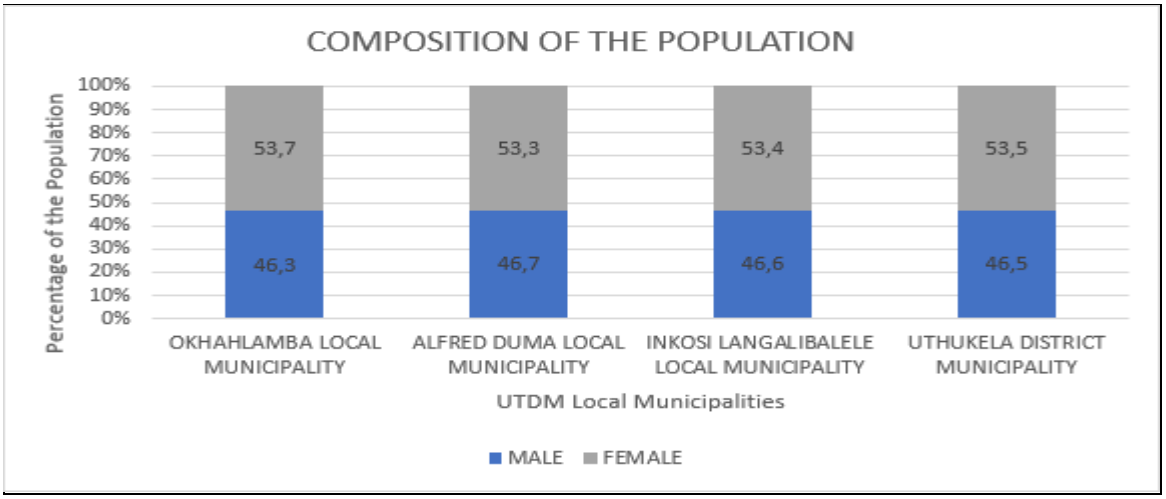
***Source: Statistics South Africa: Census 2022***

### 3.1.4 GENDER RATIO

Gender distribution in KZN, female have the higher percentage 52,4 and male constitute of 47,6. There is an indication that women be more than men from the age group of 20 years and up. The male population contributes approximately 47, 2% of the total district population.A lower share of male population possibly indicates the migration of male population to other areas in search for economic opportunities.

The graph below illustrates the composition of the population (female and males) in the family of municipalities in uThukela district. Through out the district the population consist of more women compered to men, Okhahlamba females 53,3% whereas men 46,7. Alfred Duma comprised of 53,3 females and males 46,7. Inkosi Langalibalele comprised of 53,4 females and 46,6 males. The Uthukela District Municipality then comprises of 53,5 females whereas males are 46,5 these lead to a conclusion that in the Uthukela District Municipality there are more females than men. The sex ratio therefor is 91 males per 100 females.

Gender Composition of the Population




***Source: Statistics South Africa: 2022***

### 3.1.5 AGE STRUCTURE AND AGE DEPENDENCY RATIO

The table below show the proportion of the children population (aged 0-14) in the district is 36%. The aggregate proportion of the district's working-age population (15-64) is 58, 7%, and the share of the elderly population (65+) is 5, 2%. The share of the working-age population is 35,0 and 26,0 in Alfred Duma LM, 34,5 and 26,1 in Inkosi Langalibalele LM and 33,9 and 24,5 in Okhahlamba LM.

**Age Structure of the Population, 2023**

| Municipality | YEARS (0-4) | YEARS (05-14) | YEARS (15-34) | YEARS (35-59) | YEARS (60+) | DEPENDENCY RATIO |
|---|---|---|---|---|---|---|
| **Alfread Duma LM** | 10,2 | 19,6 | 35,0 | 26,0 | 9,2 | 63,8 |
| **Inkosi Langalibalele LM** | 10,2 | 20,3 | 34,5 | 26,1 | 9,0 | 65,2 |
| **Okhahlamba LM** | 11,5 | 21,4 | 33,9 | 24,5 | 8,7 | 71,2 |

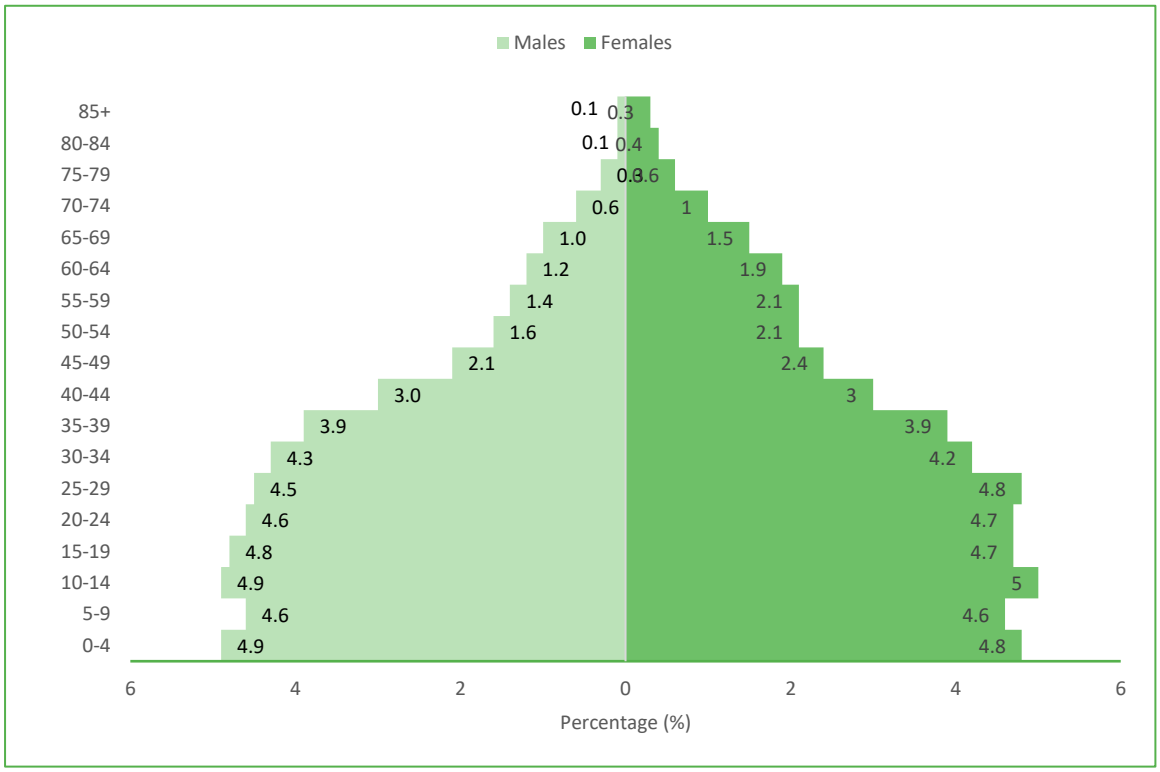
***Source: Statistics South Africa:2022***

The age dependency ratio is the ratio of persons aged under 15 and older than 64 to those aged between 15 and 64 years (working age) in a population. This ratio shows the ratio of the economically

inactive compared to the economically active population. Economically active people are expected to earn money, pay taxes, and contribute to the economy, whereas economically inactive people are the bigger recipients of government spending, e.g., education, pensions, and health care. Therefore, a lower ratio indicates a healthier economy with a larger economically active/working-age population than an economically inactive population. The age dependency ratio of the district population is 0, 43– which is slightly lower than the national average (0, 52). Among the local municipalities, the dependency ratio is lowest in the Okhahlamba LM (0, 40). The other two municipalities have the same dependency ratio- 0, 44.

It must also be noted that the dependency ratio ignores the fact that the population age group above 65 is not necessarily dependent because a substantial number of elderlies in this age group still work. Similarly, many of those of 'working age' may not be working. Furthermore, many young adults remain in educational/vocational training institutes well after 15 years of age. Therefore, not all the resident population above 15 years of age may be a part of the workforce.

**UTHUKELA DISTRICT POPULATION PYRAMID 2022**




***Source: Statistics South Africa: 2022***

### 3.1.6 DEMOGRAPHIC DEVELOPMENT TREND

In 2019, CSIR undertook an exercise to project populations of all local and district municipalities and provinces using a demographic development model that considers natural population growth, migration, and the impact of climate change, among other factors and published the numbers in The Greenbook. The National Spatial Development Framework considers these projections for future planning. For consistency, using these population numbers for the review of the District IDP is suggested. The future growth of the population, as predicted by CSIR, is provided in the following and it can be seen in the table in a medium growth scenario, the population of the district will grow to 0, 83 million in 2030 and to 0, 88 million in 2050. In a high-growth scenario, the district population will grow to 0, 92 million in 2030 and to 1, 04 million in 2050.

**Future Population of the family Local Municipalities**

| Municipality | Population 2022 | Medium Growth | | High Growth | |
|---|---|---|---|---|---|
| | | 2030 | 2050 | 2030 | 2050 |
| **Alfred Duma LM** | 415036 | 416 024 | 454 065 | 441 336 | 513 601 |
| **Inkosi Langalibalele LM** | 230294 | 267 399 | 326 097 | 283 668 | 368 851 |
| **Okhahlamba LM** | 143132 | 146 320 | 142 465 | 155 223 | 161 140 |
| **uThukela DM** | **789 092** | **829 743** | **922 627** | **880 227** | **1 043 592** |

***Source: Statistics South Africa: 2022, Quantec, 2022***

### 3.1.7 MIGRATION (INTERNAL / EXTERNAL)

The population movement in the district follows the concentration of economic and employment opportunities. These are located mainly in the town of Ladysmith followed by the smaller industrial town of Estcourt in Inkosi Langalibalele. Ladysmith has a high concentration of social and economic infrastructure resulting in a development imbalance compared to other towns in the district. People from smaller towns and rural settlements in Okhahlamba and other dispersed areas flock to Ladysmith for several activities beyond employment.

The same trend is noticed with small towns and rural settlements of UMzinyathi district municipality coming to Ladysmith. This could be influenced by the number of regional government offices located in Ladysmith and serving both uThukela and uMzinyathi district municipalities. Subsequently, this puts pressure on Ladysmith suggesting strain on local and physical infrastructure. Few economic and employment opportunities in the district pulls people to larger urban areas in the district. The N11

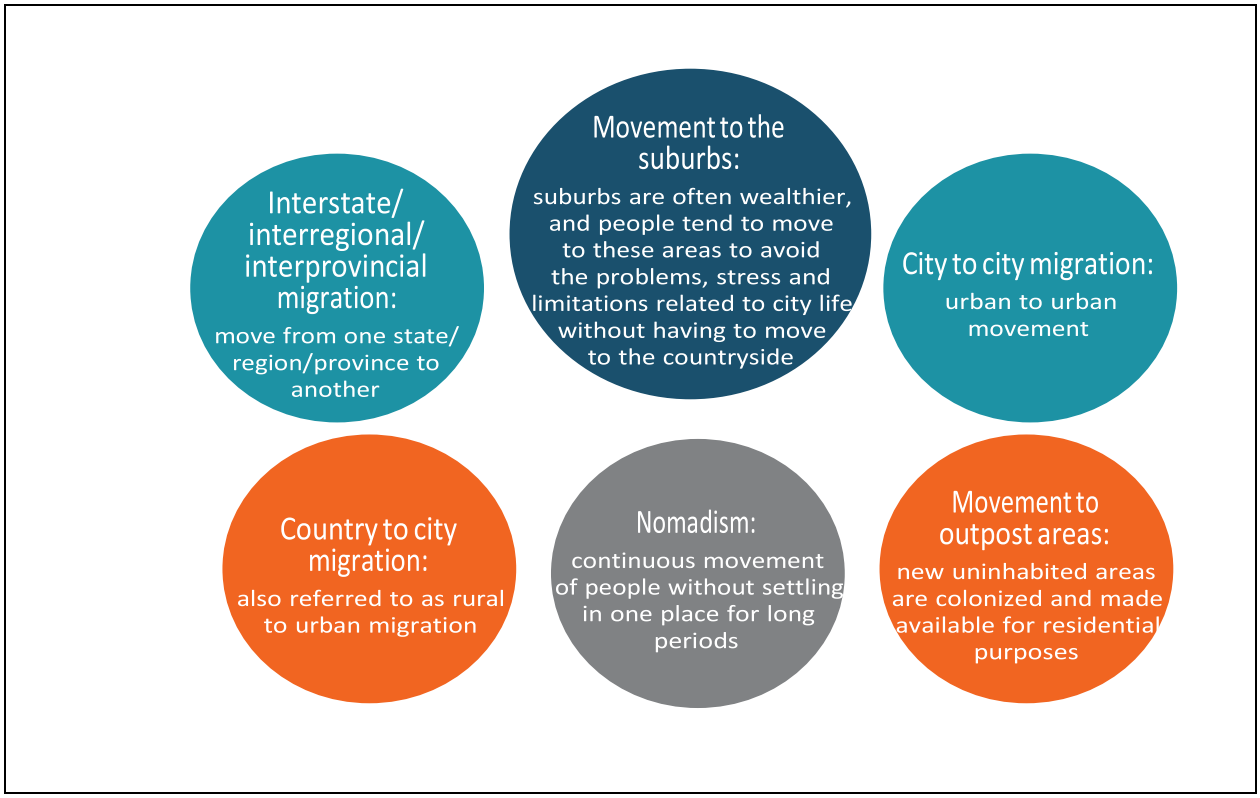
leads them to Newcastle and Johannesburg, while the N3 corridor leads them to the north of Gauteng, Pietermaritzburg, and Durban in the south.

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**TYPES OF INTERNAL MIGRATION**

The following diagram depicit the several types of internal migration that are applicable in uThukela district municipality:



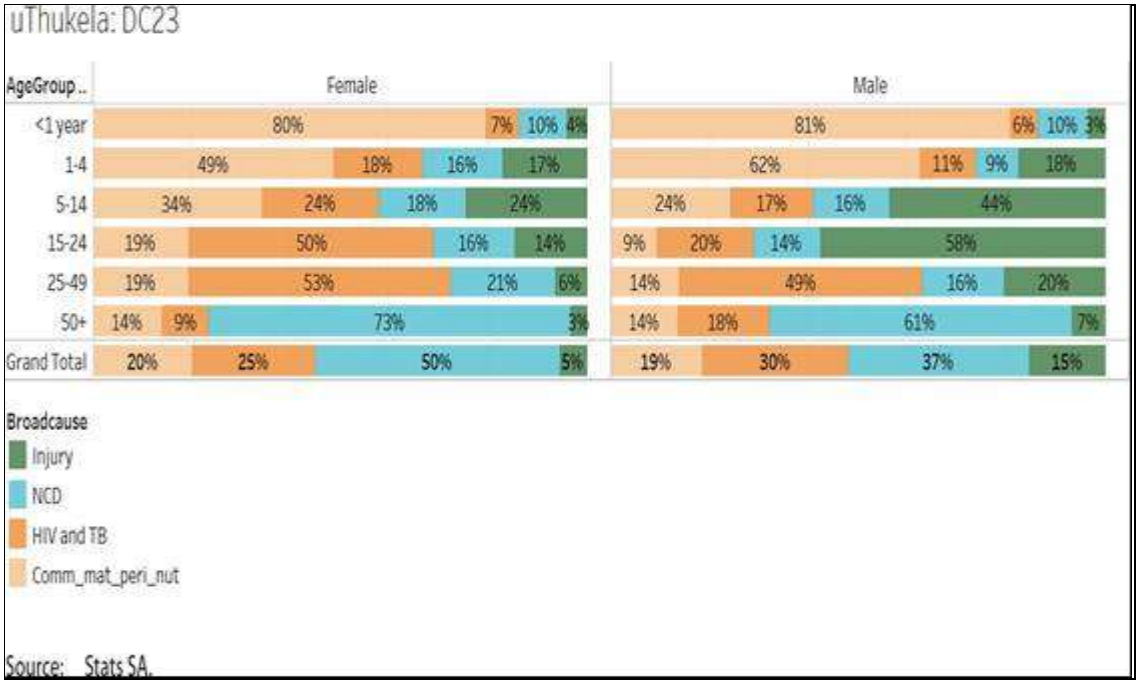

**MIGRATION AND SERVICE DELIVERY**

Migration hampers service delivery in uThukela district municipality due to unanticipated increase in population size in specific areas. These may be in the form of increases in actual population size, increase in household's size, and development of informal settlements. Geographical settings do not experience a similar pattern of effect in uThukela district municipality.

### 3.1.8 HEALTH

Certain infectious and parasitic diseases of the circulatory system and diseases of the respiratory system are the main causes of death in the district. HIV/AIDS is the leading cause of death for the 15-34 and 25-64 age cohorts, at 18.7% and 22.3% respectively. The top two leading causes of death for children below the age of five is diarrheal diseases (26.8%) and lower respiratory infections (17.0%). For the elderly, cerebrovascular disease, such as strokes (20.2%) followed by ischemic heart disease (13.2%) are the leading causes of death. The TB death rate within the district stands at 10 persons per quarter.

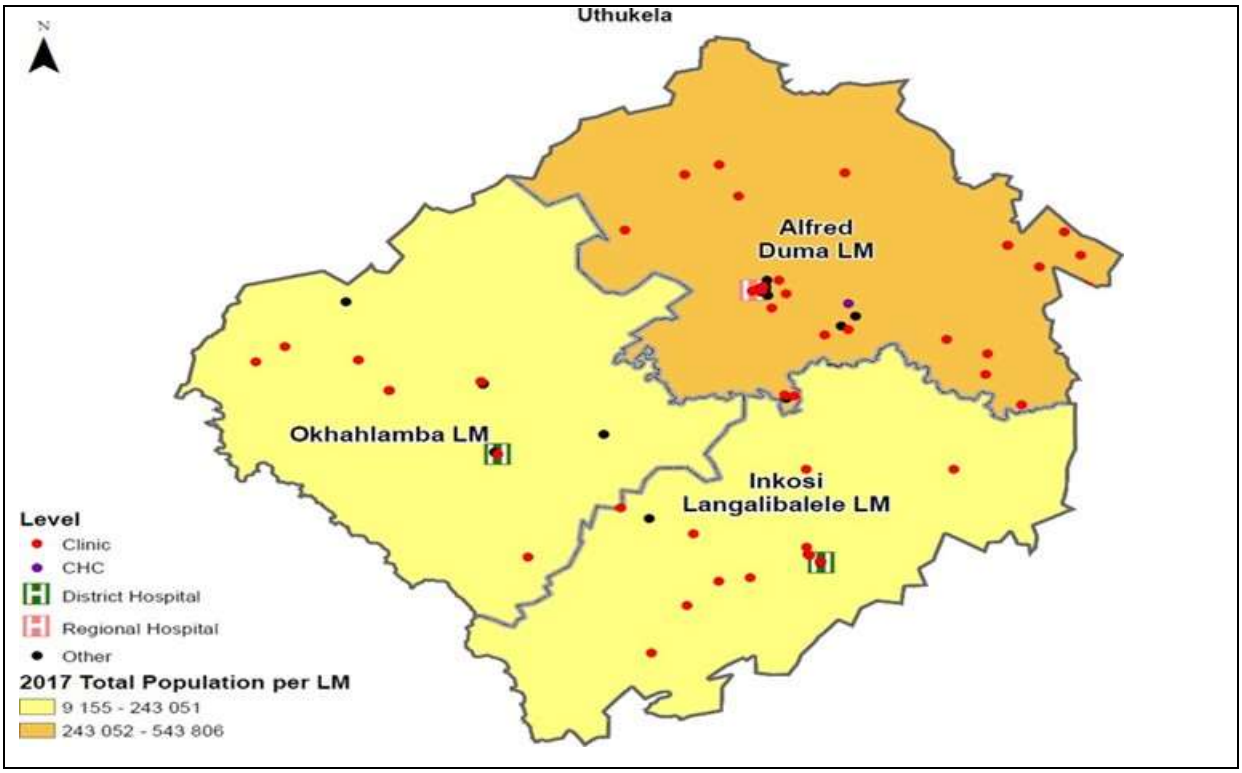
**The following diagram illustrate the percentage of population with health problems.**




The HSRC's South African National HIV Prevalence, Incidence, Behaviour and Communication Survey 2019, indicates that there were 7.9 million people living with HIV in South Africa and over 2.1 million were in KZN. *HIV prevalence in uThukela is at 22.4% down from 46.4% in 2009 and 40% in 2013*. Male circumcision, teenage pregnancy awareness campaigns, distribution of condoms and community mobilization are some of the strategies that have been used to reduce new HIV/AIDS infections.

In terms of maternal conditions, indirect maternal conditions (34.3%) and other maternal (22.2%) account for the leading causes of death for women in the 15-49 age category. The Maternal Mortality Ratio (per 100 000 live births) is 140.2, with Alfred Duma municipality recording the highest at 205.3.

uThukela has 37 fixed PHC clinics and 14 mobile clinics. Alfred Duma has the highest number of clinics at 20 with seven mobile clinics and Okhahlamba has the least clinics at 6 and the 3 mobile clinics.The following map shows the distribution of healthcare facilities in uThukela district.




### 3.1.8.1 UTHUKELA DISTRICT AIDS COUNCIL (DAC)

UTDM has established a co-ordinating forum for HIV/AIDS issues involving all stakeholders and role-players called uThukela District Aids Council to fulfil the following functions as outlined under the terms of reference.

- Development of the District AIDS Plan.
- Monitor the implementation of the District AIDS Plan quarterly.
- Review and evaluate the implementation of the District AIDS Plan annually.
- Facilitate the establishment of Local AIDS Councils.
- Facilitate multi-sectoral and interdepartmental collaboration in the campaign against AIDS.
- Facilitate capacity building on HIV related issues.
- Mobilise financial and technical resources for the campaign against HIV/AIDS and ensure equitable distribution of such resources.
- Commission relevant research and review statistics and other research reports relating to the district.

- Serve as the leading District public advocate to create an enabling environment for HIV/AIDS prevention, care, and support.
- Report to the Provincial AIDS Council quarterly and annually on the progress made and challenges, which need to be addressed to combat HIV/AIDS in the District.

#### 3.1.8.2 HIV STRATEGY

uThukela district municipality has developed the HIV/AIDS strategy for both the community and for the workplace. In the strategy there are a number of projects identified in mitigating the impact of HIV/AIDS such as awareness programmes.

### 3.1.9 SOCIO ECONOMIC DEVELOPMENT INDICATORS

#### 3.1.9.1 EDUCATION AND LITERACY

The table below displays the level of functional literacy and higher education attainment for the population 05-24 years. The table below indicates that in Okhahlamba Local Municipality school attendance of 05-24 years has decreased from 46798 in 2011 to 42107 in 2022, the difference is 4691. In Inkosi Langa libalele Local Municipality there is a decrease in the number of people attending school from 63724 in 2011 to 62741 in 2022. There has been great improvement in number of people attending school from 110197 in 2011 to 113242 in 2022.

These statistics suggest that there is a need for increased efforts to improve functional literacy rates and higher education attainment in the district, particularly in areas with the lowest rates. This could involve programs and initiatives aimed at increasing access to education and resources, as well as promoting the importance of education in these communities. The table below shows the functional literacy and higher education attainment in the uThukela and its family of municipalities in 2022.

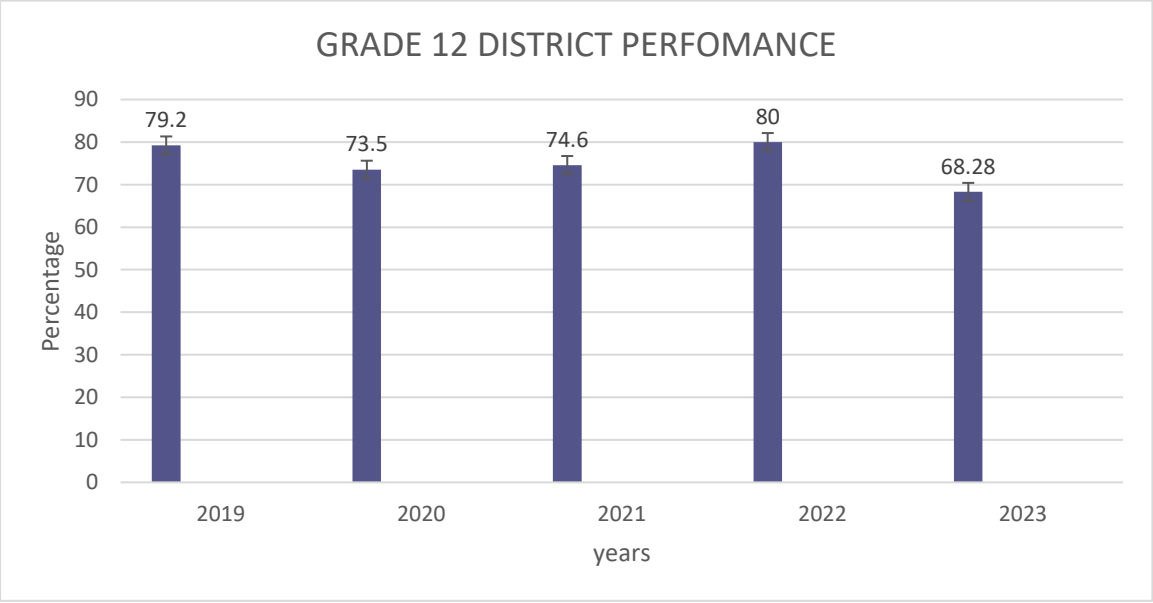
**Functional Literacy and Higher Education Attainment (05-24 years population) 2022**

| MUNICIPALITY | SCHOOL ATTENDANCE OF 05-24 YEARS OLD | | |
|---|---|---|---|
| | 2011 | 2022 | PERCENTAGE SHARE OF 5-25 YEARS OLD (2022) |
| OKHAHLAMBA LM | 46798 | 42107 | 1,4% |
| INKOSI LANGALIBALELE LM | 63724 | 62741 | 2,1% |
| ALFREAD DUMA LM | 110197 | 113242 | 3,7 |
| UTHUKELA DISTRICT MUNICIPALITY | 378 039 | 218 090 | 1,6 |

***Source: Statistics South Africa:2022***

The graph below indicates that the matric results have shown some increase in 2021 from 74.6% in 2022 to 80.00 % in 2022 and this translates that the matric results has increased by approximately 14%. The graph below shows the performance of uThukela district (education) from 2019 to 2023.

**Figure 17: District Performance in Five (5) Years**




***Source: Department of Education,2023***

### 3.1.9.2 UNEMPLOYMENT

The overall unemployment rate in the district is 44%, which is much higher than the national (34%) and provincial (37%) figures. The level of unemployment is highest in Okhahlamba LM (48%), and lowest in Alfred Duma LM (42%). The youth unemployment rate in the district is 60%, which is also much higher than the national (48%) and provincial (52%) figures. The level of youth unemployment is highest in Inkosi Langalibalele LM (63%) and lowest in Alfred Duma LM (58%). The high overall and youth unemployment rates indicate the lack of economic opportunities in the district. The lower share of male population than female population attests this assumption. A lower share of male population often indicates the migration of male population to other areas in search of jobs and economic opportunities. The table below depicits the unemployment rates in the uThukela and family of municipalities

**Unemployment Rates in the Local Municipalities, 2022**

| Municipality | Overall Unemployment rate | Youth Unemployment rate (15-34) | Share of formal Employment |
|---|---|---|---|
| **Alfred Duma LM** | 41,99% | 57,7% | 84% |
| **Inkosi Langalibalele LM** | 46,24% | 63,0% | 83% |
| **Okhahlamba LM** | 47,58% | 62,2% | 78% |
| **uThukela DM** | **44,14%** | **60,0%** | **82%** |

***Source: Statistics South Africa:2022***

## 3.1.10 INCOME AND INEQUALITY

The average household income in the district is R214,0 thousand per annum, which is lower than both the national (R272,5 thousand) and provincial average (R259,6 thousand). The average household income is highest in the Inkosi Langalibalele LM and lowest in Okhahlamba LM. The percentage of tax paying population is highest in Inkosi Langalibalele LM and lowest in Alfred Duma LM.

### 3.1.10.1 HOUSEHOLD INCOME

Household income can be used as a proxy for the economic well-being of household and individuals, as it determines their consumption and savings potential. Changes in the income by households is one of the direct indicators available that can be used to establish who benefits from economic

development and by how much are the beneficiaries benefiting. Furthermore, data on household income can be used to inform poverty analysis.

In uThukela the R1-R4, 800 and R, 4801-R9600 household income categories have increased considerably throughout the years; this can be an indication of improvement in the socio-economic status of the households in the district. The number of households in the upper end income categories (i.e.R1 228 801-R 457 600) have decreased throughout the years. The table below shows the household current income and income inequalities in uThukela and its family of municipalities.

**Household Current Income and Income Inequalities**

| Municipality | Average HH Current Income (000 Rands) | Tax paying population | Gini Coefficient |
|---|---|---|---|
| **Alfred Duma LM** | 221,11 | 0,2% | 0,607 |
| **Inkosi Langalibalele LM** | 223,68 | 2,8% | 0,611 |
| **Okhahlamba LM** | 179,72 | 1,8% | 0,598 |
| **uThukela DM** | 214,04 | **1,6%** | **0,630** |

***Source: Community survey 2016, and Quantec 2022***

The Gini coefficient measures the level of income inequality. A Gini coefficient of zero expresses perfect equality, and the value 1 represents perfect inequality. It is well known that South Africa's Gini coefficient is one of the highest in the world. The District's Gini coefficient is 0.630, which is similar to the national average. It is highest in Inkosi Langalibalele and lowest in Okhahlamba.

### 3.1.11 GVA CONTRIBUTION PER SECTOR

The most significant sector in 2011 was manufacturing which contributed 21% to the district's total GVA . This was followed by wholesale and retail trade, catering, and accommodation at 17%; and then finance, insurance, real estate, and business services at 15%. The least important sector in terms of GVA in 2011 was mining and quarrying at 1%.

From a growth perspective, construction grew at an average of 11% per annum between 2001 and 2011, followed by finance, insurance, real estate, and business services at 10% per annum. The largest sector, manufacturing, grew at 4% per annum. Mining and quarrying showed a negative average growth rate over the period of 2% per annum. The table shows the GVA contribution per sector in constant prices for the uThukela district municipality from 2001-2011.

**Table 4: GVA Contribution per Sector**

| | 2001 | 2006 | 2011 | Average annual growth 2001-2011 |
|---|---|---|---|---|
| Agriculture, forestry, and fishing | 425 | 619 | 946 | 8% |
| Mining and quarrying | 90 | 75 | 76 | -2% |
| Manufacturing | 1 917 | 2 389 | 2 857 | 4% |
| Electricity, gas and water | 333 | 378 | 402 | 2% |
| Construction | 184 | 249 | 394 | 11% |
| Wholesale and retail trade, catering, and accommodation | 1 116 | 1 688 | 2 342 | 8% |
| Transport, storage, and communication | 806 | 1 326 | 1 873 | 9% |
| Finance, insurance, real estate, and business services | 833 | 1 433 | 2 069 | 10% |
| Community, social and personal services | 475 | 617 | 730 | 4% |
| General government | 1 116 | 1 334 | 1 784 | 5% |

***Source: (Statistics South Africa: Census 2011)***

### 3.1.11.1 EMPLOYMENT BY SECTOR

The main source of employment within the district in 2011 was wholesale and retail trade, catering and accommodation at 25%. This was followed by government at 16% and community, social and personal services at 15% Employment in the primary sector comprised around 7% of total employment in the district in 2011.

**Figure 11: Employment per Sector**




***Source: uThukela LED strategy***

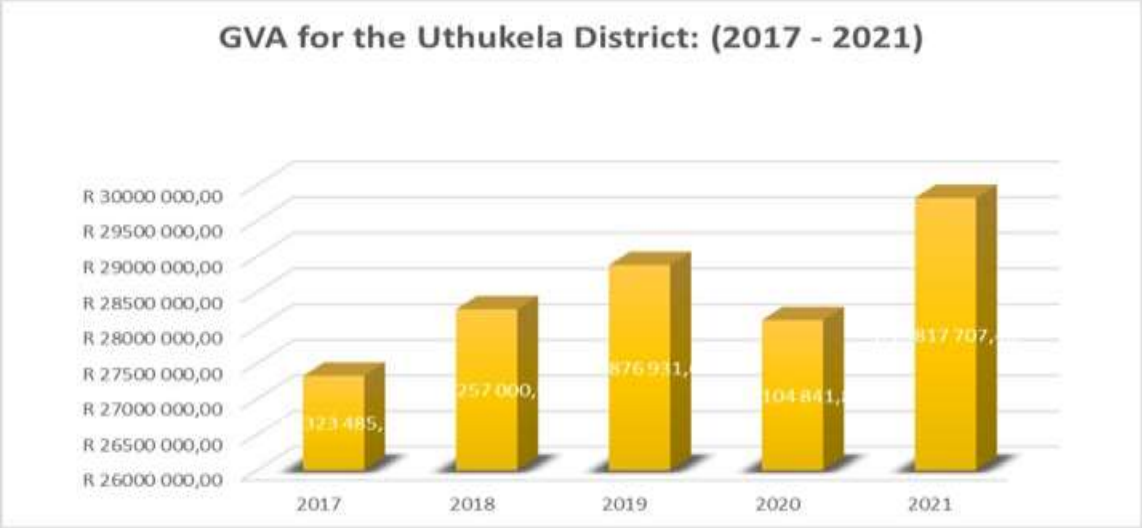
From an employment growth perspective, the agriculture; manufacturing; and electricity, gas and water sectors showed an average decrease in employment of 5%, 2% and 1% respectively between

2001 and 2011. The biggest employment gains were in mining and quarrying (6% growth); finance, insurance, real estate, and business services; transport, storage and communications; and general government (all 5% growth respectively).

### 3.1.12 POVERTY DIMENSIONS

Using the lower-bound poverty line, there are ***62.7%*** of the population living in poverty within uThukela District, which places uThukela amongst the top 10 districts nationally. Poverty is distributed across uThukela as follows: Okhahlamba (68.6%), Inkosi Langalibalele (65.5%) and Alfred Duma the lowest at 58.7%. The overwhelming majority of people living in poverty are from the black communities.

In 2018, uThukela contributed 3.7% (approximately R18.7 billion) to the Provincial GDP. This proportion is markedly lower than the proportion that this district contributes to the provincial population (6.3%), which implies that this district is economically burdensome on the rest of the province. The economic data released on 21 April 2020 by Stats SA Business Survey4, provides insights into the impact of the COVID-19 pandemic, painting a very bleak picture of the uThukela economy. The economy had contracted significantly in 2020 to an extent that businesses sought financial relief from government, and some were unable to survive. The GDP of uThukela consequently dropped considerably. The graph below indicates that in 2021, the economy picked up momentum and expanded considerably, however the growth experienced in the district has not translated into employment opportunitiesuThukela contributed 3.7% (approximately R18.7 billion) to the Provincial GDP. This proportion is markedly lower than the proportion that this district contributes to the provincial population (6.3%), which implies that this district is economically burdensome on the rest of the province. The economic data released on 21 April 2020 by Stats SA Business Survey4, provides insights into the impact of the COVID-19 pandemic, painting a very bleak picture of the uThukela economy. The economy had contracted significantly in 2020 to an extent that businesses sought financial relief from government, and some were unable to survive. The GDP of uThukela consequently dropped considerably. The graph below indicates that in 2021 the economy picked up momentum and expanded considerably, however the growth experienced in the district has not translated into employment opportunities.




### 3.1.13 KEY FINDINGS

- ⇨ The population of uThukela district was projected to be 696 718 in 2022.
- ⇨ The projections are that the population of uThukela will grow to 1.04 million in 2050.
- ⇨ The population of uThukela district municipality is unevenly distributed.
- ⇨ Male population contributes approximately 46.5% of the total population.
- ⇨ Black Africans dominates the district population by 96.2%
- ⇨ The highest population density within the district is found in Alfred Duma local municipality with 85.5% persons/sq km and the lowest is Okhahlamba LM with 34.8%.
- ⇨ uThukela can be classified as a medium density area.
- ⇨ The age dependency ratio of the district population is 0.43 which is slightly lower than the national average of 0.52.
- ⇨ The functional literacy rate of the district is sitting at 67.5% which is lower than the national and provincial averages which is 77% and 74% respectively.
- ⇨ The statistics suggest that there is a need to increase efforts to improve functional literacy rates.
- ⇨ Dependency ratio is high (63.8%) in Alfred Duma municipality compared to other locals.
- ⇨ Okhahlamba and Inkosi Langalibalele also have high dependency ratio (71.2% and 65.2% respectively).

- ⇨ There are ***62.7%*** of the population living in poverty within uThukela District, which places uThukela amongst the top 10 districts nationally.
- ⇨ Unemployment rate is sitting at 44% which is higher than the national 34% and provincial 37%
- ⇨ Youth unemployment in the district is sitting at 60%

## 3.2 SPATIAL ANALYSIS

uThukela district municipality boundaries were delineated in terms of the Municipal Demarcation Act considering several factors including physical features of the area, population movement patterns, economic trends, and social organisation of communities. As such, the boundaries are not simple administrative, but also provide a framework for regional economic development planning. This section provides a broad spatial analysis, and it should be appropriate if it reads together with the ***uThukela district municipality 2024/2025 adopted SDF.***

During the process, the principles that direct the preparation of the uThukela SDF and its implementation is summarized hereunder:

- Spatial development principles as founded in the Sustainable Development Goals (SDG's), National Spatial Development Perspective (NSDP),National Development Plan (NDP), Provincial Growth and Development Strategy (PGDS), District Growth and Development Plan (DGDP) Spatial Land Use Management Act (SPLUMA) and Provincial Spatial Economic Development Strategy (PSEDS)

### 3.2.1 REGIONAL CONTEXT

UThukela is located within the middle west of KwaZulu-Natal Province. The district comprises of three local municipalities, namely:

- Okhahlamba(KZ235);
- Inkosi Langalibalele (KZ237);
- Alfred Duma (KZ238);

It is strategically positioned within the centre of Durban and Johannesburg, which are the national hubs within the country in terms of trade of commerce. It also largely comprises of Ukhahlamba Drakensberg Park that is a declared World Heritage Site, and this places the area as global interest. The district is anchored around Ladysmith Town, which serves as a service and administrative centre, and a commercial hub for UThukela District and beyond. However, the role and function of Ladysmith commercial centre cannot be exaggerated a regional scale given the fact that it is a relatively smaller town when a comparison is drawn from the nearest regional centres such as Newcastle and Pietermaritzburg.

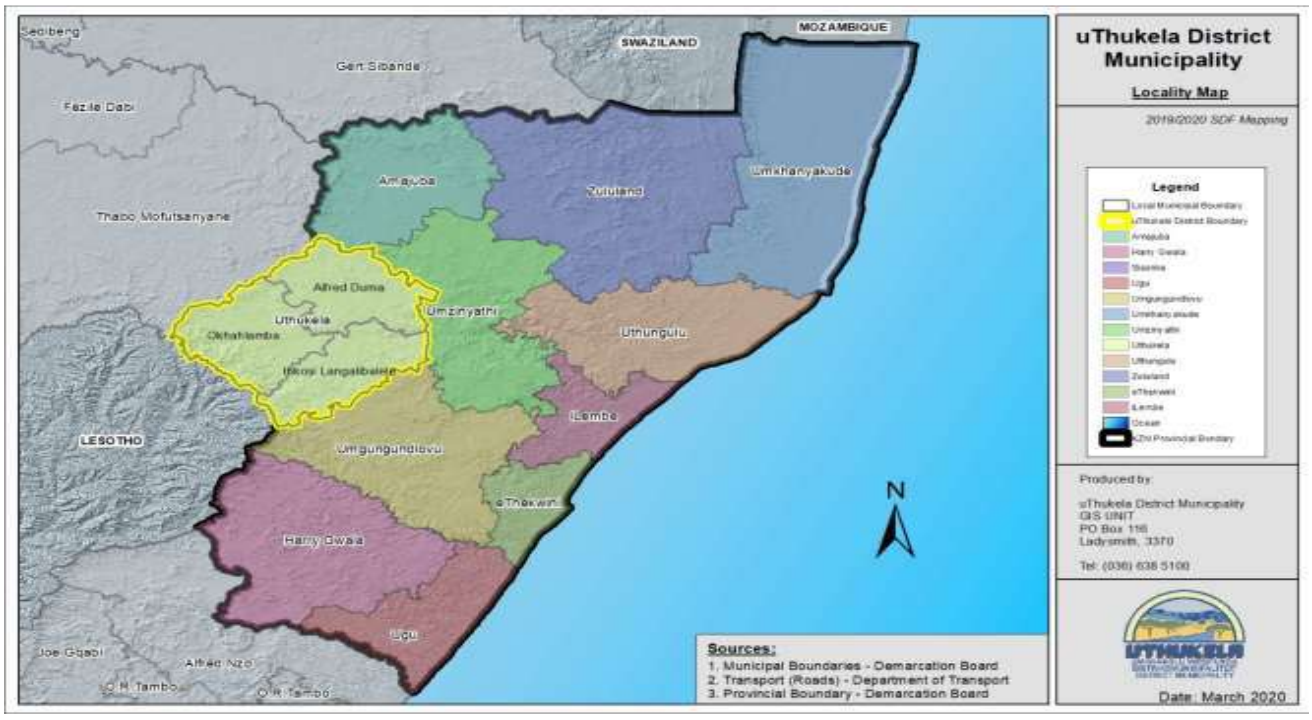
Therefore, Ladysmith can be classified as a sub-regional centre and not a regional centre that serves as a feeder for smaller towns that are located between 100km to 200km away from it. Although UThukela

does not boost with a notable regional centre, it is strategically located at the intersection of two major national and provincial development corridors and trade routes that is:

- The N11 which runs in a north- south direction linking KwaZulu-Natal with Mpumalanga Province; and
- The N3, which runs in an east west direction linking Durban and Johannesburg Metropolitan areas.

The railway line linking KwaZulu-Natal with Gauteng and Mpumalanga Provinces runs through the UTDM. As such, the UTDM is highly accessible at both regional and national level. The size of the Municipality is approximately 11,500km² and is located along the western boundary of KwaZulu-Natal. It is predominately rural. The Municipality is characterised by socio-economic challenges such as a low revenue base, poorly maintained infrastructure and limited access to social and other services. High levels of poverty, unemployment, skills shortage, a lack of resources and low levels of education is also prevalent. The settlement patterns are disbursed, which resulted in underdeveloped land and settlement patterns that make it challenging and expensive to deliver effective services.

**uThukela Regional Context**



### 3.2.2 ADMINISTRATIVE ENTITIES

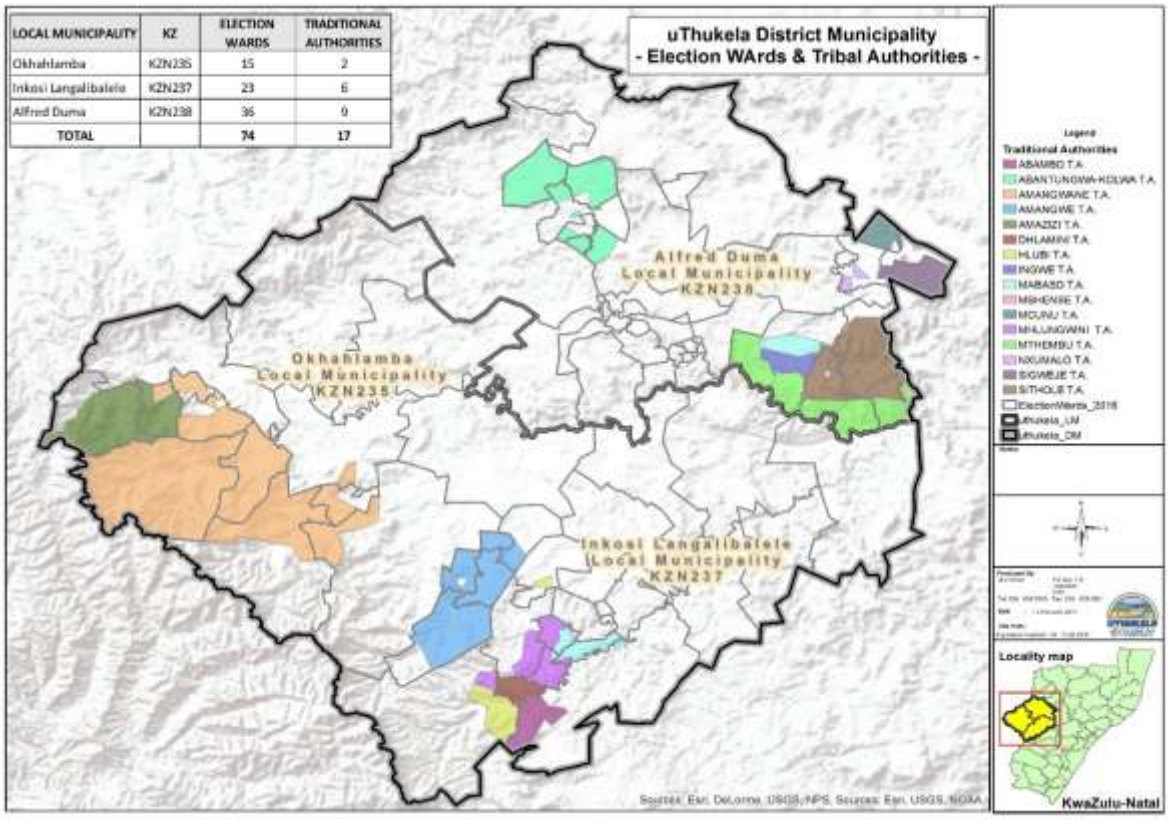
Most parts of UThukela District Municipality are farmlands, which are managed in terms of the Agricultural Act 70 of 1970. Under the KwaZulu-Natal Planning and Development Act No. 06 of 2008 (PDA), these areas are also subjected to land use controls when the municipalities develop the Wall-to-Wall Land Use Management Schemes. In case of land that is under Ingonyama Trust there are additional local structures that have the influence in terms of land allocation.

The local municipalities have expressed challenges in terms of managing land allocation within the areas that are under Amakhosi. The municipality communicates with the Amakhosi during the IDP processes about land allocations. This affords the municipality a platform to advice the Amakhosi if their land allocation issues are not ideal. The implementation of the recommendation of the PDA (to have wall-to-wall Land Use Management Scheme) by local municipalities will assist in this issue.

### 3.2.3 TRADITIONAL AUTHORITIES' AREAS

The traditional authority areas account for 18% (2078 $km^2$) of the whole district. These areas comprise of settlements, subsistence agricultural land and limited social and economic activities. The composition of these areas is as follows:

| **Name** | **TA Area $km^2$** | **% TA Area $km^2$** |
|---|---|---|
| Alfred Duma | 699 | 33 |
| Okhahlamba | 931 | 45 |
| Inkosi Langalibalele | 448 | 22 |
| **Total** | **2078** | **100** |
| | | |




## 3.2.4 STRUCTING ELEMENTS

### 3.2.4.1 THE ROLE OF N3 AND N11

The National Routes (i.e., N3 and N11) runs through the municipal area and these are the most visible man-made structuring elements within the district. N3 runs from south to north and vice versa. Its transverses the area centrally and it is the busiest route with limited access points. N11 adjoins N3 via R103 in Ladysmith Urban Centre. This route proceeds to Newcastle and beyond. It is also a busy corridor in the province and a major link between the national industrial hubs of Johannesburg. It can be considered as the primary route within the area. This route is, however, largely a movement corridor between the different areas of UThukela.

Due to the high volumes of traffic along this road, and the fact that it is largely being utilised as a main route by trucks and other freight vehicles, many opportunities exist for development that can

capitalize on the existence of this route. Due to the limited access nature of this road, opportunity points exist at key intersections or off-ramps along its route.

#### 3.2.4.2 INFLUENCE OF MAJOR RIVERS AND BOUNDARY DERMACATION

The biggest rivers that are found within UThukela are Tugela River, Kip River, Ngogo River, Ngwenyana, Sand River, Bosman River, Bloukrans River, Sikhehlenga River and Wasbank River. These rivers are the most visible natural structuring elements of the district area such that the Municipal Demarcation Board used these to demarcate some of the boundaries between the Local Municipal Areas.

#### 3.2.4.3 INFLUENCE OF UKHAHLAMBA MOUNTAINOUS AREAS

Ukhahlamba Drakensberg as well as mountainous areas on the north presents the very strong natural structuring elements. These areas were used by the Municipal Demarcation Board to demarcate the boundaries for UThukela District Municipality. Ukhahlamba Drakensberg acts as the physical bearer between UThukela District and the Kingdom of Lesotho while the mountainous areas towards the north were used to separate UThukela District Municipality from Thabo Mofutsanyana District Municipality (Free State Province) and Amajuba District Municipality (KwaZulu-Natal Province). The mountainous areas form a “C-shaped” belt that meanders from the south to west and eventually to north of the district municipal area.

#### 3.2.4.4 INFLUENCE OF EARLY APARTHEID SPATIAL PLANNING LEGACY

The historically spatial planning practices had a profound impact on the spatial structure on UThukela. Apartheid policies gave rise to fragmented communities, marginalised the poor from the economic activities and undermined their participation in the economy. A review of the structure and form of the municipal area reveals a low-density urban sprawl that was engineered by segregation policies. Ezakheni/ St Chads are one of the spatial footprints of the apartheid past that will take long to eliminate.

It changed by crisis search for land by the past authorities for segregation purposes hence the location of Ezakheni some 30km outside of Ladysmith. It presents the municipality with a serious challenge to transform the area from being a dormitory suburb into a functional, integrated, and generative spatial system. The other segregated urban settlements include the R293 Townships such as Wembezi and Ekuvukeni. The notion and location around the introduction of these areas was like Ezakheni. Therefore, these also became the fragmented urban settlements for both Ladysmith and Estcourt.

#### 3.2.4.5 IMPACT OF POST APARTHEID SPATIAL PLANNING LEGACY

The end of apartheid marked what was initially perceived as a new chapter for spatial planning. The new spatial planning concepts were recently introduced, and these encouraged compact and integrated urban environment. Such an environment is pursued by local planning instruments, which are intended to encourage a dignified environment (i.e., sustainable human settlements) for every member of society to reside in. However, the concept of sustainable human settlements has not truly materialized. The urban environments within UThukela have not become compact and integrated. In fact, what has since transpired is as follows:

- The location of new low-cost housing projects still took place in peripheral areas away from urban opportunities. The majority of these are found either in Ezakheni/St Chads area or just outside Steadville.
- Speculative sprawl has taken place that involves higher income people seeking to privatize amenity. The majority of this occurs just outside Ladysmith, particularly western suburbs.
- Urban management approach, which promotes anti-city values of suburbia – single storey houses on a large plot of land as a symbol of 'good' urban living.
- The illegal occupation of land by those who either cannot find space in designated housing development areas or seek locations closer to urban opportunities but want to maintain their rural base (circular migration)
- In addition, the growth of dislocated settlements (former black spots and land reform settlements) either in peri-urban areas or commercial farmlands

### 3.2.5 EXISTING NODES AND CORRIDORS

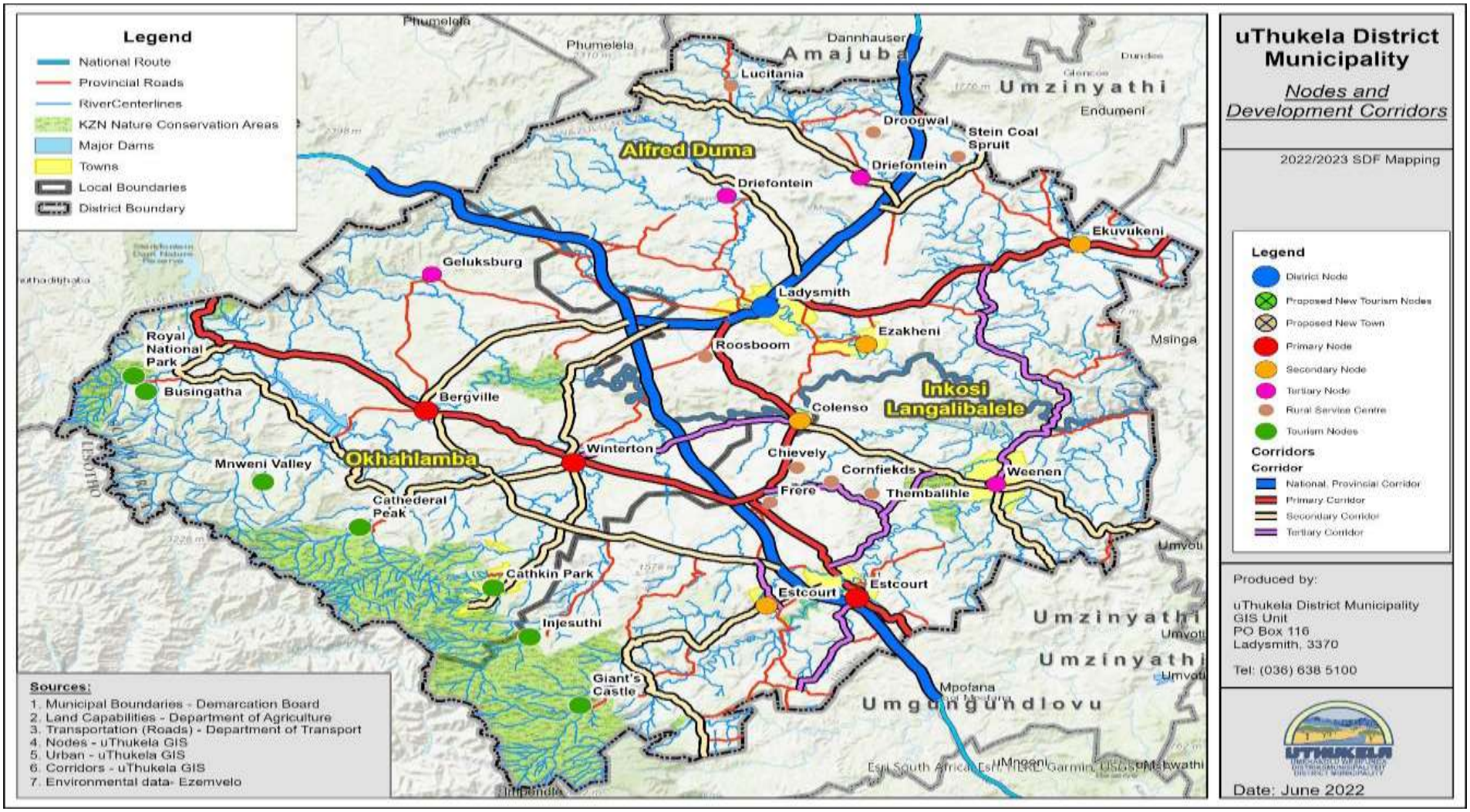
#### 3.2.5.1 SYSTEM OF ACTIVITY NODES

The main issues facing uThukela district municipality is a poor settlement pattern, which manifests in the form of the dominance of small towns as a regional service centres and economic hubs, as well as the expansive farming areas and a general rural character of the area. The net effect of this is the inability to decentralise and coordinate service delivery at a localised level. To address this, there is a need to facilitate the evolution of a system of nodes incorporating primary, secondary, tertiary/

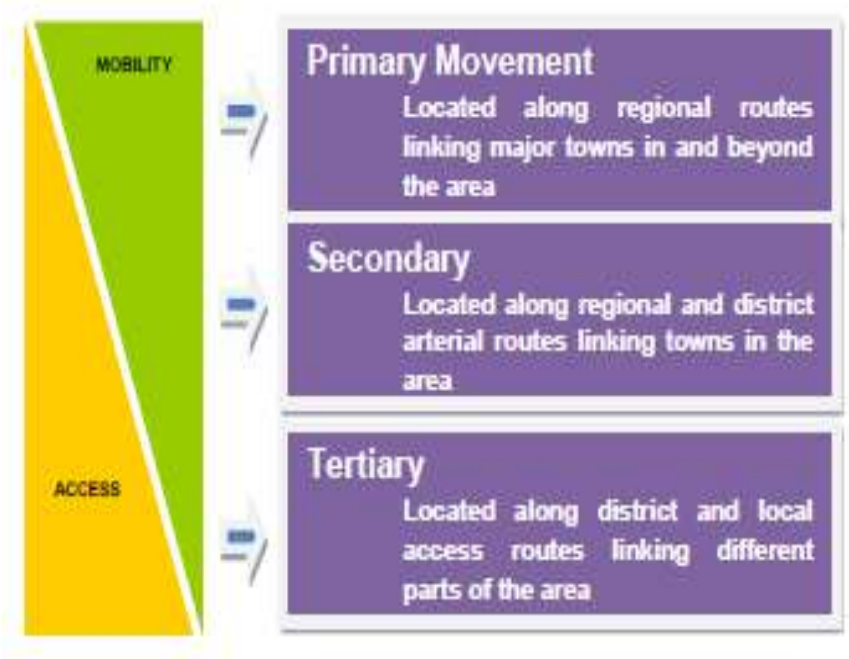
incipient, and rural service nodes. An activity node is a place of high accessibility onto which both public and private investments tend to concentrate.

An activity node offers the opportunity to locate a range of activities, from small to large enterprises, often associated with mixed-use development. They are generally located along or at the cross-section of development corridors. Activity nodes have the potential to be an important sub-regional structuring device. They serve as points in the spatial structure where potentially access to a range of opportunities is greatest, where networks of association create diversity and where people can satisfy the broadest range of their day-to-day needs. Being points of maximum economic, social and infrastructure investment, as well as representing established patterns of settlement and accessibility, these nodes must be regarded as primary devices on which to anchor the structure of the sub-regional spatial system. Application of a system of development nodes in UThukela District is indicated on map below.

- Regional/ District Node (Ladysmith) – it has a much-diversified economy that is mainly driven by the manufacturing which is value adding and creates many jobs. This regional economic centre still boosts with a lot of potential for investment and further growth. It forms part of the provincial spatial systems and is identified in the PSEDS as one of the economic hubs.
- Primary Nodes are Estcourt, Bergville and Winterton.
- Secondary Nodes are Ekuvukeni, Wembezi, Ezakheni Town Centre and Colenso Town and Sobabili
- Tertiary Nodes are Driefontein Node, Matiwane Node, Ezitendeni – Msusimpi Complex, Limehill Complex, Weenen, Zwelisha, Dukuza Complex, Emmaus, Geluksburg and Emahlutshini.
- Rural Nodes are Lucitania, Drooval, Steincoal Spruit, Van Reenen, Roosboom, Thembalihle, Cornfields, Frere, Chively, Rensbergdrift, Nhlawe, Amabolwane – Okhalweni Complex, Sahlumbe, Mhlumayo, Bhekuzulu and Emhlabathini
- Tourism Node are Cathkin Park, Babangibone, Giants Castle and Injisuthi


Legend
National Route
Provincial Roads
RiverCenterlines
KZN Nature Conservation Areas
Major Dams
Towns
Local Boundaries
District Boundary
Phumelela
Amajuba
Dannhauser
Lucitania
Umzinyathi
Endumeni
Droogwal
Stein Coal Spruit
Alfred Duma
Driefontein
Ekuvukeni
Geluksburg
Ladysmith
Ezakheni
Roosboom
Msinga
Royal National Park
Busingatha
Bergville
Inkosi Langalibalele
Colenso
Winterton
Okhahlamba
Chievely
Cornfields
Weenen
Frere
Thembalihle
Mnweni Valley
Cathedral Peak
Cathkin Park
Estcourt
Injesuthi
Giant's Castle
Umvoti
Umgungundlovu
Mpofana
iMngeni
Sources:
1. Municipal Boundaries - Demarcation Board
2. Land Capabilities - Department of Agriculture
3. Transportation (Roads) - Department of Transport
4. Nodes - uThukela GIS
5. Urban - uThukela GIS
6. Corridors - uThukela GIS
7. Environmental data- Ezemvelo
uThukela District Municipality
Nodes and Development Corridors
2022/2023 SDF Mapping
Legend
District Node
Proposed New Tourism Nodes
Proposed New Town
Primary Node
Secondary Node
Tertiary Node
Rural Service Centre
Tourism Nodes
Corridors
Corridor
National, Provincial Corridor
Primary Corridor
Secondary Corridor
Tertiary Corridor
Produced by:
uThukela District Municipality
GIS Unit
PO Box 116
Ladysmith, 3370
Tel: (036) 638 5100
Date: June 2022

### 3.2.5.2 HIERACHY OF DEVELOPMENT CORRIDORS




Development corridors in UThukela District Municipality occur at different scales depending on function and categorization of the transportation route that forms the basis of the corridor. They carry the flows of people and trade between two points (origin and destination) and encourages nodal development at strategic point. Corridor development as a spatial structuring element, and a tool for economic growth, seeks to create functional linkages between areas of higher thresholds (levels of support) and economic potential, with those that have insufficient thresholds. This will enable areas that are poorly serviced to be linked to areas of opportunity and benefit with higher thresholds.

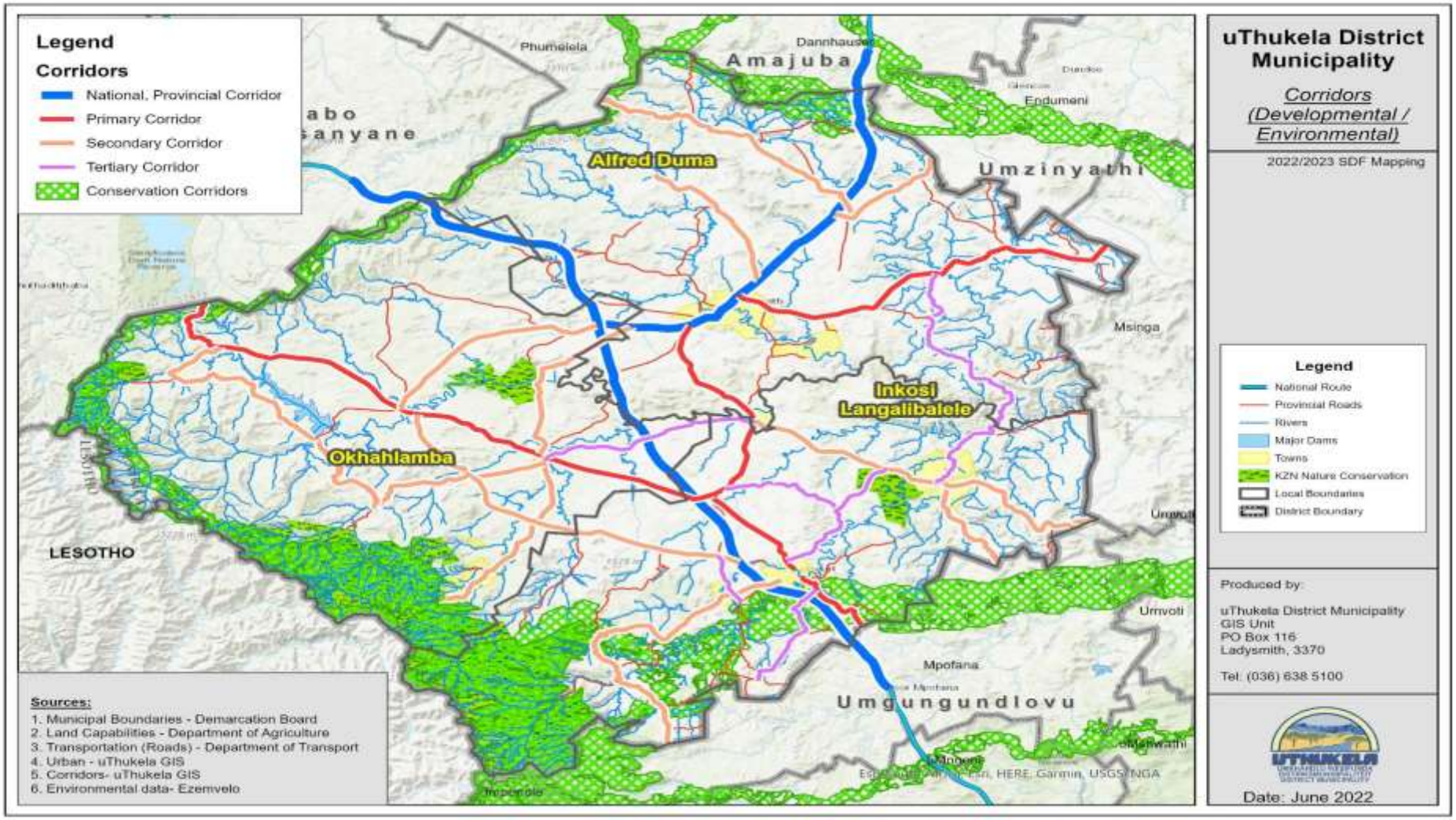
Corridors constitute an effective form of decentralization and enables larger and smaller activities to form a relationship. Linear systems can handle growth and change well. They are an effective means for breaking down fragmentation and increasing integration and spatial transformation. System of development corridors in UThukela has been developed based on the levels of mobility and access routes, intensity of use and role in the regional spatial economy. Figure above summarizes the relationship between these two concepts and provides a framework for the three levels of corridors in the UThukela District Municipality.

Upgrade and road maintenance projects on corridors that leads to development opportunity areas such as rural service centres, high potential agricultural land and tourism nodes should be prioritized

as this will encourage investment, improve accessibility, and enhance mobility. This principle supports the phased approach to development, targeting areas of greatest potential first. Development corridors are effective in linking infrastructure and economic development as towns and structures connect to each other in a functionally effective manner. The system of development corridors has been identified as follows:

- National/ Provincial Corridor – N3 and N11
- Primary Corridor – R103, R74 & P32, roads linking Ekuvukeni with Ladysmith and Dundee/ Glencoe.
- Secondary Corridors – P176, R600, R616, P189, P33, P326, P263, Giant Castle to Weenen Nature Reserve Corridor, Regional Road from Colenso in the west through Weenen to Greytown and beyond (east-west axis).
- Tertiary Corridor – P237, Road from Winterton to Colenso running along the western boundary of Inkosi Langalibalele Municipality, P170-D385 corridor from Wagendrift dam through Estcourt town to Weenen running along the eastern boundary of the municipal area, D489 – D721(Cornfields-Thembalihle Corridor), P179 from Loskop road through Wembezi to Wagendrift Dam and the surrounding proposed conservation areas, P179 from Loskop road through Wembezi to Wagendrift Dam, The corridor from Pomeroy to Majaqula attempt to link Alfred Duma with areas across uMzinyathi and The corridor to Dundee through Ebomvini

The map below shows the corridors in the uThukela district municipality


Legend
Corridors
National, Provincial Corridor
Primary Corridor
Secondary Corridor
Tertiary Corridor
Conservation Corridors
Phumelela
Amajuba
Dannhauser
Endumeni
Umzinyathi
Alfred Duma
Msinga
Inkosi Langalibalele
Okhahlamba
LESOTHO
Umvoti
Mpofana
Umgungundlovu
Impendle
Sources:
1. Municipal Boundaries - Demarcation Board
2. Land Capabilities - Department of Agriculture
3. Transportation (Roads) - Department of Transport
4. Urban - uThukela GIS
5. Corridors- uThukela GIS
6. Environmental data- Ezemvelo
uThukela District Municipality
Corridors (Developmental / Environmental)
2022/2023 SDF Mapping
Legend
National Route
Provincial Roads
Rivers
Major Dams
Towns
KZN Nature Conservation
Local Boundaries
District Boundary
Produced by:
uThukela District Municipality
GIS Unit
PO Box 116
Ladysmith, 3370
Tel: (036) 638 5100
Date: June 2022

### 3.2.6 STATUS OF LAND REFORM

An extensive amount of the land within UThukela Municipality is classified as freehold as it belongs to the individuals and farmers. This gears the focus of land reform on two aspects that are land tenure reform and restitution reform. Land tenure reform is mainly pursued to strengthen the security of tenure amongst the farm dwellers that in many instances are the farm labours.

It also recognizing people's right to own land and therefore control it. Land restitution reform acknowledges the black people who were forcefully removed from the land that they owned following the Native Lands Act of 1913. The government takes a leading role in ensuring that the forcefully removed individuals are compensated (monetary) but when this approach proved to be unsuccessful, the policy shifted to redistribution.

The redistribution of land worked on the premise of willing buyer and willing seller. In this instance, the willing buyer is government, and the willing seller is the landowner (farmer). The government under the auspices of the Department of Rural Development and Land Reform buys the land for distributing it to the individuals who were forcefully removed from it.

#### 3.2.6.1 STATUS OF LAND CLAIMS

205 261 ha of land is under claims within UThukela District Municipality. This involves 176 950 ha which is under restitution claims, 21 000 ha which is under redistribution claims and 7 311 ha which is under tenure reform. Most of these claims are located within Inkosi Langalibalele Municipal Area (143 245 ha) followed by Alfred Duma Municipal Area (33 016 ha).

| PROGRAMME | Size (Ha) | Settled (Ha) | Pending (Ha) |
|---|---|---|---|
| **Restitution** | 176 950 ha | 66 840 ha | 110 110 ha |
| **Redistribution** | 21000 ha | 1215 ha | 19 785 ha |
| **Tenure Reform** | 7311 ha | 7103ha | 208 ha |
| **TOTAL** | 205 261 ha | 75 158 ha | 130 103 ha |

Only 75 158 ha of land under claims has been transferred which implies that there are still 130 103 ha of land that is under pending claims. This is a strong indication that a lot of work is required to settle these outstanding claims.

### 3.2.7 LAND OWNERSHIP PATTERN

The pattern of land ownership within UThukela District Municipality demonstrates multiple tenure rights that range from freehold to communal and state land.

#### 3.2.7.1 PRIVATELY OWNED LAND

Most of the land in UThukela Municipality is in private ownership. This includes extensive commercial agricultural land and plots developed for a range of land uses. Most of the farmland with high agricultural potential and strategically located urban areas within the town is in the hands of white people. Farming areas with less potential for agriculture such as Driefontein, Lucitania, etc. as well as economically inactive urban area such as Ezakheni and Steadville townships are in the hands of the black people.

#### 3.2.7.2 STATELAND

There are several land parcels that belong to government within the urban and rural areas. These include the large tracks of land that exists on the outskirts of some of the urban areas including Colenso and Ekuvukeni that belong to the municipality. Ezakheni Township on the other hand is surrounded by large tracks of land that are administered by the Department of Rural Development and Land Reform while some are registered in the name of the municipality. There are fewer properties within the towns, which belong to the municipality and government.

#### 3.2.7.3 INGONYAMA TRUST

There are huge tracks of land that are registered under Ingonyama Trust, and these exist within Okhahlamba, Inkosi Langalibalele and Alfred Duma. This land was previously registered under KwaZulu Government, and it is now occupied and controlled by Amakhosi. Land allocation is therefore not undertaken by the municipalities, but traditional leadership.

Traditional leaders undertake Land allocation. However, this allocation is generally driven by indigenous knowledge of their areas with minimally influence and resources to identify development

limitations e.g., environmental context, mineral potential, and servitudes. Ingonyama Trust Board on the other hand issues a short-term lease for up to two years to enable developers to obtain planning and environmental consents and to secure finance for the development.

According to the board, shorter-term leases are granted for agricultural uses and for short to medium term developments. Unless there are exceptional cases, the Board charges a market related rent and lessees are responsible for all outgoings including assessment rates and other Municipal charges and for obtaining any necessary environmental or development planning consents. However, the board follows its own process in the issuing of leases and tenure rights. Applicants for tenure rights on Trust land are required to complete and return a Tenure Option Application Form. It is a requirement of the Ingonyama Trust legislation that the formal consent of the relevant Traditional Council be obtained before a tenure rights application can be processed. The formal consent is only required where the subject site falls within a proclaimed Traditional Council area.

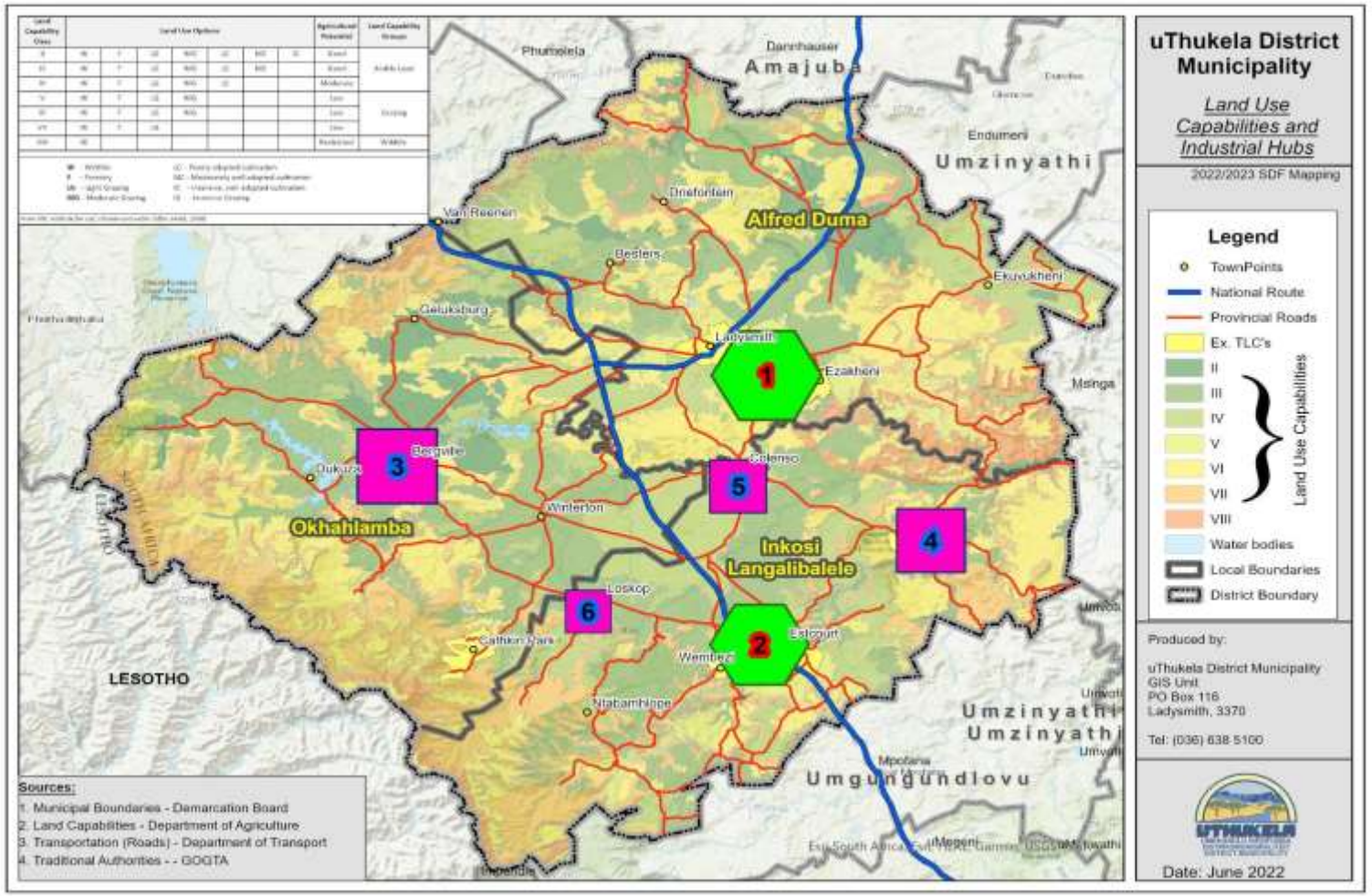
### 3.2.8 PROPOSED INDUSTRIAL DEVELOPMENT

The existing and established industries within UThukela are mainly found in Alfred Duma and Inkosi Langalibalele local municipalities. Ladysmith is the Primary Industrial Hub with three main industrial areas that are Danskraal, Nambithi and Ezakheni. Estcourt is a Primary Agri-processing Hub. According to uThukela Investment Promotion and Attraction Strategy, there is still demand for manufactured products in uThukela such as clothing and textile, footwear, furniture, food, beverages and building material. Further, uThukela local economy is dominated by primary sectors, which implies that there is availability of raw material to a certain extent. However, because the manufacturing sector is not developed and all its full potentials are not yet utilised, in most instances raw material is transported to other centres outside the district for processing. The areas that are seen as the potential for further industrial development that is worth exploration are as follows:

- Ladysmith and Estcourt – Existing Industrial Hubs;
- Bergville – Primary industrial area for maize mill and agro-processing.
- Weenen – Agricultural produce packaging and processing.
- Loskop – Leather production, clothing, textile; and
- Colenso – Charcoal Plant.

The map below shows the areas for industrial development in uThukela district municipality.

**AREAS FOR INDUSTRIAL DEVELOPMENT**

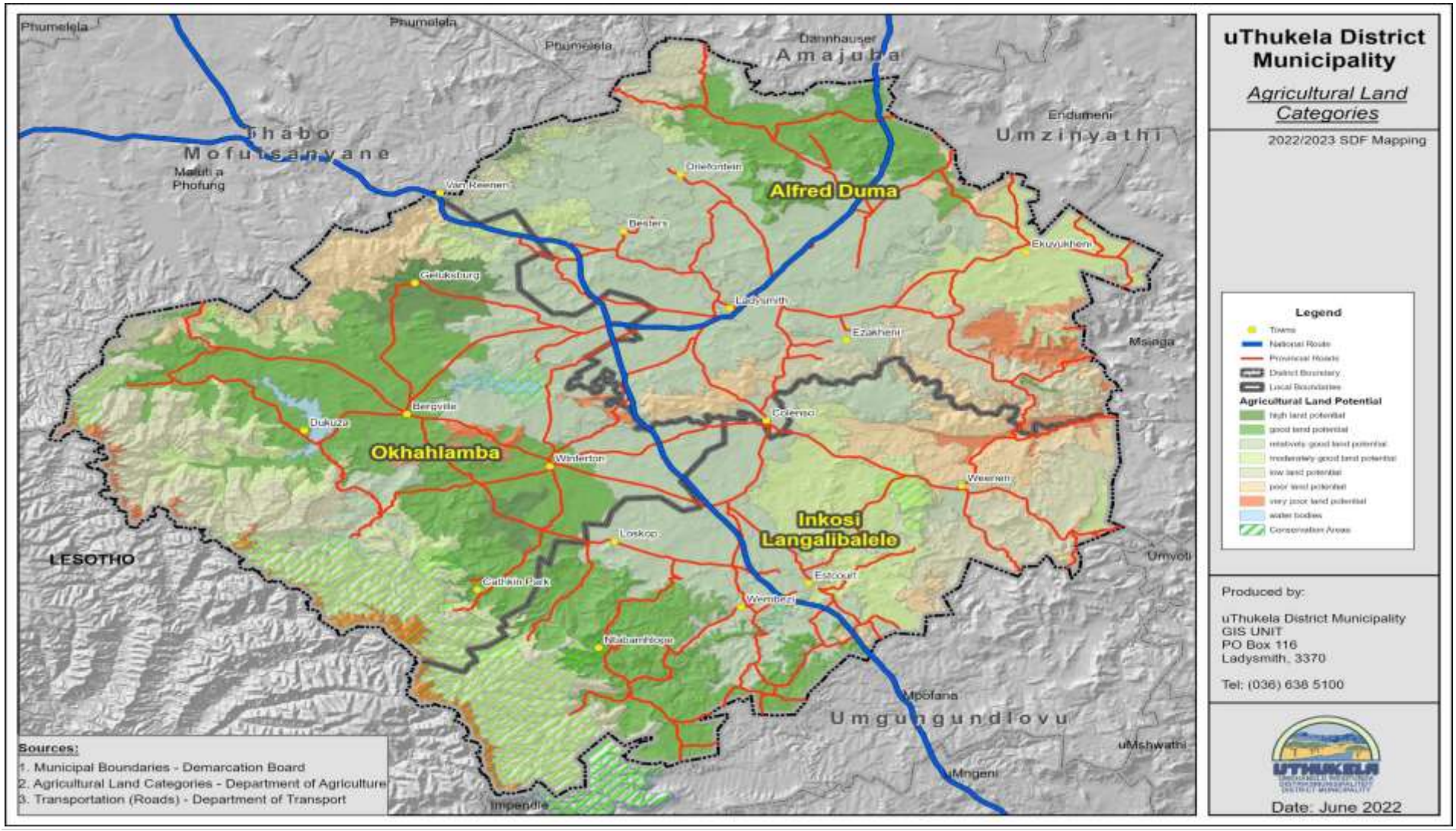


### 3.2.9 PROTECTION AND CONSERVATION OF AGRICULTURAL LAND

The Provincial Department of Agriculture, Environmental Affairs and Rural Development have a responsibility to protect agricultural land from development that leads to its alienation from its primary purpose or to diminished productivity. Poor resource (veld) management such as overstocking, the development of land for settlement (mainly in land reform projects) and other non-agricultural uses has led to the loss of significant areas of good agricultural land. Land degradation is now widely regarded as one of the greatest challenges facing certain parts of UThukela Municipality. Protection of good agricultural land should be based on the following policy principles:

- Any proposal for non-agricultural development on agricultural land is subject to an application made to, and assessed by, the Department of Agriculture in terms of the Sub-division of Agricultural Land Act, (Act No. 70 of 1970).
- The preparation of planning schemes should include an evaluation of alternative forms of development, and significant weight should be given to those strategies that minimise the impacts on good quality agricultural land.
- The Land Use Scheme should aim to minimise cases where incompatible uses are located adjacent to agricultural operations in a manner that inhibits normal farming practice. Where such instances do arise, measures to ameliorate potential conflicts should be devised.

  The land use scheme should provide for a hierarchy of agricultural zones based on the agricultural development potential and impact of non-agricultural activities on agricultural land. Non-agricultural activities such as agri-tourism, game farms with themed estates or lodges, resort developments, etc. should be located on land with low agricultural potential.
- High potential agricultural land should be used for mainly agricultural activities. However, limited non-agricultural uses may be permitted especially along the corridors and within the designated development nodes. Conservation should form part of a drive to protect and enhance the quality of agricultural land. Irrigated land along the river corridors should be protected equally.
- Low potential agricultural land should be subjected to tourism and low intensity agricultural uses. Most of it is degraded and prone to soil erosion and the map below displays the agricultural land potential of uThukela district and its family of municipalities.


uThukela District Municipality
Agricultural Land Categories
2022/2023 SDF Mapping
Alfred Duma
Okhahlamba
Inkosi Langalibalele
Amajuba
Umzinyathi
Thabo Mofutsanyane
Umgungundlovu
LESOTHO
Legend
Agricultural Land Potential
Sources:
1. Municipal Boundaries - Demarcation Board
2. Agricultural Land Categories - Department of Agriculture
3. Transportation (Roads) - Department of Transport
Produced by:
uThukela District Municipality
GIS UNIT
PO Box 116
Ladysmith, 3370
Tel: (036) 638 5100
Date: June 2022

### 3.2.10 LAND USE PATTERN

The current land use pattern within the district has evolved due to several issues. These include economic opportunities, genesis of settlements, the natural environment, regional access routes and uniqueness of areas. The following broad land use categories are found in UThukela District Municipality:

- Urban nodes are Ladysmith, Colenso, Ezakheni, Estcourt, Wembezi, Weenen, Bergville, Winterton and Ekuvukeni. Each of these plays a different role in the space economy. Some of these are the major commercial nodes such as Ladysmith and other smaller towns like Estcourt, Bergville and Winterton. The others are mainly dormitory suburbs.
- A sizeable portion of the municipal area comprises commercial agricultural areas. There are extensive and intensive farming activities throughout this area. They include crop production (primarily in irrigated areas), game farming, forestry, and livestock farming.
- Traditional Authority Areas – there are several tribal areas with dense rural settlement, which are mainly located in Inkosi Langalibalele and Alfred Duma.
- Rural settlement areas that are not located within proclaimed tribal areas. They include settlements such as Driefontein, Matiwaneskop, Jononoskop, Lucitania, Nkunzi, Frere, Chiveley, Cornfields and Thembalihle. The management of these areas in terms of land use activities remains a critical challenge.
- Conservation areas include Ukhahlamba Drakensberg Park, nature reserves (namely the Weenen, Wagendrift and Moor Park Nature Reserves), game farms and heritage sites.

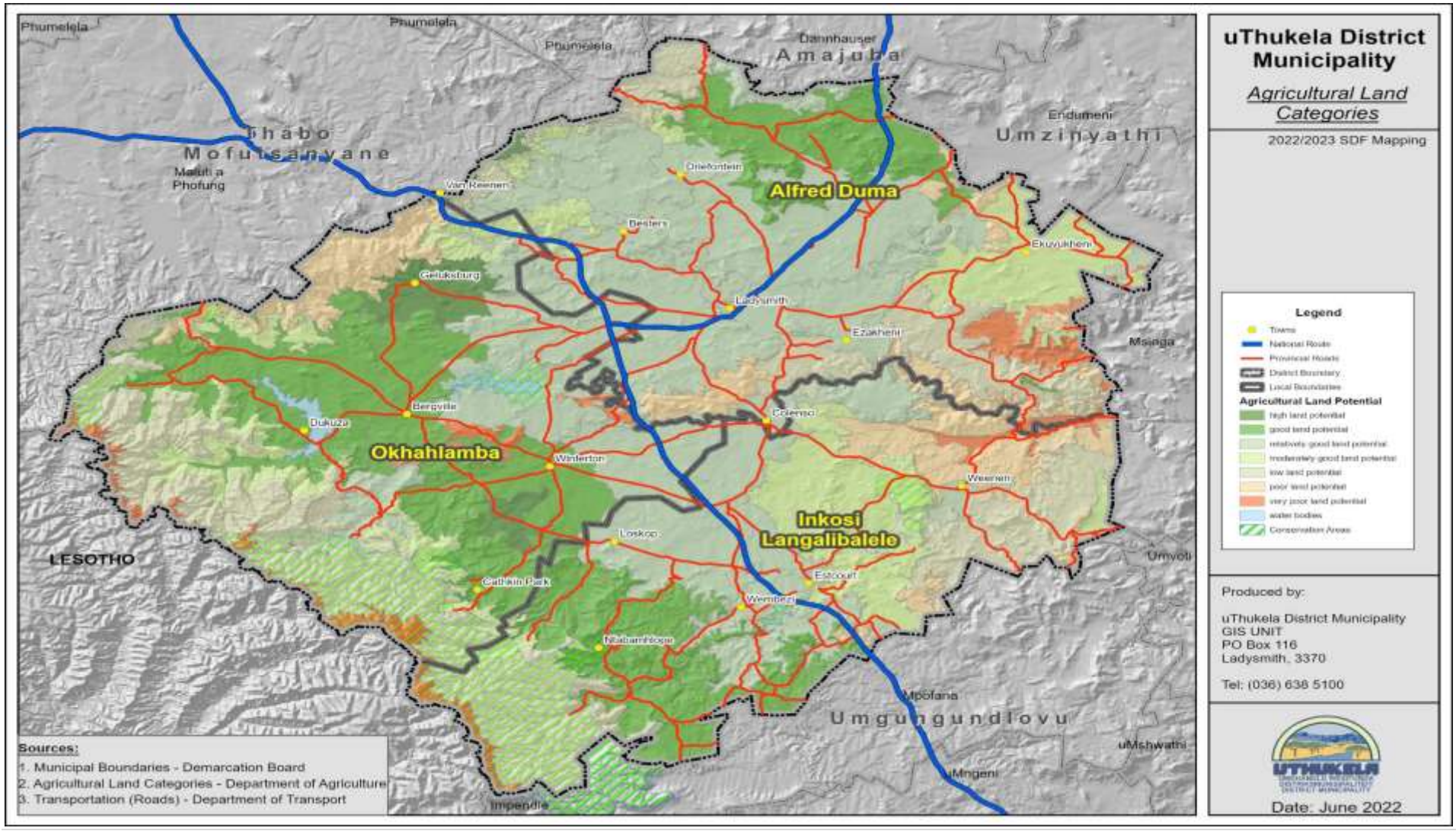
#### 3.2.10.1 URBAN AREAS

The urban areas occupy 259 $km^2$ of the total surface area within the district and this only accounts for 2, 2% of the total district. These are the highest development intensity areas for integrated land use management including the introduction of comprehensive planning schemes.

#### 3.2.10.2 COMMERCIAL AGRICULTURE

The dominant land use within UThukela is commercial agriculture, which covers 6852 $km^2$ or 60% of the geographic area of the district municipality. Commercial crops and commercial forestry that accounts for a smaller fraction of the municipal area represent existing commercial agriculture. The

potential commercial agriculture category refers to grassland, which covers most of the municipal area. The map below shows the agricultural potential land in uThukela district municipality.


uThukela District Municipality
Agricultural Land Categories
2022/2023 SDF Mapping
Alfred Duma
Okhahlamba
Inkosi Langalibalele
Thabo Mofutsanyane
Umzinyathi
Amajuba
Umgungundlovu
LESOTHO
Phumelela
Dannhauser
Emdumeni
Msinga
Umvoti
uMshwathi
uMngeni
Impendle
Mpofana
Maluti a Phofung
Van Reenen
Oliefontein
Bester's
Ekuvukheni
Geluksburg
Ladysmith
Ezakheni
Colenso
Bergville
Dukuza
Winterton
Weenen
Loskop
Estcourt
Wembezi
Cathkin Park
Ntabamhlope
Legend
Towns
National Route
Provincial Roads
District Boundary
Local Boundaries
Agricultural Land Potential
high land potential
good land potential
relatively good land potential
moderately good land potential
low land potential
poor land potential
very poor land potential
water bodies
Conservation Areas
Sources:
1. Municipal Boundaries - Demarcation Board
2. Agricultural Land Categories - Department of Agriculture
3. Transportation (Roads) - Department of Transport
Produced by:
uThukela District Municipality
GIS UNIT
PO Box 116
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Tel: (036) 638 5100
UTHUKELA
Date: June 2022

#### 3.2.10.3 RURAL SETTLEMENTS

Settlements represent 2% of the land uses in UThukela, which is a small percentage of geographical space. Land uses within the main urban centres include residential, commercial, industrial and a range of other complementary land uses. These areas also provide a high level of social and infrastructural services. Other settlements, which are significant in size but are not formalised urban areas, include Driefontein complex, Matiwane complex and Roosboom, which is to the south of Ladysmith. Other smaller settlements are scattered within the municipal landscape and include, Lucitania, Blue Bank Settlement, St. Joseph's Mission, Droogval Settlement, Steincoal Spruit (Nkunzi) and the Van Reenen.

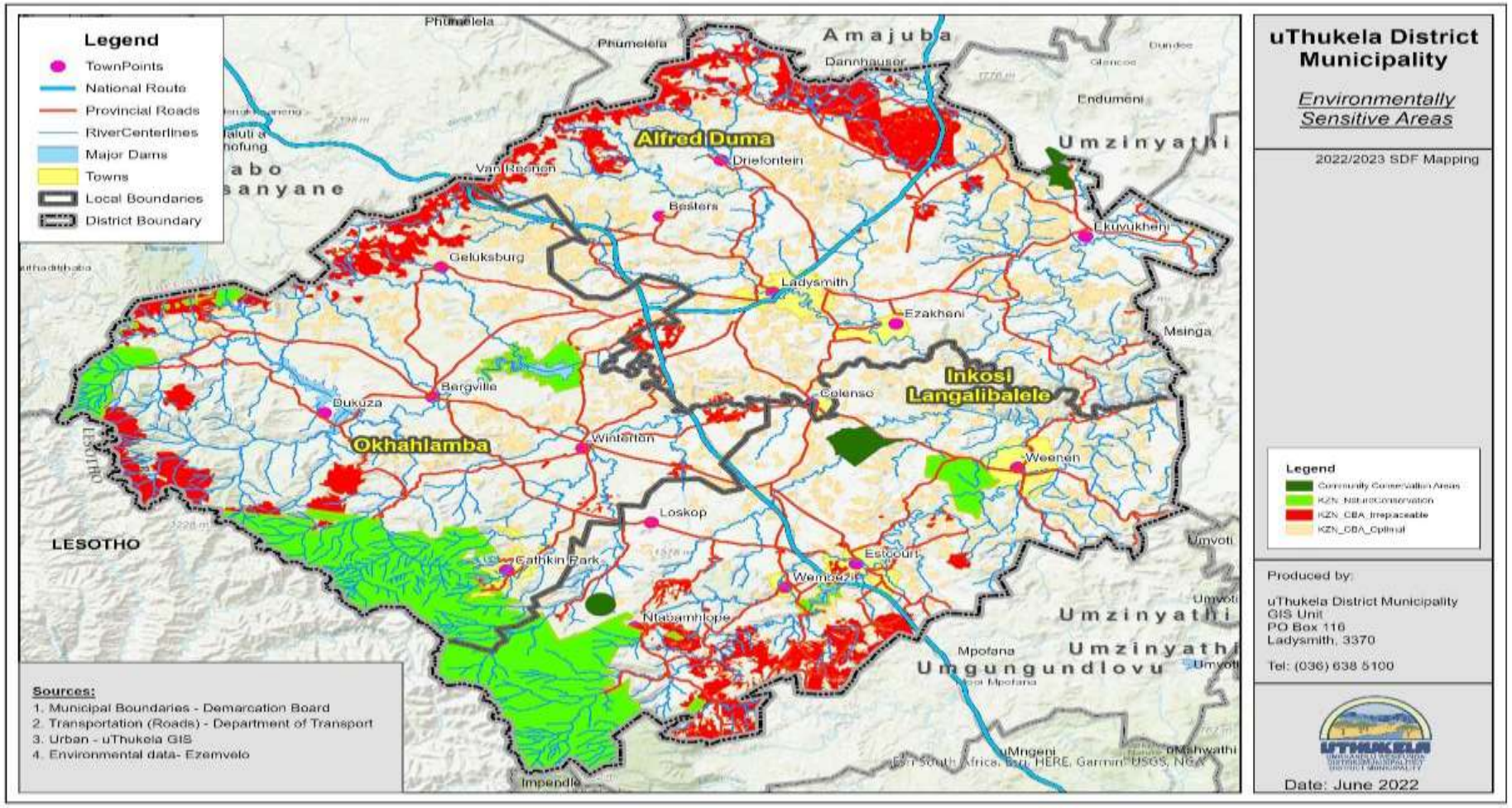
### 3.2.11 ENVIRONMENTAL ANALYSIS

uThukela is committed to sustainable development to all projects linked to integrated development plan. Sustainable development is defined as the integration of social, economic, and environmental factors into planning, implementation, and decision-making to ensure that development serves present and future generations. Environmental management leads to sustainable development through application of NEMA (act no. 108 of 1996) in all phases of integrated development Plan for uThukela district namely: Analysis, Vision & Strategies, Projects, and Integration. NEMA provides a set of detailed environmental principles to which subsequent Environmental legislation must be adhered to.

#### 3.2.11.1 ENVIRONMENTAL SENSITIVE AREAS

There is a range of environmentally sensitive areas within uThukela and include amongst others natural resources such as the important species sites, sites of intrinsic biodiversity value, watercourses, and steep slopes. The greater central plateau and river valleys, such as the Sundays and Tugela River are some of the natural resources that should be protected. The most important environmental value associated with these valleys, are there value as catchments areas. The prevalence of dongas and soil erosion are also an indication of poor environmental management and there is therefore a need to develop and adopt an environmental management approach. The maps below show the environmental sensitive areas within uThukel

**The Environmental Sensitive areas**



### 3.2.11.2 BIODIVERSITY (INCLUDING PROTECTED AREAS)

The District Compromises predominantly endangered and vulnerable vegetation types and contains exceptionally rich floral and faunal species diversity. At least 180 and 61 Red data plant and animal species are found within the district, respectively (Biodiversity Sector Plan). Half of the 18 vegetation types in the municipality are classified as Endangered or Vulnerable, respectively comprising 20.5% and 61.4% of the district's land surface area. The uThukela District Municipality therefore contains a disproportionately large percentage of area classified Endangered and Vulnerable (81.9%). The demarcation and appropriate management of the best parcels of land within the uThukela District Municipality is therefore critically important for the conservation of these vegetation types in KZN.

*In terms of Flora, only one formally conserved area called the Nambiti Conservancy. The lack of protected areas in the remaining areas of the Districts prevents the conservation of biodiversity in these areas. Natural vegetation cover is largely impacted by the continued urban sprawl taking place in the rural areas. There is a need for protected areas as the District contains critical vegetation biodiversity areas, including wetlands and grasslands that are a habitat for rare and often endangered plant species. There are four rare priority species were identified, namely Barleria greeii, Barleria argillicola, Hemiziga bulosii and Calpurnia woodii.*

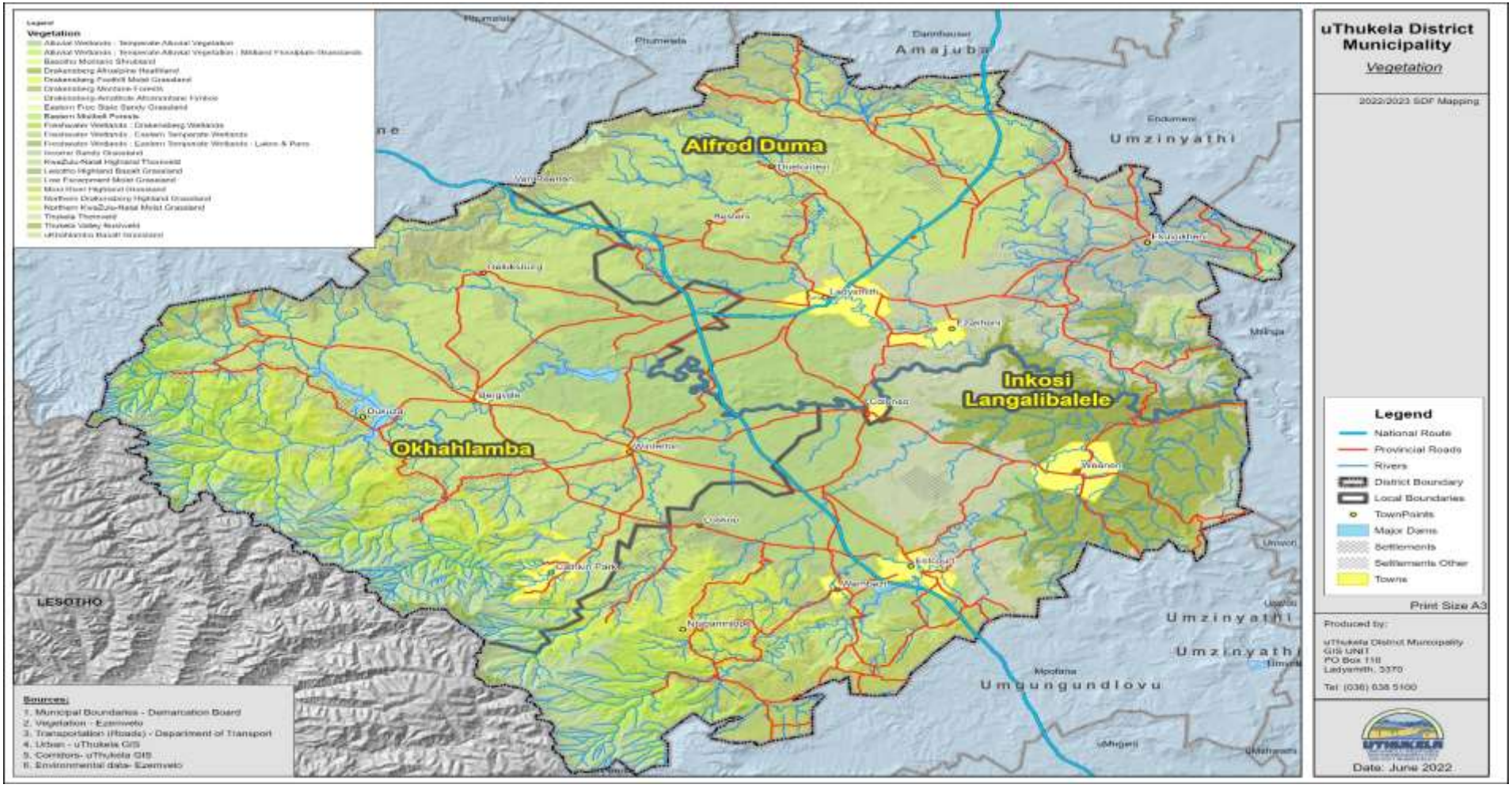
*The fauna that inhabitant the District comprises of various mammals, arachnids, various reptile species, insects species, amphibians and various bird species. Important bird species were identified and their roosting and nesting sites were identified as critical biodiversity area. Crane critical biodiversity areas were identified within the District north and southwest of the Ladysmith Town. The proposed interventions are as follows:*

- Alien plant eradication programmes to be implemented (incl. private and Working for Water).
- Wetland rehabilitation programmes to be formulated and implemented (incl. private and Working for Wetlands).
- Appropriate burning regimes to be formulated and communities need to be educated in respect to burning of velds (incl. private and Working for Fire).
- Appropriate livestock and game stocking densities (adhering to agricultural norms)
- Sustainable harvesting of biodiversity resources
- Protection of nesting and roosting sites
- Vultures: protect nesting and roosting sites from any form of disturbance
- Quality control of carcasses offered in vulture restaurants.
- Environmental education re persecution of Vultures and Ground Hornbill

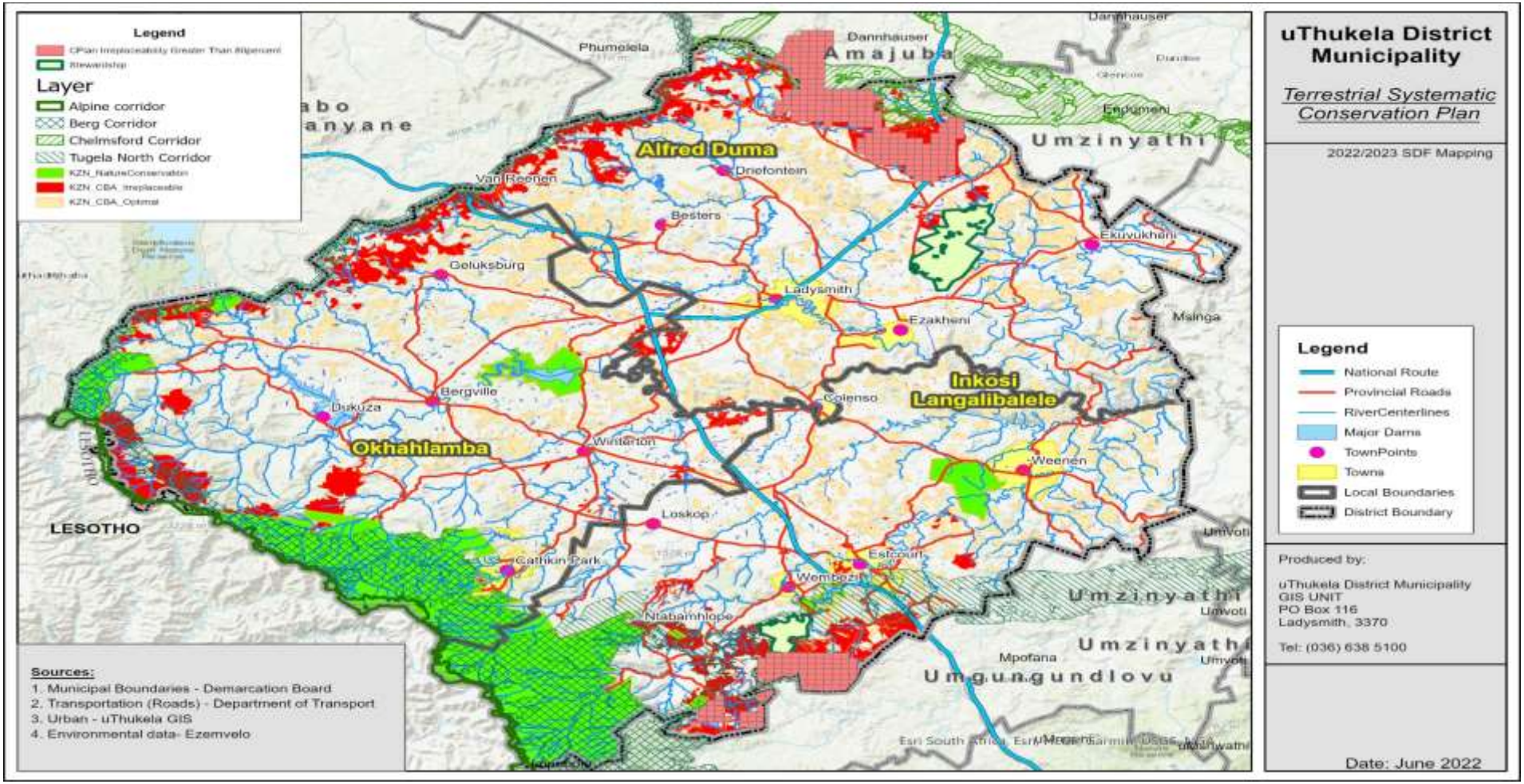
- Expansion of Crane Custodian Programme
- Employ recognised procedures as per Crane Foundation and EKZNW
- Expansion of Oribi Custodian Programme

*The maps below explains the vegetation types and protected areas in uThukela district municipality:*

## District Vegetation



**Protected Areas**

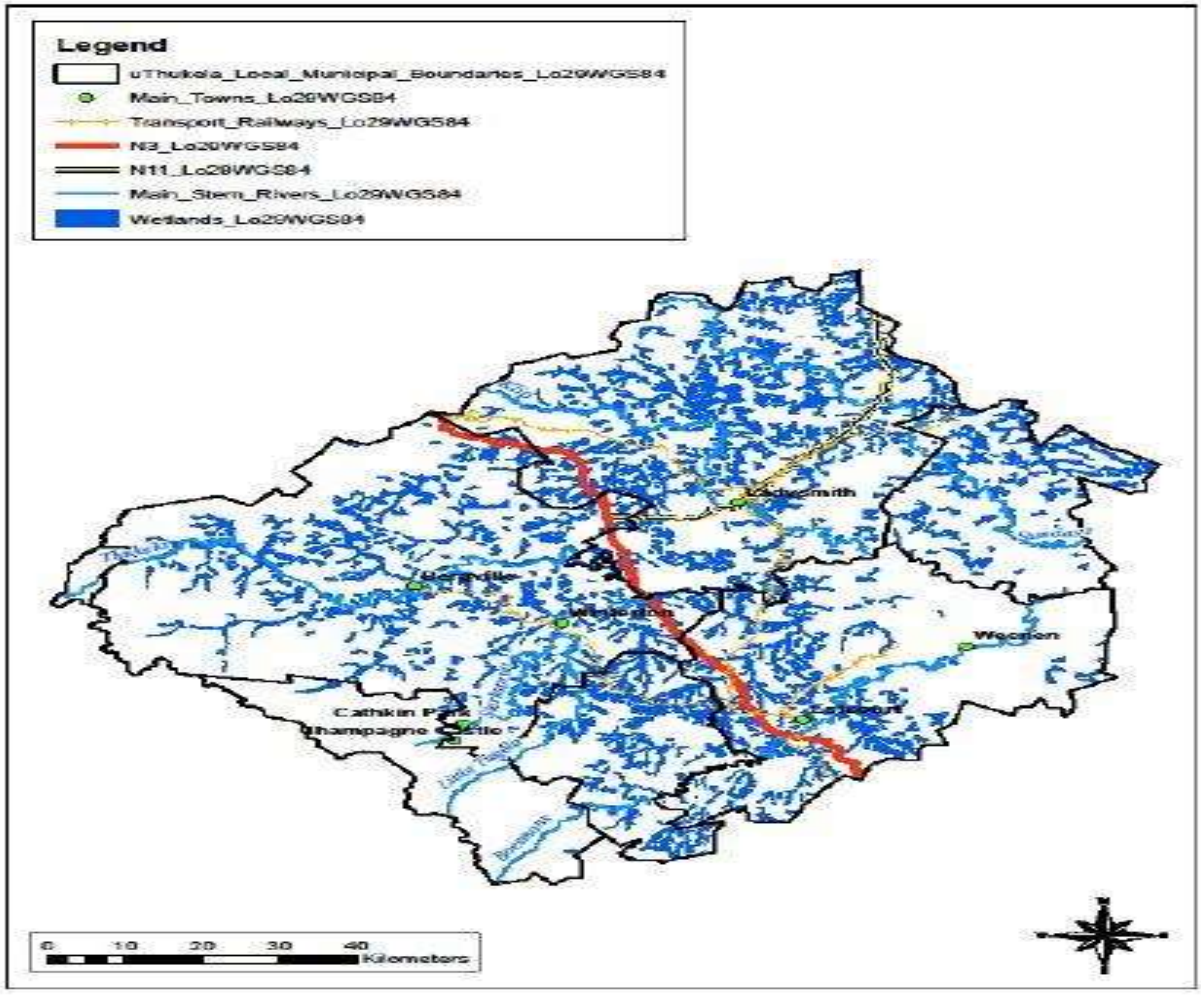


### 3.2.11.3 HYDROLOGY

uThukela district municipality core function is the provision of water and sanitation; therefore, it has a commitment to lead water conservation initiatives around uThukela district. The following are the water sources of the district:

- UThukela River that rises from the Drakensberg Mountains and supplies water to a large portion of Kwazulu-Natal. Other main rivers include Klip River, Sundays River, Little Tugela, Boesmans River, and Sterkspruit Rivers.
- The rivers and associated wetlands with the District, particularly upper catchment wetlands, are of national importance

*The map below explicates the hydrology in uThukela district municipality:*




***Source: eZemvelo KZN Wildlife***

### 3.2.11.4 AIR QUALITY

In terms of National Environmental Management, Air Quality Act (No. 39 of 2004), municipalities have a critical role to play in protecting the environment by providing reasonable measures for the prevention of pollution, ecological degradation, and for securing ecologically sustainable development while justifiable economic and social development.

The table that follows shows the provincial emission results from point, non-point, and mobile sources, based on the KZN Baseline Emission Inventory Report.

**Table 5 : Provincial Emissions in tons per annum**

| Districts | $CO_2$ | CO | $SO_2$ | $NO_X$ | PM | LEAD | VOCs |
|---|---|---|---|---|---|---|---|
| Umgungundlovu | 114747.33 | 89030.52 | 1593.16 | 13281.12 | 4655.99 | 0.00 | 16092.34 |
| Amajuba | 36197.00 | 22045.40 | 2756.55 | 3351.73 | 9091.20 | 0.00 | 4117.83 |
| Umkhanyakude | 20890.00 | 51341.31 | 319.62 | 4910.99 | 2872.51 | 0.00 | 6783.55 |
| Ugu | 208674.00 | 44017.25 | 500.82 | 11920.30 | 1339.74 | 0.03 | 6748.69 |
| Zululand | 7154.00 | 25952.49 | 206.75 | 4158.09 | 1299.11 | 0.00 | 4777.80 |
| Uthungulu | 103395.00 | 183156.67 | 27629.36 | 9417.30 | 4045.17 | 0.94 | 9595.49 |
| Ilembe | 0.00 | 7845.67 | 2525.37 | 1586.61 | 1054.98 | 1.03 | 873.84 |
| Sisonke | 0.00 | 1937.41 | 15.33 | 620.69 | 70.51 | 0.00 | 359.67 |
| Ethekwini | 3747.17 | 368544.69 | 34309.67 | 84250.69 | 16679.08 | 1.25 | 67610.10 |
| Uthukela | 0.00 | 35117.08 | 1296.43 | 5045.97 | 1652.62 | 0.00 | 6501.20 |
| Umzinyathi | 0.00 | 14411.34 | 117.14 | 1778.19 | 343.22 | 0.00 | 2663.45 |
| **TOTAL** | **494804.50** | **1389292.32** | **71270.21** | **246478.28** | **87692.98** | **5.53** | **187629.84** |

***Source: uThukela District Environmental Management Framework***

Due to its largely rural nature, UTDM only contributes 3.4 % of the total emissions in the province with the highest emissions being CO. Most of the emissions recorded for UThukela are for mobile sources. This means that vehicle emissions are the chief contributor to air pollution in the district with industrial and agricultural sources playing a smaller role in air quality. Industrial sources of air pollution are concentrated in Ladysmith, with limited industrial activities also occurring in Estcourt. UTDM has an Air Quality Management Plan in place that was adopted on the ***5th of June 2015***, and there is an air quality monitoring station in Estcourt.

*The Air Quality Management Plan was reviewed and approved by Council in June 2023 and is implemented as follows*: -

- identification of priority sources of air pollution
- development and implementation of air pollution reduction strategies, focusing on the identified priorities.
- acquisition of appropriate air quality monitoring tools
- appointment of an air quality officer
- establishment of the district environmental management forum to wage a multi-sectoral approach in addressing air quality management challenges including radiation in the district.
- compilation and submission of quarterly progress report on the implementation on the plan

### 3.2.11.5 CLIMATE CHANGE

Global warming is the increase in the average temperature of the earth near surface, air, and oceans. The effects of climate change will be felt sooner, and the world must learn to live with the effects. The destructive changes in temperature, rainfall and agriculture would worse affect vulnerable people such as the old and the poor.

uThukela district municipality is consciously aware that climate change poses critical threats to socio-economic development, in areas as diverse as water and sanitation, food security, health and energy. uThukela District Municipality has engaged itself in numerous initiatives aimed at capacitating communities on global warming and climate change.

The municipality supplies schools with garden tools to support food gardens initiative. The municipality also supports “green events” in their municipal activities. This is achieved through green procurement when organizing municipal events, waste management plan designed solely for the event, inviting Department of environmental Affairs to raise environmental awareness to communities during the day of an event e.g., distributing environmental education material to communities. uThukela district municipality is committed to understanding water resources, strategies & methods of utilizing water more efficiently & effectively going forward. The municipality has developed and adopted the climate change response plan ***on the 29 June 2018.***

uThukela district municipality has a capacity to perform the environmental management in form of an intern with an assistance from Assistant Directors deployed to municipalities (National Department of Environmental Affairs) & also receive support from Assistant Managers-Municipal Support (Provincial Agriculture, Environmental Affairs &, Rural Development). Over and above that, the organogram of

uThukela district municipality shows the position of the environmentalist that is intended to be appointed soon.

The municipality has appointed a designated waste management officer & air quality management officer to comply with the requirements of the Waste Act & Air Quality Act. The role of the waste management officer is to coordinate & account on matters pertained to waste management whilst air quality management accounts on air quality management matters.

### 3.2.12 STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

The Municipal Systems Act (MSA) requires that part of each municipality's IDP must have Spatial Development Framework. The act also suggests an environmental layer, in the form of Strategic Environmental Assessment (SEA), must inform that development framework. It is necessary to address the environmental resources and assets of an area and consider it sustainability. It is under this premise that the district developed an Integrated Environmental Plan (IEP). The primary role of the IEP is to provide the high-level environmental analysis for the district including the local municipalities. Secondly, the plan is used to guide strategic and project level development and planning decision-making. The IEP contributes to a healthy environment by ensuring that strategic environmental issues are identified, as well as potential environmental requirements for future projects are considered during decision making.

### 3.2.13 SPATIAL AND ENVIRONMENTAL TRENDS

| ISSUE | DRIVER | INTEVENTION |
|---|---|---|
| Threats to biodiversity and ecosystem functioning (especially catchment and watershed functioning) | Soil erosion due to lack of trail maintenance, paths by tourists and criminals, burning of trace lines for fire breaks.<br>Uncontrolled and unplanned fire inability to control fires particularly entering from neighbouring areas.<br>Overgrazing by livestock (cattle) entering from neighbouring area<br>Lack of funds for proper management (e.g., current IAP budget covers 5% of WHS area)<br>External pressures (e.g., land development by groups put pressure on resources; no compliance with the law even when an EA has been issued | Overgrazing by livestock (cattle) entering from neighbouring areas<br>Overarching intervention:<br>Follow and implement WHS management plans already in place<br>Improved grazing management<br>Coordination of different stakeholders / agencies for funding.<br>Improved law enforcement; awareness and education |

| | | |
|---|---|---|
| Loss of cultural heritage | Damage and destruction of rock art | Follow and implement WHS management plans already in place |
| Degradation of grasslands | Inappropriate burning practice winter burning by thieves / poachers to encourage livestock / game to graze distant areas for poaching or theft.<br>inappropriate burning practice annual as opposed to biennial burns.<br>Soil erosion due to overgrazing, uncontrolled tracks | Fire Management<br>Fire Management<br>Footpath planning and maintenance<br>Cross slope barriers contour burns, terraces |
| Loss of biodiversity | Alien plant infestation<br>Invasive control measures<br>Poaching of wildlife<br>Overharvesting of native plants | Enforcement and awareness<br>Raising<br>Enforcement and awareness<br>Raising<br>Clearing of indigenous species<br>Enforcement and awareness raising |
| Destruction of wetlands | Overgrazing / livestock movement<br>Alien plant infestation<br>Poor burning regimes | Grazing mgmt. herders; alternative fodder; stock reduction<br>Invasive control measures<br>Fire management |
| Decline in water quality | Leaching / runoff of agricultural chemicals due to lack of buffers on waterways and / or buffers between croplands and waterways<br>Riparian areas being lost<br>to croplands resulting in siltation<br>High use of pesticides and fertilizers, which is leaching into water resources | Integrated pest management to reduce pesticide use; improved fertilizer management to reduce leaching run off.<br>Buffer zones around waterways / riparian areas<br>Enforcement and awareness<br>All riparian areas in Buffer |
| Loss of biodiversity | Expansion of commercial agriculture<br>Alien plant infestation | Ensure proper applications and permitting Alien Removal programmes |
| Uncontrolled water abstraction impacting on water quality and quantity in rivers | Uncontrolled and random construction of weirs and pipelines to meet domestic and agricultural water needs | Rainwater harvesting focus on household / rooftop rainwater harvesting for domestic use and livestock watering (Minimal value in infield RWH due to high rainfall in area |
| Water pollution in rivers and groundwater | Pollution with detergents from washing laundry in rivers due to insufficient water and sanitation services developed in the area | Service provision by DM proper sanitation |
| Litter and pollution Degradation of grasslands (increased erosion and declining biodiversity) grazing management issues | Poor solid waste management.<br>Illegal dumping (especially problem of disposable nappies in river.<br>Overgrazing large herds for cultural /traditional reasons.<br>Localized overgrazing livestock kept close to homestead to avoid theft.<br>Overgrazing large herds "hiding" drug money.<br>Regular movement of large number of livestock between kraals and grazing lands. Cross slope barriers trash lines, vegetation strips | Service provision by DM Recycling.<br>education and awareness campaigns<br>Policing of pollution controls.<br>Identification of illegal dumping hotspots.<br>Grazing mgmt. herders; alternative fodder; stock.<br>Reduction all communal grazing lands in buffer zone.<br>Rehabilitation of dongas gully plugging, gully cutting and vegetation |

### 3.2.14 SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS

The following table summarizes the Spatial and Environmental SWOT Analysis

**Table 6: Spatial & Environmental SWOT Analysis**

| Strengths | Opportunities |
|---|---|
| ♦ Beautifully pleasing landscape with habitat diversity, large wetlands, and important biodiversity areas with high tourism attraction<br>♦ The area is good for a research development of certain organizations; the Ukhahlamba Drakensberg Heritage Site has Buffer restrictions to restore its own sense of place.<br>♦ There are conservancies formed for conservation of species, habitat, and biotic organisms.<br>♦ The Ukhahlamba Drakensberg mountain range is a World Heritage Site and forms part of the Maloti-Drakensberg Transfrontier Peace Park (MDTP) between Lesotho and South Africa. This has a competitive advantage.<br>♦ The municipality is responding to 2016 PGDS strategic goal number 5 that talks to Environmental sustainability | ♦ IDP identified the need for a regional airport and the development of the N3 corridor.<br>♦ The KZN Provincial Spatial Economic Development Strategy (PSEDS) identifies Okhahlamba as one region with massive potential for growth in agriculture and agro processing.<br>♦ Integration of social, economic, and environmental factors into planning, implementation and decision making this leads to sustainable development.<br>♦ Sustainable Tourism, Revenue generation, Economic growth through sustainable development, Environmental awareness in the area.<br>♦ Creation of green job opportunities through conservation of environment; this contributes to green economy |
| **Weaknesses** | **Threats** |
| ♦ Lack of economic diversity & competitiveness of small towns.<br>♦ The economy is dependent on government services.<br>♦ Agriculture and tourism potential not fully exploited.<br>♦ The municipality is characterized by the ageing water and sanitation infrastructure.<br>♦ Lack of initiative to identify areas that need to be rehabilitated in the district.<br>♦ Lack of environmental compliance and enforcement; this weakens management of the natural environment.<br>♦ Lack of environmental management strategies, projects, and key interventions to monitor & manage biodiversity as well as ecological footprint.<br>♦ Lack of important environmental plans to execute the core function of the local municipality (waste management) i.e., IWMP.<br>♦ Lack of environmental planning tools to govern natural environment. | ♦ On-going environmental degradation impacting ecotourism, leading to a reduction of resources available for conservation aspects.<br>♦ Low economic growth and increasing rate of unemployment in major economic sectors.<br>♦ Alien infestation may lead to marked declines in stream flow, transformation of vegetation composition & structure; alteration of patterns nutrient cycle & fire regime; also impact on Tourism & Agricultural production.<br>♦ High potential agricultural land, potential forestry areas and areas likely to experience settlement expansion poses greatest threats to identified Critical Biodiversity Areas.<br>♦ Excessive harvesting of indigenous trees for firewood, cutting thatch grass for roofing purpose, use of river sand and soil for buildings; Farming in traditional areas is seriously underdeveloped and suffers from a range of constraints to its future growth.<br>♦ Lack of environmental education in general<br>♦ The effects of climate change are due to poor environmental management. |

## 3.2.15 DISASTER MANAGEMENT

It is recommended that this section should be read in conjunction with the uThukela district municipality *Disaster Management plan and sector plan for 2024/2025.*

uThukela district municipality is concerned about the human suffering and economic loss due to the result of disasters. uThukela district municipality is affected by numerous disasters that include veldfires, corona virus, lightning, Strong Winds, Heavy rainfall, mudslide, and hailstorm.

### 3.2.15.1 MUNICIPAL INSTITUTIONAL CAPACITY

#### 3.2.15.1.1.1 UTHUKELA DISTRICT DISASTER MANAGEMENT CENTRE

Uthukela District Disaster Management Centre has ten (10) staff members and four (4) staff members in the fire department. The relief stock required is Temporary Shelters, Blankets, Plastic Sheets and Food Parcels. The District Municipality must visit all the local municipalities to support staff and the councils to develop their policy frameworks, Memorandum of understanding, disaster management plans and contingency plans for their municipalities. The District Disaster Management Centre phase 2 is planned to be developed soon, which is the fire service unit.

#### 3.2.15.1.1.2 MUNICIPAL DISASTER MANAGEMENT POLICY FRAMEWORK

Section 42 of the Disaster Management Act (Act 57 of 2002) states that each metropolitan and each district municipality must establish and implement a framework for disaster management in the municipality aimed at ensuring an integrated and uniform approach to disaster management in its area. The uThukela district municipality Disaster Risk Management Framework was developed and approved. The framework is in line with the National and Provincial frameworks and deals with each of the four Key Performance Areas as well as the three enablers. Key performance indicators have been set for each of the KPA's as well as the three enablers.

#### 3.2.15.1.1.3 MUNICIPAL DISASTER MANAGEMENT PLAN

In terms of the Disaster Risk Management Act 2002, (Act No.57 of 2002), Section 53, each municipality must prepare a disaster risk management plan for its area according to the circumstances prevailing in the area. The uThukela district municipality disaster management plan and sector plan that will inform 2023/2024 financial was approved concurrently with the IDP.The Disaster management plan was reviewed

in collaboration with all relevant stakeholders. The disaster management plan of uThukela district municipality incorporates the amendments made in the Disaster Risk Management Act 2002***. The 2024/2025 disaster management plan and Sector plan were part of policies and plans that were approved by council on the 21st of May 2024.***

#### 3.2.15.1.1.4 MUNICIPAL DISASTER MANAGEMENT INTER-DEPARTMENTAL COMMITTEE

IGR Structure is actively functional. Hence, few senior managements participating in this structure whereas many of them are expected to participate in this committee.

#### 3.2.15.1.1.5 MUNICIPAL DISASTER MANAGEMENT ADVISORY FORUM

Section 51 of the Disaster Management Act (Act 57 of 2002) states that district municipalities may establish a municipal disaster management advisory Forum. The uThukela District Disaster Risk Management Advisory Forum was established. According to subsection (1), a forum is a body in which the municipality and other key stakeholders consult one another and co-ordinate their actions on matters relating to disaster management in areas under their jurisdiction. The uThukela district municipality advisory forum is made up of all relevant stakeholders within the district who may be involved in issues related to disaster management. There is an improvement in terms of attendance of key stakeholders in advisory meetings; the forum meets on quarterly basis.

#### 3.2.15.1.1.6 MUNICIPAL FIRE AND RESCUE STATIONS

The uThukela district municipality has four personnel coordinating fire service unit at a district level. The operations on fire services are currently based at our family of local municipalities, which is Alfred Duma, Inkosi Langalibalele and Okhahlamba. UThukela is playing a critical role of supporting fire services in all four local municipalities, uThukela District supported Inkosi Langalibalele Local Municipality with Rapid Response Vehicle with aim of empowering the municipality to have capacity to deal with fire and road accidents.

#### 3.2.15.1.1.7 MUNICIPAL FIRE AND RESCUE BYLAWS

uThukela district municipality coordinated all local municipalities to develop their draft documents for fire bylaws which were submitted to their respective councils for adoption. ***The list below entails the critical municipal legislative mandate for Disaster Management and fire services:***

- Constitution of the Republic of South Africa Act 108 of 1996
- Municipal System Act (Act No. 32 of 2000)
- The National Disaster Management Framework (Notice 57 of 2005)
- Disaster Management Act (Act No. 57 of 2002)
- Municipal Structures Act (Act 117 of 1998)
- Fire Brigade Services Act 99 of 1987
- National Veld and Forest Act 101 of 1998

#### 3.2.15.1.1.8 MUNICIPAL IGR STRUCTURES

The uThukela district municipality has adopted District Development Model (DDM) where local municipalities and sector department convene through different sub committees. The district disaster management belong under justice cluster where disaster related matters are presented. The challenge is that structure is now functional.

### 3.2.15.2 RISK ASSESSMENT

The Local Municipalities have started to conduct risk assessment in their respective jurisdiction, in line with guidelines that were approved by the National Disaster Management Centre (NDMC).

#### RISK PROFILE OF THE UTHUKELA DISTRICT MUNICIPALITY

The table following illustrates a summary of the risks / hazards in uThukela District whereas the attached disaster management plan is detailed on the identified hazards.

**Figure 3: Identified Hazards for uThukela District Municipality**

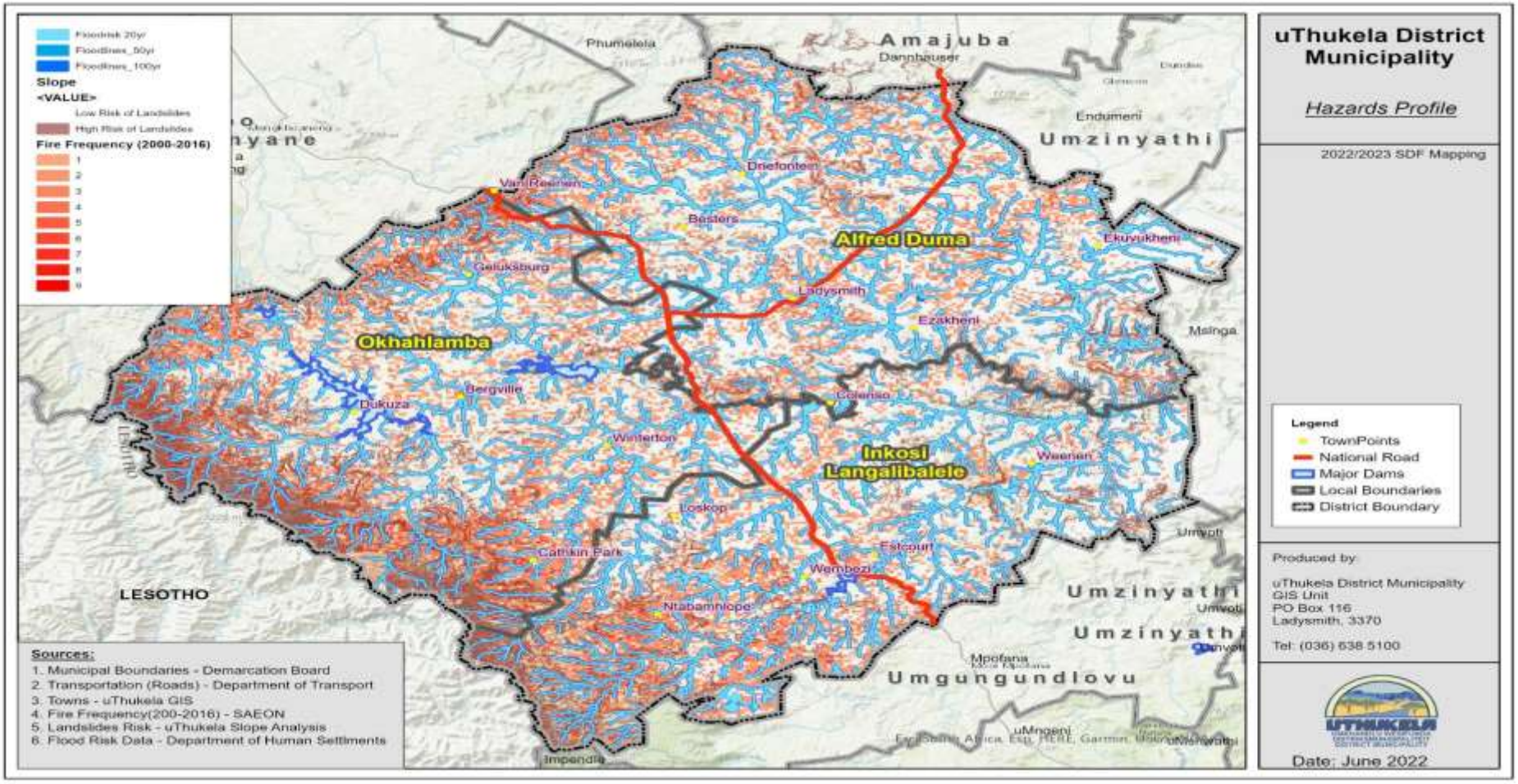
| Lightning |
|---|
| Covid- 19 pandemic |
| Strong Winds |
| Chlorine leakage or an hazcem incident (esp. in Ladysmith) |
| Large industrial fires, bulk depots spillages or fires |
| Lightning |
| Fires |
| Railway Accidents (railway passes dam wall) |
| Strong winds and storms |
| Soil Erosion |
| Environmental Degradation |
| Floods |
| Snow |
| Hazmat |

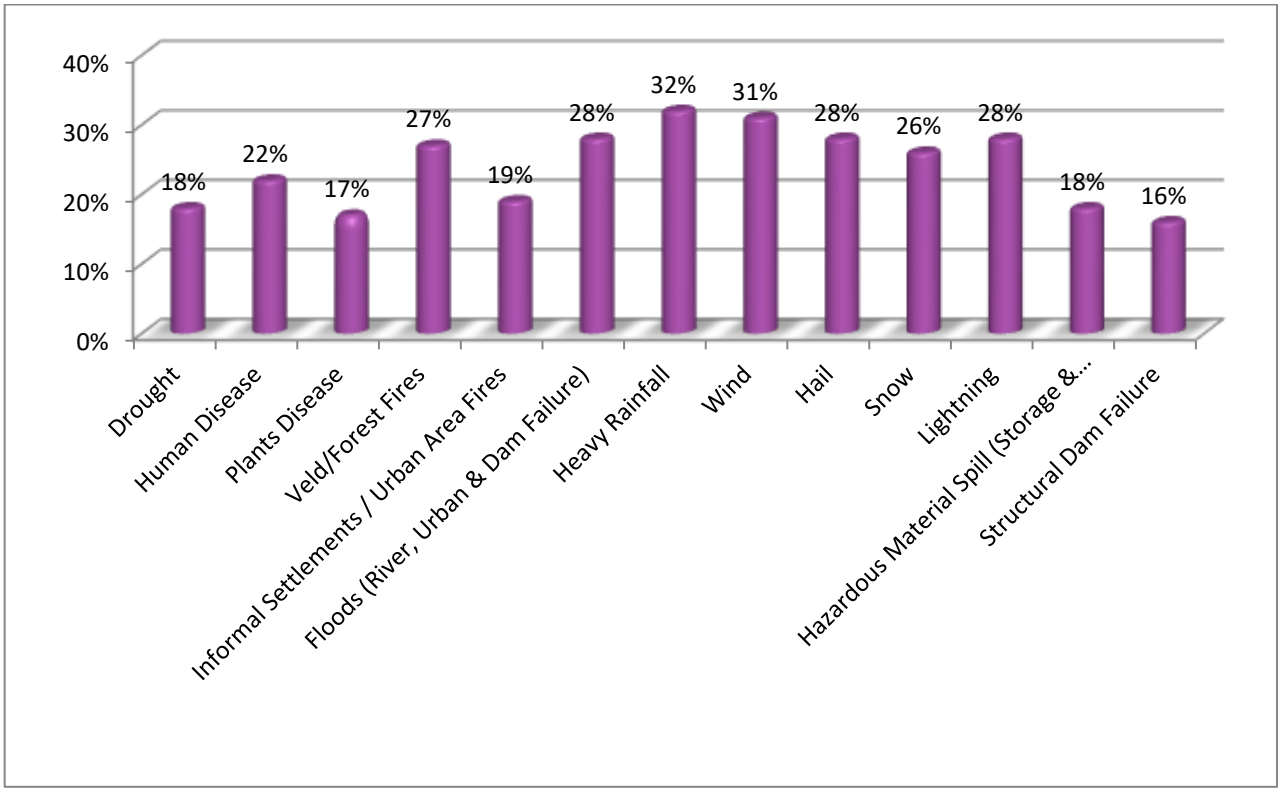
| |
|---|
| Air Pollution (CO2, Acid rain, Plants) |
| Water contamination |
| N3 or N11 incidents |
| Possible dam failure (Thukela and Bushman intersect) |

These risks have been identified during risk analysis workshops with communities throughout the district as well as historical data gathered from incident assessments over the past five years.

It was possible to compile appropriate GIS profile maps Using the detail disaster hazard, vulnerability, and risk assessments of UTDM. These GIS-profile maps summarise the disaster hazard, vulnerability, and risk analysis of UTDM. Hence, these profile maps indicate the risk profile of the UTDM area of jurisdiction. Below is the disaster hazards profile map and a diagram of uThukela district municipality and its family of municipalities

HAZARDS MAP


Floodrisk 20yr
FloodRisks_50yr
FloodRisks_100yr
Slope
<VALUE>
Low Risk of Landslides
High Risk of Landslides
Fire Frequency (2000-2016)
1
2
3
4
5
6
7
8
9
Phumelela
Amajuba
Dannhauser
Endumeni
Umzinyathi
Driefontein
Van Reenen
Besters
Alfred Duma
Ekuvukheni
Geluksburg
Ladysmith
Ezakheni
Msinga
Okhahlamba
Bergville
Colenso
Winterton
Inkosi Langalibalele
Weenen
Loskop
Cathkin Park
Estcourt
Wembezi
Umvoti
Mpofana
Umgungundlovu
uMngeni
Impendle
LESOTHO
Sources:
1. Municipal Boundaries - Demarcation Board
2. Transportation (Roads) - Department of Transport
3. Towns - uThukela GIS
4. Fire Frequency(200-2016) - SAEON
5. Landslides Risk - uThukela Slope Analysis
6. Flood Risk Data - Department of Human Settlments
uThukela District Municipality
Hazards Profile
2022/2023 SDF Mapping
Legend
TownPoints
National Road
Major Dams
Local Boundaries
District Boundary
Produced by
uThukela District Municipality
GIS Unit
PO Box 116
Ladysmith, 3370
Tel: (036) 638 5100
Date: June 2022




### 3.2.15.3 RISK REDUCTION AND PREVENTION

Disaster prevention refers to actions that provide "outright avoidance" of the adverse impact of hazards and related environmental, technological, and biological disasters. Strategies applicable to preventive intervention are inter alia (see Disaster Management Plan for detail list):

- ⇨ Effective land-use planning.
- ⇨ Basic public works and
- ⇨ Effective municipal services that factor in the frequency and severity of natural or other hazards as well as human actions.

Examples are:

- ⇨ Replanting indigenous grasses or trees on a recently burned slope near roads or dwellings to stabilise the soil and prevent damaging land subsidence.

- ⇨ Locating critical rail: Road and telecommunications structures behind a coastal "setback" line in areas exposed to storm surges to prevent disruption to critical services during violent summer or winter storms.
- ⇨ Careful positioning of storm water drainage and its on-going maintenance, along with protection of natural wetlands, to prevent destructive flooding during heavy rain.

It is not possible to completely prevent all disaster events. Their severity can be reduced, however, through on-going disaster mitigation efforts.

#### 3.2.15.4 RISK REDUCTION AND MITIGATION

Disaster Mitigation refers to structural and non-structural measures that are undertaken to limit the adverse impact of natural hazards, environmental degradation and technological hazards on vulnerable areas, communities, and households. These efforts can target the hazard or threat itself e.g., a firebreak that stops a fire spreading close to residential areas. This is often referred to as structural mitigation since it requires infrastructure or engineering measures to keep the hazard away from those at risk.

Disaster mitigation efforts can also target people who are at risk, by reducing their vulnerability to a specific threat, e.g., promoting community responsibility for controlling fire risk in an informal settlement. This is often called "non-structural" mitigation, as it promotes risk-avoidance behaviours and attitudes. A shift from structural to non-structural measures took place worldwide. The main reason for this is mainly the non-contribution of structural measures to sustainable development objectives. In most cases, structural measures only reduce disaster damage, and the level of risk remains the same. Hence, structural measures only create a false sense of security for communities.

#### 3.2.15.5 RESPONSE AND RECOVERY

Section 53 of the Disaster Management Act (Act 57 of 2002) deals with disaster management plans for municipal areas. Section 53 (1) (k) of the Act prescribes that a disaster management plan must contain contingency plans and emergency procedures in the event of a disaster, providing for prompt disaster response and relief and the procurement of essential goods and services.

The Disaster management centre budgets annually for the purchase of relief materials in the form of temporal shelters/tents, blankets, lightning conductors, and plastic sheeting. This material is provided to victims of disasters or serious incidents when necessary. All local municipalities are supported in this programme and relief materials are provided to them when it is necessary. Relief efforts, in the event of disasters and/or incidents, are coordinated through the local municipality disaster management officials and the district disaster management centre.

In the month of January 2024, the disaster management team attended to 06 incidents for the assessment and the provision of required assistance to victims of disaster. Disaster management volunteers were activated to assist with the erection of temporary shelters and the provision of immediate relief material such as plastic sheets and blankets to the most affected communities.

The table below outlines the incidents reported in our local municipalities for the third quarter of 2023/2024 financial year.

| Local Municipalities | Types of Incidents | Number Incidents | Households Affected | Houses Affected | | Fatalities | Injuries | Missing Person | Relief |
|---|---|---|---|---|---|---|---|---|---|
| | | | | Totally Destroyed | Partially Damaged | | | | |
| **Inkosi Langalibalele** | Heavy rain and floods, strong winds, Hailstorm, fire & Lightning | 22 | 136 | 480 | 468 | 0 | 0 | | 50 blankets, 15B box, and 23plastic sheeting |
| **Okhahlamba** | Heavy Rains and floods, Fires, strong wind, and Lightning, | 23 | 47 | 257 | 305 | 0 | 0 | | 15 blankets, 21 plastics sheeting and 11 b box |
| **Alfred Duma** | Heavy rain and floods, strong winds, Mudslide, Hailstorm, fire & Lightning | 23 | 134 | 276 | 616 | 31 | 2 | 1 | 152 blankets and 76 plastic sheeting, 33 b box, 1 tent and 105 sponges |
| **Total** | | **68** | **1624** | **1013** | **1389** | **4** | **0** | | 217 blanket, 120 plastics, 59 b boxes, 105 sponges, and 1 tent. |

### 3.2.15.6 EDUCATION, TRAINING, AWARENESS &RESEARCH

Sections 15 and 20(2) of the Disaster Risk Management Act (Act 57 of 2002) specifies the promotion of education and training, the encouragement of a broad-based culture of risk avoidance, and the promotion of research into all aspects of disaster risk management.

This key performance area addresses the development of education and training for disaster risk management and associated professions as well as the inclusion of disaster risk management and risk-avoidance programmes in school curricula. It also outlines that awareness needs to be created within the community.

The uThukela district municipality is exposed to a wide range of natural and human induced hazards that can cause wide spread of hardship and devastation of lives. Natural disasters are often frightening and difficult for the community to understand, because they have no control over and where they happen. What we can manage to control, however, is the level of preparedness for the communities and organs of state and civil society organizations to deal with the dangers that natural disasters bring.

During this summer and winter season, several incidents have been reported with severe damage to both people's lives and property. Common major incidents in the district include Runaway veldfires that affect the entire district, especially the rural black communities; the severe storms and strong winds claimed many lives and damages to property and agricultural commodities. Severe flash floods that usually affect communities that have informal houses next to the rivers or small river basins.

In line with the provisions of the Disaster Management Act 57 of 2002, this Community Awareness Campaign is a corner stone of ensuring that:

- Communities understand the hazards in their localities.
- Communities are acutely aware of the effects of those hazards and
- Communities are capacitated to deal with identified hazards.

In this regard, communities need to be made aware and educated on the risks in their areas, and what to do when the disaster strikes. The District Disaster Management Centre has therefore developed this Community Awareness, Educational Programme, Capacity Building and Workshops to create resilient communities on disaster management. One of the fundamental aims of this campaign is to ensure the visibility of District Disaster Management Centre (DDMC) at local level.

DDMC in consultation with other stakeholders rolled out of the campaign that was in the form of Community Awareness, Educational Programme, Capacity Building and Workshops, where locals played a huge role in identifying proper venues and mobilising local communities, amongst other things. During the programme itself, all messages were based on the district risk profiles for those areas. The target audience was communities, community leaders, Operation Sukuma Sakhe, schoolchildren, and stakeholders. These programmes have started in the 2017/2018 financial year to 2018/2019 financial year, but other phases of the programme were held in the 2019/2020 to 2020/2021 financial year.

As it was indicated earlier that awareness campaigns in uThukela district are continuous in nature. The latest awareness campaign took place in the month of May 2021 in the whole family of the local municipalities; uThukela district municipality has embarked on the disaster's awareness campaigns in all the identified areas as per the risk assessment plan. During the awareness campaigns, the following topics were covered: Heavy rainfall, Covid 19, Strong winds, Hailstorm Floods, Prevention of fires, Mitigation and prevention of all winter and summer incidents, Snow protocol issues and Drought.

#### 3.2.15.7 FUNDING ARRANGEMENTS

The Disaster Management annual budget is a combination of operational and strategical budget that covers the day-to-day functions of the disaster management matters. In the 2024/2025 financial year, uThukela district municipality and its family of municipalities will put aside some funding for relief material in case of a disaster since most of the areas in the district are prone disasters, *like flooding which is the common denominator in uThukela district*. It is foreseen that every financial year more funding will be pumped in to deal with the issues of disasters in a swift manner not only at the district level but also at the local level; noting that municipalities are having some financial constrains.

### 3.2.15.8 DISASTER MANAGEMENT SWOT ANALYSIS

**Disaster Management SWOT Analysis**

| Strengths | Opportunities |
|---|---|
| ♦ Disaster management plan in place<br>♦ Practitioner's forum in place<br>♦ Disaster management Fleet to respond swiftly to incidents.<br>♦ Availability of the applicable DMSP's in the family of municipalities<br>♦ Fully fledged disaster management centre | ♦ Support from provincial and national centres<br>♦ Support from local NGO's and business organisations |
| **Weaknesses** | **Threats** |
| ♦ Lacks resources (material)<br>♦ Very limited budget to deal with disasters. | ♦ Non-compliance with legislative mandates – reporting<br>♦ Deeply rural, agrarian, and poverty-stricken communities.<br>♦ Social tensions<br>♦ Lack of co-operation from supported municipal centres (sharing & exchanging of information)<br>♦ Floods that lead to the loss of lives |

## 3.3 MUNICPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

### 3.3.1 MUNICIPAL TRANSFORMATION

Municipal transformation and organisational development relate to a fundamental and significant change in the way the municipalities perform their functions and the calibre of human resources used in the delivery of quality services to the communities served. Service delivery planning has changed from municipal centred approach to community participatory approach.

Transformation is part of the municipality's strategy and must be driven from the highest level of management and leadership. Municipalities need to enhance management skills to facilitate team players who will cascade the transformation assignment to the lowest levels of staff.

### 3.3.2 ORGANIZATIONAL DEVELOPMENT

Organizational development is a deliberately planned effort to increase an organization's relevance and viability. Organisational refers as the future readiness to meet change thus a systemic learning and development strategy intended to change the basics of beliefs, attitudes and relevance of values, and structure of the current organization to better absorb disruptive technologies, shrinking or exploding market opportunities and ensuing challenges and chaos.

Organizational development is the framework for a change process designed to lead to desirable positive impact to all stakeholders and the environment. It can design interventions with application of several multidisciplinary methods and research besides traditional organizational development approaches.

#### 3.3.2.1 INSTITUTIONAL ARRANGEMENTS

Sub-structures such as the Executive Committee, Finance, Corporate services, Infrastructural, Planning, and social services portfolio committees, are in place to carry out the decision-making and oversight functions of the uThukela district municipality. In addition to these sub-structures the district has the MPAC (Municipal Public Accounts Committee) and Audit Committees that also oversee the administrative undertakings. As far as the municipal administrative structure is concerned, there are four main municipal departments namely the budget and treasury office, corporate services,

water, sanitation, and technical services as well as social and economic services that report directly to the Office of the Municipal Manager.

### 3.3.2.2 POWERS AND FUNCTIONS OF MUNICIPALITY

The following are the powers and functions of our municipality:

- ⇨ To provide community & citizen services.
- ⇨ Water supply and sanitation services.
- ⇨ Municipal Health services.
- ⇨ Solid waste disposal sites.
- ⇨ Municipal roads.
- ⇨ Regulation of passenger transport services.
- ⇨ Municipal airports serving the area of the whole district.
- ⇨ Firefighting serving the whole District.
- ⇨ Establishment and control of fresh produce markets.
- ⇨ Establishment, conduct and control of cemeteries.
- ⇨ Promotion of local tourism for the area of the district municipality.
- ⇨ Municipal public works relating to any of the above functions, or any functions assigned to the district municipality.

The table below summarises the functions of the municipal departments:

**Table 22: Municipal Departments and some of their Functions**

| OFFICE OF THE MUNICIPAL MANAGER | CORPORATE SERVICES | WATER, SANITATION &TECHNICAL SERVICES | BUDGET & TREASURY OFFICE | ECONOMIC PLANNING & DEVELOPMENT AND COMMUNITY SERVICES |
|---|---|---|---|---|
| FUNCTIONS<br>• The management of the municipality's administration.<br>• The implementation of the IDP and monitoring of the plan.<br>• The implementation of National and Provincial Legislation applicable to the municipality.<br>• The management of the provision of services to communities in a sustainable manner.<br>• Advising the Municipal Council and other political structures as well officials of the municipality,<br>• Develop youth in the district.<br>• Develop and promote sports | FUNCTIONS<br>• Advising Council and its committees on standing orders, code of conduct and applicable Legislation.<br>• Advises the Council, its Committees and Heads of Departments on Human Resource Policy and labour relations.<br>• Acts as a Municipal Manager during his absence<br>• Approves all agendas and minutes compiled by his staff.<br>• Ensuring a sound Information Technology system within UTDM | FUNCTIONS<br>• Responsible for the entire technical liaison between UTDM National and Provincial Government Departments<br>• Responsible for rendering technical support services to local authorities within the UThukela area, where such needs exist.<br>• Responsible for the approval of the prioritization of projects after technical evaluation<br>• Project administration services including capital budgeting and control of consultants.<br>• Provision of portable water<br>• Provision of sanitation services | FUNCTIONS<br>• Implementing the Financial Regulations<br>• Acting as the direct link between the Council and the Auditor General<br>• Acting as Consultant to Local councils in the region for the administration of projects funded by the Council.<br>• Compiling the annual budget and financial statements<br>• Controlling the bank account and arrangement of transfers between accounts.<br>• Contract management | FUNCTIONS<br>• Prepares the Disaster Management Plan for Council.<br>• Develop and implement social programmes; and<br>• Identify LED opportunities.<br>• Develop the LED Plan.<br>• Source funding for LED projects.<br>• Promote tourism; and<br>• Management of all planning related functions within UTDM.<br>• Ensuring that development occurs in terms of UTDM's Spatial Development Framework.<br>• Ensuring a sound and operational GIS within UTDM.<br>• Ensuring that the WSDP is in place. |

| | | | | |
|---|---|---|---|---|
| • Promote gender equality<br>• Drafting and day-to-day management of the IDP and PMS | | | | • Managing and overseeing any programme linked to the Water Service Authority function such as ISWIP.<br>• Every water services authority has a duty to all consumers or potential consumers in its area of jurisdiction to progressively ensure efficient. affordable, Economical, and sustainable access to water services.<br>• Environmental management<br>• Management of the the day to day of the Covid 19 pandemic<br>• Ensuring compliance with all Water Service Authority functions contained in the Water Service Act 108 of 1997<br>• Ensuring that water service policy including the by-laws and tariffs are in place.<br>• Monitoring and evaluating all Water Service Providers delivering services within the council jurisdiction |

## 3.3.3 ORGANIZATIONAL STRUCTURE / ORGANOGRAM

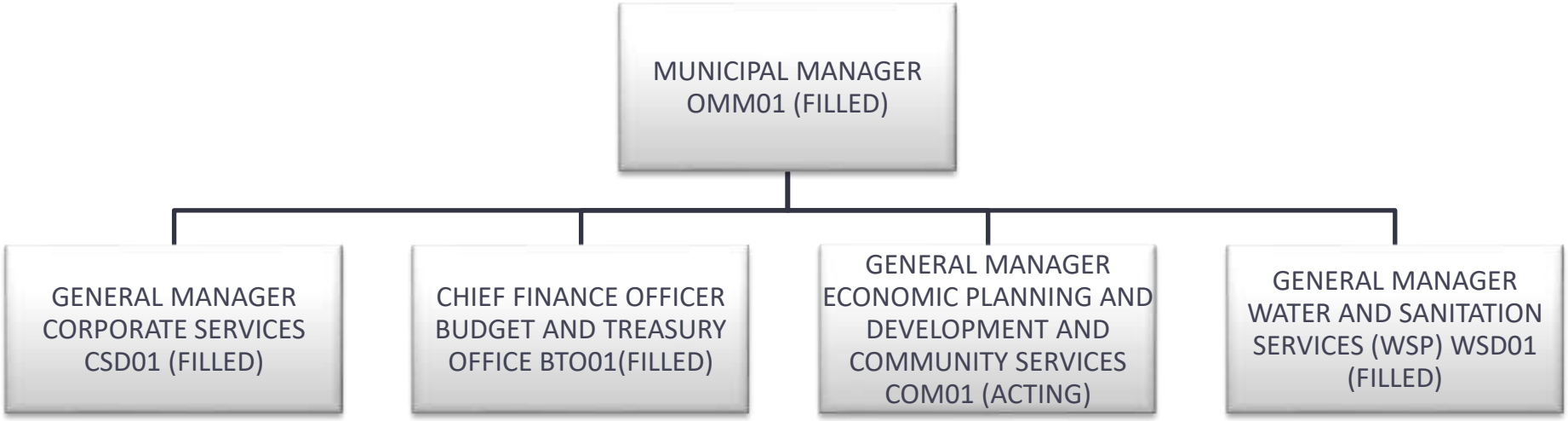
uThukela district municipality has reviewed and approved the organizational structure on the 25 July 2023 to inform the 2023/2024 financial year and it was done to ensure that is aligned to the Powers and Functions assigned to the district municipality and implementation of the IDP.The municipality is finalizing the review of the current organisational structure that will inform the 2024/2025 financial year.It is scheduled to be adopted in June 2024.The total number in an organizational structure changes from time to time due to a number of various reasons. The uThukela district municipality labour turn over is as follows:

- Permanent: 759
- Senior Managers: 04 OUT OF 05
- Contracts: 06
- In service trainee: 0
- Interns:38
- EPWP:00

**TOTAL = 807**

**NB: BELOW IS THE MACRO STRUCTURE EXECUTIVE MANAGEMENT THAT SHOWS THE STATUS OF THE POSITIONS.THE FULL APPROVED ORGANIZATIONAL STRUCTURE/ORGANOGRAM OF UTHUKELA DISTRICT MUNICIPALITY IS ATTACHED AS AN ANNEXURE.**

### 3.3.3.1 MACRO STRUCTURE EXECUTIVE MANAGEMENT



## 3.3.4 MUNICIPAL INSTITUTIONAL CAPACITY AND STATUS OF CRITICAL POSTS

### 3.3.4.1 INSTITUTIONAL CAPACITY

The uThukela district municipality have the institutional capacity to undertake its powers and functions. The district is equipped with well-trained and qualified General Managers that can achieve the municipal set targets. ***The vacancy rate is sitting at 29.34 as per the new organogram***. The mission of uThukela district is to reduce it further in the coming financial year by filling in the vacant positions and the recruitment is proceeding.

### 3.3.4.2 CRITICAL POSTS (MM & SECTION 56 POSTS)

The following table illustrates the status of critical positions in the municipality.

**Table 7: Critical Posts**

| NAME | DEPARTMENT | STATUS | GENDER |
|---|---|---|---|
| **LS Jili** | Municipal Manager | Filled | Male |
| **O S Mnguni** | General Manager: Corporate Services | Filled | Male |
| **BB Sithole** | Chief Finance Officer | Filled | Male |
| **NN Khuzwayo** | General Manager: Water, Sanitation and Technical services | Filled | Male |
| **Wynand Viljoen** | General Manager: Economic planning & development and community services | Acting | Male |

***PROGRESS ON FILLING IN THE CRITICAL POSTS***

***General Manager:*** Economic planning & development and community services

The contract of the General Manager: Economic planning & development and community services came into an end in December 2022 and the position might not be filled in the current financial year due to financial constraints.

### 3.3.5 HUMAN RESOURCE STRATEGY

uThukela district municipality has developed and adopted the human resource strategy; the strategy was approved by Council on the 21st of May ***2024.***This strategy is fully aligned to the long-term plans of the uThukela district municipality. On the other hand, the municipality has compiled and adopted the Human Resource Policies in an enabling spirit and sets out the policy relating to employment within the municipality. These policies are the enabling tool to facilitate human resources management within the municipality. ***The HR strategy is attached as an annexure***

In compiling the uThukela District Municipality Human Resource Policies, reference was made to documents such as the Employment Equity Act No.55 of 1998, the Labour Relations Act No.66 of 1995, the Skills Development Act No97 of 1998, the Municipal Finance Management Act No.56 of 2003, White Paper on Affirmative Action in the Public Service, and the White Paper on Human Resource Management in the Public Service. uThukela district municipality has developed and adopted the following ***HR policies by 21 May 2024***.

- ⇨ Placement Policy.
- ⇨ Employment policy.
- ⇨ Employment Equity policy.
- ⇨ Leave policy.
- ⇨ Recruitment, Skills Retention and Selection policy.
- ⇨ Permanent employment policy.
- ⇨ Temporal employment policy.
- ⇨ HIV/AIDS policy.
- ⇨ Smoking policy.
- ⇨ Sexual Harassment policy.
- ⇨ In service Training policy.
- ⇨ Communication policy.
- ⇨ Training and Development policy.
- ⇨ S&T policy
- ⇨ Promotion policy
- ⇨ ICT policies

### 3.3.6 HUMAN RESOURCE PLAN

The planning processes of uThukela district municipality not only define what will be accomplished within a given timeframe, but also the numbers and types of human resources that will be needed to achieve the defined business goals (e.g., number of human resources; the required competencies; when the resources will be needed; etc. The human resource plan was developed and adopted by Council by *21 May* ***2024***. It is important to indicate that the HR Plan is aligned to the municipality's HR strategy and is fully implemented.

#### 3.3.6.1 EMPLOYMENT EQUITY PLAN

In terms of the Employment Equity Act, 1998, it is the duty of uThukela district municipality to consult, draft and implement the Employment Equity Plan to achieve equity in the workplace. uThukela district municipality has developed and adopted the Employment Equity Plan that is promoting equal opportunity and fair treatment in employment through the elimination of unfair discrimination.

The Employment Equity Plan of uThukela district municipality was initially prepared and adopted by Council on the 1st of October 2015.In 2018, ***the municipality reviewed the plan, and the reviewed plan was adopted by 21 May 2024.***

In drafting the Employment Equity Plan all the relevant stakeholders were involved, including the Local Labour Forum. One of the objectives of the Plan is to focus on the development of present staff and an affirmative action programme aimed at specifically addressing the training and advancement needs of previously disadvantaged groups.

#### 3.3.6.2 WORK SKILLS PLAN

Skills planning are central to the improvement of the overall skills level of the municipal officials as well as the unemployed in the uThukela district municipality. The municipality identifies what skills are required and develops strategies, tasks, and schedules to ensure that we build those skills to deliver on our Integrated Development Plan strategic objectives.

uThukela district municipality does comply with Skills Development Act. The district has developed and implemented workplace skills development plan to enhance the skills of the staff and thereby improve their competencies. The Workplace Skills Plan is developed on an annual basis and adopted by the Council. After the adoption, it is then submitted to LGSETA for accessing funds. uThukela

workplace skills plan outlines the training and development for the municipality. It also addresses the gaps and shortfalls in skills required and identified positive ways of addressing them.

During the financial year 2023/2024, the municipality has offered **20 employees** bursaries through LGSETA Mandatory Grant. No new learnership was received by the municipality. With assistance from Department of Arts and culture a total of **02 employees were trained on Registry Management Course.** SALGA has introduced the Leadership Village, which is offered to Councillors on an online platform 07 Councillors have enrolled.

The municipality has placed a total number of 20 graduates, the breakdown is as follows:
04 are placed in Technical Services department, 07 are placed in Finance department and funded by National Treasury through Financial Management Grant and lastly 09 graduates are placed by SaCGRA and funded by BankSeta **municipality during the 2023/2024 financial year.** During the current financial year Department of Cooperative Governance and Traditional Affairs in partnership with National School of Government offered the municipal employees with funded programmes which were offered online, a total number of 20 has enrolled on various courses.

### 3.3.6.3 RECRUITMENT AND SELECTION POLICY

The municipality developed and adopted the Recruitment and Selection Policy by *21* ***May 2024***.The policies are both being implemented. Recruitment and selection in the municipality is done according to the documented municipal policy.

The recruitment policy highlights that all posts shall be analysed to determine realistic person and post requirements that meet the needs of the job, and which do not privilege people with higher qualifications than those needed for the position. The selection policy emphasises that first preference will be given to the best candidate as per the interview results regardless of whether the applicant is internal or external.

### 3.3.6.4 RETENTION AND EXIT POLICY

The municipality has developed a Retention Policy and Exit Policy.Both the Retention and Exit policies were adopted by ***21 May 2024*** and are under implementation.

**The retention policy** of uThukela district municipality operates within the boarder initiatives of talent management. These include, but are not limited to, skills development, staff development, mentorship, performance management, and employment equity and employee relations. Retention initiatives include monetary and non-monetary interventions and will be approached objectively and holistically. It also remains primarily the responsibility of the Line Management

**The Exit policy** of uThukela district municipality ensures that all matters between the Municipality and the employee are suitably finalised when the employee's employment ends. These procedures are to be followed whenever employees cease employment with the Municipality. The policy aims to achieve the following outcomes: All the relevant role players are informed of the procedures, which follow the decision to terminate employment. One of the outcomes that this policy aims to achieve is that employees leaving the municipality are informed of and formally acknowledge their on-going obligations regarding confidentiality and intellectual property rights.

### 3.3.6.5 ICT GOVERNANCE FRAMEWORK

The municipality has reviewed and ***adopted the ICT Governance Framework on the 21 May 2024.The*** framework is in the implementation stage. The purpose of uThukela district municipality ICT Governance Framework is to institutionalize the governance ICT as an integral part of corporate governance within the Institution.The uThukela district municipality's Information and Communication Technology (ICT) is playing an ever- increasing role as a strategic enabler of public service delivery.

The uThukela district municipality is implemented this policy by ensuring that all ICT operations within the municipality are guided by this policy. The ICT Governance framework do the following:

- Aligns ICT with the Institutional strategy.
- Integrates structural requirements.
- Integrates business and technology for ICT value.
- Provides a mechanism for understanding the use and opportunities for ICT.

### 3.3.6.6 HUMAN RESOURCE CAPACITY FOR ENVIRONMENTAL MANAGEMENT

uThukela district municipality has a capacity to perform the environmental management in form of an intern with an assistance from Assistant Directors deployed to municipalities (National Department of Environmental Affairs) & also receive support from Assistant Managers-Municipal Support (Provincial Agriculture, Environmental Affairs &, Rural Development). The municipality has appointed a designated waste management officer to comply with the requirements of the Waste Act & Air Quality Act.

The role of the waste management officer is to coordinate & account on matters pertained to waste management whilst air quality management accounts on air quality management matters.

## 3.3.7 KEY CHALLENGES

***A challenge*** is something new and difficult which requires great effort and determination. The new government's first challenge is the economy. Considering the current economic climate and global recession, substantial strides have been made to address the key development challenges in the municipality. There is, however, some distance to go towards addressing the following challenges.

**Municipal Transformation & Organizational Development Key Challenges**

| MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT | |
|---|---|
| **KEY CHALLENGE** | ♦ Shortage of skilled staff to perform certain functions.<br>♦ Poor condition of municipal buildings and other facilities versus budget constrains.<br>♦ Low staff morale<br>♦ Systems and procedures |

### 3.3.8 MUNICIPAL TRANSFORMATION & ORGANIZATIONAL DEVELOPMENT SWOT ANALYSIS

**Table 8: Municipal Transformation & Organizational Development SWOT Analysis**

| Strengths | Threats |
|---|---|
| ♦ Provincial Support in the form of grants and capacity building<br>♦ Approved organogram indicating re-alignment of functions.<br>♦ Efficient financial and information management system.<br>♦ Incorporation of critical positions in the budget<br>♦ Adopted of the Equity plan and WSP | ♦ Constant changes in legislation and national policies.<br>♦ Changes in the formula for the allocation of government grants including equitable share |
| **Opportunities** | **Weaknesses** |
| ♦ Local Government support from COGTA.<br>♦ Signed MOU with EThekwini emphasising support initiatives.<br>♦ Technical support offered by COGTA(MISA) | ♦ Shortage of skilled staff to perform certain functions.<br>♦ Low staff morale |

## 3.4 BASIC SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

This KPA is aligned to Water, Sanitation, and technical department of uThukela district municipality. ***UThukela district municipality is the Water Service Authority (WSA***). The core mandate of uThukela district municipality is the provision of water and sanitation services. The primary objective is to extend portable water and sanitation services throughout the district by eliminating the backlogs and to maintain and ensure sustainability of the existing water and sanitation infrastructure.

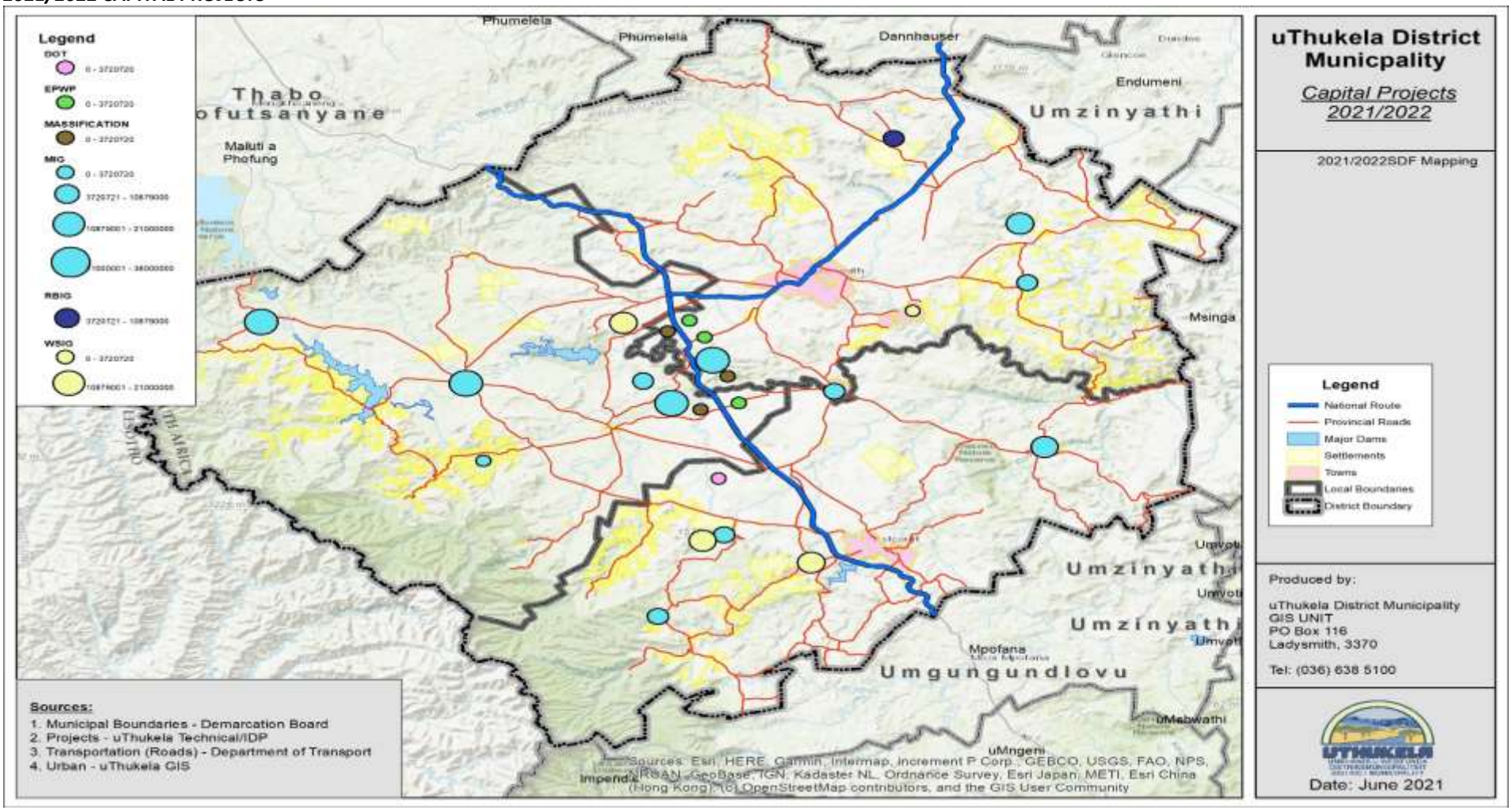
The 2022 statistics SA indicates that more people have access to drinkable water, comparing the 2011 statistics SA. According to the 2022 statistics results, theres an indication that there a high incline from 83 344 to 111 501 schemes providing water to people.

### 3.4.1 WATER AND SANITATION

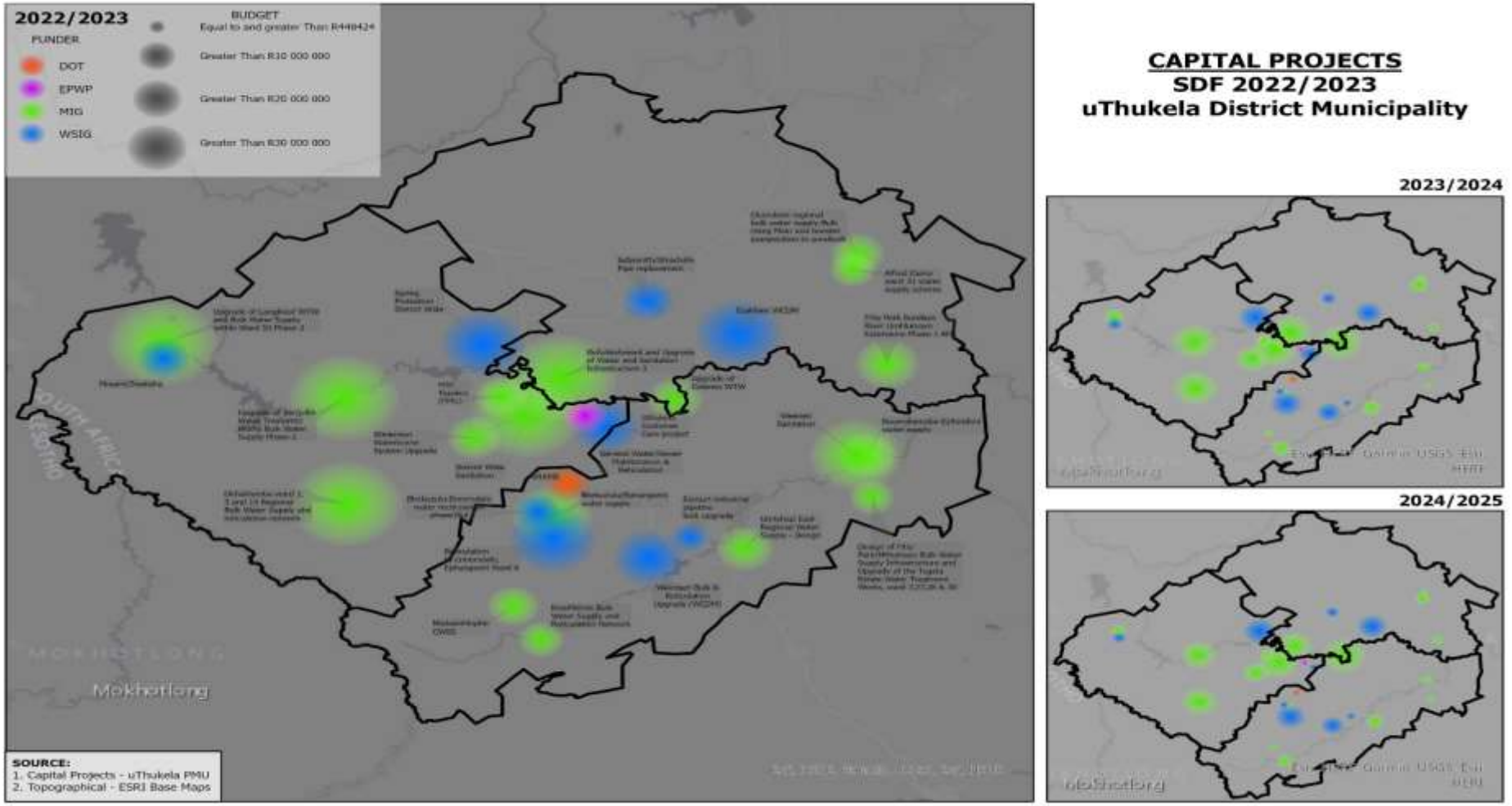
The core function of uThukela district municipality is the provision of ***water*** and ***sanitation*** services. The main objective of the municipality is to ensure the quality of drinking water in the region is improved in as far as the blue and green drop is concerned.

***The first map below shows water and sanitation (capital projects) that was planned and implemented in the 2023/2024 financial year.***
***Whereas the second map below shows water and sanitation (capital projects) that are planned to be implemented in the 2024/2025-2026/2027 financial years***.

***2021/2022 CAPITAL PROJECTS***



2024/2025-2026/2027 CAPITAL PROJECTS



### 3.4.1.1 OPERATIONAL AND MAINTANANCE PLAN FOR WATER AND SANITATION

Generally, water and sanitation projects experience their most serious problems with operation and maintenance and with cost recovery aspects. Hundreds of projects around the world demonstrate how the newly built infrastructure deteriorates after the project's termination. Therefore, it is imperative to plan for operation and maintenance, with a planned withdrawal of external support as local ownership builds.

uThukela district municipality as a Water Service Authority have developed the Operational and Maintenance(O&M) Plan anticipated to be adopted by Council before the end of **June 2024,** it must be noted that the plan is still in a draft stage and once approved by the Council it will be implemented accordingly.

The water services authority conducts inspections, provides reports and the technical department attends to reported challenges. Refurbishment projects are aligned to attend to infrastrucutre needs. The maintenance plans for WTW & WWTW are continuously implemented.

The uThukela district municipality O &M plan refers to all the activities needed to run a water supply and sanitation scheme, except for the construction of new facilities. The overall aim of the uThukela district municipal operational maintenance (O&M) plan is to ensure efficiency, effectiveness and sustainability of water and sanitation facilities in the uThukela family of municipalities. The following are some of the advantages of the uThukela district municipality operational and maintenance (O&M) Plan:

- O&M activities ensure that the project is sustainable in a long-term
- O&M allow for the correct provision of services and benefit of end-users.
- O&M prevent the systems to collapse creating environmental and health hazards.
- Community is involved in O&M

### 3.4.1.2 THE OPERATIONS AND MAINTENANCE REVIEW REPORT

The uThukela district municipality and its family of municipalities provides top management with an opportunity to evaluate the continuing suitability, adequacy and effectiveness of the assets, asset management and asset management system. ***This report was approved concurrently with the budget***

***of the municiplaity on the 21 May 2024***. The above-mentioned report of the municipality includes the following:

a) Achievement of the Operations and Maintenance (O&M) objectives.

b) O&M performance in terms of the pre-determined performance measures;

c) Review of the O&M risks as documented in the Risk Register.

d) The Accounting Officer of the facility or network should review and sign off the Review Report

### 3.4.1.3 STATUS OF WATER SERVICES

96 drinking water sampling points were monitored in uThukela district. Chemical, Microbiological and Physical analysis were conducted over a period of 12 months by qualified and experienced Laboratory Technicians. Analysis is done to ensure that the water that is supplied to the public is fit for human consumption. The overall microbiological compliance rate for uThukela district municipality (has reduced) ranges from 96.98% to 99.43%. This percentage is reflected on IRIS (Integrated Regulatory Information System). Results are compared with the SANS-241:2015 drinking water quality standard of South Africa.

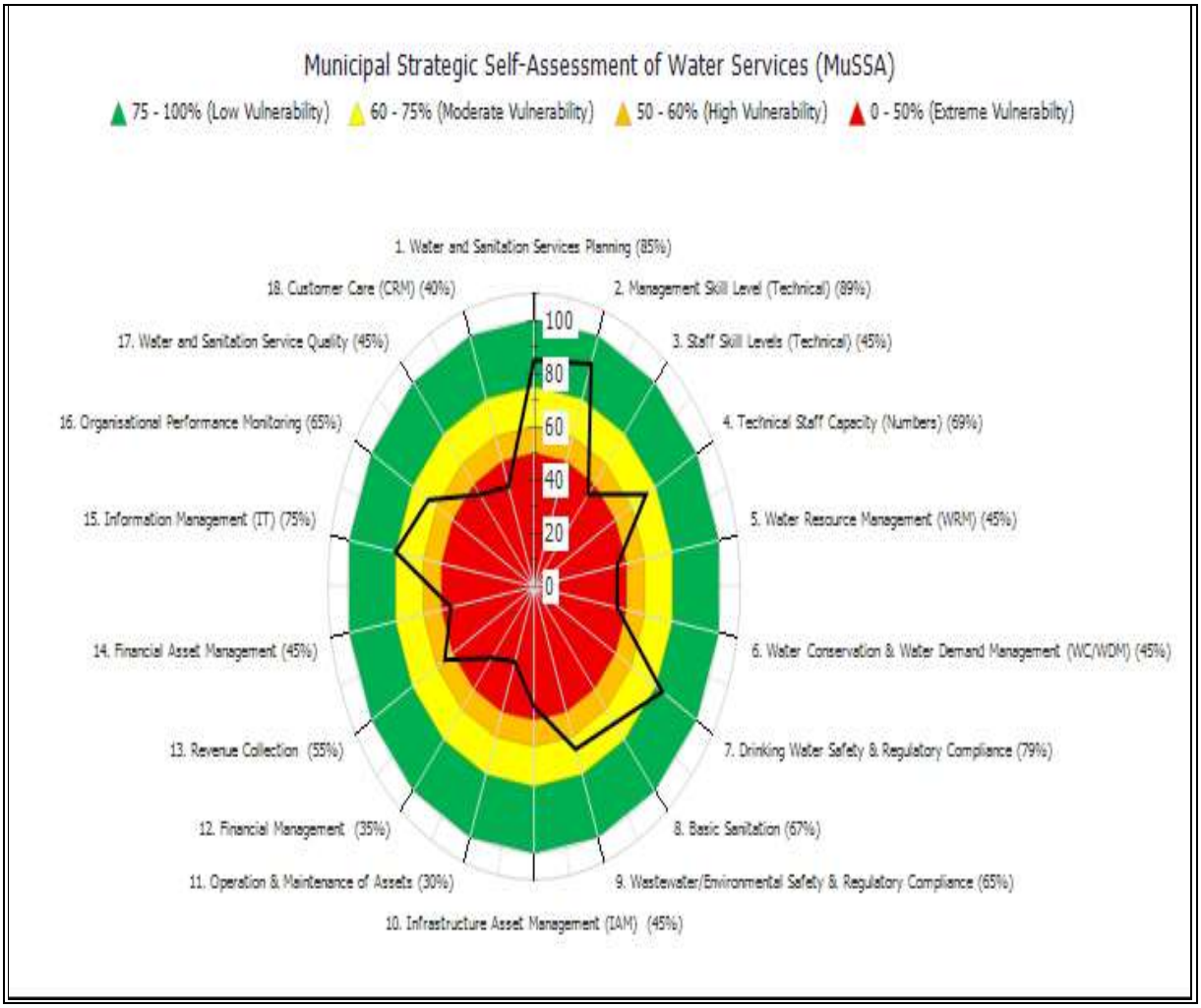
uThukela district municipality's Water Treatment Works and Wastewater Treatment Works performances are evaluated according to the Blue Drop and Green Drop criteria. The Blue Drop and Green Drop Status scores for uThukela District Municipality are low. Based on the Department of Water and Sanitation Blue Drop regulator's assessment which was last conducted in (2021), the Ladysmith Water Treatment Works was inspected to assess the functionality and condition of infrastructure and treatment processes on the ground, and to estimate the cost of restoration to full functionality and, scored 87% district (still awaiting final BD district score)achieved a score of 34.50%.The Green drop score was (46%). Uthukela District Municipality is still not on par with the expectations of the Blue Drop and Green Drop regulatory programme as per compliance and best practices requirements.

It is anticipated that the abovementioned water supply challenges will be addressed if all relevant role players namely, the community, private sector and spheres of government co-operate and play their respective roles in supporting uThukela district municipality in managing water services. The implementation of effective interventions to address water and sanitation challenges will not only improve the quality of water and sanitation services delivery in the district but also improve the Blue Drop and Green Drop scores also Blue Drop and Green Drop certificates.

### 3.4.1.4 SURVEY OF WATER SERVICES VULNERABILITIES ASSESSMENT YEAR: 2023 MUNICIPAL STRATEGIC SELF-ASSESSMENT (MUSSA): UTHUKELA

**Prioritising What Has to be done to Enable Effective Water Services Delivery**

The Department of Water and Sanitation has overseen the annual use of the MuSSA to survey and assess the overall "business health" of a Municipality when fulfilling its water services function. The MuSSA asks senior municipal financial and technical managers 5 clear and relatively simple "essence" questions that cover 18 key business health attributes, and thereby generates key strategic flags (as opposed to deep technical detail, which is captured elsewhere). Responses to the questions are reflected in your MuSSA Spider Diagram below, which illustrates the vulnerability levels across key service areas/business attributes.



The MuSSA Spider Diagram above illustrate the top area/s of vulnerability of concern to the Department are as follows:

1. Infrastructure Asset Management (IAM) (45.0%)
2. Operation & Maintenance of Assets (30.0%)
3. Financial Management (35.0%)
4. Revenue Collection (55.0%)
5. Financial Asset Management (45.0%)
6. Water and Sanitation Service Quality (45.0%)
7. Customer Care (CRM) (40.0%)
8. Staff Skill Levels (Technical) (45.0%)
9. Water Resource Management (WRM) (45.0%)
10. Water Conservation & Water Demand Management (WC/WDM) (45.0%)

***How to address MuSSA vulnerability findings***

The Department of Water and Sanitation (DWS) and the South African Local Government Association (SALGA) recommends the adoption of "a start-to-finish management approach" (i.e. a "Plan-Do-Check-Act" framework), and has developed a structured Municipal Priority Action Planning (MPAP) process to support such. The MPAP comprises the following four parts:

· Step 1. Analyse the current situation via the MuSSA, whereby both the WSA and Regional DWS jointly prioritise where the WSA needs to improve and set associated targets.

· Step 2. Determine the approaches on how to achieve the desired improvements.

· Step 3. Set Actions to achieve these improvements and targets.

· Step 4. Monitor, Evaluate and Communicate progress (including updating the MuSSA), by both the WSA and DWS regional office.

The MuSSA and MPAP are planning tools and form integral components of support for the Water Services Development Plan (WSDP) process at a strategic level. In so doing the MuSSA and MPAP will also guide the DWS Master Planning process and subsequent Feasibility Studies to be undertaken.

Inclusion of the MuSSA and MPAP within the WSDP processes ensures that the WSDP (which informs the IDP) will include an appropriate and supported allocation of resources to systematically address the prioritized vulnerabilities. This will in turn lead to an improvement to the overall water services business health of the WSA.

### 3.4.1.5 THE STATUS OF DROUGHT IN UTHUKELA AND ITS FAMILY OF MUNICIPALITIES

It is important for the municipality report on the update on the impact of drought experienced by the KZN province particularly in uThukela district municipality and its family of municipalities. The Premier in consultation with other MEC' s declared the province of Kwazulu Natal a disaster area in respect of drought in January 2015. This was in line with the legislation (Disaster Management Act 57 of 2002). It must be noted that the drought has never been fully eradicated and currently uThukela district is experiencing severe water shortages.

**Alfred Duma Local Municipality**

The operation of the water treatment works at or supplied with raw water from Oliphantskop Dam, which had silted up, and the storage capacity reduced to 12%. This will result in a shutdown in the next coming days. The direct impact of the non-operation of the plant is that; communities that were supplied by a minimum of 6Ml/day are without piped water at the time of compiling the report and the situation has been so for a period of two weeks.

The Ladysmith Treatment Works extract water from the Klip River; the flow in this river currently does not exist hence the two raw water pumps have been switched off. Normally the treatment works

in Ladysmith receive a total of +-31 000 000 L/d i.e., 750 000 L/d from Spieonkop Dam and 541 000 L/d from the Klip River; it therefore means that the raw water supply is 40% less than normal. The 40% will be the higher lying areas of Ladysmith namely Golf Course, Observation Hill, Hyde Park, Mkhamba Gardens, Model Kloof, Limit Hill and Danskraal Industries, Steadville (parts), St Chads (until the new Clinic) and Roosboom.

Driefontein block is supplied from boreholes/underground water; the areas benefiting from this source are currently without water. The raw water abstraction point Embizeni/Ezakheni plant is designed to produce 34 000 000 L/d however now, it is producing 52 800 000 L/d.

**Okhahlamba Local Municipality**

The abstraction challenge experienced at the Bergville treatment works, wherein water was pushing away from the suction line. Okhahlamba has 4 water treatment works namely Bergville WTW, Winterton, Zwelisha/Moyeni and Langkloof which the latter still has reasonable raw water however

the current pump has no spares as it was discontinued therefore awaiting a new submersible pump. The Zwelisha Treatment Works is where a challenge of raw water shortage is experienced, especially when a farmer in proximity is irrigating the crops. The farmer sources his irrigation water above our abstraction within a canal controlled by a public member. As and when challenge/shortages arise the incumbent goes and request the farmer to change irrigation configurations. It must be noted that four water tankers service the entire Bergville area. Of the 13 existing boreholes, five are not in use, two are undergoing repairs, and two more have electrical undergoing repairs with six non-functioning.

**Inkosi Langalibalele Local Municipality**

The existing extraction point for the treatment works is at Injisuthi River; this abstraction always gives challenges in winter months. The situation is aggravated with the drought (lack of normal rainfalls) experienced currently. The abstraction is generally supplemented by the spring that fills two concrete dams; these dams dried out in the month of May 2015. Yields in most boreholes have decreased by a minimum of 15% per day and the pumping time has been reduced to protect the pumps.

#### 3.4.1.6 HOW THE MUNICIPALITY IS RESPONDING TO DRAUGHT

The proposed interventions amounted to: R63 727 000.00 as phase one with the following scope of works: To Refurbish 145 boreholes (hand pumps), drill and equip 12 new production boreholes, drill and equip 60 new boreholes hand pumps, service 134 661 households with water tankers (3 months' duration), protect and supply water storage to 11 springs, supply 697 static tanks and erect 1 package plant.

The progress achieved to date is as follows:

- 70 static tanks (5kl) have been delivered and distributed in Alfred Duma Local Municipality.
- Refurbishment and upgrade of WTW at Afred Duma and Okhahlamba local municipalities.
- 4x drilling of boreholes and pump testing (Emamfemfetheni)
- Drilled and equipped 2 production boreholes at Emmaus.
- 2 Static 200kl tanks
- Refurbishment of hand pumps
- Rand Water R10 M

  -45 Drilling and equipping hand pumps

  -5 x elevated static tanks 500kl and -5x production boreholes.

### 3.4.1.7 WATER QUALITY MANAGEMENT –BLUE DROP AND GREEN DROP

Within the uThukela District Municipality, fifteen (15) Drinking water Supply Systems and eighty-two (82) DWS IRIS (Integrated Regulatory Information System) registered drinking water sampling points were monitored. As stipulated in SANS- 241:2015, based on the minimum monitoring frequency and the population served a minimum number of 122 samples must be taken monthly. From 1 July 2022 to 28 February 2023, 1120, potable water samples were achieved, thus complying with SANS Requirements

According to the Department of Water and Sanitation's General Wastewater Discharge Limits, a minimum of 36 samples must be taken monthly. From 1 July 2022 to 28 February 2023, 305 Wastewater samples were achieved. Samples were taken from nine (9) Wastewater Treatment Plants located within the uThukela District Municipality. Over a period of eight (08) months, Chemical, Physical and Microbiological analysis were conducted. Results obtained from the uThukela Internal Laboratory were transmuted to DWS IRIS.

As per SANS-241:2015 specifications, analysis was done to ensure that the water that is supplied to the public, as a basic service, is suitable for human consumption. ***The overall microbiological compliance rate for the uThukela District Municipality as generated by IRIS, has reduced from 98.84% to 96.00% (8 months' data) from the previous year.***

Further improvements to be made is to fast track the Accreditation process of the uThukela Internal Laboratory. The performance of the uThukela District Municipality's fifteen (15) Water Treatment Works and nine (9) Wastewater Treatment Works are evaluated according to the DWS Blue Drop and Green Drop criteria. Both the Blue Drop and Green Drop Status scores for uThukela District Municipality are low. Based on the Green Drop and Blue Drop reports published in 2013 and 2014 respectively, the district achieved a score of 34.50% for Blue Drop and < 30.0% for Green Drop. In 2021, DWS reinstated the GDS and BDS Assessments. The UTDM Green Drop Assessment was conducted by DWS on the 20th of September 2021. In this assessment, uThukela District Municipality (UTDM) obtained a Green Drop Score of 46.0%, which was a significant improvement from the 2013 Green Drop Score of 26.66%.

The final moderated results were published in the Green Drop Handbook that was released in May 2023. The uThukela District Municipality is still not on par with the expectations of the Blue Drop and Green Drop regulatory programme as per compliance and best practices requirements.

It is anticipated that the abovementioned water supply challenges will be addressed if all relevant role players namely, the community, private sector and spheres of government co-operate and play their respective roles in supporting uThukela district municipality in managing water services. The implementation of effective interventions to address water and sanitation challenges will not only improve the quality of water and sanitation services delivery in the district but also improve the Blue Drop and Green Drop scores.

### 3.4.1.8 WATER SERVICES DEVELOPMENT PLAN

As a Water Services Authority, uThukela district municipality has developed and adopted the Water Services Development Plan (WSDP). This plan was prepared in accordance with the Department of Water Affairs and (DWA) preparation guide. ***The WSDP was reviewed and adopted on 25 November 2022.*** A five-year document that guides the provision of water and sanitation services and informs the integrated development plan, is now due for review and update. The process plan for the review and update is as follows: -

According to the recently adopted WSDP, the DM has a wealth of surface water resources, however much of the dammed water is transferred to Gauteng Province as part of the Tugela-Vaal scheme. Most surface water is abstracted from the Tugela River or one of its tributaries, such as the Klip, LittleTugela or Bushmans. Council has also resolved a free basic water concept, to help the plight of indigent persons with lower levels of services. In rural areas, free water is supplied to communities, under a policy of free communal water provision.

The district strategies on water conservation and demand management are a priority and started implementing it. Through the Implementation of Sustainable Water Services Institutions Programme (ISWIP), the DM is assisted to attain the necessary capacity to perform these WSA functions. Water services infrastructure is more developed in the urban areas supplying a higher level of service, as opposed to the rural areas. Each urban area generally has its own water and wastewater treatment facility. The challenge that is facing the municipality is that some water infrastructure is dilapidated; the date of construction of some components is unknown.

| |
|---|
| The link to the Uthukela DM. WSDP is as follows: Link: http://ws.dwa.gov.za›wdsp›login |

### 3.4.1.9 WATER BACKLOGS

Water supply backlog as at the end of December 2016 was 17%. This translates that 26205 households do not have access to safe water supply and 132069 households have access to water supply in uThukela district municipality. ***The map below displays the areas that have access to portable water and those that do not have access to portable water.***

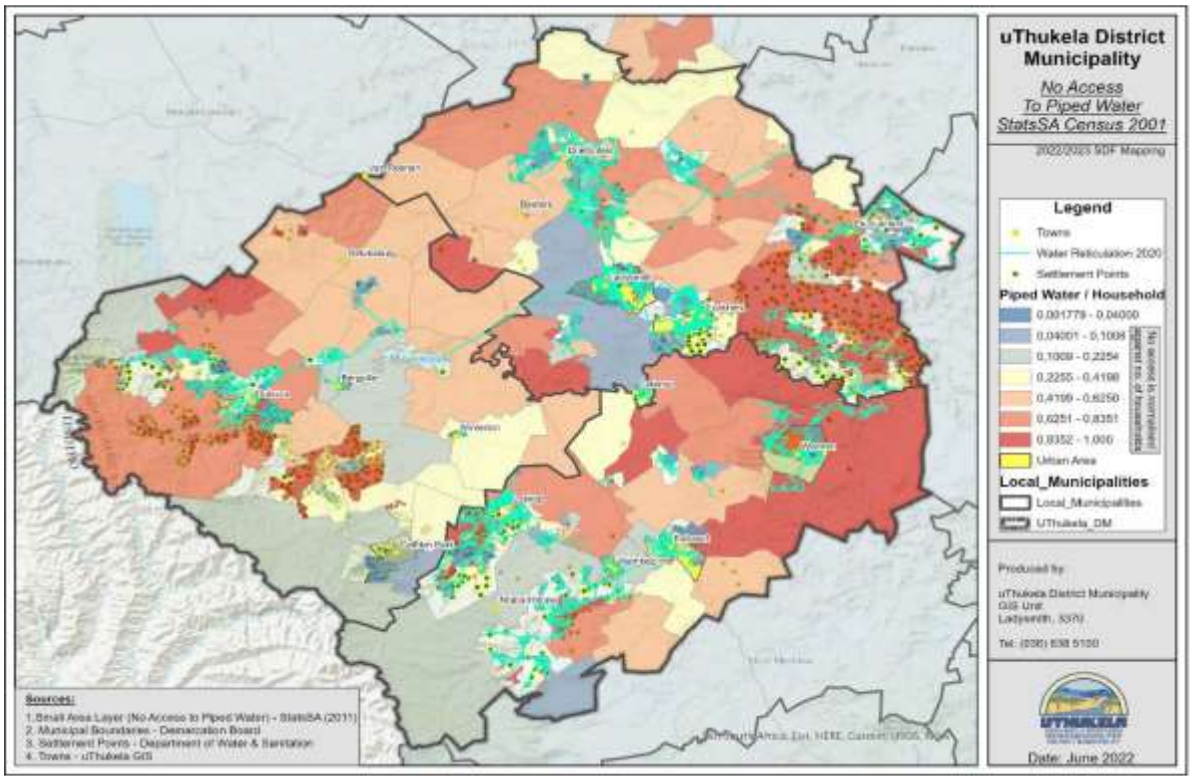



**Table 9: Status of Water Supply Backlog per local municipality**

| Province, district and local municipality | MIIF CATEGORY | Government transfers and subsidies as a % of total revenue | Source of water for household use | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | 2011 | | | 2022 | | |
| | | | Regional/ local water scheme | Other | Total | Regional/local water scheme | Other | Total |
| **Kwazulu Natal** | | | **1 817 452** | **721 884** | 2 539 336 | **2 229 981** | **623 760** | 2 853 741 |
| **Uthukela** | **C2** | **66,90%** | **83 344** | **63 799** | 147 143 | **111 501** | **60 695** | 172 197 |
| KZN235 : Okhahlamba | B4 | 80,10% | 8 666 | 18 909 | 27 575 | 14 148 | 14 947 | 29 095 |
| KZN237 : Inkosi Langalibalele | B3 | 38,70% | 19 177 | 22 440 | 41 617 | 27 377 | 21 039 | 48 416 |
| KZN238 : Alfred Duma | B2 | 34,00% | 55 501 | 22 450 | 77 951 | 69 976 | 24 709 | 94 685 |

***Source; statistic South Africa census 2011 and 2022***

The table above show a significant climb in schemes of water indicating that more people have access to drinkable water, ***comparing the STATS from CENSUS 2011 and 2022 theres an indication that there a high incline from 83 344 to 111 501 schemes providing water to people.***

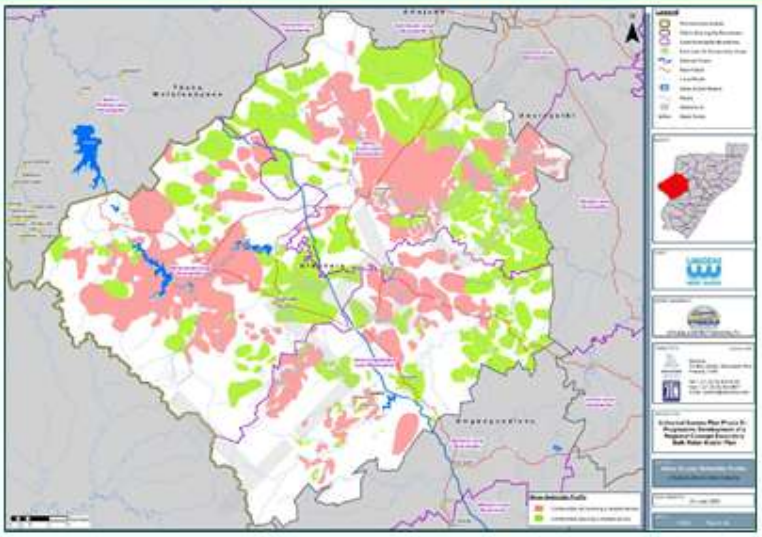
The following map shows the water reliability profile that was done by Umgeni in their water UAP III study (2020).

The uThukela water reliability profile was compiled based on the following categories:

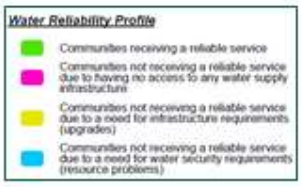
***Water Reliability Profile***

- Communities receiving a reliable service
- Communities not receiving a reliable service due to having no access to any water supply infrastructure
- Communities not receiving a reliable service due to a need for infrastructure requirements (upgrades)
- Communities not receiving a reliable service due to a need for water security requirements (resource problems)

**UTDM – WATER RELIABILITY PROFILE**



- Umgeni Water UAP III Study (2020) compiled water reliability profile maps based on four (4)* categories as follows:




### 3.4.1.10 WATER NEEDS AND PRIORITIES

Access to water is a major challenge within UThukela District Municipality The water needs and priorities in the uThukela district municipality is highlighted in the following areas:

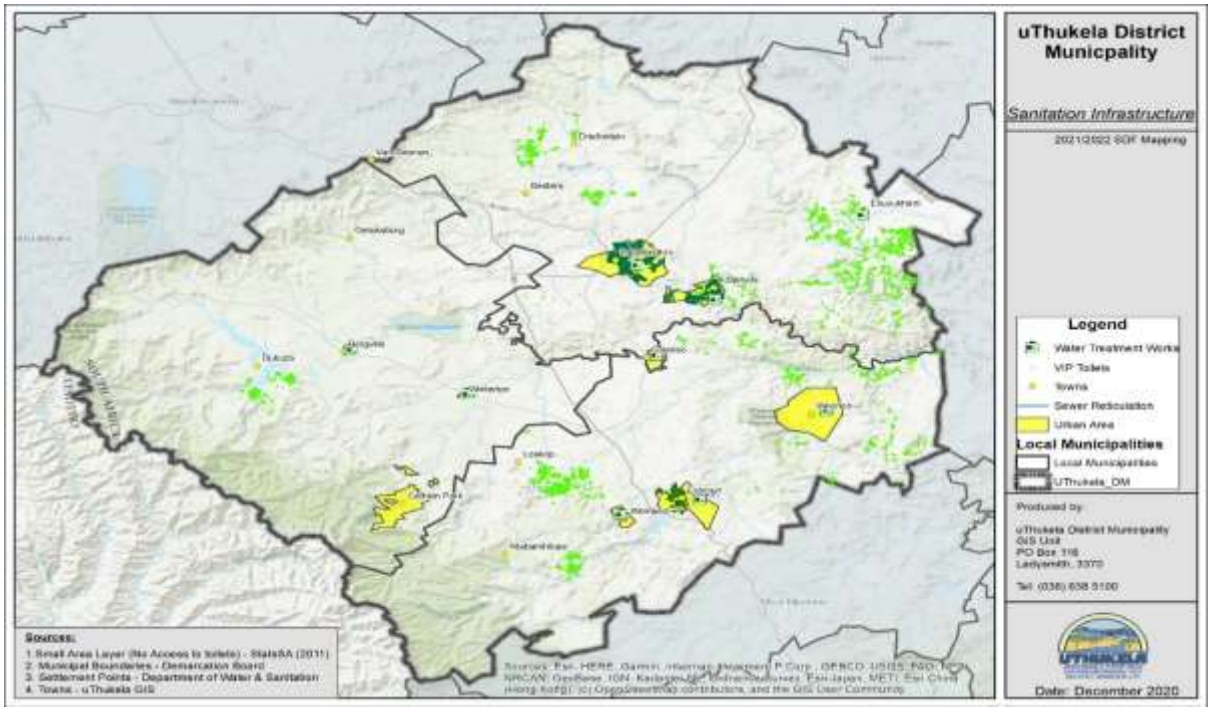
- Mhlumayo and Sahlumbe;
- Pepsworth and Elandslaagte;
- Frere and Cornsfield;
- Cathedral Peak; and
- Loskop.

These areas have between 1001 – 1800 households that lack access to adequate water supply. This is followed by several areas that have between 501 – 1000 households that lack access to water. These areas are mainly found around the rural areas that surround Bergville.

#### 3.4.1.11 STATUS OF SANITATION

Sanitation is one of the core functions of uThukela district municipality. In the 2018/2019 financial year, 6 504 new households were provided with appropriate sanitation services in form of VIP Latrines. During the implementation of sanitation projects, 5 298 local community people were employed for the duration of the projects and some of them were empowered with new skills such as building and project management. It is proper to say that in the whole of uThukela, there are no bucket systems as it is stated in the 2022 statistics.

***The following map shows the sanitation infrastructure in the uThukela and its family of municipalities:***




### 3.4.1.12 SANITATION BACKLOG

There are several rural areas that lack access to appropriate sanitation facilities. The appropriate sanitation services backlog as at the end of December 2016 was 18%. This translates that 28829 households do not have appropriate sanitation services. ***The following map replicates the areas with no access to sanitation:***

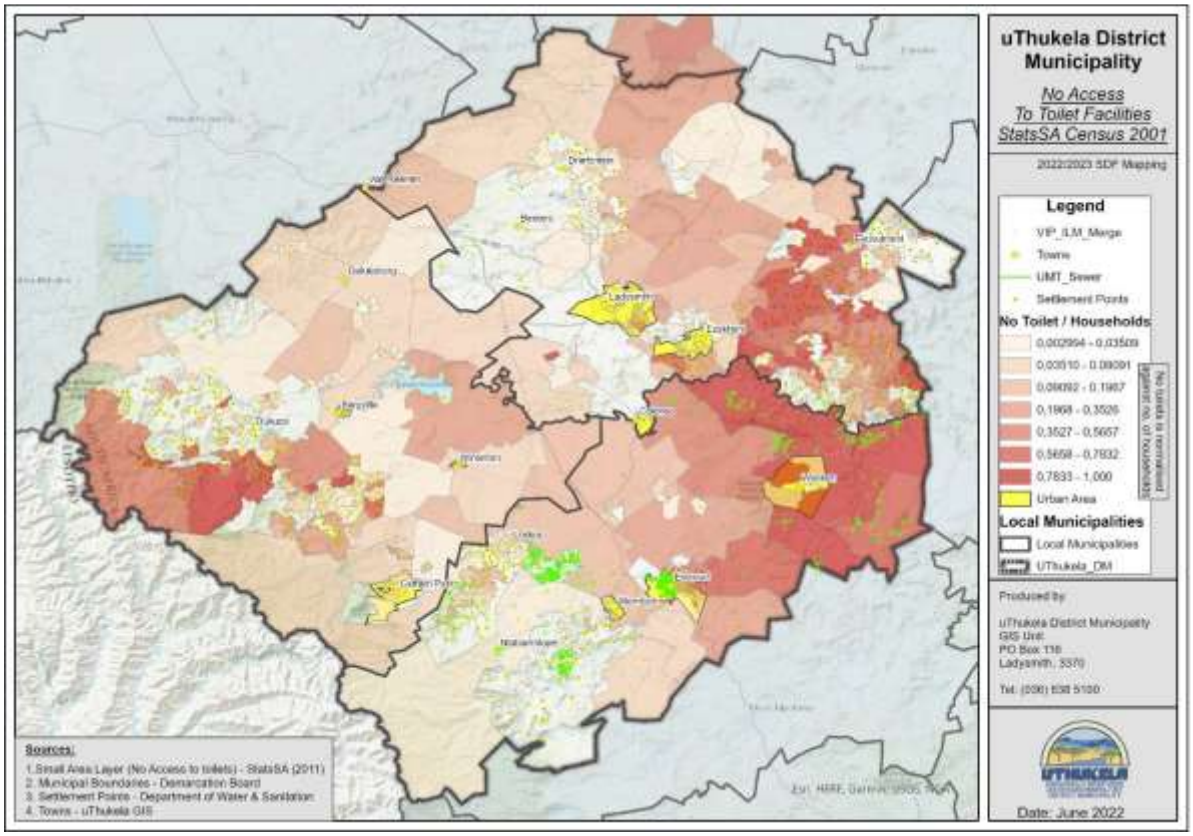



**Table 10: Sanitation Backlog**

| | Toilet facilities | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | 2011 | | | | 2022 | | | |
| Province, district and local municipality | Flush toilet | Other | None | Total | Flush toilet | Other | None | Total |
| **KwaZulu Natal** | **1 143 624** | **1 236 642** | **159 070** | 2 539 336 | **1 679 677** | **1 121 222** | **52 842** | 2 853 741 |
| **Uthukela District** | **49 906** | **84 901** | **12 335** | 147 142 | **80 015** | **88 991** | **3 191** | 172 197 |
| Okhahlamba | 3 240 | 21 467 | 2 867 | 27 574 | 7 605 | 20 665 | 826 | 29 095 |
| Inkisi Langalibalele | 10 391 | 27 193 | 4 033 | 41 617 | 16 099 | 30 912 | 1 405 | 48 416 |
| Alfred Duma | 36 275 | 36 241 | 5 435 | 77 951 | 56 311 | 37 414 | 960 | 94 685 |

***Source: statistics South Africa CENSUS 2011 and 2022***

The table above has clearly shown that from 2011 to 2022 there has been a great decline in people without proper sanitation systems from 12 335 in 2011 to 3191 in 2022 and the number of people with access to proper sanitation have increased from 49 906 in 2011 to 80 015 in 2022. This indicates that there is great improvement in terms of service delivery on the number of *other (**VIP toilets and other servises) has also increased from 84 901 in 2011 to 88 991 in 2022***, this indicate that the number

of VIP toilets in the dispersed areas are increasing, and Uthukela District has developed a new methord of a double pit VIP toilet which seems more sufficient that the single pit VIP toilet.

### 3.4.1.13 SANITATION NEEDS AND PRIORITIES

Concerning sanitation needs, uThukela district municipality will spend most of its resources in areas such as Mhlumayo and Weenen. Each one of these areas has 1001 – 1300 households that lack access to sanitation facilities. The other areas that experience a level of hardship are Sahlumbe, Frere & Cornfield and Injisuthi Area. These areas have between 501 – 1000 households without sanitation.

### 3.4.1.14 COORDINATION OF WATER AND SANITATION BETWEEN DEPARTMENTS

Department of Water ans sanitation (DWS), Department of Human Settlements, local municipalities and uThukela district municipality coordinates water and sanitation.

### 3.4.1.15 ASSET MANAGEMENT PLAN FOR WATER AND SANITATION INFRASTRUCTURE

The uThukela district municipality asset renewal plan is aimed at rebuilding or replacing parts of an asset to enable it to the original capacity and performance, and materially extend its useful life (which may be a full or partial extension of life – i.e., less than its original expected useful life). The plan is supported by resources such as financial to ensure its feasibility. uThukela district municipality had adopted the asset management policy together with the operational, repairs and maintenance plan. ***The Asset Management plan was presented to Council for adoption on the 21 May 2024.***

### 3.4.1.16 THE INFRASTRUCTURE PROCUREMENT STRATEGY

The Infrastructure Procurement Strategy for water and sanitation that was presented to Council for adoption on the 25 May 2022 includes a list of programmes and projects covering the prescribed planning period and include the following minimum contents:

a) Delivery Plan.

b) Contracting Arrangement

c) Procurement Arrangements.

It is important to emphasise that uThukela district municipality is a WSA and ***the Infrastructure Procurement Strategy for water and sanitation was approved on the 21 May 2024***.

### 3.4.1.17 INFRASTRACTURE PROGRAMME MANAGEMENT PLAN FOR WATER AND SANITATION

The uThukela Infrastracture Programme Management Plan for water and sanitation stipulate how the municipal infrastructure programme will be implemented, monitored, and controlled over the planned Medium-Term Expenditure Framework (MTEF) period and in the case of uThukela district municipality, the focus was more on water and sanitation as a core function. ***Infrastracture Programme Management Plan for water and sanitation was presented to Council for adoption concurently with the IDP and the budget on the 21 May 2024.***

### 3.4.1.18 THE END OF YEAR REPORT

The annual report that was adopted by the municipality is consistent and aligned to the Infrastructure Programme Management Plan (IPMP). The report specifies the:

a) Progress made by the end of financial year by Programmes against the objectives and outcomes.

b) Past financial and non-financial performance of the infrastructure delivery of the Department.

c) Impact that the previous year's performance will have on planning and implement on the next and subsequent year's delivery.

d) Monitoring of key competencies deployed to track and report on progress.

e) Risks on Programme and Project Management levels.

f) Overall management of the Programme.

g) Organisation capability and individual capacity to manage infrastructure".

***The End year report was approved together with the integrated development plan and the Budget of the municipality on the 21 May 2024.***

### 3.4.1.19 REVIEWED ASSET REGISTER FOR WATER AND SANITATION INFRASTRUCTURE

Assets management is given a serious attention that it deserves to improve it is prioritised and ensuring that councils assets are managed properly. Asset register for water and sanitation is in place. The municipality have a huge responsibility of reducing expenditure on non-essential assets and prioritising repairs and maintenance of municipal assets.

The Updated Asset Register is for a Facility or Infrastructure Asset Network. The Updated Asset Register is an "updated record of infrastructure asset information and data attributes and is required preferable quarterly, but at a minimum annually. These updates are required on completion of work carried out on the infrastructure assets i.e. acquisition, construction, renewal, maintenance and

disposal. The uThukela asset register for water and sanitation is reviewed on annual basis. ***The recently updated register was approved on the 21 May 2024.***

### 3.4.1.20 THE SERVICE DELIVERY NEEDS OF FARM DWELLERS

Farm dwellers within uThukela district municipality and its family of municipalities are one of the municipality's stakeholders. They are consulted during the IDP needs anlysis and before the municipality adopts the IDP and the Budget.In our last consultation with the farm dwellers, the shortage of water was a common denominator especially in areas that are in Okhahlamba local municipality.

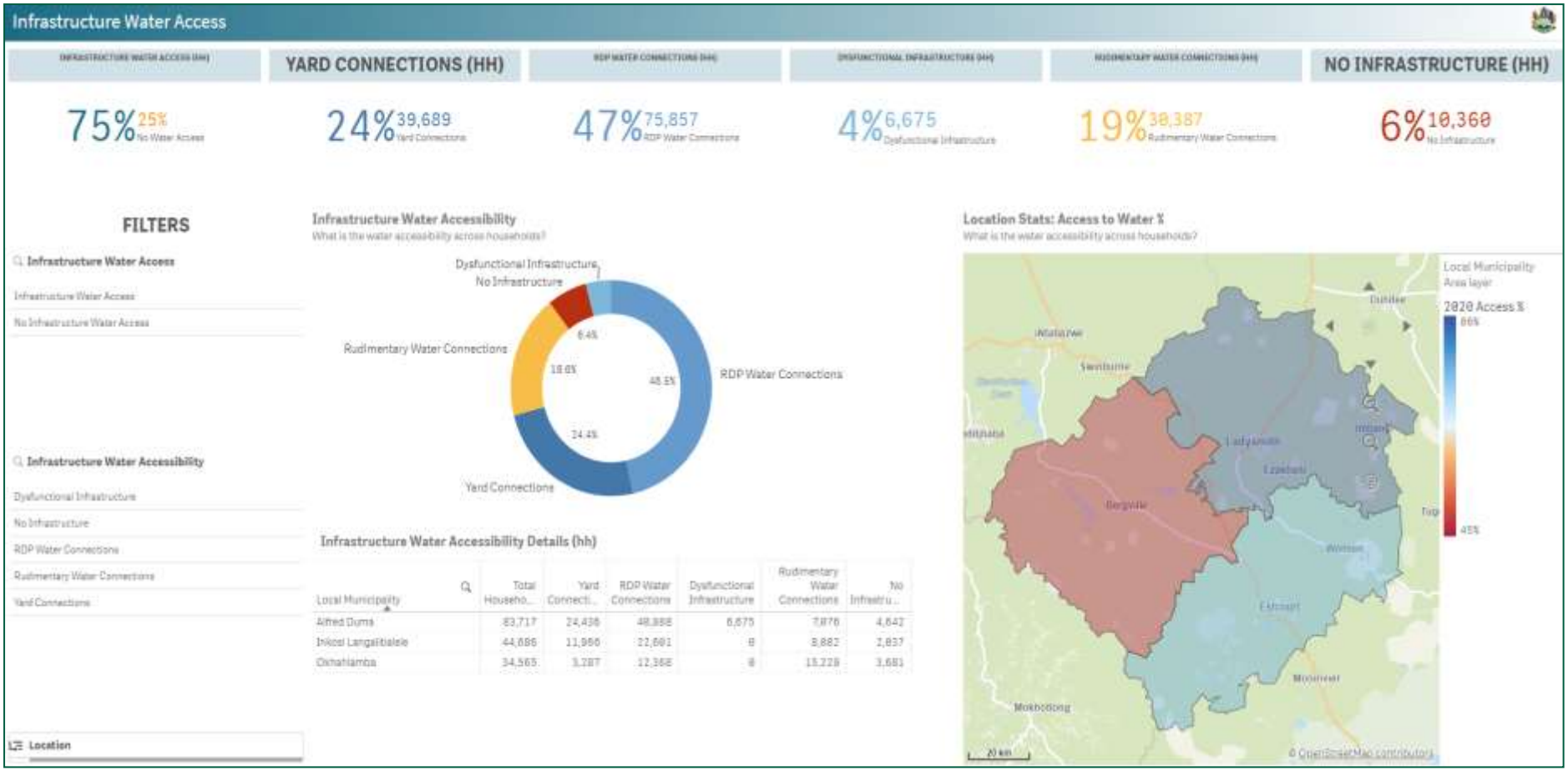
They also appreciated the handpumps that were installed by the municipality since they were promised to them in previous engagemets/consultation.

Concisely, the uThukela district municipality acknowledges the service delivery needs of every citizen who resides in the jurisdiction of uThukela including the farm dwellers.

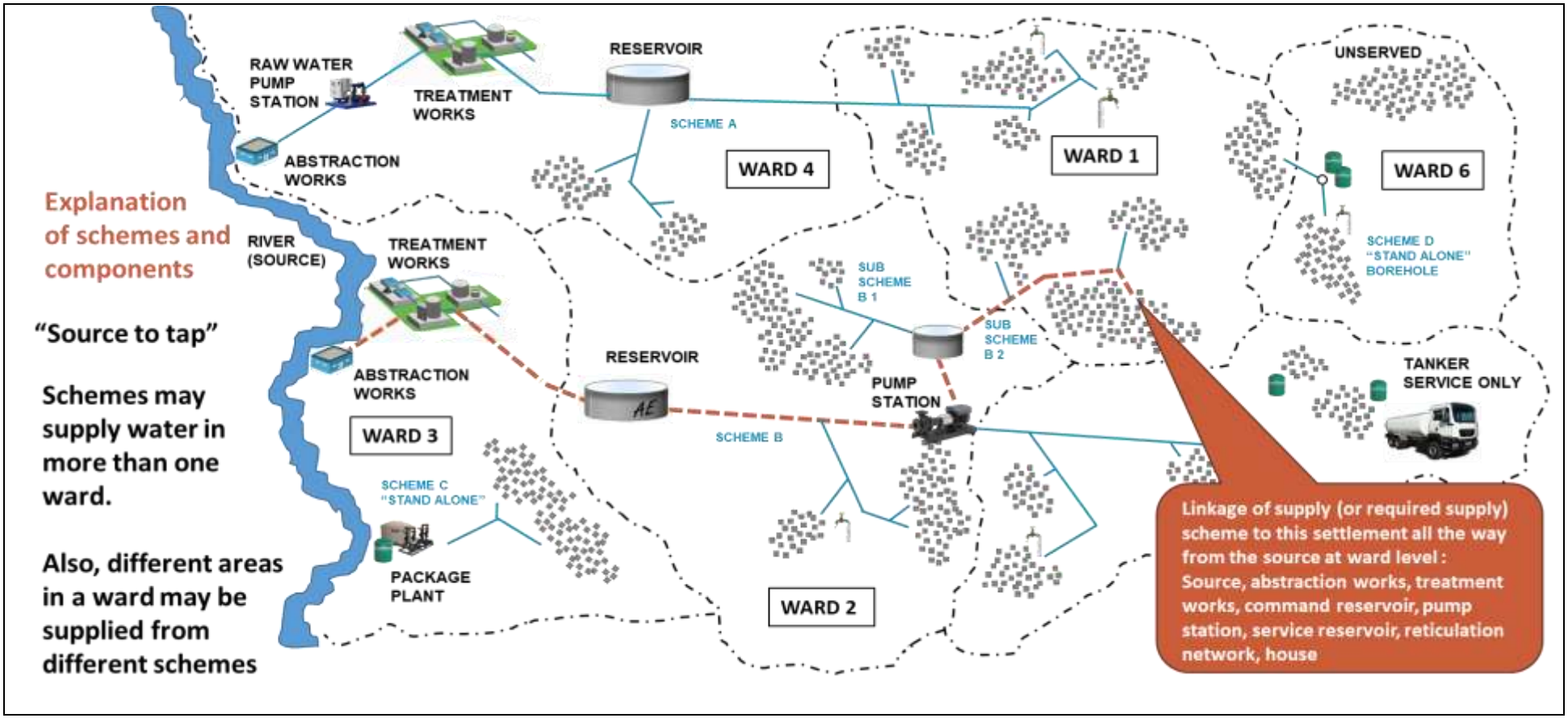
In ensuring that there is a proper consultation with the communities, the municipality took a stance to consult with communities where the municipality takes both draft IDP and a draft Budget to the community to tell them of what has been budgeted for the next financial year.

## 3.4.1.21 UTHUKELA DISTRICT MUNICIPALITY INFRASTRUCTURE ACCESS TO WATER

The below diagram shows a complete picture of uThukela district infrastructure access to water and a synopsis on how potable drinking water is provided in the municipality.



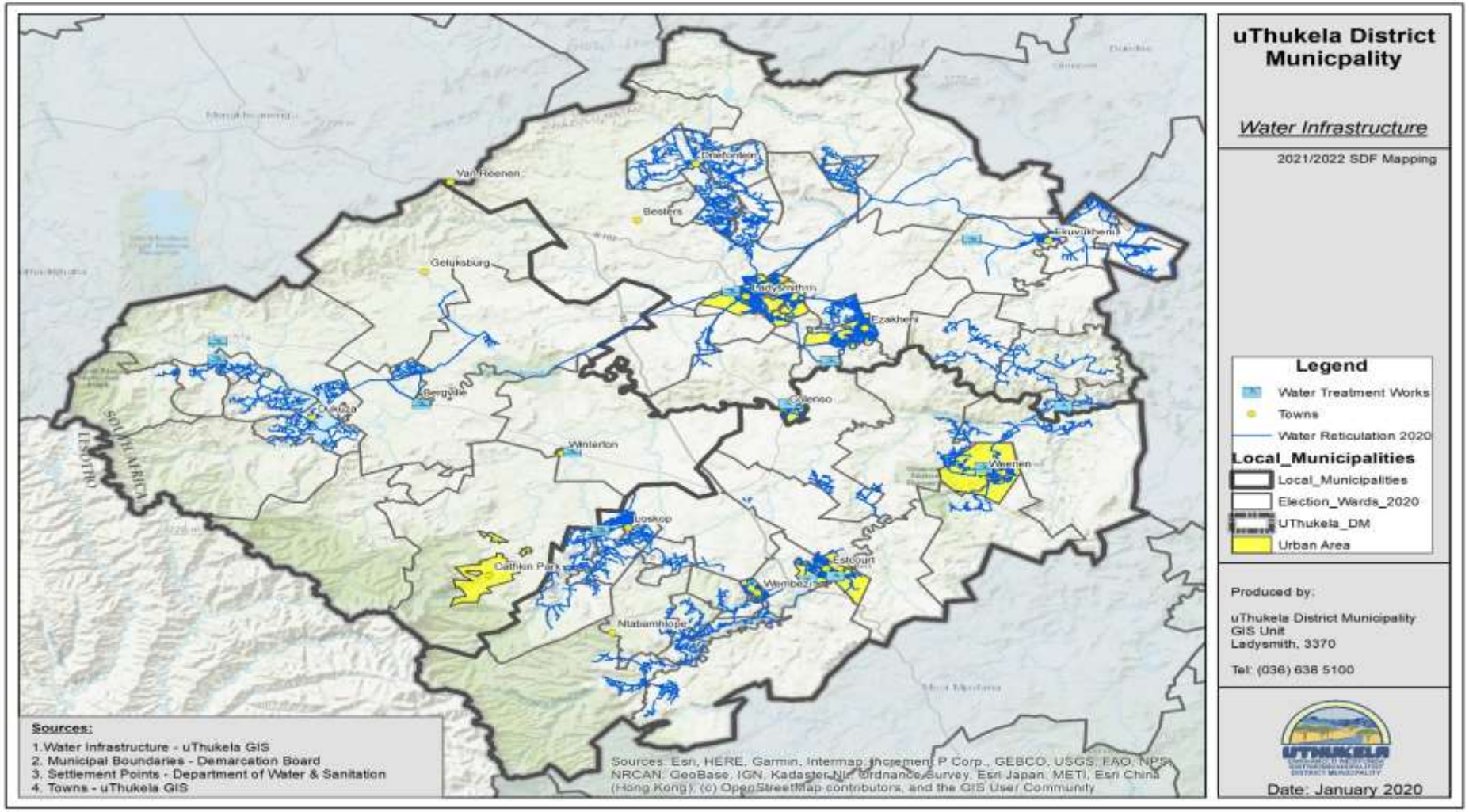
***WATER SUPPLY VALUE CHAIN – TO WARD LEVEL***



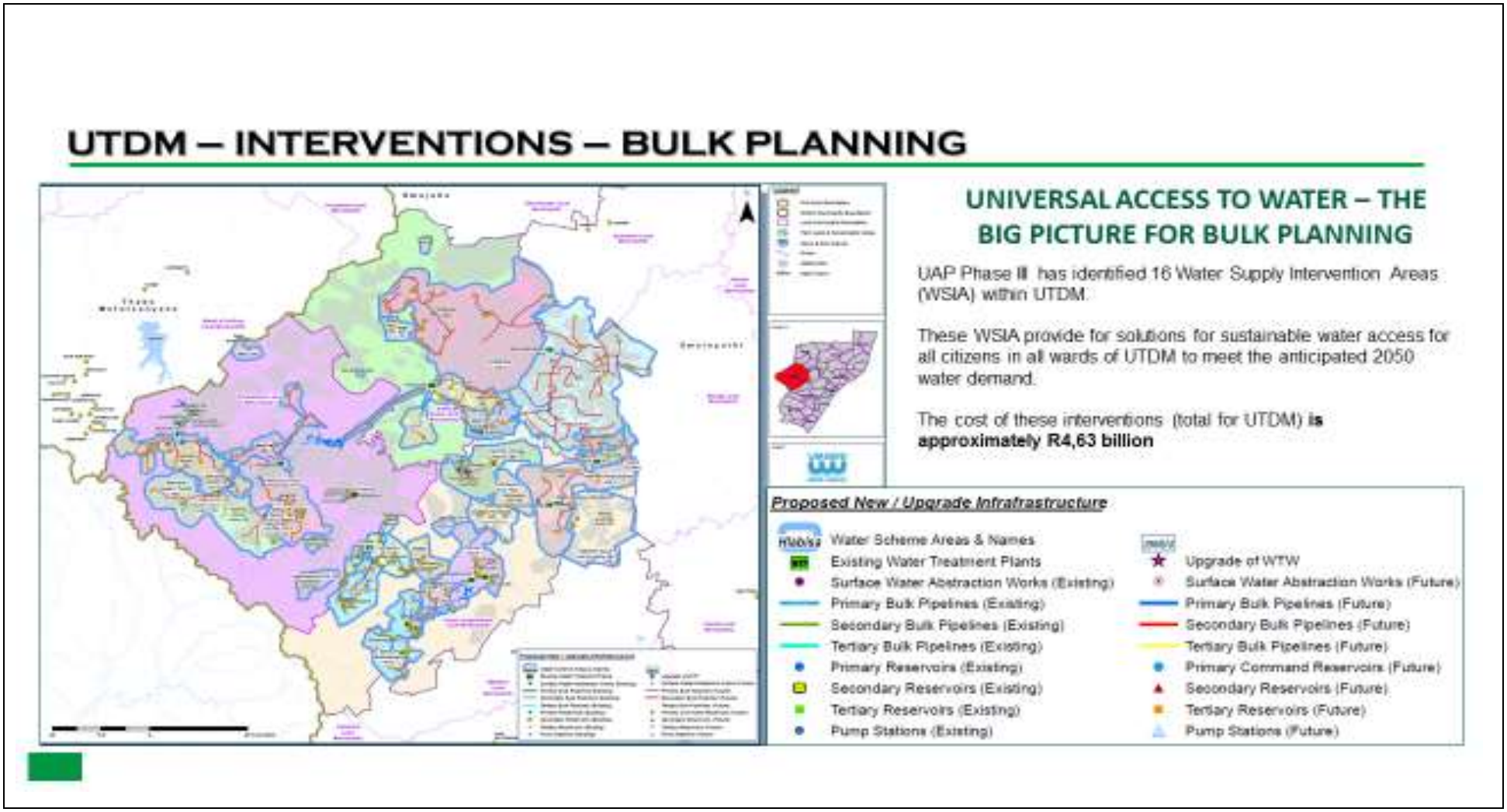
***The diagram and the map below summarize the state of municipal water infrastructure in uThukela district municipality and its family of municipalities.***



**UTHUKELA DISTRICT MUNICIPALITY WATER INFRASTRUCTURE**



***The map below summarizes the uThukela interventions as far as the bulk planning is concerned.***



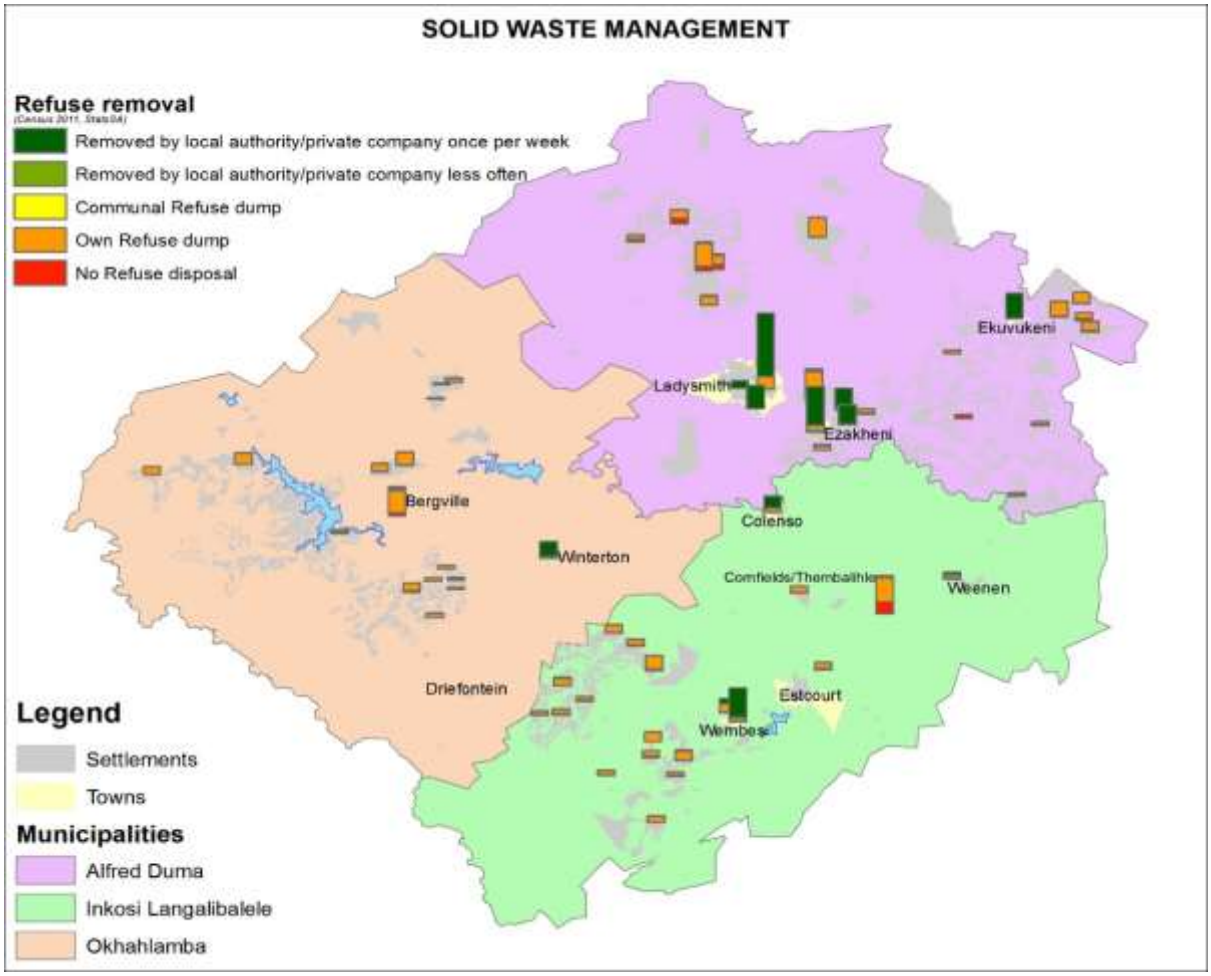
### 3.4.2 SOLID WASTE MANAGEMENT

Solid waste management is a shared function between the District and the Local Municipalities. In terms of section 84 of the Municipal Structures Act, the District Municipality is responsible for establishment, operation, and control of District wide waste disposal sites, which must be accessible to more than one local Municipality. Currently all three local municipalities are operating their own waste disposal sites which are licenced appropriately, therefore there is no need for the district municipality to establish a district waste disposal site at this stage.

The uThukela District Municipality is not responsible for waste collection. It is the responsibility of the local municipalities in our District that deal with solid waste collection removal and disposal.

#### 3.4.2.1 STATUS OF SOLID WASTE

Access to refuse removal remains a problem in the district, particularly in Okhahlamba. There is however a decrease of households utilizing community and own dumps, as well as households receiving a service from the municipality, other than on a weekly basis. Refuse collection therefore remains a serious environmental health issue. The district municipality has finalized the Integrated Waste Management Plan and is providing strategies in addressing the backlogs in refuse collection, both at district and local level. Less capacitated local municipalities should however start to initiate a community-based refuse collection service to address this challenge. The municipality is also implementing the free basic solid waste for the indigent. It is important to say that the waste quantities in the following are in Kilograms. The map and diagrams below show the status of solid waste management in uThukela.




***Source: statistics South Africa, CENSUS 2022***

**Table 11: Refuse Removal Frequency**

| | Alfred Duma | Inkosi Langalibalele | Okhahlamba |
|---|---|---|---|
| Removed by local authority once a week | 36,398 | 9,874 | 2,549 |
| Private company less often | 502 | 484 | 318 |
| Communal refuse dump | 801 | 630 | 510 |
| Own refuse dump | 30,880 | 26,042 | 20,766 |
| No rubbish disposal | 8,916 | 3,761 | 3,100 |
| Other | 596 | 827 | 333 |
| Total | **78,093** | **41,618** | **27,576** |

***Source: statistics South Africa, CENSUS 2022***

**Table 12: Existing Waste Management Systems and Practices**

| VARIABLE | Alfred Duma | Inkosi Langalibalele | OKHAHLAMBA |
|---|---|---|---|
| Collection Services | Yes | Yes | Yes |
| Cleansing Services | Yes | Yes | Yes |
| Transport of Waste | Yes | Yes | Yes |
| Waste Minimization | No | No | No |
| Recycling Systems | No | No | No |
| Waste Disposal | Yes | Yes | Yes |

***Source: statistics South Africa, CENSUS 2022***

**Table 13: Waste Treatment Facility**

| DESCRIPTION | Alfred Duma | Inkosi Langalibalele | OKHAHLAMBA |
|---|---|---|---|
| Geographic Location | None | None | Cathkin Park |
| Type of Treatment | None | None | Incineration |
| Year of Construction | None | None | 2001 |
| Capacity | None | None | NR |
| Throughput | None | None | NR |
| Hours of Operation | None | None | 8 |
| Input & Output Chart | None | None | None |
| Residue Characteristics | None | None | Ash |
| Environ Monitoring Program | None | None | Monthly |
| Environmental Impact | None | None | None |
| Permit Certificate | None | None | None |

***Source: statistics South Africa, CENSUS 2022***

### 3.4.2.2 WASTE DISPOSAL SITE

The UThukela district municipality does not own any waste disposal sites currently, there is no need for the district municipality to establish a waste disposal site since all three local municipalities own licenced waste disposal sites.

### 3.4.2.3 INTEGRATED WASTE MANAGEMENT PLAN (IWMP)

The uThukela district municipality has developed and adopted the IWMP on ***the 5th of June 2015***.The IWMP was reviewed and ***approved by Council on the 29 June 2022***.The plan focuses on two main categories describe the waste that is generated within uThukela district municipality namely:

- ⇨ General waste: This is waste that does not pose an immediate threat to humans or the environment (like household waste, building rubble, garden waste and certain dry industrial and business waste);
- ⇨ Hazardous waste: Means waste that is associated with chemical reactivity or toxic, explosive, corrosive or other characteristics, which cause or are likely to cause danger to health or the environment whether alone or in contact with other waste. Medical waste, which is quite prevalent in the area, falls under this category.

Waste management practices within uThukela district municipality need more attention to conform to the National Integrated Pollution and Waste Management Strategy. The municipality is also investigating the District Waste Disposal Site. The table below shows the existing waste management systems and practice and the waste treatment facility.

**Existing waste management systems and practice**

| VARIABLE | ALFRED DUMA | INKOSI LANGALIBALELE | OKHAHLAMBA |
|---|---|---|---|
| **Collection Services** | Yes | Yes | Yes |
| **Cleansing Services** | Yes | Yes | Yes |
| **Transport of Waste** | Yes | Yes | Yes |
| **Transfer of Waste** | No | Yes | No |
| **Waste Minimisation** | No | No | No |
| **Recycling Systems** | No | No | No |
| **Waste Disposal** | Yes | Yes | Yes |

**Waste treatment facility**

| DESCRIPTION | ALFRED DUMA | INKOSI LANGALIBALELE | OKHAHLAMBA |
|---|---|---|---|
| **Name** | None | None | Bergville |
| **Geographic Location** | None | None | Cathkin Park |
| **Type of Treatment** | None | None | Incineration |
| **Year of Construction** | None | None | 2001 |
| **Capacity** | None | None | NR |
| **Throughput** | None | None | NR |
| **Hours of Operation** | None | None | 8 |
| **Input & Output Chart** | None | None | None |
| **Residue Characteristics** | None | None | Ash |
| **Enviro Monitoring Programme** | None | None | Monthly |
| **Environmental Impact** | None | None | None |
| **Permit Certificate** | None | None | None |

### 3.4.2.3 LAND FILL SITES

The following table shows the landfill sites in the district.

**Table 14: Landfill Sites within the District**

| DESCRIPTION | ALFRED DUMA | OKHAHLAMBA | INKOSI LANGALIBALELE |
|---|---|---|---|
| **Name** | Acaciavale & Ekuvukeni | Bergville | Estcourt |
| **Geographic Location** | Acaciavale | R74 Bergville | Beacon Hill near R103 |
| **Area Covered** | Ladysmith, Ekuvukeni Steadville & Zakheni | Bergville & Winterton | Estcourt & Weenen |
| **Year of Construction** | 1995 | 1975 | 1993 |
| **Resources Available** | Compactor | Incinerator | Guard house, shed, jojo water tank, compactor, leachate dam, |
| **Permit Certificate** | B33/2/2020/p163 | None | B33/2/2020/15pP76 |
| **Type and Quantities** | Household, Business & Industrial 44 640 and 66 tons | Household & Business, 117 tons | Household, Business & Industrial 581 tons |
| **Description of Neighboring Area** | Residential and rural | Residential, River | Informal Settlement |
| **Signposting & Road Access** | Yes | Poor & Accessible | Yes |
| **Type of Site** | General | General | General |
| **Access Control** | No | Yes | 24 Hour Security |
| **Collection of Disposal Tariffs** | Yes | Yes | Yes |
| **Landfill Operation** | Compacting & Cover | Cover | Compacting & Cover |
| **Method of Landfilling** | Trench System | Trench System | Trench System |
| **Co-disposal** | Solid Waste Only | Solid Waste Only | None |
| **Health Care Waste** | None | None | None |
| | | | |

| | | | |
|---|---|---|---|
| **Excavation for Cover** | Yes | No | Yes |
| **Drainage** | Yes, cut off drains around site | Not Required | Yes, cut off drains around site |
| **Control of Nuisances** | Daily Covering | Daily Covering | Daily Covering |
| **Salvaging Activities** | Prohibited | Prohibited | Prohibited |
| **Waste Reclamation** | Prohibited | Prohibited | Prohibited |
| **Leachate & Waste Management** | Random Checks | Not Checked | Random Checks |
| **Rehabilitation** | Ongoing | Ongoing | Ongoing |
| **Final Cover** | Ongoing | Ongoing | Ongoing |
| **Public Participation** | | | Yes |
| **Plans for Extending/Closing** | | Closing | No, 10 years left |
| **Environmental Monitoring** | Yes, Random | Yes | Yes, Random |

***Source: Statistics South Africa, CENSUS 2022***

### 3.4.2.4 PROGRESS ON THE IMPLEMENTATION OF THE IWMP

As we mentioned above that the IWMP was developed and adopted by Council. The uThukela district municipality monitors the local municipalities in terms of waste collection and disposal, and the district support the local municipalities by identifying the illegal dumping and reporting to the relevant Local Municipality to ensure that waste is cleared and disposed accordingly.

Recycling of waste has improved in the district that indicates that there is progress in the implementation of the IWMP.

### 3.4.2.5 SYSTEM THAT DIVERT WASTE FROM THE LANDFILLS FOR RECYCLING

uThukela district municipality does not have a system that divert waste from the landfill site recycling but there are two municipalities in the family that have system of diverting waste from the landfill, which is Alfred Duma, and Inkosi Langalibalele local municipalities. In the uThukela district municipality, the following are recycling activities that are taking place in uThukela district:

- There is separation of waste.

- The scrap metal is sold to the scrap metal merchants currently.
- Paper, plastic, and cupboards are sold to **WHY WASTE**PAPER recycling company; only unrecyclable waste is disposed at the landfill site.

## 3.4.3 TRANSPORTATION INFRASTRUCTURE

### 3.4.3.1 ROAD NETWORK

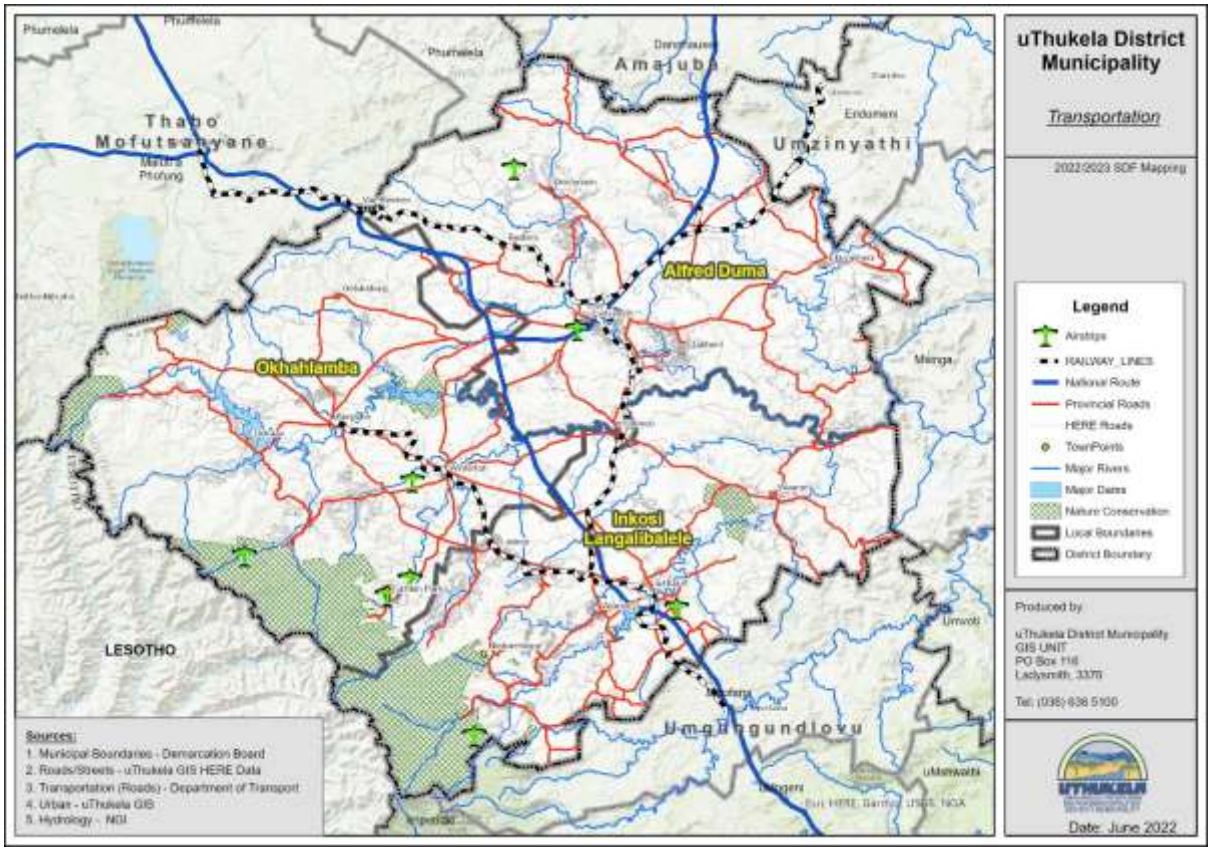
The road hierarchy within the municipal area can be divided in three major categories that can be classified as:

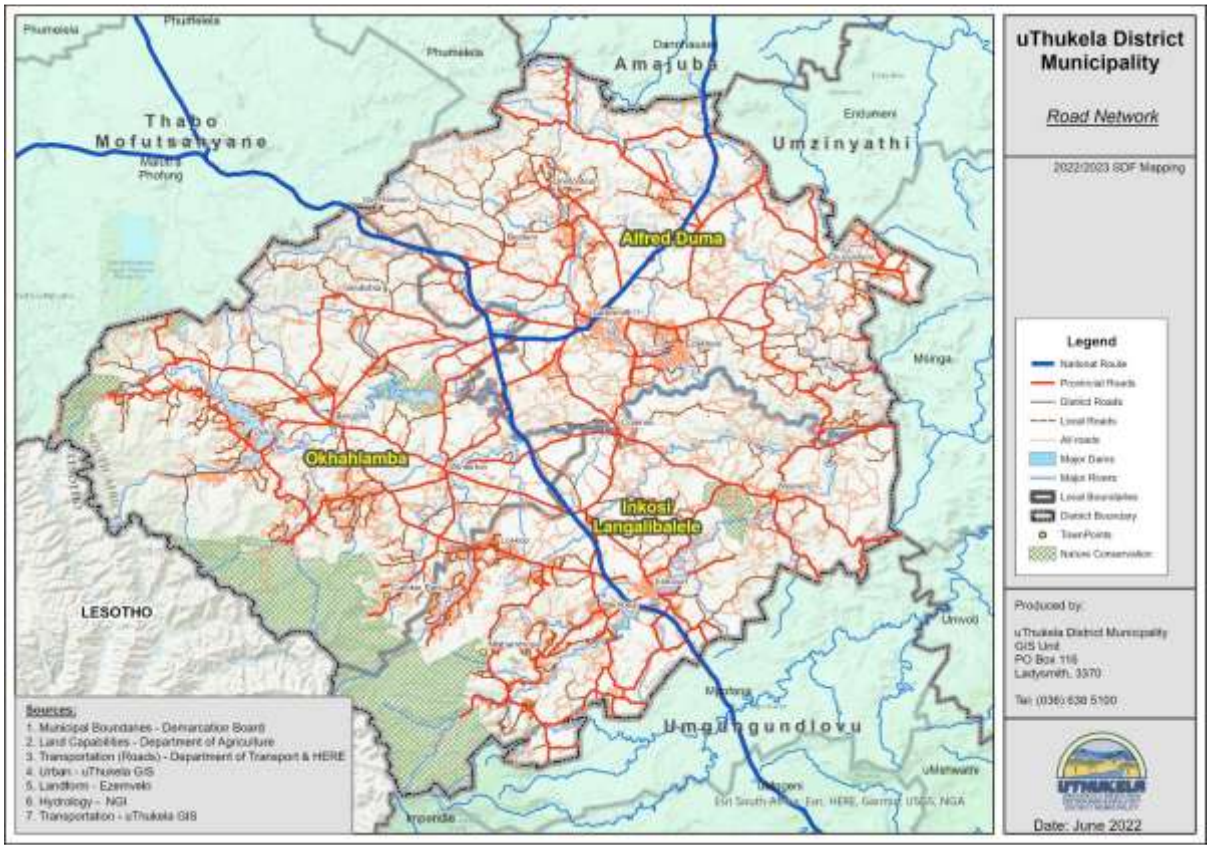
- National roads.
- Provincial roads; and
- District and local roads.

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

uThukela district is mainly served by an East-West and North-South corridor. These corridors are the N11 national route that connects the N3 with Mpumalanga Province coal mining areas and the N3 that forms an East-West link, which connects two of the country's most economically active metropolitan areas namely Gauteng and Durban in KwaZulu Natal. The N3 also serves a major urban community, namely Pietermaritzburg.

The national and provincial main roads are mainly surfaced whilst the majority of district and community access roads are not. Most community access unsurfaced roads are not constructed to proper geometric design standards due to the rough terrain and limited funding available. Public transport vehicles, resulting in high maintenance cost of vehicles and unsafe travel conditions for passengers, use several of these access roads. Of all roads in the uThukela district area 1 410km are surfaced roads and 1 320km are un-surfaced or gravel roads. Most of the surfaced roads can be found in Alfred Duma municipality. The following maps display the transportation infrastructure and road network in the district.


uThukela District Municipality
Transportation
2022/2023 SDF Mapping
Legend
Airstrips
RAILWAY_LINES
National Route
Provincial Roads
HERE Roads
TownPoints
Major Rivers
Major Dams
Nature Conservation
Local Boundaries
District Boundary
Produced by:
uThukela District Municipality
GIS UNIT
PO Box 116
Ladysmith, 3370
Tel: (036) 638 5100
Date: June 2022
Sources:
1. Municipal Boundaries - Demarcation Board
2. Roads/Streets - uThukela GIS HERE Data
3. Transportation (Roads) - Department of Transport
4. Urban - uThukela GIS
5. Hydrology - NGI
Amajuba
Thabo Mofutsanyane
Umzinyathi
Alfred Duma
Okhahlamba
Inkosi Langalibalele
LESOTHO
Umvoti
Umtshudu
Umtshudu
Mtinga


uThukela District Municipality
Road Network
2022/2023 SDF Mapping
Legend
National Route
Provincial Roads
District Roads
Local Roads
Major Dams
Local Boundaries
District Boundary
TownPoints
Nature Conservation
Produced by:
uThukela District Municipality
GIS Unit
PO Box 116
Ladysmith, 3370
Tel: (036) 638 5100
Date: June 2022
Sources:
1. Municipal Boundaries - Demarcation Board
2. Land Capabilities - Department of Agriculture
3. Transportation (Roads) - Department of Transport & HERE
4. Urban - uThukela GIS
5. Landform - Ezemvelo
6. Hydrology - NGI
7. Transportation - uThukela GIS
Amajuba
Thabo Mofutsanyane
Umzinyathi
Alfred Duma
Okhahlamba
Inkosi Langalibalele
LESOTHO
Umvoti
Umtshudu
Mtinga

### 3.4.3.2 RAILWAY LINE

Although the district municipality has one of the best industrially orientated rail systems, currently all rail facilities in the municipality are under-utilised, with approximately 55 trains running through Ladysmith station daily. Rail passenger services are limited to between 3 - 4 trains operating between Durban and Johannesburg 3 days a week. As a result, increased reliance by industry on road transport has placed increased pressure on the road network. The three-way rail junction run along the N11 and the Ladysmith station is located close to the CBD. Few railway tracks serve to connect the towns of Bergville, Winterton, Weenen and Van Reenen with the main stations located within Estcourt and Ladysmith. However, the decline in the usage of commodity rail caused this infrastructure to remain redundant and the infrastructure has now been worn out of the railway line from Ladysmith to Bergville crossing R74 Provincial Road). There are two main functional railway stations within UThukela District Municipality. These are located within the towns of Ladysmith and Estcourt. This infrastructure will continue playing a critical role when the railway operations are revamped.

### 3.4.3.3 RAILWAY STATIONS





There are two main functional railway stations within UThukela District Municipality. These are located within the towns of Ladysmith and Estcourt. This infrastructure will continue playing a critical role when the railway operations are revamped. The railway stations in other localities of UThukela District Municipality require serious attention. In fact, most of the infrastructure is currently in a state of disrepair.

### 3.4.3.4 MUNICIPAL ROADS AND MAINTENANCE PLAN

uThukela district municipality has complied with the National Land Transport Transition Act (NLTTA), act 22 of 2000 that requires that the district and local municipalities must compile a public transport plan (PTP). The plan is a 5-year plan that is reviewed annually. This plan was prepared in conjunction with the local municipalities. It is aligned with the IDP. In the plan there are number of identified projects that require implementation over the period of 5 years. Additional projects were identified for implementation after 5-year period.

The municipality is planning to have its Integrated Transport Plan (ITP) in the 2024/2025 financial year as per the requirement of the National Land Transport Transition Act (Act No.26 of 2006).

UThukela District Municipality is currently gathering information relating to road classes, traffic studies and road inventory information through Rural Road Asset Management (RRAMS) as funded by the Department of Transport. To fulfill this exercise the DOT has put aside the grant funding of R2.5 72837 08 million to uThukela district municipality for 2024/2025 financial year.

### 3.4.3.5 AIRPORTS AND LANDING STRIPS

There is a small aerodrome located at the intersection of the N11 and R103.The aerodrome is on the list of the uThukela Catalytic projects for 2024-/2025 as per the reviewed DGDP. The aerodrome is poorly developed, and the area does not generate sufficient air traffic. The nearest airport is in Pietermaritzburg approximately 150km from Ladysmith.

### 3.4.3.6 STATUS OF ELECTRICITY SUPPLY

The number of people with access to electricity in 2011 they accounted for 83 489 and in 2022 they accounted for 113 694 in Uthukela district municipality, theres a growth of 30 204. The growth trend flows through out the Local Municipalities in the Uthukela District Municipality. The Increase in gas usage is an indication that due to loadsheding people regulary opt for a backup energy source. The backlog together with population and economic expansion needs, make it imperative for this district long term electricity planning. The figure below shows the electricity provision at the provincial level and uThukela district and its family of municipalities.

**Figure 9: Electricity Provision**

| | Energy for cooking | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | 2011 | | | | 2022 | | | |
| Province, District and Local Municipality | Electricity | Gas | Other | Total | Electricity | Gas | Other | Total |
| **KwaZulu Natal** | **1 743 212** | **91 260** | **698 135** | 2 532 607 | **2 053 020** | **586 602** | **208 158** | 2 847 779 |
| **UThukela** | **83 489** | **4 522** | **58 673** | 146 684 | **113 694** | **32 431** | **25 884** | 172 010 |
| Okhahlamba LM | 13 283 | 981 | 13 238 | 27 502 | 17 612 | 6 043 | 5 407 | 29 062 |
| Inkosi Langalibalele LM | 20 177 | 1 525 | 19 803 | 41 505 | 29 213 | 8 273 | 10 867 | 48 353 |
| Alfred Duma LM | 50 030 | 2 015 | 25 632 | 77 677 | 66 869 | 18 115 | 9 610 | 94 595 |

***Source: Statistics South Africa, CENSUS 2022***

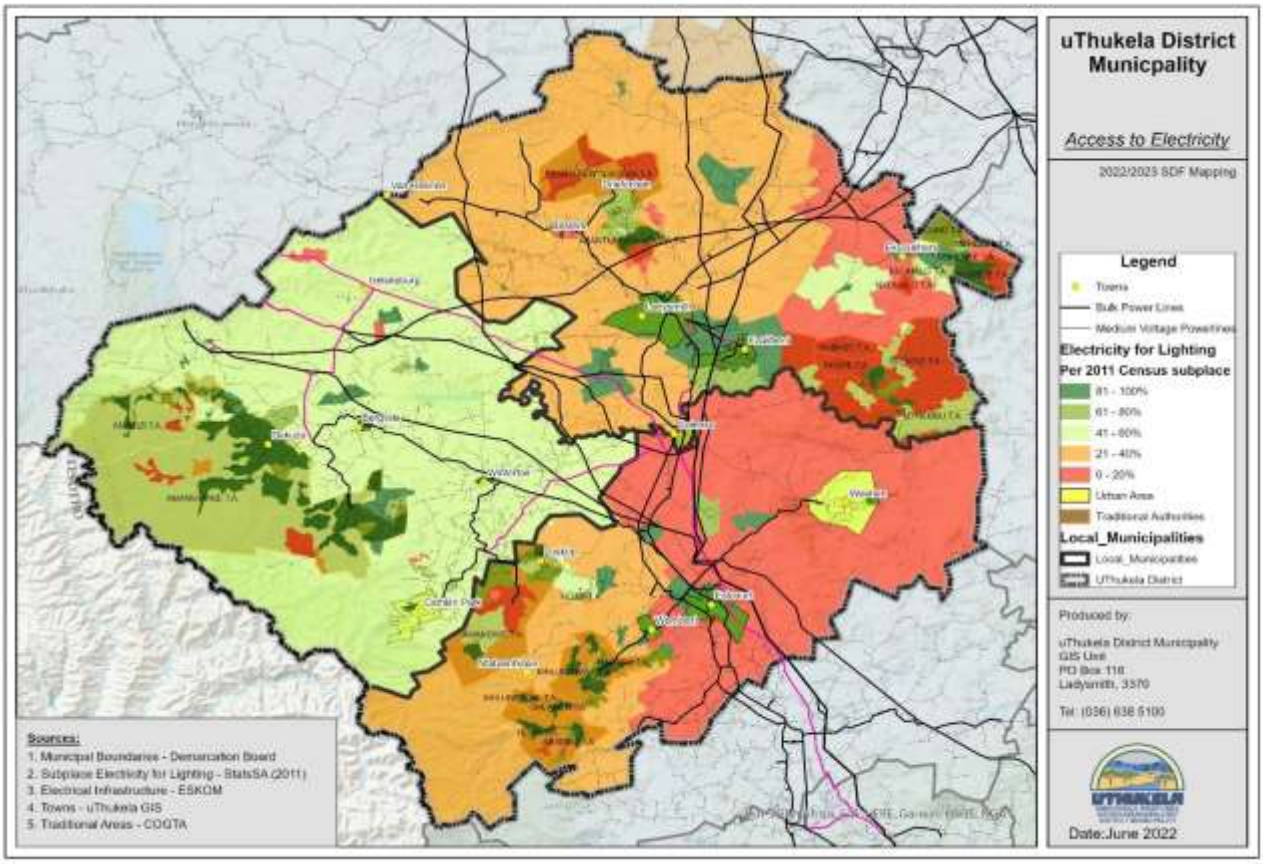
The current reticulation network in UThukela District Municipal area as indicated in the Map below shows areas already electrified and the location within the district of the bulk electricity infrastructure. It is not a surprise that the bulk electricity infrastructure is concentrated in areas that have the highest population densities in areas such as Towns and Townships, this has a relatively high population size and economy in the UThukela District and as such has more areas that would require bulk electricity infrastructure. There are 36 sub-stations located within uThukela District. Most of these are found within Alfred Duma Municipality.

There are also several HV and MV cables that originate from these substations that distribute electricity within different parts of the municipal area. This is further supported by the MV stations. The existing sub-stations are nearing capacity and needs to be upgraded. Eskom has made plans to address this situation. This includes the development of two major sub-stations in Braamhoek and Driefontein (Mathondwane). Each of these sub-stations has a capacity of 22kv and costs approximately R8 billion.

Although major strides have been made concerning extending access to energy, however universal access to electricity services has not been achieved. According to the 2011 Census data, the areas that lack access to electricity the most are as follows:

- Mhlumayo and Sahlumbe;
- Cornsfield; and
- Cathkin Park.

The map below displays the areas that have between 21 – 40 households that do not have access to electricity as per Statistics South Africa, CENSUS 2022.




### 3.4.3.7 COORDINATION OF ELECTRICITY BETWEEN DEPARTMENTS

Electricity is coordinated by ESKOM, local municipalities, and uThukela district municipality. The IDP engagement forums is utilized for alignments of projects with other sector departments and stakeholders to ensure harmonisation. The following table and the map below present the Eskom infrastructure plan as well as the progress.

ESKOM INFRASTRUCTURE PLAN

**PROJECTS FOR 2022/23**

| Municipality Code & Name | Project Name | Ward Number | Project Type | Estimated Conns | Planned Capex | Status |
|---|---|---|---|---|---|---|
| **KZN237_Inkosi Langalibalele** | Drycat (Bhekuzulu) | 6 | Households | 103 | R2 116 493.22 | Construction is complete, |
| **KZN237_Inkosi Langalibalele** | Kwamshini/Nhlalakahle #4 | 7 | Households | 59 | R3 258 853.60 | Construction is complete. |
| **KZN233_Alfred Duma** | Emabhekazi Phase 4 | 7 | Households | 164 | R5 753 584.36 | Project in construction |
| **KZN237_Inkosi Langalibalele** | Nhliwe/Mbelekwane/Mkholombe MV | 21/22/23 | Link line | 0 | R303 033.95 | Project in construction |

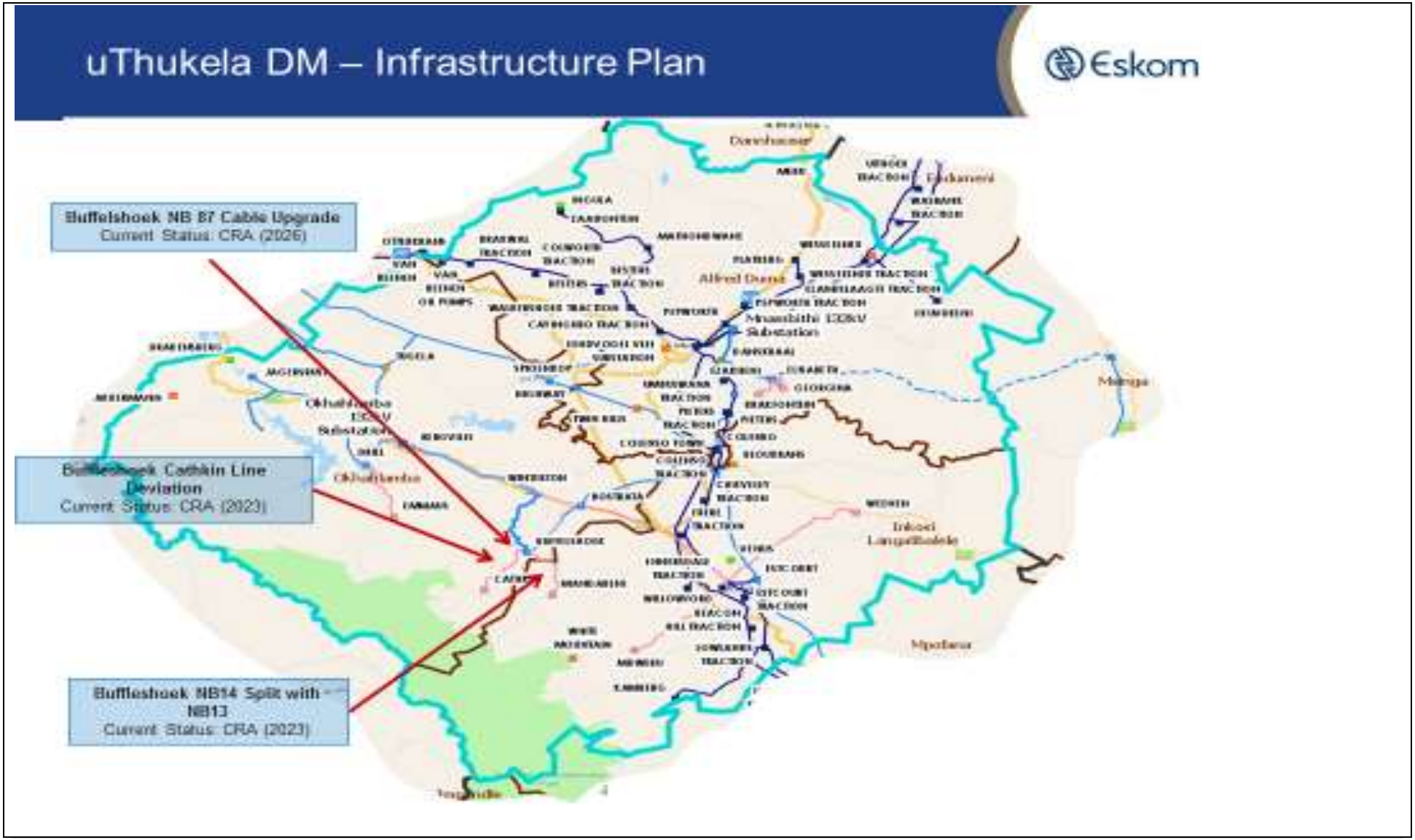
**PROJECTS FOR 2023/24**

| Municipality Code & Name | Project Name | Ward Number | Project Type | Estimated Conns | Status |
|---|---|---|---|---|---|
| KZN235_Okhahlamba | Emmause ward 13 infills | 13 | Households | 210 | Project is at design stage |
| KZN235_Okhahlamba | Dukuza,Moyeni,Sandlwana, Shiyabazali ward 10 Infills | 10 | Households | 200 | Project is at design stage |
| KZN238_Alfred Duma | Oqungwini #3 | | Households | 91 | Project is at design stage |
| KZN238_Alfred Duma | Braamhoek #2 | | Households | 31 | Project is at design stage |
| Municipality Code & Name | Project Name | Ward Number | Project Type | Estimated Conns | Status |
| Alfred Duma | Drongwaal/Mazinyane phase 2 | | Households | 67 | Project is at design stage |
| Inkosi Langalibalele | Ekuphumuleni/Nguva ward 24 infills | 24 | Households | 60 | Project is at design stage |
| Inkosi Langalibalele | Maqaqeni ward 20 | 20 | Households | 100 | Project is at design stage |

| | | | | | |
|---|---|---|---|---|---|
| Alfred Duma | KwaShozi phase 3 | | Households | 218 | Project is at design stage |
| oKhahlamba | Emgangadweni ward 01 | 1 | Households | 20 | Project is at design stage |
| oKhahlamba | Kwamzansi ward 01 | 1 | Households | 30 | Project is at design stage |
| oKhahlamba | Emampevini ward 01 | 1 | Households | 65 | Project is at design stage |
| Total | | | | | |

**PLANNED PROJECTS 2024/2025**

| Municipality Code & Name | Project Name | Ward Number | Project Type | Estimated Conns | Status |
|---|---|---|---|---|---|
| **KZN237_Inkosi Langalibalele** | Nkomokazini/Nyezane/Mnyangweni ward 3 | 3 | Households | 101 | Proposed projects |
| **KZN237_Inkosi Langalibalele** | Thembalihle/Kwathweni/Cornfield ward 19 | 19 | Households | 307 | Proposed projects |
| **KZN237_Inkosi Langalibalele** | Siyabonga farm/Matshezi phase2 ward 18 | 18 | Households | 160 | Proposed projects |
| **KZN237_Inkosi Langalibalele** | Emadolobheni/Silimangamehlo ward 1 | 1 | Households | 264 | Proposed projects |
| **KZN235_Okhahlamba** | Dukuza/Moyeni/Isandlwana/Shiyabazali infills | 1 | Households | 300 | Proposed projects |
| **KZN235_Okhahlamba** | Emmaus ward 2 and 12 Infills | 12 | Households | 210 | Proposed projects |


uThukela DM – Infrastructure Plan
Eskom
Buffelshoek NB 87 Cable Upgrade
Current Status: CRA (2026)
Buffelshoek Cathkin Line Deviation
Current Status: CRA (2023)
Buffleshoek NB14 Split with NB13
Current Status: CRA (2023)
Mbumbithi 132kV Substation
Okhahlamba 132kV Substation
Alfred Duma
Inkosi Langalibalele
Mnambithi
Mpofana

## 3.4.4 STATUS OF COMMUNITY FACILITIES

### 3.4.4.1 EDUCATION

There are 445 public schools and 15 independent schools in uThukela District Municipality. The primary and high schools are adequate in the district and institutions for higher learning are not available. Only one Further Education and Training College that is based in Ladysmith Town that is offering education and training to prospective students in the district.

### 3.4.4.2 HEALTH

UThukela District Municipality has 4 Hospitals, 37 Primary Health Care Clinics and 14 Mobile Clinics. The challenge that is facing the district is that not all clinics open 7 days a week as some open 5 days a week only. Emergency Medical and Rescue Services are provided in the district; however, Ambulance Services are inadequate to provide an equitable and satisfactory service to all the communities within the district. HIV/AIDS, TB and Children not gaining weight are the leading problematic diseases affecting most uThukela communities.

Poverty is a major factor that predisposes the people of uThukela District to the diseases. The reality is that uThukela District does not have sufficient Health Services. The deployment of Health Workers is making a difference especially in rural areas, but it needs to be strengthening by deploying more Community Workers.

### 3.4.4.3 POLICE STATIONS

There are fifteen police stations, which are located within Alfred Duma (6), Inkosi Langalibalele (5), and Okhahlamba (4). Although these facilities are servicing the entire district municipal area most of these facilities are located within the urban centres of different municipalities, which is sometimes inefficient for the remote rural settlements.

### 3.4.4.4 SPORTS FACILITIES

UThukela does not appear to be well provided with sports and recreational facilities. The sport facilities are mainly found within the urban centres i.e. Ladysmith, Estcourt and Bergville Towns. A need exists to ensure that these facilities are rolled out within the rural areas.

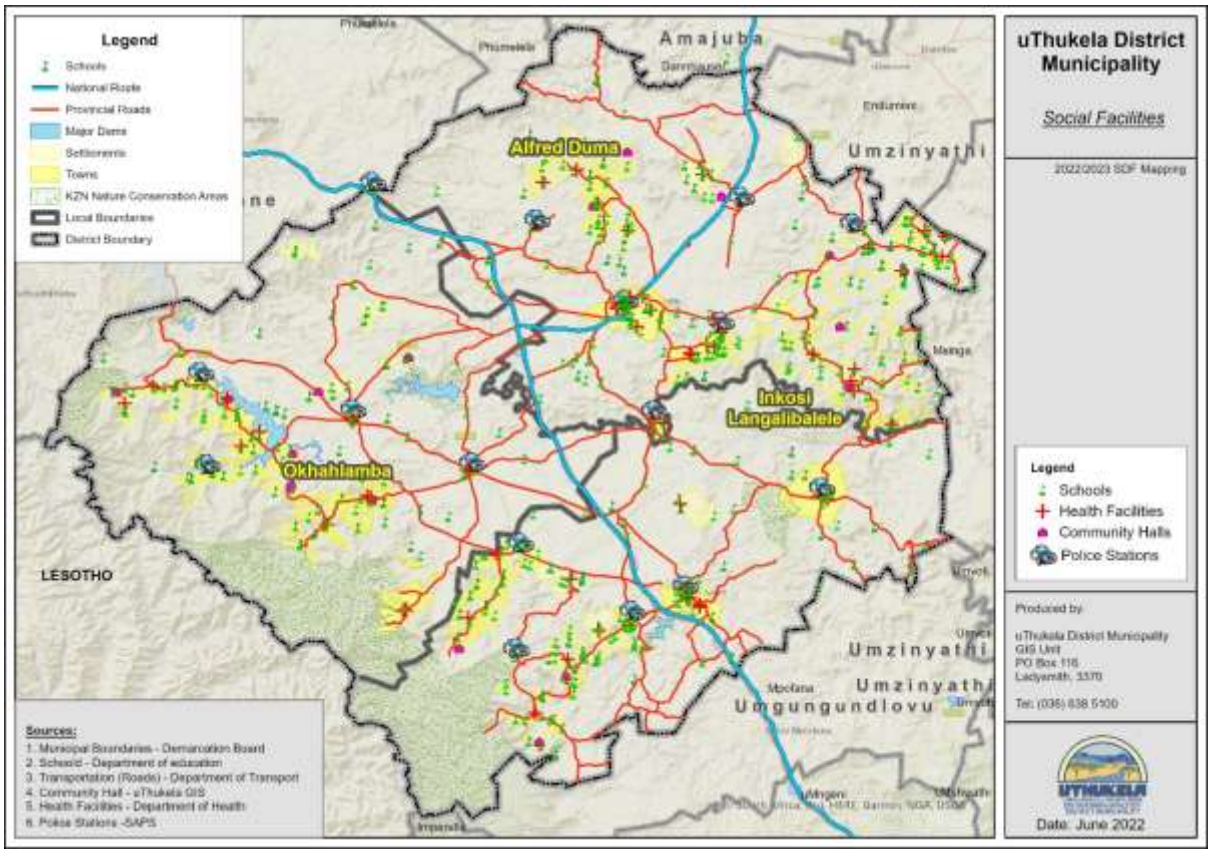
### 3.4.4.5 PUBLIC TRANSPORT FACILITIES

There are 31 minibus taxi ranks in the uThukela District Municipality area. A total of 25 ranks provides commuter services only, while the remaining six provide both commuter and long-distance services. Only ten of the 31 minibus-taxi ranks in uThukela are formal ranks, with 22 being located off-street of which nine ranks have any type of all-weather surfacing. Some of the projects that were prioritized in the Public Transport Plan (PTP) are completed and a total amount of R30 million is required to complete all the identified projects. The status and ownership of the Minibus-taxi facilities is shown in the Table below:

| Facility Name | Code | Status | Type | Ownership | On/Off Street | Paving |
|---|---|---|---|---|---|---|
| Alexander Street Taxi Rank | K234TT01 | Formal | Taxi Rank | Municipal | Off-Street | Yes |
| Connor Street Taxi Rank | K234TT02 | Formal | Taxi Rank | Municipal | Off-Street | Yes |
| Weenen Taxi Rank | K234TT03 | Formal | Taxi Rank | Municipal | Off-Street | Yes |
| Hlathikhulu Taxi Rank | K236TT04 | Formal | Taxi Rank | Municipal | Off-Street | Yes |
| Bergville Taxi Rank | K235TT05 | Informal | Taxi Rank | Municipal | Off-Street | Yes |
| Emmaus Taxi Rank | K235TT06 | Formal | Taxi Rank | Municipal | Off-Street | Yes |
| Lylle Street (Municipal) Taxi Rank | K232TT07 | Formal | Taxi Rank | Municipal | Off-Street | Yes |
| Lylle Street (Private) Taxi Rank | K232TT08 | Informal | Taxi Rank | Private | Off-Street | Yes |
| Illing Street Bus & Taxi Rank | K232PT09 | Formal Informal | Bus Terminus Taxi Rank | Municipal | Off-Street | Yes |
| Driefontein Taxi Rank | K232TT10 | Formal | Taxi Rank | Municipal | Off-Street | Yes |
| Ezakheni Taxi Rank | K232TT11 | Informal | Taxi Rank | Municipal | Off-Street | Yes |
| Complex of Limehill (Uitval) Taxi Rank | K233TT12 | Formal | Taxi Rank | Municipal | Off-Street | Yes |

As evident from the table, above all these facilities are paved and in a relatively good condition which is creditable. The map shows the social facilities in the uThukela district.

**SOCIAL FACILITIES**




**NB**

***THE INSUFFICIENT OF THE FACILITIES SUCH AS RECREATION AND HEALTH WERE NOTICEABLE WHEN THE MUNICIPALITY WAS CONDUCTING THE IDP CONSULTATION.VANDALISM OF COMMUNITY HALLS WAS ALSO A CONCERN.***

### 3.4.4.6 COORDINATION OF COMMUNITY FACILITIES BETWEEN DEPARTMENTS

Regarding uThukela district municipality and its family of municipality's community facilities, the uThukela IDP Representative Forum, uThukela Service Providers/Sector departments Forum and mayoral stakeholder's engagement plays a significant role in ensuring synchronization. The above-mentioned structures are effective in our District because all the relevant departments and local municipalities are part of these structures.

## 3.4.5 HUMAN SETTLEMENTS

### 3.4.5.1 HOUSING CHAPTER

In terms of the National Housing Act, every municipality must, as part of its process of integrated development planning take all reasonable and necessary steps to ensure that the inhabitants within its area of jurisdiction have access to adequate housing on a progressive basis by:

- Setting housing delivery goals
- Identifying suitable land for housing development
- Planning, facilitating, initiating, and coordinating housing development in its area of jurisdiction.

The Housing Chapter is a summary of the housing planning undertaken by a municipality and should be used together with the IDP. The Housing Chapter is a 5-year plan, which is reviewed annually. Therefore, it is not a comprehensive, stand-alone plan resulting from a separate planning process. This Housing Chapter is aligned with the Provincial Human Settlement Master Plan of KZN as well as the Multi Year Human Settlements Development Plan (MYHSDP) 2019 – 2024.

**The main purposes of the Housing Chapter are as follows**:

- To ensure effective allocation of limited resources, financial and human, to a wide variety of potential development initiatives.
- To provide guidance in prioritizing housing projects to obtain consensus fur the timing and order of their implementation.
- To provide the IDP process with adequate information about the housing plan, its choices, priorities, benefits, parameters as well as strategic and operations requirements
- To ensure more integrated development through co-ordinating cross-sector role players to aligning their development intervention in one plan.
- To ensure budget allocation to local and district municipalities as well as provinces are most effectively applied for maximum impact.
- To provide effective linkages between the spatial development framework and the project locations of physical implementation of a rage of social, economic, environmental and infrastructures investment.
- To ensure there is a definite housing focus in the IDP and SDF with clear direction for future housing delivery across all social and economic categories and locations in the municipality.

- Ensuring that the contents and process requirements of planning for housing are adequately catered for in the IDP process.

### 3.4.5.2 STATUS OF THE MUNICIPAL HOUSING SECTOR PLANS

The development of the Housing Sector Plans is the responsibility of the local municipalities in our family. The role of uThukela district municipality is to play a coordination role and to ensure that there is bulk available for the Housing projects.

The uThukela family of municipalities with the assistance from the department of Human Settlements has developed and adopted their Housing sector plans. The plans provide an analysis of the housing situation within the district and outlines strategies to address the backlog and the associated housing problems. It clearly indicates the growth of the urban core and the need to accommodate the ever-increasing demand for housing. The result of the influx is informal settlements or back-yard shacks. However, some of these plans need to be updated to provide appropriate guidance towards the development of sustainable urban human settlements. The following table shows the status of Housing Sector Plans in the uThukela family of municipalities.

| NAME OF THE MUNICIPALITY | STATUS |
|---|---|
| Inkosi Langalibalele L M | Reviewed and adopted by Council |
| Okhahlamba LM | Reviewed and adopted by Council |
| Alfred Duma LM | Reviewed and adopted by Council |

On top of that, a service provider has been appointed by the HDA and the Department of Human Settlements for the Development of the Kwa-Zulu Natal Provincial Multi-Year Human Settlements Development Plan (MYHSDP) 2019-2024. As part of the process, the service provider met with the uThukela family of municipalities on the 3rd of March 2021 to compare, verify and collect data, which was included in the MYHSDP 2019-2024.

### 3.4.5.3 HOUSING NEEDS

The adopted Housing sector plans and the 2023/2024 IDP consultation of the family of municipality's shows the needs of the housing in the following areas. The following table summarises the areas that need housing:

| NAME OF THE MUNICIPALITY | AREA |
|---|---|
| Inkosi Langalibalele L M | Emdwebu,Mandabeni,Vala,Madolobheni,Nyezane |
| Okhahlamba LM | Sandlwana,Tabhane,Shiyabazali,Eyethu |
| Alfred Duma LM | Nazareth,Sahlumbe,Rockcliff,Kwahlathi |

### 3.4.5.4 MECHANISM FOR COORDINATION OF HOUSING PROJECTS

Monthly housing forums, IDP forums alignments of projects with other sector departments and stakeholders. The other Forum that is playing a significant role is the Joint Service Delivery Forum with other departments.

### 3.4.5.5 CURRENT PROJECTS AND THREE-YEAR PLANNED PROJECTS

The following tables replicates the current projects that are in the implementation stages and the three-year plan projects with committed funding in the uThukela family of municipalities.

**CURRENT PROJECTS AND THREE-YEAR PLAN PROJECTS**

| PROJECT NAME | LOCALITY | REPONSIBLE MUNICIPALITY | TYPE (Phased Ongoing Periodic) | FUNDER | PROJECTS AND PROGRAMMES | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 |
| Ezakheni C | -28,5205 29,9113 | Alfred Duma Municipality | Current | KZN DOHS | R80 000 | | | | |
| Mthandi | 29,82649 -28,616322 | Alfred Duma Municipality | Feasibility | KZN DOHS | | R500 000 | | | |
| St Chads | 29,87603 -28,580884 | Alfred Duma Municipality | Feasibility | KZN DOHS | | R500 000 | | | |
| Thembalihle | 29,91648 -29,53621 | Alfred Duma Municipality | Feasibility | KZN DOHS | | | R1 000 000 | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Gumtree | 29,8996 - 28,624079 | Alfred Duma Municipality | Feasibility | KZN DOHS | R1 000 000 | R1 000 000 | | | |
| Acaciaville Ph1 | 29,67205 -28,54333 | Alfred Duma Municipality | Current | KZN DOHS | R200 000 | | | | |
| Acaciaville Ph2 (20% Flisp | 29,66205 -28,54333 | Alfred Duma Municipality | Current | KZN DOHS | R200 000 | | | | |
| Colenso - A (5% Flisp) | 29,85756 -28,752732 | Alfred Duma Municipality | Current | KZN DOHS | R200 000 | | | | |
| Roosboom Ph2 | 29,695 -28,64833 | Alfred Duma Municipality | Current | KZN DOHS | R500 000 | | | | |
| Paapkuilsfontein (5% FLISP) | 29,85988 -28,982276 | Alfred Duma Municipality | Current | KZN DOHS | R180 000 | | | | |
| Wembezi A Ph2 | 29,76858 -29,040865 | Inkosi Langalibalele | Current | KZN DOHS | R200 000 | | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Wembezi C Ph3 | 29,76805 - 29,033379 | Inkosi Langalibalele | Current | KZN DOHS | | R1 000 000 | R2 000 000 | | |
| Ikhwezi | 29,89942 -29,016927 | Inkosi Langalibalele | Current | KZN DOHS | R500 000 | R1 000 000 | | | |
| Acton Homes | 29,40937 -28,64028 | Okhahlamba Municipality | Current | KZN DOHS | R1 500 000 | | | | |
| Colenso - B (5% Flisp) | 29,82841 -28,75732 | Alfred Duma Municipality | Feasibility | KZN DOHS | | R1 000 000 | R1 000 000 | | |
| Colenso - C (5% Flisp) | TBC | Alfred Duma Municipality | Feasibility | KZN DOHS | | | R1 000 000 | | |
| Colenso - D (5% Flisp) | TBC | Alfred Duma Municipality | Feasibility | KZN DOHS | | | R1 000 000 | | |
| Limit hill | 29,80729 -28,53414 | Alfred Duma Municipality | Feasibility | KZN DOHS | R500 000 | R1 000 000 | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Colenso 152/ R | 29,91286<br>-28,628032 | Alfred Duma Municipality | Feasibility | KZN DOHS | | R200 000 | R200 000 | | |
| Ezakheni E (20% Flisp) | 29,91646<br>-28,604139 | Alfred Duma Municipality | Feasibility | KZN DOHS | | | R500 000 | | |
| Rensburgdrift (5% FLISP) | 29,89135<br>-28,976337 | Inkosi Langalibalele | Feasibility | KZN DOHS | | R1 000 000 | | | |
| Nazareth | 30,2097<br>-28,5021 | Alfred Duma Municipality | Current | KZN DOHS | | R300 000 | | | |
| Vaalkop | 30,19539<br>-28,467515 | Alfred Duma Municipality | Current | KZN DOHS | R300 000 | | | | |
| Cremin | 29,95168<br>-28,442964 | Alfred Duma Municipality | Current | KZN DOHS | | R1 000 000 | | | |
| Nkomokazini Housing Project | 29,59789<br>-28,935317 | Inkosi Langalibalele | Current | KZN DOHS | R120 000 | | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Nkomokazini Ph2 Housing Project | 29,59789<br>-28,935317 | Inkosi Langalibalele | Current | KZN DOHS | R200 000 | | | | |
| Bhekabezayo/ Dutch Housing Project | TBC | Inkosi Langalibalele | Current | KZN DOHS | R100 000 | | | | |
| Mafikeni/ Mkhalanyoni Housing Project | TBC | Inkosi Langalibalele | Current | KZN DOHS | R100 000 | | | | |
| Thembalihle - A | 29,91648<br>-28,8814 | Inkosi Langalibalele | Current | KZN DOHS | R200 000 | | | | |
| Ntsukangihlale B Rural Housing Project | 29,04582<br>-28,731079 | Inkosi Langalibalele | Current | KZN DOHS | R100 000 | | | | |
| Mamfemfetheni Rural Housing Project | 29,36398<br>-28,876095 | Okhahlamba Municipality | Current | KZN DOHS | R100 000 | | | | |
| Nogaga - B Rural Housing Project | 29,1108<br>-28,665569 | Okhahlamba Municipality | Current | KZN DOHS | R100 000 | | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Hoffental - A | 29,17743<br>-28,867722 | Okhahlamba Municipality | Current | KZN DOHS | R100 000 | | | | |
| Hoffental - B | 29,24693<br>-28,791313 | Okhahlamba Municipality | Current | KZN DOHS | R100 000 | | | | |
| Mandabeni/ Vala/ Madolobheni Housing Project | 29,53621<br>-28,989156 | Inkosi Langalibalele | Current | KZN DOHS | R100 000 | | | | |
| Mhlwazini - B Rural Housing Project | 29,29463<br>-28,93023 | Okhahlamba Municipality | Current | KZN DOHS | R300 000 | | | | |
| KwaSmahla - A Rural Housing Project | 29,38815<br>-28,887829 | Okhahlamba Municipality | Current | KZN DOHS | R300 000 | | | | |
| KwaSmahla - B Rural Housing Project | 29,36597<br>-28,928441 | Okhahlamba Municipality | Current | KZN DOHS | R1 300 000 | | | | |
| Masumpa -B Rural Housing Project | 29,107<br>-28,680314 | Okhahlamba Municipality | Current | KZN DOHS | R100 000 | | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Sandlwana Rural Housing Project | 29,09995<br>-28,831747 | Okhahlamba Municipality | Current | KZN DOHS | R1 500 000 | | | | |
| Besters | 29,69717<br>-28,437977 | Alfred Duma Municipality | Feasibility | KZN DOHS | | R1 000 000 | R1 000 000 | | |
| Nogaga - A Rural Housing Project | 29,1108<br>-28,665569 | Okhahlamba Municipality | Current | KZN DOHS | | R1 500 000 | R1 000 000 | | |
| Intshukangihlale - A Rural Housing Project | 29,07314<br>-28,677445 | Okhahlamba Municipality | Current | KZN DOHS | | R1 500 000 | R1 000 000 | | |
| Mhlwazini - A Rural Housing Project | 29,17446<br>-28,910357 | Okhahlamba Municipality | Current | KZN DOHS | | R1 500 000 | R1 000 000 | | |
| Masumpa - A Rural Housing Project | 29,09181<br>-28,6606 | Okhahlamba Municipality | Current | KZN DOHS | | R1 500 000 | R1 000 000 | | |

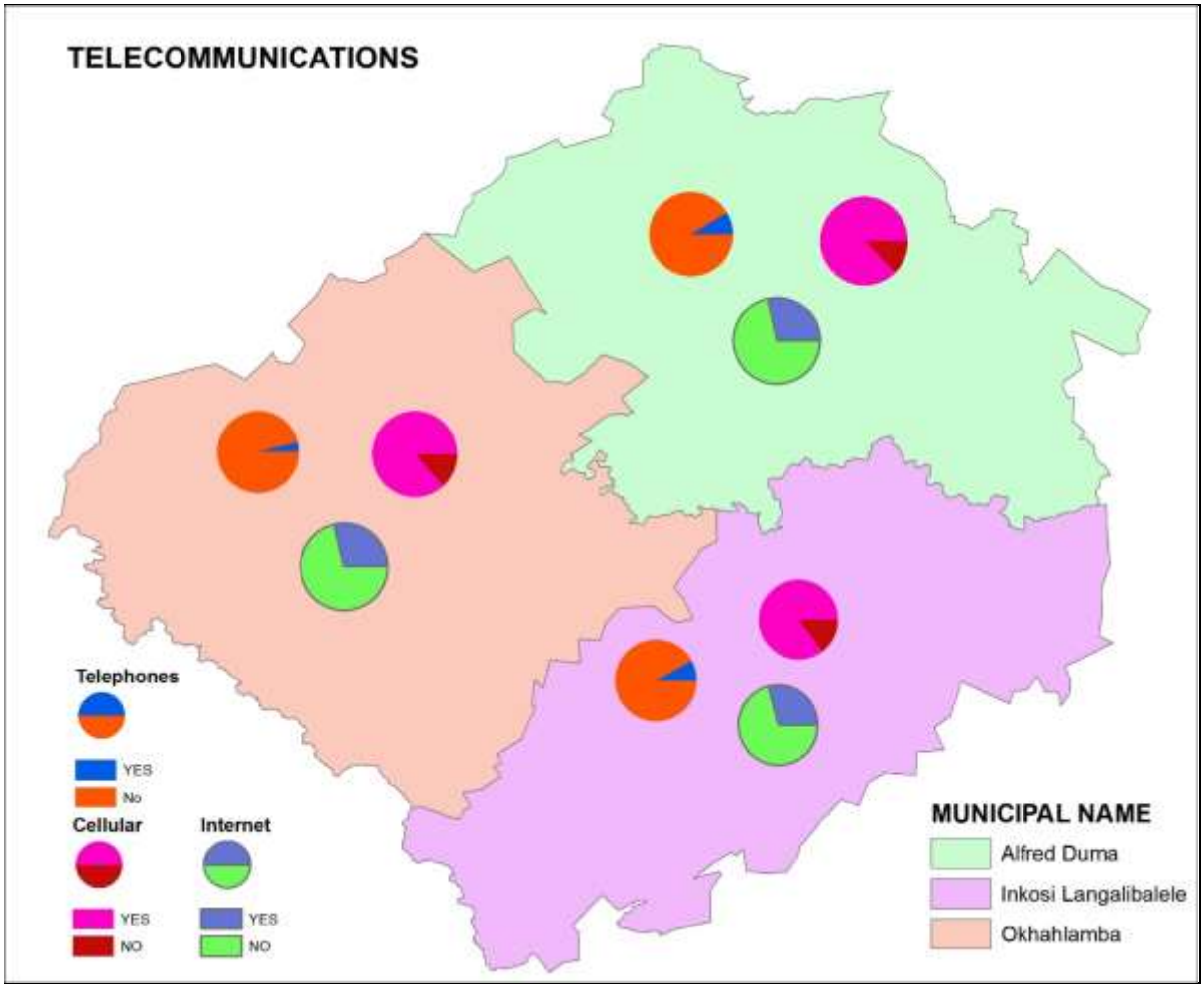
| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Ogade Rural Housing Project | TBC | Okhahlamba Municipality | Current | KZN DOHS | R100 000 | | | | |
| Mara Farm Housing Project | TBC | Okhahlamba Municipality | Current | KZN DOHS | R60 000 | | | | |
| Ezakheni D Ph2 | 28 37’ 02.1” S 29 56’ 07.2” E | Alfred Duma Municipality | Current | KZN DOHS | R100 000 | | | | |
| Ekuvukeni | 20 27’ 57.6” S 30 09’ 25.02” E | Alfred Duma Municipality | Current | KZN DOHS | | R1 000 000 | R500 000 | | |
| Ezakheni D Ph3 | 28 36’ 47.60” S 29 55’ 54.53” E | Alfred Duma Municipality | Current | KZN DOHS | | R500 000 | R500 000 | | |
| Dunlop | 28 32’ 52.8” S 29 48’ 41.76” E | Alfred Duma Municipality | Current | KZN DOHS | | | | | |
| Indoor sports Complex | 28 34’ 12.5 S 29 46’ 00.8 E | Alfred Duma Municipality | Current | KZN DOHS | R500 000 | | | | |

### 3.4.5.6 TELECOMMUNICATIONS

It is important to note that nearly 87% of households in uThukela have a cell phones. This may be a quick and effective way to directly communicate with households e.g., for giving notice of public meetings etc. The number of households who have access to landline is dropping drastically due the availability of cell phones. Access to internet is still a challenge in our district, only 28, 67% of households who have access to internet. The table and the map below depict the status of telecommunications in uThukela and its family of municipalities.

| Local Municipality | Households | | Landline/Telephone | | Cell phone | | Access to Internet | |
|---|---|---|---|---|---|---|---|---|
| | | | Yes % | No % | Yes % | No % | Yes % | No % |
| **Alfred Duma** | **78 093** | **53.02** | **4.51** | **48.52** | **46.31** | **6.71** | **15.06** | **37.97** |
| **Inkosi Langalibalele** | **41 617** | **28.25** | **2.24** | **26.02** | **24.07** | **4.19** | **8.24** | **20.02** |
| **Okhahlamba** | **27 576** | **18.72** | **0.69** | **18.03** | **16.25** | **2.48** | **5.37** | **13.36** |
| **Uthukela District Municipality** | **147 286** | **100** | **7.44** | **92.57** | **86.63** | **13.38** | **28.67** | **71.35** |

***Source: Statistics South Africa, CENSUS 2022***




### 3.4.6 UTHUKELA DISTRICT MUNICIPALITY COMPREHENSIVE INFRASTRUCTURE PLAN

Comprehensive Infrastructure Plan of uThukela district municipality fits into the annual municipal planning cycle and it provides direction on the required institutional capacity as well as the Provides guidance on financial capex constraints and ***is aligned to Draft KZN Integrated Infrastructure Master Plan.***

The development of a Comprehensive Infrastructure Plan (CIP) at a municipal level serves as a clear business model providing strategically focused actions for implementing the key initiatives identified in the IDP, while addressing sustainability. This will be achieved by ensuring that the necessary infrastructure be provided to address services backlogs, that efficient operations and maintenance is performed, that dilapidated assets are refurbished, that the necessary skills are provided, and by ensuring that funding is available.

In the first cycle of CIPs, the emphasis is on infrastructure needs and backlogs. Projects and initiatives are identified to address the critical shortages, which is then used to define funding requirements. Finally, institutional challenges are identified that affects housing, water, sanitation and wastewater, and roads in the uThukela family of municipalities.

It identifies the different challenges in the LM's, the overall assessment of service delivery in the DM, the budgets, institutional issues, namely policies, processes, and structure, which have an impact on services delivery and the different needs for project implementation. All the above mentioned are taken into consideration to formulate an intervention plan for this municipality. The intervention plan is divided into an immediate impact, medium term, and longer-term plans.

### 3.4.7 PROVISION FOR INFRASTRUCTURE PROJECTS RELATING TO NATIONAL AND LOCAL GOVERNMENT ELECTIONS

In preparation for the 2024/2025 IDP, the elections of the National and Local Government were taken into consideration. The provision was made by the municipality for the 2021 and 2024 elections, since the strategic development plan (IDP) which extends over five years aligning with the term of Council. Each year, we give a concrete expression of how we intend to give life to that 5-year plan within the permits and limits of every financial year. The provision was made through our grant funding and other sources of income. The idea is that every year during the IDP review and Budget preparation, we will keep on monitoring the provision made by the district.

Briefly, the uThukela district municipality makes provision for bulk water supply infrastructure projects every financial year, the list and the budget of the water and sanitation infrastructure projects are contained in this 2024/2025 IDP document.

### 3.4.8 BASIC SERVICE DELIVERY & INFRASTRUCTURE KEY CHALLENGES

| BASIC SERVICE DELIVERY AND INFRASTRUCTURE | |
|---|---|
| **KEY CHALLENGE** | ♦ Service Backlog (water and sanitation)<br>♦ Ageing Infrastructure<br>♦ Poor infrastructure maintenance strategies,<br>♦ Expenditure on infrastructure grants<br>♦ Failure to complete projects on time<br>♦ Water Quality<br>♦ Water losses<br>♦ Vandalism of infrastructure |

## 3.4.9 SERVICE DELIVERY & INFRASTRUCTURE SWOT ANALYSIS

| Strengths | Opportunities |
|---|---|
| ♦ Well-planned, coordinated and developed infrastructure projects.<br>♦ Availability of Bulk infrastructure and services in urban areas to support district economy. | ♦ Availability of Grants funding to financially support delivery of infrastructure.<br>♦ Public private partnerships.<br>♦ Existence of Intergovernmental relation |
| **Weaknesses** | **Threats** |
| ♦ Poor infrastructure maintenance strategies.<br>♦ High level of water losses.<br>♦ Ageing infrastructure which causes non-sustainability of services provision<br>♦ Failure to spend infrastructure grants | ♦ Increasing rate of illegal connections to water supply infrastructure.<br>♦ High rate of infrastructure vandalism.<br>♦ Prolonged turnaround time Eskom when applied for new power connection.<br>♦ Service delivery protests still do happen sporadically in areas such as Ntabamhlophe, Loskop, Hlathikhulu, Okhahlamba, Ekuvukeni Pep worth, Roosboom etc. |

## 3.5 LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSIS

This section should be read in conjunction with the approved LED Plan/strategy of the municipality that has been completed and adopted by Council.

Local economic development (LED) in uThukela district municipality is seen as one of the most important ways of reducing poverty. UThukela's LED aim is to create jobs by making the local economy grow. Local economic development focuses on the development of rural enterprises guided by the statistical population distribution of the district municipality. The 2011 and 2016 statistics indicate that 75% of the population of uThukela district municipality lives in rural areas. It is also responding to some of the Provincial Priorities, which are Rural Development, Food security, economic growth, and agrarian reform.

### 3.5.1 SOCIO-ECONOMIC IMPACT OF COVID-19

The COVID-19 pandemic is far more than a health crisis: it affected societies and economies at their core. It increased poverty and inequalities at a global scale, making achievement of SDGs even more urgent. The pandemic put a strain on the district economy, including small business owners and ordinary citizens. The economy was hit hard, and people lost their jobs, businesses, and their livelihoods. The study suggests that even now in 2024, the communities are trying to recover after the Covid-19.

Assessing the impacts of the COVID-19 crisis on societies, economies and vulnerable groups is fundamental to inform and tailor the responses of governments and partners to recover from the crisis and ensure that no one is left behind in this effort.

Without urgent socio-economic responses, global suffering will escalate, jeopardizing lives and livelihoods for years to come. Immediate development responses in this crisis must be undertaken with an eye to the future. The following indicates the potential impacts on the district economy:

**Labour** short time, retrenchment, no work available, especially low, and medium skilled workers, and those in informal employment.

**Business** fall in demand for durables and semi-durables, personal services, retail, recreation and Restaurants.

**Business** lost production time due to sick leave and quarantines.

**Business** public transport losses as individuals avoid taxis, buses, and trains.

**Communities** where public health is already at full capacity, likely to find difficult to access medical services, potentially leading to higher mortality rates exacerbated by underlying disease burden.

**The poor** may find it more difficult to recover from the outbreak due to lower accumulated savings, the impact of funeral costs and loss of breadwinner income. − Government – unsustainable public finances, increased need to reprioritise towards health while reducing spending in other priority areas.

The Stats SA Business Survey4 released on the 21st of April 2020 aimed at providing close to real time economic insight into the impact of the COVID-19 pandemic indicated that:

- Majority of businesses (85,4%) reported turnover below normal.
- 46,4% indicated temporary closure or paused trading activity.
- 50,4% expected their workforce size to stay the same & 36,8% reported to decrease in two weeks after survey.
- 28,3% indicated their workforce has decreased working hours and 19,6% reported laying off staff in the short term.
- 19,1% indicated that prices of materials, goods or services purchased increased more than normal.
- 38,2% of businesses applying for financial assistance reported that they would use government relief schemes;
- 30,6% indicated they can survive less than a month without any turnover, while 54,0% can. survive between 1 and 3 months.

### 3.5.2 PROCESS FOLLOWED IN THE REVIEW OF THE UTHUKELA ECONOMIC DEVELOPMENT AGENCY ECONOMIC DEVELOPMENT STRATEGY AND UTDM ECONOMIC DEVELOPMENT STRATEGY FOR 2023/2024 FINANCIAL YEAR

It is important to indicate that the uThukela district municipality economic development strategy for 2023/2024 financial year was prepared concurrently with the one of the Agency. This part aims to summarise the progress for the development of the uThukela Economic Development Agency (UEDA) Strategy and the uThukela Economic Development Strategy. The review was prepared amongst other things to respond to the 2022/2023 MEC Letter and to ensure relevancy.

The local economic development (LED) strategy for the uThukela District Municipality is a sector plan that forms part of the municipal IDP, and it aims to help local government and their partners to address the challenges facing the local economy. In other words, the LED strategy aims to build up the economic capacity of a local area to improve its economic future and the quality of life for all its residents. The LED plan is a strategic yet meaningful guideline to the local municipality in terms of where it should focus its economic development initiatives.

The uThukela district municipality LED Strategy undergo a thorough review to address the needs of the Municipality and to deal with the priority issues in alignment with the Municipal IDP. The LED Strategy included a matrix to assist with the selection and prioritisation of projects within the various sectors to enable strategic and focussed decision-making. A communication strategy to ensure a system of coordinated decision-making and a list of projects or investment opportunities to undergo fully-fledged feasibility studies and possible implementation in the next financial year, together with a list of potential private investors for each opportunity. Fully-fledged feasibility studies of the identified projects were undertaken.

**DEVELOPMENT AGENCY STRATEGIC OBJECTIVES.**

Create an enabling and business-friendly environment, thus ensuring the retention and attraction of local and international investments and promoting new business ventures working with all socialand business partners to achieve a prosperous, sustainable economic development for uThukela District by focusing *on the following:*

- *Maximizing the opportunities offered by our Unique Natural assets and Cultural Heritage*
- *Promoting intergovernmental relations and community participation in LED programs*

- *Diminishing poverty in the area through a broad-based skills development program,*
- *Supporting LED institutional capacity and programs of local municipalities and*
- *Supporting the conservation our Natural Diversity*

***NB:***

**The annual review of the LED Implementation Plan was undertaken in the review of the LED strategy since it is crucial element in the strategy and also It is crucial to mention that uThukela District LED Strategy integrate Social Labour Plans projects (from Mining and Quarry sectors) in the Implementation Plan.**

**The recently reviewed LED strategy is also specifying the LED capacity constraints or challenges that are faced by the municipality and its family of municipalities such as financial constrains to fund LED projects.**

Below is the the table indicating the approach used in the review to inform 2023/2024 LED strategy.

| Phase | | THUKELA LED | Deliverables |
|---|---|---|---|
| 1. Project Inception | | 1.1 Confirmation of the project scope | *Inception Report and PSC Established* |
| | | 1.2 Finalisation of work plan and TOR for PSC developed | |
| | | 1.3 Initial Stakeholder Consultation List developed | |
| | | 1.4 Finalisation PSC Membership and Processes | |
| | | 1.5 Collation of required documentation | |
| STATUS QUO PHASE | . Review of LED Policy Environment and LED Structures in UThukela and surrounds | 2.1 Review the implementation of previous uThukela LED | *STATUS QUO REPORT* |
| | | 2.2 Review recent relevant district, provincial & national | |
| | | 2.3 Identify LED support structures and review of structures | |
| | | 2.4 Determine success of existing monitoring and evaluation | |
| | | 2.5 Identify additional key stakeholders in LED for inclusion in | |
| | | 2.6 Ascertain LED Training Needs | |
| | | 2.7 Status on investment promotion, business support and | |
| | 3. Socio-Economic Profile and Sector Analysis | 3.1 Develop detailed socio-economic indicators (including | |
| | | 3.2 Review sector performance analysis | |
| | | 3.3 Overall economic trends analysis in key sectors: agriculture, industry, trade and commerce, tourism in | |
| | | 3.4 SWOT Analysis | |
| | | 3.5 Use profile as basis to review existing LED intervention. | |
| | | 3.6 Identify key intervention areas based on Socio-Economic | |
| | | 4.1 Engage with key stakeholders in business, agricultural, | |
| Phase | | | deliverables |
| | | 4.2 Undertake realistic LED scenario planning with Key | |
| | | 4.3 Formulate key intervention areas identified from uThukela | |
| | | 4.4 LED Capacity Building Workshop | |

| | | |
|---|---|---|
| **4. Strategic Development Framework for LED** | 4.5 Determine desired performance of LED Structures | *Strategic Development Framework for LED and First Draft LED* |
| | 4.7 Identify required programmes to achieve strategic goals | |
| | 4.8 Determine suitable LED projects aligned to the desired | |
| | 4.9 Develop project prioritisation process | |
| **Phase 5: Project Prioritisation and Time-Lining** | 5.1 Packaging of existing projects identified | *Detailed Project Database and Project Prioritisation Matrix* |
| | 5.2 Developing of new projects | |
| | 5.3 Confirmation of programmes and projects by PSC | |
| | 5.4 Collective support of the prioritisation by the PSC and key | |
| | 5.5 Finalisation of Project Selection | |
| **Phase 6: Monitoring & Evaluation Framework and Implementation Plan** | 6.1 Identify the key implementing requirements of each project and ascertain critical partnerships | *M & E Framework Implementation Plan* |
| | 6.2 Time frames and key actions and quantifiable measures identified for opportunity and tied into a specified | |
| | 6.3 Draft a detailed action plan for execution and | |
| | 6.4 Determine short, medium and long-term implementation | |
| **Phase 7: Report Collation and Close-Out** | 7.1 Finalise Comprehensive LED Strategy Draft Report | *Final LED Strategy and Close Out Report* |
| | 7.2 Circulated for comment | |
| | 7.3 Presentation to PSC | |
| | 7.4 Incorporation of Comment and Feedback | |
| | 7.5 Final report development and Close Out Report developed | |

### 3.5.2.1 STATUS OF THE LED STRATEGY

*The council adopted the initial LED strategy in 2013*. The uThukela district municipality started with the processes of reviewing the LED strategy. *The review processes were completed and approved in June 2018* to be able to incorporate the newly established (merged) municipalities and to respond to the MEC Letter. The uThukela district municipality is fully implementing its LED strategy. ***The latest LED strategy that will inform 2023/2024 and beyond, was presented to Council for approval on the 29 March 2021 and it is important to mention that the LED strategy is not older than five years since it was reviewed and adopted on the 29 March 2021.The LED strategy is attached as an annexure.***

**Comments from the MEC on LED section**

During the 2023/24 financial year IDP assessment, the comments from the MEC on LED was as follows:

- The uThukela district municipality was commended for reviewing the district LED strategy and addressing the comments raised during the 2022/2023 IDP Review assessment.
- The district municipality is encouraged to ensure implementation of the strategy by allocating a budget, as well as through appropriate partneships with relevant stakeholders.

**In response to the MEC comments, the uThukela district municipality acknowledged the comments raised in the 2022/2023 IDP review**.

The uThukela district municipality 2023/2024 IDP review has attempted to address the above comments that were raised during the assessment.

The 2023/2024, IDP review indicates that the uThukela district municipality is doing everthing in their power to implement strategies that will ensure that it increases the revenue collection so that it will be feasible for the municipality to allocate budget. The municipality has set the target of collecting revenue of at least 65% to allocate budget for other programmes and projects such as LED. Pertaining the issue of forging partneships with appropriate stakeholders, The UEDA is playing a substantial role in this regard.

### 3.5.3 LED CAPACITY

uThukela district municipality has established an LED unit that responds to the community needs and responds to some of the Provincial priorities. The LED unit of uThukela district municipality consists of the Senior Manager Planning and LED, LED and Tourism Specialist as well as LED officer. The purpose of LED is to create an enabling environment in which local people and institutions can make realistic and practical decisions to strengthen the local economy, create more jobs, promote new enterprises, including self-employment, and to improve the quality and prospects of life for all. Within this context, the priority of the LED Unit within uThukela district is to promote socio-economic development and to create opportunities for sustainable and inclusive employment and increased economic activity. *Following are the capacity constraints or challenges in the LED Strategy; Delivering results in pro poor communities i.e implementing unsustainable community projects; No personnel responsible for research within the LED unit; Lack of SMMES support and Development; Lack of strengthening of Local Economic base; No ring fencing of LED funding from MIG; No Budget allocations for almost a decade; Poor financial support of the uThukela Economic Development Agency, leaving it extremely underfunded. Financial constraints to fund LED projects are identified in the recently adopted LED strategy.*

**The function of the Research and Development is done inhouse with the assistance from UEDA due to the financial constrains that is faced by the municipality.**

### 3.5.4 INSTITUTIONAL ARRANGEMENTS

One of the comments that was made by the MEC for COGTA in the previous years IDP Review was that uThukela district municipality was requested to strengthen the LED Forum to track the progress made about the progress made and the implementation of the strategic /catalytic projects identified.

In response to the call made by the MEC, uThukela district municipality has resuscitated its LED and Tourism forum. The Terms of reference were developed and adopted by the Council in June 2016. ***The LED and Tourism forum is functional,*** and it meets once quarterly. The Forum is adhered to the approved TOR. There is a great improvement with stakeholders participating, especially from the family of municipalities, private sector, sector departments as well as the Chambers in the district. The last LED and Tourism Forum meeting was held on the 29 November 2023, the next meeting took place on the 27 March 2024.

uThukela district municipality invites the private sector for accessing the resources since they are a key contributor to alleviating poverty, interventions to promote growth and the private sector already 'does' development and has a shared interest in achieving 'development outcomes.

The issues of alignment are taking place in this structure because most of the stakeholders are part of the Forum. The other structure that is playing a significant role in alignment of LED is the November IDP engagement that takes place annually in preparing for the new IDP.The last engagement was in November 2023.

### 3.5.5 ECONOMIC DEVELOPMENT, NATIONAL, PROVINCIAL AND DISTRICT POLICIES

The uThukela LED strategy is formulated within the context of the relevant national and provincial economically related policies and programmes, the LEDs of the three Local Municipalities. ***(District LED strategy is informed by the strategies of the LM's)*** as well as the sector specific strategies that have been articulated for this purpose. These are:

- Accelerated and Shared Growth Initiative for South Africa (ASGISA).
- Regional Industrial Development Strategy (RIDS).
- National Development Plan (NDP)
- National Framework for Local Economic Development in South Africa Provincial Growth and
- Development Strategy (PGDS).
- Provincial Spatial Economic Development Strategy (PSEDS) and The DPLGs Toolkit for Economic Development.

### 3.5.6 THE NATIONAL DEVELOPMENT PLAN 2011

The National Development Plan (NDP) introduces the long-term vision for the future development of South Africa. As such, the National Planning Commission (NPC) has formulated a National Development Plan (NDP) - 'vision 2030' as a strategic plan to guide development at a national level over the short to medium term. The plan is based on a detailed diagnosis of issues facing the country and strategic engagement with all key sectors. It identifies unemployment, poverty, and inequality as some of the key challenges facing South Africa and outlines several strategic interventions to address these issues. It also identifies the need to activate rural economies through the stimulation of small-scale agriculture, tourism, and mining investments (NDP 2011: 117).

The NDP set the seven strategic goals, which require all spheres of government to develop their action plan to address the national development plan challenges. The LED Strategy need to respond to goal number 1 being Job Creation. The plan such as the LED strategy needs to respond directly to the area specific issues, including the following strategic objectives:

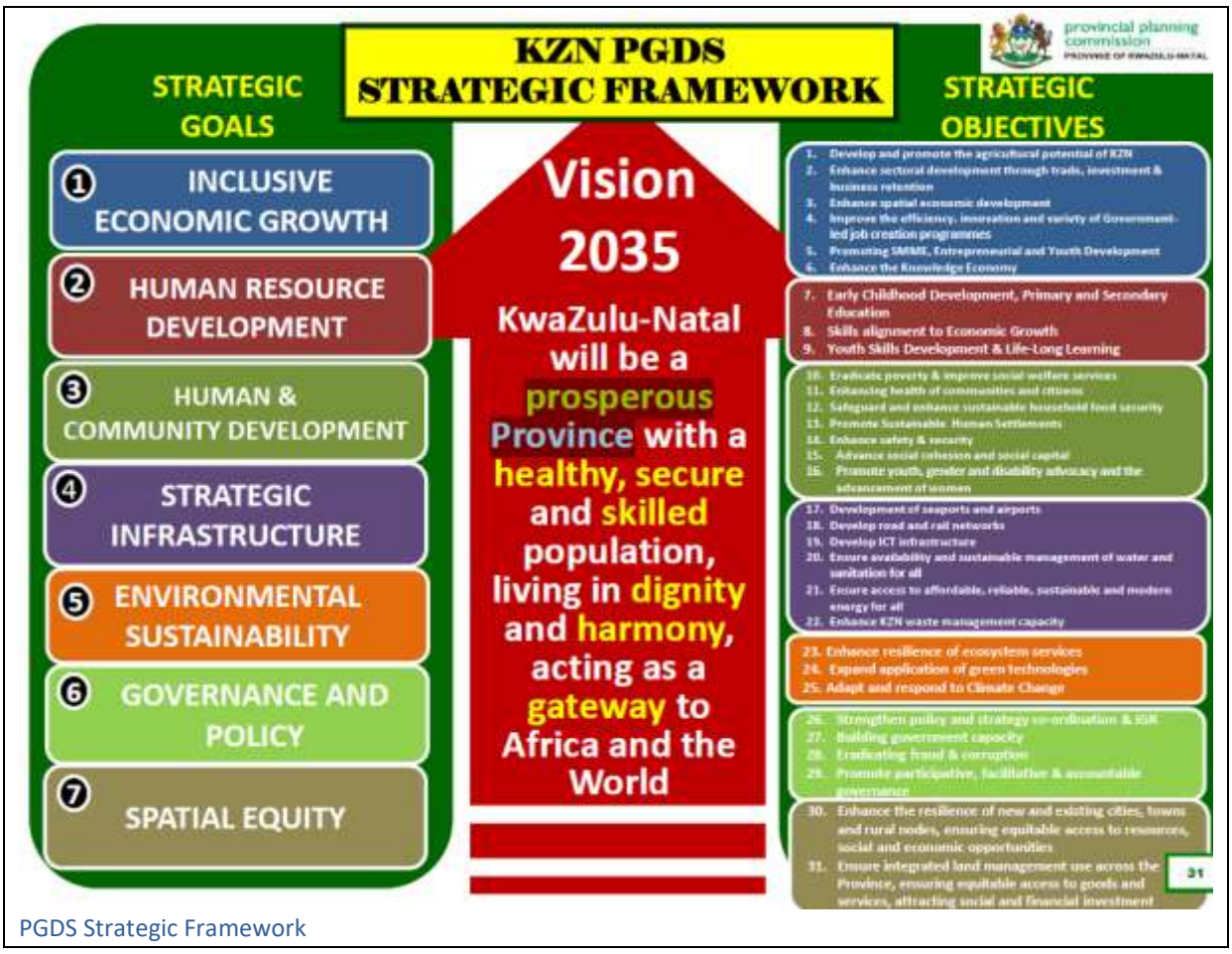
- Unleash Agricultural Potential and develop knowledge base to enhance the knowledge economy.
- Enhance sectoral development through trade & investment.
- Improve the efficiency of government led job creation programmes.
- Promote SMME and entrepreneurial development.

### 3.5.7 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The Provincial Growth and Development strategy echoes the sentiments expressed in the National Development Plan and begin to provide key analytical points that identify **comparative economic advantage** that Provincial government seeks to harness through the strategy. The KwaZulu-Natal Province development vision is outlined in the Provincial Growth and Development Strategy. The PGDS is a primary strategy for KwaZulu-Natal that drives growth and development in the province to 2035.The provincial vision was shifted from 2030 to 2035. It provides the province with a strategic framework for accelerated and shared economic growth through catalytic and developmental interventions, within a coherent equitable spatial development architecture, putting people first, particularly the poor and vulnerable, and building sustainable communities, livelihoods and living environments (PGDS, 2016).

Concomitant attention is also given to the provision of infrastructure and services, restoring

the natural resources, public sector leadership, delivery and accountability, ensuring that these changes are responded to with resilience, innovation and adaptability. The 2016 amended strategic goals and the associated vision and strategic objectives are reflected in figure below:



PGDS Strategic Framework

### 3.5.8 UTHUKELA DISTRICT MUNICIPALITY GROWTH & DEVELOPMENT PLAN

It is critical to note that uThukela DGDP was reviewed and adopted in July 2018. The District Growth Development Plan (DGDP) is not intended to be a comprehensive all-encompassing development plan for the district but will rather focus on limited but strategic projects of high impact, fast-track interventions that can act as catalysts for accelerated and shared growth. Therefore, the 5-Year Strategic Programme as outlined in the Integrated Development Plan and the associated sector plans, and the other district or municipal planning and service delivery instruments will continue alongside and align with the DGDP, which will serve as the long-term strategic plan for the district. The adopted uThukela District Growth and Development Plan serves as a district translation and an implementation framework for the PDGP. The plan generally sets out to the following:

- Describe the desired outcome in respect of Local Economic Development Strategic Objective.
- Identify the Key Performance Indicators (KPI) in respect of LED Strategic Objective that will be used to measure progress and performance.
- Identify the Strategic Interventions in relation to LED Strategic Objectives that will be required to achieve the desired outcomes as expressed by the Vision by 2035.
- Identify Catalytic Projects that will receive priority attention and support, based on the potential and scale of these projects to fast track achieving DGDP Goals and Objectives.
- Establishing a District Wide platform for Monitoring, Evaluation.

### 3.5.9 ALIGNMENT OF UTHUKELA 2023/2024 LED PROGRAMMES AND DGDP INTERVENTIONS WITH PROVINCIAL PGDS

| STRATEGIC GOAL | PGDS STRATEGIC OBJECTIVES | LED STRATEGIC PROGRAMMES | UTHUKELA STRATEGIC INTERVENTIONS IN ORDER TO ALIGN TO PGDS/DGDP |
|---|---|---|---|
| **INCLUSIVE ECONOMIC GROWTH** | Develop and promote the agricultural potential of KZN. | Agriculture and Rural Development Strategies | • Agri Park Implementation<br>• Expediting resolution of land claims<br>• Specific agricultural technical capacity building for production systems<br>• Investigation of the feasibility and locality of an abattoir<br>• District Agri-processing Hub<br>• Revive the Farmers Association relationship with District and Local Municipalities who will also investigate alternative production methods e.g no-till agriculture. Institute training programmes.<br>• Support livestock farming, establish grazing camps, fence & protect them |
| | Enhance sectoral development through trade, investment & business retention | LED Strategy Review, Economic Summit and facilitation of TIKZN workshops and packaging of incentives | • uThukela LED Strategy Review<br>• uThukela Economic Summit<br>• TIKZN Marketing Packaging Workshop |
| | Promoting SMME, Entrepreneurial and Youth Development | SMME Support Programmes and facilitation of training and | • Agri Park Implementation<br>• SMME Support Programme<br>• District Informal Trader Support<br>• RASET implementation |

| | | | |
|---|---|---|---|
| | | support from the Department of Small Business Development | |
| | Create developed and expanded business sector comprising of the full spectrum of large, medium, small, micro informal businesses | SMME Support Programme and Economic Summit | • SMME Support Programme<br>• Economic Summit<br>• District Informal Traders Support<br>• RASET implementation |
| | Enhance the Knowledge Economy | District Informal Trader Support Programme, Economic Summit and SMME Support Programmes | • District Informal Traders Support<br>• SMME Support Programme<br>• Economic Summit<br>• TIKZN Marketing Packaging Workshop |

### 3.5.10 UTHUKELA AND ITS FAMILY OF MUNICIPALITIES CATALYTIC PROJECTS

"Catalytic projects are large-scale development projects, which directly stimulate and leverage much higher levels of development and initiation of further projects. They usually require significant capital investment and infrastructure which lead to further growth of a value chain and increased private investment." - KZN PGDP

The following attempts at unpacking the uThukela and its family of municipalities' catalytic projects as aligned to uThukea One Plan*: It is also important to mention that the following projects are under review to ensure that are all catalytic in nature.*

| **Programmes/ Projects** | **Municipality** | **Budget** | **Responsibility** | **Status** | **Comment** |
|---|---|---|---|---|---|
| **Transformational Area 1: People development** | | | | | |
| 1. Bergville Hospitality School | Okhahlamba | TBD | Okhahlamba | TBD | Hospitality School run by an FET College |

| Programmes/ Projects | Municipality | Budget | Responsibility | Status | Comment |
|---|---|---|---|---|---|
| 2. Watersmeet Spring Water Bottled Project | Alfred Duma | 15 million | ADLM / COGTA / EDTEA / DSBD | Business Plan developed | TBD |
| **Transformational Area 2: Economic Positioning** | | | | | |
| 3. Aerodrome in Ladysmith | Alfred Duma | TBD | Alfred Duma | Feasibility study completed | Involves the upgrading of the existing aerodrome |
| 4. Cableway | Okhahlamba | TBD | Okhahlamba | Feasibility completed in 2013 | Northern Berg Escarpment development |
| 5. District Agri-Park | Okhahlamba | 7 million | Okhahlamba | Not funded | Agri-Hub to be developed in Bergville |
| 6. Metalum Iron & Steel | ILM | 380 million | Private Developer | TBC | TBC |

| | | | | | |
|---|---|---|---|---|---|
| **Transformational Area 3: Spatial Restructuring and Environmental Sustainability** | | | | | |
| 7. UThukela Tourism Routes | All | TBD | All | TBD | Develop a tourism route incorporating western Drakensburg and inland Battlefield attractions |
| 8. Maluti-Drakensberg Trans frontier park | Okhahlamba | TBD | Okhahlamba | TBD | Linking Drakensburg Park world to Sehlabathebe National Park in Lesotho |
| **Transformational Area 4: Integrated Service Provisioning** | | | | | |
| 9. Colenso Gas Generation | Alfred Duma | 6.3 billion | Private | UEDA assisting developer | TBD |
| 10. Ekuvukeni Regional Bulk Water Supply | Alfred Duma | 13.2 million | UThukela | Projects ongoing for upgrading of WTW | Projects ongoing for WTW |
| 11. District Wide Sanitation | All | 20.8 million | UThukela | Business Plan Submitted to DWS | TBD |
| 12. Steadville 770 Housing Project | Alfred Duma | 89 million | TBD | TBD | TBD |

| | | | | | |
|---|---|---|---|---|---|
| **Transformational Area 5: Infrastructure Engineering** | | | | | |
| 13. SIP2: Corridor plan to improve the logistic capability of the N3 | All | TBD | SANRAL | TBD | Municipalities not involved |
| 14. N11 Corridor | All | TBD | SANRAL | TBD | Municipalities not involved |
| 15. Estcourt Intermodal Terminal | ILM | Private Developers | Private Developers | Planning Stage | Pre-Feasibility Planning stage |
| 16. ILM Aerodrome | ILM | TBC | ILM | Planning | Development proposal stage |
| 17. Maintenance of Tourism Routes | All | TBC | KZN Department of Transport | Engagement | Link with the uThukela Tourism Route |
| **Transformational Area 6: Governance and Management** | | | | | |
| 18. Water War Room | UThukela | TBD | Thukela | Functioning war room made up of officials to ensure the sustainable delivery of services | Established |
| 19. Development of Local Area Plans | All | TBD | All | Plans developed to promote SPLUMA and improve land development | Some areas addressed |

***NB: THE REVIEWED 2018 /2019, DGDP OF UTHUKELA CONSISTS OF AMONG OTHER THINGS THE INDICATORS, TARGETS, LEAD RESPONSIBILITY&PARTNERS, UTHUKELA FAMILY OF MUNICIPALITIES INTERVENTIONS AS WELL AS TIMEFRAMES***

### 3.5.11 UTHUKELA DISTRICT GROWTH AND DEVELOPMENT SUMMIT 2018

uThukela district municipality and its family of municipalities hosted the Growth and Development Summit on the 25-26 June 2018.The summit was hosted under the following theme:

***"Stimulating Local Economic Development of the uThukela district and its family of municipalities Through Shared Growth Initiatives".***

#### 3.5.11.1PURPOSE OF THE SUMMIT

The purpose of the uThukela district growth and development summit was to accomplish the following:

- To discuss and agree on the long-term vision and direction for development in the uThukela district.
- To solicit stakeholder consensus in setting the strategic framework for the development of the District as set out in the draft uThukela DGDP.
- To start a process of forming partnerships with stakeholders, thereby establishing a clear institutional or governance structure to drive development in the district.
- To finalize the prioritization of the catalytic infrastructure projects.
- To finalize the process towards the approval of the draft UThukela District Growth &Development Plan.

### 3.5.12 UTHUKELA LED VISION

The uThukela District Municipality LED vision is:

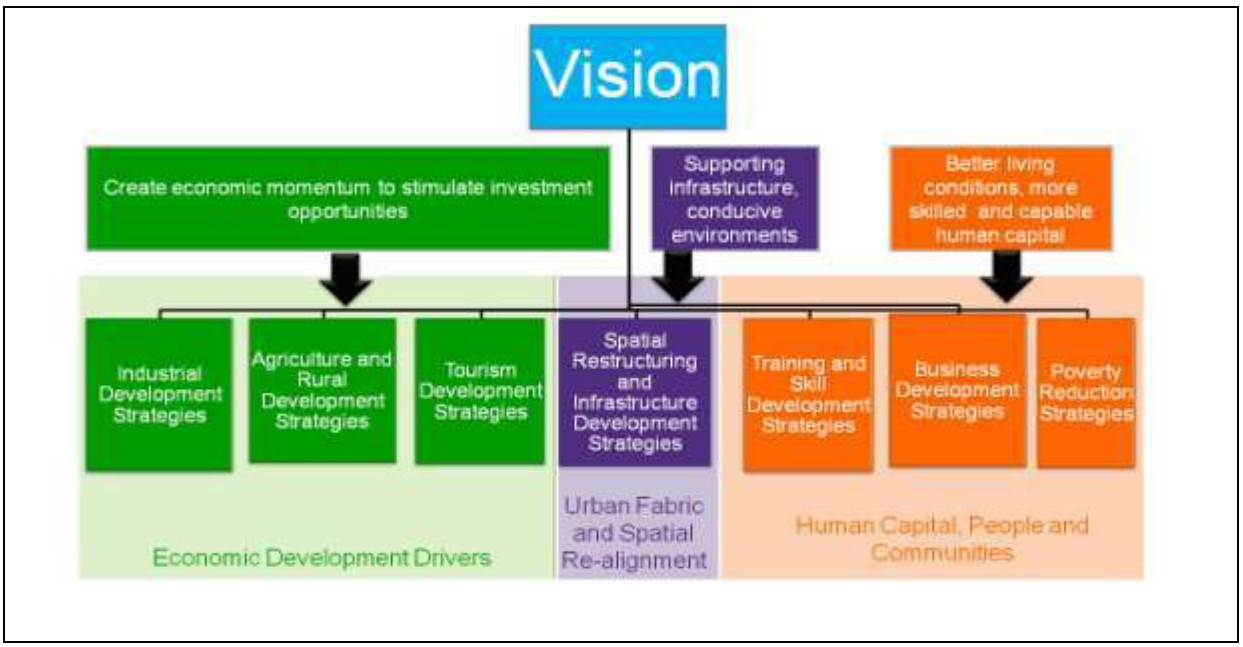
**"The development of a local economy characterised by sustained economic growth, a diversity of sectors and the development of firms, which is inclusive of all local residents through job creation, skill development and training, and poverty reduction, in both urban and rural areas"**

### 3.5.12.1 LED STRATEGIC PROGRAMMES

The following strategies are proposed to realise the above uThukela LED vision:

- Manufacturing Development Strategies;
- Business Development Strategies;
- Agriculture and Rural Development Strategies;
- Tourism Development Strategies;
- Spatial Restructuring and Infrastructure Development Strategies;
- Training and Skill Development Strategies; and Poverty Reduction Strategies

The formulation of the LED Strategy was informed by several economic development proposals and the sub-sector visions, goals and pertinent interventions have been included within in this report. The below figure depicts the strategies to realise the vision as well as other related strategies that do not form part of the LED Strategy but are critical. These include improving living conditions and supporting the development of more skilled and capable human capital.




#### 3.5.12.1.1.1 RURAL DEVELOPMENT PLAN

uThukela district municipality is 75% rural and therefore it is imperative to have a plan that aims at developing those areas. It is against that backdrop that the Department of Rural development prioritised uThukela district as one of the rural municipalities to develop the plan. The initial rural

development plan was developed and ***adopted by Council on the 31 May 2017 and is attached as annexure.***

The Department of Rural Development and Land reform reviewed it to ensure its relevancy***; Council adopted it on the 31 May 2019.***

The plan is under implementation by the uThukela and its family of municipalities, and it has a 20-year implementation cycle.

The formulation of the Rural Development Plan for uThukela DM adopted the principle of sustainable development. Management, planning, and development decisions based on integration of economic, environmental, and social considerations. Development of a strong, growing, and diversified economy should enhance the capacity to protect the environment. Acknowledgement should be made of the need for community consultation and participation in decision making to achieve cooperative response to environmental, economic and community issues.

#### 3.5.12.1.1.2 UTHUKELA DISTRICT AGRI- PARK

uThukela district municipality is part of the 27 rural districts that was identified to develop Agri – Parks. The Department of Rural Development and Land Reform put aside an amount of R2 billion that was equally riven among the 27 rural districts. The aim of this programme is to develop the rural economy. In uThukela, the site for the Agri-Park is in Okhahlamba local municipality and is operational.

The Department of Rural Development and Land Reform (DRDLR) was working with various stakeholders to establish 44 Agri –parks across the country inorder to kick-start rural economic transformation in the identified areas. The establishment of Agri-parks is a component of the DRDLR mandate to develop a Comprehensive Rural Development Programme (CRDP) throughout the country. The CRDP focused on enabling rural people to take control of their destiny and deal effectively with rural poverty with the support of government. According to the DRDLR, this will be achieved through a coordinated and integrated broad-based agrarian transformati-on as well as the strategic investment in economic and social infrastructure that will benefit the entire rural communities.

An Agri-park is a networked innovation system of agro-production, processing, logistics, and marketing, training, and extension services, located in a District Municipality. The uThukela agri-park

is situated in Okhahlamba local municipality. As a network, it enables a market-driven combination and integration of various agricultural activities and rural transformation services. The Agri-park comprises three distinct but interrelated basic components:

- The Farmer Production Support Unit (FPSU) -a rural smallholder farmer outreach and capacity building unit that links with farmers and markets. The FPSU does primary collection, some storage, some processing for the local market, and extension services including mechanisation.
- The Agri-hub (AH) - a production, equipment hires, processing, packaging, logistics, innovation, and training unit.
- The Rural Urban Market Centre (RUMC)

While the uThukela Agri-Park is seen as the main market or destination point for products emerging from traditional areas and land reform farms, there is also an opportunity to link or expand the market base with other production units that have their presence within the district municipality area. This may include but not exclusively limited to:

- Nestle in Estcourt.
- Clover in Estcourt.
- Abattoirs in Estcourt, Ladysmith, Winterton, Weenen and Bergville.
- Maize Mills in Winterton.

#### 3.5.12.1.1.3 RADICAL AGRARIAN SOCIO-ECONOMIC TRANSFORMATION (RASET)

The department of Economic Development, Tourism and Environmental department have set aside R57 million for the coming financial year to be allocated for the Radical Agrarian Socio-Economic Transformation (Raset) programme initially launched with government procuring agricultural produce from small-scale farmers at community level. The department wanted to ensure that they provide support needed by SMMEs. The department of Economic Development, Tourism and Environmental Affairs is also committed to train small, micro-, and medium-sized enterprises (SMMEs) since the lack of training contributes to their collapse and unsuccessful operations.

The RASET programme aims to create benefits to emerging farmers by creating an alternative value chain in the agricultural produce sector by producing produce for the consumption of governmental institutions. The programme aims to develop sustainable food value chains, the suppliers of produce

and employment opportunities through the development of emerging farms with signed agreements between suppliers and farmers. Through this initiative, government wishes to uplift local and rural communities and stimulate the district wide economy.

**THE STATUS OF RASET IN UTHUKELA DISTRICT MUNICIPALITY**

- In uThukela district family of municipalities, R3 000 000 Grant for the implementation and support of RASET was received from COGTA on 4 December 2018
- RASET Champion was appointed.
- A Business Plan was prepared and is in place.
- Several RASET Engagement meetings were held with COGTA, and a PSC has been established.
- EXCO and Council was briefed about the RASET concept and their roles.
- and the grant was spent.

#### 3.5.12.1.1.4 UTHUKELA ECONOMIC DEVELOPMENT AGENCY

The KZN (COGTA) in partnership with the South African Local Government Association (SALGA) through an appointed service providers have undertaken to support the uThukela District Municipality in the implementation of the Cabinet Legotla Resolution 2013, that say each district municipality shall establish District Development Agencies (DDA) to implement and facilitate local economic development projects in their respective jurisdictions.

***The uThukela district municipality has established the District Development Agency*** as to comply with the Cabinet Lekotla resolution. The official name of the agency is the ***uThukela Economic Development Agency (PTY) Ltd***. ***The uThukela Economic Development Agency is functional.***

The main objective of the uThukela economic Development Agency (PTY) LTD is to implement and facilitate local economic development projects within the family of municipalities. On 25 October 2016, five Board Members were appointed to the uThukela District Development Agency. They were members that represented the sectors of Business, Legal, Agriculture, Tourism, Business, Finance and Accounting. Following these appointments, the need was raised for Board Members representing the fields of Production and Community Development. The five board members are as follows:

Dr K Nduli (chairperson)

Mr B Kubheka

Mr. M Msomi

Mrs M Asmal

Mr. W Kunene

Mr. M Sithole

Ms N Zikalala

On top of that, the Acting CEO, Mr Sibisi was appointed while they are finilizing the permanent appointment of the CEO since the CEO contract expired. They are staff that were seconded from uThukela district, Okhahlamba and Alfred Duma to the Agency.

***The uThukela Economic Development Agency is coordinating the implementation of the*** **Afristarch project, and the details of this project are as follows:**

| PROJECT NAME | ESTIMATED BUDGET | FUNDER | LOCALITY | FINANCIAL YEAR | STATUS |
|---|---|---|---|---|---|
| Afristarch project | The total cost of investment estimate is R565m | signed NDA and currently in negotiations with the IDC, NEF, DTIC, AFEXIM Bank and the DTIC to fund both the project preparation and the project execution phases through loans and equity in the project | Alfred Duma LM | the project is anticipated to be completed in December 2025 | The project is at the Bankable Feasibility Study Phase |

### 3.5.12.2 ECONOMIC DEVELOPMENT PARTNERSHIPS

The challenges and demands of economic development at local level have highlighted the importance of partnerships involving role players such as the public sector, private sector, NGO's, and CBO's. The public sector, through policy and investment in infrastructure, has a significant impact on creating the context and parameters for private sector investment. The challenge is to ensure that public sector investments create the confidence for the private sector to respond, particularly through partnership opportunities.

The following partnership arrangements in uThukela district municipality:

***Public Driven – Community Development Partnerships***: This approach is based on the public sector as primary driver of development with strong community development objectives. This model is specifically designed to manage urban regeneration programmes with an emphasis on redevelopment of lagging areas with a focus on targeted infrastructure investment to direct and drive development.

***Private Driven-Political Partnerships*:** This approach is driven by private sector but mobilising community and political support to gain the necessary approvals.

***Public Driven-Private Response Partnerships*:** This approach has been used in areas where the private sector has not been active in economic development and attempts are made to entice the private sector to participate.

***Public-Public Partnership***: Municipalities need to form partnerships with other municipalities and government departments to ensure that services are delivered concurrently, effective, and efficiently.

***CBO/NGO Driven- Public Assisted Partnership Private Model****:* This approach involves a community-based organization (e.g., NPO or co-operative) taking primary responsibility for an economic development initiative with the public sector providing financial support, approvals, and authorisations.

### 3.5.12.3 BUILDING ECONOMIC DEVELOPMENT INSTITUTIONAL CAPACITY

CoGTA KZN undertook a benchmarking assessment of Local Economic Development (LED) maturity during 2012. An implementation plan contained the following recommendations for the uThukela district municipality:

- Use the District's register of businesses to profile the potential private sector partners, and better structure and select the LED interventions.
- Fill the many LED vacancies as a matter of urgency, with suitably qualified and experienced individuals who can manage the implementation of the LED strategy.
- Consider revitalising the District LED Forum.
- Adapt the District's communication strategy to better target key stakeholders though specialised communications channels and approaches appropriate for the context.
- Creating a LED unit, which could carry out its mandate, through specific actions relating to budget allocation, and LED learning.

- Undertake regular implementation review and adjust the strategy implementation plans accordingly, using in-house capacity. This requires developing internal analytical and project management skills where this is lacking.

***NB**: It must be noted that the above-mentioned recommendations were implemented by uThukela District Municipality in ensuring that the LED is taken seriously.*

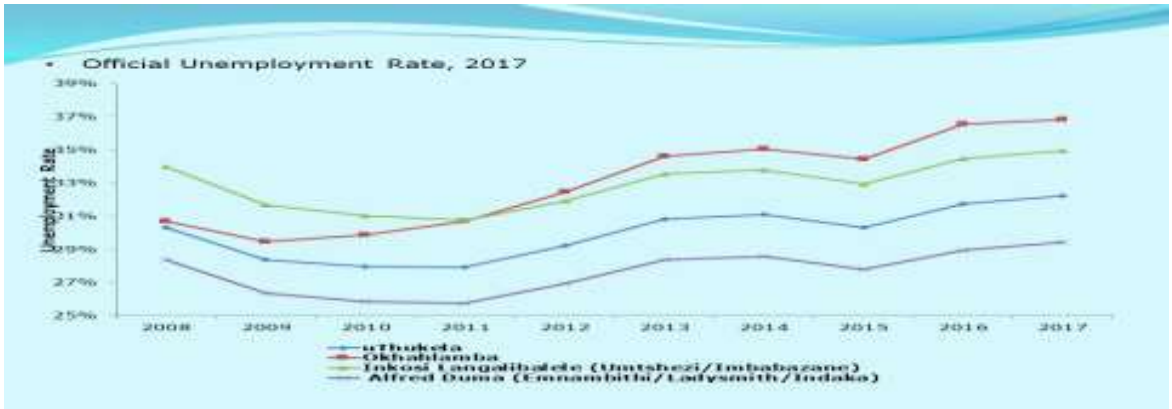
## 3.5.13 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

### 3.5.13.1 EMPLOYMENT STATUS

The unemployment rate in uThukela district municipality was sitting in 31.8% in 2016 and 32.2% in 2017.The trend is that in the uThukela district and its family of municipalities, the unemployment rate is accumulative.

Alfred Duma local municipality unemployment rate was sitting at 29.0% in 2016 and 29.4% in 2017.Inkosi Langalibalele local municipality recorded the unemployment rate of 34.5% in 2016 and 34.9% in 2017.Okhahlamba local municipality was sitting at 36.5% in 2016 and 36.8% in 2017. The figure below depicts the picture of unemployment rate in uThukela and its family of municipalities from 2008 to 2017.

The figure below illustrates the unemployment rate per local municipality from 2008 to 2017.




***Source: Statistic SA and 2016 Community survey***

### 3.5.13.2 EMPLOYMENT BY SECTOR

The main source of employment within the district in 2020 was wholesale and retail trade, catering, and accommodation at 25%. This was followed by government at 16% and community, social and personal services at 15% Employment in the primary sector comprised around 7% of total employment in the district in 2020.

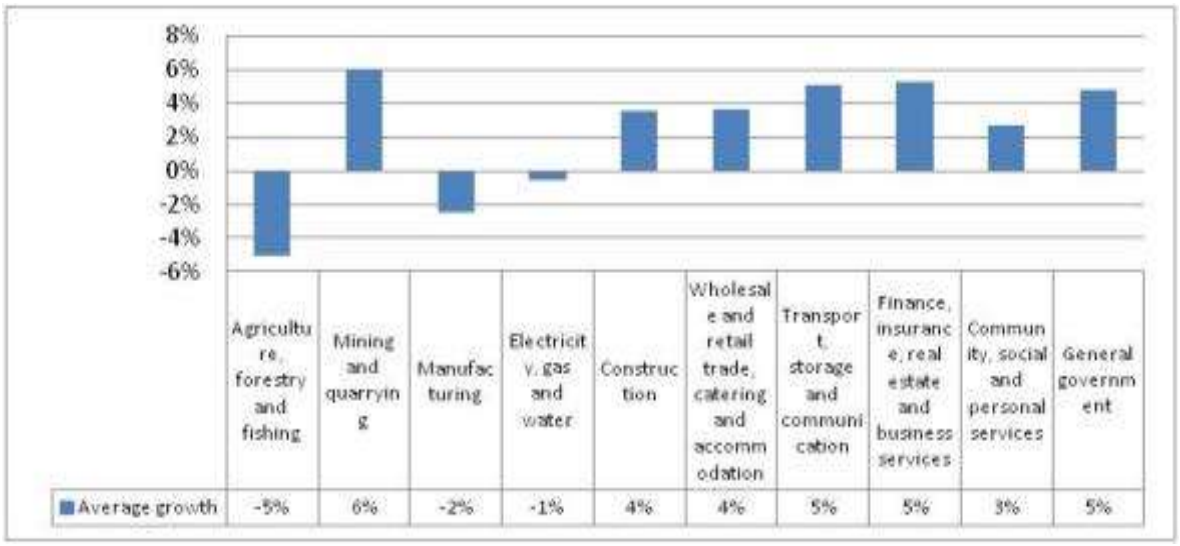
**Figure 11: Employment per Sector**




***Source: Statistics South Africa 2022***

From an employment growth perspective, the agriculture, manufacturing; and electricity, gas and water sectors showed an average decrease in employment of 5%, 2% and 1% respectively between 2001 and 2011. The biggest employment gains were in mining and quarrying (6% growth); finance, insurance, real estate, and business services; transport, storage, and communications; and general government (all 5% growth respectively).

**Figure 12: Average Growth in Employment per Sector 2001 - 2011**




***Source: Statistics South Africa 2011***

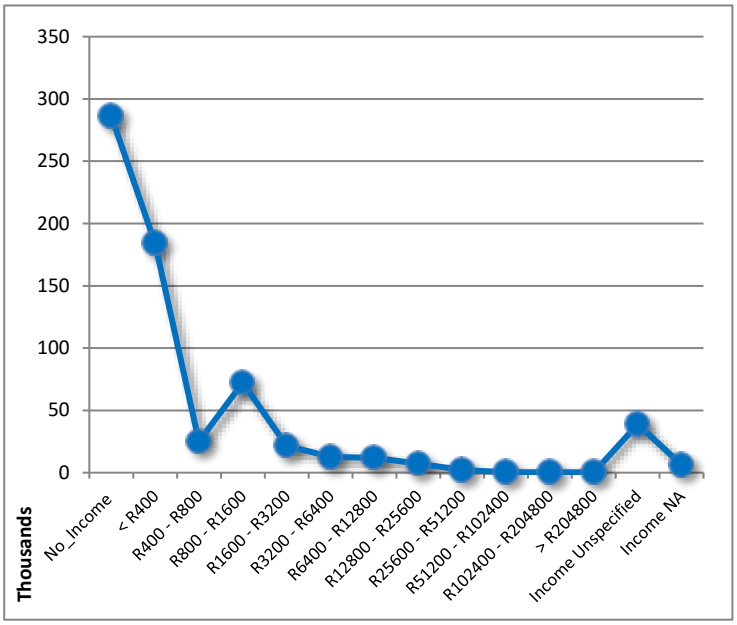
## 3.5.14 INCOME LEVEL

### 3.5.14.1 INDIVIDUAL INCOME

Approximately 286, 410 (i.e., 42.8%) of the population have no source of income and about 184, 170 (i.e., 27.5%) earn less than R400 per month which translates to almost 70.3% of the population leave below the poverty line. Approximately 2,894 of the population in uThukela earn over R25, 600 per month. These people work around Ladysmith, Estcourt, and Bergville in senior management and professional positions in government and private institutions. The diagram and table below illustrate.

| INDIVIDUAL MONTHLY INCOME | |
|---|---|
| No Income | 286410 |
| < R400 | 184170 |
| R400 - R800 | 24891 |
| R800 - R1600 | 72182 |
| R1600 - R3200 | 21541 |
| R3200 - R6400 | 12597 |
| R6400 - R12800 | 11936 |
| R12800 - R25600 | 7149 |
| R25600 - R51200 | 2022 |
| R51200 - R102400 | 347 |
| R102400 - R204800 | 273 |
| > R204800 | 252 |
| Income Unspecified | 38808 |
| Income NA | 6247 |

***Source: Statistics South Africa 2011***




### 3.5.14.2 HOUSEHOLD INCOME

Household income can be used as a proxy for the economic well-being of households and individuals, as it determines their consumption and savings potential. Changes in the income by households is one of the direct indicators available that can be used to establish who benefits from economic development and by how much are the beneficiaries benefiting. Furthermore, data on household income can be used to inform poverty analysis.

In uThukela the R1-R4, 800 and R, 4801-R9600 household income categories have increased considerably throughout the years; this can be an indication of improvement in the socio-economic status of the households in the district. The number of households in the upper end income categories (i.e.R1 228 801-R 457 600) have decreased throughout the years.

The table below shows the households income of uThukela district municipality and KZN province in 2016.*It must also be noted that the statistics SA is still busy with the high level of information, once the low level of information is finalized the below information might change.*

| INCOME CATEGORY 2016 | KZN 2016 | UTHUKELA 2016 |
|---|---|---|
| No income | 387,240 | 22,150 |
| R 1 - R 4800 | 125,843 | 8,876 |
| R 4801 - R 9600 | 217,220 | 17,024 |
| R 9601 - R 19 600 | 494,870 | 32,817 |
| R 19 601 - R 38 200 | 500,449 | 31,121 |
| R 38 201 - R 76 400 | 300,450 | 15,365 |
| R 76 401 - R 153 800 | 210,595 | 9,339 |
| R 153 801 - R 307 600 | 158,363 | 6,174 |
| R 307 601 - R 614 400 | 98,245 | 3,271 |
| R 614 001 - R 1 228 800 | 30,829 | 638 |
| R 1 228 801 - R 2 457 600 | 9,201 | 253 |
| R 2 457 601 or more | 6,017 | 254 |
| Unspecified | 107 | 3 |
| Grand Total | 2,539,429 | 147,286 |

***Source: Statistics South Africa 2016***

## 3.5.15 MAIN ECONOMIC CONTRIBUTORS

### 3.5.15.1 GROSS VALUE ADDED (GVA) CONTRIBUTION

The total value of goods and services produced in uThukela in 2011 was R13.4 billion, contributing 5% to the provincial economy. The district's GVA contribution grew at an average of 6% per annum between 2006 and 2011, which is above the overall average for KZN of 4%. This is attributed to the high average growth in Okhahlamba, Alfred Duma and Inkosi Langalibalele municipalities.

The table below shows the GVA contribution of KZN, uThukela and its local municipalities in 2006 and 2016.

**Table 15: GVA Contribution**

| | 2006 | 2011 | 2016 | Average Annual Growth 2006-2016 |
|---|---|---|---|---|
| KZN | 239 894 | 277 530 | 277 530 | 4% |
| uThukela | 10 110 | 13 472 | 13 472 | 6% |
| Alfred Duma | 4 892 | 5624 | 6204 | 13% |
| Umtshezi | 1 888 | 2779 | 4097 | 16% |
| Okhahlamba | 1 982 | 3141 | 3141 | 10% |

***Source: Statistics South Africa 2011, community survey 2016***

### 3.5.15.2 GVA CONTRIBUTION PER SECTOR

The table shows the GVA contribution per sector in constant prices for the district municipality from 2001-2011. The most significant sector in 2011 was manufacturing which contributed 21% to the district's total GVA. This was followed by wholesale and retail trade, catering, and accommodation at 17%; and then finance, insurance, real estate and business services at 15%. The least important sector in terms of GVA in 2011 was mining and quarrying at 1%. From a growth perspective, construction grew at an average of 11% per annum between 2001 and 2011, followed by finance, insurance, real estate, and business services at 10% per annum. The largest sector, manufacturing, grew at 4% per annum. Mining and quarrying showed a negative average growth rate over the period of 2% per annum.

Table 16: GVA Contribution per Sector

| | 2001 | 2006 | 2011 | Average annual growth 2001-2011 |
|---|---|---|---|---|
| Agriculture, forestry and fishing | 425 | 619 | 946 | 8% |
| Mining and quarrying | 90 | 75 | 76 | -2% |
| Manufacturing | 1 917 | 2 389 | 2 857 | 4% |
| Electricity, gas and water | 333 | 378 | 402 | 2% |
| Construction | 184 | 249 | 394 | 11% |
| Wholesale and retail trade, catering and accommodation | 1 116 | 1 688 | 2 342 | 8% |
| Transport, storage and communication | 806 | 1 326 | 1 873 | 9% |
| Finance, insurance, real estate and business services | 833 | 1 433 | 2 069 | 10% |
| Community, social and personal services | 475 | 617 | 730 | 4% |
| **General government** | 1 116 | 1 334 | 1 784 | 5% |

***Source: Statistics South Africa 2011***

### 3.5.15.3 AGRICULTURAL SECTOR

Agriculture contributed R946 million to the district economy in 2011 and employed 7 959 people. The sector had one of the highest average annual growth rates in terms of GVA at 8% for 2001 to 2011, although employment growth was negative at -5% per annum. The number of people employed in agriculture, forestry and fishing started decreasing in 2007, which is in line with provincial trends in the sector.

The sector contributed 7% to total GVA and employment within the municipality in 2011. The municipality's agricultural sector contributed 7% to total agricultural GVA of KZN in 2011, up from 4% in 2001. Employment in uThukela's agricultural sector as a proportion of total agricultural employment in KZN was 8% in 2011, also up from 4% in 2001. Commercial agriculture occupies a large portion of the municipal land area, but subsistence farming is the dominant activity in the municipality.

Table 24 below shows the relative contribution of uThukela's agricultural sector in 2001, 2006 and 2011.

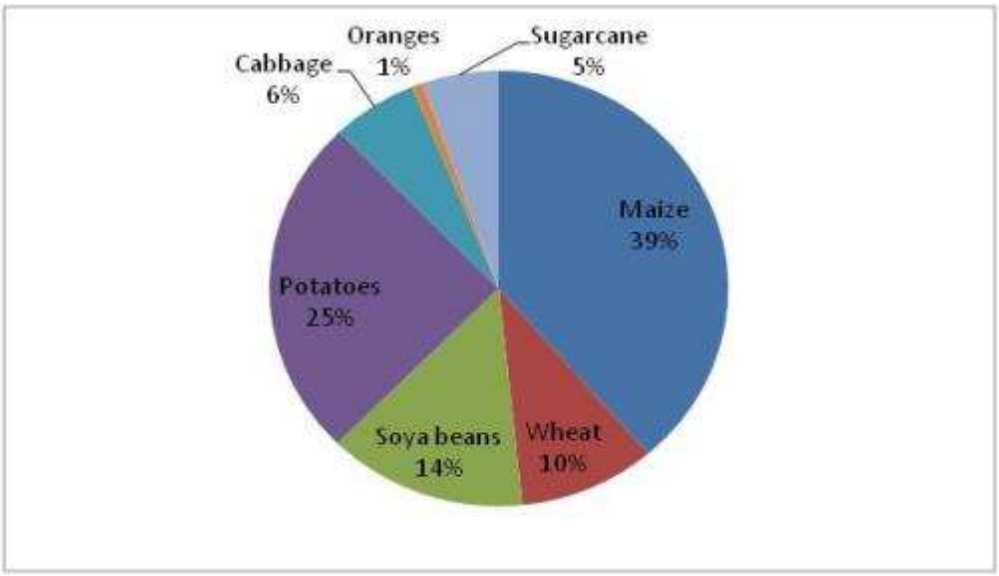
**Table 17: Contribution of Agriculture to the uThukela District's Economy**

| | 2001 | 2006 | 2011 |
|---|---|---|---|
| uThukela's agriculture, forestry and fishing GVA contribution (Rm) | 425 | 619 | 946 |
| Relative contribution to total GVA within uThukela | 6% | 6% | 7% |
| Relative contribution to total GVA within KZN | 4% | 6% | 7% |
| uThukela's agriculture, forestry and fishing employment contribution | 13 772 | 16 305 | 7 959 |
| Relative contribution to total employment within uThukela | 14% | 15% | 7% |
| Relative contribution to total employment within KZN | 4% | 6% | 8% |

***Source: Department of Agriculture, 2014***

According to the 2007 Census of Agriculture, there was approximately 63 000 ha of area planted to crops in the district in 2014. The main crop planted was maize followed by potatoes, with the main areas for cropping being Estcourt and Bergville.

Figure 13: Crops Planted in uThukela District in 2018




***Source: Dept. of Agriculture, 2018***

In addition, there were 1 million chickens, 56 000 pigs, 47 000 cattle and 26 000 sheep in the district in 2018. Beef ranching dominates in Alfred Duma local municipality, whilst chickens are the dominant activity in Inkosi Langalibalele local municipality. The main area of sheep and pig farming is also in Inkosi Langalibalele local municipality.

The challenges facing agriculture in the district are:

- ⇨ Traditional value systems hinder the ability of communal farmers to become more commercialized as the economic value of their livestock is not appreciated.
- ⇨ Poor herd quality in terms of cattle means that commercialization of cattle farming is limited.
- ⇨ Stock theft is a major problem in the district.
- ⇨ Failure of land reform to produce viable and sustainable farming operations.
- ⇨ Communally owned cattle represent a huge proportion of stock in the district and this asset needs to gear further investment in agriculture.
- ⇨ Whilst it is important to identify potential value-adding opportunities, these must be done within the context of the broader economy and impacts on businesses elsewhere in the supply chain.
- ⇨ There is a need to make people directly responsible for their farming activities and their own success.
- ⇨ Make use of existing knowledge systems within communities to make agriculture a success.

- ⇨ There is a need to develop incentives and tax breaks to support investment in the industry.
- ⇨ There is a need to improve perceptions of the agricultural industry so that it is appealing to the younger generation.
- ⇨ Farmers in the region are concerned about the threat of land claims and land grabs;
- ⇨ There has been a steady decline over time in the number of people entering agriculture given the challenges faced by farmers and the attractiveness of other sectors to the younger generations;
- ⇨ There seems to be a sense of disillusion from commercial farmers with government and programmes to mentor emerging farmers;
- ⇨ There is a need to identify agricultural activities that are labour intensive and develop these to address some of the employment issues that exist.

#### 3.5.15.4 TOURISM

The current tourism destinations (or regions) that fall within the district municipality are the 'Battlefields' and 'Drakensberg' destinations (as defined by TKZN). The assessment of tourism in the municipality is based on data available for these destinations. The information provided in this section is sourced from the uThukela Tourism Strategy (2012).

#### 3.5.15.5 FOREIGN TOURISM

The following is a summary / statistic of the tourism trends in uThukela District:

- ⇨ An estimated 162 967 foreign tourists visited the district municipality in 2010. This is based on 126 492 tourists to the Drakensberg and 36 475 tourists to the Battlefields.
- ⇨ The main source markets of foreign tourists in the district are the UK, Germany, Netherlands and USA (as reported in the uThukela tourism strategy);
- ⇨ The average spend per trip of foreign tourists to the district municipality is reported in the tourism strategy as R7 215. This is equivalent to the average spend per trip reported by TKZN for all foreign tourists to KZN.

#### 3.5.15.6 DOMESTIC TOURISM

- ⇨ The district received an estimated 349 860 domestic trips in 2019. This is based on 295 148 trips to Drakensberg and 54 713 trips to the Battlefields. The market share of total trips to the Drakensberg and Battlefields is therefore 26% and 23% respectively.
- ⇨ The average length of stay of domestic tourists to the Drakensberg is reported in the uThukela tourism strategy as 4.5 nights, with the length of stay to the Battlefields at 2.0 nights;

- ⇨ The main domestic source markets in the district are Gauteng and KZN itself;
- ⇨ The average spend per trip of domestic tourists to the district municipality is reported in the tourism strategy as R710. Again, this is equivalent to the provincial figures in terms of average spend.

### 3.5.15.7 EMPLOYMENT IN TOURISM IN UTHUKELA

The total number of people employed by tourism in the district is estimated at 2 968 direct and 4 544 direct and indirect (Urban Econ Tourism, 2012). This equates to around 3% of provincial employment in tourism (direct).

### 3.5.15.8 TOURISM RESOURCES AND FACILITIES IN UTHUKELA

The district is rich in natural, cultural, and historical heritage with the major attractions being the uKhahlamba-Drakensberg World Heritage Site and the Battlefields. In addition, the municipality has cross-boundary linkages with Lesotho and the Free State (e.g. through the Maloti Drakensberg Trans frontier Project); Amajuba and uMzinyathi Districts (e.g. Battlefields); and the midlands (including the Midlands Meander).

### 3.5.15.9 INVESTMENT IN TOURISM IN UTHUKELA

The uThukela tourism strategy indicates that no baseline data could be obtained on the status of tourism investment in the municipality. The following priority tourism projects are identified in the uThukela tourism strategy for future investment and have relevance to the LED Strategy:

- ⇨ Establishment of an uThukela tourism route;
- ⇨ Expansion and consolidation of Weenen Game Reserve and potential to establish it as a Big Five reserve;
- ⇨ Restore Umsuluzi Game Reserve near Colenso;
- ⇨ Upgrade the rock art centres in Okhahlamba and develop environmental interpretation centres;
- ⇨ Cableway in the Drakensberg;
- ⇨ Develop township and rural tourism projects;
- ⇨ Develop a themed heritage and cultural route along the R74;
- ⇨ Develop a new conference venue in the district;
- ⇨ Reconstruction of Royal Natal Hotel;
- ⇨ Develop a themed tourism information node/hub and district craft hub along the N3 and N11; and
- ⇨ Establish a hospitality and tourism training centre in the district.

### 3.5.15.10 STATUS OF SMALL MEDIUM AND MICRO ENTERPRISE (SMME) IN UTHUKELA DM

The South African economy is highly centralised and dominated by a set of monopoly industries. Capital-intensive industries tend to exclude SMME'S participation and make employment creation expensive. The SMME's strategy that has been finalised by uThukela district municipality deals with the following:

- ⇨ Addressing poverty, economic marginalisation and equality;
- ⇨ Improving the distribution of returns from economic activity more equitably across the society;
- ⇨ Ensuring the basic needs are accessible and affordable;
- ⇨ Improving the way in which people participate in the economy;
- ⇨ Increasing poor people's ability to gain and secure assets;
- ⇨ Reducing unemployment

Small Micro and Medium Enterprise (SMME) play a crucial role in employment creating and income generation in uThukela. uThukela District Municipality (LED Unit) aims to redress previous imbalance, create equal opportunities, and promote accessibility, transparency and accountability of target groups development programmes.

The Department of Small Business Development (DSBD) is mandated to advance the growth and sustainability of SMMEs and cooperatives. In pursuit of vision 2030 as expressed in the National Development Plan(NDP), the department must coordinate and guide the wilder- government system in the creation of enabling policy, legislative and regulatory environment for sustainable SMMEs and cooperatives capable of delivering the NDP vision of generating between 60 to 80 % of the GDP and 9,7 million new jobs by 2030.

Since 2014, the department of Small Business Development supported 400 cooperatives of which 1 constitute part of uThukela district municipality in Alfred Duma local municipality and the details of the cooperative are as follows:

| **Name of Co-operative** | **Town** | **Contact person** | **Contact Number** |
|---|---|---|---|
| Gcwabe | Ladysmith | Nomkhosi Sibiya | 073 2021362 |

This will lead in to pillars of a long-term collaborative relationship between the department of Small Business Development, uThukela district and Alfred Duma local municipality in strengthen the role of the SMMEs

### 3.5.15.11 DATABASE FOR REGISTERED SMMEs AND COOPERATIVES

The uThukela district municipality has developed a database for SMMEs and cooperatives. The database preparation process was participatory. Between January 2017 and May 2017, several zonal meetings/communications with local municipalities were held to discuss the status of the sector and to lay down the strategies for boosting the development of the sector, therefore the database was developed using the information from our local municipalities and sector departments.

Building a profile uThukela district SMME and cooperatives database gives access to many useful e-learning courses, government support and potential customers. Furthermore, with our help, SMMEs can elevate their 'business sustainability rating', which proves the solidity and sustainability of enterprise to potential customers and investors.

uThukela district SMME and cooperatives database act as a dynamic tool that help government to make evidence-based policy decisions on how to better support and to grow SMMEs.

### 3.5.15.12 UTHUKELA SMME FAIR

Section B of the South African White Paper, read in conjunction with Section 7 of the South African Constitution mandates local municipalities to create a conducive environment in which local communities can operate in a sustainable manner thereby ensure meaningful economic growth.

Considering the above, the uThukela district municipality seeks to reaffirm its commitment in the promotion and development of SMMEs within its area of jurisdiction by hosting its first SMME Fair that took place on the 3 and 4 May 2016. The aim of the SMME Fair was to create a platform for local entrepreneurs and role players in various SMME sectors to convene and deliberate on key issues concerning their areas of operations and to improve competitiveness of SMMEs in our district.

The main objectives of the uThukela's SMME Fair were as follows:

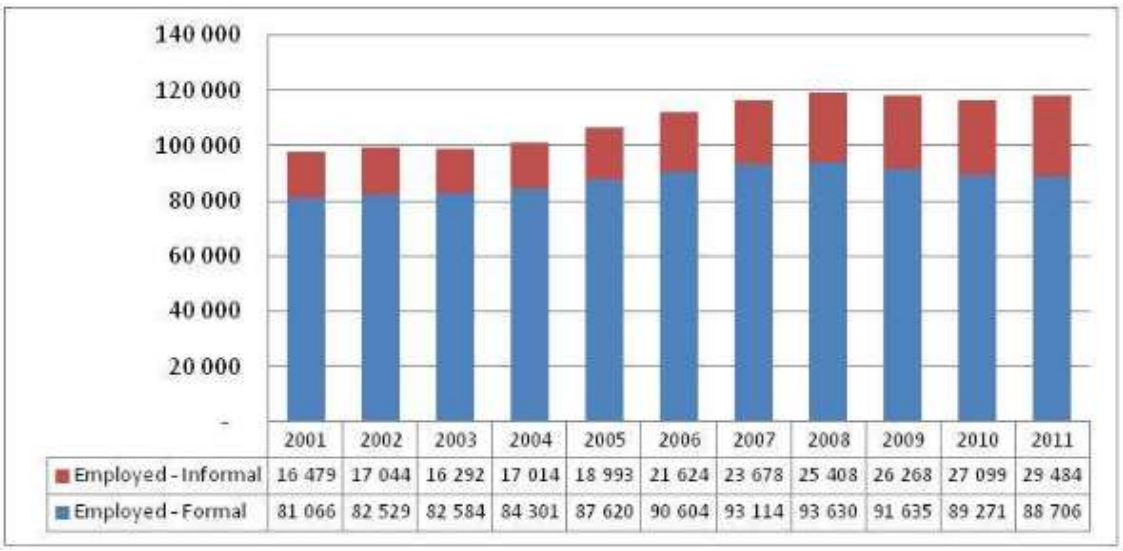
- To provide a networking platform for exhibitors at all levels to interact
- To showcase goods and services produced by SMMEs within the uThukela.

- To provide information on opportunities available for SMMEs in the private sector, parastatals, and government
- To display various departments and private sector institutions within uThukela which are of assistance to SMMEs and the public alike.
- To ensure that exhibitors can establish strong sustainable business linkages with other well-established companies.

### 3.5.15.13 INFORMAL SECTOR

The bulk of people are employed in the formal sector within the district, with 75% being formally employed in 2019. The number of people employed in the informal sector has been increasing over time (since around 2004), whilst formal employment has been declining since 2008 mostly due to the impact of the recent global economic recession. The figure below illustrates.

**Figure 14: Employment by Informal Sector**




| | 2001 | 2002 | 2003 | 2004 | 2005 | 2006 | 2007 | 2008 | 2009 | 2010 | 2011 |
|---|---|---|---|---|---|---|---|---|---|---|---|
| Employed - Informal | 16 479 | 17 044 | 16 292 | 17 014 | 18 993 | 21 624 | 23 678 | 25 408 | 26 268 | 27 099 | 29 484 |
| Employed - Formal | 81 066 | 82 529 | 82 584 | 84 301 | 87 620 | 90 604 | 93 114 | 93 630 | 91 635 | 89 271 | 88 706 |

***Source: uThukela 2021 LED Strategy***

### 3.5.15.14 INFORMAL ECONOMY POLICY

uThukela district municipality has developed the Informal Economy Policy and was approved concurrently with the LED Strategy in 2013. ***The policy was completed in June 2018***. The informal economy makes an important contribution to the economic and social life of uThukela. The rapid deregulation at the beginning of the 1990s, as well as the transition in local government, led to a changed policy environment. UThukela district municipality has committed itself to promoting

economic development, but has had no comprehensive, written policy to guide the management and support of workers in the informal economy. A policy has the following purposes:

1.1 It makes local government's approach and principles clear.
1.2 It forms the basis for appropriate and workable legislation.
1.3 It provides the basis for common action by different government departments.
1.4 It provides the basis for making decisions about allocating resources for management and support.
1.5 It provides the basis for making agreements with other stakeholders about what the roles of local government and other groups should be.
1.6 It provides the basis for monitoring and evaluating what has been achieved.

The policy process was consultative. Interviews and workshops were held with a variety of stakeholders, including informal and formal business organisations, civic organisations, and development forums, as well as members of the public.

### 3.5.15.15 PROGRAMMES TARGETING THE INFORMAL ECONOMY

The three spheres of government should play a crucial role in ensuring that programmes that are targeting the informal economy are implemented effectively. The uThukela family of municipalities is ensuring the following :

- The informal economy is fully integrated into their IDP planning process and that there is adequate representation from informal economy organisations in the IDP process.
- Through their actionable Local Economic Strategies are in the better conditions to make evidenced contributions to the informal economy.
- To facilitate the establishment of the informal economy actors' chambers. This structure will enhance participation and involvement of people working in the informal economy.
- Proper registration process with credible information to establish a database for registering informal economy actors and shall issue identity cards.
- Target and develop informal economy officials who can communicate in the vernacular language, who have basic business and people skills, are sensitive to issues such as gender.
- Ensure that there is transparency in the ways that decisions are taken. For example, municipalities should make public how decisions are taken regarding site allocation. It is also expected that municipalities should ensure that traders are informed either directly by the municipal officials, or by their trader organisation representatives or by some other form of

communication media, of the criteria to be used for the registration and allocation of sites as well as the procedures to be followed for application of sites.

### 3.5.15.16 MANUFACTURING

Manufacturing, which was the most significant economic sector, contributed R2.9 billion to the economy of uThukela in 2011 and employed an estimated 16 082 people. The sector's average annual growth rate in GVA was 4% between 2001 and 2011 but employment growth was negative at -2% per annum. The sector contributed 21% to total GVA and 14% to employment within the district municipality in 2011.

The district's manufacturing sector contributed 5% to total manufacturing GVA of KZN in 2011, up from 4% in 2001. Employment in the municipality's manufacturing sector as a proportion of total manufacturing employment in KZN remained stable at 6% between 2001 and 2011.

The table shows the relative contribution of the district's manufacturing sector in 2001, 2006 and 2011.

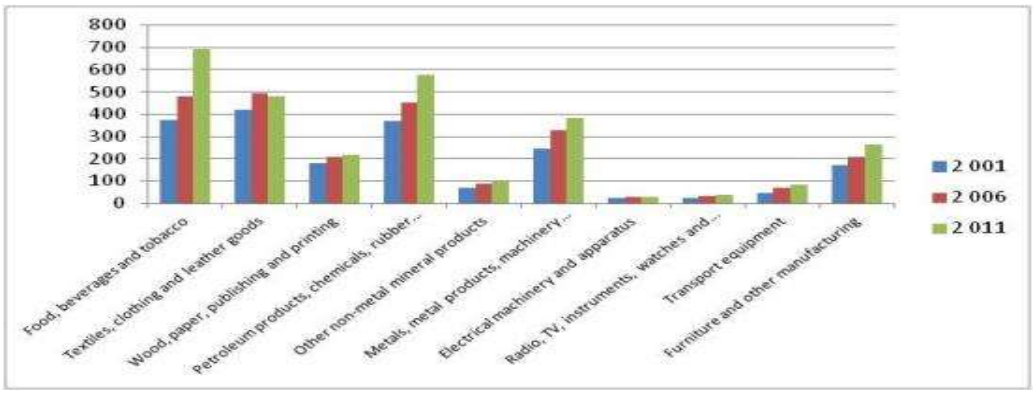
Table 18: Contribution of Manufacturing to the District's Economy

| | 2001 | 2006 | 2011 |
|---|---|---|---|
| uThukela's manufacturing GVA contribution (Rm) | 1 917 | 2 389 | 2 857 |
| Relative contribution to total GVA within uThukela | 26% | 24% | 21% |
| Relative contribution to total GVA within KZN | 4% | 4% | 5% |
| uThukela's manufacturing employment contribution | 21 190 | 18 891 | 16 082 |
| Relative contribution to total employment within uThukela | 22% | 17% | 14% |
| Relative contribution to total employment within KZN | 6% | 6% | 6% |

***Source: uThukela 2021 LED Strategy***

The main sub-sectors within manufacturing of the district are food, beverages and tobacco; petroleum products, chemicals, rubber and plastic; and then textiles, clothing and leather goods. All of the manufacturing sub-sectors have remained relatively stable in terms of the contribution to the manufacturing sector since 2000.

Figure 15: Manufacturing sub-sector contribution to uThukela's total GVA (Rm) in 2001, 2006 & 2011




***Source: Statistics South Africa 2011***

The dominant manufacturing areas of the district are in Inkosi Langalibalele local municipality and Alfred local municipalities, with Ezakheni Industrial Estate and Danskraal forming the major industrial areas in Alfred Duma local municipality. Large manufacturing enterprises are based in both municipalities and include Defy Appliances, Nestle, Eskort meat and Sumitomo Factory Tyres.

### 3.5.15.17 INITIATIVES AIMED AT REDUCING RED TAPE IN UTHUKELA DISTRICT

uThukela district municipality has the initiatives of the One stop shop which is situated in the Inkosi Langalibalele and Okhahlamba local municipalities. The aim is to provide strategic guidance, reduce regulatory inefficiencies, and reduce red tape for all investors looking to invest in the district. The primary aim of the One Stop Shops is to co-ordinate and incorporate special economic zones, investment agencies, local authorities and the relevant government departments involved in regulatory, registration, permits and licensing matters. ***uThukela Economic Development Agency has embarked on an initiative to facilitate development and is working with COGTA to identify specific interventions to deal with red tape reduction.***

## 3.5.16 EXTENDED PUBLIC WORKS PROGRAMME (EPWP)

The aim of this programme is to institute a sustainable Expanded Public Works Programme (EPWP) within the uThukela district municipality as provided in the EPWP national framework. Its aim is to establish the EPWP as a socio-economic development and poverty alleviation program, expand the current service delivery model of goods and services to ensure shared economic growth and ensure developmental integration across all sectors. The EPWP is the government program aimed at providing poverty and income relief through temporary work for the unemployed to carry out socially useful activities.

uThukela district municipality is implementing the EPWP. ***The work opportunities created in the 2023/2024 financial is estimated at 1250 through water and sanitation projects.*** uThukela district municipality do comply with the immediate goal of Phase 1 of EPWP by ensuring that the municipality adheres to the following targets: women 55%, youth 55% and 2% people with disabilities. The municipality also adheres in terms of training, employment targets and distribution of safety clothing as well the rotation of employees. ***The allocation for EPWP decreased for 2023/24 financial year from R2.8 million to R1.8 million for EPWP implementation***.

It is the policy of the municipality to ascertain that before issuing any tender to a contractor it must first submitted to Expanded Public Works Programme (EPWP) technical support for approval to ensure that the municipality considers all the above-mentioned guidelines.

It is crucial to mentioned that the EPWP agreement had been signed by the Municipality and submitted to the department of Public Works and after that, was submitted to Council for adoption in July 2019.***The uThukela district recruitment guidelines policy for 2019/2020 was approved on the 31 May 2019.***

### 3.5.17 EXTENDED PUBLIC WORKS PROGRAMME (EPWP) POLICY

The uThukela district municipality has developed and adopted the EPWP policy. The EPWP policy is aligned to the Municipal Job Creation policy. The policy is under implementation on infrastructure and social projects. The EPWP has been implemented on a small scale within the municipality yet with commendable outcomes in terms of the involvement of local communities in delivering local assets and transfer of wages. The EPWP has the potential to follow suit in terms of the achievements of several comparable municipalities by addressing the following:

- Capacity in terms of designing projects labour-intensively.
- Institutionalization of EPWP within the municipality
- Capacity in terms of reporting
- Dedicated coordination capacity within the municipality
- Achievement of longer duration of work opportunities to produce FTEs.

***The EPWP phase 4 of uThukela district municipality was prepared and adopted by Council in June 2023***.It was developed for the entire municipality to close the identified gaps and challenges on the implementation of the EPWP and to strengthen the existing interventions and introduce new ones***.***

The following table shows the municipality's EPWP phase 3 targets from 2014/2015 financial year to 2023/2024:

| Financial year | Work opportunities | Full time Equivalents (FTEs) |
|---|---|---|
| 2014/2015 | 1227 | 402 |
| 2015/2016 | 1546 | 507 |
| 2016/2017 | 1894 | 621 |
| 2017/2018 | 2370 | 777 |
| 2018/2019 | 2652 | 871 |
| 2019/2020 | 1019 | 550 |
| 2021/2022 | 666 | |
| 2022/2023 | 1250 | |
| 2023/2024 | 725 | |
| | | |

NB

***The EPWP phase 4 was prepared and adopted by Council in June 2023. The work opportunities created in the 2023/2024 financial year was 725 through water and sanitation projects.***

### 3.5.18 BUSINESS ATTRACTION AND RETENTION POLICY

Business Attraction policy and retention policy was developed and was *adopted by council on the **21 May 2024***

**Business Attraction policy** talks to the holistic approach to the strategies, processes, and activities, aiming at attracting and making full use of inward investment activity in the uThukela district and its family of municipalities.

**The retention policy** of uThukela district municipality operates within the boarder initiatives of talent management. These include, but are not limited to, skills development, staff development,

mentorship, performance management, and employment equity and employee relations. Retention initiatives include monetary and non-monetary interventions and will be approached objectively and holistically. It also remains primarily the responsibility of the Line Management

### 3.5.19 JOB CREATION

According to the Job creation policy of uThukela district municipality, job creation is a process of providing new jobs, especially for people who are unemployed in the whole district. The uThukela district municipality Job Creation policy quantifies the total number of jobs to be created in the following years as it was stipulated in the EPWP policy of the municipality. It further clarifies the nature of jobs that will be created whether are permanent, temporary, and sustainable as to conform to the NDP and PGDP. The Job creation of uThukela district municipality is also talking about skills development programmes that are kept for rural development because the uThukela district municipality is rural in nature.

### 3.5.20 GREEN ECONOMY INITIATIVES IN UTHUKELA AND ITS FAMILY OF MUNICIPALITIES

All the municipalities within uThukela family of municipalities have the initiatives that are linked to the following Green Economy Focus areas: Greening and Open Space Management, Sustainable waste management practices, Water management/Water conservation and Demand management, Green buildings and the built environment, Sustainable transport and infrastructure includes, Clean energy and energy efficiency.

**Greening and Open Space Management**

Alfred Duma LM has greening and open space management projects with focus on green economy. The following are the key objectives:

- Restoration, enhancing and rehabilitation of open spaces
- Maximize measures towards pollution mitigation
- Improve climate change adaptation through minimization of biodiversity loss
- Encourage use of greener technologies to mitigate against environmental degradation

In terms of job creation, the municipality employed so many participants on temporary bases. The Ladysmith Goes Green project employed 82 beneficiaries, the project is aimed at creating job opportunities, better environmental practices, skills development, and development of SMMEs and

the type of work is labour intensive. The municipality is planting indigenous trees in all Ladysmith entrances namely: ModelKloof Entrance, Ezakheni Entrance, Burford Entrance, Colenso and Steadville entrance. This includes parks and recreation, which has to do with tree plantation as well. There is also nurseries.

**Sustainable Waste Management**

All municipalities (Alfred Duma LM, Okhahlamba LM and Inkosi Langalibalele LM) within uThukela DM have a *core function of waste management*, which is done in a sustainable manner. There are recycling initiatives happening in all municipalities and the initiatives are intending to achieve the following

- Create and support mechanisms and for the protection of environmental quality
- Create sustainable livelihoods through recycling of waste (waste collection & minimization)
- Support the use of environmentally friendly waste disposal technology
- Promote environmental education and awareness to the communities especially as they are the main waste generators

**Energy Efficiency**

All local municipalities within uThukela DM are already practicing green economy programmes in their day-to-day activities. Alternative energy refers to as the generating energy from sources that are not fossil fuels and that are considered self-generating energy. Sources of renewable energy include the sun, wind, wave etc. solar geysers, solar heaters, solar panel etc**.** The following functions are aimed at reducing energy consumption and carbon footprint. All local municipalities are responsible for the following:

Street lightning-distribution of energy saving bulbs to the households, Traffic lightning-distribution of energy saving traffic lightning.

**Transport and Infrastructure**

All local municipalities within uThukela District acknowledge that; Transport sector is one of fastest growing sources of greenhouse gases emissions and this is vulnerable to the impacts of projected climate change particularly on infrastructure. Emissions in this sector is predominantly from road transport including private and public transport vehicles**. Therefore,** green procurement in fleet Management of municipalities and the low carbon transport system is promoted e.g. Public transport, BRT system and parking metres.

**Water Conservation and Demand Management**

Water Conservation is the core function of uThukela District Municipality. There are green economy initiatives that the municipality is involved in implementating them. The municipality promotes green economy through infrastructure maintenance, water conservation and demand management education and awareness, the water leaks programme, fire management through disaster, water harvesting, water metering, reduce water losses in municipalities.

The municipality has a Climate Change Response Strategy, which serves as a guide in sustainable use of environment in terms of green economy. Moreover, the municipality acknowledges the need for a green economy policy, which will also guide the municipality in implementing green economy initiatives in the entire district of uThukela DM.

### 3.5.21 ECONOMIC DRIVERS

Specific strategies were developed for sectors that constitute the economic pillars of uThukela's economy. The following sector reports also geographically integrate the local LED strategies.

Agriculture This sector is characterised by two distinct types:

· Commercial agriculture

· Subsistence agriculture in the rural areas.

Manufacturing This sector is characterised by the following types of industries:

· Primary sector comprises of heavy industries such as Ezakheni Industrial Estate and Danskraal forming the major industrial areas.

· Secondary sector activities include light industries.

Tourism This sector has consistently grown in uThukela, which offers various varieties of tourism that can be categorised as follows:

· Cultural and heritage tourism such as uKhahlamba-Drakensberg World Heritage Site and the Battlefields.

Services This sector includes the following sub sectors:

· The informal sector.

· Wholesale and retail trade.

· Transport and storage.

· Communication, Government services,

· Financial and insurance and Business, community, social and personal services.

### 3.5.22 IMPLEMENTATION OF THE DISTRICT DEVELOPMENT MODEL (DDM)

For government to effectively deliver services, it must function optimally and in a coordinated way. It is against this background that government has introduced the District Development Model - One Plan, One Budget approach.

This Model constitutes a new way of doing things where the three spheres of government and development partners in the private sector, civil society and traditional leaders plan, budget and implement together all developmental programmes with the district at the core of the process. President Ramaphosa launched the Model last October in eThekwini.

For the first time we will have one plan and one budget with only the division of labour and a shared focus on implementation. The districts are going to be major impact zones and a key yardstick to measure the progress we are making as a country in changing the lives of our people.

To date, Cogta has drafted district profiles for all 10 KZN districts and a Provincial Task Team, headquartered at the Office of the Premier, has been established to lead the alignment and integration process with the existing Operation Sukuma Sakhe.All MECs who are champions in districts will drive this campaign. The upcoming Khawuleza Week will ensure that MECs spend at least a week in their respective districts institutionalising this new way of doing things. *The District one plan document was adopted by Council.*

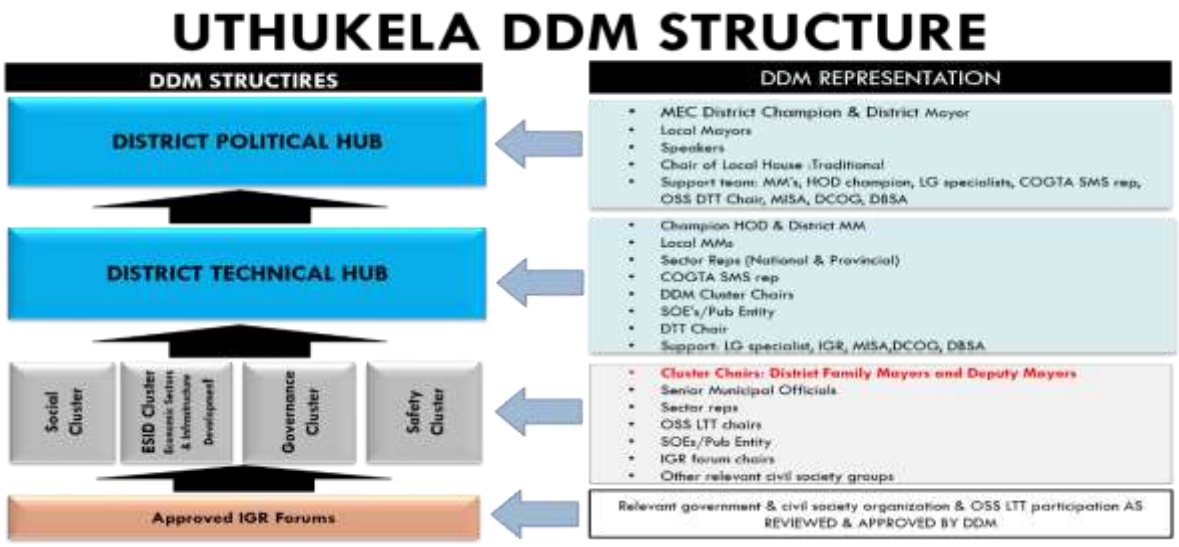
**The Following table shows the Implementation of IDP and The One Plan**

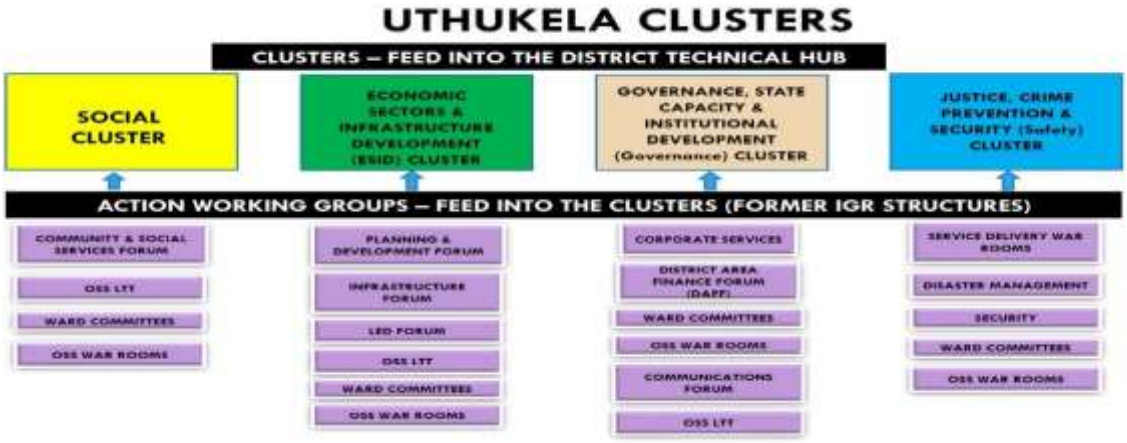
| IDP | One Plan |
|---|---|
| • 5-year plan linked to a longer-term plan<br>• Developed by the municipality and adopted by municipal Council<br>• Municipal Manager responsible for the IDP<br>• Legislative requirement through the MSA<br>• Defined development and review process | • Long term plan (25-30 year horizon)<br>• Coordinated through the District Hubs<br>• All spheres of government accountable for the plan and its implementation.<br>• Not legislated yet – government Programme<br>• Phased approach |

In the uThukela district municipality, the following has taken place in ensuring that the DDM is taking place:

- District Development Profile Developed by COGTA
- DDM Institutional Structures in place
- Meeting schedule distributed for Technical and Political Hubs
- District Economic Cluster meeting every second week, interim chair: UEDA CEO
- The Economic Cluster had good participation from CFO's and LED Officials from LMs, as well as government departments, such as COGTA and EDTEA, attendance from CFO's and LMs are improving.

The following diagram shows the DDM structure and the DDM Clusters






## 3.5.23 LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT KEY CHALLENGES

| LOCAL ECONOMIC AND SOCIAL DEVELOPMENT | |
|---|---|
| **CHALLENGE** | ♦ Lack of coordination of LED initiatives<br>♦ High level of unemployment<br>♦ Lack of economic diversity and competitiveness of small towns<br>♦ Increased incidents of HIV/AIDS prevalence<br>♦ Agriculture and tourism potential not fully exploited.<br>♦ Economic stagnation and Poor Economic infrastructure<br>♦ Alignment with provincial and national economic development initiatives<br>♦ High Poverty rate<br>♦ Lack of Marketing of the District as a Tourism destination and Investment destination |

## 3.5.24 LED SWOT ANALYSIS

| **STRENGTHS** | **OPPORTUNITIES** |
|---|---|
| ♦ Establishmed LED Agency<br>♦ Provincial Support in the form of grants and capacity building.<br>♦ The area has many protected areas that contribute to economic growth.<br>♦ Tourism, LED, and Planning Forum have been strengthened.<br>♦ Functionality of Agri-Park | ♦ LED strategy is under review and Tourism Strategy.<br>♦ Working relationship established with LMs.<br>♦ Public private partnerships and public partnerships<br>♦ World Heritage Site – uKhahlamba Drakensberg Park World Heritage Site<br>♦ Sustainable Tourism, Revenue generation, Economic growth through sustainable development, Environmental awareness in the area |
| **WEAKNESSES** | **THREATS** |
| ♦ The procurement process is long and cumbersome.<br>♦ Marketing of the District as a Tourism destination and Investment destination<br>♦ Economy is dependent on government services.<br>♦ Agriculture and tourism potential not fully exploited. | ♦ Insufficient funding for LED Projects<br>♦ Deeply rural, agrarian and poverty-stricken communities.<br>♦ High rate of unemployment |

### 3.5.25 SOCIAL DEVELOPMENT

Social and community development deals with issues ranging from environmental health services to education and the provision of community facilities. As such, community up-liftment and awareness in matters of gender based, HIV/AIDS communicable diseases are of importance here. Within the district, there is a need to develop recreational facilities such as sports facilities for the youth as there is a lack of such in most of the communities. Development of such facilities will allow for the exploration of youth talent in sport, music, and other cultural activities. However, the major constraints to investment are the lack of financial resources and the general sentiment that such developments are not a priority. There is a high demand for health services. The municipal health services function has been transferred to the district municipality.

#### 3.5.25.1 POVERTY ERADICATION MASTER PLAN

According to the KwaZulu-Natal Poverty Eradication Master Plan - twenty eight percent of all KwaZulu-Natal citizens live in extreme poverty, and a further 29 percent live in absolute poverty. At least 32.9 percent are food deprived and KwaZulu-Natal has the highest gender-based poverty incidence and the second highest level of rural poverty in South Africa. UMkhanyakude, UMzinyathi, Zululand and Sisonke have the highest poverty levels in the country. Rural poverty is a challenge that needs serious attention. To create growth and development in rural municipalities, there is great need to create opportunities for unemployed youth and to stem the tide of people moving to the urban areas.

The purpose of the plan was to focus on agriculture as the most critical aspect of fighting poverty, as well as social security and housing, enterprise development, employment creation and skills development. The Poverty Eradication Master Plan (PEMP) is a bold and multi-pronged plan for eradicating poverty in the province and giving dignity to our people. The PEMP is positioned within the context of the PGDP. ***The uThukela family of municipalities has started with the implementation of the poverty eradication master plan*** and the implementation approach is targeted on the following:

- The most deprived households;
- In the most deprived wards; and
- In most deprived local municipalities

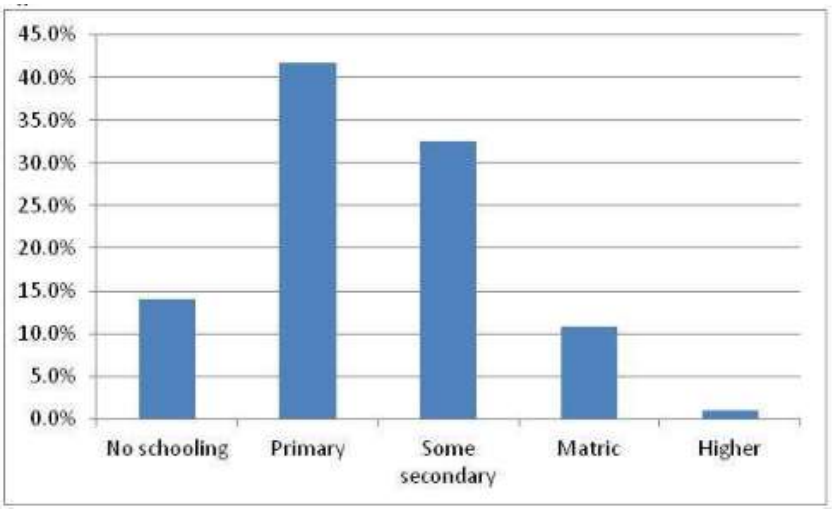
### 3.5.25.2 EDUCATION SECTOR ANALYSIS

Education serves as the means to bring about the desired change in society, to develop a generation of virtuous individuals and thus contribute to the development of good human beings. The importance of education is that it empowers individuals to take better care of themselves and their children. Education also serves as a gate to higher economic growth through higher level of skilled society. This is why the provision of good education and educational resources remains a high priority for uThukela district municipality. The department of education in uThukela district is playing a vital role in ensuring that the education is prioritized accordingly.

#### 3.5.25.2.1 LEVEL OF EDUCATION

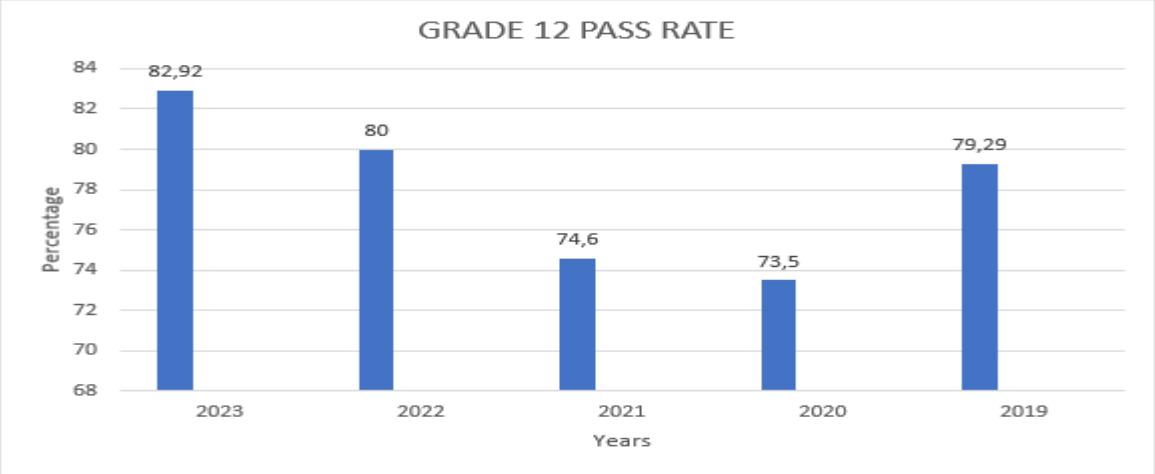
A small percentage of the population in the district has post-matric qualifications at only 1%, whilst 14% of the population has no schooling whatsoever. Figure 16 below shows that 41% have primary school education and 33% have some secondary schooling, whilst only 10.9% achieved matric. This means that there is a limited pool of skilled labour in the municipality and that basic education needs to be addressed to improve skills levels in the future. Basic education is considered fundamental to the future success of the local economy. To add to the latter, in one of the previous IDP/Budget Roadshows in 2019, the need of exploring Maths and Science classes was a common denominator, since this appear to be the shortage in our District.

**Figure 16: Education Level**




***Source: Statistics South Africa,Census 2022***

Theb table below indicates that the matric results have shown some increase in 2023 from 80.00% in 2022 to 82.92 % in 2023 and this translates that the matric results have increased.The graph below shows the performance of uThukela district (education) from 2019 to 2023.




*Department of Education,2023*

### 3.5.25.2.2 AVERAGE EDUCATION ATTAINMENT

The number of people with no schooling dropped between 2016 and 2021 with a further decline between 2015 and 2016 in uThukela, while the number of those people with grade 0-11 shows a significant increase over the period under review. The number of people with metric only has shown a large increase.

The tables below show the average education attainment of uThukela and its family of municipalities from 2016 to 2021.

| HIGHEST EDUCATION LEVEL | KZN | THUKELA | ALFRED-DUMA | INKOSI-LANGA LIBALELE | OKHAHLAMBA |
|---|---|---|---|---|---|
| Grade 0 | 351,701 | 26,129 | 13,119 | 7,82 | 5,190 |
| Grade 1/Sub A | 337,208 | 25,522 | 12,238 | 7,82 | 5,465 |
| Grade 2/Sub B | 334,645 | 25,197 | 12,151 | 7,432 | 5,615 |
| Grade 3/Std1/ABET 1Kha Ri Guide-SANLI | 342,542 | 26,036 | 12,646 | 7,555 | 5,834 |
| Grade 4/Std 2 | 392,225 | 29,405 | 14,324 | 8,739 | 6,343 |
| Grade 5/ Std 3/ABET 2 | 384,132 | 27,847 | 13,943 | 7,973 | 5,931 |
| Grade 6/Std 4 | 397,690 | 28,320 | 14,235 | 8,284 | 5,801 |
| Grade 7 Std 5/ABET 3 | 471,585 | 33,651 | 17,125 | 9,73 | 6,796 |
| Grade 8/ Std 6 /Form 1 | 619,449 | 40,467 | 21,379 | 11,647 | 7,442 |
| Grade9/ Std 7/ Form 2/ ABET 4 | 530,018 | 34,714 | 18,013 | 9,772 | 6,928 |

| | | | | | |
|---|---|---|---|---|---|
| Grade 10 / std 8 / Form | 732,789 | 47,127 | 24,801 | 13,376 | 8,950 |
| Grade 11/ Std 9 Form 4 | 788,117 | 49,272 | 25,427 | 14,797 | 9,048 |
| Grade 12 / Std 10 / Form 5 | 1,934,771 | 100,496 | 54,491 | 29,947 | 16,458 |
| NTC \|/ N1/NIC/ V Level 2 | 15,273 | 753 | 450 | 224 | 80 |
| NTC\|\|/N2/NIC/V Level 3 | 11,388 | 434 | 267 | 135 | 35 |
| NTC\|\|\|/N3/NIC/V Level 4 | 15,606 | 617 | 356 | 198 | 63 |
| N4/NTC 4 | 12,001 | 440 | 280 | 114 | 45 |
| N5/NTC 5 | 10,537 | 399 | 257 | 107 | 35 |
| N6/NTC 6 | 13,255 | 514 | 316 | 141 | 57 |
| Certificate with less than Grade 12 / Std 10 | 12,248 | 502 | 300 | 141 | 61 |
| Diploma with less than Grade 12/ Std 10 | 14,499 | 599 | 304 | 327 | 76 |
| Certificate with Grade 12/ Std 10 | 90,427 | 4,346 | 179,43 | 1186 | 553 |
| Diploma with Grade 12 / Std 10 | 119,312 | 5,795 | 363,325 | 2335 | 718 |
| Higher Diploma | 100,777 | 3,521 | 184,814 | 939 | 575 |
| Post Higher Diploma Masters: Doctoral Diploma | 17,305 | 564 | 326 | 169 | 70 |
| Bachelor's Degree | 80,354 | 2,524 | 110,451 | 653 | 310 |
| Bachelor's Degree and Post graduate Diploma | 32,913 | 979 | 585 | 241 | 153 |
| Honours degree | 34,948 | 1,121 | 720 | 276 | 126 |
| Higher Degree Masters/ PhD | 24,019 | 564 | 346 | 131 | 88 |
| Other | 16,632 | 791 | 546 | 185 | 59 |
| No schooling | 720,791 | 54,503 | 23,952 | 18,356 | 12,195 |
| Unspecified | - | - | - | - | - |
| Not applicable | 1,308,143 | 95,694 | 47,802 | 26,924 | 20,968 |
| **GRAND TOTAL** | **10,267,300** | **668,848** | **6103,245** | **7691.092** | **132,068** |

***Source: Department of Education, 2021***

### 3.5.25.2.3 THE NATIONAL SCHOOL NUTRITION PROGRAMME (NSNP)

The uThukela district municipality as much as is not directly involved with the National school nutrition programme but is supportive in ensuring that the programme is effective. The water is supplied in schools to ensure that the programme is not disturbed.

The LED section in the municipality together with the uThukela Economic Development Agency have started in identifying community garden projects that will supply fresh vegetables to schools soon. Their plan is to identify and train local farmers, Cooperatives, and schools to produce fresh vegetables for schools within uThukela District.

### 3.5.25.2.4 MUNICIPAL BYLAWS

uThukela district municipality has a guiding by-law relating to environmental management namely: water services By-laws, & Environmental pollution control By-laws. The Environmental Pollution Control By- laws as well as the municipal health services by law. All the above-mentioned By-laws were presented to Council for adoption in Council sitting of July 2021.The following legislations are also used by the municipality in performing municipal health services functions:

- National Health Act, 2003 (Act61 of 2003
- Regulations relating to Funeral Undertakers Premises FCD Act, 1972 (Act 54 of 1972)
- Regulations relating to milking and the transport of milk.
- Regulation relating to food premises and the transport of food (Reg R962)
- Occupational Health and Safety Act
- The Constitution of the republic of South Africa (Act 108 of 1996)
- Air Quality (Act no. 39 of 2004)
- National dust control regulation (No. R 827 of 2013)
- National building regulations and ISO 1400

### 3.5.25.2.5 IMPLICATION OF CHALLENGES / PROBLEM AREAS ASSOCIATED WITH EDUCATION

The level of education in the district is poor and is not sufficient to bring meaningful economic growth and development. Low level of education may push the population out of competitive labour and job market thereby increasing high level of unemployment, poverty, and idleness, which are a strong recipe to social evils such as robbery / crime, prostitution, etc.

The population of uThukela should take education seriously if meaningful economic growth is to be realised in the area. As such, it is important that more resources be geared towards improving the level of education in the area. Shortage of scarce skills subject's teachers in our district is also a worrying factor.

### 3.5.25.3 HEALTH SECTOR ANALYSIS

#### 3.5.25.3.1 HIV / AIDS

Among the 11 districts in KwaZulu-Natal, the impact of the HIV epidemic when a five-year comparison was done between 2013 and 2022. The 2013 National Antenatal Sentinel HIV Prevalence Survey, South Africa illustrates that the most significant decrease in ANC (Antenatal) HIV prevalence is in UThukela district, which decreased from 45,2 to 35,5. The table below shows the ANC (Antenatal) HIV Prevalence from 2013 to 2022 in the whole districts of KZN.

**Table 4:** HIV prevalence by district in the KwaZulu-Natal province, Antenatal HIV Sentinel Survey, 2013 to 2022

| District | 2013 | | 2014 | | 2015 | | 2017 | | 2019 | | 2022 | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | % | 95% CI | % | 95% CI | % | 95% CI | % | 95% CI | % | 95% CI | % | 95% CI |
| Amajuba | 32.8 | 27.7 - 38.3 | 36.8 | 32.3 - 41.6 | 39.7 | 34.9 - 44.8 | 36.4 | 31.7 - 41.2 | 43.0 | 39.5 - 46.6 | 33.7 | 29.4 - 38.1 |
| eThekwini | 41.1 | 38.3 - 44.0 | 43.8 | 41.1 - 46.6 | 46.2 | 43.0 - 49.5 | 43.5 | 40.7 - 46.3 | 43.5 | 40.5 - 46.4 | 38.0 | 35.1 - 41.0 |
| Harry Gwala | 36.6 | 32.5 - 41.0 | 36.7 | 30.4 - 43.4 | 39.5 | 35.8 - 43.4 | 39.2 | 36.7 - 41.7 | 39.8 | 34.6 - 45.3 | 35.7 | 29.9 - 42.0 |
| iLembe | 45.9 | 36.5 - 55.6 | 41.2 | 35.0 - 47.7 | 44.3 | 38.3 - 50.5 | 43.1 | 39.5 - 46.7 | 41.2 | 37.7 - 44.9 | 39.8 | 35.3 - 44.5 |
| King Cetshwayo | 38.9 | 34.4 - 43.5 | 45.7 | 37.6 - 54.0 | 45.9 | 37.0 - 55.1 | 39.1 | 34.0 - 44.5 | 35.0 | 32.1 - 38.1 | 35.6 | 32.0 - 39.4 |
| Ugu | 39.9 | 34.2 - 45.9 | 40.2 | 34.4 - 46.4 | 45.9 | 39.9 - 52.1 | 43.4 | 40.2 - 46.7 | 44.2 | 39.0 - 49.5 | 38.8 | 35.2 - 42.6 |
| uMgungundlovu | 42.4 | 34.8 - 50.5 | 47.6 | 43.7 - 51.5 | 46.2 | 39.3 - 53.1 | 46.6 | 43.8 - 49.5 | 44.1 | 39.3 - 48.9 | 41.8 | 36.0 - 47.9 |
| uMkhanyakude | 44.1 | 39.6 - 48.6 | 39.9 | 34.0 - 46.1 | 46.3 | 40.4 - 52.3 | 35.0 | 28.7 - 41.9 | 42.7 | 38.2 - 47.4 | 44.0 | 37.6 - 50.7 |
| uMzinyathi | 35.7 | 28.4 - 43.8 | 38.4 | 30.3 - 47.1 | 36.7 | 28.5 - 45.8 | 41.7 | 36.9 - 46.6 | 33.6 | 28.8 - 38.9 | 31.0 | 27.3 - 35.0 |
| uThukela | 40.0 | 35.0 - 45.2 | 40.0 | 33.5 - 46.8 | 36.3 | 31.3 - 41.7 | 41.5 | 38.0 - 45.1 | 36.6 | 31.6 - 41.9 | 32.9 | 30.4 - 35.5 |
| Zululand | 38.1 | 32.1 - 44.6 | 43.8 | 38.8 - 48.9 | 48.4 | 40.2 - 56.8 | 37.6 | 34.4 - 41.0 | 43.7 | 39.1 - 48.5 | 37.7 | 34.5 - 41.1 |
| KwaZulu-Natal | 40.1 | 38.4 - 41.8 | 42.4 | 40.8 - 44.1 | 44.4 | 42.5 - 46.3 | 41.1 | 39.9 - 42.3 | 40.9 | 39.6 - 42.3 | 37.1 | 35.8 -38.5 |

*The prevalence reported in 2015, 2017, 2019 and 2022 is for both first and follow-up visit attendees*

***Source: The 2022, National Antenatal Sentinel HIV Prevalence Survey, South Africa***

**UThukela District Aids Council (DAC):** UTDM has established a co-ordinating forum for HIV/AIDS issues involving all stakeholders and role-players called uThukela District Aids Council to fulfil the following functions as outlined under the terms of reference.

- ⇨ Development of the District AIDS Plan;
- ⇨ Monitor the implementation of the District AIDS Plan quarterly;
- ⇨ Review and evaluate the implementation of the District AIDS Plan annually;
- ⇨ Facilitate the establishment of Local AIDS Councils;
- ⇨ Facilitate multi-sectoral and interdepartmental collaboration in the campaign against AIDS;
- ⇨ Facilitate capacity building on HIV related issues;
- ⇨ Mobilise financial and technical resources for the campaign against HIV/AIDS and ensure equitable distribution of such resources;

- ⇨ Commission relevant research and review statistics and other research reports relating to the District;
- ⇨ Serve as the leading District public advocate to create an enabling environment for HIV/AIDS prevention, care and support;
- ⇨ Report to the Provincial AIDS Council quarterly and annually on the progress made and challenges, which need to be addressed to combat HIV/AIDS in the District.
- ⇨ To reinforce HIV/AIDS treatment.
- ⇨ Transmission and eradication issues separated from HIV/AIDS co-contamination.
- ⇨ Locate the most recent improvement in HIV/AIDS research and treatment.

**HIV Strategy:** uThukela district municipality has developed the HIV/AIDS strategy for both the community and for the workplace. The following are some of the projects emanated from the strategy aimed at mitigating the impact of HIV/AIDS:

- ⇨ Male circumcision
- ⇨ Teenage pregnancy awareness campaign
- ⇨ Distribution of condoms
- ⇨ Community mobilization – to reduce new HIV/AIDS infections
- ⇨ Establish and launch of support groups
- ⇨ Develop Policy on HIV/AIDS
- ⇨ Empower youth, men, disability and women on HIV/AIDS through workshop
- ⇨ Coordinate DAC meetings
- ⇨ Review District implementation plan
- ⇨ Review District strategic plan (2017-2022) and World AIDS day commemoration

#### 3.5.25.4 ACCESS TO HEALTH FACILITIES

uThukela has thirty-five (37) fixed PHC clinics and fourteen (14) mobile clinics for service delivery in the district. Alfred Duma has the highest number of clinics at twenty (20) with seven (7) mobiles; this is due to the urban nature of the sub-district and the fact that there is a main town within the sub-district. Okhahlamba has the least clinics at six (6) and the three (3) mobiles although it is the most densely populated sub-district at 3971 km² it is the smallest in terms of area.

Figure below shows the provincial facilities in uThukela district municipality as per local municipality.

**Figure 19: Health Facilities in uThukela District**

| Facilities | Alfred- Duma | Inkosi Langalibalele | Okhahlamba | uThukela District |
|---|---|---|---|---|
| PHC Facilities | | | | |
| Health Posts | 0 | 0 | 0 | 0 |
| Mobiles | 7 | 4 | 3 | 14 |
| Satellites | 1 | 0 | 0 | 1 |
| Clinics | 20 | 10 | 6 | 36+(1)=37 |
| Community Health Centres | 0 | 0 | 0 | 0 |
| MOU's | 0 | 2 | 0 | 2 |
| Hospitals | | | | |
| District Hospitals | 0 | 1 | 1 | 2 |
| Regional Hospitals | 1 | 0 | 0 | 1 |

***Source: Department of Health, 2023***

### 3.5.25.5 SAFETY AND SECURITY

#### 3.5.25.5.1 POLICING / COMMUNITY FORUMS

uThukela district municipality's strategies for addressing the issue of crime include both reactive strategies to respond to incidents of crime and proactive strategies aimed at stopping crime before it happens. The response follows an approach that works closely with communities, community policing forum and other spheres of Government (National and Provincial). The strategy of the municipality covers aspects such as Environmental for Safety, Effective policing, Community Safety initiatives and Social Crime Prevention. The municipality is participating in the policing forum.

### 3.5.25.5.2 FIRE PROTECTION

The recently reviewed uThukela Disaster Management Plan suggests the following interventions that can assist in fire protection:

- ⇨ Firefighting services are available to areas outside the local municipal limits.
- ⇨ Improve firefighting capabilities.
- ⇨ Improving co-ordination between municipal fire services and industrial safety departments.
- ⇨ Establishment of special burns wards and clarifying the roles and responsibilities of district administration, police, fire services and medical services.
- ⇨ Awareness of the hazards of the coal mine areas.
- ⇨ Prevention of spontaneous combustion is an all-important task for all involved.

The uThukela district municipality has appointed the Senior Fire Officer who works closely with our local municipalities in ensuring that the issues related to fire protection are taken seriously. Workshops and awareness campaigns are continuously taking place to sensitize the community of uThukela about fire.

### 3.5.25.5.3 TRAFFIC MANAGEMENT

All our local municipalities in the district have effective traffic management in place. This function is allocated in the Traffic departments of our local municipalities. In the N11 and N3, the department of Transport through their Road Traffic Inspectorate (RTI) is managing the traffic.

### 3.5.25.5.4 MUNICIPAL SAFETY PLAN

The traditional Justice System is recognised by the Constitution of the Republic of South Africa, including the status and the role of the traditional leadership in administration of justice and in application of customary law, subject to the Constitution (Traditional Courts Bill, 2012). uThukela district municipality with the assistance from the UNFPA came up with the Municipal safety Plan for the entire district.

This community safety plan aligns itself with the guiding principles of the Traditional Courts Bill and its objectives, particularly objective (b) which is:

To affirm the role of the institution of traditional leadership in-

- Promoting social cohesion, co-existence and peace and harmony in traditional communities

- Enhancing access to justice by providing a speedier, less formal, and less expensive resolution of disputes
- Promoting and preserving traditions, customs and cultural practices that promote nation building, in line with constitutional values.

The community safety plan must be amended when the needs arise, in line with the changes in the Provincial and National Traditional Leaders Laws, other applicable legislation as well as the constitution of South Africa. Traditional councils were recognised by the Traditional Leadership and Governance Framework Act 41 of 2003 ('Framework Act'). This Framework Act gave official status to the tribal authorities that had been set up under an apartheid law called the Bantu Authorities Act of 9151 and that were still in existence at the time of the transition to democracy. Instead of being called 'tribal authorities', the Framework Act changed their name to 'traditional councils' but entrenched the same tribal boundaries that were used to set up the homeland system. There is no local strategic plan aligned to the 2012-2016 National Strategic Plan. Most decisions are made based on the unwritten customary laws that have been in existence for many years.

**OBJECTIVES OF THE UTHUKELA COMMUNITY SAFETY PLAN**

- To support the prevention of gender-based violence incidents in the villages administered by uThukela Traditional Council through transforming socio-cultural norms, with an emphasis on empowering women, girls, children, and vulnerable groups.
- To support the promotion of human rights as enshrined in the Constitution of South Africa
- To reconstitute the family and community structures and support systems
- To work, closely with the formal and traditional legal systems to ensure that their practices conform to the national and international human rights standards.
- To monitor, document and respond to incidents of sexual and gender-based violence and human rights violation.

**KEY STAKEHOLDERS WHO WILL BE ACTIVELY INVOLVED IN THE IMPLEMENTATION OF THE COMMUNITY SAFETY PLAN:**

- Traditional leaders
- Political Leaders (Ward Councillors and Local Government Officials)
- Religious Leaders

- Media
- Sport Organizers
- Community Members (Individuals, Families, Elderly)
- schools (Teachers & scholars)
- Government Departments
- Non- Governmental and Community Based Organizations

### 3.5.25.6 NATIONAL BUILDING AND SOCIAL COHESION

#### 3.5.25.6.1 SPORTS

uThukela district municipality is playing a vital role in supporting and promoting the sports throughout the district. The primary aim of the municipality is to ensure that the youth take part in sports so that they do not focus on crime. The uThukela district municipality has appointed dedicated personnel that coordinate the issues related to sports throughout the district. This is done with the family of municipalities as well as sector departments such as the department of Sport and Recreation (DSR). There are programmes and projects for sport that are prioritized by uThukela district municipality and the Department of sport and recreation for 2023/2024 financial years noting the financial constraints that are faced by the municipality.

In December 2022, uThukela district municipality participated in SALGA games that were hosted by King Cetshwayo district municipality.These games take place annually with other district municipalities in the KZN province. This event assists the youth of uThukela to display their talents in various sporting codes. The selections start at the local level for the players who will represent uThukela district municipality on various sporting codes. In those games, they are selected to represent the province of KwaZulu Natal and professional's coaches who are scouting for players for that sporting code attend the games.

In addition to the latter, uThukela district municipality is also planning to bring back an event called uThukela Mayoral Cup where PSL Clubs and two local football Squads participate. This will happen if the municipality becomes financially sustainable. The objective of this event is to assist our players in the district to be identified by PSL scouts or First Division Clubs. The municipality is also assisting

District Sports Federations like Boxing, Rugby, Chess, and Netball in Provincial Competitions.***It must be noted that the municipality did not participate in the 2023 SALGA games due to financial constrains.***

The uThukela district municipality in partnership with the department of Sport and Recreation will continue to do the following events even in the 2024/2025 financial year and beyond:

- Indigenous Games,
- Senior Citizen Games,
- Youth Run and Spar Ladies.
- Collaborate with the Department of Education during Schools Athletics Competitions.
- Support the District Sports Federations league.

### 3.5.25.6.2 COMMUNITY DEVELOPMENT WITH SPECIAL FOCUS ON VULNERABLE GROUPS

The vulnerable groups are taken care of through Community Development Interventions that are identified by the Groups themselves. Vulnerable Groups in their Forum meetings identify their needs and suggest possible interventions required. The interventions cover a range of issues such as health, education, food security, skills development; etc. The district has a range of activities that are dedicated to vulnerable groups in all the family of municipalities. Various activities / interventions that have been initiated by the district.

### 3.5.25.6.3 YOUTH DEVELOPMENT

The district is promoting and developing youth through other sports. The primary aim of the municipality is to ensure that the youth participate in sports so that they do not focus on crime. The district municipality has appointed dedicated personnel that deal with the issues of youth throughout the district. In the 2023/2024 financial year, uThukela district municipality had a variety of youth programmes such as Back to School campaign, creative writing etc. There are number of programmes and projects for youth that has been planned by uThukela district municipality for 2024/2025 financial years. Programmes such as youth summit, traditional festival, Grade 12 rural areas tutorials and drivers licence skills development. It is important to indicate that funding of the above-mentioned programmes becomes a problem because of the financial constraints.

#### 3.5.25.6.4 DEVELOPMENT OF PEOPLE WITH DISABILITIES

uThukela district municipality has appointed dedicated personnel that deal with the issues of physically challenged in the uThukela district municipality. The municipality has formed the Disability Forum where all the physically challenged people are able to raise their concerns. The main challenges that they are facing is the unemployment of the physically challenge persons and some municipal offices in the family of municipalities are not conducive for them in terms of accessing the municipal offices. Transportation and recreational facilities are also a concern since they are not suitable for people living with disabilities.

### 3.5.25.7 DISABILITY SUMMIT

The SA's constitution disallows discrimination based on disability guarantees the rights to equality for all persons with disability and that person with disabilities have equal rights and obligations as their fellow citizens. Key issues included that every person with a disability, regardless of race, gender and age had a right to make decisions for themselves. It also recognizes the importance of persons with disabilities taking individual and collective responsibility for ensuring that the white paper on rights of a person with disabilities successfully implemented.

It is against this background that on annual basis, uThukela district municipality is supposed to hold the Disability summit. The last Summit was held in 2016 and the municipality was hoping to have it in the 2023/2024 financial year but due to financial constrains the summit did not happen.

#### 3.5.25.7.1 CHILDHOOD DEVELOPMENT

The programme Children's Rights takes care of the Early Childhood development (ECD) initiative whereby the focus is on supporting centres for early child development as per their unique identified needs. uThukela district municipality is playing a critical role in developing childhood. Many programmes have been planned to ensure that the development is taking place. The municipality will continue in the 2024/2025 financial years with their programmes.

#### 3.5.25.7.2 DEVELOPMENT OF THE ELDERLY

uThukela district municipality has formed the Senior citizen and it was launched in 2008.The municipality visited the old age homes around uThukela to give them presents, wheelchairs, walking sticks and food. The municipality also facilitates the awareness of the senior citizen where the community is encouraged to take care and support the older people in the community at large. The municipality is also facilitating the implementation of the extended indigent support programme. The

other continuous programme that the municipality is coordinating with other departments is to conduct dialogues between the Senior citizen and teenagers. The 2023/2024 planned events and programmes for senior citizens were as follows: hosting and participating in golden games, hosting of Senior Citizens Day and awareness on elderly abuse. It must be noted that the above-mentioned events and programmes were implemented successfully in the 2023/2024 financial year, and some were not due to financial constrains. The programmes will continue to take place even in the 2024/2025 financial years noting the financial constraints that are faced by the municipality.

### 3.5.25.7.3 GENDER DEVELOPMENT

The municipality has appointed a dedicated person who deals with gender development throughout the district. The gender committee has been established and is functional. The municipality has established the Men's Sector Forum in championing the gender issues especially in Men. The municipality is taking gender issues seriously and the municipality is working closely with other government departments in facilitating the gender programmes. Amongst the programmes and the events that the municipality is willing to facilitate, include the following:

- ⇨ Rural women's day
- ⇨ 16 Days of activism
- ⇨ Women's voice
- ⇨ Women's day
- ⇨ Know your right.
- ⇨ Food security
- ⇨ Awareness on rape, abuse (verbally and physically),
- ⇨ Protection & Safety
- ⇨ Teenage pregnancy and Awareness on family responsibility
- ⇨ Dialogue between parents and children

### 3.5.25.7.4 AFRICA DAY CELEBRATION

Africa Day is celebrated every year on the 25 May.Its an opportunity to celebrate African diversity and success, and to highlight the cultural and economic potential that exists on the African content. On 25 May 1963, Africa made history with the foundation of the Organization of the African Union (OAU) the precursor to the African Union (AU). Africa day is intended to celebrate and acknomledge the successes of the African Unity from its creation to fight against colonialism and apartheid.

It is against this back round that uThukela district municipality celebrated the Africa day on 30 May 2022 during Africa month in Ladysmith Townhall under Alfred Duma Local municipality under the theme "**Strengthen Resilience in nutrition and food security on the African Continent".**

## 3.5.26 LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT KEY CHALLENGES

| LOCAL ECONOMIC AND SOCIAL DEVELOPMENT | |
|---|---|
| **CHALLENGE** | ♦ Lack of coordination of LED initiatives<br>♦ High level of unemployment<br>♦ Lack of economic diversity and competitiveness of small towns<br>♦ Increased incidents of HIV/AIDS prevalence<br>♦ Agriculture and tourism potential not fully exploited.<br>♦ Economic stagnation and Poor Economic infrastructure<br>♦ Alignment with provincial and national economic development initiatives<br>♦ High Poverty rate<br>♦ Lack of Marketing of the District as a Tourism destination and Investment destination |

## 3.5.27 SOCIAL DEVELOPMENT SWOT ANALYSIS

**Table 19: Social Development SWOT Analysis**

| STRENGTHS | OPPORTUNITIES |
|---|---|
| ♦ Number of people with no schooling has dropped significantly.<br>♦ Decrease in HIV/AIDS prevalence. | ♦ Ability to fully leverage location factors – transport, warehousing & logistics.<br>♦ Improve level of education.<br>♦ Improve the health status of the population.<br>♦ Improve human resource |
| **WEAKNESSES** | **THREATS** |
| ♦ Low level of education.<br>♦ Lack of funding for social programmes | ♦ Low level of education may push the population out of competitive labour and job market.<br>♦ high level of unemployment,<br>♦ High level of poverty |

## 3.6 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

### 3.6.1 FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

This section should be read with the approved 2024/2025 budget of the municipality. The reader is also notified to read it with ***Section F*** of this document that talk to the Financial Plan of uThukela district municipality. The municipality has ensured that the finances of the municipality are managed, utilized, and accounted for in a professional manner. It is for this reason that UTDM has established a well-resourced Budget and Treasury Department to ensure that the objectives of UTDM are not compromised. The Accounting Officer is accountable for the finances of the Council. The Chief Finance Officer is a Section 57 employee, who is responsible for the running of the department, producing expenditure reports, allocating budgets for all KPA's, and responding to audit queries in compliance with the Municipal Finance Management Act No 56 of 2003 (MFMA).

#### 3.6.1.1 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

uThukela district municipality within Water, Sanitation and Technical services department has established Project Management Unit which exclusively plan, implement, and manage capital projects. This Unit is relatively well resourced with staff component consisting of the General Manager; PMU Manager; Deputy water services manager, Manager Water services operation, Area Engineers, and Technicians.

Some of the positions that were displayed in the structure were filled to ensure that the operations are not affected, and the service delivery objective is not compromised. The implementation of the organogram that will be approved in June 2024 to inform the 2024/2025 financial year will assist the municipality in improving its service delivery to the communities because it is structured in a way that prioritised the communities. In dealing with the skills shortage such as project management, the municipality is utilizing the services of the Municipal Infrastructure Support Agent (MISA). The mandate of MISA in uThukela is to support the uThukela district municipality to conduct effective infrastructure planning to achieve sustainable service delivery and to assist with the implementation of infrastructure projects as determined by the municipal Integrated Development Plans (IDP).

There is a good line of communication between the Water, Sanitation and Technical department with BTO. The percentage of the capital budget that was spend in the last three years are summarised as follows:

| | | | | |
|---|---|---|---|---|
| | **2019/2020** | | | |
| | GRANT | SPENT | % SPENT | |
| MIG | 183 937 000.00 | 183 937 000.00 | 100.00% | |
| RBIG | 10 000 000.00 | 9 996 114.00 | 99.96% | |
| WSIG | 108 000 000.00 | 108 000 000.00 | 100.00% | |
| MASSIFICATION | 15 000 000.00 | 13 185 346.00 | 87.90% | |
| | | | | |
| | **2020/2021** | | | |
| | GRANT | SPENT | % SPENT | |
| MIG | 180 406 000.00 | 180 406 000.00 | 100.00% | |
| RBIG | 39 399 000.00 | 23 379 237.00 | 59.34% | |
| WSIG | 90 000 000.00 | 90 000 000.00 | 100.00% | |
| MASSIFICATION | 0.00 | 0.00 | 0.00% | |
| | | | | |
| | **2020/2021** | | | |
| | GRANT | SPENT | % SPENT | |
| MIG | 153 153 000.00 | 133 151 413.00 | 86.94% | |
| RBIG | 16 023 649.00 | 20 803 986.00 | 129.83% | |
| WSIG | 55 000 000.00 | 42 909 663.00 | 78.02% | |
| MASSIFICATION | 0.00 | 0.00 | 0.00% | |
| | | | | |

### 3.6.1.2 PRIORITISED PROJECTS FOR 2024/2025 FINANCAI YEAR

The following table shows the prioritized capital projects for the 2024/2025 financial year together with the funder, budget, progress, and it indicates whether the project is new or ongoing. The projects below are aligned with the budget.

| Projects Name | Local Municipality | Funder | Adjusted Budget | | Total Budget 2023/24 | Total Budget 2024/25 | Total Budget 2025/26 |
|---|---|---|---|---|---|---|---|
| | | | Direct Cost | Indirect cost | R 204,438,000 | R 278,748,223.74 | R 224,768,000.00 |
| Ntabamhlophe CWSS | Inkosi langalibalele | MIG | R4,399,574.00 | R 535,479.47 | R 4,935,053.47 | | |
| Kwanobamaba-Ezitendeni water supply | Inkosi langalibalele | | R 988,488.22 | | R 988,488.22 | R 7,000,000.00 | R 27,451,433.53 |
| Weenen Sanitation | Inkosi langalibalele | | R 13,200,000.00 | R 1,800,000.00 | R 15,000,000.00 | R 60,000,000.00 | R 60,000,000.00 |
| Bhekuzulu/Ephangwini water supply | Inkosi langalibalele | | R 1,200,000.00 | R 14,800,000.00 | R 16,000,000.00 | R 74,000,000.00 | R 40,000,000.00 |
| District Wide Sanitation | District wide sanitation | | R 23,000,000.00 | | R 23,000,000.00 | R 15,000,000.00 | R 22,102,068.80 |
| Refurbishment and Upgrade of Water and Sanitation Infrastructure 3 | District Wide | | R 10,000,000.00 | | R 10,000,000.00 | R 35,323,573.74 | |
| Ezakheni E Sanitation Phase 2 | Alfred Duma | | R 1,596,591.00 | | R 1,596,591.00 | | |
| Okhahlamba ward 2,3 and 14 Regional Bulk Water Supply and reticulation network | Okhahlamba | | R 45,000,000.00 | R 843,188.93 | R 45,843,188.93 | R 10,000,000.00 | R 2,000,000.00 |
| Fitty Park Sundays River Umhlumayo Extensions Phase 1 AFA | Alfred Duma | | R 9,170,830.45 | | R 9,170,830.45 | R 5,000,000.00 | R 2,000,000.00 |
| Ekuvukeni regional bulk water supply | Alfred Duma | | R 10,000,000.00 | | R 10,000,000.00 | R 30,000,000.00 | R 17,000,000.00 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Winterton Sanitation Supply Scheme : Planning | Okhahlamba | | | R 4,460,627.44 | R 4,460,627.44 | | R 1,000,000.00 |
| Winterton Water Supply Scheme :Planning | Okhahlamba | | | R 2,598,649.25 | R 2,598,649.25 | | R 1,000,000.00 |
| Design of Fitty Park/Mhlumayo Bulk Water Supply Infrastructure and Upgrade of the Tugela Estate Water Treatment Works, ward 7,27,28 &30 | Alfred Duma | | R 10,380,123.27 | | R 10,380,123.27 | | |
| KwaMkhize Bulk Water Supply and Reticulation Network | Inkosi langalibalele | | | R 944,597.29 | R 944,597.29 | | |
| Upgrade of Bergville Water Treatment Works Bulk Water Supply Phase 2 | Okhahlamba | | R 28,000,000.00 | R 275,455.15 | R 28,275,455.15 | R 20,000,000.00 | R 20,076,097.67 |
| Upgrade of Langkloof WTW and Bulk Water Supply within Ward 10 Phase 2 | Okhahlamba | | R 15,559,299.75 | R 1,200,000.00 | R 16,759,299.75 | R 10,833,000.00 | R 20,000,000.00 |
| Colenso/ Rosboom Project | Alfred Duma | | | | | | |
| MIG Topslice (PMU) | District | | | R 4,485,095.78 | R 4,485,095.78 | R 11,591,650.00 | R 12,138,400.00 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | | **R 204,438,000.00** | **R 278,748,223.74** | **R 224,768,000.00** |
| | | | | | | | |
| **Projects Name** | **Local Municipality** | **Funder** | **Budget** | | **Total Budget 2023/24** | **Total Budget 2024/25** | **Total Budget 2025/26** |
| | | | **Direct Cost** | **Indirect cost** | **90,000,000** | **R75,200,000** | **R39,000,000** |
| Wembezi Bulk & Reticulation Upgrade (WCDM) | Inkosi ilangalibalele | **WSIG** | R 1,100,000.00 | | R 1,100,000.00 | R 15,000,000 | R 15, 000,000 |
| Reticulation to Ennersdale,Ephangwini Ward 4 | Inkosi langalibalele | | R 3,323,542.78 | R 598,860.49 | R 3,922,403.27 | | |
| Ezakheni WCDM | Alfred Duma | | R 13,000,000.00 | R 847,997.20 | R 13,847,997.20 | R 15,000,000.00 | |
| Spring Protection District Wide | Districtwide | | R 32,768,210.29 | | R 32,768,210.29 | | |
| Ladysmith AC pipe replacement | Alfred Duma | | R 15,000,000.00 | R 1,116,283.62 | R 16,116,283.62 | R 12,000,000.00 | |
| Steadville WCDM | Alfred Duma | | R 16,000,000.00 | R 1,245,105.62 | R 17,245,105.62 | R 13,200,000.00 | |
| Inkosi Langalibalele Spring Protection Portion 4 | Inkosi Langalibalele | | | | R 5,000,000.00 | R 20,000,000.00 | R 24,000,000.00 |
| Borehole Development in Okhahlamba LM,Alfred Duma LM and Inkosi Langalibalele | District wide | | | | | | |
| Okhahlamba Refurbishment | Okhahlamba | | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Asset Management | District wide | | | | | | |
| Amazizi-Busingatha WTW, Bulk storage and Reticulation | Okhahlamba | | | | | | |
| Bergville AC replacement | Okhahlamba | | | | | | |
| Rookdale water reticulation | Okhahlamba | | | | | | |
| Revenue Management : Revenue improvement and enhancement and reduction of NRW | District wide | | | | | | |
| Spionkop Scheme | Alfred Duma | | | | | | |
| Upgrade of Weenen WTW | Inkosi Langalibalele | | | | | | |
| Spring Protection and Borehole DW | District Wide | | | | | | |
| Upgrade of Existing Infrastructure | District Wide | | | | | | |
| Langkloof Phase 2 Reticulation | Okhahlamba | | | | | | |
| Call Centre Upgrade | District Wide | | | | | | |
| Spring Protection in Alfred Duma Portion 1 | Alfred Duma | | | | | | |
| Spring Protection in Alfred Duma Portion 2 | Alfred Duma | | | | | | |
| Spring Protection in Alfred Duma Portion 3 | Alfred Duma | | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Spring Protection in Alfred Duma Portion 5 | Alfred Duma | | | | | | |
| Spring Protection in Alfred Duma Portion 6 | Alfred Duma | | | | | | |
| Spring Protection in Alfred Duma Portion 7 | Alfred Duma | | | | | | |
| Spring Protection in Inkosi Langalibalele Portion 1 | Inkosi Langalibalele | | | | | | |
| Spring Protection in Inkosi Langalibalele Portion 2 | Inkosi Langalibalele | | | | | | |
| Spring Protection in Inkosi Langalibalele Portion 3 | Inkosi Langalibalele | | | | | | |
| Spring Protection in Inkosi Langalibalele Portion 5 | Inkosi Langalibalele | | | | | | |
| Spring Protection in Okhahlamba Portion 1 | Okhahlamba | | | | | | |
| Spring Protection in Okhahlamba Portion 2 | Okhahlamba | | | | | | |
| Spring Protection in Okhahlamba Portion 3 | Okhahlamba | | | | | | |
| Spring Protection in Okhahlamba Portion 4 | Okhahlamba | | | | | | |
| Spring Protection in Okhahlamba Portion 5 | Okhahlamba | | | | | | |
| | | | | | R 90,000,000.00 | R 75,200,0000 | R39,000,000 |
| | | | | | | | |
| **Projects Name** | **Local Municipality** | **Funder** | **Budget** | | **Total Budget 2023/24** | **Total Budget 2024/25** | **Total Budget 2025/26** |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | **Direct Cost** | **Indirect cost** | **1,846,000** | **1,600,000** | **1,800,000** |
| General Water/Sewer Maintenance & Reticulation | District Wide | **EPWP** | | | | | |
| Water Service Delivery Intervention | District Wide | | R 1,816,000.00 | - | R 1,816,000.00 | R 1,600,000.00 | R 1,800,000.00 |
| Uthukela Environmental Impact | District Wide | | | | | | |
| **Projects Name** | **Local Municipality** | **Funder** | **Budget** | | **Total Budget 2023/24** | **Total Budget 2024/25** | **Total Budget 2025/26** |
| | | | **Direct Cost** | **Indirect cost** | **2,672,000** | **2,672,000** | **2,672,000** |
| RRAMS | District Wide | DOT | R 2,572,837.08 | | R 2,572,837.08 | R 2,572,837.08 | R 5,145,674.16 |

### 3.6.1.3 INDIGENT SUPPORT (INCLUDING FREE BASIC SERVICES)

uThukela district municipality has developed and adopted Indigents Policy. The policy is under implementation and all rural communities qualify for up to 6kl of free basic water. ***The indigent policy was adopted on the 21 May 2024.*** Urban indigent consumers are required to register as indigent consumers and thereafter qualify for up to 6kl of free basic water per month. Rural communities are provided with free basic water and free basic sanitation facilities mainly through. The indigent register is reviewed on annual basis to ensure its relevancy.

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive the free services the households are required to register in terms of the Municipality's Indigent Policy. The target was to register more households that are indigent during the 2019/20 financial year. ***The indigent register shows that 784 people have registered as indigents as of May 2024.***

**In the 2024/2025 financial year, R4.1 million will be allocated towards the provision of free basic services.**

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

Going forward it will be our priority to reduce the number of households on the indigent register through job creation and programs such as EPWP, ensuring that those that are hired are equipped with certain skills by the end of the program, for future employment.

The table below replicates the cost for free basic services in the last three years starting from 2021/2022 financial year to 2023/2024.

| | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 100701 | INDIGENT V | 58 585.08 | 61 492.75 | 84 622.53 | 38 122.66 | 39 377.68 | 36 844.44 | 27 711.22 | 40 780.21 | 1 460 720.28 | **1 848 256.85** | **2018/2019** |
| 100701 | INDIGENT V | 0.00 | 45 876.22 | 81 633.10 | 38 249.77 | 29 122.77 | 25 684.28 | 18 999.36 | 45 426.07 | 1 393 816.07 | **1 678 807.64** | **2019/2020** |
| 100701 | INDIGENT V | -58 950.72 | 233 573.90 | 86 404.77 | 83 729.57 | 46 654.70 | 45 929.66 | 40 754.37 | 111 087.05 | 602 207.17 | **1 191 390.47** | **2020/2021** |
| 100701 | INDIGENT V | 0.00 | 74 191.58 | 82 288.38 | 69 264.75 | 28 316.42 | 17 358.27 | -44 549.98 | 411 935.85 | 726 692.94 | **1 365 498.21** | **2021/2022** |

***The trend indicates that the indigent levels decreased in the 2022/23 and increased in the 2023/2024 financial year.***

### 3.6.1.4 MUNICIPAL CONSUMER DEBT POSITION FOR THE PAST THREE YEARS

The table below reflects the ageing analysis for the past three years starting from 2021/2022 to 2023/2024 financial years.

The municipal debt position was sitting at *R **628 018 353,83*** in the 2021/2022 financial year. This amount includes the following customer categories:

Domestic

Government

Business

Churches

Trusts

Other

Industries

IDC Estate

In the 2022/2023, financial year the amount increased, and it was sitting at ***R 803 023 143,83*.** The debt also included the above-mentioned categories.

The ageing analysis in the 2022/2023 shows the increase from ***R 386 367 191,27*** to **R 803 023 143,83. The age analysis in the 2023/2024 is sitting at R940 461 065,95. The** following are customer categories:

Domestic
Government
Business
Churches
Trusts
Other
Industries
IDC Estate

***Below is the Debtors age analysis for uThukela district municipality for three consecutive years starting from 2021/2022 to 2023/2024 financial years as well as the factors that relate to the imminent increase of consumer debt in uThukela district municipality:***

**FINANCIAL YEAR 2022/2023**

**DEBTORS AGE ANAYSIS PER CONSUMER CATERGORY AS AT 30 APRIL 2023**

| ACCOUNT_TYPE | 202305 (Curren | 202304 (30 Days) | 202303 (60 Days) | 202302 (90 Days) | 202301 (120 Day | 202212 (150 Day | 202211 (180 Day | 202210-202206 (21 | 202205+ (Over 1 | Total |
|---|---|---|---|---|---|---|---|---|---|---|
| DOMESTIC | - 30 983,37 | 20 074 421,81 | 18 093 028,49 | 17 846 087,56 | 18 385 912,64 | 17 384 415,76 | 17 023 070,81 | 87 315 688,07 | 646 736 514,06 | 842 828 155,83 |
| GOVERNMENT | - 40 484,24 | 4 288 547,41 | 3 252 579,83 | 1 385 381,61 | 1 704 884,73 | 1 358 805,51 | 1 396 781,50 | 6 564 954,41 | 19 694 469,61 | 39 605 920,37 |
| BUSINESS | - 16 071,79 | 2 433 654,74 | 2 220 949,26 | 1 166 131,17 | 1 272 491,26 | 815 297,40 | 717 713,14 | 4 706 530,12 | 26 481 421,82 | 39 798 117,12 |
| CHURCHES | - 4 560,56 | 112 545,29 | 55 295,14 | 47 649,96 | 48 778,29 | 37 855,95 | 41 905,05 | 178 637,11 | 2 137 914,52 | 2 656 020,75 |
| TRUSTS | - 21 230,98 | 243 225,66 | 188 638,97 | 134 922,97 | 172 082,05 | 171 288,42 | 183 893,44 | 958 141,69 | 4 257 577,08 | 6 288 539,30 |
| OTHER | - | 95 665,96 | 94 390,91 | 91 177,12 | 90 402,43 | 90 186,07 | 89 193,35 | 423 892,23 | 2 097 697,98 | 3 072 606,05 |
| INDUSTRIAL | - | 974 152,32 | 422 059,15 | 365 935,63 | 214 320,27 | 387 569,86 | 233 390,99 | 495 325,97 | 1 659 766,90 | 4 752 521,09 |
| IDC ESTATE | - | 1 149 650,27 | 24 418,14 | 277 056,62 | 302,57 | 300,73 | 298,89 | 1 452,52 | 5 705,73 | 1 459 185,47 |
| **TOTAL** | **- 113 330,94** | **29 371 863,46** | **24 351 359,89** | **21 314 342,64** | **21 889 174,24** | **20 245 719,70** | **19 686 247,17** | **100 644 622,12** | **703 071 067,70** | **940 461 065,98** |

**FINANCIAL YEAR 2021/2022**

**DEBTORS AGE ANAYSIS PER CONSUMER CATERGORY AS AT 30 JUNE 2022**

| ACCOUNT_TYPE | 202207 (Curren | 202206 (30 Days) | 202205 (60 Days) | 202204 (90 Days) | 202203 (120 Day | 202202 (150 Day | 202201 (180 Day | 202112-202108 (21 | 202107+ (Over 1 | Total |
|---|---|---|---|---|---|---|---|---|---|---|
| DOMESTIC | - 251 076,01 | 19 909 718,39 | 18 224 035,44 | 18 062 546,78 | 17 194 472,72 | 17 434 932,09 | 17 287 810,04 | 80 000 696,69 | 517 862 371,63 | 705 725 507,77 |
| GOVERNMENT | - 219 538,51 | 9 170 046,45 | 3 918 638,63 | 1 520 501,30 | 1 206 056,37 | 908 731,68 | 1 038 534,47 | 7 631 870,69 | 20 854 661,12 | 46 029 502,20 |
| BUSINESS | - 132 572,61 | 2 688 789,59 | 1 841 712,46 | 1 381 289,66 | 1 260 123,25 | 1 247 020,97 | 1 310 684,76 | 4 571 531,54 | 24 028 824,89 | 38 197 404,51 |
| CHURCHES | - 1 457,31 | 74 645,47 | 47 224,62 | 43 769,28 | 44 493,86 | 157 986,50 | 48 151,00 | 214 864,59 | 1 714 784,25 | 2 344 462,26 |
| TRUSTS | - 21 382,61 | 280 640,37 | 220 052,83 | 435 404,49 | 237 008,59 | 83 223,75 | 172 223,72 | 1 021 368,50 | 3 141 458,81 | 5 569 998,45 |
| OTHER | - | 62 089,53 | 82 867,45 | 82 229,35 | 82 581,18 | 80 474,32 | 79 552,66 | 407 163,26 | 1 281 399,98 | 2 158 357,73 |
| INDUSTRIAL | - | 718 630,85 | 115 805,30 | 113 416,51 | 145 470,65 | 111 036,48 | 11 223,66 | 55 889,75 | 1 305 205,22 | 2 576 678,42 |
| IDC ESTATE | - | 420 526,33 | 273,66 | 271,92 | 270,18 | 268,45 | 266,71 | 1 307,46 | 3 047,35 | 426 232,06 |
| **TOTAL** | **- 626 027,05** | **33 325 086,98** | **24 450 610,39** | **21 639 429,29** | **20 170 476,80** | **20 023 674,24** | **19 948 447,02** | **93 904 692,48** | **570 191 753,25** | **803 028 143,40** |

**FINANCIAL YEAR 2020/2021**

**DEBTORS AGE ANAYSIS PER CONSUMER CATERGORY AS AT 30 JUNE 2020**

| ACCOUNT_TYPE | 202007 (Curren | 202106 (30 Days) | 202005 (60 Days) | 202004 (90 Days) | 202003 (120 Day | 202002 (150 Day | 202001 (180 Day | 202012-202008 (21 | 202007+ (Over 1 | Total |
|---|---|---|---|---|---|---|---|---|---|---|
| DOMESTIC | - 2 916 705,45 | 23 247 814,06 | 20 430 086,84 | 18 870 468,21 | 19 451 437,63 | 16 975 266,85 | 17 066 426,18 | 84 673 449,22 | 334 428 272,44 | 532 226 515,98 |
| GOVERNMENT | - 1 487 973,89 | 4 160 574,42 | 3 099 836,34 | 2 629 262,10 | 2 822 153,86 | 2 177 344,97 | 2 509 129,25 | 12 764 467,77 | 13 211 373,25 | 41 886 168,07 |
| BUSINESS | - 1 442 699,01 | 3 730 975,88 | 1 967 962,45 | 1 547 699,69 | 1 145 896,53 | 1 069 295,34 | 1 083 077,91 | 5 955 658,90 | 28 888 899,40 | 43 946 767,09 |
| CHURCHES | - 101 957,43 | 138 960,08 | 91 568,26 | 63 392,65 | 63 912,91 | 59 437,00 | 62 636,62 | 298 296,30 | 1 174 493,91 | 1 850 740,30 |
| TRUSTS | - 322 957,70 | 1 400 356,21 | 291 680,54 | 288 220,13 | 243 797,93 | 145 005,66 | 210 852,78 | 1 278 701,56 | 1 168 913,18 | 4 704 570,29 |
| OTHER | - 14 000,00 | 464 134,19 | 21 856,57 | 58 888,02 | 20 925,21 | 6 223,53 | 20 508,13 | 101 862,49 | 559 485,25 | 1 239 883,39 |
| INDUSTRIAL | - 23 258,54 | 650 342,26 | 48 845,84 | - 35 517,99 | 51 909,79 | 50 812,45 | 44 665,08 | 165 851,45 | 935 753,84 | 1 889 404,18 |
| IDC ESTATE | - | 271 754,52 | 239,42 | 237,78 | 236,14 | 234,50 | 232,86 | 1 369,31 | - | 274 304,53 |
| **TOTAL** | **- 6 309 552,02** | **34 064 911,62** | **25 952 076,26** | **23 422 650,59** | **23 800 270,00** | **20 483 620,30** | **20 997 528,81** | **105 239 657,00** | **380 367 191,27** | **628 018 353,83** |

**In a nutshell, in the past three financial years, the indication is that debtors are increasing and it mut be noted that current year is not yet completed but the trend tell us that it will definaley increase and the factors that relate to the imminent increase of consumer debt in uThukela district municipality were as follows:**

- ✓ Water leaks due to poor infrastructure.
- ✓ Faulty meters that give ridiculous consumptions
- ✓ Classification of indigent customers- (e.g., pensioners not classified as indigent customers)
- ✓ Credit control & debt collection policies not implemented.
- ✓ Billing information / data not accurate – (e.g., when the system keep on billing customers that are no longer exist)

**Strategies in place to reduce consumer debt in uThukela district municipality are explained below:**

- ✓ Conduct meter audits on regularly basis.
- ✓ Replacing faulty meters
- ✓ Implementation of indigent policies & awareness campaign on indigents through ward councillors
- ✓ Implementing an effective credit control & debt collection policy.
- ✓ Data cleansing (the municipality has already started with the data cleansing project and field workers were appointed to collect data from customers)

### 3.6.1.5 GRANTS & SUBSIDIES

Grants are a very necessary part of the municipality's planning process, and the following grants will be received from the National and Provincial Government in the next financial years. In the 2023/2024 financial year, ***the grant dependency was sitting at* 71.07%.** Operating grants and transfers totals R587million in the 2023/24 below are a detailed split of the operating grants. The Municipal Systems Improvement Grant has also been included.

**Operating Transfers and Grant Receipts**

| **GRANT ALLOCATIONS FOR 2024/2025** | | | |
|---|---|---|---|
| **OPERATIONAL GRANTS** | **R000** | **R000** | **R000** |
| | **2024/2025** | **2025/2026** | **2026/2027** |
| EQUITABLE SHARE | **523 752,00** | **555 332,00** | **587 650,00** |
| SPECIAL SUPPORT | 6 560,00 | 6 868,00 | 7 184,00 |
| RSC | **83 712,00** | **87 013,00** | **90 765,00** |
| **TOTAL EQUITABLE SHARE** | **614 024,00** | **649 213,00** | **685 599,00** |
| | | | |
| FMG | 2 000,00 | 2 000,00 | 2 200,00 |
| EPWP | 1 685,00 | - | - |
| | - | - | - |
| | **3 685,00** | **2 000,00** | **2 200,00** |
| **TOTAL** | **617 709,00** | **651 213,00** | **687 799,00** |

The Rural Roads Asset Management Grant is classified as an operating grant in terms of mSCOA the grant allocation for the 2024/25 financial year is R2,7 million

### 3.6.1.6 GRANT DEPENDENCY

The uThukela district municipality is a grant dependent municipality. The table below shows the calculation of grant dependency for the past three years starting from 2021/2022 to 2023/2024.The calculation below indicates that in 2021/2022, the Grant Dependency was sitting at 71.07% and 75.42% in the 2021/2022.The 2023/2024 financial year indicates the increase to 80.06%.

*The trend indicates that the dependacy of grant of the municipality is increasing.*

GRANT DEPENDENCY

| | **Grant dependancy** | | **2018/2019** | **2019/2020** | **2020/2021** |
|---|---|---|---|---|---|
| | | | | | |
| | Total revenue | | 1 057 029 868 | 1 014 764 936 | 1 049 169 265 |
| | Total grants | | 751 272 573 | 765 310 377 | 839 983 882 |
| | Grant dependancy % | | 71.07% | 75.42% | 80.06% |
| | | | | | |

### 3.6.1.7 GRANT REGISTER

The following diagram shows the grant register as of 30 January 2024.The grant register that records all the funds received and the expenditure of each individual grant. It is updated weekly.

**GRANT REGISTER - 2021/2022**

**Summary of Grants received, expenditure & Funds available as at 30 January 2022**

| | Name of Grant owner | Grant Type | Audited Balance as at 01/07/2021 | Budget Amount 2020/2021 | Received 2021/22 | % Spent on total allocation | Spent & transferred to 2021/22 | % Spent on received amount | Closing Balance/ Unspent 2021/22 |
|---|---|---|---|---|---|---|---|---|---|
| G3.105 | M Sithole | RURAL ROAD ASSET MANAGEMENT SYSTEM | 138.22 | 2 543 000.00 | 1 780 000.00 | 12% | 305 658.60 | 17% | **1 474 479.62** |
| G3.101 | M Sithole | MIG | 0.00 | 194 919 000.00 | 153 153 000.00 | 68% | 133 151 413.05 | 87% | **20 001 586.95** |
| G3.103 | M Sithole | RBIG | 16 023 649.22 | 6 090 000.00 | 0.00 | 342% | 20 803 986.35 | 130% | **-4 780 337.13** |
| G3.106 | M Sithole | EPWP INTERGRATED GRANT | | 3 516 000.00 | 2 461 000.00 | 93% | 3 256 696.80 | 132% | **-795 696.80** |
| G3.102 | M Sithole | WATER & SANITATION INFRASTRUCTURE GRANT | | 80 000 000.00 | 55 000 000.00 | 54% | 42 909 663.16 | 78% | **12 090 336.84** |
| G3.107 | BB Sithole | FINANCE MANAGEMENT GRANT | 255 057.15 | 1 950 000.00 | 1 950 000.00 | 23% | 455 253.99 | 23% | **1 749 803.16** |
| G3.109 | W Viljoen | NODAL PLAN GRANT | 196 875.00 | | 0.00 | | 0.00 | 0% | **196 875.00** |
| G3.110 | W Viljoen | DISASTER MANAGEMENT GRANT | 28 636.46 | | 0.00 | 0% | 0.00 | 0% | **28 636.46** |
| G.111 | B Hlomuka | LG SETA GRANT | | | 326 920.44 | 28% | 90 975.00 | | **235 945.44** |
| | | | **16 504 356.05** | **289 018 000.00** | **214 344 000.00** | **70%** | **200 882 671.95** | **94%** | **30 201 629.54** |

**PREPARED BY:** _____ **CHECKED BY :** _____

**APPROVED BY:** _____

Page 1

The tables below show the three-year summary of funds received, funds spent and unspent starting from June 2022 to June 2024.

**SUMMARY OF GRANTS RECEIVED, EXPENDITURE AND FUNDS AVAILABLE AS AT 30 JUNE 2022**

| | Audited Balance as at | opening balances restated | Received | Spent & transferred to income | Closing Balance/ Unspent |
|---|---|---|---|---|---|
| **Grant Type** | **01/07/2021** | **01/07/2021** | **2020/21** | **2020/21** | **2021/21** |
| Rural Roads Asset Management | (1,227,391.00) | (1,227,391.00) | (2,488,000.00) | 2,718,140.00 | (997,251.00) |
| RASSET Program | 0.00 | 0.00 | (3,000,000.00) | 3,000,000.00 | 0.00 |
| MIG | 0.00 | 0.00 | (180,033,000.00) | 180,033,000.00 | 0.00 |
| Nodal Plan Grant | 0.00 | 0.00 | (1,000,000.00) | 0.00 | (1,000,000.00) |
| RBIG - CAPITAL | (46,379,798.00) | 0.00 | (45,000,000.00) | 41,411,809.00 | (3,588,191.00) |
| Finance Management Grant | 0.00 | 0.00 | (1,545,000.00) | 1,545,000.00 | 0.00 |
| EPWP INTERGRATED GRANT | 0.00 | 0.00 | (6,206,000.00) | 6,206,000.00 | 0.00 |
| Massification Grant | 0.00 | 0.00 | (14,000,000.00) | 9,445,458.00 | (4,554,542.00) |
| LGSETA GRANT - TRAINING | (336,942.00) | (336,942.00) | (486,726.00) | 427,501.00 | (396,167.00) |
| KZN DPSS Shared Services | (210,695.00) | (210,695.00) | (300,000.00) | 510,695.00 | 0.00 |
| KZN Growth and Development | (2,580.00) | (2,580.00) | 0.00 | 0.00 | (2,580.00) |
| | **(47,057,406.00)** | **(1,777,608.00)** | **(254,058,726.00)** | **245,297,603.00** | **(10,538,731.00)** |

**SUMMARY OF GRANTS RECEIVED, EXPENDITURE AND FUNDS AVAILABLE AS AT 31 JUNE 2021**

| | **Name of Grant owner** | **Grant Type** | **01/07/2021** | | | **2020/221** | **2020/21** | **2020/21** |
|---|---|---|---|---|---|---|---|---|
| G3.101 | N Khuzwayo | RURAL ROAD ASSET MANAGEMENT SYSTEM | 997 252.03 | 997 252.03 | 2 636 000.00 | 2 636 000.00 | 2 636 000.00 | **0.00** |
| G3.102 | N Khuzwayo | MIG | | | 183 937 000.00 | 183 937 000.00 | 183 937 000.00 | **0.00** |
| G3.105 | N Khuzwayo | RBIG | 3 588 190.86 | 3 588 190.86 | 10 000 000.00 | 10 000 000.00 | 9 996 113.58 | **3 886.42** |
| G3.106 | N Khuzwayo | EPWP INTERGRATED GRANT | | | 7 054 000.00 | 7 054 000.00 | 7 054 000.00 | **0.00** |
| G3.108 | N Khuzwayo | WATER & SANITATION INFRASTRUCTURE GRANT | | | 108 000 000.00 | 108 000 000.00 | 108 000 000.00 | **0.00** |
| G3.129 | N Khuzwayo | MASSIFICATION | 4 554 541.56 | | | 15 000 000.00 | 17 242 321.36 | **2 312 220.20** |
| G3.104 | PHZ Kubheka | FMG GRANT | | | 2 010 000.00 | 2 010 000.00 | 2 010 000.00 | **0.00** |
| G3.109 | NZ Khuzwayo | SHARED DEVELOPMENT PLANNING GRANT | 0.00 | | 550 000.00 | 550 000.00 | 550 000.00 | **0.00** |
| G.3110 | BS HLOMUKA | LGSETA | 396 166.76 | | | 621 117.42 | 316 641.81 | **700 642.37** |
| G.3111 | NZ Khuzwayo | DISTRICT GROWTH DEVELOPMENT | 2 580.00 | | | 0.00 | 2 580.00 | **0.00** |
| G3.127 | NZ Khuzwayo | NODAL PLAN GRANT | 1 000 000.00 | | | 0.00 | 294 125.00 | **705 875.00** |
| | NZ Khuzwayo | DISASTER MANAGEMENT GRANT | | | | 2 000 000.00 | 0.00 | **2 000 000.00** |
| | B H Khoza | COVID-19 | | | | 745 000.00 | 745 000.00 | **0.00** |
| | | | **10 538 731.21** | **4 585 442.89** | **314 187 000.00** | **332 553 117.42** | **332 783 781.75** | **5 722 623.99** |

**GRANT REGISTER - 2023/2024**
**Summary of Grants received, expenditure & Funds available as at 30 June 2023**

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| **Name of grant** | **Funder** | **Opening Balance as at 30 June 2021** | **Receipts** | **Expenditure: Operating (Revenue Recognised)** | **Expenditure: Capital (Revenue Recognised)** | **Adjustments** | **Closing Balance as at 30 June 2022** |
| Expanded Public Works Programme (EPWP) | **National** | R - | R3 730 000 | R 3 730 000 | R - | R - | R 0 |
| Financial Management Grant (FMG) | **National** | R - | R 1 800 000 | R 1 459 842 | R 85 101 | R - | R 255 057 |
| LG Seta Grant | **National** | R700 642 | R485 883 | R 1 186 525 | R - | R - | R -0 |
| Municipal Infrastructure Grant (MIG) | **National** | R - | R 180 406 000 | R 4 529 360 | R175 876 640 | R - | R - |
| Water Services Infrastructure Grant (WSIG) | **National** | R - | R 90 000 000 | R - | R 90 000 000 | R - | R-0 |
| Regional bulk infrastructure grant (RBIG) | **National** | R 3 886 | R 39 399 000 | R - | R 23 379 237 | R - | R 16 023 649 |
| Rural road asset management system (RRAMS) | **National** | R - | R 2 508 000 | R 2 507 862 | R - | R - | R138 |
| Massification Grant | **Provincial** | R 2 312 220 | R - | R -473 919 | R 2 786 140 | R - | R0 |
| Development planning and shared services | **Provincial** | R - | R - | R - | R - | R - | R- |
| District Growth and Development Grant | **Provincial** | R- | R- | R - | R- | R- | R - |
| Nodal plans | **Provincial** | R 705 875 | R - | R509 000 | R- | R - | R196 875 |
| Disaster Management Grant | **Provincial** | R 2 000 000 | R - | R - | R1 971 364 | R - | R 28 636 |
| Blank Capital Grant 2 | **-** | R - | R - | R - | R - | R - | R- |
| | | | | | | | |
| **TOTAL** | | **R 5 722 623** | **R 318 328 883** | **R 13 448 669** | **R 294 098 482** | **R -** | **R 16 504 355** |
| | | | | | | | |

### 3.6.1.7 CURRENT & PLANNED BORROWINGS

The municipality does not have any planned borrowings for this financial year. The municipality has paid off the borrowings that were acquired through the DBSA; ***therefore, there is no plan for repayment***. ***The purpose of those borrowings was for capital development.***

### 3.6.1.8 FINANCIAL RATIONS

A financial ratio in the case of uThukela district municipality is a relative magnitude of two selected numerical values taken from the municipal annual financial statements. Often used in accounting, there are many standard ratios used to try to evaluate the overall financial condition of the organization. The following is the summary of the financial ratios of uThukela shows the two-year history starting from 2023 to 2024. It also shows the three-year cost coverage ratio, current ratio.

UTHUKELA DISTRICT MUNICIPALITY

| Template for Calculation of Uniform Financial Ratios and Norms 2022/23 Projected | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| RATIO | | FORMULA | DATA SOURCE | NORM/RANGE | INPUT DESCRIPTION | DATA INPUTS AND RESULTS | INTERPRETATION | |
| | | | | | | " R 000 " | | |
| 1. FINANCIAL POSITION | | | | | | | | |
| | | | | | | | | |
| A. Asset Management/Utilisation | | | | | | | | |
| | | | | | | | | |
| 1 | Capital Expenditure to Total Expenditure | Total Capital Expenditure / Total Expenditure (Total Operating expenditure + Capital expenditure) × 100 | Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In-Year reports, IDP and AR | 10% - 20% | | 16% | *2021/22 Projected 4* | |
| | | | | | Total Operating Expenditure | 1 292 869 566 | | |
| | | | | | Taxation Expense | - | | |
| | | | | | Total Capital Expenditure | 253 345 573 | | |
| | | | | | | | | |
| 2 | Impairment of Property, Plant and Equipmen | Property, Plant and Equipment + Investment Property + | Statement of Financial Position, Notes to the AFS and AR | 0% | | 0% | *2021/22 Projected 4* | |
| | | | | | PPE, Investment Property and | 1 573 028 | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | t, Investment Property and Intangible assets (Carrying Value) | Intangible Assets Impairment/( Total Property, Plant and Equipment + Investment Property + Intangible Assets) × 100 | | | Intangible Impairment | | | |
| | | | | | PPE at carrying value | 3 034 806 559 | | |
| | | | | | Investment at carrying value | - | | |
| | | | | | Intangible Assets at carrying value | 447 100 | | |
| | | | | | | | | |
| 3 | Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value) | Total Repairs and Maintenance Expenditure/ Property, Plant and Equipment and Investment Property (Carrying value) x 100 | Statement of Financial Position, Statement of Financial Performance, IDP, Budgets and In-Year Reports | 8% | | 4% | *2021/22 Projected 4* | |
| | | | | | Total Repairs and Maintenance Expenditure | 119 391 179 | | |
| | | | | | PPE at carrying value | 3 034 806 559 | | |
| | | | | | Investment Property at Carrying value | - | | |
| B. Debtors Management | | | | | | | | |
| | | | | | | | | |
| 1 | Collection Rate | (Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100 | Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget , In-Year Reports, IDP and AR | 95% | | 19% | *2021/22 Projected 4* | |
| | | | | | Gross Debtors closing balance | 645 845 491 | | |
| | | | | | Gross Debtors opeining balance | 1 064 774 060 | | |
| | | | | | Bad debts written Off | 637 572 396 | | |
| | | | | | Billed Revenue | 271 046 066 | | |
| | | | | | | | | |
| 2 | Bad Debts Written-off as % of Provision for Bad Debt | Bad Debts Written-off/Provision for Bad debts x 100 | Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget and AR | 100% | | 107% | *2021/22 Projected 4* | |
| | | | | | Consumer Debtors Bad debts written off | 637 573 396 | | |
| | | | | | Consumer Debtors Current bad debt Provision | 593 725 891 | | |
| | | | | | | | | |
| 3 | Net Debtors Days | ((Gross Debtors - Bad debt Provision)/ Actual Billed | Statement of Financial Position, Statement of Financial | 30 days | | 70 days | *2021/22 Projected 4* | |
| | | | | | Gross debtors | 645 845 491 | | |
| | | | | | Bad debts Provision | 593 725 891 | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | Revenue)) × 365 | Performance, Notes to the AFS, Budget and AR | | Billed Revenue | 271 046 066 | | |
| | | | | | | | | |
| C. Liquidity Management | | | | | | | | |
| | | | | | | | | |
| 1 | Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants) | ((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, Provision for Bad Debts, Impairment and Loss on Disposal of Assets) | Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget, In year Reports and AR | 1 - 3 Months | | 0 Month | *2021/22 Projected 4* | |
| | | | | | Cash and cash equivalents | 39 184 719 | | |
| | | | | | Unspent Conditional Grants | 16 504 355 | | |
| | | | | | Overdraft | - | | |
| | | | | | Short Term Investments | - | | |
| | | | | | Total Annual Operational Expenditure | 580 252 233 | | |
| | | | | | | | | |
| 2 | Current Ratio | Current Assets / Current Liabilities | Statement of Financial Position, Budget, IDP and AR | 1.5 - 2:1 | | 0.30 | *2021/22 Projected 4* | |
| | | | | | Current Assets | 158 555 479 | | |
| | | | | | Current Liabilities | 521 042 679 | | |
| | | | | | | | | |
| D. Liability Management | | | | | | | | |
| | | | | | | | | |
| 1 | Capital Cost(Interest Paid and Redemption) as a % of Total Operating Expenditure | Capital Cost(Interest Paid and Redemption) / Total Operating Expenditure x 00 | Statement of Financial Position, Statement of Cash Flows, Statement of Financial Performance, Budget, IDP, In-Year Reports and AR | 6% - 8% | | 0% | *2021/22 Projected 4* | |
| | | | | | Interest Paid | 3 879 966 | | |
| | | | | | Redemption | - | | |
| | | | | | Total Operating Expenditure | 1 292 869 566 | | |
| | | | | | Taxation Expense | - | | |
| | | | | | | | | |
| 2 | Debt (Total Borrowings) / Revenue | (Overdraft + Current Finance Lease Obligation + Non current Finance Lease Obligation + | Statement of Financial Position, Statement of Financial Performance, | 45% | | 128% | *2021/22 Projected 4* | |
| | | | | | Total Debt | 521 042 679 | | |
| | | | | | Total Operating Revenue | 936 696 194 | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | Short Term Borrowings + Long term borrowing) / (Total Operating Revenue - Operational Conditional Grants) x 100 | Budget, IDP and AR | | Operational Conditional Grants | 528 625 468 | | |
| E. Sustainability | | | | | | | | |
| | | | | | | | | |
| 1 | Level of Cash Backed Reserves (Net Assets - Accumulated Surplus) | (Cash and Cash Equivalents - Bank overdraft + Short Term Investment + Long Term Investment - Unspent grants) / (Net Assets - Accumulated Surplus - Non Controlling Interest Share Premium - Share Capital - Fair Value Adjustment - Revaluation Reserve) x 100 | Statement Financial Position, Budget and AR | 100% | | 1% | *2021/22 Projected 4* | |
| | | | | | Cash and cash Equivalents | 2 349 666 | | |
| | | | | | Bank Overdraft | - | | |
| | | | | | Short Term Investment | 36 822 653 | | |
| | | | | | Long Term Investment | - | | |
| | | | | | Unspent Grants | 16 504 355 | | |
| | | | | | Net Assets | 2 641 913 865 | | |
| | | | | | Share Premium | - | | |
| | | | | | Share Capital | - | | |
| | | | | | Revaluation Reserve | - | | |
| | | | | | Fair Value Adjustment Reserve | - | | |
| | | | | | Accumulated Surplus | | | |
| | | | | | | | | |
| 2. FINANCIAL PERFORMANCE | | | | | | | | |
| | | | | | | | | |
| A. Efficiency | | | | | | | | |
| | | | | | | | | |
| 1 | Net Operating Surplus Margin | (Total Operating Revenue - Total Operating Expenditure)/ Total Operating Revenue | Statement of Financial Performance, Budget, In-Year reports, AR, Statement of Comparison of Budget and Actual Amounts and Statement of Changes in Net Asset | = or > 0% | | 28% | *2021/22 Projected 4* | |
| | | | | | Total Operating Revenue | 1 292 869 566 | | |
| | | | | | Depreciation - Revalued Portion *(Only populate if depreciation line item in the Statement of Financial Performance is based on the revalued asset value)* | - | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | Total Operating Expenditure | 936 636 194 | | |
| | | | | | Taxation Expense | - | | |
| | | | | | | | | |
| 2 | Net Surplus /Deficit Electricity | Total Electricity Revenue less Total Electricity Expenditure/ Total Electricity Revenue × 100 | Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR | 0% - 15% | | #DIV/0! | *2021/22 Projected 4* | |
| | | | | | Total Electricity Revenue | - | | |
| | | | | | Total Electricity Expenditure | - | | |
| | | | | | | | | |
| 3 | Net Surplus /Deficit Water | Total Water Revenue less Total Water Expenditure/ Total Water Revenue × 100 | Statement of Financial Performance, Budget, IDP, In-Year reports and AR | = or > 0% | | 41% | *2021/22 Projected 4* | |
| | | | | | Total Water Revenue | 213 911 128 | | |
| | | | | | Total Water Expenditure | 127 213 754 | | |
| | | | | | | | | |
| 4 | Net Surplus /Deficit Refuse | Total Refuse Revenue less Total Refuse Expenditure/ Total Refuse Revenue × 100 | Statement of Financial Performance, Budget, IDP, In-Year reports and AR | = or > 0% | | #DIV/0! | *2021/22 Projected 4* | |
| | | | | | Total Refuse Revenue | - | | |
| | | | | | Total Refuse Expenditure | - | | |
| | | | | | | | | |
| 5 | Net Surplus /Deficit Sanitation and Waste Water | Total Sanitation and Waste Water Revenue less Total Sanitation and Waste Water Expenditure/ Total Sanitation and Waste Water Revenue × 100 | Statement of Financial Performance, Notes to AFS, Budget, IDP, In-Year reports and AR | = or > 0% | | 100% | *2021/22 Projected 4* | |
| | | | | | Total Sanitation and Water Waste Revenue | 26 483 399 | | |
| | | | | | Total Sanitation and Water Waste Expenditure | | | |
| | | | | | | | | |
| B. Distribution Losses | | | | | | | | |
| | | | | | | | | |
| 1 | Electricity Distribution Losses (Percentage) | (Number of Electricity Units Purchased and/or Generated - Number of | Annual Report, Audit Report and Notes to Annual Financial Statements | 7% - 10% | | #DIV/0! | *2021/22 Projected 4* | |
| | | | | | Number of units purchased and/or generated | - | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | units sold) / Number of Electricity Units Purchased and/or generated) × 100 | | | Number of units sold | - | | |
| | | | | | | | | |
| 2 | Water Distribution Losses (Percentage) | (Number of Kilolitres Water Purchased or Purified - Number of Kilolitres Water Sold) / Number of Kilolitres Water Purchased or Purified × 100 | Annual Report, Audit Report and Notes to Annual Financial Statements | 15% - 30% | | #DIV/0! | *2021/22 Projected 4* | |
| | | | | | Number of kilolitres purchased and/or purified | | | |
| | | | | | Number of kilolitres sold | | | |
| | | | | | | | | |
| C. Revenue Management | | | | | | | | |
| | | | | | | | | |
| 1 | Growth in Number of Active Consumer Accounts | (Period under review's number of Active Debtor Accounts - previous period's number of Active Debtor Accounts)/ previous number of Active Debtor Accounts x 100 | Debtors System | None | | #DIV/0! | *2021/22 Projected 4* | |
| | | | | | Number of Active Debtors Accounts (Previous) | | | |
| | | | | | Number of Active Debtors Accounts (Current) | | | |
| | | | | | | | | |
| 2 | Revenue Growth (%) | (Period under review's Total Revenue - previous period's Total Revenue)/ previous period's Total Revenue ) x 100 | Statement of Financial Performance, Budget, IDP, In-Year reports and AR | = CPI | | #DIV/0! | *2021/22 Projected 4* | |
| | | | | | CPI | | | |
| | | | | | Total Revenue (Previous) | | | |
| | | | | | Total Revenue (Current) | | | |
| | | | | | | | | |
| 3 | Revenue Growth (%) - Excluding capital grants | (Period under review's Total Revenue Excluding capital grants- previous | Statement of Financial Performance, Notes to AFS , Budget, IDP, In-Year reports and AR | = CPI | | #DIV/0! | *2021/22 Projected 4* | |
| | | | | | CPI | | | |
| | | | | | Total Revenue Exl.Capital (Previous) | | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | period's Total Revenue excluding capital grants)/ previous period's Total Revenue excluding capital grants ) x 100 | | | Total Revenue Exl.Capital (Current) | | | |
| D. Expenditure Management | | | | | | | | |
| | | | | | | | | |
| 1 | Creditors Payment Period (Trade Creditors) | Trade Creditors Outstanding / Credit Purchases (Operating and Capital) × 365 | Statement of Financial Performance, Notes to AFS, Budget, In-Year reports and AR | 30 days | | #DIV/0! | *2021/22 Projected 4* | |
| | | | | | Trade Creditors | | | |
| | | | | | Contracted Services | | | |
| | | | | | Repairs and Maintenance | | | |
| | | | | | General expenses | | | |
| | | | | | Bulk Purchases | | | |
| | | | | | Capital Credit Purchases *(Capital Credit Purchases refers to additions of Investment Property and Property,Plant and Equipment)* | | | |
| | | | | | | | | |
| 2 | Irregular, Fruitless and Wasteful and Unauthorised Expenditure / Total Operating Expenditure | (Irregular, Fruitless and Wasteful and Unauthorised Expenditure) / Total Operating Expenditure x100 | Statement Financial Performance, Notes to Annual Financial Statements and AR | 0% | | #DIV/0! | *2021/22 Projected 4* | |
| | | | | | Irregular, Fruitless and Wasteful and Unauthorised Expenditure | | | |
| | | | | | Total Operating Expenditure | | | |
| | | | | | Taxation Expense | | | |
| | | | | | | | | |
| 3 | Remuneration as % of Total Operating Expenditure | Remuneration (Employee Related Costs and Councillors' Remuneration) /Total Operating Expenditure x100 | Statement of Financial Performance, Budget, IDP, In-Year reports and AR | 25% - 40% | | #DIV/0! | *2021/22 Projected 4* | |
| | | | | | Employee/personnel related cost | | | |
| | | | | | Councillors Remuneration | | | |
| | | | | | Total Operating Expenditure | | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | | | | Taxation Expense | | | |
| | | | | | | | | |
| | | | | | | | | |
| 4 | Contracted Services % of Total Operating Expenditure | Contracted Services / Total Operating Expenditure x100 | Statement of Financial Performance, Budget, IDP, In-Year reports and AR | 2% - 5% | | #DIV/0! | *2021/22 Projected 4* | |
| | | | | | Contracted Services | | | |
| | | | | | Total Operating Expenditure | | | |
| | | | | | Taxation Expense | | | |
| | | | | | | | | |
| E. Grant Dependency | | | | | | | | |
| | | | | | | | | |
| 1 | Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure | Own funded Capital Expenditure (Internally generated funds + Borrowings) / Total Capital Expenditure x 100 | Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and Actual Information), Budget, IDP, In-Year reports and AR | None | | #DIV/0! | *2021/22 Projected 4* | |
| | | | | | Internally generated funds | | | |
| | | | | | Borrowings | | | |
| | | | | | Total Capital Expenditure | | | |
| | | | | | | | | |
| 2 | Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure | Own funded Capital Expenditure (Internally Generated Funds) / Total Capital Expenditure x 100 | Statement of Financial Position, Budget, AFS Appendices, Notes to the Annual Financial Statements (Statement of Comparative and Actual Information) Budget, IDP, In-Year reports and AR | None | | #DIV/0! | *2021/22 Projected 4* | |
| | | | | | Internally generated funds | | | |
| | | | | | Total Capital Expenditure | | | |
| | | | | | | | | |
| 3 | Own Source Revenue to Total Operating Revenue(Including Agency Revenue) | Own Source Revenue (Total revenue - Government grants and Subsidies - Public Contributions and | Statement Financial Performance, Budget, IDP, In-Year reports and AR | None | | #DIV/0! | *2021/22 Projected 4* | |
| | | | | | Total Revenue | | | |
| | | | | | Government grant and subsidies | | | |
| | | | | | Public contributions and Donations | | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | | Donations)/ Total Operating Revenue (including agency services) x 100 | | | Capital Grants | | | |
| | | | | | | | | |
| 3. BUDGET IMPLEMENTATION | | | | | | | | |
| | | | | | | | | |
| 1 | Capital Expenditure Budget Implementation Indicator | Actual capital Expenditure / Budget Capital Expenditure x 100 | Statement of Financial Position, Budget, AFS Appendices, In-Year reports and AR | 95% - 100% | | #DIV/0! | *2021/22 Projected 4* | |
| | | | | | Actual Capital Expenditure | | | |
| | | | | | Budget Capital Expenditure | | | |
| | | | | | | | | |
| 2 | Operating Expenditure Budget Implementation Indicator | Actual Operating Expenditure / Budgeted Operating Expenditure x 100 | Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR | 95% - 100% | | #DIV/0! | *2021/22 Projected 4* | |
| | | | | | Actual Operating Expenditure | | | |
| | | | | | Budget Operating Expenditure | | | |
| | | | | | | | | |
| 3 | Operating Revenue Budget Implementation Indicator | Actual Operating Revenue / Budget Operating Revenue x 100 | Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR | 95% - 100% | | #DIV/0! | *2021/22 Projected 4* | |
| | | | | | Actual Operating Revenue | | | |
| | | | | | Budget Operating Revenue | | | |
| | | | | | | | | |
| 4 | Service Charges and Property Rates Revenue Budget Implementation Indicator | Actual Service Charges and Property Rates Revenue / Budget Service Charges and Property Rates Revenue x 100 | Statement of Financial Position, Budget, AFS Appendices, IDP, In-Year reports and AR | 95% - 100% | | #DIV/0! | *2021/22 Projected 4* | |
| | | | | | Actual Service Charges and Property Rates Revenue | | | |
| | | | | | Budget Service Charges and Property Rates Revenue | | | |

### 3.6.1.9 MUNICIPAL INFRASTRUCTURE ASSETS AND MAINTENANCE (O&M)

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2024/25 draft budget provides for around asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the Municipality.

The following table lists the total anticipated cost for repairs and maintenance on infrastructure and assets for the year 2024/25. It must be noted that the municipality has identified all the shortcomings associated with neglecting capital assets such as infrastructure thus wishes to increase provision for repairing and maintenance of capital assets.

**Repairs and maintenance per asset class SA34c**

| Focus Area | | | |
|---|---|---|---|
| R'000 | 2024/25 | 2025/26 | 2026/27 |
| Maintenance of buildings and facilities (200/235011) | 1 500 | 314 | 328 |
| Pipelines & portable water maintenance (510/235100) | 21 142 | 22 115 | 23 132 |
| Vehicle Repairs Outsourced. (510/235080) | 8 115 | 8 488 | 8 879 |
| Repairs to Pumps (510/235120)Pipelines & portable water maintenance (510/235100) | 59 285 | 62 012 | 64 865 |
| Electrical (510/255045) | 20 000 | 20 920 | 21 882 |
| **TOTAL** | **110 042** | **113 849** | **119 086** |

**Repairs and maintenance per asset class SA34c – Refurbishment/ Upgrade Projects**

| Projects Name | MIG | Water, Sanitation | Total Budget 2024/25 |
|---|---|---|---|
| Refurbishment and Upgrade of Water and Sanitation Infrastructure 3 | Refurbishment | Water and Sanitation Project | R 10 000 000,00 |
| Upgrade of Bergville Water Treatemnt Works Bulk Water Supply Phase 2 | Upgrade | Water Project | R 20 000 000,00 |
| Upgrade of Langkloof WTW and Bulk Water Supply within Ward 10 Phase 2 | Upgrade | Water Project | R 10 833 000,00 |
| **TOTAL** | | | **R 40 833 000,00** |

A portion of the MIG and WSIG has been set aside specifically for the renewal and refurbishment of assets. It must further be noted that extensive refurbishment costs were incurred in the 2024/2025 financial year. The repairs to pumps and pipelines form one of the major cost drivers. The municipality

will seek to increase the budget on this line item, for the final budget. The available resources will be reviewed on the final cash flow balance.

The water services department will employ a planned maintenance plan to prevent emergency repairs, which often result in excessive expenditure. The EPWP grant has also been dedicated towards contracting employees who be responsible for to the General Water/Sewer and Reticulation.Due to insufficient funds the municipality cannot meet the recommended norm of 8% of PPE.

### 3.6.1.10 ASSET RENEWAL PLAN

The uThukela district municipality asset renewal plan aimed at rebuilding or replacing parts of an asset to enable it to the original capacity and performance, and materially extend its useful life (which may be a full or partial extension of life – i.e., less than its original expected useful life). Resources such as financial to ensure its feasibility support the plan.

uThukela district municipality had adopted the asset management policy and procedure manual together with the operational, repairs and maintenance plan on the ***21 May 2024.*** The municipality has set aside the budget to renew its infrastructure assets and other assets, as they are used in rendering the core function of the district municipality.

### 3.6.1.11 SUPPLY CHAIN MANAGEMENT (SCM)

The municipality has its Supply Chain Management Unit in place. The supply chain management deals with the systematic processes associated with the needs analysis and acquisition of goods and services required by the Municipality in terms of Section 217 of the constitution stipulates that the municipality must establish a supply chain management system that is fair, transparent, equitable, competitive, efficient, and cost-effective.

The supply chain activities are performed in line with the provisions of the Municipal Supply Chain Management Policy, Municipal Finance Management Act (No.56 of 2003), Preferential Procurement Policy Framework Act and its 2011 B-BBEE Regulations. Prospective suppliers or service providers wishing to do business with the council are invited to be registered on the municipal's list of accredited service providers/suppliers after the checking and evaluation of their application forms. All procurement requests exceeding R30 000 are advertised on the municipal website and notice boards for at least seven (7) days. Transactions above R200 000 are processed following the competitive bidding process. This approval includes the processing of bids by the Bid Specifications, Evaluation and

Adjudication Committees. The bids are advertised in the newspapers, municipal website, and notice boards.

To add to the latter, the uThukela district municipality has ***reviewed and adopted the Supply Chain Management Policy on the 21 May 2024.*** This policy guides procurement of goods and services in a fair, transparent, competitive, and efficient manner and to ensure that historically disadvantaged individuals (HDI) are accorded preferential consideration. Page 30 of the approved SCM policy is emphasising on the issue of the provision of the people living with disabilities (PLWD) to qualify for tendering. The policy talks to sub-contracting with the following designated groups:

- An EME or QSE, which is at least 51%, Black Owned
- An EME or QSE which is at least 51% owned by black youth
- An EME or QSE, which is at least 51%, Black Women Owned
- **An EME or QSE which is at least 51% owned by black people with disabilities( see the attached SCM Policy)**
- An EME or QSE which is 51% owned by black people living in rural or underdeveloped areas and / or townships.
- A Cooperative which is at least 51% owned by black people.
- An EME or QSE which is at least 51% owned by black people who are military veterans.

### 3.6.1.12 CHALLENGES IN SCM UNIT

The municipality has its Supply Chain Management Unit in place headed by SCM Manager and is situated in the BTO department under the guidance of the CFO.There are not many challenges in the unit except that SCM in some tenders fail to meet the 90 days validity timeframe because of complains and objections from the tenderers.

In addressing that challenge, the Bid Committees were properly trained to avoid unnecessary objectives from the tenderers.

On the 1st of February 2024 the BTO organized a procurement Indada to educate everyone in the organisation about the procurement systems. The aim of this Procurement Indada was to ensure that everybody is on board with the SCM processes.

### 3.6.1.13 DEVIATION

During the 2023/2024, uThukela had deviations amounting to **R 10 186 915.54**. The table below shows deviation register including the reasons for deviations:

**Deviation Register: 2023-2024**

| REQUISITION NO | ORDER NUMBER | ORDER DATE | SUPPLIER | DEPARTMENT | DESCRIPTION | AMOUNT |
|---|---|---|---|---|---|---|
| | | | | | | |
| | 24582 | 11 11 2021 | Wetspec | WATER SERVICES | supply and delivery of chemicals | 241314,68 |
| | 24642 | 19/11/2021 | Wetspec | WATER SERVICES | supply and delivery of chemicals | 309350,00 |
| | 24719 | 12 02 2021 | Mgazi Engineering | WATER SERVICES | supply and delivery of chemicals district wide | 7762480,68 |
| | | | | | | **R 8 313 145.36** |
| **MUNICIPAL HEALTH** | | | | | | |
| | | 08 02 2021 | Joat Consulting | MUNICIPAL HEALTH | Water Balances and stock calculations | 270877,90 |
| | | | | | | **R 270,877.90** |
| **CORPORATE** | | | | | | |
| | | 19/11/2022 | One Stop Computers | CORPORATE SERVICES | Supply and deliver laptops for new councillors | R 367 650,00 |
| | | | Sizowakha Security | CORPORATE SERVICES | Security Services for former Umngeni plants | R 492 660,00 |
| | | | | | | **R 860 310,00** |
| **Social services** | | 21/02/2022 | Banabanzi Projects | | Supply and Delivery of Disaster management stock for Floods | **R 430 000,00** |
| **OFFICE OF THE MAYOR** | | - | - | - | - | - |
| | 24752 | 22/12/2022 | Zenzelewena Protection Services | | Provision of VIP Security for Speaker and Deputy Mayor | R 129 096,79 |
| | 24753 | 22/12/2022 | Zenzelewena Protection Services | | Provision of VIP Security for Mayor | R 183 485,49 |
| | | | | | | R 312 582,28 |

**REASONS FOR DEVIATIONS**

1. Supply and deliver laptops for new councilors.
2. supply and delivery of water and chemicals
3. Water Balances and stock calculations
4. Security Services for former Umngeni plants
5. Supply and Delivery of Disaster management stock for Floods
6. Provision of VIP Secuirty

### 3.6.1.14 PROCUREMENT PLAN

A Procurement Plan defines the products and services that the municipal department will obtain from external suppliers. The uThukela Procurement Plan gone one-step further by describing the process that will go through to appoint those suppliers contractually. The procurement plan of uThukela defines the following:

- The items that need to procure by all departments.
- The process for acquiring those items.
- Schedule the timeframes for delivery.

The following table shows the procument plan in respect of advertised competitive bids (goods, infrastructure projects or services more than R200 000 including all applicable taxes) for the 2024/2025 financial year:

| **Cost Centre** | **Project** | **Project Description** | **2021/2022** | **Responsible Person** | **Award date** | **Contract Duration** | **Contract number** | **Awarded Price** | **Contract End Date** |
|---|---|---|---|---|---|---|---|---|---|
| MHS&S WSA | 157 | Clothing textile | 4000 000 | Miss Madlala | | | | 112581 | 2023/3/05 |
| MHS&S WSA | 157 | Medical surveillances | | Miss Madlala | | | | | 2023/03/06 |
| MHS&S WSA | | PPE (covid 19 PPE) | | | | | | | 2023/03/07 |
| Budget & treasury | 157 | Insurance broker | 5917 096 | Mr Dubazane | | 30-Nov-24 | 08/2021 / FIL | | 2023/03/08 |
| Corporate services | 157 | Tracking system and leasing cars | 5000 000 | Manager Administration | | | | | 2023/03/09 |
| Technical and water services | 157 | Hire plant and equipment | 2000 000 | PMU | | | | | 2023/03/10 |
| | | | | | | | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Budget & treasury | 370 | Assets management system and support | 2500 000 | | | | | | |
| Budget & treasury | 370 | Cleaning material | 500 000 | LT Ngwenya | | | | | |
| Budget & treasury | 370 | Stationery | 500 000 | LT Ngwenya | | | | | |
| Technical and water services | 370 | Professional engineering | | | | | | | |
| | | | | | | | | | |
| Technical and water services | | Upgrade of ntabamhlophe | | | | | | | |
| | | | | | | | | | |
| Technical and water services | | Ekuvukeni bulk pipeline | | | | | | | |
| | | | | | | | | | |
| Technical and water services | | Thembalihle water project | 9 119 280 | PMU | 14/12/2021 | N/A | 19/2021-con | | |
| Technical and water services | | Loskop abstraction | - | PMU | 14/12/2021 | N/A | 18/2021/CON | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Office of the mayor | | Suv cars for office of the mayor | | MM MKHIZE | N/A | | 07/2022-TRA | | |
| Co-operate services | | Installation of access control | 257 004 | S GCABASHE | N/A | 2022/2024 | 07/2022/FAC | | |
| Water services | | Panel of consulting engineers for municipal infrustr, | 2771 515 | S DUBE | N/A | 22/2024 | 09/2022/CES | | |
| Water and water waste chemicals | | Panel for supply and deliver water waste chemicals | 995 920 | C COETZEE | N/A | 2022/2024 | 08/2022/CMS | | |

### 3.6.1.15 EMPLOYEE RELATED COSTS (INCLUDING COUNCILOR ALLOWANCES)

The budgeted allocation for employee related costs for the 2024/2025 financial year totals R389 million, which equals 38% of the total operating expenditure. Which is below the norm of 40%.

The municipality has been very strict in budgeting for overtime and standby, the budget has been strictly set at R24,9 million the amount includes R10 million for standby and R936 thousand for night shift. The budgeted amount is in line with the industry norm of 5% of employee related costs. Our aim is to do away completely with overtime in the long run. Senior managers have created a plan to reduce and effectively control overtime as well as to re consider employees eligible for standby.

### 3.6.1.16 REVENUE ENHANCEMENTS AND PROTECTION STRATEGIES

The municipality has developed the credit control and debt collection policy. Both policies were reviewed and adopted by council on the ***21 May 2024***. This policy provides direction in areas of credit control, collection of amounts billed to customers, procedures for recovery of arrear accounts. Council adopted the credit control and debt collection policy and reviewed annually.

The Municipality has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. Most of which will benefit the municipality as well as consumers. It is crucial to mention the following issues that are negetively impacted in the collection rate and the actions that the municipality is taking to imrove the collection rate:

- ❖ COVID-19 pandemic impacted negatively on debt collection.
- ❖ Water losses are still not measured accurately as there are no bulk meters.
- ❖ Some meters are estimated for more than 3 three months due to high vacancy rate.
- ❖ Faulty meters and meters inside yards hindering disconnections.
- ❖ Revenue management SOP's have been developed and is implemented.
- ❖ Credit control & Debt collection Policy is currently enforced.

The collection of revenue must be addressed seriously, as it affects the cash flow and financial viability of the municipality.

Cogta has intervene to assist the municipality. The anticipation is that the collection rate is expected to increase. *The figure below displays the status of revenue from 2021/2022 to 2023/2024 mid year. The trend indicates the decrease of collection rate in the mid year of 2022/2023 whereas the table below shows that the collection rate had risen to 64 % in February 2023 and averaged at 47% for the current financial year.*

**DEBTORS COLLECTION ANALYSIS 2020/2021**

| MONTH | AUG | SEPT | OCT | NOV | DEC | JAN | FEBR | MAR | APR | MAY | JUNE | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| RECEIPTS | 9 881 934,43 | 11 137 594,52 | 12 261 480,55 | 9 200 380,97 | 10 053 592,84 | 8 992 072,88 | 9 241 448,44 | 11 965 859,95 | 8 621 399,99 | 10 182 828,83 | 10 198 861,61 | 119 088 375,66 |
| BILLING | 28 622 875,40 | 28 005 221,94 | 29 638 219,80 | 28 917 019,04 | 28 701 731,00 | 29 930 430,75 | 27 625 976,19 | 27 285 323,19 | 18 088 181,04 | 30 204 539,88 | 30 192 861,07 | 335 472 226,09 |
| **% BILLING VS RECEIPT** | **35%** | **39%** | **44%** | **31%** | **35%** | **31%** | **31%** | **43%** | **32%** | **56%** | **34%** | **35%** |

**DEBTORS COLLECTION ANALYSIS 2021/2022**

| MONTH | AUG | SEPT | OCT | NOV | DEC | JAN | FEBR | MAR | APR | MAY | JUNE | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| RECEIPTS | 14 764 050,57 | 15 622 176,24 | 10 631 708,35 | 12 164 289,47 | 7 718 813,36 | 10 993 011,79 | 15 703 090,94 | 13 092 979,51 | 9 469 092,16 | 9 827 541,74 | 9 723 515,80 | 138 931 004,26 |
| BILLING | 33 722 327,60 | 28 596 919,03 | 25 719 760,31 | 29 708 945,81 | 25 498 283,47 | 27 978 175,56 | 30 398 003,78 | 5 313 483,58 | 21 590 574,19 | 29 320 240,57 | 27 339 073,91 | 900 994 740,86 |
| **% BILLING VS RECEIPT** | **2%** | **46%** | **37%** | **47%** | **26%** | **43%** | **56%** | **43%** | **178%** | **46%** | **33%** | **15%** |

**DEBTORS COLLECTION ANALYSIS 2022/2023**

| MONTH | AUG | SEPT | OCT | NOV | DEC | JAN | FEBR | MAR | APR | MAY | JUNE | TOTAL |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| RECEIPTS | 13 508 293,72 | 9 339 664,04 | 8 944 166,69 | - 14 527 036,34 | 11 433 208,55 | 13 791 062,00 | 18 236 508,53 | 7 552 364,29 | 5 975 045,28 | - | - | 81 745 061,93 |
| BILLING | 60 737 485,23 | 28 272 286,36 | - 2 718 868,73 | 13 502 357,31 | 25 317 305,87 | 28 486 530,40 | 19 018 331,06 | 21 256 993,64 | 25 414 795,45 | - | - | 246 023 348,34 |
| **% BILLING VS RECEIPT** | **51%** | **15%** | **32%** | **534%** | **85%** | **54%** | **64%** | **40%** | **28%** | | | **33%** |

**Collection Rate**

| COLLECTION BILLING AS AT FEBRUARY 2024 | | | | |
|---|---|---|---|---|
| June 2022 | 26,736,737.75 | July 2022 | 7,491,754.17 | 28.02% |
| July 2022 | 28,769,128.16 | August 2022 | 13,508,293.72 | 46.95% |

| | | | | |
|---|---|---|---|---|
| August 2022 | 28,272,286.36 | September 2022 | 9,339,664.04 | 33.03% |
| September 2022 | 24,479,318.36 | October 2022 | 8,944,166.69 | 33.78% |
| October 2022 | 28,964,318.88 | November 2022 | 14,527,036.34 | 50.15% |
| November 2022 | 25,317,305.87 | December 2022 | 13,791,062.00 | 45.16% |
| December 2022 | 24,586,530.36 | January 2023 | 18,236,508.53 | 48.41% |
| January 2023 | 26,643,15.46 | February 2023 | 18,236,508.53 | 68.45% |
| **TOTALS** | **219,668,777.05** | | **97 ,271 ,694.04** | 44% |

### 3.6.1.17 HOW THE MUNICIPALITY IS BENEFITING FROM REVENUE RAISING STRATEGY

Collection rate has increased since implementation of revenue enhancement strategy. Credit control staff were trained on the use of collections manager (system) as part of strengthen our own credit control strategies.

The cash flow position of the municipality is prepared monthly and discussed in a task team meeting to analyse if the strategy is benefiting the municipality or not.

**INCENTIVE DISCOUNTS**

uThukela district municipality have approved an incentive to lessen the debt burden to all household consumers with arrears. The incentive is ongoing, and we hereby call upon all customers to visit our offices for assistance and further clarity. The discount works as follows:

- 50 % to apply to the debt balance from 120 days and above,
- Customers can only qualify once during the incentive drive period.
- The incetive to apply to all customer catergories except for governmrnt and business/commercial/industrial that we have in our Masterfile.
- Customers need to consult the office before making a payment of 50% incetive
- No other incentive to run concurrently with 50%, in that way current incentive (one third to be on standstill
- Customers to sign the settlement forms and attach all the necessary documentations to validate the incentive offers.
- This is offerd to customers who are in good standing.

If any of the benefited customers defaults during the arrangement period, the entire discount offered will be forfeited.

### 3.6.1.18 TARIFF STRUCTURE

Tariff-setting is a pivotal and strategic part of the compilation of any budget. When rates, tariffs and other charges were revised, local economic conditions, input costs and the affordability of services were considered to ensure the financial sustainability of the Municipality. Municipality is still recovering from this situation, and which has been further negatively debt owed to uMngeni.The core function of the municipality is water and sanitation which is the basic needs for human beings and the constitution says they are basic human rights. The municipality has a difficult task of setting tariffs which are affordable to all consumers and the same time must be cost reflective considering all cost associated with the end product.

National Treasury continues to encourage municipalities to keep increases in rates, tariffs, and other charges as low as possible. Discounting the impact of these price increases in lower consumer tariffs will erode the Municipality's future financial position and viability. As mentioned earlier services are failing to break even.

It must also be appreciated that the consumer price index, as measured by CPI, is not a good measure of the cost increases of goods and services relevant to municipalities. The basket of goods and services utilized for the calculation of the CPI consist of items such as food, petrol, and medical services, whereas the cost drivers of a municipality are informed by items such as the cost of remuneration, bulk purchases of electricity, petrol, diesel, chemicals etc. The current challenge facing the Municipality is managing the gap between cost drivers and tariffs levied, as any shortfall must be made up by either operational efficiency gains or service level reductions. Within this framework the Municipality has undertaken the tariff setting process relating to service charges as follows.

Tariff the cost of the provision of general services. Determining the effective tariff is therefore an integral part of the municipality's budgeting process. The municipality has considered the percentage increase in the major cost drivers of providing services. Which is electricity increasing by 15.7% and no increment has been applied to the cost of labour. The 6% increase on tariffs is not cost reflective. However, the municipality also considers the impact of the economic challenges faced by consumers. Below are the approved water services tariffs for the financial year 2024/25 these tariffs exclude VAT.

The Municipality has adopted a 6% increase on all tariffs and 8% increase on the industrial tariffs since tariffs have not been cost reflective in the past and certain areas are charged a minimum flat rate. Business and government tariffs have been increased by 18,4%. The municipality is working towards phasing in more cost reflective tariffs however this cannot be achieved in a single financial year.

**WATER & SANITATION SERVICES TARIFF 2024/2025 FINANCIAL YEAR**

| | Description | Tariff |
|---|---|---|
| 1. | Tariff for accessibility to water (basic charge occupied and unoccupied) | R111.28/ month |
| 2. | Tariff for accessibility to sewerage system (basic charge occupied and unoccupied) | R141.82/ month |
| | | |
| 3. | Sewer tariff for restricted usage (unmetered) | R141.82/ month |
| 4. | Servicing sewer conservancy tanks/pits (small) | R250.56/ service |
| | Servicing sewer conservancy tanks/pits (large) | R536.95/ 5000l/ load |
| | Discharge of sewage to wastewater works by private sewer tankers | R0,18/litre |
| | **Integrated Step Tariff (Domestic Use)** | |
| 5. | Water tariff for water usage up to 6kl | Free/ Indigent |
| | Water tariff for water usage 1 to 30kl | R16.15kl |
| | Water tariff for water usage 31kl to 100kl | R18.71kl |
| | Water tariff for water usage 101kl and above | R21.50kl |
| | **Integrated step tariffs (Business use)** | |
| | Water tariff for water usage 1 to 30kl | R18.05kl |
| | Water tariff for water usage 31kl to 100kl | R20.91kl |
| | Water tariff for water usage 101kl and above | R24.02kl |
| | **Integrated Step Tariff (Industrial/Factory Use)** | |
| 6. | Water tariff for water usage1kl and above | R17.43kl |
| | | |
| | **Integrated Step Tariff (Co-operatives)** | |
| 7. | Water tariff for water usage 1 to 40kl | R8.76kl |
| | Water tariff for water usage 41 to 80kl | R8.64kl |
| | Water tariff for water usage 81kl and above | R10.44kl |
| | **Integrated Step Tariff (Churches)** | |
| 8. | Water tariff for water usage 1 to 30kl | R7.60kl |

| | | |
|---|---|---|
| | Water tariff for water u<br>sage 31 to 70kl | R8.64kl |
| | Water tariff for water usage 71kl and above | R10.44kl |
| | **Integrated Step Tariff (Trust)** | |
| 9. | Water tariff for water usage 1 to 30kl | R15.47kl |
| | Water tariff for water usage 31 to 70kl | R15.04kl |
| | Water tariff for water usage 71kl and above | R17.60kl |
| | | |
| | **Integrated step tariff (Government use)** | |
| 10. | Water tariff for water usage 1 to 30kl | R18.05kl |
| | Water tariff for water usage 31kl to 100kl | R20.91kl |
| | Water tariff for water usage 101kl and above | R24.02kl |

| | | |
|---|---|---|
| 11. | Bulk potable water supply to IDC Estate | R8.27kl |
| | Bulk Raw water supply | R5.06kl |
| | | |
| 12. | Emergency Services Connection (excluding emergency services) | R35.89kl |
| 13. | Availability charge for fire hydrant per month | R131.27 |
| 14. | For water drawn or usage from metered fire hydrant | R17.86/kl |
| 15. | Inspections for internal leaks and any other services (per visit) | R866.74 |
| 16. | All connections, repairs and work required from Council Domestic | Cost + 10% |
| 17. | All connections, repairs and work required from Council other services actual cost + 10<br>% | Cost + 10% |
| 18. | Trade Effluent | Charge(c/kl) = R114.29+([COD/1000] x R2.27c)<br>(COD-Chemical Oxygen Demand) |

| | | |
|---|---|---|
| 19. | Account Deposits (Subject to credit worthiness) | **Residential dep. max** R10072.67<br>**Bus./Govt./Trust dep. max** R12525.26<br>**Industrial dep. max.** R20873.99<br>**Church/Co-ops dep. Max** R8578.68<br>**New consumers:-** Residential dep.R2225.15<br>**New Bus./Govt./Industr.** R5600.75<br>**New Co-operatives** R1045.66<br>**New Churches** R2495.40<br>**New Trust businesses** R5262.30<br>**New Trusts** R2087.87<br>New account connection fee is R257.25 |
| 20. | New accounts administration fees-Opened by Council per para. 4.7 CC&DCP | **Residential:** R2192.15<br>**Bus/Govt/Ind:**R5141.54<br>**Co-ops:** R 1166.53<br>**Churches:** R2427.07<br>**Trusts in bus:**R4848.44<br>**Trusts:** R2075.78 |
| | | |
| 21. | Scrutiny of building plans | R664.11/ plan |
| 22. | Clearing of grass overgrowth | Actual cost + 13% |
| 23. | Requested Water Tankering (funerals – if not indigent) | Water R29.88 per kl<br>Transport R20.74per km<br>Plus 6.2% administration fee |
| 24. | Requested Water Tankering (other events) | Water R48.19 per kl<br>Transport R31.54 per km<br>Plus 10% administration fee |
| 25. | Developer's Capital Contribution - Water | R 13913.87 |
| 26. | Developer's Capital Contribution - Sanitation | R 15305.38 |

| | | |
|---|---|---|
| 27. | Disconnection Fee<br>Reconnection fee - Working hours<br>-After hours, Saturdays/Sundays/Public Holidays | R 183.63<br><br><br><br>R 186.44<br>R 459.06 |
| 28. | Clearance certificates | R639.98 |
| 29. | Flat rate services (where applicable) | R456.16 per household |
| 30. | Moving/shifting of the existing water meter (in metres) | |
| 31. | A distance less than a metre (1m) | R456.06 |
| 32. | A distance from 1 metre to 3 metres | R736.96 |
| 33. | A distance more than 3 metres to any distance | R1096.43 |
| | | |

### 3.6.1.19 BAD DEBT WRITE OFFS

The bad debt write off was submitted and approved by the council on the ***21 May 2024.*** The table below replicates the bad debts write off as to comply with the approved bad debt provision and write off poicy that was adopted by Council

| | | |
|---|---|---|
| 50 % incentives as per council resolution | 7 857 924.17 | Incentives |
| Indigent Rebates (Free 6kl and basic charges) | 753 484.52 | Bad debt |
| Prescribed debts | 637 033 045.64 | Bad debt |
| | 645 644 454.33 | |
| | | |
| Journals - correcting the previous year's error on bad debt | - 214 134.60 | Bad debt |
| Journal by Piet | - | |
| | - 214 134.60 | |
| | | |
| **Total as per ledger** | 645 430 319.73 | |
| | | |
| | 7 857 924.17 | Incentive |
| | 637 572 395.56 | Bad debt |
| | | |

***The Bad Debt Provision and Write off Policy was adopted by Council on the 21 May 2024***

### 3.6.1.20 BILLING SYSTEM

The municipality does have a billing system in place. Clients are billed according to consumption. The meter readers of the municipality perform the reading's function. The readings are captured, and clients are billed to pay before the last day of every month. The table below shows the payment vs billing as of 31 May 2023.

| COLLECTION BILLING AS AT FEBRUARY 2023 | | | | |
|---|---|---|---|---|
| June 2022 | 26,736,737.75 | July 2022 | 7,491,754.17 | 28.02% |
| July 2022 | 28,769,128.16 | August 2022 | 13,508,293.72 | 46.95% |
| August 2022 | 28,272,286.36 | September 2022 | 9,339,664.04 | 33.03% |
| September 2022 | 24,479,318.36 | October 2022 | 8,944,166.69 | 33.78% |
| October 2022 | 28,964,318.88 | November 2022 | 14,527,036.34 | 50.15% |
| November 2022 | 25,317,305.87 | December 2022 | 13,791,062.00 | 45.16% |
| December 2022 | 24,586,530.36 | January 2023 | 18,236,508.53 | 48.41% |
| January 2023 | 26,643,15.46 | February 2023 | 18,236,508.53 | 68.45% |
| **TOTALS** | **219,668,777.05** | | **97,271 ,694.04** | 44% |

### 3.6.1.21 THE ANTI-FRAUD AND CORRUPTION POLICY AND PREVENTION PLAN

uThukela district has developed and will adopt the Anti- fraud and corruption policy and prevention plan on the ***21 May 2024*** and is under implementation. The plan recognises basis fraud and corruption prevention measures, which are in a place within uThukela district municipality. The plan was designed to the combating of Corrupt Activities, Act 2004.It is aimed at achieving the following:

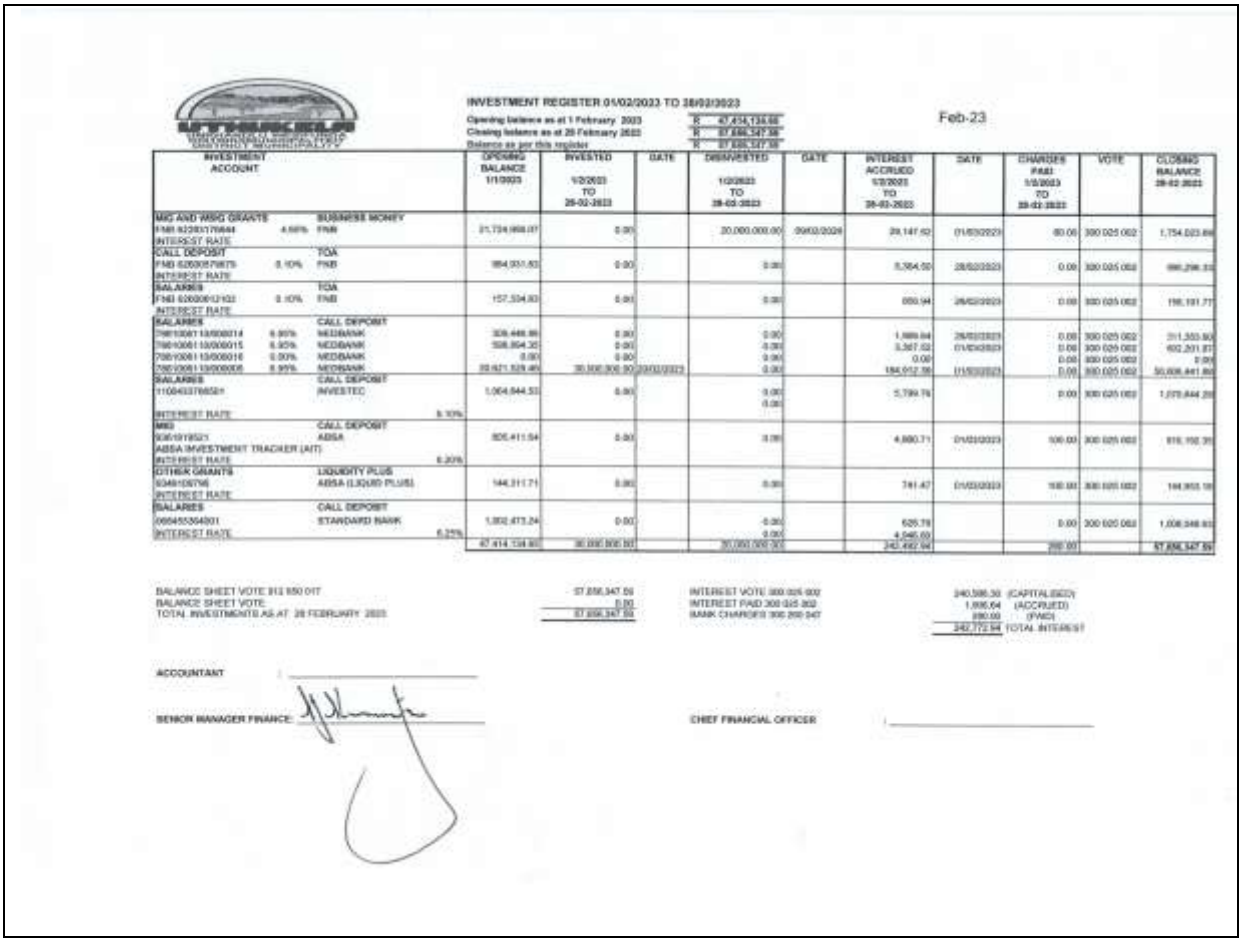
- Encourage ethical behaviour.
- Improved accountability
- Improve application of systems, policies, procedures, and regulations
- Change aspects which could lead to unnoticed or unreported fraud and corruption.

The policy of Anti-fraud and Anti-Corruption explains everything on its own. The Simple meaning of the word "Anti" means a policy of Prevention or Protection or just Doing Away of/with Fraud and corruption in uThukela District Municipality. An Anti-Fraud and Anti- Corruption strategy consists of reforms in the internal management of public resources and administration to reduce opportunities and incentives for fraud and corruption as well as to provide public accountability of the Council's stakeholders.

### 3.6.1.22 INVESTMENT POLICY

Every municipal council and its body are in terms of Section 13(2) of the Municipal Finance Management Act (MFMA) no 56 of 2003 is required to draft the Municipal's investment regulations. The primary objective of the investment policy is to gain the highest possible return, without unnecessary risk, during periods when excess funds are not being used. For this to be achieved, it is essential to have an effective cash flow management program. Before any monies can be invested, the Chief Financial Officer or his/her delegate must determine whether there will be surplus funds available during the term of the investment. uThukela district municipality has adopted its investment policy on the ***21 May 2024*** in ensuring that the municipality is gaining the highest possible return without any risk.

The term of the investment should be fixed and to do this it is essential for the cash flow estimates to be drawn up. Investment shall be made with care, skill, prudence, and diligence. Investment officials are required to adhere to written procedures and policy guidelines, exercise due diligence and exercise strict compliance with all legislation. The Minister of finance may identify by regulation in terms of Section 168 of the MFMA instruments or investments other than those referred to below in which the Municipality may invest e.g., deposit with banks registered in terms of the banks Act, 1990 (Act No.94 of 1990). The table below shows the list of investment currently held by the municipality. ***The table below reflects the investment register 01/02/2023 to 28/02/2023.***



INVESTMENT REGISTER 01/02/2023 TO 28/02/2023

Feb-23

| INVESTMENT ACCOUNT | | | OPENING BALANCE 1/1/2023 | INVESTED 1/2/2023 TO 28-02-2023 | DATE | DISINVESTED 1/2/2023 TO 28-02-2023 | DATE | INTEREST ACCRUED 1/2/2023 TO 28-02-2023 | DATE | CHARGES PAID 1/2/2023 TO 28-02-2023 | VOTE | CLOSING BALANCE 28-02-2023 |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MIG AND MSIG GRANTS | | BUSINESS MONEY | | | | | | | | | | |
| FNB 62283178644 | 4.60% | FNB | 21,734,968.07 | 0.00 | | 20,000,000.00 | 09/02/2023 | 29,147.52 | 01/02/2023 | 60.00 | 300 025 002 | 1,764,055.59 |
| INTEREST RATE | | | | | | | | | | | | |
| CALL DEPOSIT | | TOA | | | | | | | | | | |
| FNB 62509579875 | 8.10% | FNB | 994,931.83 | 0.00 | | 0.00 | | 5,364.50 | 28/02/2023 | 0.00 | 300 025 002 | 990,296.33 |
| INTEREST RATE | | | | | | | | | | | | |
| BALANCES | | TOA | | | | | | | | | | |
| FNB 62509612102 | 0.10% | FNB | 157,334.83 | 0.00 | | 0.00 | | 950.94 | 28/02/2023 | 0.00 | 300 025 002 | 158,191.77 |
| INTEREST RATE | | | | | | | | | | | | |
| BALANCES | | CALL DEPOSIT | | | | | | | | | | |
| 7991008113/000014 | 6.95% | NEDBANK | 309,448.86 | 0.00 | | 0.00 | | 1,989.94 | 28/02/2023 | 0.00 | 300 025 002 | 311,353.80 |
| 7991008113/000015 | 6.95% | NEDBANK | 508,954.35 | 0.00 | | 0.00 | | 3,267.02 | 01/03/2023 | 0.00 | 300 025 002 | 402,221.37 |
| 7991008113/000016 | 0.00% | NEDBANK | 0.00 | 0.00 | | 0.00 | | 0.00 | | 0.00 | 300 025 002 | 0.00 |
| 7991008113/000008 | 6.95% | NEDBANK | 29,621,529.46 | 30,000,000.00 | 01/02/2023 | 0.00 | | 184,012.56 | 01/03/2023 | 0.00 | 300 025 002 | 50,805,541.80 |
| BALANCES | | CALL DEPOSIT | | | | | | | | | | |
| 11004637665/21 | | INVESTEC | 1,064,844.53 | 0.00 | | 0.00 | | 5,799.76 | | 0.00 | 300 025 002 | 1,070,644.29 |
| | | | | | | 0.00 | | | | | | |
| INTEREST RATE | | 5.10% | | | | | | | | | | |
| MIG | | CALL DEPOSIT | | | | | | | | | | |
| 9261919521 | | ABSA | 805,411.54 | 0.00 | | 0.00 | | 4,860.71 | 01/03/2023 | 100.00 | 300 025 002 | 810,152.25 |
| ABSA INVESTMENT TRACKER (AIT) | | | | | | | | | | | | |
| INTEREST RATE | | 6.20% | | | | | | | | | | |
| OTHER GRANTS | | LIQUIDITY PLUS | | | | | | | | | | |
| 9349109716 | | ABSA (LIQUID PLUS) | 144,311.71 | 0.00 | | 0.00 | | 781.47 | 01/03/2023 | 100.00 | 300 025 002 | 144,993.18 |
| INTEREST RATE | | | | | | | | | | | | |
| BALANCES | | CALL DEPOSIT | | | | | | | | | | |
| 060455364001 | | STANDARD BANK | 1,802,473.24 | 0.00 | | 0.00 | | 625.78 | | 0.00 | 300 025 002 | 1,808,348.93 |
| INTEREST RATE | | 6.25% | | | | 0.00 | | 4,246.93 | | | | |
| | | | 47,414,134.66 | 30,000,000.00 | | 20,000,000.00 | | 242,492.94 | | 260.00 | | 57,656,347.59 |

| | | | | |
|---|---|---|---|---|
| BALANCE SHEET VOTE 913 950 017 | 57,656,347.59 | INTEREST VOTE 300 025 002 | 240,586.30 | (CAPITALISED) |
| BALANCE SHEET VOTE | 0.00 | INTEREST PAID 300 025 002 | 1,906.64 | (ACCRUED) |
| TOTAL INVESTMENTS AS AT 28 FEBRUARY 2023 | 57,656,347.59 | BANK CHARGES 300 200 047 | 260.00 | (FMG) |
| | | | 242,772.94 | TOTAL INTEREST |

ACCOUNTANT

SENIOR MANAGER FINANCE

CHIEF FINANCIAL OFFICER

It must be noted that for the medium-term, the funding strategy has been informed directly by ensuring financial sustainability and continuity.

### 3.6.1.23 COST FOR THE CONTRACTED SERVICES

mSCOA classifications of expenditure type have changed which has given a move of all items that are outsourced to contracted services. Some of the items such as repairs and maintenance, water tankers, operational grants expenditure have now form part of contracted services. Chemicals, insurance, and computer programs no longer part of contracted services.

Other expenditure forms 18% of the total operating expenditure. Items that form the total cost other expenditure:

| CONTRACTED SERVICES R'000 | 2024/25 | 2025/26 | 2026/27 |
|---|---|---|---|
| screening services | 300 | 314 | 328 |
| Maintenance of buildings and facilities (200/235011) | 1 500 | 314 | 328 |
| Training | 315 | 329 | 345 |
| Doctors Examinations (200/260343) | 250 | 261 | 274 |
| membership fees | 4 416 | 4 619 | 4 832 |
| Security (200/235525) | 25 045 | 26 197 | 27 402 |
| Health Professional Council of South Africa | 808 | 845 | 884 |
| Vaccinations | 1 000 | 1 046 | 1 094 |
| Pipelines & portable water maintenance (510/235100) | 21 142 | 22 115 | 23 132 |
| Contracted Services:Consultants and Professional Services:Bu | 2 792 | 2 920 | 3 055 |
| Vehicle Repairs Outsourced. (510/235080) | 8 115 | 8 488 | 8 879 |
| Repairs to Pumps (510/235120)Pipelines & portable water maintenance (510/235100) | 59 285 | 62 012 | 64 865 |
| Electrical (510/255045) | 20 000 | 20 920 | 21 882 |
| Business and Advisory:Business and Financial Management | 2 000 | 2 092 | 2 188 |
| Outstanding Debt - Collection Fees (300/225001) | 532 | 1 046 | 1 094 |
| Computer Programs (300/260) | 12 437 | 13 009 | 13 607 |
| Job Evaluation (200/260218) | 90 | 94 | 98 |
| Chemical Analysis Laboratory | 1 000 | 1 046 | 1 094 |
| Legal Fees (200/260240) | 10 000 | 10 460 | 10 941 |
| GIS. Programmes (405/406360) | 448 | 469 | 491 |
| Audit Committee (105/260027) | 455 | 476 | 498 |
| | | | |
| **TOTAL** | **171 931** | **179 074** | **187 311** |

### 3.6.1.24 COST FOR FINANCIAL CONSULTANTS

It is important to note that uThukela district municipality is ***not*** utilizing the services of financial consultants; therefore, there is no cost for financial services.

### 3.6.1.25 AUDITOR GENERAL OPINION

The auditor general opinion on the financial management for the past three years can be summarised as follows:

| Financial year | Audit outcome |
|---|---|
| 2023/2024 | |
| 2022/2023 | Qualified |
| 2021/2022 | Qualified |
| 2020/2021 | Qualified |

***The Auditor General Report and the Audit Improvement Plan*** that aimed at addressing issues raised in the AG Report is implemented and monitored. The Audit Improvement Plan is implemented by the responsible managers and monitored at all committee meetings of council including MANCO, EXCO, and Council. The audit committee fulfils its responsibilities as set out in section166 (2) of the MFMA.

## 3.6.2 FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT KEY CHALLENGES

| FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT | |
|---|---|
| **CHALLENGE** | ♦ Financial difficulties to fund projects and programmes<br>♦ Non-available of financial reserves<br>♦ high indigent rate,<br>♦ tariffs not covering water cost,<br>♦ Grant dependency<br>♦ Illegal connections<br>♦ Inconsistent of billing of consumers<br>♦ Low revenue collection<br>♦ Inadequate funding for the continued provision of infrastructure for free basic services<br>♦ Stagnant Auditor general opinion |

### 3.6.3 FINANCIAL VIABILITY & MANAGEMENT: SWOT ANALYSIS

| STRENGTHS | OPPORTUNITIES |
|---|---|
| ♦ Provincial Support in the form of grants.<br>♦ Submission of returns and statistics information<br>♦ Amended SCM policy. | ♦ Continuous update of process to strive for Clean Audit<br>♦ Commitment to cost containment measures<br>♦ Commitment to reducing irregular, unauthorized, fruitless, and wasteful expenditure.<br>♦ Improve debt collection.<br>♦ Improve cash flow of the municipality.<br>♦ Indigent registers be obtained from Local Municipalities for integration, consumers database updated, indigent register implemented, and indigent policy applied |
| **WEAKNESSES** | **THREATS** |
| ♦ Credit Control and debt collection.<br>♦ High indecency rate - outdated indigent register and non-implementation thereof.<br>♦ Inconsistent of billing of consumers<br>♦ Illegal connections.<br>♦ Cash flow and payment of creditors.<br>♦ Non availability of financial reserves / solid investments.<br>♦ Non availability of financial discipline.<br>♦ Lack of compliance with municipal policies.<br>♦ Stagnant AG opinion for three consecutive years<br>♦ Unfunded budget | ♦ Non-compliance with legislative mandates – reporting.<br>♦ Non availability of financial reserves / solid investments.<br>♦ Financial difficulties to fund projects and programmes<br>♦ Low-income Base.<br>♦ Dependency on equitable share and conditional grant<br>♦ Long Outstanding Debtors<br>♦ Non-payment culture in community and government departments<br>♦ Inadequate funding for the continued provision of infrastructure for free basic services<br>♦ Not adhering to the Budget funding plan |

## 3.7 GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

Good Governance measures how the local government sphere aligns and integrates with the Provincial and National spheres of government on cross cutting issues. Programmes to demonstrate how the community participates and are consulted empowered in government programmes; particularly the establishment and functionality of ward committees and community development workers. Good governance requires the district to provide the highest quality of service to its constituents and to ensure that all the strategies and objectives be adhered to, resulting in a productive and sustainable district.

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 several citizen rights and more specifically, the rights of communities to be involved in local governance. Municipalities are obliged to encourage the involvement of communities and community organisations in local government. This obligation extends to the entire way in which a municipality operates and functions. The principle behind public participation is that all the stakeholders affected by a public authority's decision or actions have a right to be consulted and contribute to such a decision.

The municipality is obligated to:

- Consider the interests and concerns of the residents when it crafts by-laws, policy and implements its programmes;
- Communicate to the community regarding its activities

### 3.7.1 NATIONAL AND PROVINCIAL PROGRAMMES

#### 3.7.1.1 BATHO PELE

Batho Pele, a Sesotho word, which means "People First", is an initiative that was launched in 1997 to transform the Public Service at all levels. Batho Pele was launched because democratic South Africa inherited a Public Service that was not people-friendly and lacked the skills and attitudes to meet the developmental challenges facing the country. In the struggle to transform the Public Service, the old

culture must be changed to ensure that our people are served properly, that all staff work to their full capacity and treat state resources with respect.

Batho Pele is an approach to get public servants committed to serving people and to find ways to improve service delivery. This approach also requires the involvement of the public in holding the Public Service accountable for the quality of service provided. Batho Pele is also about moving the Public Service from a rules-bound approach that hinders the delivery of services to an approach that encourages innovation and is results driven. In other words, instead of looking for reasons why government cannot do something, they must find better ways to deliver what people need.

Managers in public service have a key role to play in creating an environment for their staff to become effective in the way they interact with customers. This requires that they focus on motivating staff, ensure that they have the right tools to do their work and provide ongoing support especially at times when staff are under pressure and stress. ***The municipality has drafted the Service Delivery Improvement Plan.***

White Paper on Public Service Delivery Transformation – 1 October 1997 stipulates that public service institution should set out transformation priorities, amongst which transforming service delivery must be the key. uThukela district municipality has formed the Batho Pele Committee in June 2012, the committee has done the following with regards to Batho Pele;

- ⇨ Batho Pele principles are displayed at both receptions.
- ⇨ Name Tags for all staff members.
- ⇨ Suggestion Boxes in all entrances.
- ⇨ Batho Pele training for all staff took place in 2013.
- ⇨ Installation of an SMS system that assists in communicating with the clients on database.
- ⇨ Ensure that the Suggestion box policy and Complaints Policy is developed and adopted by Council.
- ⇨ Continues to update on the municipal wepsite on all the issues and development happening in the vicinity.
- ⇨ Issuing out newspaper articles on issues and any development occurring.
- ⇨ Over the above that, the municipality has developed the Policy and procedure manual,
- ⇨ Service delivery charter and standards,
- ⇨ The Service delivery improvement Plan (SDIP)

### 3.7.1.2 SERVICES THAT REQUIRE IMPROVEMENT

The Service Delivery Improvement Plan (SDIP) of uThukela district municipality aims to provide a focused approach to continuous improvement of key services and products in line with the Batho Pele principles, which serve to ensure effective and efficient service delivery by putting 'People First.

In response to the situational analysis conducted in setting the strategic intent and direction, the municipality seeks to strengthen the following identified standards to improve the following:

- Coordinate and facilitate the provision of municipal infrastructure and development planning.
- Provide capacity building, advocacy and advisory services to the communities, traditional council, and ward committees on public participation.
- Replacing of the dilapidated infrastructure especially for water and sanitation

### 3.7.1.3 OPERATION SUKUMA SAKHE

OSS was launched in July 2009, under the campaign “One Home One Garden one product one village”, with the following objectives:

⇨ Making meaningful household intervention on poverty.
⇨ Behavioral Change to address HIV and AIDS, Crime, Substance Abuse, road accidents, abuse.
⇨ Addressing the needs of the most vulnerable and deprived communities and households.
⇨ Making rural development a realizable vision.
⇨ Creating opportunities for skills development and employment.
⇨ Ensuring cooperative governance for better & faster service delivery

OSS delivery model is designed to address the critical areas of community participation, integrated services delivery, behavior change, economic empowerment, and environmental care. In the OSS model, coordination of services delivery at the ward level is centred on the “war room”. level:ar room has a dedicated team that include community care givers, who provide services at household level; Youth Ambassadors, who promote behavior change and healthy lifestyle and community development workers (CDWs), who provide secretariat functions and monitor interventions initiated through the war rooms.

All government departments have been mandated to align their operational plans with OSS and have indeed translated the mandate into action and aligned their operations to OSS. At the district and local

levels, mayors and councilors are the champions for the OSS approach and provide support and oversight to the activities. Meanwhile the MEC and HOD are champions and oversee OSS implementation in uThukela district. All the outputs and outcomes of OSS initiatives are reported to WAC, LAC, DAC and ultimately to the PCA.

Considering that the interventions in the DSP 2012-2016 are an inherent part of the OSS programme and is implemented through OSS, the approach augurs very well for the sustainability of the DSP.

#### 3.7.1.4 INVOLVEMENT OF UTHUKELA DAC AND LACS IN OPERATION SUKUMA SAKHE

Members of the uThukela DAC and LACs participated in the activities of Sukuma Sakhe Task Teams. Sukuma Sakhe Task Teams are functional in all three local municipalities as well as the district. The task teams have revived the WTT so that the war rooms can continue to be functional.

The district and the local municipalities have elected the new structures of the DTT and LTT. The table below shows the newly elected structures of the district task team (DTT) and the Local Task Team (LTT) in our local municipalities.

**uThukela district task team (CHAMPIONS)**

| Initials & Surname | Job Title | Contact Nos/Emails | Department/Government sphere | Cluster |
|---|---|---|---|---|
| MEC Mbalenhle C. Frazer | MEC | 072 189 9684 \ 073 100 5202<br><br>zama.mchunu2@kzndoe.gov.za/ lukhethon@gmail.com | Education Department KZN Province | Political Hub |
| Cllr Inkosi N.B. Shabalala | District Mayor | 036 6385100<br><br>mayor@uthukela.gov.za | UThukela District Municipality | Political Hub |
| Mr Tom Dlamini | HOD-Deputy Director | Tom.Dlamini@Kzntransport.gov.za | OTP-KZN | PTT- Convener |
| Mr V Myeni | HOD | 071 212 5464<br><br>Vincent.Myeni@kzndoe.gov.za | Provincial DoE | Political Hub |

## DTT-EXECUTIVE COMMITTEE (EXCO)

| Initials & Surname | Job Title | Contact Nos. /Emails | Department/Government sphere/Organisation | Cluster |
|---|---|---|---|---|
| T. Lentompa | Chairperson (Convener) | 084 612 3487<br>Thabo.letompa@kznworks.gov.za | District Direct of Public Works Department | JCPS & OSS |
| Mr M Naik | 1st Deputy Chair/Co-Convener | 082 806 4083<br>Mervin.naik@kzncogta.gov.za | District Director of Cogta Department | OSS Champion |
| Ms Z Tullock | 2nd Deputy Chair (Co-Chair/ Convener) | 072 881 3834<br>Zanele.tullock@kznedtea.gov.za | District Director of EDTEA Department | Technical Hub & Shared Services Planning |
| Mrs. Ntombi Sithole | Secretary | 082 821 5250<br>Ntombi.sithole@kzndard.gov.za | District Director of Agriculture department | Technical Hub & OSS |
| Mr S Dube | 1st Deputy Secretary | 063 694 6745<br>SDube2@uthukela.gov.za | UThukela District Municipality-Director Engineer | |
| Mr N Khuzwayo | 2nd Deputy Secretary | 071 311 0765<br>nhlanhlak@ilm.gov.za | Inkosi Langalibalele LM-GM Planning and Development | Shared services Planning |

## DTT SUB-TASK TEAMS HEADS

| Initials & Surname | Job Title | Contact Nos./Emails | Department/Government sphere/Organisation | Sub-Task Team Heads |
|---|---|---|---|---|
| Mr S Sikhosana | Traditional House Rep. | 082 547 2705 | COGTA | |
| Ms Z Mngadi | Local Government Specialist | 083 442 1578 | COGTA | |
| Mr S Sithebe | Supporting | 072 448 1910<br>sicelo@ilm.gov.za | Inkosi Langalibalele LM- | Secretariats & Mobilizing |

| | | | | |
|---|---|---|---|---|
| Mr BM Mnguni | | 082 426 4412<br><br>BMnguni@uthukela.gov.za | UThukela DM- OSS Manager | |
| Mr GM Blose | Chairperson | 082 482 8814 | District Health Department | Facilitating training, coaching & Mentorship |
| Mr T Gamede | | 065 861 0782 | District Department of Education | Monitoring, Evaluation & Reporting |

**ALFRED DUMA LOCAL TASK TEAM (OSS/DDM EXECUTIVE COMMITTEE)**
**(LTT- 2021)**

| Initials & Surname | Job Title | Contact Nos./Emails | Department/Government sphere/Organisation | Cluster |
|---|---|---|---|---|
| Cllr. Z.J. Sibisi | Mayor-OSS Champion | 036 631 4184/036 637 2231/<br><br>078 651 8862 | Alfred Duma LM | Political Hub |
| SP Gumede | OSS Manager | 081 568 9145<br><br>spgumede@alfredduma.gov.za | Alfred Duma LM Mayoral Department | OSS Management |

| Initials & Surname | Job Title | Contact Nos./Emails | Department/Government sphere/Organisation | Sub- TaskTeams |
|---|---|---|---|---|
| Mrs NG. Nkehl**i** | Chairperson/Convener | 082 809 0520<br><br>Nomusankehli@health.gov.za | Health Department | |
| Mrs IV. Madonsela | Deputy Chairperson/Co-Chair | 082 497 6357<br><br>ivmadonsela@alfredduma.gov.za | Mayoral Office-Liaison Officer Alfred Duma LM | |
| Mr DH. Khuzwayo | Secretary | 066 481 2632<br><br>Dumisanikhuzwayo6@gmail.com | Social Department | |
| Mr E. Makhasane | Deputy Secretary | 082 403 7963<br><br>makhasaneelias@gmail.com | Education Department | |

**INKOSI LANGALIBALELE LOCAL TASK TEAM (OSS/DDM EXECUTIVE COMMITTEE)**

**(LTT-2023)**

| **Initials & Surname** | **Job Title** | **Contact Nos./Emails** | **Government sphere** | **Cluster** |
|---|---|---|---|---|
| Cllr. MD. Myeza | Mayor- OSS Champion | 073 536 4958<br>myezamt@ilm.gov.za | Inkosi Langalibalele LM | Political Hub |
| Mr SM Dlamini | Special Programs Manager | 082 715 6801<br>siwakhiled@ilm.gov.za | Inkosi Langalibalele LM | |
| Mr NZ Khuzwayo | GM Planning and Development | 071 311 0765<br>nhlanhlak@ilm.gov.za | Inkosi Langalibalele LM | **Shared services Planning** |

| **Initials & Surname** | **Job Title** | **Contact Nos. Emails** | **Government sphere** | **Sub-Task Teams** |
|---|---|---|---|---|
| Mr S. E Sithebe | Chairperson/Convener | 072 448 1910<br>sicelo@ilm.gov.za/ssthebe7@gmail.com | Inkosi Langalibalele LM-OSS Manager | OSS Convener |
| Ms ZE Mhlanga | Deputy Chairperson/Co-Chair | | DoH Department | OSS Exco |
| Mrs PD. Vilakazi | Secretary | 076 808 2040<br>phumelele@ilm.gov.za | Inkosi Langalibalele LM-Mayoral Office- HIV Co-ord. | Secretariat |
| Miss MQ. Dlamini | 1st Deputy Secretary | 083 201 1050<br>Mbalenhledlamini00@gmail.com | COGTA- Department | Secretariat |
| Ms T. Xulu | 2nd Deputy Secretary | | DSD Department | Secretariat |
| Mr T. Dlamini | Additional | 0833787265<br>TDlamini2@uthukela.gov.za | UTDM-MM- OSS Officer | |
| Mrs S Mazibuko | Additional | 082 9714 713<br>sthemaz@gmail.com | DoE Department | |

**OKHAHLAMBA LOCAL TASK TEAM (OSS/DDM EXECUTIVE COMMITTEE)**

**(LTT-2023)**

| Initials & Surname | Job Title | Contact Nos./Emails | Department/Government sphere/Organization | Cluster |
|---|---|---|---|---|
| Cllr. VR Mlotshwa | Executive Mayor | 0605602943<br><br>mlotshwabantu@gmail.com | Okhahlamba LM | Political Hub |
| Ms Z Makhaza | Director Cooperate Services | 0827973110<br><br>Zanele.Makhaza@okhahlamba.gov.za | Okhahlamba LM | Governance Cluster |
| Mr F Halgreen | Fire and Emergency Manager | 0711683260<br><br>Fhalgreen@okhahlamba.gov.za | Okhahlamba LM | Justice Cluster |

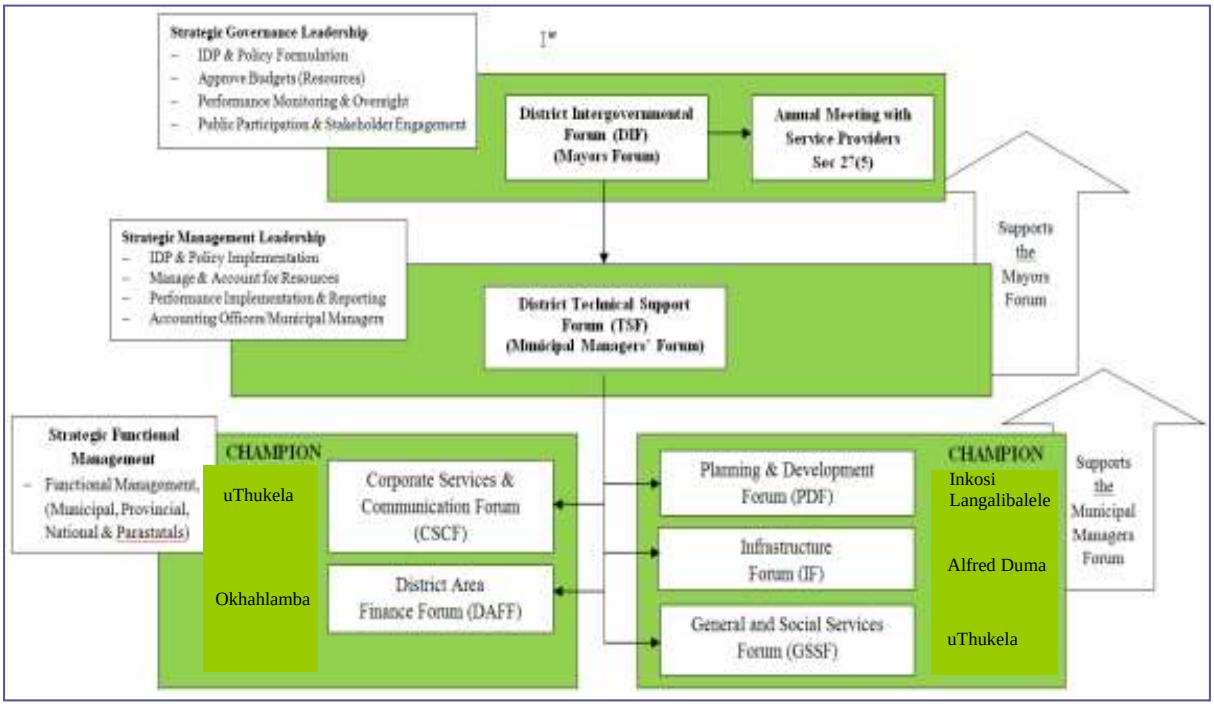
### 3.7.2 INTERGOVERNMENTAL RELATIONS (IGR) STRUCTURES OPERATING IN UTHUKELA DM

uThukela district municipality and its constituent municipalities established IGR structures particularly the District Intergovernmental Forum (DIF) or the mayors Forum as it is commonly known and the District Technical Support Forum (DTSF) or the Municipal Manager's Forum. This means that uThukela and the family of municipalities complied with requirements of section 24 of the Intergovernmental Relations Act, 2005(Act 13 of 2005). All the mayors in the family of municipalities have signed the IGR protocols to strengthen the intergovernmental relations. At the Provincial level, the uThukela district municipality participate in the Premiers Coordinating Forum and Muni-Mec Forum for Municipal Managers.

uThukela district municipality has appointed the IGR officer who facilitates and coordinates the IGR structures within the family of municipalities. There are number of sub committees that were formed by the municipality in making sure that all the three spheres of government talk to each other e.g., District Area Finance, Infrastructure Forum, Planning & development Forum, Corporate Services & communication Forum, and General & Social Services Forum.***Some sector departments do participate in the IGR Forums.*** All the Forums have improved their functionality (They are all functional). They all have terms of reference and adhered to their schedules. ***The IGR Reports are tabled in Council***

***meetings on quarterly basis.*** The following structure illustrates the context of uThukela IGR and also show the status of sitting of the IGR structures, the strategic prouncements from National & Provincial structures are discussed and monitor the progress is mandatory in these sittings.

**Figure 20: uThukela DM IGR Structure**




### 3.7.2.1 PARTICIPATION OF AMAKHOSI IN MUNICIPAL COUNCIL

The implementation of Section 81 of the Municipal Structures Act, Act 117 of 1988 that provides for the participation of traditional leaders in Municipal Councils is now underway. The Gazette identifying the names of Traditional Leaders that are to serve in Municipalities was published in April 2013 (Provincial Gazette No 926 Vol. 7).

The traditional leaders that serve in the uThukela district municipality are as follows:

| NAME OF THE TRADITIONAL LEADER | TRADITIONAL COMMUNITY |
|---|---|
| Inkosi N W S Sithole: Chairperson of uThukela local house | Sithole TC |
| Inkosi N Tshabalala | Amaswazi TC |
| Inkosi C N Zwane | Ingwe TC |

### 3.7.3 MUNICIPAL STRUCTURES

While both War Rooms and ward committees are vehicles to implement public participation, they are fundamentally different. At a ward level, ward committees remain the key community-based structures that participate in the War Room.

The table below presents the fundamental differences between ward committees and War Rooms in uThukela family of municipalities.

| Ward Committees | War Rooms |
|---|---|
| Is a legal entity established to improve service delivery, linking municipalities to communities. | Is a model to improve access to service delivery. It links all spheres of government with people at ward level and the model is championed by the Presidency. |
| Participation is restricted to 10 community members representing specific portfolios. | Participation is open to all community-based organisations, private sector, and Provincial/National sector departments. |
| Plays an advisory role in all matters of the ward. | Coordinates identification and provision of services to identified households /community and ensures cooperative governance for better and fast-tracked service delivery. |
| Term of ward councillors is linked to council, in terms of section 24 of the Municipal Structures Act (5 years). | Permanent structure - only changes Chairperson if he/she is a Councillor as per the Municipality's term of office. |
| Focuses more on identification of community needs rather than household needs. | Needs identification process covers household and community. Household walk-ins also submit their needs at War Room. |
| General assessments indicate that most ward committees have not been functioning effectively due to: | Most Ward Rooms function effectively due to: |
| • Ward committees being dominated by political activists (politicisation of ward committee programme) | • Participation of existing community organisations like AIDS Committee, School Governing Body, Community Policing Forum, etc. Including “walk ins” by members of the community to submit their needs. War Rooms are non-partisan. |
| • Ordinary members of society are elected to the ward committee and assigned to represent various sectors in the ward committee (i.e. a person who is not disabled may represent the interests of people living with disability). | • Participants represent organisations of their interest. The major challenge is poor participation of sector departments. |

### 3.7.3.1 WARD COMMITTEES

uThukela family of municipalities has implemented the mandate given by COGTA as per Circular no.9 of 2016 of establishing ward committees.

Ward Committees are an exciting route of achieving one of the aims of the developmental local government mentioned in the Constitution of the Republic of South Africa. In this Forum is where communities and community organizations can participate more on issues of improving service delivery and strengthening local government.

uThukela district municipality is relying more on utilizing the local municipalities ward committees that are currently established in the district in dealing with the issues of service delivery, public participation especially in the IDP and Budget. It must be noted that all challenges occurred in the establishment of the ward committees were all resolved. The table below shows the status of the of ward committees in uThukela family of municipalities as of February 2024:

STATUS OF THE FUNCTIONALITY OF THE WARD COMMITTEES IN THE UTHUKELA FAMILY OF MUNICIPALITIES AS 0F FEBRUARY 2024

| 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 |
|---|---|---|---|---|---|---|
| Inkosi Langalibalele | 24 | 24 | 100% | All wards | nil | Evidence presented as per the requirement. |
| Alfred Duma | 37 | 37 | 100% | All wards | nil | Evidence presented as per the requirement. |
| Okhahlamba | 15 | 15 | 100% | All wards | nil | Evidence presented as per the requirement. |
| **TOTAL** | **76** | **76** | **100%** | | **0** | |

Ward committees are key in encouraging participation by the community – their job is to make municipal council aware of the needs and concerns of residents and keep people informed of the activities of municipal council, so it is imperative that all 76 wards have functional ward committees in our district. Should the ward committees start to be dysfuntinal, there are proposed interventions

that must be implemented to ensure that all ward committees are remain functional. The interventions are as follows:

- COGTA to provide support to local municipalities on quarterly basis.
- Report to be presented to Public Participation Forum (DPPF), and remedial action to be taken to address issues.
- In addition, the Department to convene a Provincial Public Participation Steering Committee meeting (PPPSC) to discuss the outcome of the assessment and address key challenges affecting the functionality of ward committees.
- Local municipalities will be requested to present the report to council for intervention.
- Depending on the challenges affecting the functionality of ward committees, the Department further conducts one on one (bilateral) meetings with affected municipalities to coordinate implementation of an action plan to address challenges identified and to monitor progress.
- Ward committee verification report will be presented to uThukela District Technical Service Delivery War room where all local municipalities are represented.
- Report will also be presented in the Speakers Forum to address non-compliance.

**It is crucial to mention that all 76 wards Committee are formed and functional in the Uthukela district. The above table potrays the functionality of the ward committes.**

### 3.7.3.2 WAR ROOMS

Is a model to improve access to service delivery. It links all spheres of government with people at ward level and the model is championed by the Presidency.Participation is open to all community-based organisations, private sector, and Provincial/National sector departments. War Rooms are not local municipalities but are concerned with all of government service delivery. The following table displays the functionality of war rooms in the uThukela family of municipalities.

THE STATUS OF THE FUNCTIONALITY OF WAR ROOMS IN THE UTHUKELA FAMILY OF MUNICIPALITIES AS OF FEBRUARY 2024.

***Alfred Duma LM***

| CATEGORY | WARDS | TOTAL | Intervention done | Proposed remedial action |
|---|---|---|---|---|
| Non-Functional | 03,07,12, 13,16,18,26,27,29 ,31,34, & 37 | 12 | We do not yet have the intervention done because we were going to do the audit in July | Maintaining a functional WTT, Monitoring, evaluating, and reporting monthly instead of quarterly. |
| Partial Functional | 04,05,06,08,09,10,20, 21,22,24,28,30,33 | 13 | | Assisting the war room EXCO with knowledge management processes. |
| Functional | 01,02,11,14,15,17, 19,23,25, 32 & 35 | 11 | | Maintaining war room membership management. |
| Fully Functional | 36 | 1 | | |
| | 37 | 37 | | |

***Okhahlamba LM***

| CATEGORY | WARDS | TOTAL | Intervention done | Proposed remedial action |
|---|---|---|---|---|
| Non-Functional | 5,8 &11 | 3 | To revitalize them and facilitate training and coaching | Maintaining a functional WTT, Monitoring, evaluating, and reporting monthly instead of quarterly. |
| Partial Functional | 2,3,7,9,12,13,14 & 15 | 8 | Extend training to all EXCO members. | Assisting the war room EXCO with knowledge management processes. |
| Functional | 1,4,6 & 10 | 4 | | |
| Fully Functional | 0 | 0 | | |
| | 15 | 15 | | |

***Inkosi Langalibalele LM***

| CATEGORY | WARDS | TOTAL | Intervention done | Proposed remedial action |
|---|---|---|---|---|
| Non-Functional | 03,07,12, 13,16,18,26,27,29 ,31,34, & 37 | 12 | We do not yet have the intervention done because we were going to do the audit in July | Maintaining a functional WTT, Monitoring, evaluating, and reporting monthly instead of quarterly. |
| Partial Functional | 04,05,06,08,09,10,20, 21,22,24,28,30,33 | 13 | | Assisting the war room EXCO with knowledge management processes. |
| Functional | 01,02,11,14,15,17, 19,23,25, 32 & 35 | 11 | | Maintaining war room membership management. |
| Fully Functional | 36 | 1 | | |
| | 37 | 37 | | |

**CHALLENGES WITH IMPLEMENTATION, AND SUPPORT TOWARDS DDM IMPLEMENTATION**

Inability to mobilize and invite all stakeholders has resulted in the use of more ward committee members extensively in place of various structures in the community. We will therefore plan to accelerate training, especially for new political champions and sectors departments as well as all sectors of society.

- Lack of War room space.
- Commitment on the part of the leadership.
- Training of War room personnel.
- Change of Political Leadership
- Unbudgeted support and mentoring by the municipality.
- Lack of consequence management for designated officials who fail to support War rooms.
- Absence of deployed SMS members.

**ACHIEVEMENTS WITH IMPLEMENTATION, AND SUPPORT TOWARDS DDM IMPLEMENTATION**

- UThukela district profile was developed to analyze the districts current plans gaps, horizontal & vertical alignment and key strategies and priorities.
- The Concept document for the District Development framework was presented to guide and monitor the establishment of DDM.
- The DDM plan was completed and approved by Council.

### 3.7.3.3 IDP REPRESENTATIVE FORUM

Every municipality is obliged to prepare an IDP in terms of chapter 5 of the municipal systems act (Act 32 of 2000). The IDP must include representation from the community. uThukela district municipality has established uThukela district municipality Representative Forum that represents the interests of all constituents, at level of the district in the IDP process. It also guarantees representative participation in the IDP process. The Representative Forum is chaired by the uThukela Mayor or EXCO member and has its own terms of reference. The RF of uThukela district municipality consists of the representatives from community that were based on geographical and social interest, councilors, Amakhosi, business sector, representatives from Government departments and representatives from local municipalities. The IDP Manager performs the secretariat function.

### 3.7.3.4 MANAGEMENT COMMITTEE (MANCO)

MANCO of uThukela district municipality consists of all General Managers, and it sits weekly and then is extended once a month with middle managers. The committee is presided by the Municipal Manager. Some of the functions of the uThukela MANCO are to decide on planning, monitor the IDP process as well as overall management and coordination. This committee does not approve, instead it recommends to the Portfolio committees for approval.

### 3.7.3.5 INTERIM FINANCE COMMITTEE

The Interim Finance Committee (IFC) was revitalized to monitor and manage the cash flows of the municipality, approves, or disapproves purchase requisitions and ensure that the municipality's cash position is not overdrawn. The Minesterial Representative chairs the IFC.

### 3.7.3.6 EXECUTIVE COMMITTEE (EXCO)

The Executive committee (EXCO) of uThukela district municipality consists of six councilors and is chaired by the honourable Mayor. Some members of EXCO are chairpersons of various portfolio committees. The committee has its own schedule of meetings, and their role is to recommend to Council.

### 3.7.3.7 COUNCIL

The council committee of uThukela district municipality consists of 33 councilors. The Speaker of the municipality chairs all council meetings. The council meets once per month. The committee has its own schedule of meeting tha is circulated to all councilors once it is adopted.

### 3.7.3.8 IDP STEERING COMMITTEE

As part of the IDP preparation process, uThukela district municipality has established an IDP Steering committee, which acts as a support to the IDP Representative Forum, IDP Manager and the Municipal Manager. The IDP steering committee structure is functioning throughout the IDP process. This structure is chaired by the Municipal Manager and is made up of Heads of Departments and middle management. IDP steering committee does not have decision-making powers but is an advisory body to the Representative Forum. This committee has its own terms of reference that are adopted by the Council before the start of the IDP process.

### 3.7.3.9 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

uThukela district municipality has formed the MPAC as to comply with the MFMA.MPAC was formed after the local government elections on the 19 January 2022.The committee consists of seven members. The municipal public accounts committee performs an oversight function on behalf of the Council and should not be confused with the Audit Committee or finance portfolio committee. MPAC may examine the following documents:

- Audit report issued by the Auditor General on the affairs of the municipality.
- Audit reports on annual financial statements of the municipality.
- Annual report of the municipality.
- The mayor's quarterly reports on the implementation of the budget and the financial situation of the municipality.

- Audit committee reports

The members of uThukela Municipal Public Accounts Committee (MPAC) are as follows:

- Cllr MM Nkala: Chairperson
- Cllr NA Hlongwane
- Cllr L Qwabe
- Cllr LP Mnculwane
- Cllr NE Mthethwa
- Cllr S Mzimela
- Cllr L Kubheka

### 3.7.3.10 MUNICIPAL BID COMMITTEES

The following municipal Bid committees have delegated responsibility to execute the entire SCM process for all bids in the uThukela district municipality. Quorum is equal to 50%, plus 1.

**BSC– Bid Specification Committee** –The members of uThukela Bid Specification Committee Committee (BSC) are as follows:

- S.D Sikhosana - Chairperson
- T Gama
- S. Nkehli
- TP Mbanjwa

This committee is responsible for compiling of bid specifications. The committee also consider whether all the required quality assurance standards have been met regarding the type of goods that are requested. The specifications are compiled in an unbiased manner to allow all potential bidders to offer their goods or services.

**BEC – Bid Evaluation Committee** –The members are as follows:

- V Mthi - Chairperson
- I C Buthelezi
- S Mkhize
- S G Masengemi

The committee is responsible for the evaluation of bids received, which include the verification of.

- The capability/ability of the bidder to execute the contract, from a technical, managerial and financial perspective.
- Whether the bid is to specification in respect of quality, functionality, dimensions, design, etc.
- Whether a bid offers value for money.
- Allocation of preference points.
- Representivity in the composition of the bidder and the possibility of fronting.
- Success/failure in executive of contracts awarded to a bidder previously.
- TAX Clearance issued by SARS.

**BAC – Bid Adjudication Committee** –The members of the committee are following:

- BB Sithole -Chairperson
- OS Mnguni
- N N Khuzwayo
- W Viljoen
- LT Ngwenya

The committee consider the reports and recommendations made by the evaluation committee. They check whether the recommendation made sufficiently indicates that all relevant factors have been considered, and that recommendation made represents a logical, justifiable conclusion, based on all relevant information at the evaluation committee's disposal. Each recommendation is supported by clear, concise motivation of salient points.

- All necessary bid documents have been submitted.
- Disqualifications are justified and that valid and accountable reasons/ motivations were furnished for passing over of bids.
- The necessary funds are available in the approved budget.
- Scoring has been fair, consistent, and correctly calculated and applied and declaration of interest has been taken cognizance of.

  The Bid committee structures are well defined in terms of the SCM Regulations (26)2. All the Bid Committees are fully functional. There are SCM Practitioners present within the Bid Committees.

### 3.7.3.11 MUNICIPAL PORTFOLIO COMMITTEES

uThukela district municipality has established 4 standing committees or portfolio committees and these committees are:

- Finance portfolio committee
- Corporate services portfolio committee
- Infrastructural portfolio committee
- Planning and social services portfolio committee

Some members of EXCO chair the portfolio committees and they have their own schedule of meetings but reports to EXCO and from EXCO to the Council. All the portfolio committees are fully functional.

### 3.7.3.12 AUDIT COMMITTEE

The Audit Committee of the municipality is in place and functional. It is important to indicate that the Audit Committee contract expired on the 31 May 2022. The new Audit Committee resumed their duties on 1 June 2022. The municipality is using a joint committee for audit and performance. The audit committee of uThukela district municipality consists of five members. They sit four times per year. Some of the functions of the Audit Committee are to evaluate the reports of the Heads of Departments. They also review the financial statements of the municipality and discuss the findings of the Auditor General. They also prepare the audit performance report for the council. The Audit committee is fully functional and reports to the Council quarterly. The members of the committee were appointed to the specific faculty that will assist the organization. The newly members of the uThukela Audit and performance audit committee members are as follows:

- Ms Nosipho Mba - Chairpeson
- Mr.Sibusiso Majola
- Ms Nozipho Zondo
- Ms Samukelisiwe Khanyile
- Mr Zenzele Mzimela

### 3.7.3.13 INTERNAL AUDIT

uThukela district municipality has complied with section 165 of the MFMA which says each municipality must have an internal audit unit, subject to subsection (3) which says the municipality may outsource services if the municipality requires assistance to develop its internal capacity.

Therefore, the internal audit is functional. The internal audit of uThukela district municipality reports to Audit Committee on quarterly basis. The internal audit function is performed internal and some of their functions are as follows:

- Review and approve the Internal Audit Charter
- Review of the Audit Committee Charter and submit to council for approval.
- Advise Council as to whether the internal audit unit is given the resources and operational independence required to fulfil its role as outlined in the Internal Audit Charter.
- Review and approve the annual risk based internal plan.
- Ensure that all identified risk areas are prioritized and incorporated in the annual audit plan.
- Receive and review the quarterly internal audit report on the implementation of the
- internal audit plan and any of the matters relating to.

- Internal Audit
- Internal controls
- Accounting procedures and practices
- Risk and risk management
- Performance management
- Compliance with the Municipal Finance Management Act, division of Revenue Act (DORA) and any other applicable legislation
- Investigate any other matter as requested by the Municipal Manager receive reports prepared by the internal audit unit on significant findings and recommendations to address those findings together with management responses with timeframes to implement recommendations.

### 3.7.4 COMMUNICATION STRATEGY

The communication programme of the uThukela Communication Strategy was adopted by Council on ***the 21 May 2024*** is centred on the programme of action of the government and the priorities of the district Council. Local government is the sphere of government closest to communities. This places a particular onus on municipalities in fulfilling a wide range of communication functions across the spectrum of communication, media liaison, marketing, advertising, and branding, direct and intensive unmediated communication, to name but a few.

Municipalities as government, they have an obligation to provide the public with open access to information about policies, programmes, services, and initiatives. Information for public use must be always disseminated by and readily available in municipalities.

For the municipality to meet the information needs of all citizens, it must consider the following:

- The constitutional right of the people to have access to information.
- To have trained and knowledgeable staff for providing information to the people
- To ensure service is timely, courteous, fair, efficient, and offered with all due regard for the privacy, safety, convenience, comfort and needs of the public.
- To ensure that published information is available on request in multiple formats to accommodate special groups.

Key to the uThukela district municipality strategy is the recognition that Government communication is driven by coherent messages under these themes: "SERVICE DELIVERY AT ITS BEST" AND "TRUST US, WE ARE WORKING FOR YOU". It is crucial to mention that Council adopted the communication strategy ***on the 21 May 2024.***

### 3.7.5 STATUS OF MUNICIPAL POLICIES

**Table 20: Status of Council Municipal Policies**

| Name of the policy | Completed Y/N | Adopted Y/N | Adoption date | Date of the review for approval |
|---|---|---|---|---|
| **Supply Chain Management Policy** | Yes | YES | 01 Jan. 2006. | *21 May 2024* |
| **Credit Control and Debt management policy** | Yes | YES | 31 May 2006 | *21 May 2024* |
| **Indigent Policy** | | YES | | |
| **Asset Management Policy** | Yes | YES | | *21 May 2024* |
| **Risk Management Policy and Framework** | Yes | YES | 02 July 2008 | *21 May 2024* |
| **Contract Management Policy** | Yes | YES | | *21 May 2024* |
| **Performance Management system** | Yes | YES | 25 Jan. 2013 | *21 May 2024* |
| **Audit and performance committee charter** | Yes | YES | 26 Feb.2014 | *21 May 2024* |
| **Fleet management policy** | Yes | YES | | *21 May 2024* |
| **Fixed asset policy** | Yes | | | *21 May 2024* |
| **Financial regulations** | Yes | YES | | *21 May 2024* |
| **Bursary policy** | | Yes | 12 Nov. 2015 | |
| **Retirement policy** | Yes | YES | | *21 May 2024* |
| **GIS policy** | Yes | NO | 12 Nov. 2015 | *21 May 2024* |

| | | | | |
|---|---|---|---|---|
| **ICT policy** | Yes | YES | | *21 May 2024* |
| **Virement policy** | Yes | YES | | *21 May 2024* |
| **Budget and funding reserve policy** | Yes | YES | | *21 May 2024* |
| **Long term borrowing** | Yes | YES | | *21 May 2024* |
| **Banking, cash management investment policy** | | YES | | |
| **Subsistence and travelling policy** | Yes | Yes | | *21 May 2024* |
| **Fraud and anti-corruption policy** | Yes | Yes | | *21 May 2024* |
| **Human resource policies** | Yes | YES | 18 Sept. 2007 | *21 May 2024* |
| **Placement policy** | Yes | YES | | *21 May 2024* |
| **Customer care centre** | Yes | YES | | *21 May 2024* |
| **Complaints policy** | Yes | YES | | *21 May 2024* |
| **Suggestion box policy** | Yes | YES | | *21 May 2024* |
| **District environmental policy** | Yes | Yes | | *21 May 2024* |
| **Overtime Policy** | Yes | Yes | Sept. 2014 | *21 May 2024* |
| **Standby Policy** | Yes | Yes | | |
| **Skills retention Policy** | Yes | Yes | | |
| **In service Training Policy** | Yes | Yes | | |
| **Pauper burial and disposal of the dead policy** | yes | Yes | 31 July 2015 | *21 May 2024* |
| **Cost containment policy** | | | | *21 May 2024* |
| **Tariff policy** | | | | *21 May 2024* |
| **Expenditure management policy** | | | | *21 May 2024* |
| **Bad debt provision and write off policy** | | | | *21 May 2024* |

### 3.7.6 MUNICIPAL BYLAWS

uThukela district municipality has a guiding by-law relating to environmental management namely: water services By-laws, & Environmental pollution control By-laws. The Environmental Pollution Control By- laws as well as the municipal health services by law. ***All the above-mentioned By-laws were presented to Council for adoption in the council sitting of July 2022***.The following legislations are also used by the municipality in performing municipal health services functions:

- National Health Act, 2003 (Act61 of 2003
- Regulations relating to Funeral Undertakers Premises FCD Act, 1972 (Act 54 of 1972)
- Regulations relating to milking and the transport of milk.
- Regulation relating to food premises and the transport of food (Reg R962)
- Occupational Health and Safety Act
- The Constitution of the republic of South Africa (Act 108 of 1996)

- Air Quality (Act no. 39 of 2004)
- National dust control regulation (No. R 827 of 2013)
- National building regulations and ISO 1400

### 3.7.7 MUNICIPAL RISK MANAGEMENT

In terms of Section 62(1) (c) (i) of the Municipal Finance Management Act, 2003 requires that:

"The accounting officer of a municipality is responsible for managing the financial administration of the municipality, and must for this purpose take all reasonable steps to ensure –

(c) that the municipality has and maintains effective, efficient, and transparent systems –
(i) of financial and risk management and internal control"

In complying with the above Act, The uThukela district municipality has a functional risk management. A risk assessment is conducted annually to review current risk and evaluate these risks for the new financial year. Thereafter risk action plans are developed to address these risks on the risk register. The risk register is monitored monthly, and progress of risk action plans is updated monthly. Risk Committee Meetings are held monthly, and reports are submitted to MANCO, EXCO and Council quarterly.

The risk register includes fraud risk for example the risk register for Corporate Services, Budget, and Treasury Office, verification of employee to eliminate ghost employees on the payroll. In addition, IT Fraud Risk on IT security and master file changes to systems and Supply Chain Management Fraud Risk.

uThukela District Municipality Risk Management Policy and Strategy, Risk Management Framework, Risk Management Committee Charter and Anti-Fraud and Corruption Policy and Prevention Plan was developed and was adopted by Council on the *21 May* ***2024*** and is reviewed annually. The policy provides a framework within which management can operate to enforce the pro-active ERM process and to inculcate the risk management efforts of the municipality to be optimized.

uThukela District Municipality have launched the District Anti-Fraud and Corruption Hotline to deal with matters of fraud and corruption and financial misconduct for both internal and external. To further protect the whistle blowers a whistle blowing policy has been developed and was approved by the Council on the 30 June 2016. To deal with compliance risk the municipality has developed a Compliance Policy and Charter, which was approved by the Council on the ***21 May 2024***.

The municipal risk management framework specifically addresses the structures, processes and standards implemented to manage risks on an enterprise- wide basis in a consistent manner. The municipality has appointed a Risk Management Officer who deals with risk management.

#### 3.7.7.1 RISK MANAGEMENT COMMITTTEE

A Risk, compliance, and anti-fraud Management Committee has also been formed and is functional. The committee is playing an oversight role for the monitoring of risk management, and they report to the Accounting Officer and Audit Committee any material changes to risk profile of uThukela district municipality.

The terms of reference for the committee are reviewed on an annual basis. All the General Managers are members of the committee:

Mr Zenzele Mzimela (Chairperson)
Mr BB Sithole
Mr N N Khuzwayo
Mr OS Mnguni
Mr W Viljoen

### 3.7.8 PUBLIC PARTICIPATION ANALYSIS

Public participation is dynamic to determine the needs that exist in the communities in relation to the developmental priorities during the public meetings and information gathering. The uThukela district municipality utilized the following mechanisms for public participation in reviewing its 2024/2025 IDP.

**IDP Representative Forum:** This forum represents all stakeholders and key interested and affected parties. This includes the Ward Committees members from the local municipalities, AmaKhosi, Non-Governmental Organizations (NGOs), Community Based Organisations (CBOs) and Organized Business.

**Media:** Local newspapers were used to inform the community of the progress of the uThukela IDP and further due meetings.

**Radio slot:** The Inqubeko community radio station will be utilized to make public announcements on IDP and Budget.

**Mayoral Community meetings:** The uThukela district municipality utilized the Mayoral Community meetings throughout the district to determine the needs of the community at large. The aim of this exercise was to collect needs from the community that informs the preparation of the 2024/2025 Budget.

**IDP/ Budget Road Shows:** The uThukela district municipality had the community road shows for both IDP and Budget for 2024/2025 financial year concurrently with the local municipalities. The venues and times of these meetings will be publicized at the public places and as well as through the media. The 2024/2025 IDP/Budget roadshows took place in April 2024.

**The Website:** Copies of the uThukela district municipality IDP and Budget was placed on the website for communities, stakeholders, and sector departments to view or download it and make comments.

### 3.7.9 ALIGNMENT OF UTHUKELA IDP WITH LOCAL MUNICIPALITY'S IDP

Strategic planning meetings were held involving the district and family of municipalities with the primary objective of aligning this IDP with those of the local municipalities. In the IDP engagement that was organised by uThukela district municipality, all the family of municipalities presented their programmes so that it will inform the uThukela IDP for 2024/2025 and beyond. The primary aim of having the session with the family of municipalities was to align our programmes with local municipalities. uThukela is also utilising the IDP Supporting Committee that is comprises of all the IDP Managers and COGTA and the objective of the Committee is to ensure that the IDP's of the family are talking to each other and is coordinated at the district level, but meetings are alternated to all the municipalities of the family.

The alignment started at initial stages where all the IDP managers met to discuss the process to be followed in the first review of the fifth generation IDP. The process was instrumental in ensuring that the 2024/2025 IDP review is holistic and addresses issues of integrated planning and development. For example, all identified projects for 2024/2025 financial year, as listed in this IDP, emanated from discussions held with the family of municipalities.

### 3.7.10 WARD BASED PLANNING

The first phase of the fifth Generation IDP of uThukela and its family of municipalities has been informed by the Community Based Planning (CBP). ***All 76 wards in uThukela have developed the Ward Based Plans.****This ward-based plans will be* reviewed on annual basis.

CBP is a form of participatory planning which has been designed to promote community action.CBP methodology provides municipalities with the means to strengthen the participatory aspects of their IDP – giving effect to the requirements of the White Paper and the Municipal Systems Act. CBP promotes Ward level plans & Community action.CBP mobilises communities and citizens to take the destiny of their lives into their hands.

**LINKAGE OF THE NEWLY DEVELOPED WARD BASED PLANS WITH THE UTHUKELA DISTRICT MUNICIPALITY's IDP**

- CBP establishes a participatory process for mobilising communities and planning around grassroots issues and how they (issues) can relate to the broader municipal planning perspective.
- The CBP process is a forerunner to the IDP.
- It captures what communities see as their desired outcomes and this helps speed up the implementation of the IDP.
- Ultimately the process will assist the Municipality to achieve its long-term development framework's vision of having an improved quality of life for its communities.

***The ward-based plans were developed in all the 76 wards in uThukela district municipality and its family of municipalities.***

### 3.7.11 GOOD GOVERNANCE & PUBLIC PARTICIPATION KEY CHALLENGES

| GOOD GOVERNANCE AND PUBLIC PARTICIPATION | |
|---|---|
| **KEY CHALLENGE** | ♦ Failure in addressing the 15 identified risks.<br>♦ Legal compliance<br>♦ Welfare dependency on grants<br>♦ Increased incidents of HIV/AIDS and communicable diseases<br>♦ High levels of crime and risk<br>♦ Lack of cooperation from sector departments |

### 3.7.12 GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS

| Strengths | Opportunities |
|---|---|
| ♦ Political will from the councilors<br>♦ IGR structures in place and functional.<br>♦ Improved IGR (Operation Sukuma Sakhe, War rooms established in all wards and the Local Task Teams in place.<br>♦ Viable MPAC Committee in place.<br>♦ All wards in the district managed to develop ward Plans under Community Based Plan program.<br>♦ functional Enterprise Risk Management<br>♦ various municipal Bid Committees established, functional.<br>♦ all portfolio committees properly constituted, representative and functional.<br>♦ functional Internal Audit Unit in the Municipality | ♦ Support from the community (Through their participation on municipal meetings)<br>♦ Cooperation of traditional leadership to municipal functions.<br>♦ Stable political environment for investment<br>♦ Development of departmental strategies to reduce identified risks. |
| **Weaknesses** | **Threats** |
| ♦ Call Centre not functioning at the optimal output(communication)<br>♦ Failure in addressing the 15 identified risk.<br>♦ Lack of coordination with sector departments.<br>♦ Some Sector Departments are not participating in IGR forums.<br>♦ Lack of alignment between the Ward Based Plans and the Local Municipalities IDP's. | ♦ Service delivery protests due to lack of communication.<br>♦ Nonalignment between the LM's and the sector departments |

## 3.7.13 COMBINED SWOT ANALYSIS

Prior sections of this report highlighted SWOT Analysis on each KPA. Following is a combined SWOT Analysis.

| STRENGTHS | OPPORTUNITIES |
|---|---|
| ♦ uThukela district is part of the World Heritage Site<br>♦ Applicable Disaster management plan in place<br>♦ Political will from Councilors<br>♦ Availability of Bulk infrastructure and services in urban areas to support district economy;<br>♦ Provincial Support in the form of grants and capacity building;<br>♦ IGR structures in place and functional;<br>♦ Functional MPAC Committee in place;<br>♦ All wards in the district have Ward Based Plans under Community Based Plan program;<br>♦ Strategic positioning<br>♦ The area has many protected areas that contribute to economic growth<br>♦ uThukela district is rich in natural resources which contributes to Tourism attraction | ♦ IDP identified the need for a District airport and the development of the N3 corridor;<br>♦ The KZN Provincial Spatial Economic Development Strategy (PSEDS) identifies Okhahlamba as one region with massive potential for growth in agriculture and agro processing;<br>♦ Integration of social, economic and environmental factors into planning, implementation and decision making that leads to sustainable development;<br>♦ Sustainable Tourism , Revenue generation, Economic growth through sustainable development, Environmental awareness in the area;<br>♦ Creation of green job opportunities through conservation of environment; this contributes to green economy;<br>♦ Signed MOU with EThekwini emphasising support initiatives.<br>♦ Technical support offered by COGTA (MISA);<br>♦ Public private partnerships and public partnership<br>♦ Existence of Intergovernmental relations<br>♦ Working relationship established with LMs;<br>♦ Support from the community ( Through their participation on municipal meetings)<br>♦ Cooperation of traditional leadership to municipal functions.<br>♦ Revenue generation / alternative sources of funds<br>♦ Continuous update of process to strive for Clean Audit<br>♦ Ability to fully leverage location factors – transport, warehousing & logistics<br>♦ Commitment to cost containment measures<br>♦ Commitment to reducing irregular, unauthorised, fruitless and wasteful expenditure.<br>♦ Improve debt collection<br>♦ Improve cash flow of the municipality |

| | |
|---|---|
| | ♦ Development of departmental strategies to reduce identified risks<br>♦ Re-structure the organogram (build up capacity) to ensure implementation of maintenance plan<br>♦ to develop performance targets that comply with the SMART principle |

| WEAKNESSES | THREATS |
|---|---|
| ♦ Lack of economic diversity & competitiveness of small towns;<br>♦ Economy is dependent on government services;<br>♦ Agriculture and tourism potential not fully exploited;<br>♦ Lack of funding to implement the environmental protection projects in the District<br>♦ Shortage of skilled staff to perform certain functions<br>♦ Low staff morale;<br>♦ Grant dependency<br>♦ Poor infrastructure maintenance strategies;<br>♦ High level of water losses;<br>♦ Ageing infrastructure which causes non-sustainability of services provision;<br>♦ Procurement process is long and cumbersome;<br>♦ Inconsistent of billing of consumers<br>♦ Call Centre not functioning at the optimal output<br>♦ Failure in addressing the 15 identified risk | ♦ Failure to complete projects on time<br>♦ Low economic growth and increasing rate of unemployment in major economic sectors;<br>♦ High potential agricultural land, potential forestry areas and areas likely to experience settlement expansion this poses greatest threats to identified Critical Biodiversity Areas (CBAs);<br>♦ Farming in traditional areas is seriously underdeveloped and suffers from a range of constraints to its future growth;<br>♦ Deeply rural, agrarian and poverty stricken communities<br>♦ Changes in the formula for the allocation of government grants including equitable share;<br>♦ Increasing rate of illegal connections to water supply infrastructure;<br>♦ High rate of infrastructure vandalism<br>♦ Prolonged turnaround time from Eskom when applied for new power connection;<br>♦ Service delivery protests;<br>♦ Disasters due to climate change;<br>♦ Long Outstanding Debtors;<br>♦ Non availability of financial reserves / solid investments;<br>♦ Financial difficulties to fund projects and programmes<br>♦ Non-payment culture in community and government departments<br>♦ Inadequate funding for the continued provision of infrastructure for free basic services |

### 3.7.14 COMBINED KEY CHALLENGES FACED BY UTHUKELA AND ITS FAMILY OF MUNICIPALITIES

**Table 21: Municipal Transformation & Organizational Development Key Challenges**

| MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT | |
|---|---|
| KEY CHALLENGE | ♦ Shortage of skilled staff to perform certain functions.<br>♦ Poor condition of municipal buildings and other facilities versus budget constrains.<br>♦ Lack of staff moral<br>♦ Systems and procedures |

**Table 22: Basic Service Delivery & Infrastructure Key Challenges**

| BASIC SERVICE DELIVERY AND INFRASTRUCTURE | |
|---|---|
| KEY CHALLENGE | ♦ Service Backlog (water and sanitation)<br>♦ Replacement of ageing Infrastructure<br>♦ Infrastructure Maintenance,<br>♦ Expenditure on infrastructure grants<br>♦ Failure to complete projects on time<br>♦ Poor performance- service providers<br>♦ Water Quality<br>♦ Water losses<br>♦ Vandalism |

**Table 23: Local Economic Development & Social Development Key Challenges**

| LOCAL ECONOMIC AND SOCIAL DEVELOPMENT | |
|---|---|
| CHALLENGE | ♦ Coordination of LED initiatives<br>♦ High level of unemployment<br>♦ Lack of economic diversity and competitiveness of small towns<br>♦ High HIV/AIDS prevalence<br>♦ Covid-19 pandemic<br>♦ Agriculture and tourism potential not fully exploited.<br>♦ Economic stagnation<br>♦ Alignment with provincial and national economic development initiatives<br>♦ No sufficient tertiary education institutions leading to disjuncture between skills & growing sector.<br>♦ High Poverty rate<br>♦ Lack or poor Economic infrastructure.<br>♦ Supporting meaningful local economic development (LED) initiatives that foster micro and small business opportunities and job creation |

**Table 24: Financial Viability & Financial Management Key Challenges**

| FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT | |
|---|---|
| CHALLENGE | ♦ poor infrastructure<br>♦ high indigent rate,<br>♦ tariffs not covering water cost,<br>♦ Grant dependency<br>♦ Illegal connections<br>♦ Inconsistence of billing of consumers<br>♦ Rural based municipalities do not have enough income to improve service delivery.<br>♦ Revenue collection<br>♦ Unfunded budget |

**Table 25: Good Governance & Public Participation Key Challenges**

| GOOD GOVERNANCE AND PUBLIC PARTICIPATION | |
|---|---|
| KEY CHALLENGE | ♦ Legal compliance<br>♦ Welfare dependency on grants<br>♦ Increased incidents of HIV/AIDS and communicable diseases<br>♦ High levels of crime and risk<br>♦ Lack of cooperation from sector departments |

**Table 26: Cross Cutting Issues Key Challenges**

| CROSS-CUTTING ISSUES | |
|---|---|
| KEY CHALLENGE | ♦ Lack of human capacity to assist with environmental issues.<br>♦ Lack of environmental compliance and enforcement<br>♦ Disasters due to climate change<br>♦ Lack of environmental planning tools to govern natural environment.<br>♦ Lack of resources to mitigate and prevent incidents of disasters. |

# SECTION D:

# MUNICIPAL VISION, MISSION, GOALS AND STRATEGIC OBJECTIVES

# 4 MUNICIPAL VISION, MISSION, GOALS AND STRATEGIC OBJECTIVES

## 4.1 MUNICIPAL VISION

The uThukela district municipality vision reads as follows:

***LONG TERM VISION***

> "By 2030 uThukela will be a stable, sustainable and prosperous district with committed servants who serve with excellence in governance, service delivery and economic

### 4.1.1 MUNICIPAL MISSION STATEMENT

The uThukela District Municipality Mission Statement reads as follows:

***MISSION STATEMENT***

> We promote a customer-centred, people driven environment with emphasis on consultation, integrity, accountability, economic growth, effectiveness, and efficiency.

### 4.1.2 CORE VALUES

The following are uThukela DM Core Values:

- ⇨ Solidarity.
- ⇨ Honesty.
- ⇨ Ownership/stewardship
- ⇨ Professionalism.
- ⇨ Self-reliance
- ⇨ Work ethics
- ⇨ Empathy
- ⇨ Dedication
- ⇨ Credibility
- ⇨ Accountability and transparency

### 4.1.3 STRATEGIC OBJECTIVES FOR 2024/2025

| IDP / SDBIP NO. | Key Challenge | Goal | Objective | Strategy | Indicator No. | Key Performance Indicator | 2024/2025 Projections<br>Annual Target | OUTCOME 9 OUTPUT | BACK TO BASICS PILLAR | Project ID and Name | MSCOA COMPLAINT | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | | FUNCTION | Budget | Funding Source | Project Segment | Region |
| KPA 1: MUNICIPAL TRANFORMATION AND INSTITUTIONAL DEVELOPMENT | | | | | | | | | | | | | | | |
| MTID01 | Legal compliance | Corporate Governance | To ensure a functional Performance Management System | Implementation of PMS Policy & Framework | 1 | Date of adoption Performance Management System by Council by 30/06/2025 | Adoption of Performance Management System by Council by 30/06/2025 | Implement a differential approach to municipal financing, planning and support | Building Capable Local Government Institution | Performance Management System | Office of the MM | OPEX | Municipal budget | N/A | N/A |
| MTID02 | Systems and procedures | Corporate Governance | | | 2 | Number of quarterly performance reports submitted by departments to the Office of the Municipal | 4 quarterly performance reports submitted by departments to the Office of the Municipal | | | quarterly performance reports | All Departments | OPEX | Municipal budget | N/A | N/A |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | Manager by 30/06/2025 | Manager by 30/06/2025 | | | | | | | | |
| MTID03 | Legal compliance | Corporate Governance | | | 3 | Date of submission of Mid-Year Performance Report to the Mayor and Treasuries by 25/01/2025 | Date of submission of Mid-Year Performance Report to the Mayor and Treasuries by 25/01/2025 | | | Mid-Year Performance Report | Office of the MM | OPEX | Municipal budget | N/A | N/A |
| MTID04 | Legal compliance | Corporate Governance | | | 4 | Date of submission of unaudited Annual Performance Report to the Auditor-General by 31/08/2023 | Submission of unaudited Annual Performance Report to the Auditor-General by 31/08/2023 | | | Annual Performance Report | Office of the MM | OPEX | Municipal budget | N/A | N/A |
| MTID05 | Legal compliance | Corporate Governance | | | 5 | Date of tabling of Annual Report to Council by 31/03/2025 | Tabling of Annual Report to Council by 31/03/2025 | | | Annual Report | Office of the MM | OPEX | Municipal budget | N/A | N/A |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MTID06 | Legal compliance | Corporate Governance | | | 6 | Number of formal section 54/56 managers performance reviews conducted by Performance Review Panels by 30/06/2025 | Two (2) formal section 54/56 managers' performance reviews conducted by Performance Review Panels by 30/06/2025 | | | section 54/56 managers' performance reviews | Office of the MM | OPEX | Municipal budget | N/A | N/A |
| MTID07 | Legal compliance | Corporate Governance | To ensure fucntional risk and compliance management | Review and adopt risk and compliance governance policies | 7 | Number of risk and Compliance governance Policies adopted by Council by 30/06/2025 | Seven (7) risk and Compliance governance Policies adopted by Council by 30/06/2025 | | | risk and Compliance governance Policies | Office of the MM | OPEX | Municipal budget | N/A | N/A |
| MTID08 | Systems and procedures | Corporate Governance | | Ensure functionality of Risk Management Committee | 8 | Number of Risk Committee meetings held by 30 June 2025 | Four (4) Risk Committee meetings held by 30 June 2025 | | | Risk Committee meetings | Office of the MM | OPEX | Municipal budget | N/A | N/A |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MTID09 | Legal compliance | Corporate Governance | To Improve organisational Capacity | Review of organisational structure | 9 | Date of organizational structure reviewed and adopted by Council by 31/05/2025 | Review and adoption of organizational structure by Council by 31/05/2025 | | | organizational structure | Corporate Services | OPEX | Municipal budget | N/A | N/A |
| MTID10 | Shortage of skilled staff to perform certain functions | Corporate Governance | | Ensure implementation of Employment equity plan | 10 | Number of people from employment equity target groups employed in the three highest levels of management in compliance with approved equity plan by 30/06/2025 | 1 person from employment equity target groups employed in the three (3) highest levels of management in compliance with approved equity plan by 30/06/2025 | | | equity plan | Corporate Services | OPEX | Municipal budget | N/A | N/A |
| MTID11 | Shortage of skilled staff to perfor | Corporate Governance | | Implementation of Workplace | 11 | Percentage of budget spent in the implementation of | Hundred (100%) of budget spent in the implementa | | | Workplace Skills Plan | Corporate Services | OPEX | LGSETA Grant | N/A | N/A |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | m certain functions | | | Skills Plan | | Workplace Skills Plan by 30/06/2025 | tion of Workplace Skills Plan by 30/06/2025 | | | | | | | | |
| MTID12 | Shortage of skilled staff to perform certain functions | Corporate Governance | | | 12 | Number of training reports submitted to Council by 30/06/2025 | 4 Training reports submitted to Council by 30/06/2025 | | | Training reports | Corporate Services | OPEX | Municipal budget | N/A | N/A |
| MTID13 | Shortage of skilled staff to perform certain functions | Corporate Governance | To ensure an effective and efficient HR systems that addresses Human resources within the | Review and adoption of HR related policies | 13 | Date to review and adopt HR related policies by Council by 30/06/2025 | Review and adopt HR related policies by Council by 31/05/2025 | | | HR related policies | Corporate Services | OPEX | Municipal budget | N/A | N/A |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | municipality | | | | | | | | | | | | |
| MTID14 | Systems and procedures | Corporate Governance | To improve Information and Communication Technology through implementation of ICT policies | Development and review of ICT policies | 14 | Number of ICT Policies developed and reviewed by the Council by the 30th June 2025 | Ten (10) ICT Policy reviewed by Council by 30/06/2025 | | | ICT Policy | Corporate Services | OPEX | Municipal budget | N/A | N/A |
| MTID15 | Systems and procedures | Corporate Governance | Ensure an effective and functional Fleet Services | Conducting Comprehensive reporting of Fleet Management Services | 15 | Number of Comprehensive Fleet Reports submitted to Council by 30/06/2025 | Four (4) of Comprehensive Fleet Reports submitted to Council by 30/06/2025 | | | Comprehensive Fleet Reports | Corporate Services | OPEX | Municipal budget | N/A | N/A |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MTID16 | Legal compliance | Corporate Governance | To ensure effective and efficient internal and external communication strategy. | Review and impelemtation of adopted Communication Strategy | 16 | Date of review and adoption of communication strategy by Council by 30/06/2025 | Review and adoption of communication strategy by Council by 30/06/2025 | | | Communication strategy | Office of the MM | OPEX | Municipal budget | N/A | N/A |
| MTID17 | Systems and procedures | Corporate Governance | Improve communications with external Stakeholders | Development of Municipal Communication Strategy | 17 | Number of Municipal Newsletters published for each financial year by 30 June 2025 | Four (4) Municipal newsletters published by 30/06/2025 | | | Municipal newsletters | Office of the MM | OPEX | Municipal budget | N/A | N/A |
| MTID18 | Systems and procedures | Corporate Governance | To report & monitor Service Delivery | Submission of quarterly reports to COGTA | 18 | Number of Circular 88 reports submitted to Provincial COGTA by 30/06/2025 | 4 Circular 88 reports submitted to Provincial COGTA by 30/06/2025 | | | Circular 88 reports | Office of the MM | OPEX | Municipal budget | N/A | N/A |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MTID19 | Systems and procedures | Corporate Governance | To improve the municipal Audit opinion | Effective Audit and Performance Committee | 19 | Number of Audit and Performance Committee meetings held by 30/06/2025 | 4 Audit and Performance Committee meetings held by 30/06/2025 | Deepen democracy through refines ward committee system | Putting People first | Audit and Performance Committee meetings | Office of the MM | OPEX | Municipal budget | N/A | N/A |
| MTID20 | Systems and procedures | Corporate Governance | | Oversight meetings held | 20 | Number of MPAC meetings convened by 30/06/2025 | 4 MPAC meetings convened by 30/06/2025 | | | MPAC meetings | Office of the MM | OPEX | Municipal budget | N/A | N/A |
| KPA2: BASIC SERVICE DELIVERY | | | | | | | | | | | | | | | |
| BSD01 | Service Backlog (water and sanitation) | Basic Service Delivery | To provide infrastructure and sustainable basic services | | 21 | Number of Households provided with water to eridicate backlock by 30/06/2025 | 750 of Households provided with water to eridicate backlock by 30/06/2025 | Improve access to basic service provision | Delivering basic services | Households | Water, Sanitation & Technical Services | CAPEX | MIG | Capital- New infrastructure | Various |
| BSD02 | Service Backlog (water and sanitation) | | | Provide community water supply | 22 | Number of Water treatment plant constructed at Bergvile WTW to be completed | (1)Number of sedimantation tank constructed at Bergvile WTW to be completed | | | Bergvile WTW | Water, Sanitation & Technical Services | R29,686,483.71 | MIG | Capital- New infrastructure | 11 |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | by 30/06/2025 | by 30/06/2025 | | | | | | | | |
| BSD 03 | Service Backlog (water and sanitation) | | | | 23 | Number of KM's of bulk rising main pipeline constructed at Bergville WTW by 30/06/2025 | 1.2 kilometers of bulk rising main pipeline constructed at Bergville WTW by 30/06/2025 | | | Bergville WTW | Water, Sanitation & Technical Services | | MIG | Capital- New infrastructure | 11 |
| BSD 04 | Service Backlog (water and sanitation) | | | | 24 | Date of Appointment of Contractor at Colenso and Rosboom Bulk Water:Phase 2 to be completed by 30/06/2025 | Appointment of Contractor at Colenso and Rosboom Bulk Water:Phase 2 to be completed by 30/06/2025 | | | Colenso and Rosboom Bulk Water:Phase 2 | Water, Sanitation & Technical Services | CAPEX | MIG | Capital- New infrastructure | 25 |
| BSD 05 | Service Backlog (water and | | | | 25 | Number of bulk pipeline constructed at Ezakheni | 1,03 km of bulk pipeline constructed at Ezakheni | | | Ezakheni WCDM Phase 2 | Water, Sanitation & Technical | R20,510,000.00 | WSIG | Capital- New infrastructure | 1,2,3,4,5,8,13 & 20 |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | sanitation) | | | | | WCDM: Phase 2 by 30/06/2025 | WCDM Phase 2 by 30/06/2025 | | | | Services | | | | |
| BSD 06 | Service Backlog (water and sanitation) | | | | 26 | Number of Bulk meters to be installed at Ezakheni WCDM: Phase 2 by 30/06/2023 | 12 Bulk meters to be installed at Ezakheni WCDM: Phase 2 by 30/06/2023 | | | Ezakheni WCDM: Phase 2 | Water, Sanitation & Technical Services | | WSIG | Capital- New infrastructure | 1,2,3, 4,5,8, 13 & 20 |
| BSD 07 | Service Backlog (water and sanitation) | | | | 27 | Date of Completion of Designs at KwaMkhize Bulk Water Supply and Reticulation Network by 30/06/2025 | Completion of Designs at KwaMkhize Bulk Water Supply and Reticulation Network by 30/06/2025 | | | Designs at KwaMkhize Bulk Water Supply and Reticulation | Water, Sanitation & Technical Services | R944,597.31 | MIG | Capital- New infrastructure | 11 & 12 |
| BSD 08 | Service Backlog (water and sanitation) | | | | 28 | Date of Site Completion of site establishment at Langkloof and Bulk Supply:Phas | Completion of site establishment at Langkloof and Bulk Supply:Phase 1 by 30/09/2023 | | | Langkloof and Bulk Supply:Phase 1 | Water, Sanitation & Technical Services | R28,000,000.00 | MIG | Capital- New infrastructure | 10 |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | e 1 by 30/09/2023 | | | | | | | | | |
| BSD 09 | Service Backlog (water and sanitation) | | | | 29 | Number of km reticulation pipelines constructed in Langkloof Package Plant and Bulk Supplyby 30/06/2025 | 7,7 km reticulation pipeline to be constructed at Langkloof Package Plant by 30/06/2025 | | | Langkloof Package Plant | Water, Sanitation & Technical Services | | MIG | Capital- New infrastructure | 10 |
| BSD 10 | Service Backlog (water and sanitation) | | | | 30 | Number of Kilometers of reticulation pipelines constructed at Ennersdale/ Ephangwini( Loskop) ward 4 by 30/09/2025 | 1 km of Reticulation to be constructed at Ennersdale/ Ephangwini ward 4 by 30/09/2023 | | | Ennersdale/ Ephangwini ward 4 | Water, Sanitation & Technical Services | R4,000, 000.00 | WSIG | Capital- New infrastructure | 4 |
| BSD 11 | Service Backlog (water and | | | | 31 | Date of Completion of winterton sanitation | Completion of sanitation designs at Winterton | | | Designs at Winterton | Water, Sanitation & Technical | CAPEX | MIG | Capital- New infrastructure | 1 |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | sanitation) | | | | | designs by 31/03/2025 | by 31/03/2025 | | | | Services | | | | |
| BSD 12 | Service Backlog (water and sanitation) | | | | 32 | Completion of winterton water supply designs by 30/06/2025 | Completion of winterton water supply designs by 30/06/2025 | | | Winterton water supply designs | Water, Sanitation & Technical Services | R3,580,075.70 | MIG | Capital- New infrastructure | 1 |
| BSD 13 | Service Backlog (water and sanitation) | | | | 33 | Number district wide springs protected by 30/06/2025 | 12 spring protected district wide by 30/06/2025 | | | Spring protected | Water, Sanitation & Technical Services | R10,000,000.00 | WSIG | Capital- New infrastructure | Various |
| BSD 14 | Service Backlog (water and sanitation) | Basic Service Delivery | | | 34 | Number of drilled and equiped boreholes district wide by 30/06/2025 | Ten (10) boreholes drilled and equipped by 30/06/2025 | | | Boreholes drilled and equipped | Water, Sanitation & Technical Services | | WSIG | Capital- New infrastructure | Various |
| BSD 15 | Service Backlog (water and | | To provide sanitation system to the community | Provision and maintenance of sanitation | 35 | Number of kilometers of Reticulation constructed at Fitty Park | 13 Kilometers of reticulation pipelines constructed | | | Fitty Park Community Water Project | Water, Sanitation & Technical | R12,000,000.00 | MIG | Capital- New infrastructure | 7 & 28 |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | sanitation) | | | | | Community water project: Phase 2 by 30/06/2025 | at Fitty Park Community Water Project by 30/06/2025 | | | | Services | | | | |
| BSD 16 | Service Backlog (water and sanitation) | | | | 36 | Number of VIP toilets constructed by 30/06/2025 | 2000 VIP toilets constructed by 30/06/2025 | | | VIP toilets | Water, Sanitation & Technical Services | R39,600 0,000.0 0 | MIG | Capital- New infrastructure | Various |
| BSD 17 | Service Backlog (water and sanitation) | | To provide infrastructure and sustainable basic services | Provide community water supply | 37 | Date of completion of designs of Fitty Park Umhlumayo Bulk water supply infrustructure upgrade Tugela Estate by 30/06/2025 | Date of completion of designs of Fitty Park Umhlumayo Bulk water supply infrustructure upgrade Tugela Estate by 30/06/2025 | | | Fitty Park Umhlumayo Bulk water supply | Water, Sanitation & Technical Services | R13,391 ,834.32 | MIG | Capital- New infrastructure | 7 & 28 |
| BSD 18 | Service Backlog (water and sanitation) | | | | 38 | Number of Kilometers of reticulation pipelines constructed at | 0,51 kilometers of reticulation pipeline to constructed at | | | Kilometers of reticulation pipeline | Water, Sanitation & Technical Services | R42,000 ,000.00 | MIG | Capital- New infrastructure | 14 |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | Okhahlamba LM (Ward 2,3 & 14) East Reticulation 01 by 30/06/2025 | Okhahlamba LM (Ward 2,3 & 14) East Reticulation 01 by 30/06/2025 | | | | | | | | |
| BSD 19 | Service Backlog (water and sanitation) | | | | 39 | Number of Kilometers of bulk pipelines constructed at Okhahlamba LM (Ward 2,3 & 14) East Reticulation 01 by 30/06/2025 | 0,6 of kilometers of bulk pipeline to constructed at Okhahlamba LM (Ward 2,3 & 14) East Reticulation 01 by 30/06/2025 | | | bulk pipeline | Water, Sanitation & Technical Services | R42,000,000.00 | MIG | Capital- New infrastructure | 14 |
| BSD 20 | Service Backlog (water and sanitation) | | | | 40 | Number of Reserviors constructed at Okhahlamba Ward 14 East by 31/03/2025 | (1) Number of Reservior constructed at Okhahlamba Ward 14 East by 31/03/2025 | | | Reservior constructed at Okhahlamba Ward 14 East | Water, Sanitation & Technical Services | | MIG | Capital- New infrastructure | 14 |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| BSD 21 | Service Backlog (water and sanitation) | | | | 41 | Number of Kilometers of reticulation pipelines Okhahlamba LM (Ward 2,3 & 14) West Reticulation 01 by 30/06/2025 | 0,275 kilometers of reticulation pipeline to constructed at Okhahlamba LM (Ward 2,3 & 14) West Reticulation 01 by 30/06/2025 | | | Reticulation pipeline | Water, Sanitation & Technical Services | R42,000,000.00 | MIG | Capital- New infrastructure | 14 |
| BSD 22 | Service Backlog (water and sanitation) | | | | 42 | Number of Kilometers bulk pipelines Okhahlamba LM (Ward 2,3 & 14) West Reticulation 01 by 30/06/2025 | 0,7 of kilometers of bulk pipeline constructed at Okhahlamba LM (Ward 2,3 & 14) West Reticulation 01 by 30/06/2025 | | | bulk pipeline | Water, Sanitation & Technical Services | | MIG | Capital- New infrastructure | 14 |
| BSD 23 | Service Backlog (water | | | | 43 | Number of Reserviors constructed at | (1) Number of Reservior constructed at | | | Okhahlamba (Vimbikhalo | Water, Sanitation & Techni | R42,000,000.00 | MIG | Capital- New infrast | 14 |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | and sanitation) | | | | | Okhahlamba Ward 14 West by 31/03/2025 | Okhahlamba (Vimbikhalo)Ward 14 East by 31/03/2025 | | | )Ward 14 East | cal Services | | | ructure | |
| BSD 24 | Service Backlog (water and sanitation) | | | | 44 | Number of production boreholes to be equipped at Okhahlamba by 30/06/2025 | 10 production boreholes to be drilled at Okhahlamba by 30/06/2025 | | | Okhahlamba | Water, Sanitation & Technical Services | | WSIG | Capital- New infrastructure | 2,3,14 |
| BSD 25 | Service Backlog (water and sanitation) | | | | 45 | Number of handpumps to be equipped at Okhahlamba by 30/06/2025 | 33 handpumps to be drilled at Okhahlamba by 30/06/2021 | | | Okhahlamba | Water, Sanitation & Technical Services | | WSIG | Capital- New infrastructure | 2,3,14 |
| BSD 26 | Service Backlog (water and sanitation) | | | | 46 | Appointment of 2 Contractors at Okhahlamba (Vimbukhalo) by 31/03/2025 | Appointment of Contractor at Okhahlamba (Vimbukhalo) Ward (14) by 31/03/2025 | | | Okhahlamba (Vimbukhalo) Ward (14) | Water, Sanitation & Technical Services | R42,000,000.00 | MIG | Capital- New infrastructure | 14 |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| BSD 27 | Service Backlog (water and sanitation) | | | | 47 | Number of bulk pipeline constructed at Steadville WCDM by 30/06/2025 | 7 kilometers of bulk pipeline constructed at Steadville WCDM by 30/06/2025 | | | Steadville WCDM | Water, Sanitation & Technical Services | R21,650,000.00 | WSIG | Capital- New infrastructure | 9 & 10 |
| BSD 28 | Service Backlog (water and sanitation) | | | | 48 | Number of installation of bulk metering at Steadville WCDM by 30/06/2025 | (5) installation of bulk metering at Steadville WCDM by 30/06/2025 | | | bulk metering at Steadville | Water, Sanitation & Technical Services | | WSIG | Capital- New infrastructure | 9 & 10 |
| BSD 29 | Service Backlog (water and sanitation) | | | | 49 | Number of bulk pipeline constructed at Ladysmith AC pipeline replacement by 30/06/2025 | 10 kilometers of bulk pipeline constructed at Ladysmith AC pipeline replacement | | | Ladysmith AC pipeline | Water, Sanitation & Technical Services | R20,450,000.00 | MIG | Capital- New infrastructure | 12 |
| BSD 30 | Service Backlog (water and | | | | 50 | Number of installation of bulk metering at Ladysmith AC pipeline | (5) installation of bulk metering at Ladysmith AC pipeline | | | Ladysmith AC pipeline replacement | Water, Sanitation & Technical | R20,450,000.00 | MIG | Capital- New infrastructure | 12 |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | sanitation) | | | | | replacement by 30/06/2025 | replacement by 30/06/2025 | | | | Services | | | | |
| BSD 31 | Service Backlog (water and sanitation) | | | | 51 | Number of KM's of UPVC Mains constructed at KwaNobamba/Ezitendeni Water Supply by 30/06/2025 | 0,3 Km's of UPVC Mains to be constructed at KwaNobamba/Ezitendeni Water Supply by 20/07/2023 | | | KwaNobamba/Ezitendeni Water Supply | Water, Sanitation & Technical Services | R10,000,000.00 | MIG | Capital- New infrastructure | 21 |
| BSD 32 | Water Quality | | To ensure safe and healthy potable water | Implement an effective water and waste water monitoring program | 52 | Number of water treatment plants monitred by 30/06/2025 | 15 water treatment plants monitored by 30/06/2025 | | | water treatment plants | Community Services | OPEX | Municipal budget | Capital- New infrastructure | Various |
| BSD 33 | Water Quality | | | | 53 | Number of waste water treatment works monitored by 30/06/2025 | 9 waste water treatment works monitored by 30/06/2025 | | | waste water treatment works | Community Services | OPEX | Municipal budget | Capital- New infrastructure | Various |
| BSD 34 | Alignment with provinc | | To enhance consum | Monitor compliance of food | 54 | Number of food handling premises | 864 food handling premises inspected | | | food handling premises inspected | Community Services | OPEX | Municipal | Capital- New infrast | Various |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | ial and national economic development initiatives | | er protection with sufficient food control | | | inspected by 30/06/2025 | by 30/06/2025 | | | | | | budget | ructure | |
| LOCAL ECONOMIC DEVELOPMENT | | | | | | | | | | | | | | | |
| LED 01 | High level of unemployment | Economic development | To Increase Job opportunities | Implement Expanded Public Works Programme (EPWP) | 55 | Number of EPWP jobs created through LED initiatives, including capital projects, by 30/06/2025 | 1032 of EPWP jobs created through LED initiatives, including capital projects, by 30/06/2025 | Implementation of community works programme and supported cooperatives | N/A | EPWP jobs | Water, Sanitation & Technical Services | R1,816,000.00 | EPWP | Capital- New infrastructure | District Wide |
| LED 02 | | | | | 56 | Number of EPWP reports submitted to the funder by 30/06/2025 | 12 EPWP reports submitted to the funder by 30/06/2025 | | | EPWP reports | Water, Sanitation & Technical Services | OPEX | EPWP | n/a | Operational-LED/Touriism |
| LED 03 | Coordination of LED | | | Convene district LED/To | 57 | Number of disrtict LED/Tourism forums | 4 disrtict LED/Tourism forums meetings | | | LED/Tourism forums meetings | Social and Economic | OPEX | Municipal | n/a | n/a |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | initiatives | | | urism Forum meetings | | meetings held by 30/06/2025 | held by 30/06/2025 | | | | Services | | budget | | |
| KPA 4: GOOD GOVERNANCE & PUBLIC PARTICIPATION | | | | | | | | | | | | | | | |
| GGPP01 | IGR not functioning as it is supposed to | Good Governance & Public Participation | To ensure good and effective governance | Participate the IGR Structures | 58 | % of functional IGR Structures by 30/06/2025 | 100% of functional IGR Structures by 30/06/2025 | Coordination of DDM Clusters | N/A | IGR Structures | Office of the MM | OPEX | Municipal budget | n/a | n/a |
| GGPP02 | High level of unemploymen t | | To promote the interest of designated groups | Participate in the annual programmes | 59 | Number of Special Programmes targeting designated groups co-ordinated and participating in within the district by 30/06/2025 | 7 Special Programmes targeting designated groups co-ordinated and participating in within the district by 30/06/2025 | | | Special Programmes | Office of the MM | OPEX | Municipal budget | n/a | n/a |
| KP5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT | | | | | | | | | | | | | | | |
| MFVM01 | Service Backlog | Sound financial | To ensure legally | Timeous financial reportin | 60 | Percentage of MIG Expenditure | 100% of MIG expenditure | Improve munici | Sound Financial | MIG expenditure | Water, Sanitation & | MIG | MIG | n/a | n/a |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | (water and sanitation) | management | | | | by 30/06/2025 | by 30/06/2025 | pal financial and administrative capability | Management | | Technical Services | | | | |
| MFVM 02 | high indigent rate, | | | | 61 | Percentage of annual allocation to free basic services spent by 30/06/2025 | 100% of annual allocation to free basic services spent by 30/06/2025 | | | free basic services | Budget & Treasury Office | OPEX | Municipal budget | n/a | n/a |
| MFVM 03 | Systems and procedures | | | | 62 | Percentage of operating budget spent by 30/06/2025 | 100% of operating budget spent by 30/06/2025 | | | operating budget | Budget & Treasury Office | OPEX | Municipal budget | n/a | n/a |
| MFVM 04 | Systems and procedures | | | | 63 | Percentage of capital budget spent by 30/06/2025 | 100% of capital budget spent by 30/06/2025 | | | capital budget | Budget & Treasury Office | CAPEX | Municipal budget | n/a | n/a |
| MFVM 05 | Revenue collection | | | | 64 | Percentage of repairs and maintenance spent by 30/06/2025 | 100% of repairs and maintenance spent by 30/06/2025 | | | repairs and maintenance | Budget & Treasury Office | OPEX | Municipal budget | n/a | n/a |
| MFVM 06 | | | | | 65 | Ratio on financial viability in | 1:03 | | | debt coverage | Budget & Treasu | OPEX | Municipal | n/a | n/a |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | terms of debt coverage by 30/06/2025 | | | | | ry Office | | bud get | | |
| MF VM 07 | | | | | 66 | Ratio on financial viability in terms of cost coverage by 30/06/2025 | 1:02 | | | cost coverage | Budge t & Treasu ry Office | OPEX | Mun icipa l bud get | n/a | n/a |
| MF VM 08 | | | | | 67 | Ratio on financial viability in terms of outstanding service debtors to revenue by 30/06/2025 | 1:01 | | | outstanding service debtors | Budge t & Treasu ry Office | OPEX | Mun icipa l bud get | n/a | n/a |
| MF VM 09 | Rural based munici palities do not have income to improv e service | | | | 68 | Date of approval of 2025/2025 budget by 31/05/2025 | Approval of 2025/24 budget by 31/05/2025 | | | budget | Budge t & Treasu ry Office | OPEX | Mun icipa l bud get | n/a | n/a |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MF VM 10 | Revenue collection | | | | 69 | Number of Progress Reports Submitted to Provincial Treasury on Implementation of the Budget Funding Plan by 30 June 2023 | Twelve (12) of Progress Reports Submitted to Provincial Treasury on Implementation of the Budget Funding Plan by 30 June 2023 | | | Budget Funding Plan | Budget & Treasury Office | OPEX | Municipal budget | n/a | n/a |
| MF VM 11 | Legal compliance | | | | 70 | Date of submission of credible Annual Financial Statements to the Auditor-General by 31/08/2023 | Submission of credible Annual Financial Statements to the Auditor-General by 31/08/2023 | | | Annual Financial Statements | Budget & Treasury Office | OPEX | Municipal budget | n/a | n/a |
| MF VM 12 | Systems and procedures | | | Ensure legislative compliance | 71 | Number of Asset Register developed by 30/06/2025 | 1 Asset Register developed by 30/06/2025 | | | Asset Register | Budget & Treasury Office | OPEX | Municipal budget | n/a | n/a |
| MF VM 13 | Systems and | | | | 72 | Date of adoption of Finance | Adoption of Finance related | | | Finance related policies | Budget & Treasu | OPEX | Municipal | n/a | n/a |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | procedures | | | | | related policies by Council by 31/05/2025 | policies by Council 31/05/2025 | | | | ry Office | | budget | | |
| MFVM 14 | Legal compliance | | | Monitor the compliance with relevant legislation regarding financial expenditure | 73 | Percentage of reduction of Unauthorised, Irregular, Fruitless and Wasteful Expenditure by 30/06/2025 | 10% reduction of unauthorised, irregular, fruitless and wasteful expenditure by 30/06/2025 | | | unauthorised, irregular, fruitless and wasteful expenditure | All Departments | OPEX | Municipal budget | n/a | n/a |
| MFVM 15 | Legal compliance | | | | 74 | Number of Unauthorised, Irregular, Fruitless and Wasteful Expenditure reports submitted to Council by 30/06/2025 | 4 Unauthorised, Irregular, Fruitless and Wasteful Expenditure reports submitted to Council by 30/06/2025 | | | unauthorised, irregular, fruitless and wasteful expenditure | All Departments | OPEX | Municipal budget | n/a | n/a |
| MFVM 16 | Systems and procedures | | To improve audit opinion | Implement an audit | 75 | Percentage of audit queries raised by | 100% of audit queries raised by | | | audit queries | All Departments | OPEX | Municipal | n/a | n/a |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | action plan | | the Auditor-General addressed by 30/06/2025 | the Auditor-General addressed by 30/06/2025 | | | | | | budget | | |
| KPA 6: CROSS CUTTING ISSUES | | | | | | | | | | | | | | | |
| CCI01 | Alignment with provincial and national economic development | Implementation of Cross Cutting Issues | Efficient & Credible Strategic & Spatial Municipal Planning | Revision of a Credible Integrated Development Plan | 76 | Date of review and adoption of credible integrated development planning by Council by 31/05/2025 | Review and adoption of credible integrated development planning by Council by 31/05/2025 | N/A | N/A | integrated development planning | Office of the MM | OPEX | Municipal budget | n/a | n/a |
| CCI02 | | | To ensure the implementation of Spatial Development Framework | Improved Spatial Development Framework | 77 | Date of review and adoption of district Spatial Development framework by Council by 30/06/2025 | Review and adoption of district Spatial Development framework by Council by 30/06/2025 | | | Spatial Development framework | Community Services | OPEX | Municipal budget | n/a | n/a |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| CCI03 | Lack of human capacity to assist with environmental issues | | To ensure sustainable protection and development of the environment | Development and implementation of environmental management Plan | 78 | Date of review and adoption of Environmental Management Plan provided by Council by 30/06/2025 | Review and adoption of Environmental Management Plan provided by Council by 30/06/2025 | | | Environmental Management Plan | Community Services | OPEX | Municipal budget | n/a | n/a |
| CCI04 | Disasters due to climate change | | To create a safety and responsive environment to the community | Attending and responding to disasters and incidents with a district | 79 | Date of Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2025 | Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2025 | | | Disaster Management Annual Report | Community Services | OPEX | Municipal budget | n/a | n/a |
| CCI05 | | | | | 80 | Number Of Awareness Campaigns on Disaster provided to the UTDM | Four (4) Awareness Campaigns on Disaster provided to the UTDM | | | Awareness Campaigns | Community Services | OPEX | Municipal budget | n/a | n/a |

| | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | Community by 30/06/2025 | Community by 30/06/2025 | | | | | | | | |
| CCI06 | Systems and procedures | | To ensure proper communication with the public | Monitor the functioning and eficient of the Municipal Call Centre | 81 | Date of Review of the Call Centre Charter submitted to Council by 30/06/2025 | Review of the UTDM Call Centre Charter submitted to Council by 30/06/2025 | | | UTDM Call Centre Charter | Community Services | OPEX | Municipal budget | n/a | n/a |
| | | | | | | | | | | | | | | | |

# SECTION E:

# STRATEGIC MAPPING

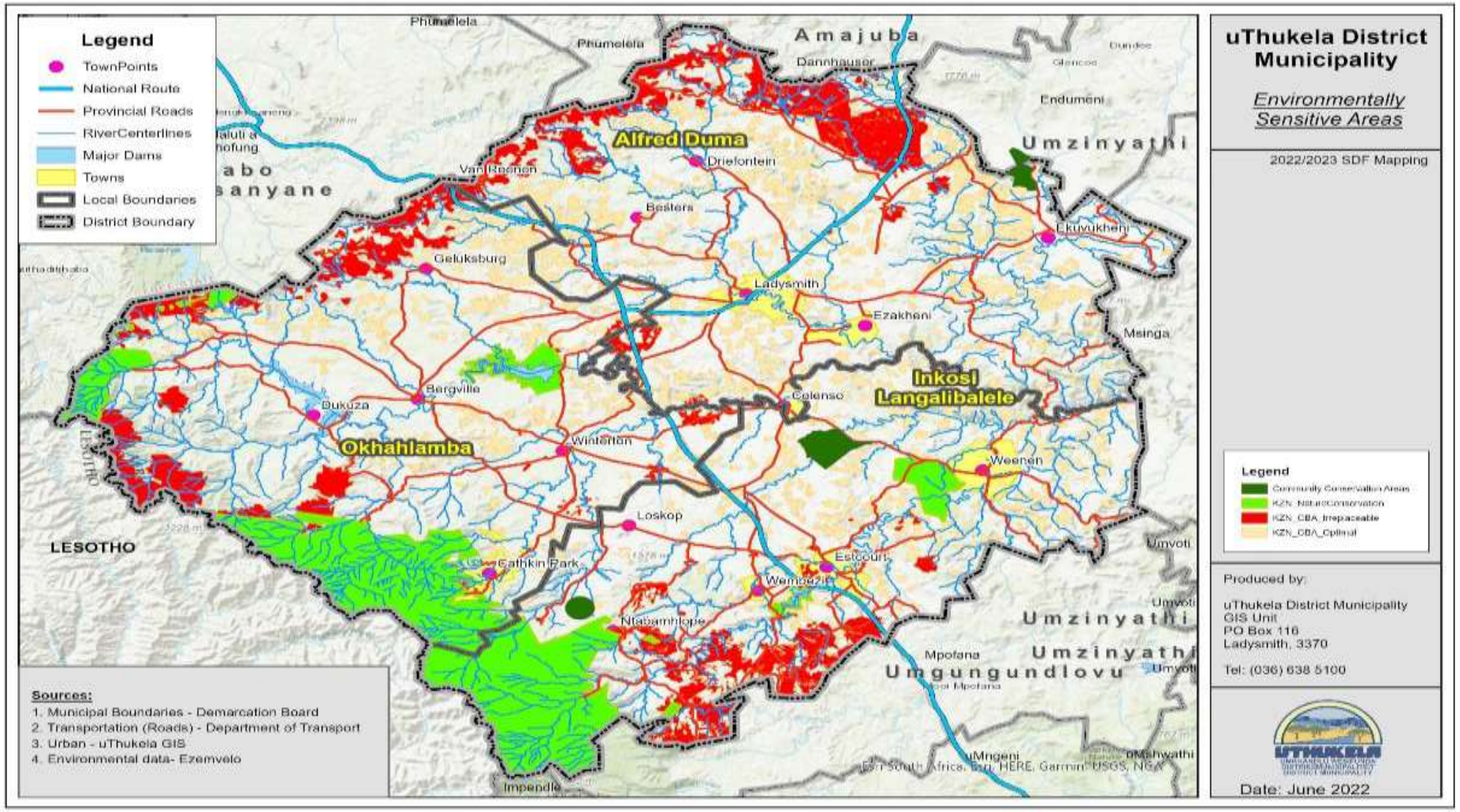
# 5 STRATEGIC MAPPING

***It is vital to indicate that the maps below might not be legible in this section due to size, but those maps can be viewed in the adopted 2023/2024 SDF and the draft 2024/2025 SDF.***

## 5.1.1 ENVIRONMENTAL SENSITIVE AREAS

There is a range of environmentally sensitive areas within uThukela and include amongst others natural resources such as the important species sites, sites of intrinsic biodiversity value, watercourses, and steep slopes. The greater central plateau and river valleys, such as the Sundays and Tugela River are some of the natural resources that should be protected. The most important environmental value associated with these valleys, are there value as catchments areas. The prevalence of dongas and soil erosion are also an indication of poor environmental management and there is therefore a need to develop and adopt an environmental management approach. The maps below show the environmental sensitive areas

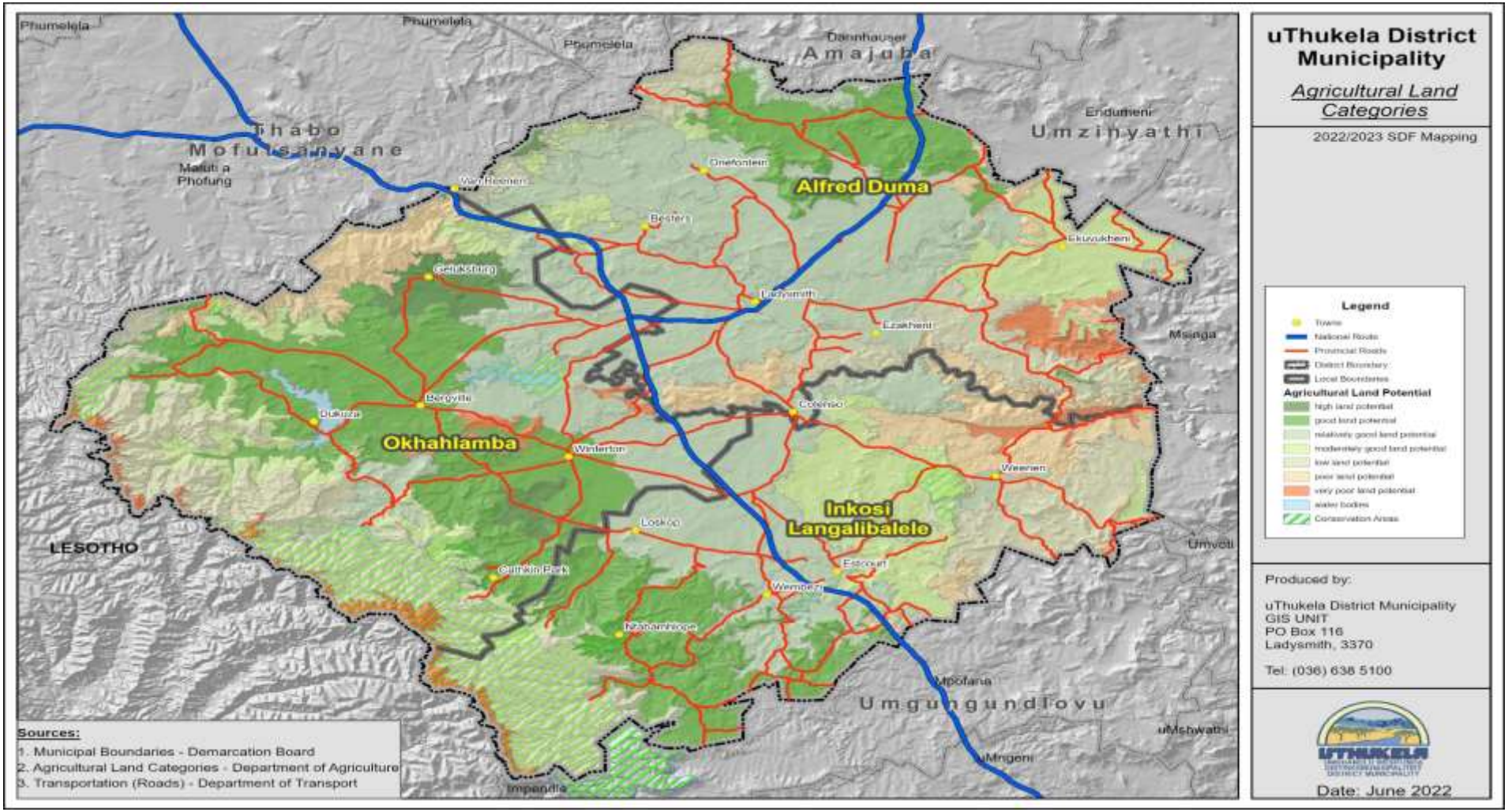
**The Environmental Sensitive areas**



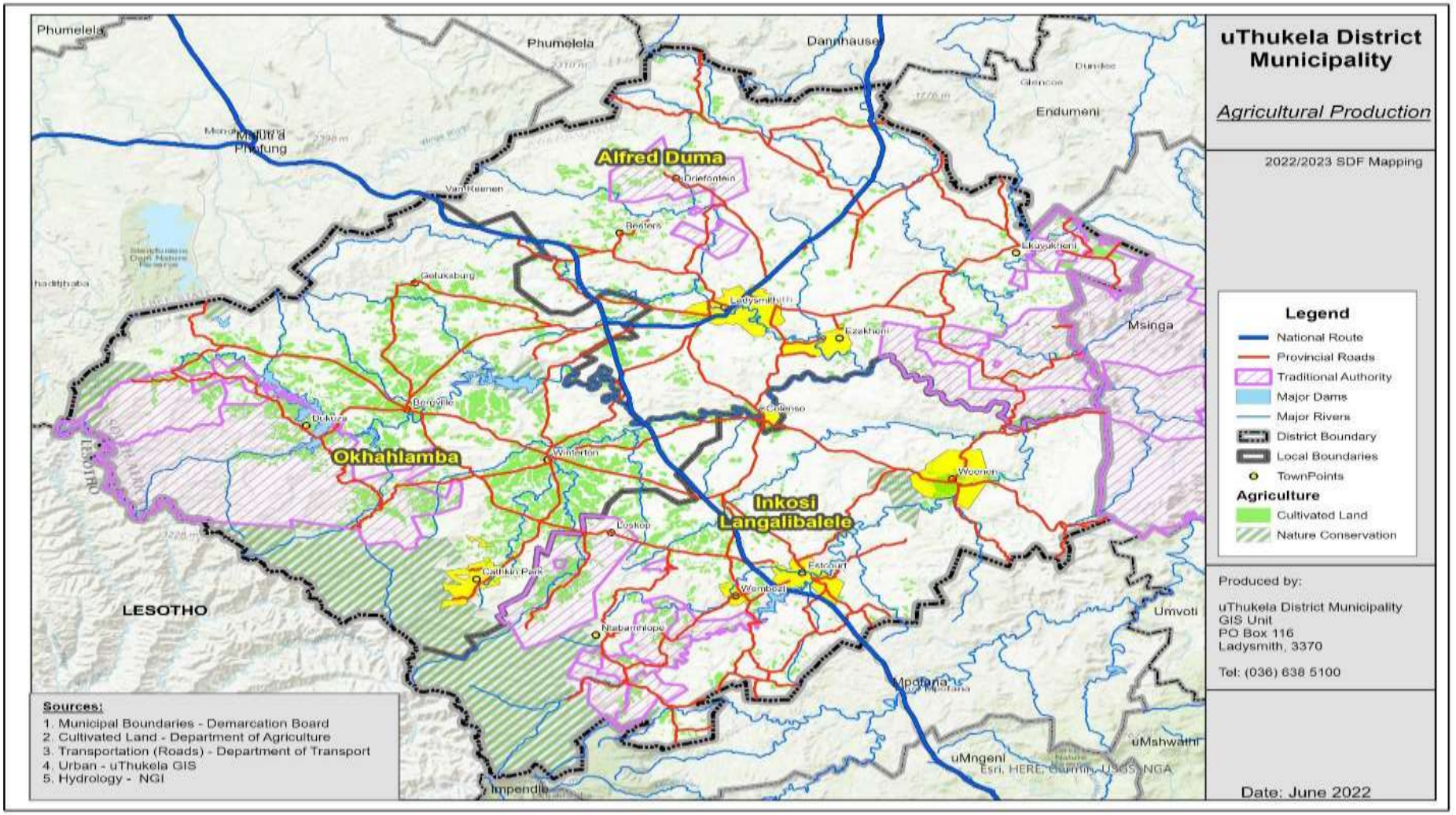
### 5.1.2 AGRICULTURAL POTENTIAL

The new growth path seeks to place the economy on a production-led trajectory by developing an agricultural value chain, with a focus on expanding farm-output, employment, and increasing the agri-processing sector. The KZN Provincial Spatial Economic Development Strategy (PSEDS) identifies Okhahlamba as one region with massive potential for growth in agriculture and agro processing. A competitive sector could be further developed to exploit economic opportunities presented by its location along the major transport routes and abundant water from the Thukela River (Thukela-Vaal Scheme). The R74 connects Bergville and Winterton to the N3 and N6 roads in the Free State. This presents Okhahlamba with agro processing opportunities that will be supported by road freight infrastructure to major South African cities, i.e. the Durban Harbour in the south and Agriculture contributed R946 million to the district economy in 2011 and employed 7 959 people, the sector contributed 7% to total GVA and employment within the municipality in 2011.The map below shows the agricultural potential and the agricultural production.

**AGRICULTURAL POTENTIAL**


uThukela District Municipality
Agricultural Land Categories
2022/2023 SDF Mapping
Legend
Towns
National Route
Provincial Roads
District Boundary
Local Boundaries
Agricultural Land Potential
high land potential
good land potential
relatively good land potential
moderately good land potential
low land potential
poor land potential
very poor land potential
water bodies
Conservation Areas
Produced by:
uThukela District Municipality
GIS UNIT
PO Box 116
Ladysmith, 3370
Tel: (036) 638 5100
Date: June 2022
Sources:
1. Municipal Boundaries - Demarcation Board
2. Agricultural Land Categories - Department of Agriculture
3. Transportation (Roads) - Department of Transport
Alfred Duma
Inkosi Langalibalele
Okhahlamba
Umzinyathi
Amajuba
Thabo Mofutsanyane
LESOTHO
Umvoti
Msinga
Umshwathi
uMngeni
Impendle
Mpofana
Umgungundlovu
Phumelela
Ladysmith
Bergville
Winterton
Colenso
Weenen
Escourt
Wembezi
Estcourt
Bethlehem
Harrismith
Senekal
Clarens
Fouriesburg
Ficksburg
Ladybrand
Maseru
Mafeteng
Mohale's Hoek
Quthing
Qacha's Nek
Mokhotlong
Thaba-Tseka
Maluti a Phofung
Dannhauser
Emadlangeni
Onverwacht
Onverwacht
Onverwacht

**AGRICULTURAL PRODUCTION**

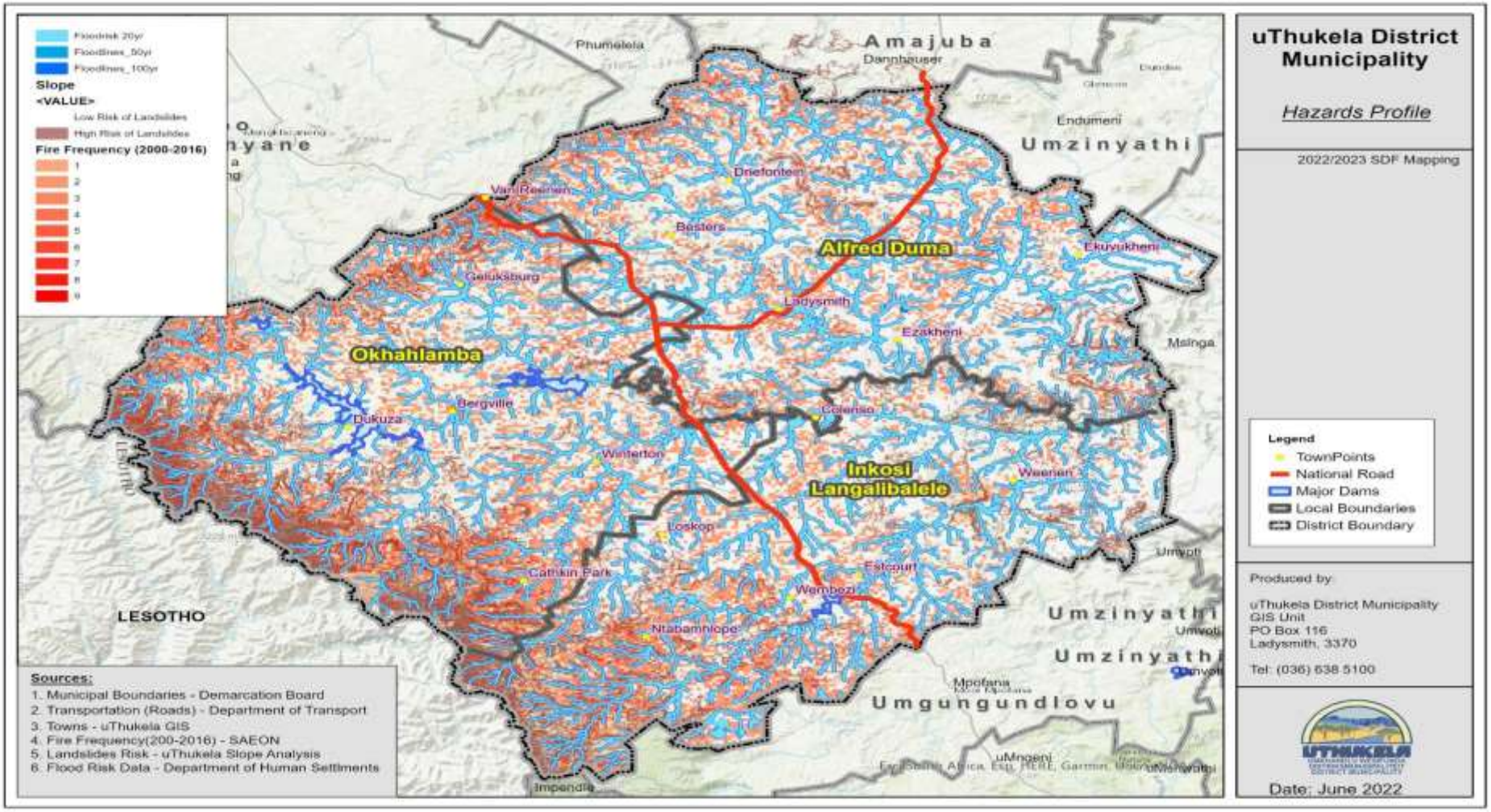


### 5.1.3 DISASTER RISK PROFILE

The risks have been identified during risk analysis workshops with communities throughout the district as well as historical data gathered from incident assessments over the past five years.

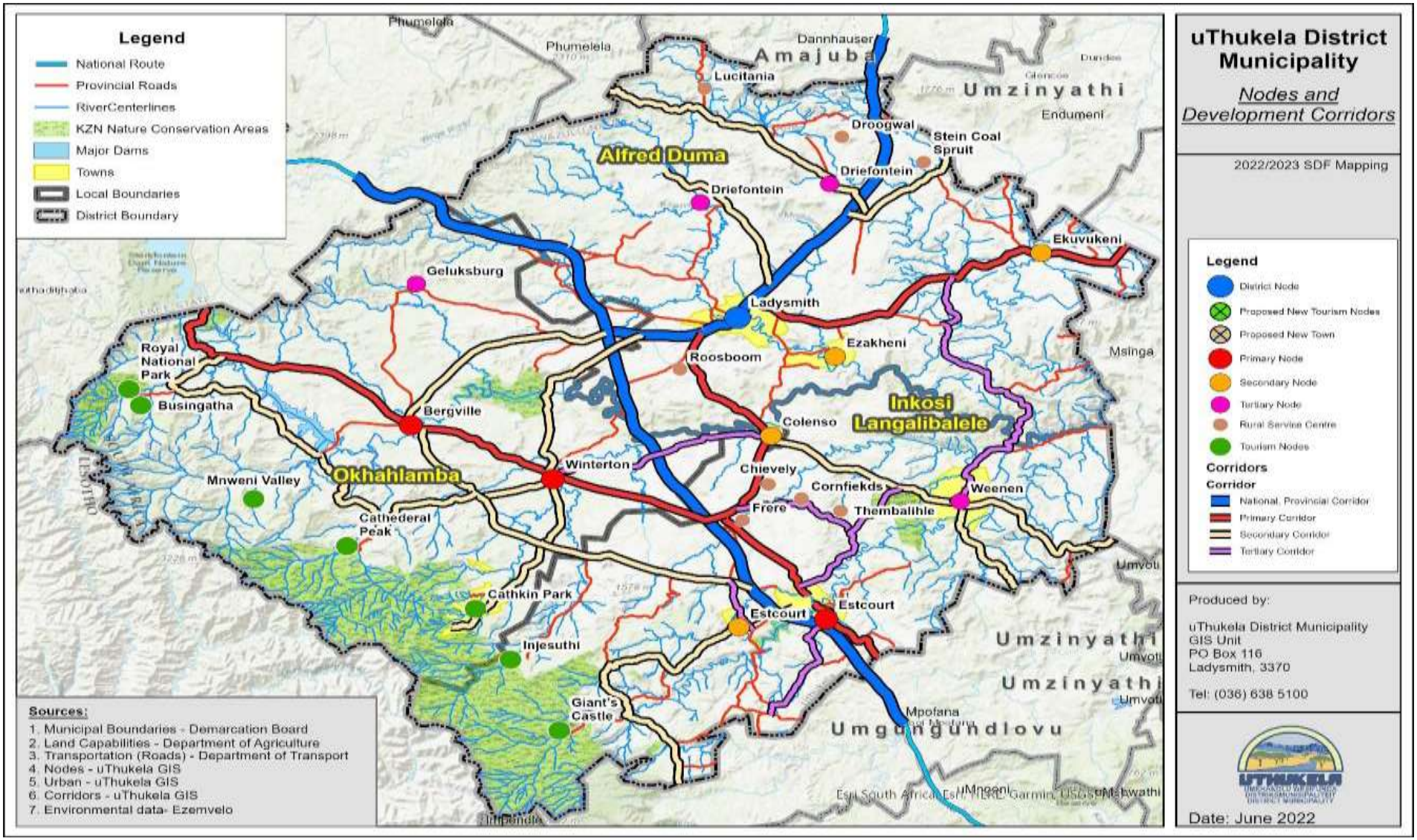
It was possible to compile appropriate GIS profile maps Using the detail disaster hazard, vulnerability, and risk assessments of UTDM. These GIS-profile maps summarise the disaster hazard, vulnerability, and risk analysis of UDM. Hence, these profile maps indicate the risk profile of the UTDM area of jurisdiction. Below is the disaster hazards profile map of uThukela district municipality and its family of municipalities.

**DISASTER RISK PROFILE**



### 5.1.4 DESIRED SPATIAL FORM

It must be noted that the below attached map replicates the uThukela district municipality desired spatial form that is aligned to the municipality's Key Challenges, the long term vision, mission, Goals as well as strategic objectives. The map below shows the **desired spatial form of uThukela district municipality and its family of municipalities:**

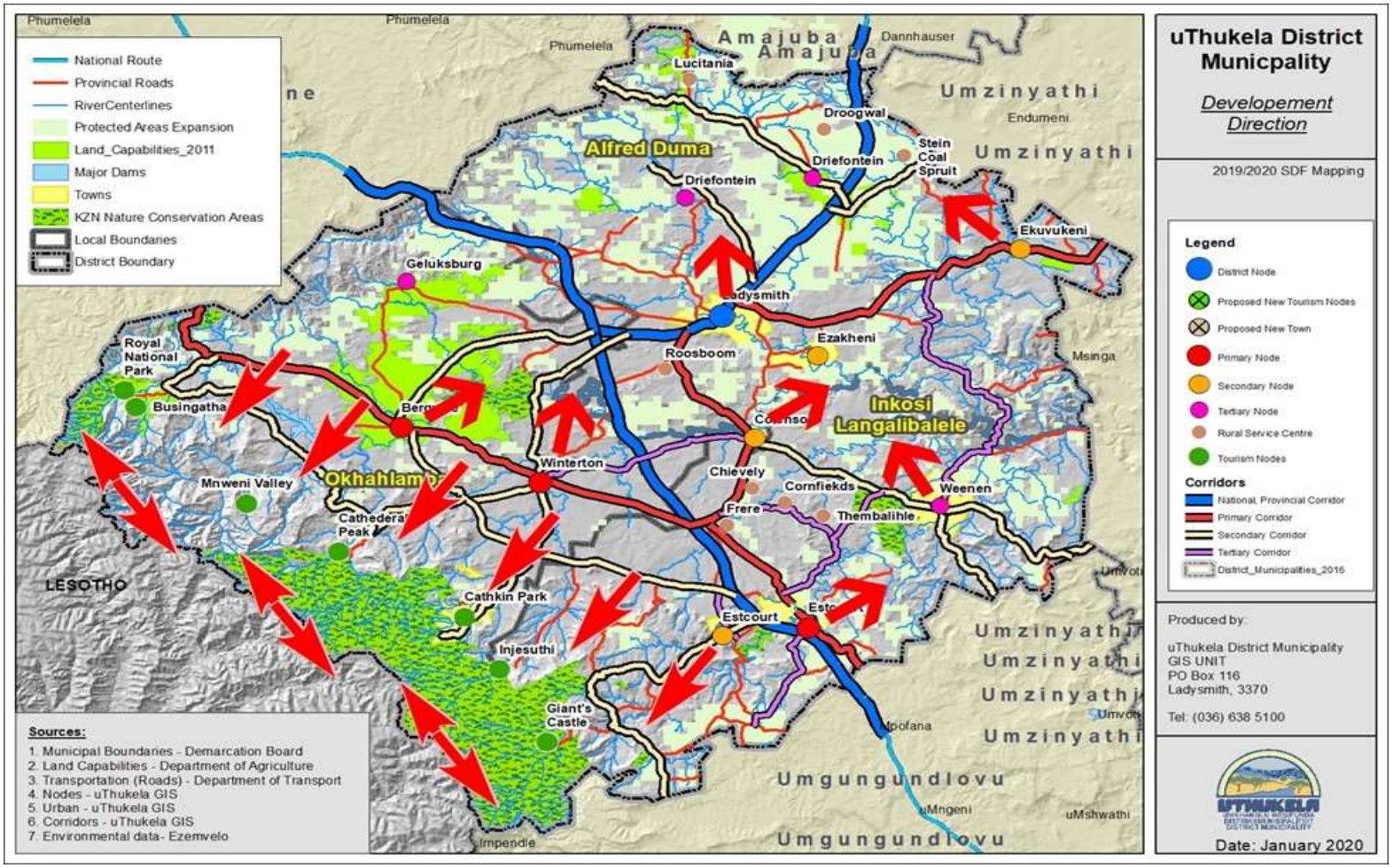

Legend
National Route
Provincial Roads
RiverCenterlines
KZN Nature Conservation Areas
Major Dams
Towns
Local Boundaries
District Boundary
Phumelela
Amajuba
Dannhauser
Lucitania
Umzinyathi
Endument
Droogwal
Stein Coal Spruit
Alfred Duma
Driefontein
Ekuvukeni
Geluksburg
Ladysmith
Ezakheni
Msinga
Roosboom
Royal National Park
Busingatha
Bergville
Inkosi Langalibalele
Colenso
Winterton
Okhahlamba
Chievely
Cornfields
Weenen
Frere
Thembalihle
Mnweni Valley
Cathedral Peak
Cathkin Park
Estcourt
Injesuthi
Umzinyathi
Umvoti
Giant's Castle
Mpofana
Umgungundlovu
uMngeni
Sources:
1. Municipal Boundaries - Demarcation Board
2. Land Capabilities - Department of Agriculture
3. Transportation (Roads) - Department of Transport
4. Nodes - uThukela GIS
5. Urban - uThukela GIS
6. Corridors - uThukela GIS
7. Environmental data- Ezemvelo
uThukela District Municipality
Nodes and Development Corridors
2022/2023 SDF Mapping
Legend
District Node
Proposed New Tourism Nodes
Proposed New Town
Primary Node
Secondary Node
Tertiary Node
Rural Service Centre
Tourism Nodes
Corridors
Corridor
National, Provincial Corridor
Primary Corridor
Secondary Corridor
Tertiary Corridor
Produced by:
uThukela District Municipality
GIS Unit
PO Box 116
Ladysmith, 3370
Tel: (036) 638 5100
Date: June 2022

## 5.1.5 DESIRED SPATIAL FORM AND LAND USE

### 5.1.5.1 AREAS WHERE DEVELOPMENT INTENSITY SHOULD DECREASE

Development should be discouraged within the UDP WHS since this will compromise the landscape character. Expansion of developments towards UDP Foothills will also be unfavourable. Most of the main towns/ nodes are surrounded by agricultural land. Expansion of nodes to high potential agricultural land would be undesirable. The map below shows areas where development intensity should decrease.

## AREAS WHERE DEVELOPMENT INTENSITY SHOULD DECREASE




Development should be discouraged within the UDP WHS since this will compromise the landscape character.

Expansion of developments towards UDP Foothills will also be unfavourable.

Most of the main towns/ Nodes are surrounded by Agricultural land.
Expansion of nodes to high potentialagricultural land would beundesirable.

### 5.1.5.2 AREAS WHERE DEVELOPMENT SHOULD INCREASE

The proposal is to facilitate an expansion of the node to its nearest urban settlement area (i.e., former black township). This creates opportunities for infill and interface development on the one hand and it dismantles the historical segregation motives. This is proposed for Ladysmith and Ezakheni as well as Estcourt and Wembezi. The proposal is to facilitate the densification of the existing nodes prior to outward expansion. This is because these areas are still too low in terms of density and urban sprawl may emanate if expansion was to take place at a sizeable now. The map below displays the areas where development intensity should increase.

**AREAS WHERE DEVELOPMENT INTENSITY SHOULD INCREASE**

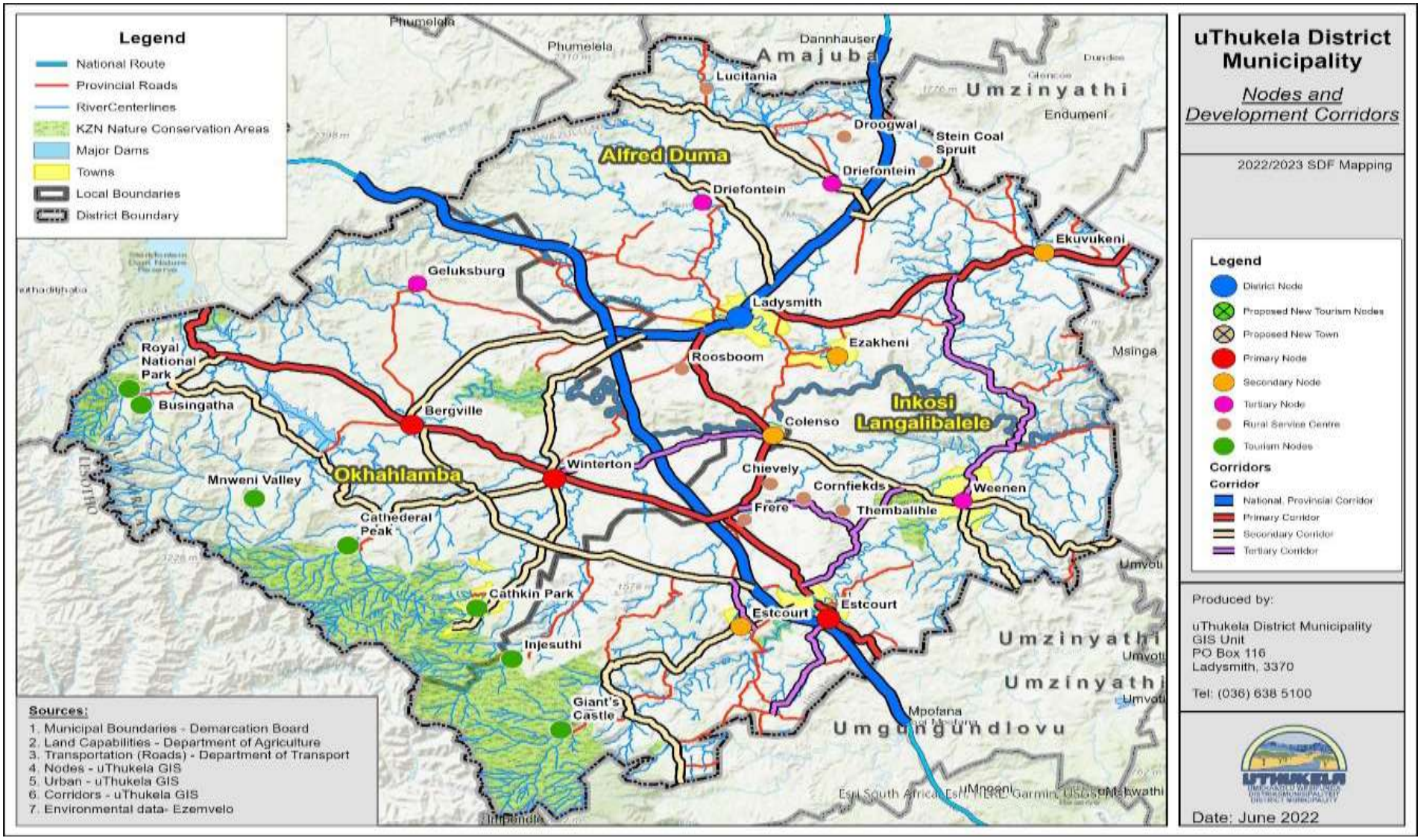


## 5.1.6 SPATIAL RECONSTRUCTION OF THE MUNICIPALITY

The objective of the spatial strategy is to guide spatial growth for uThukela in relation to the physical space. The following are major issues identified:

- The development of nodes and corridors: The nodal hierarchy is interlinked with a hierarchy of corridors and reinforces the function of nodes. Primary, secondary, and tertiary corridors have been identified and these would be focused upon to develop the spatial structure.
- The promotion of small towns and centres: This should be coupled with a well-functioning passenger transport system for the integration of settlement hierarchies. The system will create balanced settlements and lead to improvement in service delivery to outlying rural areas.
- Sound land use management practices: The hierarchical development framework should direct development and support land use management systems that mitigate conflicting uses and urban sprawl and the map below displays the spatial reconstruction of uThukela district municipality.

**The map below shows the spatial reconstruction of the uThukela district municipality.**


Legend
National Route
Provincial Roads
RiverCenterlines
KZN Nature Conservation Areas
Major Dams
Towns
Local Boundaries
District Boundary
Phumelela
Dannhauser
Amajuba
Umzinyathi
Endument
Lucitania
Droogwal
Stein Coal Spruit
Alfred Duma
Driefontein
Ekuvukeni
Geluksburg
Ladysmith
Ezakheni
Msinga
Roosboom
Royal National Park
Busingatha
Bergville
Inkosi Langalibalele
Colenso
Winterton
Chievely
Cornfiekds
Weenen
Thembalihle
Frere
Okhahlamba
Mnweni Valley
Cathederal Peak
Cathkin Park
Estcourt
Injesuthi
Giant's Castle
Mpofana
Umgungundlovu
Umvoti
Sources:
1. Municipal Boundaries - Demarcation Board
2. Land Capabilities - Department of Agriculture
3. Transportation (Roads) - Department of Transport
4. Nodes - uThukela GIS
5. Urban - uThukela GIS
6. Corridors - uThukela GIS
7. Environmental data- Ezemvelo
uThukela District Municipality
Nodes and Development Corridors
2022/2023 SDF Mapping
Legend
District Node
Proposed New Tourism Nodes
Proposed New Town
Primary Node
Secondary Node
Tertiary Node
Rural Service Centre
Tourism Nodes
Corridors
Corridor
National, Provincial Corridor
Primary Corridor
Secondary Corridor
Tertiary Corridor
Produced by:
uThukela District Municipality
GIS Unit
PO Box 116
Ladysmith, 3370
Tel: (036) 638 5100
Date: June 2022

## 5.1.7 LOCATION AND NATURE OF DEVELOPMENT WITHIN THE MUNICIPALITY

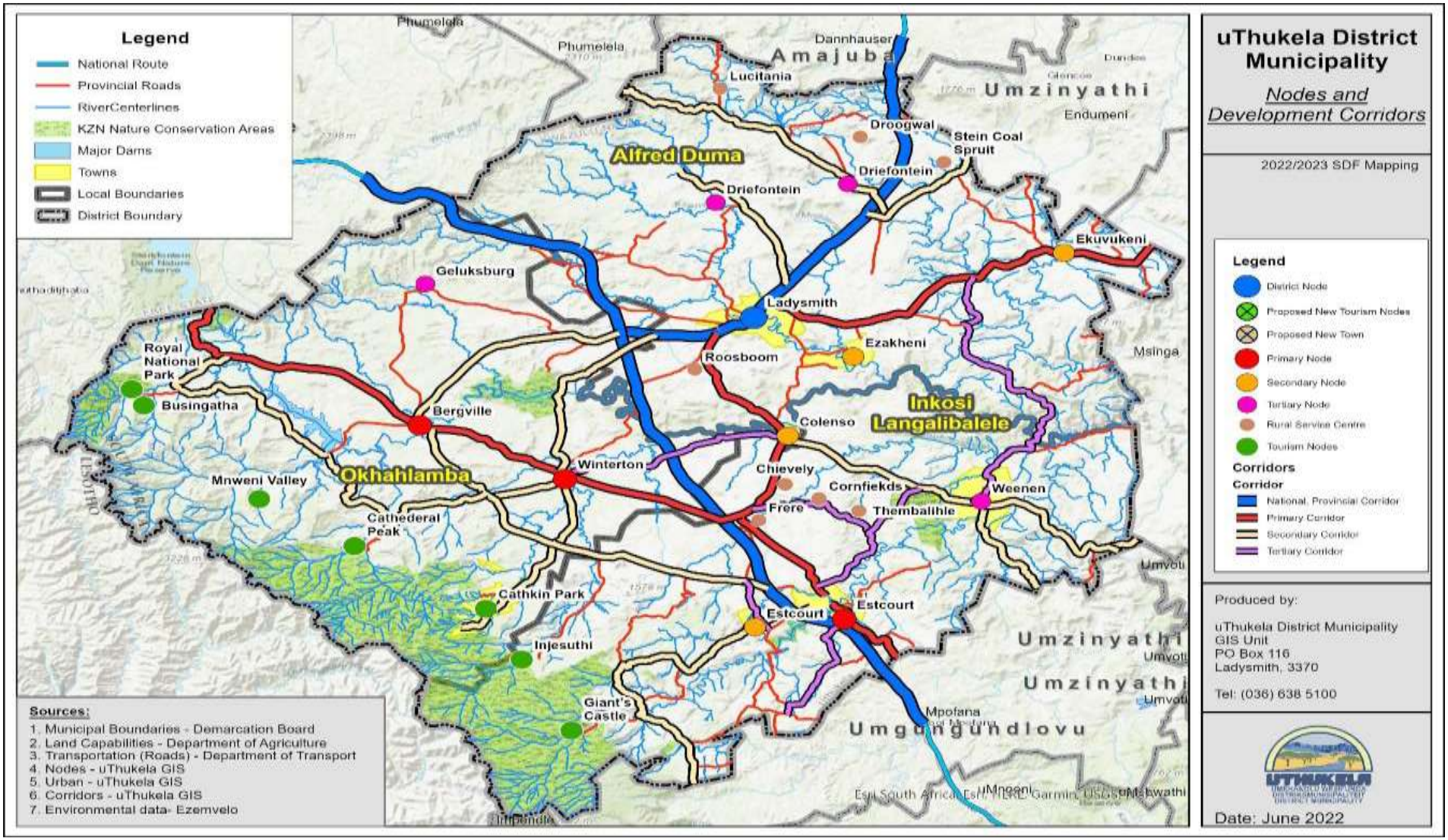
### 5.1.7.1 PROPOSED INDUSTRIAL DEVELOPMENT

The existing and established industries within UThukela are mainly found in Alfred Duma and Inkosi Langalibalele Local Municipalities. Ladysmith is the Primary Industrial Hub with three main industrial areas which are Danskraal, Nambithi and Ezakheni. Estcourt is a Primary Agri-processing Hub.

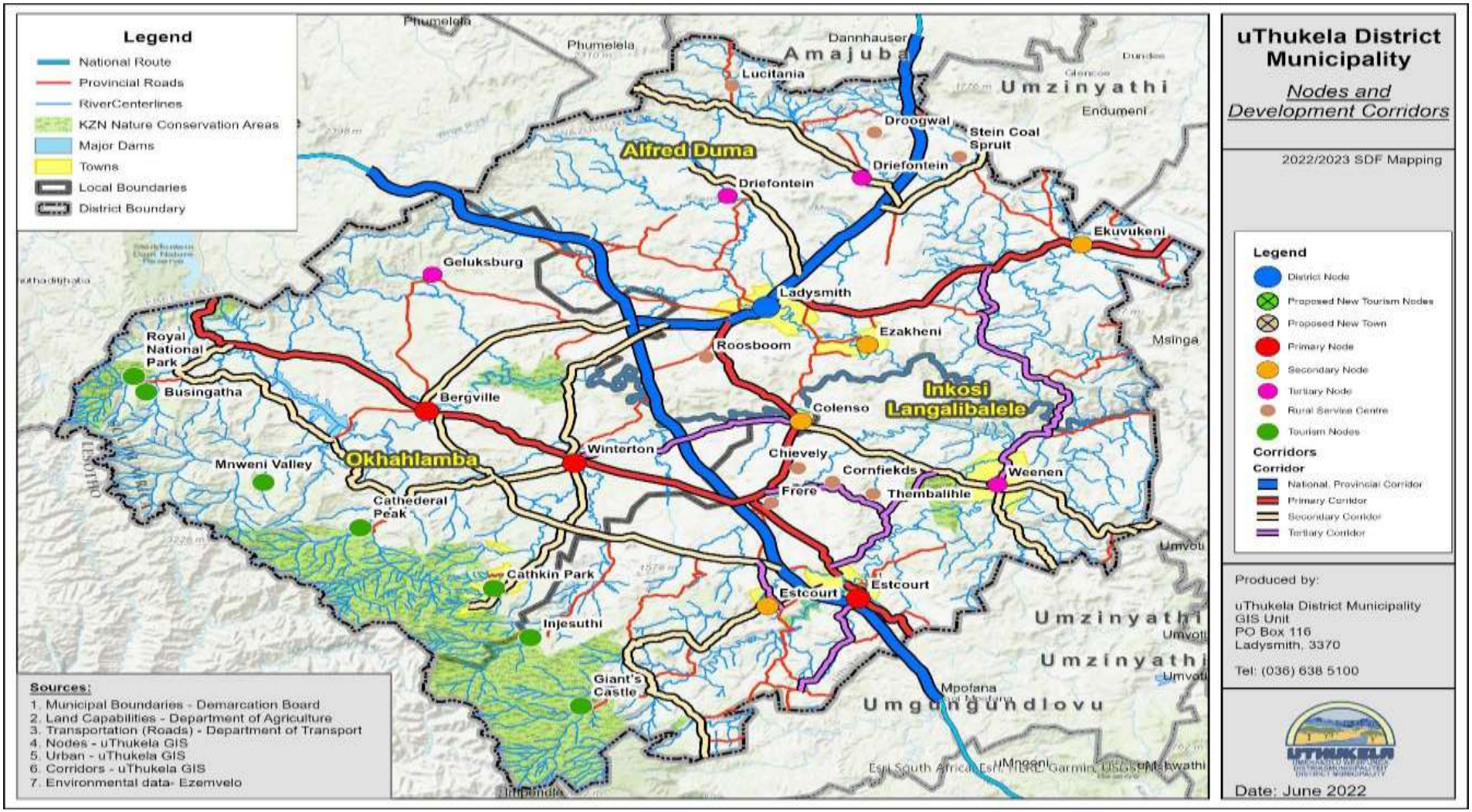
UThukela local economy is dominated by primary sectors, which implies that there is availability of raw material to a certain extent. However, because the manufacturing sector is not developed and all its full potentials are not yet utilised, in most instances raw material is transported to other centres outside the district for processing. The areas that are seen as the potential for further industrial development that is worth exploration are as follows:

- Ladysmith and Estcourt – Existing Industrial Hubs.
- Bergville – Primary industrial area for maize mill and agro-processing.
- Weenen – Agricultural produce packaging and processing.
- Loskop – Leather production, clothing, textile; and
- Colenso – Charcoal Plant.

**The map below replicates the areas for industrial future investment within uThukela district.**

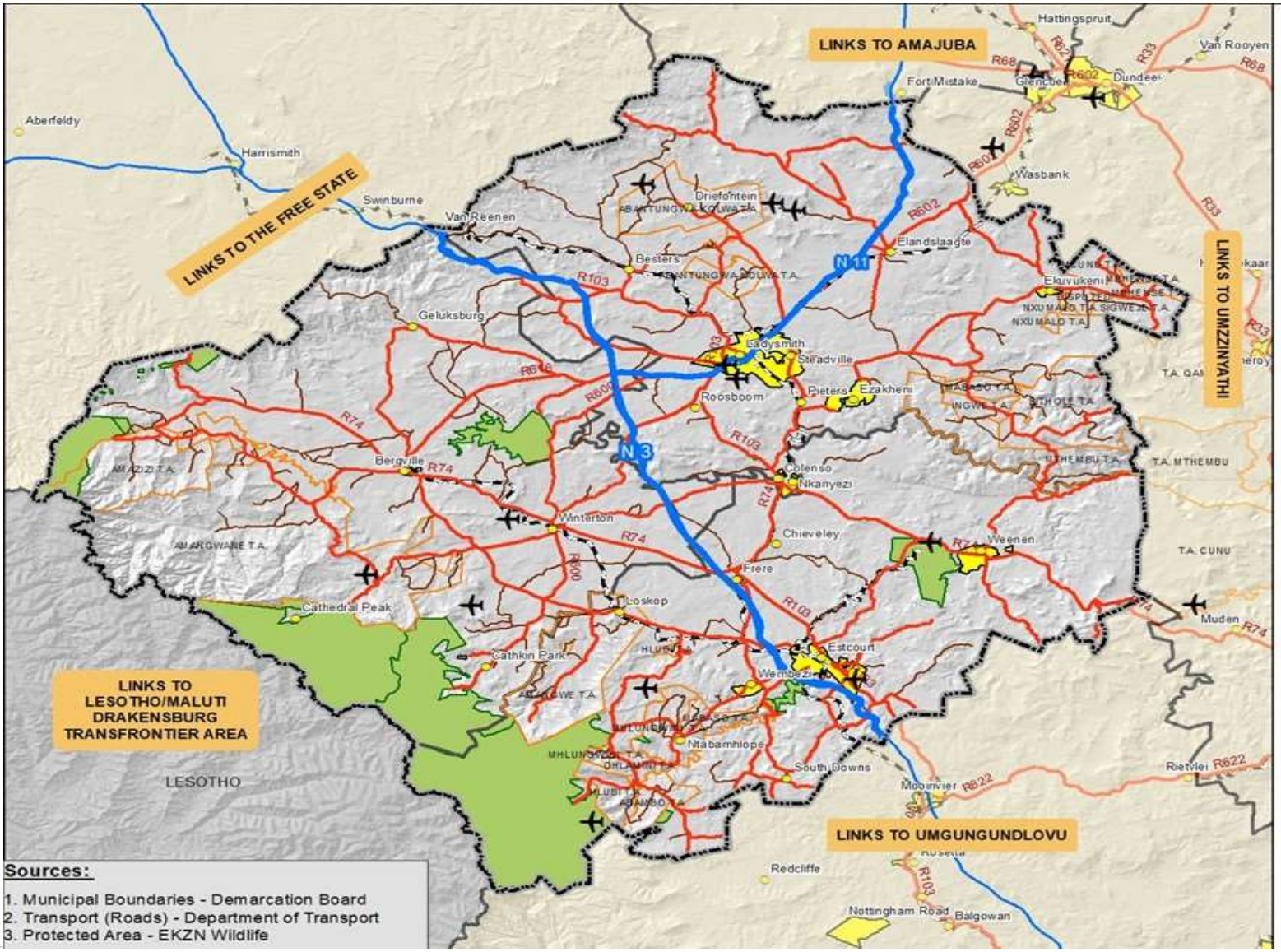

Legend
National Route
Provincial Roads
RiverCenterlines
KZN Nature Conservation Areas
Major Dams
Towns
Local Boundaries
District Boundary
Phumelela
Amajuba
Dannhauser
Lucitania
Umzinyathi
Endumeni
Droogwal
Stein Coal Spruit
Alfred Duma
Driefontein
Ekuvukeni
Geluksburg
Ladysmith
Ezakheni
Roosboom
Msinga
Royal National Park
Busingatha
Bergville
Inkosi Langalibalele
Colenso
Winterton
Okhahlamba
Chievely
Cornfiekds
Weenen
Frere
Thembalihle
Mnweni Valley
Cathederal Peak
Umvoti
Cathkin Park
Estcourt
Injesuthi
Umzinyathi
Umvoti
Giant's Castle
Mpofana
Umgungundlovu
uMngeni
uMshwathi
Sources:
1. Municipal Boundaries - Demarcation Board
2. Land Capabilities - Department of Agriculture
3. Transportation (Roads) - Department of Transport
4. Nodes - uThukela GIS
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Tourism Nodes
Corridors
Corridor
National, Provincial Corridor
Primary Corridor
Secondary Corridor
Tertiary Corridor
Produced by:
uThukela District Municipality
GIS Unit
PO Box 116
Ladysmith, 3370
Tel: (036) 638 5100
Date: June 2022

**AREAS FOR POTENTIAL FUTURE COMMERCIAL INVESTMENT**



### 5.1.8 SPATIAL ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES

UThukela District is one of the cross-border municipalities within the province. It shares borders the Kingdom of Lesotho, Free-State Province and three districts within KwaZulu-Natal Province (Amajuba, Umzinyathi and Umgungundlovu District Municipalities). The uThukela district municipality SDF gives a thorough analysis on issues of alignment between UThukela and the neighboring areas (country and province) as well as the districts municipalities within KwaZulu-Natal province. The map below portrays the spatial alignment with neighbouring municipalities.




# uThukela District Municipality

## *Regional Access*

*2019/2020 SDF Mapping*

**Legend**

- Airports
- Towns
- National Road
- Routes
- Provincial Roads
- District Roads
- KZN_Railways
- Urban Area
- Protected Areas
- Traditional Authorities
- Local Municipalities
- District Municipality

Produced by:

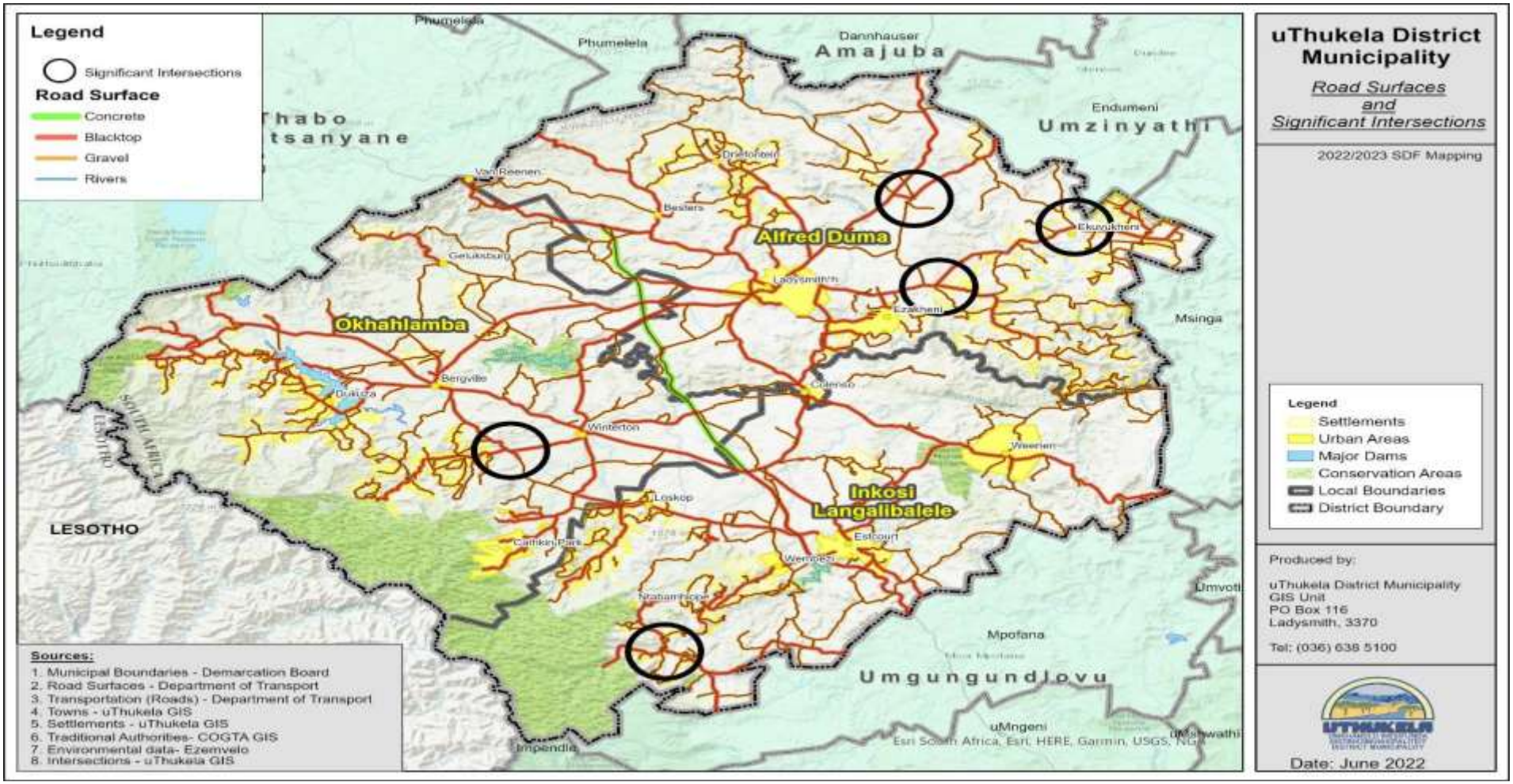
uThukela District Municipality
GIS UNIT
PO Box 116
Ladysmith, 3370

Tel: (036) 638 5100

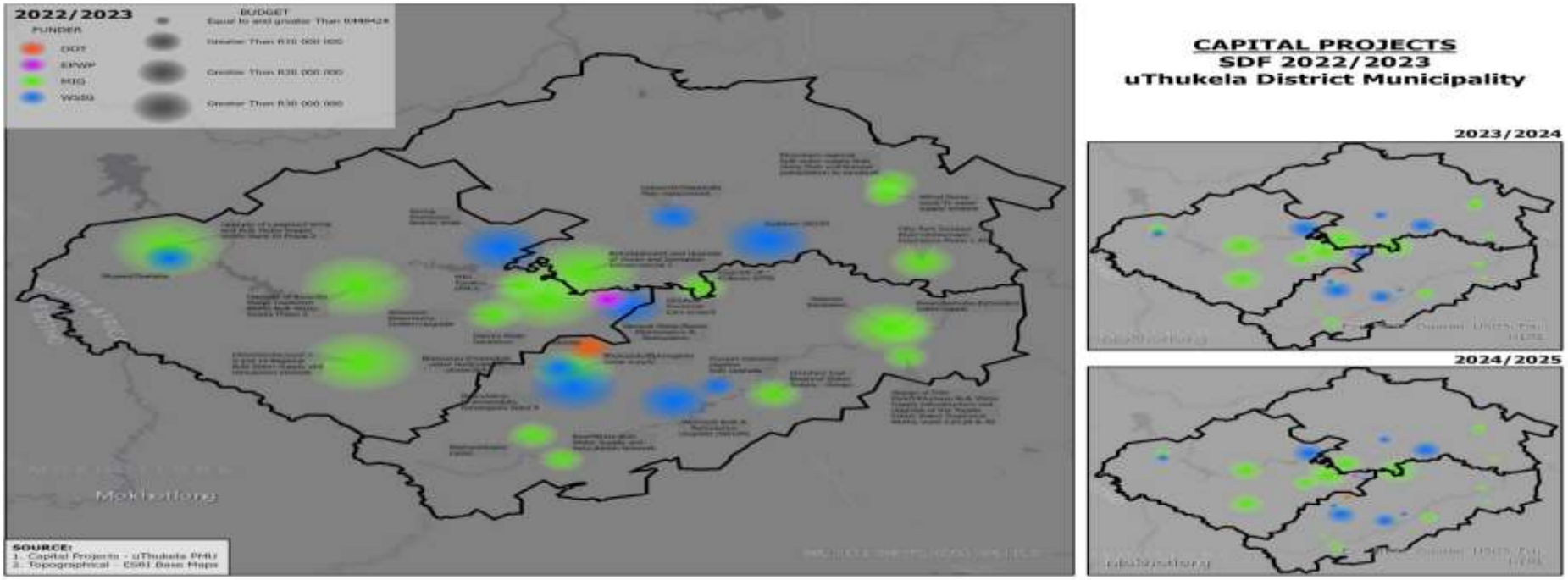
Date: January 2020

## 5.1.9 PUBLIC AND PRIVATE LAND DEVELOPMENT AND INFRASTRUCTURE INVESTMENT

**AREAS FOR POTENTIAL FUTURE COMMERCIAL INVESTMENT**

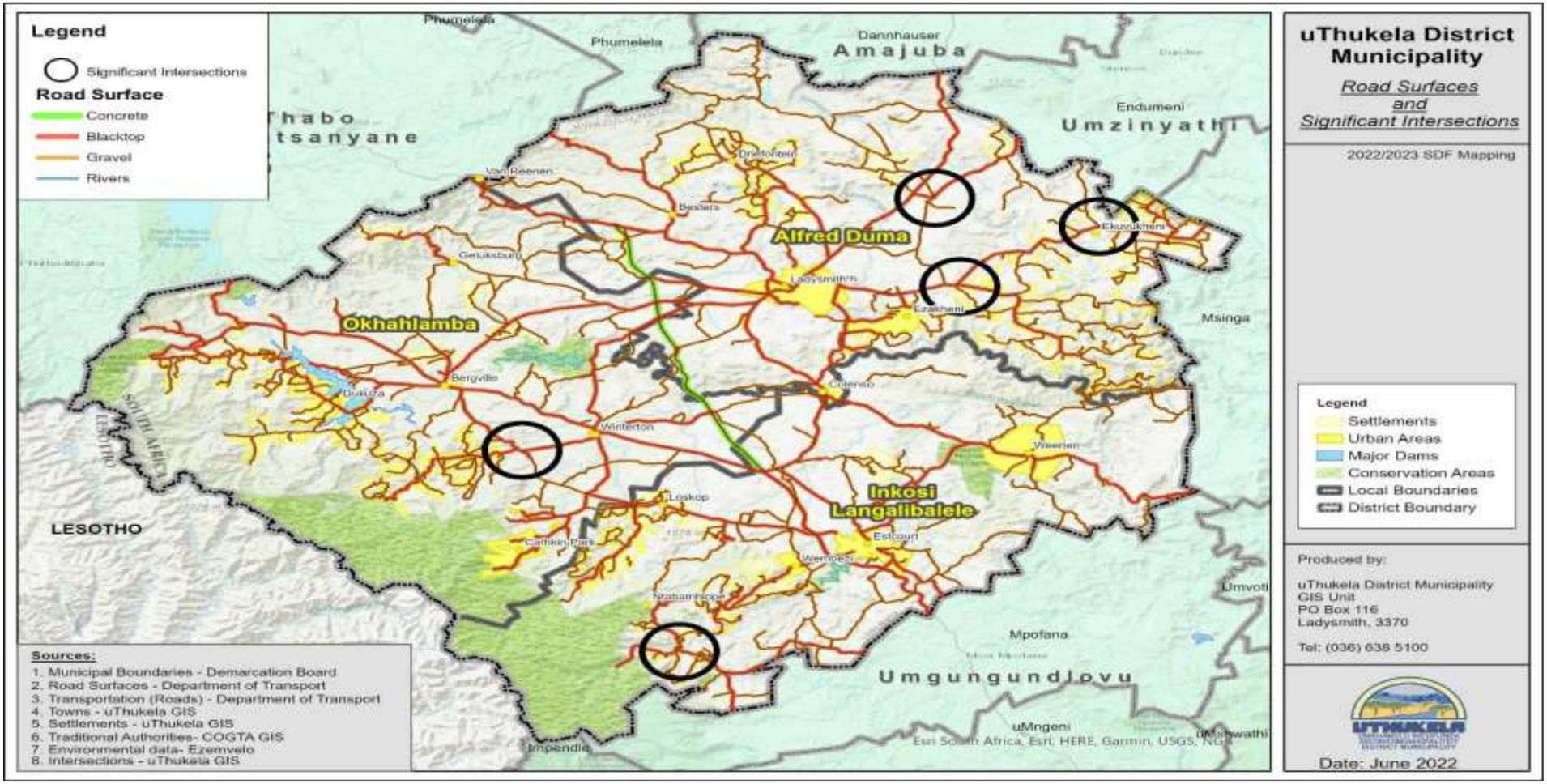


**FUTURE AREAS FOR INFRASTRUCTURE INVESTMENTS**



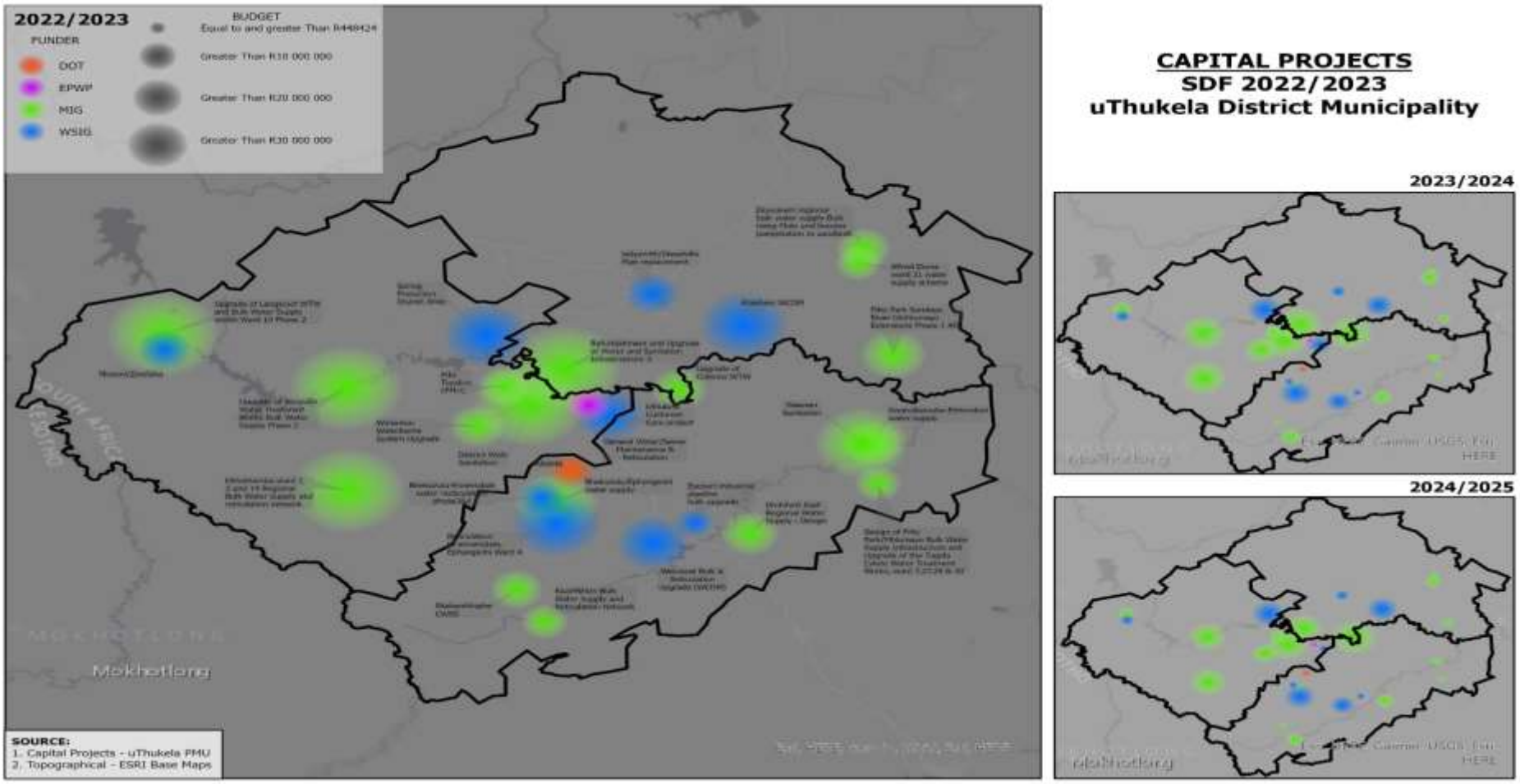
## 5.1.10 STRATEGIC INTERVENTION

**AREAS FOR INDUSTRIAL FUTURE INVESTMENT**



## 5.1.11 AREAS WHERE PRIORITY SPENDING IS REQUIRED

**AREAS FOR INFRASTRUCTURE INVESTMENT**



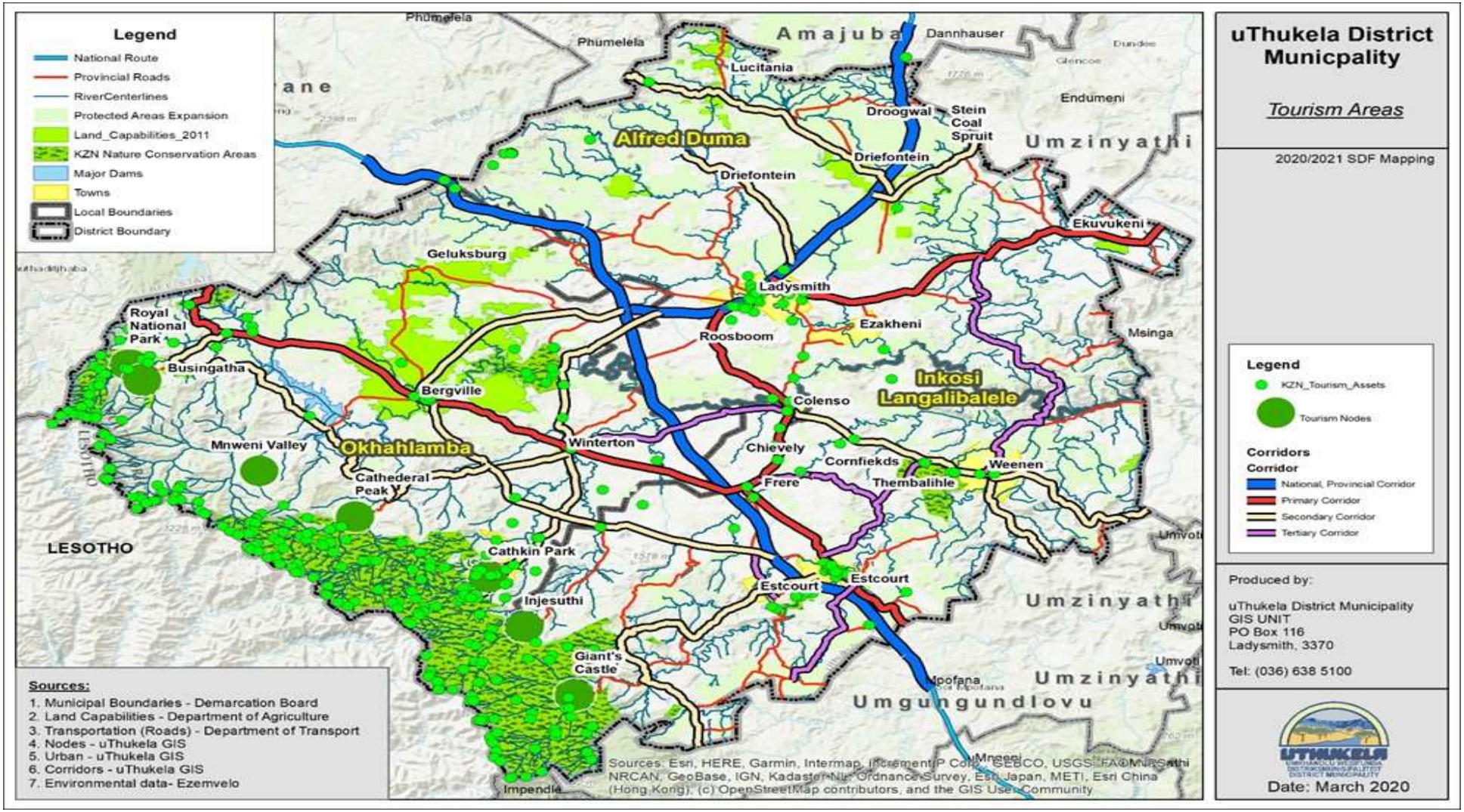
### 5.1.12 TOURISM

The UThukela District Municipality is in the world heritage site (The Majestic Drakensberg Mountains) and the renowned battle sites offer an out of Africa experience these qualities have a created a district that is a tourism magnet in South Africa. In line with Provincial Guidelines tourism routes have been identified along the Drakensberg linking areas such as Cathkin Park, Bergville, Winterton and the Northern Berg. The route has been expanded recently to include linkages to tourism nodes within the Drakensberg range. The tourism sector comprises three main parts: The berg experience with hotels, chalets and camp sites located from Mount Aux Sources in the north through to Giants Castle in the south.

The second major part includes historical tourism involving the battlefields routes through the eastern part of the district. The third part involves game reserves and the wildlife experience in the lower lying bushveld (as opposed to berg) areas of the district in proclaimed and private conservancies. This includes an expanding area devoted to game farming and professional hunting adventure tourism is closely linked to the berg and the bush experience. UThukela has the potential to become the number one destination of choice for tourists to KwaZulu-Natal and South Africa, especially for those tourists who desire the country ambience.

Secondary tourism corridors are identified to each tourism node in line with provincial draft policy identifying a trekking route along the World Heritage Site. These routes lead from a primary corridor route running between the town of Estcourt and the Oliviershoek Pass. Tertiary corridors are identified to lead into the more rural areas adjacent to the Drakensberg World Heritage Site connecting to primary and secondary tourism routes. The map below demonstrates the tourism areas in uThukela district.

**TOURISM AREAS**



## 5.1.13 IMPLEMENTATION PLAN FOR 2024/2025

| UTDM FINAL IMPLEMENTATION PLAN (SDBIP): 2024/2025 | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| **IDP / SDBIP NO.** | **Key Challenge** | **Objective** | **Strategy** | **Indicator No.** | **Key Performance Indicator** | **KPI Measurement** | **Annual Target** | **2024/2025 : Year 1** | | | **Year 2** | **Year 3** | **Year 4** | **Year 5** | **Responsible Department** | **Budget** | **Funding Source** | **Portfolio of Evidence** |
| | | | | | | | | **Demand** | **Baseline** | **Backlog** | **2024/2025** | **2025/2026** | **2026/2027** | **2027/2028** | | | | |
| **KPA 1: MUNICIPAL TRANFORMATION AND INSTITUTIONAL DEVELOPMENT** | | | | | | | | | | | | | | | | | | |
| MTID01 | Legal compliance | To ensure a functional Performance Management System | Implementation of PMS Policy & Framework | 1 | Date of adoption Performance Management System by Council by 30/06/2025 | Date of adoption | Adoption of Performance Management System by Council by 30/06/2025 | Adoption of Performance Management System by Council by 30/06/2025 | Adoption of Performance Management System by Council by 30/05/2023 | N/A | Adoption of Performance Management System by Council by 30/06/2025 | Adoption of Performance Management System by Council by 30/06/2026 | Adoption of Performance Management System by Council by 30/06/2027 | Adoption of Performance Management System by Council by 30/06/2028 | Office of the MM | OPEX | Municipal budget | Council resolution, PMS Policy ,Framework and Standard Operating Procedures |

| | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MTID02 | Systems and procedures | | | 2 | Number of quarterly performance reports submitted by departments to the Office of the Municipal Manager by 30/06/2025 | Number of reports | 4 quarterly performance reports submitted by departments to the Office of the Municipal Manager by 30/06/2025 | 4 quarterly performance reports submitted by departments to the Office of the Municipal Manager by 30/06/2025 | 4 quarterly performa nce reports submitted by departments to the Office of the Municipal Manager by 30/06/2023 | N/A | 4 quarterly performance reports submitted by departments to the Office of the Municipal Manager by 30/06/2025 | 4 quarterly performance reports submitted by departments to the Office of the Municipal Manager by 30/06/2026 | 4 quarterly performance reports submitted by departments to the Office of the Municipal Manager by 30/06/2027 | 4 quarterly performance reports submitted by departments to the Office of the Municipal Manager by 30/06/2028 | All Departments | OPEX | Municipal budget | Signed copies of reports & Aknowledgement letters |

| | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MTID03 | Legal compliance | | | 3 | Date of submission of Mid-Year Performance Report to the Mayor and Treasuries by 25/01/2025 | Date of submission | Date of submission of Mid-Year Performance Report to the Mayor and Treasuries by 25/01/2025 | Date of submission of Mid-Year Performance Report to the Mayor and Treasuries by 25/01/2025 | Submission of Mid-Year Performance Report to the Mayor and Treasuries by 25/01/2023 | N/A | Date of submission of Mid-Year Performance Report to the Mayor and Treasuries by 25/01/2025 | Date of submission of Mid-Year Performance Report to the Mayor and Treasuries by 25/01/2026 | Date of submission of Mid-Year Performance Report to the Mayor and Treasuries by 25/01/2027 | Date of submission of Mid-Year Performance Report to the Mayor and Treasuries by 25/01/2028 | Office of the MM | OPEX | Municipal budget | Proof of submission and Mid-Year Performance Report |
| MTID04 | Legal compliance | | | 4 | Date of submission of unaudited Annual Performance Report to the Auditor- | Date of submission | Submission of unaudited Annual Performance Report to the Auditor-General | Submission of unaudited Annual Performance Report to the Auditor-General | Submission of unaudited Annual Performance Repo | N/A | Submission of unaudited Annual Performance Report to the Auditor-General | Submission of unaudited Annual Performance Report to the Auditor-General | Submission of unaudited Annual Performance Report to the Auditor-General | Submission of unaudited Annual Performance Report to the Auditor-General | Office of the MM | OPEX | Municipal budget | Proof of submission and copy of the Annual Perfo |

| | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | General by 31/08/2024 | | by 31/08/2024 | by 31/08/2024 | rt to the Auditor-General by 31/08/2024 | | by 31/08/2025 | by 31/08/2026 | by 31/08/2027 | by 31/08/2028 | | | | rmance Report |
| MTID05 | Legal compliance | | | 5 | Date of tabling of Annual Report to Council by 31/03/2025 | Date of tabling | Tabling of Annual Report to Council by 31/03/2025 | Tabling of Annual Report to Council by 31/03/2025 | Adoption of Annual Report by Council by 31/03/2023 | N/A | Tabling of Annual Report to Council by 31/03/2025 | Tabling of Annual Report to Council by 31/03/2026 | Tabling of Annual Report to Council by 31/03/2027 | Tabling of Annual Report to Council by 31/03/2028 | Office of the MM | OPEX | Municipal budget | Council resolution |
| MTID06 | Legal compliance | | | 6 | Number of formal section 54/56 managers performance | Number of formal reviews | Two (2) formal section 54/56 managers' performance reviews | Two (2) formal section 54/56 managers' performance reviews | Two (2) formal section 54/56 man | N/A | Two (2) formal section 54/56 managers' performance reviews | Two (2) formal section 54/56 managers' performance reviews | Two (2) formal section 54/56 managers' performance reviews | Two (2) formal section 54/56 managers' performance reviews | Office of the MM | OPEX | Municipal budget | Signed Assessment Reports |

| | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | reviews conducted by Performance Review Panels by 30/06/2025 | | conducted by Performance Review Panels by 30/06/2025 | conducted by Performance Review Panels by 30/06/2025 | agers' performance reviews conducted by 30/06/2023 | | conducted by Performance Review Panels by 30/06/2025 | conducted by Performance Review Panels by 30/06/2026 | conducted by Performance Review Panels by 30/06/2027 | conducted by Performance Review Panels by 30/06/2028 | | | | |
| MTID07 | Legal compliance | To ensure fucntional risk and compliance management | Review and adopt risk and compliance governance policies | 7 | Number of risk and Compliance governance Policies adopted by Council by 30/06/2025 | Date of review | Seven (7) risk and Compliance governance Policies adopted by Council by 30/06/2025 | Seven (7) risk and Compliance governance Policies adopted by Council by 30/06/2025 | Review and adoption of risk management framework by Council by 30/06/2023 | N/A | Seven (7) risk and Compliance governance Policies adopted by Council by 30/06/2025 | Seven (7) risk and Compliance governance Policies adopted by Council by 30/06/2026 | Seven (7) risk and Compliance governance Policies adopted by Council by 30/06/2027 | Seven (7) risk and Compliance governance Policies adopted by Council by 30/06/2028 | Office of the MM | OPEX | Municipal budget | Council resolution and Policies |

| | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MTID08 | Systems and procedures | | Ensure functionality of Risk Management Committee | 8 | Number of Risk Committee meetings held by 30 June 2025 | Number meetings | Four (4) Risk Committee meetings held by 30 June 2025 | Four (4) Risk Committee meetings held by 30 June 2025 | New Indicator | N/A | Four (4) Risk Committee meetings held by 30 June 2025 | Four (4) Risk Committee meetings held by 30 June 2026 | Four (4) Risk Committee meetings held by 30 June 2027 | Four (4) Risk Committee meetings held by 30 June 2028 | Office of the MM | OPEX | Municipal budget | Notice,Agenda, Attandance Register, Minutes |
| MTID09 | Legal compliance | To Improve organisational Capacity | Review of organisational structure | 9 | Date of organizational structure reviewed and adopted by Council by 31/05/2025 | Date of review and adoption | Review and adoption of organizational structure by Council by 31/05/2025 | Review and adoption of organizational structure by Council by 31/05/2025 | Review and adoption of organizational structure by Council by 30/06/2023 | N/A | Review and adoption of organizational structure by Council by 31/05/2025 | Review and adoption of organizational structure by Council by 31/05/2026 | Review and adoption of organizational structure by Council by 31/05/2027 | Review and adoption of organizational structure by Council by 31/05/2028 | Corporate Servces | OPEX | Municipal budget | Council Resolution |

| | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MTID10 | Shortage of skilled staff to perform certain functions | | Ensure implementation of Employment equity plan | 10 | Number of people from employment equity target groups employed in the three highest levels of management in compliance with approved equity plan by 30/06/2025 | Number of people | 1 person from employment equity target groups employed in the three (3) highest levels of management in compliance with approved equity plan by 30/06/2025 | 1 person from employment equity target groups employed in the three (3) highest levels of management in compliance with approved equity plan by 30/06/2025 | 2 people from employment equity target groups employed in the three (3)highest levels of management in compliance | N/A | 1 person from employment equity target groups employed in the three (3) highest levels of management in compliance with approved equity plan by 30/06/2025 | 1 person from employment equity target groups employed in the three (3) highest levels of management in compliance with approved equity plan by 30/06/2026 | 1 person from employment equity target groups employed in the three (3) highest levels of management in compliance with approved equity plan by 30/06/2027 | 1 person from employment equity target groups employed in the three (3) highest levels of management in compliance with approved equity plan by 30/06/2028 | Corporate Services | OPEX | Municipal budget | Employment Equity Plan and appointment letters |

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| | | | | | | | | | with approved equity plan by 30/06/2023 | | | | | | | | | |
| MTID11 | Shortage of skilled staff to perform certain functions | | Implementation of Work place Skills Plan | 11 | Percentage of budget spent in the implementation of Workplace Skills Plan by 30/06/2025 | Percentage of budget spent | Hundred (100%) of budget spent in the implementation of Workplace Skills Plan by 30/06/2025 | Hundred (100%) of budget spent in the implementation of Workplace Skills Plan by 30/06/2025 | Hundred (100%) of budget spent in the implementation of Workplace Skills Plan by 30/0 | N/A | Hundred (100%) of budget spent in the implementation of Workplace Skills Plan by 30/06/2025 | Hundred (100%) of budget spent in the implementation of Workplace Skills Plan by 30/06/2026 | Hundred (100%) of budget spent in the implementation of Workplace Skills Plan by 30/06/2027 | Hundred (100%) of budget spent in the implementation of Workplace Skills Plan by 30/06/2028 | Corporate Services | OPEX | Municipal budget | Financial System Print Out |

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| | | | | | | | | | 6/2023 | | | | | | | | | |
| MTID12 | Shortage of skilled staff to perform certain functions | | | 12 | Number of training reports submitted to Council by 30/06/2025 | Number of training reports | 4 Training reports submitted to Council by 30/06/2025 | 4 Training reports submitted to Council by 30/06/2025 | New Indicator | N/A | 4 Training reports submitted to Council by 30/06/2025 | 4 Training reports submitted to Council by 30/06/2026 | 4 Training reports submitted to Council by 30/06/2027 | 4 Training reports submitted to Council by 30/06/2028 | Corporate Services | OPEX | Municipal budget | Signed Reports to Council |
| MTID13 | Shortage of skilled staff to perform certain functions | To ensure an effective and efficient HR systems that addr | Review and adoption of HR related policies | 13 | Date to review and adopt HR related policies by Council by 30/06/2025 | Date of review and adoption | Review and adopt HR related policies by Council by 31/05/2025 | Review and adopt HR related policies by Council by 31/05/2025 | Review and adoption of HR related policies by Council by | N/A | Review and adopt HR related policies by Council by 31/05/2025 | Review and adopt HR related policies by Council by 31/05/2026 | Review and adopt HR related policies by Council by 31/05/2027 | Review and adopt HR related policies by Council by 31/05/2028 | Corporate Services | OPEX | Municipal budget | HR related policies & Council Resolution |

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| | | esses Human resources within the municipality | | | | | | | 30/06/2023 | | | | | | | | | |
| MTID14 | Systems and procedures | To improve Information and Communication Technology through implementation of ICT | Development and review of ICT policies | 14 | Number of ICT Policies developed and reviewed by the Council by the 30th June 2025 | Number of Policies | Ten (10) ICT Policy reviewed by Council by 30/06/2025 | Ten (10) ICT Policy reviewed by Council by 30/06/2025 | New Indicator | N/A | Ten (10) ICT Policy reviewed by Council by 30/06/2025 | Ten (10) ICT Policy reviewed by Council by 30/06/2026 | Ten (10) ICT Policy reviewed by Council by 30/06/2027 | Ten (10) ICT Policy reviewed by Council by 30/06/2028 | Corporate Services | OPEX | Municipal budget | Council Resolution, ICT Plicies |

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| | | policies | | | | | | | | | | | | | | | | |
| MTID15 | Systems and procedures | Ensure an effective and functional Fleet Services | Conducting Comprehensive reporting of Fleet Management Services | 15 | Number of Comprehensive Fleet Reports submitted to Council by 30/06/2025 | Number of reports | Four (4) of Comprehensive Fleet Reports submitted to Council by 30/06/2025 | Four (4) of Comprehensive Fleet Reports submitted to Council by 30/06/2025 | New Indicator | N/A | Four (4) of Comprehensive Fleet Reports submitted to Council by 30/06/2025 | Four (4) of Comprehensive Fleet Reports submitted to Council by 30/06/2026 | Four (4) of Comprehensive Fleet Reports submitted to Council by 30/06/2027 | Four (4) of Comprehensive Fleet Reports submitted to Council by 30/06/2028 | Corporate Services | OPEX | Municipal budget | Signed Repoorts |
| MTID16 | Legal compliance | To ensure effective and efficient internal | Review and impelmtation of adopted Com | 16 | Date of review and adoption of communication strategy by Council | Date of review and adoption | Review and adoption of communication strategy by Council by | Review and adoption of communication strategy by Council by | Review and adotion of communicatio n strat | N/A | Review and adoption of communication strategy by Council by | Review and adoption of communication strategy by Council by | Review and adoption of communication strategy by Council by | Review and adoption of communication strategy by Council by | Office of the MM | OPEX | Municipal budget | Communication Strategy & Council Resolution |

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| | | and external communication strategy. | municatio n Strategy | | by 30/06/2025 | | 30/06/2025 | 30/06/2025 | egy by Council by 30/06/2023 | | 30/06/2025 | 30/06/2026 | 30/06/2027 | 30/06/2028 | | | |
| MTID17 | Systems and procedures | Improve communications with external Stakeholders | Development of Municipal Communication Strategy | 17 | Number of Municipal Newsletters published for each financial year by 30 June 2025 | Number of Newsletters | Four (4) Municipal newsletters published by 30/06/2025 | Four (4) Municipal newsletters published by 30/06/2025 | New Indicator | N/A | Four (4) Municipal newsletters published by 30/06/2025 | Four (4) Municipal newsletters published by 30/06/2025 | Four (4) Municipal newsletters published by 30/06/2026 | Four (4) Municipal newsletters published by 30/06/2027 | Office of the MM | | Municipal budget | Municipal newsletters ,Proof ofPublication |
| MTID18 | Systems and procedures | To report & monitor Service Delivery | Submission of quarterly reports to COGTA | 18 | Number of Circular 88 reports submitted to Provincial | Number of reports | 4 Circular 88 reports submitted to Provincial COGTA | 4 Circular 88 reports submitted to Provincial COGTA | 4 Comprehensive Quarterly Performan | N/A | 4 Circular 88 reports submitted to Provincial COGTA | 4 Circular 88 reports submitted to Provincial COGTA | 4 Circular 88 reports submitted to Provincial COGTA | 4 Circular 88 reports submitted to Provincial COGTA | Office of the MM | OPEX | Municipal budget | Circular 88 reports , Proof of submission |

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| | | | | | COGTA by 30/06/2025 | | by 30/06/2025 | by 30/06/2025 | ce Reports submitted to Provincial COGTA by 30/06/2023 | | by 30/06/2025 | by 30/06/2026 | by 30/06/2027 | by 30/06/2028 | | | |
| MTID19 | Systems and procedures | To improve the municipal Audit opinion | Effective Audit and Performance Committee | 19 | Number of Audit and Performance Committee meetings held by 30/06/2025 | Number of meetings | 4 Audit and Performance Committee meetings held by 30/06/2025 | 4 Audit and Performance Committee meetings held by 30/06/2025 | 4 Audit and Performance Committee meetings held by 30/06/2023 | N/A | 4 Audit and Performance Committee meetings held by 30/06/2025 | 4 Audit and Performance Committee meetings held by 30/06/2026 | 4 Audit and Performance Committee meetings held by 30/06/2027 | 4 Audit and Performance Committee meetings held by 30/06/2028 | Office of the MM | OPEX | Municipal budget | Minutes with attendance registers |

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| MTID20 | Systems and procedures | | Oversight meetings held | 20 | Number of MPAC meetings convened by 30/06/2025 | Number of meetings | 4 MPAC meetings convened by 30/06/2025 | 4 MPAC meetings convened by 30/06/2025 | 4 MPAC meetings convened by 30/06/2023 | N/A | 4 MPAC meetings convened by 30/06/2025 | 4 MPAC meetings convened by 30/06/2026 | 4 MPAC meetings convened by 30/06/2027 | 4 MPAC meetings convened by 30/06/2028 | Office of the MM | OPEX | Municipal budget | Minutes with attendance registers |
| **KPA2: BASIC SERVICE DELIVERY** | | | | | | | | | | | | | | | | | | |
| BSD01 | Service Backlog (water and sanitation) | To provide infrastructure and sustainable basic services | Provide community water supply | 21 | Number of Households provided with water to eridicate backlock by 30/06/2025 | Number | 750 of Households provided with water to eridicate backlock by 30/06/2025 | 750 of Households provided with water to eridicate backlock by 30/06/2025 | 1743 of Households provided with water to eridicate backlock by 30/06/2023 | N/A | 750 of Households provided with water to eridicate backlock by 30/06/2025 | 750 of Households provided with water to eridicate backlock by 30/06/2026 | 750 of Households provided with water to eridicate backlock by 30/06/2027 | 750 of Households provided with water to eridicate backlock by 30/06/2028 | Water, Sanitation & Technical Services | CAPEX | MIG | Signed Engineers Report, Beneficiary listing and Happy letters |

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| BSD02 | Service Backlog (water and sanitation) | To provide infrastructure and sustainable basic services | Provide community water supply | 22 | Number of Water treatment plant constructed at Bergvile WTW to be completed by 30/06/2025 | Number | (1)Number of sedimantation tank constructed at Bergvile WTW to be completed by 30/06/2025 | (1)Number of sedimantation tank constructed at Bergvile WTW to be completed by 30/06/2025 | New Indicator | N/A | (1)Number of sedimantation tank constructed at Bergvile WTW to be completed by 30/06/2025 | (1)Number of sedimantation tank constructed at Bergvile WTW to be completed by 30/06/2026 | (1)Number of sedimantation tank constructed at Bergvile WTW to be completed by 30/06/2027 | (1)Number of sedimantation tank constructed at Bergvile WTW to be completed by 30/06/2028 | Water, Sanitation & Technical Services | R29,686,483.71 | MIG | Signed Engineers Report |
| BSD03 | Service Backlog (water and sanitation) | | | 23 | Number of KM's of bulk rising main pipeline constructed at Bergville WTW by 30/06/2025 | Number | 1.2 kilometers of bulk rising main pipeline constructed at Bergville WTW by 30/06/2025 | 1.2 kilometers of bulk rising main pipeline constructed at Bergville WTW by 30/06/2025 | New Indicator | N/A | 1.2 kilometers of bulk rising main pipeline constructed at Bergville WTW by 30/06/2025 | 1.2 kilometers of bulk rising main pipeline constructed at Bergville WTW by 30/06/2026 | 1.2 kilometers of bulk rising main pipeline constructed at Bergville WTW by 30/06/2027 | 1.2 kilometers of bulk rising main pipeline constructed at Bergville WTW by 30/06/2028 | Water, Sanitation & Technical Services | R29,686,483.71 | MIG | Signed Engineers Report |

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| BSD04 | Service Backlog (water and sanitation) | | | 24 | Date of Appointment of Contractor at Colenso and Rosboom Bulk Water:Phase 2 to be completed by 30/06/2025 | Date of appointment | Appointment of Contractor at Colenso and Rosboom Bulk Water:Phase 2 to be completed by 30/06/2025 | Appointment of Contractor at Colenso and Rosboom Bulk Water:Phase 2 to be completed by 30/06/2025 | New Indicator | N/A | Appointment of Contractor at Colenso and Rosboom Bulk Water:Phase 2 to be completed by 30/06/2025 | Appointment of Contractor at Colenso and Rosboom Bulk Water:Phase 2 to be completed by 30/06/2026 | Appointment of Contractor at Colenso and Rosboom Bulk Water:Phase 2 to be completed by 30/06/2027 | Appointment of Contractor at Colenso and Rosboom Bulk Water:Phase 2 to be completed by 30/06/2028 | Water, Sanitation & Technical Services | CAPEX | MIG | Signed Engineers Report |
| BSD05 | Service Backlog (water and sanitation | | | 25 | Number of bulk pipeline constructed at Ezakheni WCDM: Phase 2 by 30/06/2025 | Number of kilometers | 1,03 km of bulk pipeline constructed at Ezakheni WCDM Phase 2 by 30/06/2025 | 1,03 km of bulk pipeline constructed at Ezakheni WCDM Phase 2 by 30/06/2025 | New Indicator | N/A | 1,03 km of bulk pipeline constructed at Ezakheni WCDM Phase 2 by 30/06/2025 | 1,03 km of bulk pipeline constructed at Ezakheni WCDM Phase 2 by 30/06/2026 | 1,03 km of bulk pipeline constructed at Ezakheni WCDM Phase 2 by 30/06/2027 | 1,03 km of bulk pipeline constructed at Ezakheni WCDM Phase 2 by 30/06/2028 | Water, Sanitation & Technical Services | R20,510,000.00 | WSIG | Signed Engineers Report |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| BSD06 | Service Backlog (water and sanitation) | | | 26 | Number of Bulk meters to be installed at Ezakheni WCDM: Phase 2 by 30/06/2025 | Number | 12 Bulk meters to be installed at Ezakheni WCDM: Phase 2 by 30/06/2025 | 12 Bulk meters to be installed at Ezakheni WCDM: Phase 2 by 30/06/2025 | New Indicator | N/A | 12 Bulk meters to be installed at Ezakheni WCDM: Phase 2 by 30/06/2025 | 12 Bulk meters to be installed at Ezakheni WCDM: Phase 2 by 30/06/2026 | 12 Bulk meters to be installed at Ezakheni WCDM: Phase 2 by 30/06/2027 | 12 Bulk meters to be installed at Ezakheni WCDM: Phase 2 by 30/06/2028 | Water, Sanitation & Technical Services | R20,510,000.00 | WSIG | Signed Engineers Report |
| BSD07 | Service Backlog (water and sanitation) | | | 27 | Date of Completion of Designs at KwaMkhize Bulk Water Supply and Reticulation Network by 30/06/2025 | Date of completion | Completion of Designs at KwaMkhize Bulk Water Supply and Reticulation Network by 30/06/2025 | Completion of Designs at KwaMkhize Bulk Water Supply and Reticulation Network by 30/06/2025 | New Indicator | N/A | Completion of Designs at KwaMkhize Bulk Water Supply and Reticulation Network by 30/06/2025 | Completion of Designs at KwaMkhize Bulk Water Supply and Reticulation Network by 30/06/2026 | Completion of Designs at KwaMkhize Bulk Water Supply and Reticulation Network by 30/06/2027 | Completion of Designs at KwaMkhize Bulk Water Supply and Reticulation Network by 30/06/2028 | Water, Sanitation & Technical Services | R944,597.31 | MIG | Signed Engineers Report |

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| BSD08 | Service Backlog (water and sanitation) | | | 28 | Date of Site Completion of site establishment at Langkloof and Bulk Supply: Phase 1 by 30/09/2024 | Date of completion | Completion of site establishment at Langkloof and Bulk Supply: Phase 1 by 30/09/2024 | Completion of site establishment at Langkloof and Bulk Supply: Phase 1 by 30/09/2024 | New Indicator | N/A | Completion of site establishment at Langkloof and Bulk Supply: Phase 1 by 30/09/2024 | Completion of site establishment at Langkloof and Bulk Supply: Phase 1 by 30/09/2025 | Completion of site establishment at Langkloof and Bulk Supply: Phase 1 by 30/09/2026 | Completion of site establishment at Langkloof and Bulk Supply: Phase 1 by 30/09/2027 | Water, Sanitation & Technical Services | R944,597.31 | MIG | Signed Engineers Report |
| BSD09 | Service Backlog (water and sanitation) | | | 29 | Number of km reticulation pipelines constructed in Langkloof Package Plant and Bulk Supplyb | Number of Kilometers | 7,7 km reticulation pipeline to be constructed at Langkloof Package Plant by 30/06/2025 | 7,7 km reticulation pipeline to be constructed at Langkloof Package Plant by 30/06/2025 | New Indicator | N/A | 7,7 km reticulation pipeline to be constructed at Langkloof Package Plant by 30/06/2025 | 7,7 km reticulation pipeline to be constructed at Langkloof Package Plant by 30/06/2026 | 7,7 km reticulation pipeline to be constructed at Langkloof Package Plant by 30/06/2027 | 7,7 km reticulation pipeline to be constructed at Langkloof Package Plant by 30/06/2028 | Water, Sanitation & Technical Services | R944,597.31 | MIG | Signed Engineers Report |

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| | | | | | y 30/06/2025 | | | | | | | | | | | | |
| BSD10 | Service Backlog (water and sanitation) | | | 30 | Number of Kilometers of reticulation pipelines constructed at Ennersdale/ Ephangwini(Loskop) ward 4 by 30/09/2024 | Number of Kilometers | 1 km of reticulation to be constructed at Ennersdale/Ephangwini ward 4 by 30/09/2024 | 1 km of reticulation to be constructed at Ennersdale/Ephangwini ward 4 by 30/09/2024 | New Indicator | N/A | 1 km of reticulation to be constructed at Ennersdale/Ephangwini ward 4 by 30/09/2024 | 1 km of reticulation to be constructed at Ennersdale/Ephangwini ward 4 by 30/09/2025 | 1 km of reticulation to be constructed at Ennersdale/Ephangwini ward 4 by 30/09/2027 | 1 km of reticulation to be constructed at Ennersdale/Ephangwini ward 4 by 30/09/2028 | Water, Sanitation & Technical Services | R4,000,000.00 | WSIG | Signed Engineers Report |
| BSD11 | Service Backlog (water and | | | 31 | Date of Completion of wintert on sanitation | Date of completion | Completion of sanitation designs at Wintert | Completion of sanitation designs at Wintert | New Indicator | N/A | Completion of sanitation designs at Wintert | Completion of sanitation designs at Wintert | Completion of sanitation designs at Wintert | Completion of sanitation designs at Wintert | Water, Sanitation & Tec | CAPEX | MIG | Signed Engineers Report |

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| | sanitation | | | | designs by 31/03/2025 | | on by 31/03/2025 | on by 31/03/2025 | | | on by 31/03/2025 | on by 31/03/2026 | on by 31/03/2027 | on by 31/03/2028 | hnical Services | | | |
| BSD12 | Service Backlog (water and sanitation) | | | 32 | Completion of wintert on water supply designs by 30/06/2025 | Date of completion | Completion of wintert on water supply designs by 30/06/2025 | Completion of wintert on water supply designs by 30/06/2025 | New Indicator | N/A | Completion of wintert on water supply designs by 30/06/2025 | Completion of wintert on water supply designs by 30/06/2026 | Completion of wintert on water supply designs by 30/06/2027 | Completion of wintert on water supply designs by 30/06/2028 | Water, Sanitation & Technical Services | R3,580,075.70 | MIG | Signed Engineers Report |
| BSD13 | Service Backlog (water and sanitation) | | | 33 | Number district wide springs protected by 30/06/2025 | Number | 12 spring protected district wide by 30/06/2025 | 12 spring protected district wide by 30/06/2025 | Twelve (12) district wide springs protected by 30/06/2025 | N/A | 12 spring protected district wide by 30/06/2025 | 12 spring protected district wide by 30/06/2026 | 12 spring protected district wide by 30/06/2027 | 12 spring protected district wide by 30/06/2028 | Water, Sanitation & Technical Services | R10,000,000.00 | WSIG | Signed Engineers Report |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| BSD14 | Service Backlog (water and sanitation | | | 34 | Number of drilled and equiped boreholes district wide by 30/06/2025 | Number | Ten (10) boreholes drilled and equipped by 30/06/2025 | Ten (10) boreholes drilled and equipped by 30/06/2025 | Ten (10) boreholes drilled and equipped | N/A | Ten (10) boreholes drilled and equipped by 30/06/2025 | Ten (10) boreholes drilled and equipped by 30/06/2026 | Ten (10) boreholes drilled and equipped by 30/06/2027 | Ten (10) boreholes drilled and equipped by 30/06/2028 | Water, Sanitation & Technical Services | R10,000,000.00 | WSIG | Signed Engineers Report |
| BSD15 | Service Backlog (water and sanitation | To provide santitation system to the community | Provision and maintainance of sanitation infrastructure | 35 | Number of kilometers of Reticulation constructed at Fitty Park Community water project: Phase 2 by 30/06/2025 | Number of Kilometers | 13 Kilometers of reticulation pipeliens constructed at Fitty Park Community Water Project by 30/06/2025 | 13 Kilometers of reticulation pipeliens constructed at Fitty Park Community Water Project by 30/06/2025 | New Indicator | | 13 Kilometers of reticulation pipeliens constructed at Fitty Park Community Water Project by 30/06/2025 | 13 Kilometers of reticulation pipeliens constructed at Fitty Park Community Water Project by 30/06/2026 | 13 Kilometers of reticulation pipeliens constructed at Fitty Park Community Water Project by 30/06/2027 | 13 Kilometers of reticulation pipeliens constructed at Fitty Park Community Water Project by 30/06/2028 | Water, Sanitation & Technical Services | R12,000,000.00 | MIG | Signed Engineers Report |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| BSD16 | Service Backlog (water and sanitation) | | | 36 | Number of VIP toilets constructed by 30/06/2025 | Number | 2000 VIP toilets constructed by 30/06/2025 | 2000 VIP toilets constructed by 30/06/2025 | New Indicator | | 2000 VIP toilets constructed by 30/06/2025 | 2000 VIP toilets constructed by 30/06/2026 | 2000 VIP toilets constructed by 30/06/2027 | 2000 VIP toilets constructed by 30/06/2028 | Water, Sanitation & Technical Services | R39,6000,000.00 | MIG | Signed Engineers Repor, Beneficiary listing and Happy letters |
| BSD17 | Service Backlog (water and sanitation | To provide infrastructure and sustainable basic services | Provide community water supply | 37 | Date of completion of designs of Fitty Park Umhlumayo Bulk water supply infrustructure upgrade Tugela Estate by | Date of completion | Date of completion of designs of Fitty Park Umhlumayo Bulk water supply infrustructure upgrade Tugela Estate by | Date of completion of designs of Fitty Park Umhlumayo Bulk water supply infrustructure upgrade Tugela Estate by | New Indicator | | Date of completion of designs of Fitty Park Umhlumayo Bulk water supply infrustructure upgrade Tugela Estate by | Date of completion of designs of Fitty Park Umhlumayo Bulk water supply infrustructure upgrade Tugela Estate by | Date of completion of designs of Fitty Park Umhlumayo Bulk water supply infrustructure upgrade Tugela Estate by | Date of completion of designs of Fitty Park Umhlumayo Bulk water supply infrustructure upgrade Tugela Estate by | Water, Sanitation & Technical Services | R13,391,834.32 | MIG | Signed Engineers Report |

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| | | | | | 30/06/2025 | | 30/06/2025 | 30/06/2025 | | | 30/06/2025 | 30/06/2026 | 30/06/2027 | 30/06/2028 | | | | |
| BSD18 | Service Backlog (water and sanitation) | | | 38 | Number of Kilometers of reticulation pipelines constructed at Okhahlamba LM (Ward 2,3 & 14) East Reticulation 01 by 30/06/2025 | Number of kilometers | 0,51 kilometers of reticulation pipeline to constructed by 30/06/2025 | 0,51 kilometers of reticulation pipeline to constructed by 30/06/2025 | New Indicator | | 0,51 kilometers of reticulation pipeline to constructed by 30/06/2025 | 0,51 kilometers of reticulation pipeline to constructed by 30/06/2026 | 0,51 kilometers of reticulation pipeline to constructed by 30/06/2027 | 0,51 kilometers of reticulation pipeline to constructed by 30/06/2028 | Water, Sanitation & Technical Services | R42,000,000.00 | MIG | Signed Engineers Report |
| BSD19 | Service Backlog (wat | | | 39 | Number of Kilometers of bulk | Number of kilo | 0,6 of kilometers of bulk pipeline | 0,6 of kilometers of bulk pipeline | New Indicator | | 0,6 of kilometers of bulk pipeline | 0,6 of kilometers of bulk pipeline | 0,6 of kilometers of bulk pipeline | 0,6 of kilometers of bulk pipeline | Water, Sanitation | R42,000,000.00 CAPEX | MIG | Signed Engineers |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | er and sanitation) | | | | pipelines constructed at Okhahlamba LM (Ward 2,3 & 14) East Reticulation 01 by 30/06/2025 | meters | to constructed by 30/06/2025 | to constructed by 30/06/2025 | | | to constructed by 30/06/2025 | to constructed by 30/06/2026 | to constructed by 30/06/2027 | to constructed by 30/06/2028 | & Technical Services | | | Report |
| BSD20 | Service Backlog (water and sanitation) | | | 40 | Number of Reservoirs constructed at Okhahlamba Ward 14 East by 31/03/2025 | Number | (1) Number of Reservoir constructed at Okhahlamba Ward 14 East by 31/03/2025 | (1) Number of Reservoir constructed at Okhahlamba Ward 14 East by 31/03/2025 | New Indicator | | (1) Number of Reservoir constructed at Okhahlamba Ward 14 East by 31/03/2025 | (1) Number of Reservoir constructed at Okhahlamba Ward 14 East by 31/03/2026 | (1) Number of Reservoir constructed at Okhahlamba Ward 14 East by 31/03/2027 | (1) Number of Reservoir constructed at Okhahlamba Ward 14 East by 31/03/2028 | Water, Sanitation & Technical Services | | MIG | Signed Engineers Report |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| BSD21 | Service Backlog (water and sanitation) | | | 41 | Number of Kilometers of reticulation pipelines Okhahlamba LM (Ward 2,3 & 14) West Reticulation 01 by 30/06/2025 | Number of Kilometers | 0,275 kilometers of reticulation pipeline to constructed by 30/06/2025 | 0,275 kilometers of reticulation pipeline to constructed by 30/06/2025 | New Indicator | | 0,275 kilometers of reticulation pipeline to constructed by 30/06/2025 | 0,275 kilometers of reticulation pipeline to constructed by 30/06/2026 | 0,275 kilometers of reticulation pipeline to constructed by 30/06/2027 | 0,275 kilometers of reticulation pipeline to constructed by 30/06/2028 | Water, Sanitation & Technical Services | R42,000,000.00 | MIG | Signed Engineers Report |
| BSD22 | Service Backlog (water and sanitation) | | | 42 | Number of Kilometers bulk pipelines Okhahlamba LM (Ward 2,3 & 14) West | Number of kilometers | 0,7 of kilometers of bulk pipeline to constructed by 30/06/2025 | 0,7 of kilometers of bulk pipeline to constructed by 30/06/2025 | New Indicator | | 0,7 of kilometers of bulk pipeline to constructed by 30/06/2025 | 0,7 of kilometers of bulk pipeline to constructed by 30/06/2026 | 0,7 of kilometers of bulk pipeline to constructed by 30/06/2027 | 0,7 of kilometers of bulk pipeline to constructed by 30/06/2028 | Water, Sanitation & Technical Services | | MIG | Signed Engineers Report |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | Reticulation 01 by 30/06/2025 | | | | | | | | | | | | |
| BSD23 | Service Backlog (water and sanitation) | | | 43 | Number of Reservi ors constructed at Okhahlamba Ward 14 West by 31/03/2025 | Number | (1) Number of Reservoir constructed at Okhahlamba (Vimbikhalo)Ward 14 East by 31/03/2025 | (1) Number of Reservoir constructed at Okhahlamba (Vimbikhalo)Ward 14 East by 31/03/2025 | New Indicator | | (1) Number of Reservoir constructed at Okhahlamba (Vimbikhalo)Ward 14 East by 31/03/2025 | (1) Number of Reservoir constructed at Okhahlamba (Vimbikhalo)Ward 14 East by 31/03/2026 | (1) Number of Reservoir constructed at Okhahlamba (Vimbikhalo)Ward 14 East by 31/03/2027 | (1) Number of Reservoir constructed at Okhahlamba (Vimbikhalo)Ward 14 East by 31/03/2028 | Water, Sanitation & Technical Services | | MIG | Signed Engineers Report |
| BSD24 | Service Backlog (water and sanitation) | | | 44 | Number of production boreholes to be equipped at Okhahlamba by | Number | 10 production boreholes to be drilled at Okhahlamba by 30/06/2025 | 10 production boreholes to be drilled at Okhahlamba by 30/06/2025 | New Indicator | | 10 production boreholes to be drilled at Okhahlamba by 30/06/2025 | 10 production boreholes to be drilled at Okhahlamba by 30/06/2026 | 10 production boreholes to be drilled at Okhahlamba by 30/06/2027 | 10 production boreholes to be drilled at Okhahlamba by 30/06/2028 | Water, Sanitation & Technical Services | R42,000,000.00 | WSIG | Signed Engineers Report |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | 30/06/2025 | | | | | | | | | | | | |
| BSD25 | Service Backlog (water and sanitation) | | | 45 | Number of handpumps to be equipped at Okhahlamba by 30/06/2025 | Number | 33 handpumps to be drilled at Okhahlamba by 30/06/2025 | 33 handpumps to be drilled at Okhahlamba by 30/06/2025 | New Indicator | | 33 handpumps to be drilled at Okhahlamba by 30/06/2025 | 33 handpumps to be drilled at Okhahlamba by 30/06/2026 | 33 handpumps to be drilled at Okhahlamba by 30/06/2027 | 33 handpumps to be drilled at Okhahlamba by 30/06/2028 | Water, Sanitation & Technical Services | R42,000,000.00 | WSIG | Signed Engineers Report |
| BSD26 | Service Backlog (water and sanitation) | | | 46 | Appointment of 2 Contractors at Okhahlamba (Vimbukhalo) by 31/03/2025 | Date | Appointment of Contractor at Okhahlamba (Vimbukhalo) Ward (14) by 31/03/2025 | Appointment of Contractor at Okhahlamba (Vimbukhalo) Ward (14) by 31/03/2025 | New Indicator | | Appointment of Contractor at Okhahlamba (Vimbukhalo) Ward (14) by 31/03/2025 | Appointment of Contractor at Okhahlamba (Vimbukhalo) Ward (14) by 31/03/2026 | Appointment of Contractor at Okhahlamba (Vimbukhalo) Ward (14) by 31/03/2027 | Appointment of Contractor at Okhahlamba (Vimbukhalo) Ward (14) by 31/03/2028 | Water, Sanitation & Technical Services | R42,000,000.00 | MIG | Signed Engineers Report |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| BSD27 | Service Backlog (water and sanitation) | | | 47 | Number of bulk pipeline constructed at Steadville WCDM by 30/06/2025 | Number of Kilometers | 7 kilometers of bulk pipeline constructed at Steadville WCDM by 30/06/2025 | 7 kilometers of bulk pipeline constructed at Steadville WCDM by 30/06/2025 | New Indicator | | 7 kilometers of bulk pipeline constructed at Steadville WCDM by 30/06/2025 | 7 kilometers of bulk pipeline constructed at Steadville WCDM by 30/06/2026 | 7 kilometers of bulk pipeline constructed at Steadville WCDM by 30/06/2027 | 7 kilometers of bulk pipeline constructed at Steadville WCDM by 30/06/2028 | Water, Sanitation & Technical Services | R21,650,000.00 | WSIG | Signed Engineers Report |
| BSD28 | Service Backlog (water and sanitation) | | | 48 | Number of installation of bulk metering at Steadville WCDM by 30/06/2025 | Number | (5) installation of bulk metering at Steadville by 30/06/2025 | (5) installation of bulk metering at Steadville by 30/06/2025 | New Indicator | | (5) installation of bulk metering at Steadville by 30/06/2025 | (5) installation of bulk metering at Steadville by 30/06/2026 | (5) installation of bulk metering at Steadville by 30/06/2027 | (5) installation of bulk metering at Steadville by 30/06/2028 | Water, Sanitation & Technical Services | | WSIG | Signed Engineers Report |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| BSD29 | Service Backlog (water and sanitation) | | | 49 | Number of bulk pipeline constructed at Ladysmith AC pipeline replacement by 30/06/2025 | Number of Kilometers | 10 kilometers of bulk pipeline constructed at Ladysmith AC pipeline replacement by 30/06/2025 | 10 kilometers of bulk pipeline constructed at Ladysmith AC pipeline replacement by 30/06/2025 | New Indicator | | 10 kilometers of bulk pipeline constructed at Ladysmith AC pipeline replacement by 30/06/2025 | 10 kilometers of bulk pipeline constructed at Ladysmith AC pipeline replacement by 30/06/2026 | 10 kilometers of bulk pipeline constructed at Ladysmith AC pipeline replacement by 30/06/2027 | 10 kilometers of bulk pipeline constructed at Ladysmith AC pipeline replacement by 30/06/2028 | Water, Sanitation & Technical Services | R20,450,000.00 | WSIG | Signed Engineers Report |
| BSD30 | Service Backlog (water and sanitation) | | | 50 | Number of installation of bulk metering at Ladysmith AC pipeline replacement by 30/06/2025 | Number | (5) installation of bulk metering at Ladysmith AC pipeline replacement by 30/06/2025 | (5) installation of bulk metering at Ladysmith AC pipeline replacement by 30/06/2025 | New Indicator | | (5) installation of bulk metering at Ladysmith AC pipeline replacement by 30/06/2025 | (5) installation of bulk metering at Ladysmith AC pipeline replacement by 30/06/2026 | (5) installation of bulk metering at Ladysmith AC pipeline replacement by 30/06/2027 | (5) installation of bulk metering at Ladysmith AC pipeline replacement by 30/06/2028 | Water, Sanitation & Technical Services | R20,450,000.00 | WSIG | Signed Engineers Report |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| BSD31 | Service Backlog (water and sanitation) | | | 51 | Number of KM's of UPVC Mains constructed at KwaNobamba/Ezitendeni Water Supply by 30/06/2025 | Number of Kilometers | 0,3 Km's of UPVC Mains to be constructed at KwaNobamba/Ezitendeni Water Supply by 30/06/2025 | 0,3 Km's of UPVC Mains to be constructed at KwaNobamba/Ezitendeni Water Supply by 30/06/2025 | New Indicator | | 0,3 Km's of UPVC Mains to be constructed at KwaNobamba/Ezitendeni Water Supply by 30/06/2025 | 0,3 Km's of UPVC Mains to be constructed at KwaNobamba/Ezitendeni Water Supply by 30/06/2026 | 0,3 Km's of UPVC Mains to be constructed at KwaNobamba/Ezitendeni Water Supply by 30/06/2027 | 0,3 Km's of UPVC Mains to be constructed at KwaNobamba/Ezitendeni Water Supply by 30/06/2028 | Water, Sanitation & Technical Services | R10,000,000.00 | MIG | Signed Engineers Report |
| BSD32 | Water Quality | To ensure safe and healthy potable water | Implement an effective water and waste water monitoring program | 52 | Number of water treatment plants monitred by 30/06/2025 | Number | 15 water treatment plants monitored by 30/06/2025 | 15 water treatment plants monitored by 30/06/2025 | 15 water treatment plants monitored by 30/06/2023 | | 15 water treatment plants monitored by 30/06/2025 | 15 water treatment plants monitored by 30/06/2026 | 15 water treatment plants monitored by 30/06/2027 | 15 water treatment plants monitored by 30/06/2028 | Community Services | CAPEX | Municipal budget | Signed reports |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| BSD33 | Water Quality | | | 53 | Number of waste water treatment works monitored by 30/06/2025 | Number | 9 waste water treatment works monitored by 30/06/2025 | 9 waste water treatment works monitored by 30/06/2025 | 9 waste water treatment works monitored by 30/06/2023 | | 9 waste water treatment works monitored by 30/06/2025 | 9 waste water treatment works monitored by 30/06/2026 | 9 waste water treatment works monitored by 30/06/2027 | 9 waste water treatment works monitored by 30/06/2028 | Community Services | OPEX | Municipal budget | Signed reports |
| BSD34 | Alignment with provincial and national economic development initiatives | To enhance consumer protection with sufficient food control | Monitor compliance of food sellling outlets | 54 | Number of food handling premises inspected by 30/06/2025 | Number | 864 food handling premises inspected by 30/06/2025 | 864 food handling premises inspected by 30/06/2025 | 864 food handling premises inspected by 30/06/2023 | | 864 food handling premises inspected by 30/06/2025 | 864 food handling premises inspected by 30/06/2026 | 864 food handling premises inspected by 30/06/2027 | 864 food handling premises inspected by 30/06/2028 | Community Services | OPEX | Municipal budget | Signed reports |

| **LOCAL ECONOMIC DEVELOPMENT** | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| LED01 | High level of unemployment | To Increase Job opportunities | Implement Expanded Public Works Programme (EPWP) | 55 | Number of EPWP jobs created through LED initiatives, including capital projects, by 30/06/2025 | Number of EPWP jobs | 1032 of EPWP jobs created through LED initiatives, including capital projects, by 30/06/2025 | 1032 of EPWP jobs created through LED initiatives, including capital projects, by 30/06/2025 | 1019 of EPWP jobs created through LED initiatives, including capital projects, by 30/06/2023 | | 1032 of EPWP jobs created through LED initiatives, including capital projects, by 30/06/2025 | 1032 of EPWP jobs created through LED initiatives, including capital projects, by 30/06/2026 | 1032 of EPWP jobs created through LED initiatives, including capital projects, by 30/06/2027 | 1032 of EPWP jobs created through LED initiatives, including capital projects, by 30/06/2028 | Water, Sanitation & Technical Services | EPWP GRANT | Municipal budget | Signed reports |
| LED02 | High level of unemployment | | | 56 | Number of EPWP reports submitted to the | Number of EPWP reports | 12 EPWP reports submitted to the funder | 12 EPWP reports submitted to the funder | New Indicator | | 12 EPWP reports submitted to the funder | 12 EPWP reports submitted to the funder | 12 EPWP reports submitted to the funder | 12 EPWP reports submitted to the funder | Water, Sanitation & Tec | OPEX | Municipal budget | Signed reports |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | funder by 30/06/2025 | | by 30/06/2025 | by 30/06/2025 | | | by 30/06/2025 | by 30/06/2026 | by 30/06/2027 | by 30/06/2028 | hnical Services | | | |
| LED03 | Coordination of LED initiatives | | Convene district LED/ Tourism Forum meetings | 57 | Number of disrtict LED/Tourism forums meetings held by 30/06/2025 | Number of meetings | 4 disrtict LED/Tourism forums meetings held by 30/06/2025 | 4 disrtict LED/Tourism forums meetings held by 30/06/2025 | New Indicator | | 4 disrtict LED/Tourism forums meetings held by 30/06/2025 | 4 disrtict LED/Tourism forums meetings held by 30/06/2026 | 4 disrtict LED/Tourism forums meetings held by 30/06/2027 | 4 disrtict LED/Tourism forums meetings held by 30/06/2028 | Social and Economic Services | OPEX | Municipal budget | Signed reports |
| **KPA 4: GOOD GOVERNANCE & PUBLIC PARTICIPATION** | | | | | | | | | | | | | | | | | | |
| GGP01 | IGR not functioning as it is supposed to | To ensure good and effective governance | Participate the IGR Structures | 58 | % of functional IGR Structures by 30/06/2025 | Percentage of fuctional structures | 100% of functional IGR Structures by 30/06/2025 | 100% of functional IGR Structures by 30/06/2025 | New Indicator | | 100% of functional IGR Structures by 30/06/2025 | 100% of functional IGR Structures by 30/06/2026 | 100% of functional IGR Structures by 30/06/2027 | 100% of functional IGR Structures by 30/06/2028 | Office of the MM | OPEX | Municipal budget | Notice, minutes & attendance registers |

| | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| G GP P0 2 | High level of une mplo yme nt | To prom ote the inter est of desig nate d grou ps | Parti cipat e in the annu al prog ram mes | 59 | Number of Special Progra mmes targetin g designa ted groups co-ordinate d and particip ating in within the district by 30/06/2 025 | Nu mbe r of spec ial prog ram mes | 7 Special Progra mmes targetin g designa ted groups co-ordinate d and particip ating in within the district by 30/06/2 025 | 7 Special Progra mmes targetin g designa ted groups co-ordinate d and particip ating in within the district by 30/06/2 025 | 7 Speci al Prog ram mes targe ting desig nate d grou ps co-ordin ated and parti cipat ing in withi n the distri ct by 30/0 6/20 23 | | 7 Special Progra mmes targetin g designa ted groups co-ordinate d and particip ating in within the district by 30/06/2 025 | 7 Special Progra mmes targetin g designa ted groups co-ordinate d and particip ating in within the district by 30/06/2 026 | 7 Special Progra mmes targetin g designa ted groups co-ordinate d and particip ating in within the district by 30/06/2 027 | 7 Special Progra mmes targetin g designa ted groups co-ordinate d and particip ating in within the district by 30/06/2 028 | Offi ce of the MM | OPEX | M uni cip al bu dg et | Signe d Repo rts |
| **KP5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT** | | | | | | | | | | | | | | | | | |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MFVM01 | Service Backlog (water and sanitation) | To ensure legally sound financial viability and management | Timeous financial reporting and management | 60 | Percentage of MIG Expenditure by 30/06/2025 | Percentage of expenditure | 100% of MIG expenditure by 30/06/2025 | 100% of MIG expenditure by 30/06/2025 | 100 % of MIG expenditure by 30/06/2025 | | 100% of MIG expenditure by 30/06/2025 | 100% of MIG expenditure by 30/06/2026 | 100% of MIG expenditure by 30/06/2027 | 100% of MIG expenditure by 30/06/2028 | Water, Sanitation & Technical Services | MIG | Municipal budget | Grant exenditure report and proof of payments |
| MFVM02 | high indigent rate | | | 61 | Percentage of annual allocation to free basic services spent by 30/06/2025 | Percentage spent | 100% of annual allocation to free basic services spent by 30/06/2025 | 100% of annual allocation to free basic services spent by 30/06/2025 | 100 % of annual allocation to free basic services spent by 30/06/2025 | | 100% of annual allocation to free basic services spent by 30/06/2025 | 100% of annual allocation to free basic services spent by 30/06/2026 | 100% of annual allocation to free basic services spent by 30/06/2027 | 100% of annual allocation to free basic services spent by 30/06/2028 | Budget & Treasury Office | OPEX | Municipal budget | Signed reports |
| MFVM03 | Systems and proc | | | 62 | Percentage of operating | Percentage | 100% of operating budget | 100% of operating budget | 100 % of operating | | 100% of operating budget | 100% of operating budget | 100% of operating budget | 100% of operating budget | Budget & Trea | OPEX | Municipal | Signed reports |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | edures | | | | budget spent by 30/06/2025 | spent | spent by 30/06/2025 | spent by 30/06/2025 | budget spent by 30/06/2025 | | spent by 30/06/2025 | spent by 30/06/2026 | spent by 30/06/2027 | spent by 30/06/2028 | sury Office | | budget | |
| MFVM04 | Systems and procedures | | | 63 | Percentage of capital budget spent by 30/06/2025 | Percentage spent | 100% of capital budget spent by 30/06/2025 | 100% of capital budget spent by 30/06/2025 | 100 % of capital budget spent by 30/06/2025 | | 100% of capital budget spent by 30/06/2025 | 100% of capital budget spent by 30/06/2026 | 100% of capital budget spent by 30/06/2027 | 100% of capital budget spent by 30/06/2028 | Budget & Treasury Office | CAPEX | Municipal budget | Signed reports |
| MFVM05 | Revenue collection | | | 64 | Percentage of repairs and maintenance spent by 30/06/2025 | Percentage spent | 100% of repairs and maintenance spent by 30/06/2025 | 100% of repairs and maintenance spent by 30/06/2025 | 100 % of repairs and maintenance spent by 30/06/2025 | | 100% of repairs and maintenance spent by 30/06/2025 | 100% of repairs and maintenance spent by 30/06/2026 | 100% of repairs and maintenance spent by 30/06/2027 | 100% of repairs and maintenance spent by 30/06/2028 | Budget & Treasury Office | OPEX | Municipal budget | Signed reports |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MFVM06 | Revenue collection | | | 65 | Ratio on financial viability in terms of debt coverage by 30/06/2025 | Ratio | 1:03 | 1:03 | 1:03 | | 1:03 | 1:03 | 1:03 | 1:03 | Budget & Treasury Office | OPEX | Municipal budget | Signed reports |
| MFVM07 | Revenue collection | | | 66 | Ratio on financial viability in terms of cost coverage by 30/06/2025 | Ratio | 1:02 | 1:02 | 1:02 | | 1:02 | 1:02 | 1:02 | 1:02 | Budget & Treasury Office | OPEX | Municipal budget | Signed reports |
| MFVM08 | Revenue collection | | | 67 | Ratio on financial viability in terms of outstanding service debtors to revenue by | Ratio | 1:01 | 1:01 | 1:01 | | 1:01 | 1:01 | 1:01 | 1:01 | Budget & Treasury Office | OPEX | Municipal budget | Signed reports |

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| | | | | | 30/06/2025 | | | | | | | | | | | | |
| MFVM09 | Rural based municipalities do not have income to improve service | | | 68 | Date of approval of 2025/2025 budget by 31/05/2025 | Date of approval | Approval of 2025/25 budget by 31/05/2025 | Approval of 2025/25 budget by 31/05/2025 | Approval of 2023/23 budget by 31/05/2022 | | Approval of 2025/25 budget by 31/05/2025 | Approval of 2025/26 budget by 31/05/2026 | Approval of 2025/24 budget by 31/05/2027 | Approval of 2025/24 budget by 31/05/2028 | Budget & Treasury Office | OPEX | Municipal budget | Council resolution |
| MFVM10 | Revenue collection | | | 69 | Number of Progress Reports Submitted to Provincial Treasur | Number | Twelve (12) of Progress Reports Submitted to Provincial Treasur | Twelve (12) of Progress Reports Submitted to Provincial Treasur | New Indicator | | Twelve (12) of Progress Reports Submitted to Provincial Treasur | Twelve (12) of Progress Reports Submitted to Provincial Treasur | Twelve (12) of Progress Reports Submitted to Provincial Treasur | Twelve (12) of Progress Reports Submitted to Provincial Treasur | Budget & Treasury Office | OPEX | Municipal budget | Progress Reports, Proof of Submission to |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | y on Implementation of the Budget Funding Plan by 30 June 2025 | | y on Implementation of the Budget Funding Plan by 30 June 2025 | y on Implementation of the Budget Funding Plan by 30 June 2025 | | | y on Implementation of the Budget Funding Plan by 30 June 2025 | y on Implementation of the Budget Funding Plan by 30 June 2026 | y on Implementation of the Budget Funding Plan by 30 June 2027 | y on Implementation of the Budget Funding Plan by 30 June 2028 | | | | Treasury |
| MFVM11 | Legal compliance | | | 70 | Date of submission of credible Annual Financial Statements to the Auditor-Genral by 31/08/2024 | Date of submission | Submission of credible Annual Financial Statements to the Auditor-Genral by 31/08/2024 | Submission of credible Annual Financial Statements to the Auditor-Genral by 31/08/2024 | Submission of credible Annual Financial Statements to the Auditor-Genral by 31/08/2023 | | Submission of credible Annual Financial Statements to the Auditor-Genral by 31/08/2024 | Submission of credible Annual Financial Statements to the Auditor-Genral by 31/08/2025 | Submission of credible Annual Financial Statements to the Auditor-Genral by 31/08/2025 | Submission of credible Annual Financial Statements to the Auditor-Genral by 31/08/2026 | Budget & Treasury Office | OPEX | Municipal budget | Proof of submission and Annual Financial Statements |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| MFVM 12 | Systems and procedures | | Ensure legislative compliance | 71 | Number of Asset Register developed by 30/06/2025 | Number of registers | 1Asset Register developed by 30/06/2025 | 1Asset Register developed by 30/06/2025 | 1Asset Register developed by 30/06/2025 | | 1Asset Register developed by 30/06/2025 | 1Asset Register developed by 30/06/2026 | 1Asset Register developed by 30/06/2027 | 1Asset Register developed by 30/06/2028 | Budget & Treasury Office | OPEX | Municipal budget | Asset Register |
| MFVM 13 | Systems and procedures | | | 72 | Date of adoption of Finance related policies by Council by 31/05/2025 | Date of adoption | Adoption of Finance related policies by Council 31/05/2025 | Adoption of Finance related policies by Council 31/05/2025 | Adoption of Finance related policies by Council 31/05/2025 | | Adoption of Finance related policies by Council 31/05/2025 | Adoption of Finance related policies by Council 31/05/2026 | Adoption of Finance related policies by Council 31/05/2027 | Adoption of Finance related policies by Council 31/05/2028 | Budget & Treasury Office | OPEX | Municipal budget | Council Resolution |
| MFVM 14 | Legal compliance | | Monitor the compliance with | 73 | Percentage of reduction of Unauthorised, Irregula | Percentage of reduction | 10% reduction of unauthorised, irregular, | 10% reduction of unauthorised, irregular, | 10% reduction of unauthorised, | | 10% reduction of unauthorised, irregular, | 10% reduction of unauthorised, irregular, | 10% reduction of unauthorised, irregular, | 10% reduction of unauthorised, irregular, | All Departments | OPEX | Municipal budget | Signed Reports to Council |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | relevant legislation regarding financial expenditure | | r, Fruitless and Wasteful Expenditure by 30/06/2025 | | fruitless and wasteful expenditure by 30/06/2025 | fruitless and wasteful expenditure by 30/06/2025 | irregular, fruitless and wasteful expenditure by 30/06/2025 | | fruitless and wasteful expenditure by 30/06/2025 | fruitless and wasteful expenditure by 30/06/2026 | fruitless and wasteful expenditure by 30/06/2027 | fruitless and wasteful expenditure by 30/06/2028 | | | | |
| MFVM 15 | Legal compliance | | | 74 | Number of Unauthorised, Irregular, Fruitless and Wasteful Expenditure reports submitted to Council by | Number | 4 Unauthorised, Irregular, Fruitless and Wasteful Expenditure reports submitted to Council by 30/06/2025 | 4 Unauthorised, Irregular, Fruitless and Wasteful Expenditure reports submitted to Council by 30/06/2025 | 4 Unauthorised, Irregular, Fruitless and Wasteful Expenditure repoorts submitte | | 4 Unauthorised, Irregular, Fruitless and Wasteful Expenditure reports submitted to Council by 30/06/2025 | 4 Unauthorised, Irregular, Fruitless and Wasteful Expenditure reports submitted to Council by 30/06/2026 | 4 Unauthorised, Irregular, Fruitless and Wasteful Expenditure reports submitted to Council by 30/06/2027 | 4 Unauthorised, Irregular, Fruitless and Wasteful Expenditure reports submitted to Council by 30/06/2028 | All Departments | OPEX | Municipal budget | Signed Reports to Council |

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| | | | | | 30/06/2025 | | | | d to Council by 30/06/2023 | | | | | | | | | |
| MFVM16 | Systems and procedures | To improve audit opinion | Implement an audit action plan | 75 | Percentage of audit queries raised by the Auditor-General addressed by 30/06/2025 | Percentage of queries addressed | 100% of audit queries raised by the Auditor-General addressed by 30/06/2025 | 100% of audit queries raised by the Auditor-General addressed by 30/06/2025 | 100 % of audit queries raised by the Auditor-General addressed by 30/06/2023 | | 100% of audit queries raised by the Auditor-General addressed by 30/06/2025 | 100% of audit queries raised by the Auditor-General addressed by 30/06/2026 | 100% of audit queries raised by the Auditor-General addressed by 30/06/2027 | 100% of audit queries raised by the Auditor-General addressed by 30/06/2028 | All Departments | OPEX | Municipal budget | Audit action plan and dashboard report |
| **KPA 6: CROSS CUTTING ISSUES** | | | | | | | | | | | | | | | | | | |
| CCI01 | Alignment with provi | Efficient & Credible | Revision of a Credible | 76 | Date of review and adoption of | Date of review and | Review and adoption of credible | Review and adoption of credible | Review and adoption | | Review and adoption of credible | Review and adoption of credible | Review and adoption of credible | Review and adoption of credible | Office of the MM | OPEX | Municipal bu | Council resolution and |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | ncial and national economic development | Strategic & Spatial Municipal Planning | Intergrated Development Plan | | credible integrated development planning by Council by 31/05/2025 | adoption | integrated development planning by Council by 31/05/2025 | integrated development planning by Council by 31/05/2025 | of credible integrated development planning by Council by 31/05/2023 | | integrated development planning by Council by 31/05/2025 | integrated development planning by Council by 31/05/2026 | integrated development planning by Council by 31/05/2027 | integrated development planning by Council by 31/05/2028 | | | dget | Integrated development plan |
| CCI02 | Alignment with provincial and national economic development | To ensure the implementation of Spatial Development Fram | Improved Spatial Development Framework | 77 | Date of review and adoption of district Spatial Development framework by Council by 30/06/2025 | Date of review and adoption | Review and adoption of district Spatial Development framework by Council by 30/06/2025 | Review and adoption of district Spatial Development framework by Council by 30/06/2025 | Review and adoption of district Spatial Development framewor | | Review and adoption of district Spatial Development framework by Council by 30/06/2025 | Review and adoption of district Spatial Development framework by Council by 30/06/2026 | Review and adoption of district Spatial Development framework by Council by 30/06/2027 | Review and adoption of district Spatial Development framework by Council by 30/06/2028 | Community Services | OPEX | Municipal budget | Council resolution and Spatial Development framework |

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|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | ework | | | | | | | k by Council by 30/06/2023 | | | | | | | | | |
| CCI03 | Lack of human capacity to assist with environmental issues | To ensure sustainable protection and development of the environment | Development and implementation of environmental management Plan | 78 | Date of review and adoption of Environmental Management Plan provided by Council by 30/06/2025 | Date of review and adoption | Review and adoption of Environmental Management Plan provided by Council by 30/06/2025 | Review and adoption of Environmental Management Plan provided by Council by 30/06/2025 | Date of review and adoption of Environmental Management Plan provided by Council by 30/06/2023 | | Review and adoption of Environmental Management Plan provided by Council by 30/06/2025 | Review and adoption of Environmental Management Plan provided by Council by 30/06/2026 | Review and adoption of Environmental Management Plan provided by Council by 30/06/2027 | Review and adoption of Environmental Management Plan provided by Council by 30/06/2028 | Community Services | OPEX | Municipal budget | Council Resolution and Environmental Management Plan |

| | | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| CCI04 | Disasters due to climate change | To create a safety and responsive environment to the community | Attending and responding to disasters and incidents with a district | 79 | Date of Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2025 | Date of submission | Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2025 | Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2025 | New Indicator | | Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2025 | Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2026 | Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2027 | Submission of Disaster Management Annual Report on Disaster incidents in the prior year submitted to Council by 30 June 2028 | Community Services | OPEX | Municipal budget | Disaster Management Annual Report,Council Resolution |
| CCI05 | Disasters due to climate change | | | 80 | Number Of Awareness Campaigns on Disaster provided to the UTDM Commu | Number of Awareness Campaigns | Four (4)Awareness Campaigns on Disaster provided to the UTDM Community by | Four (4)Awareness Campaigns on Disaster provided to the UTDM Community by | New Indicator | | Four (4)Awareness Campaigns on Disaster provided to the UTDM Community by | Four (4)Awareness Campaigns on Disaster provided to the UTDM Community by | Four (4)Awareness Campaigns on Disaster provided to the UTDM Community by | Four (4)Awareness Campaigns on Disaster provided to the UTDM Community by | Community Services | OPEX | Municipal budget | Dated Report |

| | | | | | | | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | nity by 30/06/2025 | | 30/06/2025 | 30/06/2025 | | | 30/06/2025 | 30/06/2026 | 30/06/2027 | 30/06/2028 | | | |
| CCI06 | Systems and procedures | To ensure proper communication with the public | Monitor the functioning and eficient of the Municipal Call Centre | 81 | Date of Review of the Call Centre Charter submitted to Council by 30/06/2025 | Date of review and adoption | Review of the UTDM Call Centre Charter submitted to Council by 30/06/2025 | Review of the UTDM Call Centre Charter submitted to Council by 30/06/2025 | New Indicator | | Review of the UTDM Call Centre Charter submitted to Council by 30/06/2025 | Review of the UTDM Call Centre Charter submitted to Council by 30/06/2026 | Review of the UTDM Call Centre Charter submitted to Council by 30/06/2027 | Review of the UTDM Call Centre Charter submitted to Council by 30/06/2028 | Community Services | OPEX | Municipal budget | Call Centre Charter,Council Resolution |
| | | | | | | | | | | | | | | | | | |

## 5.1.14 UTHUKELA DISTRICT MUNICIPALITY PRIORITIES FOR 2023/2024

| Projects Name | Project Phase | Local Municipality | Budget | | Total Budget | Progress | New/ongoing |
|---|---|---|---|---|---|---|---|
| | | | Direct Cost | Indirect cost | 194 919 000 | | |
| Ntabamhlophe CWSS | Ntabamhlophe Emergency Repairs | Inkosi langalibalele | R5 000 000.00 | R 1 000 000.00 | R 6 000 000.00 | 30% completion | Repairs to all Ntabamhlophe phases |
| Kwanobamaba-Ezitendeni water supply | Thembalihle Package Plant | Inkosi langalibalele | R8 000 000.00 | R 1 119 280.00 | R9 119 280.00 | Design Stage | Package Plant in construction as at July 2021 |
| Weenen Sanitation | Construction of WWTW | Inkosi langalibalele | R17 000 000.00 | R 1 200 000.00 | R 18 200 000.00 | 60% Completion | Construction of WWTW |
| Bhekuzulu/Ephangwini water supply | Raw water and WTW | Inkosi langalibalele | R 14 000 000.00 | R 1 400 000.00 | R 15 400 000.00 | Design Stage | Construction as at July 2021 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| District Wide Sanitation | VIP | District wide sanitation | R - | R30000 000.00 | R30 000 000.00 | Construction | Construction |
| Refurbishment and Upgrade of Water and Sanitation Infrastructure | Existing WWTW infrastructure | District Wide | R 38 000 000.00 | R - | R 38 000 000.00 | Construction | Construction |
| Upgrade Langkloof WTW, Bulk and reticulation network | Upgrading of Langkloof WTW | Okhahlamba | R 24 000 000.00 | R4 000 000.00 | R28 000 000.00 | Construction | Construction |
| Upgrade of Bergville WTW and regional Bulk Water Supply phase 1 | Upgrading of Bergville WTW | Okhahlamba | R 20 000 000.00 | R5 000 000.00 | R 25 000 000.00 | Construction | Construction |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Okhahlamba ward 2,3 and 14 Regional Bulk Water Supply and reticulation network | Okhahlamba ward 2,3 and 14 Regional Bulk Water Supply and reticulation network | Okhahlamba | R - | R 3 720 720.00 | R 3 720 720.00 | Construction fees | Construction |
| Upgrade of Colenso WTW | Upgrade of Colenso WTW | Alfred Duma | R9 000 000.00 | R1 879 000.00 | R 10 879 000.00 | Construction | Construction |
| Completion of Fitty park project | Completion of Fitty park water reticulation | Alfred Duma | R5 000 000.00 | R600 000.00 | R 5 600 000.00 | Construction | Construction |
| MIG Top slice (PMU) | | District | R - | R - | R 5 000 000.00 | | |
| **TOTAL MIG** | | | | | **R 194 919 000.00** | | |
| | | | | | | | |

| Projects Name | Project Phase | Local Municipality | Budget | | Total Budget | Progress | New/ongoing |
|---|---|---|---|---|---|---|---|
| | | | Direct Cost | Indirect cost | 80 000 000 | | |
| Wembezi Bulk & Reticulation Upgrade (WCDM) | ILM | Inkosilangalibalele | R20 000 000.00 | R 1 000 000.00 | R 21 000 000.00 | 60% Completion | Project ongoing for construction of bulk pipeline |
| Reticulation to ennersdale,Ephangwini Ward 4 | ILM Ward 4 | Inkosilangalibalele | R 14 000 000.00 | R 1 000 000.00 | R 15 000 000.00 | Intention to award | To be on construction as of May 2021 |
| Ezakheni WCDM | Ezakheni WCDM | Alfred Duma | R - | R 19 000 000.00 | R 19 000 000.00 | Planning and Implementation | Implementation |
| Spring Protection District Wide | District Wide | Districtwide | R 25 000 000.00 | R - | R 25 000 000.00 | Ongoing | New scope to be developed |
| **TOTAL WSIG** | | | | | **R 80 000 000.00** | | |

| Projects Name | Project Phase | Local Municipality | Budget | | Total Budget | Progress | New/ongoing |
|---|---|---|---|---|---|---|---|
| | | | Direct Cost | Indirect cost | 3 730 000 | | |
| General Water/Sewer Maintenance & Reticulation | | District Wide | | | R 3 516.00 | | |
| Water Service Delivery Intervention | | District Wide | | | R - | | |
| Uthukela Environmental Impact | | District Wide | | | R - | | |
| **TOTAL EPWP** | | | | | **R 3 516.00** | | |
| | | | | | | | |

| Projects Name | Project Phase | Local Municipality | Budget | | Total Budget | Progress | New/ongoing |
|---|---|---|---|---|---|---|---|
| | | | Direct Cost | Indirect cost | | | |
| Sanitation Related Equipment | | | | | R - | | |
| Fleet | | | | | R - | | |
| Refurbishment of Water Infrastructure | | | | | | | |
| | | | | | R - | | |
| | | | | | | | |

| **Projects Name** | **Project Phase** | **Local Municipality** | **Budget** | | **Total Budget** | **Progress** | **New/ongoing** |
|---|---|---|---|---|---|---|---|
| | | | **Direct Cost** | **Indirect cost** | **R2** 543 000.00 | | |
| | | | | | | | |
| RRAMS | | District Wide | | | R 2 543 000.00 | | |
| **Projects Name** | **Project Phase** | **Local Municipality** | **Budget** | | **Total Budget** | **Progress** | **New/ongoing** |
| | | | **Direct Cost** | **Indirect cost** | **39 399 000** | | |
| | | | | | | | |
| Emnambithi Bulk Water | Stage 1 | Alfred Duma | R - | R - | R - | | |
| | Stage 2 | | R - | R - | R - | | |
| | Stage 3 | | R6 090 000.00 | R - | R 6 090 000.00 | | |
| **TOTAL RBIG** | | | | | **R6 090 000.00** | | |

## 5.1.15 UTHUKELA DISTRICT MUNICIPALITY DRAFT PRIORITIES FOR 2024/2025

| Projects Name | Local Municipality | Funder | Adjusted Budget | | Total Budget 2023/24 | Total Budget 2024/25 | Total Budget 2025/26 |
|---|---|---|---|---|---|---|---|
| | | | Direct Cost | Indirect cost | R 204,438,000 | R 278,748,223.74 | R 224,768,000.00 |
| Ntabamhlophe CWSS | Inkosi langalibalele | MIG | R4,399,574.00 | R 535,479.47 | R 4,935,053.47 | | |
| Kwanobamaba-Ezitendeni water supply | Inkosi langalibalele | | R 988,488.22 | | R 988,488.22 | R 7,000,000.00 | R 27,451,433.53 |
| Weenen Sanitation | Inkosi langalibalele | | R 13,200,000.00 | R 1,800,000.00 | R 15,000,000.00 | R 60,000,000.00 | R 60,000,000.00 |
| Bhekuzulu/Ephangwini water supply | Inkosi langalibalele | | R 1,200,000.00 | R 14,800,000.00 | R 16,000,000.00 | R 74,000,000.00 | R 40,000,000.00 |
| District Wide Sanitation | District wide sanitation | | R 23,000,000.00 | | R 23,000,000.00 | R 15,000,000.00 | R 22,102,068.80 |
| Refurbishment and Upgrade of Water and Sanitation Infrastructure 3 | District Wide | | R 10,000,000.00 | | R 10,000,000.00 | R 35,323,573.74 | |
| Ezakheni E Sanitation Phase 2 | Alfred Duma | | R 1,596,591.00 | | R 1,596,591.00 | | |
| Okhahlamba ward 2,3 and 14 Regional Bulk Water Supply and reticulation network | Okhahlamba | | R 45,000,000.00 | R 843,188.93 | R 45,843,188.93 | R 10,000,000.00 | R 2,000,000.00 |
| Fitty Park Sundays River Umhlumayo Extensions Phase 1 AFA | Alfred Duma | | R 9,170,830.45 | | R 9,170,830.45 | R 5,000,000.00 | R 2,000,000.00 |
| Ekuvukeni regional bulk water supply | Alfred Duma | | R 10,000,000.00 | | R 10,000,000.00 | R 30,000,000.00 | R 17,000,000.00 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Winterton Sanitation Supply Scheme : Planning | Okhahlamba | | | R 4,460,627.44 | R 4,460,627.44 | | R 1,000,000.00 |
| Winterton Water Supply Scheme :Planning | Okhahlamba | | | R 2,598,649.25 | R 2,598,649.25 | | R 1,000,000.00 |
| Design of Fitty Park/Mhlumayo Bulk Water Supply Infrastructure and Upgrade of the Tugela Estate Water Treatment Works, ward 7,27,28 &30 | Alfred Duma | | R 10,380,123.27 | | R 10,380,123.27 | | |
| KwaMkhize Bulk Water Supply and Reticulation Network | Inkosi langalibalele | | | R 944,597.29 | R 944,597.29 | | |
| Upgrade of Bergville Water Treatment Works Bulk Water Supply Phase 2 | Okhahlamba | | R 28,000,000.00 | R 275,455.15 | R 28,275,455.15 | R 20,000,000.00 | R 20,076,097.67 |
| Upgrade of Langkloof WTW and Bulk Water Supply within Ward 10 Phase 2 | Okhahlamba | | R 15,559,299.75 | R 1,200,000.00 | R 16,759,299.75 | R 10,833,000.00 | R 20,000,000.00 |
| Colenso/ Rosboom Project | Alfred Duma | | | | | | |
| MIG Topslice (PMU) | District | | | R 4,485,095.78 | R 4,485,095.78 | R 11,591,650.00 | R 12,138,400.00 |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | | **R 204,438,000.00** | **R 278,748,223.74** | **R 224,768,000.00** |
| | | | | | | | |
| **Projects Name** | **Local Municipality** | **Funder** | **Budget** | | **Total Budget 2023/24** | **Total Budget 2024/25** | **Total Budget 2025/26** |
| | | | **Direct Cost** | **Indirect cost** | **90,000,000** | **R75,200,000** | **R39,000,000** |
| Wembezi Bulk & Reticulation Upgrade (WCDM) | Inkosi ilangalibalele | **WSIG** | R 1,100,000.00 | | R 1,100,000.00 | R 15,000,000 | R 15, 000,000 |
| Reticulation to Ennersdale,Ephangwini Ward 4 | Inkosi langalibalele | | R 3,323,542.78 | R 598,860.49 | R 3,922,403.27 | | |
| Ezakheni WCDM | Alfred Duma | | R 13,000,000.00 | R 847,997.20 | R 13,847,997.20 | R 15,000,000.00 | |
| Spring Protection District Wide | Districtwide | | R 32,768,210.29 | | R 32,768,210.29 | | |
| Ladysmith AC pipe replacement | Alfred Duma | | R 15,000,000.00 | R 1,116,283.62 | R 16,116,283.62 | R 12,000,000.00 | |
| Steadville WCDM | Alfred Duma | | R 16,000,000.00 | R 1,245,105.62 | R 17,245,105.62 | R 13,200,000.00 | |
| Inkosi Langalibalele Spring Protection Portion 4 | Inkosi Langalibalele | | | | R 5,000,000.00 | R 20,000,000.00 | R 24,000,000.00 |
| Borehole Development in Okhahlamba LM,Alfred Duma LM and Inkosi Langalibalele | District wide | | | | | | |
| Okhahlamba Refurbishment | Okhahlamba | | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Asset Management | District wide | | | | | | |
| Amazizi-Busingatha WTW, Bulk storage and Reticulation | Okhahlamba | | | | | | |
| Bergville AC replacement | Okhahlamba | | | | | | |
| Rookdale water reticulation | Okhahlamba | | | | | | |
| Revenue Management : Revenue improvement and enhancement and reduction of NRW | District wide | | | | | | |
| Spionkop Scheme | Alfred Duma | | | | | | |
| Upgrade of Weenen WTW | Inkosi Langalibalele | | | | | | |
| Spring Protection and Borehole DW | District Wide | | | | | | |
| Upgrade of Existing Infrastructure | District Wide | | | | | | |
| Langkloof Phase 2 Reticulation | Okhahlamba | | | | | | |
| Call Centre Upgrade | District Wide | | | | | | |
| Spring Protection in Alfred Duma Portion 1 | Alfred Duma | | | | | | |
| Spring Protection in Alfred Duma Portion 2 | Alfred Duma | | | | | | |
| Spring Protection in Alfred Duma Portion 3 | Alfred Duma | | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Spring Protection in Alfred Duma Portion 5 | Alfred Duma | | | | | | |
| Spring Protection in Alfred Duma Portion 6 | Alfred Duma | | | | | | |
| Spring Protection in Alfred Duma Portion 7 | Alfred Duma | | | | | | |
| Spring Protection in Inkosi Langalibalele Portion 1 | Inkosi Langalibalele | | | | | | |
| Spring Protection in Inkosi Langalibalele Portion 2 | Inkosi Langalibalele | | | | | | |
| Spring Protection in Inkosi Langalibalele Portion 3 | Inkosi Langalibalele | | | | | | |
| Spring Protection in Inkosi Langalibalele Portion 5 | Inkosi Langalibalele | | | | | | |
| Spring Protection in Okhahlamba Portion 1 | Okhahlamba | | | | | | |
| Spring Protection in Okhahlamba Portion 2 | Okhahlamba | | | | | | |
| Spring Protection in Okhahlamba Portion 3 | Okhahlamba | | | | | | |
| Spring Protection in Okhahlamba Portion 4 | Okhahlamba | | | | | | |
| Spring Protection in Okhahlamba Portion 5 | Okhahlamba | | | | | | |
| | | | | | R 90,000,000.00 | R 75,200,0000 | R39,000,000 |
| | | | | | | | |
| **Projects Name** | **Local Municipality** | **Funder** | **Budget** | | **Total Budget 2023/24** | **Total Budget 2024/25** | **Total Budget 2025/26** |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | **Direct Cost** | **Indirect cost** | **1,846,000** | **1,600,000** | **1,800,000** |
| General Water/Sewer Maintenance & Reticulation | District Wide | **EPWP** | | | | | |
| Water Service Delivery Intervention | District Wide | | R 1,816,000.00 | - | R 1,816,000.00 | R 1,600,000.00 | R 1,800,000.00 |
| Uthukela Environmental Impact | District Wide | | | | | | |
| **Projects Name** | **Local Municipality** | **Funder** | **Budget** | | **Total Budget 2023/24** | **Total Budget 2024/25** | **Total Budget 2025/26** |
| | | | **Direct Cost** | **Indirect cost** | **2,672,000** | **2,672,000** | **2,672,000** |
| RRAMS | District Wide | DOT | R 2,572,837.08 | | R 2,572,837.08 | R 2,572,837.08 | R 5,145,674.16 |

## 5.1.16 LOCAL MUNICIPALITIES PROJECTS AND PROGRAMMES

The following table presents the capital projects for the family of municipalities. It is imperative to mention that the below projects emanated from the discussions we had with the local municipalities in ensuring the alignment.

### 5.1.16.1 OKHAHLAMBA LOCAL MUNICIPALITY

| Descriptions | TOTAL ADJUSTED BUDGET 2021-22 | BUDGET 2022/23 | | | BUDGET 2023/24 | BUDGET 2024/25 |
|---|---|---|---|---|---|---|
| REVENUE | | | | | | |
| EXPENDITURE | | | CHANGES | FINAL | | |
| MIG PROJECTS | - | | | - | 33 179 000.00 | 34 550 000.00 |
| Hadebe gravel road | 6 594 365.73 | | | - | | |
| Ubivane gravel road | 5 024 783.44 | | | - | | |
| Hambrook access road | 7 782 118.34 | 29 822 000.00 | | 29 822 000.00 | | |
| Emaswazini Gravel Road Phase 04 | 2 734 843.72 | | | - | | |
| Hhalmense Gravel Road in ward 02 | 3 897 888.78 | 2 069 000.00 | | 2 069 000.00 | | |
| Khethani Surface roads | 3 500 000.00 | | | - | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| Khethani Sport fields | 200 000.00 | | | - | | |
| Small Town Rehab | - | 15 900 000.00 | | 15 900 000.00 | 7 100 000.00 | |
| Industrial hub | 5 443 132.00 | 5 443 132.00 | | 5 443 132.00 | | |
| Steel Shelves (inventory) | - | 20 000.00 | | 20000.00 | | |
| computers | - | 225 000.00 | 500000.00 | 725000.00 | | |
| Office chairs | - | 167 000.00 | 40 000.00 | 127000.00 | | |
| Aircon | - | 100 000.00 | 50 000.00 | 150000.00 | | |
| Storm water | - | - | 600000.00 | 600000.00 | | |
| CSC Refurbishment | - | 500 000.00 | | 500000.00 | | |
| Chairs-Community Halls | - | 200 000.00 | | 200000.00 | | |
| Fencing of Graveyards | - | 50 000.00 | | 50 000.00 | | |
| Brush cutters | - | 75 000.00 | 25 000.00 | 50 000.00 | | |
| Council Vehicles | - | 2 000 000.00 | | 2000000.00 | | |
| Learnerships Table and Chairs | - | 200 000.00 | | 200 000.00 | | |
| Sports complex chairs | - | 200 000.00 | | 200 000.00 | | |
| Library chairs | - | 70 000.00 | 70 000.00 | - | | |
| Silver chairs for CSC | - | 200 000.00 | | 200 000.00 | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| Traffman module | - | 200 000.00 | 200000.00 | - | | |
| Slasher | - | 60 000.00 | 60 000.00 | - | | |
| CSC carports | - | 100 000.00 | | 100 000.00 | | |
| Industrial Hub | - | | | - | | |
| Generator | 414 007.69 | | | - | | |
| small machinery | 49 143.26 | | | - | | |
| computers | 430 825.00 | | | - | | |
| Aircons | 132 000.00 | | | - | | |
| Cameras | 289 458.82 | | | - | | |
| Server | 410 995.50 | | | - | | |
| TOTAL EXPENDITURE | 36 903 562.27 | 57 601 132.00 | 755 000.00 | 58 356 132.00 | 40 279 000.00 | 34 550 000.00 |
| *Grant Funded (national)* | 29 734 000.00 | 31 891 000.00 | | | 33 179 000.00 | 34 550 000.00 |
| Grant Funded (Provincial) | 5 443 132.00 | 21 343 132.00 | | | 7100 000.00 | - |
| Library subsidy | - | - | | | | |

| | | | | | | |
|---|---|---|---|---|---|---|
| Internally funded | 1 726 430.27 | 4 367 000.00 | | | - | - |
| | 36 903 562.27 | 57 601 132.00 | | | 40 279 000.00 | 34 550 000.00 |

### 5.1.17.2 ALFRED DUMA LOCAL MUNICIPALITY

| **2023 - 2024 financial year (R 73 531 000,00) MIG** | |
|---|---|
| **Project names** | **Budget** |
| Construction of Pepworth gravel road in ward 22 | R 3 000 000,00 |
| Construction of kwaMteyi gravel road in ward 28 | R 3 000 000,00 |
| Construction of Mayithanqaza gravel road in ward 3 | R 3 000 000,00 |
| Construction of Waaihoek community hall in ward 31 phase 2 | R 2 598 688,87 |
| Construction Of Civil Works within the Indoor Facility Phase 5 | R 20 000 000,00 |
| Construction Of Civil Works within the Indoor Facility Phase 4 | R 8 500 000,00 |
| Construction of Emangweni low water crossing in ward 29 | R 7 500 000,00 |
| Construction of Dalinkosi pedestrian bridge in ward 30 | R 7 500 000,00 |
| Completion of Inkuzi low water crossing in ward 24 | R 7 500 000,00 |
| Installation of High must in steadville ward 21 | R 2 403 500,00 |
| Installation of High must in Bluebank ward 26 | R 2 346 000,00 |
| Installation of High must in Kwahlathi ward 36 | R 2 506 261,13 |

| | |
|---|---|
| TOP SLICE | R 3 676 550,00 |
| **Total** | **R 73 531 000,00** |

## 5.1.16.2 INKOSI LANGALIBALELE

**2022/23 Projects**

| Project Name | Description | Ward | Amount | Status |
|---|---|---|---|---|
| Wembezi A blacktop phase 1 of 3 | Upgrade of Wembezi Roads | 8 &17 | R22 905 677.27 | Construction |
| Nconjane Community hall | Construction Community Hall | 22 | R5 500 000-00 | Construction |
| Mbabane Nontethe Gravel Road | Construction Gravel Road | 21 | R5 000 000-00 | Construction |
| Bank Road | Rehabilitation of bank Road | 10 | R5 000 000-00 | Construction |
| Mahlinza gravel Road | Construction Gravel Road | 14 | R9 500 000-00 | Construction |

**2023/24 Project with NOR**

| Project Name | Description | Ward | Amount | status |
|---|---|---|---|---|
| Jikeleza Gravel Road | Jikeleza Access Road | 02 | R 5 614 472.09 | Tender |
| Mahlubi Mangwe Community hall | Community Hall & Access Road | 24 | R 6 149 204.20 | Tender |
| Rehabilitation of Bank Road | Rehabilitation of Bank Road | 10 | R 5 000 000.00 | Tender |

| | | | | |
|---|---|---|---|---|
| Wembezi Blacktop Phase 2 of 3 | Upgrading of Wembezi roads | 17&9 | R22 905 677.27 | Tender |

**Project to be registered**

| Project Name | Description | Status |
|---|---|---|
| Umshweshwe Gravel Road | Construction of Umshweshwe | To be Registered |
| Ntunda Bridge | Construction of Ntunda Bridge | To be Registered |
| Nkunzini Gravel Roads | Construction of Nkunzini | To be Registered |
| Esigondleni Blacktop Road | Constrution of Esigondleni Blacktop road | To be Registered |
| Ganahoek Gravel Roads | Construction of Ganahoek | To be Registered |
| Goodhome Gravel Road | Construction of Goodhome Gravel | To be Registered |
| Mankonjeni Community Hall | Construction of Mankonjeni community Hall | To be Registered |
| Emanjokweni Community Hall | Construction of Emanjokweni Community Hall | To be Registered |
| Emahhashini Community Hall | Construction of Emahashini Community Hall | To be Registered |

## 5.2 SECTOR INVOLVEMENT

Participation of Sector Departments in Municipal IDP's is still a challenge. The introduction of One Plan One Budget by the Government of the day may assist in ensuring that all spheres of government are planning together since we are servicing the same community. This will enforce all sector departments to align their budgets with municipal budgets and allocate resources using the prioritization list available from municipalities after through discussions with communities. In the review of the 2024/2025 IDP, KZN COGTA had a series of alignments between sector departments and municipalities in the province. The alignment of Sector departments with the uThukela family of municipalities took place on the 10 November 2023, and the level of participation was satisfactory.

The other approach that was used by the family of uThukela municipalities in preparation for the 2024/2025 financial years was to involve sector departments through a "one on one" strategy because the municipality strongly believes that "IDP is a plan for all Government" so therefore, all sector departments must be part of the IDP process. It is crucial for them to partake in the process because their planned projects and programmes must be in the municipal IDP's. The "one on one" strategy was effective in our district. The following were departments that believe that IDP is not only for municipalities but is a plan for all Government and that is why they took part.

The following tables present the sector departments with their planned projects that are in the IDP of the 2023/2024 projects will be included in the final product of the IDP review.

NATIONAL AND PROVINCIAL TREASURES ALLOCATIONS

| **LOCAL GOVERNMENT MTEF ALLOCATIONS: 2021/22 - 2023/24** | | | |
|---|---|---|---|
| | | | |
| **C DC23 Uthukela** | **2020/21 R thousands** | **2021/22 R thousands** | **2022/23 R thousands** |
| **Direct transfers** | | | |
| **Equitable share and related** | **466 180** | **504 064** | **540 872** |
| **Fuel levy sharing** | | | |
| **Infrastructure** | **314 554** | **396 946** | **445 083** |
| Municipal infrastructure grant | 182 647 | 199 299 | 211 483 |
| Urban settlement development grant | | | |
| Public transport network grant | | | |
| Integrated national electrification programme (municipal) grant | | | |
| Neighbourhood development partnership grant (capital grant) | | | |
| Rural roads assets management systems grant | 2 508 | 2 647 | 2 800 |
| Integrated city development grant | | | |
| Regional bulk infrastructure grant | 39 399 | 100 000 | 150 000 |
| Water services infrastructure grant | 90 000 | 95 000 | 80 800 |
| Municipal disaster recovery grant | | | |
| Integrated urban development grant | | | |
| Metro informal settlements partnership grant | | | |
| **Capacity building and other current transfers** | **5 530** | **2 000** | **2 200** |
| Local government financial management grant | 1 800 | 2 000 | 2 200 |
| Municipal systems improvements grant | | | |
| Expanded public works programme integrated grant for municipalities | 3 730 | | |
| Infrastructure skills development grant | | | |
| Municpal emergency housing grant | | | |
| Energy efficiency and demand side management grant | | | |
| Municipal disaster grant | | | |
| Municipal human settlements capacity grant | | | |
| Municipal demarcation transition grant | | | |
| **Subtotal direct transfers** | **786 264** | **903 010** | **988 155** |
| **Indirect transfers** | | | |
| **Infrastructure transfers** | **-** | **-** | **-** |
| Regional bulk infrastructure grant | | | |
| Integrated national electrification programme (Eskom) grant | | | |
| Neighbourhood development partnership grant (technical assistance) | | | |
| Rural households infrastructure grant | | | |
| Water services infrastructure grant | | | |
| Bucket eradication programme grant | | | |

| | | | |
|---|---|---|---|
| **Capacity building and other current transfers** | **-** | **-** | **-** |
| Municipal systems improvements grant | | | |
| **Subtotal indirect transfers** | **-** | **-** | **-** |
| **Total** | **786 264** | **903 010** | **988 155** |
| | | | |
| **Transfers from Provincial Departments** | | | |
| **Municipal Allocations from Provincial Departments** | **1 500** | **-** | **-** |
| *of which* | | | |
| **Co-operative Governance and Traditional Affairs** | **1 500** | **-** | **-** |
| Ward Based Plan | | | |
| Schemes Support Programme | | | |
| Spatial Development Framework Support | 1 500 | | |
| | | | |
| | | | |
| **Total: Transfers from Provincial Departments** | **1 500** | **-** | **-** |
| | | | |
| | | | |
| **C DC23 Uthukela** | **2020/21 R thousands** | **2021/22 Rthousands** | **2022/23 R thousands** |
| **Breakdown of Equitable Share for district municipalities authorised for services** | | | |
| | | | |
| **Water** | | | |
| KZN235 : Okhahlamba | 39 261 | 42 709 | 46 298 |
| KZN237 : Inkosi Langalibalele | 60 091 | 66 079 | 72 412 |
| KZN238 : Alfred Duma | 103 241 | 112 873 | 122 975 |
| | | | |
| **Sanitation** | | | |
| KZN235 : Okhahlamba | 28 971 | 30 747 | 32 271 |
| KZN237 : Inkosi Langalibalele | 44 342 | 47 572 | 50 473 |
| KZN238 : Alfred Duma | 76 183 | 81 260 | 85 717 |
| | | | |
| **Refuse** | | | |
| KZN235 : Okhahlamba | | | |
| KZN237 : Inkosi Langalibalele | | | |
| KZN238 : Alfred Duma | | | |
| | | | |
| **Breakdown of MIG allocations for district municipalities authorised for services** | | | |
| | | | |
| KZN235 : Okhahlamba | 42 881 | 46 900 | 49 841 |
| KZN237 : Inkosi Langalibalele | 57 862 | 63 286 | 67 255 |
| KZN238 : Alfred Duma | 76 904 | 84 112 | 89 387 |
| | | | |
| **Breakdown of WSIG allocations for district municipalities authorised for services** | | | |
| | | | |
| KZN235 : Okhahlamba | 23 000 | 25 000 | 21 000 |
| KZN237 : Inkosi Langalibalele | 29 000 | 31 000 | 28 000 |
| KZN238 : Alfred Duma | 38 000 | 39 000 | 31 800 |

## 5.2.1 DEPARTMENT OF CO-OPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS

**ESTIMATION FOR EACH PROJECT IS R 900 000**

| **TRADITIONAL COUNCIL** | **TYPE** | **MUNICIPALITY** |
|---|---|---|
| Mthembu | Rehabilitation | Alfred Duma Local Municipality |
| Amaswazi | Rehabilitation | Alfred Duma Local Municipality |
| Mchunu | Rehabilitation | Alfred Duma Local Municipality |
| Mhlungwini | Rehabilitation | Inkosi Langalibalele Local Municipality |

### 5.2.2 DEPARTMENT OF ENVIRONMENTAL AFFAIRS

| PROJECT NAME | PROJECT DESCRIPTION | LOCALITY | FOCUS AREA | BUDGET |
|---|---|---|---|---|
| Busingatha lodge | This project will include the construction of entrance gate with supporting facilities, the construction of manager's house, the construction of 7 chalets(6 sleeper) and 5 chalets(4 sleeper),the construction of entertainment area with a pool. | Okhahlamba local municipality(Tribal authority) | People and parks | R 15 500,000 |
| KZN Maloti Drakensberg trans frontier Park fencing project | Erection of fencing of the KZN Maloti Drakensberg trans frontier Park | Okhahlamba local municipality | | 20 000 000 |

## 5.2.3 DEPARTMENT OF HUMAN SETTLEMENTS

| PROJECT NAME | LOCALITY | REPONSIBLE MUNICIPALITY | TYPE (Phased Ongoing Periodic) | FUNDER | PROJECTS AND PROGRAMMES | | | | |
|---|---|---|---|---|---|---|---|---|---|
| | | | | | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 | 2026/2027 |
| Ezakheni C | -28,5205 29,9113 | Alfred Duma Municipality | Current | KZN DOHS | R80 000 | | | | |
| Mthandi | 29,82649 -28,616322 | Alfred Duma Municipality | Feasibility | KZN DOHS | | R500 000 | | | |
| St Chads | 29,87603 -28,580884 | Alfred Duma Municipality | Feasibility | KZN DOHS | | R500 000 | | | |
| Thembalihle | 29,91648 -29,53621 | Alfred Duma Municipality | Feasibility | KZN DOHS | | | R1 000 000 | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Gumtree | 29,8996 - 28,624079 | Alfred Duma Municipality | Feasibility | KZN DOHS | R1 000 000 | R1 000 000 | | | |
| Acaciaville Ph1 | 29,67205 -28,54333 | Alfred Duma Municipality | Current | KZN DOHS | R200 000 | | | | |
| Acaciaville Ph2 (20% Flisp | 29,66205 -28,54333 | Alfred Duma Municipality | Current | KZN DOHS | R200 000 | | | | |
| Colenso - A (5% Flisp) | 29,85756 -28,752732 | Alfred Duma Municipality | Current | KZN DOHS | R200 000 | | | | |
| Roosboom Ph2 | 29,695 -28,64833 | Alfred Duma Municipality | Current | KZN DOHS | R500 000 | | | | |
| Paapkuilsfontein (5% FLISP) | 29,85988 -28,982276 | Alfred Duma Municipality | Current | KZN DOHS | R180 000 | | | | |
| Wembezi A Ph2 | 29,76858 -29,040865 | Inkosi Langalibalele | Current | KZN DOHS | R200 000 | | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Wembezi C Ph3 | 29,76805 - 29,033379 | Inkosi Langalibalele | Current | KZN DOHS | | R1 000 000 | R2 000 000 | | |
| Ikhwezi | 29,89942 -29,016927 | Inkosi Langalibalele | Current | KZN DOHS | R500 000 | R1 000 000 | | | |
| Acton Homes | 29,40937 -28,64028 | Okhahlamba Municipality | Current | KZN DOHS | R1 500 000 | | | | |
| Colenso - B (5% Flisp) | 29,82841 -28,75732 | Alfred Duma Municipality | Feasibility | KZN DOHS | | R1 000 000 | R1 000 000 | | |
| Colenso - C (5% Flisp) | TBC | Alfred Duma Municipality | Feasibility | KZN DOHS | | | R1 000 000 | | |
| Colenso - D (5% Flisp) | TBC | Alfred Duma Municipality | Feasibility | KZN DOHS | | | R1 000 000 | | |
| Limit hill | 29,80729 -28,53414 | Alfred Duma Municipality | Feasibility | KZN DOHS | R500 000 | R1 000 000 | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Colenso 152/ R | 29,91286<br>-28,628032 | Alfred Duma Municipality | Feasibility | KZN DOHS | | R200 000 | R200 000 | | |
| Ezakheni E (20% Flisp) | 29,91646<br>-28,604139 | Alfred Duma Municipality | Feasibility | KZN DOHS | | | R500 000 | | |
| Rensburgdrift (5% FLISP) | 29,89135<br>-28,976337 | Inkosi Langalibalele | Feasibility | KZN DOHS | | R1 000 000 | | | |
| Nazareth | 30,2097<br>-28,5021 | Alfred Duma Municipality | Current | KZN DOHS | | R300 000 | | | |
| Vaalkop | 30,19539<br>-28,467515 | Alfred Duma Municipality | Current | KZN DOHS | R300 000 | | | | |
| Cremin | 29,95168<br>-28,442964 | Alfred Duma Municipality | Current | KZN DOHS | | R1 000 000 | | | |
| Nkomokazini Housing Project | 29,59789<br>-28,935317 | Inkosi Langalibalele | Current | KZN DOHS | R120 000 | | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Nkomokazini Ph2 Housing Project | 29,59789<br>-28,935317 | Inkosi Langalibalele | Current | KZN DOHS | R200 000 | | | | |
| Bhekabezayo/ Dutch Housing Project | TBC | Inkosi Langalibalele | Current | KZN DOHS | R100 000 | | | | |
| Mafikeni/ Mkhalanyoni Housing Project | TBC | Inkosi Langalibalele | Current | KZN DOHS | R100 000 | | | | |
| Thembalihle - A | 29,91648<br>-28,8814 | Inkosi Langalibalele | Current | KZN DOHS | R200 000 | | | | |
| Ntsukangihlale B Rural Housing Project | 29,04582<br>-28,731079 | Inkosi Langalibalele | Current | KZN DOHS | R100 000 | | | | |
| Mamfemfetheni Rural Housing Project | 29,36398<br>-28,876095 | Okhahlamba Municipality | Current | KZN DOHS | R100 000 | | | | |
| Nogaga - B Rural Housing Project | 29,1108<br>-28,665569 | Okhahlamba Municipality | Current | KZN DOHS | R100 000 | | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Hoffental - A | 29,17743<br>-28,867722 | Okhahlamba Municipality | Current | KZN DOHS | R100 000 | | | | |
| Hoffental - B | 29,24693<br>-28,791313 | Okhahlamba Municipality | Current | KZN DOHS | R100 000 | | | | |
| Mandabeni/ Vala/ Madolobheni Housing Project | 29,53621<br>-28,989156 | Inkosi Langalibalele | Current | KZN DOHS | R100 000 | | | | |
| Mhlwazini - B Rural Housing Project | 29,29463<br>-28,93023 | Okhahlamba Municipality | Current | KZN DOHS | R300 000 | | | | |
| KwaSmahla - A Rural Housing Project | 29,38815<br>-28,887829 | Okhahlamba Municipality | Current | KZN DOHS | R300 000 | | | | |
| KwaSmahla - B Rural Housing Project | 29,36597<br>-28,928441 | Okhahlamba Municipality | Current | KZN DOHS | R1 300 000 | | | | |
| Masumpa -B Rural Housing Project | 29,107<br>-28,680314 | Okhahlamba Municipality | Current | KZN DOHS | R100 000 | | | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Sandlwana Rural Housing Project | 29,09995<br>-28,831747 | Okhahlamba Municipality | Current | KZN DOHS | R1 500 000 | | | | |
| Besters | 29,69717<br>-28,437977 | Alfred Duma Municipality | Feasibility | KZN DOHS | | R1 000 000 | R1 000 000 | | |
| Nogaga - A Rural Housing Project | 29,1108<br>-28,665569 | Okhahlamba Municipality | Current | KZN DOHS | | R1 500 000 | R1 000 000 | | |
| Intshukangihlale - A Rural Housing Project | 29,07314<br>-28,677445 | Okhahlamba Municipality | Current | KZN DOHS | | R1 500 000 | R1 000 000 | | |
| Mhlwazini - A Rural Housing Project | 29,17446<br>-28,910357 | Okhahlamba Municipality | Current | KZN DOHS | | R1 500 000 | R1 000 000 | | |
| Masumpa - A Rural Housing Project | 29,09181<br>-28,6606 | Okhahlamba Municipality | Current | KZN DOHS | | R1 500 000 | R1 000 000 | | |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Ogade Rural Housing Project | TBC | Okhahlamba Municipality | Current | KZN DOHS | R100 000 | | | | |
| Mara Farm Housing Project | TBC | Okhahlamba Municipality | Current | KZN DOHS | R60 000 | | | | |
| Ezakheni D Ph2 | 28 37’ 02.1” S 29 56’ 07.2” E | Alfred Duma Municipality | Current | KZN DOHS | R100 000 | | | | |
| Ekuvukeni | 20 27’ 57.6” S 30 09’ 25.02” E | Alfred Duma Municipality | Current | KZN DOHS | | R1 000 000 | R500 000 | | |
| Ezakheni D Ph3 | 28 36’ 47.60” S 29 55’ 54.53” E | Alfred Duma Municipality | Current | KZN DOHS | | R500 000 | R500 000 | | |
| Dunlop | 28 32’ 52.8” S 29 48’ 41.76” E | Alfred Duma Municipality | Current | KZN DOHS | | | | | |
| Indoor sports Complex | 28 34’ 12.5 S 29 46’ 00.8 E | Alfred Duma Municipality | Current | KZN DOHS | R500 000 | | | | |
| | | | | | | | | | |

## 5.2.4 DEPARTMENT OF TRANSPORT

| Project / Programme Name | Activity | Local Municipality | DC Code | IDMS Project Status | Project End Date | MTEF Year 1 2024/25 | MTEF Year 2 2025/26 | MTEF Year 3 2026/27 |
|---|---|---|---|---|---|---|---|---|
| Construction of Skhova Road - L3478 (km 0,00 to km 5.6) | New Gravel Road | Inkosi Langalibalele | DC 23 | Stage 4 Design Documentation | 01 11 2025 | R 1 980 000,00 | R 683 000,00 | R 0,00 |
| Construction of L446 EXT Road (km 0,00 - km 4,50) | New Gravel Road | Inkosi Langalibalele | DC 23 | Stage 4 Design Documentation | 01 11 2025 | R 2 963 650,28 | R 432 800,17 | R 0,00 |
| Construction of Hlathini Road - L3493 (km 0,00 to km 4) | New Gravel Road | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 01 11 2025 | R 2 080 000,00 | R 272 000,00 | R 0,00 |
| Construction of Gomola Road L3299 (km 0,00 - km 2) | New Gravel Road | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 01 11 2025 | R 2 080 000,00 | R 418 383,19 | R 0,00 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Construction of Okhalweni Road L3492 (km 0,00 - km 3,50) | New Gravel Road | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 01 11 2025 | R 2 080 000,00 | R 222 000,00 | R 0,00 |
| New Gravel Road on L1362 - Extention (km 0,00 - km 2,00) | New Gravel Road | Okhahlamba | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 1 110 000,00 | R 1 228 173,16 |
| L465 Causeway | New Causeway | Okhahlamba | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 550 000,00 |
| P182 Causeway | New Causeway | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 550 000,00 |
| L444 Causeway Repairs Situlwane | New Causeway | Okhahlamba | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 550 000,00 |
| D2353 Causeway Repairs Potshini | New Causeway | Okhahlamba | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 600 000,00 |
| Construction of Sidewalks on Road - P30 | New Non Motorised Facilities | Okhahlamba | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 1 100 000,00 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Upgrade of Causeway on D474 -1 | New Causeway | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 1 100 000,00 |
| Upgrade of Causeway on D474 -2 | New Causeway | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 1 100 000,00 |
| Mabhomane Road - (km0 - 2.5 Km) & D1277 Extention (km0,00 - 3,5 km) | New Gravel Road | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 1 100 000,00 |
| Gunundwini Road - km 0,00 - 2.5 km | New Gravel Road | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 1 075 000,00 |
| Mkhono Road - (km 0,00 - km 3,00) | New Gravel Road | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 1 100 000,00 |
| Mziyonke Road - (km 0,00 - km 3,00) | New Gravel Road | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 1 100 000,00 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Gomala Road - (km 0,000 - km 1,500), Hlathini (km 0,00 - km 4km), Khalweni(km0,000-km 3,000) | New Gravel Road | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 5 758 657,00 | R 0,00 |
| Construction of Sidewalks on Road P208 | New Non Motorised Facilities | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 1 100 000,00 |
| Msahweni (D1238) Causeway | New Causeway | Inkosi Langalibalele | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 1 100 000,00 |
| Majola Causeway | New Causeway | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 1 100 000,00 |
| Construction of Skhova Road - L3478 (km 0,00 to km 5.6) | New Gravel Road | Inkosi Langalibalele | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 5 000 000,00 | R 0,00 |
| Construction of Sidewalks on Road - P394 | New Non Motorised Facilities | Okhahlamba | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 1 100 000,00 |
| New Gravel Road on L20 - Extention (km 0,00 - km 5,00) | New Gravel Road | Okhahlamba | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 1 100 000,00 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Sibhukuza Extension (km 0,00 - km 3,00) | New Gravel Road | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 1 100 000,00 |
| L1526 Causeway | New Causeway | Okhahlamba | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 1 100 000,00 |
| L460 Causeway | New Causeway | Okhahlamba | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 1 100 000,00 |
| Fuze Road - (km 0,00 - km 3.50) | New Gravel Road | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 300 000,00 | R 0,00 | R 0,00 |
| Cwembe Road - (km 0,00 - km 2,00) | New Gravel Road | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 300 000,00 | R 0,00 | R 0,00 |
| Umndeni Road (km 0,00 - km 2,00) | New Gravel Road | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 300 000,00 | R 0,00 | R 0,00 |
| Emagcekeni Road (km 0,00 - km 2,00) | New Gravel Road | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 3 900 000,00 | R 0,00 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Ngcongwane Road (km 0,00 - km 2,00) | New Gravel Road | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 3 900 000,00 | R 0,00 |
| Mpembe Causeway | New Causeway | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 1 100 000,00 |
| Madlala Causeway | New Causeway | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 1 100 000,00 |
| Ntshaba Causeway | New Causeway | Alfred Duma Local Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2028 | R 0,00 | R 0,00 | R 1 100 000,00 |
| Safety Maintenance (Blacktop Patching) for DC23 | Blacktop Patching | Uthukela District Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2026 | R 30 685 685,00 | R 26 635 542,00 | R 29 501 900,00 |
| Zibambele for DC23 | Zibambele Contractors | Uthukela District Municipality | DC 23 | Stage 1 Project Initiation | 31 03 2026 | R 47 268 000,00 | R 43 124 725,00 | R 42 750 114,00 |
| Routine Maintenance (Blading) for DC23 | Blading | Uthukela District Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2026 | R 15 410 773,00 | R 34 294 621,00 | R 47 609 735,00 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Preventative Maintenance for DC23 | Betterment and Regravelling | Uthukela District Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2026 | R 19 251 754,00 | R 44 859 528,00 | R 52 900 356,00 |
| Routine Maintenance for DC23 | Drain clearing & Verge Maintenance | Uthukela District Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2026 | R 2 471 856,00 | R 12 948 808,00 | R 3 699 659,00 |
| Safety Maintenance for DC23 | Safety Maintenance | Uthukela District Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2026 | R 1 478 264,00 | R 9 263 824,00 | R 1 656 214,00 |
| Special Maintenance for DC23 | Special Maintenance | Uthukela District Municipality | DC 23 | Stage 4 Design Documentation | 31 03 2026 | R 4 825 000,00 | R 12 357 125,00 | R 12 913 196,00 |
| Vukayibambe Routine Road Maintenance (VRRM)for DC23 | VRRM | Uthukela District Municipality | DC 23 | Stage 1 Project Initiation | 31 03 2026 | R 22 411 584,00 | R 29 282 745,00 | R 30 600 064,00 |
| Fog spraying DC23 | Blacktop Patching | UThukela District Municipality | DC 23 | Stage 1 Project Initiation | 31 03 2027 | R 0,00 | R 4 948 545,00 | R 5 319 686,00 |
| Crack Sealing DC23 | Blacktop Patching | UThukela District Municipality | DC 23 | Stage 1 Project Initiation | 31 03 2027 | R 0,00 | R 19 794 181,00 | R 21 031 318,00 |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Ladysmith RO Preventative Maintenance (Flood Damage) | Betterment and Regravelling | UThukela District Municipality | LDY | Stage 4 Design Documentation | 31 03 2027 | R 233 333 333,00 | R 0,00 | R 0,00 |

## 5.2.5 DEPARTMENT OF AGRICULTURE, LAND REFORM AND RURAL DEVELOPMENT

| Property Type Acquisition/ Disposal | District | Number of Beneficiaries | | Farm Name | Legal Entity Name | Number of Hectares |
|---|---|---|---|---|---|---|
| | | LT | FW | | | |
| Acquisition | uThukela | 13 | - | South Kolombe | Mthintandaba CPA | 508.5546 ha |
| Acquisition | uThukela | 02 | - | Wagenbeetjes Hop/Bont Hoek | Vukani CPA | 136.366 ha |
| Acquisition | uThukela | 05 | - | Doornkraal | Sakhisizwe | 66.4700 ha |
| Acquisition | uThukela | 03 | - | Danse Kraal/Kwamanzini | Siphokuhle & Kwakhethukuthula CPA | 150 ha |
| Acquisition | uThukela | 03 | - | Zandspruit | Kwamambane CPA | 100 ha |
| Acquisition | uThukela | 01 | - | Brookfield | Zikalala Family Trust | 70 ha |
| Acquisition | uThukela | 02 | - | Vertrek/Colenso Clouston | EMaswazini CPA | 24 ha |

| **Property Type**<br><br>**Acquisition/ Disposal** | **District** | **Number of Beneficiaries** | | **Farm Name** | **Number of Hectares** |
|---|---|---|---|---|---|
| | | LT | FW | | |
| Acquisition | uThukela | 09 | - | Poortje/Hillside | 161.576 ha |
| Acquisition | uThukela | 04 | - | Rietfontein/Westfield | 77.9656 |
| Acquisition | uThukela | 05 | - | Kleinerivier | 115 ha |
| Acquisition | uThukela | 11 | 100 | Vusisizwe/Vicklands | 130.7583 |

| INTERVENTION | UTHUKELA<br><br>Project description | Budget allocation |
|---|---|---|
| **Maize, dry beans & potato production** | Hlathikhulu FPSU within Inkosi Langalibalele LM with mechanisation, implements & production inputs. | R3 788 040 |
| **Beef production** | Mhlumayo Red Meat<br><br>Custom feeding project within Alfred Duma. | R4 611 960 |
| **Piggery production** | Intandela cooperative<br><br>Piggery project within Inkosi Langibalele | R2 013 526 |
| **Skills development** | Training for beneficiaries from various enterprises | R100 000 |

| **UTHUKELA**<br><br>**LAND ACQUISITION AND ALLOCATION** | |
|---|---|
| **PROJECT NAME** | **LOCAL MUNICIPALITY** |
| Compensation | Alfred Duma |
| Solferino | Okhahlamba |

| PROJECT NAME AND DESCRIPTION | L MUNICIPALITY / DM | PLANNED ACTIVITIES | ESTIMATED TOTAL BUDGET COST |
|---|---|---|---|
| Intandela Piggery | Inkosi Langibalele | Complete Infrastructure for Piggery | R 1 165 000 |
| uThukela Ground Truthing | Uthukela | Survey for potential Irrigation | R 2 000 000 |
| P S P Livestock Infrastructure | Uthukela | Construction of Livestock Infrastructure | R 1 500 000 |
| Hlathikhulu Fencing | Inkosi Langibalele | Construction of 60 km Fencing for cropping lands | R 1 000 000 |

## 5.2.6 DEPARTMENT OF ARTS AND CULTURE

| PERFORMANCE INDICATOR | INDICATOR PURPOSE OR IMPORTANCE | ACTIVITIES | BENEFICIARIES | BUDGET | LM & Ward | PROPOSED DATE | PROPOSED VENUE & TIME |
|---|---|---|---|---|---|---|---|
| **Number of Community Structures Supported**<br><br>(Arts and Culture Forums & Cooperatives provided with support per annum.) | Financial and non-financial support to formal Arts and Culture structures that serve as advisory panels to the Department as well as Cooperatives | **ARTS & CULTURE FORUMS**<br>Support to established structures from Ward, Local, District up to Provincial Level<br>**COOPERATIVES**<br>✓ Mobilization of arts and culture organisations<br>✓ Facilitate the establishment of cooperatives<br>✓ Facilitate Training and registration of cooperatives<br>✓ Engagement and involvement of SEDA, DEDT & NYDA | Artists and arts & culture organisations | **R60 000**<br><br>**R20 000** | All Local Municipalities<br><br>Inkosi Langalibalele | Ongoing<br><br>Ongoing | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | ✓ Support to cooperatives- funding , link to markets and relevant structures<br>✓ Monitor trained and registered cooperatives to ensure sustainability.<br>✓ Expose cooperatives to potential funding agencies | | | | | |

| PERFORMANCE INDICATOR | INDICATOR PURPOSE OR IMPORTANCE | ACTIVITIES | BENEFICIARIES | BUDGET | LM & Ward | PROPOSED DATE | PROPOSED VENUE & TIME |
|---|---|---|---|---|---|---|---|
| Number of Schools where arts, culture and heritage Programs were rolled out | The improvement of the Quality of Education in the Arts, Culture & Heritage (ACH) Sector | ✓ Convene consultative meetings<br>✓ Convene preparatory meetings with stakeholders<br>✓ Identification and mobilisation of participants<br>✓ Identification and mobilisation of legends/ Arts Ambassadors<br>✓ Implement the project | Learners | **R50 000** | Identified wards and all Local Municipalities | Ongoing | TBC |

| PERFORMANCE INDICATOR | INDICATOR PURPOSE OR IMPORTANCE | ACTIVITIES | BENEFICIARIES | BUDGET | LM & Ward | PROPOSED DATE | PROPOSED VENUE & TIME |
|---|---|---|---|---|---|---|---|
| Number of artists trained per annum | To provide capacity building to enhance the cultural industries and performing arts for sustainability. | ✓ **170 Artists to be trained in Performing and Visual Arts and Craft**<br>✓ Identification and mobilisation of participants<br>✓ Roll out of performing and Visual Arts Training<br>✓ Honoraria documents process<br>✓ Conduct workshops for inmates (Moral Regeneration Programme) | | **R150 000** | | | |
| | | ○ Visual arts & crafts skills development | Artists - people with disability | R7,500<br>(Facilitation) | Identified wards in all LMs | | TBC |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | | | R12,500 (Catering) | Identified wards in all LMs | | TBC |
| | | | | R40 000 (Materials) | Identified wards in all LMs | | |
| | | ○ Visual arts & crafts skills development | Artists | R7,500 (Facilitation) | Identified wards in all LMs | | |
| | | | | R12,500 (Catering) | Identified wards in all LMs | | |
| | | ○ Performing arts skills development | Artists | R7,500 (Facilitation) | Identified wards in all LMs | | TBC |
| | | | | R12,500 (Catering) | Identified wards in all LMs | | TBC |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | ○ Visual arts & crafts skills development - Inmates | Inmates/ Artists | R7,500 (Facilitation) | Okhahlamba | April 2016 | Bergville Correctional Unit |
| | | | | R35,000 (Materials) | Okhahlamba | April 2016 | Bergville Correctional Unit |
| | | ○ Performing arts development - Inmates | Inmates/ Artists | R7,500 (Facilitation) | Alfred Duma | April 2016 | Ladysmith Correctional Unit |

| PERFORMANCE INDICATOR | INDICATOR PURPOSE OR IMPORTANCE | ACTIVITIES | BENEFICIARIES | BUDGET | LM & Ward | PROPOSED DATE | PROPOSED VENUE & TIME |
|---|---|---|---|---|---|---|---|
| Number of awareness or promotional projects/ programmes rolled out to communities | To provide information and promotional material cultural practitioners and general public | ✓ Convene consultative meetings<br>✓ Convene preparatory meetings with stakeholders<br>✓ Mobilize participants<br>✓ Implement the projects | Artists and the general public | | All wards and all Local Municipalities | Ongoing | TBC |
| | | Staging of the following District Events | Community | **R415 000** | Identified wards in all LMs | | |
| | | • Freedom Day build up activities : Youth Campaigns | Learners | R10 000 | TBC | 21 – 23 April | Schools |
| | | • Regional Africa day Build up Activities | Community | R20 000 | Identified wards in all LMs | May 2016 | |
| | | • Community Dialogues | Community | R50 000 | | June 2016 | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | • UThukela Multicultural Exhibition 1 | Community | R50 000 | Alfred Duma | June 2016 | Ladysmith |
| | | • Men projects (Intergenerational/ Intercultural Dialogue) | Community | R10 000 | All Wards | July 2016 | |
| | | • Behavioural Change Campaign (Women projects) | Maidens and matrons | R90 000 | All Wards | August 2016 | |
| | | • Amahubo workshop | Izinduna nezinsizwa | R15 000 | All Wards | September 2016 | |
| | | • Matrons' workshop | Matrons | R10 000 | All Wards | Ongoing | |
| | | • Regional Youth Camp **1** | Learners | R35 000 | Identified Wards | September 2016 | |
| Number of awareness or promotional projects/ programmes rolled out to communities | To provide information and promotional material cultural practitioners and general public | • Performing Arts Promotion | Artists | R40 000 | Identified Wards | Ongoing | |
| | | • Visual Arts Promotion | Artists | R10 000 | Identified Wards | Ongoing | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | | • UThukela Eastern Cultural Celebration | Community (People of Indian origin) | R50 000 | Identified Wards | November 2016 | |
| | | • War room branding | Community | R40 000 | All Wards | Ongoing | |
| | | • Choral Music | Community | R20 000 | Identified Wards | May/ June 2016 | |

| PERFORMANCE INDICATOR | INDICATOR PURPOSE OR IMPORTANCE | ACTIVITIES | BENEFICIARIES | BUDGET | LM & Ward | PROPOSED DATE | PROPOSED VENUE & TIME |
|---|---|---|---|---|---|---|---|
| Number of community conversations conducted | To implement the interventions that enhance social cohesion in the Province | ✓ Convene consultative meetings<br>✓ Convene preparatory meetings with stakeholders<br>✓ Identification and mobilisation of participants<br>✓ participants<br>✓ Implement the project | Community | **R50 000** | Identified wards and all Local Municipalities | Ongoing | TBC |

## 5.2.7 DEPARTMENT OF HEALTH

| PROJECT NAME | PROJECT DESCRIPTION | LOCAL MUNICIPALITY | BUDGET | 2022/2023 | 2023/2024 | 2024/2025 | 2025/2026 |
|---|---|---|---|---|---|---|---|
| Acaciavale Clinic | Installation of 20kl elevated water tank | Alfred Duma | R680 000 | 2022/2023 | | | |
| Bergville Clinic | Construction of Medical waste area | Okhahlamba | R800 000 | 2022/2023 | | | |
| Bergville Clinic | Installation of 20kl elevated water tank | Okhahlamba | R680 000 | 2022/2023 | | | |
| Driefontein Clinic | Sewer system upgrade | Alfred Duma | R8 059 397 | 2022/2023 | | | |
| Emmaus Hospital | Construction of EMS Wash-bay and storage and sanitary facilities | Okhahlamba | R2 000 000 | 2022/2023 | | | |
| Emmaus Hospital | Roof replacement to various buildings | Okhahlamba | R10 000 000 | | 2023/2024 | | |
| Emmaus Hospital | Upgrade MV and LV electrical distribution system | Okhahlamba | R1 700 000 | 2022/2023 | | | |
| Estcourt Forensic Mortuary | Installation of 20kl elevated water tank | Inkosi Langalibalele | R680 000 | 2022/2023 | | | |
| Estcourt Hospital | Construct new Mothers' Lodging and upgrade Maternity Ward 4A | Inkosi Langalibalele | R200 000 000 | 2022/2023 | | | |
| Estcourt Hospital | Construction of EMS Wash-bay and storage and sanitary facilities | Inkosi Langalibalele | R2 000 000 | 2022/2023 | | | |
| Estcourt Hospital | Renovations to roof and replace all covered walkways | Inkosi Langalibalele | R30 000 000 | | | 2024/2025 | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Estcourt Hospital | Upgrade of electrical distribution system | Inkosi Langalibalele | R500 000 | 2022/2023 | | | |
| Ezakheni No.2 Clinic | Installation of 20kl elevated water tank | Alfred Duma | R680 000 | 2022/2023 | | | |
| Ezakheni E Clinic | Installation of 20kl elevated water tank | Alfred Duma | R680 000 | 2022/2023 | | | |
| Ladysmith EMS Base | Construction of EMS Wash-bay and storage and sanitary facilities | Alfred Duma | R2 000 000 | 2022/2023 | | | |
| Ladysmith Hospital | 72 hour water and fire storage upgrade | Alfred Duma | R10 653 679 | 2022/2023 | | | |
| Ladysmith Hospital | Installation of water and fire reticulation | Alfred Duma | R3 500 000 | | 2023/2024 | | |
| Ladysmith Hospital | New walkway covering at Wards 1 to 8 | Alfred Duma | R4 893 900 | 2022/2023 | | | |
| Ladysmith Hospital | Renovate OPD, Laundry and Mortuary and convert Garages to storage | Alfred Duma | R29 900 000 | | 2023/2024 | | |
| Ladysmith Hospital | Upgrade and replacement of MV switchgears in Main Substation and upgrade | Alferd Duma | R4 100 000 | 2022/2023 | | | |
| Steadville Clinic | Installation of 20kl elevated water tank | Alfred Duma | R680 000 | 2022/2023 | | | |
| Tholusizo Clinic | Installation of 20kl elevated water tank | Alfred Duma | R680 000 | 2022/2023 | | | |

## 5.2.8 DEPARTMENT OF ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS

| Project | Description | Location | Status | Budget |
|---|---|---|---|---|
| Operation Vula Fund CFP Tiers: T1-3 | Entrepreneurial Support | All Municipalities in KZN | T1,T2&3: Awarded and disbursed | As per individual business allocations |
| Operation Vula Commodities (Ongoing project – roll over) | RASET, Bakeries, Toilet paper , Detergents, Clothing and textile | All Municipalities in KZN | Incubation and Mentorship Centres<br>Access to raw materials<br>Access to Markets | As per allocation |
| Online Business Registration Programme | Registration of Businesses<br>Business licencing<br>Informal Traders Permits | All municipalities | implementation | Personnel |
| Red Tape Reduction initiative | Assist municipalities identify and reduce red tape that is within their control also assist with tools of trade where needed | Inkosi Langalibalele Local Municipality (uThukela DM) | Inkosi Langalibalele at Implementation plan stage and computers being procured | Personnel<br>R50 000 (2 computers ) |

| Project | Description | Location | Status | Budget |
|---|---|---|---|---|
| Informal Economy Infrastructure support | Provision of mobile and fixed infrastructure for informal economy | Alfred Duma Local Municipality | Inception stage | R1 000 000 22/23<br>R1 000 000 23/24<br>(R2 000 000 in Total) |
| Social Entrepreneurship Programme | Capacity building for businesses that have social impact in the community through UKZN, DUT, Unizulu &MUT | 21 Inkosi Langalibalele Local Municipality<br>1 Alfred Duma Local Municipality | 21 Social Entrepreneurs appointed to attend UKZN Programme<br>1 to attend DUT Programme | Personnel<br>(Training and accommodation costs paid by EDTEA |

**Technical Support**

| Support Initiative | Description |
|---|---|
| RLED Support Services in partnership with KZN COGTA & SALGA (MOU) | ❑ Strategic, technical and institutional support services.<br>❑ The formulation, review and implementation of RLED strategies (LED Strategies & Economic Recovery Plans and institutional structures (Municipal LED Forums & PSC's)<br>❑ RLED Project Support Services<br>✓ Project, Contract & Procurement Management<br>✓ Financial & Risk Management<br>✓ Monitoring & Evaluation<br>✓ Institutional Support (PSC's & Forums)<br>❑ Red Tape Reduction Programmes<br>❑ District Development Agency (DDA) support & capacitation & DDM Model<br>❑ Development & Implementation of Economic Recovery Plans |
| Strategic Policy & Planning Support | Provide Municipalities with economic data and statistics for their area of jurisdiction |

**GOAL: DEMOGRAPHICS/PEOPLE DEVELOPMENT**

| DDM ONE PLAN ONE BUDGET<br>DISTRICT PROJECTS AND STRATEGIES TO IMPROVE SERVICE DELIVERY AND INSTITUTIONAL CAPACITY | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **GOAL DEFINITION** | **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 & ISIGODI** | **GPS COORDINATES** |
| Fundamentally and radically improve the Quality of Life and overall wellbeing of people living in the district/metro area with emphasis on vulnerable and marginalised groups | Yarona Initiative – Ambassadors | 15 ambassadors appointed to provide Community training on digital skills | NEMISA, DUT and EDTEA | | | 0 | 0 | 3 months | Alfred Duma | |

**GOAL: ECONOMIC POSITIONING**

| DDM ONE PLAN ONE BUDGET<br>DISTRICT PROJECTS AND STRATEGIES TO IMPROVE SERVICE DELIVERY AND INSTITUTIONAL CAPACITY | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **GOAL DEFINITION** | **PROJECT NAME** | **PROJECT OBJECTIVE** | **LEAD RESP** | **TOTAL BUDGET REQUIRED** | **BUDGET COMMITTED 2021/22** | **BUDGET COMMITTED 2022/23** | **BUDGET COMMITTED 2023/24** | **DURATION OF PROJECT** | **LM & WARD** | **GPS** |
| **Economic Positioning:** Define Strategic Role of the District/Metro in National Economy and build a Resilient and Transformed regional Economy | Winterton / Bergville Vic | To upgrade and refurbish the Visitor Information Committee | EDTEA | R 429 000.00 | R 429 000.00 | NIL | NIL | MTEF | OKhahlamba LM | |

| DDM ONE PLAN ONE BUDGET<br>DISTRICT PROJECTS AND STRATEGIES TO IMPROVE SERVICE DELIVERY AND INSTITUTIONAL CAPACITY | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| **GOAL DEFINITION** | **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 & ISIGODI** | **GPS** |
| Mobilise, target, align and manage investment in infrastructure in | Okhahlamba informal economy project | Construction of 224 steel hawker tables and 25 shelters for street vendors and | EDTEA | R3 000 000 | R3 000 000 | N/A | N/A | 7 months (project commenced in Dec 2020 and to be completed end | Okhahlamba Ward: 11, 2, 6, 1 | 28°43'46.9"S 29°21'16.5"E |
| a sustainable way supporting the economic positioning and transformed spatial structure Outcomes Indicators" | | hawkers at the following:<br>• 84 steel tables at Bergville Taxi Rank<br>• 50 steel tables at Emmaus Centre,<br>• 55 Steel tables at Emazizini<br>• 35 steel table at Winterton 25 Hawker shelters<br>Bergville taxi rank | | | | | | | | |

## 5.2.9 DEPARTMENT OF ENVIRONMENT, FORESTRY AND FISHERIES

| Project Name | Project Description | Project Status | Timeframe / Duration | Total Project Budget |
|---|---|---|---|---|
| **EPIP** | | | | |
| uThukela District Thuma Mina Green Deeds | Thuma Mina Green deeds Program, focusing on waste i.e. Litter Picking, Rehabilitation of illegal dumpsites, education and awareness in the uThukela District, covering 3 local municipalities, Alfred Duma, Okhahlamba and Inkosi Langalibalele. | Planning | 01/03/2019 – 30/07/2021 | R 6 787 330.00 |
| **WETLANDS** | | | | |
| WfWet KZN North | Wetlands Rehabilitation and improved ecosystem services | Implementation | 2018/19 – 2020/21 | R46 353 668.00 |
| **NRM** | | | | |
| NRM KZN Bushmens_2 | Alien Plant Clearing Project | Implementation | 2018/19 - 2020/21 | R58,790,899.00 |
| NRM KZN Upper Tugela_2 | Alien Plant Clearing Project | Implementation | 2018/19 - 2020/21 | Not indicated |
| NRM Special Project G & M | Alien Plant Clearing Project | Implementation | 2018/19 - 2020/21 | Not indicated |
| NRM KZN Northern Woodstock_2 | Alien Plant Clearing Project | Implementation | 2018/19 - 2020/21 | Not indicated |
| NRM KZN Loskop_Amangwe | Alien Plant Clearing Project | Implementation | 2018/19 - 2020/21 | Not indicated |
| NRM KZN Solokholo_2 | Alien Plant Clearing Project | Implementation | 2018/19 - 2021/22 | Not indicated |

| | | | | |
|---|---|---|---|---|
| NRM KZN WoF Royal Natal Fire Base | Fire Control and Prevention | Implementation | 2018/19 - 2021/22 | R673,245,662.00 |
| NRM Abebailey | Fire Control and Prevention | Not Active | 2018/19 - 2021/22 | Not indicated |
| **Project Name** | **Project Description** | **Project Status** | **Timeframe / Duration** | **Total Project Budget** |
| NRM Bergville | Fire Control and Prevention | Implementation | 2018/19 - 2021/22 | Not indicated |
| NRM Cathedral Peak | Fire Control and Prevention | Implementation | 2018/19 - 2021/22 | Not indicated |
| NRM WC Ladismith | Fire Control and Prevention | Implementation | 2018/19 - 2021/22 | Not indicated |
| NRM WoF Ukhahlamba Fire Base | Fire Control and Prevention | Implementation | 2018/19 - 2021/22 | Not indicated |
| NRM WOF KZN Special Project Cathedral Peak 2 | High Altitude Alien Clearing Project | Implementation | 2018/19 - 2021/22 | Not indicated |
| NRM WOF KZN Special Project Cathedral Peak 1 | High Altitude Alien Clearing Project | Implementation | 2018/19 - 2021/22 | Not indicated |
| NRM WOF KZN Special Project Injisuthi | High Altitude Alien Clearing Project | Implementation | 2018/19 - 2021/22 | Not indicated |

| **Projects** | **Project description** | **Location / Targeted areas** | **Time frames** | **Budget** |
|---|---|---|---|---|
| SheTradesZA | Initiative supporting women owned businesses with products that are ready for market or with limited market access. It is a platform that serves as a unique opportunity for women entrepreneurs in the SMME sector to participate in the global value chains and markets | Targeted beneficiaries - 3300 | 2019 - 2024 | Not indicated |

| | | | | |
|---|---|---|---|---|
| 100 Thousand young entrepreneurs | Initiative targeting young people between the ages of 16 and 40 with businesses with the potential to create a minimum of 10 sustainable jobs | Targeted beneficiaries - 1500 | Not indicated | Not indicated |

| **Projects** | **Project description** | **Location / Targeted areas** | **Time frames** | **Budget** |
|---|---|---|---|---|
| SMME expansion/ scale up | Initiative targeting small and medium enterprises that have been in existence for more than 4 years and employ more than 5/10 staff members. It supports businesses to scale up and expand through access to working capital and markets for goods and services. | Targeted beneficiaries - 2700 | Not indicated | Not indicated |
| Township and rural entrepreneurship | A dedicated Programme to transform and integrate opportunities in townships and rural areas into productive business ventures. | Targeted beneficiaries - 7066 | Not indicated | Not indicated |
| Incubation and digital hubs | Business and technology incubation centers that offer enterprises business and management skills, support and platforms for a minimum of 3 years. It targets start-ups that require hand holding as they start their journey in business. | Targeted beneficiaries - 4 | Not indicated | Not indicated |
| Cooperatives | Initiative aimed at supporting cooperatives as enterprises that are income and profit generating. It targets registered cooperatives that have potential to generate income and profit. | Targeted beneficiaries - 150 | Not indicated | Not indicated |

| | | | | |
|---|---|---|---|---|
| Informal businesses | Initiative aimed at supporting informal businesses with compliance support, business skills development, business infrastructure and technical support. | Targeted beneficiaries – 14132 | Not indicated | Not indicated |
| SMME products | Initiative to coordinate and direct the buy local campaign to be impactful by targeting a minimum number of enterprises that should benefit. | Targeted beneficiaries - 2370 | Not indicated | Not indicated |
| **Projects** | **Project description** | **Location / Targeted areas** | **Time frames** | **Budget** |
| Start-up nation | Initiative that seeks to promote innovation that can have a ripple effect on the national economy. Target beneficiaries are Tech and Engineering Start-ups and Social enterprises. | Targeted beneficiaries - 4740 | Not indicated | Not indicated |

### 5.2.10 ESKOM

| Project Name | Status | Construction Start date | Completion date |
|---|---|---|---|
| Mnambithi 88 kV Turn In Line | DPA | 2028 | 2028 |
| Mnambithi 2*132 88 kV 80 MVA transformation est - | DPA | 2028 | 2028 |
| Cathkin SS Capacity Upgrade | Finalised | 2015 | Completed in 2016 |
| Mdwebu SS 2.5 MVA 11/22 kV step up transformer installation | Finalised | 2014 | Completed in 2015 |
| Kamberg /Mdwebu 88 kV line | CRA | 2025 | 2027 |
| Buffelshoek-Okhahlamba 132 kV line | CRA | 2025 | 2027 |
| Okhahlamba 132 kV SS est | CRA | 2025 | 2027 |
| Danskraal-Mnambithi 132 kV Lines | DPA | 2028 | 2028 |

| | Project Name | Status | Planned Completion date |
|---|---|---|---|
| 1 | Rostrata 20 MVA Trf Est | CRA | 2026 |
| 2 | Buffelshoek NB14 split with Buffelshoek NB13 | CRA | 2025 |
| 3 | Cathkin MV interconnector | DRA | 2024 |
| 4 | Cathkin NB18 Mink to Hare conductor upgrade | Pre CRA | 2026 |
| 5 | Weenen 88/11kV SS TIL | DRA | 2024 |
| 6 | Ekuvukeni NB115 11- 22 kV Conversion | Pre CRA | 2026 |

## 5.2.11 DEPARTMENT OF PUBLIC WORKS

| CLIENT DEPT | BUDGET 01/04/2021-31/03/2022 | MARCH PROJECTIONS | MARCH ACTUAL | VARIANCE | PERCENTAGE |
|---|---|---|---|---|---|
| Education | 31 000 000 | 500 000 | R897 473 | | 0% |
| Health | 17 330 269 | 500 000 | R46 000 | | 0% |
| Transport | 100 000 | 0 | R483,00 | | 100% |
| COGTA | 500 000 | 0 | R0,00 | | 100% |
| Social Development | 1 500 000 | 0 | R173 655 | | 100% |
| Public Works | 3 000 000 | 100 000 | R9 408,15 | | % |
| TOTAL | **53 430 269** | **R1 100 000** | **R1 097 019,15** | | **%** |

| | Client Department | No of Projects | Termination / Cancellation | Tender | On site | Practical Completion | Retention | On Hold | Withdrawn |
|---|---|---|---|---|---|---|---|---|---|
| | Department of Education | 44 | 0 | 10 | 9 | 9 | 9 | 6 | 1 |
| | Department of Health | 46 | 0 | 15 | 8 | 14 | 0 | 6 | 3 |
| | Department of Transport | 10 | 0 | 2 | 1 | 3 | 0 | 0 | 4 |
| | Department of Social Development | 10 | 0 | 2 | 3 | 5 | 0 | 0 | 0 |
| | Department of Public Works | 10 | 0 | 5 | 2 | 3 | 0 | 0 | 0 |
| | Department of Corporative Governance & Traditional Affairs | 5 | 0 | 5 | 0 | 0 | 0 | 0 | 0 |
| **TOTAL** | | **125** | **0** | **39** | **23** | **34** | **9** | **12** | **8** |

| **PROGRAMME** | **NO. OF PROJECTS** | **BUDGET** | **ACCUMULATIVE EXPENDITURE** | **COMMENTS** |
|---|---|---|---|---|
| GENERATORS | 17 | R 7 509 648 | R 521 345 | 09 Projects on site :<br>05 projects on practical completion<br>02 projects on hold<br>01 projects withdrawn |
| FENCING | 15 | R 5 931 581 | | 12 Projects on tender :<br>03 projects on hold : |
| ASBESTOS | 14 | R 3 889 040 | | 03 Projects on site :<br>06 projects completed<br>02 projects on hold<br>03 on tender |
| **PROGRAMME** | **NO. OF PROJECTS** | **BUDGET** | **ACCUMULATIVE EXPENDITURE** | **COMMENTS** |
| BOREHOLES | 10 | R 521 345 | R 521 345 | 09 Projects on practical completion<br>06 projects on hold awaiting instruction from Client,<br><br>05 boreholes fully functioning after assessment<br>05 requests received from Client and currently busy with assessment<br><br>01 school closed<br>01 school has no electricity to power the system |
| CLIENTS | NO. OF PROJECTS | BUDGET | ACCUMULATIVE EXPENDITURE | COMMENTS |

| | | | | |
|---|---|---|---|---|
| DOPW | 10 | R 3 000 000 | R1 992 084,40 | 09 Projects on site :<br>05 projects on practical completion<br>02 projects on tender<br>00 projects withdrawn<br>, |
| DSD | 10 | R 1 500 000 | R 570 333,63 | 05 Projects complete :<br>03 projects on site<br>02 projects on tender |
| DOT | 10 | R 100 000 | R 407 078,82 | 01 Projects on site :<br>05 projects on practical completion<br>02 projects on tender<br>04 projects withdrawn |
| COGTA | 10 | R500 000 | R 400 660,01 | 09 Projects on site :<br>05 projects on practical completion<br>02 projects on tender<br>01 projects withdrawn |

## 5.2.12 DEPARTMENT OF EDUCATION

| 441 | 441 | 441 | 440 | 438 | 441 | 441 |
|---|---|---|---|---|---|---|
| | (Double-click on school name to locate on Google Earth) | | | | | |
| **NatEMIS No.** | **School Name** | **LM (Code)** | **Ward** | **Ward ID** | **Latitude (S)** | **Longitude (E)** |
| 500100233 | ABANTUNGWA H | Inkosi Langalibalele (KZN237) | 14 | 52307014 | -29,09625 | 29,71072 |
| 500100344 | ACACIAVALE P | Alfred Duma (KZN238) | 20 | 52308020 | -28,59460 | 29,80300 |
| 500100381 | ACTON HOMES P | Okhahlamba (KZN235) | 11 | 52305011 | -28,64492 | 29,40634 |
| 500100973 | ALOE PARK P | Alfred Duma (KZN238) | 13 | 52308013 | -28,58403 | 29,78846 |
| 500101491 | AMAHLUBI S | Inkosi Langalibalele (KZN237) | 18 | 52307018 | -28,97865 | 29,71098 |
| 500101565 | AMAHUKU P | Alfred Duma (KZN238) | 17 | 52308017 | -28,33359 | 29,74350 |
| 500101787 | AMANCAMAKAZANA P | Alfred Duma (KZN238) | 27 | 52308027 | -28,59052 | 29,91348 |
| 500102083 | AMANGWANE H | Okhahlamba (KZN235) | 9 | 52305009 | -28,67681 | 29,12301 |
| 500102379 | AMAPHISI H | Okhahlamba (KZN235) | 10 | 52305010 | -28,62478 | 29,08443 |
| 500103008 | AMAZIZI H | Okhahlamba (KZN235) | 7 | 52305007 | -28,68122 | 29,04601 |
| 500104858 | BALDASKRAAL P | Alfred Duma (KZN238) | 24 | 52308024 | -28,31330 | 29,72650 |
| 500105043 | BAMBAZI H | Okhahlamba (KZN235) | 2 | 52305002 | -28,85767 | 29,38167 |

| | | | | | | |
|---|---|---|---|---|---|---|
| 500105080 | BAMBE P | Inkosi Langalibalele (KZN237) | 7 | 52307007 | -29,10295 | 29,65847 |
| 500105228 | BANGANI H | Okhahlamba (KZN235) | 6 | 52305006 | -28,68301 | 28,99851 |
| 500107374 | BERGSIG P | Okhahlamba (KZN235) | 1 | 52305001 | -28,79264 | 29,62003 |
| 500107559 | BERGVILLE P | Okhahlamba (KZN235) | 11 | 52305011 | -28,73287 | 29,35460 |
| 500107966 | BHANDE H | Alfred Duma (KZN238) | 29 | 52308029 | -28,68710 | 30,11690 |
| 500108151 | BHEKABATHEMBU S | Alfred Duma (KZN238) | 30 | 52308030 | -28,65958 | 30,20014 |
| 500108484 | BHEKATHINA H | Inkosi Langalibalele (KZN237) | 13 | 52307013 | -29,14065 | 29,70103 |
| 500108854 | BHEKINTUTHUKO S | Alfred Duma (KZN238) | 7 | 52308007 | -28,60954 | 29,95257 |
| 500109224 | BHEKUNDI S | Inkosi Langalibalele (KZN237) | 9 | 52307009 | -29,05497 | 29,78072 |
| 500109298 | BHEKUZULU P (LADYSMITH) | Inkosi Langalibalele (KZN237) | 6 | 52307006 | -28,98610 | 29,68510 |
| 500109927 | BHUNGANE H | Inkosi Langalibalele (KZN237) | 12 | 52307012 | -29,19817 | 29,62198 |
| 500110704 | BLUEBANK P | Alfred Duma (KZN238) | 26 | 52308026 | -28,52000 | 29,56450 |
| 500111037 | BONGELA I | Alfred Duma (KZN238) | 24 | 52308024 | -28,45010 | 29,94312 |
| 500111555 | BONOKUHLE H | Inkosi Langalibalele (KZN237) | 2 | 52307002 | -28,94294 | 29,55963 |
| 500111666 | BOSCHBERG P | Alfred Duma (KZN238) | 24 | 52308024 | -28,25716 | 29,77581 |
| 500112147 | BRAKWAL I | Alfred Duma (KZN238) | 26 | 52308026 | -28,37720 | 29,48459 |
| 500112591 | BROOKFIELD I | Alfred Duma (KZN238) | 26 | 52308026 | -28,48970 | 29,65688 |
| 500112813 | BRYNBELLA P | Inkosi Langalibalele (KZN237) | 23 | 52307023 | -29,10228 | 29,94495 |

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|---|---|---|---|---|---|---|
| 500113331 | BUHLEBEZWE P | Alfred Duma (KZN238) | 13 | 52308013 | -28,64018 | 29,72031 |
| 500113738 | BURFORD HP | Alfred Duma (KZN238) | 14 | 52308014 | -28,42570 | 29,78100 |
| 500115070 | CECILIA P | Inkosi Langalibalele (KZN237) | 22 | 52307022 | -28,89910 | 30,16771 |
| 500115329 | CELIMFUNDO P (WINTERTON) | Okhahlamba (KZN235) | 1 | 52305001 | -28,81653 | 29,52629 |
| 500115588 | CENGESI P | Alfred Duma (KZN238) | 28 | 52308028 | -28,63162 | 30,06975 |
| 500116439 | CHIEVELEY ISLAMIC SA P | Inkosi Langalibalele (KZN237) | 19 | 52307019 | -28,83042 | 29,80791 |
| 500117586 | COLENSO C | Alfred Duma (KZN238) | 25 | 52308025 | -28,73594 | 29,83735 |
| 500117623 | COLENSO P | Alfred Duma (KZN238) | 25 | 52308025 | -28,74271 | 29,82630 |
| 500118141 | CORNFIELDS P | Inkosi Langalibalele (KZN237) | 19 | 52307019 | -28,85483 | 29,86178 |
| 500118770 | CROWFIELD P | Okhahlamba (KZN235) | 10 | 52305010 | -28,72098 | 29,24739 |
| 500119140 | CWEMBE P | Alfred Duma (KZN238) | 23 | 52308023 | -28,34951 | 29,91226 |
| 500119769 | DANINVA P | Alfred Duma (KZN238) | 11 | 52308011 | -28,64488 | 29,68025 |
| 500121730 | DIVAL P | Alfred Duma (KZN238) | 35 | 52308035 | -28,44605 | 30,28084 |
| 500123395 | DRAKENSBERG COMP H | Inkosi Langalibalele (KZN237) | 17 | 52307017 | -29,04948 | 29,79231 |
| 500123469 | DRAKENSBERG S | Inkosi Langalibalele (KZN237) | 10 | 52307010 | -28,99978 | 29,87226 |
| 500123506 | DRAKENSVIEW P | Inkosi Langalibalele (KZN237) | 17 | 52307017 | -29,01721 | 29,86310 |
| 500123876 | DUKUZA P | Okhahlamba (KZN235) | 5 | 52305005 | -28,75824 | 29,19610 |
| 500124098 | DUMANGOBUHLE SP | Alfred Duma (KZN238) | 35 | 52308035 | -28,46275 | 30,25611 |

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|---|---|---|---|---|---|---|
| 500124505 | DUMISA C | Alfred Duma (KZN238) | 7 | 52308007 | -28,55793 | 30,01480 |
| 500126096 | EBHETHANI P | Okhahlamba (KZN235) | 15 | 52305015 | -28,68171 | 29,32060 |
| 500126207 | EBOYENI P | Okhahlamba (KZN235) | 13 | 52305013 | -28,46435 | 29,44131 |
| 500126503 | EBUSINGATHA P | Okhahlamba (KZN235) | 6 | 52305006 | -28,71613 | 28,99856 |
| 500126540 | ECANCANE P | Alfred Duma (KZN238) | 28 | 52308028 | -28,60236 | 30,02146 |
| 500126910 | EDILINI P | Inkosi Langalibalele (KZN237) | 7 | 52307007 | -29,07880 | 29,66897 |
| 500127280 | EGERTON P | Alfred Duma (KZN238) | 12 | 52308012 | -28,54870 | 29,78060 |
| 500127391 | EGQUMAWENI I | Okhahlamba (KZN235) | 13 | 52305013 | -28,49030 | 29,38040 |
| 500128982 | EKUPHUMULENI SP | Alfred Duma (KZN238) | 5 | 52308005 | -28,63173 | 29,91523 |
| 500129389 | EKWALUSENI H | Okhahlamba (KZN235) | 12 | 52305012 | -28,69476 | 29,28591 |
| 500129870 | ELUDIMBI P | Alfred Duma (KZN238) | 30 | 52308030 | -28,68584 | 30,26362 |
| 500129981 | EMABHEKAZI C | Alfred Duma (KZN238) | 31 | 52308031 | -28,47856 | 30,09184 |
| 500130240 | EMADOLOBHENI P | Inkosi Langalibalele (KZN237) | 1 | 52307001 | -29,03294 | 29,52001 |
| 500130499 | EMAFUSINI SP | Alfred Duma (KZN238) | 34 | 52308034 | -28,43914 | 30,24474 |
| 500130647 | EMAHHASHINI P | Inkosi Langalibalele (KZN237) | 17 | 52307017 | -29,04745 | 29,79273 |
| 500130684 | EMAHLEKWANE P | Alfred Duma (KZN238) | 35 | 52308035 | -28,46583 | 30,25876 |
| 500131017 | EMALAHLENI P (WASBANK) | Alfred Duma (KZN238) | 33 | 52308033 | -28,46652 | 30,15041 |
| 500131202 | EMANGWENI P | Inkosi Langalibalele (KZN237) | 2 | 52307002 | -28,98749 | 29,54711 |

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|---|---|---|---|---|---|---|
| 500131239 | EMANJOKWENI P | Inkosi Langalibalele (KZN237) | 12 | 52307012 | -29,15178 | 29,59322 |
| 500131979 | EMBIZENI H | Alfred Duma (KZN238) | 33 | 52308033 | -28,46347 | 30,16468 |
| 500132497 | EMFULAMTHATHU P | Alfred Duma (KZN238) | 19 | 52308019 | -28,34277 | 29,69983 |
| 500132608 | EMNGWENYA I | Inkosi Langalibalele (KZN237) | 1 | 52203001 | -28,98990 | 30,07910 |
| 500132793 | EMHLUNGWINI P | Inkosi Langalibalele (KZN237) | 13 | 52307013 | -29,15793 | 29,69751 |
| 500132830 | EMHLWANENI H | Alfred Duma (KZN238) | 19 | 52308019 | -28,34537 | 29,69898 |
| 500133311 | EMLILWENI P | Alfred Duma (KZN238) | 30 | 52308030 | -28,64101 | 30,17756 |
| 500133385 | EMMAUS P | Okhahlamba (KZN235) | 2 | 52305002 | -28,85767 | 29,38166 |
| 500134939 | EMTHONJENIWOLWAZI S | Inkosi Langalibalele (KZN237) | 15 | 52307015 | -29,05260 | 29,73596 |
| 500134976 | EKUKHULENI H | Alfred Duma (KZN238) | 3 | 52308003 | -28,61095 | 29,91942 |
| 500135161 | EMTSHEZI H | Inkosi Langalibalele (KZN237) | 13 | 52307013 | -29,11210 | 29,68980 |
| 500135827 | ENDAKANE H | Alfred Duma (KZN238) | 5 | 52308005 | -28,63181 | 29,90718 |
| 500136345 | ENGCONGWANE P | Alfred Duma (KZN238) | 7 | 52308007 | -28,61432 | 29,95542 |
| 500136641 | ENGQONDWENI H | Alfred Duma (KZN238) | 35 | 52308035 | -28,44408 | 30,27422 |
| 500136937 | ENHLANGANISWENI P | Inkosi Langalibalele (KZN237) | 12 | 52307012 | -29,19811 | 29,60776 |
| 500138528 | ENTONJENI H | Alfred Duma (KZN238) | 19 | 52308019 | -28,33912 | 29,64965 |
| 500139268 | EPHANGWENI P | Inkosi Langalibalele (KZN237) | 18 | 52307018 | -28,98128 | 29,71103 |

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|---|---|---|---|---|---|---|
| 500139453 | EQHWENI I | Inkosi Langalibalele (KZN237) | 1 | 52307001 | -29,06920 | 29,51700 |
| 500140304 | ESIFUBENI P | Alfred Duma (KZN238) | 18 | 52308018 | -28,39500 | 29,73515 |
| 500141710 | ESTCOURT H (MARTIN RD) | Inkosi Langalibalele (KZN237) | 17 | 52307017 | -29,00725 | 29,86535 |
| 500141784 | ESTCOURT P | Inkosi Langalibalele (KZN237) | 10 | 52307010 | -28,99772 | 29,87622 |
| 500141821 | ESTCOURT S | Inkosi Langalibalele (KZN237) | 7 | 52307007 | -29,10273 | 29,66812 |
| 500141858 | ESTCOURT S (ALEXANDER ST) | Inkosi Langalibalele (KZN237) | 10 | 52307010 | -29,00616 | 29,87913 |
| 500142339 | ETHULENI P | Alfred Duma (KZN238) | 25 | 52308025 | -28,67336 | 29,73927 |
| 500143042 | EZAKHENI H | Alfred Duma (KZN238) | 2 | 52308002 | -28,60013 | 29,92612 |
| 500143079 | EZAMUKUTHULA P | Inkosi Langalibalele (KZN237) | 8 | 52307008 | -29,03943 | 29,77073 |
| 500143708 | EZINYONYANA P | Okhahlamba (KZN235) | 2 | 52305002 | -28,86009 | 29,40193 |
| 500143819 | EZWELETHU P | Okhahlamba (KZN235) | 12 | 52305012 | -28,82072 | 29,36793 |
| 500144448 | FALETHU P | Alfred Duma (KZN238) | 1 | 52308001 | -28,62430 | 29,92066 |
| 500144633 | FERDINAND P | Inkosi Langalibalele (KZN237) | 21 | 52307021 | -28,86186 | 30,08489 |
| 500145077 | FLORENCE BOOTH I | Inkosi Langalibalele (KZN237) | 22 | 52307022 | -28,95645 | 30,13515 |
| 500145262 | FORDERVILLE P | Inkosi Langalibalele (KZN237) | 10 | 52307010 | -28,99327 | 29,86482 |
| 500145743 | FUNDANI P (WEENEN) | Alfred Duma (KZN238) | 29 | 52308029 | -28,73781 | 30,15387 |

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|---|---|---|---|---|---|---|
| 500146002 | FUNDULWAZI SP | Inkosi Langalibalele (KZN237) | 16 | 52307016 | -29,10418 | 29,73527 |
| 500146409 | GABANGEMFUNDO P | Alfred Duma (KZN238) | 35 | 52308035 | -28,46975 | 30,23876 |
| 500147075 | GANNAHOEK C | Inkosi Langalibalele (KZN237) | 20 | 52307020 | -28,70970 | 29,96830 |
| 500147704 | GCIZELA P | Alfred Duma (KZN238) | 16 | 52308016 | -28,42830 | 29,73560 |
| 500149850 | GLENRUST P | Okhahlamba (KZN235) | 1 | 52305001 | -28,75235 | 29,58168 |
| 500149998 | GLOECKNER MEMORIAL P | Okhahlamba (KZN235) | 5 | 52305005 | -28,81479 | 29,13672 |
| 500151071 | GOODHOPE SP | Alfred Duma (KZN238) | 4 | 52308004 | -28,62515 | 29,93242 |
| 500151219 | GOURTON BRIDGE P | Inkosi Langalibalele (KZN237) | 4 | 52307004 | -28,92645 | 29,59225 |
| 500151293 | GQAMA SP | Alfred Duma (KZN238) | 2 | 52308002 | -28,59972 | 29,92833 |
| 500153476 | HAMBROOK P | Okhahlamba (KZN235) | 11 | 52305011 | -28,63595 | 29,43730 |
| 500154068 | HATTINGSHOPE P | Inkosi Langalibalele (KZN237) | 18 | 52307018 | -28,86563 | 29,75755 |
| 500154549 | HEAVITREE P | Inkosi Langalibalele (KZN237) | 18 | 52307018 | -28,91373 | 29,78113 |
| 500156547 | HLATHIKHULU H | Inkosi Langalibalele (KZN237) | 11 | 52307011 | -29,19268 | 29,64738 |
| 500158064 | HOFFENTHAL P | Okhahlamba (KZN235) | 4 | 52305004 | -28,79649 | 29,24421 |
| 500158582 | HORSESHOE P | Inkosi Langalibalele (KZN237) | 22 | 52307022 | -28,89870 | 30,16690 |
| 500158841 | HOYE S | Okhahlamba (KZN235) | 8 | 52305008 | -28,72271 | 29,12151 |

***Please note that the above attached is not the complete list of projects but the complete list of projects is attached as an annexure.***

## 5.2.13 DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM

| APP / IOP Indicator and target | Project name | Activities planned for 2023/2024 | Targeted Delivery | Approved / Not approved | Budget allocated for 2023/2024 |
|---|---|---|---|---|---|
| | Hlathikhulu FPSU | Farmer Production Support Unit consisting of 23 primary cooperatives which have been supported with mechanization, implements & production inputs. / Payment of salaries, operational costs including electricity | 4th Q | Approved | R 453 980 |
| | Intandela Co-op | Piggery project which comprises of 5 members. Rural Infrastructure Development is currently finalizing construction of the piggery structure. CED to provide support with piggery stock, feed and vaccines, and market access/Truck, piggery stock, feed, bakkie, office equipment, operational costs | 3rd Q | Approved | 2 013 526 |

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| | Mhlumayo Red Meat | Custom feeding project which forms part of the red meat development program. Cattle are fed, fattened and sold through auctions and direct sales to the public. To be supported with Cattle feed, vaccines, office equipment, cattle handling equipment, borehole, protective wear, auctioneering services, operational costs &<br>Payment of salaries | 3rd Q | Approved | R 4 487 000 |
| | Uthukela Skills Training | Provision of training in marketing management to agricultural co-operatives | 4th Q | Approved | R 182 600 |
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## 5.2.14 DEPARTMENT OF SOCIAL DEVELOPMENT

| NAME OF LCAL MUNICIPALITY | SUB-PROGRAMME | NAME OF ORGANIZATION | NPO NUMBER | PROJECT OBJECTIVES | AREA & WARD | BUDGET ALLOCATION |
|---|---|---|---|---|---|---|
| Inkosi Langalibalele Local Municipality | Sustainable Livelihoods | Siyanakekela CNDC | 038 -711 | ✚ Provide cooked meals to people affected by various disease and no source of income<br>✚ Transport costs for delivery of food.<br>✚ Stipends for cooks, cleaners and security. | Ezintedeni –Ward 21<br><br>Satelite – Ganahoek – Ward 20 | R 719 715. 00 |
| Alfred Duma Local Municipality | Sustainable Livelihoods | Sizakancane CNDC | 125 – 312 | ✚ Provide cooked meals to people affected by various disease and no source of income<br>✚ Transport costs for delivery of food.<br>✚ Stipends for cooks, cleaners and security. | Mhlumayo – Ward -29 | R 719 715. 00 |
| Alfred Duma Local Municipality | Sustainable Livelihoods | Impumelelo CNDC | 165 – 189 | ✚ Provide cooked meals to people affected by various | Ohwebedeni – Ward - 31 | R 719 715. 00 |

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| | | | | disease and no source of income<br>Transport costs for delivery of food.<br>Stipends for cooks, cleaners and security. | | |
| Okhahlamba Local Municipality | Sustainable Livelihoods | Asenzokuhle Community Project CNDC | 175 – 234 | Provide cooked meals to people affected by various disease and no source of income<br>Transport costs for delivery of food.<br>Stipends for cooks, cleaners and security. | Ndunwana– Ward - 3 | R 781 413. 00 |
| Alfred Duma Local Municipality | Youth Development | Sikhona Care Centre | 034 – 274 | Conduct life skills programmes for youth development structures through capacity building and mentorship<br>Youth Mobilization for youth dialogues, intergenerational dialogues and District Youth Camps | Ezakheni B Section – Ward 3 | R 239 000.00 |

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| | | | | ➢ Conduct career guidance to youth out of school in partnership with relevant stakeholders.<br>➢ Facilitate social behavioural change programme through training and planning sessions. | | |
| Alfred Duma Local Municipality | Youth Development | Licodet Lime Hill Skills Development Trust | 048 - 636 | ➢ Conduct life skills programmes for youth development structures through capacity building and mentorship<br>➢ Youth Mobilization for youth dialogues, intergenerational dialogues and District Youth Camps<br>➢ Conduct career guidance to youth out of school in partnership with | Limehill Area – Ward 34 | R 150 000.00 |

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| | | | | relevant stakeholders.<br>- Facilitate social behavioural change programme through training and planning sessions | | |
| Inkosi Langalibalele Local Municipality | Youth Development | Youth Revolution Organization | 093 - 899 | - Conduct life skills programmes for youth development structures through capacity building and mentorship<br>- Youth Mobilization for youth dialogues, intergenerational dialogues and District Youth Camps<br>- Conduct career guidance to youth out of school in partnership with relevant stakeholders.<br>- Facilitate social behavioural change | Estcourt - Cornfield Area – Ward19 | R 120 000.00 |

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| | | | | programme through training and planning sessions | | |
| Okhahlamba Local Municipality | Youth Development | Thaba Jabula Organization | 085 – 962 | Conduct life skills programmes for youth development structures through capacity building and mentorship<br>Youth Mobilization for youth dialogues, intergenerational dialogues and District Youth Camps<br>Conduct career guidance to youth out of school in partnership with relevant stakeholders.<br>Facilitate social behavioural change programme through training and planning sessions. | Greenpoint Area – Ward 13 | R 120 000.00 |

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| Okhahlamba Local Municipality | Women Development | Zamukuzenzela Flagship | 033 – 675 | ✚ To alleviate poverty<br>✚ To empower women<br>✚ To establish partnership with relevant stakeholders to link beneficiaries with economic opportunities. | Dukuza – Ward 4 | R 1 364 000.00 |

# SECTION F:

# FINANCIAL PLAN

# 6 FINANCIAL PLAN

## 6.1 OVERVIEW OF THE MUNICIPAL BUDGET

It is recommended that this section should be read together with the 2024/2025 approved Budget of the municipality. uThukela district municipality is faced with the massive task of eradicating its substantial backlogs in service provision. This would require massive resources to address. It is now dominant to concentrate on the financial planning part of this IDP review to determine how and when these backlogs can be addressed on a sustainable basis and within the context of available resources.

To achieve delivery on the IDP goals, focus areas and objectives, it is essential to align the municipality budget with the strategy. Sections below expand on aspects of the uThukela district municipality medium term financial planning and the extent to which it is possible to align the budget to all priorities, given our financial constraints and the need to concentrate on basis service delivery.

The uThukela district municipality's budget is MFMA compliant with principles of the MFMA now fully introduced and entrenched in the Municipality's financial affairs. Yet, the District needs to address its financial challenges by improving the Municipality's image by using the new procedures to enhance service delivery, ensuring that the systems introduced continuously improve during the year and preserving the Municipality's cash flow position.

The district has embarked on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. National Treasury's MFMA Circular No.85 and 86 were used to guide the compilation of the 2022/23 MTREF.

**The main challenges experienced during the compilation of the Draft 2023/24 MTREF can be summarised as follows:**

- The on-going difficulties in the national and local economy.
- Aging water infrastructure;
- The need to reprioritise projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality;

- The increased cost of bulk electricity (due to tariff increases from Eskom of 18.7%) in 2023/2024 and 12.7 % increase in 2024/25, which is placing upward pressure on service tariffs to residents. Continuous high tariff increases are not sustainable - as there will be point where services will no-longer be affordable.
- Escalating water losses
- Wage increases for municipal staff that continues to exceed consumer inflation, as well as the need to fill critical vacancies.

**The following budget principles and guidelines directly informed the compilation of the 2023/24 MTREF**:

- The 2022/23 Adjustments Budget priorities and targets, as well as the base line allocations contained in that Adjustments Budget were adopted as the upper limits for the new baselines for the 2023/24 annual budget.
- Intermediate service level standards were used to inform the measurable objectives, targets, and backlog eradication goals.
- Tariff increases should be affordable and should generally not exceed inflation as measured by the CPI, except where there are price increases in the inputs of services that are beyond the control of the municipality, for instance the cost of bulk water and electricity. In addition, tariffs need to remain or move towards being cost reflective and should consider the need to address infrastructure backlogs.

The following table is a consolidated overview of the 2023/2024 Medium-term Revenue and Expenditure Framework:

**Consolidated Overview of the 2024/2025 MTREF**

| | **2024/25** | **2025/26** | **2026/27** |
|---|---|---|---|
| **Total Revenue** | **1 322 519 000** | **1 421 713 000** | **1 504 600 000** |
| **Operating Expenditure** | **-1 130 130 000** | **-1 187 176 000** | **-1 246 591 000** |
| **Capital Expenditure, (Grant Funded)** | **- 294 529 000** | **- 335 400 000** | **- 355 575 000** |

| | | | |
|---|---|---|---|
| **Operating Surplus** | **192 388 000** | **234 537 000** | **258 009 000** |

**BUDGET SUMMARY FOR 2024/2025**

The table A1 of the budget shows the budget summary and provides a concise overview of the Municipality's budget from all the major financial perspectives (operating, capital expenditure, financial position, cash flow, and MFMA funding compliance).

The table provides an overview of the amounts approved by Council for operating performance, resources deployed to capital expenditure, financial position, cash, and funding compliance, as well as the municipality's commitment to eliminating basic service delivery backlogs.

Financial management reforms emphasise the importance of the municipal budget being funded. This requires the simultaneous assessment of the Financial Performance, Financial Position and Cash Flow Budgets, along with the Capital Budget. The Budget Summary provides the key information in this regard:

The operating surplus/deficit (after Total Expenditure) is positive over the MTREF Capital expenditure is balanced by capital funding sources, of which:

Transfers recognised are reflected on the Financial Performance Budget.

Internally generated funds are financed from a combination of the current operating surplus and accumulated cash-backed surpluses from previous years. The amount is incorporated in the Net cash from investing on the Cash Flow Budget. The fact that the municipality's cash flow remains positive and is improving indicates that the necessary cash resources are available to fund the Capital Budget.

Over the MTREF there is progressive improvement in the level of cash-backing of obligations
Even though the Council is placing great emphasis on securing the financial sustainability of the municipality, this is not being done at the expense of services to the public. The number of services provided by the municipality including free basic services continues to increase.

**Total operating revenue**

Total operating revenue has been increased by 6% for the 2023/24 financial year when compared to the 2022/23 adjustments budget. The increase is due to the general percentage increase, which is applied to service Charges tariffs and across all revenue generated by the municipality the same as the prior year. Tariffs have been increased by 6% however the increase in industrial tariffs is 8%. The 6% increase on consumer debtors has considered the numerous wards, which are being charged at a flat rate.

**Total Operating Expenditure**

Total operating expenditure for the 2023/24 financial year has been appropriated at R1 billion which results in the budget having a surplus of R46 million. The CPI of 5.3% was applied on expenditure items. Employee related expenditure was increased by 4.9% the municipality has duly considered the affordability of an increment, considering our unfunded budget.

**Capital Expenditure**

R306 million is funding from national Government Grants for water and sanitation capital projects which are core functions of the municipality and a budget of R2 million from internally generated funds.

**OPERATING REVENUE FRAMEWORK**

For uThukela District Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times, strong revenue management is fundamental to the financial sustainability of every municipality. The reality is that we are faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices must be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- National Treasury's guidelines and macroeconomic policy.
- Growth in the Municipality and continued economic development.
- Efficient revenue management, which aims to achieve a 60% annual collection rate for key service charges.
- Achievement of full cost recovery of specific user charges especially in relation to trading services.
- Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service.

- Increase ability to extend new services and recover costs.
- The municipality's Indigent Policy and rendering of free basic services; and tariff policies of the Municipality.

The table below displays the financial performance of the municipality (***revenue and expenditure***) Summary of revenue classified by main revenue sourceA4.

**The following table is a summary of the 2024/25MTREF (Classified by main revenue source): Summary of revenue classified by main revenue source A4**

| Description | Adopted Budget Funding Plan | Increase / (Decrease) Draft Budget | Year 1 | Year 2 | Year 3 |
|---|---|---|---|---|---|
| **R thousand** | **2023/24** | **2024/25** | **2024/25** | **2025/26** | **2026/27** |
| **Revenue** | | | | | |
| **Exchange Revenue** | | | | | |
| Service charges - Electricity | | | | | |
| Service charges - Water | 250 028 | 36 619 | 286 647 | 305 300 | 324 317 |
| Service charges - Waste Water Management | 17 160 | 1 030 | 18 189 | 19 281 | 20 438 |
| Service charges - Waste Management | | | | | |
| Sale of Goods and Rendering of Services | 596 | 33 | 629 | 663 | 698 |
| Agency services | | | | | |
| Interest | | | | | |
| Interest earned from Receivables | 60 900 | 3 635 | 64 535 | 68 381 | 72 455 |
| Interest earned from Current and Non Current Assets | 9 994 | 490 | 10 483 | 10 966 | 11 459 |
| Dividends | | | | | |
| Rent on Land | | | | | |
| Rental from Fixed Assets | | | | | |
| Licence and permits | | | | | |
| Operational Revenue | 193 | 10 | 203 | 213 | 224 |
| **Non-Exchange Revenue** | | | | | |
| Property rates | | | | | |
| Surcharges and Taxes | | | | | |
| Fines, penalties and forfeits | 27 | 33 | 60 | 63 | 66 |
| Licences or permits | | | | | |
| Transfer and subsidies - Operational | 585 779 | 34 722 | 620 501 | 654 131 | 690 850 |
| Interest | | | | | |
| Fuel Levy | | | | | |
| Operational Revenue | | | | | |
| Gains on disposal of Assets | | | | | |
| Other Gains | | | | | |
| Discontinued Operations | | | 29 742 | 31 527 | 33 418 |
| **Total Revenue (excluding capital transfers and co** | **924 678** | **76 570** | **1 030 990** | **1 090 524** | **1 153 924** |

## Percentage growth in revenue by main revenue source A4

| Description | Adopted Budget Funding Plan | | Year 1 | | Year 2 | | Year 3 |
|---|---|---|---|---|---|---|---|
| R thousand | 2023/24 | | 2024/25 | | 2025/26 | | 2026/27 |
| Revenue | | | | | | | |
| Exchange Revenue | | | | | | | |
| Service charges - Electricity | | | | | | | |
| Service charges - Water | 250 028 | 27% | 286 647 | 28% | 305 300 | 28% | 324 317 |
| Service charges - Waste Water Management | 17 160 | 2% | 18 189 | 2% | 19 281 | 2% | 20 438 |
| Service charges - Waste Management | | | | | | | |
| Sale of Goods and Rendering of Services | 596 | 0% | 629 | 0% | 663 | 0% | 698 |
| Agency services | | | | | | | |
| Interest | | | | | | | |
| Interest earned from Receivables | 60 900 | 7% | 64 535 | 6% | 68 381 | 6% | 70 442 |
| Interest earned from Current and Non Current Assets | 9 994 | 1% | 10 483 | 1% | 10 966 | 1% | 13 472 |
| Operational Revenue | 193 | 0% | 203 | 0% | 213 | 0% | 224 |
| Non-Exchange Revenue | | | | | | | |
| Fines, penalties and forfeits | 27 | 0% | 60 | 0% | 63 | 0% | 66 |
| Transfer and subsidies - Operational | 585 779 | 63% | 620 501 | 60% | 654 131 | 60% | 690 850 |
| Discontinued Operations | | 0% | 29 742 | 3% | 31 527 | 3% | 33 418 |
| **Total Revenue (excluding capital transfers and contributions)** | **924 678** | | **1 030 990** | | **1 090 524** | | **1 153 925** |

## Percentage of revenue basket by main revenue source A4

| Description | Adopted Budget Funding Plan | | Year 1 | | Year 2 | | Year 3 |
|---|---|---|---|---|---|---|---|
| R thousand | 2023/24 | | 2024/25 | | 2025/26 | | 2026/27 |
| Revenue | | | | | | | |
| Exchange Revenue | | | | | | | |
| Service charges - Electricity | | | | | | | |
| Service charges - Water | 250 028 | 15% | 286 647 | 7% | 305 300 | 6% | 324 317 |
| Service charges - Waste Water Management | 17 160 | 6% | 18 189 | 6% | 19 281 | 6% | 20 438 |
| Service charges - Waste Management | | | | | | | |
| Sale of Goods and Rendering of Services | 596 | 6% | 629 | 5% | 663 | 5% | 698 |
| Agency services | | | | | | | |
| Interest | | | | | | | |
| Interest earned from Receivables | 60 900 | 6% | 64 535 | 6% | 68 381 | 3% | 70 442 |
| Interest earned from Current and Non Current Assets | 9 994 | 5% | 10 483 | 5% | 10 966 | 23% | 13 472 |
| Operational Revenue | 193 | 5% | 203 | 5% | 213 | 5% | 224 |
| Non-Exchange Revenue | | | | | | | |
| Fines, penalties and forfeits | 27 | 119% | 60 | 5% | 63 | 5% | 66 |
| Transfer and subsidies - Operational | 585 779 | 6% | 620 501 | 5% | 654 131 | 6% | 690 850 |
| Discontinued Operations | | 100% | 29 742 | 6% | 31 527 | 6% | 33 418 |
| **Total Revenue (excluding capital transfers and contributions)** | **924 678** | | **1 030 990** | | **1 090 524** | | **1 153 925** |

The three tables above show that the municipality ‘s main source of Revenue is grant funding as it covers more than above half of the income which is 59% for the 2023/24 financial year. Thus, making

the municipality grant reliant. Revenue from the main Service Charges has remained constant at 27% over MTREF

A total of R265 million is expected to be generated from Service charges, this revenue shows a 6% increase in tariffs across the board except for industrial tariffs to be increased by 8% due to the faulty declining scale, the municipality has the burden of non-cost reflective tariffs. We continuously suffered losses of greater than 25% in service charges. During the consultation process, the municipality will engage with the business chamber with the aim of rectifying the faulty scale.

Revenue increases by 6% in the outer financial years respectively of the MTREF, which is inline within the headline inflation rate. The municipality is in the process of finalising the computation of the cost reflective tariffs, which will be gradually phased in. consideration, will be given to consumer affordability. The other delaying factor in phasing in the cost reflective tariff is that the municipality has not established accurate cost centres.

The water sale line item includes the projection relating to debtors which will be impacted by the introduce of prepaid water sales. This was also considered in the application of an increment for revenue of the outer years, to calculate reasonable projections.

Other revenue' contributes 8%percantage to total revenue. Other revenue consists largely of the VAT refunds from SARS anticipated by the municipality of R76 million.

**OPERATING EXPENDITURE FRAMEWORK**

The Municipality's expenditure framework for the 2023/24 Budget and MTREF is informed by the following:

- Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit,
- Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA,
- The capital programmes aligned to the asset renewal strategy and backlog eradication plan,
- Operational gains and efficiencies will be directed to funding the capital budget and other core services, and

- Strict adherence to the principle of *no project plans no budget*. If there is no business plan, no funding allocation can be made.
- Strict adherence to the principle of prioritising basic service delivery informed by circular 81

The following table is a high-level summary of the 2023/24 budget and MTREF (classified per main type of operating expenditure):

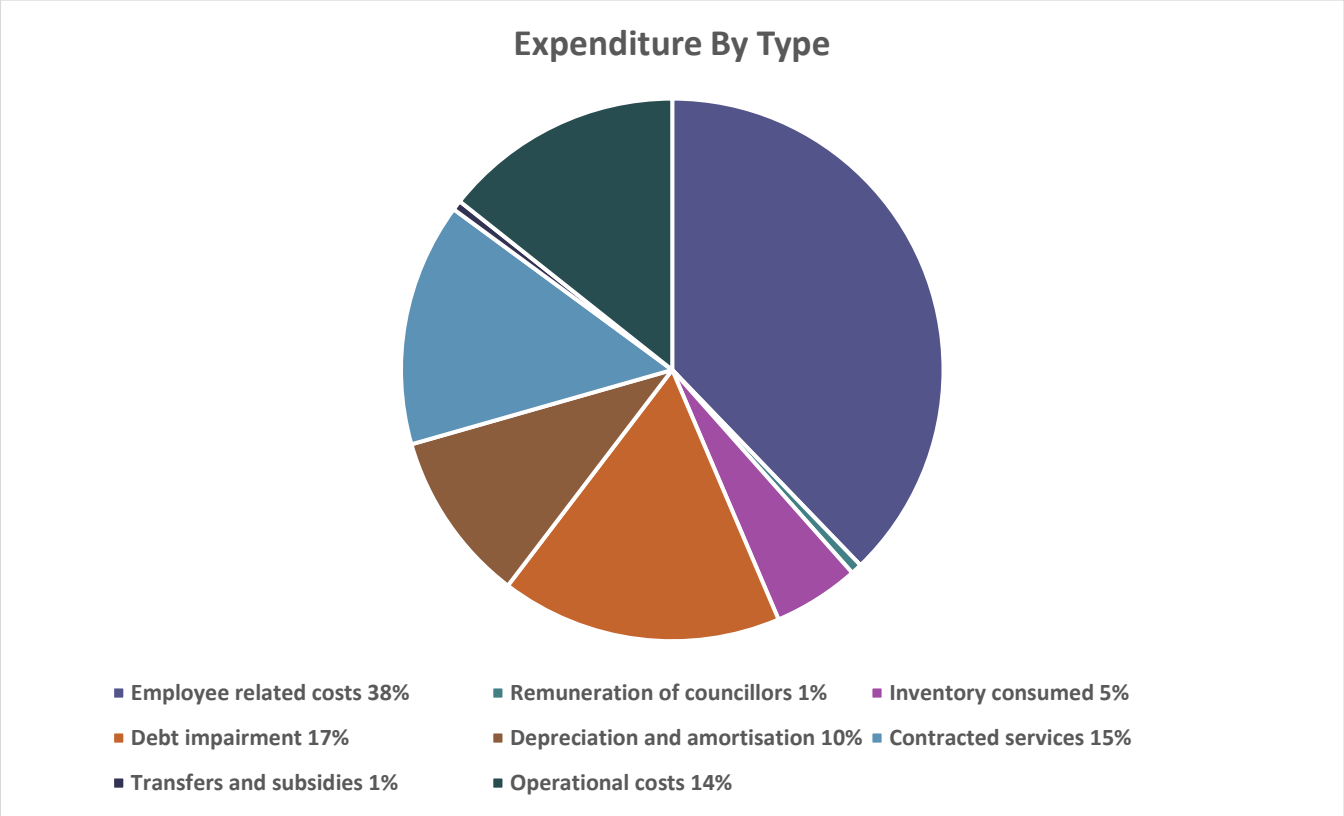
**Summary of operating expenditure by standard classification item A4**

| Description | Adopted Budget Funding Plan | Increase / (Decrease) Draft Budget | Year 1 | Year 2 | Year 3 |
|---|---|---|---|---|---|
| **R thousand** | **2023/24** | **2024/25** | **2024/25** | **2025/26** | **2026/27** |
| **Expenditure** | | | | | |
| Employee related costs | 353 722 | 36 249 | 389 971 | 407 910 | 426 265 |
| Remuneration of councillors | 6 164 | 987 | 7 151 | 7 480 | 7 817 |
| Bulk purchases - electricity | – | – | – | – | – |
| Inventory consumed | 48 083 | 17 418 | 65 500 | 68 513 | 71 596 |
| Debt impairment | 156 966 | 7 691 | 164 658 | 172 232 | 179 983 |
| Depreciation and amortisation | 95 609 | (16 378) | 79 231 | 82 875 | 86 605 |
| Interest | 500 | 25 | 525 | 549 | 573 |
| Contracted services | 135 784 | 109 148 | 244 932 | 256 105 | 267 741 |
| Transfers and subsidies | 5 485 | 5 515 | 11 000 | 11 506 | 12 024 |
| Irrecoverable debts written off | – | – | – | – | – |
| Operational costs | 134 091 | 33 072 | 167 163 | 180 006 | 193 987 |
| Losses on disposal of Assets | | | – | | |
| Other Losses | | | – | | |
| **Total Expenditure** | **936 405** | **193 725** | **1 130 130** | **1 187 176** | **1 246 591** |
| **Surplus/(Deficit)** | **(11 727)** | **(117 155)** | **(99 141)** | **(97 794)** | **(94 426)** |

**Operating expenditure expressed as percentages.**

| Description | Adopted Budget Funding Plan | | Year 1 | | Year 2 | | Year 3 | |
|---|---|---|---|---|---|---|---|---|
| **R thousand** | **2023/24** | | **2024/25** | | **2025/26** | | **2026/27** | |
| **Expenditure** | | | | | | | | |
| Employee related costs | 353 722 | 38% | 389 971 | 35% | 407 910 | 34% | 426 265 | 34% |
| Remuneration of councillors | 6 164 | 1% | 7 151 | 1% | 7 480 | 1% | 7 817 | 1% |
| Inventory consumed | 48 083 | 5% | 65 500 | 6% | 68 513 | 6% | 71 596 | 6% |
| Debt impairment | 156 966 | 17% | 164 658 | 15% | 172 232 | 15% | 179 983 | 14% |
| Depreciation and amortisation | 95 609 | 10% | 79 231 | 7% | 82 875 | 7% | 86 605 | 7% |
| Interest | 500 | 0% | 525 | 0% | 549 | 0% | 573 | 0% |
| Contracted services | 135 784 | 15% | 244 932 | 22% | 256 105 | 22% | 267 741 | 21% |
| Transfers and subsidies | 5 485 | 1% | 11 000 | 1% | 11 506 | 1% | 12 024 | 1% |
| Operational costs | 134 091 | 14% | 167 163 | 15% | 180 006 | 15% | 193 987 | 16% |
| **Total Expenditure** | **936 405** | | **1 130 130** | | **1 187 176** | | **1 246 591** | |

**Main operational expenditure categories for the 2024/25 financial year**




**Employee related cost**

The budgeted allocation for employee related costs for the 2024/25 financial year totals R355 million, which equals 39% of the total operating expenditure. Which is below the norm of 40%. The salaries have been increased by 4,96% as per SALGA agreement.

The municipality has been very strict in budgeting for overtime and standby, the budget has been strictly set at R18 million. The budgeted amount is in line with the industry norm of 5% of employee related costs. Our aim is to do away completely with overtime in the long run. Senior managers have created a plan to reduce and effectively control overtime as well as to re consider employees eligible for standby.

**Remuneration of Councillors**

The cost associated with the remuneration of councillors is determined by the Minister of Cooperative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act,

1998 (Act 20 of 1998). The most recent proclamation in this regard has been considered in compiling the Municipality's budget.

**Debt Impairment**

The cost of debt impairment is considered a non-cash flow item; it is informed by the total cost associated with rendering the services of the municipality, as well as the municipality's realistically anticipated revenues.

The municipality has implemented the installation of prepaid water meters, which will improve the recoverability of service charges. The past the audited financial years has shown a trend of nearly 20% increase of consumer debtors, this trend is expected to decline.

**Provision for depreciation and asset impairment**

**Depreciation per asset class**

| Segment Desc | 2025 Draft Budget | 2026 Draft Budget | 2027 Draft Budget |
|---|---|---|---|
| COMPUTER SOFTWARE AMORTIZATION | 5 320 847 | 5 565 606 | 5 816 058 |
| Expenditure:Depreciation and Amortisation:Amortisation:Intan | 20 002 | 20 922 | 21 864 |
| COMPUTER HARDWARE DEPRECIATION | 28 952 | 30 284 | 31 647 |
| COMPUTER HARDWARE DEPRECIATION | 121 638 | 127 233 | 132 959 |
| COMPUTER HARDWARE DEPRECIATION | 30 790 | 32 207 | 33 656 |
| COMPUTER HARDWARE DEPRECIATION | 48 627 | 50 864 | 53 153 |
| COMPUTER HARDWARE DEPRECIATION | 6 017 | 6 294 | 6 577 |
| Depreciation - Computer hardware | 137 436 | 143 758 | 150 227 |
| COMPUTER HARDWARE DEPRECIATION | 110 007 | 115 067 | 120 245 |
| Depreciation (300/230001) | 86 794 | 90 787 | 94 872 |
| FURNITURE & FITTINGS DEPRECIATION | 48 476 | 50 706 | 52 988 |
| FURNITURE AND OFFICE EQUIPMENT DEPRECIATION | 45 770 | 47 875 | 50 030 |
| FURNITURE & OFFICE EQUIPMENT DEPRECIATION | 136 152 | 142 415 | 148 823 |
| FURNITURE & OFFICE EQUIPMENT DEPRECIATION | 74 999 | 78 449 | 81 979 |
| FURNITURE & OFFICE EQUIPMENT DEPRECIATION | 58 484 | 61 174 | 63 927 |
| FURNITURE & OFFICE EQUIPMENT DEPRECITION | 105 487 | 110 340 | 115 305 |
| BUILDING DEPRECIATION | 403 647 | 422 215 | 441 214 |
| Expenditure:Depreciation and Amortisation:Depreciation:Other | 18 832 | 19 698 | 20 584 |
| Expenditure:Depreciation and Amortisation:Depreciation:Other | 997 335 | 1 043 212 | 1 090 157 |
| SANITATION INFRASRUCTURE DEPRECIATION | 3 929 080 | 4 109 818 | 4 294 759 |
| MOTOR VEHICLES DEPRECIATION | 71 890 | 75 197 | 78 581 |
| MOTOR VEHICLE DEPRECIATION | 308 318 | 322 501 | 337 013 |
| Depreciation - motor vehicles | 1 654 126 | 1 730 216 | 1 808 076 |
| MOTOR VEHICLE DEPRECIATION | 20 544 | 21 489 | 22 456 |
| MOTOR VEHICLE DEPRECIATION | 6 050 473 | 6 328 794 | 6 613 590 |
| MOTOR VEHICLE DEPRECIATION | 13 759 | 14 392 | 15 039 |
| WATER INFRASTRUCTURE DEPRECIATION | 58 525 158 | 61 217 316 | 63 972 095 |
| Expenditure:Depreciation and Amortisation:Depreciation:Water | 857 192 | 896 623 | 936 971 |
| | **79 230 832** | **82 875 451** | **86 604 846** |

Depreciation has been informed by the Municipality's Asset Management Policy. Depreciation is widely considered a proxy for the measurement of the asset consumption. Budget appropriations in this regard total 86 million for the 2023/24 financial and equates to 9% of the total operating expenditure. The projected depreciation should inform the contribution towards the asset maintenance plan. Calculations for the provision as follows:

With the assumption that only 60% of the capital budget is capitalised and added to asset register, the same method is used to calculate the estimation for the additional new assets.

**Inventory Consumed**

Repairs and maintenance were previously reported on this line item but due to the changes that came with mSCOA data strings, only the following items are now classified as inventory consumed. The

reduction in the budget for the 2023/24 financial year is due to the reduced cost of fuel and oil, as well the reduction in the budget for bulk water purchases. The municipality had in the past incorrectly included the debt owed to DWS in the current budget when it should be correctly accounted for a part of the cash flow in terms of the payment plan.

**Other Materials**

| Segment Desc | 2024 Draft | 2025 Draft | 2026 Draft |
|---|---|---|---|
| Printing and Stationery 100/260300 | 1 053 001 | 1 104 598 | 1 156 514 |
| Stationery (300/260340) | 110 134 | 115 531 | 120 961 |
| Stationery (105/260340) | 313 653 | 329 022 | 344 486 |
| Stationery (405/260340) | 324 320 | 340 211 | 356 201 |
| Fuel & Oil. (510/260180) | 10 048 953 | 10 541 351 | 11 036 795 |
| OM Chemicals | 21 059 999 | 22 091 939 | 23 130 260 |
| Cleaning materials (200/260090) | 1 895 400 | 1 988 275 | 2 081 724 |
| Stationery (510/260340) | 218 793 | 229 514 | 240 301 |
| Stationery (200/260340) | 205 199 | 215 254 | 225 371 |
| Expenditure:Inventory Consumed:Water | 652 776 | 684 762 | 716 946 |
| **Total Inventory Consumed** | **35 882 228** | **37 640 457** | **39 409 559** |

A further budget of R6.5 million for bulk purchases relating to water is also classed as inventory. It must be noted that the mSCOA tree only has classification for bulk purchases relating to electricity.

**Free basic services**

The social package assists households that are poor or face other circumstances that limit their ability to pay for services. To receive the free services, the households are required to register in terms of the Municipality's Indigent Policy. ***In the 2023/2024 financial year, 35 million*** was allocated towards the provision of free basic services.

The municipality suffered water losses of R170 million in the 2022/23 financial year, included in this amount is an amount for indigent customers who have resorted to illegal connections. The municipality will have to improve on the process of identifying indigent customers who may be linked to the water losses.

The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

**Explanatory notes to Table A6 - Budgeted Financial Position**

1. Table A6 is consistent with international standards of good financial management practice and improves understand-ability for councillors and management of the impact of the budget on the statement of financial position (balance sheet).
2. This format of presenting the statement of financial position is aligned to GRAP1, which is generally aligned to the international version which presents Assets Less Liabilities as "accounting" Community Wealth. The order of items within each group illustrates items in order of liquidity, i.e., assets readily converted to cash, or liabilities immediately required to be met from cash, appear first.
3. This table is supported by an extensive table of notes (SA3) providing a detailed analysis of the major components of a number of items, including:
    - Call investments deposits;
    - Consumer debtors;
    - Property, plant and equipment;
    - Trade and other payables;
    - Non-current Provisions;
    - Changes in net assets; and
    - Reserves
4. The municipal equivalent of equity is Community Wealth/Equity. The justification is that ownership and the net assets of the municipality belong to the community.
5. Any movement on the Budgeted Financial Performance or the Capital Budget will inevitably impact on the Budgeted Financial Position. As an example, the collection rate assumption will affect the cash position of the municipality and subsequently inform the level of cash and cash equivalents at year-end. Similarly, the collection rate assumption should inform the budget appropriation for debt impairment, which in turn would influence the provision for bad debt. These budget and planning assumptions form a critical link in determining the applicability and relevance of the budget as well as the determination of ratios and financial indicators. In addition, the funding compliance assessment is informed directly by forecasting the statement of financial position.

**MBRR Table A6 - Budgeted Financial Position**

| Description | | | |
|---|---|---|---|
| **R thousands** | **2024/2025** | **2025/2026** | **2026/2027** |
| **ASSETS** | | | |
| **Current assets** | | | |
| Cash and cash equivalents | (15 770) | (52 844) | (84 794) |
| Trade and other receivables from exchange transactions | 356 929 | 459 841 | 576 140 |
| Receivables from non-exchange transactions | 6 161 | 6 161 | 6 161 |
| Current portion of non-current receivables | - | - | - |
| Inventory | 20 000 | 20 000 | 20 000 |
| VAT | 13 607 | 23 443 | 42 355 |
| Other current assets | - | - | - |
| **Total current assets** | **380 928** | **456 601** | **559 863** |
| **Non current assets** | | | |
| Investments | - | - | - |
| Investment property | - | - | - |
| Property, plant and equipment | 3 273 834 | 3 531 945 | 3 806 753 |
| Biological assets | - | - | - |
| Living and non-living resources | - | - | - |
| Heritage assets | - | - | - |
| Intangible assets | (249) | (5 836) | (11 674) |
| Trade and other receivables from exchange transactions | - | - | - |
| Non-current receivables from non-exchange transactions | - | - | - |
| Other non-current assets | - | - | - |
| **Total non current assets** | **3 273 585** | **3 526 109** | **3 795 079** |
| **TOTAL ASSETS** | **3 654 513** | **3 982 711** | **4 354 942** |
| **LIABILITIES** | | | |
| **Current liabilities** | | | |
| Bank overdraft | - | - | - |
| Financial liabilities | - | - | - |
| Consumer deposits | 20 735 | 20 735 | 20 735 |
| Trade and other payables from exchange transactions | 694 950 | 716 485 | 781 914 |
| Trade and other payables from non-exchange transactions | 9 817 | 13 665 | 13 665 |
| Provision | 50 117 | 50 117 | 50 117 |
| VAT | 39 724 | 46 908 | 67 348 |
| Other current liabilities | - | - | - |
| **Total current liabilities** | **815 342** | **847 910** | **933 779** |
| **Non current liabilities** | | | |
| Financial liabilities | - | - | - |
| Provision | 36 991 | 36 991 | 36 991 |
| Long term portion of trade payables | - | - | - |
| Other non-current liabilities | - | - | - |
| **Total non current liabilities** | **36 991** | **36 991** | **36 991** |
| **TOTAL LIABILITIES** | **852 333** | **884 901** | **970 770** |
| **NET ASSETS** | **2 802 180** | **3 097 810** | **3 384 172** |
| **COMMUNITY WEALTH/EQUITY** | | | |
| Accumulated surplus/(deficit) | 2 802 180 | 3 097 810 | 3 384 172 |
| Reserves and funds | - | - | - |
| Other | - | - | - |
| **TOTAL COMMUNITY WEALTH/EQUITY** | **2 802 180** | **3 097 810** | **3 384 172** |

## Budgeted Cash Flow Statement

### Explanatory notes to Table A7 - Budgeted Cash Flow Statement

Table A7 details the cash flow of the municipality and is one of the plays a pivotal role in measuring the funding of the budget.

It shows the expected level of cash in-flow versus cash out-flow that is likely to result from the implementation of the budget.

2023/24 draft budget cash flow estimated that the municipality will have R112 million at year-end. It is anticipated that the municipality will have R112 million at year-end provided the applied collection rate of 65% be maintained throughout the year. As well as the cost containment, measures are applied effectively as detailed in the recovery plan.

The following strategies will be implemented in order to improve the collection of revenue

- All operating expenditure budgeted on table A4 has been budgeted to be settled in 2023/24.
- Payment to creditors and suppliers includes an amount of R53 million, which is budgeted to settle old debts per approved payment, plans and further payments outstanding over 30 days.
- The municipality has prioritised the settling of outstanding debt in order to improve the budget funding position

*Below is the table 7, which shows the cash flow of the municipality*

**MBRR Table A7 - Budgeted Cash Flow Statement**

| Description | | | |
|---|---|---|---|
| R thousands | 2024/2025 | 2025/2026 | 2026/2027 |
| **CASH FLOW FROM OPERATING ACTIVITIES** | | | |
| **Receipts** | **1 105 566** | **1 192 184** | **1 261 527** |
| Property rates | - | - | - |
| Service charges | 182 160 | 193 817 | 205 795 |
| Other revenue | 892 | 939 | 988 |
| Transfers and Subsidies - Operational | 620 501 | 654 131 | 690 850 |
| Transfers and Subsidies - Capital | 291 529 | 332 331 | 352 435 |
| Interest | 10 483 | 10 966 | 11 459 |
| Dividends | - | - | - |
| **Payments** | **(917 442)** | **(974 774)** | **(1 023 227)** |
| Suppliers and employees | (906 442) | (963 268) | (1 011 203) |
| Finance charges | - | - | - |
| Transfers and Subsidies | (11 000) | (11 506) | (12 024) |
| **NET CASH FROM/(USED) OPERATING ACTIVITIES** | **188 124** | **217 409** | **238 300** |
| | | | |
| **CASH FLOWS FROM INVESTING ACTIVITIES** | | | |
| **Receipts** | **77 137** | **80 917** | **85 325** |
| Proceeds on disposal of PPE | - | - | - |
| VAT Control (receipts) | 77 137 | 80 917 | 85 325 |
| Decrease (increase) other non-current receivables | - | - | - |
| Decrease (increase) in non-current investments | - | - | - |
| **Payments** | **(294 529)** | **(335 400)** | **(355 575)** |
| Capital assets | (294 529) | (335 400) | (355 575) |
| **NET CASH FROM/(USED) INVESTING ACTIVITIES** | **(217 392)** | **(254 483)** | **(270 250)** |
| | | | |
| **CASH FLOWS FROM FINANCING ACTIVITIES** | | | |
| **Receipts** | **-** | **-** | **-** |
| Short term loans | - | - | - |
| Borrowing long term/refinancing | - | - | - |
| Increase (decrease) in consumer deposits | - | - | - |
| **Payments** | **-** | **-** | **-** |
| Repayment of borrowing | - | - | - |
| **NET CASH FROM/(USED) FINANCING ACTIVITIES** | **-** | **-** | **-** |
| | | | |
| **NET INCREASE/ (DECREASE) IN CASH HELD** | **(29 268)** | **(37 074)** | **(31 950)** |
| Cash/cash equivalents at the year begin: | 13 498 | (15 770) | (52 844) |
| Cash/cash equivalents at the year end: | (15 770) | (52 844) | (84 794) |
| | | | |
| Total Cash per balance sheet (A6) | (15 770) | (52 844) | (84 794) |

### 6.1.1 FINANCIAL STRATEGIES OVERVIEW FOR 2024/2025

The strategic response to financial viability and sustainability of uThukela district municipality will need to take into cognizance strategies for plugging existing holes into the system and further increase revenue streams with intent to rely less on external grants in the end. Plugging the holes by:

- Promoting effective expenditure to avoid recurring surpluses on operating budget and conditional grants.
- Vigorously pursuing credit control policies.
- Increasing efficiencies by working smarter, managing performance and alternative service delivery mechanisms.

**Increasing revenue by**:

- Improving collections
- Increasing rate base
- Improving share of intergovernmental grants to pay for unfunded/partly funded mandates.
- Vigorously pursuing cost cutting measures.
- Pursuing public private partnerships at both programme and project level

The following general financial strategies that should guide the municipality, now and in the future, in practicing sound financial management. The financial strategies adopted by council include a general strategy, which will apply to the detailed strategies, a financial resources (capital and operational) strategy, revenue raising strategy, asset management strategy, capital financing strategy, operational financing strategy and a cost effectiveness strategy. More details of the strategies are set out below.

#### 6.1.1.1 GENERAL CONSIDERATIONS

- **Social Responsibilities**

All aspects of matters relating to financial matters will take cognizance of council's social responsibilities including transformation and empowerment such as in council's supply chain management policy.

- **Investor attraction**

Council's main aim is to create a revenue base through the attraction of investors to the municipality. This will be done in conjunction with local municipalities initiatives.

An important factor considered by investors in relocating to an area is the ability of the authorities to demonstrate financial discipline; this includes adherence to statutory requirements, timely preparation and production of financial statements, adherence to generally recognised accounting practices and unqualified audit reports. It is intended that the business plan of the finance department will address these factors. For the finance department to deliver on these strategies, it is council's intention to clearly define accounting policies and recruit the best finance people for that department. To this end, council will define recruitment policy for finance staff, put in place a pre and continuing bursary policy and develop career progression paths for designated finance staff. Like the IDP, the financial action plan will be subject to a regular review and comparison of actual performance to predetermined performance measures.

#### 6.1.1.2 FINANCIAL RESOURCES

For the purposes of this financial plan, council has considered financial resources for both capital projects and operational purposes. The various resources available to council are summarised below:

*Capital expenditure:*

- National government funding
- Provincial funding
- Infrastructure funding
- Own funding and Public / private partnerships

*Operational expenditure:*

Normal revenue streams in the form of grants

**Revenue raising**

The uThukela district municipality's main sources of revenue are from grants and municipal services such as sewerage and water. The short-term objective of the municipality is to identify and access all available revenue.

### 6.1.1.3 ASSET MANAGEMENT

Assets management is given a serious attention that it deserves to improve it is prioritised and ensure that the council's assets are managed properly. Asset register is in place. The municipality have a huge responsibility of reducing expenditure on non-essential assets and prioritising repairs and maintenance of municipal assets.

Asset manager has been appointed to work on the assets. Asset management policy and procedure has been reviewed and adopted by Council on the ***21 May 2024*****.**The policy is being implemented.

Asset Management section deals with all classes of assets owned by the municipality. The section ensures that all the Municipality assets are recorded on a Fixed Assets Register. The following are strategies that are implemented by the municipality in ensuring that the asset management is done correctly:

- All assets whether moveable or immoveable are to be recorded in an asset register which is electronically maintained.
- The asset register is updated when assets are acquired (purchase or transfer once a capital project has been completed) or disposed of
- A reconciliation between assets recorded in an asset register and physical assets must done on an annual basis.
- A budgetary provision for the operation and maintenance of assets must be done.

It is important to maintain a regular inventory of property, plant and equipment, implementation of a maintenance programme and insurance cover review. This part of the plan will be extended to assist in identifying and listing unutilised / uneconomic assets with a view to disposal as indicated earlier. Although directly related to revenue raising it is appropriate to include the monitoring of policies, with the asset management programme. This aspect of asset management will ensure that council is receiving economic benefit from council owned land, which is rented out.

### 6.1.1.4 ASSET RENEWAL PLAN

The uThukela district municipality asset renewal plan is aimed at rebuilding or replacing parts of an asset to enable it to the original capacity and performance, and materially extend its useful life (which

may be a full or partial extension of life – i.e., less than its original expected useful life). The plan is supported by resources such as financial to ensure its feasibility.

uThukela district municipality had adopted the asset management policy together with the operational, repairs and maintenance plan. The municipality has set aside the budget to renew its uThukela district municipality had adopted the asset management policy together with the operational, repairs and maintenance plan. The municipality has set aside the budget to renew its infrastructure assets and other assets, as they are used in rendering the core function of the district municipality.

### 6.1.1.5 MUNICIPAL INFRASTRUCTURE ASSETS AND MAINTENANCE (O&M)

Aligned to the priority being given to preserving and maintaining the Municipality's current infrastructure, the 2023/24 budget provides for in asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the Municipality.

The following table lists the total anticipated cost for repairs and maintenance on infrastructure and assets for the year 2023/24. It must be noted that the municipality has identified all the shortcomings associated with neglecting capital assets such as infrastructure thus wishes to increase provision for repairing and maintenance of capital assets.

**Repairs and maintenance per asset class SA34c**

| Segment Desc | 2025 Draft Budget | 2026 Draft Budget | 2027 Draft Budget |
|---|---|---|---|
| Electrical (510/255045) | 20 000 000 | 20 920 000 | 21 861 400 |
| Vehicle Repairs Outsourced. (510/235080) | 8 114 795 | 8 488 075 | 8 870 039 |
| Repairs to Pumps (510/235120) | 45 000 000 | 47 070 000 | 49 188 150 |
| Pipelines & portable water maintenance (510/235100) | 45 000 000 | 47 070 000 | 49 188 150 |
| | **118 114 795** | **123 548 075** | **129 107 739** |

**Repairs and maintenance per asset class SA34c – Refurbishment/ Upgrade Projects**

| Segment Desc | 2024 Draft | 2025 Draft | 2026 Draft |
|---|---|---|---|
| Ekuvukeni Regional Bulk Water Supply - Upgrade Oliphantskop | 52 467 863 | 54 684 031 | 57 293 030 |
| COLENSO BULK AND RETICULATION UPGRADE | 315 900 | 331 379 | 346 954 |
| CE Wembezi Bulk & Reticulation Upgrade (WCDM) Project | 17 690 400 | 18 557 230 | 19 429 419 |
| CE Wembezi Bulk & Reticulation Upgrade (WCDM) | 1 053 000 | 1 104 597 | 1 156 513 |
| Refurbishment and upgrade projects | 11 583 000 | 12 150 567 | 12 721 644 |
| FITTY PARK MHLUMAYO TUGELA ESTATE UPGRADE | 14 577 985 | 15 292 306 | 16 011 044 |
| EMERGENCY REPAIRS FLOOD DAMAGE EZAKENI | 4 256 442 | 4 465 008 | 4 674 863 |
| | **245 665 204** | **262 939 042** | **275 156 493** |

A portion of the MIG and WSIG has been set aside specifically for the renewal and refurbishment of assets. It must further be noted that extensive refurbishment costs were incurred in the 2023/2024 financial year. The repairs to pumps and pipelines form one of the major cost drivers. The municipality will seek to increase the budget on this line item, for the final budget. The available resources will be reviewed on the final cash flow balance. The water services department will employ a planned maintenance plan to prevent emergency repairs, which often result in excessive expenditure.
The EPWP grant has also been dedicated towards contracting employees who be responsible for to the General Water/Sewer and Reticulation.

***Due to insufficient funds, the municipality cannot meet the recommended norm of 8% of PPE.***

### 6.1.1.6 FINANCIAL MANAGEMENT

It is most important that the uThukela district municipality maintain a strong finance department and in due course an audit steering committee and internal audit function that will be responsible for monitoring financial and other controls. The council is committed to sound financial management and as indicated earlier the creation of a sound economic base.

Financial management policies and procedures for the entire municipality will have to be implemented and these will include the following principles:

■ Cash forecasts and cash flow monitoring against forecasts

■ Budgeting methods

■ Management reporting

■ Credit risk management

■ Credit control policies

■ Supply chain management policies

■ Supplier payment periods and Investments policies.

Staff will be encouraged to adhere to value for money principles in carrying out their work. On the issue of audit reports, both internal and external, council must adopt a zero-tolerance approach and measures will be put in place to ensure that any material or fundamental issues are addressed immediately. It is expected that the internal audit function will raise any material or fundamental issues before external audit. Other issues arising will be prioritised and addressed accordingly. Council recognises the need to always maintain a positive cash flow and will be investigating various avenues to improve cash flow. Strong positive cash flow will result in additional revenue in the form of interest earned.

#### 6.1.1.7 CAPITAL FINANCING

When determining appropriate sources of funding it is important to assess the nature of projects, expected revenue streams and time frames for repayment. The following principles will apply:

- Provincial and national government funding for medium term and long-term projects
- External loan funding for medium term and long-term projects

#### 6.1.1.8 OPERATIONAL FINANCING

Council's policy is to fund operating expenses from normal revenue streams with short term funding being used as a last resort. It is expected that strong financial management including accurate cash forecasting will obviate the need to resort to short-term borrowings. As indicated earlier it is council's intention to maintain a strong economic base through good working capital management including setting aside of adequate provisions for working capital.

#### 6.1.1.9 COST EFFECTIVENESS

In any organisation, it is necessary to strive for cost effectiveness and municipalities are no different. It is council's intention to pursue the shared services concept wherever possible. The sharing of services will enable the municipality to minimize total costs on these services.

### 6.1.1.10 COST CONTAINMENT

The Council took a resolution to regulate spending and to implement cost containment measures at UThukela District Municipality through a development and adoption of the Cost Contaiment Policy. This policy document seeks to implement National Treasury instruction 04 of 2017/18 dated 25 May 2017, MFMA Circular No. 82 of March 2016 and the Municipal Cost Containment Regulations published on the 7th of June 2019. This policy has been reviewed considering circular 97 of July 2019.The reviewed policy was approved by Council on the ***21 May 2024.*** The objectives of this policy are to ensure that the resources of the municipality are used effectively, efficiently, and economically.

Cost containment measures are applicale to all Councillors and the municipal employees. It is important to say that all affected parties are adhering to cost containment measures.

## 6.1.2 DETAILED FINANCIAL ISSUES AND STRATEGIES

The action plan identifies the most feasible strategies to increase efficiency and cost effectiveness within the Municipality. The implementation of the financial plan requires a team effort. A team approach requires the involvement of the Council, Municipal Manager and Chief Financial Officer in implementing these strategies. It is crucial that individuals to whom the responsibilities have been allocated according to the action plan be held accountable for the outcome of these strategies. The progress made towards achieving these strategies should be measurable and it is essential that these strategies be included in the performance appraisals of individuals.

### 6.1.2.1 FINANCIAL ISSUES

Some of the key financial issues affecting the uThukela District Municipality are listed below.

- Debt Collection drive to collect the outstanding debt of Council.
- A revenue base is dependent on sewerage, water, and other income streams.
- Affordability by Council to address all needed capital and operational expenditure received from various directorates.
- Lack of funds for capital projects
- Council needs to be provided with monthly and quarterly financial reports.

**Financial Strategies**

The implementation of the sound and good financial strategies will enhance the future financial sustainability of the municipality.

- Capital financing strategy.

- Asset management strategy
- Sound Financial management
- Credible Financial projections

### 6.1.3 REVENUE RAISING STRATEGIES

- All consumers to be registered and be billed for services rendered.
- A debt collection service to be instituted to monitor billing and payment for services.
- An adoption of the credit control policy; and as part of debt collection process, levying of interest on outstanding payments.
- Attracting investors for property development to enhance rates income.

### 6.1.4 POLICY DEVELOPMENT AND REFINEMENT STRATEGY

Council is committed in an ongoing development of policies that are compliant with Municipal Finance Management Act and other regulations to ensure smooth function of council and realization of financial viability status. Council has adopted among other things; credit control policy, tariff policy and investment and cash management policy to enhance income or revenue streams.

### 6.1.5 KEY SUPPORT PROGRAMMES

This section seeks to present compliant driven programmes that would allow the municipality to realize desired financial health, viability, and sustainability thereof. It is argued that the developed strategies will depend heavily on the successful compliance, adherence to internally designed policies and proper management of financial resources.

#### 6.1.5.1 PROGRAMME 1: PRODUCE AN ANNUAL UPDATE OF MUNICIPALITY'S MEDIUM TERM EXPENDITURE FRAMEWORK (MTEF)

While the MTEF sets out a medium-term expenditure plan for the municipality, it must also show the specific intentions of council with respect to:

- Clear, affordable development targets
- Development of a 10-year maintenance plan for municipal infrastructure and services
- Targeted expenditure to unlock economic development and grow the rates base.

In this regard, a forecasting model will be developed which allows informed decisions to be made on an ongoing basis in terms of cash flow, investments, borrowings, and long-term sustainability of the municipality.

#### 6.1.5.2 PROGRAMME 2: BUDGET ACCORDING TO IDP PRIORITIES

The municipality has committed itself to ensuring that the budgeting process is aligned to the IDP. The strategy to achieve this programme is to ensure that the budget process is aligned to the IDP so that what is budgeted is reflected as a priority in the IDP. The other crucial point is to ensure that our IDP and Budget are MSCOA compliant. The programme has given rise to approval of policies and programmes that guide service delivery. Key to this approach is ensuring that the municipality focuses its limited resources on the challenges expressed by people of uThukela, and most importantly, improving alignment with other spheres of government, including the development of Private Public Partnerships.

#### 6.1.5.3 PROGRAMME 3: EFFECTIVELY MANAGE CREDIT CONTROL

The focus of the credit control exercise is to reduce debt owed to the municipality by:

- Developing proactive credit control measures to reduce debt and ensure appropriate sanctions are implemented.
- Implementing new revenue systems to ensure timeous, regular, and accurate billing of accounts.
- Maintain ongoing customer communication to awareness, foster financial responsibility, and promote a culture of payment.

#### 6.1.5.4 PROGRAMME 4: GROW REVENUE STREAMS

The Budget and Treasury office will continue in championing the drive to sensitize all council departments to identify cost savings and/ or revenue generating opportunities in all areas of operation. Over the next five years, a concerted effort will be needed to focus on increasing the rate base. Proper collection processes as stipulated under financial guidelines above will have to be strictly adhered to.

#### 6.1.5.5 PROGRAMME 5: SEEK ALTERNATIVE SOURCES OF FUNDING

In addition to the obvious need to grow council's revenue by increasing its rates base, other means for securing funding for council's projects must be explored in a variety of ways. Some of the focus areas include government grant funding and project and programme funding, partnerships with international agencies like the European Union and other agencies at programme level and entering partnerships with the private sector on key projects and programmes.

It has been noted that, there is little drive within the municipality to prepare business plans to be used in leveraging additional funding. Therefore, this programme will depend on the joint efforts of Financial and Planning department to drive it vigorously.

#### 6.1.5.6 PROGRAMME 6: REDUCE COST TO THE ORGANIZATION

The focus here is to ensure that our tariffs are affordable and value for money is being achieved. Accordingly, costs are scrutinized on an ongoing basis, and targets are then selected and prioritized according to the following ratings:

- Most obvious: here the cost element that is most out of line with the budget needs immediate attention.
- Easiest: a small saving that is quickly reaped with little effort cannot be ignored
- Worst first: sometimes a cost situation is so critical that it begs for immediate attention.
- Biggest impact: those cost items that will deliver the biggest long-term savings if reduced.

### 6.1.6 SUMMARY OF AG REPORTS AND RESPONSES

uThukela district municipality received the qualified audit opinion in 2022/2023 financial year. The uThukela District Municipality's strategic objective is to achieve clean audit in the 2023/2024 financial year. The uThukela district municipality was audited for 2022/2023 and the following summarize the 2022/2023 audit outcome:

**Summary of 2022/2023 audit outcome/Basis for Qualification**

The Auditor General Findings on uThukela district municipality's 2022/2023 Audit Report can be summarized as follows:

- ✓ *Service charges*
- ✓ *General expenditure*
- ✓ *Water losses*
- ✓ *Committments*
- ✓ *Bulk Purchases*
- ✓ *Vat payables and other statutory receivables*

For more information, the Auditor General Report and the Audit Improvement Plan that aimed at addressing issues raised in the AG Report is available and monitored**.** The Audit Improvement Plan is implemented by the responsible managers and monitored at all committee meetings of council

including MANCO, EXCO, and Council. ***The Audit Improvement Plan or action plan is attached as an annexure***. The audit committee fulfils its responsibilities as set out in section166 (2) of the MFMA.

### 6.1.7 DEPARTMENTAL PROJECTS WITH COMMITTED FUNDING

It is important to indicate that the uThukela district municipality and its family of municipalities plan with Sector departments. There are structures where the municipality meets with Sector department to ensure alignment and to ensure that their plans are talking to the municipality. Section 5, 2 of this document lists all the projects and programmes emanated from our discussions with Sector departments. The table shows the committed funding. The table **can *be* viewed** at 5.2, which is above the financial plan. The list of departmental are detailed and aligned to DORA.

# 7 ANNUAL OPERATIONAL PLAN (SDBIP)

The purpose of the Service Delivery and Budget Implementation Plan (SDBIP) for 2023/2024 financial year was to present a one-year detailed implementation/operations plan of functions, which uThukela district municipality is responsible to implement and, which gives effect to the implementation of the Integrated Development Plan (IDP) and the budget for the 2023/2024 financial year. The 2023/2024 SDBIP was approved 28 days after the approval of the municipal budget.

The SDBIP determines the performance agreements for the accounting officer and all section 57 employees, whose performance agreements can be monitored through Section 71 monthly reports and evaluated in the annual report. The SDBIP will be monitored and reported monthly by the municipal manager in terms of 71(1) (a) and (e).

Section1 of the MFMA, Act 56 of 2003 states that the SDBIP should make projections for each month of the revenue to be collected by source and by vote. The targets and performance indicators need to be reported on quarterly basis as per MFMA, 2003.

The SDBIP is a layered plan that consists of a top layer and departmental layer, which is a low layer SDBIP. In terms of circular 13, the top layer SDBIP contains the consolidated service delivery targets and in-year deadlines that links to the targets for the top management. Only the top layer SDBIP that is made public and tabled before Council.

A departmental SDBIP (low layer) is focusing on operational performance and is prepared for each municipal department. This SDBIP provides more detailed on each output for which the top management is responsible.

***It is important to indicate that the 2024/2025 SDBIP will be approved by the mayor after 28 days of the approval of the annual budget. Attached is the draft SDBIP for 2024/2025***

# 8 ORGANIZATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

## 8.1 HOW THE OPMS IS APPLIED IN THE MUNICIPALITY

Phases and steps of performance management system in uThukela district municipality is shown below. The uThukela district municipality' s OPMS is applied as per the Performance Management Guide for Municipalities (2006) that proposes the following phases with accompanying steps which municipalities should embark upon to implement Organisational Performance Management System.

| PHASES | STEPS |
|---|---|
| Phase 1: Starting the Performance Management Process | • Delegation of responsibilities and clarifying roles<br>• Setting up internal institutional arrangements<br>• Managing the change process |
| Phase 2: Developing a performance management system. | • Current reality<br>• Identification of stakeholders<br>• Creating structures of stakeholder Participation<br>• Developing the System<br>• Publication of the system<br>• Adoption of the system |
| Phase 3: Implementing performance Management. | • Planning<br>• Priority setting<br>• Setting objectives<br>- Setting Key Performance Indicators (KPIs)<br>- *Designing a Performance Measurement Framework*<br>- *Conducting Performance Reviews*<br>- *Reporting, reviewing and public participation.*<br>- *Training and support* |

The uThukela district municipality has established a fully-fledged PMS unit, which is reporting directly to the office of the Municipal Manager. The unit is continuously ensuring that the district complied with the relevant legislations. The Performance Management System of uThukela district municipality for 2022/2023 was approved on the ***21 May 2024*** as to comply with Section 38 (a) of the MSA and Municipal Planning and Performance Management. They also increasing Municipal performance and

accelerating service delivery provision, and has adopted the hybrid performance management model, which combines the following:

- Balanced scorecard methodology.
- Six Sigma graphic representation tools.
- Project Management Principles.
- 365 Degree individual assessment methods.

After the adoption of the above approach, they ensured that all Performance Agreements of the Municipal Manager and managers reporting directly to the Municipal Manager are signed for the 2023/24 financial year. They have finalized the process of cascading PMS down to managers who are below section 57.

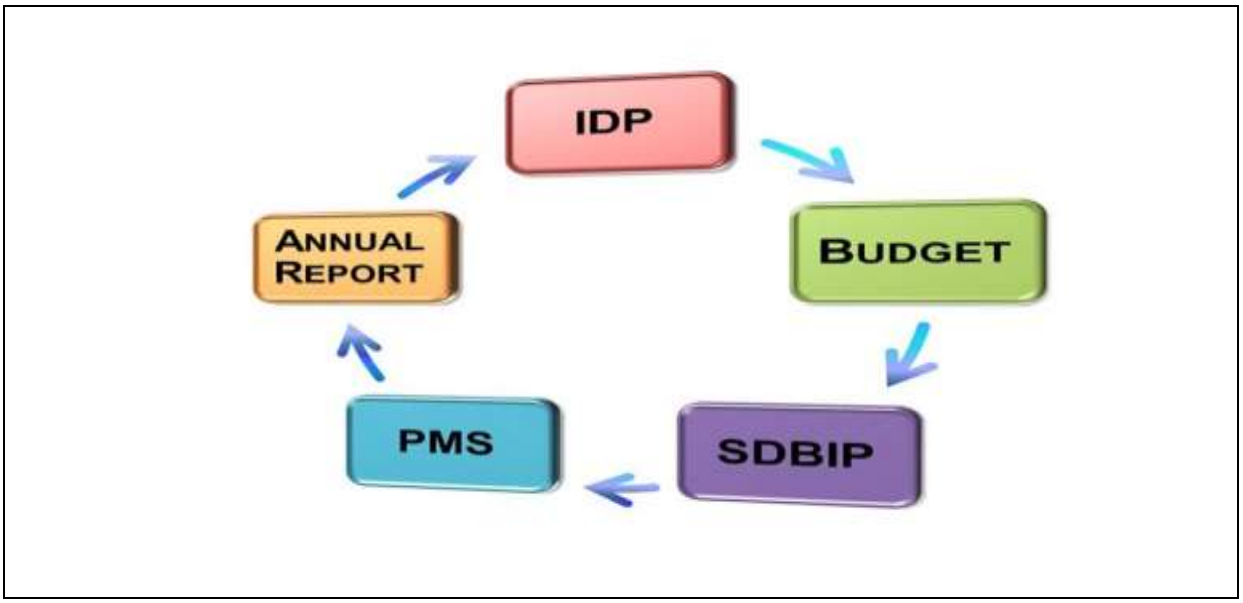
***The 2024 /2025, Performance Management System, individual performance management and development system policy of uThukela district municipality was approved concurrently with the IDP, Budget and all other planning documents on the 21 May 2024 and are attached as annexures***

## 8.2 IDP, BUDGET, PMS INTEGRATION THROUGH SDBIP'S

The draft IDP Priorities for 2024/2025 are aligned to the National Key Performance Areas. In terms of the IDP, Organizational objectives are incorporated into the Organisational PMS by developing applicable indicators for measuring of performance and then setting of targets. All is consolidated into an Organisational Scorecard in line with the NKPA Model selected as specified in the Framework mentioned above to allow for measuring and reporting of performance at an Organisational/Strategic level.

The Organisational Scorecard is then unpacked at a departmental level and informs the development of Service Delivery Budget Implementation Plans (SDBIP's) to allow for performance reporting at an operational level as is required in terms of the MFMA. Idealistically, the SDBIP aligns itself with Powers and Functions, Objectives of the Department aligned to IDP and the allocated budget, relevant indicators, and targets.

The SDBIP is then cascaded into Section 57 Performance Agreements. All these performance reports are then amalgamated into the Annual Performance Report that forms a component of the Annual Report as prescribed in the MFMA. Reporting is done quarterly, with supporting evidence being confirmed and audited. Monthly reporting is now being encouraged through the revision of the framework and the Auditor-General's audit strategy to align the uThukela district municipality to best practices. The diagram illustrates the alignment between the IDP, Budget, PMS, SDBIP and the annual report:




## 8.3 INSTITUTIONAL PERFORMANCE MANAGEMENT SYSTEM (SECTION 56 CONTRACTS)

In terms of the Regulations for Municipal Managers and Managers reporting directly to the Municipal Manager, All Performance Agreements of the Municipal Manager and managers reporting directly to the Municipal Manager were signed for the 2023/24 financial year. The municipality has finalized the process of cascading PMS down to managers who are below section 56.

## 8.4 ANNUAL PERFORMANCE REPORT OF THE PREVIOUS YEAR INCLUDING THE CORRECTIVE PERFORMANCE MEASURES

uThukela district municipality has complied with Section 46 of the Municipal Systems Act states that a municipality must prepare for each financial year a performance report reflecting the following:

- The performance of the municipality and of each external service provider during the financial year
- A comparison of the performances referred to in paragraph(a) with targets set for and performance in the previous year.
- Measures taken to improve performance.

  It is critical that the annual performance report forms part of the municipality's annual report in terms of chapter 12 of the MFMA.

The following tables summarize the performance of each department of uThukela district municipality for the previous financial year.

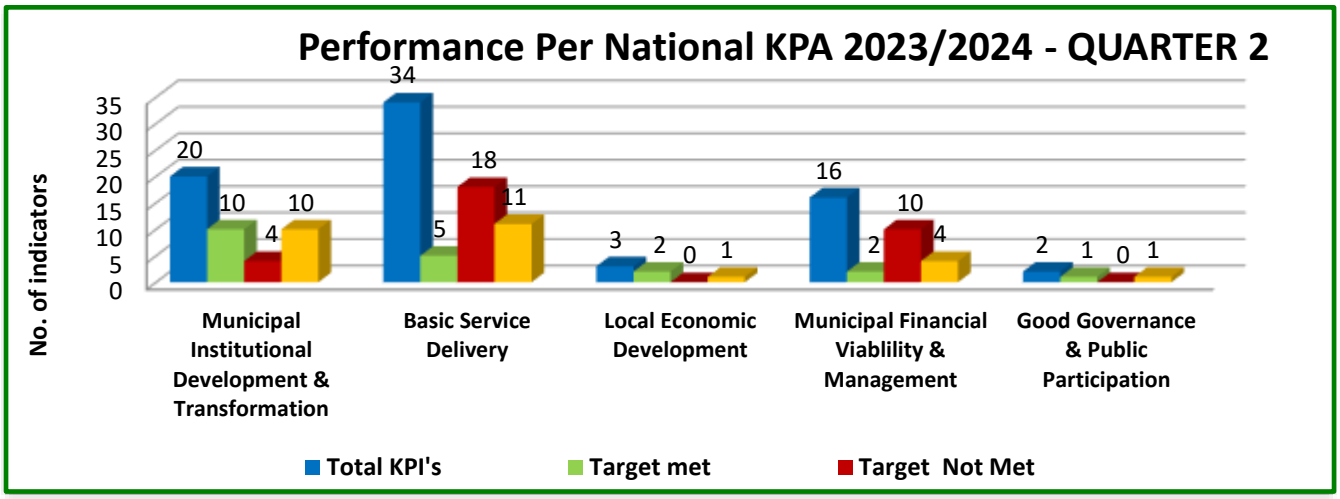
**AN OVERVIEW OF THE PERFORMANCE OF EACH DEPARTMENT FOR THE 2023/2024 MID YEAR.**

BASIC SERVICE DELIVERY

| QUARTER 1 & 2 TARGET | QUARTER 1 & 2 ACTUAL | REASON FOR VARIANCE | CORRECTIVE MEASURE |
|---|---|---|---|
| 400 of Households provided with water to eradicate backlog by 31/12/2023 | 0 of Households provided with water to eradicate backlog by 31/12/2023 | The service provider/Consultant suspended works due to the poor performance of the contractor | A discussion of a session to be done for a reputable contractor to finish off the works, or an option to terminate the current contractor and appoint a new one to finish off the works is considered |
| Completion of site establishment at Langkloof and Bulk Supply: Phase 1 by 30/09/2023 | The site establishment at Lang Kloof and Bulk Supply: Phase 1 was not completed by 30/09/2023. | SCM process delayed the appointment of the Contractor. Project hand over occurred on the 10th of October 2023 | Contractor to prepare all contractual documents and to commence with works by 31 October 2023 |
| 2 km reticulation pipeline to be constructed at Langkloof Package Plant by 31/12/2023 | 0 km reticulation pipeline to be constructed at Langkloof Package Plant by 31/12/2023 | Delays in the appointment of contractor | Contractor has been appointed and is currently on site |
| 1 km of reticulation constructed at Ennersdale/Ephangwini ward 4 by 30/09/2023 | 0,6 km of reticulation constructed at Ennersdale/Ephangwini ward 4 by 30/09/2023 | Contractor suspended works on site due to financial constraints | UTDM have instructed the Consultant to issue an intention to terminate to the Contractor. |
| 3 springs protected district wide constructed by 31/12/2023 | 0 springs protected district wide constructed by 31/12/2023 | Change of scope was undertaken due prioritizing extensions of reticulation on the existing spring | Outstanding springs will be included in the new business plan, BP awaiting approval |
| 5 production boreholes to be equipped by 31/12/2023 | No (0) production boreholes equipped by 31/12/2023 | The boreholes that were drilled and tested were dry and could not produce enough water | Further extension of reticulation has been done in the boreholes that were tested to provide many beneficiaries with water |
| 3,4 km of reticulation to be constructed at Fitty Park Community Water Project by 31/12/2024 | No (0km) reticulation was constructed at Fitty Park Community water project: Phase 2 by 31/12/2023 | Contractor suspended works on site due to non-payment | Contractor has been paid and has resumed work on site. The contractor to accelerate the works on site. |
| 500 VIP toilets constructed by 31/12/2023 | 423 VIP toilet constructed by 31/12/2023 | The contractor encountered social challenges | The contractor is within the programme of works |
| 0.2 kilometres of bulk pipeline to be constructed at | (0km) kilometres of bulk pipeline was | Contractor suspended works on site. | Contractor has commenced works on site; Contractor |

| | | | |
|---|---|---|---|
| Okhahlamba LM (Ward 2,3 & 14) East Reticulation 01 by 31/12/2023 | constructed at Okhahlamba LM (Ward 2,3 & 14) East Reticulation 01 by 31/12/2023 | | will execute activities simultaneously to accelerate progress on site |
| 10 production boreholes to be equipped by 31/12/2023 | No (0) production boreholes equipped by 31/12/2023 | The boreholes that were drilled and tested were dry and could not produce enough water | Further extension of reticulation has been done in the boreholes that were tested to provide many beneficiaries with water |
| 33 handpumps to be equipped by 31/12/2023 | 12 handpumps equipped by 31/12/2023 | The boreholes that were drilled and tested and the water quality was not fit for human consumption | further tests to be done to investigate options of purifying the water for human consumption |
| 2 km of bulk pipeline to be constructed at Steadville WCDM by 31/12/2023 | 0 km of bulk pipeline to be constructed at Steadville WCDM by 31/12/2023 | Late appointment of service providers/ Delays in SCM processes | Appointment of contractor has been done and to resume works on site in January 2024 |
| 2 bulk meters to be installed by 31/12/2023 | 0 bulk meters to be installed at Steadville by 31/03/2024 | Late appointment of service providers/ Delays in SCM processes | Appointment of contractor has been done and to resume works on site in January 2024 |
| 2 km of bulk pipeline to be constructed at Ladysmith AC by 31/12/2023 | 0 km of bulk pipeline to be constructed at Ladysmith AC by 31/12/2023 | Late appointment of service providers/ Delays in SCM processes | Appointment of contractor has been done and to resume works on site in January 2024 |
| 2 bulk meters to be installed at Ladysmith AC by 31/12/2023 | 0 bulk meters to be installed at Ladysmith AC by 31/12/2023 | Late appointment of service providers/ Delays in SCM processes | Appointment of contractor has been done and to resume works on site in January 2024 |
| 2 km of bulk pipeline to be constructed at Steadville WCDM by 31/12/2023 | 0 km of bulk pipeline to be constructed at Steadville WCDM by 31/12/2023 | Late appointment of service providers/ Delays in SCM processes | Appointment of contractor has been done and to resume works on site in January 2024 |

- PERFORMANCE PER NATIONAL KPA




| NATIONAL KPA's | TOTAL KPI's EXCLUDING N/A FOR Q2 | TARGET MET | TOTAL TARGET MET % EXCLUDING N/A FOR Q2 |
|---|---|---|---|
| Municipal Transformation & Institutional Development | 10 | 06 | 60% |
| Basic Service Delivery | 23 | 5 | 22% |
| Local Economic Development | 02 | 02 | 100% |
| Financial Viability & Management | 12 | 02 | 17% |
| Good Governance & Public Participation | 01 | 01 | 100% |

**Budget and Treasury Department:** The department has regressed in quarter 2 compared to quarter 1. Close monitoring is required, and interventions related to financial indicators.

| Quarter 1 | | | Quarter 2 | | |
|---|---|---|---|---|---|
| **No. of Targets applicable Q1** | **No. of Targets achieved** | **No. of Targets not achieved** | **No. of Targets applicable Q2** | **No. of Targets Achieved** | **No. of Targets Not achieved** |
| 14 | 08 | 07 | 14 | 05 | 09 |
| **Total %** | **57%** | **43%** | **Total %** | **36%** | **64%** |

**Corporate Services:** There targets that were not met were relating to reports being submitted to Council for adoption. Reports were prepared and awaited the scheduled Council meeting for that quarter.

| Quarter 1 | | | Quarter 2 | | |
|---|---|---|---|---|---|
| **No. of Targets applicable Q1** | **No. of Targets achieved** | **No. of Targets not achieved** | **No. of Targets applicable Q2** | **No. of Targets Achieved** | **No. of Targets Not achieved** |
| 09 | 06 | 03 | 10 | 07 | 03 |
| **Total %** | **67%** | **33%** | **Total %** | **70%** | **30%** |

- **Planning & Community Services:** The Department has met regressed from Quarter 1.

| Quarter 1 | | | Quarter 2 | | |
|---|---|---|---|---|---|
| **No. of Targets applicable Q1** | **No. of Targets achieved** | **No. of Targets not achieved** | **No. of Targets applicable Q2** | **No. of Targets Achieved** | **No. of Targets Not achieved** |
| 14 | 13 | 01 | 16 | 11 | 05 |
| **Total %** | **93%** | **7%** | **Total %** | **69%** | **31%** |

- **Water, Sanitation and Technical Services**: As a municipal core function, much is needed to ensure that targets set in department are achieved. Monitoring and Evaluation of all planned project will be facilitated to monitor progress made:

| Quarter 1 | | | Quarter 2 | | |
|---|---|---|---|---|---|
| **No. of Targets applicable Q1** | **No. of Targets achieved** | **No. of Targets not achieved** | **No. of Targets applicable Q2** | **No. of Targets Achieved** | **No. of Targets Not achieved** |
| 16 | 08 | 08 | 20 | 05 | 15 |
| **Total %** | **50%** | **50%** | **Total %** | **25%** | **75%** |

**General Comment**: There are major interventions required on targets not met by the Budget & Treasury and Water Sanitation and Technical Services.

**ANALYSIS OF 2023/2024 MID-YEAR OF UTDM DEVELOPMENT AGENCY**

Section 93B(b) of the Municipal Systems Act requires the Parent Municipality to monitor the Thukela Economic Development Agency.

The 2022/2023 Mid- Year Performance of the Entity was received by the Office of the Municipal Manager on the 19 January 2023 for consideration.

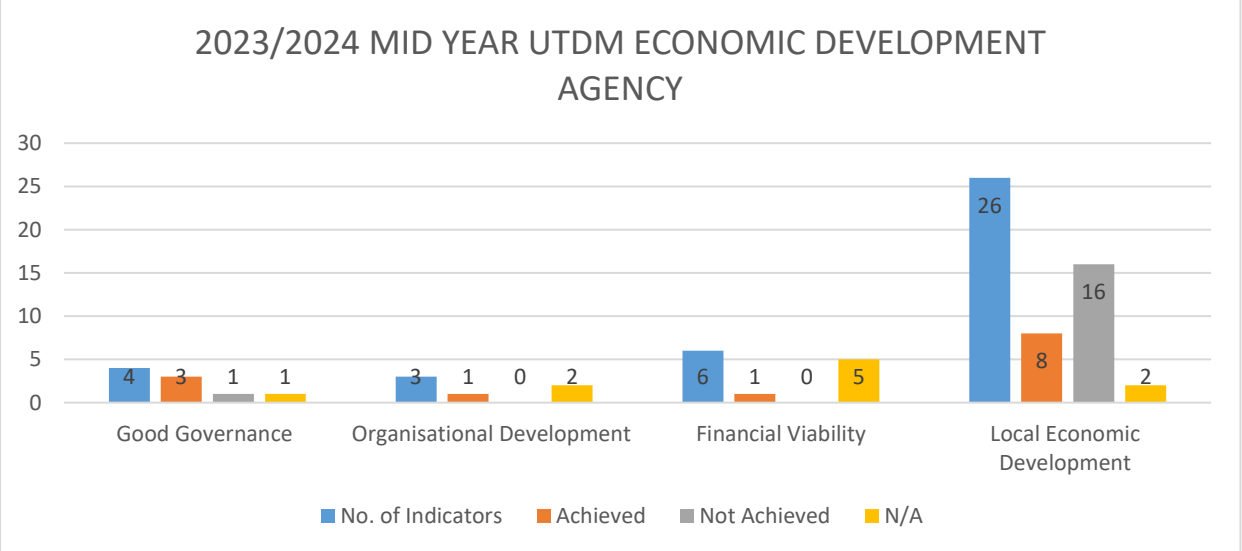
**Areas of concern**

The Municipality has noted greater concern in the non-achievement of Local Economic Development indicators.

The Submitted information for the review of Quarter 2 was credible and the Entity's scorecard was populated correctly.

**SUMMARY OF 2023/2024 MID YEAR UTDM ECONOMIC DEVELOPMENT AGENCY PERFORMANCE**

| NATIONAL KPA's | TOTAL KPI's APPLICABLE FOR Q2 | TARGET MET | TOTAL TARGET MET | TARGETS NOT APPLICABLE FOR Q2 |
|---|---|---|---|---|
| Good Governance | 04 | 03 | 00 | 01 |
| Organisational Development | 03 | 01 | 00 | 02 |
| Financial Viability & Management | 06 | 01 | 00 | 05 |
| Local Economic Development | 24 | 08 | 16 | 02 |
| TOTAL | 37 | 13 | 16 | 10 |



Out of Thirty-Seven (37) Indicators projected for the 2023/2024 financial year, twenty-seven (27) were applicable for Quarter 2, Thirteen (13) were achieved and Sixteen (16) were not achieved.

**COMPARISON OF THE ENTITY'S PERFORMANCE DURING 2023/2024 MID YEAR PERFORMANCE**

| Quarter 1 | | | Quarter 2 | | |
|---|---|---|---|---|---|
| **No. of Targets applicable Q1** | **No. of Targets achieved** | **No. of Targets not achieved** | **No. of Targets applicable Q2** | **No. of Targets Achieved** | **No. of Targets Not achieved** |
| 26 | 12 | 14 | 27 | 13 | 16 |
| **Total %** | **46%** | **54%** | **Total %** | **48%** | **52%** |

A review will be undertaken on the performance reporting template (such as SDBIP) to ensure the development priorities and objectives in the IDP, SDBIP and Annual Performance Report are aligned.

***It is important to mention that the performance of the municipaity from the previous financial year were utilized and considered when reviewing this IDP.***

**The annual performance report, adjusted 2022/2023 annual performance report and circular 88 planning & reporting template 2023/24 are attached as annexures.**

# 9 ANNEXURES

| NO | SECTOR PLAN | COMPLETED? Y / N | ADOPTED? Y / N | ADOPTION DATE | DATE OF NEXT REVIEW | COMMENTS |
|---|---|---|---|---|---|---|
| 1 | Disaster Management Plan | Yes | Yes | | | The 2024/2025 draft disaster management plan and sector plan are attached as an annexure. These plans were approved concurrently with the IDP on the 21 May 2024 |
| 2 | Performance Management System (PMS) | Yes | Yes | | | The 2024/2025, PMS of the municipality is attached as an annexure, and this was adopted together with the IDP on the 21May 2024. |
| 3 | Workplace Skills Development Plan | Yes | Yes | | | This is done on annual basis |
| 4 | Audit Improvement Plan (AIP) | Yes | | | | uThukela district municipality has developed the the audit action plan to address the issues raised in the AG report. The aim of this plan is to improve the audit opinion |
| 5 | Capital Investment Programme/ Framework (CIP) | Yes | Yes | | | Three Year Capital Program was prepared and incorporated into the draft IDP. |
| 6 | Local Economic Development (LED) plan | Yes | Yes | | | The LED plan was approved on the 29 March 2021 and is attached as an annexure. |
| 7 | Environmental management framework | Yes | Yes | | | The framework is completed |
| 8 | Water Services Development Plan (WSDP) | Yes | Yes | | | The WSDP was reviewed and adopted on 25 November 2022. |
| 9 | Integrated Waste Management Plan | Yes | Yes | | | The IWMP was developed and adopted on 29 June 2022 and is attached as annexure |

| | | | | | | |
|---|---|---|---|---|---|---|
| 10 | Transportation Plan | Yes | Yes | | | Public transport plan was developed and adopted by Council and its due for review |
| 11 | Financial Plan | Yes | Yes | | | Is reviewed annually and is part of this document |
| 12 | Spatial Development Framework | Yes | Yes | | | The 2024/2025 SDF is prepared with the IDP as a sector plan, and it was adopted concurrently with the IDP on the 21 May 2024. |
| 13 | Communication Strategy | Yes | Yes | | | The 2024/2025 strategy was adopted on the 21 May 2024. |
| 14 | Fraud and Corruption Prevention Strategy | Yes | Yes | | | The Fraud and corruption strategy was reviewed and adopted by Council on the 21 May 2024 and is under implementation |
| 15 | Tourism Plan | Yes | Yes | | | It was developed and adopted by council and is under review concurrently |
| 16 | Climate change response Plan (mitigation &adaptation options) | Yes | Yes | | | It was prepared and adopted by council |
| 17 | Natural resources management Plan | Yes | Yes | | | |
| 18 | Rural development plan | | Yes | | | Rural plan has been developed and approved. The plan was approved on the 31 May 2019. |