



UMZINYATHI DISTRICT MUNICIPALITY

UMZINYATHI DISTRICT MUNICIPALITY

2023/24 FINAL IDP

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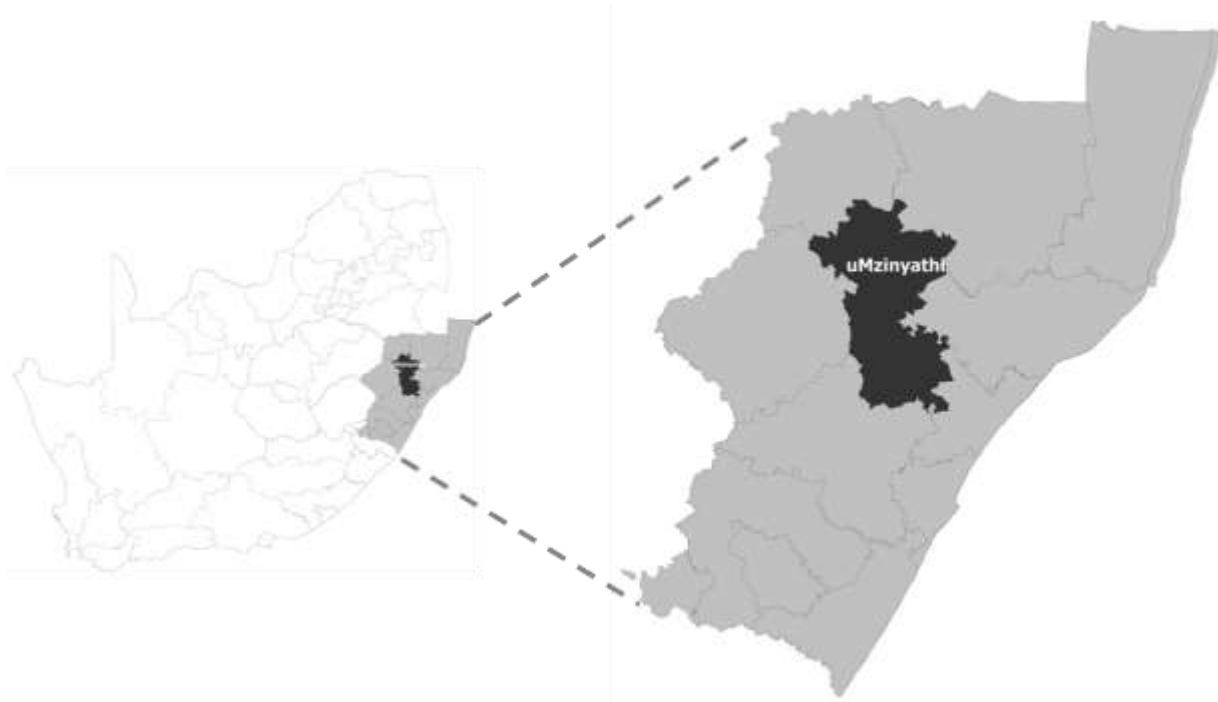
SECTION A: EXECUTIVE SUMMARY

1 WHO ARE WE

1.1 Spatial Location Within KZN Province

The Umzinyathi District Municipality (DC24) is one of the ten districts of KwaZulu-Natal. The Municipality is bordered in the north by the uMajuba Municipality, in the west by the uThukela Municipality, in the south west by the uMgungundlovu Municipality, in the south east by the iLembe Municipality and in the east by King Cetshayo District Municipality, as shown on the Map 1 below:

Map 1: Provincial Context

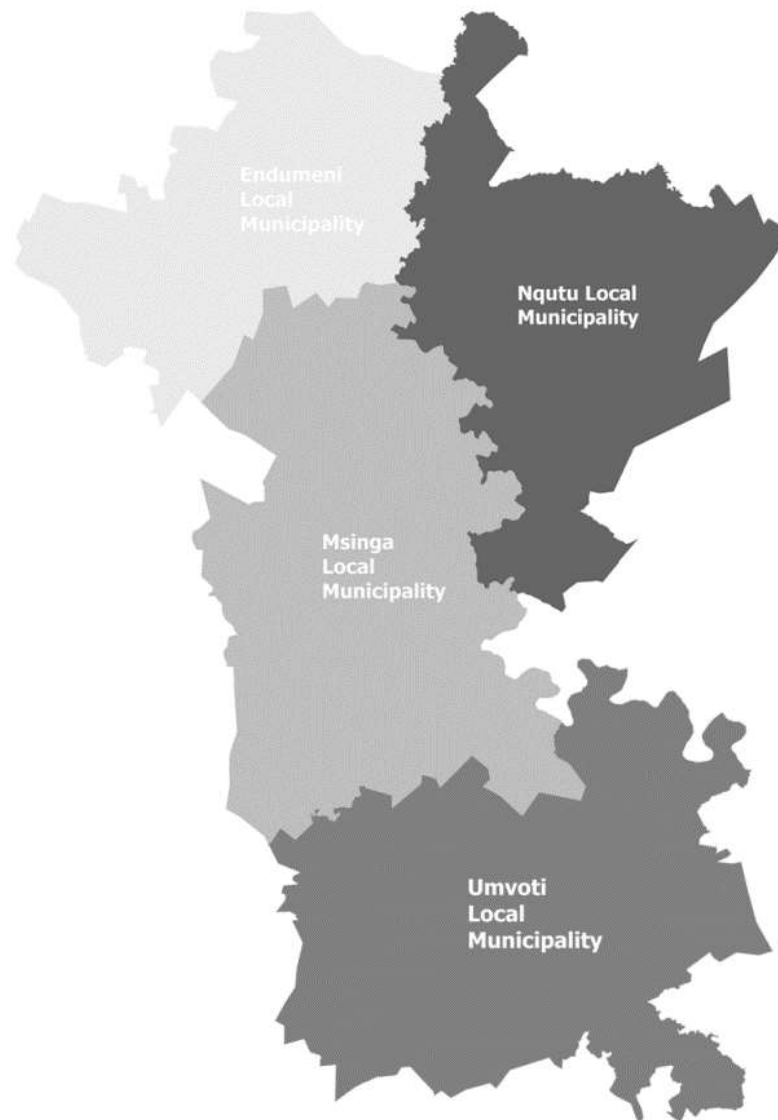


The district consists of four Local Municipalities, namely:

- Endumeni (KZ 241)
- Nquthu (KZ 242)
- Msinga (KZ 244)
- Umvoti. (KZ 245)

The Map 2 below shows the location of the local municipalities within the district:

Map 2: District Context



Source: Umzinyathi DM EMF 2017

The municipal area is 8079 km² and has extensive grasslands in the north supporting the primary agricultural sector based on cattle ranching for beef, small scale sheep and mixed farming and maize cultivation. In the southern areas substantial forestry is prevalent. Sugar cane and smaller scale fruit farming such as avocado and kiwi fruit cultivation also occur.

Mineral deposits found in the district include coal and metal ores. Only coal was mined on a large scale in the eNdumeni Municipality. The coal mining industry is undergoing a restructuring process. There is a decline in corporate interest in the industry, however there is interest in the small scale regeneration of the coal belt for SMME development. A small amount of stone quarrying occurs in the district. Within

eNdumeni Local Municipality, Dundee has the main economic activities ranging from retail trade, tourism and farming. Dundee is a centre from which tourism based on the cultural heritage of the Zulu Kingdom and “Battlefields” is emphasised and managed to some extent, and there is also Glencoe which serves as a secondary centre to Dundee.

Umzinyathi District Municipality, in conjunction with its north western neighbour aMajuba Municipality, is branded as the “custodian” of the “Battlefields region of the Zulu Kingdom”. The “Battlefields of the Zulu Kingdom” are located in the hinterland and lie “in the shadow” of the majestic Drakensberg mountains spanning the western boundary of KwaZulu-Natal. This branding is of international and regional significance. In conjunction with the Beaches of the South and North Coast and Big Five Game attractions in the East of KwaZulu-Natal, the “Battlefields of the Zulu Kingdom” form a vital role in the spatial economy of the province from a tourism perspective. However, within Umzinyathi, the range of battlefields attractions is not adequately harnessed for their job creating opportunities across the municipality.

The main town in the Umvoti Municipality is Greytown. It is the agricultural centre of the district and contributes substantially to the economic viability of the district. Nquthu and Msinga Local Municipalities are rural based subsistence economies with cultural heritage areas that attract some tourists but need to be substantially developed. The main towns are Nqutu, Pomeroy and Tugela Ferry.

The topography of the district is characterised by extensive variation with deep river gorges, rolling grasslands, extensive wetlands, hills and valley bush-veld. These characteristics make the development of infrastructure difficult and costly particularly in the steep terrain. The general slope of the land is between 1:5 and 1:6 and it is susceptible to soil erosion where it is not carefully managed.

Table 1 : Overview of the Local Municipalities

Municipal Logo	Municipal Name	Municipal Characteristics
	Endumeni	This municipality is unique, its population is predominantly urbanised or based on commercial farms and unlike the other local municipalities, there is no tribal authority land. The main town is the Commercial centre, which is Dundee; it has most diversified economy, commercial cattle farming and dairy production and is the centre of the Battlefields tourist region.
	Nquthu	This municipality is typically rural and largely tribal authority where the population is largely previously disadvantaged and relatively dispersed and where services are scarce and often at rudimentary levels. The main town is Nquthu and subsistence agriculture is the main activity in the area.
	Msinga	Owing to its rugged terrain Msinga's population is relatively dispersed and where services exist they are concentrated along road infrastructure and water sources such as the Tugela River. The main towns are Pomorey and Tugela Ferry, it's the rural region with subsistence farming.
	Umvoti	This local municipality comprises of urban areas, commercial agricultural areas and tribal authority areas all of which exhibit typical characteristics associated with these settlement types. Service levels in urban areas are high except for informal areas, in commercial agricultural areas they are relatively high as farmers provide their own services and in tribal authority areas they are low to moderate.

1.1.1 DEMOGRAPHICS TRENDS AND CHARACTERISTICS

The KwaZulu Natal comparative population figures by Districts for Cenus 2011 and CSS 2016 are depicted in Table 1 below. This information indicates that the population of Umzinyathi District Municipality has increased from 510 838 in 2011 to 554 882 in 2016, contributing 5.0% in the entire province which is the same percentage as in 2011 due to population growth of other districts, namely, Umgungundlovu, King Cetshwayo etc.

Table 2: KZN Comparative population figures by Districts for Census 2011 and CSS 2016

District	Census 2011		CSS 2016	
	N	%	N	%
DC21: Ugu	722484	7	753336	7
DC22: Umgungundlovu	1017763	10	1095865	10
DC23: Uthukela	668848	7	706588	6
DC24: Umzinyathi	510838	5	554882	5
DC25: Amajuba	499839	5	531327	5
DC26: Zululand	803575	8	892310	8
DC27: Umkhanyakude	625846	6	689090	6
DC28: Uthungulu	907519	9	971135	9
DC29: iLembe	606809	6	657612	6
DC43: Sisonke	461419	4	510865	5
ETH: eThekwini	3442361	34	3702231	33
KwaZulu-Natal	10267300	100	11065240	100

Source : 1. Statistics SA, Census 2011

2. Statistics SA, CSS 2016

The comparative population figures by local municipalities for Cenus 2011 and CSS 2016 are depicted in Table 2 below. This information indicates that all four local municipalities experienced an increase in population growth. The strongest population growth was evident in Umvoti Municipality as one of the major economic centres of the district.

Table 3: Umzinyathi District Municipality Comparative population and households figures by Local Municipalities for Census 2011 and CSS 2016

Municipality	Census 2011			CSS 2016		
	Population	%	Households	N	%	Households
Endumeni	64 862	12.7	16,852	76639	13.8	21134
Nqutu	165 307	32.4	31,613	171325	30.9	32622
Msinga	177 577	34.8	37,723	184494	33.3	38372
Umvoti	103 093	20.2	27,282	122423	22.1	34664
Umzinyathi	510 838	100	113,470	554 882	100	126791

Source : 1. Statistics SA, Census 2011

2. Statistics SA, CSS 2016

1.2 Infrastructure Analysis

Umzinyathi District is the water services authority and is therefore responsible for provision of water and sanitation service.

1.2.1 WATER

The figure below indicates that in terms of the 2016 CSS, the number of households with access to piped water inside the dwelling is 79 642. In terms of the local municipalities, the largest number of households with access to piped water inside the dwelling are under Nquthu Municipality with 25 638. The largest number of households which are using other sources of water is 27 790 and they are under Msinga Municipality, and the municipality is noting this number for improvement during 2020/21 financial year.

Table 4: Access to Piped Water

Municipality	Piper Water	Other
Umzinyathi	79 642	46 429
Endumeni	18 653	2 480
Nquthu	25 638	6 984
Msinga	15 701	24 790
Umvoti	19 650	12 175

Source : Statistics SA, CSS 2016

1.2.2 SANITATION

The table below indicates that in terms of the 2016 CSS, 25 800 households have access to flush toilets. Households with no access to sanitation facilities are being noted for improvement during the financial year. More households within the municipality are utilising the Pit Latrine VIP toilets with Ventilation Pipe, which is 55 191 households. The municipality disputes the number of 3 169 households which are categorised as using the bucket system, as the bucket system was eradicated by the municipality in 2008.

Table 5: CSS 2016 Sanitation Provision

Toilet Facilities	Umzinyathi	Endumeni	Nqutu	Msinga	Umvoti
Flush toilet connected to a public sewerage system	25800	16468	1426	341	7566
Flush toilet connected to a septic tank or conservancy tank	1178	234	308	309	327
Chemical toilet	15108	2804	4478	2261	5565
Pit latrine/toilet with ventilation pipe	55191	154	12819	30121	12095
Pit latrine/toilet without ventilation pipe	15508	375	6669	3438	5026
Ecological toilet (e.g. urine diversion; enviroloo; etc.)	3726	-	917	22	2787
Bucket toilet (collected by municipality)	57	-	57	-	-
Bucket toilet (emptied by household)	3112	266	2219	92	535
Other	4173	321	3294	353	206
None	2938	512	435	1435	557
Total	126791	21134	32622	38372	34664

Source : Statistics SA, CSS 2016

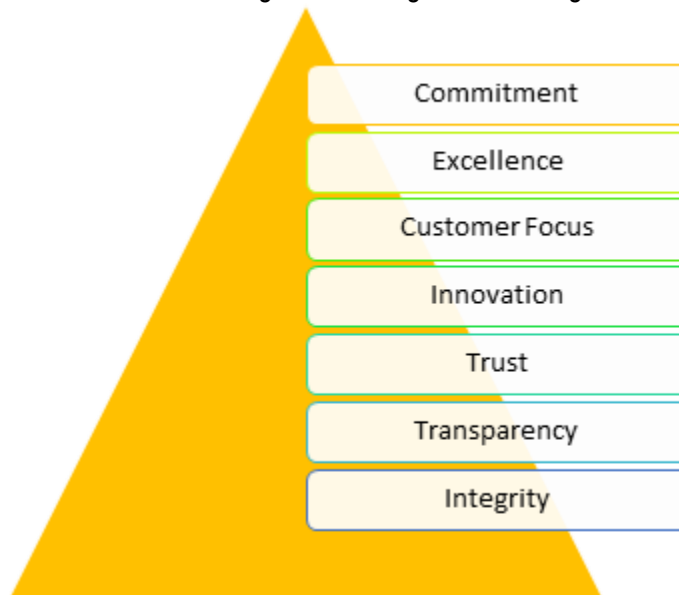
1.3 Long Term Visions

The long term vision for the municipality which was developed through the Strategic Planning Session which was held on the 23th Feb – 25 Feb 2022, for the 2022/27 IDP, is as follows:

1.3.1 IDP LONG TERM VISION

***“Championing an economically viable district
which strives to promote sustainable development by 2035”***

The municipality will achieve this vision through embracing the following core values:



Source: UDM IDP 2023/24

1.3.2 SDF LONG TERM VISION (2030)

“By 2030, the District will be a global Eco- Resource Production Region reputed for being the Custodian of the Battlefield Heritage of the Zulu Kingdom”

1.3.3 IDP DEVELOPMENT PROCESS, PHASES AND KEY TIMEFRAMES

The development process of the 2023/24 IDP involved consultation and engagement of various stakeholders, and it was guided by the IDP, Budget and PMS Process Plan. The summary of the key activities

to be involved is as follows:

- IDP/Budget Public Consultation Meetings;
- The 2022/23 Strategic Planning Session;
- Development and alignment of the IDP Sector Plans;
- Review and alignment of the IDP Sector Plans;
- Provincial IDP Alignment Sessions;
- PGDS/DGDP/IDP Alignment Sessions;
- Action Plan to address the MEC Comments;
- DisyRICT Wide IDP Alignment Sessions;
- IDP, Budget, PMS and SDBIP Alignment Session; and
- IDP_LED Technical Forum meetings.

The process in terms of preparing the 2023/24 IDP was per the following phases:

Phase 0: Preparation

The purpose of this phase was to define the roles of various stakeholders and setting up an agreed process. The 2023/24 IDP, Budget and PMS Process and Framework Plan was prepared during July 2022 and approved by Council on 30th August 2022, and subsequently submitted to the Department of Co-operative Governance and Traditional Affairs for consideration.

Phase 1: Analysis

A district-wide analysis was undertaken, the analysis was based on the strategic and in-depth statistical analysis from the 2011 Census Data as well as the 2016 CSS covering the economic, infrastructure, social and labour statistics, to form part of a detailed analysis for the 2023/24 IDP. on the 26th Feb – 01st Mar 2023, Council and Management had a strategic planning session to review the vision, mission, core values, developmental priorities, organizational and departmental strategic plans to serve as critical base for the development of the fourth generation of the IDPs. The Annual Performance Report for the 2021/22 financial year was also utilised as a base for the development of the 2023/24 IDP in terms of making improvements through intervention programmes and projects especially on areas where the municipality did not perform accordingly.

Phase 2: Strategies

This phase was undertaken after the outcome of the Strategic Planning Session which culminated into a vision, mission, core values, developmental priorities to mainly focus on the powers and functions of the

municipality, SWOT analysis and organizational and departmental strategic plans. The developmental priorities, objectives and strategies were then aligned to the vision, and also to be in line with the National Development Plan, Provincial Growth and Development Strategy, District Growth and Development Plan as well as the newly announced District Demelopment Models plan.

Phase 3: Projects

Objectives and strategies were developed during phase two, and specific projects and capital investment framework were aligned in order to realise the developmental mandate. The municipal budget was also strictly aligned to the developmental priorities and subsequent to the specific projects and capital investment framework. A consolidated Implementation plan and capital investment plan was then linked to the Budget which was developed and integrated as part of the 2023/24 IDP.

Phase 4: Integration

IDP_LED Technical Forum meeting was held on the 07th December 2023, the Committee includes the district family of municipalities, public and private sector, and its aim is to:

- Streamlining planning process;
- Finding a common district wide development vision;
- Consolidation and alignment of programmes and budgets;
- Unifying the channelling of both private and public sector investments;
- Combating socio-economic ills in a strategic and coordinated manner; and
- Put forward a plan of action that will enjoy political buy-in at levels

The committee served to ensure that proper and realistic objectives and strategies are developed in line with the developmental priorities and budget.

Phase 5: Approval

The 2023/24 Final IDP will be adopted by council by the end of May 2023, and then to be subsequently submitted to the Department of Co-operative Governance and Traditional Affairs, Provincial and National Treasury for consideration purposes.

The following tables provides the details of various processes and consultations which were followed:

Table 6: Municipal 2022/23 IDP Programme

NO	ACTIVITIES	RESPONSIBLE PERSON / STRUCTURE	TARGET DATE
1.	Mayor begins planning for the next three - year budget in accordance with the co-ordination role of the budget process.	CFO	01 July 2022
2.	Finalize Performance agreements and plans for Section 54 and 56 Managers and Work Plans for Middle Managers for 2022/23, and subsequently submitted to COGTA	Manager: IDP/PMS	31 July 2022
3.	Submission of the Draft 2023/24 IDP Review, Budget and PMS Process and Framework Plan to the COGTA for assessment purposes	Manager: IDP/PMS	31 July 2022
4	Preparation of the One Plan and one budget Process plan linked to National and Local Government Processes.	Technical team	01 July – 30 September 2022
5	Co-ordination of the dates for the 2023/24 Process and Framework Plan with the IDP Managers of the family of municipalities, for alignment purposes.	Manager: IDP/PMS	13 August 2022
6	MEC Panel Assessment	COGTA	July/August 2022
7.	Mayor tables in Council for adoption of the Final 2023/24 IDP Review, Budget and PMS Process and Framework Plan and subsequently submitted to COGTA, PT and NT for consideration.	CFO / Manager: IDP/PMS	31 August 2022
8.	Assist the Mayor in the preparation of time schedule for the Budget and related policies.	CFO	September 2022
9	1 st Planning and Development forum – to Discuss Framework and Process Plans of Family.	Manager IDP/PMS	September 2022
10	IDP Indaba	Manager: IDP/PMS	17 September 2022
11	Advertisement of the 2023/24 IDP Review, Budget and PMS Process and Framework Plan	Manager: IDP/PMS	15 September 2022
12.	IDP Alignment Session	Manager: IDP/PMS	11 November 2022

NO	ACTIVITIES	RESPONSIBLE PERSON / STRUCTURE	TARGET DATE
13.	1 st Quarterly performance assessment of Section 54 and 56 Managers as required by Section 28(1) of the 2006 Performance Regulations	Manager: IDP/PMS	October 2022
14.	Initial Review of the National policies and Budget plans	CFO / Acting MM	October 2022
15.	UDM 1 st IDP_LED Technical Committee (IDP Representative Forum) – inter-sphere alignment session (integration / alignment of issues and also key municipal priorities which require funding for 2020/21 fy – IDP Alignment Session.	Manager: IDP/PMS and LED Manager	17 November 2022
16.	2 nd Planning and Development forum – discussion of the MEC Comments Action Plan and IDP Review Situational Analysis	Manager: IDP/PMS	18 November 2022
17	Review and Reprioritisation of the One Plan one Budget (Review profile, Gap analysis, Vision setting and strategy formulation)	Technical Team	31 December 2021
18	Municipal departments to prepare the Draft 2023/24 staff structure and staff budget (salaries) and departmental budgets.	Heads of Departments	November 2022
19	Review budget related policies and determine guidelines for 2023/24 Budget	CFO / MM / Council	November 2022
20	IDP Best Practise	Manager: IDP/PMS	25 November 2022
21	Submission of the 2022/23 Mid – Year Budget and Performance Assessment Report to the Internal Audit Unit and subsequently submitted to the Audit Committee	CFO / MM	January 2023
22.	Tabling of the 2022/23 Mid – year Budget and Performance Assessment Report to Council for adoption, and its submission to COGTA, PT and NT	CFO / MM / Council	25 January 2023
23.	Tabling of the 2021/22 Annual Report to Council	MM / Council	25 January 2023
24.	2 nd Quarterly performance assessment of Section 54 and 56 Managers as required by Section 28(1) of the	Manager: IDP/PMS	14 January 2023

NO	ACTIVITIES	RESPONSIBLE PERSON / STRUCTURE	TARGET DATE
	2006 Performance Regulations and Work Plans of Middle Managers		
25.	Strategic Planning Session – to serve as a framework for the 2022/23 IDP Review and Budget	Management and Council	February 2023
26	Provincial IDP Stakeholders Meeting – IDP Assessment Criteria	Manager: IDP/PMS	03 February 2023
27.	3 rd Planning and Development Forum – Alignment of programmes and Projects, Presentation on the progress of the 2022/23 IDP Review and Budget (Alignment & integration of project lists, sector plans, finalizing implementation programmes)	Manager: IDP/PMS	February 2023
28.	Council to approve the 2022/23 Adjustment Budget	MM / Council	28 February 2023
29.	Consolidation of the Draft 2023/24 Budget - Review of the provincial and national allocations for the incorporation into the Draft 2023/24 Budget; and - Alignment of the Draft 2023/24 Budget to the IDP Review.	CFO	31 March 2023
30.	Special Manco Meeting, for each department to present and motivate the 2022/23 staff structure, operating and capital budget.	HODs / MM / ExCo	March 2023
31.	UDM 2 nd IDP_LED Technical Committee Meeting (IDP Representative Forum) to obtain feedback on key municipal projects submitted to Sector Departments and Private Sector.	Manager: IDP/PMS and LED Manager	10 March 2023
32	Submission of the long term draft One Plan One Budget to Technical and Political hub for approval.	Technical Team	31 March 2022
33	Submission of the Draft 2023/24 IDP Review, Budget and Budget related policies, and SDF to ExCo, to recommend to Council the approval thereof.	MM / ExCo	31 March 2023
34	Council to approve the Draft 2023/24 IDP Review, Budget and Budget related policies, and SDF and their	MM / Council	31 March 2023

NO	ACTIVITIES	RESPONSIBLE PERSON / STRUCTURE	TARGET DATE
	submission to COGTA, PT and NT for assessment purposes.		
35	Council to adopt the 2021/22 Oversight Report and Annual Report and its submission to COGTA, PT, NT and Provincial Legislature.	MM / Council	31 March 2023
36	Mid – Year Budget and Performance Assessment Visits.	CFO / PT	March 2023
37.	Advertisement of the Draft 2023/24 IDP Review, Budget and SDF for a period of 21 days as required by the Municipal Systems Act, for public comments and inputs.	Manager: IDP/PMS / CFO	April 2023
38.	Convening of Decentralised IDP Assessment Forums.	Manager: IDP/PMS / COGTA	April 2023
39.	Public Consultation Meetings on the Draft One Plan and Draft 2023/24 IDP Review, Budget and related policies, and SDF in terms of the Municipal Systems Act, (No 32 of 2000) and the Municipal Finance Management Act, (No 56 of 2003) in all four Local Municipalities.	Manager: IDP/PMS / CFO	April/May 2023
40.	IDP /SDF/ DGDP Assessment Feedback Session.	Manager: IDP/PMS	25 April 2023
41.	Third Quarterly performance assessment of Section 54 and 56 as required by Section 28(1) of the 2006 Performance Regulations	Manager: IDP/PMS	May 2023
42.	4 th Planning and Development forum – to finalize and align the programmes and projects, and key strategic issues, IDP and Budget.	Manager: IDP/PMS	May 2023
43.	Budget and Benchmark Assessment	CFO / PT	May 2023
44.	Adoption of the 2023/24 IDP Review, Budget and related policies, and SDF by Council	Council	31 May 2023
45	Submission of the Final One plan One Budget for adoption by the Technical and Political Hub	Technical Team	May/June 2022
46	Submission of the Final 2023/24 IDP Review, Budget and Budget related policies, and SDF to COGTA, PT and NT within 10 days after adoption.	CFO / Manager: IDP/PMS	June 2023
47	Gazetting of the adopted One Plan One Budget.	Cogta/Technical team	30 June 2022

NO	ACTIVITIES	RESPONSIBLE PERSON / STRUCTURE	TARGET DATE
48.	Commence with the implementation of the 2023/24 IDP Review, Budget and SDF, and monitor performance through PMS	CFO / Manager: IDP/PMS	01 July 2023

1.4 Key Developmental Challenges Facing The Municipality And Proposed Interventions

The municipality is facing a series of challenges based on the status quo analysis, which need to be unlocked thereby creating a conducive environment for socio – economic and infrastructure development, through these challenges being addressed, they can have a significant impact in improving the lives of the communities, and some of the information was obtained from the ward based plans of the local municipalities, and some is based on the outcome of the Strategic Planning Session which the municipality undertaken, and they are as follows but not limited to:

Table 7: Municipal Challenges and Proposed Interventions

CHALLENGES	PROPOSED INTERVENTIONS
Drought	The Technical Services unit will continue with accelerating drought alleviation programmes by sourcing funding from relevant departments to provide drought relief programmes.
Limited water sources	The municipality purchased eight (8) water tankers to address the shortage of water especially in those areas where water schemes have not been implemented
Lack of rudimentary programmes to address water provision.	Spring protection programme implementation to resume in all local municipalities.
Incomplete sanitation programmes.	Funds will be sourced from the Department of Water and Sanitation to complete projects that are not completed.
Lack of robust social initiatives programmes targeting women and youth.	The Community Services department will direct more programmes towards Women, sports and Youth in the 5 th Generation IDP.
Lack of policies favouring the SMME's	Review of the District Wide Supply Chain Management Policies to favour local emerging enterprises.

Land identification and release for agricultural development.	Engagement of the District House of the Traditional Leaders on the developmental issues.
Poor communication and planning amongst departments	Eliminate silo planning within the departments by implementing the communication strategy and encourage departments to implement integrated planning.
Ageing Infrastructure	The department is to formulate an O and M plan and refurbishment plans which focus on replacement of ageing infrastructure.
Inadequate infrastructure	Technical department requested COGTA for funding to accelerate the implementation of projects and eradication of service delivery backlogs.
Outdated plans for the development of key economic sectors (District tourism, agriculture, SMME sector plans)	The municipality is in the processes of reviewing the Local Economic Development Strategy for the 2023/24 period which will serve to look at the different sectors within the districts and their growth potential.
Identification and implementation of District wide catalytic LED projects and sourcing of additional funding.	Progress has been made in the establishment of the Development Agency to initiate and drive the process.
Poor collection levels	Fully implement the Revenue Enhancement strategy and Credit Control & Debt Collection Policy.
Uncoordinated internal and external communication.	Development of an integrated communication system for customer care and operational matters.

1.5 High Level Municipal Programmes and Monitoring Process

As the municipality has various challenges which need to be unlocked thereby enhancing economic and infrastructure development, the following programmes are the ones which the municipality will be implementing which are linked to Key Performance Areas and also Outcome Nine, their implementation will be monitored through the Organisational Scorecard which is part of the Performance Management System and also the Development Strategies of the IDP which is Section D, and the reporting thereof will be on monthly, quarterly, mid year and on an annual basis to the relevant structures to ensure that the desired results are achieved.

Table 8: Municipal Programmes to be Implemented and Monitored

MUNICIPAL KEY PERFORMANCE AREAS	PROPOSED PROGRAMMES TO BE MONITORED
Outcome 9: Differentiated Approach to Municipal Financing, Planning and Support	
Municipal Transformation and Institutional Development	• Review and Implementation of the Organogram • Review and implementation of the Workplace Skills Plan (Organisational and Skills Development) • Review and Implementation of the Employment Equity Plan • Review and Implementation of the Human Resource Development Strategy • Development of the Statutory Documents (e.g Annual Report, IDP, etc) • Preparation and submission of the Performance Reports to relevant structures • Ensuring functionality of the Oversight Committees e.g Audit Committee, Internal Audit Unit etc • Implementation of the Community Skills Development Projects
Outcome 9: Improved Access to Basic Services	
Basic Service Delivery and Infrastructure Investment	• Reduction of water and sanitation backlogs • Implementation of the WSDP • Review and implementation of the Water and Sanitation Master Plan • Review and implementation of the Operation and Maintenance Plan • Finalisation of the Rural Road Asset Management System • Implementation of the water loss management programme

Outcome 9: Community Work Programme Implemented and Cooperatives Supported**Local Economic Development**

- Functionality of the District Development Agency
- Maximisation of beneficiations in different value chain (e.g livestock – beef – skin processing); through the development of the Agri-Parks initiative
- Implementation of the LED Strategy
- Development of the District Investment Promotion Strategy
- Review of the District Wide Supply Chain Management Policies to favour local emerging enterprises
- Development and implementation of SMME /informal economy programmes
- Provision of support to Tourism Institutional structures
- Provision of support to Informal traders through the Informal Traders Upliftment programme
- Creation of Job opportunities through Expanded Public Works Programme
- Maximisation of the comparative advantage in Agriculture, Tourism and Mining

Outcome 9: Deepent Democracy through a Refined Ward Committee System**Good Governance and Public Participation**

- Development of programmes targeting women and youth
- Development and impelmenation of the recreational programmes
- Development and implementation of the special programmes
- Review and implementation of the Communication Plan

Outcome 9: Improved Municipal Financial and Administrative Capability**Municipal Financial Viability and Management**

- Review and implementation of the Revenue Enhancement Strategy

	• Review and implementation of the SCM Policy to favour local SMMEs • Review and implementation of the Asset Management Policy • Implementation of Credit Control & Debt Collection Policy • Review and implementation of the anti-corruption policy • Preparation and submission of statutory reports to relevant authorities e.g Sesction 71 an 72 Reports, Budget, Adjustment Budget, Annual Financial Statements etc
Outcome 9: Differentiated Approach to Municipal Financing, Planning and Support	
Cross Cutting	• Review and implementation of the Disaster Management Plan. • Review and Implementation of the Spatial Development Framework. • Implementation of the Environmental Management Framework. • Update of the water and sanitation prtojects. • Mapping of the IDP Capital Projects. • Implementation of SPLUMA. • Construction and completion of the District Disaster Management Centre.

1.6 Municipal Catalytic Projects

The following tables reflects some of the catalytic projects which the municipality aims to implement through partnerships in terms of securing funding for implementation, and they are as follows:

Table 9: Municipal Catalytic Projects

No	Project Description	Locality	Budget
1.	Pomeroy Greenfields Housing Project (K11090009)	Umsinga LM	
2.	Goat meat processing Factory: abattoir	Umsinga LM	

3.	Pomeroy Multi-Purpose Centre (Traffic Testing Station and Satellite for Disaster Management & Fire Station	Umsinga LM	
4.	Upgrade of Nquthu -Thelezini Water Supply Scheme	Umzinyathi District	R 15 000 000
5.	Nquthu Residential Services Sites. master plan jurisdiction as well).	Nquthu LM	
6.	Master Plan Approval (the serviced sites are also within)	Nquthu LM	
7.	Nquthu Traffic Department	Nquthu LM	
8.	Clearing of invasive alien plants at uMzinyathi	District wide	
9.	uMvoti IAS project ward 5,7,9, and 10	Umvoti LM	R2 600 000
10.	Msinga IAS project ward 2,4 and 6	Msinga LM	R1 800 00
11.	Dundee Race Track Legacy Project – R 3 802 621.73 – Traditional Equine Horse Racing – 20,000 full time jobs	Endumeni LM	
12.	Glencoe Petrol Filling Station and Retail Facility - Portion 7, 8 and 9 of Erf 1342 in Glencoe.	Endumeni LM	
13.	eNdumeni (Focusing on meat processing)	Endumeni LM	
14.	Nquthu and Msinga fresh produce	Nquthu LM	
15.	Mvoti (Aloe Processing)	Umvoti LM	
16.	Resuscitation of One stops shops into youth development centres	District wide	
17.			

Based on the above Catalytic Projects, the municipality will also utilise the service of the Development Agency to expedite sourcing funding, management and implementation of high impact programmes and projects that will address job creation, poverty alleviation and improve per capita income of the local citizens. It will also serve to unlock the economic developmental potential of the municipality with the implementation of bankable and sustainable economic development projects and programmes.

SECTION B: PLANNING AND DEVELOPMENT PRINCIPLES

2 PLANNING AND DEVELOPMENT PRINCIPLES

2.1 Introduction

Integrated Development Planning is a **process** through which municipalities prepare a strategic development plan, for a five year period. The Integrated Development Plan (IDP) is a **product** of the integrated development planning process. The IDP is a principal strategic planning instrument which guides and informs all planning, budgeting, management and decision-making in a municipality. In terms of Section 28 of the Municipal Systems Act 32 of 2000, municipalities are required to prepare a process that will guide the planning, drafting, adoption and review of the Integrated Development Planning.

All municipalities have to undertake an integrated development planning process to produce integrated development plans (IDPs) as required in terms of the Section 32 of the Municipal Systems Act of 2000. The IDP is a legislative requirement and it has a legal status, and it supercedes all other plans that guide development at local government level. The 2023/24 IDP is the fifth generation of the IDPs as required in terms of Section 32 of the Municipal Systems Act (No 32 of 2000), which commenced from the 2022/23 financial year.

2.2 Legislative Framework

Table 10: Legislative Framework

No	Legislative Framework	Principles/Directives
1.	Constitution of the Republic of South Africa, Act 108 of 1996	The Constitution requires municipalities to undertake developmental orientated planning to ensure that it: • Strives to achieve the objectives of local government as indicated in Section 152; Gives effect to its developmental duties as required by Section 153; • Together with other organs of state it contributes to the progressive realization of fundamental rights contained in Section 24, 25, 26, 27 and 29.
2.	Municipal Structures Act (No 117 of 1998)	The Municipal Structures Act No 117 of 1998 makes provision for the powers and functions between the Metro, Districts and

		Local Municipalities. It mandates district wide functions to the district municipalities and critical day to day functions to the local municipalities.
3.	Municipal Systems Act (No 32 of 2000)	According to Chapter 5, Section 32 of the Municipal Systems Act of 2000, all municipalities (i.e. Metros, District Municipalities and Local Municipalities) are required to undertake an integrated development planning process to produce integrated development plans (IDPs). A credible IDP is a single, inclusive strategic plan for the municipality. That: • is based on up to date and accurate statistics and empirical data that can inform strategic decision making; • integrates, co-ordinates and facilitates service delivery, local economic development and wise land use management within the municipal area of jurisdiction; • forms the general basis on which annual budgets are developed; • aligns the resources and capacity of the municipality with the implementation of the plan; • assists a municipality in fulfilling its constitutional mandate as developmental local government; and • facilitates the processes of democratisation and sustainability through vigorous public participation.
4.	Municipal Finance Management Act (No 56 of 2003)	The annual Budget and the IDP have to be linked to one another and that has been formalised through the promulgation of the Municipal Finance Management Act (2004). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act indicates that: • At least 10 months before the start of the budget year, table in the municipal Council a time schedule outlining key deadlines for:

		○ The preparation, tabling and approval of the annual Budget; ○ The annual review of the integrated development plan in terms of Section 34 of the Municipal Systems Act, and the Budget related policies ○ The tabling and adoption of any amendments to the integrated development plan and budget related policies, and ○ The consultative processes forming part of the processes referred above.
5.	Disaster Management Act (No 53 of 2002)	The Disaster Management Act No 53 of 2002, Section 25 requires: (1) Each municipality must, within the applicable municipal disaster management framework- • prepare a disaster management plan for its area according to the circumstances prevailing in the area; • co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players; • regularly review and update its plan: and • through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the Local Government: Municipal Systems Act, 2000 (Act No. 32 of 2000), consult the local community on the preparation or amendment of its plan. (2) A disaster management plan for a municipal area must- • form an integral part of the municipality's integrated development plan; • anticipate the types of disaster that are likely to occur in the municipal area and their possible effects; • place emphasis on measures that reduce the vulnerability of disaster-prone areas, • seek to develop a system of incentives that will promote disaster management in the municipality;

		• identify the areas, communities or households at risk; • take into account indigenous knowledge relating to disaster management; • promote disaster management research; • identify and address weaknesses in capacity to deal with possible disasters; • provide for appropriate prevention and mitigation strategies; • contain contingency plans and emergency procedures in the event of a disaster, (3) A district municipality and the local municipalities within the area of the district municipality must prepare their disaster management plans after consulting each other. (4) A municipality must submit a copy of its disaster management plan, and of any amendment to the plan, to the National Centre, the disaster management centre of the relevant province, and, if it is a district municipality or a local municipality, to every municipal disaster management centre within the area of the district municipality concerned.
6.	Local Government: Municipal Planning and Performance Management Regulations, 2001	In 2001, the Municipal Planning and Performance Management Regulations were issued to further provide guidelines and clarity on the issues of IDP and PMS. The Municipal Planning and Performance Management Regulations provide details on the requirements of the IDP and Performance Management System.

2.3.1 NATIONAL AND POLICY FRAMEWORK

Table 11: National and Policy Framework

No	National Policy / Framework	Principles/Directives
1.	Breaking New Ground This policy is fundamentally about the need to move away from a housing-only approach to a more holistic development of human settlements, including the provision of social and economic infrastructure.	• Safe and secure environments. • Adequate access to economic opportunities. • A mix of safe and secure housing and tenure types. • Reliable and affordable basic services, educational, entertainment, health, welfare and police services within a multi-purpose cluster concept. • Compact, mixed land use, diverse, life-enhancing environments with maximum possibilities for pedestrian movement and transit. • Low-income housing in close proximity to areas of opportunity. • Integrated, functional, and environmentally sustainable human settlements, towns and cities. • Encourage social (medium-density) housing. • Alternative technology and design.
2.	Comprehensive Rural Development Programme is a national strategy focusing on dealing effectively with rural poverty through the optimal use and management of natural resources.	The programme focus on a three pronged strategy covering the following: • Agrarian transformation. • Rural development emphasising: • Improved economic infrastructure • Improved social infrastructure. • Land reform: • Increase the pace of land redistribution • Increase the pace of land tenure reform • Resolving outstanding land restitution claims
3.	National Development Plan Vision for 2030	The vision highlights a number of focus areas, which are as follows: • The economy and employment • Economic infrastructure.

	The NDP 2030 presents a long-term vision for South Africa and addressed the Governments programme to “attack” poverty and deprivation with the aim of nation building	• Transition to a low carbon economy. • An inclusive rural economy. • Positioning South Africa in the world. • Human settlements. • Improving education, innovation and training. • Promoting health. • Social protection. • Building safer communities. • Building a capable state. • Promoting accountability and fighting corruption. • Transforming society and uniting the country. • The economy and employment: This requires creating an environment for sustainable employment and economic growth. These conditions may be created through the identification of key economic sectors as well as the key challenges that affect the efficiency of these sectors such as transport, lack of facilities and infrastructure. • Economic infrastructure: There is an unequal distribution of economic infrastructure which therefore increases regional inequalities. • An inclusive rural economy: The NDP identifies the need for rural communities to have greater opportunities to participate fully in the economic, social and political life of the country. Rural communities therefore have a great need for basic infrastructure as well increasing the economic growth through agriculture and tourism. • Human settlements: This element deals with eradicating the dysfunctional settlement patterns and

		weak spatial planning. Dealing with sustainable human settlements requires a number of consideration such as transport links, economic opportunities, preserving environmentally sensitive areas and availability of social facilities.
4.	State of the Nation Address (SONA)	Implementation of the Nine Point Plan: • Revitalisation of the agriculture and agro-processing value-chain; • Advancing beneficiation adding value to our mineral wealth; • More effective implementation of a higher impact Industrial Policy Action Plan; • Unlocking the potential of SMME, co-operativess, township and rural enterprises; • Resolving the energy challenge; • Stabilising the labour market; • Scaling-up private-sector investment; • Growing the Ocean Economy; • Cross-cutting Areas to Reform, Boost and Diversify the Economy; ○ Science, technology and innovation ○ Water and sanitation ○ Transport infrastructure ○ Broadband rollout ○ State owned companies
6.	Key priority areas of the State of Province Address	Creation of more jobs, decent work and sustainable livelihoods for inclusive growth: The province acknowledges the creation of jobs through investments in strategic infrastructure to unlock economic opportunities in which most will be driven in the implementation of the Strategic Integrated Projects • Rural development, land reform and food security: Through the Rural Development Programme the Province is aiming at improving the livelihoods of the

		rural communities through expansion of rural development programmes to ensure sustainability. This includes empowering rural communities to move from limited subsistence and food security activities to gain access to the formal economy • Education: The province aims at delivering professional management and relevant teacher support programme which will include the expansion and improvement of tertiary education and training system. • Health: The province aims at expanding facilities and training of health professionals. The province was generally characterised by a need for the overhaul of infrastructure, upgrades of existing facilities as well as construction of new facilities • Fighting crime and corruption: Over the next five years, the province has aimed at seeing better policing which is the engine room of safety and crime-prevention in the Province

2.3.2 MEDIUM TERM STRATEGIC FRAMEWORK

The 2014 – 2016 MTSF focuses on the following priorities:

- Radical economic transformation, economic growth and job creation;
- Rural development, land agrarian and reform, and food security;
- Ensuring access to adequate hums settlements and quality basic services;
- Improving the quality of life and expanding access to education and traning;
- Ensuring quality health care and social securing for all citizens;
- Fighting corruption and crime;
- Contributing to a better Africa and a better world; and
- Social cohestion and nation building.

The province of KwaZulu – Natal has reviewed the Provincial Growth and Development Strategy which was developed in 2011, and was adopted by the Cabinet in September 2016, and the Plan in December 2016. The 2016 Provincial Growth and Development Strategy provides a strategic framework for development in the Province; it has seven strategic goals and 31 strategic objectives which some have been changed and also added new ones, and also key specific targets linked to each strategic goals which have to be achieved by 2035.

On the main, the purpose of the Provincial Growth and Development Strategy is to build a gateway for growing the economy for the continued development and improvement of the quality of life of all people living in the province whilst ensuring that the currently marginalised have broader socio – economic opportunities. It also provides a strategic framework for accelerating and sharing the benefits of an inclusive economic growth through deepened, meaningful, effective and sustainable catalytic and developmental interventions. The revised 2016 KZN PGDS continues to:

- Be a primary growth and development strategy for KwaZulu – Natal, now to 2035;
- Mobilise and synchronise strategic plans and investment priorities in all spheres of government, private sector, civil society, labour in order to achieve the desired growth and developmental goals;
- Spatially contextualise and prioritise interventions so as to achieve greater spatial equity;
- Guide clearly defined institutional arrangements which ensure decisive and effective leadership, robust management, through implementation and ongoing inclusive reviews of the growth and development plan;
- Provide a firm basis for monitoring, evaluation, and reporting, as well as a framework for public accountability.

The Strategic Framework of the 2016 Provincial Growth and Development Plan is as follows:

Figure 1: PGDS Strategic Framework



Source: 2016 Provincial Growth and Development Strategy

Alignment of the Provincial Growth and Development Strategy to the Municipal Sectors is as follows:

Table 10: Strategic Alignment To NDP, PGDS & B2B

KEY CHALLENGE	NATIONAL KEY PERFORMANCE AREA	NDP Priorities and outputs	PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY	BACK TO BASICS PRINCIPLE	BATHO PELE	UDM GOAL	IDP REF	STRATEGIC OBJECTIVE
Low staff morale	Municipal Transformation and Institutional Development	Capable, Ethical and Developmental State	Priority No. 8 - Build a Caring and Incorruptible Government	Building Capable Local Government Institutions	Encouraging innovation rewarding excellence	High performance municipality leading in transformation and	MTID 1	Address lack of skills development and safeguard retention of skills.

KEY CHALLENGE	NATIONAL KEY PERFORMANCE AREA	NDP Priorities and outputs	PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY	BACK TO BASICS PRINCIPLE	BATHO PELE	UDM GOAL	IDP REF	STRATEGIC OBJECTIVE
Poor communication and planning amongst departments						institutional development	MTID 2	Ensure good governance, financial viability, efficient administration and optimal institutional transformation with capacity to execute its mandate.
Lack of accountability within the municipality								
Delay in eradicating service delivery backlogs due to contractors stopping work as a result of non-payment	Basic Services Delivery and Infrastructure Development	Consolidating Social Wage through reliable and quality basic services	Priority No. 1 - Basic Services	Delivering basic services	Access	Eradication of service delivery backlogs	BSDID 1	Provision of safe drinking water and sanitation services to the community to eradicate service delivery backlogs
							BSDID 2	Ensure the Provision of safe drinking water to households and implement environmental protection as prescribed by SANS 241.
							BSDID 3	Reduce Water Losses
Ageing infrastructure								
Non-compliance to SANS 241								
Health hazards								
High water losses								
Short life span of Small businesses and Co-operatives	Local Economic Development	Economic transformation and job creation	Priority No. 2 - Job Creation Priority No. 3 - Growing the Economy	n/a	Access	Economically viable district prominent in investment	LED 1	Guide and support SMME development and sustainability to increase job creation ,agricultural and tourism potential

KEY CHALLENGE	NATIONAL KEY PERFORMANCE AREA	NDP Priorities and outputs	PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY	BACK TO BASICS PRINCIPLE	BATHO PELE	UDM GOAL	IDP REF	STRATEGIC OBJECTIVE
Lack of Identification and implementation of District wide catalytic LED projects and sourcing of additional funding			Priority No. 4 - Growing SMMEs and Cooperatives			and job creation		
Policies that don't favour SMME development and job creation								
Poor coordination of public participation across the municipality.	Good Governance and Public Participation	Capable, Ethical and Developmental State Health and Education	Priority No. 8 - Build a Caring and Incorruptible Government	Good Governance	Leadership and strategic direction; Information; Courtesy	Improve accountability and corporate governance, whilst creating a healthy environment and social cohesion.	GGPP 1	Improved communication and public participation between the municipality and communities.
Lack of programmes targeting Women and Youth			Priority No. 5 - Education and Skills Development				GGPP 2	Enhance healthy communities and citizens
Lack of consequent management in compliance to Environmental Health Management								
Increasing audit queries and unfavorable audit opinion							GGPP 3	Provision of a Sound oversight role to ensure effectiveness and guidance in all municipal committees.
							GGPP 4	Provide independent and objective assurance on the municipal internal control activities
Failure to adhere to legislation and grant conditions by departments.	Municipal Financial Viability And Management	Improve Municipal Financial and administrative	Governance and policy	Sound Financial Management	Value for money Openness and Transparency	Promote sound financial management system	MFVM 1	Effectively manage the municipal resources and ensure financial sustainability.

KEY CHALLENGE	NATIONAL KEY PERFORMANCE AREA	NDP Priorities and outputs	PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY	BACK TO BASICS PRINCIPLE	BATHO PELE	UDM GOAL	IDP REF	STRATEGIC OBJECTIVE
Poor collection levels Culture of non-payment resulting in no go areas across the district. Inability to follow procurement plan and stick to timeframes Increasing audit queries and unfavorable audit opinion		ve capability				and good governance.		
Outdated spatial data	Cross Cutting	Spatial integration, human settlements and local government	Priority No. 6 - Human Settlement and sustainable livelihood	n/a	Information	Integrated Urban, rural and geographical systems development	CC 1	Development of spatial strategic documents and developmental procedures to ensure sustainable future development
						(Active)Strengthening Disaster management through local support, mitigation and risk management	CC 2	Robust disaster management and fire services that's is detective, preventative and responsive in implementation

2.3.4 PROVINCIAL SPATIAL ECONOMIC DEVELOPEMNT STRATEGY

The KZN Cabinet adopted the PSEDS in 2007, and thus has been used a framework for prioritization of spatial economic development initiatives within the province. The PSEDS is meant to focus where

government directs its investments and development initiatives as well as capitalising on complementaries, facilitate consistent and focused decision making, while bringing about strategic coordination, interaction and alignment.

The PESDS is built on four pillars: Increasing investments in the province, Skills and Capacity Building, Broadening participation in the economy and Increasing competitiveness.

2.3.5 CIRCULAR 88

National Treasury initiated a process to review, rationalise and streamline the reporting arrangements of metropolitan municipalities at the end of 2013. This initiative was undertaken in response to the following issues arising from metro reporting on performance information, particularly within the built environment:

- There are too many indicators that national departments expect metropolitan municipalities to report upon and they are not sufficiently strategic
- There is duplication, fragmentation and insufficient coordination of how this performance information is managed and reporting resulting in an inefficient use of resources; and
- Indicators at the output and outcome level are generally undeveloped and insufficient attention has been paid to the relationship between outputs and outcomes in crafting and selecting performance indicators

Central to this reporting initiative was the intrinsic linkage to planning, and the inescapable reality that reports are a response to plans, of which the inter-relationship necessitates consideration of the implications for both. All Municipalities are required to comply to the circular.

2.3.6 OPERATION CLEAN AUDIT

Government set a target for the government departments and municipalities to achieve Operation Clean Audit. Umzinyathi District Municipality managed to achieve an adverse opinion Audit for the 2021/22 financial year.

The municipality is also committed and dedicated in improving the audit report going forward, to ensure that the pride for the municipality of good governance and financial management is realised once again, and has in place sound and efficient financial systems, and also capable employees which would enable the achievement thereof.

2.3.7 DISTRICT GROWTH AND DEVELOPMENT PLAN

In February 2011, the KwaZulu-Natal Provincial Executive Council tasked the Provincial Planning Commission to prepare the KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) to drive and direct growth and development in the Province to the year 2030. It was outlined that for the province to realise the goals as identified in the PGDS and detailed within the PGDP, each District Municipality and Metro will need to develop a District Growth and Development Plan (DGDP) and Growth and Development Plan which will extract all issues of implementation from the PGDP in their jurisdiction in order to further the implementation of the issues as prioritized.

The aim of the DGDP is therefore to translate the Provincial Growth and Development Strategy into a more detailed implementation plan at a district level, inclusive of a activity level framework with targets and responsibilities assigned to the appropriate local municipalities, the district municipality, provincial and national government departments to enable the province to measure its progress in achieving the accepted growth and development goals.

The municipality adopted the 1st District Growth and Development Plan in May 2015. Through the preparation of the plan, there were gaps in terms of required information from various sector departments to serve as a base to set the key performance indicators and targets for 2020, 2025 and 2030. Therefore, the municipality was unable to effectively implement the District Growth and Development Plan.

The Municipality in conjunction with the Department of Cogta then held a DGDP summit on 12 -13th of July 2018 which advocated for the infusion of reviewed DGDPs into the strategic plans of the District Development Agencies. It also prioritised the strengthening of the public private collaborative approach towards the achievement of the 2035 vision in an intergrated, inclusive and sustainable manner. The final District Growth and Development Plan was adopted by Council in December 2018 and integrated into the 2019/20 IDP Review for alignment purposes .The Municipality has also developed a Monitoring and Evaluation Framework to monitor the implementantion of the DGDP, its programmes and projects. The M&E will also be aligned to the Municipal Scorecard as well as to deliverables of Heads of departments.

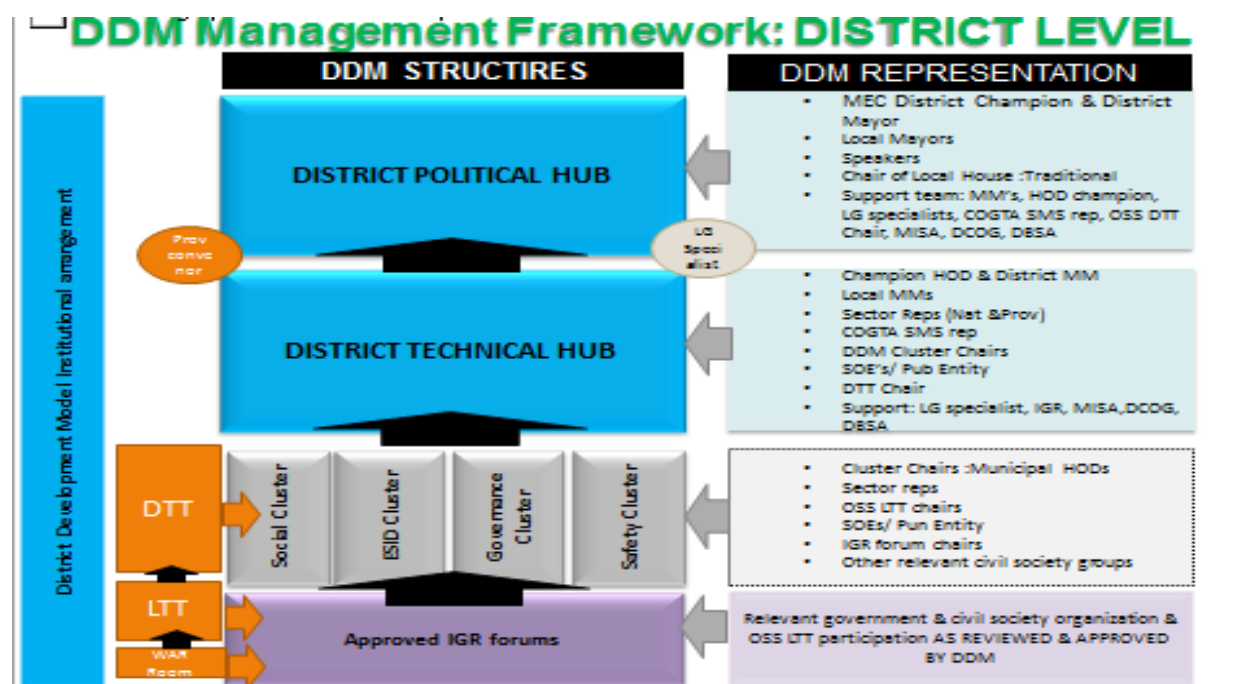
2.3.8 DISTRICT DEVELOPMENT MODELS

In 2019, Cabinet approved the DDM as a government approach to improve intregated planning and delivery across the three spheres of government with district and metropolitan spaces as focal points of

government and private sector investment. The envisaged integrated planning and delivery in the district and metropolitan spaces will be enabled by joint planning, budgeting and implementation process to fast track the service delivery and do away with the fragmented approach to development and Service delivery. The Model consists of a process by which **joint collaborative planning and implementation** is undertaken at a district and metropolitan level together by all spheres of government resulting in a single strategically focussed. Umzinyathi has followed suit by developing its own DDM in conjunction with KZN Cogta.

During 2020, All DDM structures were been formed, inaugurated and are fuctional. The structures : Social cluster, ESID Cluster: economy, Justice, Crime prevention and Security (JCPS), G & A Cluster, Communication Cluster are all sitting on a regular bases to give their repective updates. The first generation One Plan has been developed and adopted as a long term plan which subsequently be implemented through the Intergrated Development Plans.

The Municipality has recently adopted the second review of the Plan at the meeting of its Politcal Hub on the 25th February 2023. A One Plan draft process plan was developed, was taken through all structures for approval. The next step is for the different clusters to adopt the draft implementation plan which will allow clusters to monitor it and its projects.



SECTION C: SITUATIONAL ANALYSIS

3 SITUATIONAL ANALYSIS

The population of a country is of principal importance in addressing developmental needs in a society. The population growth, ageing population, migration and urbanisation present both important developmental challenges and opportunities that have direct and indirect implications for social, economic and environmental development.

These dynamics in the population structure affect macro-economic factors such as consumption, production, employment, income distribution and poverty. The changes in the population structure influences universal access to social services such as health, education, sanitation, water, food and energy. Proper planning for population dynamics will therefore ensure that the wellbeing of both the current and the future generation is promoted with the motive of advancing sustainable development.

3.1 Service Delivery Assessment

Umzinyathi District is mandate with providing Water and Sanitation to its communities. However with the level of urbanisation and ever changing dynamics, the backlogs have continued to persist. There are pockets of communities whose level of development still has to be improved.



Source: Umzinyathi, 2023

3.2 District Demographics And Analysis

The province of KZN is home to an estimated 11.6 million people which accounts for an estimated 19.9 per cent of the South African population. The table below illustrates that the KZN province is the second most populated after Gauteng which has an estimated 13.4 million people, constituting 24 per cent of the total national population. This is in contrast to the figures in 2006, which showed that KZN was home to 9.9 million people followed by Gauteng at 9.5 million people.

Migration is cited as one of the main factors contributing to the decline in the share of the national population and consequently affecting its equitable share grant allocation. Migration patterns from KZN to Gauteng have often been attributed to better opportunities (Job, Education, infrastructure, entrepreneurship etc).

Table 12: Population by Provinces

Province	Census 2011		Community Survey 2016	
	N	%	N	%
Gauteng	12 272 263	23.7	13 399 724	24.1
KwaZulu-Natal	10 267 300	19.8	11 065 240	19.9
Eastern Cape	6 562 053	12.7	6 996 976	12.6
Western Cape	5 822 734	11.2	6 279 730	11.3
Limpopo	5 404 868	10.4	5 799 090	10.4
Mpumalanga	4 039 939	7.8	4 335 964	7.8
North West	3 509 953	6.8	3 748 435	6.7
Free State	2 745 590	5.3	2 834 714	5.1
Northern Cape	1 145 861	2.2	1 193 780	2.1
South Africa	51 770 561	100	55 653 654	100

Source: CS 2016 (Stats SA)

3.2.1 POPULATION BY DISTRICTS

Umzinyathi is the 8th most populated district in the Kwa-Zulu Natal Province which may be due to varying reasons such as the vast rurality of the district, poor access to basic service (Water & Electricity), lack of employment opportunities etc. the district has recently adopted the district growth and development plan(DGDP). The aim of the DGDP is to translate the Provincial Growth and

Development Plan (PGDS) into a detailed implementation plan at a district level, inclusive of clearly defined targets and responsibilities thus enabling the province to measure its progress in achieving the accepted growth and development goals.

Table 13: Population by Districts

Districts	Census 2011		CS 2016	
	N	%	N	%
ETH: eThekwini	3442361	34	3702231	33
DC22: Umgungundlovu	1017763	10	1095865	10
DC28: Uthungulu	907519	9	971135	9
DC26: Zululand	803575	8	892310	8
DC21: Ugu	722484	7	753336	7
DC23: Uthukela	668848	7	706588	6
DC27: Umkhanyakude	625846	6	689090	6
DC29: iLembe	606809	6	657612	6
DC24: Umzinyathi	510838	5	554882	5
DC25: Amajuba	499839	5	531327	5
DC43: Sisonke	461419	4	510865	5
KwaZulu-Natal	10267300	100	11065240	100

Source: CS 2016 (Stats SA)

3.2.2 POPULATION WITHIN THE LOCAL MUNICIPALITIES

The population within the Umzinyathi district is unevenly spread with Msinga having the highest population numbers of 183 187, Nqutu with a population of 176 241, Umvoti with population of 120 837 and last Endumeni at population of 81 896.

Table 14: Umzinyathi Municipalities

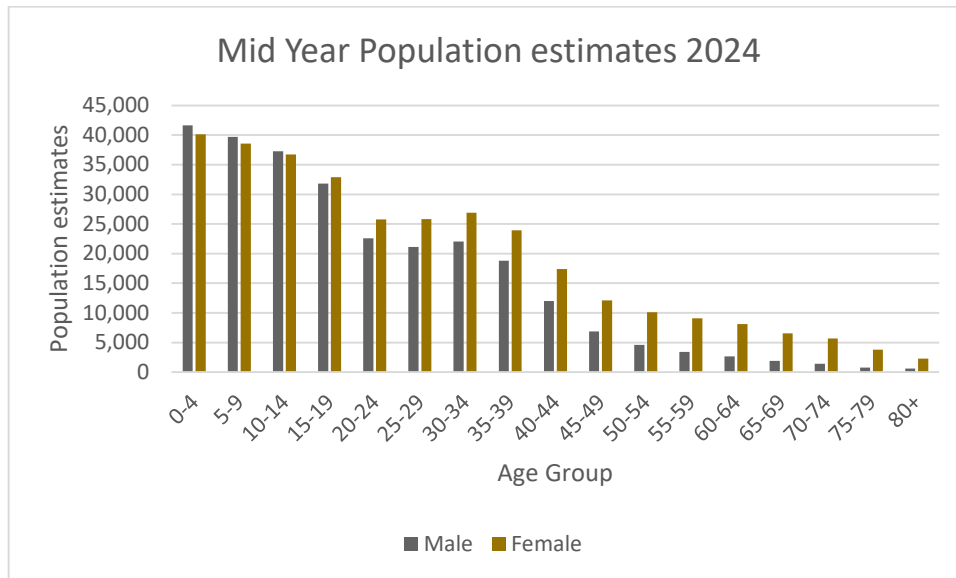
Local Municipality	2019		2020		2021		2022	
	Male	Female	Male	Female	Male	Female	Male	Female
KZN241 : Endumeni	39,395	40,552	40,442	41,454	41,448	42,362	42,605	43,308
KZN242 : Nqutu	79,269	95,905	79,961	96,280	80,613	96,642	81,359	97,033
KZN244 : Msinga	78,147	103,038	79,314	103,873	80,495	104,729	81,694	105,611
KZN245 : Umvoti	51,496	68,510	51,810	69,027	52,080	69,541	52,433	70,080

Source: (Stats SA, 2021)

3.2.3 MID YEAR POPULATION ESTIMATES 2024

Below are the Mid-Year Population estimates which are the numbers the community of Mzinyathi is expected to grow by in 2024

Mid Year Population estimates 2024

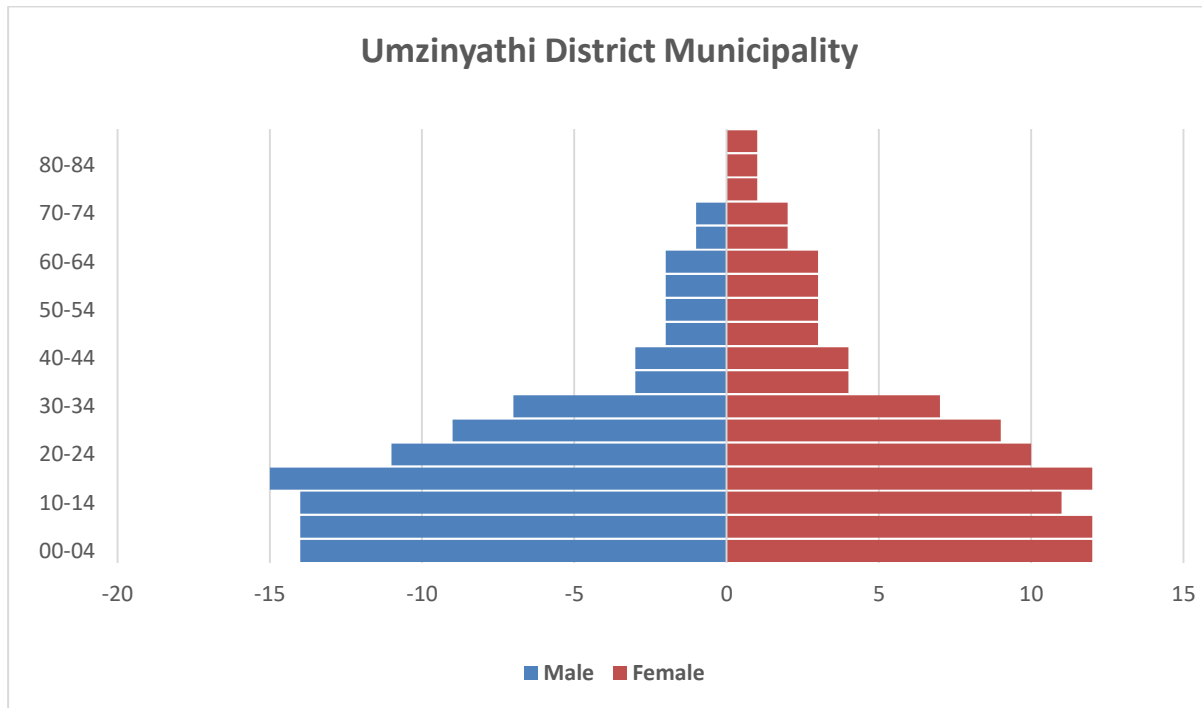


Source: StatsSA, 2023

3.2.4 DISTRICT AGE AND GENDER DISTRIBUTION

The pyramid below illustrates the population distribution of Umzinyathi district by age and gender in the year 2016. The pyramid is narrowly distributed and indicates that the largest population range is between 00-04, 10-14, 20-24 and 30-34 which is approximately 64.1 per cent of the total population.

Figure 2: Age and Gender



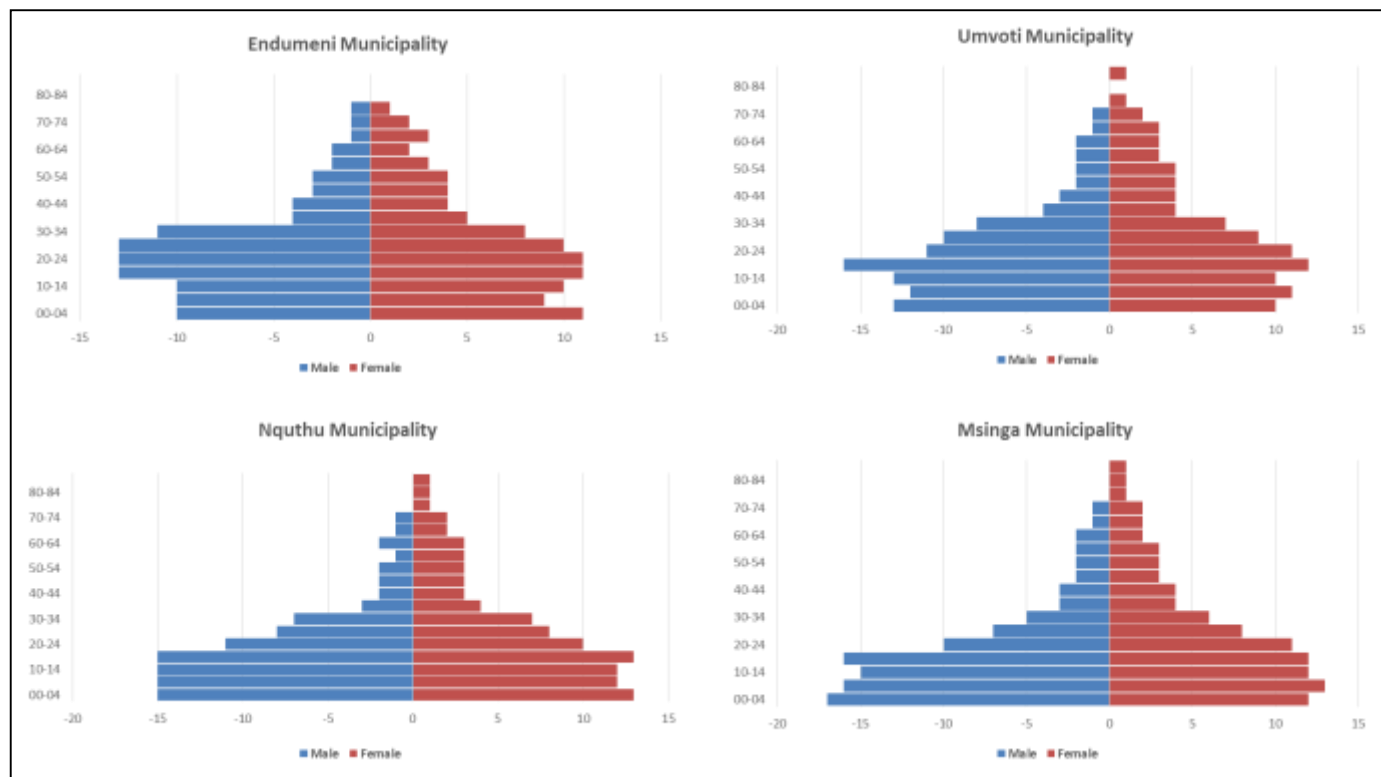
Source: CS 2016 (Stats SA)

The percentage between the female and the male population is almost the same in this range. However, it is worth noting that from the age of 34 and above, the percentage of the female population is greater than that of their male counterparts. This could be the result of factors such as migration patterns and lifestyle choices by both genders.

3.2.5 LOCALS AGE AND GENDER DISTRIBUTION

When comparing the shape of all the age and gender pyramids of all the Local municipalities in the district a common trend can be picked up. The pyramids of all the locals are narrowly distributed and indicates that the largest population range is between 00-04, 10-14, 20-24 and 30-34 as that of the district. The two rural Local Municipalities Msinga and Nqutu have the highest number of children between the ages of 00-04, 10-14 which is an indication of high birth rates within these areas.

Figure 3: Locals Age and Gender Distribution



Source: CS 2016 (Stats SA)

Due to the fact that Umzinyathi District Municipality is dominated by a young population in terms of Age. It is imperative that the municipality develop programs and projects that will respond to early childhood development and youth issues. Further strategies for youth development, in terms of empowering youth in different skills must take priority in municipality's strategies.

Population decreases drastically in the older ages which could be as a result in the mortality rate or migration. Further investigation needs to be done by the District to come up with solutions to the decrease in the population from 35 upwards.

3.2.6 TOTAL POPULATION AND GROWTH RATE

The comparative population figures of Census 2011 in comparison to the Community Survey 2016 at a provincial level show that KwaZulu-Natal's population has increased from 10 267 300 to 110 65 240 this demonstrates a population growth percentage of 7.2% from 2011 to 2016. The table below

illustrates comparative population figures from the census 2011 against Community Survey 2016, Kwa-Zulu Natal is seen as the second biggest contributor to the South African population.

3.2.7 POPULATION BY RACE

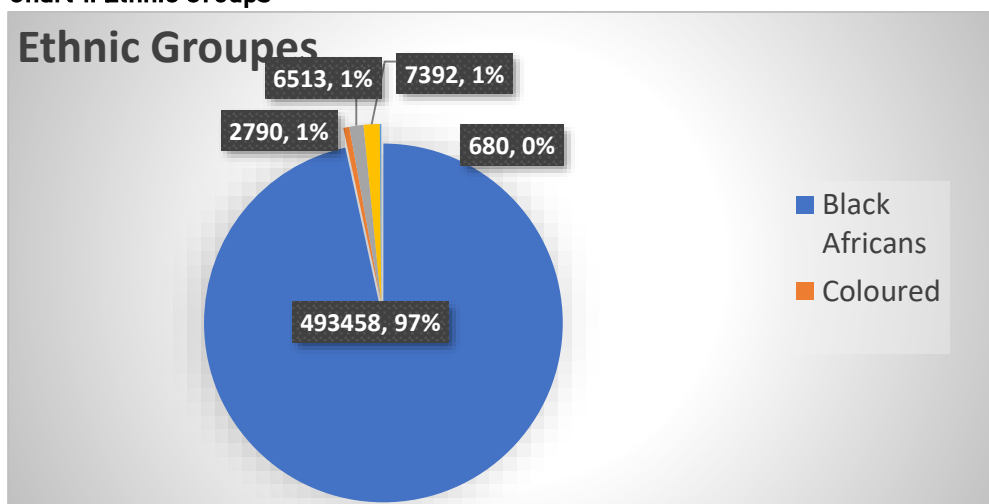
The table and pie chart below clearly illustrate that the district is divided into four racial groups with Black African people predominantly occupy Umzinyathi District Municipal area. Approximately 97% (493 458) of the population is Black Africans, 7392 Whites, 6513 Indians, 2790 Coloured's and 680 other.

Table 15: Ethnic Groups

Geography by Population group	Black African	Coloured	Indian or Asian	White	Other
Umzinyathi	493458	2790	6513	7392	690
Endumeni	54450	1680	3810	4683	240
Nqutu	164751	108	168	129	147
Msinga	176781	183	231	267	114
Umvoti	97476	816	2298	2310	192

Source: CS 2016 (Stats SA)

Chart 1: Ethnic Groups



Source: CS 2016 (Stats SA)

3.2.8 SEX RATIO

Sex ratio composition of human population is one of the basic demographics characteristic which is extremely vital for any meaningful demographic analysis .Changes in sex composition largely reflect the underlying socio-economic and cultural patterns of a society .A sex ratio of above 100 indicates an excess of males and one below 100 indicates an excess of females.

At birth there are more males than females resulting in sex ratio at birth being over 100 whereas at higher ages males tend to die more frequently than females, this is also shown by the population pyramid which has wider span of males from the ages of 00-04 – 20-24 than a decline from 30-34 upwards.

Umzinyathi's ratio of male to females shows that in 2011 Census for 81.6 males there were 100 females in comparison to the Community survey 2016 which shows that for every 85.4 males there are 100 females this shows an increase in the sex ratio which is the trend throughout the district.

Table 16: Sex Ratio

Municipality	Sex Ratio	
	2011	2016
Umzinyathi	81.6	85.4
Endumeni	95.2	99.8
Nquthu	83.4	86.6
Msinga	76.8	80.8
Umvoti	79.3	82.4

Source: CS 2016 (Stats SA)

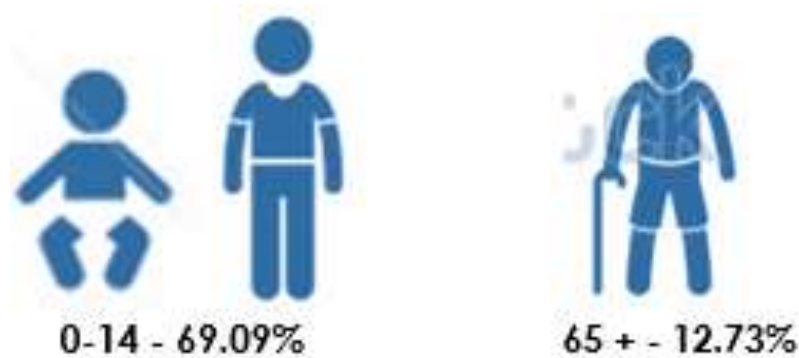
Probable causes of an increase in the sex ratio could be the following attributes:

- High Birth rate of males
- High outward migration percentage of females leaving the district
- High inward migration of males coming into the District
- Morality of females

3.2.9 DEPENDACY RATIO

A Dependency ratio is an age –population ratio that illustrates the population that is not within the labour force against those that are economically active. The dependency ratio shows potential effects of changes in population age structures for social and economic development, pointing out broad trends in social support needs.

The dependency ratio can be broken down into Youth dependency which looks at the 0-14 age group and the Old dependency which looks at the population aged 65+ years and above. The dependency ratios for UMzinyathi District is calculated as follows:



a) Youth Dependency Ratio

$$\frac{\text{population aged 0-14}}{\text{population aged 15-64}} \times 100 = \frac{210\,855}{305\,185} \times 100 = 69.09\%$$

b) Old Dependency Ratio

$$\frac{\text{population aged 65+}}{\text{population aged 15-64}} \times 100 = \frac{38\,842}{305\,185} \times 100 = 12.73\%$$

The Youth dependency ratio shows that 69.09% of the population is dependent on the economically active population whilst the Old dependency ratio shows that 12.73% is dependent on the economically active population in total the dependency ratio for the district is 81.82%.

The highest contributor to the dependency ratio would be Msinga and Nqutu as there is a high rate of 0-14 as well as 65+ population as shown in the broad age graphs and tables above, this is expected as the areas are fairly rural with minimal economic activity. The dependency ratio poses as a burden to the working age and strains the municipality and government resources. This is also an indication that programmes should be directed towards Youth economic empowerment, job creation, health initiatives as well as skills development to increase the economically active population.

Probable causes of a high dependency rate:

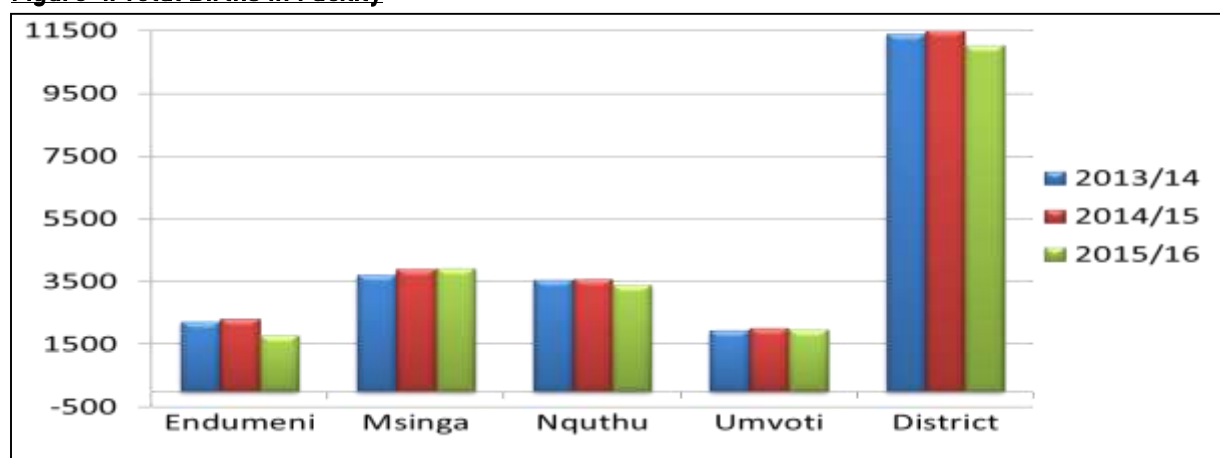
- High fertility rate;
- Migration;
- Low economic activity; and
- High mortality rate.

3.2.10 FERTILITY RATE

The fertility rate looks at the number of live births per 1000 women at the age of 15–49 years in one year. The graph below illustrates the total births in the 2015/16 financial year at health facilities. The number of births in facilities at UMzinyathi District has decreased from 2014/15 to 2015/16 with Msinga and Umvoti showing an increase in comparison to the other two Local Municipalities Endumeni and Nqutu which show a decrease. The fertility rate of the KwaZulu-Natal province as per the Health Systems Trusts and Stats SA shows that there has been a decline from 3.2 in 2006–2011 in comparison to 2.9 in 2011–2016.

Teenage Pregnancy remains a challenge at all Sexual Reproductive Health facilities within the district. Various programmes have been created to address this challenge as this affects the pass rate at schools as well as the dropout rates. The graph table below shows the total births at Health facilities within the district which illustrates a relevant decrease in all four Local Municipalities.

Figure 4: Total Births in Facility



Source: KZN DOH, 2017

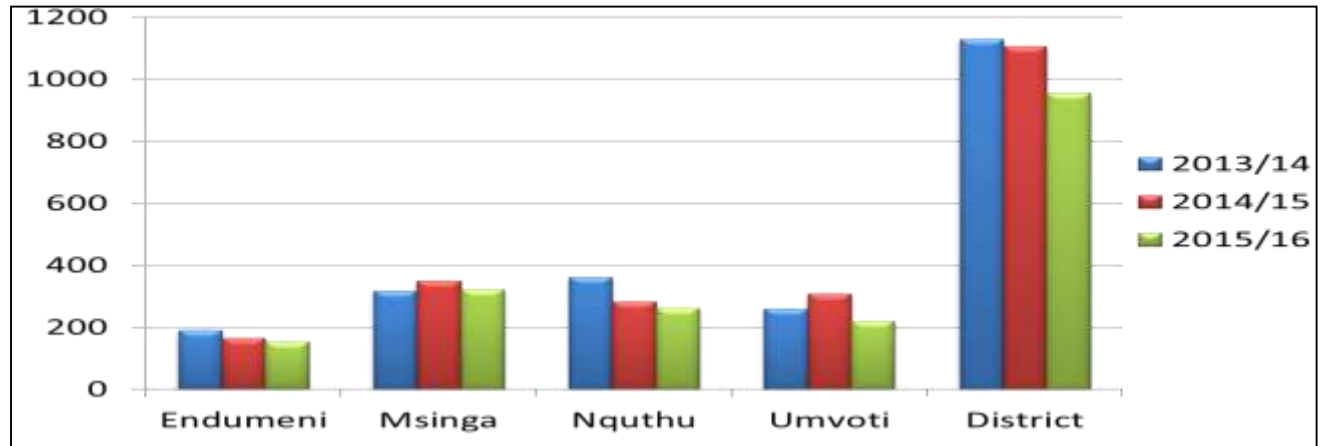
Table 17: Total Births in Facility

Total Births in Facility	2013/14	2014/15	2015/16	Increase/decrease
Endumeni	2,208	2,301	1,767	↓
Msinga	3,715	3,892	3,923	↑

Nquthu	3,552	3,563	3,383	↓
Umvoti	1,929	2,017	1,960	↑
District	11,404	11,503	11,033	↓

Source: KZN DOH , 2017

Figure 5:Delivery in Facility under 18 years



Source: KZN DOH, 2017

Table 18: Delivery in Facility under 18 years

Delivery in facility under 18 years	2013/14	2014/15	2015/16	Increase/decrease
Endumeni	191	165	153	↓
Msinga	318	350	321	↓
Nquthu	361	283	261	↓
Umvoti	259	308	220	↓
District	1,129	1,106	955	↓

Source: KZN DOH

Probable causes of the decrease in the fertility rate:

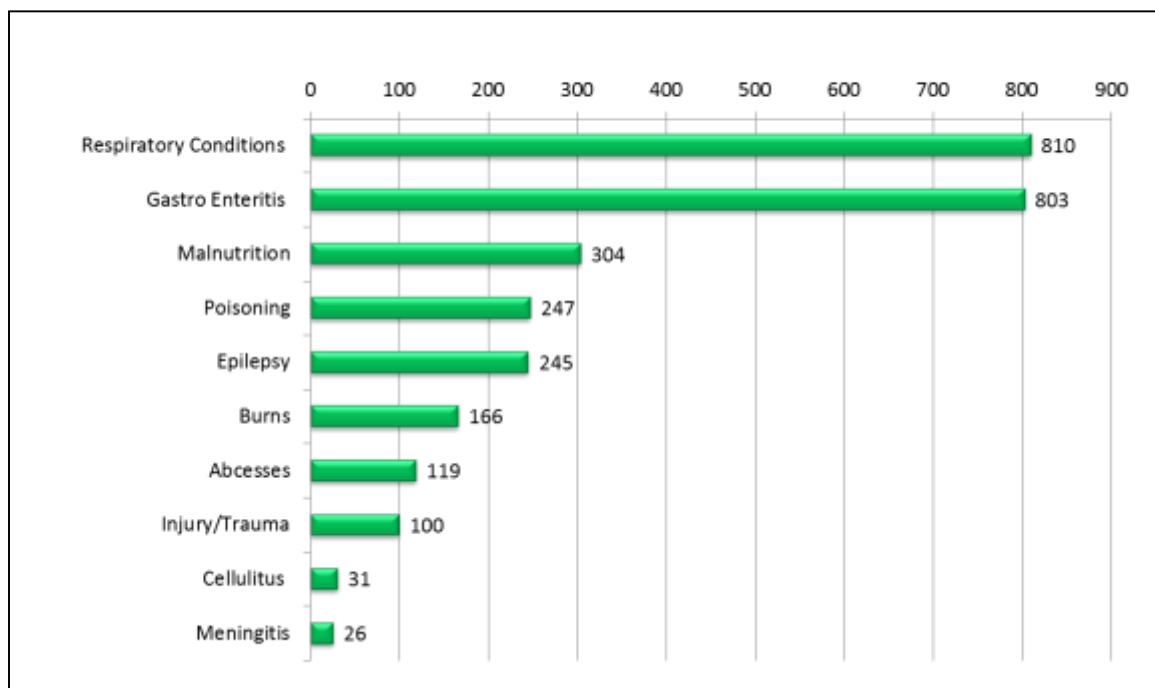
- High maternal mortality rate
- Decrease in pregnancy rate
- An increase in family planning programmes (Awareness, happy hours at clinics, etc.)

3.2.11 MORBIDITY RATE

The morbidity rate is the frequency rate at which a diseases or illness appears in the population and geographic area .Within the district the leading illness is HIV/AIDS in adults (15-64) and Respiratory conditions in the under 5 years illnesses. The below graphs shows the causes of diseases in adults and

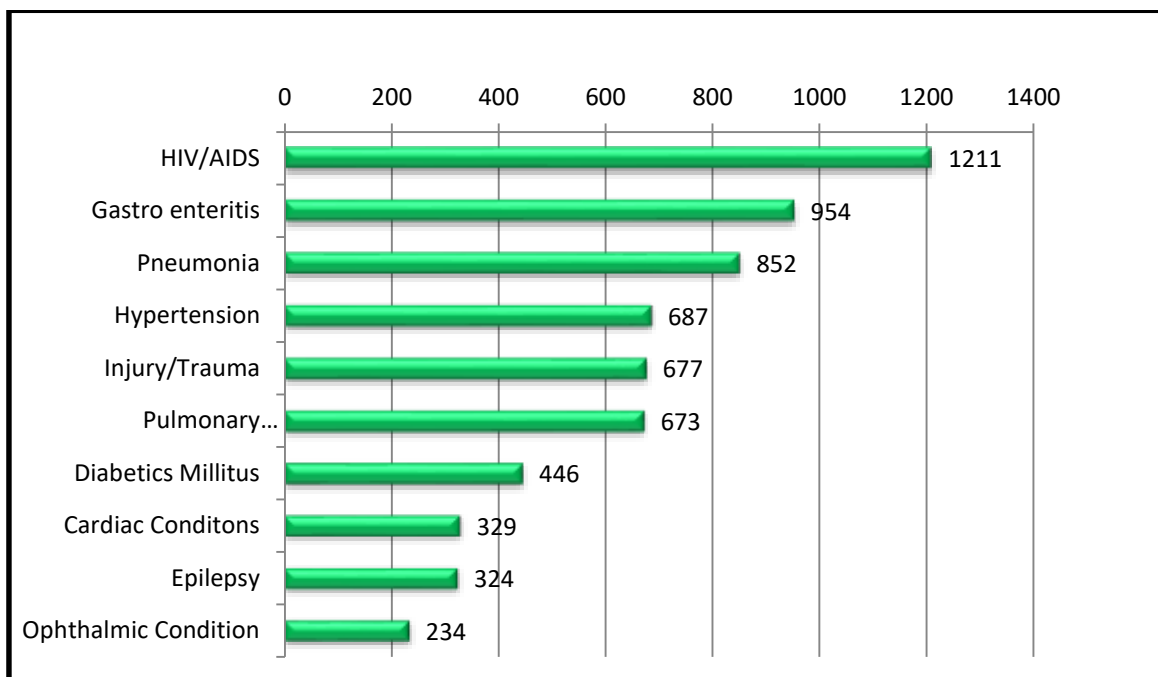
children within the district .The number of patients that defaulted from the ART shows an increase within the district which could be the why HIV/AIDS is the leading cause of illnesses as illustrated by the below graph in uMzinyathi District.

Figure 6: Paediatric Morbidity Profile 2015/16



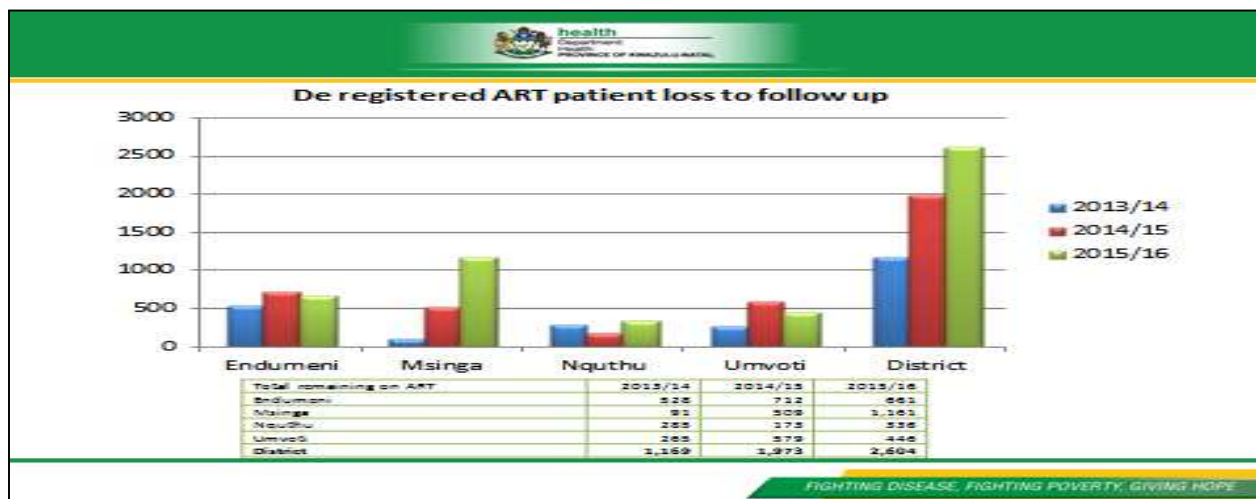
Source: KZN DOH, 2017

Figure 7: Adult Morbidity Profile 2015/16



Source: KZN DOH, 2017

Figure 8: De registered ART patient loss to follow up



Source: KZN DOH, 2017

3.2.12 MORTALITY RATE

The mortality rate in a population looks at the number of deaths per 1000 population. Mortality rate can be broken down into Infant mortality which looks at the deaths under 1, Under 5 mortality which looks at the under 5 years death rate and maternal mortality which is the ratio of deaths per 1000 live births.

The Health Systems and Stats SA 2015 found that the infant mortality and under 5 mortality in the province of KwaZulu-Natal had decreased from 40.9 in 2014 to 40.3 in 2015 and 58.9 in 2014 to 57.8 in 2015 respectively. The maternal rate in UMzinyathi district was 101.3 per 100 000 live births in 2015/16, this indicates an increase from the 79.6 in the 2014/15 financial year.

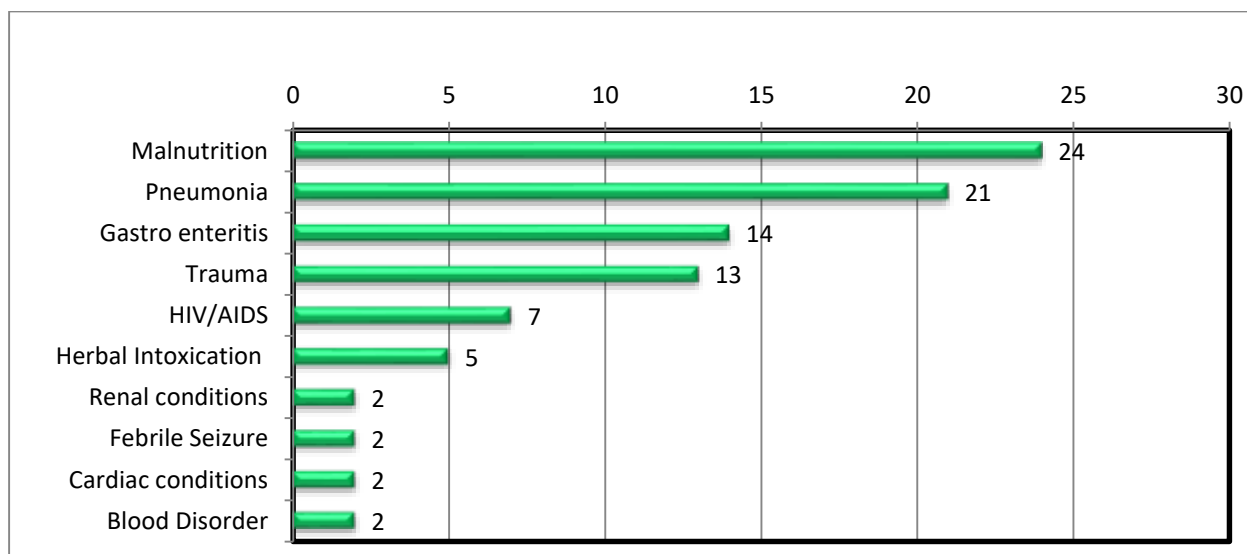
Table 19: Mortality Rate

	2013/14			2014/15			2015/16		
	Maternal deaths	Live births in facility	Rate per 100 000	Maternal deaths	Live births	Rate per 100 000	Maternal deaths	Live births	Rate per 100 000
Endumeni	2	2,171	92.1	2	2,005	99.8	1	1,741	57.4
Msinga	4	3,649	109.6	2	3,824	52.3	4	3,866	103.5
Nquthu	2	3,482	57.4	3	3,483	86.1	3	3,318	90.4
Umvoti	0	1,893	0	2	1,989	100.6	3	1,930	155.4
District	8	11,195	71.5	9	11,301	79.6	1	0,855	01.3

Source: KZN DOH, 2017

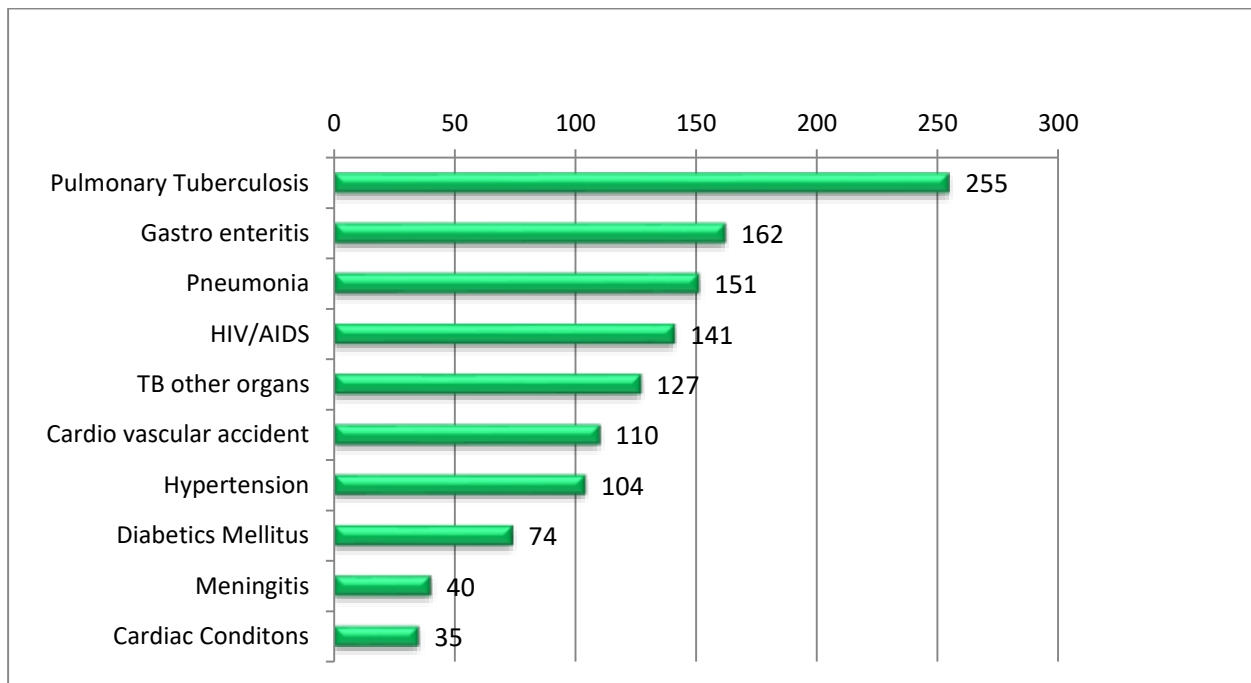
The mains causes of the paediatric deaths is due to the diseases depicted in the graph below , with malnutrition being the leading cause in mortality in the 2015/16 financial year according to KZN DOH. The graph below outlines the causes of deaths in the under 5 year's children.

Figure 9: Paediatric Mortality Profile 2015/16



Source: KZN DOH, 2017

Figure 10: Adult Mortality Profile 2015/16



Source: KZN DOH, 2017

Whilst the above graphs and tables looks at paediatric deaths and causes of death in adults, this spans from the 15-60 age population which is the economically active participants in UMzinyathi. The main cause of adult mortality is Pulmonary tuberculous which is contagious bacterial infection that involves an attack to the lungs by Mycobacterium tuberculosis as defined by the American Lung Association.

Above statistics show that the leading number of deaths is seen in the adult population at UMzinyathi District which has an impact on the high dependency ration calculated above .While it is general a known fact that the effectiveness of a health system is measured by the number of maternal deaths in a population it is also a growing concern to see that the leading cause of deaths in adults is a contagious disease. Awareness and programmes aimed at addressing this finding will be conducted by the district in collaboration with the KZN Department of Health.

3.2.13 HIV PREVALENCE

One of the most urgent crises facing the province is the unparalleled prevalence of HIV infection among its citizens. South Africa as a whole has more HIV-positive citizens than any other nation.[23] Among South Africa's provinces, KwaZulu-Natal has the highest rate of HIV infection: 39 percent, according to UNAIDS in 2009. Without the proper nutrition, health care and medicine that is available in developed countries, large

numbers of people suffer and die from AIDS-related complications. In some heavily infected areas, the epidemic has disrupted society, with fatalities high among adults in their prime, and leaving many orphans to be cared for by elderly grandparents. HIV/AIDS has retarded economic growth by destroying human capital.

The Table below indicates the : HIV/AIDS prevalence distribution by district among 15–49 years antenatal women in 2013, it is evident that UMzinyathi District Municipality has the second lowest prevalence after Amajuba District Municipality.

Table 20: HIV/AIDS prevalence distribution by district among 15–49 years antenatal women in 2013.

District name	HIV/AIDS prevalence rate
ILembe	45.9
UMkhanyakude	44.1
UMgungundlovu	42.5
EThekweni	41.1
UThukela	40.0
UGu	39.9
UThungulu	38.9
Zululand	38.1
Harry-Gwala (Sisonke)	36.6
UMzinyathi	35.7
Amajuba	32.8
ILembe	45.9

Source: The 2013 National Antenatal Sentinel HIV prevalence Survey SA (NDoH, 2014)

3.2.14 SPOKEN LANGUAGES

There are 4 main languages spoken within the district namely Isi- Zulu 92%, English 2%, Sesotho 2% and Afrikaans 1%. Although there are other languages spoken in the district they are very few calculating to an unmeasurable in number in percentages.

Being in Kwa-Zulu natal it is only normal that Zulu will be the most spoken language in the district followed by English and Sesotho. Sesotho is a relatively dominant language spoken in the Nqutu LM as there is an area that is dominantly Sesotho speaking under the leadership of king Molefe.

Table 20: Languages Spoken

Languages	DC24: Umzinyathi		KZN241: Endumeni		KZN242: Nqutu		KZN244: Msinga		KZN245: Umvoti	
	N	%	N	%	N	%	N	%	N	%
Afrikaans	4705	1	3771	5	166	0	357	0	411	0
English	13609	2	8574	11	75	0	284	0	4675	4
Isindebele	53	0	-	-	30	0	11	0	12	0
Isixhosa	1780	0	268	0	233	0	373	0	905	1
Isizulu	511204	92	62175	81	156793	92	178661	97	113574	93
Sepedi	191	0	-	-	47	0	104	0	40	0
Sesotho	9791	2	187	0	9479	6	-	-	126	0
Setswana	66	0	21	0	41	0	4	0	-	-
Sign language	55	0	-	-	21	0	-	-	33	0
Siswati	72	0	2	0	55	0	-	-	16	0
Tshivenda	36	0	-	-	36	0	-	-	-	-
Xitsonga	27	0	7	0	21	0	-	-	-	-
Khoi; nama and san languages	-	-	-	-	-	-	-	-	-	-
Other	639	0	238	0	241	0	4	0	156	0
Not applicable	12638	2	1396	2	4086	2	4695	3	2461	2
Not specified	14	0	-	-	-	-	-	-	14	0
Total	554882	100	76639	100	171325	100	184494	100	122423	100

Source: CS 2016 (Stats SA)

3.2.15 MIGRATION

Migration is an important demographic process in shaping the age structure and distribution of the provincial population. Migration can be defined as a change in a person's permanent or usual place of residence. Along with fertility and mortality, migration is one of the components of population change.

Table 21: Migration by province of Birth

Provinces	DC24: Umzinyathi		KZN241: Endumeni		KZN242: Nqutu		KZN244: Msinga		KZN245: Umvoti	
	N	%	N	%	N	%	N	%	N	%
Western cape	321	0	156	0	15	0	83	0	66	0
Eastern cape	505	0	149	0	35	0	203	0	118	0
Northern cape	71	0	29	0	38	0	4	0	-	-
Free state	801	0	338	0	200	0	76	0	187	0
KwaZulu-Natal	544986	98	73185	95	168779	99	181865	99	121156	99
North west	370	0	180	0	88	0	65	0	37	0
Gauteng	5807	1	1594	2	1718	1	2052	1	442	0
Mpumalanga	602	0	361	0	151	0	38	0	52	0

Limpopo	107	0	21	0	46	0	4	0	36	0
Outside south Africa	1074	0	468	1	255	0	65	0	286	0
Do not know	34	0	13	0	-	-	-	-	21	0
Not applicable	-	-	-	-	-	-	-	-	-	-
Unspecified	205	0	144	0	-	-	39	0	22	0
Total	554882	100	76639	100	171325	100	184494	100	122423	100

Source: CS 2016 (Stats SA)

3.2.16 DISABILITY STATUS WITHIN THE DISTRICT

Disability affect the day to day life of most people and therefore requires municipalities to work together with NGO's dealing with disabilities to find out what the disable population require. Disabled people need to be considered when building sidewalks to accommodate people on wheelchairs, public transport or road crossing to cater for blind and deaf etc. The district needs to have various programmes to support the disabled people within the district.

Currently there are programmes on:

- Albinism awareness
- Disability sports

Recommended disability programmes:

- Sign language awareness and education

Table 22: Disability status

DC24: UMzinyathi Disability Status	Communication	Hearing	Seeing	Self-Care	Walking
No difficulty	471602	461534	440557	466080	452589
Some difficulty	8808	18450	34382	12976	20505
A lot of difficulty	2514	3284	8435	3601	8952
Cannot do at all	648	345	261	944	1476
Do not know	64	22	-	34	114
Unspecified	274	274	70973	274	274
Not applicable	70973	70973	274	70973	70973
Total	554882	554882	554882	554882	554882

Source: CS 2016 (Stats SA)

3.3 Key Findings and Responsive Programmes

Table 23: Key Findings and Responsive Programmes

FINDINGS	PROGRAMMES
High population percentage in : 00-04 years 15-35 years	Promote programmes aimed at Early Childhood Development that will also consider disabled children. Increase skills development programmes for the young population to provide access to skilled labour opportunities. Engagements with local businesses to identify what traits they require in order to skill local labour force in those traits.
Need for a disability friendly infrastructure	Conduct and establish tangible programmes towards infrastructure that accommodates disabled people. Awareness programs on albinisms and sign language
Mal nutrition as the leading cause of Paediatric (0-5) mortality.	Establish food security and poverty alleviation programmes. Awareness on causes and preventative measures for Mal nutrition.
Increase in sex ratio from 81.6 in 2011 Census to 85.4 in 2016 Community Survey.	Introduction of projects that are aimed at tackling issues surrounding the social wellbeing and psychological needs of males, this ratio shows that there is an increasing population of males within the district therefore programmes should be channelled towards males wellness.
High Dependency rate of 81.82%	Increase economic growth activity to attract the economically active population into the district .The district has projects that will attract investment and create job opportunities at a large scale going forward. The following are the key catalytic projects : • Agri-Parks • Cwaka Precinct • Development Agency as the key driver of economic development. • Development of an Investment promotion Strategy. Review of the LED Strategy.
Fertility rate decrease	The Department of Health and UMzinyathi Priority programmes to continue with awareness campaigns aimed at protective sex, family planning and abstinence from sex.
Leading cause of morbidity is HIV/AIDS in Adults and Respiratory failure in under 5years.	Conduct more awareness campaigns in terms of HIV/AIDS ,respiratory conditions etc.

ART defaulting rate is escalating.	Introduce programmes that will encourage the use of ART in patients .E.g. Less queues in clinics ,follow ups by house visits by CCGs ,etc.
Second Lowest HIV Prevalence rate	Maintain the position of the district as the second district with a high prevalence rate through robust antenatal care programmes.

4 CROSS CUTTING ANALYSIS

4.1 Nodal Hierarchy

Nodes are locations containing focused concentrations of people, economic activity, services and land use. Concentration increases the thresholds required to support higher order services and land uses. This makes it more cost-effective to supply higher order service. A hierarchy of nodes must be supported, with good connectivity between nodes.

Public investment areas are directed both by the priority intervention areas as well as the identified provincial nodes. The Provincial Spatial Economic Development Strategy (PSEDS) identified a hierarchy of provincial nodes which contribute strategically to the provincial, regional and local economies and serves as vital service centres to communities. These nodes operate at different scales and play different roles in the provincial space economy and are identified as primary, secondary, quaternary nodes and rural service centres.

4.1.1 PRIMARY NODE

Primary nodes are areas that provide the highest order of commercial densities and the greatest variety of services and housing typologies within a district. They are intended to have the character of a central business district (CBD). As regional destinations, primary nodes typically contain high order retail stores, entertainment, offices and a mix of higher density housing. Within UDM the following two towns are regarded as primary nodes:

- Dundee,
- Glencoe.

Recommendations to upgrade Nodal Area

- Provision of middle income housing for working class.

- Upgrade of bulk water and sanitation infrastructure to cater for the growing population and development demand.
- Stronger economic environment which will create an enabling environment for job creation and support for emerging businesses
- Attracting big industries to invest within the district in order to create more jobs
- Preparation of feasible retail sector study to identify opportunities for possible retail sector expansion. Secondary Node

Secondary nodes provide a second order service to surrounding locals in the form of acceptable infrastructure service, basic social amenities such as healthcare facilities, schools, community halls etc. Secondary nodes within the UDM are primarily the main towns/administrative centres of the smaller local municipalities namely:

- Greytown
- Nqutu
- Tugela ferry

4.1.2 RURAL SERVICE CENTRE

These are nodes in rural areas in un-incorporated electoral areas. The proposed rural service centres would typically be established around existing traditional administration centres and accessible rural points. These nodes typically have a semi-rural, rustic character, they are intended to provide for limited development of service centers outside of existing urbanized areas and are considered urban districts in the midst of more rural communities.

Currently, Rural Service Centre within UDM already have VIP standard water and sanitation, electrical services and provide basic social services, shopping. Housing is generally limited to largely rural mud houses, RDP housing with a fast growing Elite housing typology built by the wealthier class of these rural service areas. Over time, these nodes will be the focus of development in their communities and will grow to provide a broader range of services and housing options. Within UDM the following two towns are regarded as Rural Service Centers:

- Pomeroy
- Keates Drift
- Wasbank
- Kranskop

Recommendations to upgrade Nodal Area

- Re-surfacing of main roads that lead to social facilities
- Gravel road upgrades on access roads within the rural areas
- Water and sanitation provision
- Improved access to basic services such as health services, education and social amenities
- Preparation of precinct plans to provide for a structured and sustainable growth plan.

4.1.3 TOURISM AND RECREATIONAL NODE

Tourism and recreational nodes are those nodes with a particular focus on tourism and recreation. Within UDM the following two towns are regarded as primary nodes:

- isandlwana (Nqutu)
- Itshe lika Bambatha (Msinga)
- Battlefields, Blood river (Endumeni)
- Lilani hot springs (Mvoti)

Recommendations to upgrade Nodal Area

- Provision of extra mural activities linked to our Tourism sector such as quad biking, Hiking trails, 4x4 drives, Fufu slides, paintball shooting and more within the district.
- Improvement of infrastructures at tourism attraction spots (Parking, Ablution blocks and overall appeal of tourist attraction).
- Improve marketing strategy of Umzinyathi District as the ideal Tourism destination
- Co-ordination of all tourism activities in the district and form an itinerary that will ensure that all the local tourist places will get an opportunity to provide a certain service.

4.2 Corridors And Road Connectivity

Corridors are linkages between one or more nodes, or are areas of linear concentration on their own. They further support the principle of spatial efficiency by taking advantage of the movement and activity between two or more nodes. An appropriate level of services and development along the corridor must be supported. Like nodes, corridors can have different characteristics depending on the nature of the nodes they connect and the type of land uses and activity occurring within these corridors.

Corridors facilitate connectivity, communication and the movement of goods and services. Different corridor typologies must be identified in order to inform design and investment in the roads and transportation infrastructure and to inform land use planning and management along these corridors.

4.2.1 PRIMARY CORRIDORS

The **R33** is considered the primary corridor which is primarily a movement corridor within the district, connecting the main administrative districts being Endumeni, Msinga and Mvoti local municipalities. The R33 traverses the district in a north south direction.

The UDM DGDP strategy identified the R33 as of vital importance to link the impoverished areas of Msinga and Nquthu to the regional economic opportunities within Endumeni and uMvoti. The main link between the District and the Pietermaritzburg Regional Airport is the R33 which is in a bad condition. Certain parts of the R33 are in great need of upgrading. The poor quality of the R33 limits the possibilities of optimally utilising this road as an economic or agricultural corridor. The Department of Transport has upgraded parts of the R33 in Pomeroy area in the 2016/17 financial year.

4.2.2 SECONDARY/REGIONAL CORRIDORS

The secondary or regional corridor connects the district with surrounding districts such as Amajuba and uMgungundlovu district municipality. There are primarily three secondary corridors within UDM namely:

- R621
- R622
- R74

The R621 connects UDM with Amajuba district from Dannhauser local municipality and into Endumeni local municipality in the town of Dundee. The R622 connects UDM with uMgungundlovu through the town of Greytown. The R622 further connects UDM to the ILembe district in the town of Maphumulo. R74 connects UDM to uThungulu district through Greytown.

4.2.3 TERTIARY CORRIDORS

The R68 is considered as the tertiary corridor linking the towns of Dundee, Nqutu in the Northern regions of the district and Pomeroy in the South of the district.

4.2.4 CONCLUSION

The network of nodes and corridors defines a spatial structure for directing growth and investment across the municipality in order to develop an efficient, dynamic and sustainable long-term future for

the municipality. This spatial structure must support better integration of rural and urban areas through improved connectivity, the efficient movement of people, goods and services, promote spatial equity, increase economic opportunity, and the preservation of environmental resources.

4.3 Public Transportation System

An integrated transportation strategy and plan must be developed to guide the long term implementation of an integrated transportation system. Currently the municipality is reasonably well covered by existing local taxi services. However, this system should ultimately be enhanced with other forms of transport in conjunction with a strategy of densification and intensification of land uses along nodes and corridors. The taxi service is one component of the transportation system and must integrate with the other modes of transport, such as non-motorised transport (cycle, pedestrian pathways), a bus service, and possibly even a revived rail service in areas of Endumeni where there is existing rail infrastructure.

4.4 Settlements and Urban Edges

4.4.1 SETTLEMENT PATTERNS

The United Nations Environmental Programme (UNEP) states that the overall human settlement objective is to improve the social, economic and environmental quality of human settlements and the living and working environments of all people, in particular the urban and rural poor. Such improvement should be based on technical cooperation activities, partnerships among the public, private and community sectors and participation in the decision making process from community groups and special interest groups such as women, indigenous people, the elderly and the disabled. These approaches should form the core principles of settlement strategies.

As stated earlier in this report, development is about access to resources and opportunities. The approach in the assessment of settlements and urban development in the municipal area is therefore to assess the settlement of people against the background of access to available resources and amenities. In terms of planning and strategy it implies enhancing access by either bringing resources or opportunities to people or otherwise, to bring people closer to opportunities and resources. Where the solution is to bring resources and amenities to the people it implies that there must be a sufficient base to sustain these services by meeting at least the threshold populations in the service area of an amenity. On the other hand should people come to the resources and amenities it implies that there must be sufficient levels of mobility to

allow people to access these resources and opportunities. Both these options and even a combination of the two seem to be a huge challenge in the UDM area.

4.4.2 SETTLEMENT PATTERNS AND DYNAMICS

In order to facilitate assessment and to determine options for assessing or establishing settlement, concentrations were determined throughout the municipal area. Eighteen settlement focus points or areas of significance were identified mainly in terms of their general density characteristics and functions. There are areas also include which lies adjacent but immediately outside the municipal area that might have an impact on service delivery and development in the municipal area.

4.4.3 SETTLEMENT FOCUS AREAS WITHIN THE UDM

There are 18 significant settlement focus points within the UDM area. These settlement points are assessed below in terms of their significance for development in the broader UDM area. Some focus areas play an important role in local development but not necessary at a district scale. There is one important settlement surface (Settlement focus area 18) that largely defines the broader settlement patterns in the traditional areas and which poses a very important challenge for the district area as a whole.

4.4.4 URBAN EDGES

Related to the Densification Strategy settlement plans must delineate urban edges and settlement edges. In order to promote compact settlements and to prevent low-density sprawl of settlement areas with a predominant “urban residential” function, it is proposed that an urban edge be defined / demarcated around such areas. This will ensure the protection of environmental and agricultural resources while also encouraging greater compaction and achievement of densities in urban and transitional rural settlements.

Areas included within the urban edge/ settlement edge are to be targeted for upgrading of levels of infrastructure. This will in turn support higher densities of residential development and in time, development of industrial and commercial areas linked to the residential function of the settlement. Settlement areas outside the urban edge are defined as rural, which implies lower density with basic infrastructure and social facilities. Settlement plans will largely be process-driven; allowing for an on-

going process which will arrive at the point at which these plans can be formalised and incorporated into the LAP and subsequent revision of the SDF. Settlement plans will therefore be superseded through incorporation into the LAPs.

4.4.5 LOCAL AREA AND PRECINCT PLANS

A Local Area Plan (LAP) sets out a strategy for the proper planning and sustainable development of a specific area within a local authority and for a timescale as specified by the authority. Precinct planning typically involves the preparation of a blueprint for the area and often includes investigations into appropriate land use options, physical environment constraints, infrastructure requirements, community values and expectations and tenure arrangements. The Umzinyathi District has identified the following precinct plans for the development of the district.

Endumeni:

- Zigar Precinct Plan
- Horse Racing Track Precinct Plan
- District Departmental Office Park Precinct
- Private Hospital precinct
- Mpati Park Precinct
- Railway precincts

Msinga

- Cwaka Precinct Plan
- Tugela Ferry Precinct
- Pomeroy Precinct

Nquthu

- Zitcole Precinct Plan
- Molefe Tusong Center

Umvoti

- Greytown
- Kranskop

The above precinct plans, aim to take into account all the issues affecting the area, including its buildings and spaces, land use, activities, and transport. Each area would have undergone a base line study that will determine what works well in each area and how these factors can be enhanced, in certain instances, the study will identify interventions for the area to address and fulfill specific needs and objectives, and essentially, how the area can change and grow in the future. The precinct plans of the UZDM, provides clear strategies and detailed actions for planned transformation can be achieved through implementation

over time. It provides a distinct direction of development and an insight to possible and preferable investment opportunities as well as stops sporadic development and urban sprawl. Essentially, the proposals, in terms of medium to long-term strategic interventions required to promote the development of spatially and economically integrated precincts that are attractive, efficient, convenient, safe and effectively managed. The interventions will promote restructuring, sustainable communities, economic development, poverty alleviation and environmental sustainability and gives effect to the Spatial Development Principles of Spatial Justice and Spatial Sustainability within Chapter 2, Section 7 of SPLUMA.

4.4.6 INCLUSIONARY HOUSING FOCUS AREA

Umzinyathi District has identified the Endumeni LM as an area that will benefit most from inclusionary housing policies as the municipality is currently the economic hub of the district and, in recent years moved more towards tertiary and quaternary economic sector investment, within Endumeni: Inclusionary housing will have to be considered during the upcoming developments and investments being made into the Local Municipality.

- The mall or retail sector development (DUNDEE. GLENCOE) – its envisage that a mixed use development with inclusionary housing will work well with this development.
- The regeneration of the railway line (GLENCOE) – although recent plans do not encompass the reopening of passenger rails, long term plans do, as such, an influx of investment and migration will take place within the Dundee and Glencoe areas, as Endumeni municipality has for long been a half way rail stop between two major centers (JHB and DBN), inclusionary housing will therefore be necessary, as it will allow for the migration of professional and skilled workforce'
- Regeneration of mines: Dundee- as above.
- Agri Parks – although the secondary sector inputs of this establishment will be spread throughout farms, the agro processing plant will be set in a well co-ordinated assembly of processes, we thus envisage that land around the processing plant be identified within a 3 KM radius for inclusionary housing
- The Development of a private hospital, sees the opportunity for inclusionary housing to house medical professionals and the like closer to the hospital.
- Zigar Precinct – Dundee – the regeneration of the old hostels has been identified as a good investment for inclusionary housing, as well as the on the adjacent site as there has been a recent influx of professional and skilled workers within the municipality finding it difficult to attain long term accommodation.
- Mpati precinct (Dundee) has also been identified for the development of inclusionary housing as

it will also meet the demand for affordable housing in the area due to its safe and peaceful reputation

- Union street Dundee and Kerk Street Glencoe, can also be seen as a good area for inclusionary housing, with various typologies and design styles to add the element of choice and a sense of place to the two towns.
- The possibility for the governmental department cluster in Dundee will also provide the opportunity of this, where government officials who are not residents can find accommodation.

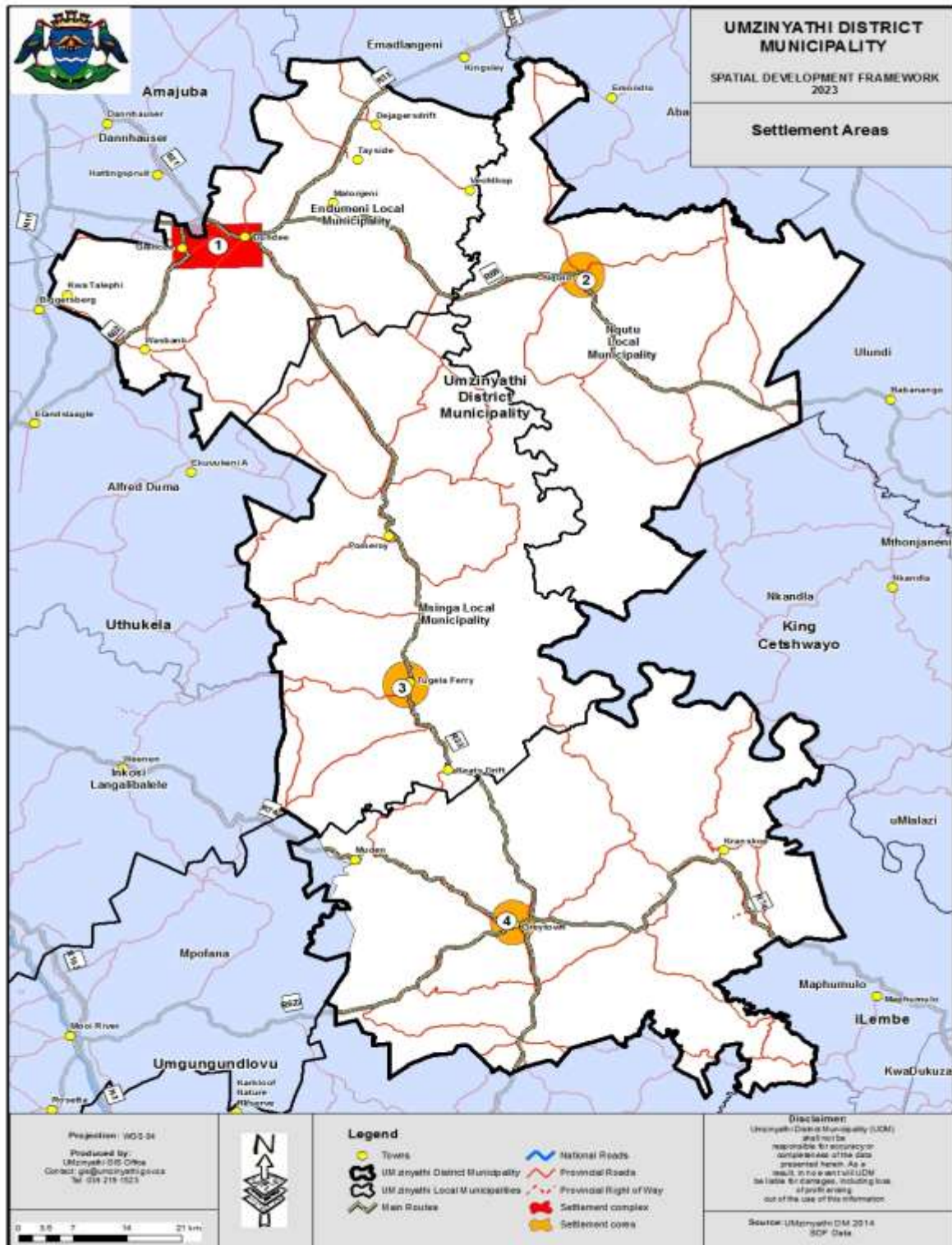
4.4.7 SPATIAL MASTER PLAN 2035 VISION

The Umzinyathi district plans to embark on a 20 year master plan with the department of public works. The master plan will focus primarily on the spatial location of government department offices. Over the years it has been noted that there is a spatial disjuncture of supporting social departments such as SASSA, Home Affairs and the police station being located far from each other yet all these departments are dependant on one another.

Through consultation with various stakeholders the district will propose a suitable location to house all supporting social facilities, then request that the Department of public works to ensure that they strategically relocate the necessary departments close to one another. This study will be responding to the following planning principles of:

- redress apartheid planning
- improve accessibility to supporting social facilities
- creating walkable and pedestrian friendly community
- spatial justice as per SPLUMA objectives

Map 4: Settlement focus areas



Source: Umzinyathi District Municipality GIS, 2023

4.5 Comprehensive Rural Development Programme (CRDP)

Rural communities in different parts of South Africa are still characterised by poverty, inequality, limited access to basic social infrastructure, underdevelopment, and lack of economic opportunities, fragmented spatial patterns and environmental degradation. As a result, this has compromised the ability of these rural communities to rely on agriculture and subsistence farming for food and income/exchange benefits.

Given the past planning practices in South Africa, inequality is most prevalent in rural areas since spatial planning never prioritised these areas. Proper land use practices in these areas were in most cases done in unsustainable manner. There were no proper plans in place to manage and guide development to maximise improvement of livelihoods of these rural communities. Consequently, these areas have been left displaced, segregated, underdeveloped and impoverished. The Department of Rural Development and Land Reform has published the Comprehensive Rural Development Programme (CRDP) to deal with various challenges with delivery from identification, initiation, planning and implementation.

As a tool to address these challenges and to achieve the goals of the CRDP, the Department of Rural Development & Land Reform (DRDLR) has developed Rural Development Plans for all the District Municipalities in KwaZulu-Natal. These plans are well integrated and aligned with different spheres of government developmental activities. The purpose of the plans is to assist in identifying the development potential of the rural areas of and also ensure that the District's full development potential is achieved. The overall objective of the rural development plan for uMzinyathi District Municipality is to establish and grow economic development within the rural areas of the district. The more specific objectives are:

- Unlocking rural economy through agriculture and tourism
- Linking rural areas to opportunities through services
- Linking rural population to opportunities
- Harnessing and promoting natural assets

The plan is a practical working document with programs and projects reflected within the implementation plan, indicating priority programmes and projects in a phased manner, with the relevant monitoring and evaluation tools to measure progress of implementation. The rural plans aim at unlocking rural economy through agriculture and tourism, linking rural areas to opportunities through services and harnessing and promoting natural assets.

The Department of Rural Development and Land Reform have committed catalytic projects from the various branches within the KwaZulu-Natal provincial office that will be aligned and give effect to the implementation of the uMzinyathi District Municipality Rural Development Plan. As the plan is not a static document, it will need to be reviewed regularly. Great emphasis are been placed on Rural Development in the Spatial Planning and Land Use Management Act and the objective is to incorporate the DRDP into the IDP.

The uMzinyathi District Rural Development has therefore been attached as Annexure "1.7" to the IDP.

5 ENVIRONMENTAL MANAGEMENT

5.1 ENVIRONMENTAL MANAGEMENT FRAMEWORK (EMF)

In the 2016/17 financial year the Umzinyathi District Municipality (UDM), in partnership with the KwaZulu-Natal (KZN) Department of Economic Development, Tourism and Environmental Affairs (DEDTEA), embarked on a process of developing the Environmental Management Framework (EMF) for the Umzinyathi District Municipality. NEMA Consulting was appointed to prepare the UDM EMF, which they completed in October 2016 and has been adopted by the UDM has also been gazetted.

According to the EMF regulations (Government Notice No. R547 of 18 June 2010), an EMF is a study of the biophysical and socio-cultural systems of a geographically defined area to reveal where specific land uses may best be practiced and to offer performance standards for maintaining appropriate use of such land. The legislative framework that governs the development of an EMF consists mainly of the following:

- The National Environmental Management Framework Act (NEMA Act 107 of 1998), in particular section 2.23 and 24
- The EMF Regulations (Government Notice No. R547 of 18 June 2010), which makes provision for the development, content and adoption of EMF's as proactive environmental management decision support.

An EMF includes a framework of spatially represented information connected to significant environmental (i.e. ecological, social and economic) parameters, such as ecology, hydrology, infrastructure and services.

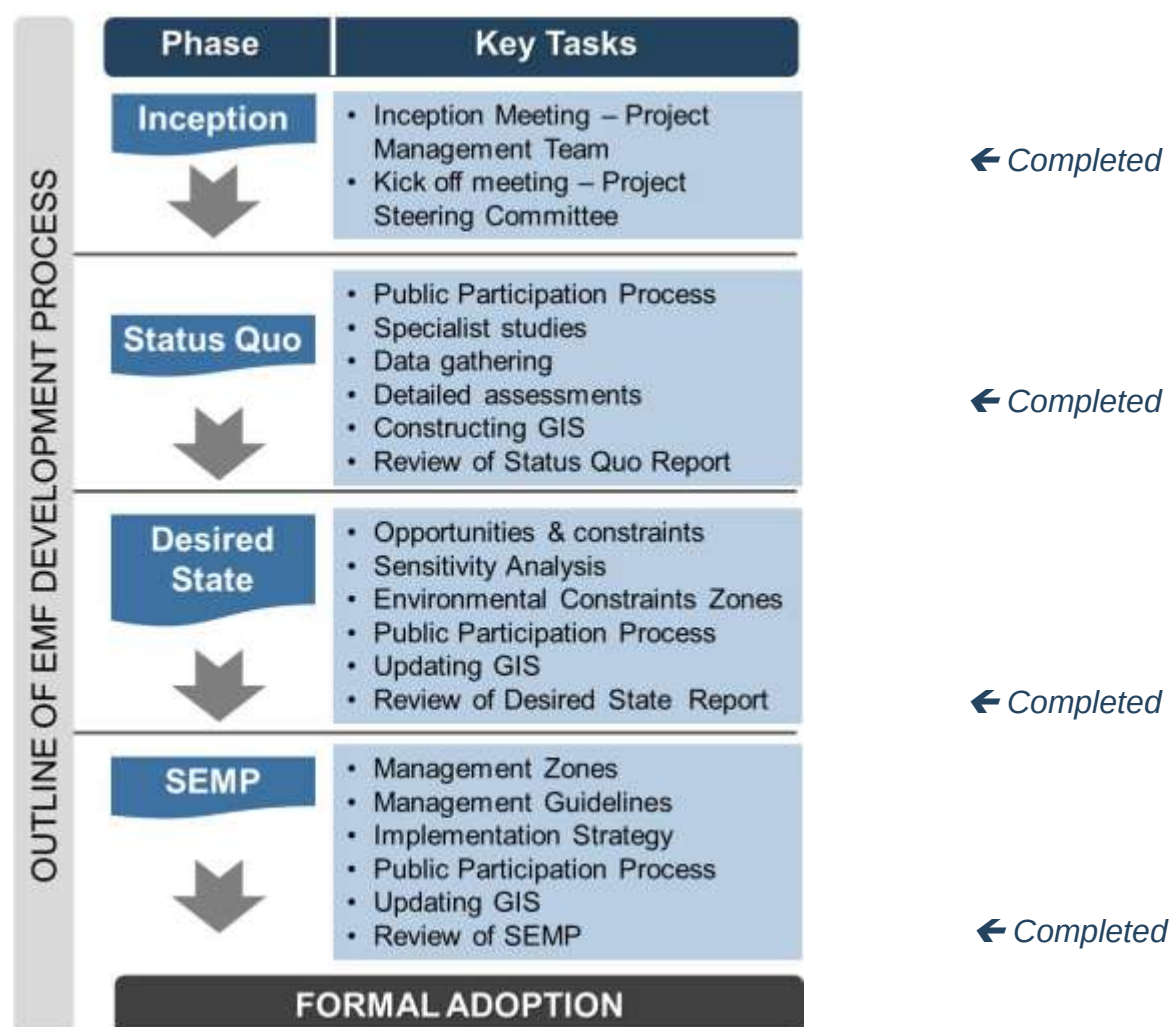
A key function of an EMF is to proactively identify areas of potential conflict between development proposals and critical/sensitive environments.

In order to address the triggers for sustainable development in the UDM and the priority environmental opportunities and constraints, some of the key objectives of the EMF include facilitating environmental decision-making and providing strategic guidance on environmental, economic and social issues in the district.

5.2 EMF Development Approach

The EMF development approach is consistent with the requirements stipulated in the following primary legislation that governs the process: The National Environmental Management Act (Act 107 of 1998) (NEMA), in particular Sections 2, 23 and 24; and the EMF Regulations (GN No. R547 of 18 June 2010), which make provision for the development, content and adoption of EMFs as a proactive environmental management decision support tool. In addition, the UDM EMF will also conform to the Guideline on Environmental Management Frameworks in terms of the EMF Regulations of 2010, Integrated Environmental Management Guideline Series 6 (DEA, 2010). An overview of the methodology to develop the EMF is shown in the accompanying diagram.

Figure 15: Broad Overview of EMF Development Process



In accordance with the EMF Regulations (2010), the information contained in the UDM EMF will ultimately reflect the following:

- An identification of the area – whether by map or otherwise;
- A specification of the environmental attributes in the area, including sensitivity, extent, interrelationship and significance of the attributes;
- An identification of any parts in the area to which the attributes relate to;
- An indication of the conservation status of the area;
- A description of the environmental priorities in the area;
- An indication of the kinds of developments that would have a significant impact on those attributes and those that would not;
- An indication of the kinds of developments that would be undesirable in the area or specific parts of the area;
- An identification of information gaps;
- An indication of a revision schedule for the environmental management framework; and
- Any matters specified by the Minister or MEC.

5.2.1 EMF OBJECTIVES

In order to address the triggers for sustainable development in the UDM and the priority environmental opportunities and constraints, the specific objectives of the EMF include the following:

1. To facilitate decision-making to ensure sustainable management of natural resources;
2. To provide strategic guidance on environmental, economic and social issues in the district;
3. To identify environmentally sensitive areas;
4. To identify the environmental and development opportunities and constraints;
5. To assess the economic and environmental potential of the area;
6. To provide a decision support system in respect of environmental issues and priorities in the EMF area;
7. To formulate a strategy that will incorporate issues such as land use, planning and sensitive environmental resources; and
8. To include existing policies as frameworks for establishing values, guidelines and standards for future developments.

In its formal context, the EMF that is adopted by the Minister or MEC will be taken into consideration when reviewing applications for environmental authorisation in or affecting the areas to which the EMF

applies.

5.2.2 UDM EMF DRIVING FORCES

Before the process of developing an EMF is initiated, it is necessary to understand the reasons for identifying the need for such a management tool within the context of the UDM. This sets the scene for creating an EMF that meets the specific needs of the area in question and which is tailored to relevant environmental priorities and goals.

The main EMF triggers can be categorised as follows:

- a) Significant environmental factors;
- b) Development pressures;
- c) Environmental threats; and
- d) Resource Management Issues.

5.2.3 ENVIRONMENTAL STATUTORY FRAMEWORK

The EMF Status Quo Report provides an overview of the environmental statutory framework for UDM, which includes the EMF enabling legislation as well as generic Environmental Management legislation. It also presents those policies, strategies, plans and programmes that have bearing on environmental management in the district, such as:

- National Development Plan;
- A National Framework for Sustainable Development in South Africa;
- National Strategy for Sustainable Development and Action Plan;
- National Water Resource Strategy;
- National Spatial Biodiversity Assessment;
- National Biodiversity Strategy and Action Plan;
- National Freshwater Ecosystem Priority Areas;
- KZN Systematic Conservation Plan;
- UDM Strategic Environmental Assessment;
- UDM Biodiversity Sector Plan; and
- UDM Spatial Development Framework (SDF) and Integrated Development Plan (IDP.)

5.2.4 ENVIRONMENTAL PROFILE

The Environmental Profile describes the current state of the environment which was ascertained through inter alia baseline evaluations and descriptions, specialist studies (as required), desktop assessments, existing data assimilation and field verification and assessment (as required)

The environment in uMzinyathi is explained in terms of the various features and attributes that serve as the building blocks for the (1) Biophysical, (2) Planning and Development, and (3) Social, Economic and Cultural Environments. Where possible, these elements have been spatially represented in the EMF Geographic Information System (GIS).

Figure 11: Environmental Features Assessed during the EMF Status Quo Phase

Biophysical Environment	Planning and Development	Social, Economic, Built & Cultural Environments
Climate Geology Geohydrology Terrain Morphology Surface Water Terrestrial Ecology Agricultural Potential Soils Air	Land Use & Land Cover Spatial Planning Corridor Development Nodal Development Urban Edges	Demographic Profile Access to Services Traditional Leadership Land Claims Disaster Management Overview of the District Economy Historical & Cultural Resources Tourism

Source: NEMA Consulting, 2016

5.2.5 ENVIRONMENTAL MANAGEMENT PRIORITIES

This first phase of the EMF development process culminated into the identification of environmental management priorities through an understanding of the environmental issues, constraints and opportunities within the district.

5.2.6 TRANSITION FROM STATUS QUO TO DESIRED STATE

With the foundation of the EMF set through the Status Quo Phase, the next step was determine a realistic desired state for the environment in UDM. This included finding a balance between land use potential, management endeavours and human aspirations.

The desired state includes setting a vision for uMzinyathi and providing the environmental management

context for the management zones and related requirements for the various environmental features for the SEMP. It focuses on addressing the imperatives that lead to the instigation of the EMF development process.

5.2.7 MONITORING AND EVALUATION TOOL

At the completion of the UDM EMF the district extended the scope of work and appointed NEMAI consulting to prepare a Monitoring and Evaluation tool to measure the implementation of the EMF. The intended purpose of the framework included addressing the periodic assessment of the EMF's implementation and performance of activities, and also the evaluation of their results in terms of relevance, effectiveness and impact. The Monitoring and Evaluation Framework will provides answers on the progress and impact made by the municipality and their partners in achieving the project's outputs and outcomes.

Monitoring will entail the systematic collection, analysis and use of information for the following purposes:

- Checking how the EMF is being applied in decision-making and planning;
- Checking the institutional arrangements and overall enabling environment for the EMF implementation; and
- Checking the performance of the EMF's management provisions.

As part of evaluation, the information obtained from monitoring will be interpreted to determine the EMF's relevance, effectiveness, impact and sustainability. This will ultimately assist in determining the scope and enhancements required for the next generation EMF, following the completion of a 5-year review period. The approach to developing the EMF Monitoring and Evaluation Framework included the following:

- Engaging with the relevant stakeholders at the following stages of the development process –
 - *Inception phase;*
 - *Presentation of Monitoring and Evaluation Framework product;*
- Establishing the monitoring and evaluation objectives;
- Establishing the following key elements of the UDM EMF: inputs, activities, outputs, outcomes and impacts;
- Determining the appropriate intensity and timing for monitoring and evaluation;
- Clarifying the roles and responsibilities in terms of monitoring and evaluation;
- Defining key performance indicators to gauge the progress of the EMF's implementation;

- Identifying information requirements to determine if the expected objectives and outcomes of the EMF are being accomplished;
- Developing a reporting tool to present findings; and
- Developing an overall Monitoring and Evaluation Implementation Plan.

The EMF Monitoring & Evaluation tool was then completed and submitted to Municipal Structures. The district envisages to effectively implement the monitoring tool in order to measure the performance of the EMF. There is however a challenge of qualified staff within the district and Locals to implement and monitor the EMF success as there is no staff appointed to perform these functions.

5.2.8 ENVIRONMENTAL ORGANIZATIONAL STRUCTURE

Umzinyathi District has an Environmental unit that is currently managed by one Environmental Officer who reports under the Manager : Development Planning. The unit is responsible for the implementation and monitoring of the Environmental Management Framework as well as ensuring compliance in terms of waste disposals. The Department of Forestry, Fisheries and Environmental affairs also seconded an official to assist the District and its locals in Environmental affairs.

DFFE also hired four Youth Environment Coordinators (YEC) deployed to each local municipality, under the Municipal Support Youth Community Outreach Programme.

5.3 Climate Change

Climate Change is defined by the United Nations Framework Convention on Climate Change (UNFCCC) as “a change of climate which is attributed directly or indirectly to human activity that alters the composition of the global atmosphere and which is in addition to natural climate variability over comparable time periods”. Global Warming has been blamed as that human activity, which has had the most influential impact on climate change.

Climate change is already having and will continue to have far reaching impacts on human livelihoods. As a result, policy and development plans must take cognizance of the implications of a changing climate and develop strategies for both mitigation and adaptation for a changing climate. Chapter 5 of the NDP focuses on environmental sustainability and resilience through an equitable transition to a low-carbon economy, which will also have implications on the way the spatial planning and development in South Africa is approached.

Umzinyathi District faces various environmental disasters and challenges as a result of climate change. Areas of Msinga Local Municipality within UDM experience annual floods during the December month which result in fatalities, houses and infrastructure being washed away resulting in numerous deaths of the people of Msinga. These floods are just one of the outcomes of climate change which the district needs to adapt and mitigate. Recent studies within South Africa which involve climate change modelling and associated projections all show conclusively that the symptoms of climate change in South Africa are likely to include:

- Higher temperatures.
- Altered rainfall patterns.
- More frequent or intense extreme weather events, including heat-waves, droughts, storms and floods.
- Rising sea levels along Coastal Municipal areas.

The implications of the above predicted weather and climatic changes will impact on the physical environment which will ultimately impact on the sustainability of human livelihoods. It is crucial that future planning initiative programmes take into consideration the risks, impacts and limitations imposed by climate change, such as increased temperatures; changes in precipitation levels; increased storm events; tidal surges and sea-level rise; and consider adaptation measures.

5.3.1 CLIMATE CHANGE ADAPTATION AND MITIGATION STRATEGY

UDM appointed Urban Earth consultants to undertake a climate change and adaptation strategy during the 2016/17 financial year. The project aims to assist uMzinyathi District Municipality to better respond to climate change. As outlined in the Terms of Reference the primary objectives of this project are to:

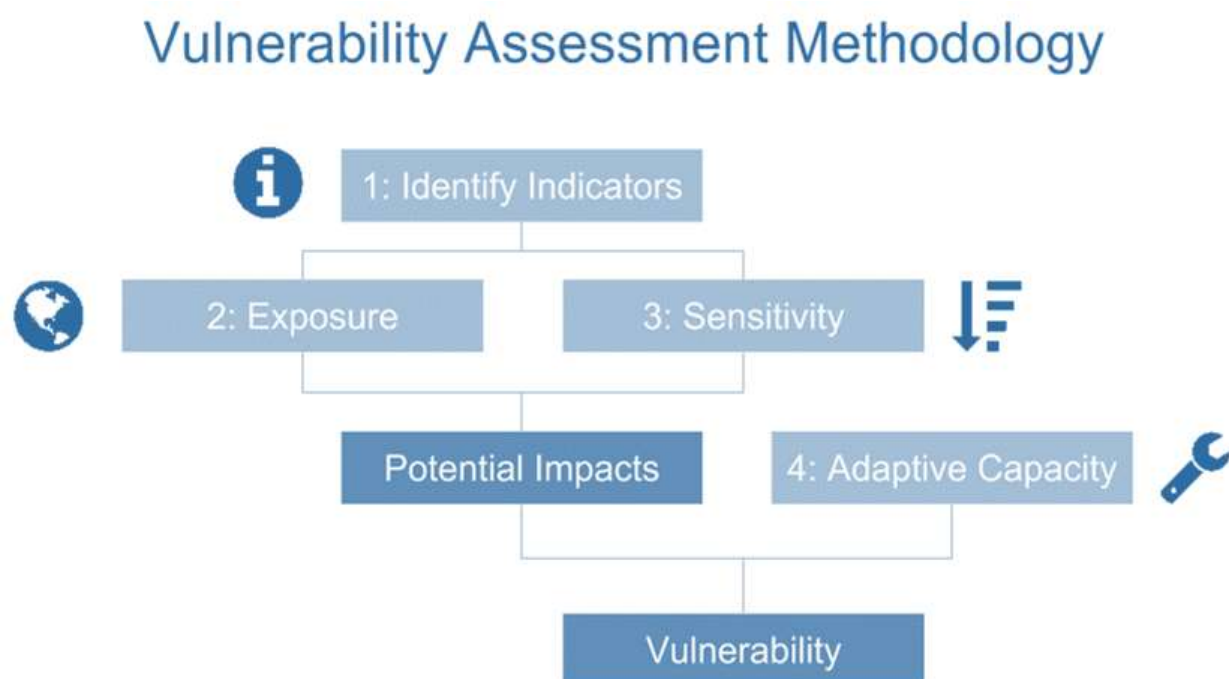
- Identify the major sources of climate change related risk in the municipality, based on the most up-to-date scientific information available;
- Present these risks at a relevant local scale and in an accessible spatial and table format for use in decision-making;
- Identify appropriate and realistic response options that address the identified risks, with reference to water, energy, health, transport, infrastructure, housing, agriculture, biodiversity, waste management, and tourism;

- Provide realistic climate change response options which municipal officials can use for setting targets and reporting, related to both emissions reductions and climate resilient land use (land-care);
- Ensure that no current or proposed projects in the IDPs or other planning documents undermine climate change mitigation or adaptation efforts in the municipality;
- Supplement the response recommendations, targets, and project assessments with tools for climate resilient project design, monitoring and evaluation, and public awareness and education;
- Identify resources and possible sources of funding which could be accessed for implementation of the strategy.

5.3.2 VULNERABILITY ASSESSMENT

As part of the strategy, a Climate Change Vulnerability Assessment was conducted within the District Municipality. Climate change vulnerability was assessed by identifying a set of climate change indicators or impacts and then assessing exposure, sensitivity and adaptive capacity to these indicators.

Figure 16: Vulnerability Assessment



Source: Urban Earth 2017

Steps involved in a Vulnerability Assessment

There are four steps to conducting a vulnerability assessment, these are:

- Step 1: Identify potential impacts of indicators.
- Step 2: Assess whether the impact will take place (exposure).
- Step 3: Assess how important the risk is (sensitivity).
- Step 4: Assess if you can respond to the risk (adaptive capacity).

5.3.3 DEVELOPING A GREENHOUSE GAS INVENTORY

A greenhouse gas inventory helps a municipality to identify their areas of highest emissions and from there develop responses to reduce emissions in these specific areas. There are numerous tools that have been developed to assist local governments with this exercise. EThekweni Municipality has developed its own user-friendly tool to measure its greenhouse gases. This tool was used as a basis for conducting a GHG Inventory for uMzinyathi District Municipality. Emissions are divided up into municipal and community emissions.

5.3.4 DEVELOPING A CLIMATE CHANGE RESPONSE PLAN

A climate change response plan as referred to in the National Climate Change Response White Paper is: "a plan to effectively manage inevitable climate change impacts through interventions that build and sustain social, economic and environmental resilience and emergency response capacity." Climate Change Response Plans therefore highlight key impacts from climate change for a particular area and range of interventions that can manage these impacts.

Urban Earth assisted delegates in translating the results from the Vulnerability Assessment into a draft climate change response plan. Climate Change Response Plan Templates have been developed through the Local Government Climate Change Support Program (LGCCS). The LGCCS programme focused only on climate change adaptation and therefore the template for the response plans needed to be revised to include climate change mitigation.

5.3.5 GREEN ECONOMY

The Green Economy should ideally reduce environmental risks, promote sustainable development while

protecting the environment from degradation. Within the District municipality, It is currently being promoted through recycling businesses and opportunities, across the district. Below are the Projects implemented in the Local Municipalities:

- Thuma Mina Good Green Deeds implemented across the district, with each local recruiting about +- 22 participants to address illegal dumping. (DFFE funded R 9 Million)
- Endumeni have also been chosen by KZNEDTEA for funding of R 1,3 million, under Natural Resource Management sector. Project to start later in 2022.
- Donga Rehabilitation completed in Nquthu LM with funding of R15 Million. (DFFE funded).
- Umzinyathi District family was selected under the **Adaptive capacity Facility building Climate Resilience in Human Settlements pilot Programme** intended to enhance climate resilience by reducing human vulnerability and building human adaptive capacity through implementation of transformative and systemic climate change responses will be rolled out under the auspice of the Local Government Climate Change Support Programme (LGCCSP).
- Alien Vegetation clearing in the South Regional Landfill site in Umvoti LM funded through EPWP.
- There were also recycling in the District as well as cleaning projects such as over grown areas, streams etc.

5.3.6 INTEGRATION WITH IDPS

When the climate change response plan had been developed, Urban Earth assisted municipal officials to help integrate the plan into the Municipal IDP. The engagement was divided into two broad sections. The first was focussed on securing additional stakeholder engagement into the draft climate change plan. The second component of the engagement was focussed on how to integrate the results from the climate change plan into the municipal IDP. The Climate change plan is now in place and is being implemented along with the Environmental management Framework.

5.3.7 ADAPTIVE CAPACITY FACILITY HUMAN SETTLEMENTS PILOT PROGRAMME

The Department of Forest Fisheries and Environment has selected three District Municipalities in South Africa to be part of Adaptive Capacity Facility Human Settlements Pilot Programme (ACFHSP). Umzinyathi was selected to be part of this programme which is being funded through Government of Flanders under the Country Strategy Paper. The Programme is focused on the implementation of climate change adaptation projects that will build human adaptive capacity.

Umzinyathi will mainly focus on dealing with climate risks posed by flooding and lightning. The project is currently going through DFFE SCM processes, even though there are challenges relating to time frames set by the funders.

Project identified under the ACFHP programme

- Automated Weather Station, Early Warning System & education and awareness.
- Ecosystem based adaptation goods and services to reduce impact of flooding.
- Storm water catchers to capture excess run-off from flooding.
- Electronic billboards for awareness.

5.4 BIOPHYSICAL ENVIRONMENT

5.4.1 GEOLOGY

The UDM area contains some of the oldest rock which dates back to the Swazian and Randian age. The Karoo Supergroup covers the majority of the UDM area, with the Dwyka and Eccca Group dominating most of the LMs followed by small outcrops of the Drakensburg Group in the north eastern part Umvoti LM. In the Umvoti LM the Bokkeveld Group belonging to the Cape Supergroup which is overlain by the Karoo Supergroup outcrops in the east and in the Nquthu LM the Natal Group outcrops in the southern part. The Tugela Group of the Namaqua-Natal Province outcrops in the north eastern part of Umvoti.

Arenite is the most common rock covering the municipal area. Shale is also found through the area and Tillite is present along the Buffalo River but only in the mountainous areas before joining the Tugela River. These sedimentary formations are topped by dolerite that is still exposed in the higher parts of the mountains.

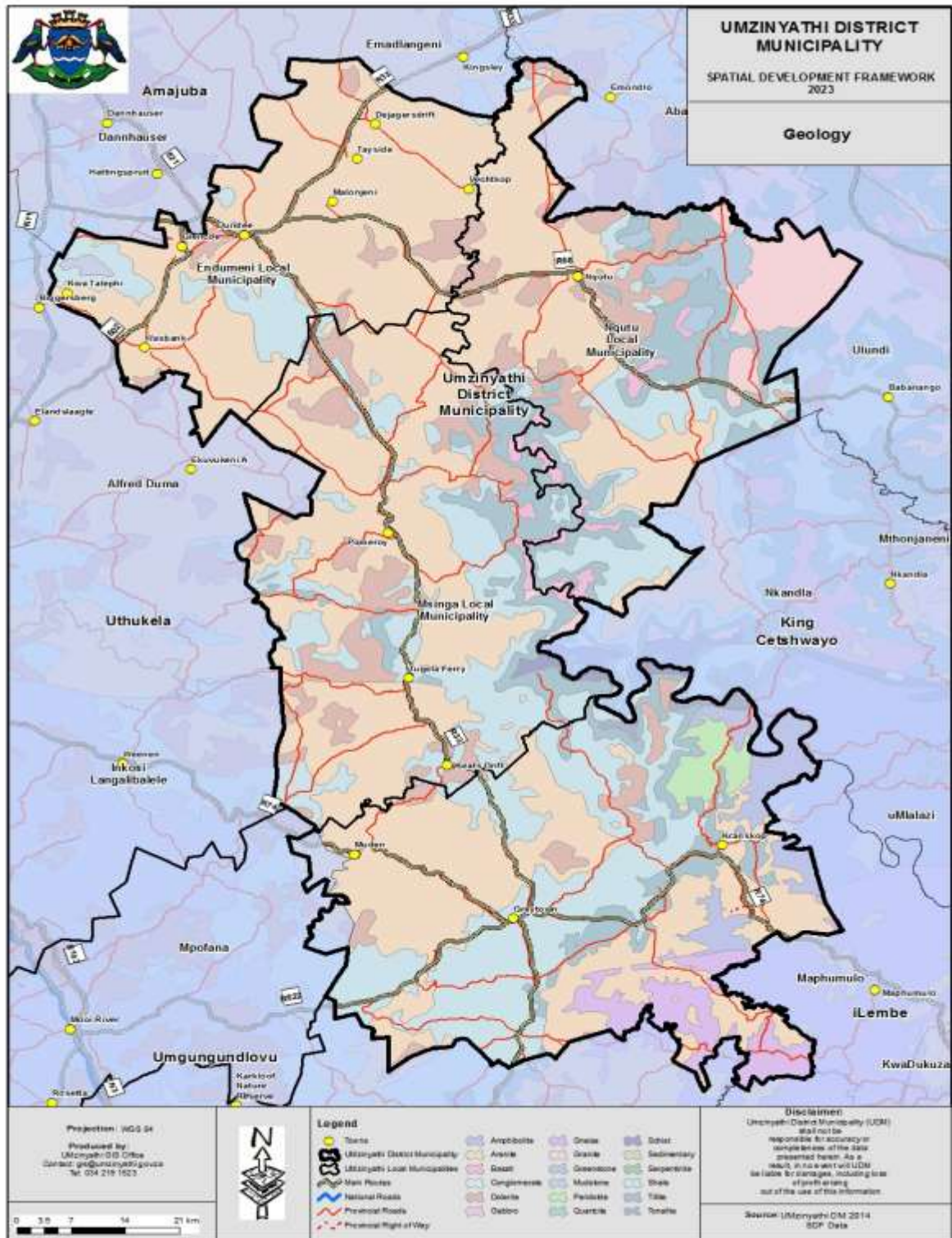
The varied topography and geology has created a variety of soils within the district, and these are briefly described below per municipal area:

- Endumeni LM - characterised mostly by the sedimentary soils of the Eccca group arenite which is a dominant feature in the District and fragmented patches of Shale, mudstone and dolerite;
- Nquthu LM - characterised mostly by Dolerite, Eccca group arenite and Shale;

- Umvoti LM - the geological formation comprises of igneous, metamorphic and sedimentary rocks. It is characterised by Amphibolite, Dolerite, Peridotite, Schist, Shale, Tillite, Tonalite, Natal group arenite, Eccca group arenite, Gneiss;
- Msinga LM - consists of conglomerate, dolerite, schist, shale, tillite, nsuze group, basalt, tonalite, eccca group arenite, natal granite.

Kindly refer to the Geology Map below for a depiction of the above.

Map 5: Geology



Source: NEMAI Consulting, 2022

5.4.2 GEOHYDROLOGY

According to the 1:500 000 Hydrogeological Map Series of the Republic of South Africa, almost the entire area are underlain by aquifers which is intergranular and fractured. Borehole yield class ranges from 0.5 – 2 median liters per second across most of the area. Electrical conductivity, which serves as an indicator of groundwater quality, range from 0 – 70 mS/m in the northern and southern areas, and from 70 to more than 300 mS/m in the central area. Based on the aquifer classification system of South Africa, UDM falls within a minor aquifer region which is a moderately-yielding aquifer system of variable water quality. In terms of aquifer vulnerability, the UDM falls within the following regions:

- Least vulnerable – region that is only vulnerable to conservative pollutants in the long term when continuously discharged or leached; and
- Moderately vulnerable –region which is vulnerable to some pollutants, but only when continuously discharged or leached.
- Some of the main pressures on groundwater resources of UDM include:
- Pollution by diffuse sources such as human settlements (especially sanitation), and to a lesser degree crop production;
- Pollution by point sources such as Wastewater Treatment Works, coal mining areas and livestock concentration areas;
- Abstraction for human, agricultural and industrial use (localized and applicable to the driest areas only);
- Groundwater uptake by alien invasive trees and afforested areas (localized and applicable to the driest areas only).

5.4.3 SURFACE WATER

The EMF study area is situated in the Pongola-Umzimkulu Water Management Area (WMA). The WMA is the result of the amalgamation of the Thukela, Mvoti-Mzimkulu and Mhlatze-half of the Usutu. This WMA is especially complex, as it covers an area of high season rainfall, with heavy demands on water resources from the agricultural sector, industrial, mining and urban domestic sectors.

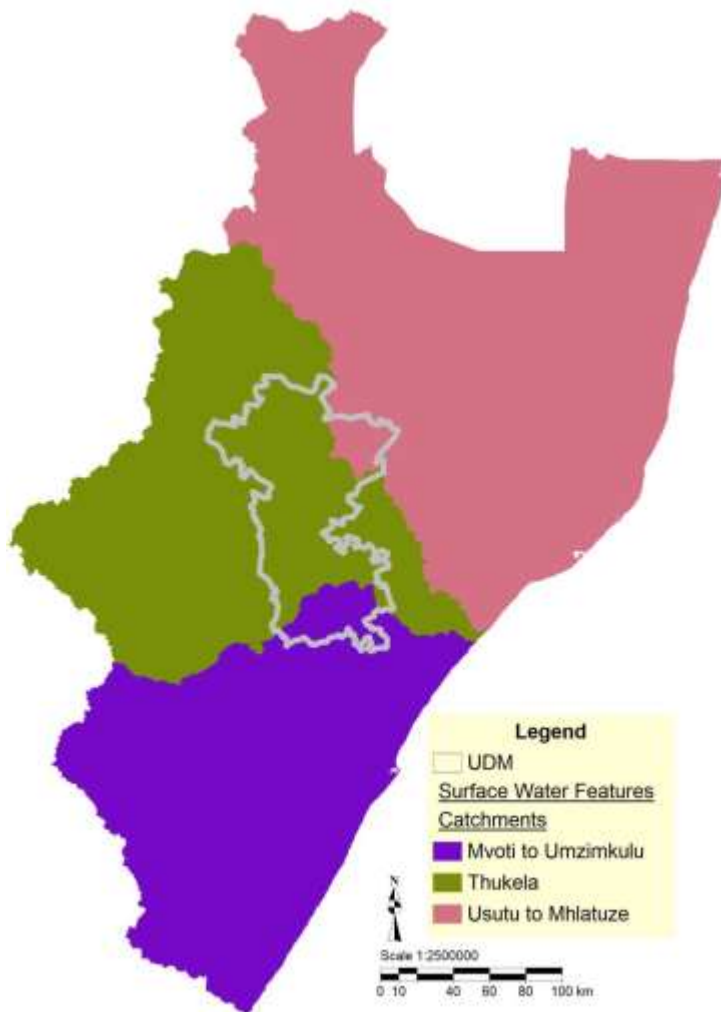
The UDM mainly falls within the Thukela catchment; however portions of two other catchments occur within the district, namely the Mvoti Catchment which is located in the south below Greytown and

Kranskop and the Mfolozi catchment which is in the north eastern section of the District, east of Nquthu and Silutshana (refer to accompanying figure).

Key considerations from a catchment management perspective include the following:

- The largest water requirement in the WMA is for irrigation in the agricultural sector;
- While the WMA has high overall water yield, and over the whole WMA has a positive water balance, nine of the fourteen areas have the requirements outstrip the yield; and
- The water quality within the WMA is declining.

Map 6: UDM in relation to the Pongola-Umzimkulu WMA

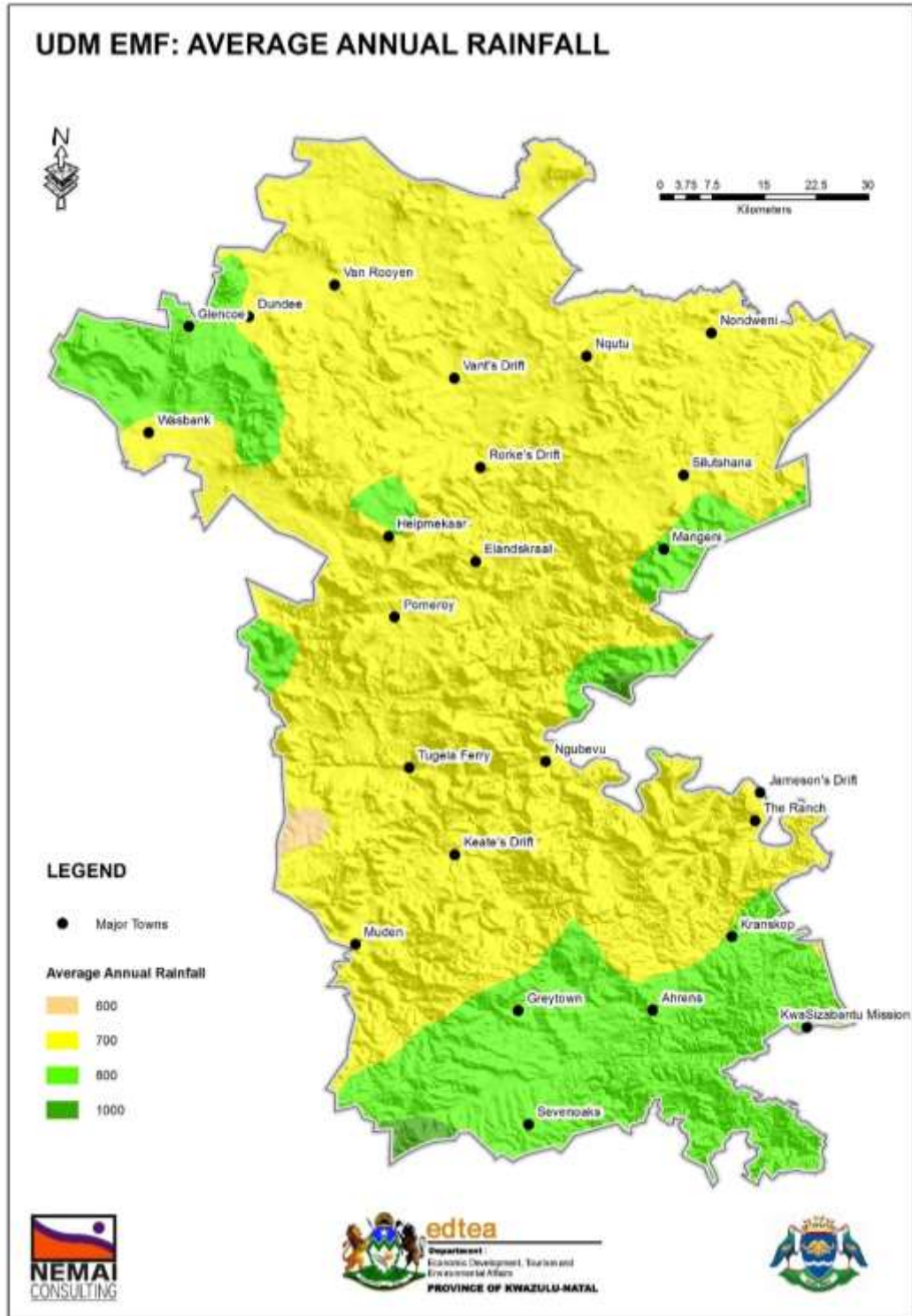


Source: NEMAI Consulting, 2016

5.5 Rainfall

In terms of the South Africa weather system, Umzinyathi falls within coastal summer rainfall areas. Rainfall is orographic in nature with the impact of the mountains and topography shown on the map. Rainfall in the municipal area ranges between 600mm to more than a 1000mm per annum. As the rainfall map indicates, rainfall exceeds 1000mm per annum in areas of the mountainous southeast. Rainfall in these areas is generally more than 800mm per annum but between 600mm and 800mm per annum as one reaches the savannah landscape in the northern parts of the municipal area.

Map 7: Rainfall Map for UDM



Source: NEMAI Consulting, 2016

5.6 Conservation and Protected Areas

5.6.1 PROTECTED AREAS

Protected Areas are areas of land or sea that are formally protected by law and managed mainly for the purpose of biodiversity conservation. Formal Protected Areas are gazetted in terms of the National Environmental Management: Protected Areas Act, 2003 (Act No. 57 of 2003) (NEMPAA). NEMPAA distinguishes between several categories of Protected Areas: Special Nature Reserves, National Parks, Nature Reserves, and Protected Environments. It also recognises World Heritage Sites declared in terms of the World Heritage Convention Act (Act No. 49 of 1999); specially protected Forest Areas declared in terms of the National Forests Act (Act No. 84 of 1998); and Mountain Catchment Areas declared in terms of the Mountain Catchment Areas Act (Act No. 63 of 1970).

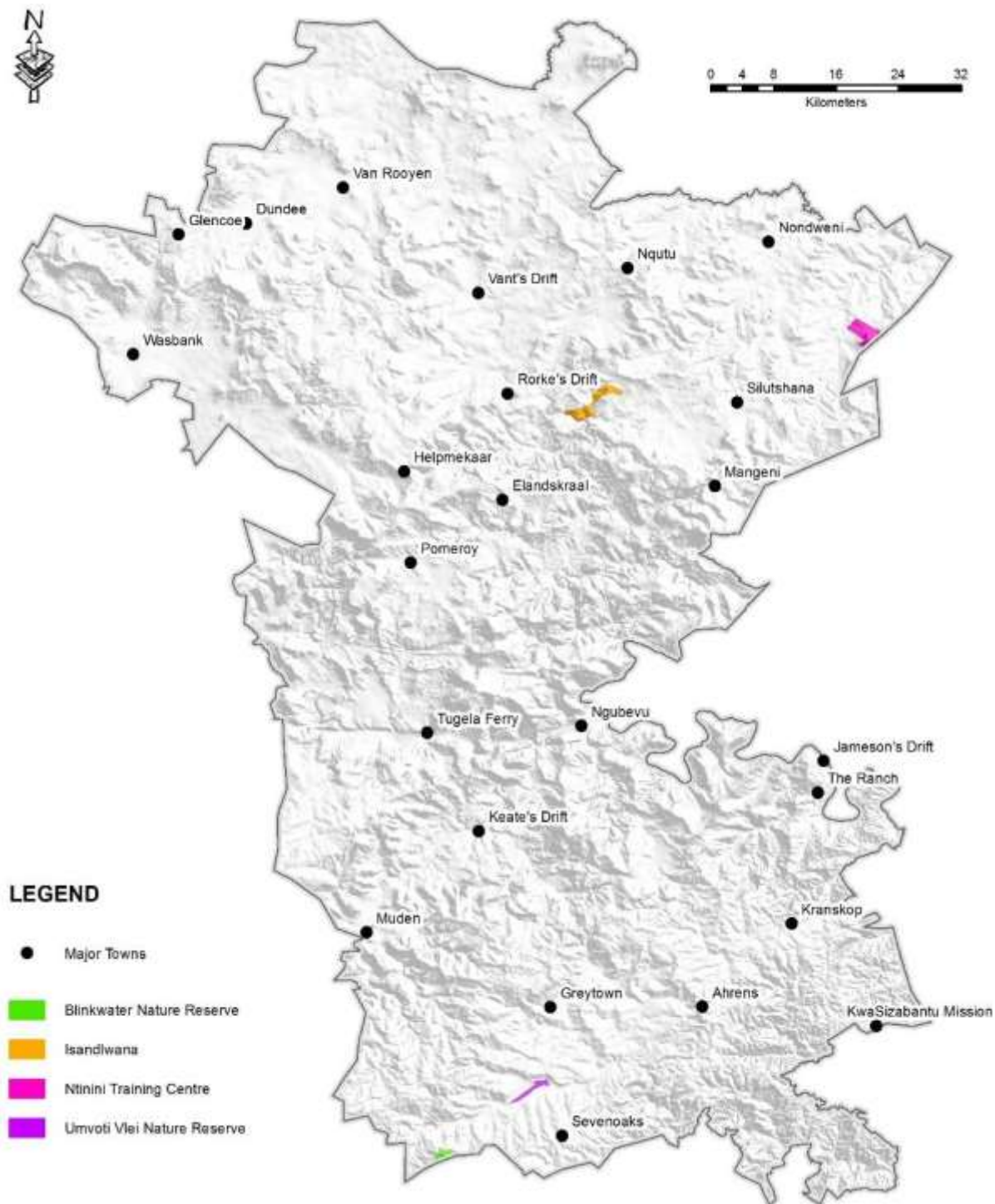
5.6.2 CONSERVATION AREAS

Conservation Areas are those areas of land not formally protected by law, but where primary land use is conservation. These areas are typically informally protected by the current owners and users, and managed at least partly for biodiversity conservation. As Conservation Areas are not gazetted in terms of NEMPAA, they are not considered to be Protected Areas. They could include areas covered by Biodiversity Agreements in terms of the National Environmental Management: Biodiversity Act, 2004 (Act No.10 of 2004) (NEMBA), as well as non-declared Private Nature Reserves and conservancies, which are agreements for co-operation among neighbouring landowners and require no legal long-term commitment.

There are number of conservation and protected areas in UDM, namely (refer to Map below):

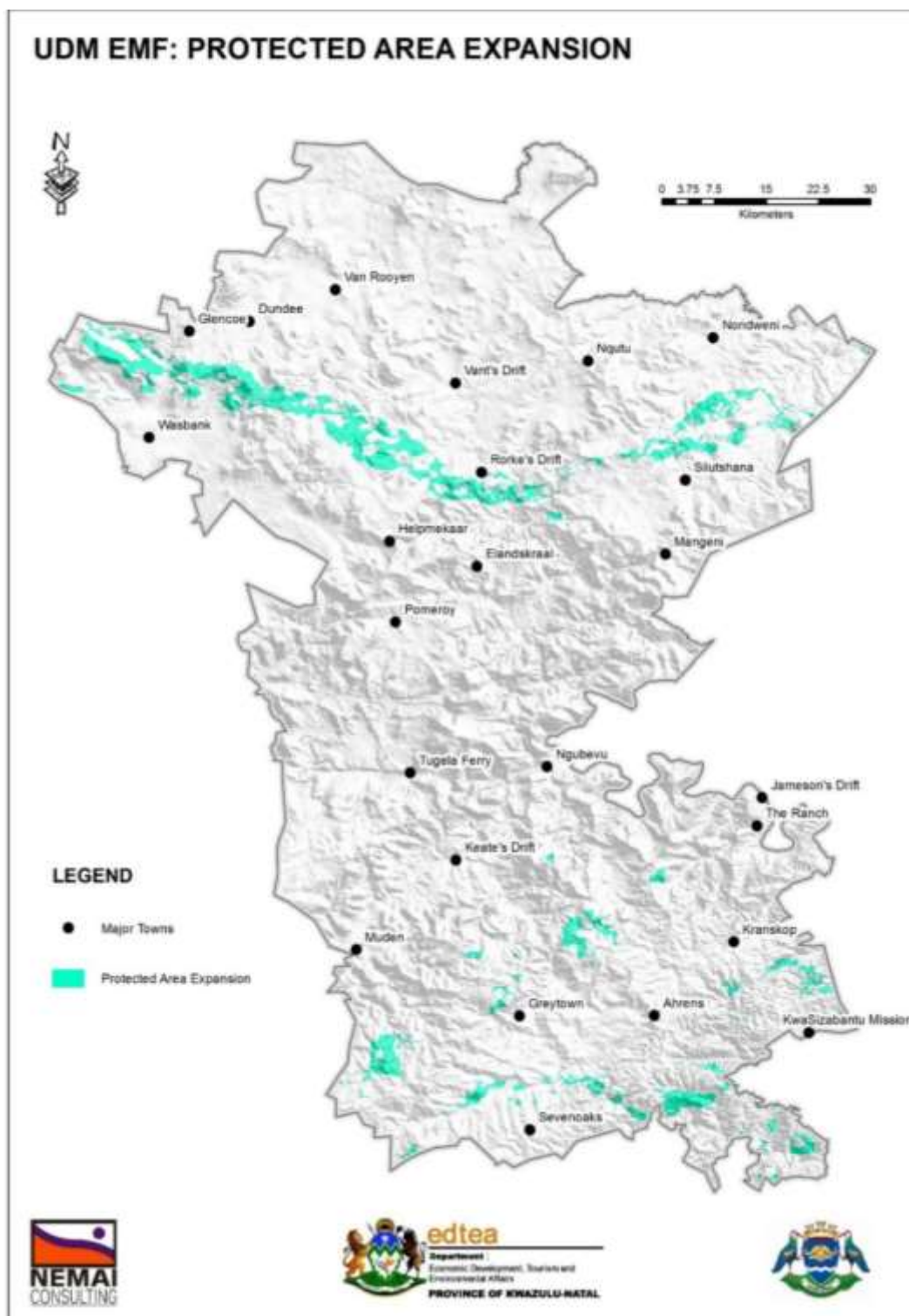
- Nquthu LM - 2 reserves, namely Isandlwana and Ntinini Training Centre;
- Msinga LM - 1 reserve, namely Isandlwana Provincial Nature Reserve; and
- Umvoti LM - 2 reserves, namely Blinkwater Nature Reserve and Umvoti Vlei Nature Reserve.

Map 8: Protected Areas in UDM



Source: Umzinyathi Environmental Management Framework, 2016

Map 9: Protected Area Expansion



Source: NEMAI Consulting, 2016

5.6.3 KZN PROTECTED AREA EXPANSION

It had been established through systematic conservation planning process that more than half of the province's high priority and conservation-worthy biodiversity is located on private and communal land. One strategy to conserve representative samples of such important and vulnerable biodiversity, is to incorporate portions of the identified areas into a formal land based Protected Area network. KZN, in support of the National Protected Area Expansion Strategy (NPAES) is mandated to expand its formal protected area network. Using nationally developed guidelines, an acquisition target of 9% of the province to be formally conserved by 2028 has been set for KZN (EKZNW, 2010).

5.6.4 FAUNA

According to the Conservation International Southern African Hotspots Programme (2010), the following fauna species (Table 13) are known to be found in the Maputaland-Pondoland-Albany Hotspot and Maputaland centre.

5.6.5 PUBLIC PARTICIPATION PROCESS

Public Participation process (PPP) complies with regulation 3(2) of the EMF Regulations (2010). The aim of the (PPP) includes:

- Inform interested and affected parties (IAP's) of the EMF process and its objectives;
- Provide an opportunity for inputs from IAP's;
- Give feedback to IAP's with the opportunity for them to respond.

The draft status quo report was available for public viewing and comment at all Local Libraries within the district for public to peruse and comment. The following public meetings were held in the various LM's within the Umzinyathi District, where the Draft Status Quo Report was presented to the stakeholders for comments and inputs,

No.	Location	Date	Time	Venue
1	Msinga (LM)	23 Feb	9h00 – 11h00	Bathembu Community Hall
2	Umvoti LM	24 Feb	9h00 – 11h00	Greytown Town Hall
3	Endumeni LM	25 Feb	9h00 – 11h00	Dundee Moth Hall
4	Nquthu LM	26 Feb	9h00 – 11h00	VA Makhoba Hall

Source: NEMAI Consulting, 2016

Through the above mentioned public participation process, the Status Quo Report was then finalised during April 2016. The next phases to be undertaken as part of the project was the preparation of the Desired State and the Strategic Environmental Management Framework and the project was completed at the end of October 2016.

5.6.6 TERRESTRIAL SYSTEMATIC CONSERVATION PLAN

According to Escott et.al. (2013), the CBA map has been created as part a strategic planning strategy to ensure biodiversity conservation and persistence in the province of KZN. A means of identifying both key biodiversity 'hotspots' and ecosystem service areas, this product has been produced to be used as an informative tool within all other economic sectors' strategic spatial planning processes thus resulting in better informed and more sustainable development in KZN as a whole. By drawing information from all the Systematic Conservation Planning products from both within KZN and nationally, this product is intended to represent a single holistic picture of the conservation requirements for all biospheres within the province.

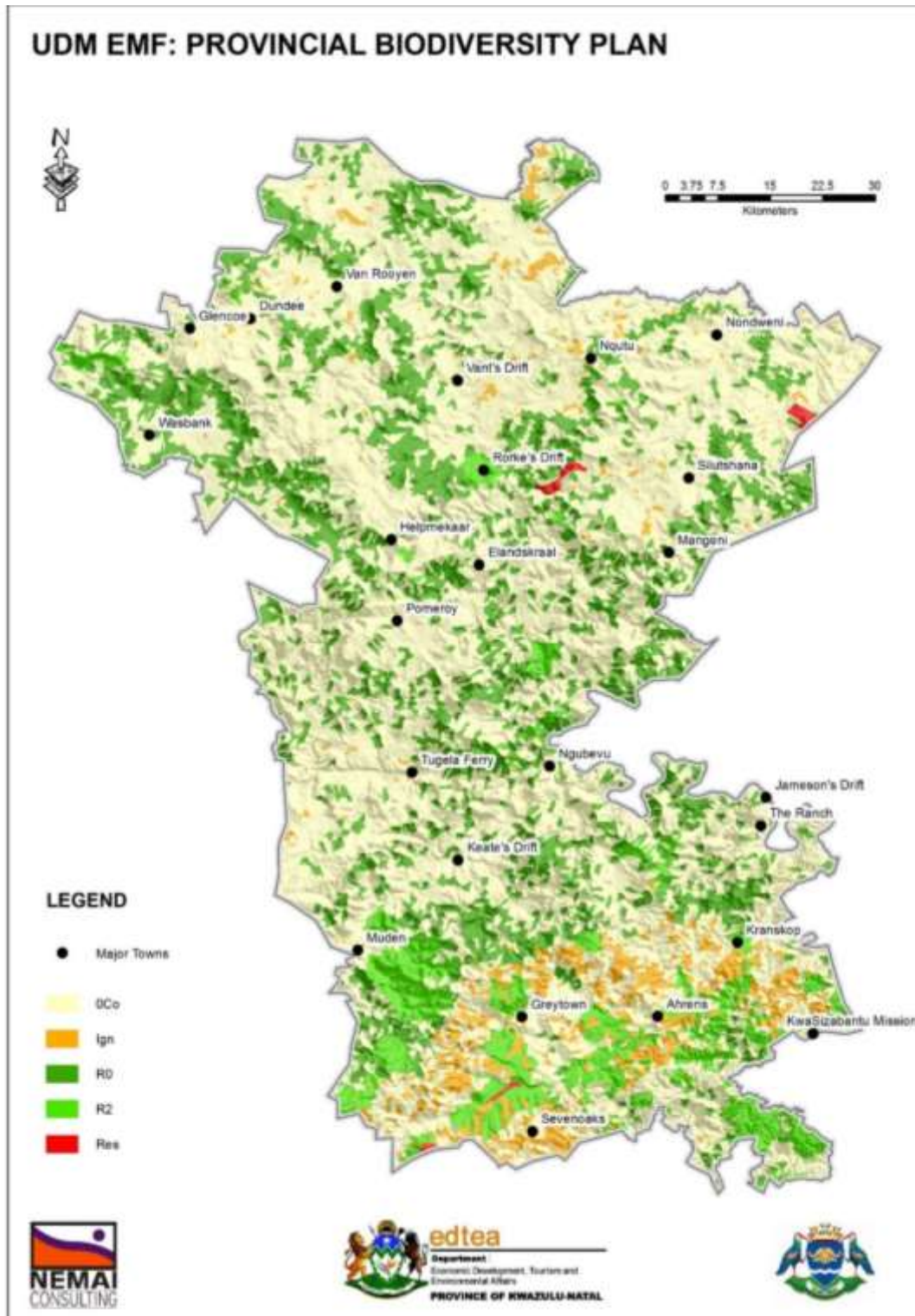
- The Terrestrial Status is reflected in terms of the following categories:
- CBA Mandatory - are areas required to meet biodiversity targets for both biodiversity pattern and ecological process features, and no other options are available to meet this target.
- CBA Optimal – are areas that are the most optimal to meet the biodiversity conservation targets while avoiding high cost areas as much as possible.

- Ecological Support Area (ESA) - are areas not essential for directly meeting biodiversity targets but play an important role in supporting and sustaining the ecological functioning of the critical biodiversity areas.
- EGSAs - deliver important ecosystem goods and services to the KZN province and the people living therein.

According to Escott et al (2013), the KZN Provincial Biodiversity Plan is an amalgamation of the four systematic conservation plans and provides a spatial representation of land and coastal marine area that is required to ensure the persistence and conservation of biodiversity within the KZN Province. According to this plan, the uMzinyathi DM falls within Res (Protected Area), 0Co-Biodiversity area (Not of Conservation Importance), R2 (CBA 1 Mandatory), R0 (CBA 3 Optimal) and Ign (100% transformed). It is important to note that the areas designated as CBA Mandatory are areas required to meet biodiversity targets for both biodiversity pattern and ecological process features, and no other options are available to meet this target.

Whereas areas listed as CBA Optimal are areas that are the most optimal to meet the biodiversity conservation targets while avoiding high cost areas as much as possible.

Map 10: Provincial Biodiversity Plan



Source: NEMA Consulting, 2016

The district currently does not have an air quality management plan, however with the establishment of the EMF it is envisaged that the general air quality will improve. There is a need for a study to be undertaken for air quality management for the district family of municipalities. The biggest polluters currently, are the mining sector as there still a number mines still active within Umzinyathi. There are also timber companies in umvoti who also emit through burning of wood, as well as farmers in endumeni, through their seasonal firebreaks. The District does however have a person designated as Air Quality Officer responsible for coordinating matters related to air quality management.

5.6.8 WATER SYSTEMS (DAMS AND RIVERS)

Rivers are the lowest point in the landscape, and often the receiver of cumulative impacts from throughout the landscape. Many pressures on river ecosystems interact and exacerbate each other, including alteration of flow, pollution, destruction of river banks and alien invasive species. (Driver et al, 2012).

The main rivers within the district are the Buffalo, Mooi and the Mvoti. The Buffalo flows through the centre of the District feeding into the Thukela River east of Ngubevu and then traverses the boundary between Msinga and Nkandla. The Mooi River flows into the Thukela River at Keate's Drift. The Mvoti River drains the southern section of the district.

The uMvoti vlei is situated near Greytown in the upper reaches of uMvoti catchment and is 2800 ha in extent (EKZNW, 2014). Most of the uMvoti vlei is permanently waterlogged, which means that a considerable volume of water is stored throughout the year in the portion of the catchment. In a large extent streamflow in UMvoti River is regulated by perennial river system. According to DWA (2013a), key impacts to wetlands in the Upper Mvoti (including the uMvoti vlei) include extensive afforestation and irrigated agriculture. The bulk of Lake Merthley Nature Reserve is made up of an extensive wetland system which regulates water supply into the Merthley Dam, the water supply dam for the town of Greytown.

Recommendations and Management Priorities for rivers and Wetlands

- Wetland areas, streams and rivers need to be protected, rehabilitated and managed to maintain ecological functioning.

- Transboundary management of water resources (e.g. upstream impacts, institutional relationships).
- Designation and maintenance of buffers associated with watercourses. Strict regulation of encroachment and incompatible land use and activities.
- National Aquatic Ecosystem Health Monitoring Programme to be extended to cover all major rivers in District. Database to be developed of chemical, physical and bacteriological water quality data for DWS monitoring points in the municipality.
- UDM to ensure that provision is made in the LUMS to enforce the identification, establishment of required set-backs, protection and maintenance of wetlands and riparian zones.

Table 14: Names Of UDM Rivers

	Jmvoti LM	Msinga LM	Nquthu LM	Endumeni LM
<i>Rivers</i>	Hlimbitwa Khamanzi Mooi Mvoti Nadi Thukela	Buffels Mooi Nadi Sundays Thukela	Bloed Buffels Mvunyane Nondweni Nsongeni White Mfolozi	Bloed Buffels Mzinyashana Sandspruit Wasbank

5.7 Waste Management

The Municipality is partly responsible for Waste management as it owns a Landfill site. The municipality partnered with the Department of Environmental Affairs in developing the South Regional landfill Site (Umvoti Municipality). The Landfill site has an estimated life span of 51 years. The section 78 assessment to determine how the landfill site should be run has been completed and tabled to council structures, it recommends that the Landfill site should be operated internally but also cautions on the expenses that should be expected. The District is in Discussion with Umvoti LM in setting money aside for a service provider which will produce a completion certificate to allow the site to start operating officially.

The North Regional Landfill site (Endumeni Local Municipality) is also operational. It has an estimated lifespan of 22 years. The site has recently been upgraded to include weighbridge, office and ablution facilities. Operations on site is according to compliance, awaiting water sampling reports and external reports from service provider. The licence was renewed in July 2013 for another 10 years. The District also has two transfer sites located in Endumeni LM (sibongile) and Umvoti LM for garden refuse. There

also 3 buy back centers located in Umvoti, Nquthu and Pemoroy where people bring recyclable material for cash.

The landfill sites do employ a system for separating of waste that can be collected by recyclers for further separation and processing.

Waste Removal within the District of Umzinyathi District.

Waste Removal	Umzinyathi	Endumeni	Nquthu	Msinga	Umvoti
Removed by local authority/private company/community members at least once a week	23730	15579	1867	113	6171
Removed by local authority/private company/community members less often than once a week	1844	402	456	47	939
Communal refuse dump	5450	377	1990	2482	601
Communal container/central collection point	3802	15	1496	74	2217
Own refuse dump	76463	3105	20042	32839	20478
Dump or leave rubbish anywhere (no rubbish disposal)	10140	849	4923	484	3884
Other	5362	807	1848	2333	374
Total	126791	21134	32622	38372	34664

Source : Statistics SA, CSS 2016

Map 3 : Illegal Dumping sites in Umzinyathi



Source: Umzinyathi District, 2023

5.7.1 INTERGRATED WASTE MANAGEMENT PLAN

Umzinyathi District Municipality has an Integrated Waste Management Plan (IWMP) in place which serves to address the waste management and disposal matters, but it was developed during 2007. The municipality along with its locals is being assisted by the National Department of Environmental affairs in reviewing their IWMP plans in house. The Municipality is engaging EDTEA on possibilities of funding a overall review of the document. The Municipality however does have Environmental Health bylaws adopted by Council in 2020. The bylaws perform a regulatory, compliance and monitoring of the environment. Waste management hasn't been fully covered as only Health care risk waste is included in the bylaws.

5.7.2 SOUTH AFRICAN WASTE INFORMATION SYSTEM

The South African Waste Information System is a system used by government and industry to capture routine data on the tonnages of waste generated, recycled and disposed of in South Africa on Monthly and annual basis. This is a function of the local municipalities where they report on waste collection. All municipalities are compliant with system.

5.7.3 CLEANING AND GREENING PROGRAMME

The Department (DFFE) through its Chief Directorate Environmental Protection and Infrastructure Programmes (EPIP) continues to implement projects that address various environmental challenges whilst creating needed jobs in the environmental sector under the auspices of the Expanded Public Works Programme.

In recent years, Eastern Cape and KwaZulu-Natal Provinces have been hit by severe floods and landslides caused by heavy rainfall. A national state of disaster was declared in response to the floods. The DFFE in response to this disaster partnered with affected municipalities in the cleaning and mopping up of the affected areas.

The main activities for this cleaning and mopping programme will include, litter picking, sweeping and street cleaning, clearing of gutters and walkways and separating litter at source using the two bag system.

The Programme will start from March 2023 and will run for a period of 12 months, managed by

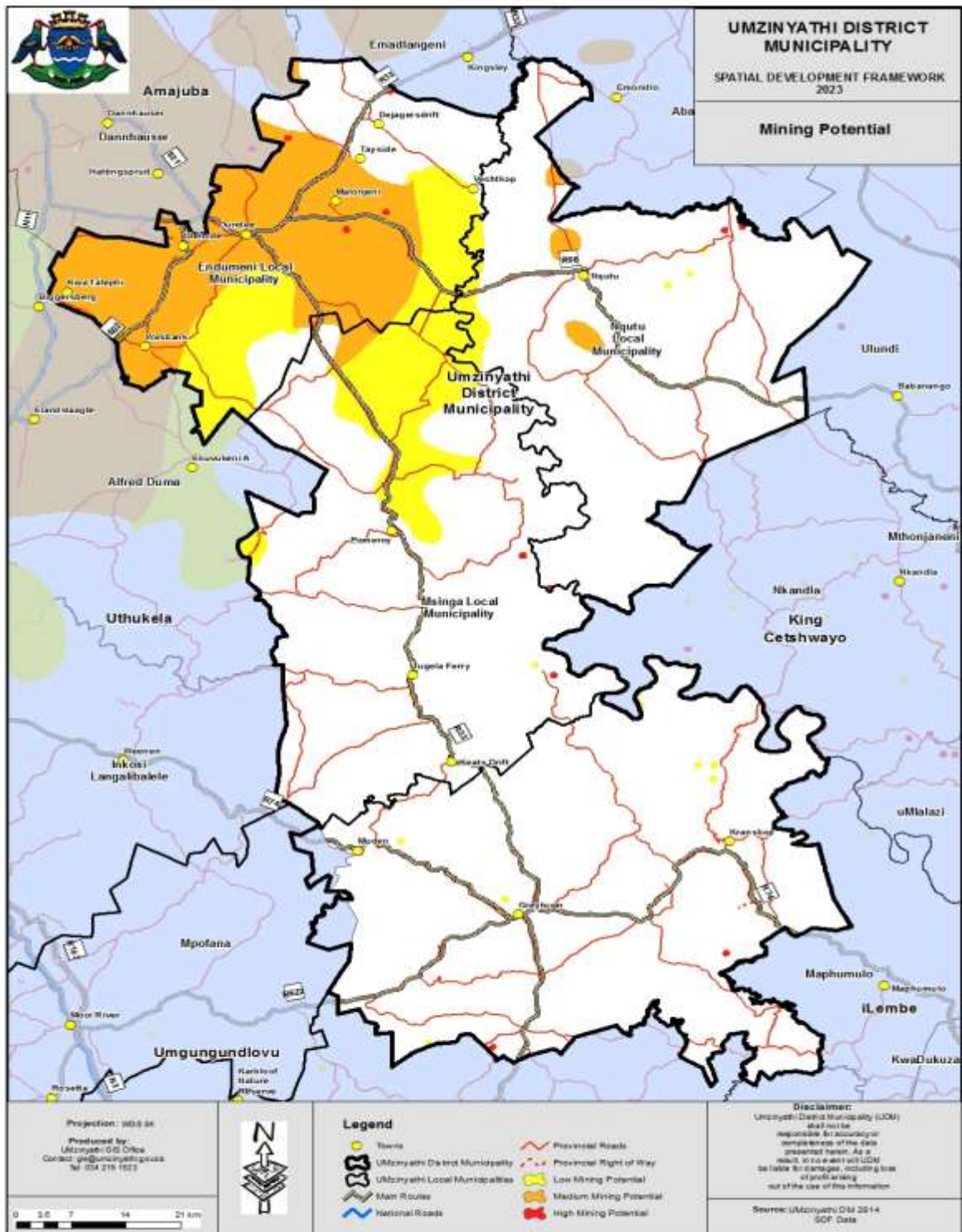
Provincial Project Managers and will ensure the employment of 63 project participants per local Municipality.

5.8 MINING ANALYSIS

The area around Glencoe and Dundee has a long mining history. Mining was the reason for the establishment of Dundee in the 19th century. Mining played an important role in the local economy until the mid-eighties when most of the mines closed. There is currently only one active mine in the area although mining continues north of UDM in the Dannhauser and Newcastle areas.

Mining is one of the weakest sectors in the local economy but as the map indicates, there are still substantial reserves of medium mining potential around Glencoe and Dundee. There are currently prospects of increasing mining activities but long-term demand for coal might prove otherwise.

Map 11: Mining potential



Source: Umzinyathi District Municipality SDF, 2023

Figure 17: Ongoing mining Operations – North of Glencoe



Source: Umzinyathi District Municipality SDF, 2015

5.8.1 MINERAL AND PETROLEUM RESOURCES DEVELOPMENT ACT (ACT 28 OF 2002)

The purpose of the MPRDA is to make provision for equitable access to and sustainable development of the nation's mineral and petroleum resources; and to provide for matters connected therewith. This Act falls under the Department of Mineral Resources (DMR), formerly known as the Department of Minerals and Energy (DME).

Section 22 of the Act specifies that any person who wishes to apply for a mining right must lodge an application with the Regional Director, in the prescribed manner, and with a non-refundable application fee.

Section 23 of this Act indicates that the Minister of DMR may grant a mining right if:

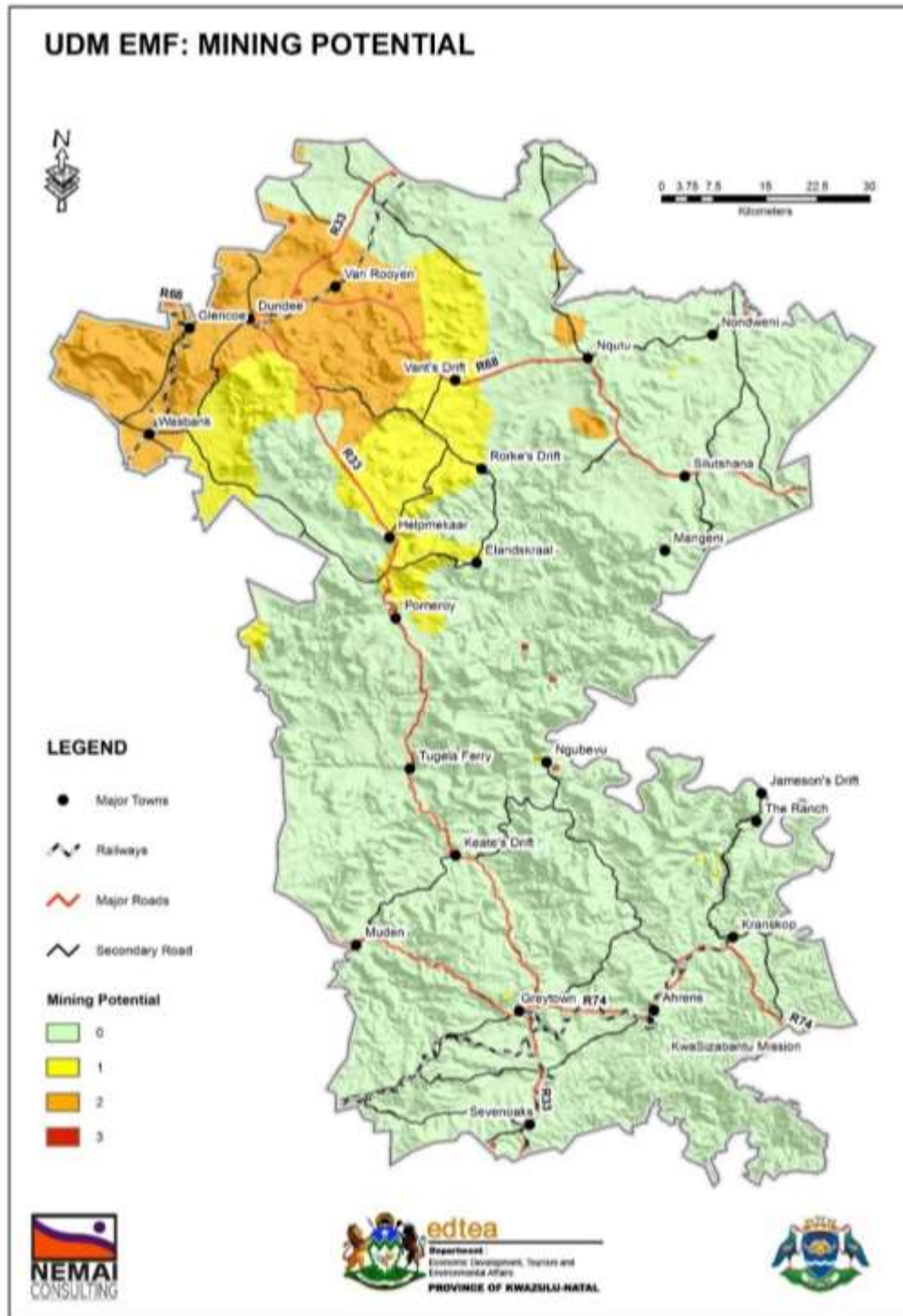
- The mineral can be mined optimally in accordance with the mining work programme;

- The applicant has access to financial resources and has the technical ability to conduct the proposed mining operation optimally;
- The financing plan is compatible with the intended mining operation and the duration thereof;
- The mining will not result in unacceptable pollution, ecological degradation or damage to the environment;
- The applicant has provided financially and otherwise for the prescribed Social and Labour Plan;
- The applicant has the ability to comply with the relevant provisions of the Mine Health and Safety Act, 1996 (Act No, 29 of 1996);
- The applicant is not in contravention of any provision of this Act; and
- The granting of such right will further the objects referred to in section 2(d) and (f) in accordance with the charter contemplated in section 100 and the prescribed Social and Labour Plan.

Mineral deposits found in the district include coal and metal ores. Only coal was mined on a large scale in the Endumeni LM. The area around Glencoe and Dundee has a long mining history. Mining was the reason for the establishment of Dundee in the 19th century. Mining played an important role in the local economy until the mid-eighties when most of the mines closed. A small amount of stone quarrying also occurs in the district.

According to UDM (2015a), there is currently only one active mine in the area although mining continues north of UDM in the Dannhauser and Newcastle areas. The mine offices and washing plant for Slater Coal are located in Dundee on the R33 (see Figure 12). Stone quarrying also occurs in the district on a small scale.

Map 12: Mining Potential



Source: NEMAI Consulting, 2016

5.8.2 NATIONAL HERITAGE RESOURCES ACT (ACT 25 OF 1999)

The purpose of the NHRA is to protect and promote good management of South Africa's heritage resources, and to encourage and enable communities to nurture and conserve their legacy so it is available to future generations. The Act makes heritage resources of cultural significance or other special value part of the national State, and therefore places them under the care of the South African HeritageResources Agency (SAHRA).

Heritage resources may include buildings, historic settlements, landscapes and natural features, burial grounds and certain moveable objects, including objects of decorative art or scientific interest. Provincial and municipal authorities also play a role in managing provincial heritage resources and local-level functions. New landowners should be made aware of any pre-existing heritage sites or objects located on their properties, and be further educated on their responsibilities regarding those sites or objects. They may also wish to approach heritage authorities in order to obtain a designation for a particular site or object under this Act.

5.8.3 GENERAL DESCRIPTION OF HERITAGE RESOURCES IN THE DISTRICT

Approximately 130 Heritage Sites were recorded within the Municipality; however, with correct fieldwork methods in place this number could possibly double. The heritage resources can be categorised according to four main groups, based on the resource type, as follows:

- Archaeological resources;
- Cemeteries;
- Historical Resources; and
- Living Heritage.

A brief overview of the key findings of the study for each resource group is provided below.

5.8.4 ARCHAEOLOGICAL RESOURCES OVERVIEW

A total of 53 archaeological sites were identified and mapped. These sites are scattered throughout the UDM and contain archaeological resources that date from:

- The Early Stone Age (1.5 million – 300 000 years ago);
- The Middle Stone Age (200,000 – 40, 000 years ago);

- The Later Stone Age (ca. 30, 000 – 200 years ago);
- The Early Iron Age (ca. 1,500 – 1,100 years ago);
- The Middle Iron Age (ca. 900 – 600 years ago);
- Intermediate Iron Age (ca. 1100–1400 AD)
- The Later Iron Age (ca. 600 – 200 years ago) through to the beginning of the Colonial Period (1850s);
- Rock Art; and
- Historical (1830–1920).

It must however be noted that the archaeological sites recorded in the UDM do not constitute a complete record of the archaeological heritage of the area (Maggs 1989; Mazel 1989; Huffman 2007). There has been no systematic archaeological survey of the municipal area. Most of the identified sites were recorded by archaeologists associated with the then Natal Museum, and independent Heritage Consultants. Many areas have never been surveyed for archaeological sites.

5.8.5 CEMETERIES

There are numerous cemeteries, and graveyards in the municipal area. These are associated with townscapes, rural landscapes, farmsteads, church land, and battlefields. A more detailed study on stats can be found under the Basic services KPA.

5.8.6 HISTORICAL AND CULTURAL RESOURCES

The area that falls within the UDM boundary contains a rich and varied historical and cultural heritage. 57 Historical, Cultural and Living Heritage Sites were identified.

These include:

- Places of Worship;
- Historical Buildings;
- Battle Fields; and
- Living Heritage Sites.

5.8.7 SIGNIFICANCE OF HERITAGE RESOURCES

The significance of heritage resources is determined by various aspects, which may be viewed singly, or as a collective, depending upon the nature and characteristics of the heritage resource. These include historical, social, aesthetic, technological and scientific value in relation to the uniqueness, condition of

preservation and research potential of the heritage resources.

5.8.8 CONCLUSION

A total of 130 heritage sites were identified within the UDM. A large number of archaeological sites occur in the area. Perhaps the most noteworthy of these are the extensive stone walled settlements that are located in the close environs of Nqutu in the northern section of the municipal area. These were built by early Nguni-speaking small scale farmers and most of these pre-date the Zulu state of King Shaka (1820's). However, as no systematic archaeological survey of the municipal area has been undertaken to date, the extent of the area's archaeological resource base is largely unknown.

In contrast, sites belonging to the Voortrekker, Anglo-Zulu War and Anglo-Boer War periods are well known and prominent in the District. These sites have also been incorporated into the well-known Battle Site Tourism Route of KZN. Twelve sites belonging to this Battle Site Route have provincial heritage status rating within UDM. Some of the heritage resources located within the municipal area consist of historical period built structures. These are especially concentrated within the Greytown Central Business District (CBD) in the southern section of the municipal area. The results of this overview illustrate a significant lack of formally recognised sites of traditional African cultural and historical importance within the UDM.

Some "Living Heritage" sites are known from the area but it is especially sites relating to the more recent "Freedom Struggle" that are totally lacking. The lack of formally recognised traditional African sites is a significant gap in the available data and needs to be highlighted as an urgent requirement for any future heritage resource work to be undertaken in the district.

5.8.9 CROSS CUTTING SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• GIS Strategy and Policy in place • Environmental Health By-laws in place • Environmental Management framework • New Spatial Development Framework	• Lack of an updated Strategic Environmental Assessment • Lack of adequate planning and GIS capacity in the local municipalities

	• Outdated Planning and GIS data. E.g Shapefiles.
OPPORTUNITIES	THREATS
• Formalization of Nodal Towns and Secondary Nodes • Environmental Management Plan (EMP) – Enabled identification of hotspots for potential projects and programmes to prevent environmental degradation;	• Land Admin and Ownership (Ingonyama Trust Board) • Lack of guidance to developers on spatial Planning and Land use management. • Budget Provision • Disperse settlements • Terrain

5.8.10 CROSS CUTTING KEY CHALLENGES

KEY CHALLENGE	RESOLUTION
Shortage of GIS personnel within Local Municipalities. <u>Description</u> : Local municipalities have been struggling to hire or make budget provisions for Gis Personnel, thus they have had to rely on the District.	Encourage and motivate for Local Municipalities to create GIS posts within their organograms.
Outdated spatial data <u>Description</u> : Sector Departments haven't been forthcoming in providing new data/shapefiles to update	Acquire new spatial data and shapefiles for creation of correct narratives and maps
Land identification and release for development in the Ingonyama Trust Areas. <u>Description</u> : Local municipalities have been struggling to acquire and provide land to developers as most of it is under ITB.	Engagement of the District House of the Traditional Leaders on the developmental issues.
Improper strategic spatial planning on developments and Land use <u>Description</u> : Municipalities have been behind the curve as Developers and communities are leading development due to outdated municipal planning documents and bylaws.	Stricter control of Land use and encouragement to Developers to follow strategic provincial and municipal plans Creating a conducive environment to enable private developers to invest in the district.

5.9 Disaster Management

5.9.1 STATUS OF THE MUNICIPAL INSTITUTIONAL CAPACITY

In terms of the Disaster Risk Management Act 2002, (Act No.57 of 2002), Section 43 and 50 outlines the establishment and functions of the Centre in order to ensure an integrated and coordinated approach to Disaster Risk Management within the district. Umzinyathi District Municipality Disaster Management Risk Centre was established in August 2003, and is fully functional 24 hours a day, 7 days a week. During 2014/15 financial year, the municipality obtained grant funding from the Department of Co-operative Governance and Traditional Affairs for the construction of an advance District Disaster Management Centre.

The municipality then appointed a service provider has been appointed to do phase 3 of the Disaster centre which involves tilling, installation of the lift and connection of generators. This is being done using top grant of R 5 million received from cogta to finish of the project.

The Umzinyathi District Municipality Disaster Management Risk Centre has a Head Disaster Management and three Disaster Management Officers, one Chief Fire Officer and five Call centre operators. This Unit has been established and is fully functioning as follows:

5.9.2 RISK REDUCTION AND PLANNING

PURPOSE: TO DEVELOP DISASTER MANAGEMENT POLICY FRAMEWORKS AND PLANS.

FUNCTIONS

- Develop District disaster management policy framework and plans
- Facilitate development of disaster management capacity
- Develop community awareness and volunteerism strategies
- Develop capacity building programs
- Develop disaster management monitoring and evaluation information systems
- Provide input into disaster management policies

5.9.3 OPERATIONS AND INTERVENTIONS

Purpose: To facilitate disaster management interventions and support in the District.

Functions

- Facilitate implementation of DRM frameworks and plans in the District.
- To facilitate disaster management preparedness to stakeholders.

- Facilitate implementation of capacity building programs.
- Coordinate joint responses to threats, incidents and mobilise resources to normalise situations
- Operate the District Disaster Management Centre (DDMC).

5.9.4 FIRE AND RESCUE SERVICES

Purpose: To coordinate Fire & Rescue services in the District.

Functions

- Administer Fire Brigade Services Act
- Develop and implement Fire Prevention and Safety Strategy
- Provide intervention and support to stakeholders involved in fire service in the District
- Develop and implement capacity building program for fire & rescue services
- Monitor compliance of the fire prevention and safety strategy

5.9.5 CALL CENTRE

Purpose: To call taking, dispatching functions & monitoring of the communication system.

Functions

- Communicates and transfers information to/ from operational personnel, public and/ or internal departments
- Interacting with the callers and operational personnel on computer Resources Management System, telephones/ two-way radios with respect to specific incidents needing attention.
- Recording and updating registers with details of messages, occurrences and responses.
- Ensure that other emergency and support organisations are informed and alerted

Umzinyathi District Municipality is prone to a variety of natural and human-induced hazards, which occasionally lead to loss of property and lives. In the past years, these hazard occurrences have become more frequent and severe. In terms of section 43(11) clause B of the Disaster Act No. 57 of 2002, a District Municipality has a legislative responsibility to establish in its administration a District Disaster Management Unit for its Municipal Area. The act allows the Municipality to establish a Disaster Management Unit after a consultation process with the Local Municipalities so as to operate the unit in partnership with the Local Municipality.

Umzinyathi District Municipality Disaster Management has committed itself towards achieving the requirements of the said Act. The main objective of the Municipality is to run the unit in a sustainable manner based on principles of co-operative governance. The Umzinyathi District Municipal Council took a resolution to establish such a unit and recruited forty (40) volunteers, and they are based at the local

municipalities within the fire stations. Though some have left the programme due to other job opportunities somewhere else, but twenty four (20) volunteers are still within the programme. In 2020/21 Umzinyathi also trained 13 peace officers officials in disaster management.

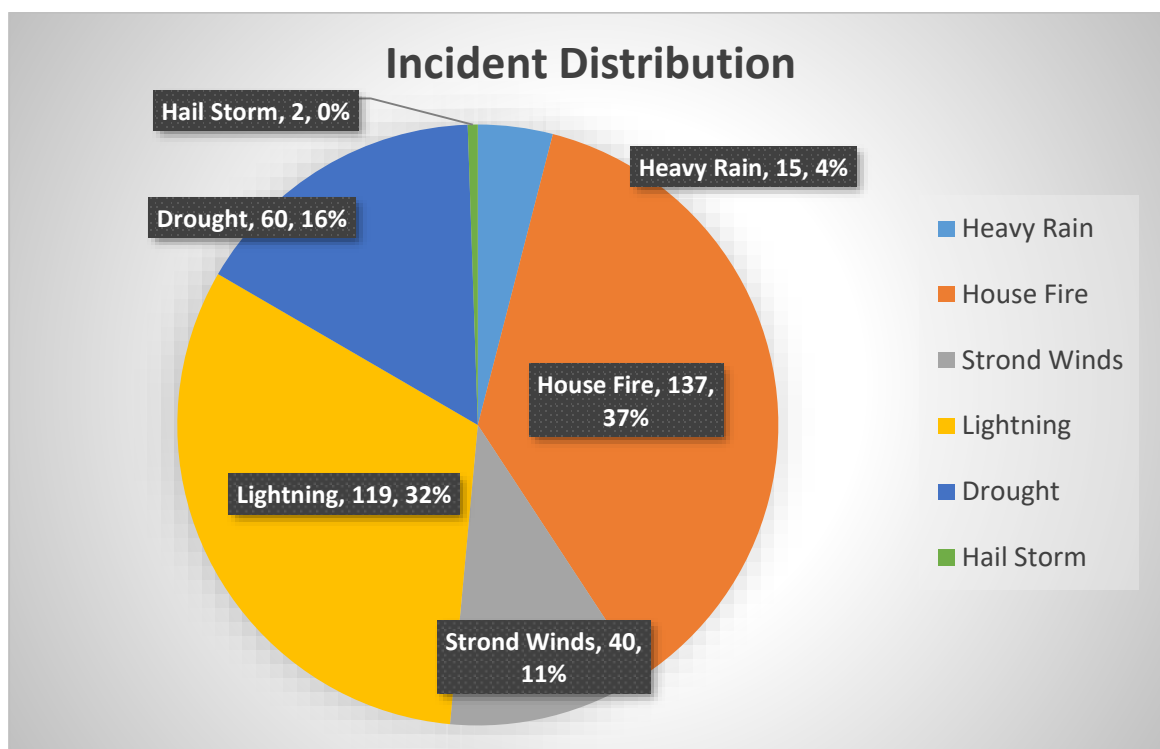
The volunteers were trained on the following areas:

- Basic Fire fighting
- Basic First Aid
- Communication
- Basic Disaster Management
- Evacuation

5.9.6 RISK PROFILE OF UDM

The most frequently reported cases within the UDM are:

Figure 12: Risk Profile



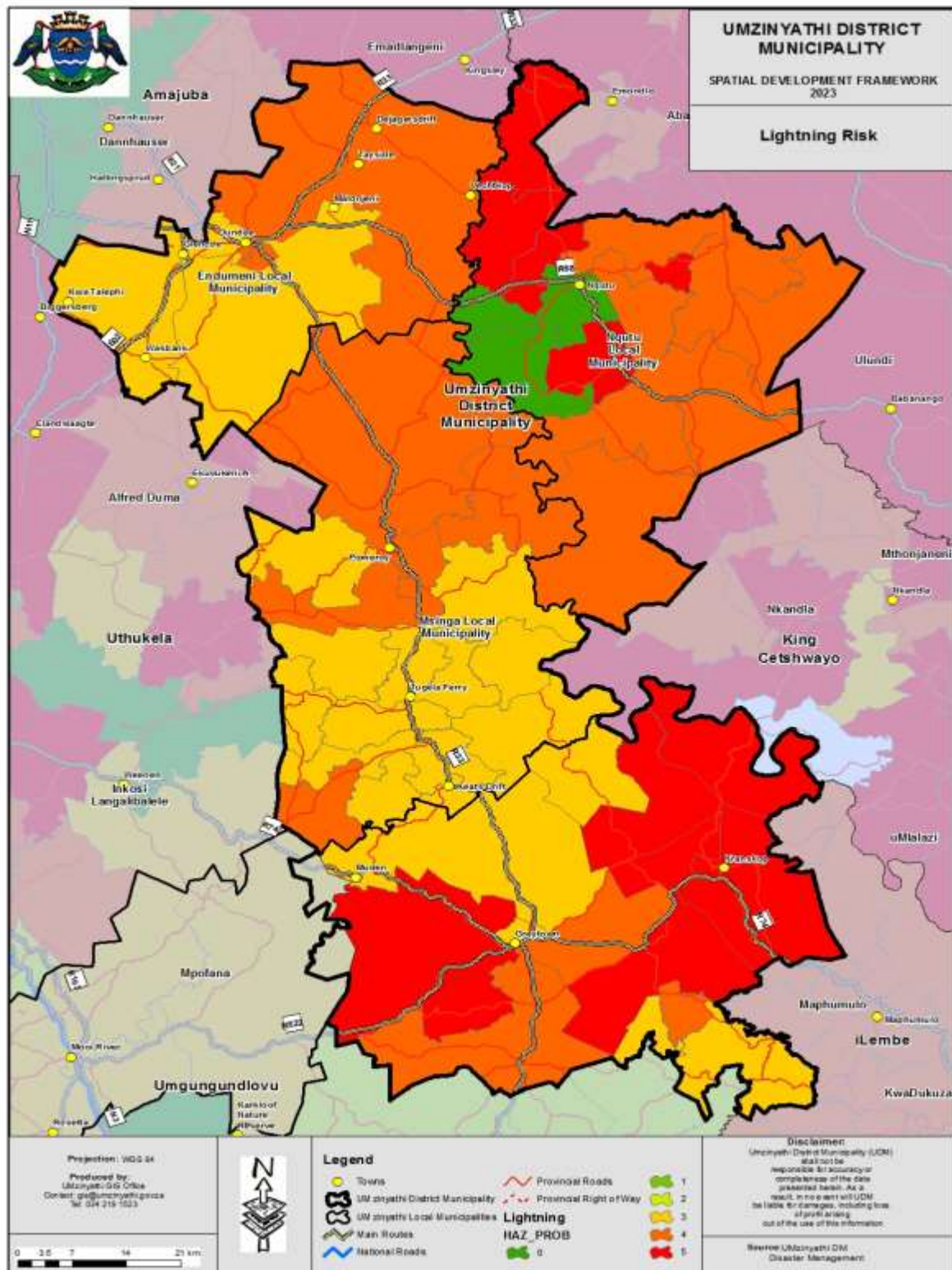
Source: Umzinyathi Disaster Unit 2021

5.9.7 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. Umzinyathi District municipality, through a service provider, compiled a comprehensive District Disaster Management Plan in 2009 and was reviewed during 2018/19 financial year, and has been under implementation. The municipality reviews the Disaster Management Sector Plan on an annual basis to ensure that it responds to prevailing circumstances and it forms part of the 2023/24 IDP Review.

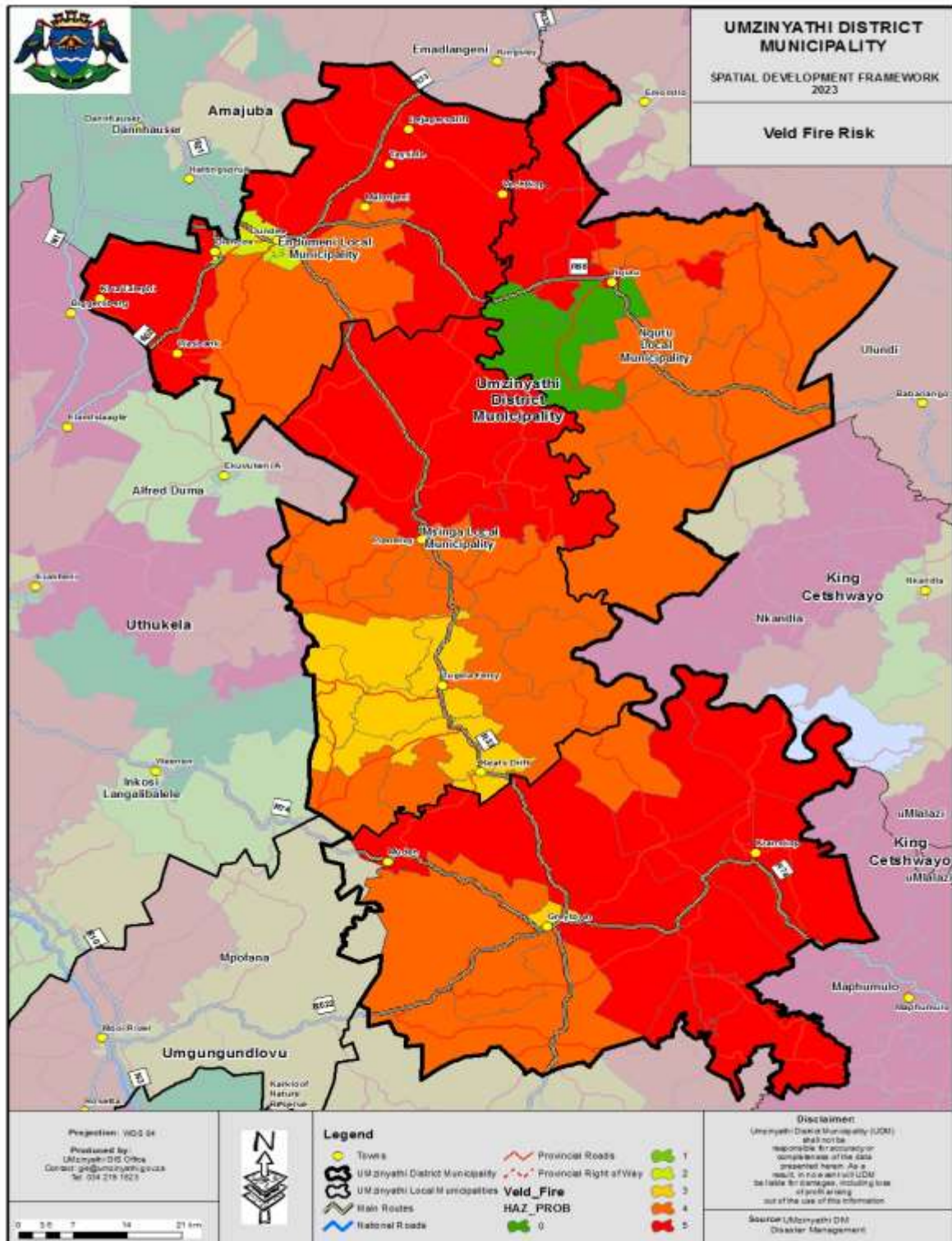
The said plan is also made of the contingency plans for winter, summer, and elections, xenophobic attacks etc. The aim of the contingency plan is to ensure that generic coordination and response is taken in the event of attacks on within communities at Umzinyathi District Municipality. The contingency plan also aims to ensure the preparedness of the District to deal with in all four family of local municipalities.

Map 4: Lightning hazard probability



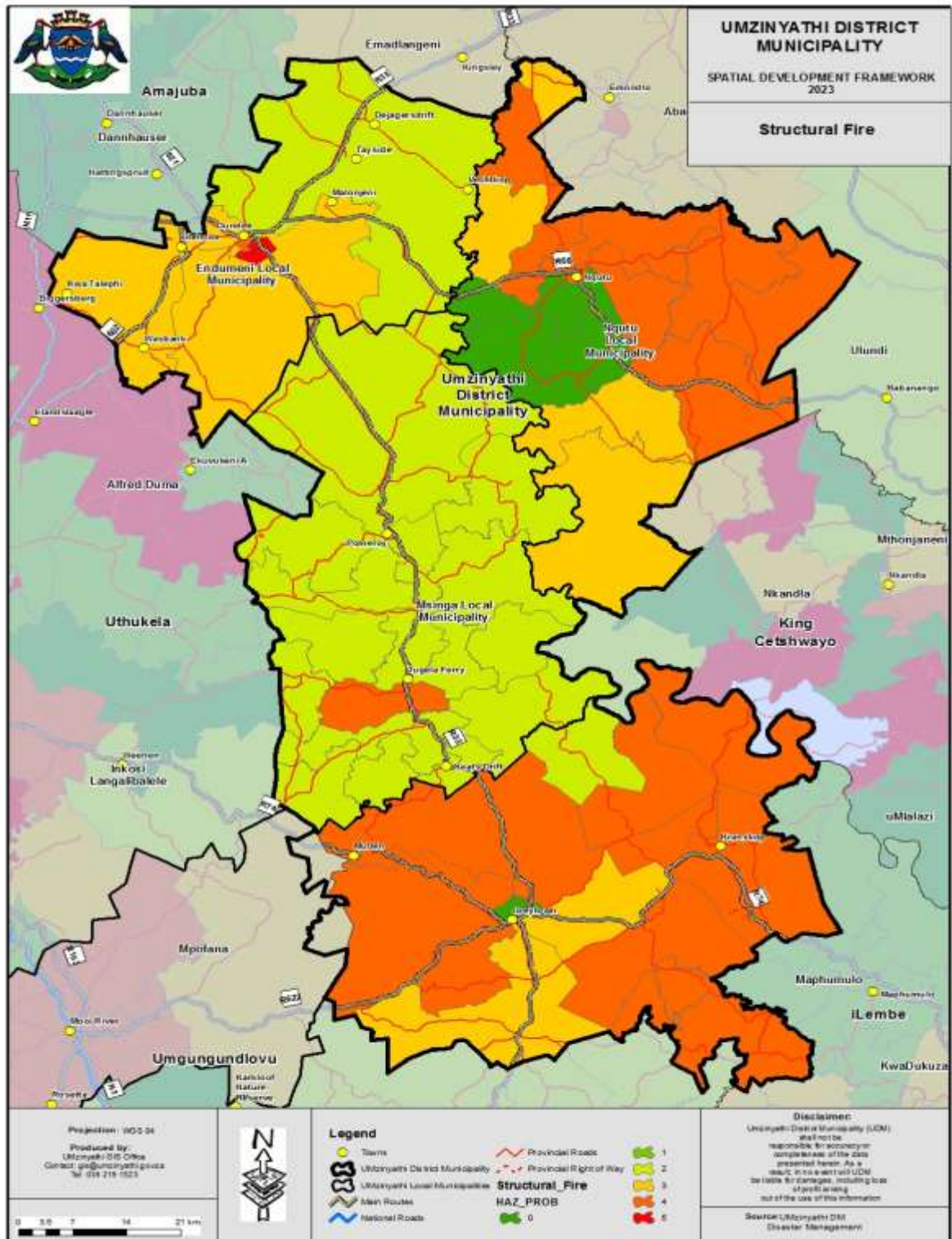
Source: Umzinyathi Disaster Unit 2023

Map 5: Veld Fire Hazard Probability



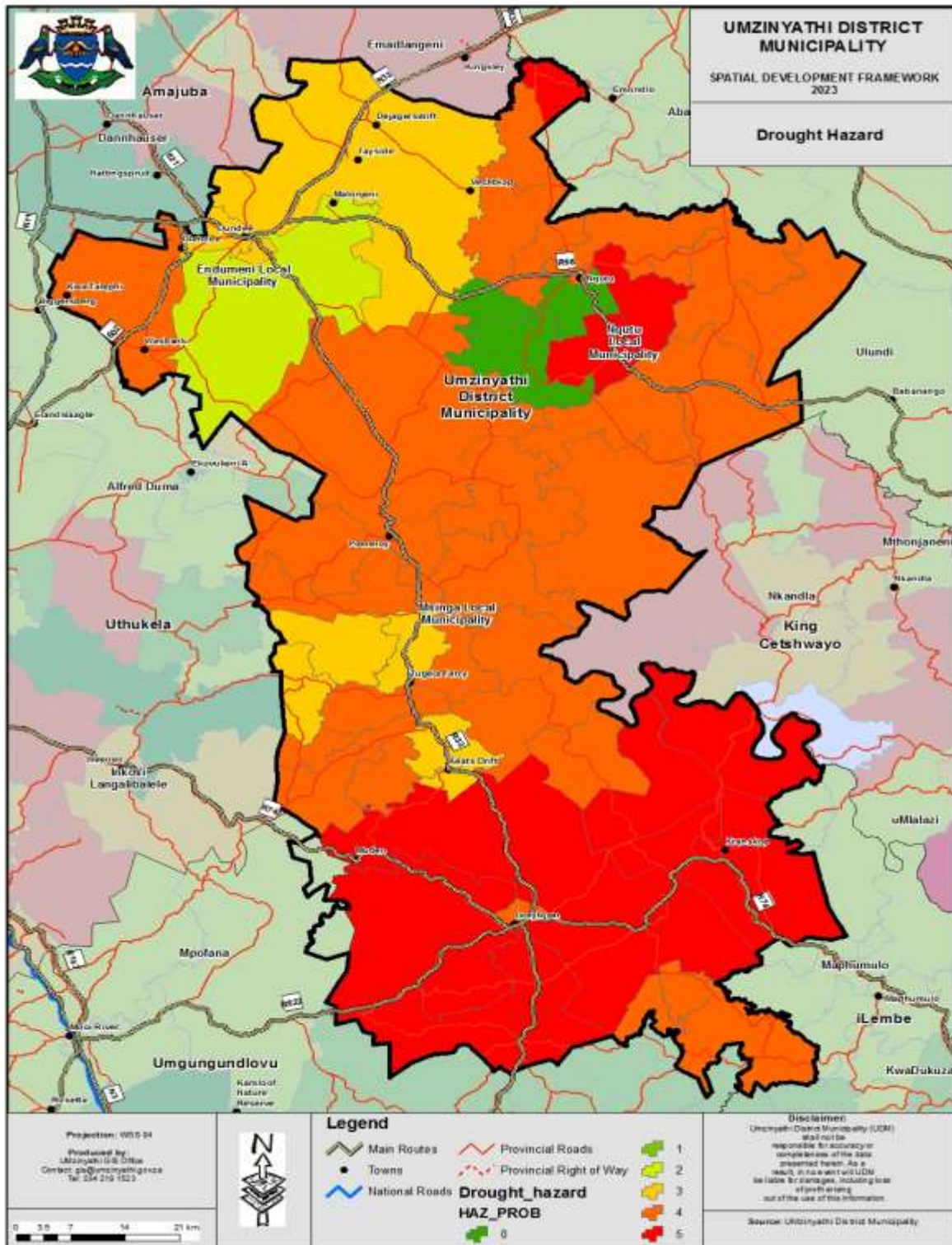
Source: Umzinyathi Disaster Unit 2023

Map 6: Structural fire hazard probability



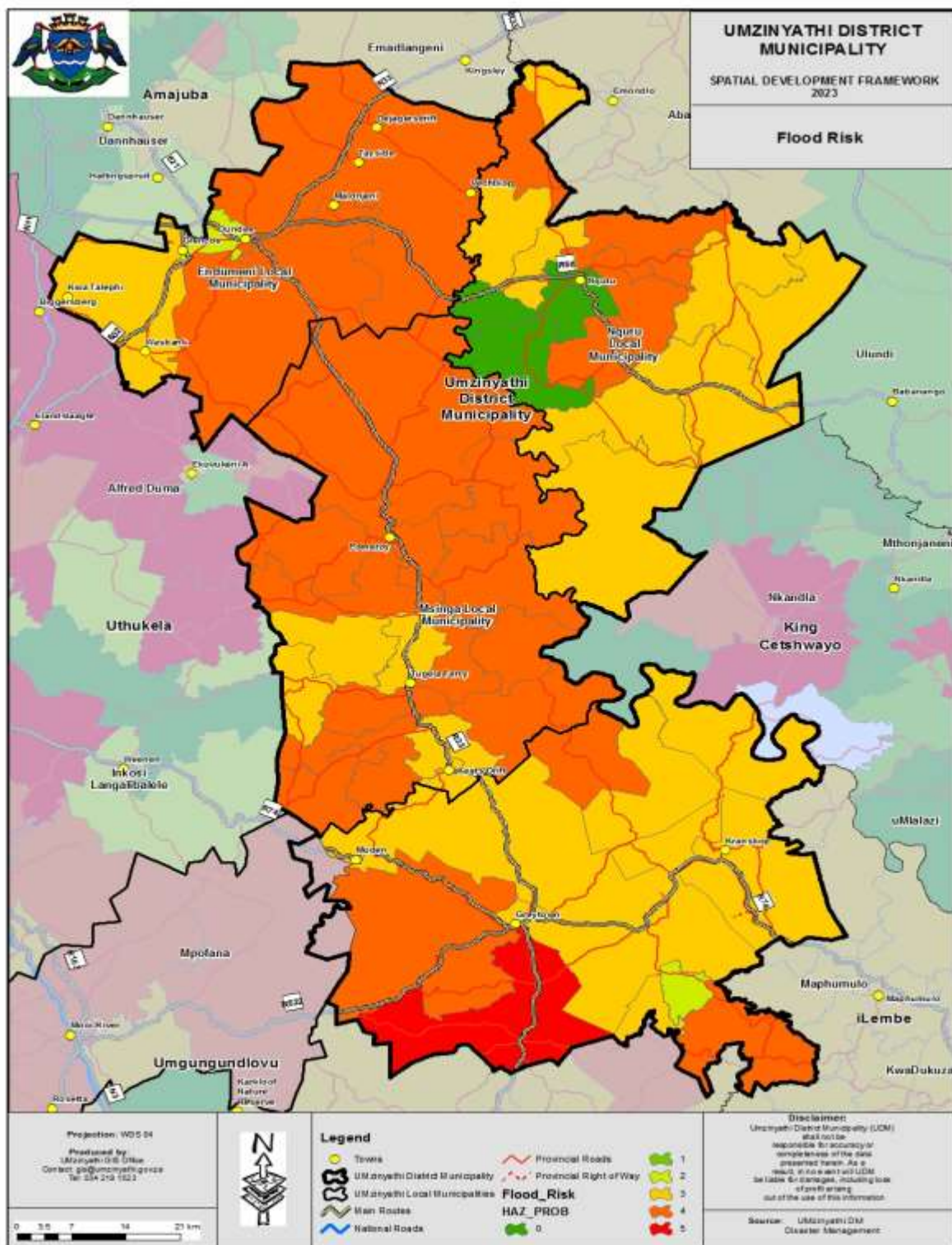
Source: Umzinyathi Disaster Unit 2023

Map 7: Drought hazard probability



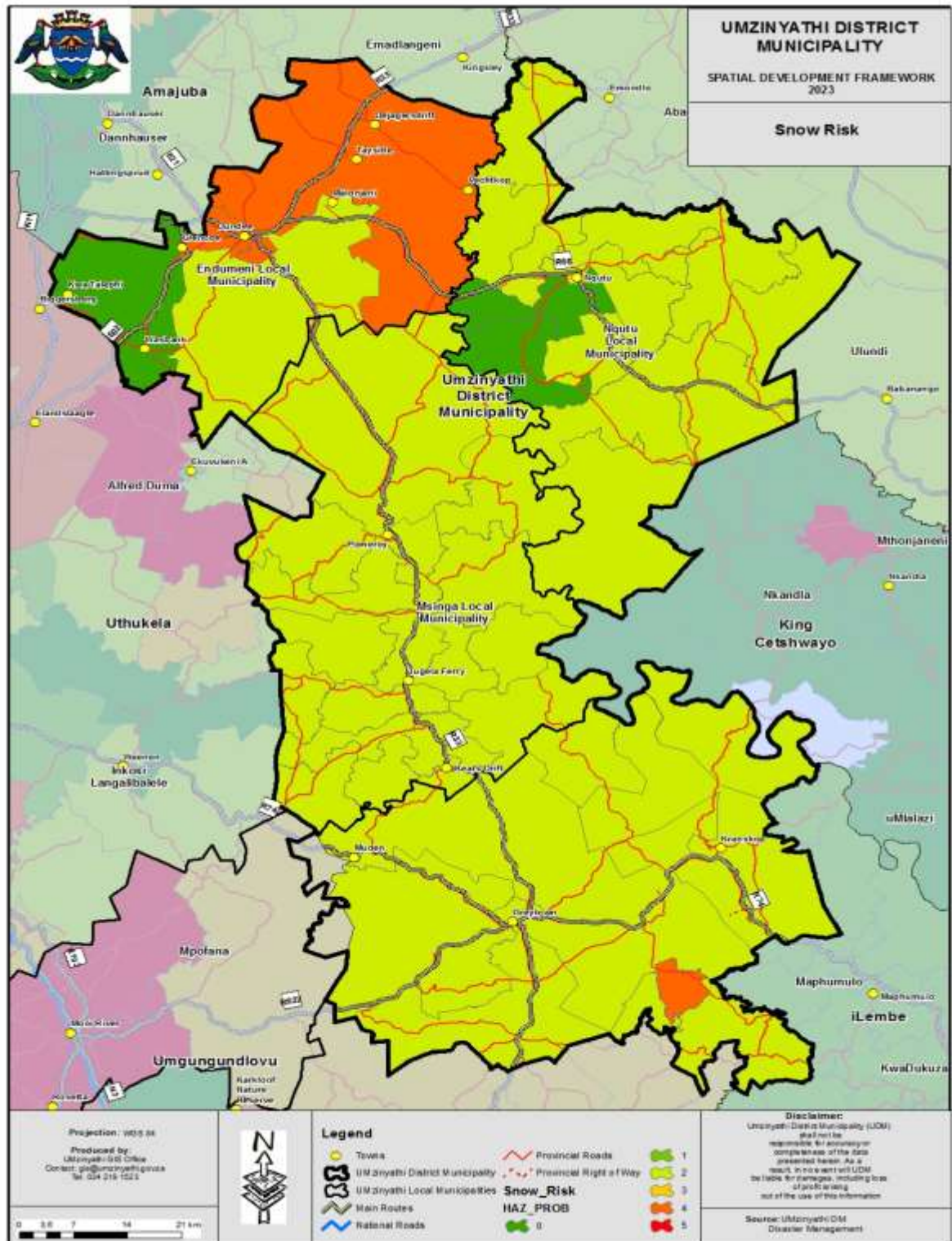
Source: Umzinyathi Disaster Unit 2023

Map 8: Flood hazard probability



Source: Umzinyathi Disaster Unit 2023

Map 9: Snow hazard probability



Source: Umzinyathi Disaster Unit 2023

5.9.8 ENVIROMENTAL PLANNING AND DISASTER MANAGEMENT STRUCTURES

Enviromental matters are discussed in various structures but mainly on the Planners Forum where different stakeholders discuss issues relating to effective planning and management of the environment across the district.

Section 51 of the Disaster Management Act (Act 57 of 2002) states that the district municipalities may establish a municipal disaster management advisory Forum. Umzinyathi District Disaster Risk Management Advisory Forum was established on 07th December 2004. 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 Advisory forum meets on a quarterly bases.

5.9.9 DISASTER RISK ASSESSMENT

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

Figure 13: Disaster Risk Assessment

Main Category (DISTRICT RISK RATING)	RISK (District)
Hydro-meteorological Hazards - Severe Storms (Lightning)	2.00
Hydro-meteorological - Drought	1.75
Hydro-meteorological Hazards - Severe Storms (Heavy Rainfall)	1.50
Hydro-meteorological Hazards - Floods (River)	1.00
Fire Hazards - Veld/Forest Fires	1.00
Hydro-meteorological Hazards - Severe Storms (Wind, Hail)	0.85
Fire Hazards - Formal & Informal Settlements / Urban Area	0.85
Hydro-meteorological Hazards - Severe Storms (Snow)	0.72
Transport Hazards - Road Transportation	0.71
Disease / Health - Disease: Animal	0.71
Disease / Health - Disease: Plants	0.70
Pollution - Water Pollution	0.70
Geological Hazards - Rock-fall	0.70
Transport Hazards - Air Transportation	0.69
Transport Hazards - Rail Transportation	0.67
Environmental Degradation - Erosion	0.66
Environmental Degradation	0.65
Pollution - Air Pollution	0.61
Hazardous Material - Hazmat: Spill/Release/Fire/Explosion (Storage & Transportation)	0.59
Pollution - Land Pollution	0.57

Hydro-meteorological Hazards - Extreme Temperatures	0.57
Geological Hazards - Earthquake	0.55
Structural Failure - Dam failure	0.52
Infrastructure Failure / Service Delivery Failure - Information Technology	0.52
Major Event Hazards (Cultural, Religious, Political, Recreational, Commercial, Sport)	0.51
Civil Unrest - Xenophobic Violence	0.45
Civil Unrest - Terrorism	0.38
Civil Unrest - Refugees / Displaced People	0.37

5.9.10 DISASTER 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 center budgets annually for the purchase of relief material in the form of tents, blankets 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 material is provided to them as and when 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.

5.9.11 TRAINING AND AWARENESS

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.

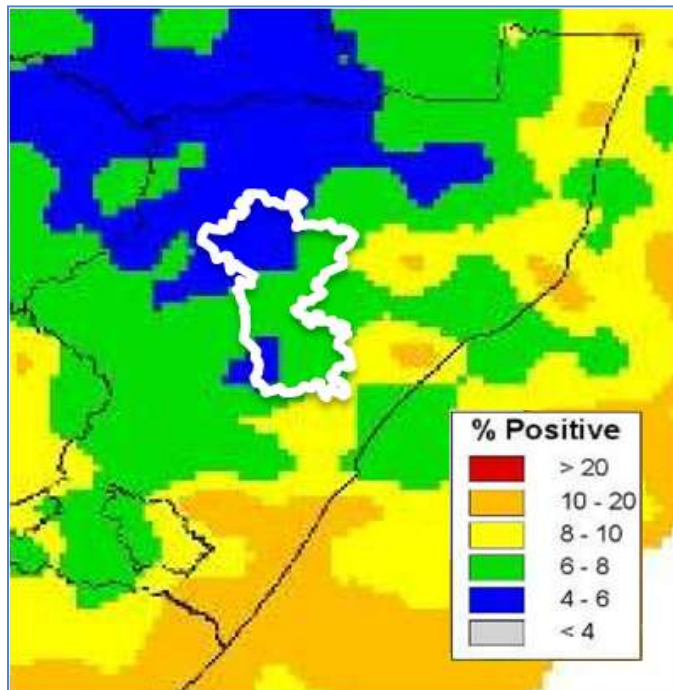
The District Disaster Management Centre in consultation with other stakeholders is rolling out the campaign that will in the form of Community Awareness, Educational Programme, Capacity Building and Workshops, where locals are playing a huge role in identifying proper venues and mobilising local communities, amongst other things. During the programme itself, all messages are based on the district risk profiles for those particular areas.

Through the Adaptive Capacity Facility Human Settlements Pilot Programme by DFFe, the municipality will also be providing trainings to the public on climate changes and dangers of Flooding and Lighting.

They will also be introduced to the early warning systems.

5.9.12 DISASTER ANALYSIS

Figure 14: Positive Polarity Lightning

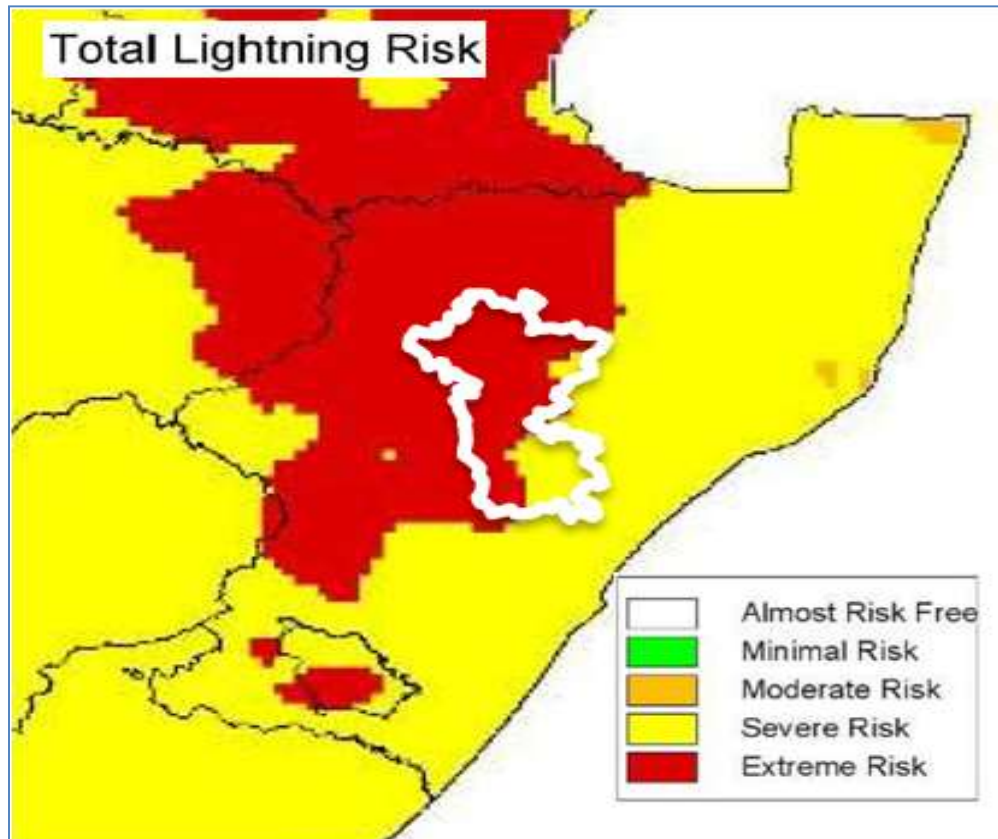


Approximately 70% of the site is identified as an extreme risk area for lightning strikes with polarity levels of between 4-8%. The extreme risks associated with lightning strikes include damage to transmission lines, disruption to communication systems, damage or destruction of infrastructure and increases the risk of forest fires.

5.9.13 DISASTER RISK AREAS

The main disasters risks are lightning risk of fire. The risk of fire is particularly dominant on the southern side of the site which is where the plantations are located

Figure 15: Total Lightning Risks



5.9.14 CONCLUSION

With the foundation of the EMF set through the Status Quo Phase, the next step was to determine a realistic desired state for the environment in UDM. Establishing the desired state included setting a vision for the district and providing the environmental management context for the management zones and related requirements for the various environmental features for the SEMP. It also focused on addressing the imperatives that lead to the instigation of the EMF development process.

The approach to defining a desired state in uMzinyathi is based on evaluating and integrating the aspects presented in the accompanying figure. The desired state was established based on the environmental management priorities, in terms of addressing issues, overcoming constraints and harnessing opportunities. This included finding a balance between land use potential, management endeavours and human aspirations.

The aforementioned elements also steered the ensuing management measures towards reaching a destination of sustainable development in the district. The desired state includes setting a vision for the UDM and providing the environmental management context for the management zones and related

requirements for the various environmental features for the SEMP. It also focused on addressing the imperatives that lead to the instigation of the EMF development process.

The development pressures and trends in UDM were investigated to identify and resolve potential conflict areas, to allow for accurate and realistic delineation of management zones in order to bridge the divide between the status quo and desired state of the environment.

5.10 Analysis of the 2022/23 Key Programmes and Projects

In terms of Cross Cutting Analysis, during the current financial year, the municipality is implementing a range of programmes and projects, and they are as follows but not limited to:

- Review and implementation of the District Disaster Management Sector Plan;
- Conducting Disaster Management Awareness Campaigns;
- Finalisation of the development of the South Regional Waste Site (Umvoti Municipality);
- Providing technical support for the development of wall to wall schemes of the local municipalities;
- Providing technical support for the development of the Spatial Development Frameworks and other related IDP Sector Plans of the local municipalities;
- Training of peace officers and Disaster Management officials.

The Disaster Management projects for implementation during **2023/24** financial year are as follows:

Disaster Management Programmes/Projects by the Municipality

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	DATE
Installation of lightning conductors (Climate Change)	R85 000	Throughout the district where lightning strikes have proved to be a high risk.	April -June 2024
Purchase the Disaster Management relief material.	R 200 000	Throughout the district to support the disaster management victims.	July- December 2023

Disaster Management Programmes/Projects by Stakeholders

NAME OF THE PROJECT	DEPARTMENT	BUDGET	TARGET AREAS	DATE
Completion of the Disaster Management Centre	PDMC	R5 000 000	The district municipality and community throughout the district.	December 2022

5.10.1 DISASTER MANAGEMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Disaster Management Plan in place • Qualified staff. • Research, awareness and training on Disaster Management • Political and traditional support • Contingency plans (winter and summer plans) • Fire Protection associations • Fire Brigade services By laws	• Lack of an updated Strategic Environmental Assessment • Unavailability of water sources due to ageing infrastructure (Fire hydrants) • Minimal fire services and Disaster Management staff. • Outdated GIS data. E.g Shapefiles. • Information systems. • No satellite fire stations
OPPORTUNITIES	THREATS
• Construction of the District Disaster Management Centre. • South African Weather Services. • Implementation of risk reduction and climate change programmes and project • Bursary funding	• Climate change • Disperse settlements • Poor Terrain

5.10.2 DISASTER MANAGEMENT KEY CHALLENGES

KEY CHALLENGE	RESOLUTION
Unfinished Disaster Management centre <u>Description:</u> Umzinyathi has been struggling to acquire more funding to finish building the centre.	Acquire new funding to finish the centre to enable it to start functioning.
Outdated spatial data <u>Description:</u> Sector Departments haven't been forthcoming in providing new data/shapefiles to update	Acquire new spatial data and shapefiles for creation of correct narratives and maps
Lack of financial resources which impacts on readiness of response and recovery <u>Description:</u> The Municipality is going through financial difficulties which is impacting on its operations and programmes.	Solicit grant funding from Provincial government and departments
Minimal fire hydrants <u>Description:</u> Towns (Dundee) are starting to experience frequent business fires which take time to extinguish due to old infrastructure around town.	Fix aging water infrastructure and install hydrants.

6 MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

Municipal Transformation and Institutional Development narrates to the way in which the municipality performs its functions to deliver services to the community. Transformation strategies form part of the Umzinyathi District Municipality agenda to ensure that the municipality keeps abreast of changing circumstances and latest developments. Whilst Institutional development ensures that there is an efficient and effective workforce, and this is undertaken by aligning institutional arrangements to the overall municipal strategy in order to deliver on the municipal core functions.

6.1 HUMAN RESOURCE STRATEGY 2017-2022

The human Resource strategy was developed and adopted on the 24th November 2016 and is currently being implemented, to ensure pro-active management of human resource within the organisation and planning strategic ways for an organisation to meet the needs of its employees and for the employees to better meet the needs of the municipality. Plans to review the Strategy are in place to ensure it aligns to the new Generation.

The HR Strategy is designed to assist the municipality to meet the needs of their employees while promoting municipal goals. Furthermore a Human Resource Development Plan with a five year horizon was created as an implementing agent of the strategy.

The strategy takes into cognisance Chapter 13 of the National Development Plan which stipulates that critical interventions which need to be identified to build a professional public service capable of playing a transformative and developmental role in realising the vision for 2030 in addition to that the Provincial Growth and Development Strategy (Vision 2035) Strategic Objective 6.2, also requires the province to work towards government capacity to implement policies, strategies and programmes of government as a critical priority of Kwa-Zulu Natal.

The municipality recognises these objectives as outlined above and has thus created the following strategic objectives of the HRD Plan:

Table 24: Strategic Objectives of the HDP Plan

5 Year Strategic Objectives		Plan Of Action
Objective 1	To address lack of skills development and retention of skills.	Strengthening of policy and strategy on skills development and Retention of skills.
Strategic Target	Review policy and submit to relevant committees for Input and amendments.	Ensure that the policy is adopted.
Objective 2	To fight poverty, build clean, health, safe and sustainable communities.	Bursaries for non-employees from disadvantaged families. • Abet programs. • In-service training. • Learnerships.
Strategic Target	Implement at least one Community skills development initiative per community per annum.	Saturday computer school for matriculants and unemployed. Saturday classes to assist students in Maths, Afrikaans, IsiZulu, Physics and Chemistry etc.
Objective 3	To ensure good governance, financial viability and optimal institutional transformation with capacity to execute its mandate.	Competency framework through ASD implementation will determine.

Strategic Target	To ensure that 70% essential and rare skills per job category are retained by 2023.	• Talent management • Succession management • Retention strategy • Skills pipeline for professional bands • Reward strategy • Workplace skills plans aligned to 5 year Council strategy. • Leadership charter through ASD implementation. • Linking performance to individual development plans.

6.2 CASCADING OF PMS TO LEVELS BELOW SECTION 56 MANAGERS

The lack of an appraisal system for middle managers and junior officials has been a growing concern to both the Municipality and the Auditor General. During the 2017/18, the municipality initiated processes of cascading PMS to lower levels below Section 56 Managers, and to be piloted at Middle Management Level, through development of work plans with clear and aligned targets of Heads of Department, SDBIP and Organisational Scorecard. They will also be assessed on quarterly bases by their superiors on a one on one setting. The municipality has also recently adopted its IPMS policy to further give guidance to the whole process. 2022/23 Work plans have been signed and are being implemented and Middle managers have already been assessed for the first three Quarters of the year.

6.3 DEPARTMENTAL OUTLINE

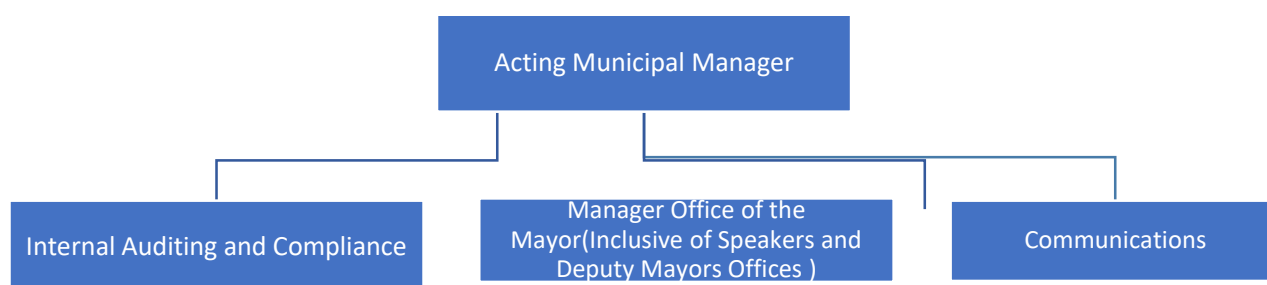
There are vacancies of critical posts for the Top Management positions which have to be filled and are outlined in the table below:

Table 25: Departmental Outline

Name	Position
Mrs N Mkhwanazi	Acting Municipal Manager
Mr Edward Bonga	Senior Manager :Planning and Economic Development
Mr O. Yegwa	Senior Manager : Community Services
Mr N.V Ntanzu	Senior Manager : Corporate Services
Mrs N Mkhwanazi	Chief Financial Officer
Mr T. Buthelezi	Senior Manager : Technical Services

The organisational structure (**Organogram**) in terms of institutional arrangements will be adopted at the end of **May 2023**, is organised as follows:

6.3.1 OFFICE OF THE MUNICIPAL MANAGER



i. Functions:

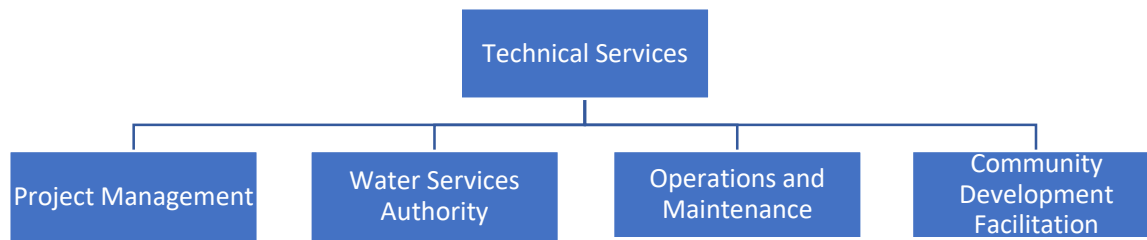
- Advice, communicate and implement Council decisions.
- Ensure sound financial Management.
- Provide leadership to the municipality and fulfill Council mandate.
- Ensure strategic direction and implementation.

ii. National Key Performance Areas Focus:

- Municipal Transformation and Institutional Development.
- Basic Services and Infrastructure Development.
- Local Economic Development
- Good Governance and Public Participation.
- Municipal Financial Viability and Management

- Cross Cutting

6.3.2 TECHNICAL SERVICES



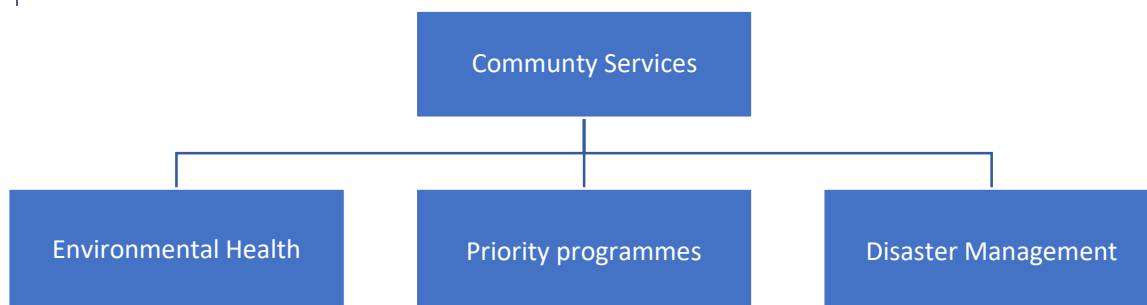
i. Functions:

- Provision of water and sanitation
- Operations and Maintenance of infrastructure assets.
- Management of water quality
- Facilitation of community development programmes and projects.
- Management of infrastructure projects.

ii. National Key Performance Area focus:

- Municipal Transformation and Institutional Development.
- Basic Service Delivery and Infrastructure Development.
- Local Economic Development
- Municipal Financial Viability and Management

6.3.3 COMMUNITY SERVICES



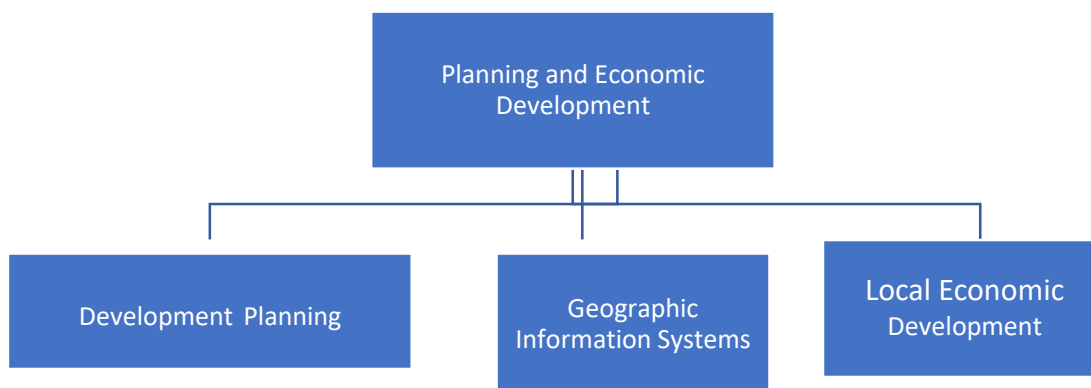
i. Functions:

- Coordination of special programmes (OSS, HIV/AIDS, women and gender, etc.)
- Coordinate and provide support to Local Municipalities on Firefighting services and disaster management.
- Environmental Health monitoring.

ii. National Key Performance Area focus:

- Municipal Transformation and Institutional
- Local Economic Development
- Good Governance and Public Participation.
- Cross Cutting

6.3.4 PLANNING AND ECONOMIC DEVELOPMENT



i. Functions:

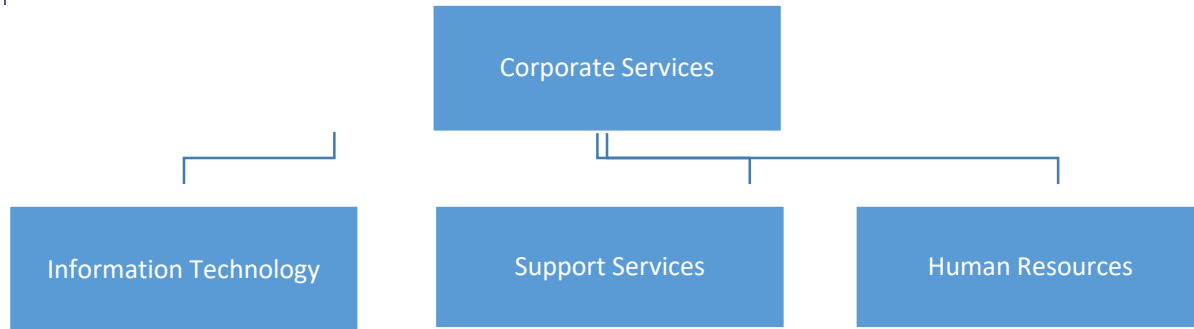
- Strategic Planning (IDP /PMS)
- Spatial Planning
- Geographic and Infrastructure Technical Support
- Local Economic Development

ii. National Key Performance Area focus:

- Municipal Transformation and Institutional
- Local Economic Development
- Municipal Financial Viability and Management

- Cross Cutting

6.3.5 CORPORATE SERVICES



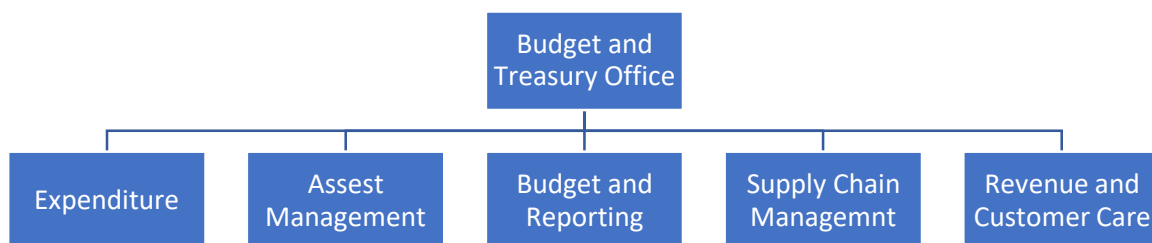
i. Functions:

- Public relations, Internal and external communications
- Labour relations ,Occupational Health and Safety, training and Development
- Provision of secretarial support ,fleet management and maintenance of buildings
- Information Technology Systems

ii. National Key Performance Area focus:

- Municipal Transformation and Institutional Development
- Good Governance and Public Participation.

6.3.6 BUDGET AND TREASURY



i. Functions:

- Financial resources and management.
- Billing and Customer Care.
- Revenue Collection.
- Maintenance and updating of Indigents register

- Control and account for all expenditure.
- Co-ordinate and consolidate Procurement Plans, bid committee sittings and update contracts register
- Control, record and monitor municipal assets
- Budget compilation and grants reporting
- Asset Management
- Supply Chain Management

ii. **National Key Performance Area focus:**

- Municipal Transformation and Institutional
- Municipal Financial Viability and Management

6.4 MUNICIPAL WORKFORCE

The municipality has 502 approved posts on the organogram however, the municipality has a staff complement of 495. The municipality will continue to strengthen its capacity in order fulfil its developmental mandate. The table below illustrates the staff distribution per demographics.

Table 26: Staff Distribution

Occupational Levels	Male				Female				Foreign national		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management	1										1
Senior Management	2				1				1		4
Middle Management	12			1	11						24
Supervisor and Skilled Technical	30		1	1	28		2				62
Semi -skilled	130				55	1	2	1			189
Unskilled and defined decision making	152	5			58						215
Total Permanent	327	5	1	2	153	1	4	1	1		495
Temporary employees	36				10						36
Grand Total	353	5	1	2	163	1	4	1	1		531

The Municipality currently employs 17 people living with a disability.

6.5 VACANCY RATE

The approved structure of the municipality has 502 posts of which 07 are vacant but will be filled as and when the need arises. In terms of Section 54 and 56 Managers posts, four positions are filled with two vacant. The position of Municipal Manager posts has been advertised, with interviews held in March, successful candidates will be starting soon. The municipality currently has a vacancy rate of about 1 %, processes are however underway to fill vacant posts that are critical as the municipality is implementing cost cutting measures.

6.6 EMPLOYMENT EQUITY PLAN

The Employment Equity Plan seeks to address the numerical goals in the terms of demographics within the municipality. The plan indicates significant progress made thus far by the municipality in addressing challenges relating to enhanced demographics. The 2022/23 Employment Equity Plan is under implementation, and the 2023/24 Employment Equity Plan is being developed and will be submitted to the Department of Labour accordingly with. In the Table below are the EEP targets of people the municipality seeks to employ including people living with disabilities.

Table 27 : Employment Equity plan targets

Occupational Levels	Male				Female				Foreign nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top Management	0	0	0	0	0	0	0	0	0	0	0
Senior Management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified mid management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers	0	4	1	1	0	1	1	1	0	0	9
Semi-Skilled and discretionary decision making	1	0	0	0	0	0	0	0	0	0	1
Unskilled and defined decision making	4	0	0	0	0	1	1	0	0	0	6
People living with disability	2	0	0	0	1	0	0	1	0	0	4
Total Permanent	7	4	1	1	1	2	2	2	0	0	20
Temporary Employees	0	0	0	0	0	0	0	0	0	0	0
Grand Total	7	4	1	1	1	2	2	2	0	0	20

6.7 WORKPLACE SKILLS DEVELOPMENT PLAN

In accordance with the Skills Development Act and Skills Levy Act, municipalities have to prepare and review the Workplace Skills Development Plan. The plan seeks to address employee's skills development, scarce skills and also skills audit. The 2022/23 Workplace Skills Plan is under implementation. The municipality is in the process of reviewing the Workplace Skills Development Plan as required by the Act, through the undertaking of the skills audit for the employees in order to identify the training interventions, for implementation during 2023/24 financial year, furthermore the HRD Plan initiatives are addressing the findings found in the skills audit to ensure that the human resource capacity challenges are responded to. The 2023/24 Plan will be submitted to LGSETA as required.

The municipality is registered with the Local Government Sector Education and Training Authority (LGSETA) and other SETAs within the public sector to address the scarce skills within the organisation as well as community skills development programmes as a majority of the population within the district is youth with a significant number that is unemployed. Skills development relating to all levels of employees functions have been undertaken and integrated into the plan. Even though there are serious cost cutting measures within the municipality, skills development initiatives through grant funding are being implemented. Below is the table that indicates the projects the municipality plans to implement as part of skills development.

Table 28: Community Development Projects **Table 29: Organisational Skills Development Projects**

Name of Learning Intervention	Qualification name	SAQA ID	Number of Learners 18.1 EMPLOYED	Number of Learners 18.2 UNEMPLOYED	Total
Learnership	National Certificate: Water and Wastewater Treatment Process Operations L2	58951	30	0	30
Learnership	Further and Training Certificate: Environmental Practice L4	50309	20	10	35
Learnership	National Diploma: Customer Management L6	20908	20	0	20
Learnership	National Certificate: Municipal Governance Level 5 (Cllrs & Amakhosi)	67467	31	0	31
Learnership	National Certificate: Water and Wastewater Process Control L3	60190	20	10	30
Learnership	Further Education and Training Certificate: Water and Waste Water Treatment Process Control Supervision L4	61709	30	0	30
Apprenticeship	Apprenticeship: Plumbing Trade Code: 642601	58782	20	0	20

Learnership	National Certificate: Occupationally Directed Education Training and Development Practices L5 (ODETDP)	50334	20		20
Learnership	General Education and Training Certificate: Hygiene and Cleaning Level 1	57937	20	0	20
Learnership	Certificate in Fleet Management L5	48880	15	0	15
Learnership	Certificate: Municipal Financial Management Level 6 (Officials, Cllrs & Amakhosi)	48965	60	0	60
WIL	N6 Management Assistance L5	67001	0	5	5
WIL	N6 Public Management L5	67000	0	5	5
Learnership	Further Education and Training Certificate: Community Development L4	67509	20	0	20
Learnership	National Certificate: Water and Waste Water Reticulation Services L2	60169	20	0	20
Learnership	National Certificate : Project Management L5 (Officials, Cllrs and Amakhosi)	58395	61	0	61
Learnership	National Certificate : Mentorship and Coaching level 4	114215	20	0	20
Learnership	National Certificate : Governance and Administration L6	67696	15	0	15
Learnership	National Certificate: Local Economic Development L5 (Cllrs & Amakhosi)	36438	31	0	31
Learnership	Further Education and Training Certificate: Leadership Development Level 4	50081	31	0	31

6.7.1 RETENTION STRATEGY & RECRUITMENT, SELECTION AND APPOINTMENT POLICY

The municipality developed the retention strategy which assists the municipality in retaining staff thereby ensuring effective service delivery. The Policy was last adopted on 29th June 2022. The policy is also aligned to the HRD Strategy that was adopted during the 2017/22 financial year. The municipality is continuously implementing the retention policy. The Policy is currently being reviewed and will then be submitted to council for adoption.

The municipality also has a Recruitment, selection and appointment policy which it uses in facilitating the process of filling vacancies in the municipality. The policy is up to date and is being implemented.

6.7.2 CAPACITY SUPPORT

The municipality also has capacity support through MISA in the form of a Town Planner, and one official from the Department of Environmental Affairs in a form of an ASD – Local Government Support. The deployed personnel are based at the district but also providing technical support to the local municipalities, their technical support is making meaningful impact in the entire district family of municipalities.

Cogta has also deployed an administrator and a team of experts in the Technical Services and Budget and Treasury Office help with support and guidance of everyday work.

6.7.3 POWERS AND FUNCTIONS

In order to develop a functional capacity of the municipality, it is necessary to be aware of the powers and functions as they were gazetted. The functional responsibilities applicable to uMzinyathi District Municipality in relation to the shared functions, which have a bearing on district responsibilities, are shown in the diagram below.

District functions	Shared functions
• Water • Sanitation • Intergrated Development Planning • Solid waste disposal sites • Tourism • Fire services and Disaster management support • Environmental Health • Municipal airport servicing the area • Air pollution • Municipal Public works relating to the above functions /any functions assigned to the district	• Intergrated Development Planning • Tourism • Municipal Road • Fire Services and Disater Management • Job Creation • Fresh produce markets and abattoirs

6.8 POLICIES

The municipality has prepared policies which will enable the municipality to perform its powers and functions effectively; the policies which are in place are as follows as per the responsible implementing departments, and most of the policies are currently being reviewed to align to the new generation of IDPs. They will then be approved by Council, to ensure that they are relevant and practical in terms of implementation:

Table 30: List of Policies

No	Policy Name	Responsible Department
1.	Risk Management Policy	Budget and Treasury office
2.	Nepotism Policy	Corporate Services
3.	Private Work Policy	Corporate Services
4.	Tariff Policy	Corporate Services
5.	Credit Control and Debt Collection Policy	Budget and Treasury office
6.	Budget Policy	Budget and Treasury office
7.	Asset Management Policy	Budget and Treasury office
8.	Supply Chain Management Policy	Budget and Treasury office
9.	Petty Cash Policy	Budget and Treasury office
10.	Banking and Investment	Budget and Treasury office
11.	Indigent Support Policy	Budget and Treasury office
12.	Subsistence and Travelling Allowance Policy	Budget and Treasury office
13.	ICT Policy	Budget and Treasury office
14.	Debt Impaired and Debt Write Off Policy	Budget and Treasury office
15.	Transfer of Budget Policy	Budget and Treasury office
16.	Grants and Donation Policy	Budget and Treasury office
17.	Treatment and Evaluation Policy	Corporate Services
18.	Financial Regulation Policy	Budget and Treasury office
19.	Unauthorised, Irregular, Fruitless and Wasteful Expenditure Policy	Budget and Treasury office
20.	Casual Work Policy	Corporate Services
21.	Recruitment, Selection and Appointment Policy	Corporate Services
22.	Special Leave Policy	Corporate Services
23.	Bursary Policy	Corporate Services
24.	Records Management Policy	Corporate Services

25.	Communications Policy	Corporate Services
26.	Fleet Management Policy	Corporate Services
27.	Sexual Harassment Policy	Corporate Services
28.	Incapacity Due to Ill Health Policy	Corporate Services
29.	Incapacity Due to Intoxicating and Substance Abuse Policy	Corporate Services
30.	Telecommunication Policy	Budget and Treasury office
31.	Attendance and Punctuality Policy	Corporate Services
32.	Human Resource Development Policy	Corporate Services
33.	Succession Planning (Career Pathing) Policy	Corporate Services
34.	Employment Equity Policy	Corporate Services
35.	Acting Allowance Policy	Corporate Services
36.	Incapacity Due to Poor Performance Policy	Corporate Services
37.	Housing Policy	Corporate Services
40.	Relocation Policy	Corporate Services
41.	Transfer Policy	Corporate Services
42.	Funeral Attendance Policy	Corporate Services
43.	Acceptance of Gifts Policy	Corporate Services
44.	Delegation Framework Policy	Corporate Services
45.	Overtime Policy	Corporate Services
46.	Performance Management Policy	Planning and Economic Development
47.	Pauper Burial Policy	Corporate Services
48.	Placement Policy	Corporate Services
49.	EPWP Policy	Planning and Economic Development
50.	Retention Policy	Corporate Services
51.	Promotion and demotion Policy	Corporate Services
52.	Induction Policy	Corporate Services
53.	Smoking Policy	Corporate Services
54.	Dress and Unifor Policy	Corporate Services
55.	Employee identification and badge policy	Corporate Services
56.	Internet and email polocy	Corporate Services
57.	Disaster Management Policy	Community Services
58.	Land and assets disposal policy	Budget and Treasury office
59.	Whistle blowing policy	Corporate Services

60.	Free water and sanitation policy	Budget and Treasury office
61.	Student (external) assistance policy	Community Services
62.	Car allowance policy	Budget and Treasury office
63.	Cellular telephone policy	Budget and Treasury office
64.	Anti-fraud and anti-corruption policy	Corporate Services
65.	Fire arm policy	Corporate Services
66.	Occupational health and safety policy	Corporate Services

6.8.1 ICT FRAMEWORK

Umzinyathi District Municipality has recently reviewed its ICT framework so that it aligns to the 2016 DPSA guidelines. The IT unit understands the critical role that is played by IT system in achieving the municipalities objectives upgrades to the systems and infrastructure were undertaken to accommodate MSCOA and to ensure that the municipality went live in July 2017. During the current financial year, there were many upgrades to the IT infrastructure such as: Moving all servers to the cloud, offsite back ups, installation of network switches as well setting up the intranet. In 2023/24 the IT Department plans to do backups of servers and set up means for IT disaster recovery.

6.8.2 DEVELOPMENT PLANNING SHARED SERVICES

The DPSS agreement makes provision for technical support in terms of Planning, IDP/PMS and GIS related issues as well as the Local Municipality support through the JMPT. In 2020 the municipality appointed 4 interns, who stationed in Local municipalities for a period of one year. Shared services has however been discontinued by COGTA to accommodate the incoming District Development Models.

6.8.3 ANALYSIS OF THE 2022/23 KEY PROGRAMMES AND PROJECTS

During the current financial year, the municipality is implementing a range of programmes and projects aimed at strengthening the institutional capacity of the municipality thereby achieving on its developmental mandate, and they are as follows but not limited to:

- Training and development of Councillors, Employees and unemployed youth through Workplaces Skills Plan;
- Ensure the functionality of the IGR Structures (Mayors Forum, Municipal Managers Forum, Planning and Development Forum, CFOs Forum, Technical Services Forum etc);

- Review and implementation of policies;
- Preparation and implementation of the Employment Equity Act; in terms of employment of employees;
- Review and implementation of the Human Resource Development Strategy;
- Ensure provision of quality hardware and software, and attending to ICT queries;
- Revision and implementation of the organisational structure;
- Implementation of the Spatial Planning and Land Use Management Act;
- Preparation of the Annual Report and Annual Performance Report;
- Revision and implementation of the Back to Basic programme; and
- Benchmarking for an innovative model to cascade to middle management and junior officials.

The projects for implementation during 2023/24 financial year, are under Section D.

6.8.4 MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Human capacity/ Organogram • Effective Policies • Functional IGR Structures • Functional Oversight Audit Committee • Functional Internal Audit Unit • Adherence to Legal Compliance • ICT Infrastructure in place • Effective Information Management in place • Effective implementation of Back to Basics Programme	• Employees not placed in proper positions • Tools of trade for employees and shortage of staff • No adherence to Skill Audit, training of staff still need to be conducted • Poor Communication amongst departments • Business Continuity Plan • No Intercom (communication) • IPMS only at senior and Middle Management.
OPPORTUNITIES	THREATS
• Continuous Training of councillors to play effective oversight role. • Working relationship between Amakhosi and councillors which translate to a buy in of communities in service delivery.	• Late coming and absenteeism • Protests • Insufficient budget allocation • Debilitating of council buildings • Low staff morale

- Well informed employees about the Council activities.

6.8.5 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT KEY CHALLENGES

KEY CHALLENGE	RESOLUTION
Insufficient tools of trade and shortage for staff <u>Description:</u> They are many employees who are short of tools of trade and this affects the productivity and service delivery by the employees.	The municipality is currently implementing cost cutting measures however strategies are being formulated to address the shortage within the municipality.
Late coming and absenteeism <u>Description:</u> The municipality has long been experiencing the problem of ill discipline due to various internal factors.	Institute disciplinary action to all employees who do not conform to municipal policies and code of conduct.
Low staff morale due to various issues facing the Municipality <u>Description:</u> Low staff morale has been increasing over the years due to issues affecting staff. E.g job evaluations, promotion policies ect.	Encourage team building exercises with the municipality. Resolve issues facing staff.
Poor communication and planning amongst departments <u>Description:</u> many sector departments have been work on they own without any stakeholder involvement which results in duplication and wastage of resources.	Eliminate silo planning within the departments by implementing the communication strategy and encourage departments to implement integrated planning.
Lack of Accountability <u>Description:</u> Senior and Middle Management have been cascaded but the lower positions still have to be. there also the issue of appraisals.	Continue cascading performance management system to all municipal officials.

7 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

7.1 Batho Pele Principles

7.1.1 PROVIDING BETTER SERVICES TO THE COMMUNITY.

Table 31: Batho Pele Principles

No.	Principle	Action
1.	Consultation	The municipality engages the community about services through IDP Road Shows, Public meetings, Mayoral imbizos, Radio Slots, Newsletters etc.
2.	Service Standards	The municipality has service standards in place especially on water and sanitation to ensure quality and timeous provision of services.
3.	Access	The municipality is a Water Services Authority. It strives to provide access to basic services to all citizens especiall on water and sanitation.
4	Courtesy	Customer satisfaction is a key pillar of good governance. Municipal staff are encouraged to be friendly and treat customers with respect and dignity.
5.	Information	The municipality communicates on all of its activities through radio interviews, newsletters, advertisements, website and public meetings.
6	Openness and Transparency	We are committed to being transparent and accountable through having open council meetings, giving access to Annual Reports, IDPs and other strategic documents.
7.	Redress	The community is encouraged to provide feedback on the services being provided. The municipality is also committed to responding to all complaints in an effective and efficient manner.
8	Value for Money	The municipality is committed to making the best use of its available resources, avoiding wasteful expenditure, fraud and corruption in bringing services to citizens.
9	Encouraging Innovation and Rewarding Excellence	Innovation is encouraged at all levels of the municipality to improve service delivery. Outstanding performance is acknowledged and encouraged for consistency.
10	Customer Impact	We seek to have a community that is happy and positive about

		government and its delivery of services.
11	Leadership and Strategic Direction	Municipal management is committed in providing leadership and strategic direction that is backed up by the vision, our goals and strategies.

The municipality has developed all Batho Pele documents (**attached**) that are required for the effective implementation and coordination the programme. The services which the municipality intends to make improvements on thereby improving the lives of the community, have also been indicated which on the main is **water** and **sanitation** as it is the core function of the municipality. The documents were adopted by Council in June 2022 and are being implemented:

- Batho Pele Service Standards Manual
- Batho Pele Complaints Management Policy
- Batho Pele Service charter
- Batho Pele Strategy
- Batho Pele Service Delivery Improvement Plan.

7.1.2 2022/23 IDP REVIEW MEC COMMENTS

The 2022/23 IDP Review was approved by Council in May 2022, and was subsequently submitted to the Department of Co-operative Governance and Traditional Affairs for commenting purposes as required by Chapter 5, Section 25 of the Municipal Systems Act. The Final 2022/23 IDP Review was subsequently submitted to the Department of Co-operative Governance and Traditional Affairs in June 2022 for consideration.

The Department of Co-operative Governance and Traditional Affairs has then provided the following comments on the Final 2022/23 IDP Review which have been addressed as part of the 2023/24 IDP, and the municipality has developed an action plan to address the comments, and are structured as follows:

No.	Key Performance Area	MEC Comments	Response to the MEC Comments	2022/23 Action Plan	Responsible Department
1)	Municipal Transformation and Institutional Development	The Department commends the Municipality for addressing this KPA well, it is noted that the key elements have been covered. The Municipality is encouraged to indicate the adoption date of the Recruitment, Selection & Appointment Policy and to indicate if the Retention Strategy is in place. It is noted with appreciation that the Municipality has been able to recruit 17 employees living with disabilities. The Municipality is encouraged to ensure that the information presented in the IDP is consistent.	The Municipality does have a Retention Strategy and the policies were adopted during the <u>2021/22 (29th June 2022)</u> financial review. These policies are due to be reviewed during the 2023/24 financial year. Noted.		Corporate Services

2)	Local Economic Development	The LED Strategy needs to be reviewed and reflect actual progress on the implementation plan as well as progress made towards addressing the previous year's IDP assessment comments and recommendations. The Municipality is applauded for being successful in sourcing a grant from EDTEA to review the LED Strategy in order for it to align with both the One Plan and the Economic Recovery Plan. Close monitoring of implementation of catalytic projects by the Development Agency is important to address job creation, poverty alleviation and unlock the economic developmental potential of the Municipality with the	The next review of the Strategy which is currently now in its last phase, will cater to this. Noted		Planning and Economic Development

		implementation of bankable and sustainable economic development projects and programmes. The Municipality has not identified priority issues and proposals on Ease-of-Doing- Business and furthermore should incorporate the Red Tape Reduction (RTR) Programme in the revised LED Strategy The Municipality needs to ensure implementation and monitoring of the District One Plan as this plan will support allocation of adequate resources to speed up implementation of the LED Strategy	Noted, Ease of Doing has been covered on pg 275. The District One Plan will also have an implementation plan which will be monitored by the Different clusters.		

3)	Basic Service Delivery and Infrastructure	The District is commended for coordinating with Local Municipalities and for effort made in providing the relevant information in relation to the applications lodged in terms of the Municipal Spatial Planning and Land Use Management (SPLUMA) for the District's bulk infrastructure planning. The District is reminded to comply with the National Land Transport Act (NLTA) of 2009 by reviewing the Integrated Transport Plan (ITP). The District needs to improve the coordination role in terms of electricity supply and reflect projects provided by Eskom in the	Although the District continues to canvass for funds to review it also worth noting that Locals would also need to have their documents in place first. All project from different stake holders are reflected on the IDP attachment called "Government and		Technical Services

		IDP, both electrification and bulk infrastructure project information.	Public sector Participation"		
4)	Financial Viability and Management	The Department commends the Municipality for the manner in which the KPA on Financial Viability and Management is structured The IDP should have a schedule of projects identified for the priority year, with funding attached, source of funding, the project name linked to the grant/donor source and progress on the project. The schedule of projects should also specify whether the project is old or new The Municipality should ensure that the Financial Plan contains projects with committed funding,	Comment is noted. The Projects have been detailed with the relevant information under Capital infrastructure on pg 402. All known projects with committed funding are reflected in the Municipal		Budget and Treasury Office

		which are not on the Municipal Budget, from other Sector Departments/funding agents and aligned to DORA The Municipality should attach the procurement plan and SDBIP to show the alignment of the procurement plan timeframes with the SDBIP. This will ensure that the projects are being executed in accordance to the expectation created.	IDPs as an annexure under Government and Public Participation Projects. Procurement Plan and SDBIP always form part of the submission to Cogta.		
5)	Good Governance and Public Participation	The Municipality is congratulated for the comprehensive coverage and detailed reporting on all aspects of the Good Governance and Public Participation KPA. The effort in addressing the recommendations made in 2021 is notable A summary regarding the	Noted	A summary will be reported on	Corporate Services

		functionality status of Ward Committees within the District Family of Municipalities should be included.		in the Next IDP review.	
6)	Cross Cutting Intervention	The Municipality has complied with Section 26(e) of the MSA and Sections 12(1) and 20 of the Spatial Planning and Land Use Management Act (SPLUMA), Act No 16 of 2013, by developing and submitting the Spatial Development Framework (SDF) as an annexure to the IDP. It is noted that the SDF was advertised in the media, however the notice in the Provincial Gazette is outstanding. The SDF does cover environmental sensitive areas in terms of mapping and narrative. The Municipality is commended on		The municipality has been able to secure grant funding support from Rural Development to review the SDF. The comments will be addressed during the review of the SDF.	Planning and Economic Development

		the trend analysis on the population statistics, however, this needs to inform physical and social infrastructure investment. Also, the forecasting of economic activity and employment trends over the next five years and the impact on the development of the Municipal spatial form needs to be included in the review. More focus needs to be placed on current and future housing supply and demand to cater/affect the needs of the different socio-economic categories. The Municipality needs to place focus on ensuring that the five-year Spatial Development Plan (SDP) is included and aligned to the SDF, to ensure the implementation of the SDF. The SDP identifies what needs to be			

		undertaken over the next 5 years (short-term) to ensure that the overall spatial development Vision, Objectives and Strategies of the SDF will be met in the longer term. It is noted that a Capital Investment Framework (CIF), that identifies estimated budgets and resources required for implementation, has been developed as part of the SDF. However, a Capital Expenditure Framework (CEF) with a 10 to 20-year life span needs to be developed for the SDF.	The Municipality will include a Capital Expenditure Framework in the next review of the SDF.		
No.	Key Performance Area	MEC Comments	Response to the MEC Comments	2021/22 Action Plan	Responsible Department
	Other key observations:				

7)	Strategic thrust of the 6 KPAs, and SDBIP	The Municipality is commended for considering performance and areas of underperformance from the previous performance cycles and including these, with corrective measures in the IDP. The Municipality has clearly articulated Goals, Objectives and Strategies, which are unpacked as per the 6 KZN KPAs. The Municipality has fully aligned Goals and Objectives with that of the KZN Provincial Growth and Development Strategy (PGDS) The Implementation Plan is well aligned with the top layer SDBIP, as described in MFMA Circular 13 and focus on service delivery indicators/matters. The Municipality is encouraged to continue effecting improvements,	Noted		Planning and Economic Development

		in particular relating to the alignment of the annual performance, as per requirement, and not only the quarterly performance measures. The Municipality therefore needs to ensure that the 5-year implementation has all the fields covered, as per Appendix F and G of in the reviewed IDP Framework Guideline. In line with Appendix F please prepare an Implementation Progress Report for Year 1 Review (2022/2023), as per Appendix G of the reviewed IDP Framework Guideline. These will be in line with the catalytic projects identified in the assessment The SDBIP is aligned with the Goals, Objectives and Strategies			

		contained in the IDP There is a clear explanation of how the Organisational Performance Management System (OPMS) is applied in the Municipality. The Municipality is commended for reviewing its PMS Framework/Policy and for including the PMS framework in the IDP The Municipality is commended on the incorporation of the Back to Basics (B2B) Programme in the IDP and alignment of the B2B Pillars with the Objectives in the SDBIP	Noted Noted		
8)	District Development Model/	In the three years since the introduction of the District Development Model, the framework for the institutionalisation of the Model	The Municipality through the assistance of cogta and other stakeholders has been able to adopt DDM One Plan through its		Planning / Community Services

		was developed and implemented. The Political Hubs and Clusters continue to mobilise the participation of the three spheres of Government into facilitating service delivery in a coordinated approach The functionality of the structures continues to be strengthened through dialogues and discussions with the participation of stakeholders, however the vigorous monitoring of the implementation of the One Plan, One Budget remains the key focal point. Municipalities are therefore encouraged to ensure the implementation of the policy document such that projects and programmes are rolled out to all communities as envisioned through the objectives of the	Political Hub Meeting of the 25th February 2023		

		District Development Model. The District Development Model will, through proper implementation, revolutionise and influence the policy makers within the municipality. Hence the appeal to align the District Development Model with the Operation Sukuma Sakhe Programme to ensure that service delivery remains of paramount importance.			
09)	Alingment of Strategic Plans				Community Services

7.1.3 IDP ORGANISATIONAL AND INSTITUTIONAL ARRANGEMENTS

In order to ensure ownership of the process, the municipality makes use of existing institutions as much as possible. i.e. IDP Alignment Committee, the IDP Manager, Municipal Manager, IDP Representative Forum as well as the DDM structures etc. The roles and responsibilities of participants are clearly defined as follows:

Table 24: Organisational and Institutional Arrangements

ENTITY	RESPONSIBILITY	Functionality
Municipal Council	As the ultimate political decision-making body of the municipality, the Municipal Council has to: ○ Consider, approve and adopt the Process Plan for IDP, Budget and PMS. ○ Approve and adopt the IDP, Budget and PMS.	Yes
Executive Committee	The Executive Committee: ○ Delegate the overall management, co-ordination and monitoring of the process and reviewing the IDP to the Municipal Manager; and ○ Approve nominated persons to be in charge of the different roles, activities and responsibilities of the process and preparation.	Yes
IDP Alignment Committee	○ Consists of the district IDP / PMS Manager, GIS Specialist, Chief Planner, Senior Planners, IDP / PMS Managers and Planners from the four Local Municipalities within the uMzinyathi District, key sector departments, including Department of Co-operative Governance and Traditional Affairs (DCOGTA) and Department of Environmental Affairs. ○ The alignment committee deals with the alignment, co-ordination, management of strategic issues of the IDP in terms of the planning process.	Yes

IDP Representative Forum	Consists of the Planning and Development Forum members, IDP Steering committee members, LED Practitioners from the district and local municipalities, sector departments, business, private sector, NGO's and civil society organizations. The role of the IDP_LED Technical Committee is to: ○ Streamlining planning process; ○ Finding a common district wide development vision; ○ Consolidation and alignment of programmes and budgets; ○ Unifying the channelling of both private and public sector investments; ○ Combating socio-economic ills in a strategic and coordinated manner; and ○ Put forward a plan of action that will enjoy political buy-in at levels	Yes
Municipal Manager	The role of the Municipal Manager being assisted by the IDP Manager is as follows: ○ Chairing of the IDP Steering Committee and IDP RF meetings; ○ Responsible for the management and co-ordination of IDP process; ○ Respond to comments on the IDP; ○ Avails documents to inform the IDP process; ○ Promote involvement of all stakeholders; ○ Adjust the IDP according to the MEC's proposals; ○ Ensure vertical and horizontal alignment of the IDP; ○ Ensure integration and alignment of the IDP and Budget; ○ Ensure submission of the IDP to the MEC on time; and ○ Ensure effective implementation of the IDP.	Yes
IDP Manager	The role of the IDP manager is to assist the Municipal Manager in the review, co-ordination and management of the IDP	Yes

	process. This entails: ○ Being responsible for secretarial services associated with the IDP meetings; ○ Responding to comments on the draft IDP from the public; ○ Vertical and horizontal alignment with other spheres of government to the satisfaction of the Municipal Council; ○ Ensuring proper documentation of the results of the planning process; ○ Day to day preparation and management of the IDP; and ○ Ensure that the IDP fully complies with the provisions of the Chapter 5 of the Municipal Systems Act and the IDP provincial framework.	
IDP Steering Committee	Consists of Heads of Departments to: ○ Provide relevant technical, sector and financial information for priority issue analysis; ○ Contribute technical expertise in the consideration of strategies and development of projects; ○ Provide departmental operational and capital budgetary information; and ○ Be responsible for ensuring that project proposals are integrated with cross cutting dimensions such as Gender Equity, Employment Equity, Operation Sukuma Sakhe, Back to Basics, HIV/AIDS etc.	Yes

7.1.4 COMMUNICATION STRATEGY

UMzinyathi District Municipality has a communication strategy in place which has been adopted by Council, the purpose of the two documents is to promote the objectives of Section 32 of the Constitution. The promotion of access to information Act (No 2 of 2000) provides that the public has the right to information held by the organs of state or a private body. It is therefore upon the premise that the Communication Policy is developed. It also serves to safeguard the processes of communication, proper systems that need to be in place to ensure that procedures as per the Municipal System Act (32 of 2000) are adhered to.

For UMzinyathi District Municipality to be accountable in terms of communication, it needs to have an understanding of its mandate. The policy is also crucial in communicating municipal plans like the IDP, Budget, PMS etc. The target groups for the policy are as follows:

- Internal Audience
- Mayor, Speaker, ExCo, Council, Top management, Management, Staff
- External audience
- Political parties, business people, NGO's, Media, Faith based organisations, general public, the local municipalities, government departments etc.

Some of the tools which are being utilised by the municipality in communicating the IDP / Budget are as follows:

- Public engagements – one in each of the four local municipalities;
- Quarterly external newsletter;
- Monthly radio talk show by the Mayor on Ukhozi FM;
- Umzinyathi Website;
- Annual Report – planned for March of each year
- IDP Rep Forum meetings;
- Planning and Development Forum;
- Municipal Managers Forum;
- District Mayors Forum; and
- Audit Committee.
- DDM Technical Hub, political Hub and cluster forums.

7.1.5 PUBLIC PARTICIPATION

In terms of Chapter 4, Section 16 of the Municipal Systems Act, municipalities are required to develop a culture of public participation and consult their respective communities on developmental issues. The municipality held Public consultations meetings on the 21st – 26th April 2023 to solicit comments and inputs on the Draft 2023/24 IDP. The comments are considered in the finalisation of the 2023/24 IDP, and an advert for a period of 21 days placed in the local newspapers, and both the IDP and Budget documents be placed at the reception of the district and of the local municipalities.

7.1.6 WARD FUNCTIONALITY

Umzinyathi has 61 wards, of which only 47 are functional. This is a 77% functionality percentage. This is according to the latest ward verification report for the Month of May 2023. Non functionality has been a result of ward meetings not sitting, not having a quorum, ward reports incomplete or not being signed, no attendance registers. Below is table breking down functionality per Local Municipality.

Name of Municipality	No. of Wards	No. of functional wards	% functional wards
Endumeni	7	4	57%
Nquthu	19	19	100%
Msinga	21	21	100%
uMvoti	14	3	21%
	61	47	77%

7.1.7 CUSTOMER SATISFACTION SURVEY

Effective and efficient service delivery to communities features high on the agenda of the South African government. Local government (municipalities) is one of the major delivery channels in the South African three-tiered governmental system that can impact positively on the daily lives of South Africans. Basic services and facilities such as water, electricity, a clean environment and secure living conditions are some of the basic needs provided by municipalities to the ir communities. During the 2022/23 financial year the municipality was unable to conduct a survey due to Finacial constrains, however there has been progress to develop questionnaires that are to be utilized, which are still awaiting approval by council. Implementation is expected to take place during the 2023/24 finacial year.

The municipality will however continue to canvass for funds for funds and developing strategies that will utilize the existing platforms, such as the Mayoral radio slots to include Q&A session on service delivery. The Customer Satisfaction Survey will contribute towards improving communication between the municipality and the community in determining the social and economic needs which require urgent attention and deemed necessary to improve the quality of lives.

7.2 INTERGOVERNMENTAL RELATIONS FRAMEWORK

The Intergovernmental Relations Framework Act (No 13 of 2005) stipulates that there must be a district Intergovernmental forum to promote and facilitate intergovernmental relations between the district and local municipalities within the district. Section 25 (1) of the legislation further indicates that:

A district intergovernmental forum consists of:

- the mayor of the district municipality;
- the mayors of the local municipalities in the district or, if a local municipality does not have a mayor, a councillor designated by the municipality; and
- the administrator of any of those municipalities if the municipality is subject to an intervention in terms of section 139 of the constitution.

In terms of Section 26 (1), the functions to be performed by the forum as stipulated in the legislation are as follows:

- National and provincial legislation relating to matters affecting local government interests in the district;
- the implementation of national and provincial policy and legislation with respect to such matters in the district;
- matters arising in the Premier's intergovernmental forum affecting the district;
- mutual support in terms of section 88 of the Municipal Structures Act (No 177 of 1998);
- the provision of services in the district;
- coherent planning and development in the district;
- the co-ordinations and alignment of the strategic and performance plans and priorities, objectives, strategies of the municipalities in the district;
- Any other matters of strategic importance which affect the interests of the municipalities in the district.

The municipality has an Intergovernmental Relations Officer in place who monitors the functionality of the forums. IGR reports are then combined and submitted to the Portfolio committee, Exco and Council. the following forums are in place:

Table 32: Intergovernmental Relations Structures

Intergovernmental Relations Forum	Objective of the Function	Functionality
Umzinyathi District Coordinating Forum	The objective of the forum is to promote and facilitate intergovernmental relations and co-operative governance between the district and local municipalities, the forum meets on quarterly basis and is functioning properly.	Yes
Municipal Managers Forum	The Municipal Managers Forum serves as a technical support to the District Co-ordinating Forum and implements their resolutions. The members of the technical support structure are the Municipal Managers of the district family of municipalities, or officials designated by them, and it also meets on quarterly basis and is functioning properly.	Yes
Speakers Forum	The forum is in place and is functional, the members of the forum are the Speakers of the district family of municipalities, and they serve to promote public participation issues on the main, and it meets on quarterly basis and is functioning properly.	Yes
General and Social Service Forum	The forum deals with matters relating to the Special groups which is youth, women, people living with disability, gender, children and elderly, and it also consist of government departments whose line function deals with the special groups, and the forum is functional.	Yes
Provincial COGTA Forums	These are provincial structures which are being attended by the municipalities which Include PCF, munimec and IGR. their purpose is to track municipal progress in various sectors and departments .	
Corporate Services Forum	The purpose of the forum is to share information on Administrative, Human Resource and Information	Yes

	Technology issues matters, and also to provide advice to the Municipal Managers Forum such matters.	
Planning and Development Forum	The purpose of the forum is to co-ordinate planning and development within Umzinyathi District by ensuring improved and continued communication amongst the various planning sectors, and also to ensure that planning and development within the District is undertaken in a holistic way and that it takes place within the framework of all Municipalities' Integrated Development Plans, and it meets on quarterly basis and is functioning properly.	Yes
Disaster Advisory Forum	The purpose of the forum is to implement, monitor and co-ordinate all disaster management related issues within Umzinyathi District by ensuring improved and continued communication. The forum consists of representatives from the district and local municipalities, SAPS, Traffic, emergency services etc.	Yes
District Communicators Forum	The functions of the forum include but not limited to the following: • To coordinate the sharing of information pertaining to all spheres of government; • To coordinate and organise a calendar of events for the district to ensure that these activities are streamlined across the district to avoid duplication and waste of resources; and • To provide support to local municipalities with regard to development of communication strategies.	Yes
Planning Cross border alignment Forum	The forum ensures alignment and integration of functional areas on the IDP and Spatial development framework. It also assists the municipalities to align development	Partially functional

	issues in an efficient, effective and sustainable manner especially where there are shared and interdependent functional areas across the district, and it's not fully functional.	
Disaster Cross border alignment Forum	This forum ensures alignment and integration of functional areas on the Disaster Management.	
Chief Financial Officer Forum	The purpose of the forum is to share information on financial management and also to provide advice to the Municipal Managers Forum on financial matters.	Yes
Infrastructure Forum	The purpose of the forum is to ensure integration and alignment of Infrastructure projects being implemented within the district.	Yes
IDP_LED Planning Technical Committee	The purpose of the forum is to: • Streamline the planning process; • Finding a common district wide development vision; • Consolidation and alignment of programmes and budgets; • Unifying the channelling of both private and public sector investments; • Combating socio-economic ills in a strategic and coordinated manner; and • Put forward a plan of action that will enjoy political buy-in at all levels, and it meets on quarterly basis and is functioning properly.	Yes
Tourism Forum	Tourism is one the key economic sectors within the district. Therefore, the purpose of the forum is to coordinate and implement economic Tourism programmes and projects within the district.	Yes

DDM Structures	After the introduction of the DDM – 1 Geranaration plan, structures were established, such as the: • Political hub, the purpose of the hub is to provide political intervention and penetration on those projects which require such. • Technical hub, the purpose is to create a platform for inter-governmental consultation on matters such as budgeting for developmental pprojects. • Local Clusters were established with the aim of allowing “foot soldiers” to align planned projects. The overall intention is to create a platform where district sector departments and the municipality conduct aligned planning of projects and programmes. These structures are active and are focusing on governancence, social ills, infrastructure and justice issues. • Operation Sukuma Sakhe (OSS), the structure that accommodates the sitting of War Rooms to facilitate service delivery and address social ills	Yes

7.2.1 AUDIT/PERFOMANCE COMMITTEE

The municipality has a fully functional Audit Committee as required in terms of section 166 (6) (a) of the Municipal Finance Management Act 56 of 2003 and Section 14 (2) (a) of Municipal Planning and Performance Management Regulations 2001. The committee reports on a qurtely bases to Council. This committee also

serves as the Performance Auditing Committee and is chaired by an external person for a period of 3 years. All HODs and Managers form part of the structure.

The broad objectives of the committee are as follows: -

- Maintaining oversight responsibilities of all financial and performance reporting;
- Seeking reasonable assurance that the operations of the Municipality are conducted efficiently and effectively;
- Seeking reasonable assurance that the Council has developed and complies with its policies, plans, procedures and internal controls; and
- Seeking assurance that the Council complies with relevant legislation, regulations and professional pronouncements.

MSIP has recommended assessments of the committee to measure effectiveness and also regularly provide induction for new members of the committee.

7.2.2 BID COMMITTEES

The municipality has fully functional Bid Committees as required by the Supply Chain Management Policy. The committees are selected by the Accounting officer on an annual basis. The Specification and Evaluation Committee consists of seven middle managers each, including the secretary. While the Adjudication Committee consists of six senior managers, including the secretary. The committees are mostly responsible for:

- Providing accountability and transparency in the awarding of contracts;
- Maintaining an appropriate procurement and provisioning system which is fair, equitable, transparent, competitive and cost-effective; and
- Considering and ruling on all recommendations/reports regarding amendment, variation, extension, cancellation or transfer of contracts awarded.

7.2.3 INTERNAL AUDITORS

In order for the Audit Committee to meet the broad objectives, the municipality has an internal audit unit

consisting of four members including a Risk officer and has also partially outsourced the function to Service provider while also strengthening the internal capacity. The responsibilities of the Internal Auditing Unit are amongst others:

- Review the Internal Audit Charter;
- Review the annual risk based plan and the internal audit program; and
- Ensure that all identified risk areas are prioritized and incorporated in the annual internal audit plan.
- Compilation of the Risk register which includes fraud risk, of which implementation is updated on a quarterly bases.

7.2.4 PORTFOLIO COMMITTEES

The uMzinyathi District Council was elected after 2021 Local Government Elections. the municipality then established functional Portfolio Committees for all of its five Departments and there are as follows:

- Budget and Treasury;
- Planning and Economic Development,
- Co -Operative Services
- Technical Services; and
- Community Services.

7.2.5 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

The municipality has a functional Municipal Public Accounts Committee in place which serves as an oversight committee for Council. It has 7 members who are councillors in the District. The committee sits on a quarterly bases and recommends items and reports to council.

They are responsible for the following:

- Assist Council to hold the executive and administration to account;
- Exercising oversight over both the executive and administration;
- Proper administration of oversight requires Councillors to be fully informed of their own agenda, business or affairs; and
- Councillors are accountable for the performance of the Council, hence they must supervise the Municipal Council agenda, in order to achieve the desirable performance.

MSIP has however recommended intense training and hands on support for governance structures and MPAC, for capacitation purposes.

7.2.6 OPERATION SUKUMA SAKHE

The main aim of Operation Sukuma Sakhe / War on Poverty campaign is to reach out to more poverty stricken communities, with the intention of making maximum impact on those communities in the shortest possible way, and also to ensure that communities including the private and the public sector join forces to fight against poverty.

The Operation Sukuma Sakhe programme is the new approach of how government and its social partners would fight poverty. Umzinyathi District Municipality belongs to Umzinyathi Operation Sukuma Sakhe, also known as War On Poverty. The district has fifty six war rooms with a few that still need to be fully established, and the District Task Team is also fully functional. The only challenge at the present moment is that some of the Local Task Teams are not fully functional, and also late submission of the monthly reports for consolidation and submission to Provincial Task Team.

During the new financial year, the municipality aims to continue with intensifying the programme of Operation Sukuma Sakhe through implementation of a Best Practice Service Delivery Model to attain extra ordinary road to excellence in service delivery. The focus areas will be to enhance the analyses, facilitation, capacitation, measurement and co-ordination to achieve full functionality and alignment, as well ensuring that it aligns to the national program of Back to Basics.

The aim is to position the municipality as a Model District in achievement of excellence in Service Delivery and achieve Champion status in radical transformation of service delivery. OSS has also been utilized to gather information being utilized to review the One Plan. Through consultation and working sessions the OSS structures were consulted and included in the obtaining of information. The One Plan is to be implemented as soon as the implementation plan of the One Plan has been finalized. Further OSS representatives also find position within the DDM structures

7.2.7 GOVERNANCE

- In terms of the participation of Amakhosi in municipal structures as per the provisions of Section 81 of the Municipal System Act, three of Amakhosi participate in the municipal structures(Council).

- In terms of the By-laws which have been promulgated, the municipality has two Bylaws which have been promulgated which is for Water Services and Environmental Health; and are in place and being implemented.

7.2.8 RISK MANAGEMENT COMMITTEE

The municipality has a functional risk management unit as well as an established risk management committee in place. The committee comprise of Heads of departments or Senior Managers who are risk owners and an Independent Chairperson. It meets quarterly and on ad hoc basis to discuss risk management matters which includes quarterly risk reports, litigations, Occupational Health and safety reports, etc

The unit has conducted operational, ICT, strategic and fraud risks assessments, as a result there are relevant risk registers of the municipality. Risk mitigation action plans are a tool that is used to monitor the implementation of action plans as outlined in the risk registers. They are coordinated and monitored on quarterly basis and reported to the RMC on a quarterly basis.

The municipality also conducts fraud risk assessment and has a fraud risk register. There is an anti-fraud and corruption strategy that was approved by the Council. Fraud risk action plans are a tool for implementing the strategy on anti-fraud and corruption issues.

7.2.9 LAND USE MANAGEMENT

The Umzinyathi family of Municipalities had established a Joint Municipal Planning Tribunal (JMPT) in terms of the Spatial Planning and Land Use Management Act (16 of 2013) which expired in August 2019. Local Municipalities have all established their own functional bodies, that are responsible for planning decisions within the district, and meet on quarterly basis to review and approve development applications as required in terms of SPLUMA. The MPT will function as follows;

- The Local Municipalities' Executive Committees serve as Appeal Authorities respectively;
- Each local Municipality has an Authorised Officer;
- Each Local Municipality has categorised the development applications;
- Each Local Municipality has a delegated representative that sit on the JMPT;
- All the Local Municipalities have adopted and Gazetted their Bylaws; and

- All Local Municipalities have approved their fee structures.

7.2.10 ANALYSIS OF THE 2022/23 KEY PERFORMANCE AREA PROGRAMMES AND PROJECTS

During the current financial year, the municipality is implementing a range of special programmes aimed at developing and capacitating the community at large within the district, the projects under implementation are as follows but not limited to:

- Special Programmes for Vulnerable Groups (Plan for people living with disability, HIV/AIDS, Elderly and Widows, Children and Youth etc);
- Promotion of Sport through holding the annual marathon;
- District Cultural Event - promotion of culture through participation in the cultural event;
- Fire Services - Effective operation for fire services;
- Disaster Relief - purchase the disaster management relief material and the establishment of the District fire - co ordinating forum;
- Marketing and Promotions - development of the organisational corporate image, and marketing of the organization;
- Environmental Heath;
- Special Programmes;
- Operation Sukuma Sakhe; and

The projects for implementation during 2023/24 financial year, are under Section E.

7.2.11 GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• IGR Structures are fully functional i.e Speakers forum, MM's Forum, Mayors Forum , DDM Structres etc • Functional Committees (MPAC, Audit Committee, Internal Audit Unit)	• Lack of attendance / co-operation from sector departments and other stakeholders • Lack of buy in and synergy from stakeholders to positively participate in DDM structures.

• Functional Operation Sukuma Sakhe (War rooms) • District Development Model Structures fully functional	• Poor coordination of Special Programmes • Lack of adherence to Batho Pele principles e.g accessibility, name tags, office identification tags etc
OPPORTUNITIES	THREATS
• Enhancement of the IGR Structures • Fully functional community section needs buy-in. • Bursary funding • Disaster fire co ordination forum • Media briefings by the Mayor, which can allow for the cascading of information on interruption of services, progress on projects and receiving comments from the public.	• Budget constraints and its potential to hinder service delivery • High poverty rate • High rate of protest and damaging infrastructure • Continuation of unfavourable Audit opinion. • Lack of Public participation Policy • The impact of load shedding to bulk water infrastructure, which impacts on service delivery

7.2.12 GOOD GOVERNANCE AND PUBLIC PARTICIPATION KEY CHALLENGES

KEY CHALLENGES	RESOLUTION
Uncoordinated internal and external communication. <u>Description:</u> there are many communications channels for queries and customer care, which is ineffective.	Development of an integrated communication system for customer care and operational matters.
Poor coordination of public participation across the municipality. <u>Description:</u> Public participation office needs to be strengthened so that it is able to respond efficiently to public queries and improve communication between the Office of the Mayor and the community.	Development of the municipal wide public participation policy, and ensure public participation compliance with provision of various acts under the departments. UDM to provide sufficient capacity building to PPO to enhance community participation in all municipal and government public consultation/

	engagements within the district.
No Implementation of Batho Pele Principles <u>Description:</u> key Batho pele documents have not yet been developed adopted.	Adopt Batho pele policy, Service improvement plan and service delivery charter.
Increase in service delivery protest. <u>Description:</u> The district has been experiencing service delivery protest primarily on water provisions.	Engage communities on a continuous bases on issues affecting them.
Low attendance in Intergovernmental Relations structures. <u>Description:</u> there has been a low turnout of stakeholders in participating in municipal engagements.	Request assistance from Cogta for non cooperation. Report non attendance to Provincial heads of Departments
Increasing audit queries and unfavourable audit opinion <u>Description:</u> audit opinion has been poor over the years and needs to be improved.	Encourage the implementation of the AG Action Plan, IA recommendations and resolutions of the Oversight structures
Lack of Programmes Targeting women and Youth <u>Description:</u> no funding for recreational programmes due to budget constraints.	Increase funding for women and youth programmes.
Lack of Consequence management in Environmental health Management <u>Description:</u> lack of immediate response to Health management	Fast tracking the appointment of peace officers.

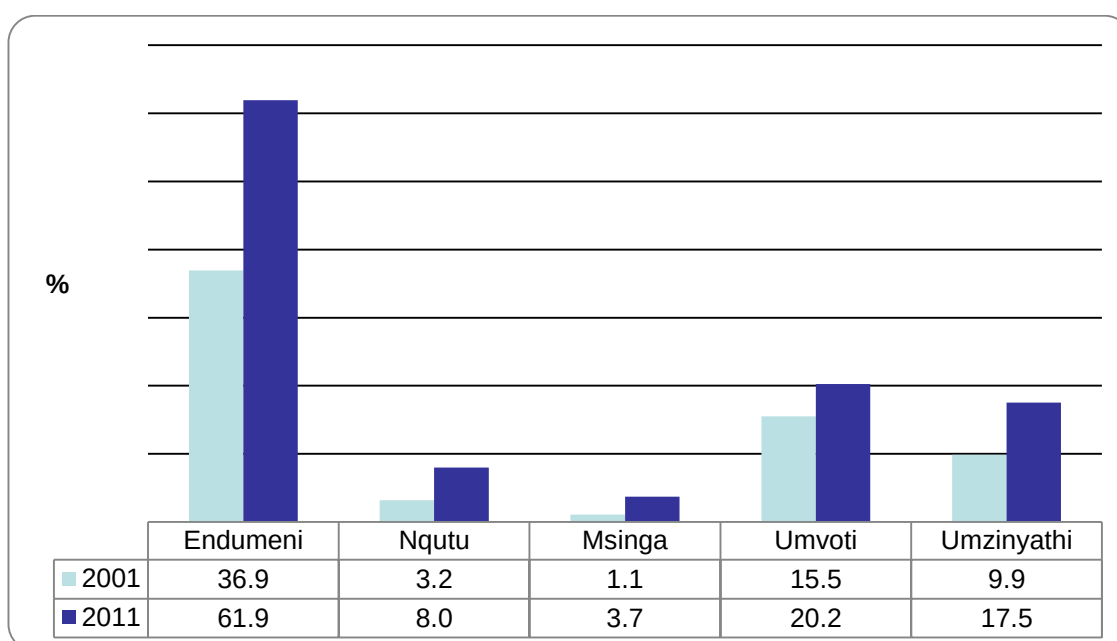
8 SERVICE DELIVERY & INFRASTRUCTURE INVESTMENT

8.1 ACCESS TO INFRASTRUCTURE SERVICES

8.1.1 WATER

The following figure illustrates the provision of water to households in the district, as it can be seen, the number of households without access to piped water inside the dwelling has improved, as it was 9.9% in 2001 and to 17.5% in 2011.

Figure 16: Water Provision



Source : Statistics SA, Census 2011

The figure below indicates that in terms of the 2016 CSS, the number of households with access to piped water inside the dwelling is 79 642. In terms of the local municipalities, the largest number of households with access to piped water inside the dwelling are under Nquthu Municipality with 25 638. The largest number of households which are using other sources of water is 27 790 and they are under Msinga Municipality, and the municipality is noting this number for improvement during 2018/19 financial year.

Figure 17: Access to Piped Water

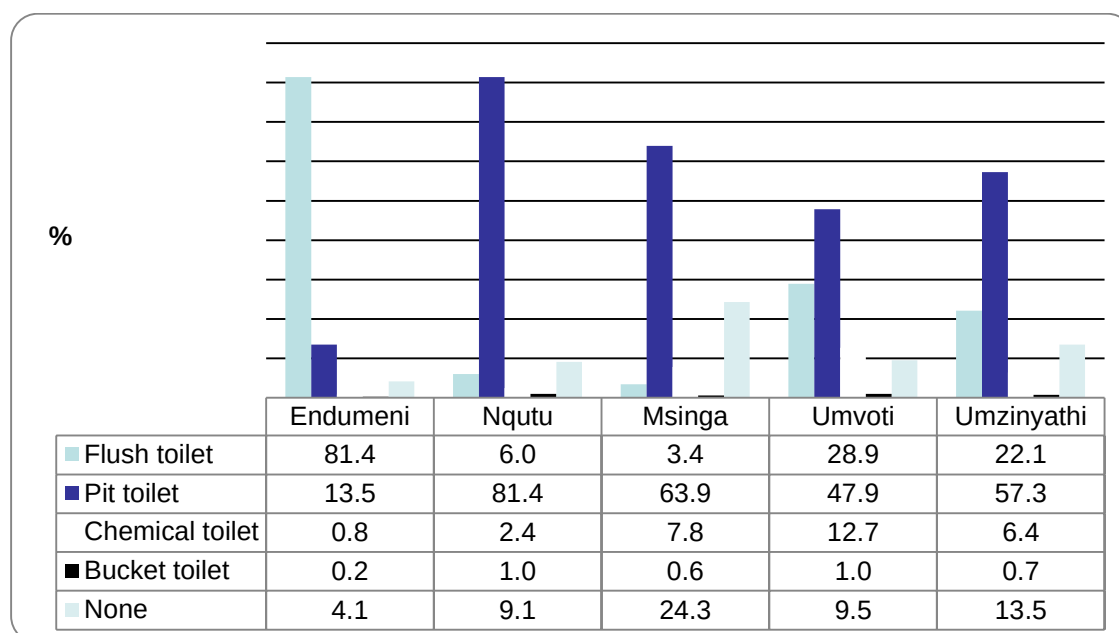
Municipality	Piper Water	Other
Umzinyathi	79 642	46 429
Endumeni	18 653	2 480
Nquthu	25 638	6 984
Msinga	15 701	24 790
Umvoti	19 650	12 175

Source : Statistics SA, CSS 2016

8.1.2 SANITATION

The following figure illustrates the access provision by type of toilet to households in the district, As it can be seen, the number of households without access to toilet facilities has improved significantly which is 86% in 2011, while there are still households with no sanitation facilities accounting to 13.5%. The municipality disputes the percentage of 0.7% relating to households utilising the bucket system, as the bucket system was eradicated by the municipality in 2008.

Figure 18: Sanitation Provision



Source : Statistics SA, Census 2011

The table below indicates in terms of the 2016 CSS, 25 800 households have access to flush toilets, while 2 938 households have no access to sanitation facilities and this number is being noted for improvement during the 2018/19 financial year. More households within the municipality are utilising the Pit Latrine VIP toilets with Ventilation Pipe, which is 55 191 households. The municipality disputes the number of 3 169 households which are categorised as using the bucket system, as the bucket system was eradicated by the municipality in 2008.

Figure 19: CSS 2016 Sanitation Provision

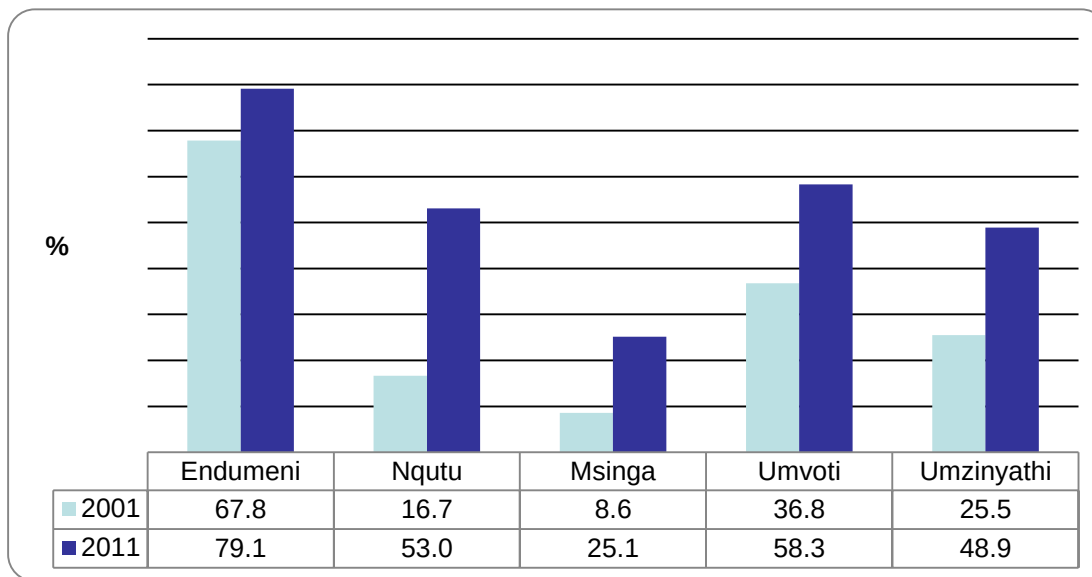
Toilet Facilities	Umzinyathi	Endumeni	Nqutu	Msinga	Umvoti
Flush toilet connected to a public sewerage system	25800	16468	1426	341	7566
Flush toilet connected to a septic tank or conservancy tank	1178	234	308	309	327
Chemical toilet	15108	2804	4478	2261	5565
Pit latrine/toilet with ventilation pipe	55191	154	12819	30121	12095
Pit latrine/toilet without ventilation pipe	15508	375	6669	3438	5026
Ecological toilet (e.g. urine diversion; enviroloo; etc.)	3726	-	917	22	2787
Bucket toilet (collected by municipality)	57	-	57	-	-
Bucket toilet (emptied by household)	3112	266	2219	92	535
Other	4173	321	3294	353	206
None	2938	512	435	1435	557
Total	126791	21134	32622	38372	34664

Source : Statistics SA, CSS 2016

8.1.3 ELECTRICITY

The following figure illustrates access to electricity for lightning purposes in the district, As it can be seen, the number of households without access to electricity has increased as it was 25.5% in 2001 and 48.9% in 2011.

Figure 20: Electricity Provision



Source : Statistics SA, Census 2011

The table below indicates in terms of the 2016 CSS, the number of households which are connected to electricity is 91 216, and the highest number of households connected to electricity in terms of the local municipalities are under Msinga Municipality with 23 186, while the highest number of households which are using other sources of energy are also under Msinga Municipality with 3 458, and this number needs to be noted by the relevant municipalities and Eskom for improvement. The Municipality will working closely with all stakeholders in this sector to ensure sustainable provision of Energy in future developments.

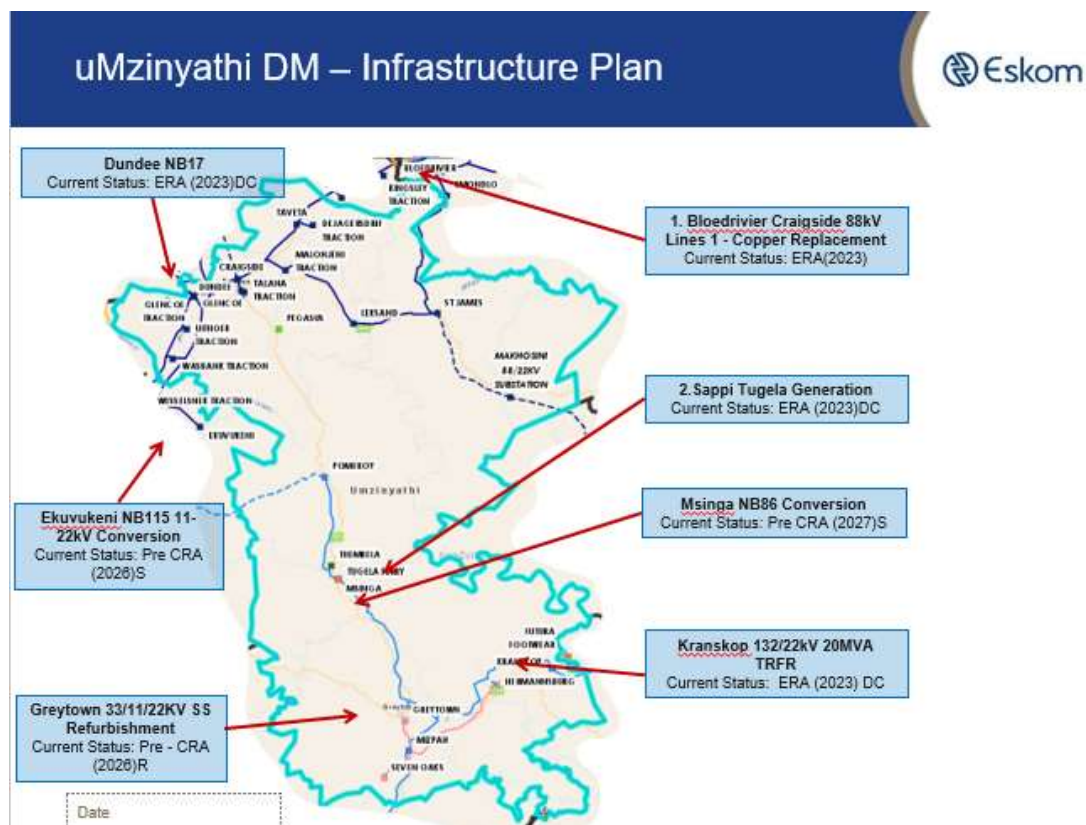


Figure 21: CSS 2016 Electricity Provision

	2016		
Municipality	Connected to electricity	Other source	None
Umzinyathi	91 216	7 973	26 882
Endumeni	18 257	1 014	1 862
Nquthu	25 594	3 081	3 947
Msinga	23 186	3 458	13 847
Umvoti	24 179	420	7 226

Source : Statistics SA, CSS 2016

The table below indicates in terms of the 2016 CSS, a significant number of households within the district are utilising their own refuse dump for waste management purposes which is 76 463 households, and followed by 23 730 households whose refuse is being removed by the local authority / private company at least once a week.

Figure 22: Solid Waste Management

Waste Removal	Umzinyathi	Endumeni	Nquthu	Msinga	Umvoti
Removed by local authority/private company/community members at least once a week	23730	15579	1867	113	6171
Removed by local authority/private company/community members less often than once a week	1844	402	456	47	939
Communal refuse dump	5450	377	1990	2482	601
Communal container/central collection point	3802	15	1496	74	2217
Own refuse dump	76463	3105	20042	32839	20478
Dump or leave rubbish anywhere (no rubbish disposal)	10140	849	4923	484	3884
Other	5362	807	1848	2333	374
Total	126791	21134	32622	38372	34664

Source : Statistics SA, CSS 2016

The Municipality is partly responsible for Waste management as it owns a Landfill site. The municipality partnered with the Department of Environmental Affairs in developing the South Regional landfill Site (Umvoti Municipality). The Landfill site has an estimated life span of 51 years. The section 78 assessment to determine how the landfill site should be run has been completed and tabled to council structures, it recommends that the Landfill site should be operated internally but also cautions on the expenses that should be expected. The District is in Discussion with Umvoti LM in setting money aside for a service provider which will produce a completion certificate to allow the site to start operating officially.

The North Regional Landfill site (Endumeni Local Municipality) is also operational. It has an estimated lifespan of 22 years. The site has recently be upgraded to include weighbridge, office and ablution facilities. Operations on site is according to compliance, awaiting water sampling reports and external reports from service provider. The licence was renewed in July 2013 for another 10 years. The District also has two transfer sites located in Endumeni LM (sibongile) and Umvoti LM for garden refuse. There also 3 buy back centers located in Umvoti, Nquthu and Pemoroy where people bring recyclable material

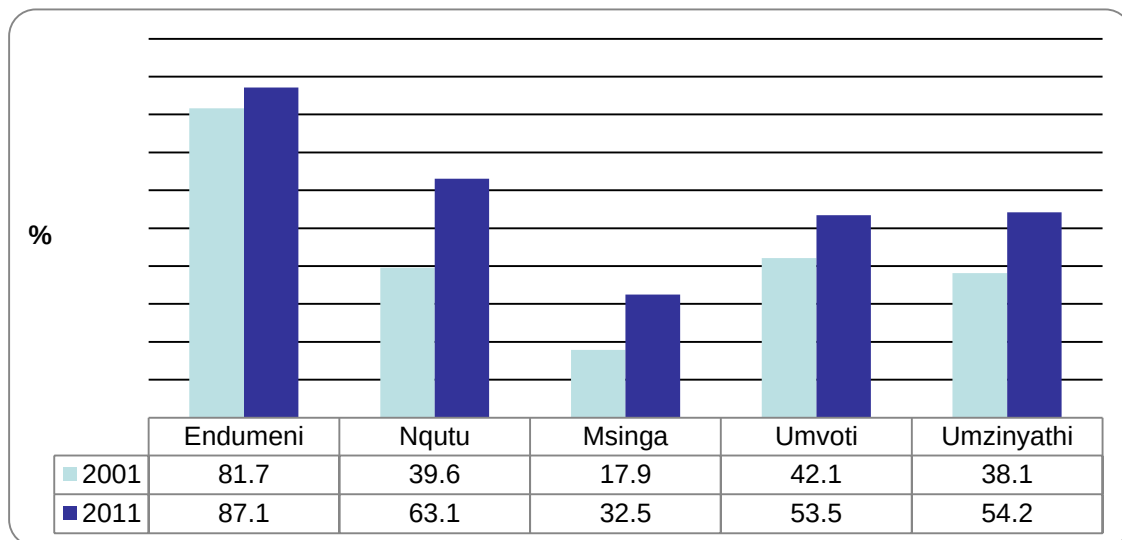
for cash.

The landfill sites do employ a system for separating of waste that can be collected by recyclers for further separation and processing.

8.1.5 HOUSING

The following figure illustrates access to formal dwelling house within the district, As can be seen, that there has been a significant increase in terms of the number of the households within the access to formal dwelling housing 38.1% in 2001 and 54.2% in 2011.

Figure 22: Access to formal dwelling housing



Source : Statistics SA, Census 2011

The following table indicates that in terms of 2016 CSS, as it can be seen, there is a significant number of the households within the access dwelling housing which is not RDP as part of the government programme, most of the households have access to the dwelling type which were constructed on their own which is 110 371.

Table 27: Main Dwelling Type (RDP / Government)

	Umzinyathi	Endumeni	Nquthu	Msinga	Umvoti
Yes	15836	4658	3363	2751	5064
No	110371	16000	29220	35606	29544
Do not know	568	475	23	14	56
Unspecified	16	-	16	-	-

Source : Statistics SA, Census 2011

8.1.6 CEMETRIES

The figure below illustrates the number of cemeteries per Local Municipality as well as their capacity. This was part of a study conducted during the first wave of the Covid 19 pandemic. As can be seen its only the urban areas that have dedicated areas of burial while rural areas still bury in their homesteads

Municipality	Number of Cemeteries	Capacity	Available Capacity	Challenges
uMvoti	4	available	202 000 graves	
Endumeni	4	available	7000 graves	
Msinga	0	0	0	No place earmarked for cemeteries people still use the old burial method in your own yard
Nquthu	2	Currently have enough space	200 graves, most people still bury in their homestead	Currently cemetery have rocks underneath, municipality still looking for another sites

Source: Umzinyathi, 2021.

A map showing cemtries is shown under section D, Page 315

8.2 2017 WATER AND SANITATION STRATEGY

Umzinyathi DM is the Water Services Authority (WSA) for the entire district in terms of Section 1 of the Water Services Act, 1997. In order to efficiently plan the development of water services in the DM's jurisdictional area. During the 2016/17 financial year the municipality developed the water and sanitation strategy to address backlogs. The strategy has specific short, medium and long term objectives. The strategy has been prepared in order to make representations for funding for detailed feasibility studies, design and construction of regional bulk water supplies and standalone regional water supply schemes to address the water backlogs. The primary objectives of the strategy are as follows:

- Reduce water and sanitation backlogs by 1500 and 1200 households respectively by June 2023
- Develop a Bulk Water Master Plan and Regional Schemes for water supply planning that will ensure sustainable water services delivery throughout the District;
- Revise the planning and design approach that has developed over time since the initiation of the RDP programme in 1996 which has resulted in numerous unsustainable and inefficient local standalone schemes that have problems such as:
 - High operating and maintenance costs and management and skills resource requirements;
 - High dependency on groundwater – springs and boreholes;
 - Boreholes which are used above their proven yield capacity or which have failed;
 - Frequent failures due to the limited resources and consequent inadequate maintenance;
 - Little or no attention given to regular monitoring of water quality on smaller schemes;
 - Low incomes of people in the communities served resulting in low consumption and little or no revenues from the sale of potable water;
 - Dependence on MIG funding for the development of water supply services which is not sufficient to achieve the objective of eradicating backlogs within the planned timeframe as set by the Sector Department; and
 - The water and sanitation funding requirements for the district and local municipalities as determined through strategy to eradicate backlogs are as follows:

Most of the bulk water schemes which are being implemented by the municipality, they are multi year schemes. Only two water schemes have been finished so far in 2022/23, which are **KwaKopi Phase 2** and **Ntanyandlovu Water Scheme**. The schemes are now operational. There has been no allocation in terms of the volume of water allocated to historically disadvantaged individuals as the municipality has no dams, but

only rivers.

In terms of the distribution of the rain water tanks, the municipality delivered to communities of Dundee and Glencoe where water tanks fill the tank weekly due to ongoing drought. During the current financial year, there were no households served through the Rural Household Infrastructure Grant to eradicate sanitation backlogs, as there was no grant allocation.

Eskom has installed two Mini Substation at Reservoir A (Tugela Ferry Town) and Reservoir 2 (Ezibomvini Area) for Commissioning of Msinga Regional Bulk (Sampofu,Cwaka,Pomeroy) and Mbono Project.(Mbondweni,Mbono,Othame,Ngubevu,Nhlesi) . This Mini Substation has been changed about 3 Times due to strike by lighting which caused major delay.

Water Funding Requirements

- Umvoti LM – R 1 059 000 000,00
- Nquthu LM – R 1 176 000 000,00
- Msinga LM – R 1 564 000 000,00
- Endumeni LM – R 2 042 000 000,00

Total funding requirements for the entire district for water is estimated to be R 5 841 000 000,00

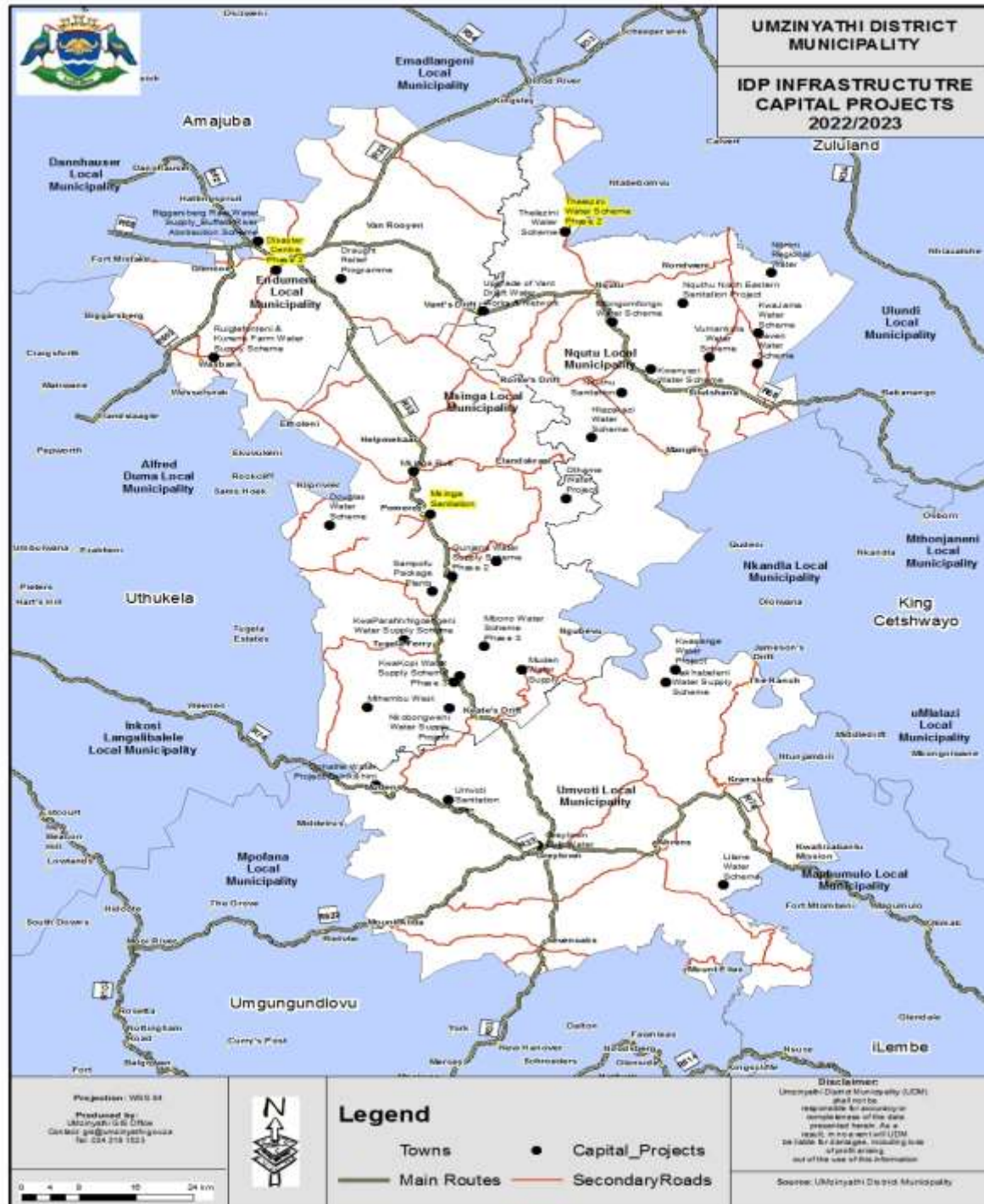
Sanitation Funding Requirements:

- Umvoti LM – R 138 000 000,00
- Nquthu LM – R 406 000 000,00 (including waterborne sewer for Nondweni Town)
- Msinga LM – R 50 000 000,00
- Endumeni LM – R 86 000 000,00 (including waterborne sewer for Wasbank Town)

Total funding requirements for the entire district is estimated to be approximately R 680 000 000,00

The map below indicates the infrastructure projects in terms of water and sanitation which are being currently being implement and proposed, and also their location within the municipality.

Map 10: Spatially Referenced Infrastructure Capital Projects



Source: Umzinyathi DM – GIS 2023

8.3 CAPITAL INVESTMENT PLAN

The municipality has reviewed the Capital Investment Plan which also provides the details of the funding required in terms of eradication of backlogs, promotion of economic development and to address the eradication of backlogs in terms of water and sanitation, electricity provision, operation and maintenance, this process is done thorough consultation and coordination with local municipalities and other stakeholders, and it is structured as follows:

- R 6 490 Billion to address Water and Sanitation Backlogs including LED Projects to be sourced from Grants and Loans; and
- R 1.0 Billion to provide renewable energy programmes to address Electricity / Energy Backlogs, to be sourced from the Department of Energy;

8.3.1 EXPANDED PUBLIC WORKS PROGRAMME

Umzinyathi District Municipality is also committed in training and developing communities through the EPWP programme, thereby promoting economic growth and creating sustainable development. During the current 2022/23 financial year, the municipality received an allocation of R 4,779,000.00 from the Department of Public Works and jobs created as at the end of March 2023 is 1071, while the target is 1256 to be achieved by the end of June 2023.

The jobs being created as part of the programme range from various sectors including Disaster Management, Local Economic Development, Infrastructure, Environmental Services, etc. The municipality is reporting on monthly basis to the department in terms of the progress made in terms of implementation. An allocation for 2023/24 Financial year is still to be gazetted and then a series of business plans will be developed to break down how this amount will be used.

8.3.2 DROUGHT PROGRAMME

During June 2014, Umzinyathi District Municipality received numerous cases in terms of impending dry conditions in various areas, and also all four local municipalities were affected. According to the recent reports received from the South African Weather Services, most of the affected areas have been constantly receiving less average rainfall for the past five years. As a result, drought has caused reduction of crop yield for farmers as well as steady decline in water reserves for consumption. During 2021/2022 financial year through the reprioritization of MIG COTA again donated 25 hand pumps boreholes and 20 production boreholes which later on the same year COGTA donated R12,500 000,00 for drilling 24 hand pumps.

An amount of R7 500 000,00 was made available to the municipality for drilling of production boreholes in Nquthu and Ndanyana village of Msinga.

Most of the communities do not have any form of water infrastructure or have systems which are in need of repair, refurbishment or upgrading. The drought relief programme in terms of implementation was then divided into two sub projects, namely Drought Intervention and Water Tankers. The municipality is currently running twenty eight (28) water tankers which will assist in providing water to the communities where water schemes are not yet in place. The project also involves the identification of new boreholes for drilling, testing and equipping across the district for the provision of clean water to the communities.

Due to evidently high rate of water leaks, forced water leaks are being introduced in the towns of Glencoe and Dundee to save on supply. The program is still continuing through EPWP Grant.

8.3.3 2023/24 REDUCTION OF WATER AND SANITATION BACKLOGS

- **Water**

The municipality plans to reduce the water backlog by an estimated 1500 households by the end of June 2024.

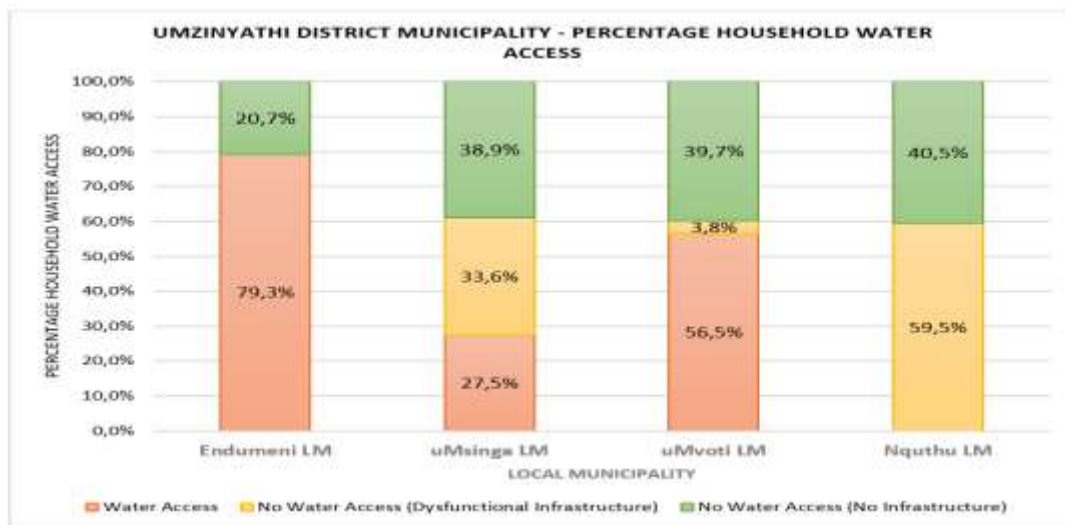
In terms of short term measures for the provision of water, the municipality is implementing spring protection programme and also the refurbishment and drilling of new boreholes.

The projects for implementation during 2023/24 financial year, are under Section E.

Table 5: Census 2011 Water Services Backlogs

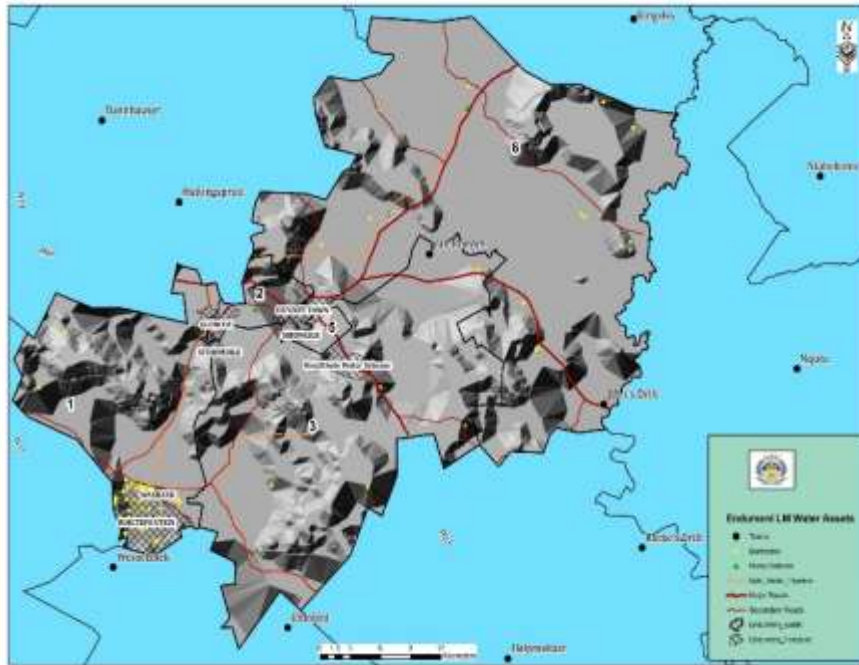
Municipality	2011 Census Number of Households	Water Served Households	Water Backlogs Households	Percentage of Water Backlogs
Endumeni LM	16852	14981	1871	11.10%
Msinga LM	37724	12812	24912	66.04%
Nqutu LM	31613	19861	11752	37.17%
Umvoti LM	27283	14392	12891	47.25%
Umzinyathi District Municipality	113472	62046	51426	45.32%

Source: Stats SA



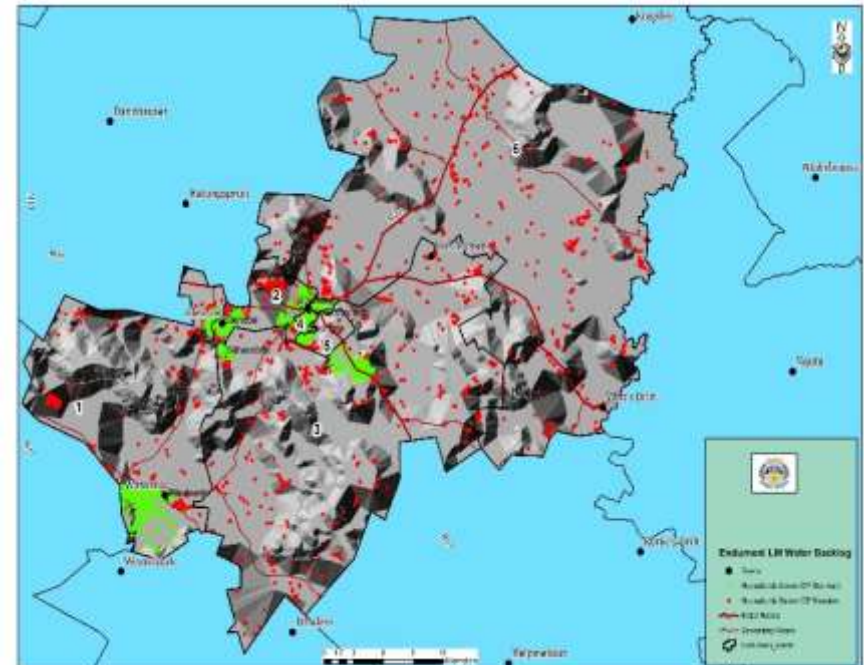
Source: Stats SA

Map 11: Endumeni Water Assets



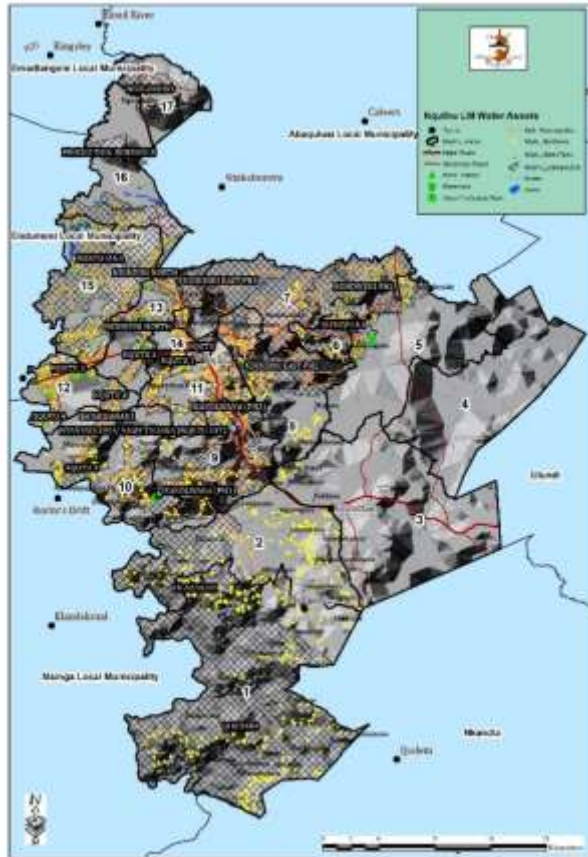
Source: Umzinyathi GIS 2023

Map 12: Endumeni Water Backlog



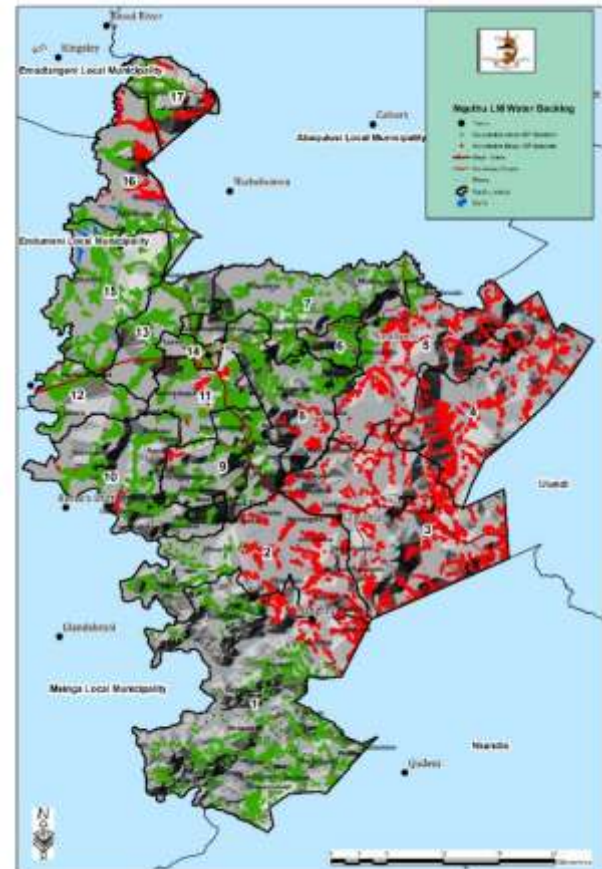
Source: Umzinyathi GIS 2023

Map 13: Nquthu Water Assets



Source:Umzinyathi GIS 2023

Map 14: Nquthu Water Backlog



Source: Umzinyathi GIS

2023

[illegible]

The map displays the Mangoch Local Municipality with various water assets marked. The legend indicates symbols for wells, hand pumps, boreholes, and other water infrastructure. The map also shows the municipal boundaries and surrounding areas like Tlokweng, Maseru, and Mafikeng. A scale bar at the bottom indicates distances in kilometers.

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- **Sanitation**

The municipality plans to reduce the sanitation backlog by an estimated 1200 households by the end of June 2023, The projects for implementation during 2023/24 financial year, are under Section E. Endumeni Sanitation project has been launched in 2022/2023 financial year to eradicate sanitation backlogs. Both Nquthu and Msinga sanitation are under construction within this financial year under review.

- **Five Year Targets for Backlogs Reduction**

The municipality has developed a plan with five year targets for backlogs eradication for both water and sanitation, and its in line with the MIG Allocation, and also projections for the outer years, and the targets are as follows:

Table 33: Five Year Water Targets

Water	Households Targets					Total
	2022/23	2023/24	2024/25	2025/26	2026/27	
Households	1500	2000	2500	2500	2500	11000

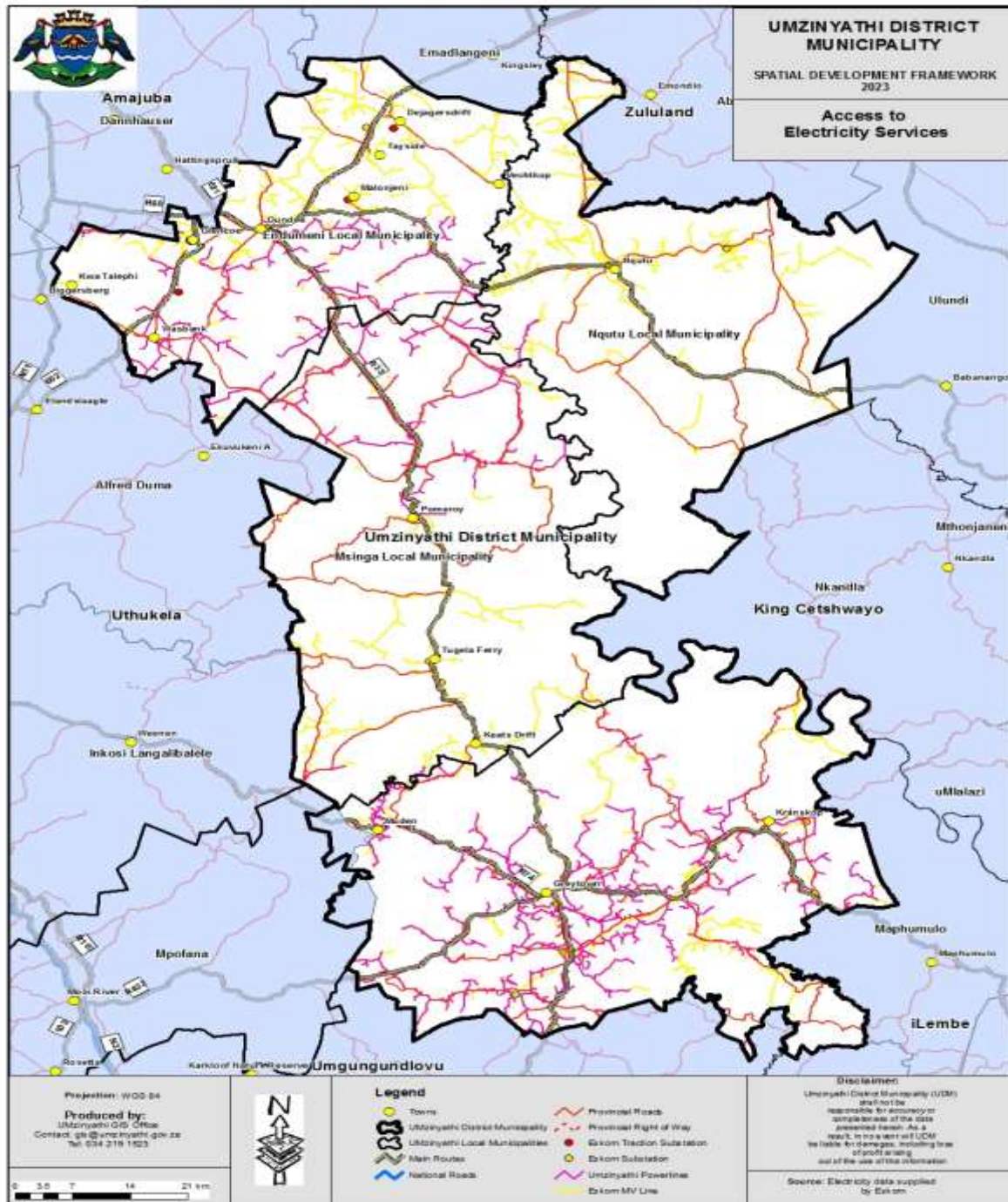
Table 34: Five Year Sanitation Targets

Sanitation	Households Targets					Total
	2022/23	2023/24	2024/25	2025/26	2026/27	
Households	2000	3000	500	300	0	5800

- **Electricity**

The provision of electricity within the district lies with Eskom and the local municipalities, the municipality still plans to prepare a Electrification Master Plan which will provide a comprehensive approach in providing and managing electricity within the district, and the municipality will engage the Department of Mineral Resources and other related departments for funding to develop the plan, as the municipality can not be able to develop the plan using its own budget due to costs cutting measures. The **Provincial Electricity Master Plan** January 2023 progress report indicates that theres still a **backlog of 12080** in Umzinyathi district, which is estimated to cost R 241 600 000.

Map 17: Electricity Services



Source: Umzinyathi GIS, 2023

8.3.4 OPERATIONS AND MAINTENANCE

On the 01 July 2013, the municipality took over the Operation and Maintenance, Retail and Reticulation function from Uthukela Water. All water schemes except Biggarsberg water treatment works have been taken over by the municipality. During the 2017/18 financial year, the municipality prepared the Operation and Maintenance Policy which was adopted on 18th December 2018 and is being implemented. The district is also developing the O & M Plan but the project however been put on hold, the plan and policy is under review subject to council approval and will serve to ensure sustainability thereby providing water to the communities for a longer period. On the main, Operations deals direct with the day to day running and handling of water supply and Maintenance deals with activities that are required to sustain the water supply in a proper working conditions.

The Operation and Maintenance focuses on the maintenance of water treatment works, wastewater treatment plants, production boreholes, water tankering, handpumps and sewer reticulation networks, fixing water leaks through pipe burst. The municipality has made an allocation of R 185 635 160 for 2023/24 financial year for water services operational costs.

8.4 SECTOR PLANS

8.4.1 WATER SERVICES DEVELOPMENT PLAN

Umzinyathi DM is the Water Services Authority (WSA) for the entire district in terms of Section 1 of the Water Services Act, 1997. The municipality has developed the water and sanitation strategy to address backlogs. The strategy has specific short, medium and long term objectives. The WSDP was recently reviewed and adopted by Council and is currently being implemented. It makes representations for funding detailed feasibility studies, design and construction of regional bulk water supplies and standalone regional water supply schemes to address the water backlogs.

8.4.2 INTEGRATED WASTE MANAGEMENT PLAN

Umzinyathi District Municipality has an Integrated Waste Management Plan (IWMP) in place which serves to address the waste management and disposal matters, although it was developed during 2007. The municipality along with its locals is being assisted by the National Department of Environmental affairs in reviewing their IWMP plans in house. The Municipality however, does have Environmental Health bylaws adopted by Council in 2020. The bylaws perform a regulatory, compliance and monitoring of the environment. Waste management hasn't been fully covered as only Health care risk waste is included in the bylaws.

8.4.3 INTEGRATED PUBLIC TRANSPORTATION / RURAL ROAD ASSET MANAGEMENT SYSTEM

During 2013/14 financial year, the municipality reviewed the Integrated Public Transport Plan as required in terms of the National Land Transport Transition Act (Act 20 of 2000). The plan assists the district family of municipalities in making informed planning decisions regarding public transport. The Plan is outdated and needs to be reviewed to also take into consideration the new Kzn Master Spatial Plan which seeks to be the underpinning design for Human Settlements, but due to costs cutting measures, the municipality will prepare a business plan to source funding from relevant departments to enable the review of the plan, and outcomes thereof will be integrated into the IDP Review.

The municipality is also developing a Rural Road Assessment Management System through grant funding provided by the Department of Transport. The aims of the programme are as follows:

Identify the road networks under the jurisdiction of the Umzinyathi District Municipality. Only roads in rural areas and all streets in urban areas are assessed which is class 1 to class 5;

- Create the roads database;
- Visual assessment of the agreed road network;
- Data capture of the assessment data and verification thereof;
- Data processing to identify remedial measures, priorities and costs;
- Reporting of the findings in a format as required by the DOT; and
- Training of RRAMS Technicians.
- Bridge Assessments

8.5 WATER CONSERVATION AND DEMAND MANAGEMENT (NON REVENUE WATER)

The Department of Water and Sanitation requested the municipalities to reduce water loss due to water scarcity in the country and also limited resources for providing water. Water loss is being attributed to ageing infrastructure, and poor operations and maintenance of the water schemes as well as vandalism and illegal connections which have been increasing over the years.

The municipality is currently rolling out a War on Leaks programme which fixes water infrastructure in all local municipalities within the district to reduce water loss and also in the process of developing Five Year Water Conservation and Water Demand Management Strategy. (Non Revenue Water)

8.5.1 FREE BASIC SERVICES

The municipality has a policy in place, which provides for provision of free basic services to the households in terms of water. Indigent households within the district receive 6 kilolitres (6000 litres) of free basic water. The budget for 2023/24 financial year is R 18 226 087. The municipality has an indigent register in place and it has an estimated 27 620 registered indigent households which increase every year. Indigent registers are being updated on an annual basis.

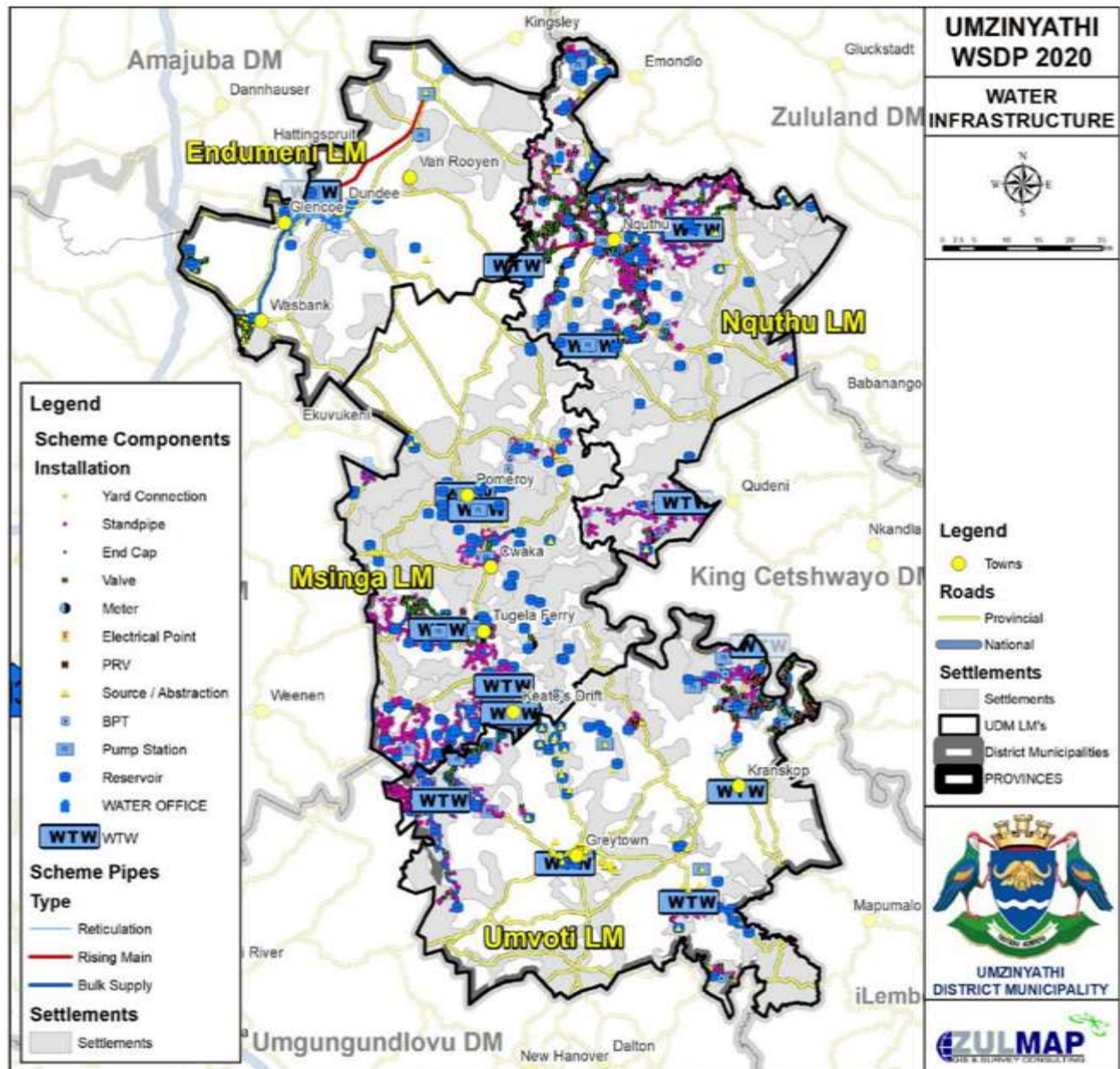
8.5.2 GREEN AND BLUE DROP STATUS

The municipality is committed in ensuring that the minimum of 75% of Green Drop score and the minimum 98.2% Blue Drop is achieved. The municipality is however working towards increasing to a higher percentage in line with the quality standards for the water and sanitation treatment works and plants, and to achieve more 100% as per legislation.

8.5.3 WATER INFRASTRUCTURE VERIFICATION PROJECT

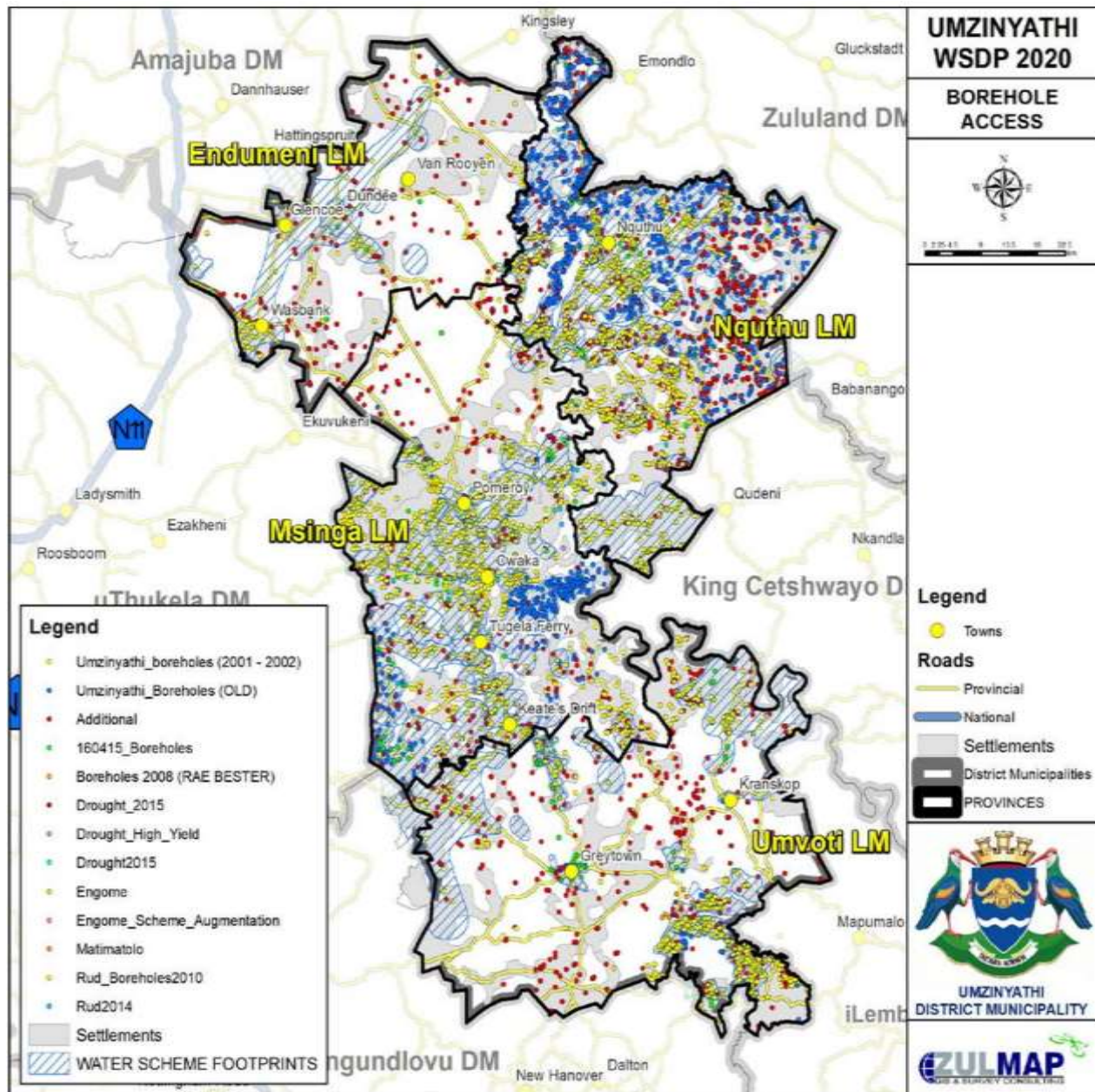
Umzinyathi District Municipality initiated a water infrastructure capture and verification project within the uMzinyathi District for new infrastructure to be consolidated into the existing GIS database of Umzinyathi DM. As part phase one of the project, household points were captured from the latest high resolution aerial photography. The second verification process related to demographic verification and analysis. The existing settlement names, boundaries and related information with regards to service delivery and were verified and updated for the whole district. To date, water level of services has been updated for settlements, households and infrastructure data, and the project is still ongoing. Some of the maps indicating the information which has been updated are indicated below:

Map 18: Access to Water services/ Bulk Components



Source: Umzinyathi WSDP 2020

Map 19: Boreholes Access



Source: Umzinyathi WSDP 2020

Table 35: Basic service delivery and infrastructure investment swot analysis

STRENGTHS	WEAKNESSES
Physical Infrastructure • Municipal infrastructure • Roads (compliance with national road's legislation, functional roads) • Sanitation (compliance, functionality) • Water (compliance with relevant standards, functional) • Technical Support from COGTA and MIsa	• Shortage of funds for infrastructure development • Huge infrastructure backlogs • Lack of bulk infrastructure for new / proposed developments • Roads (lack of access roads in rural areas, road maintenance) • Ageing infrastructure resulting in water losses and expensive maintenance • Lack of skills and training for operations staff • Slow progress on implementation of bulk projects • Low water tariffs • Suspension of work on site(non payment)
OPPORTUNITIES	THREATS
• Job opportunities through Expanded Public Works Programme • Increase revenue through meter installation • Implementation of Free Basic Water • Construction of dams	• Vandalism of infrastructure • Terrain: resulting in escalated costs of infrastructure provision; • Delays in obtaining approval for Environmental Impact Assessment; • Drought • Illegal connections • Low levels of funding and increasing population growth • Lack of reliable raw water sources • Increased litigation cases • Reduction of WSIG grant funding. • Lack of Subcontracting (Local content 30%)

8.5.4 BASIC SERVICE DELIVERY KEY CHALLENGES

KEY CHALLENGES	RESOLUTION
Illegal water connections <u>Description:</u> Umzinyathi is experiencing an increase in illegal water connections by community members which negatively affects the entire system, leaving some areas with no water.	Political and traditional leaders must work together in capacitating community members problems brought by illegal connections
Ageing Infrastructure <u>Description:</u> Due to constraints in funding, the fixing and replacement of ageing infrastructure severely impacted. This then causes continuous breakdowns.	The department is to formulate an O and M plan and refurbishment plans which focus on replacement of ageing infrastructure.
Delay in eradicate service delivery backlog due to contractors stopping work due non payment <u>Description:</u> Service Provider should be paid within 30 days as per legislation. This has however been stretched to 90 or 120 days due to cashflow difficulties.	Municipality must implement funding plan that was developed with the assist of provincial treasury to improve cash flow problems in the district Municipality to pay service providers timesly as per legislation.
High water losses <u>Description:</u> there are high water losses due to illegal connections and leaks. There is a need to improve turn around time in responding to customer queries.	Intensify war on leaks and apply 24 hour turn around time to disruptions.
Increased Litigation cases (appointment of service providers) <u>Description:</u> Litigations have increased with each work gone out on tender, mainly on the processes that were followed.	District to make the appointment process as transparent as possible to avoid appeals
Building of dams <u>Description:</u> there is a great need for building of dams to conserve rain water.	There is a joint venture between Amajuba, Umzinyathi and Uthukela to construct Ncandu dam to supply water to all Municipalities.
Non compliance to SANS 241 <u>Description:</u> Municipality hasn't paid the service providers, as result samples are turned back	Municipality must implement funding plan that was developed with the assist of provincial treasury to improve cash flow problems in the district Municipality to pay service providers timesly as per legislation.

9 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

9.1 2023/24 BUDGET

The 2022/23 Budget will be approved by council by the end of May 2023. The budget below also contains projected figures for 2023/24 and indicative figures for 2024/25.

- The municipal income for 2023/24 financial year is to be 1, 047,420,496.00 and the projected figure for 2024/25 financial year is 1,128,348,162, which is an increase from the previous financial year, and this is based on the allocation increase in terms of the grants to the municipality; and the indicating figure for 2026/27 is 1,188, 699,775
- The expenditure for 2023/24 financial year is 866,054,209, and the projected expenditure for the 2024/25 financial year is 934,880,476 which is a increase from the previous financial year,
- The budget for Bulk Purchases for 2023/24 financial year is to be 20,864,170 and the projected figure for the 2024/25 financial year is 23,993,796.
- The budget in terms of MIG for capital projects for 2023/24 financial year is 226,844,000.00, and the projected figure for 2024/25 financial year is 297,602,000.00 which is a increase from the previous financial year, and this means a positive impact on service service delivery in terms of water and sanitation.

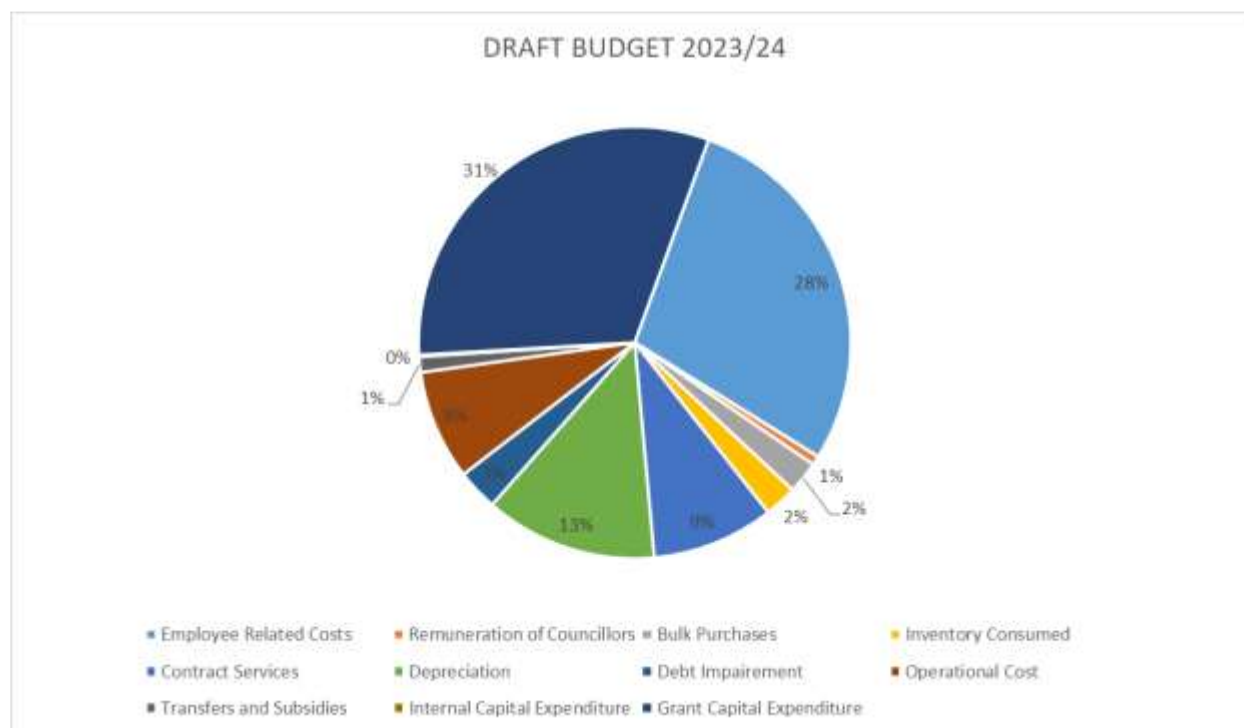
TOTAL OPERATING AND CAPITAL BUDGET FOR 2022/23, 2023/24 AND 2024/25

EXECUTIVE SUMMARY: ORIGINAL BUDGET 2023/24 - 2025/26					
	Final Budget 2022/2023	Original Budget 2023/2024	Proposed Budget 2024/2025 Outer Yr1	Proposed Budget 2026/2026 Outer Yr2	%
REVENUE					
Operating Grants	411,292,000	435,809,000	464,953,000	497,131,000	42%
Other Income	110,416,906	334,766,496	365,793,162	384,721,775	32%
Capital Grants	288,749,000	276,845,000	297,602,000	306,847,000	26%
Total Revenue	810,457,906	1,047,420,496	1,128,348,162	1,188,699,775	
EXPENDITURE					
Employee Related Costs	215,300,375	241,697,668	238,968,758	251,044,093	28%
Remuneration of Councillors	5,907,305	5,907,305	6,167,226	6,469,420	1%
Bulk Purchases	23,993,796	20,864,170	23,993,796	25,169,491	2%
Inventory Consumed	27,172,151	20,938,387	29,720,511	31,173,195	2%
Contract Services	85,448,755	79,514,409	102,073,869	106,959,441	9%
Depreciation	105,884,016	111,495,868	116,959,166	122,456,247	13%
Debt Impairment	21,987,167	26,625,360	27,930,002	29,242,712	3%
Operational Cost	85,534,443	73,831,525	82,212,899	86,016,929	8%
Transfers and Subsidies	10,000,000	15,000,000	15,735,000	16,474,545	2%
Internal Capital Expenditure	5,055,132	1,396,957	4,201,451	4,405,119	0%
Grant Capital Expenditure	299,498,249	271,782,560	286,917,799	295,591,707	31%
Total Expenditure	885,896,387	869,054,209	934,880,476	975,002,898	
Total Operating Expenditure	581,343,006	595,874,693	643,761,226	675,006,073	69%
Surplus / (Deficit) attributable to Municipality	-75,438,481	178,366,287	193,467,686	213,696,877	
% of Salaries Total Operating Expenditure	38%	41%	38%	38%	

Source: 2023/24 Budget

The following chart provides a summary of the proposed expenditure for 2023/24.

Graph 1: Proposed Budget Expenditure 2023/24



Source: 2023/24 Budget

The following table indicates the projected figures for 2023/24 in terms of the municipal internal departments. The biggest budget for the municipality has been allocated for Water Services to the amount of R 607,219 953 as it is the core function of the municipality, which is a decrease from the current financial year as the budget allocation was R 655,612,914., and it also serves to ensure the eradication of the water and sanitation backlogs thereby improving access to the communities.

TOTAL OPERATING AND CAPITAL BUDGET FOR 2023/24 AND 2023/24 PER DEPARTMENTS

Total by Departmental Vote	Final Budget 2022/2023	Original Budget 2023/2024	Proposed Budget 2024/2025 Outer Yr1	Proposed Budget 2025/2026 Outer Yr2	%
Office of the Mayor	13,808,227	9,286,084	9,711,566	10,180,344	1%
Office of the MM	10,615,670	13,706,274	9,454,632	9,859,486	2%
Budget & Treasury Office	77,136,918	93,118,056	98,978,678	103,517,783	11%
Corporate Service	66,101,201	72,632,308	75,640,433	79,279,574	8%
Water and Infrastructure Development	655,612,914	607,219,953	670,844,162	698,674,845	70%
Plannning & Economic Development	25,348,507	34,312,460	33,650,758	35,204,966	4%
Community Service	37,272,951	38,779,075	36,872,989	38,571,459	4%
Total Municipal Budget	885,896,387	869,054,209	935,153,216	975,288,457	100%

Source: 2023/24 Budget

9.2 FREE BASIC SERVICES

The municipality has a policy in place, which provides for provision of free basic services to the households in terms of water. Indigent households within the district receive 6 kilolitres (6000 litres) of free basic water. The proposed budget for 2023/24 financial year is R 18 226 087 which is a decrease from R20 960 000 (2022/23) and a projected R 7 823 876 for 2024/25. The municipality has an indigent register in place and it has an estimated 27620 registered indigent households, and its being updated on an annual basis.

9.3 COST CONTAINMENT

The purpose of cost containment is to regulate spending and to implement measures to that effect. The District has an adopted policy with objectives that seek to ensure that the resources of the municipality are used effectively, effecently and economically. The Policy essentially recommends reduction on accommodation expenses , travel and substinence , non core expenses , printing, overtime as well as acting allowances.

9.4 REVENUE ENHANCEMENT

The municipality has a revenue enhancement strategy in place which aims to assist the municipality with increasing the revenue collection and also the identification of the additional potential revenue streams, and its under implementation. The challenge facing the municipality is to successfully turn around the revenue enhancement and to build a sustainable municipality for the future, revenue enhancement which is one of the arsenal of “turn around strategies” that can address the challenges. The municipality also has an indigent policy in place.

In implementing the Strategy the municipality has hired a number of meter readers who are tasked with fixing meters and ensureing the community is billed correctly. This is one of the major revenue sources of the District. The Municipality is also now implementing management decision of going out to residences of non paying residents and Business to recover monies owed. Although the Strategy hasn't yielded the envisioned results, there has been some improvement. The strategy will continuously be reviewed to also include best practices from neighboring municipalities.

9.4.1 COLLECTION RATE

The municipality plans to increase the collection rate through the Billing process as the current average collection rate is at 46%, and the municipality aims to increase it to 55% during 2023/24 financial year, which will be achieved through addressing the issue of illegal connections, vandalism of water schemes, water pipe leaks, non payment of the services and applying the 6 kl (6000 litres) to only indigent communities.

Collection rate for past Three years:

June 2020	June 2021	June 2022
29%	14%	27%

9.5 FINANCIAL VIABILITY AND REPORTING

9.5.1 DEBT IMPAIREMENT AND WRITE OFF POLICY

The municipality has a debt impairment and write off policy in place which assists the municipality to identify bad debts during the course of the financial year, the writing off of bad debts at least three months before the end of the financial year, proper delegation of powers to the Chief Financial Officer to write off bad debts up to a certain level, and the proper provision for doubtful debt, and policy is being fully implemented.

The main challenges are:

- Meter replacements,
- Acquiring Deceased estate information,
- Disconnections and reconnections not done time,
- Getting updated indigent information.

9.5.2 DEBTORS AGE ANALYSIS

Below is an indication of the Debtors Analysis for the past Three years as well as the at 31 March 2023:

Category	180 Days	150 Days	120 Days	90 Days	60 Days	30 Days	Current	Balance
COMMERCIAL	47,917,916.68	1,767,463.77	1,159,715.95	1,061,381.07	1,161,481.36	1,181,077.38	1,807,285.76	56,056,321.97
GOVERNMENT	54,480,413.00	1,174,988.77	1,408,360.41	1,017,208.18	1,661,073.70	1,948,157.95	2,929,170.98	64,619,372.99
HOUSEHOLDS	#####	6,670,940.10	6,705,806.96	5,736,549.00	6,103,004.94	6,145,683.36	6,895,866.11	#####
INDUSTRIAL	507,734.92	6,826.12	8,635.56	6,935.96	6,531.69	7,194.72	8,663.81	552,522.78
RENTALS	615,761.52	6,037.14	26,037.14	11,037.14	26,037.14	26,037.14	16,037.14	726,984.36
UDM EMPLOYEE	32,188.44	1,787.86	4,187.68	3,764.60	9,735.16	4,580.81	10,533.97	66,778.52
Grand Total	#####	9,628,043.76	9,312,743.70	7,836,875.95	8,967,863.99	9,312,731.36	#####	#####

2020

Category	current	30 days	60 days	90 days	120 days	150 days	180 days	210+ days	balance
BUSINESS	1,530,088.64	1,588,052.53	1,670,997.38	2,339,433.81	#####	603,504.19	7,390,809.14	23,592,188.48	39,908,606.28
DOMESTIC	6,414,988.20	6,239,898.53	6,235,642.98	6,045,619.18	#####	#####	33,254,746.08	157,653,341.90	225,181,761.26
GOVERNMENT	2,581,861.00	2,342,576.68	2,331,720.69	2,118,597.69	929,632.56	388,493.77	6,863,538.46	20,519,663.36	37,977,233.78
RENTAL	10,974.16	-	10,974.16	15,235.64	8,050.37	10,974.16	5,974.16	186,003.27	217,714.64
Grand Total	10,537,912.00	10,170,527.74	10,249,335.21	10,488,415.04	#####	#####	47,515,067.85	201,951,197.01	303,285,315.96

2021

Category	180 Days	150 Days	120 Days	90 Days	60 days	30 Days	Current	Balance
COMMERCIAL	39,389,723.46	755,037.21	987,355.92	667,182.88	1,216,372.47	1,136,671.08	1,239,255.06	45,391,598.08
GOVERNMENT	37,314,018.11	1,398,839.84	2,109,429.85	1,820,606.50	719,246.58	1,400,617.21	2,105,617.44	46,868,375.53
HOUSEHOLDS	250,720,762.71	5,373,188.20	5,909,954.61	6,127,867.76	6,292,100.13	6,893,496.04	6,491,808.90	287,809,178.35
RENTALS	409,240.42	23,195.54	23,195.54	23,195.54	23,195.54	23,195.54	23,195.54	548,413.66
UDM EMPLOYEE	33,480.09	2,650.79	2,038.87	3,618.64	4,898.55	6,149.72	-	11,883.20
Grand Total	327,867,224.79	7,552,911.58	9,031,974.79	8,642,471.32	8,255,813.27	9,460,129.59	9,847,993.74	380,658,519.08

2022

CATEGORY	180 Days	150 Days	120 Days	90 Days	60 Days	30 Days	Current	Balance
BUSINESS	41,449,327.29	#####	743,055.49	#####	1,289,747.09	#####	987,398.11	49,719,952.03
DOMESTIC	#####	#####	#####	#####	7,441,168.65	#####	#####	#####
GOVERNMENT	51,243,299.13	#####	#####	#####	1,656,609.41	#####	802,569.14	61,070,109.47
RENTAL	486,167.95	24,514.25	24,514.25	24,514.25	24,514.25	24,514.25	16,514.25	625,253.45
GRAND TOTAL	#####	#####	#####	#####	#####	#####	#####	#####

9.5.3 PERCENTAGE OF THE CAIPTAL BUDGET SPENT

Below is an indication of the percentage of the capital budget which has been spent in the last three years:

2020/2021	2021/2022	2022/2023 – As at 28/02/2023
82%	91.4%	64%

9.5.4 MUNICIPAL CONSUMER DEBT POSITION

Below is an indication of the municipal consumer debt position for the last three years

2020/2021	2021/2022	2022/2023 – As at 28/02/2023
139 321 059	146 909 783	268 072 471

9.5.5 PERCENTAGE OF THE MUNICIPAL REVENUE INCOME

Below is an indication of the percentage of the municipal revenue which is funded through grants and



subsidies

2020/2021	2021/2022	2022/2023 – As at 28/02/2023
86%	85%	86%

9.5.6 EMPLOYEE RELATED COSTS

Below is an indication of the employee related costs (Employees & Councilors).

2020/2021	2021/2022	2022/2023 – As at 28/02/2023
214 185 410	218 355 648	148 054 151

9.5.7 PRIOR YEAR OPERATIONAL BUDGET

Below is an indication of the prior year operational budget.

2020/2021	2021/2022	2022/2023 – As at 28/02/2023
513 902 906	567 551 454	581 337 256

9.5.8 STATUS OF THE CURRENT BORROWINGS AND PLANNED BORROWINGS

The Municipality has no further borrowings which still need to be paid therefore has not budgeted.

9.5.9 PERCENTAGE OF THE EMPLOYEE RELATED COSTS

The percentage of employee related Costs as at 28 February 2023 = 25% of total expenditure and 37% of operational expenditure.

9.5.10 BUDGET AND TREASURY OFFICE

The municipality has Budget and Treasury Department in place, and it is being managed by the Chief Financial Officer. The department has the following units, which is the Budget and Reporting, Asset Management, Expenditure, Supply Chain Management and Billing Section, and also these units have relevant management and personnel in place. There is however staff shortages within all the units,

especially Clerks and Store controllers, which heavily impacts on functioning of the entire office resulting in low collection of revenue, poor contract management, as well as cash flow constraints.

9.5.11 BUDGET AND REPORTING

The municipality has an investment register in place which indicates how the funds of the municipality are invested in order to make interest which can then be utilised for the provision of the basic services. In terms of the equitable shared allocated for indigent support, the municipality has allocated an amount of R 18 226 087 from the equitable share for indigent support. The indigent support for 2022/23 financial year is 27,620.

In terms of the monitoring mechanism to ensure that the budget allocated for people living with disabilities is fully utilised, its being applied through the implementation of the Service Delivery and Budget Implementation Plan, being monitored and reported on quarterly, mid - year and annual basis.

The Budget and Treasury Office does not utilise the services of the Consultants for the development and implementation of the financial systems and procedures, its being undertaken inhouse. In terms of the repayment of loans and borrowings, the municipality does not have any to pay therefore has not budgeted for repayment of loans and Borrowings.

9.5.12 SUPPLY CHAIN MANAGEMENT

The municipality has a Supply Chain Management Unit in place which falls under the Budget and Treasury Office, and has a Sectional Manager and relevant personnel. There is also a Supply Chain Management Policy and Procedures in place as required in terms of section 111 of the Municipal Finance Management Act (No.56 of 2003). The implementation of the policy is applied when the municipality, procures goods or services; disposes goods no longer needed; selects contractors to provide assistance in the provision of municipal services otherwise than in circumstances where Chapter 8 of the Municipal Systems Act applies; or selects external mechanisms referred to in section 80 (1) (b) of the Municipal Systems Act for the provision of municipal services in circumstances contemplated in section 83 of that Act.

The municipality also has functional Bid Committees in place which include the Bid Specification Committee, Evaluation Committee and Adjudication Committee, and the members who serve on these committees are Middle Managers and Senior Managers. The procurement plan also assist in keeping to timeframes, from advert to award.

In terms of the irregular expenditure, the municipality incurred irregular expenditure during the year under review. In order to ensure that this does not re-occur during the current financial year, the municipality has put systems in place as part of the action plan to address the audit queries, which management has committed to review all billings submitted by the suppliers to allow for identification of the nature of work performed to enable the municipality to accurately record the transaction on the accounting records before the payment is made to the supplier. The contracts schedule is being compiled and updated on a monthly basis for review and approval by the Chief Financial Officer.

In terms of the deviations, there has been 2 deviations as at the end of May 2023. One of the challenges to the unit has been shortage of staff which is being addressed through the organogram for the new financial year.

At the present moment, the Supply Chain Management Policy does make preferential provision women, Youth and for people living with disabilities under subcontracting (30%). (SCM policy attached)

9.5.13 PROCUREMENT PLAN IMPLEMENTATION

There is a procurement plan in place which is reviewed annually before the start of a new financial year. The plan is fully aligned to the Service Delivery and Budget Implementation Plan, which assist and provide guidance on the procurement of goods and services, so to make sure the primary objectives of service delivery are achieved.

The implementation of the plan is encouraged, especially in the 1st quarter, to ensure funds are committed so to prevent the recall of monies with respects of grants etc. however financial difficulties of the municipality have greatly impacted on many of the targets in the plan, resulting in many goods and services not being procured. Other challenges include late submissions of requisitions and not sticking to agreed timeframes.

9.5.14 ASSET MANAGEMENT

The municipality has an Asset Management Unit in place which falls under the Budget and Treasury Department, and has a Section Manager and relevant personnel. The Unit also has an asset management plan and policy in place, and the plan is being updated on monthly, quarterly and on an annual basis in line

with the assets procured and disposal of assets which are no longer needed. In terms of the asset renewal plan, it forms part of the Operation & Maintenance Plan, and more than 8 % has been allocated for infrastructure renewal.

9.5.15 REPAIRS AND MAINTENANCE

In terms of the 2023/24 Budget financial year, the budget for repairs and maintenance is R 24 437 614 which is about 1 % of the fixed assets of the municipality. The municipality has a O&M policy which seeks to address challenges.

9.5.16 RATIO ANALYSIS

Below is a ratio analysis report which indicates the norm for the municipality, the audited prior years.

Ratio Analysis Report			Restated	Audited	Projected
		Norm	2020/21	2021/22	2022/23
FINANCIAL POSITION					
Asset Management/Utilisation					
1	Capital Expenditure to Total Expenditure	10% - 20%	35%	27%	20%
2	Impairment of Property, Plant and Equipment, Investment Property and Intangible assets (Carrying Value)	0%	N/A	N/A	N/A
3	Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	8%	0,47%	1,08%	2%
Debtors Management					
1	Collection Rate	95%	45%	27%	50%
2	Bad Debts Written-off as % of Provision for Bad	100%	0%	0%	0%

	Debt				
3	Net Debtors Days	30 days	1341 days	1540 days	1480 days
Liquidity Management					
1	Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	1 - 3 Months	0 Month	0 Month	1 Month
2	Current Ratio	1.5 - 2:1	0.8:1	0:1	0.9:1
Liability Management					
1	Capital Cost (Interest Paid and Redemption) as a % of Total Operating Expenditure	6% - 8%	0.78%	0.20%	0%
2	Debt (Total Borrowings) / Revenue	45%	0%	0%	0%
FINANCIAL PERFORMANCE					
Efficiency					
1	Net Operating Surplus Margin	= or > 0%			
2	Net Surplus / Deficit Electricity	0% - 15%	N/A	N/A	N/A
3	Net Surplus / Deficit Water	= or > 0%			
4	Net Surplus / Deficit Refuse	= or > 0%			
5	Net Surplus / Deficit Sanitation and Waste Water	= or > 0%			
Distribution Losses					
1	Electricity Distribution Losses (Percentage)	7% - 10%	N/A	N/A	N/A
2	Water Distribution Losses (Percentage)	15% - 30%	62%		
Revenue Management					

1	Growth in Number of Active Consumer Accounts	None			
2	Revenue Growth (%)	= CPI			
3	Revenue Growth (%) - Excluding capital grants	= CPI			
Expenditure Management					
1	Creditors Payment Period (Trade Creditors)	30 days	120 days	134 days	90 days
2	Irregular, Fruitless and Wasteful and Unauthorised Expenditure / Total Operating Expenditure	0%	156%	374%	200%
3	Remuneration as % of Total Operating Expenditure	25% - 40%	26.7%	27.3%	27%
4	Contracted Services % of Total Operating Expenditure	2% - 5%	20%	16.3%	10%
Grant Dependency					
1	Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure	None			
2	Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure	None			
3	Own Source Revenue to Total Operating Revenue(Including	None			

	Agency Revenue)				
BUDGET IMPLEMENTATION					
1	Capital Expenditure Budget Implementation Indicator	95% 100%	-	97%	91% 100%
2	Operating Expenditure Budget Implementation Indicator	95% 100%	-	95%	97% 100%
3	Operating Revenue Budget Implementation Indicator	95% 100%	-	123%	100% 100%
4	Service Charges and Property Rates Revenue Budget Implementation Indicator	95% 100%	-	110%	101% 100%

9.6 Report of the Auditor Aeneral to the kwazulu-natal provincial legislature and council of Umzinyathi District Municipality

9.6.1 PREVIOUS REVIEW – 2020/21

In the 2020/21 finacial year the District Municipality received an **Qualified Opinion**, which was an improvement from the previous year. This Opionion was give due to incorrect disclosures of cash book balances, water revenue incorrectly calculated as well as insufficient evidence for contractual services.

9.6.2 UNDER REVIEW – 2021/22)

Report of the auditor-general to KwaZulu-Natal Provincial Legislature and the council on uMzinyathi District Municipality

Report on the audit of the financial statements

Adverse opinion

1. I have audited the financial statements of the uMzinyathi District Municipality set out on pages ... to ..., which comprise the statement of financial position as at 30 June 2022, the statement of financial performance, statement of changes in net assets, cash flow statement and statement of comparison of budget and actual amounts for the year then ended, as well as notes to the financial statements, including a summary of significant accounting policies.
2. In my opinion, because of the significance of the matters described in the basis for adverse opinion section of this auditor's report, the financial statements do not present fairly, in all material respects, the financial position of the uMzinyathi District Municipality as at 30 June 2022, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognised Accounting Practice (SA Standards of GRAP) and the requirements of the Municipal Finance Management Act of South Africa, 2003 (Act No. 56 of 2003) (MFMA) and the Division of Revenue Act of South Africa, 2021 (Act No. 9 of 2021) (DORA).

Basis for adverse opinion

Property Plant and Equipment - Infrastructure assets

3. The municipality did not recognise items of property plant and equipment in accordance with SA Standards of GRAP 17, *Property, plant and equipment*. Infrastructure assets that were completed and available for use were incorrectly classified as work in progress. I was unable to determine the impact of the misstatement on infrastructure assets stated at R1,54 billion in note 9 to the financial statements, and depreciation amount as stated at R89,96 million (2021: R99,85 million), as it was impracticable to do so.
4. In addition, the costs of some of the infrastructure assets were incorrectly derecognised from the infrastructure assets work in progress into prior-year expenditure. Consequently, property, plant and equipment was understated and accumulated surplus was overstated by R11,61 million.

Receivables from non-exchange transactions

5. The municipality did not recognise all item of financial instruments in accordance with the SA Standard of GRAP 104, *financial instruments*. The unallocated deposits were incorrectly classified as receivables from non-exchange transactions reported at R7,5 million, resulting to the overstatement of receivables from non-exchange transactions and impact on cash and cash equivalents.

Receivables from exchange transactions

6. The municipality did not calculate the provision for impairment of debtors in accordance with the Standards of GRAP 104, *Financial Instruments*. The municipality did not assess the credit risk of some debtors and therefore were not considered for impairment, furthermore, the calculated impairment provision did not agree to the recorded amount as stated at R267,27 million disclosed in note 6 to the financial statements.

Cash and cash equivalents

7. I was unable to obtain sufficient appropriate audit evidence for the journal transactions processed in the cash and cash equivalents due to a lack of proper record keeping by the municipality. I was unable to confirm these journals by alternative means. Consequently, I was unable to determine whether any further adjustments to cash and cash equivalents bank overdraft as stated at R11,95 million in note 7 to the financial statements were necessary.

Payables from exchange transactions

8. The municipality incorrectly recognised amounts not meeting the definition of a liability in accordance with the SA Standard of GRAP 1, *Presentation of financial statements*. As the municipality did not maintain adequate records of outstanding payments for goods and services received but not yet paid at year-end, I was unable to determine the full extent of the overstatement of trade creditors and expenditure as it was impracticable to do so. This has impact on the expenditure and accumulated surplus.
9. I was unable to obtain sufficient appropriate audit evidence for the journal transactions processed in the payables from exchange transactions due to a lack of proper record keeping by the municipality. I was unable to confirm these journals by alternative means. Consequently, I was unable to determine whether any further adjustments to payables from exchange transactions as stated at R407,43 million in note 14 to the financial statements were necessary.

Revenue from exchange transactions - Service charges

10. The municipality did not correctly calculate the free basic services in accordance with SA Standard of GRAP 9, *Revenue from exchange transactions*. Some free basic services charges were calculated using the incorrect tariff. I was unable to determine the full extent of the misstatement in the service charges as reported at R86,76 million (2021: R74,79 million) in note 22 of the financial statements as it was impracticable to do so. Additionally, there was an impact on the surplus for the period and on the accumulated surplus.
11. I was unable to obtain sufficient appropriate audit evidence to support the free basic services from service charges. I was unable to confirm using alternative means. Consequently, I was unable to determine whether any further adjustments were necessary to the free basic services stated at R25,16 million (2020: R17,06 million) as per note 22 of the financial statements, and I was unable to determine the impact of the misstatement in the receivables from exchange transactions.

Contracted services expenditure

12. I was unable to obtain sufficient appropriate audit evidence to support the recorded contracted expenditure transactions, due to lack of record keeping and the municipality did not have adequate systems to confirm the receiving of goods and services. I could not confirm expenditure by alternate means. Consequently, I was unable to determine whether any further adjustments were necessary to the general expenditure stated at R142,42 million (2021: R161,30 million) as per note 36 of the financial statements.
13. The municipality did not account for contracted services expenditure in accordance with SA Standard of GRAP 1, *Presentation of financial statements*, due to inadequate controls over the recording of transactions. The expenditure transactions were recorded in the incorrect expenditure categories within the contracted services expenditure stated at R142,42 million as per note 36 of the financial statements.

General expenditure

14. I was unable to obtain sufficient appropriate audit evidence to support the recorded general expenditure transactions, due to lack of record keeping and the municipality did not have adequate systems to confirm the receiving of goods and services. I could not confirm expenditure by alternate means. Consequently, I was unable to determine whether any further adjustments were necessary to the general expenditure stated at R189,02 million (2021: R172,02 million) as per note 38 of the financial statements.
15. The municipality did not account for general expenditure in accordance with SA Standard of GRAP 1, *Presentation of financial statements*, due to inadequate controls over the recording of transactions. The expenditure transactions were recorded in the incorrect expenditure categories within the general expenditure as stated at R189,02 million as per note 38 of the financial statements.

Net cash flow from operating activities

16. The municipality did not correctly prepare and disclose the net cash flows from operating activities as required by SA Standards of GRAP 2, *Cash flow statements*. This was due to multiple errors in determining cash flows from operating activities. I was not able to determine the full extent of the errors in the net cash flows from operating activities as it was impracticable to do so. Consequently, I was unable to determine whether any adjustments to cash flows from operating activities as stated at R244,61 million in note 40 of the financial statements were necessary.

Net cash flow from investing activities

17. The municipality did not correctly prepare and disclose the net cash flows from investing activities as required by SA Standards of GRAP 2, *Cash flow statements*. This was due to multiple errors in determining cash flows from investing activities. I was not able to determine the full extent of the errors in the net cash flows from investing activities as it was impracticable to do so. Consequently, I was unable to determine whether any adjustments to cash flows from investing activities as stated at R244,80 million in the financial statements were necessary.

Prior-periods errors

18. The municipality did not correctly disclose previous period errors in note 41 to the financial statements, as required by SA Standard GRAP 3, *Accounting policies, estimates and errors*. The nature and the amount of the correction for each financial statement item affected, and the amount of the correction at the beginning of the earliest previous period were not disclosed. In addition, I was unable to obtain sufficient appropriate audit evidence for the previous period errors disclosed, as the supporting information was not provided. I was unable to confirm these disclosures by alternative means. Consequently, I was unable to determine whether any adjustments were necessary to the previous period errors disclosed in the financial statements.

Context for the opinion

19. I conducted my audit in accordance with the International Standards on Auditing (ISAs). My responsibilities under those standards are further described in the auditor-general's responsibilities for the audit of the financial statements section of my report.
20. I am independent of the municipality in accordance with the International Ethics Standards Board for Accountants' *International code of ethics for professional accountants (including International Independence Standards)* (IESBA code) as well as other ethical requirements that are relevant to my audit in South Africa. I have fulfilled my other ethical responsibilities in accordance with these requirements and the IESBA code.
21. I believe that the audit evidence I have obtained is sufficient and appropriate to provide a basis for my adverse opinion.

Material uncertainty relating to financial sustainability

22. I draw attention to the matter below. My opinion is not modified in respect of this matter.
23. As disclosed in note 53 of the financial statements, the adverse liquidity risks, and low debt collection levels, places significant pressure on the financial viability of the municipality. These conditions indicate that a material uncertainty exists that may cast significant doubt on the ability of the municipality to manage cash flows and settle future debts that become due.

Emphasis of matter

24. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Material losses - Water

25. As disclosed in note 35 of the financial statement, the municipality had water distribution loss of R30,42 million (2021: R33,72 million) this was mainly due to water leaks caused by aging infrastructure and illegal connections.

Other matter

26. I draw attention to the matter below. My opinion is not modified in respect of this matter.

Unaudited disclosure note

27. In terms of section 125(2)(e) of the MFMA, the municipality is required to disclose particulars of non-compliance with the MFMA in the financial statements. The disclosure requirements did not form part of the audit of the financial statements and, accordingly, we do not express an opinion on it.

Responsibilities of the accounting officer for the financial statements

28. The accounting officer is responsible for the preparation and fair presentation of the financial statements in accordance with the and the requirements of the SA Standards of GRAP and the requirements of the MFMA and Dora, and for such internal control as the accounting officer determines is necessary to enable the preparation of financial statements that are free from material misstatement, whether due to fraud or error.
29. In preparing the financial statements, the accounting officer is responsible for assessing the municipality's ability to continue as a going concern, disclosing, as applicable, matters relating to going concern and using the going concern basis of accounting unless the appropriate governance structure either intends to liquidate the municipality or to cease operations, or has no realistic alternative but to do so.

Auditor-general's responsibilities for the audit of the financial statements

30. My objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes my opinion. Reasonable assurance is a high level of assurance but is not a guarantee that an audit conducted in accordance with the ISAs will always detect a material misstatement when it exists. Misstatements can arise from fraud or error and are considered material if, individually or in aggregate, they could reasonably be expected to influence the economic decisions of users taken on the basis of these financial statements.
31. A further description of my responsibilities for the audit of the financial statements is included in the annexure to this auditor's report.

Introduction and scope

32. In accordance with the Public Audit Act 25 of 2004 (PAA) and the general notice issued in terms thereof, I have a responsibility to report on the usefulness and reliability of the reported performance information against predetermined objectives for selected development priority presented in the annual performance report. I performed procedures to identify material findings but not to gather evidence to express assurance.
33. My procedures address the usefulness and reliability of the reported performance information, which must be based on the municipality's approved performance planning documents. I have not evaluated the completeness and appropriateness of the performance indicators included in the planning documents. My procedures do not examine whether the actions taken by the municipality enabled service delivery. My procedures do not extend to any disclosures or assertions relating to the extent of achievements in the current year or planned performance strategies and information in respect of future periods that may be included as part of the reported performance information. Accordingly, my findings do not extend to these matters.
34. I evaluated the usefulness and reliability of the reported performance information in accordance with the criteria developed from the performance management and reporting framework, as defined in the general notice, for the *basic service delivery and infrastructure development priority* presented in the municipality's annual performance report on pages ... to ... for the year ended 30 June 2022.
35. I performed procedures to determine whether the reported performance information was properly presented and whether performance was consistent with the approved performance planning documents. I performed further procedures to determine whether the indicators and related targets were measurable and relevant, and assessed the reliability of the reported performance information to determine whether it was valid, accurate and complete.
36. I did not identify material findings on the usefulness and reliability of the reported performance information for the basic service delivery and infrastructure development priority.

Other matters

37. I draw attention to the matters below.

Achievement of planned targets

38. The annual performance report sets out on pages ... to ... for information on the achievement of planned targets for the year.

Adjustment of material misstatements

39. I identified material misstatements in the annual performance report submitted for auditing. These material misstatements were in the reported performance information of basic service delivery and infrastructure development priority. As management subsequently corrected the misstatements, I did not raise any material findings on the usefulness and reliability of the reported performance information.

Report on the audit of compliance with legislation

Introduction and scope

40. In accordance with the PAA and the general notice issued in terms thereof, I have a responsibility to report material findings on the municipality's compliance with specific matters in key legislation. I performed procedures to identify findings but not to gather evidence to express assurance.
41. The material findings on compliance with specific matters in key legislation are as follows:

Annual financial statements

42. The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122(1) of the MFMA. Material misstatements of disclosure items identified by the auditors in the submitted financial statements were subsequently corrected, but the uncorrected material misstatements and supporting records that could not be provided resulted in the financial statements receiving an adverse audit opinion.

Expenditure management

43. Money owed by the municipality was not always paid within 30 days or agreed upon period, as required by section 65(2)(e) of the MFMA.
44. Reasonable steps were not taken to prevent irregular expenditure, as required by section 62(1)(d) of the MFMA. The majority of the irregular expenditure was caused by procurement processes not being followed.
45. Reasonable steps were not taken to prevent fruitless and wasteful expenditure, as required by section 62(1)(d) of the MFMA. The majority of the disclosed fruitless and wasteful expenditure was caused by interest and penalties charged for late payments of supplier invoices.
46. Reasonable steps were not taken to prevent unauthorised expenditure amounting to R405,73 million, as disclosed in note 43 to annual financial statements, in contravention of section 62(1)(d) of the MFMA.
47. An adequate management, accounting and information system was not in place which recognised expenditure when it was incurred and accounted for creditors, as required by section 65(2)(b) of the MFMA.

Revenue management

48. An effective system of internal control for revenue was not in place, in contravention of section 64(2)(f) of the MFMA.

Assets management

49. An effective system of internal control for assets (including an asset register) was not in place, as required by section 63(2)(c) of the MFMA.

Consequence management

50. Unauthorised expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, in contravention of section 32(2)(a) of the MFMA.
51. Some of irregular expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, in contravention of section 32(2)(b) of the MFMA.
52. Fruitless and wasteful expenditure incurred by the municipality was not investigated to determine if any person is liable for the expenditure, in contravention of section 32(2)(b) of the MFMA.

Procurement and contract management

53. Some of the goods and services of a transaction value above R200 000 were procured without inviting competitive bids, as required by SCM Regulation 19(a). Deviations were approved by the accounting officer even though it was not impractical to invite competitive bids, in contravention of SCM Regulation 36(1). Similar non-compliance was also reported in the prior year.
54. Some of the contracts were awarded through a competitive bidding processes that were not adjudicated by the bid adjudication committee as required by SCM Regulation 29(1)(a) and (b).
55. Some of the invitation to tender for procurement of commodities designated for local content and production, did not stipulated the minimum threshold for local production and content as required by the 2017 Preferential Procurement Regulation 8(2).
56. The contract performance and monitoring measures were not in place to ensure effective contract management, as required by section 116(2)(c)(ii) of the MFMA. Similar non-compliance was also reported in the prior year.
57. Awards were made to providers whose directors were in the service of other state institutions, in contravention of MFMA 112(1)(j) and SCM Regulation 44.

Other information

58. The accounting officer is responsible for the other information. The other information comprises the information included in the annual report. The other information does not include the financial statements, the auditor's report and those selected development priority

presented in the annual performance report that have been specifically reported in the auditor's report.

59. My opinion on the financial statements and findings on the reported performance information and compliance with legislation do not cover the other information and I do not express an audit opinion or any form of assurance conclusion on it.
60. In connection with my audit, my responsibility is to read the other information and, in doing so, consider whether the other information is materially inconsistent with the financial statements and the selected development priority presented in the annual performance report, or my knowledge obtained in the audit, or otherwise appears to be materially misstated.
61. I did not receive all the other information prior to the date of this auditor's report. When I do receive and read this information, and if we conclude that there is a material misstatement therein, I am required to communicate the matter to those charged with governance and request that the other information be corrected. If the other information is not corrected, I may have to retract this auditor's report and re-issue an amended report as appropriate. However, if it is corrected this will not be necessary.

Internal control deficiencies

62. I considered internal control relevant to my audit of the financial statements, reported performance information and compliance with applicable legislation; however, my objective was not to express any form of assurance on it. The matters reported below are limited to the significant internal control deficiencies that resulted in the basis for the adverse opinion, and the findings on the compliance with legislation included in this report.
63. The council did not exercise sufficient oversight responsibility regarding the financial reporting, compliance with legislation, and internal controls.
64. Management did not implement adequate internal controls for proper and sufficient record keeping to ensure that all the reported financial information was fully supported.
65. Management did not implement adequate controls over monthly reconciliations of some expenditure transactions.
66. Management did not perform adequate reviews and monitoring to ensure accurate reporting of financial information and compliance with legislation.

Material irregularities

67. In accordance with the PAA and the Material Irregularity Regulations, I have a responsibility to report on material irregularities identified during the audit and on the status of the material irregularities reported in the previous year's auditor's report.

Status of previously reported material irregularities

Full and proper records not kept

68. Reasonable steps were not taken in the 2019-2020 financial year to ensure that full and proper records were kept of the financial affairs of the municipality in accordance with any prescribed norms and standards as required by section 62(1)(b) of the MFMA. The non-compliance contributed to a disclaimer of audit opinion as I could not obtain sufficient appropriate audit evidence to support the amounts and disclosures in the financial statements.
69. The lack of full and proper records of the financial affairs of the municipality is likely to result in substantial harm to the public sector institution as the municipality is likely to be unable to discharge its service delivery mandate if these matters are not urgently addressed.
70. The audit report included an overall limitation on property, plant and equipment due to supporting registers not agreeing up to the financial statements and various restatements made on this balance. The lack of records and maintenance directly impacts on the service delivery mandate of the district as it is responsible for all of the infrastructure in the district relating to the provision of water and sanitation services.
71. The audit report included a limitation on water distribution losses. This was due to a lack of proper record keeping to enable consistent measurement and reliable reporting. The lack of records directly impacts on the service delivery mandate of the district who as a water service authority is responsible for the provision of water and sanitation services in the district.
72. The audit report included an overall limitation on revenue from service charges as well as receivables and bad debts written off due to there being a lack of full and proper records maintained by the municipality. The lack of full and proper records directly impacts on the service delivery mandate of the district as this has an impact on the financial sustainability.
73. Several other matters which further substantiate the view above were also reported in the 2019-2020 audit report under the basis for disclaimer of opinion.
74. The accounting officer was notified of the material irregularity on 7 June 2022 and was invited to make a written submission on the actions taken and that will be taken to address the matter.
75. The following actions were taken by the accounting officer to address the material irregularity:
76. Appointment of a service provider to assist with the Fixed asset register (FAR) and relevant property plant and equipment (PPE) schedules, which will allow a transfer of skills and ensure that these documents are maintained annually.
77. To develop a policy that speaks to water losses and a process of monthly reconciliations and daily reporting on water and chemical inventory to be done and regularly monitoring and oversight is to be maintained.
78. Formalisation of the draft debt impairment policy and implementation.

79. Internal control safeguards, process flows and policies and procedures are to be established and actively monitored to ensure that the risk of re-occurrence of these material irregularities is limited.
80. The monitoring of implementation of the internal controls design to prevent re-occurrence of the matter, is still in progress. Similar instances of limitation have been identified during the 2021-22 audit and has resulted in material misstatement in the financial statements and noncompliance with legislation.
81. I will follow up on the implementation of the planned actions during my next audit.

Other reports

82. I draw attention to the following engagements conducted by various parties which had, or could have, an impact on the matters reported in the municipality's financial statements, reported performance information, compliance with applicable legislation and other related matters. These reports did not form part of my opinion on the financial statements or my findings on the reported performance information or compliance with legislation.
83. An investigation was conducted by an independent consulting firm, on behalf of the Department of Cooperative Governance and Traditional Affairs. The investigation covered the period 1 July 2015 to 30 June 2017 and related to expenditure for boreholes and debt collection that was not supported by adequate documentary evidence. The final report was tabled to council in the prior year and the recommendations of the investigation were not implemented.
84. An investigation covering the period 1 July 2014 to 30 June 2018 was conducted by an independent consulting firm on supply chain management irregularities relating to the construction of the disaster management centre. The final report on the outcome of the investigation was tabled to council in the prior year and the recommendations of the investigation were not implemented.

Auditor - General

Pietermaritzburg

09 December 2022



Auditing to build public confidence

9.6.3 ACTION PLAN TO ADDRESS THE AUDIT QUERIES

The municipality has develop an action with the aim of addressing the issues which were raised by the Auditor General as part of the Audit Outcome. The Action plan serves as an agenda item as part of the Top Management Committee Meetings to monitor and track progress, and also serves part of the agenda item for the Audit Committee to provide guidance and oversight. The Internal Audit Unit monitores the progress in terms of the implementation of the Action Plan and reports are then submitted to the to Top Management Committee and Audit Committee. These efforts are meant to facilitate to an improved Audit outcome.

Action Plan has been included as an attachment.

9.7 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Sound financial management policies, procedures and practice in place • Preparation of sound monthly reporting and reconciliations and ensuring adherence to the policies • Fully capacitated finance staff and have fully enrolled on MFMP programme • Collection of VAT from SARS without paying any commission to the service provider (Internal collection) • BID committees are in place	• Poor collection rate • No monitoring and evaluating of work and systems • Poor contract management • Poor billing system • Creditors not paid within 30 days • Unfunded budget • Procurement plan not followed.
OPPORTUNITIES	THREATS
• Maximise the Debt collection. • Exploit the Public Private Enterprise contracts. • Preservation of water (war on leaks • Good credit rating through good audit outcomes.	• Dependency on grants and subsidies funding • Illegal connections and unmetered connections • Impairment of assets due to community unrest • Inability to read all meters • Culture of non payment

KEY CHALLENGES	RESOLUTIONS
Poor collection levels. <u>Description:</u> collection levels have been very poor across the district due to non payment by residents. Most people complain incorrect billing and leaking meters.	Fix and install all meters to allow correct billing of residence.
Dependency and failure to adhere to grant conditions by departments. <u>Description:</u> there is a high dependency on grants by rural municipalities as they don't collect a lot of money from residence. But there is sometimes failure by departments to adhere to conditions of the said grants .	Submission of MOA's and Business Plans to Budgeting and Reporting Unit.
Unfunded Budget putting strain on service delivery and operations. <u>Description:</u> The municipality is dealing severe budget constraints which have resulted in stopping certain operations and all doing the core functions only.	Develop funding plan and implement it along with recovery plan.
Culture of Non payment resulting in no go areas across the district. <u>Description:</u> there are a few no areas in district where services are not paid for and Municipal officials chased away when they come to cut off the services.	Political intervention needed, to speak to community members.
Inability to follow Procurement Plan and stick to timeframes <u>Description:</u> there are late submissions of requisitions which is not what was original expressed on the procurement plan which thus results in delays.	Departments to submit their plans timesously and stick to stipulated timeframes to.

10 LOCAL ECONOMIC DEVELOPMENT

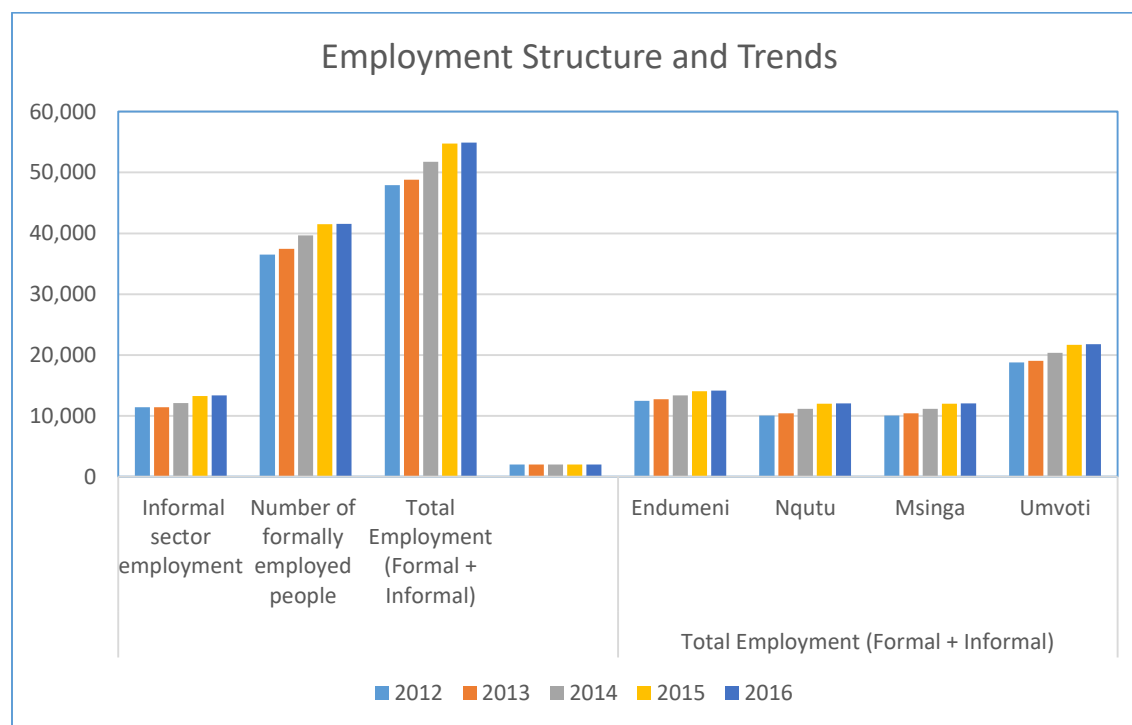
10.1 Economic status quo

10.1.1 ECONOMIC STRUCTURE AND TRENDS

Overall the employment market in the district indicates an increasing trend between 2012 and 2016 with a marginal increase in both the informal and formal sector employment opportunities. The Informal Sector with an increase of 1948 from 11416 in 2012 to 13364 in 2016 whilst the formal sector with an increase of 5071 from 36484 to 41555 in 2016.

This could be seen as a direct influence with the districts education levels as more and more 20+ people now are literate according to the education levels below. The statistics indicated that there is rapid growth within the urban areas of the district whilst the rural areas are growing slowly. This aspect will also act as an important push factor in migration decision-making of the district population, and is likely to contribute to the out migration of the economically active population from the district. The information depicted in Table 21.

Graph 2 : Employment Structure and Trends



Source: Global insight 2017

10.1.2 EDUCATION PROFILE

The level of education is an important indicator of the future prosperity or challenges facing an economy. In this regard, it can be deduced that the uMzinyathi District Municipality has to play a vital role in stimulating the economy that will cater for the needs of the majority of the population. The table below reveals the education levels within the District.

Table 36 : Education levels in the District

Education	2006	2011	2016	2006-2016 growth rate
No school	25.8%	21.0%	21.7%	-0.4%
Primary school	39.5%	37.0%	37.6%	0.9%
Secondary school	32.4%	39.4%	38.1%	3.0%
Higher	2.3%	2.7%	2.7%	3.2%
Total	100.0%	100.0%	100.0%	1.4%

Source: uMzinyathi Local Economic Development Strategy 2017

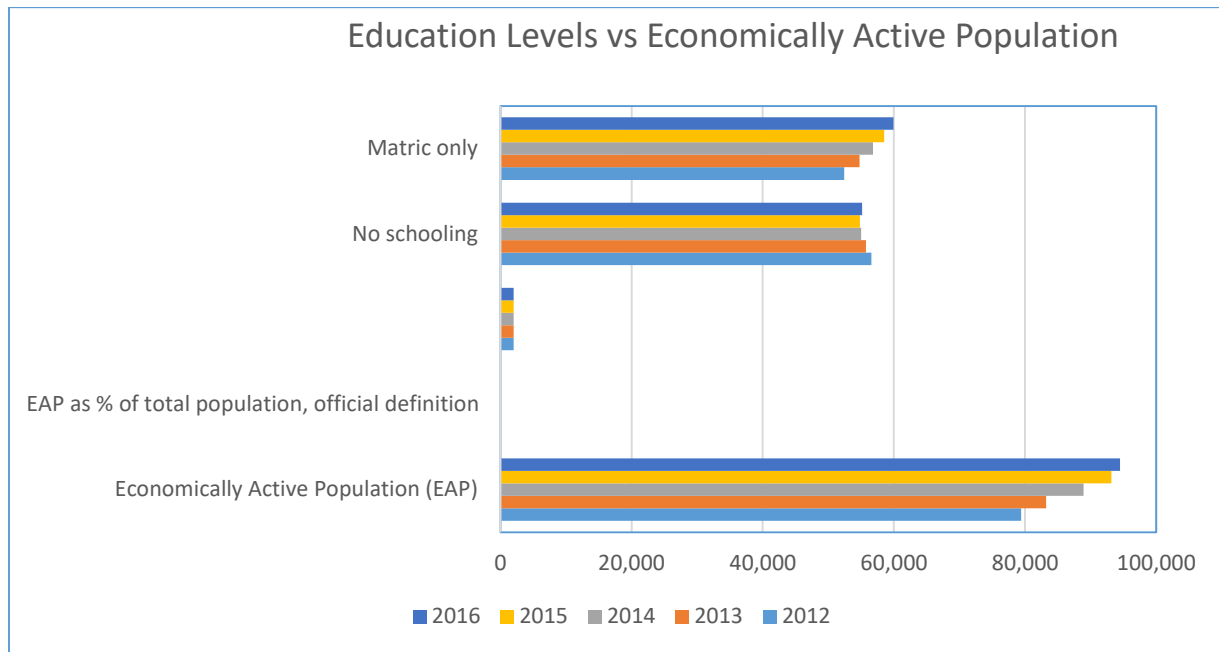
The largest number of young people in this category is to be found in the rural areas where education, skills and opportunities are least available. A continuation of this trend undermines the growth of the economy of uMzinyathi as it accumulates unskilled labour in the labour market. Efforts should be geared towards improving the level of education in the municipality.

10.1.3 EDUCATION LEVELS VS ECONOMICALLY ACTIVE POPULATION

The relationship between the levels of employment and the education levels of the population older than 20 years of age is reflected in Graph 2. In the year 2012 the number of people with no schooling was 56580 and 55146 in 2016 this indicates a decrease of 1434 whilst the number of 20 + people with Matric only increased from 52428 in 2012 to 59938 in 2016 which indicates an increase of 7510.

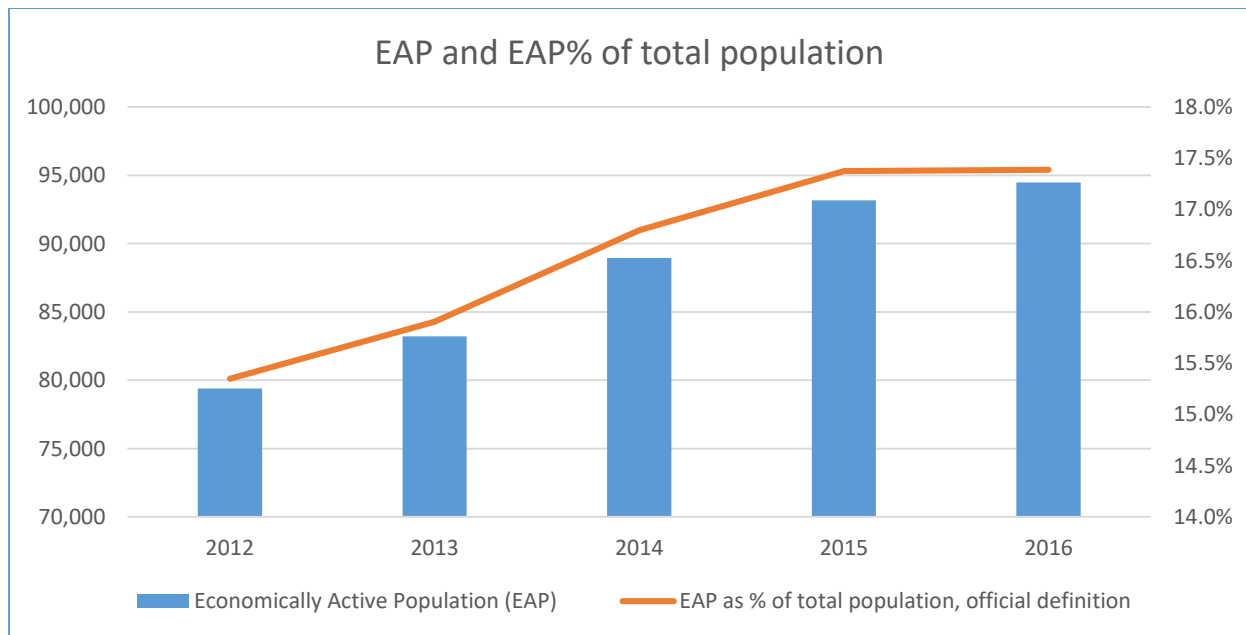
Whilst the increase in number with people who have Matric only is showing a rapid increase it is also important to note that the completion of secondary school education provides very little guarantee of finding any form of formal employment within the district. It also confirms the importance of tertiary education to successfully enter the employment market, even in districts with limited availability of formal sector employment opportunities.

Graph 3 : Education Levels vs Economy



Source: Global insight 2017

Graph 4: EAP of total population



Source: Global insight 2017

10.1.4 UNEMPLOYMENT RATE

One of the critical challenges identified in the National Development Plan 2030 is the extremely high levels of unemployment amongst the youth of South Africa. The information depicted in Graph 5 and Graph 6 reflects on the occurrence and characteristics of this phenomenon within the district.

Elevated unemployment imposes significant costs on individuals, families, the society and the District. Prolonged unemployment can lead to an erosion of skills, robbing the economy of otherwise useful talents. At the same time, the experience of unemployment can lead to greater scepticism and pessimism about the value of education and training and lead to workers being less willing to invest in the long years of training some jobs require. **The table below presents the employment statistics of the District**

Table 37: Employment Statistics of the District

Employment Figures	2006	2011	2016
Employed	59%	62%	63%
Unemployed	41%	38%	37%
Labour Force Participation Rate	33%	30%	33%
Labour Absorption Rate	19%	19%	21%
Not Econ Act as % of Working Age Pop	67%	70%	67%

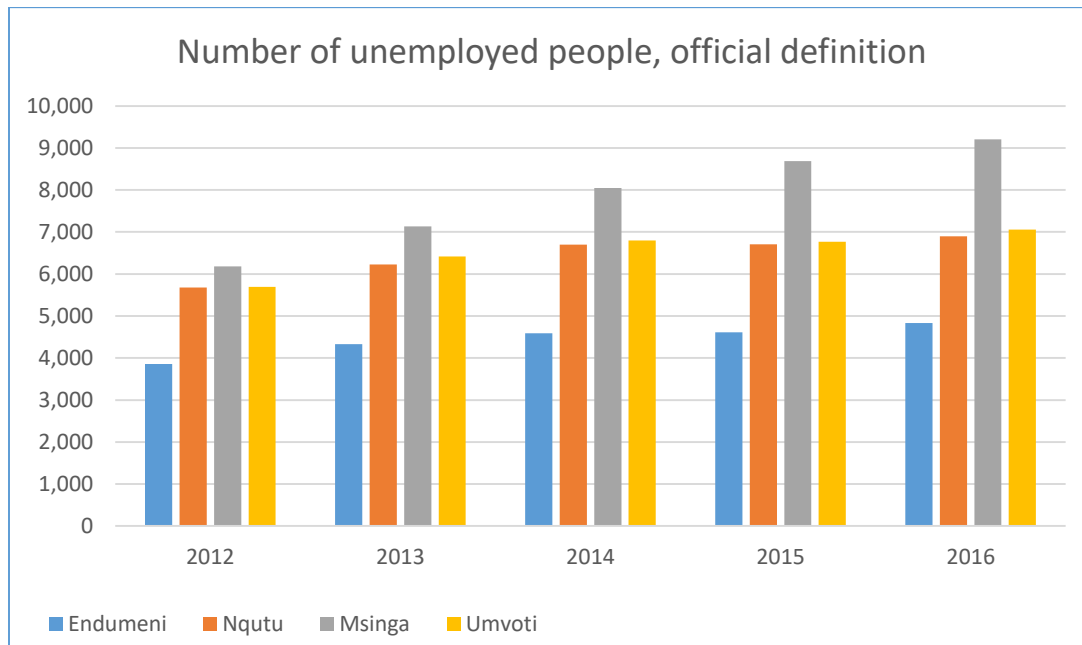
Source: uMzinyathi Local Economic Development Strategy 2017.

The District unemployment rate has dropped suggesting that more people have gained employment or are no longer looking for work. It is possible that according to the definition of not economically active, people are not working and not seeking work or are unable to work.

The labour force participation rate has remained broadly constant since 2006 at 33%, then falling to 30% in 2011 and rising once again to 33% in 2016. The percentage of people that are economically inactive as a percentage of the working age population is alarming and focus should be directed towards provision.

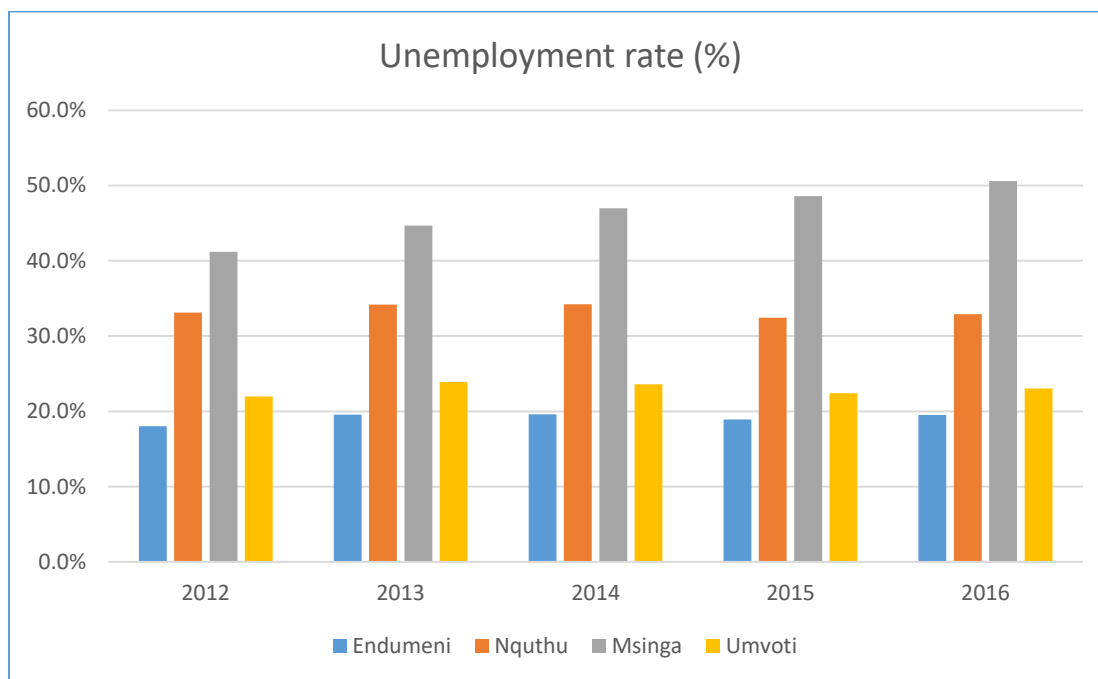
In **Graph 6** The unemployment rate within the district shows an increasing trend from 2012 to 2016 with Msinga showing a steady increase from 2012 to 2016 while Endumeni, Mvoti and Nquthu showed a decrease particularly in 2015 Msinga had an increase the attribute to this could be that Msinga is highly rural and has a high illiteracy rate.

Graph 5: Number of unemployed people



Source: Global insight 2017

Graph 6: Unemployment Rate

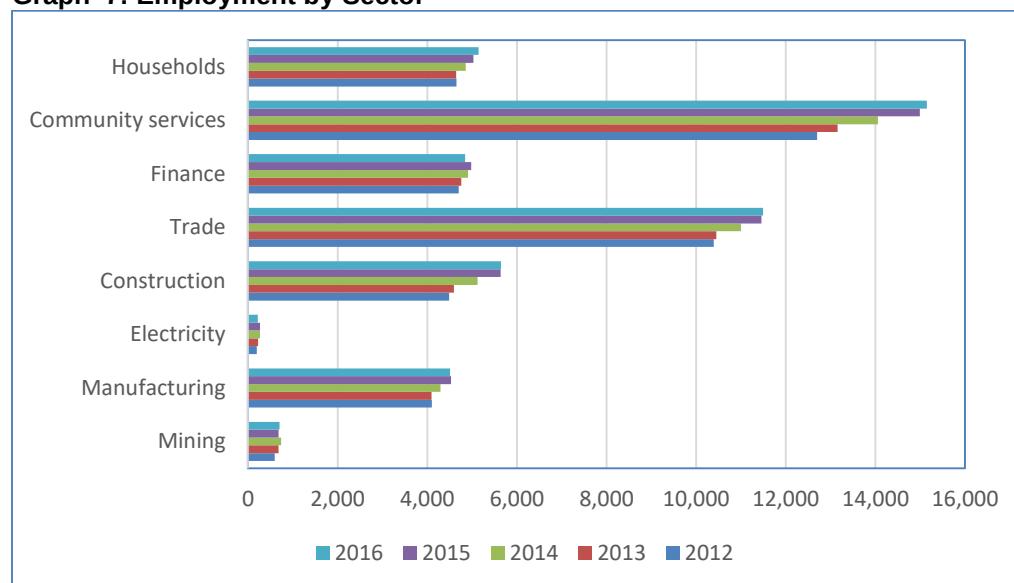


Source: Global insight 2017

10.1.5 EMPLOYMENT BY SECTOR

The sources of employment of the employed population are reflected in the below. The employment sectors of Umzinyathi District Municipality are Mining, Manufacturing ,Electricity ,Construction ,Trade ,Finance ,Community Services (Agriculture and Forestry)and Households . The majority of the employed population in the district is active in the Community Services and Trade sector. The Community Sector had always been the highest contributor in the district if compared to the statistical information from 2012 to 2016.

Graph 7: Employment by Sector



Source: Global insight 2017

Table 38: Sub Sector Employment percentage for umzinyathi

Sub-Sector	2006	2011	2016
Agriculture, forestry and fishing	24%	12%	14%
Wholesale and retail trade, catering and accommodation	20%	25%	23%
General government	17%	20%	19%
Community, social and personal services	15%	16%	17%
Finance, insurance, real estate and business services	8%	10%	9%
Manufacturing	7%	6%	5%
Construction	6%	7%	8%
Transport, storage and communication	3%	4%	4%
Mining and quarrying	0%	1%	1%

Electricity, gas and water	0%	0%	0%

Source: uMzinyathi Local Economic Development Strategy 2017

10.1.6 EMPLOYMENT STATUS (FORMAL AND INFORMAL)

The sources of employment of the employed population are reflected in Table 39: Employment levels . The majority of the employed population in the district is active in the formal sector which is divide into skilled(18%),Semi skilled(29%) and low skilled (24%). There is however a worrying trend as none of the three formal sector categories has improved from 2011 to 2016. The informal sector is also increasing with 25% in 2011 and 29% in 2016. This reiterates the need for promotion of skills development to encourage formal employment and further shows that there are fewer employment opportunities to absorb household heads in the District labour market which is typical of rural areas.

The sector is a strong contributor to economic growth and employment opportunities and as such the municipality should focus on growing the informal sector by initiating LED programmes that promote their growth into the formal sector.

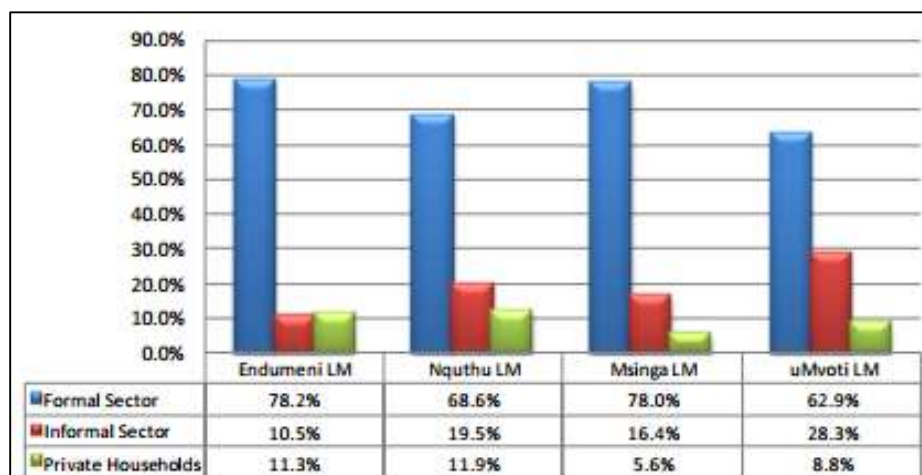
Table 39: Employment Skills level

Employment	2006	2011	2016
Formal: Skilled	17%	19%	18%
Formal: Semi-skilled	34%	31%	29%
Formal: Low skilled	31%	25%	24%
Informal	18%	25%	29%

Source: uMzinyathi Local Economic Development Strategy 2017

Graph 8: Employment sector in Local Municipalities illustrated the number of distinguishing characteristics are evident at local municipality level. The first is the significantly higher proportion of population active in the informal sector in the Umvoti LM (28.3%) compared to other three local municipalities (between 10.5% and 19.5%). The proportion of the employed population employed by private households is significantly lower in the Msinga LM (5.6%) compared to the other municipalities. As indicated on the attached map high proportional concentrations of economically active population employed in the informal sector is concentrated in the central parts of Msinga, especially the settlement areas between and around Tugela Ferry and Pomeroy, as well as a large number of settlements scattered across Nqutu.

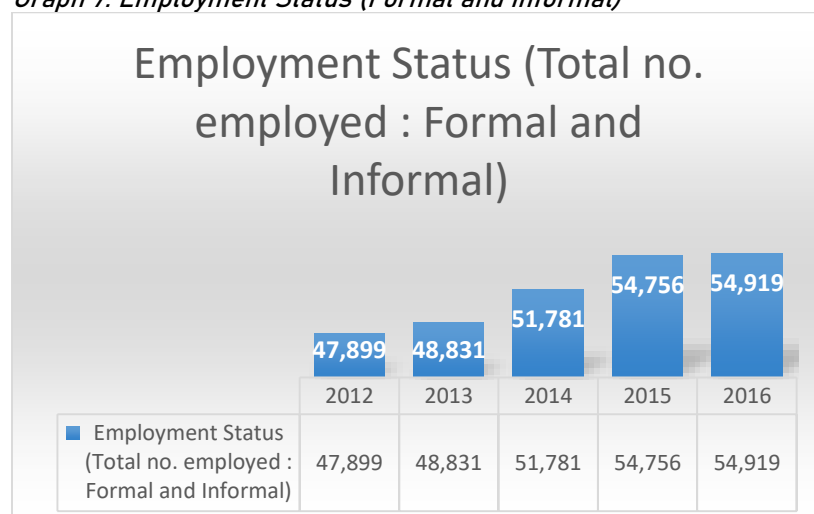
Graph 8: Employment sector in Local Municipalities



Source: Umzinyathi DGDP 2015

The 2016 census data does not separate formal and informal employment opportunities, however it is evident that the employment rate of the Umzinyathi district grew steadily from 2012 to 2016. The graph below illustrates the employment status for the past five years.

Graph 7: Employment Status (Formal and Informal)



Source: Global insight 2017

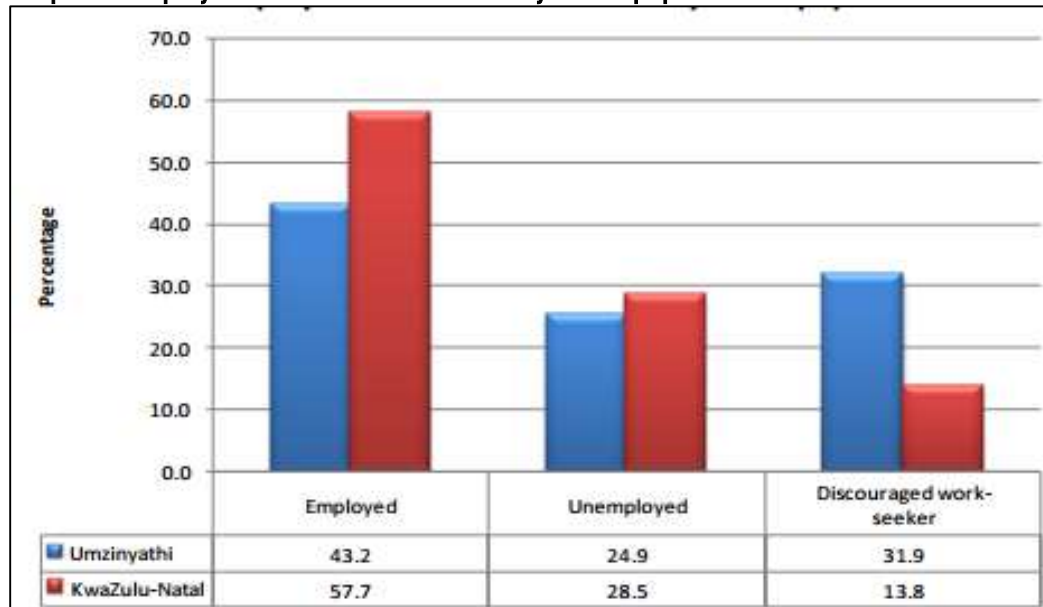
10.1.7 EMPLOYMENT STATUS OF ECONOMICALLY ACTIVE POPULATION

The comparative employment status of the economically active population at district and provincial level is outlined in the Employment Status graph below. The unemployment rate of 24.9% is surprisingly somewhat lower than the overall provincial rate of 28.5%. This graph can however be explained by the extraordinary high proportion of the economically active population classified as discouraged work

seekers (31.9%), a figure nearly 2.5 times higher than the provincial average of 13.8%.

This implies a general perception of the unavailability of formal sector employment in the district as manifested by the high proportion of discouraged work seekers reflecting a situation where a significant proportion of the economically active population has effectively given up hope of finding (or seeking) employment. This aspect will also act as an important push factor in migration decision-making of the district population, and is likely to contribute to outward migration of the economically active population from the district.

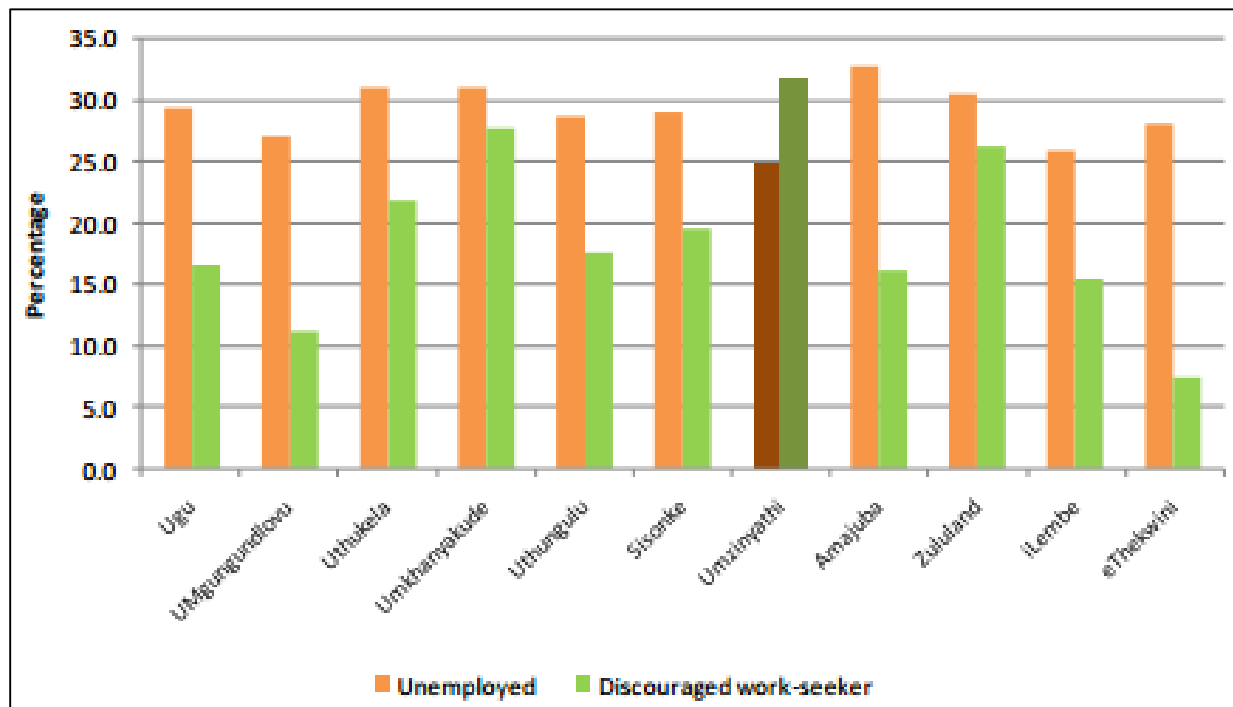
Graph 10: Employment status of economically active population



Source: Umzinyathi DGDP 2015

The information depicted in Employment status (District Level) graph below compares the unemployment rate and proportion discouraged work seekers amongst the various districts in the province. This information confirms that the proportion discouraged work seekers in the Umzinyathi District Municipality (31.9%) is by some margin the highest figure amongst all districts within the province. The information indicated on the attached thematic map indicates that the areas with the highest percentage unemployed population are located in the northern parts of the Nqutu LM, the central parts of the Msinga LM (especially the settlement areas west of Pomeroy) and some settlements in the southern parts of the municipality in the Kranskop area. The substantial spatial concentration of discouraged work seekers in the central parts of the district, especially over large parts of the Msinga LM and the eastern parts of Nqutu is also highlighted on the thematic map of discouraged work seekers.

Graph 11: Employed & Discouraged Work Seekers (District Level)

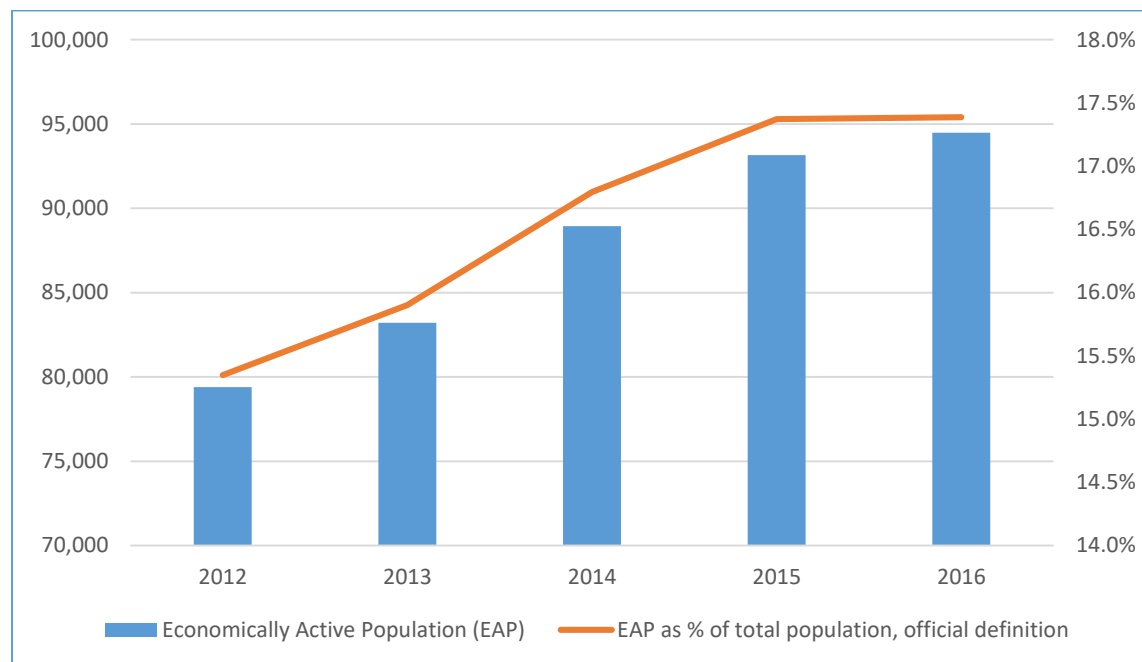


Source: Umzinyathi DGDP 2015

10.1.8 ECONOMICALLY ACTIVE POPULATION

The Global Insight data indicates that in 2016 the economically active population (EAP) for the district represented 17% which was an improvement on the 15.5% in 2012. The graph below illustrates a positive growth in the number of economically active population within the district. The failure of the economy to absorb current labour force has to a greater extent discouraged potential labour participants from seeking employment.

Graph 128: Economically Active Population



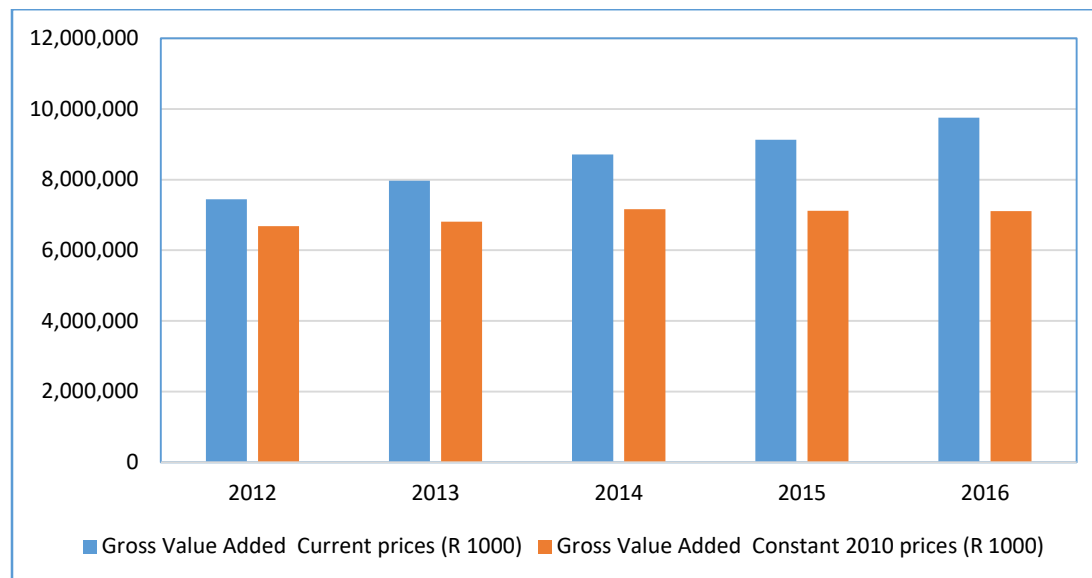
Source: Global Insight 2017

10.1.9 GROSS VALUE ADDED

The total size of the district economy as measured by the total GVA has grown from R3.2 billion in 2012 to approximately R5.8 billion in 2016. Although growing from a very small base, it is indicative of relatively strong economic growth of just over 7% per annum over this period. Although this growth rate declined slightly from 2014, the impact of the global economic crisis seems to have impacted the growth rate of the district economy as severely as in other areas. The compositional trends of the district economy however reveal a somewhat different picture.

The manufacturing sector increased its contribution to total GVA from 12.3% to 19.0%, and the transport and communication sector by 2.5%. Although still growing in absolute terms, the proportional contribution of the agricultural sector (declining from 15.0% to 10.8%) and the general government sector (20.4% to 16.9%) showed the biggest decline between 2012 and 2016. Other sectors with a declining contribution to the district economy include retail (decline from 17.1% to 15.2%) and the community and social services sector (8.3% to 7.3% contribution).

Graph 9: Gross Value Added



Source: Global Insight 2017

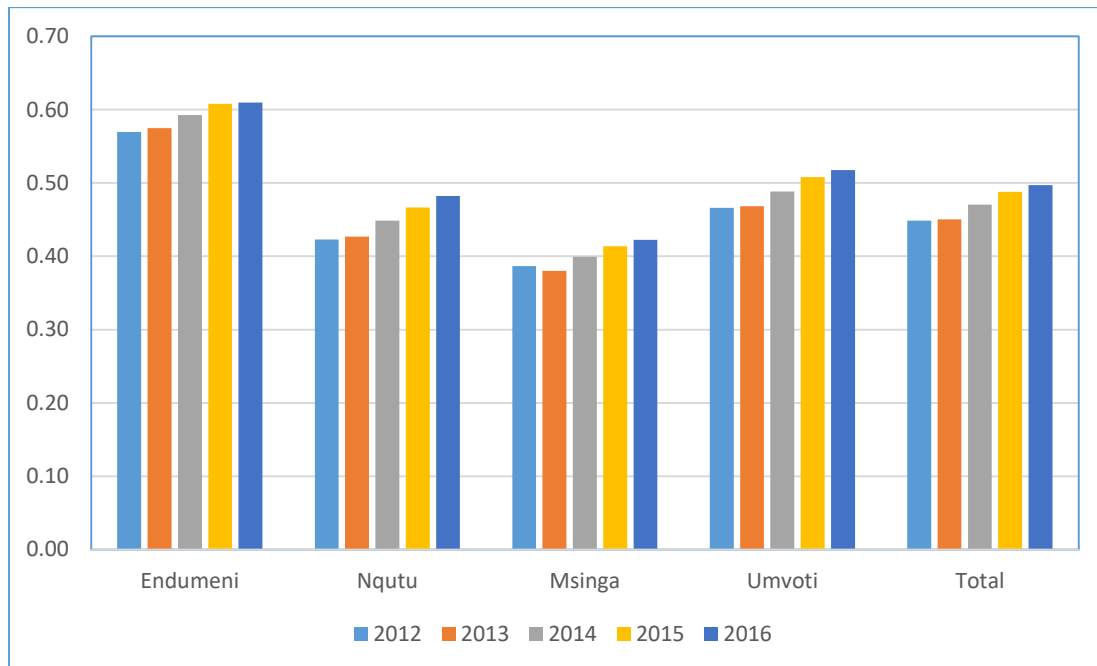
10.1.10 POVERTY INDEX

One of the critical challenges identified in the National Development Plan 2030 is the extremely high levels of unemployment amongst people of South Africa. The information depicted in Graph 16 reflects on the occurrence and characteristics of this phenomenon within the district between 2012 to 2016. The breakdown of the unemployed population in UZDM is very similar to the overall figures for KZN. As much as 35.9% of the unemployed population is younger than 25 years of age with a further 33% between 25 and 34 years.

This implies that 68.9% of the unemployed population in the district is younger than 35 years of age. The age profile of the unemployed population is also very similar across the four local municipalities within the district, although the percentage of the unemployed population is somewhat higher in the Mvoti and Endumeni local municipalities.

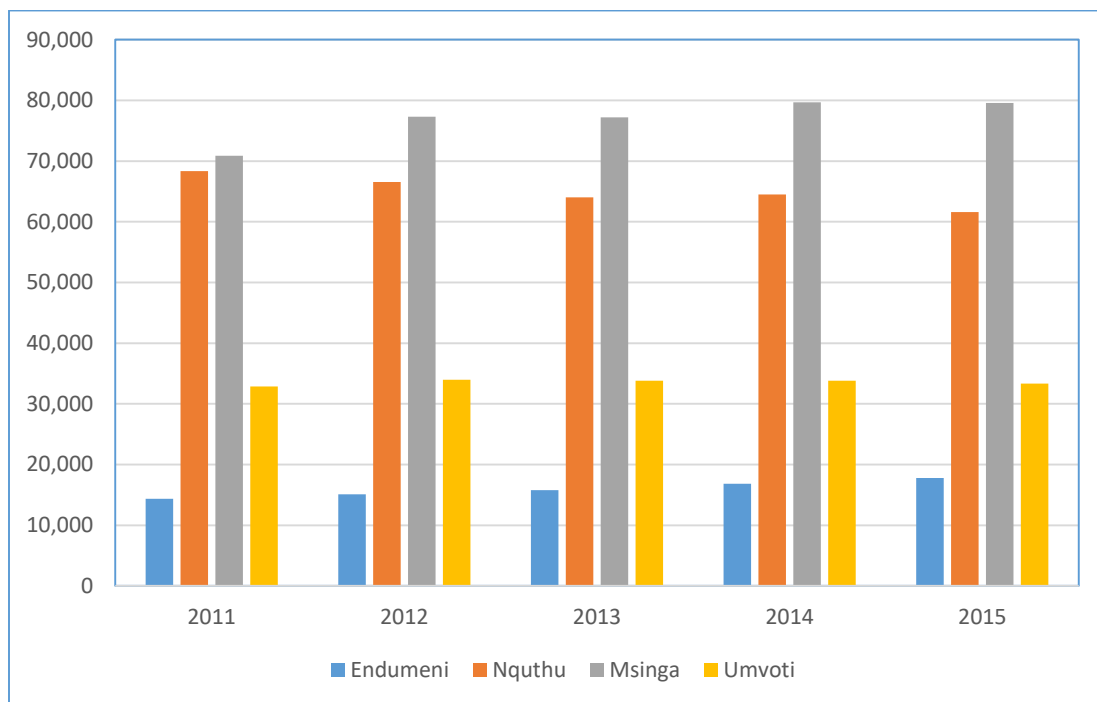
Statistics South Africa (Stats SA) report uses different figures to count those living in poverty. Stats SA's new poverty lines come from a cost-of-basic-needs approach, including both food and non-food. It calculates the minimum amount of money you need to survive. Those who fall below that line live in poverty.

Graph 104: Poverty Index (HDI)



Source: Global Insight 2017

Graph 15 : People living below Food Poverty line



Source: Global Insight 2017

In 2012 to 2016 poverty statistics, the new measures for poverty show some increases in the number of people struggling across UZDM. A rebasing of three national poverty indicators shows that more people in the district are poor than previously thought. The reason is that the upper-bound poverty line, which measures the income people need for essential items after meeting their basic food needs, was recalculated from R620 a month to R779. This coincide with the provincial status of being the province with most people living below the poverty line, indicating that Kwa-Zulu-Natal has the highest food poverty line at R354 per capita a month. Msinga local Municipality has the highest number of people living below the poverty line, while Endumeni has the lowest within UZDM.

10.1.11 MAIN ECONOMIC CONTRIBUTION IN UMZINYATHI

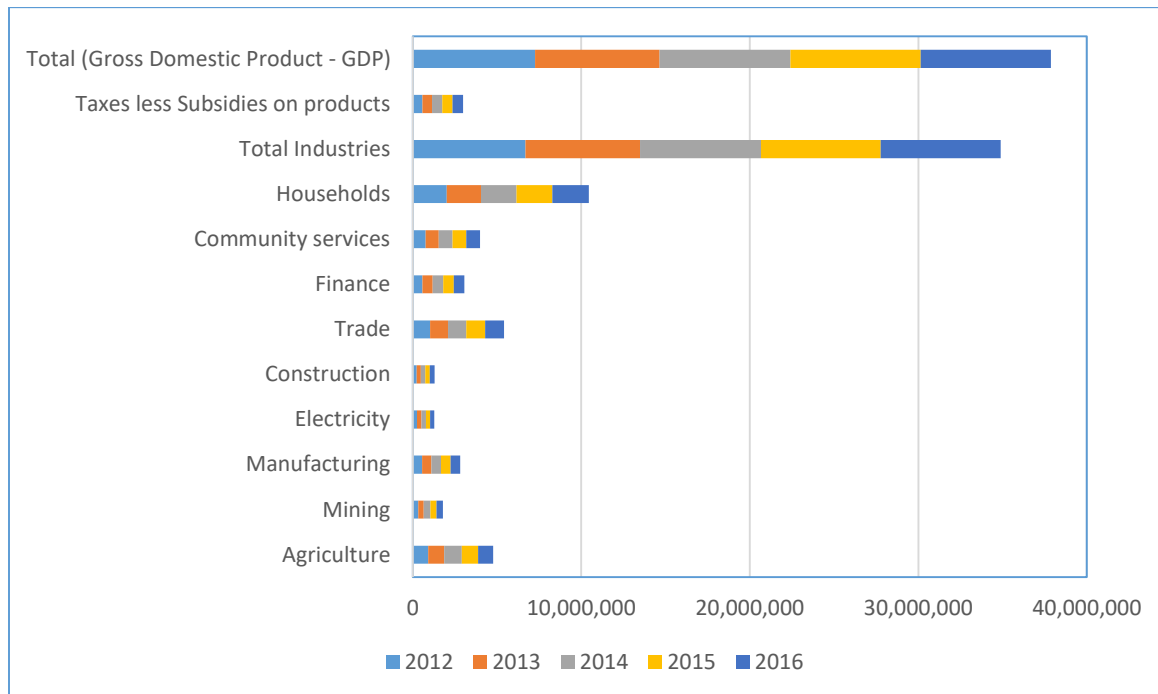
Overall the employment market in the district remained stagnant between 2012 and 2016 with a marginal decrease in formal sector employment opportunities from 43494 to 43381. The general government sector overtook the agricultural sector as the main source of employment in the district by 2012. This is the result of a substantial decrease in the number of employment opportunities in the agricultural sector from 13 867 to 5379 between 2012 and 2016, whilst the figures in the general government sector increased from 7126 to 10 258.

The other main sources of employment in the district include the community and social services sector (8535), and the retail, catering and accommodation sector (6620). Despite the dominant role of manufacturing in the economic output of the district, it only provided 10.8% of the district formal sector employment. The only other sectors with notable increases in formal sector employment were the community and social services sector (increasing from 7272 to 8535) and the manufacturing sector (from 2698 to 4692).

The number of employment opportunities in the informal sector increased by an estimated 1750 from 8643 in 2012 to 10393 in 2016. The biggest gains were recorded in the community and social services sector (842) and the retail sector (635), while massive losses were experienced in the informal agricultural sector (decreasing from 2463 to 935).

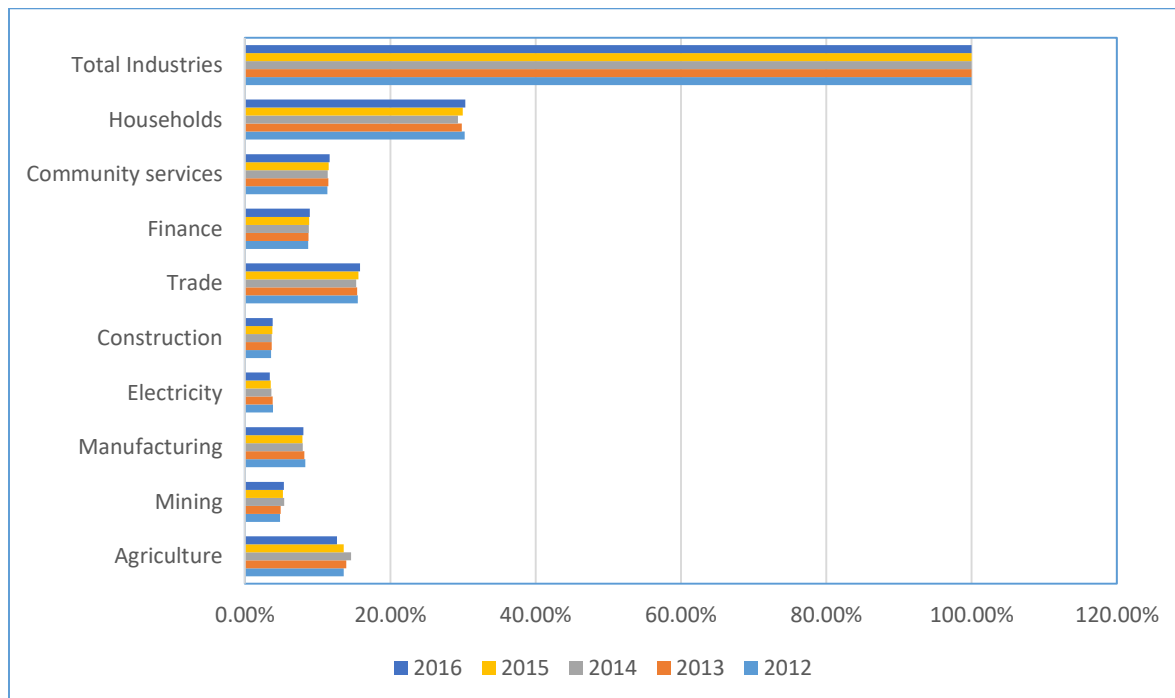
The Municipality is also looking into developing an informal economy policy as well as an investment retention policy to make sure our economic drivers are sustainable and remain within Umzinyathi district.

Graph 116 : Main Economic Contribution in Umzinyathi



Source: Global Insight 2017

Graph 127 : Contribution Share Percentage



Source: Global Insight 2017



10.2 LED STRATEGY

Umzinyathi District Municipality has a Local Economic Development Strategy that was completed and adopted on the 30 January 2018, but is currently under review about to be completed. EDTEA has provide the Municipality with grant funding of R 1 Million to review the strategy so that it aligns to the DDM as well as its economic recovery plan. In view of the requirements for local government to have a credible LED Strategy in place, the current Economic Development Strategy reflects the most recent local and regional development dynamics. It provides an analysis of recent socio-economic and demographic trends within uMzinyathi District Municipality.

The strategy is designed to assist the uMzinyathi District Municipality in the implementation of LED in an integrated manner; building upon the strengths and identifying areas requiring additional support. This was notably done so to grow the key nodes within Endumeni, Msinga, Nqutu and Umvoti. Importantly, the new strategy takes its lead from the new opportunities within the sphere provincial economic development policy as set out in the Provincial Growth and Development Strategy as well as being closely aligned to the developed National Framework for Local Economic Development in South Africa 2014 - 2019. The new review is intended to strengthen LED locally, and assist the municipality fulfil its mandate to improve the overall economic and social conditions prevailing in uMzinyathi, and to bring sustainable economic change that benefits all. The Implementation plan can be found on page 166 of the Strategy.

The economic development strategy also focuses on the following Priorities:

- Enhancing marketing and investment promotion endeavours to encourage inward investment
- Job creation through both public and private sector initiatives
- Inclusion and participation of SMME and informal economy sectors in the local economy
- Exploring of new and untapped opportunities/ competitive advantages to provide an economic edge for the municipality
- Facilitation of key strategic partnerships for economic growth and development

The Strategy is continuously being monitored thorough its M & E plan including the other economic recovery plans.

10.2.1 IMPLEMENTATION PLAN

The Implementation section follows the strategy formulation section that provided a strategic framework and interventions necessary to improve the current economic and socio-economic

environment in uMzinyathi District Municipality. The strategy formulation section developed a vision and goals, taking into consideration the projects within the area; current economic trends of the District, stakeholder linkages and the Municipality's project implementation capability

The Implementation Plan monitors the progress of the implementation of the LED Strategy. It coordinates the support of different sector stakeholders. It will be reviewed on an annual basis to align with the Budget, One Plan and the Economic recovery plan of the Municipality.

10.2.2 MARKETING AND INVESTMENT PROMOTION

Previously thriving towns in Umzinyathi District Municipality i.e. Greytown and Dundee have experienced considerable disinvestment and shutting down of businesses which were employers of a large number of the now unemployed Labour force. This has posed a challenge for the Municipality to devise a strategy to revive the dwindling local economy through the attraction of new investments and retaining existing business. The Municipality then, in collaboration with the Department of Economic Development and Tourism (EDTEA) and Trade and Investment KwaZulu Natal (TIKZN) embarked in the process of developing an Investment Promotion Facilitation Strategy (IPFS).

In summary the strategy has concluded that the Investment Promotion and Facilitation landscape in Umzinyathi is currently challenging, as there is limited new investment being made, many mines have closed, skills levels are generally low, there is no formulated and aligned investment promotion process that is followed, institutional capacity is limited and certain areas within the district have extremely underdeveloped economies, with high levels of unemployment and poverty. It therefore recommends the capacitation of institutional requirements and focussing on established sectors such as agriculture and tourism to drive investment. It further recommends the maintenance of existing key infrastructure and the development of a skill plan which is to be aligned to key sectors and skills needs.

10.2.3 INFORMAL ECONOMY

The developmental mandate of Local Government as articulated in the Constitution of the Republic of South Africa, 1996 entails, inter alia, the promotion of social and economic development of the communities. The conundrum of the triple challenge of unemployment, poverty and inequality against the limited ability of Government and the Private sector to absorb the growing labour force makes it important for government to provide support to the informal sector as a means of encouraging job creation.

The Department of Economic Development Tourism and Environmental Affairs (EDTEA), initiated the process of establishing Informal Economy Chambers at Local Municipality level. These structures were intended to serve as a platform for Government to interact with the informal sector for discussions around the role/ mandate of government in supporting the sector and to collectively plan for programmes to sustain the local informal sector. The municipality also still needs to develop an Informal Policy.

All Local Municipalities which form part of the Umzinyathi District were successful in establishing Informal Trader Chambers; except for uMsinga Local Municipality who still have not formalised their structure. Therefore it is yet not possible to set up a functional District Informal Economy Chamber.

The District municipality SMME Indaba held in November 2019 resolved that the District need to prioritise the support of the local municipalities to resuscitate the Informal Economy structures and subsequently to establish the District Structure.

10.2.4 DISTRICT ECONOMIC DEVELOPMENT AGENCY

The establishment of the District Economic Development Agency is a direct response to the resolution of the KwaZulu Natal Cabinet Lekgotla of September 2012 which stated that all District municipalities had to establish such entities which would serve as Special Purpose Vehicles to drive investment promotion and the implementation of high impact catalytic economic projects.

The District Development Agency is intended to be a special purpose vehicle that will assist the District Municipality in executing its economic development mandate by focusing on the following:

- Unlocking the economic development potential of the area with the implementation of bankable and sustainable economic development programmes and projects.
- Contribution towards unlocking the inherent entrepreneurial potential of local business people.
- Ensuring a coordinated approach towards economic development.
- Facilitating and coordinating investment attraction, retentions and expansions.
- Promoting the creation of appropriate supporting infrastructure required for strategic economic development.

In the financial year under review, the municipality engaged the s78 report along with its local municipality including the conceptual framework. A Service Level agreement was then signed and a call for nomination of board members was issued. Members were then appointed in January 2020 followed by induction session and a strategic planning session in March, which deliberated on how the agency will function as well as projects that should be pursued. The Agency is now funded and in operation.

2022/23 – The Agency is processes of re-establishing the board as the term of the previous board had expired. The staffing and funding remain key challenges to the District Development Agency and is being attended to through number of engagements between the entity and the parent municipality.

District Development Agency Measurable Objectives:

1. Prioritise agricultural sector policy and planning
2. Improvement of coordination between all parties critical to agricultural development
3. Commodity development
4. Improve the food and drink value chain
5. Practice conservation agriculture
6. Promote inclusive participation within the agricultural sector.
7. Prioritise manufacturing sector policy and planning.
8. Create a conducive environment for SMME participation within the manufacturing sector.
9. Create a conducive environment for business retention and expansion within the manufacturing sector
10. Revive and resuscitate mining the district mining activities
11. Promote inclusive participation within the sector.
12. Promote the expansion of the tourism attractions and activities
13. Ensure information dissemination, marketing and promotion
14. Facilitate provision of tourism specific infrastructure upgrades
15. Support the development of the green economy sector
16. Resume project management role for strategic infrastructure and service projects
17. Advocate for infrastructure development achieve economic development
18. Facilitation of human development for the local people
19. Facilitate the creation of business opportunities for seizure by local people
20. Uphold participative partnership and governance structures.
21. Uphold transparent and accountable management system.
22. Maintain an efficient, adequate and sustainable financing system.
23. Promote investment and mobilise project funding

Table 40 Distruct Development Agency Strategies and interventions

Key Performance Area	Goals	Strategic objectives	Measurable objectives	Strategies	Programmes/Projects/Actions
1. Economic sector development	1.1 Development, promotion and revitalization of active economic sectors.	1.1.1 Unleashing the district agricultural potential.	1.1.1.1 Prioritise agricultural sector policy and planning.	1.1.1.1.1 Develop an agricultural development guideline	Develop and adopt the district wide agricultural master plan.
			1.1.1.2 Commodity development	1.1.1.2.1 Improve and maintain land and water availability standards	Develop and adopt local municipality agricultural intervention plans.
					Resume production management on land reform farms
					Resume production management on municipal land farms
					Resume production management on state land farms
					Resume production management on underutilized commercial farms
					Resume production management on communal land farms
					Construction of the district agricultural dam
					Develop agricultural activities around Greytown dam
					Develop agricultural activities around Glencore Dam
				1.1.1.2.2 Promote and support crop farming	Design and establish a Mooi Mpofana vegetable HUB
				1.1.1.2.3 Promote and support livestock farming	Development and support of emerging livestock farmers
			1.1.1.3 Improve the food and drink value chain	1.1.1.3.1 Promote and support agro-processing	Revitalization of the Msinga Pack house
			1.1.1.4 Practice conservation agriculture	1.1.1.4.1 Ensure good agriculture land is reserved for agriculture production use	Implement the land use guidelines from the district agriculture master plan.
				1.1.1.4.2 Ensure land and environmental protection	Preservation and responsible agricultural practices
			1.1.1.5 Improvement of coordination between all parties critical	1.1.1.5.1 Develop a formal platform for frequent engagement between	Establish a district-wide Agricultural Forum

			to agricultural development	Agricultural Associations, municipal officials and other relevant stakeholders	
				1.1.1.5.2 Facilitate the establishment of farmer's activity clusters.	Mobilise farmers at LM levels and facilitate activity clusters
		1.1.2 Expansion and diversification of the manufacturing activities.	1.1.2.1 Promote inclusive participation within the sector.	1.1.2.1.1 Develop a formal platform for frequent engagement within the sector	Ensure optimal functionality of the district-wide Agri-Forum
			1.1.2.2 Prioritise manufacturing sector policy and planning.	1.1.2.2.1 Implement the Investment Promotion and Facilitation Strategy with a focus on the manufacturing sector	Identify priority commodities and package projects
				1.1.2.2.2 Identify, promote and assist manufacturers in accessing national incentives that are available	Profiling of local manufacturers and funding "matchmaking"
				1.1.2.2.3 Identification of future potential industrial nodes	Mapping of manufacturing projects/initiatives
			1.1.2.3 Create a conducive environment for SMME participation within the manufacturing sector.	1.1.2.3.1 Develop a formal platform for frequent engagement within the sector	Establishment of a district wide SMME Forum
				1.1.2.3.2 Assist SMMEs in packaging funding applications to existing funds for manufacturing opportunities	Facilitate and provide capacity building and support on access to funding
				1.1.2.3.3 Determine suitable incentives for	Profiling of local manufacturers and funding "matchmaking"

				manufacturers that offer apprenticeship and internship opportunities	
				1.1.2.3.4 Allocate trading spaces and safe storage for SMMEs in the local towns	Establishment of the Industrial park in Msinga
				1.1.2.3.5 Formalising SMME's that are not already formalized	Resuscitation of the industrial parks in Greytown, Dundee and Nquthu
					Formal registration of entities with CICP and SARS
			1.1.2.4 Create a conducive environment for business retention and expansion within the manufacturing sector.	1.1.2.4.1 Facilitate the roll-out of a Business Retention and Expansion programme	Promote and market uMzinyathi as the investment destination
				1.1.2.4.2 Targeted reduction of red-tape and municipal administrative processing times	Development of investor-friendly policies
		1.1.3 Revitalization and support for districts mining activities	Revive and resuscitate mining the district mining activities	1.1.2.4.3 Lobby for extensive research and exploration to be conducted to locate potential deposits of valuable resources	Facilitate engagements between interested parties (prospective investors, DMR and land owners ie Amakhosi)
				1.1.2.4.4 Mobilise mining investments	Establishment of partnerships with prospective investors and landowners
				1.1.2.4.5 Manage social and labour plans of the local mines	Development and implementation of SLPs throughout the district
				1.1.2.4.6 Facilitate partnerships between local SMME's and local mining	Identification and profiling of local SMMEs and local mining companies

				companies for downward beneficiation including procurement and incubation programmes	
		1.1.4 Development, support and promotion of the district as a tourist destination.	1.1.4.1 Promote inclusive participation within the tourism sector.	1.1.4.1.1 Develop a formal platform for frequent engagement within the sector	Establishment of a functional district Tourism forum
				1.1.4.1.2 Fast track the transformation of the tourism industry	Promotion of inclusive participation of HDI groups in the mainstream economy
			1.1.4.2 Promote the expansion of the tourism attractions and activities	1.1.4.2.1 Promote tourism events	Develop tourism activities around Greytown Dam
					Develop tourism activities around Glencore Dam
				1.1.4.2.2 Develop and support adventure tourism	Create and promote adventure tourism activities
				1.1.4.2.3 Develop and support township tourism	Explore township tourism opportunities within the district
				1.1.4.2.4 Implement Operation Phakisa programmes	Identify participants/strategic partners to be involved in the Operation Phakisa programmes
			1.1.4.3 Ensure information dissemination, marketing and promotion	1.1.4.3.1 Identify and lobby for funding for new tourism signage	Engage sister departments, private sector and LMs for interventions
				1.1.4.3.2 Increase the marketing around the current tourism products	Widen the marketing channels for maximum reach to target market
				1.1.4.3.3 Marketing of the region at national and international shows and exhibitions in conjunction with TKZN	Formalize partnership with TIKZN for consideration in investment roadshows

			1.1.4.4 Facilitate provision of tourism specific infrastructure upgrades	1.1.4.4.1 Lobby for the upgrading of the Dundee airport	Mobilise funding and strategic partners
				1.1.4.4.2 Facilitate the development of additional information facilities strategically located in each Local Municipality, providing opportunities for business activity within their radius	Mapping of business opportunities and identify strategic locations for development of information facilities
				1.1.4.4.3 Facilitate research on the creation of a tourism route from the N3 to the Battlefields	Facilitate feasibility study on creation of a tourism route from the N3 to the Battlefields
		1.1.5 Promotion and practice of green economy	1.1.5.1 Support the development of the green economy sector	1.1.5.1.1 Undertake the development of Green Economy Guidelines.	Develop the district green economy plan
2. Infrastructure development	2.1 Demand driven and equally distributed infrastructure and services	2.1.1 Improve the provision of infrastructure development and services	2.1.1.1 Resume project management role for strategic infrastructure and service projects	2.1.1.1.1 Serve as a planning service provider to municipalities and other government and private stakeholders	Identify opportunities in planning related programmes and projects throughout the region
				2.1.1.1.2 Serve as a project implementation service provider to municipalities and other government and private stakeholders	Identify opportunities in planning related programmes and projects for implementation throughout the region
				2.1.1.1.3 Serve as a project maintenance service provider to municipalities and other government and private stakeholders	Identify and service maintenance opportunities/projects throughout the region

			2.1.1.2 Advocate for infrastructure development achieve economic development	2.1.1.2.1 Promote small town regeneration and industrialization	Promote and facilitate the establishment of a Cwaka Urban Precinct
				2.1.1.2.2 Develop and implement infrastructure provision guidelines	Develop an infrastructure Investment Plan
					Construction of the Tugela Ferry Bypass road
				2.1.1.2.3 Promote, facilitate and provide property investments and development	Design and facilitate the provision of the Agriculture Mechanisation centre.
					Develop high income residential area around Greytown dam
					Develop high income residential area around Glencore Dam
					Develop student accommodation properties in all four local municipalities
3. Socio-economic development and transformation	3.1 Promotion of socio-economic transformation within active economic sectors	3.1.1 Facilitate and provide the development and capacitation of role players and beneficiaries of economic development	3.1.1.1 Facilitation of human development for the local people	3.1.1.1.1 Promote trades as employment opportunities to young people	Staging of Youth Information Sharing Indaba
		3.1.2 Improve social development and seizure of economic opportunities by the majority people of the district.	3.1.2.1 Facilitate the creation of business opportunities for seizure by local people	3.1.2.1.1 Establish a platform for engagement between tertiary institutions and business to ensure programmes are aligned with industry demand	Staging of Carrier Indaba targeted at Youth Labor Markets
				3.1.2.1.2 Develop and support local SMME's	Design and implement a farmer incubation programme intended to link farmers to markets and raising capital funding.
					Design and implement the furniture making incubation programme
4. Governance, management and investment attraction	4.1 Promotion of self-sufficient economic development.	4.1.1 Institute inclusive, viable, transparent and accountable governance and	4.1.1.1 Uphold participative partnership and governance structures.	4.1.1.1.1 Maintain governance functionality and accountability	Establish credible and accountable operational systems
				4.1.1.1.2 Form strategic partnerships	Identify potential strategic partners and establish strategic partnerships to

		management practices		with private and public sector entities	enhance the performance of active economic sectors
		4.1.1.2 Uphold transparent and accountable management system.	4.1.1.2.1	Establish and fill an appropriate management structure	Lobby for timeous transfer of seed funding from parent municipality Prioritise filling of critical/strategic posts
			4.1.1.2.2	Practice proper programme planning	Timeous management of project planning thereby ensure project planning is done withing reasonable budget and timeframes
			4.1.1.2.3	Practice efficient and effective programme implementation	Timeous management of project implementation thereby ensure project implementation is done withing reasonable budget and timeframes
			4.1.1.2.4	Monitor and evaluate mandate and programme implementation	
			4.1.1.2.4	Market the agency, its services and district at large	Ongoing marketing of Agency to establish effective partnerships and to extend the Agency footprint
			4.1.1.2.5	Practice constant reporting	Timeous reporting on programme and project implementation progress
			4.1.1.3	Maintain an efficient, adequate and sustainable financing system.	
			4.1.1.3.1	Mobilise funding for agency operations	Intensify revenue enhancement strategies to encourage migration from dependance on seed funding
			4.1.1.3.2	Mobilise funding for project financing	Intensify focus on revenue generating projects
			4.1.1.3.3	Provide professional services to raise funds	Manage implementation of Umzinyathi water projects
			4.1.1.3.4	Invest in viable commercial projects	Intensify focus on revenue generating projects
		4.1.2 Promotion of the district as an investor destination	4.1.2.1 Promote investment and mobilise project funding	4.1.2.1.1 Conduct feasibility studies and business plans for funding mobilization purposes	Intensify focus on credible project planning and packaging

				4.1.2.1.2 Encourage domestic and foreign direct investments	Intensify investment mobilization drive through area marketing

10.2.5 AGRICULTURAL SECTOR

In the absence of a District agricultural sector plan, Agricultural Policy Action Plan (APAP) of National Government serves as a guide for the District municipality in the implementation of agricultural development. The Plan identifies priority commodities for Umzinyathi District as well provides a spatial representation of the agricultural potential of the various areas within the District. Through this plan, the Municipality in collaboration with Departments such as Department of Agriculture and Rural Development (DARD) and the Department of Rural Development and Land Reform (DRDLR) has developed a comprehensive agricultural development plan under the auspices of the Agri-parks initiative. The plan focuses in the establishment and enhancement of value chains of key commodities i.e. beef, agronomy (maize, soya, dry beans) and vegetables.

While the above three commodities have been identified as the top three commodities, the potential of the goat farming in Msinga has not been overlooked. The areas of Msinga and Greytown have been incorporated in the KwaZulu Natal Goats Master Plan.

As part of facilitating the development of the local agricultural sector Umzinyathi District Municipality plans to implement the following interventions:

- Support the implementation of projects contained within the Agri-parks business plan, including proposed Public/ private partnerships in the beef value-chain.
- Establishment of a fully-fledged mechanization unit. The municipality has a fleet of 9 tractors and implements which were acquired with the intention of supporting small scale farmers to address the challenge of access to agricultural equipment and implements. The ultimate intention is link this initiative to the processes Farmer Production Support Units (FPSUs) in order for the service to be available within proximity of where production is taking place.
- Skills Development programmes. Providing training and mentorship to emerging entrepreneurs in the agricultural sector, including co-operatives and individual farmers.
- Revitalization of commercial agricultural activities in land reform farms. Land Reform farm profiling will enable the identification of the potential of the farms, Bio-resources units, infrastructure and

skills needs etc. This information will assist in crafting intervention required including funding, to revive agricultural activities in the farms. Farms will also be linked to the agri-parks programme.

- Provide financial and non-financial support to co-operatives along the main irrigation schemes such as the Tugela Ferry irrigation scheme, Muden and Mkhuphula Irrigation schemes. The municipality has and will continue to provide agricultural inputs (seedlings, chemicals and fertilizer) to co-operatives.
- Refurbish irrigation infrastructure in block 6 (Mankomfane area) under the Tugela Irrigation scheme. The project was identified as a turn-key project. It is a 150 ha piece of land which has been equipped with a centre pivot irrigation system. The project has potential to employ approximately 150 people (30 permanent and the rest on a seasonal basis). The project is now under the support of Department of Rural Development and land Reform.(DRDLR)
- Support the establishment of the prioritized Farmer production Support Units – Refurbish and avail a municipal owned building in Pomeroy (Msinga) as a FPSU for maize production; facilitate the approval by Endumeni local Municipality to use facilities in Wasbank and central town as FPSUs.

At least (10) cooperatives were identified within the UDM at the beginning of the 2022/23 financial year:

PROJECT NAME	MUNICIPALITY	COMMODITY NATURE & OF SUPPORT	HECTARE S	COMMENTS
1. Njengabantu Cooperatives	Umvoti LM Ward 1	Dry Maize ▪ Mechanization (Tractor Services) ▪ Inputs (Seeds and Fertilizers)	18ha	<i>To do land preparation and planing</i>
2. Qedizindaba	UmvotiLM Ward 4	Dry Beans • Mechanisation	10ha	<i>New Project</i> Ploughing done
3. Trillion Coop	Endumeni Ward 3	Maize • Mechanization	13ha	<i>New Project</i> Pending ploughing.
4. Eshane Coop	Umvoti LM Ward 03	Dry Maize ▪ Mechanization (Tractor Services) • Inputs (Seeds and Fertilizers)	14ha	<i>To do land preparation and planing</i>
5. Mdelanto Coop	Msinga LM	Dry Maize ▪ Mechanization (Tractor Services) ▪ Inputs (Seeds and Fertilizers)	26ha	<i>To do land preparation and planing</i>
6. Sinyambohi Coop	Umvoti LM Ward 05	Dry Maize	13ha	<i>To do land preparation and planing</i>

		▪ Mechanization (Tractor Services) ▪ Inputs (Seeds and Fertilizers)		
7. Kukhanya Coop	Msinga Coop Ward 16	Dry Maize ▪ Mechanization (Tractor Services) ▪ Inputs (Seeds and Fertilizers)	26ha	<i>To do land preparation and planing</i>
8. Bambisana ni Coop	Nquthu LM Ward 13	Dry Maize ▪ Mechanization ▪ Inputs (Seeds and Fertilizers)	14ha	<i>To do land preparation and planing</i>
9. Ingaladume Coop	Msinga LM Ward 14	Dry Maize ▪ Mechanization ▪ Inputs (Seeds and Fertilizers)	28ha	<i>To do land preparation and planing</i>
10. Mango Coop	Nquthu LM Ward 12	Dry Maize ▪ Mechanization (Tractor Services) ▪ Inputs (Seeds and Fertilizers)	10ha	<i>To do land preparation and planing</i>

The above cooperatives are aligned to the agri-parks initiative of establishing agricultural value chains. The sites which were earmarked for maize production have experienced challenges in the growth of the crop due to the severe drought that was experienced across the country. LED Officials are further seeking formal market by linking the cooperatives with Pack houses to supply the Government Warehouse through CPGTA under RASET programme.

10.2.6 SKILLS DEVELOPMENT

Over the last few years, Umzinyathi District Municipality embarked in a number of programmes which to develop the skills of emerging entrepreneurs in the various sectors. The target is to train co-operatives in textile, Arts and Craft to be linked to Agri-parks and RASET programmes.

Table 41: UDM LED Programmes aimed at skills development

Financial Year	2020/21 FY	2021/22 FY	2022/23 FY
Agriculture	• At least 15 cooperative will be supported with mechanization and inputs in Nquthu;	• At least 10 cooperative will be supported with mechanization and	• None

	Msinga and uMvoti LMs. Two more cooperatives in Endumeni LM will be provided with marginal support in the form of fertilizer and seeds.	inputs across the district. • .	
Manufacturing	Four textile cooperatives will be identified in Msinga LM and Umvoti LM and will be supported with skills development and machinery.	• None	• None
Craft : OVOP craft trainig	Two arts & Craft projects to be supported: • Msinga ELC Arts & Craft will be supported with Capacity Building Programme Nquthu Arts Cooperative will be supported with enterprise development training	None	• None
Tourism	• LMs will be supported with a grant for CTOs operations amounting to R50 000 each. Battlefields Route Association to be funded with R50 000	• LMs will be supported with a grant for CTOs operations amounting to R50 000 each • Battlefields Route Association to be funded with R50 000	• None

10.2.7 EASE OF DOING BUSINESS/ RED TAPE REDUCTION

In November 2019 the Municipality hosted a Red Tape reduction workshop which was facilitated by Cogta which looked at ease of doing business specifically in the Planning, Economic development and Tourism

sector. One of the major reasons that came out was the lack and poor availability of information towards these sectors. Issue of slow scm process and failure to pay service providers within 30 days was also discussed as areas that need to be improved.

Proposals on easing Red Tape:

- Reconsider business process, especially SCM processes
- Collaborate with different stakeholders on Led Projects and Job creation programmes
- Eliminate silo planning
- Reduce and streamline process

10.3 Expanded public works programme (EPWP)

The Expanded Public Works Programme (EPWP) is a South African Government initiated programme aimed at creating 4.5 million work opportunities by 2014. The Programme is a key government initiative, which contributes to Governments Policy Priorities in terms of decent work & sustainable livelihoods, education, health; rural development; food security & land reform and the fight against crime & corruption. EPWP subscribes to outcome 4 which states "Decent employment through inclusive economic growth.

In 2004, the EPWP was launched and is currently still being implemented. The EPWP is a nationwide programme covering all spheres of government and state-owned enterprises. The Programme provides an important avenue for labour absorption and income transfers to poor households in the short to medium-term. It is also a deliberate attempt by the public sector bodies to use expenditure on goods and services to create work opportunities for the unemployed. EPWP Projects employ workers on a temporary or on-going basis either by government, by contractors, or by other non-governmental organisations under the Ministerial Conditions of Employment for the EPWP or learnership employment conditions.

Umzinyathi District Municipality is also committed in training and developing communities through the EPWP programme, thereby promoting economic growth and creating sustainable development. During the current 2022/23 financial year, the municipality received an allocation of R 4,779,000.00 from the Department of Public Works and jobs created as at the end of March 2023 is 1071, while the target is 1256 to be achieved by the end of June 2023.

The jobs being created as part of the programme range from various sectors including Disaster Management, Local Economic Development, Infrastructure, Environmental Services, etc. The municipality is reporting on monthly basis to the department in terms of the progress made in terms of implementation.

10.4 AGRI PARKS PROGRAMME

The Department of Rural Development and Land Reform has been mandated to create sustainable rural communities across the country through its Comprehensive Rural Development Programme. To achieve this mandate, the department embarked on developing a fresh approach to rural development.

The department is working with various stakeholders, including organized agriculture, to establish 27 Agri-Parks across the country in order to kick-start rural economic transformation in the identified areas.

The Agri-Parks is defined as a networked innovation system of Agro-production, processing, logistics, marketing, and training and extension services, located in a District Municipality. As a network it enables a market-driven combination and integration of various agricultural activities and rural transformation services. The Agri-Parks comprises three distinct but interrelated basic components. The Agri-Parks are expected to be linked directly to the identified production areas that support communities, smallholder farmers and emerging black farmers.

To date there are a significant number of projects that have been initiated by the department to enhance agricultural development in the uMzinyathi District. These projects are situated in the Msinga Local Municipality, since Msinga was declared the official pilot Comprehensive Rural Development Programme (CRDP) site in KwaZulu-Natal. To the east of the town of Tugela Ferry there are three agricultural co-operatives that have been formed and are located on land that ranges from good agricultural potential to very limited agricultural potential. In a co-ordinated effort to get the most out of this agricultural investment Regional Industrial Development (RID) has constructed an irrigation scheme which is aimed at assisting co-operatives. RID has also fenced land of a significant number of hectares that has good potential for agricultural production. These agriculture co-operatives are contributing positively towards food security as the vegetables produced are further sold to the community and surrounding areas within the District.

There is a goat mover's project that is taking place on land that has low agricultural production potential. This land is to the far east of the town of Tugela Ferry. This means that this land is used for grazing of the goats. This is classified as an ideal use for this piece of land as it has low potential in production thus it is suitable for grazing. Although a large number of commodities can be grown within this area, selected commodities that are consumed in large quantities within the province would have a definite offset market. The commodities identified include Maize, Potatoes, Dry beans and sugar canes.

Extensive grasslands in the north (umvoti LM) support the primary agricultural sector based on cattle ranching for beef, small scale sheep and mixed farming and maize cultivation. In the southern areas, substantial forestry is prevalent. Sugar cane and smaller scale fruit farming such as avocado and kiwi fruit cultivation also occur. There is limited cultivation under irrigation in the northern parts of uMzinyathi. The main irrigation areas are around Mudén, south of Seven Oaks and Kranskop. Sugar cane is the main crop cultivated under irrigation although vegetables are also cultivated in the Mudén area. Areas that should have potential along the Tugela River are not commercially utilised. The general grazing capacity in the uMzinyathi area is very low and it is only in a few areas in the mountainous parts where the grazing capacity is between 14 and 17 animal units (one animal unit = 450kg cow).

Farmer Production Support Unit (FPSUs) components of the Agri-parks concept which are located in strategic areas where there is a concentration of agricultural activities. FPSU provide services such as mechanization, input storage and distribution, extension services etc. A number of FPSUs have been identified across all four Local Municipalities, based on the concentration of agricultural activities of the identified key commodities. The FPSUs have been identified as follows:

Agronomy (Maize and other grains) & Vegetable FPSUs			
Umvoti Municipality	Msinga Municipality	Endumeni Municipality	Nquthu Municipality
Mudén (around Wards 8&11)	Tugela Ferry Ward 5 (Malimeni)	Wasbank (Ward 1 &7)	Ntinini (Ward 4 & 5)
Ngwalana-Dolo (around Wards 12,14 & 5)	Pomeroy-Mthale (Ward 16&18)	Endumeni Central (Wards 2,4 &5)	Blood River (Ward 16 & 17)
Kranskop (around Ward 5 &6)	Msinga Top (around Wards 14 & 15)	De Jagers (Ward 6)	Nondweni (around Wards 1,5,7 &8)
Matimatolo (around Wards 2,3&4)	Douglas (around Ward 3&4)		Hlati (around Wards 12&15)
	Mkhuphula (around Wards 12 &13)		Nquthu Town (Wards 2,9,11,13& 14)
	Mkhuphula (around Wards 12&13)		
	Mzweni (around Ward 1)		

10.4.1 AGRARIAN TRANSFORMATION

The National Development Plan (NDP) calls for an inclusive rural economy wherein rural areas are spatially, socially and economically well integrated and coordinated, where residents are economically active and food secure as a result of successful agrarian transformation and rural infrastructure

development programmes, and having improved access to quality education and health care and basic services.

UDM programmes in support of agrarian transformation

- The municipality provides support in the form of access to mechanisation, training and supply of agricultural inputs.
- Mentorship support is provided to up coming and small scale co-operatives.
- In the FY 10 co-operatives farmers will be targeted and given support and linked to market.
- Revitalisation of the Mankomfane (Block 6) Tugela Irrigation scheme. This project is a multi year project which is now undertaken by the Department Of Rural Development.

Recommendation to promote Inclusive rural economy within the Umzinyathi District

- Agricultural policy should promote smallholder agriculture – not simply as a contribution to food security, but also as a source of employment in itself, and as a powerful hub for forward and backward linkages into the local economy.
- There is a strong case to be made for land reform to be more effectively oriented towards smallholder farmers who are not tightly integrated into spatially extensive, centralised, corporate value chains
- Maximising the economic benefit from agricultural development and smallholder farming will require better support for local retail and informal markets, including livestock; often disregarded by urban planners.
- Local planning, land use, zoning and anti-trust law and policy should be geared at protecting small informal markets and retailers from being swamped by large commercial agriculture and the intrusion of powerful corporate retailers into rural markets.

10.4.2 FOOD SECURITY

Researchers define food security as the access by all people at all times to enough food for an active healthy life (Anderson 1990). The issue of food security has been critical in many parts of the world including South Africa. The right to food is enshrined in international and national law. The right to access to sufficient food was embedded in Section 26 and 27 of the South African Constitutional law of 1996.

South Africa is largely deemed a food secure nation producing enough staple foods or having the capacity

to import food, if needed in order to meet the basic nutritional requirements of its population (FAO 2008). In the 2010/2011 financial year food security was reprioritised as one of the top priorities for South African government (State of Nation Address, 2010). This is in line with South Africa's millennium development goal which aims to halve the proportion of people who go hungry over the period 1990 and 2015 and to halve poverty and unemployment by 2014.

Poverty and food security are interrelated concepts as they have an influence on one another. Poverty refers to the condition of not having the means to afford basic human needs such as clean water, nutrition, health care, education, clothing and shelter.

The Department of Agriculture in partnership with the Umzinyathi District Municipality LED unit have come up with various projects and programmes in support of food security. Programmes such as "one home one garden" initiative have been largely promoted and supported by these two entities and have as a result managed to improve the district level of food security.

10.4.3 RADICAL SOCI ECONOMIC TRANSFORMATION (RASET)

Implementation of RASET projects has not yet commenced however existing projects have been identified to be linked to RASET. The RASET programme is not viewed in isolation from the agri-park concept and therefore the two will be implemented simultaneously.

10.5 TOURISM SECTOR

Umzinyathi District Municipality has the advantage of being situated along the well renowned Battlefields. Historical sites such as the Isandlwana Mountain, Talana Mountain, Rorkes Drift, Bambatha Ambush Rock and the Prince Imperial Memorial site form part of the rich history and heritage of the area. Moreover the area is also known to host the now popular annual events such as the Isandlwana battle commemoration, the Talana Live, the Biltong Fees, Msinga Drift Khana car event and the Dundee July Rural Horse racing. While international tourists visit this area, the percentage of tourists who come through to the Battlefields is minuscule when compared to those who visit destinations such as Durban, Pietermaritzburg, the Elephant Coast and Zululand. This therefore implies that much effort/resources still have to be channeled towards marketing the area as one of the preferred tourism destinations.

Given the fact that the District Municipality had adopted its new Tourism and Destination Marketing Strategy in financial year 2021/22; this will enable the district to reprioritize its project with emphasis on the recently developed strategy which now includes the impact of covid 19 and has identified quick wins (low hanging fruits) the district can tap on.

Tourism projects planned for implementation by the Municipality include the following:

- Financial support and capacity building to local Community Tourism Offices. The CTOs support marketing endeavours of their respective local municipalities. The financial support also continues to be extended to the Battlefields Route Association where all municipalities which fall within the Battlefields Route are affiliated. This partnership allows for joint marketing of the 5 District municipalities under the internationally recognized banner of the Battlefields Tourism destination.
- Identify and package new Tourism offerings. This will entail conducting feasibility studies for new products in events tourism, adventure tourism etc. in order to expand on the current market and entice new tourists into the area.
- Showcase and market our destination in strategic travel/ tourism shows and exhibitions such as the Getaway show, Tourism Indaba.

10.6 SOCIAL DEVELOPMENT

The national budget for Social Development has been increasing at an average of 11% since 2008/09. This reflects the governments commitment to enhance the capabilities of communities to achieve sustainable livelihoods. The District of uMzinyathi is also committed to reducing poverty, vulnerability, social exclusion and inequality. This will be achieved through various social programmes focused on youth development, people living with disabilities, HIV/AIDS and intensifying of programmes such the National School Nutrition Programme across the municipality.

The municipality has made a provision of budget of R 2 319 707 for special and vulnerable programmes which is reflecting in the 2022/23 SDBIP. In promotion of home on garden initiative the Department of Agriculture and Rural Development issues seeds to the community which helps reduce poverty.

10.6.1 POVERTY ERADICATION MASTER PLAN (PEMP)

Poverty Eradication Master Plan (PEMP) is a government led initiative aimed at ensuring that communities living under conditions of poverty are helped to rise above their current condition. This Master Plan combines long range eradication planning and implementation programmes with immediate game changers - designed to have catalytic impact on poverty eradication and provide strong stimulus to existing efforts in poverty eradication.

Kwazulu Natal Vision:

A province without poverty, food secured, with sustainable, healthy and well educated individuals making up sustainable communities by 2020, and with full eradication of absolute poverty in KwaZulu-Natal by 2030.

The municipalities and sector departments are working towards the realization of the PEMP vision through its Annual Operational Plans. LED programmes such as the Mankomfane and Mtshongweni agric processing projects are initiatives aimed at economic development and poverty eradication in line with the PEMP.

10.6.2 PEOPLE WITH DISABILITY

The community services department has a number of programmes and initiatives aimed at creating awareness and support for people living with disabilities. A stakeholder's forum was established to deal with all disability issues as well as sub forums comprising of the following departments :

- Department of Social Development
- Department of Health
- Department of Education
- Department of Sports & Recreation

- SASSA
- PWD Organizations (NPOs) and
- Local Municipalities.

The Mainstream forum gave birth of the two sub structures within the Disability structures which are:

- Umzinyathi Albinism Society
- Umzinyathi Disability Sports (DISSA)

The following programmes are undertaken throughout the district in support of People living with disabilities:

- Basic Sign Language Training in Nquthu LM
- Business/entrepreneurship workshops arranged jointly with Department of Economic Development at Endumeni Municipality.
- Support of Disabled Group Projects in weaving and sewing in Msinga and Nquthu LMs
- Awareness Campaign and tested for cancer, HIV&AIDS other illnesses championed by Office of the Premier during the Cabinet day.
- Albinism awareness against killing of people with albinism held at Nquthu in partnership with Traditional Healers and Faith Based Organisations.
- Sport Festivals for the People with Disabilities are annually held in the district and qualifying athletes proceed to participate in National Disability Event held at George Western Cape annually.

10.6.3 YOUTH DEVELOPMENT:

The District has one youth advisory centre based at Nquthu in Nondweni Township under the INkosi Hlatshwayo area. The structure was opened and launched by the Department of Social Development in 2014. The Municipality and government department were allocated a space where they can do youth related projects. The Youth Development Centre is managed by an NGO known as Dinatla Youth Development.

The Youth enjoys various services from the sector departments as well as municipalities. Part of the services they enjoy is the complement package of National Youth Development Agency (NYDA) who has a working relations with Nquthu Municipality over years.

A variety of Youth services which District Municipality is delivering to youth amongst others includes:

- Job Preparedness – Learnerships and Internships
- Skills development through the TVET College (Mthashana) Plumbing; Bricklaying, Sewing, Computer, hospitality.
- Basic Computer Literacy, though the bursary funding in the Training; Vocational; Education & Training institutions within the District.
- Student financial support in gaining entrance in institution of higher learning (Universities; Colleges; etc)
- Development and Career Guidance bi-annually championed by the Department of Education in partnership with municipalities targeting Grade 11 and Grade 12 as well as out of school youth.

- Outreach programmes are also being conducted by the local municipality offices by taking services to the entire district to market the youth development services especially for those who cannot reach the centre in deep rural areas.
- Youth in Business seminar was held in Umvoti Municipality in assisting the emerging entrepreneurs to be equipped in business management.
- Capacity building, talent identification and exposure through our diverse sports programmes taking place in the district in addressing the moral fibre.
- Full dedicated officials dealing with youth development in the municipalities and district complements the strides of the government and agenda in investing in young people of Umzinyathi.

10.6.4 WOMEN & GENDER PROGRAMMES

Programmes on gender, women and children were supported; capacity building programmes aimed at developing women and men are being implemented in all local municipalities; training on financial and business management and supporting projects with equipment ranging from the Sewing machines, goat farming; beadwork and greening projects for women through agricultural projects and through EPWP projects.

A number of workshops to create awareness on gender mainstreaming were conducted. Commission on gender equality and Committee on Quality of Life in the KZN legislature is supportive and made recommendation on the programmes targeting women and men in the entire district. Umzinyathi District Men's Forum has been established; Gender based violence programmes are conducted, such as Substance abuse and drug awareness's. Entrepreneurial skills workshops for women cooperatives have also been conducted.

10.6.5 EARLY CHILDHOOD DEVELOPMENT (ECD)

New ECD Policy clearly spells out that local, district and metro municipalities must participate in planning of ECD services. Umzinyathi Municipality is responsible for supporting child care facilities to meet minimum infrastructural, health and safety standards, registration of child minding services, development of new ECD service provision infrastructure, and auditing and identification of available infrastructure that may be used for the expansion of early learning services and programmes in areas of need. Responsible for the equitable provision of play and recreation facilities for young children; required to establish coordinating structures to support the planning, coordination and monitoring of ECD services and

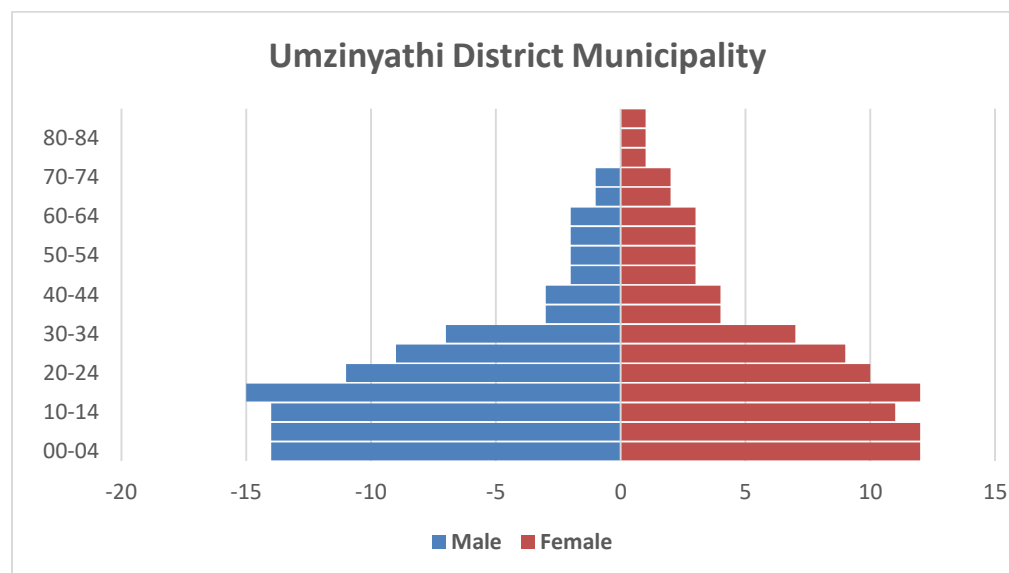
programmes. These responsibilities must be planned for and reflected in all Integrated Development Plans (IDPs) and their supporting budgets.

UMZINYATHI POPULATION PYRAMID

It is evident that the birth rate in the district is very high especially the male children. The rate children between the ages of 0-4 years is very high which demands the municipality to ensure they are enough ECD centres for Stimulation.

The largest age group is the 15-19 years which shares 12,75% (66,672) followed by the 0-5 years which shares 12.58% (65,817) of the district population. Together they constitute 25.33% (132,489) of the population.

Graph 13: uMzinyathi Population Pyramid



Source: Stats SA 2016 (Census)

Its important to note that the district currently has 503 schools which are divided into primary, secondary, combined and elsen schools (Special Schools). In terms of backlogs, there are space (Classrooms) and Technical (renovations) backlogs which are a result of a limited budget, increase in population and natural elements.

The table below clearly indicates that 68650 children in the districts are not schooling; whereas 23431 are in grade 0, which deem the municipality to ensure the proper stimulation and access to quality education is a great need.

Table 42 : Highest Level of Education

Highest level of education	DC24: Umzinyathi	KZN241: Endumeni	KZN242: Nqutu	KZN244: Msinga	KZN245: Umvoti
No schooling	68650	7998	22478	24714	13460
Grade 0	23431	2791	7417	8711	4512
Grade 1/Sub A/Class 1	16822	1622	5064	6723	3414
Grade 2/Sub B/Class 2	12403	924	4491	4723	2264
Grade 3/Standard 1/ABET 1	20441	2273	6663	7628	3878
Grade 4/Standard 2	17417	2088	5455	6420	3454
Grade 5/Standard 3/ABET 2	16297	1417	5464	5990	3426
Grade 6/Standard 4	15977	1320	5935	5706	3017
Grade 7/Standard 5/ABET 3	6905	1290	2062	2094	1459
Total	198343	21723	65028	72709	38884

Source: Stats SA 2016 (Census)

DISTRICT STRATEGIC FOCUS FOR ECD SERVICES

To increase access of quality ECD services to children's within Umzinyathi DM

The below considerations on the Acts on ECDs in the District and other spheres of government:

- ECD a national priority (e.g. NDP, NDSD, KZN Plan)
- Insufficient access to acceptable early childhood development (ECD) care and services – approximately 2million children in S.A. affected.
- Health and safety threats.
- Most centres not registered.
- Inadequate oversight in terms of child protection.
- Inadequate support (training, ECD programmes, operating costs).
- Current registration requirements out of reach for most centres.
- Challenges: ACCESS (i.e. enabling more children to access centres which are within the system) and QUALITY (e.g. in terms of quality of programmes, skills of practitioners and infrastructural adequacy).

Research in the district was done in three local municipalities viz; Umvoti & Msinga by Project Preparation Trust commissioned by Ilifa Labantwana; and Nquthu by Assupol Community Trust with a view to to ensure streamlining and Massification of registration processes and the standardization of ECD services to improve the quality thereof To facilitate development of programme of action in collaboration with civil society partners, with clear targets and outcomes for each of the identified focus areas. Assupol Community Trust approved a total of R 9,7 Million for infrastructure improvements that included new

buidings – 20 centers in Msinga and 20 centers in Nquthu (**Figure 23**), which were prioritized by the Umzinyathi ECD Steering Committee for implementation. One of the main challenges has been the lack provision of water and sanitation to the centers which results in the ECD centers not receiving support from stakeholders such as Social Development.

Figure 23: Prioritised ECD Creches

Nquthu Creches	Msinga Creches
1. Hlangabeza Creche	1. Mashunka Flagship Creche
2. Kopanang Little Flowers Creche	2. Othandweni Creche
3. Qaphelani Pre-school	3. Zamokuhle
4. Sakhisizwe Creche	4. Holly Wood Creche
5. Vukuzakhe Creche	5. Zamukuphila Creche
6. Zamani Creche	6. Esibusisweni
7. Sibonelelo Creche	7. Mzzamo Chreche
8. Siyamkela Creche	8. Sibusisiwe
9. Buhlebuyavama Creche	9. Khayaletu Creche
10. Khulakancane Creche	10. Phowane Creche
11. Fahlaza Creche	11. Dumabemusola Creche
12. Nkanyezi Yokusa Creche	12. Nsukangihlale Creche
13. Thandanani	13. Mzamo Creche
14. Bambuhlanga Pre-School & Creche	14. Ngqongeni Creche
15. Mahlunqula Creche	15. Snozwelo
16. Zamani Creche	16. Sakhasiswe Creche
17. Vukukhanye Creche	17. Vukuzakhe Creche
18. Isiyazama	18. Dungamanzi Kwakopi Area
19. Ntuzuma	19. Qalakahle Creche
20. Thandukwazi Creche	20. Siyadumisa Creche

10.6.6 SOCIAL DEVELOPMENT SWOT ANALYSIS

Strengths	Weakeness
- Support by the Office of the Premier - PPP by Assupol Community Trust - Functional Structures (Vulnerable Groups) - Budget for special programmes	- Lack of regional Sports precinct to accommodate various recreational - Poor synergy of social development programmes from District to Locals
Opportunities	Threats
- Development of a regional Youth development center - Presidential Node	Lack of funding for Early Childhood development.

10.7 FACILITY BREAKDOWN WITHIN THE DISTRICT

The Umzinyathi District Municipality being a predominantly rural municipality has a challenge in providing basic services to meet the community. The main urban or activity areas such as Endumeni (Dundee), Nqutu, Msinga (Tugela Ferry & Pomeroy) and Mvoti (Greytown) have Hospitals which service the surrounding peripheral area.

Figure 24 : Facilities Breakdown

Sub district	Endumeni	Msinga	Nquthu	Umvoti	District
District Office	1	0	0	0	1
District Hospital	1	1	1	1	4
TB Hospital	0	0	0	1	1
CHC	0	1	0	0	1
Fixed Clinics	6	18	15	12	51
Mobile clinics	2	3	4	3	12
EMS	1 District Office 1 Base	1	1	1	5
Forensic Mortuary	1	0	0	1	2
Nursing Colleges	0	1	1	0	2
Regional Laundry	1	0	0	0	1

Source: Umzinyathi District 2017

The list below illustrates the number of health facilities within the district. Msinga local Municipality has the highest number of health facilities due to the high population numbers within this local municipality.

Figure 25 : PHC Facilities Breakdown

Endumeni	Msinga	Nquthu	Umvoti
1. Dundee Gateway	1. COSH Gateway	1. CJM Gateway	1. Greytown Gateway
2. Empathe Clinic	2. Collessie Clinic	2. Clinic Felani Clinic	2. Amakhabela Clinic
3. Glenridge Clinic	3. Cwaka Clinic	3. Hlathi Dam Clinic	3. Amatimatolo Clinic
4. Sakhimpilo Clinic	4. Douglas Clinic	4. Isandlwana Clinic	4. Ehlanzeni Clinic
5. Siphimpilo Clinic	5. Elandskraal Clinic	5. KwaNyezi Clinic	5. Eshane Clinic
6. Wasbank Clinic	6. Ethembeni Clinic	6. Mangeni Clinic	6. Kranskop Clinic
	7. Gunjana Clinic	7. Manxili Clinic	7. KwaSenge Clinic
	8. Mandleni Clinic	8. Masotsheni Clinic	8. Muden Clinic
	9. Mawele Clinic	9. Mhlungwane	9. Ntembisweni Clinic
	10. Mazabeko Clinic	10. Mkhonjane Clinic	10. Pine St Clinic
	11. Mbangweni Clinic	11. Nkande Clinic	11. Sibuyane Clinic
	12. Mhlangana Clinic	12. Nondweni Clinic	12. Ukuthula Clinic
	13. Mumbe Clinic	13. Ntinini Clinic	
	14. Ngubevu Clinic	14. Thathezakhe Clinic	
	15. Ngabayena Clinic	15. Zamimpilo Clinic	
	16. Nocomboshe Clinic		
	17. Qinelani Clinic		
	18. Rorkes Drift Clinic		
	19. Mkhuphula Clinic (to be opened)		
	20. Msizini Clinic (to be opened)		

Source: Umzinyathi District 2017

10.8 KEY LED PROGRAMMES AND FUNDING

The Municipality has provided about **R 1 182 174** funding for Local economic development and **R 10 000 000**. For the Development Agency and other related activities in order to stimulate growth and create jobs. Research and Development however has also not been provided with a budget.

SECTOR WIDE INTERVENTION

Nine Point Plan : Scaling up Private sector investment ; Unlocking the potential of SMME, co-operativess, township and rural enterprises

Provincial Growth and Development Plan: Enhance Industtrial Development through Trade, Investment & export ; Promoting SMME, Entrepreneurial & Youth Development ; Expansion of Government-led job creation programme ; Skills alignment to economic growth

AREA OF FOCUS	PRIORITY PROJECT(S)	PROJECT DETAILS	PROPOSED ROLE PLAYERS

TRENTHENING INSTITUTIONAL STRUCTURES FOR ECONOMIC DEVELOPMENT	Establishment of District Economic Development Agency as per Cabinet Lekgotla Resolution of September 2012	Set up an entity that will drive the economic development agenda of the District through : Implementation of catalytic projects Marketing and investment promotion of the District Facilitation of strategic partnerships for economic development	Umzinyathi DM /COGTA/ EDTEA
	Establishment of Business Chambers	Facilitating the establishment of business chambers to serve as a platform for local businesses to discuss strategies for growth in the local business sector.	Local Municipalities/ KZN Growth Coalition/ EDTEA
	Establishment of functional forums	Revitalization of the LED/ IDP Technical forum and sector specific sub-fora i.e. Tourism, Agriculture (quarterly meeting)	Umzinyathi DM /EDTEA / COGTA
INVESTMENT PROMOTION	Marketing and Investment Promotion strategy	Developing a District strategy to guide the marketing and investment promotion efforts of the municipality in order to attract investment	EDTEA/ Umzinyathi DM

SECTOR : PRIMARY AGRICULTURE & AGRO-PROCESSING

Nine Point Plan : Revitalisation of the agriculture and agro-processing value-chain

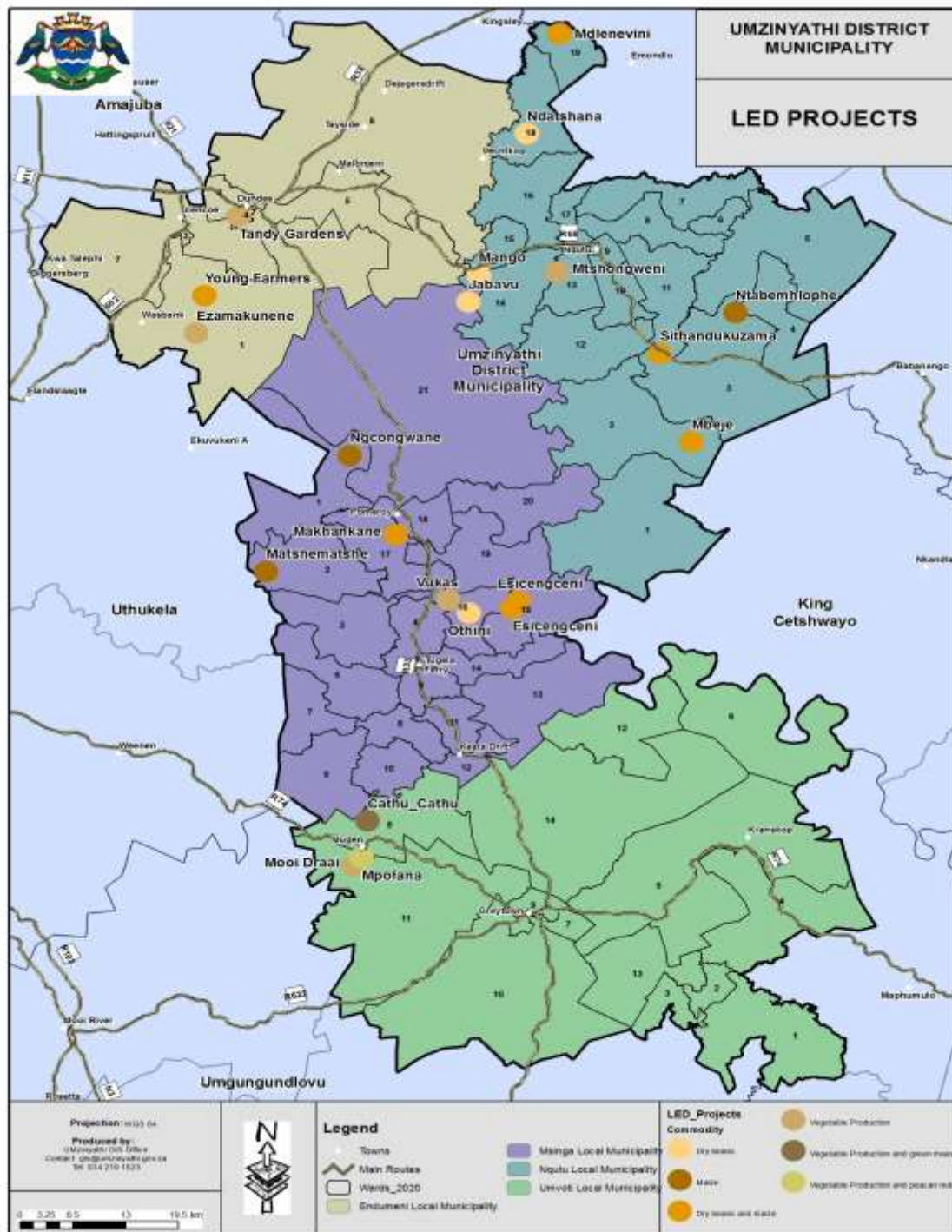
Provincial Growth and Development Plan : Unleashing potential of the Agricultural sector

AREA OF FOCUS	PRIORITY PROJECT(S)	PROJECT DETAILS	PROPOSED ROLE PLAYERS
KILLS DEVELOPMENT AND CAPACITY BUILDING	1.1 Skills Training (Technical and basic business management)	Identify skills requirements aligned to priority agricultural commodities (i.e. beef, agronomy, vegetables, goats). Align skills requirements and priorities to accredited training programmes.	DARD DRDLR AGRI-SETA Umzinyathi DM LMs
	1.2 Small scale farmer incubation programme	Develop an incubation programme to provide mentorship, practical training on site and manage relationship with potential markets.	Umzinyathi DM LMs DARD DRDLR
ENTERPRISE DEVELOPMENT FINANCING	2.1 Start-up capital for emerging farmer enterprises	Create a structured funding model for agricultural development	Umzinyathi DM LMs Dept. of Small Business Develop. Local Business the dti
	2.2 Sourcing of external funding	Establish a database of potential funders: DSBD - Co-operatives Incentive Scheme Local Mining Houses -SLP Dti incentives scheme	

AGRICULTURAL VALUE CHAIN DEVELOPMENT AND ACCESS TO MARKETS	3.1 Develop masterplan / business plan for Umzinyathi District Agri-park	Develop a masterplan / business plan for the establishment of an agri-park that will focus in creating value chains for the following key agricultural commodities: Beef Agronomy (maize, beans, soya) Vegetables Identify and facilitate Public/Private Partnerships for agri-parks project	
		Development of strategy for revitalization of land reform farms : Land reform farm profiling Application for farm recapitalization funding Linking of land reform farms to agri-parks initiative.	
	3.2 Link agricultural projects to RASET programme		

The projects for implementation during 2022/23 financial year, are under Section E.

10.8.1 MAPPING OF LED PROJECTS



Source: Umzinyathi, GIS, 20223

10.9 LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Functional LED Support Structures • Qualified and experienced personnel • Comparative advantage in Agriculture, Tourism and Mining • Programmes aligned to relevant national and provincial policies	• Lack of Infrastructure to support Economic Development • Underutilisation of arable land (ITB) • Policies do not favour SMME development • Poor marketing of the district as a tourism destination. • Poor synergy of social development programmes from District to Locals
OPPORTUNITIES	THREATS
• Development of distinct Agri Park. • Maximisation of beneficitions in different value chain (e.g livestock – beef – skin processing) – Green Economy • Renewed interest in terms of the establishment of Economic Development through Development Agency. • Skills development programme for LED practitioners (DEDT/UKZN programme, the IDT / UJ / STELLENBOSCH/UWC programme)	• Poor state of infrastructure (R33) • Geographical location of the district • Skills leakage • Climate change • Lack of funding for District Development Agency

10.9.1 LOCAL ECONOMIC DEVELOPMENT KEY CHALLENGES

KEY CHALLENGE	RESOLUTION
Lack of funding for the Development Agency which drives economic Development Description: Development Agency has only been receiving funding from municipality which hasn't allowed to carry out all work it must do.	Solicit funding from NGOs and Procivical Departments as well as seeking partnerships with Private funders
Decline in visitation of Tourist destinatuions such the Battlefields Description: there has been a noticeable decline in tourist over the years and this has been worsened by the Covid Pandemic.	Improve marketing of the Battlefields through exhibitions marketing campaigns
Policies that don't favour SMME	Review District Policies to favour local

development

Description: Municipal policies haven't favoured local companies in providing services.

emerging enterprises.(local Content)

11 KEY CHALLENGES AS PER ANNUAL PERFORMANCE REPORT

The next generation of IDPs (2023/24) has been developed taking into consideration many aspects that have happened over the years in terms of performance. The Annual Performance Report (APR) is a key document that reflects the achievements and failures of the previous year. Therefore the review of the IDP forms a basis from which to set new Objectives, strategies and targets for delivering services.

The APR is a complete document which details achievements, shortfalls. It links failures to its roots (reason for variance) and well as offer corrective measures which should be considered in the IDP and new scorecard/SDBIP.

11.1 Municipal Transformation and Institutional Development

In the year under review the key performance area had a total of eight (08) planned targets of which four (4) were achieved, three (3) of the achieved targets exceeded required performance and four (4) were not achieved. Reason for the under achievement of this Key Performance Area was mainly due to the National Treasury court ruling that affected the procurement of goods and services until the outcome by the Constitutional Court as well as the elections that took place in the second quarter of the 2021/22 financial year which affected the sitting of oversight structures.

The municipality recognizes the importance of education and professional development in the workplace in the 2021/22 financial year the municipality spent R 744877.85 on Workplace Skills Development, the spending was on staff bursaries and other skill development programmes aimed at employee self-development as a tool to minimise the skills gap, these programmes were 100% funded by the municipality and also includes trainings organised by the Skills Development Unit with the assistance of LGSETA. The current year Workplace Skills Plan spending when compared to the previous financial year results to a 28% decrease, however since the lifting of the court ruling the municipality has planned projects in the 2022/23 financial year that will ensure that employees are given the necessary assistance to further enhance their skills in their areas of expertise.

Development and adoption of strategic documents is of utmost importance in the functionality of the municipality therefore all documents with prescribed legislative dates were adopted and advertised on

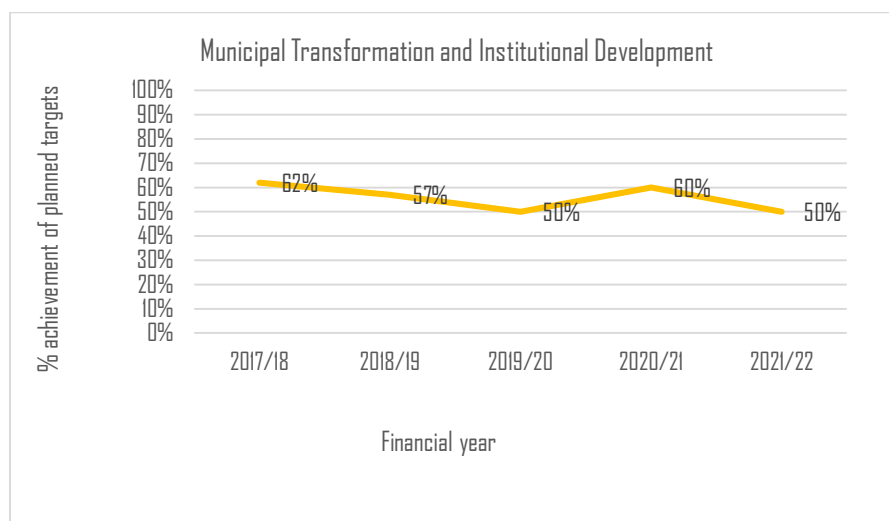
the municipal website to encourage a culture of community participation as outlined in Chapter 4 of the Municipal Systems Act.

Over the past five (5) years in the implementation of the Municipal Transformation and Institutional Development performance has shown a decline in the first three (3) years of implementation, performance improved in 2020/21 financial year and declined again in the last financial year.

Furthermore, to increase accountability, performance management has been cascaded to Middle management level as of the 1st of July 2019, the municipality held its first mid-year evaluation in March 2022, an annual assessment session will be conducted in the first quarter of the 2022/23 financial year. Three (3) Workplace Skills Development have been planned for the 2022/23 financial year. Internal review of policies to cut on cost has been prioritized by all departments, a successful policy review session was held in May 2022 where outdated policies were reviewed internally and sent to Council for adoption, this exercise resulted in a number of Human Resource policies being consolidated in to one policy thus making its implementation and review continuous.

With the implementation of strategies and remedial action agreed upon by departments for the targets planned in the 2022/23 financial year which is the first year of the 5th generation IDP, the municipal administration supported by Council envisages to see an increase in the performance trends of this Key Performance Area.

The graph below illustrates the performance of this KPA for the past five (5) financial years.



11.2 Basic Service Delivery/ Infrastructure Development

The Basic Services delivery Key Performance Area (KPA) looks at the municipalities ability to provide basic service to its community. In the year under review the key performance area had a total of thirteen (13) indicators that looked at the progress made in the construction of water, sanitation and infrastructure buildings projects which would enable the municipality to carry out its developmental mandate of the provision of water and sanitation services, operations and maintenance of water and waste water treatment plants as well as the monitoring of the blue drop and green drop status.

Performance in this Key Performance Area has been fluctuating, at the beginning of the financial year the KPA had fourteen planned targets during mid-term adjustment upon assessment of the progress made in sanitation projects ,the municipal administration resolved to transfer the target set for completed sanitation projects back to under construction as progress made was minimal and the envisaged completion date was not going to be achieved by year end ,this resulted in the total number of indicators under this KPA being thirteen(13).The performance of this KPA is as follows ; in the year under review thirteen(13) targets were planned Three (3) indicators exceeded the required performance, two (2) met the required performance and eight (8) were under achieved.

The municipality has also planned a number of awareness campaigns and retribution strategies to be implemented on illegal connections to address the issue of water losses thus leading to a reduction in water losses by 2% in the 2021/22 financial year. Refurbishment and upgrades of the Tayside and Vant's Drift Pumpstation also commenced to tackle the issue of aging water infrastructure.

The municipality's financial challenge affected the performance of this KPA greatly, implementation and completion of water and sanitation projects was slow as payments to service providers was stagnant thus affecting performance on the ground, increasing the number of litigation cases as well as the major effect being the non-completion of water projects that were planned to unlock water provision on the projects linked to the Sampofu Package Plant.

The district had thirty-seven (37) water projects that were under construction which were the planned implementers in water provision, this is a substantial increase from the previous financial year however the water source challenge affecting the Muden and Ophathe projects remains a challenge, as the submitted business plan was put on hold due to the reasons alluded to above, this has negatively affected the provision of water to households.

Increase in performance with regards to the construction of the District Disaster Centre is with the overall progress as at the end of the 2021/22 financial year currently at 97%.

Although progress is slow in terms of completion of water projects, the municipality has seen substantial progress in the construction of the Samphofu commission which will supply water to the Mbono, Msinga and Cwaka projects this will result in a number of projects being complete and operational thus decreasing water services backlog.

The Water Services Development Plan is in its first year of implementation, the development of this document included the scanning of the current shortage of water provision and outlines key strategies that will be implemented to ensure that the implementation of these strategies has the desired impact on the community of uMzinyathi District.

To ensure the continuous provision of water and sanitation facilities with the assistance of National and Provincial COGTA and Treasury, the payment and handling of the MIG conditional grant is now being done by Provincial Treasury this is done to ensure that payments made to service providers is verified, meets the required standard and that payments are made on time to avoid the interruptions in the construction and completion of projects.

The district municipality had a total of forty (40) infrastructure projects under construction, thirty-seven (37) related to water, two (2) were sanitation projects and one (1) was a building structure. In the 2021/22 financial year various challenges prevented the completion of these infrastructure projects, below are the most common reasons for variance;

- Fifteen (15) projects experienced cash flow challenges which resulted in slow progress on site
- Five (5) projects had a water source challenge thus water testing and distribution was delayed
- Weather conditions such as the floods in caused delays in two (2) projects.
- Community unrest, legal summons, vandalism, Eskom connection and slow pace in addressing snags affected the remainder.

Whilst challenges are there, the municipality is currently implementing remedial action to ensure that these infrastructure projects are complete, these actions are currently being implemented in the 2022/23 financial year and progress is being made in resolving these challenges, below are the corrective measures that the municipality is currently implementing;

- The municipality is currently under cost -reimbursement, this will assist to fast tracks the payments of service providers thus ensuring timely completion of projects.

- The Technical Services department together with the assistance provided by the National and Provincial departments will closely monitor the work done on projects site through verifications, monthly MIG meetings and special ad hoc meetings to monitor progress made and encourage timely completion, a total of nine (9) projects have reached practical after through this initiative.
- Turnaround strategies have been requested, termination letters and warning letters have been sent in projects that are stagnant in production.
- Extension of time letters have been granted to service providers which will be closely monitored to ensure that contractors adhere to stipulated timeframes.
- Community demands are being addressed by the relevant departments as these demands are not within the powers and function of the municipality.
- Business plans have been submitted to request additional funding; the municipality has advertised for the extension of water works in the Oshikishini project which affects the Ophathe projects.

The municipality will work tirelessly to ensure that the completion of these infrastructure projects, below is the project breakdown for each project and actions that have been implemented in ensuring the completion of the projects, whilst some of the actions fall out of the year under audit, this shows UMzinyathi District Municipality's commitment.

Amongst targets that were exceeded for this KPA is the Volume of water purified and distributed, compliance to blue drop status and reduction of water losses this shows that the municipality is committed to the achievement of its developmental mandate.

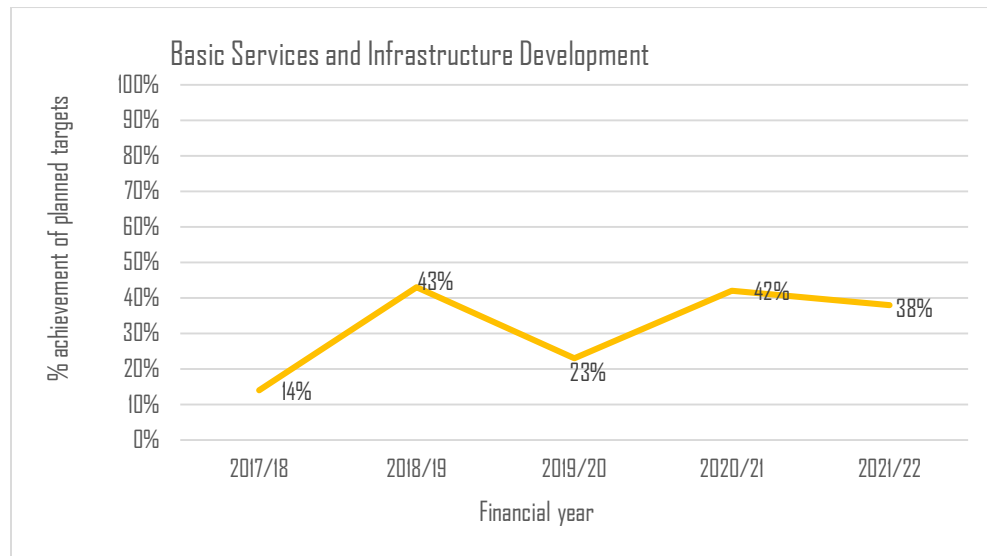
A number of meters suddenly stopped working and it was a lengthy process to get the meters replaced, the below table indicates the plants and months where meters were not working;

NAME OF PLANT	MONTH/S
FABENI	December 2021
MAKHABELENI	December 2021-June 2022
KRANSKOP	December 2021-June 2022
KEATS DRIFT	January, May & June
NONDWENI	November -June
Biggarsberg	January
Vant's Drift	March

The looting caused a huge delay in the procurement and delivery of goods as well as the strain in financial resources also affected the turnaround time in which these assets could be procured, thus delaying the replacement however with the adoption of the funding plan the municipality is hopeful that these challenges will be problems of the past and the municipality can provide basic services more

efficiently to the citizens of the district.

The graph below illustrates the performance of this KPA for the past four (4) financial years.



11.3 Local Economic Development

The Local Economic Development KPA main objective is supporting and ensuring the sustainability of small and medium size business enterprises especially those directly linked to the core comparative advantage of the district.

Over the past five (5) years the municipality has supported twenty-six (26) Co-operatives with mechanisation, enterprise development, grant funding, inputs, mentoring and market support. Tourism structures were supported with grant funding continuously for the past four (4) years, a total of two thousand, three hundred and twenty-six (2326) jobs were created through the LED initiatives and EPWP programme. Drought conditions continue to have a negative effect on agricultural activities however the impact when compared to the previous financial year is not as severe.

Continued support has been provided to the Battlefields Route Association, the Community Tourism Organisation and other Tourism events to enable the advertisement of the district as a destination of choice, this affirms the district's commitment made to ordinary citizens and small business owners.

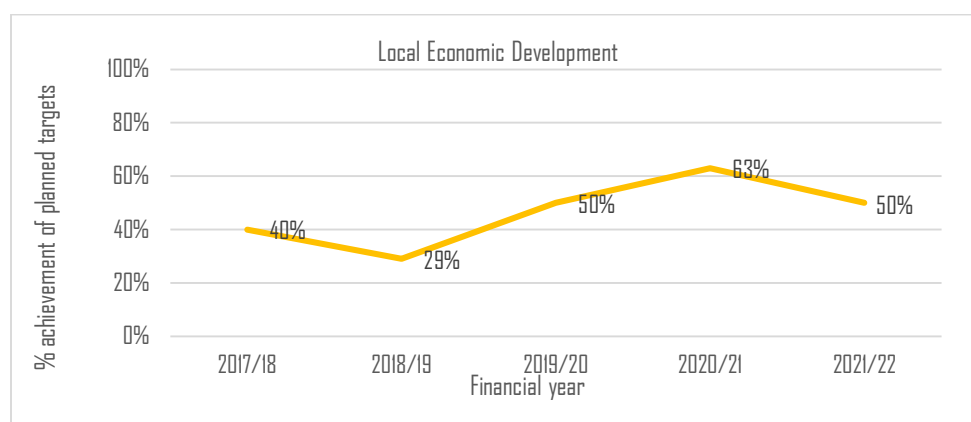
Propositions have been made by various studies, including Agri-parks Master Plan about adoption of innovative and technology based agricultural processes that need to be explored in order to improve productivity as well as influence means of production in the rural agricultural economy, the district welcomes this proposal as a long-term solution to the climate change condition.

During the course of the financial year the municipal administration implemented cost containment measures that necessitated the stopping of all non-core function activities this resulted in a decrease in the number of targets planned from eight(8) to two(2) during the mid-term adjustment, the municipality continued to provide non-financial support to Co-operatives such as mentoring .The Champion of this KPA note that the municipality has no financial resources to support small business and has developed initiatives that are non-financial for the 2022/23 financial year this includes the development and submission of business plans ,the scanning and identification of arable agricultural land as well as the reviewing of the LED strategy internally.

Performance under the Local Economic Development KPA shows a decrease when compared to the previous financial year, however management is determined to increase the performance of this KPA in the 2022/23 financial year.

The Key Performance Area had two (2) planned targets, one (1) met the required level of performance and one (1) was not achieved.

The graph below illustrates the performance of this KPA for the past five (5) financial years.



11.4 Good Governance and Public Participation

The municipal Council and other legislated Council committees that play a crucial oversight role on the implementation of the IDP and financial management of the municipal budget met all legislative sittings as required by legislation.

The oversight structures assisted in playing a governance role as required this necessitated constant sitting of structures to discuss prominent municipal affairs. The municipality is hopeful that its efforts will be seen in the improvement of performance in governance and compliance issues.

The Internal Audit Plan was developed and adopted by the Audit Committee in the beginning of the financial year, its main purpose was to outline the planned audits for the 2021/22 financial year. Annual Risk Assessment was successfully conducted and a Risk Register was developed and adopted.

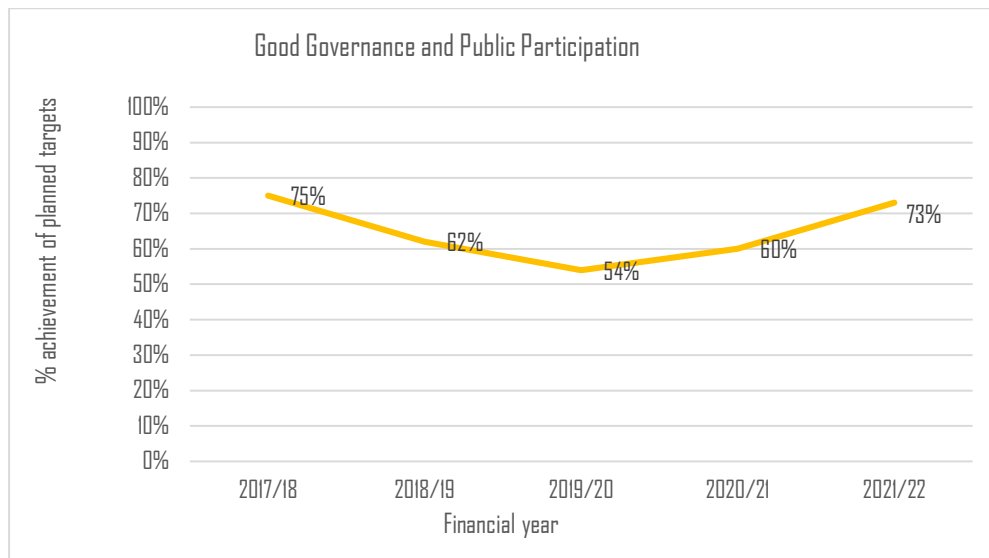
The municipality held its public engagement meetings at the four (4) local municipalities from the 19th of April -22nd of April where the community was providing their inputs on the draft budget 2022/23 and draft Integrated Development Plan (IDP)2022/23 which is the 5th generation IDP. The sessions were used as a report back on the progress made with the implementation of the fourth generation IDP as well as present new initiatives planned for the new five (5) year term.

Three (3) community skills development programmes were implemented during the year under review which benefited workplace learning in the form of internships and in-service trainings.

Continuous work is being done to ensure the compliance to Environmental Health practices and by laws this includes the monitoring of compliance of businesses, assessments of water samples taken for human consumption and inspection of formal and informal outlets, the implementation on these targets were over achieved in this financial year.

Despite the challenges experienced during course of the financial year, the performance for this KPA increased, seven (7) targets exceeded the required performance, four (4) met required performance and four (4) were not achieved.

The graph below illustrates the performance of this KPA for the past five (5) financial years.



11.5 Municipal Financial Viability and Management

The Municipal Financial Viability and Management Key Performance Area gauges the municipality's ability in managing its financial resources. Strategic documents with legislated timeframes were all adopted as required by the Municipal Finance Management Act.

The municipality has improved significantly in its financial management, presentation and disclosure of its financial statements and anticipated an improvement on the Auditor General's opinion for the 2020/21 financial year, this materialized as the municipality received a qualified audit opinion.

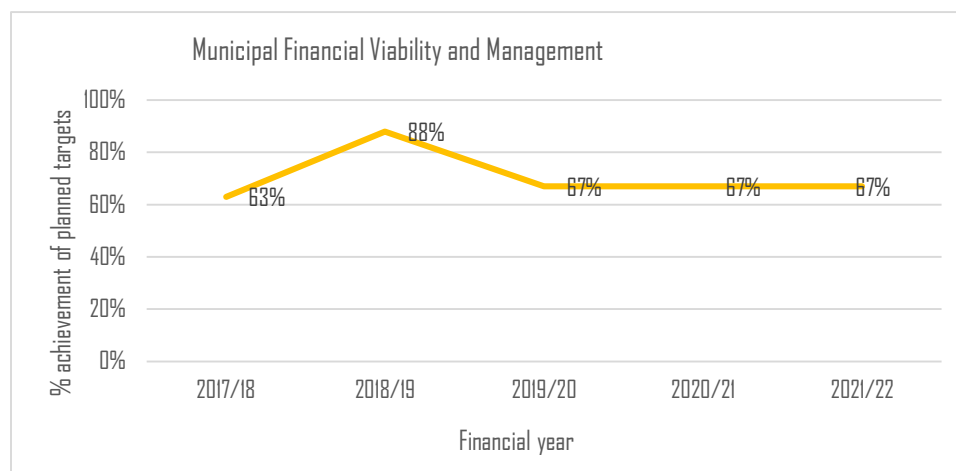
The municipality current financial status remains a challenge thus as a remedial measure a Funding Plan was adopted by Council in November 2020, the main aim of the Funding Plan is to ensure financial viability and sustainability of the municipality. This is to address the issue of an unfunded budget and the inability to fulfil the service delivery mandate in terms of the SDBIP and IDP. In order to achieve the objectives as stated above, the municipality has developed master plan to address all the challenges recognised. The plan indicates the key focus areas, the responsible official, the timeframes, as well as revenue and costs to be incurred.

The Municipal Infrastructure Grant allocation as well as other conditional grants was fully spent in the 2021/22 financial year. Significant improvement was seen in the collection rate from 16% in 2020/21 to

39% in 2021/22.

Performance of this KPA remained unchanged when compared to the previous financial year. Nine (9) targets were planned, one (1) exceeded required level of performance, five (5) met the required level of performance and three (3) were not achieved.

The graph below illustrates the performance of this KPA for the past five (5) financial years.



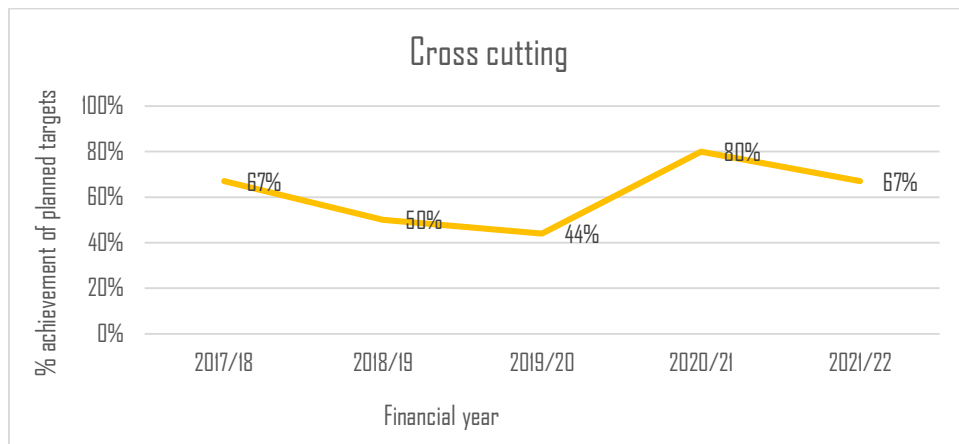
11.6 Cross Cutting

The municipality Geographical Information System (GIS) took on a verification mapping exercise on water and sanitation infrastructure which was completed in the financial year under audit. The information collected from the mapping exercise assisted in the development of the reviewed Water Services Development Plan adopted by Council in August 2021.

Assistance was provided to all reported disaster cases and all cases were addressed accordingly, awareness campaigns on disaster management were undertaken throughout the district to educate the community of disaster-prone areas within their community's and safety measures thereof.

The performance of this KPA has decreased when compared to the previous financial year. The Key Performance Area had three (3) planned targets, two (2) met the required level of performance and one (1) was not achieved.

The graph below illustrates the performance of this KPA for the past four (4) financial years.



SECTION D: VISION, GOALS, OBJECTIVES AND STRATEGIES

12 VISION, MISSION, MOTTO, CORE VALUES, KEY DEVELOPMENTAL PRIORITIES

On the 26th Feb – 01 Mar 2023, Management held a Strategic Planning Session. The purpose of the session is to set a strategic framework that should guide planning, programme, project implementation, monitoring and evaluation of municipal developmental objectives within the district, and also to serve as a framework for the development of the new generation of the 2023/24 IDP and 2023/24 Budget.

As part of the outcome of the session, a vision, mission and core values, and the developmental priorities were refined in line with the powers and functions of the municipality, and the strategic departmental business plans were developed and presented in order to inform the budget process and also alignment with the 2023/24 IDP. The departmental business plans will be packaged into programmes and projects for implementation through the IDP and also to inform the Budget for 2023/24 financial year. The vision, mission, core values and developmental priorities for the municipality are as follows:

12.1 IDP Vision

“Championing an economically viable district which strives to promote sustainable development by 2035”

12.1.1 MISSION

Championing Service Delivery through:

- Co-operative governance and public participation
- Enhancing Rural Development and Agrarian Land Reform;
- Creating a conducive environment for job creation and economic growth;
- Supporting skills development to economic growth;
- Provision and management of water and sanitation; and
- Promote SMME and entrepreneurial development.

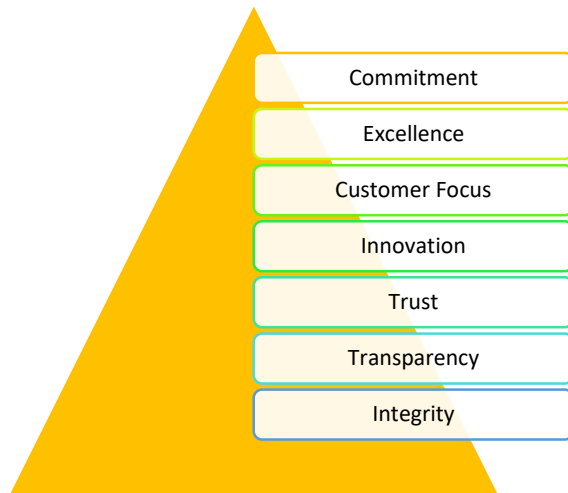
12.1.2 CO-OPERATIVE GOVERNANCE AND PUBLIC PARTICIPATION;

- Enhancing Rural Development and Agrarian Land Reform;
- Creating a conducive environment for job creation and economic growth;
- Supporting skills development to economic growth;

- Provision and management of water and sanitation; and
- Promote SMME and entrepreneurial development.

“Thuthuka Mzinyathi”

12.1.3 CORE VALUES



12.1.4 KEY DEVELOPMENTAL PRIORITIES

Key developmental priorities have also been developed and prioritised which will be used as an instrument in order to realise the developmental mandate, and they are as follows in a priority manner:

1. Water
2. Sanitation
3. Local Economic Development
 - 3.1 Agriculture
 - 3.2 Investment Promotion and Tourism
4. Electricity
5. Access Roads
 - 5.1 Development of the Rural Road Asset management System
6. Environmental Management
 - 6.1 Disaster Management – Climate Change
 - 6.2 Development of Regional Waste Sites
7. Leadership and good governance
 - 5.1 Anti corruption

5.2 Sound financial management

8. Special Programmes

6.1 Youth development

6.2 HIV/AIDS

6.3 Elderly and widows

6.4 People living with disabilities

6.5 Albinism

6.6 Basic sign language

6.7 Women and Gender

9 . Human Settlement

13 STRATEGIC MAPPING

This section of the IDP indicates the desired growth and development of the Umzinyathi District Municipality and is presented by maps that specifically reflect the following:

13.1 Population distribution & Travelling distance to Social amenities

13.1.1 POPULATION DISTRIBUTION

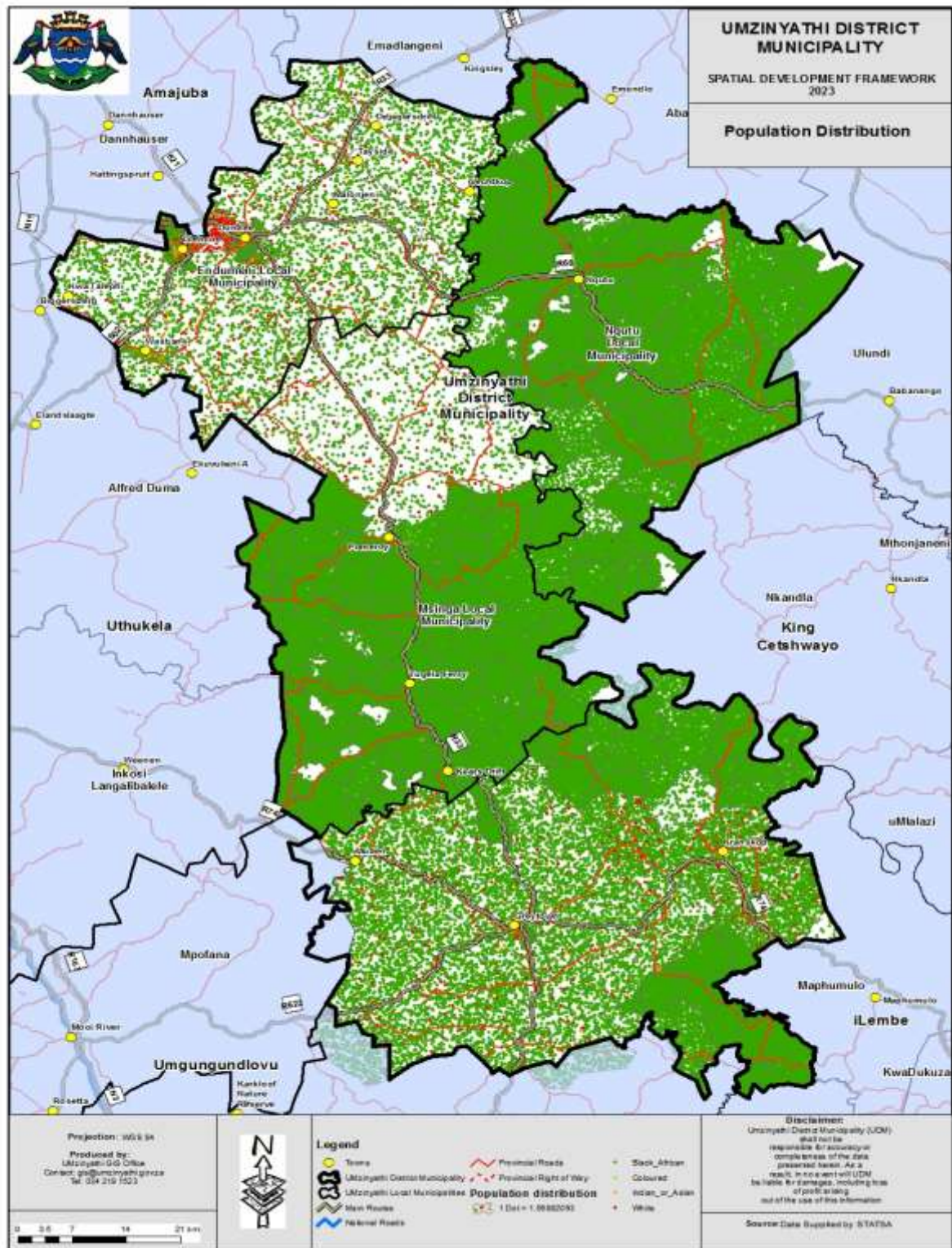
Map 20: Population Distribution shows the population distribution within the municipal area. The population growth is concentrated on the more rural areas of the municipality, with Msinga and Nqutu LM having the highest density of population. The urbanized areas of Endumeni and Mvoti have lower population rates and the population is sparsely dispersed through these two Local municipalities. Infill development needs to be promoted within the less dense municipalities to avoid urban spread and sprawl. As a result of the anticipated growth the municipality needs to increase its provision of existing infrastructure and services such as water, electricity and waste management.

13.1.2 HOUSEHOLD STATUS

The Map 21: Household Status illustrates the household status within the municipal area. Households are widely spread however the majority of households are below the IDP standard. The red dots illustrates the

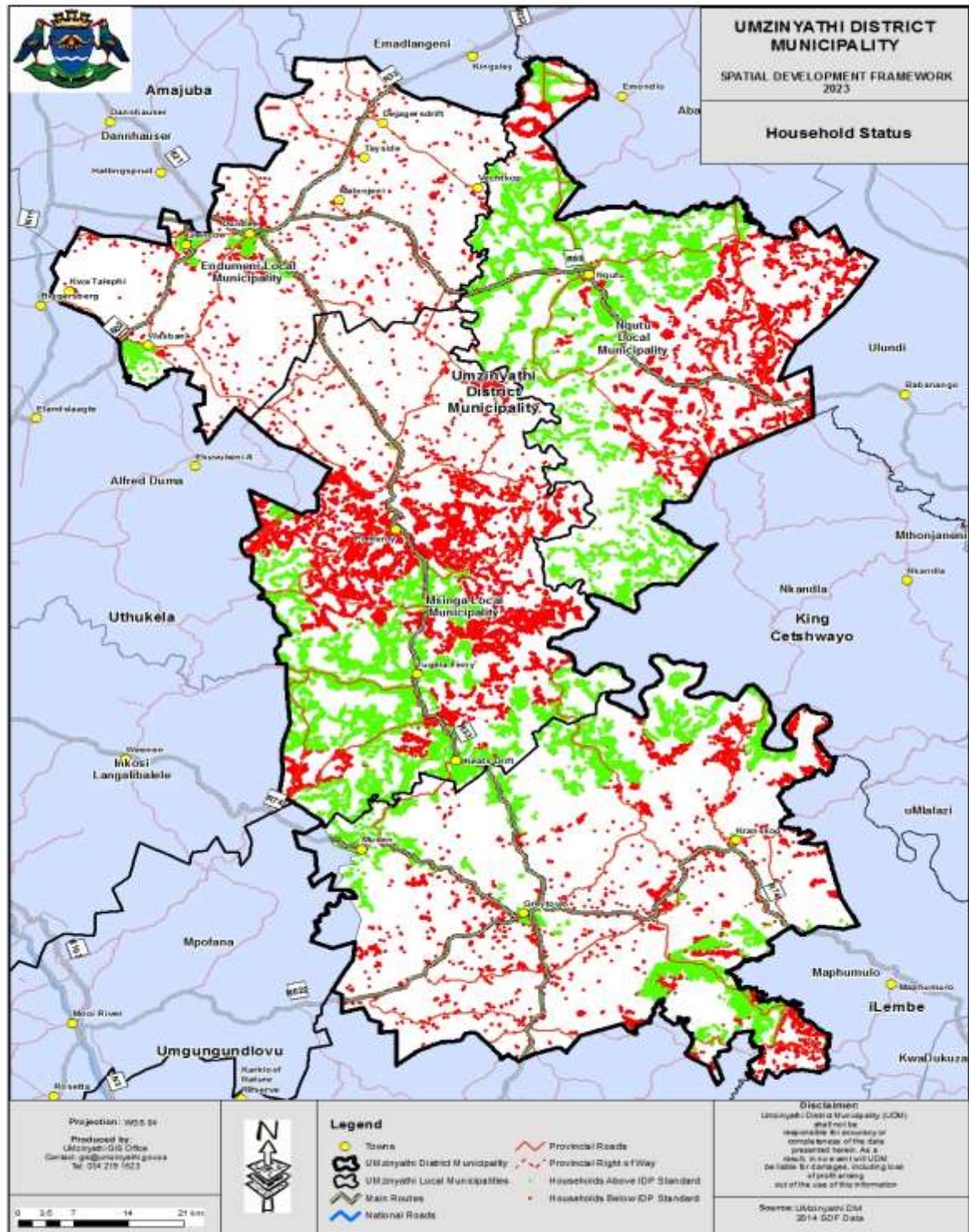
households below the IDP standard and the green dots illustrates the households above IDP standard. It is evident that most households are below the IDP standard.

Map 20: Population Distribution



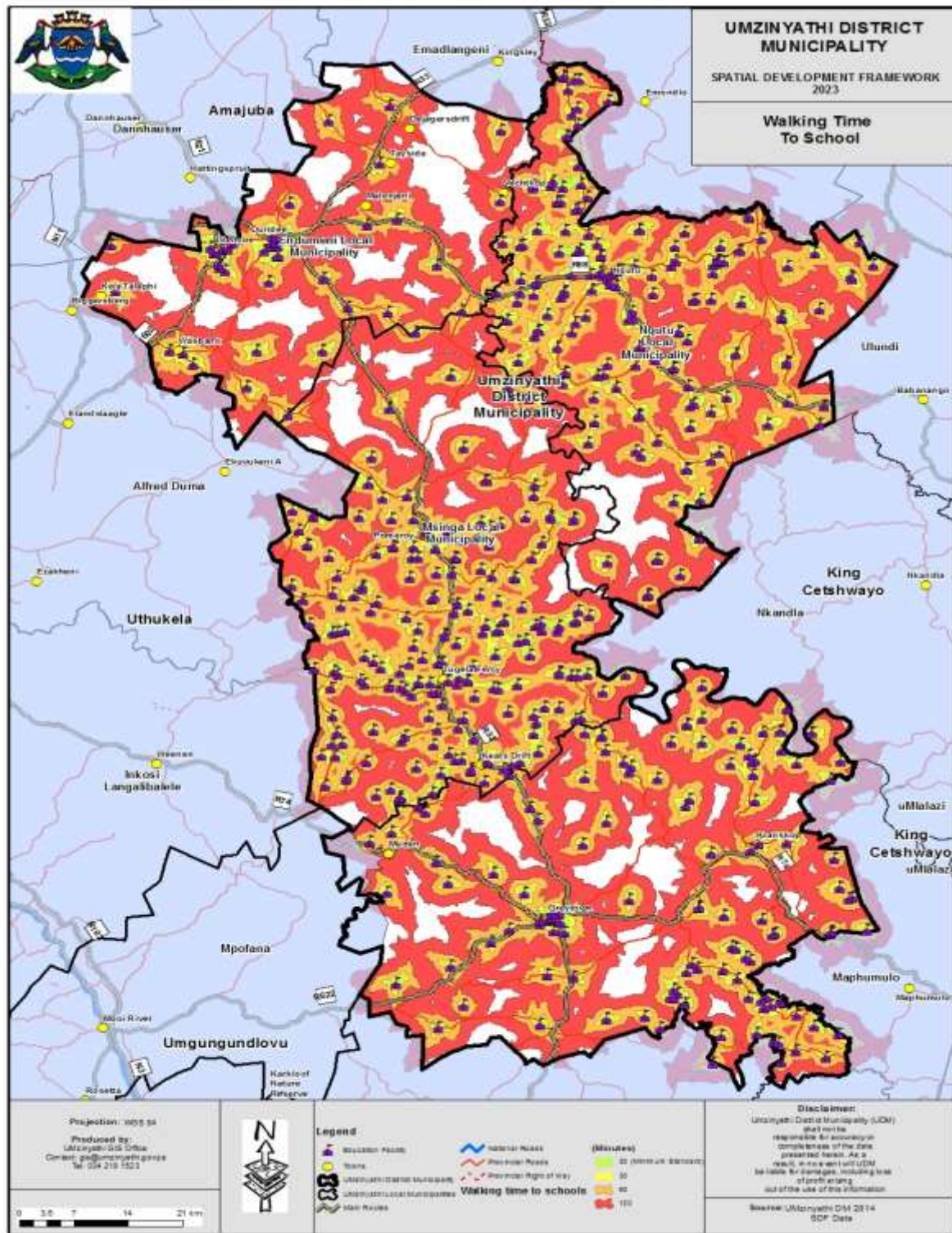
Source: Umzinyathi SDF 2023

Map 21: Household Status



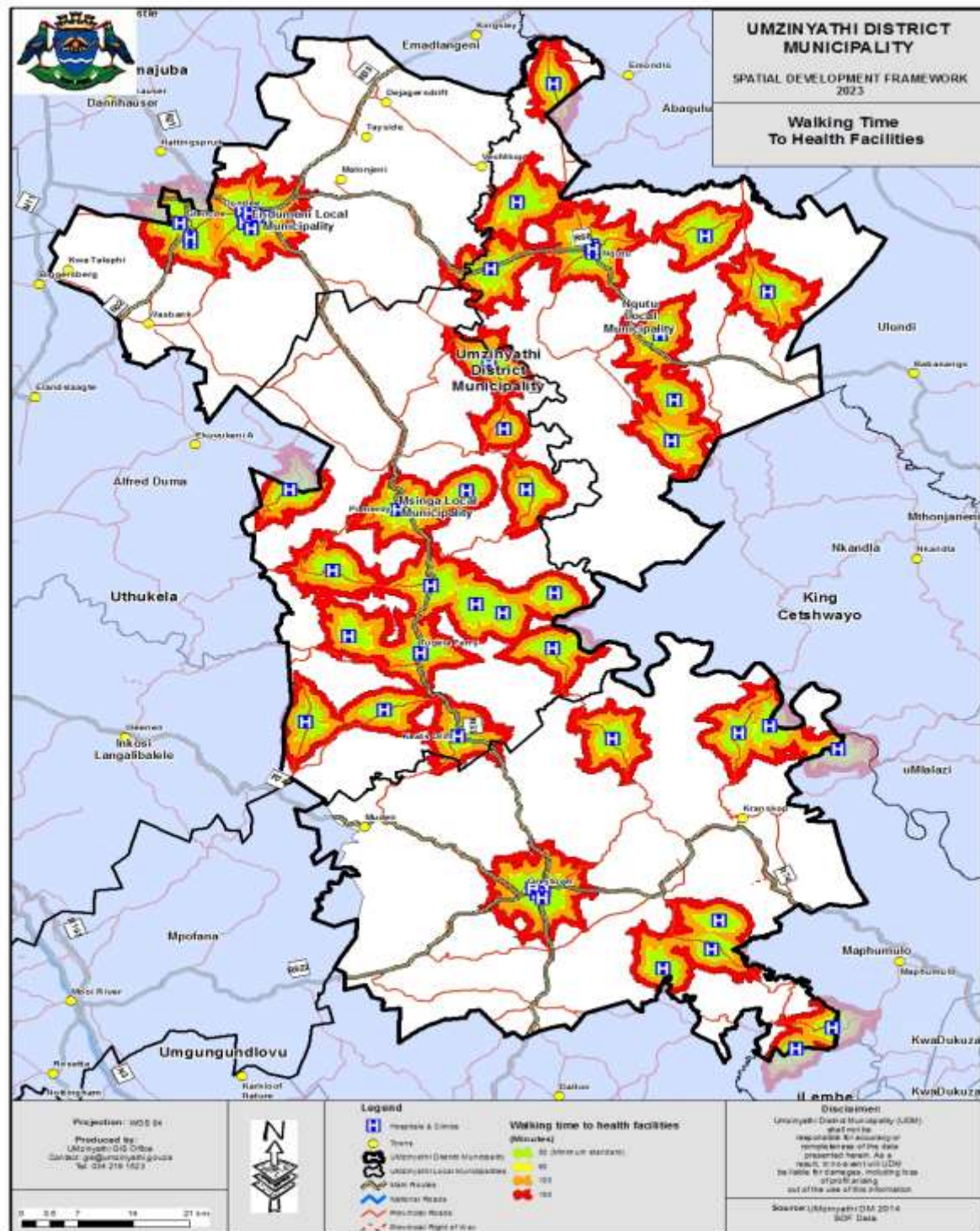
Source: Umzinyathi SDF 2023

Map 22 : Walking time to schools



Source: Umzinyathi SDF 2023

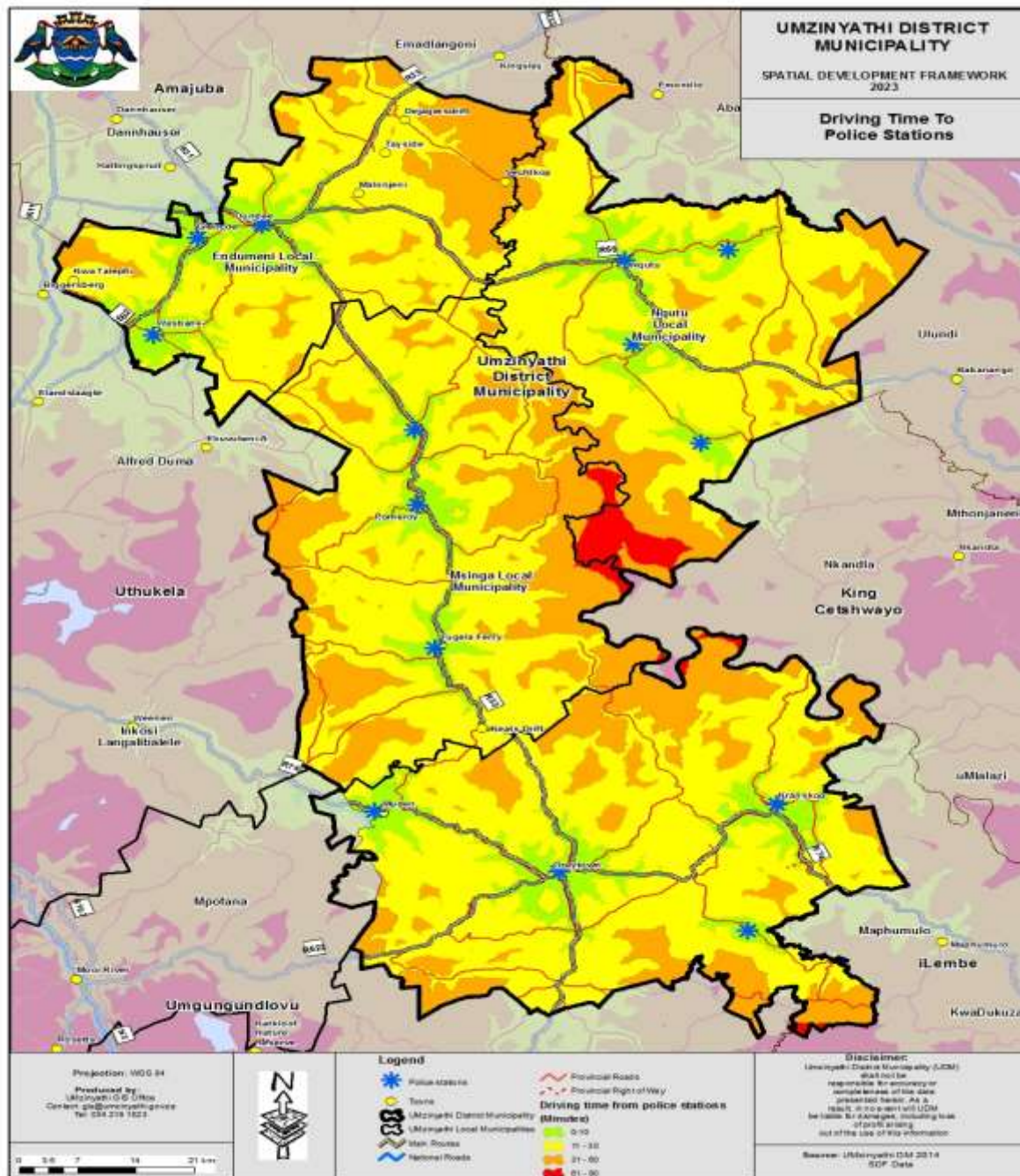
Map 23: Walking Time to Health Facilities



Source: Umzinyathi SDF 2023

The map above illustrates the walking time to health facilities. Health facilities are sparsely dispersed in the area due to higher threshold requirements. About 33.0% of people walk 150 plus minutes to the nearest health facility and a mere 4.4% walks 60 minutes. Given the low growth rural environment it will not be possible to improve access through growth.

Map 24: Driving time to Police Stations



Source: Umzinyathi SDF 2023

The map above shows the drive time from police stations. The map indicates how long it will take the police to reach any point in the municipal area. It is important to note that police stations in neighboring municipalities do play a role in Umzinyathi municipal area. The municipal area is however, very well covered by police stations with close to 90% households reachable in 30 minutes.

13.1.3 TOURISM FACILITIES WITHIN THE DISTRICT

A number of observation can be made regarding tourism facilities:

- Tourism facilities are largely private sector driven. Historical sites and museums are mostly linked to the so called battlefield tourism.
- Mission stations are strictly not a “tourism facility” but they all have historical significance that might be capitalized on.
- The bulk of the facilities, such as recreation have a local function rather than attracting tourist from outside the area.

The concentration of tourism facilities is mainly around Dundee and Nquthu. It is estimated that 75% of visitors to the battlefield sites are domestic tourists.

The Councils SEA refers to the district tourism study that list the following pressures on the tourism sector:

- Generally poor infrastructure in terms of roads and basic services
- Land claims and land tenure issues prohibits investments in the sector
- The area is thus far from the main airports and target market such as Durban and Johannesburg
- The negative reputation of the areas in terms of crime drives tourists away from the area

To address these challenges the district tourism study suggested the following recommendations for the development of this sector:

- The need for the district to focus on regions with highest indigenous tourism potential
- Need to provide more upmarket accommodation facilities to cater for the taste of international tourists
- Improve safety and security in the region

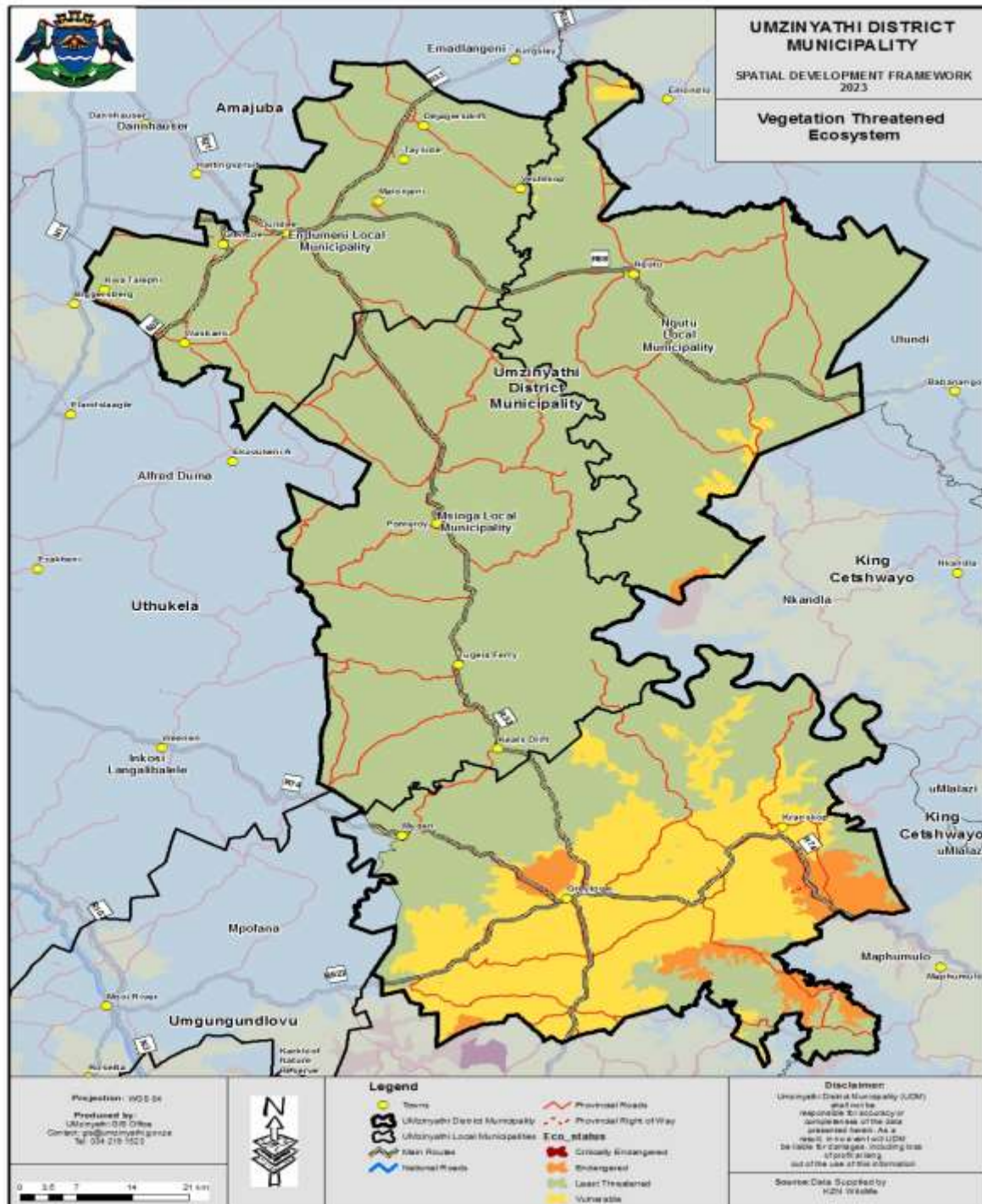
Map 25: Tourism Facilities



Source: Umzinyathi SDF 2023

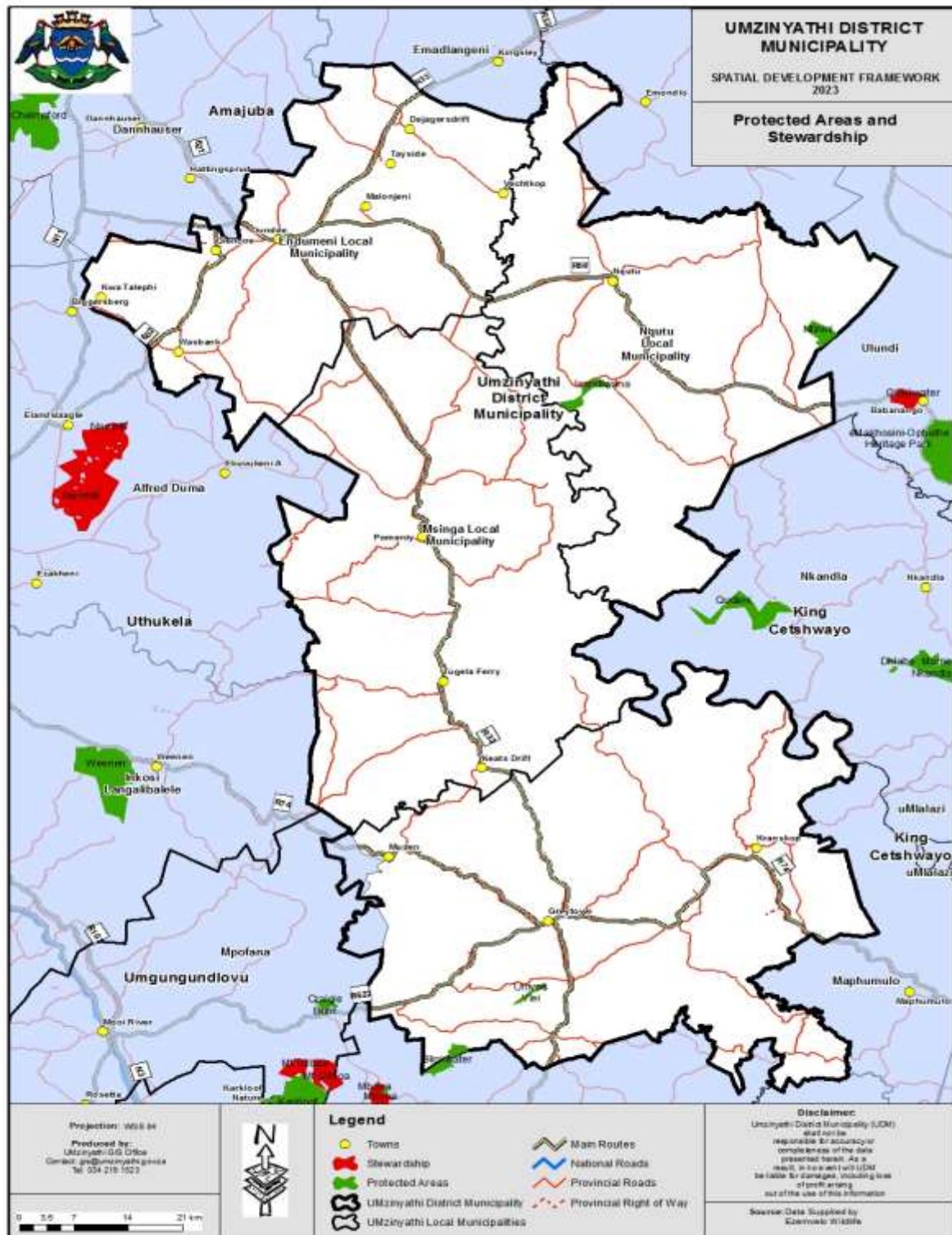
13.2 Environmental and Agricultural aspects

Map 26: Vegetation Threatened Ecosystem



Source: KZN Ezemvelo Wildlife, 2023

Map 27: Protected Areas and Stewardship



Source: KZN Ezemvelo Wildlife, 2023

13.2.1 VEGETATION THREATENED ECOSYSTEM

The map above illustrates the vegetation threatened ecosystem. It is evident that most parts of the district are least threatened. This implies that more sustainable development approach to be in place. Major parts in the Southern part of the district are regarded as vulnerable and this is due to habitat loss and destruction of the vegetation. Habitat loss and destruction also causes the ecosystem to be endangered as evident in the map. This implies that further loss will result in this category to be upgraded to critically endangered, and may result in the conservation target not being met and persistence of vegetation type uncertain.

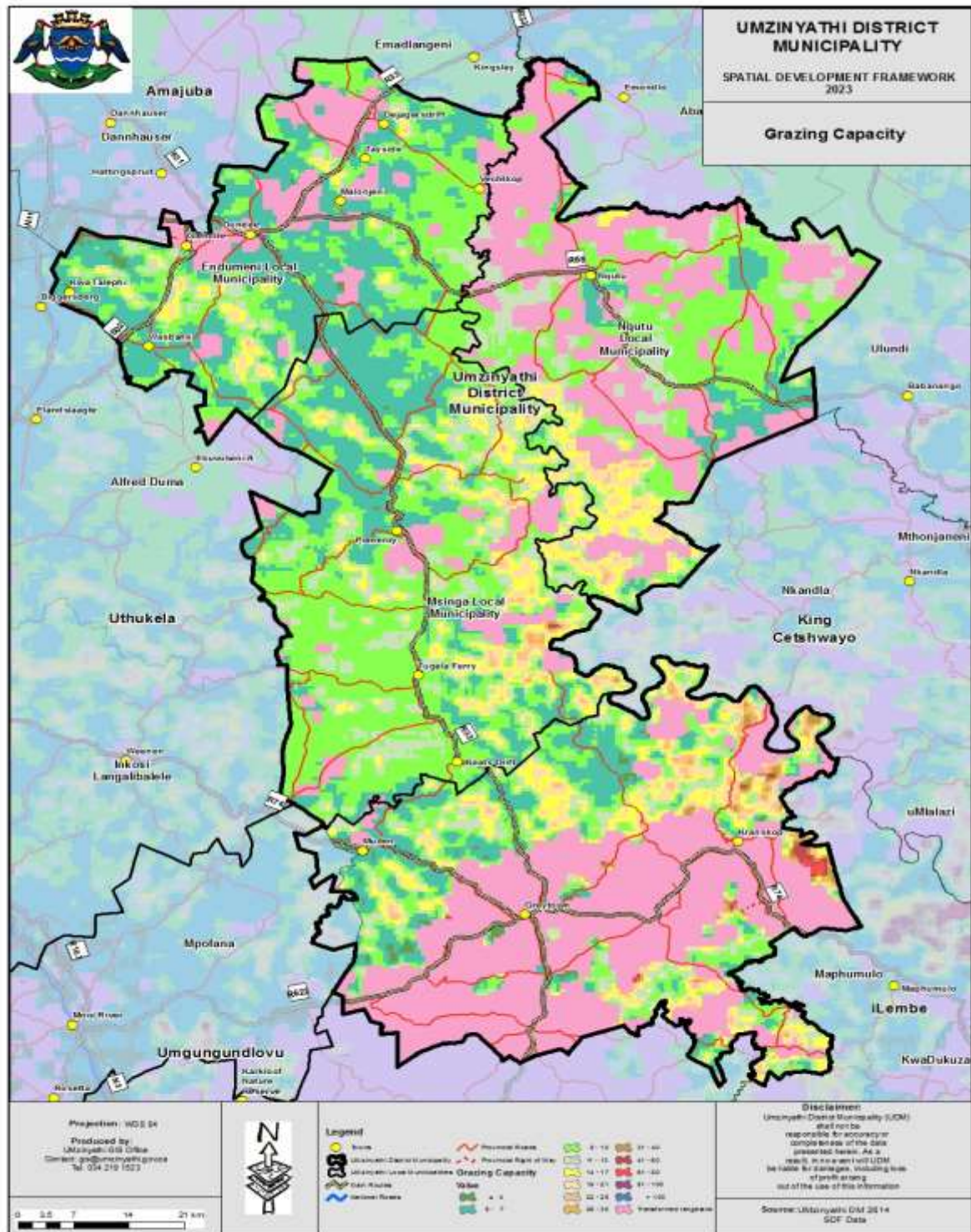
13.2.2 PROTECTED AREAS AND STEWARDSHIP

A protected area is a declared area of importance and requiring protection and management due to its biodiversity content. Protected areas within the district are limited, a few exist in the neighboring municipalities. Isandlwana protected area is situated within the Nquthu Local Municipality and Umvoti vlel is another protected are within the district which is situated at Umvoti Local Municipality. Blinkwater is situated at the border of the Umzinyathi District and Umgungundlovu District. A stewardship is a voluntary programme that aims to increase conservation managed areas via agreements with private and communal landowners. There are no stewardship areas that exists within the district. Mt. Gilboa is a stewardship that exists outside the boundary of the district.

13.2.3 GRAZING CAPACITY

The map above shows the grazing capacity within the municipal area. The grazing capacity of the area is expressed in terms of animal units (AU). AU is equivalent to a 450kg cow. As evident in the map it confirms the capability assessment. The general grazing capacity in the UDM area is very low and it is only in a few areas in the mountainous parts where the grazing capacity is between 14 and 17 AU. In the rest of the area, not classified as transformed rangelands the grazing capacity is below 10 AU per hectares.

Map 28: Grazing Capacity



Source: Umzinyathi SDF 2023

13.2.4 CRITICAL BIODIVERSITY AREAS

The map above specifies the critical biodiversity areas (CBA) and ecological support areas (ESA) within the municipal area. These are the areas of importance for the conservation of biodiversity. These areas form the biodiversity network that is required for the district to ensure the persistence and maintenance of habitats, ecosystems and their associated species. As seen in the map there are a number of areas within the municipal area which represent optimized solution to meet the required biodiversity conservation targets while avoiding areas where the risk of biodiversity loss is high, such cultivation and residential areas. On the southern part of the municipal area there exists the ESA's which are defined as functional but not necessarily entirely natural areas that are required to ensure the persistence and maintenance of biodiversity patterns and ecological processes within the critical biodiversity areas.

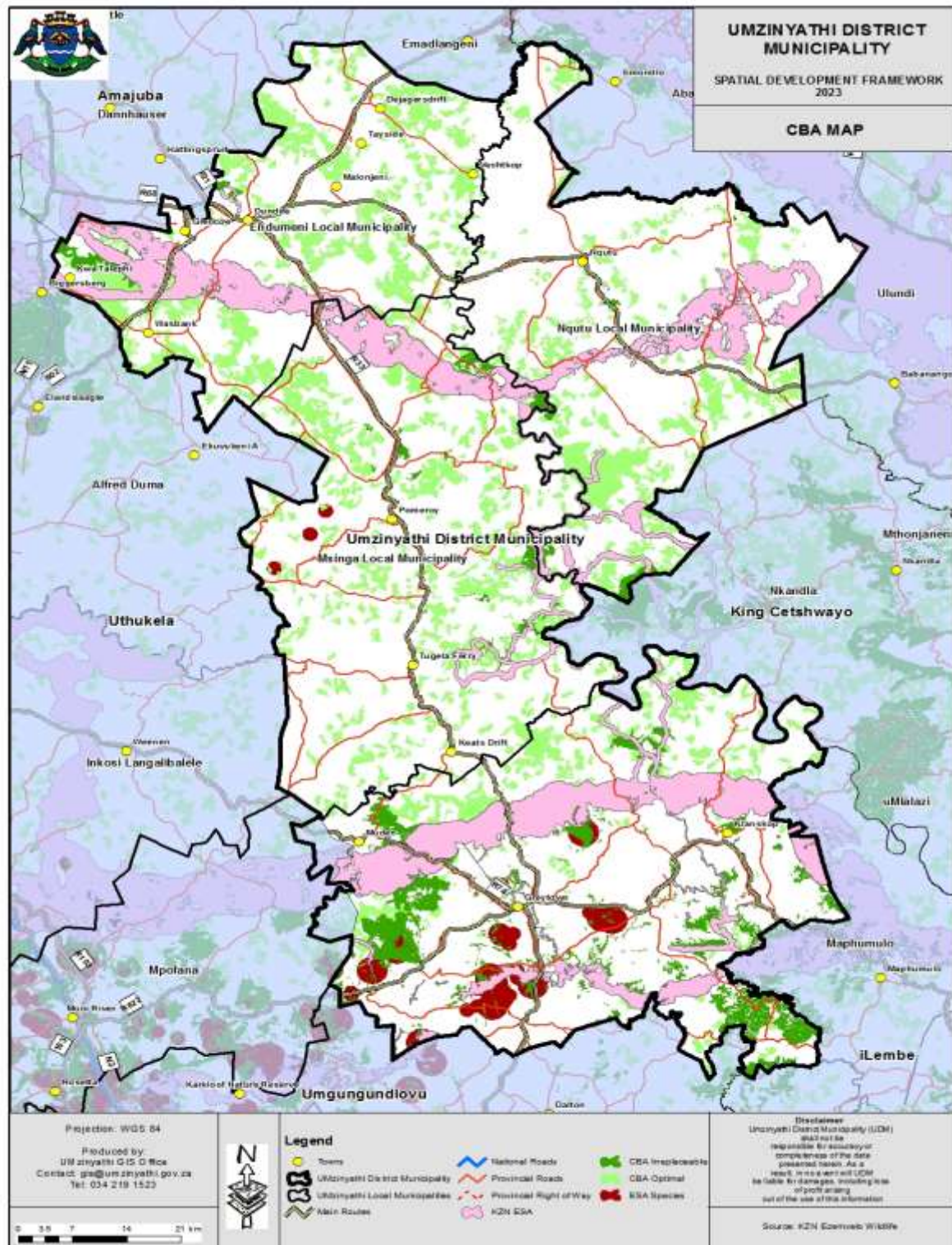
13.2.5 VEGETATION STATUS

The above shows the vegetation protection status. As seen in the map the majority of the municipal is poorly to moderately protected. Few parts of the south eastern part of the municipal area are not protected at all and this poses a threat as it may cause vegetation loss.

13.2.6 VEGETATION CONSERVATION STATUS

Map 31: Vegetation Conservation Status indicates the spatial display of the conservation status within the municipal area. Mostly the conservation status within the municipal area as seen in the map is least threatened. This implies sustainable development approach to be in place. The northern part is widely spread with the vulnerable vegetation and this implies that caution is required. The southern part of the municipal area has endangered vegetation and this implies that further loss will result in this category being upgraded to critically endangered category. Further south of the municipal is a slight distribution of critically endangered vegetation. This implies that any further loss will result in the conservation target not being met and persistence of vegetation uncertain.

Map 29: Critical Biodiversity Areas



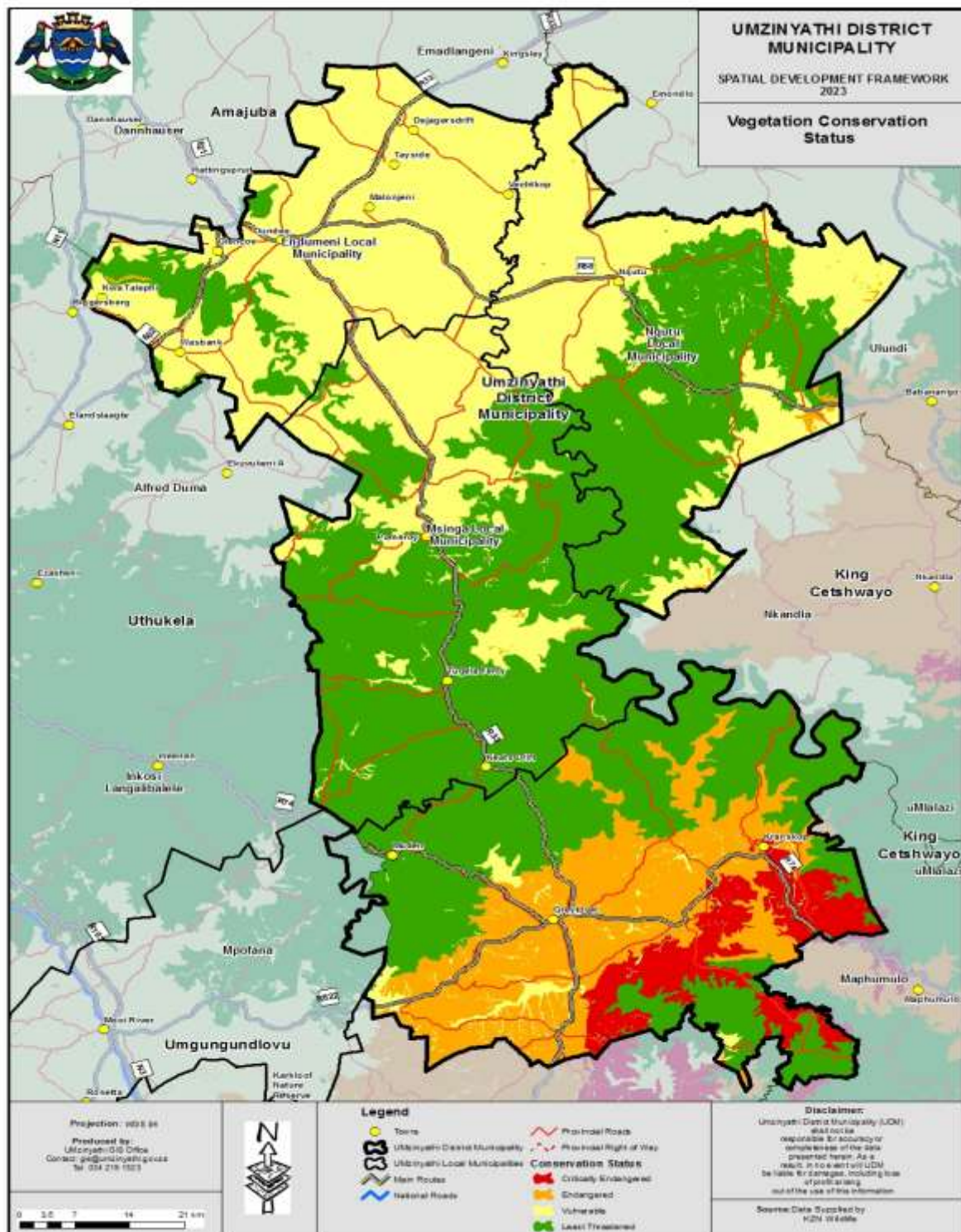
Source: KZN Ezemvelo Wildlife 2023

Map 30: Vegetation Status



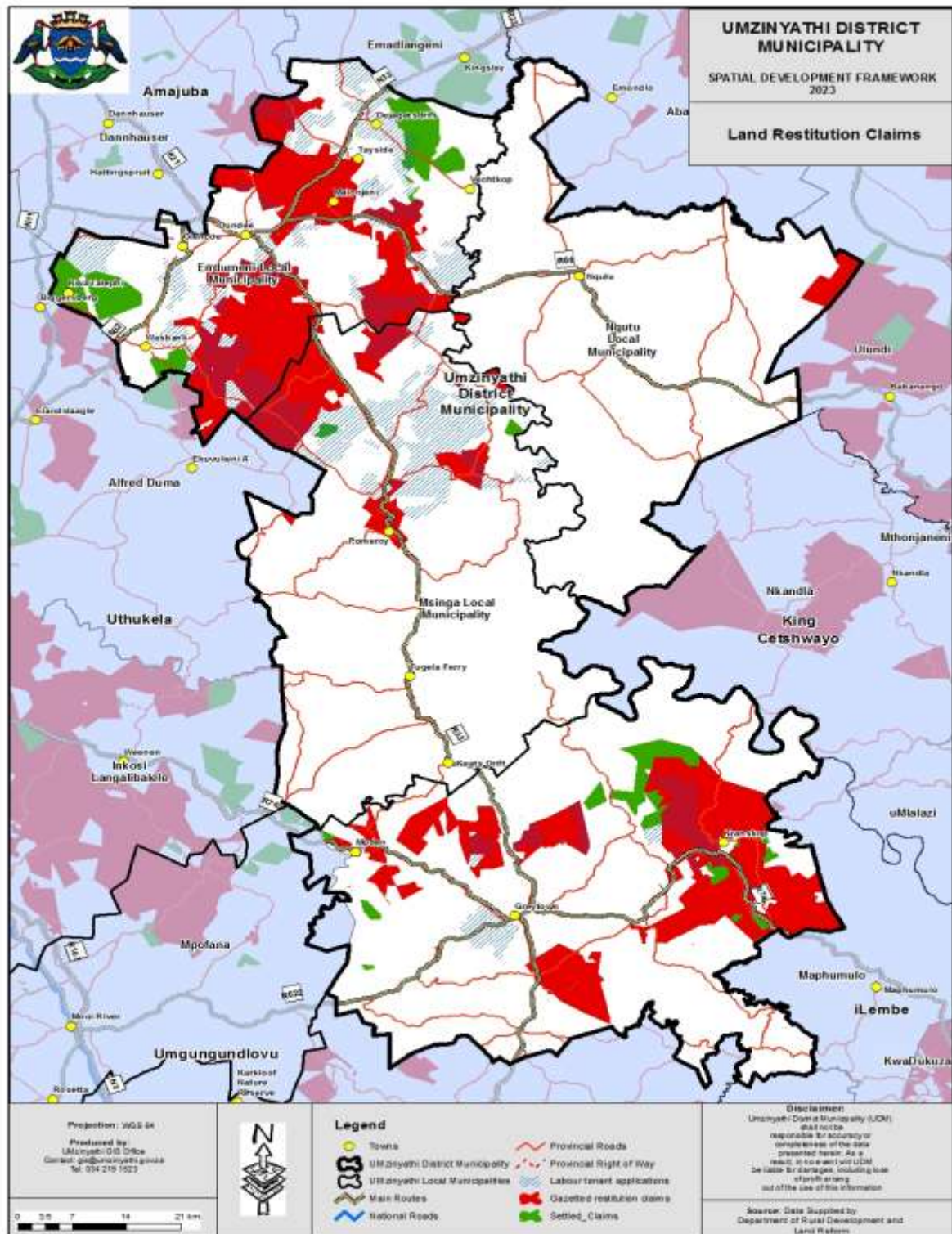
Source: KZN Ezemvelo Wildlife 2023

Map 31: Vegetation Conservation Status



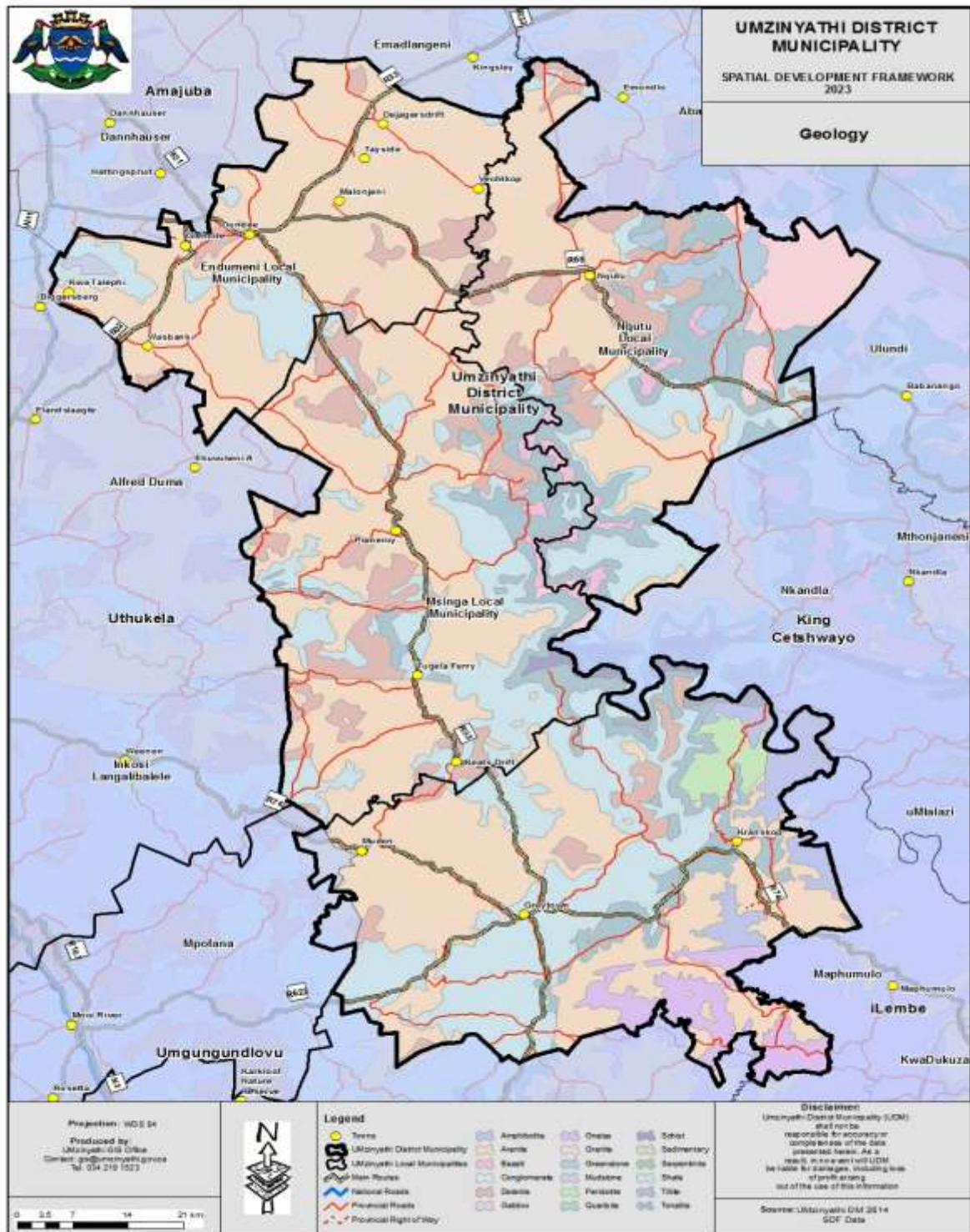
Source: KZN Ezemvelo Wildlife 2023

Map 32: Land Restitution and Land Claims



Source: Department of Rural Development and Land Reform 2023

Map 33: Geology



Source: Umzinyathi SDF 2023

13.2.7 LAND RESTITUTION AND LAND CLAIMS

The Map 32: Land Restitution and Land Claims above shows the land restitution within the municipal area. Only about 31.5% are settled claims and most of them are still gazette. A few labor tenant applications are highlighted also in the central and northern part of the municipal area.

13.2.8 GEOLOGY

The Map 33: Geology above shows the geology of the municipal area. Arenite is the most common rock covering most of the municipal area. Shale occurs throughout the area. Tillite is present along the Buffalo River but then only in the mountainous areas before it joins the Tugela River. These sedimentary formations are topped by dolerite that is still exposed in the higher parts of the mountains.

13.3 Structuring elements

13.3.1 ACCESS TO ELECTRICITY SERVICES

The Map 34: Access to Electricity Services below shows access to electricity within the municipal area. The LM's and Eskom provide electricity throughout the area.

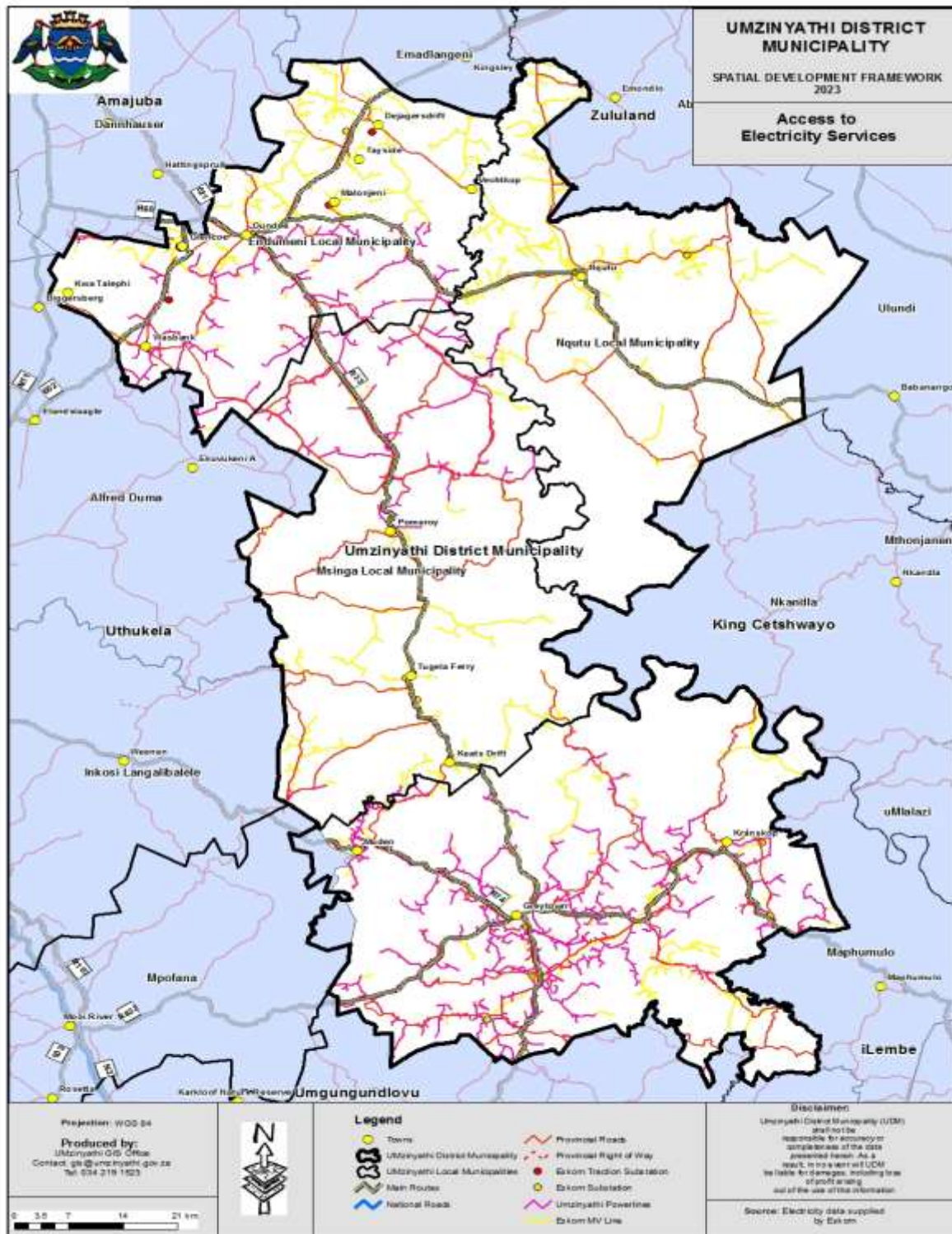
13.3.2 MINING POTENTIAL

The Map 35: Mining Potential below shows the mining potential within the district. Mining within the municipal area is not predominant as it exists only in the northern part (Endumeni) of the district. The map indicates that in the northern part of the district there is predominantly low to medium mining potential.

13.3.3 TRANSPORT MOBILITY

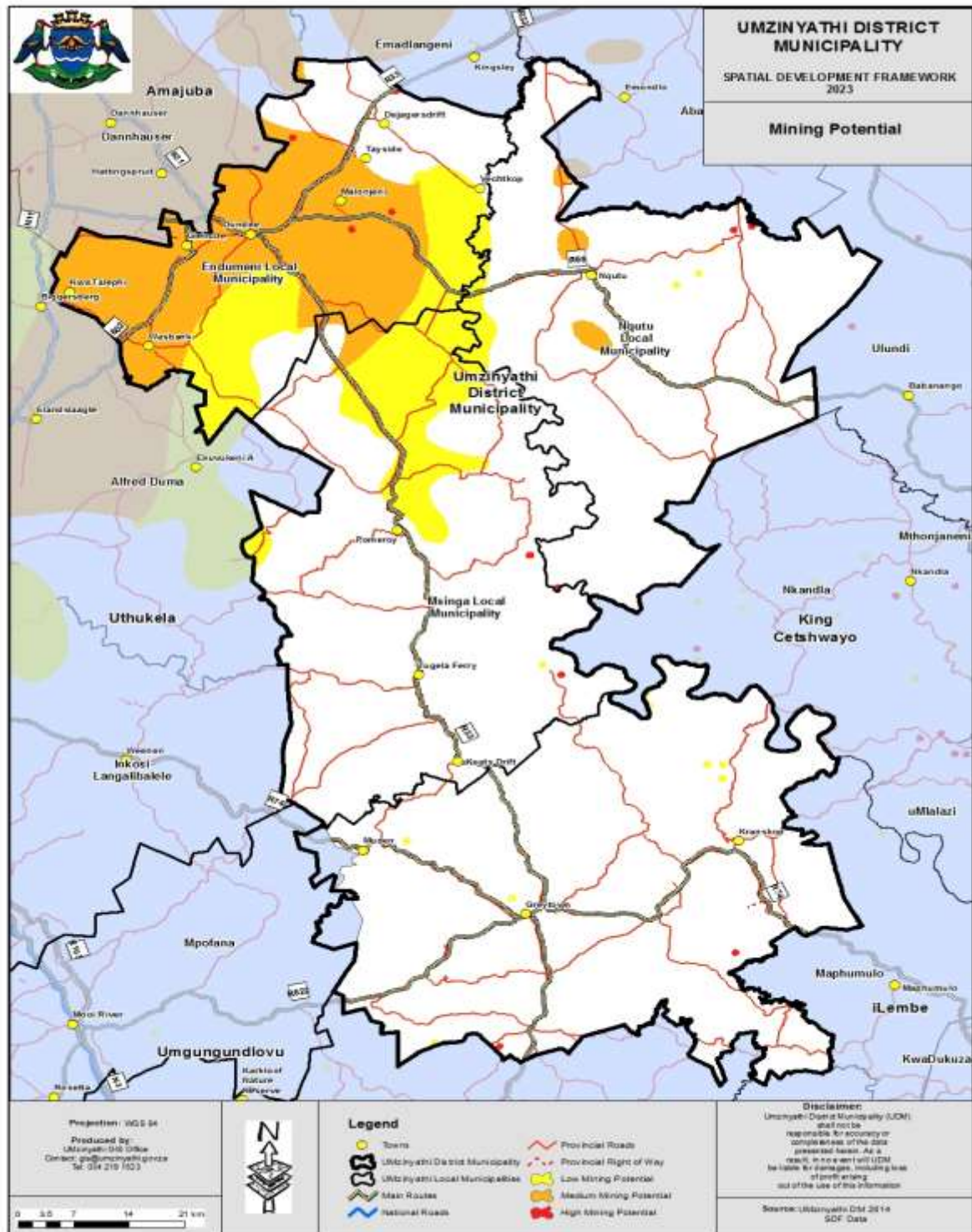
Map 36: Transport mobility below indicates the transport mobility within the municipal area. It is evident that the mostly used form of transport is on foot. The variety of transport is found on the urban part of the municipal area. Most people in the northern part of the municipal area uses a different forms of transport which include cars minibus and bicycle.

Map 34: Access to Electricity Services



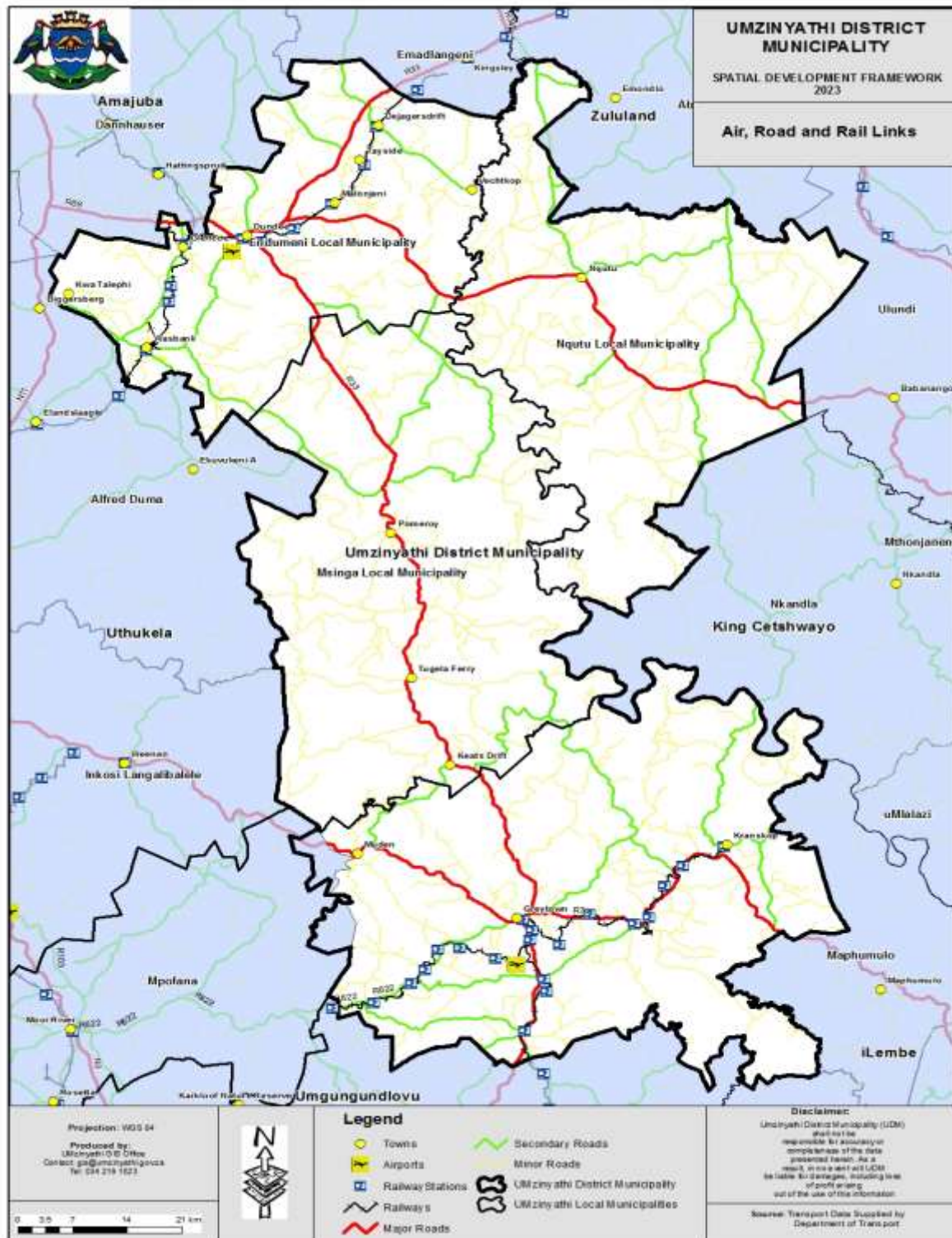
Source: Umzinyathi SDF 2023

Map 35: Mining Potential



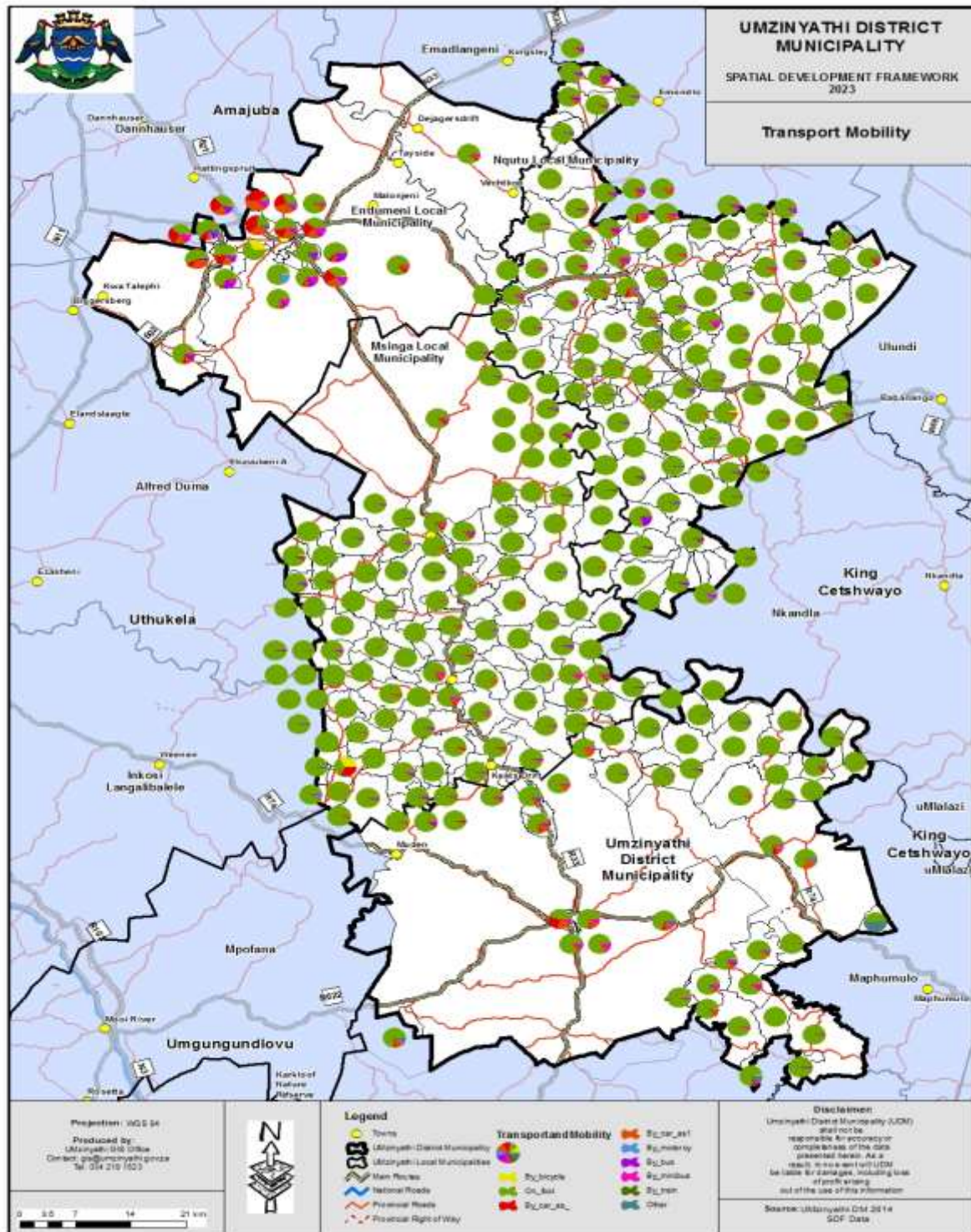
Source: Umzinyathi SDF 2023

Map 36: Air, Road and Rail Links



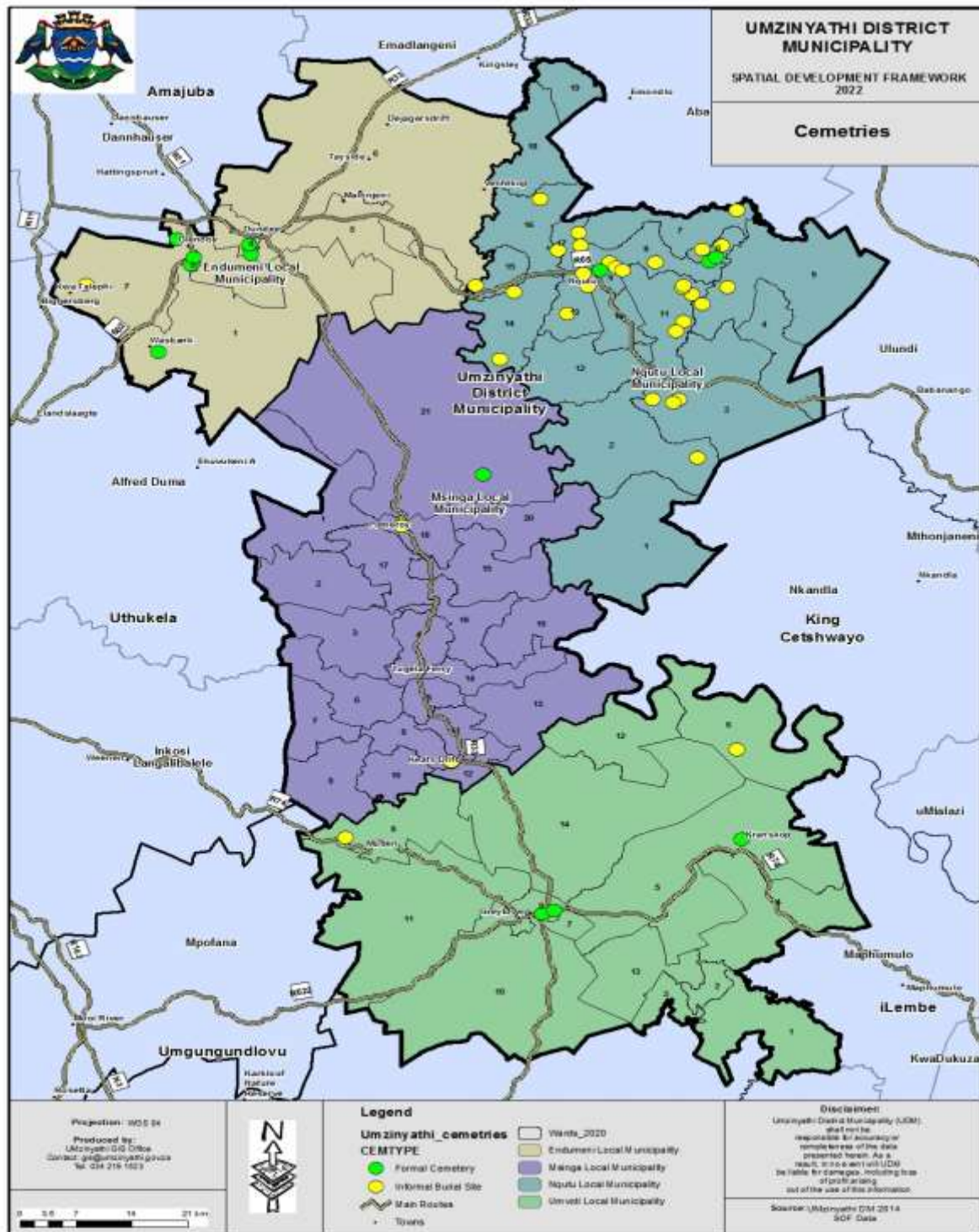
Source: Umzinyathi SDF 2023

Map 37: Transport Mobility



Source: Umzinyathi SDF 2023

Map 38 : Cemeteries



Source: Umzinyathi SDF 2023

14 DEVELOPMENTAL STRATEGIES

Umzinyathi District Municipality has developed the strategies in line with the developmental priorities in order for the intended results to be achieved and to enhance the service delivery thereby improving the communities lives. The following strategies have been developed for the 2023/24 IDP to be adopted by council in May 2023.

Ref:	Key challenges	Goals (Broad Statements, desired outcome)	Strategic Objectives (What you want)	Strategy (How are we going to achieve it)	Key Performance Indicator (Measure)	Targets/Project implementers	Funding source	Responsible Department
National Key Performance Area 1: Municipal Transformation and Institutional Development.								
MTID 1	Low staff morale	High performance municipality leading in transformation and institutional development	1.1 Address lack of skills development and safeguard retention of skills.	Implement Skills development programmes.	Number of skills development programmes implemented.	Three (3) Bursaries (Q1&Q3) OHS training (Q1)	LGSETA	Corporate Services
				Development and Adoption of Work Place Skills Plan by the 30 th of April in line with budget allocation.	% Of budget spent on Workplace Skills Plan	100%	Skills Development Levy (Operational Budget)	
				Development and submission of Employment Equity Plan by 15 January	Date of submission of Employment equity plan.	January 2024	N/A	

Ref:	Key challenges	Goals (Broad Statements, desired outcome)	Strategic Objectives (What you want)	Strategy (How are we going to achieve it)	Key Performance Indicator (Measure)	Targets/Project implementers	Funding source	Responsible Department
MTID 2	Poor communication and planning amongst departments		1.2 Ensure good governance, financial viability, efficient administration and optimal institutional transformation with capacity to execute its mandate.	Development and adoption of Draft IDP before 31 March and Final IDP Before 30 June by Council and KZN Cogta	Date of adoption and submission of draft and final IDP	Adoption 31 March 2024 30 June 2024 Submission 14 April 2024 14 July 2023	N/A	Planning and Economic Development.
		High performance municipality leading in transformation and institutional development		Compile and submit Quarterly Performance reports to IA, AC and EXCO to monitor the implementation of planned targets.	Percentage of Organisational Scorecards targets achieved.	95-100%	N/A	All departments
				Monitor the implementation of the Strategic Plan resolution register	Number of Strategic planning reports submitted to respective Portfolio Committees and EXCO	20	Non-cash item	All departments
				Review of mandatory policies before the 30th of June	No of policies reviewed and adopted.	61	N/A	All departments
				Ensure the review and adoption of municipal organogram before the 30th of	Date of adoption of municipal organogram	30 June 2024	N/A	Corporate Services

Ref:	Key challenges	Goals (Broad Statements, desired outcome)	Strategic Objectives (What you want)	Strategy (How are we going to achieve it)	Key Performance Indicator (Measure)	Targets/Project implementers	Funding source	Responsible Department
				June				
	Lack of accountability within the municipality			Cascading PMS to all levels within the municipality to promote accountability in all levels of employment	Cascading IPMS to all employment scale levels	D1-D4	Non-cash item	Corporate Services
National Key Performance Area 2: Basic Services Delivery and Infrastructure Development								
BSDID 1	Delay in eradicating service delivery backlogs due to contractor's stopping work as a result of non-payment Service Delivery backlogs.	Eradication of service delivery backlogs	2.1 Provision of safe drinking water and sanitation services to the community to eradicate service delivery backlogs	Implementation of infrastructure projects to ensure the provision of service delivery needs to the community of UMzinyathi District	Number of water projects under construction	35	MIG RBIG WSIG	Technical Services
				Timely Completion of infrastructure projects to ensure	Number of sanitation projects under construction	1	MIG	Technical Services
					Number of building structures under construction	1	MIG	Technical Services
					Number of water projects completed	4	MIG RBIG WSIG	Technical Services

Ref:	Key challenges	Goals (Broad Statements, desired outcome)	Strategic Objectives (What you want)	Strategy (How are we going to achieve it)	Key Performance Indicator (Measure)	Targets/Project implementers	Funding source	Responsible Department
BSDID 2				the provision of service delivery needs to the community of UMzinyathi District	Number of sanitation projects completed	1	MIG	Technical Services
					Number of building structure projects completed	1	MIG	Technical Services
				Provision of water to households within RDP standards to reduce service delivery backlog	Number of households to be provided with access to water within RDP standards	557	MIG RBIG WSIG	Technical Services
				Provision of sanitation facilities to households to reduce service delivery backlog	Number of households provided with sanitation facilities	800	MIG	
				2.2 Ensure the Provision of safe drinking water to households and implement environmental protection as prescribed by SANS 241.	Number of treated waste water samples taken to monitor green drop status	240	Operational budget	
	Non-compliance to SANS 241 Health hazards				% Compliance of wastewater samples to water use license conditions	90%	Operational budget	Technical Services

Ref:	Key challenges	Goals (Broad Statements, desired outcome)	Strategic Objectives (What you want)	Strategy (How are we going to achieve it)	Key Performance Indicator (Measure)	Targets/Project implementers	Funding source	Responsible Department
				Implement Water quality monitoring through sample testing (Blue drop)	Number of treated water samples taken to monitor the blue drop status.	624	Operational Budget	
					% Of compliance to SANS 241 of Drinking Water (Blue drop)	95%	Operational Budget	
	Ageing infrastructure			Undertaking of operations and maintenance in treatment plants	Volume of water purified and distributed	13 996 155	Operational Budget	
BSDID 3	High water losses		2.3 Reduce Water Losses and illegal connections	Implementation of the WAR ON LEAKS PROGRAMME	% Reduction of non- revenue water	2% (War on leaks)	Operational Budget	
National Key Performance Area 3: Local Economic Development								

Ref:	Key challenges	Goals (Broad Statements, desired outcome)	Strategic Objectives (What you want)	Strategy (How are we going to achieve it)	Key Performance Indicator (Measure)	Targets/Project implementers	Funding source	Responsible Department
LED 1	Short life span of Small businesses and Co-operatives. Lack of Identification and implementation of District wide catalytic LED projects and sourcing of additional funding. Policies that don't favour SMME development and job creation	Economically viable district prominent in investment and job creation	3.1 Guide and support SMME development and sustainability to increase job creation, agricultural and tourism potential	Establishment and implementation of key capital and social initiatives projects to enhance economic development and job creation	No of jobs opportunities created through EPWP	600 IG=400 MIG=200	EPWP grant	Technical Services Planning and Economic Development Community Services
LED 2					Number of jobs created through LED initiatives	5	Operational Budget	Planning and Economic

Ref:	Key challenges	Goals (Broad Statements, desired outcome)	Strategic Objectives (What you want)	Strategy (How are we going to achieve it)	Key Performance Indicator (Measure)	Targets/Project implementers	Funding source	Responsible Department
LED 2	Short life span of Small businesses and Co-operatives. Lack of Identification and implementation of District wide catalytic LED projects and sourcing of additional funding. Policies that don't favour SMME development and job creation	Economically viable district prominent in investment and job creation	3.1 Guide and support SMME development and sustainability to increase job creation, agricultural and tourism potential	Lobby for extensive research, exploration of district signature events, occupancy of establishments and SMME funding support	No. of SMMEs in Packaging, assisted with funding applications	10	Non-cash item	Planning and Economic Development
					Date of completion of annual agricultural activities audit	30 June 2024	Non-cash item	Planning and Economic Development

Ref:	Key challenges	Goals (Broad Statements, desired outcome)	Strategic Objectives (What you want)	Strategy (How are we going to achieve it)	Key Performance Indicator (Measure)	Targets/Project implementers	Funding source	Responsible Department
LED 2	Short life span of Small businesses and Co-operatives. Lack of Identification and implementation of District wide catalytic LED projects and sourcing of additional funding. Policies that don't favour SMME development and job creation	Economically viable district prominent in investment and job creation	3.1 Guide and support SMME development and sustainability to increase job creation, agricultural and tourism potential	Develop centralised information hubs for LED implementation, Skill development, Capacity building, funding sources and new and existing businesses.	No of enterprises supported with capacity Building	2	Non-cash item	Planning and Economic Development
					No of arable ha's identified for agricultural production	250ha	Non-cash item	Planning and Economic Development
Ref:		Goals	Strategic Objectives	Strategy	Key Performance Indicator	Project	Budget and Funding source	Responsible Department

National Key Performance Area 4: Good Governance and Public Participation

Ref:	Key challenges	Goals (Broad Statements, desired outcome)	Strategic Objectives (What you want)	Strategy (How are we going to achieve it)	Key Performance Indicator (Measure)	Targets/Project implementers	Funding source	Responsible Department
GGPP 1	Poor coordination of public participation across the municipality.	Improve accountability and corporate governance, whilst creating a healthy environment and social cohesion.	4.1 Improved communication and public participation between the municipality and communities.	Facilitation of IDP and Budget roadshows	No of public consultation meetings undertaken	4 IDP Roadshow	Operational Budget	Planning and Economic Development
	Uncoordinated internal and external communication.			Ensure that external newsletters are published	No of External newsletters published	2 Umzinyathi Newsletter	Operational Budget	Office of the Municipal Manager
	Non-implementation of Batho Pele Principles			Strengthen implementation of Batho Pele Principles through the execution of the Service Delivery Implementation Plan (SDIP)	Date of adoption of Batho Pele Policy and SDIP	30 September 2023	Operational Budget	Office of the Municipal Manager
GGPP 2	Lack of programmes targeting Women and Youth.		4.2 Enhance healthy communities and citizens	Encourage participation in sport and recreational programmes by providing financial support, mentoring and coaching to sport codes.	No. of recreational sports programmes supported with financial, mentoring and coaching	3	Operational Budget	Community Services
	Lack of consequent management in compliance to			Conduct sites visits to ensure that edibles are in compliance with	No. of water samples to be taken from sources used for human	240	Operational Budget	Community Services

Ref:	Key challenges	Goals (Broad Statements, desired outcome)	Strategic Objectives (What you want)	Strategy (How are we going to achieve it)	Key Performance Indicator (Measure)	Targets/Project implementers	Funding source	Responsible Department
	Environmental Health Management			the Environmental Health by laws.	consumption			
					No. of food outlets visited and inspected both formal and informal	100	Operational Budget	
					No of business enterprises inspected for EHR compliance	60	Operational Budget	
	Lack of programmes targeting Women and Youth.			Implement skills development programmes	Number of community Skills development programmes implemented	3	LGSETA	Corporate Services
GGPP 3	Increasing audit queries and unfavourable audit opinion		4.3 Provision of a Sound oversight role to ensure effectiveness and guidance in all municipal committees.	Facilitate and provide secretariat support to legislative and Inter- governmental Structures meetings.	No of the Council meetings provided with secretariat support	4	Operational Budget	Corporate Services
					No of ExCo meetings to be provided with secretariat support	12		
					No of the Municipal Public Accounts Committee meetings to be provided with secretariat support	4		

Ref:	Key challenges	Goals (Broad Statements, desired outcome)	Strategic Objectives (What you want)	Strategy (How are we going to achieve it)	Key Performance Indicator (Measure)	Targets/Project implementers	Funding source	Responsible Department
					No of the Audit Committee meetings provided with secretariat support	4		
	Increasing audit queries and unfavourable audit opinion		4.4 Provide independent and objective assurance on the municipal internal control activities	Develop Internal Audit Plan in line with the Internal audit charter.	Date of adoption of Internal audit plan	30 September 2023	Non-cash item	Office of the Municipal Manager
				Conduct risk assessment annually.	Date of Organisational Risk Assessment	30 June 2024	Non-cash item	Office of the Municipal Manager
				Monitor the implementation of risk action plans through Risk reports on a quarterly basis.	% Of risk mitigation strategies implemented	100%	Non-cash item	All departments
				Ensure the implementation of the AG Action plan	% Of AG queries cleared as per the AG action plan	50-75%	Non-cash item	All departments
National Key Performance Area 5: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT								
MFVM 1	Failure to adhere to legislation and grant conditions by departments.	Promote sound financial management system and good governance.	5.1 Effectively manage the municipal resources and ensure	Implementation of financial management policies, procedures and	Date of adoption of Service Delivery and Budget Implementation Plan.	28 June 2024	Non-cash item	Budget and Treasury Office Planning and Economic Development

Ref:	Key challenges	Goals (Broad Statements, desired outcome)	Strategic Objectives (What you want)	Strategy (How are we going to achieve it)	Key Performance Indicator (Measure)	Targets/Project implementers	Funding source	Responsible Department
			financial sustainability.	practices in compliance with the MFMA and other related legislation.	Date of adoption of draft and final budget	31 March 2024 31 May 2024	Non-cash item	Budget and Treasury Office
	Poor collection levels Culture of non- payment resulting in no go areas across the district. Inability to follow procurement plan and stick to timeframes				Date of adoption of section 72 report.	30 January 2024		Budget and Treasury Office
					% Of the collection rate	50%	Operational Budget	
					Cost Coverage Ratio	1-3 months	Operational Budget	
					% Of budget spent on free basic services	100%	Operational Budget	
					Debt coverage ratio	0%	N/A	
	Failure to adhere to legislation and grant conditions by departments				% Of expenditure on infrastructure programmes (MIG)	100%	MIG	Technical Services
	Increasing audit queries and unfavourable audit opinion				Outcome of Auditor General's audit opinion	Unqualified	Operational Budget	Office of the Municipal Manager Budget and Treasury Office
National Key Performance Area 6: Cross Cutting								

Ref:	Key challenges	Goals (Broad Statements, desired outcome)	Strategic Objectives (What you want)	Strategy (How are we going to achieve it)	Key Performance Indicator (Measure)	Targets/Project implementers	Funding source	Responsible Department
CC 1	Outdated spatial data	Integrated Urban, rural and geographical systems development	6.1Development of spatial strategic documents and developmental procedures to ensure sustainable future development	Updating of Geographical Information	Number of IDP capital projects captured and mapped	5 IDP capital projects	N/A	Planning and Economic Development
CC2	Lack of financial resources which impacts on readiness of response and recovery	(Active)strengthening disaster management through local support, mitigation and risk management	6.2Robust disaster management and fire services that's is detective, preventative and responsive in implementation	Undertaking of Disaster Risk Reduction Projects and Programmes	Number of disaster management awareness campaigns conducted.	30	Operational Budget	Community Services
				Implementation of District wide lighting conductors' installation project	Number of lighting conductors installed	40	Operational Budget	Community Services
				Provide technical support to Local Municipalities on issues of Disaster Management and Fire Services.	% Of disaster cases addressed.	100%	Operational Budget	Community Services

SECTION E 2: IMPLEMENTATION PLAN

15 IMPLEMENTATION PLAN

Umzinyathi District Municipality has prepared the implementation plans according to the National Key Performance Areas of the Five Year Strategic Local Government Agenda and they are also aligned to the departments of the municipality in relation to their implementation. The implementation plan serves as the alignment between the IDP and Budget, and they also unpack the strategies in terms of their programmes. They also have the core functions aligned to each Key Performance Area to be undertaken during the 2023/24, these core functions are then aligned to the budget to facilitate the implementation. The 2022/23 draft Budget will be finalised and approved by Council in May 2023. The implementation plan has committed human and financial resources to enable the municipality to achieve its developmental mandate.

No.	Key challenge	KEY PERFORMANCE AREA	GOAL	OBJECTIVE	STRATEGY	KPI	BASELINE	5 YEAR TARGETS					Funding source and budget	Confirmed budget	Allocated budget	Responsible department
								YEAR 1 2022/23	YEAR 2 2023/24	YEAR 3 2024/25	YEAR 4 2025/26	YEAR 5 2026/27				
1.1	Low staff morale	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	5th PERFORMANCE MUNICIPALITY RATING IN TRANSFORMATION AND	Address lack of skills development and safeguard retention of skills	Implement skills development programmes	Number of workplace skills development programmes implemented	4	3	3	3	3	3	LGSETA			Corporate services

1.2					Development and Adoption of Work Place Skills Plan by the 30th of April in line with budget allocation.	Percentage of budget spent on workplace skills plan	78%	100%	100%	100%	100%	100%	Operational budget			Corporate Services
1.3					Development and adoption of Employment Equity Plan by 5 January	Date of adoption of Employment equity plan	5-Jan-22	15-Jan-23	15-Jan-24	15-Jan-25	15-Jan-26	15-Jan-27	Non-cash item	Non-cash item	Non-cash item	Corporate Services
1.4	Poor communication and planning amongst departments			Ensure good governance, financial viability, efficient administration and optimal institutional transformation with capacity to execute its mandate.	Development and adoption of Draft IDP before 31 March and Final IDP Before 30 June by Council and KZN Cogta	Date of adoption and submission of Draft and final IDP	Adoption 31 March 2022 31 May 2022 Submission 14 April 2022 14 June 2022	Adoption 31 March 2023 31 May 2023 Submission 14 April 2023 14 July 2022	Adoption 31 March 2024 31 May 2024 Submission 14 April 2024 14 July 2023	Adoption 31 March 2025 31 May 2025 Submission 14 April 2025 14 July 2024	Adoption 31 March 2026 31 May 2026 Submission 14 April 2026 14 July 2025	Adoption 31 March 2027 31 May 2027 Submission 14 April 2027 14 July 2026	Non-cash item	Non-cash item	Non-cash item	Planning and Economic Development

1.5					Compile and submit Quarterly Performance reports to IA, AC and EXCO to monitor the implementation of planned targets.	Percentage of Organisational Scorecard targets achieved	96%	95-100%	95-100%	95-100%	95-100%	95-100%	Non-cash item	Non-cash item	Non-cash item	All departments
1.6					Monitor the implementation of the Strategic Plan resolution register	Number of Strategic planning reports submitted to respective Portfolio Committees & EXCO (MM)	20	20	20	20	20	20	Non-cash item		Non-cash item	All departments
1.7					Upgrading and updating of ICT infrastructure and software to ensure seamless access to information	Date of adoption of IT Strategy(MSP)	30-Sep-21	n/a	30-Sep-23	n/a	n/a	30-Sep-26	Operational budget			Corporate Services
1.8					Review of mandatory policies before the 30th of June	No. of policies reviewed and adopted	6	61	61	61	61	61	Non-cash item	Non-cash item	Non-cash item	All departments

1.9					Ensure the review and adoption of municipal organogram before the 30th of June	Date of adoption of municipal organogram	30-Jun-22	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26	30-Jun-27	Non-cash item	Non-cash item	Non-cash item	Corporate Services
1.1	Lack of accountability within the municipality				Cascading IPMS to all levels within the municipality to promote accountability in all levels of employment	Cascading IPMS to all employment levels	New Indicator	E1-E3	D1-D4	C1-C2	B1-B3	A1-A3	Non-cash item	Non-cash item	Non-cash item	Corporate Services
2.1	Delay in eradicating service delivery backlogs due to contractors stopping work as a result of non-payment	BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT	ERADICATION OF SERVICE DELIVERY BACKLOGS	Provision of safe drinking water and sanitation services to the community to eradicate service	Implementation of infrastructure projects to ensure the provision of service delivery needs to the	Number of water projects under construction	36	36	35	36	37	17	MIG WSIG			Technical Services

2.2	Ageing Infrastructure			delivery backlogs	community of Umziyathi District	Number of sanitation projects under construction		2	1	3	3	1	MIG			technical Services
2.3						Number of building structures under construction		2	1	n/a	n/a	n/a	MIG			technical Services
2.4					timely Completion of infrastructure projects to	Number of water projects completed		28	4	14	15	17	MIG WSIG RBIG			technical Services
2.5					ensure the provision of service delivery needs to the	Number of sanitation projects completed		2	1	3	3	1	MIG			technical Services
2.6					community of Umziyathi District	Number of building structure projects completed		1	1	n/a	n/a	n/a	MIG			technical Services

2.7				Provision of water to households within RDP standards to reduce service delivery backlogs	No. of households to be provided with access to water within RDP standards	2787	3498	557	557	557	557	MIG WSIG RBIG			technical services
2.8				Provision of sanitation facilities to households to reduce service delivery backlogs	No. of households provided with sanitation facilities	119	2600	800	800	800	800	MIG			technical services
2.9	Non-compliance to SANS 241			Ensure the provision of safe drinking water to households and implement environmental protection as prescribed by SANS 241.	Implement Waste Water quality monitoring through sample testing (green drop)	Number of treated waste water samples taken to monitor green drop status	119	240	240	240	240	Operational Budget			technical services
2.10						% compliance of wastewater samples to water use license conditions	5%	90%	90%	90%	90%	Operational Budget			technical services
2.11					Implement Water quality monitoring through sample	Number of treated water samples taken to monitor the blue drop status.	513	624	624	624	624	Operational Budget			technical services

2.12					Testing (blue drop)	% of compliance to SANS 241 of Drinking Water (Blue drop)	9%	95%	95%	95%	95%	95%	Operational Budget			Technical Services
2.15	Ageing infrastructure				Undertaking of operations and maintenance in treatment plants	Volume of water purified and distributed	3 999 155	13 996 155	13 996 155	13 996 155	13 996 155	13 996 155	Operational Budget			Technical Services
2.16	High water losses Illegal water connections			Reduce Water losses and illegal connections	Implementation of the WAR ON LEAKS PROGRAMME	% reduction of non-revenue water	2.50%	1%	2%	2%	2%	2%	Operational Budget			Technical Services
3.1	Short life span of Small businesses and Co-operatives Lack of identification and				Establishment and implementation of key capital and social initiatives projects to	No. of jobs created through municipality's LED initiatives.	402	n/a	5	5	5	5	Operational Budget			Planning and Economic Development
3.2	Implementation of District wide catalytic LED projects and sourcing of additional funding Policies that don't favour SMME				enhance economic development and job creation	No of jobs opportunities created through EPWP	924	400	600	800	1000	1200	EPWP grant			Technical services Planning and Economic Development Office of the Municipal Manager

3.3	development and job creation				lobby for extensive research, exploration of district signature events, occupancy of establishments and SMME	No. of SMMEs in Packaging, assisted with funding applications	New Indicator	8	10	10	10	10	Non-cash item			Planning and Economic Development
3.4					unding support	Date of completion of annual agricultural activities audit	New Indicator	30-Jun-23	30-Jun-24	30-Jun-25	30-Jun-26	30-Jun-27	Non-cash item			Planning and Economic Development
3.5					Develop centralised information hubs for LED implementation, skill development, Capacity building, unding sources and new and existing businesses.	No of enterprises supported with capacity Building	New Indicator	1	2	2	2	2	Non-cash item			Planning and Economic Development
3.6						No of arable ha's identified for agricultural production	New Indicator	200ha	250ha	250ha	250ha	250ha	Non-cash item			Planning and Economic Development

4.1	Poor coordination of public participation across the municipality.	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	PROVE ACCOUNTABILITY AND CORPORATE GOVERNANCE, WHILST CREATING A HEALTHY ENVIRONMENT AND SOCIAL COHESION.	Improved communication and public participation between the municipality and communities.	Facilitation of IDP and Budget roadshows	No of public consultation meetings undertaken	20	4	4	4	4	4	Operational			Planning and Economic Development
4.2	Incoordinated internal and external communication.				Ensure that external newsletters are published	No of External newsletters published		2	2	4	4	4	Operational			Office of the Municipal Manager
4.3	Non-implementation of Batho Pele Principles				Strengthen implementation of Batho Pele Principles through the execution of the Service Delivery Implementation Plan (SDIP)	Date of adoption of Batho Pele Policy and SDIP	New Indicator	30-Sep-22	30-Sep-23	30-Sep-24	30-Sep-25	30-Sep-26	Non-cash item	Non-cash item		Office of the Municipal Manager
4.4	Lack of programmes targeting Women and Youth.			Enhance healthy communities and citizens	Encourage participation in sport and recreational programmes by providing financial support, mentoring and coaching to sport codes.	No. of recreational sports programmes supported with financial, mentoring and coaching	8	2	3	4	5	9	Operational			Community services

4.5	Lack of consequent management in compliance to Environmental Health Management				Conduct sites visits to ensure that edibles are in compliance with the Environmental Health by laws.	No. of water samples to be taken from sources used for human consumption	249	200	240	240	240	240	Operational			Community Services
4.6						No. of food outlets visited and inspected both formal and informal	249	80	80	80	80	80	Operational			Community Services
4.7						No of Peace Officers appointed	New Indicator	n/a	n/a	n/a	13	n/a	Operational			Community Services
4.8						No of business enterprises inspected for EHR compliance	38	60	100	100	100	100	Operational			Community Services
4.9	Lack of programmes targeting Women and Youth.				Implement skills development programmes	Number of community skills development programmes implemented	1	3	3	3	3	3	LG SETA			Corporate Services
4.1	Increasing audit queries and unfavourable audit opinion			Provision of a sound oversight role to ensure effectiveness and guidance in all municipal committees.	Facilitate and provide secretariat support to legislative and inter-governmental structures meetings.	No of the Audit Committee meetings provided with secretariat support	24	4	4	4	4	4	Operational budget			Corporate Services
4.11						No of the Council meetings provided with secretariat support	39	4	4	4	4	4	Operational budget			Corporate Services

4.12					No of ExCo meetings to be provided with secretariat support with secretariat support	5	12	12	12	12	12	Operational budget			Corporate Services
4.13					No of the Municipal Public Accounts Committee meetings to be provided with secretariat support	20	4	4	4	4	4	Operational budget			Corporate Services
4.14				Provide independent and objective assurance on the municipal internal control activities	Develop Internal Audit Plan in line with the Internal audit charter.	Date of adoption of Internal audit plan	New Indicator	30-Sep-22	30-Sep-23	30-Sep-24	30-Sep-25	30-Sep-26	Non-cash item	Non-cash item	Office of the Municipal Manager
4.15					Conduct risk assessment annually. Provide risk mitigation reports on a quarterly basis.	% of risk mitigation strategies implemented	6%	100%	100%	100%	100%	100%	Non-cash item	Non-cash item	All departments
4.16					Ensure the implementation of AG Action plan	% of AG queries cleared as per the AG action plan	%	50-75%	50-75%	60-85%	60-85%	85-100%	Non-cash item	Non-cash item	All departments

5.1	Failure to adhere to legislation and grant conditions by departments.	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	PROMOTE SOUND FINANCIAL MANAGEMENT SYSTEM AND GOOD GOVERNANCE.	Effectively manage the municipal resources and ensure financial sustainability.	Implementation of financial management policies, procedures and practices in compliance with the MFMA and other related legislation	Date of adoption of Service Delivery and Budget Implementation Plan.	28-Jun-22	28 June 2023	28-Jun-24	28-Jun-25	28-Jun-26	28-Jun-27	Non-cash item	Non-cash item	Non-cash item	Planning and Economic Development Budget and Treasury Office
5.2						Date of adoption of draft and final budget	31 March 2022 31 May 2022	31 March 2023 31 May 2023	31 March 2024 31 May 2024	31 March 2025 31 May 2025	31 March 2026 31 May 2026	31 March 2027 31 May 2027	Non-cash item	Non-cash item	Non-cash item	Budget and Treasury Office
5.3						Date of adoption of section 72 report.	25-Jan-22	30-Jan-23	30-Jan-24	30-Jan-25	30-Jan-26	30-Jan-27	Non-cash item	Non-cash item	Non-cash item	Budget and Treasury Office
5.4	Poor collection levels Culture of Non-payment resulting in no go areas across the district.					% of the collection rate	55%	50%	50%	60%	80%	85%	Non-cash item	Non-cash item	Non-cash item	Budget and Treasury Office
5.5	Ability to follow Procurement Plan and stick to timeframes					Cost Coverage Ratio	0 month	1-3 months	1-3 months	1-3 months	1-3 months	1-3 months	Operational budget		Non-cash item	Budget and Treasury Office
5.6						Debt coverage ratio	0 months	0%	0%	0%	0%	0%	Non-cash item	Non-cash item	Non-cash item	Budget and Treasury Office
5.7	Failure to adhere to legislation and grant conditions by departments.					% of expenditure on infrastructure programmes(MIG)	00%	100%	100%	100%	100%	100%	MIG			Technical Services

5.8	Increasing audit queries and unfavourable audit opinion					Outcome of Auditor General's audit opinion	Adverse opinion	Unqualified	Unqualified	Unqualified	Unqualified	Unqualified	Operational Budget		Non-cash item	Office of the Municipal Manager Budget and Treasury Office
5.9	Failure to adhere to legislation and grant conditions by departments.					% of free basic services budget allocation spent	13%	100%	100%	100%	100%	100%	Operational budget			Technical services
6.1	Outdated spatial data	CROSS CUTTING	INTEGRATED URBAN, RURAL AND GEOGRAPHICAL SYSTEMS DEVELOPMENT	Development of spatial strategic documents and development procedures to ensure sustainable future development	Updating of Geographical information	Number of IDP capital projects captured and mapped	09	5	5	5	5	5	Non-cash item	Non-cash item	Non-cash item	Planning and Economic Development
6.2	Lack of financial resources which impacts on readiness of response and recovery			Robust disaster management and fire services that's detective, preventative and responsive	Undertaking of Disaster Risk Reduction Projects and Programmes	Number of disaster management awareness campaigns conducted.	20	n/a	30	30	30	50	Operational budget			Community services
6.3				Implementation of District wide lighting conductors installation project	Implementation of District wide lighting conductors installation project	Number of lighting conductors installed	68	n/a	40	40	80	100	Operational budget	Operational budget		Community services

6.4					Provide technical support to Local Municipalities on issues of Disaster Management and Fire Services.	% of disaster cases addressed.	100%	100%	100%	100%	100%	100%	Operational budget			Community Services

16 2023/24 ORGANISATIONAL SCORECARD

Umzinyathi District Municipality has developed the 2023/24 scorecard in line with the developmental priorities of the municipality in order for targets to be achieved and to enhance the service delivery. The following Quaterly targets have been developed for the 2023/24 IDP, and will be adopted by Council by 31st May 2023.

N o.	KEY PERFO RMANC E AREA	OUT COM E 9	G O AL	ID P RE F NO .	SD BI P RE F NO .	OBJECT IVE	STRATE GY	BAS ELIN E	KPI	Project/ s	ANN UAL TARG ET	Quarterly Targets				Dash boar d	Fundi ng sourc e and budge t	Means of verificati on	Respo nsible Depar tment
												Qua rter 1 Tar get (Jul - Sep)	Quart er 2 Targe t (Oct- Dec)	Qua rter 3 Tar get (Jan- Mar)	Qua rter 4 Tar get (Apr- Jun)				
1.	MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	HIGH PERFORMANCE MUNICIPALITY LEADING IN TRANSFORMATION AND INSTITUTIONAL	MT ID 1-1.1	CS 01	Addres s lack of skills develop ment and safegua rd retentio n of skills	Implem ent skills develop ment progra mmes		Number of workplac e skills develop ment program mes impleme nted	Bursari es (Q1&Q3) OHS training (Q1)	3	2	n/a	1	n/a		LGSET A	Busary Agreeme nts MOU	Corpo rate Servic es

1.2				MT ID 1-1.1		Develop ment and Adoptio n of Work Place Skills Plan by April in line with budget allocati on.	80%	Percenta ge of budget spent on workplac e skills plan	Workpla ce Skills Develop ment	100%	n/a	n/a	n/a	100 %	n/a	Skill Devel opme nt Levy	Expendit ure report	Corpo rate Servic es
1.3				MT ID 1-1.1	CS 02	Develop ment and adoptio n of Employ ment Equity Plan by 15 January	9- Jan- 21	Date of submissi on of Employm ent equity plan	n/a	15- Jan- 24	n/a	n/a	15- Jan -24	n/a		Non-cash item	Proof of submissi on to Departm ent of Labour	Corpo rate Servic es
1.4				MT ID 1-1.2		Ensure good govern ance, financia l viability , efficien t adminis tration and optimal instituti onal	Develop ment and adoptio n of Draft IDP before 31 March and Final IDP Before 30 June by	12 May 2020 27 June 2020	Date of adoption and submissi on of draft and final IDP	n/a	Adopt ion 31 Marc h 2024 31 May 2024 Subm ission 14 April 2024 14	14 July 202 3	n/a	31- Mar -24	31 Ma y 202 4 14 Apr il 202 4	Non-cash item	Council Resolutio n. Acknowl edgemen t from Cogta	Planni ng and Econo mic Devel opme nt

						transfo rmation with capacit y to execute its mandat e.	Council and KZN Cogta				July 2023								
1. 5				MT ID 1- 1.2			Compile and submit Quarter ly Perfor mance reports to IA, AC and EXCO to monitor the implem tation of planned targets.	65%	Percenta ge of Organisa tional Scorecar d targets achieved	n/a	95- 100%	95- 100 %	95- 100%	95- 100 %	95- 100 %		Non- cash item	Audited Quarterl y Perform ance Reports	All depart ments
1. 6				MT ID 1- 1.2			Monitor the implem tation of the Strategi c Plan resoluti on register	New indic ator	Number of Strategic planning reports submitte d to respectiv e Portfolio Committ ee & EXCO(M M)	n/a	20	5	5	5	5		Non- cash item	Quarterl y Strategic Plan reportRe solution register Portfolio Committ ee resolutio n	All depart ments

1.7				MT ID 1-1.2		Review of mandatory policies before the 30th of June	66	No. of policies reviewed and adopted	n/a	61	n/a	n/a	n/a	61		Non-cash item	Council Resolution.	All departments
1.8				MT ID 1-1.2		Ensure the review and adoption of municipal organogram before the 30th of June	30-Jun-20	Date of adoption of municipal organogram	n/a	30-Jun-24	n/a	n/a	n/a	30-Jun-24		Non-cash item	Council Resolution.	Corporate Services
1.9				MT ID 1-1.2		Cascading IPMS to all levels within the municipality to promote accountability in all levels of employment	E1-E3	Cascading IPMS to all employment levels	Cascading IPMS	D1-D4	D1-D4	n/a	n/a	n/a		Non-cash item	Council Resolution.	Corporate Services

2.1	BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING,PLANNING AND SUPPORT	ERADICATION OF SERVICE DELIVERY BACKLOGS	BS DI D 1- 2.1		Provisi on of safe drinkin g water and sanitati on service s to the commu nity to eradica te service delivery backlog s	Implemen tation of infrastru cture projects to ensure the provisio n of service delivery needs to the commu nity of Umziyat hi District	28	Number of water projects under construc tion	Attache d project lists	35	TBC	TBC	TBC	TBC		MIG RBIG WSIG	Site meeting minutes Progress reports	Techni cal Servic es		
2.2								1	Number of sanitatio n projects under construc tion	Attache d project lists	2	TBC	TBC	TBC	TBC		MIG	Site meeting minutes Progress reports	Techni cal Servic es		
2.3								New Indic ator	Number of building structure s under construc tion	Attache d project lists	2	TBC	TBC	TBC	TBC		MIG	Site meeting minutes Progress reports	Techni cal Servic es		
2.4									Timely Comple tion of infrastru cture projects to ensure the provisio n of service delivery needs to the commu nity of Umziyat	5	Number of water projects complete d	Attache d project lists	4	TBC	TBC	TBC	TBC		MIG RBIG WSIG	Site meeting minutes Progress reports Completi on certificat e	Techni cal Servic es
2.5											Number of sanitatio n projects complete d	Attache d project lists	1	TBC	TBC	TBC	TBC		MIG	Site meeting minutes Progress reports Completi on certificat e	Techni cal Servic es

2.6						hi District		Number of building structure projects completed	Attache d project lists	1	1	n/a	n/a	n/a		MIG	Site meeting minutes Progress reports Completion certificate	Techni cal Servic es
2.7						Provisio n of water to househ olds within RDP standar ds to reduce service delivery backlog s	240	No. of househol ds to be provided with access to water within RDP standar ds	Attache d project lists	557	TBC	TBC	TBC	TBC		MIG RBIG WSIG	Beneficia ry lists	Techni cal Servic es
2.8						Provisio n of sanitati on facilitie s to househ olds to reduce service delivery backlog s	1890	No. of househol ds provided with sanitatio n facilities	Attache d project lists	800	TBC	TBC	TBC	TBC		MIG	Beneficia ry lists	Techni cal Servic es

2.9				BS DI D 1- 2.2			Implement Waste Water quality monitoring through sample testing (green drop)	New Indicator	Number of treated waste water samples taken to monitor green drop status	n/a	240	60	60	60	60		Operational Budget	Department of Water and Sanitation Waste Water quality monitoring quarterly reports	Technical Services
2.1						Ensure the provision of safe drinking water to households and implement environmental protection as prescribed by SANS 241.		73% green drop in 2018/19	% compliance of wastewater samples to water use license conditions	n/a	90%	90%	90%	90%	90%		Operational Budget	Department of Water and Sanitation Water quality monitoring quarterly reports	Technical Services
2.11							Implement Water quality monitoring through sample testing (blue drop)	New Indicator	Number of treated water samples taken to monitor the blue drop status.	n/a	624	156	156	156	156		Operational Budget	Department of Water and Sanitation Water quality monitoring quarterly reports	Technical Services
2.12								70% blue drop in 2018/19	% of compliance to SANS 241 of Drinking Water	n/a	95%	95%	95%	95%	95%		Operational Budget	Lab results Blue drop report from DWS.	Technical Services

								(Blue drop)										
2.13						Undertaking of operations and maintenance in treatment plants	13 352 625	Volume of water purified and distributed	n/a	13 996 155	3 529 475	3 476 426	3 467 471	3 522 783		Operational Budget	Quarterly Production Reports	Technical Services
2.14				BS DI D 2-2.3	Reduce Water Losses and illegal connections	Implementation of the WAR ON LEAKS PROGRAMME	increase by 6%	% reduction of non-revenue water	WAR ON LEAKS	2%	2%	2%	2%	2%		Operational Budget	Annual Financial Statements (AFS)	Technical Services
3.1				LED 1-3.1			331	No of jobs opportunities created through EPWP	IG =400 MIG =200	1000	250	n/a	n/a	750	n/a	EPWP grant	Employment contracts	Technical Services Planning and Economic Development Community Services

3.2				LED 1-3.1		Lobby for extensive research, exploration of district signature events, occupancy of establishments and SMME funding support	New indicator	No. of SMMEs in Packaging, assisted with funding applications	TBC	10	n/a	n/a	n/a	10		Non-cash item	Business plan submitted for funding applications	Planning and Economic Development
3.3				LED 1-3.1			New indicator	Date of completion of annual agricultural activities audit	n/a	30-Jun-23	n/a	n/a	n/a	30-Jun-24		Non-cash item	Database Spreadsheet /Register	Planning and Economic Development
3.4				LED 1-3.1		Develop centralised information hubs for LED implementation, Skill development, Capacity building, funding sources and new and existing	New indicator	No of enterprises supported with capacity Building	TBC	2	n/a	n/a	n/a	2		Non-cash item	Attendance Register	Planning and Economic Development
3.5				LED 1-3.1			New indicator	No of arable ha's identified for agricultural production	n/a	250ha	n/a	n/a	250ha	n/a		Non-cash item	Database Spreadsheet /Register	Planning and Economic Development

							business ses.												
4.1	GOOD GOVERNANCE AND PUBLIC PARTICIPATION	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	IMPROVE ACCOUNTABILITY AND CORPORATE GOVERNANCE, WHILST CREATING A HEALTHY ENVIRONMENT AND SOCIAL COHESION	GG PP 1- 4.1		Improved communication and public participation between the municipality and communities.	Facilitation of IDP and Budget roadshows	4	No of public consultation meetings undertaken	4	4	n/a	n/a	n/a	4		Operational budget	Podcast Video recording	Planning and Economic Development
4.2				GG PP 1- 4.1			Ensure that external newsletters are published	2	No of External newsletters published	Umzinyathi External Newsletter	2	n/a	1	n/a	1		Operational budget	Umzinyathi Newsletter	Office of the Municipal Manager
4.3				GG PP 1- 4.1			Strengthen implementation of Batho Pele Principles through the execution of the Service Delivery	New Indicator	Date of adoption of Batho Pele Policy and SDIP	Implementation of Batho Pele Policy	30-Sep-23	30-Sep-23	n/a	n/a	n/a		Operational budget	Council Resolution	Office of the Municipal Manager

						Implement ation Plan (SDIP)												
4. 4				GG PP 1- 4.2	Enhanc e healthy commu nities and citizens	Encour age particip ation in sport and recreati onal progra mmes by providin g financia l support , mentori ng and coachin g to sport codes.	5	No. of recreatio nal sports program mes supporte d with financial, mentorin g and coaching	TBC	3	TBC	TBC	TBC	TBC		Operat ional budge t	Signed Close out report by HOD to be endorsed by Portfolio Committ ee	Comm unity Servic es
4. 5				GG PP 1- 4.2		Conduct sites visits to ensure that edibles are in complia nce with the Environ	253	No. of water samples to be taken from sources used for human consump tion	n/a	240	60	60	60	60		Operat ional budge t	Water samples results	Comm unity Servic es

4.6				GG PP 1-4.2		mental Health by laws.	73	No. of food outlets visited and inspected both formal and informal	n/a	80	20	20	20	20		Operational budget	Certificate issued Health Inspection report	Community Services
4.7				GG PP 1-4.2			New Indicator	No of business enterprises inspected for EHR compliance	n/a	100	25	25	25	25		Operational budget	Inspection Report	Community Services
4.8				GG PP 1-4.2		Implement skills development programmes	4	Number of community skills development programmes implemented	In-service Trainees (Q1)(GIS, Farming and HR)	3	3	n/a	n/a	n/a		LG SETA	Learner agreements MOU	Corporate Services

4.9				GG PP 1-4.3			No of the Audit Committee meetings provided with secretariat support	n/a	4	1	1	1	1		Operational budget	Audit Committee minutes	Corporate Services
4.1				GG PP 1-4.3			No of the Council meetings provided with secretariat support	n/a	4	1	1	1	1		Operational budget	Council minutes	Corporate Services
4.11				GG PP 1-4.3			No of ExCo meetings to be provided with secretariat support with secretariat support	n/a	12	3	3	3	3		Operational budget	ExCo minutes	Corporate Services
4.12				GG PP 1-4.3			No of the Municipal Public Accounts Committee meetings to be	n/a	4	1	1	1	1		Operational budget	MPAC minutes	Corporate Services

									provided with secretari at support										
4. 13				GG PP 1- 4.4		Provide independ ent and objectiv e assura nce on the municip al internal control activitie s	Develop Internal Audit Plan in line with the Internal audit charter.	12- Sep- 20	Date of adoption of Internal audit plan	n/a	30- Sep- 23	30- Sep- 23	n/a	n/a	n/a		Non- cash item	Audit Committ ee adopting the IA plan	Office of the Municip al Manag er
4. 1 4				GG PP 1- 4.5			Conduct risk assess ment annuall y.	New Indic ator	Date of Organisa tional Risk Assessm ent	n/a	30- Jun- 24	n/a	n/a	n/a	30- Jun- 24		Non- cash item	Risk Register	Office of the Municip al Manag er
4. 15				GG PP 1- 4.4			Monitor the implem entation of risk action plans through Risk reports on a quarterl y basis.	75%	% of risk mitigatio n strategie s impleme nted	n/a	100%	25%	50%	75%	100 %		Non- cash item	Risk Manage ment report	All depart ments

4.16				GG PP 1-4.5			Ensure the implementation of AG Action plan	New Indicator	% of AG queries cleared as per the AG action plan	n/a	50-75%	50-75%	50-75%	50-75%	50-75%		Non-cash item	AG Action Plan Progress Report	All departments
5.1	MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	PROMOTE SOUND FINANCIAL MANAGEMENT SYSTEM AND GOOD GOVERNANCE.	MF VM 1-5.1	Effectively manage the municipal resources and ensure financial sustainability.	Implementation of financial management policies, procedures and practices in compliance with the MFMA and other related legislation		27-Jun-21	Date of adoption of Service Delivery and Budget Implementation Plan.	n/a	28-Jun-24	n/a	n/a	n/a	28-Jun-24		Non-cash item	Signed SDBIP by Mayor	Planning and Economic Development Budget and Treasury Office
5.2				MF VM 1-5.1				31 March 2021 31 May 2021	Date of adoption of draft and final budget	n/a	31 March 2024 31 May 2024	n/a	n/a	31-Mar-24	31-May-24		Non-cash item	Council Resolution	Budget and Treasury Office
5.3				MF VM 1-5.1				25-Jan-21	Date of adoption of section 72 report.	n/a	30-Jan-24	n/a	n/a	30-Jan-24	n/a		Non-cash item	Council Resolution	Budget and Treasury Office
5.4				MF VM 1-5.1				42%	% of the collection rate	n/a	50%	50%	50%	50%	50%		Non-cash item	Extract section 71 report	Budget and Treasury Office

5.5				MF VM 1-5.1				0 months	Cost Coverage Ratio	n/a	1-3 months	1-3 months	1-3 months	1-3 months	1-3 months		Operational budget	Extract section 71 report	Budget and Treasury Office
5.6				MF VM 1-5.1				0%	Debt coverage ratio	n/a	0%	0%	0%	0%	0%	0%	N/A	Extract section 71 report	Budget and Treasury Office
5.7				MF VM 1-5.1				100%	% of expenditure on infrastructure programmes(MIG)	Please see Indicator 2.7&2.8	100%	15%	30%	45%	100%		MIG	System print out	Technical Services
5.8								Disclaimer	Outcome of Auditor General's audit opinion	n/a	Unqualified	n/a	Unqualified	n/a	n/a		Operational Budget	Audit Report	Office of the Municipal Manager Budget and Treasury Office
5.9				MF VM 1-5.1				109%	% of budget spent on free basic services	n/a	100%	100%	100%	100%	100%		Operational budget	System print out	Technical Services

6.1	CROSS CUTTING	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	INTEGRATED URBAN, RURAL AND GEOGRAPHICAL SYSTEMS DEVELOPMENT	CC 1-6.1		Development of spatial strategic documents and developmental procedures to ensure sustainable future development	Updating of Geographical Information	25	Number of IDP capital projects captured and mapped	IDP Capital projects	5	n/a	n/a	n/a	n/a	n/a	Map with spatially referenced projects	Planning and Economic Development
6.2			(ACTIVE) STRENGTHENING DISASTER MANAGEMENT THROUGH LOCAL SUPPORT MITIGATION AND RISK	CC 2-6.2		Robust disaster management and fire services that's is detective, preventive and responsive in implementation	Undertaking of Disaster Risk Reduction Projects and Programmes		Number of disaster management awareness campaigns conducted.	Community Disaster Awareness Campaigns	30	TBC	TBC	TBC	TBC	Operational budget	Community Engagement Forms	Community Services
6.3				CC 2-6.2			Implementation of District wide lighting conductors installation project		Number of lighting conductors installed	TBC	40	TBC	TBC	TBC	TBC	Operational budget	Beneficiary forms	Community Services

6.4			CC 2-6.2		Provide technical support to Local Municipalities on issues of Disaster Management and Fire Services.	100%	% of disaster cases addressed.	n/a	100%	100%	100%	100%	100%		Operational budget	Disaster Quarterly and Annual Report	Community Services

17 CAPITAL INFRASTRUCTURE INVESTMENT PROGRAMME FOR 2023/24 FINANCIAL YEAR

The Capital Investment Framework is an instrument which the municipality utilizes in addressing the backlogs for water and sanitation thereby improving the lives of the community and other related capital programmes, and the details are as follows:

UMZINYATHI DISTRICT MUNICIPALITY	PROPOSED	PROPOSED	PROPOSED	New or Old Project
CAPITAL BUDGET	BUDGET	BUDGET	BUDGET	
	2023/2024	2024/2025	2025/2026	
WATER SERVICES INFRASTRUCTURE GRANT				
PROJECT NAME				
KwaKopi Water Supply Scheme Phase 2&3	-	-	-	Old
Makhabeleni Water Supply Scheme	-	-	-	Old
Biggarsberg Water Treatment Works	-	-	-	Old
Tayside Abstraction Works	-	-	-	Old
Gunjana Water Supply Scheme Phase 2	-	-	-	Old
Nkobongweni Water Supply Scheme 1&2	-	-	-	Old
Thulini Water Supply Scheme	-	-	-	New
Eradication of Endumeni Sanitation Backlog	2,200,000.00	-	-	Old
Nkobongweni Water Supply Scheme 3	21,000,000.00	22,000,000.00	-	Old
Gunjana Water Supply Scheme Phase 3	14,000,000.00	13,000,000.00	13,000,000.00	Old
Gunjana Water Supply Scheme Phase 4	6,000,000.00	15,331,000.00	-	New
Sinyambothe Water Supply Scheme	3,801,000.00	6,669,000.00	12,594,841.60	New
The Augmentation of Ophathe Water Supply Scheme	3,000,000.00	3,000,000.00	6,000,000.00	New
Umvoti Water Supply in Ward 1	-	-	13,000,000.00	New
Umvoti Sanitation	-	-	13,437,158.40	New
TOTAL WSIG	50,001,000	60,000,000.00	58,032,000.00	
REGIONAL BULK INFRASTRUCTURE GRANT				
Greytown Bulk Water Supply Scheme Phase 2				Old
TOTAL RBIG				

MUNICIPAL INFRASTRUCTURE GRANT PROGRAMMES				
PROJECT NAME	2023/2024	2024/2025	2025/2026	
PMU BP 2023/2024	6,232,540.75	11,880,100.00	12,477,150.00	Old
Nquthu regional bulk upgrade	29,086,746.46	52,000,000.00	53,349,779.00	Old
Ruigtefontein And Kunene Farm Water Reticulation	13,890,564.87	-	0.00	Old
KwaPharafini/Ncengeni Water Supply scheme	35,818,149.54	45,931,944.00	37,330,147.15	New
Eradication Of Msinga Sanitation Backlog	17,561,626.74	9,363,519.00	10,489,738.00	Old
Upgrade of Nquthu Thelezini Water Supply	8,610,263.32	9,999,964.00	19,010,262.00	Old
Upgrade of Water Supply Infrastructure for Mthembu West Area Phase 2 to 4	30,696,002.14	43,271,185.00	22,397,456.35	Old
Nquthu Ward 5 (Ntababomvu, Vuyiza & Mayicentela Villages) Water Scheme	22,300,584.85	6,812,805.00	0.00	New
Muden Regional Water Supply Scheme Phase 2	23,840,529.04	0.00	0.00	Old
Ophathe Water Supply Phase 3	12,036,920.00	0.00	0.00	Old
Construction of Mbono Bulk Water Supply Project	5,186,751.73	0.00	0.00	Old
Douglas Water Supply Phase (Ward 1) Phase 4	10,983,442.00	0.00	0.00	Old
Ntinini Water Project Geohydrological Survey Drilling and Testing	9,549,678.55	0.00	0.00	Old
Muden Regional Water Supply Scheme Phase 1	1,050,200.00	0.00	0.00	Old
Kranskop Waste Water Treatment Works	0.00	35,005,300.00	42,053,900.50	New
Msinga Bulk (Sampofu) Water Supply scheme	0.00	23,337,183.00	51,706,567.00	New
Dundee Waste Water Treatment Works	-	-	-	
Kranskop Waste Water Treatment Works	-	-	-	
Pomoroy Ponds & Sewer Network Upgrade	-	-	-	
Greytown Waste Water Treatment Works	-	-	-	
Tugela Waste Water Treatment Works	-	-	-	
Mtshongweni & Nondweni Waste Water	-	-	-	
Water Projects	209,282,373	228,238,481.00	238,325,262.00	
Structures				
Sanitation Projects	17,561,627	9,363,519.00	10,489,738.00	
TOTAL MIG	226,844,000	237,602,000.00	248,815,000.00	
DoRA	226,844,000	237,602,000	248,815,000	

SECTION F: FINANCIAL PLAN

18 FINANCIAL PLAN

Umzinyathi District Municipality has a Financial Plan in place which is regarded as one of the key plans towards the successful implementation of the IDP. It cuts across all IDP issues, strategies and programmes since all of them require funding input. The financial plan has an impact on all other development dimensions within the municipality. Hence, financial plan preparation would always seek to find better ways and means of sourcing funding and managing it efficiently while expediting the implementation of IDP priority issues.

18.1 Financial Strategy Overview

Plugging the holes by:

- Promoting effective expenditure to avoid recurring surpluses on operating budget and conditional; and
- Grants vigorously pursuing credit control policies increasing efficiencies by working smarter, managing performance and alternative service delivery mechanisms
- Implementing of cost cutting measures to reduce expenses and improve our revenue.

Increasing revenue by:

- Improving collections;
- Increasing rates base;
- Increasing share of intergovernmental grants to pay for unfunded/partially funded mandates;
- Vigorously pursuing cost cutting measures; and
- Pursuing public private partnerships at both programme and project level.

18.1.1 OVERVIEW OF MUNICIPAL BUDGET

Figure 26: 3 Year Synopsis of Municipal Budget

EXECUTIVE SUMMARY: DRAFT BUDGET 2023/24 - 2025/26					
	Final Budget 2022/2023	Draft Budget 2023/2024	Proposed Budget 2024/2025 Outer Yr1	Proposed Budget 2026/2026 Outer Yr2	%
REVENUE					
Operating Grants	411,292,000	435,809,000	464,953,000	497,131,000	46%
Other Income	110,416,906	234,766,496	265,793,162	284,721,775	25%
Capital Grants	288,749,000	276,845,000	297,602,000	306,847,000	29%
Total Revenue	810,457,906	947,420,496	1,028,348,162	1,088,699,775	
EXPENDITURE					
Employee Related Costs	215,300,375	244,454,058	238,968,758	251,044,093	28%
Remuneration of Councillors	5,907,305	5,907,305	6,167,226	6,469,420	1%
Bulk Purchases	23,993,796	20,864,170	23,993,796	25,169,491	2%
Inventory Consumed	27,172,151	21,078,387	29,867,371	31,326,957	2%
Contract Services	85,448,755	79,150,409	101,692,033	106,559,658	9%
Depreciation	105,884,016	111,495,868	116,959,166	122,456,247	13%
Debt Impairment	21,987,167	26,625,360	27,930,002	29,242,712	3%
Operational Cost	85,534,443	71,117,999	79,366,410	83,036,655	8%
Transfers and Subsidies	10,000,000	10,000,000	10,000,000	10,000,000	1%
Internal Capital Expenditure	5,055,132	1,171,706	3,965,162	4,157,724	0%
Grant Capital Expenditure	299,498,249	271,782,560	286,917,799	295,591,707	31%
Total Expenditure	885,896,387	863,647,821	925,827,723	965,054,665	
Total Operating Expenditure	581,343,006	590,693,556	634,944,762	665,305,234	68%

Above is a synopsis of the Municipal budget over next 3 years which explains the total expenditure and revenue which is foreseen to be collected. The municipality mostly depends on grants which are more than half of the revenue, followed by water sales and interest from investments.

18.1.2 CAPITAL FUNDING PER GRANT

Transfer Grants Funding	Final Budget 2022/2023	Draft Budget 2023/2024	Proposed Budget 2024/2025 Outer Yr1	Proposed Budget 2025/2026 Outer Yr2
Operational Grants:				
Equitable Share	453,007,000	425,276,000	458,626,000	490,552,000
LGSETA	350,000	1,000,000	500,000	500,000
Local Government Financial Management	1,800,000	1,850,000	3,268,000	3,406,000
Expanded Public Works Programme	4,779,000	5,234,000	0	0
Rural Roads Asset Management	2,439,000	2,449,000	2,559,000	2,673,000
Total	462,375,000	435,809,000	464,953,000	497,131,000
Capital Grants:				
Municipal Infrastructure Grant	216,735,000	226,844,000	237,602,000	248,815,000
Water Services Infrastructure Grant	80,000,000	50,001,000	60,000,000	58,032,000
Total	308,235,000	276,845,000	297,602,000	306,847,000
Total Grants Receipts	770,610,000	712,654,000	762,555,000	803,978,000

The above table is a representation of the capital funding of the past three years. It gives a snapshot of the original budget for the Medium term. The municipality always aims for 100% spending on the grants but in an event where its not achieved an application for a rollover is submitted with relevant reasons and attachments. As a rural municipality the District is heavily dependent of=n grants in delivaering services

18.1.3 CAPITAL AND OPERATIONAL FINANCIAL STRATEGIES

- The municipality is engaging various financial experts to assist to raise funds for strategic project implementation;
- Funds allocated for a specific purpose are to be used for that purpose only. The CFO and his office will pursue a strong campaign to all departments aimed an enforcing this principle of complying with the budget allocations; and
- Where capital projects are to be funded by donor organizations, the Municipality must ensure that the funds have been secured prior to their inclusion in the capital budget.

18.1.4 REVENUE RAISING STRATEGIES

- All Consumers must be registered and billed for services rendered;
- A debts collection service to be instituted to monitor the billing and payment of services;
- An adoption of credit control policy; part of the debt collection process is the levying of interest on outstanding payments;
- Fast racking of formalization of towns; and
- Attracting investors for property development in order to enhance rates income.

18.1.5 ASSET MANAGEMENT STRATEGIES

- All assets whether fixed or moveable are to be recorded in a 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 off;
- On an annual basis at least there must be a reconciliation between the physical asset holding and that reflected in the asset register; and
- Where capital assets are transferred from the District Municipality, budgetary provision for the operation and maintenance of those assets must be included.

18.1.6 COST ACTIVITIES STRATEGIES

- Development of a functional organizational structure that is staffed with appropriate personnel who contribute to the efficacy of the Municipality; and
- The implementation of internal controls that ensure the management of stock holding (control over shrinkage), management of cash flow to reduce usage of overdraft facilities with attendant penal interest rates and ensure efficient investment of surplus monies.

18.1.7 POLICY DEVELOPMENT AND REFINEMENT STRATEGY

The municipality is committed in an ongoing development of policies that are compliant with the Municipal Financial Management Act and other regulations in order to ensure smooth functioning of the municipality and realisation of financial viability status. The municipality has refined and revised relevant policies so as to enhance income or revenue streams.

SECTION G: ANNUAL OPERATIONAL PLAN (SDBIP)

19 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The 2023/24 Service Delivery and Budget Implementation Plan will be approved within 28 days after the adoption of the 2023/24 Budget, as required in terms of Municipal Financial Management Act.

The Service Delivery and Budget Implementation Plan will be prepared in line with the National Treasury circular identifying key components as follows:

- Monthly projections of revenue to be collected for each source;
- Monthly projections of expenditure (Operating and Capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Ward information for expenditure and service delivery; and
- Detailed capital works plan broken down by ward over three years.

SECTION H: ORGANISATIONAL AND INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

20 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM

Performance Management is a strategic approach to management, which equip leaders, managers, employees and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organisation in terms of indicators and targets for efficiency, effectiveness and impact.

Chapter 6: of the Municipal Systems Act (No 32 of 2000) requires municipalities to:

- Develop a performance management system;
- Set targets, monitor and review performance based on indicators linked to their IDP;
- Publish an annual report on performance for the councilors, staff, the public and other spheres of government;
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government;
- Have their annual performance report audited by the Auditor-General; and
- Involve the community in setting indicators and targets and reviewing municipal performance.

2001: Municipal Planning and Performance Regulations states that:

- Performance Management System must entail a Framework that describes and represent how the municipality's cycle and process of performance management, including measurement, review, reporting and improvement, will be conducted; and
- Performance Management System must inter alia comply with the requirements of the Systems Act, relates to the municipality's employee performance management processes and be linked to the municipality's IDP.

For the 2023/24 IDP, The District will adopt the PMS framework at the beginning of the 2023/24 financial year along with the IDP and Budget Process Plan. The municipality will then prepare a functional and effective Organisational Performance Management System which will address performance needs of the organization and also serves to promote a culture of performance management, and to administer its affairs in an economical, effective, efficient and accountable manner as required by Section 38 of the Municipal Systems Act (No 32 of 2000).

In terms of measuring the performance of the municipality in implementing the 2023/24 IDP, the municipality has an effective Performance Management System in place, and has the following documents in place which guide the review, implementation, monitoring and reporting on performance management system:

- Organisational Scorecards;
- Departmental Scorecards;
- Performance Framework; and
- Performance Policy.

The organisational scorecard is attached herewith as Annexure I 4.

21 INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

Subsequent to the adoption of the 2023/24 IDP and 2023/24 Budget the municipality will finalise and approve the Service Delivery and Budget Implementation Plan within 28 days after the adoption of the Budget which will serve as a monitoring tool for the implementation during 2023/24 financial year. The IPMS policy has been developed and approved by Council.

The performance agreements for the Section 54 and 56 Managers as required as per the 2006 Performance Regulations and 2014 Regulations on appointment and conditions of employment of Senior Managers will be concluded before the end of the month of July 2023, and subsequently submitted to the Department of Co-operative Governance and Traditional Affairs for consideration.

The municipality will also undertake the quarterly reviews during 2023/24 financial year to monitor performance as per the following quarters:

First quarter	:	July – September 2023
Second quarter	:	October – December 2023
Third quarter	:	January – March 2024
Fourth quarter	:	April – June 2024

The performance agreements which be concluded will consist of the following documents

- Annexure A : Performance Plan
- Annexure B : Personnal Development Plan
- Annexure C : Financial Disclosure Form
- Annexure D : Code of Conduct

21.1 CASCADING OF PERFORMANCE MANAGEMENT SYSTEM

During the 2023/24 financial year, the municipality will continue to piloting the cascading of performance management system to lower levels below the Section 56 Managers. On the 08 – 09 May 2017, capacity building was provided by Ethekwini Municipality through the South African Local Government Association on the cascading of the performance management system. The municipality has subsequently developed an implementation plan which will continue to be implemented during the 2023/24 financial year on the cascading as part of the piloting phase, and it is being piloted at Middle Management Level. The municipality has recently adopted the IMPS policy as it envisages cascading of Performance management to all levels

in the near future.

SECTION I: ANNEXURES

No	IDP Components	Comments
I.1	Government and Public Sector Participation, Private Sector and Community Involvement Report	
I.2	Spatial Development Framework (SDF)	
I.3	Disaster Management Sector Plan	New Five year Disaster Management Plan to be developed during 2022/23 financial year
I.4	Organisational Scorecard	
I.5	District Development Plans	

SECTION J: APPENDIXES

Umzinyathi District Municipality has developed a number of Sector Plans which are aimed at assisting the municipality in making well informed decisions to enable effective implementation thereby improving the quality of life for our respective communities. A table here under indicates the sector plans that have been prepared by the municipality to date and their status:

No	Sector Plans	Adopted		Status
		Yes	No	
K 1	2023/24 Financial Plan	✓		
K 2	Integrated Waste Management Plan	✓		currently being reviewed during 2023/24 financial year
K 3	Water Services Development Plan		✓	Completed.
K 4	Integrated Transport Plan	✓		Municipality to source funding to review ITP
K 5	Local Economic Development Strategy	✓		New Five year LED Strategy has developed to align to the Generation.
K 8	District Growth and Development Plan	✓		2 nd review of DGDG has was adopted by council in December 2018.
K 9	Climate Change Response Plan	✓		Adopted in 2017. Being implemented.
K 10	Bio Regional Plan	✓		Outdated and in need for review. Plan was developed by KZN wildlife.
K 11	Strategic Environment Assessment	✓		Adopted in 2008/2009. Due for review.

No	Sector Plans	Adopted		Status
		Yes	No	

K 9	Environmental Management Framework	✓		Due for a review.
K10	District Rural Development Plan	✓		
K11	One Plan One Budget (DDM)	✓		2 nd review completed