KING CETSHWAYO DISTRICT MUNICIPALITY DRAFT INTEGRATED DEVELOPMENT PLAN (2020/21-2021/22)

DRAFT INTEGRATED DEVELOPMENT PLAN 2020/21

KING CETSHWAYO HOUSE
CORNER OF KRUGERRAND & BARBADOS BAY ROAD
RICHARDS BAY CBD
TEL: 035 799 2500
WEBSITE: www.kingcetshwayo.gov.za

CONTENTS

KING CETSHWAYO
DISTRICT MUNICIPALITY

ANNEXURES:

1. ***KCDM SDF***
2. ***KCDM 5 YEAR IDP IMPLEMENTATION PLAN***
3. ***2019/20 MUNICIPAL ORGANOGRAM***
4. ***INDIGENT POLICY***
5. ***KCDM WSDP***
6. ***O & M PLAN***
7. ***KCDM SERVICE DELIVERY CHARTER***
8. ***WSDP***
9. ***KCDM DISASTER MANAGEMENT PLAN***

INDEX OF MAPS

INDEX OF TABLES

INDEX OF GRAPHS

ABBREVIATIONS

BEE	Black Economic Empowerment
CBD	Central Business District
CBPWP	Community Based Public Works Programme
CDC	Community Development Co-operative
CIF	Capital Investment Framework
CIP	Comprehensive Infrastructure Plan
COGTA	Co-operative Governance and Traditional Affairs
DBSA	Development Bank of South Africa
DEAT	Department of Environment, Agriculture and Tourism
DFP	Development Framework Plan
DMC	Disaster Management Centre
DME	Department of Minerals and Energy
DMF	Disaster Management Framework
DMP	Disaster Risk Management Plan
DOE	Department of Education
DOHS	Department of Human Settlements
DSEDS	District Spatial Economic Development Strategy
DOT	Department of Transport
DWAF	Department of Water Affairs and Forestry
ECD	Early Child Development
EIA	Environmental Impact Assessment
EMF	Environmental Management Framework
EMP	Environmental Management Procedure
EPWP	Extended Public Works Programme
EXCO	Executive Committee
FY	Financial Year
GGP	Gross Geographical Product
GIS	Geographical Information System
HIV/AIDS	Human Immune deficiency Virus/Acquired Immunodeficiency Syndrome
HSP	Housing Sector Plan
ICT	Information Communication Technology
IDP	Integrated Development Plan
IWMP	Integrated Waste Management Plan
KCDM	King Cetshwayo District Municipality
KPA	Key Performance Area
KPI	Key Performance Indicator
KZN	KwaZulu-Natal
LED	Local Economic Development

LM	Local Municipality
LRAD	Land Redistribution for Agricultural Development
LRI	Lower Respiratory Infection
LUMF	Land Use Management Framework
LUMS	Land Use Management System
MANCO	Management Committee
MEC	Member of the Executive Council (Local Government and Traditional Affairs)
MFMA	Municipal Finance Management Act No. 56 of 2003
MIG	Municipal Infrastructure Grant
MTCF	Medium-term Capital Framework
MTCT	Mother-To-Child HIV Transmission
MTEF	Medium-Term Expenditure Framework
MTSF	Medium-Term Strategic Framework
NDMF	National Disaster Management Framework
NDP	National Development Plan
NSDP	National Spatial Development Perspective
NWMS	National Waste Management Strategy
OVC	Orphaned and Vulnerable Children
PA	Planning Authority
PGDS	Provincial Growth and Development Strategy
PMS	Performance Management System
PSEDS	Provincial Spatial Economic Development Strategy
SEA	Strategic Environmental Assessment
SDF	Spatial Development Framework
SDBIP	Service Delivery and Budget Implementation Plan
SMME	Small, Medium and Micro Enterprise
SODA	Sate of the District Address
SONA	State of the Nation Address
TA	Tribal Authority
TBC	To Be Confirmed
TLC	Transitional Local Council
KCDM	King Cetshwayo District Municipality
WSB	Water Services Backlog
WSDP	Water Services Development Plan

SECTION A:
EXECUTIVE SUMMARY

A1.0 OVERVIEW OF THE DISTRICT

A1.1 LOCALITY

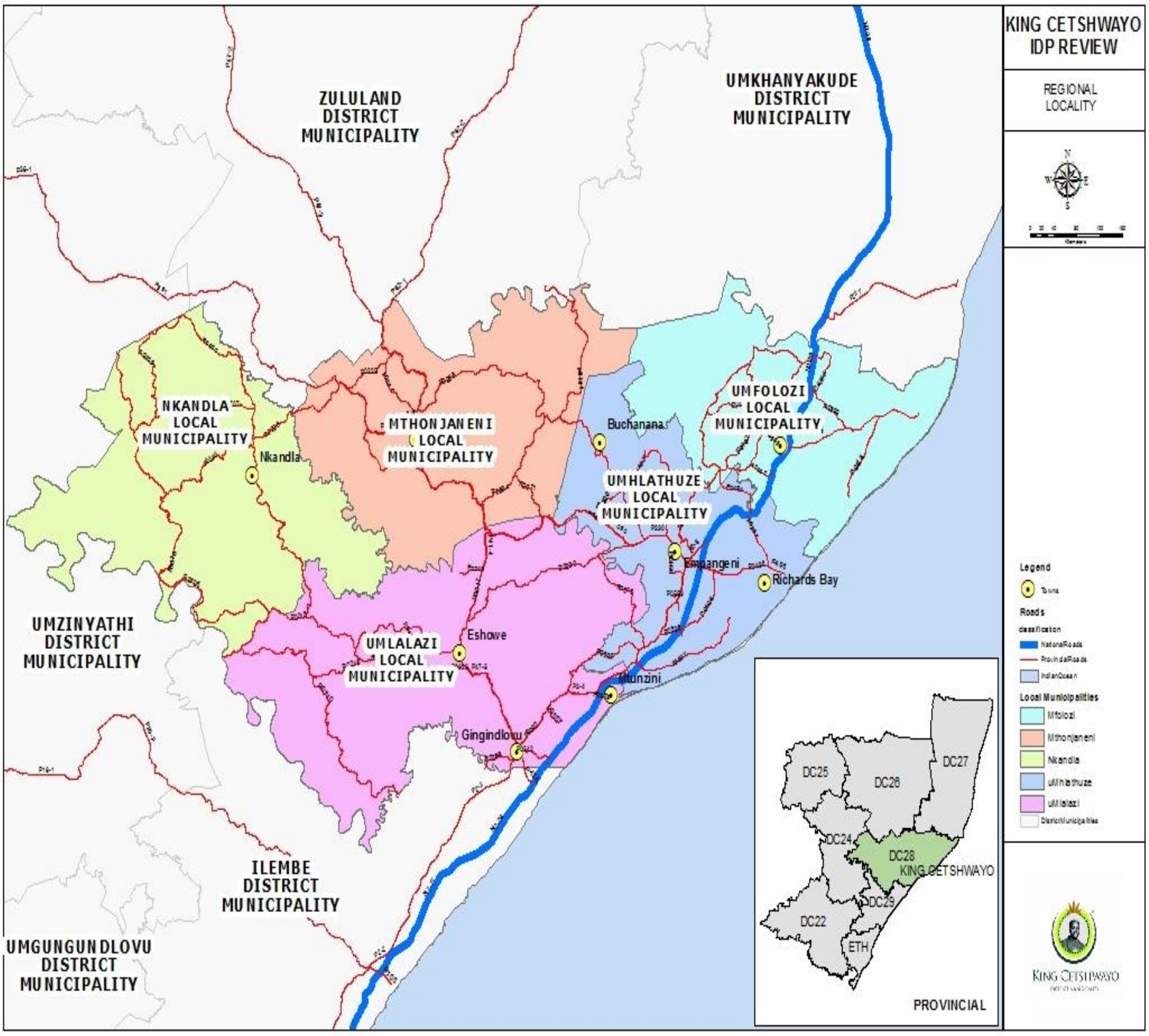
King Cetshwayo District Municipality is a category C municipality and is located in the north eastern region of the KwaZulu-Natal Province on the eastern seaboard of South Africa. It covers an area of approximately 8213 square kilometres, from the agricultural town of Gingindlovu in the south, to the UMfolozi River in the north and inland to the mountainous beauty of rural Nkandla.

The district is a home to five local municipalities:

- uMhlathuze,
- uMlalazi,
- Mthonjaneni,
- Nkandla,
- UMfolozi.

It has the third highest population (with an estimated 971 135 people) in the province after the eThekwini Metro (Durban) and the uMgungundlovu district (Pietermaritzburg and surrounds).

Map 1: Locality



A1.1.1 LOCALITY PROFILE

This paradoxical district comprises the best and worst of the two economies of this country. We are home to several of the largest industrial giants in the world, the retail sector in our urban areas are burgeoning with economic activity, the agricultural and tourism potential is boundless and opportunities exist for local economic development. However, in recent times, the district has also had trouble in light of the worldwide economic recession. This coupled with crippling droughts and deep rural communities living in utter poverty are strong characteristics of King Cetshwayo district, with a backlog of water and sanitation service delivery topping the municipal list of priorities.

A1.1.2 COMPETITIVE ADVANTAGES

- King Cetshwayo District Municipal area is well-endowed with natural resources with its competitive advantages:
- A good climate that opens up avenues for productive agricultural and tourism development;
- Agriculture with irrigation infrastructure in place; and
- A scenic environment and coastal terrain, which create opportunities for tourism development.

King Cetshwayo unique qualities set it apart from many other regions in South Africa. It boasts the largest deep-water port on the African continent, which imports and exports the most bulk cargo of all African ports. It has double the capacity of the Port of Durban to the south and handles in excess of 75 million tons of cargo annually. The development of the harbour facilities at Richards Bay has promoted the development of the manufacturing sector, such that the manufacturing sector is one of the largest economic contributors to the gross geographic product in King Cetshwayo.

A1.1.3 CHALLENGES

Some 80% of the population is rural and 53% is aged between 0 and 19 years. Women make up 53% of the population due to migration patterns associated with the province in general and there are large disparities in settlement concentrations.

The challenge is to provide basic services such as water and sanitation to these people while stimulating local economic development, job creation and the growth of the small and medium business sector. The need to address poverty is one of the most critical issues.

King Cetshwayo District Municipality allocates the almost half of its annual budget to capital infrastructure projects in the local municipalities: where it supplies basic services, sadly, the vast majority of residents live in rural homesteads, and unemployment is at about 50%. A lack of scarce skills has negatively affected the employment conditions, as industries have been forced to source labour outside of the region, to the detriment of local workers.

A1.1.4 SERVICE DELIVERY AND INFRASTRUCTURE

The council's highest priorities are aimed at eradicating rural backlogs for water supply and sanitation services, as measured against RDP standards. The following has been achieved in King Cetshwayo District with regard to water and sanitation backlogs, based on 2008 assessment and programs implemented thereafter:

- Our water backlogs have decreased from 81% to 30% between 2001 up to date with a total of 80 720 households connected
- Our sanitation backlogs are sitting at 8% with only uMlalazi with the backlog and 21% infills have to be completed
- Since year 2000, we have achieved great success in eradicating our backlogs in water and sanitation.

A1.1.5 LOCAL ECONOMIC DEVELOPMENT

King Cetshwayo offers highly favourable agricultural conditions as it has extremely fertile soils, good rainfall and enjoys an excellent, frost-free climate all year round. A wide variety of bio-climatic conditions is on offer across the district, from the mountainous area of Nkandla down to the coastline. The agricultural sector is a dual economy, consisting of commercial agriculture on one hand and traditional agriculture on the other. The commercial agricultural economy is based on the sugar and forestry industries. Traditional agriculture is practiced on most of the tribal lands in the district and has enormous potential for growth with agriculture as a niche area.

At King Cetshwayo District Municipality giant steps have been taken in initiating skills transfer schemes and on-the-job training for members of our communities in the implementation of the majority of our capital infrastructure projects. The Local Economic Development initiatives have also led to job creation and entrepreneurship opportunities for our people. Partnerships with the Department of Agriculture and Poultry growers are assisting to develop commercial farmers. There have been further partnerships with IThala Development Finance Corporation for training of SMME's.

A1.1.6 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

The District Municipality's progress in implementing the IDP is measured through various means, for example; Service Delivery and Budget Implementation Plan.

The purpose of the district annual report is to provide a record of the activities of the municipality or entity; a report on performance in service delivery and budget implementation; and to promote accountability to the local community.

The level of fulfilment and satisfaction of the people of King Cetshwayo district is measured by King Cetshwayo District Municipality through a Customer Satisfaction Survey. The survey aims to determine the standard of living, levels of education and income as well as social activities that characterize the people of King Cetshwayo. In this way, the district is able to measure the effect of its service delivery programmes as well as understand the bread-and-butter issues of its citizens.

A1.1.7 LEGISLATIVE MEETINGS

The implementation of Section 81 of the Municipal Structures Act, Act 117 of 1998 that provides for the participation of traditional leaders in Municipal Councils is now underway. The Gazette identifying the names of Traditional Leaders that are to serve in Municipalities was published in April 2013 (Provincial Gazette No 926 Vol. 7). The Traditional leaders that are to serve in King Cetshwayo District Municipality Council are as follows:

Table1: Traditional Leaders on Council

NAME OF TRADITIONAL LEADER	IDENTITY NUMBER	TRADITIONAL COMMUNITY
Victoria Thembelihle Dube	5308120336088	Kholweni
Bonginkosi Shilo Mthembu	7104065297080	Somopho
Zakhe Davidson Mpungose	7405065426086	Mpungose
Sifiso Regional Biyela	8103035664089	Mombeni
Velemandleni Biyela	3802085197081	Yanguya
Bhekisabelo Sithembiso Shezi	7505275719082	Chube
Muziwami Thembinkosi Zuma	7106166485084	Nxamalala
Mandla Mbeki Mkhwanazi	6410106978088	Mkhwanazi

Table 2: Executive Committee Meetings

EXECUTIVE COMMITTEE				
MONTH	TIME OF MEETING	DATE OF MEETING	CLOSING DATE FOR ITEMS	SPECIAL ITEM
JANUARY	11H00	24/01/2020	10/01/2020	Mid-year review
FEBRUARY	12H00	12/02/2020	29/01/2020	
FEBRUARY	12H00	28/02/2020	14/02/2020	Adjustment Budget
MARCH	12H00	11/03/2020	26/02/2020	
MARCH	12H00	27/03/2020	13/03/2020	Draft Budget
APRIL	12H00	08/04/2020	25/03/2020	
APRIL	12H00	29/04/2020	15/04/2020	
MAY	12H00	13/05/2020	26/04/2020	
MAY	12H00	29/05/2020	15/05/2020	Final Budget
JUNE	12H00	10/06/2020	27/05/2020	
JUNE	12H00	25/06/2020	10/06/2020	

Table 3: Council Meetings

COUNCIL				
MONTH	TIME OF MEETING	DATE OF MEETING	CLOSING DATE FOR ITEMS	SPECIAL ITEMS
JANUARY	13H00	24/01/2020(sp)	10/01/2020	Mid-Year Review
FEBRUARY	14H00	28/02/2020	14/02/2020	Adjustment Budget
MARCH	14H00	27/03/2020	13/03/2020	Draft IDP & Draft Budget
MAY	14H00	29/05/2020	15/05/2020	Final Budget
JUNE	12h00	25/06/2020	11/06/2020	Final IDP

A1.1.8 FINANCIAL VIABILITY AND MANAGEMENT

It is believed that infrastructure precedes development, which is why over 70% of the budget is spent on capital infrastructure, with the aim of meeting the water and sanitation targets. Prudent fiscal policies are another indication of the ability to manage funds in a manner that is transparent, ethical and most-importantly, economically sound.

A1.1.9 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

King Cetshwayo District Municipality's strongest asset is its employees, who are committed to a common cause: delivery of services. With a dedicated and motivated team of officials who identify with the needs of the community, they are able to pinpoint the priority issues and ensure that these are the initiatives that take precedence when our budget is formulated.

A1.2 DEMOGRAPHICS

A1.2.1 DISTRICT PROFILE

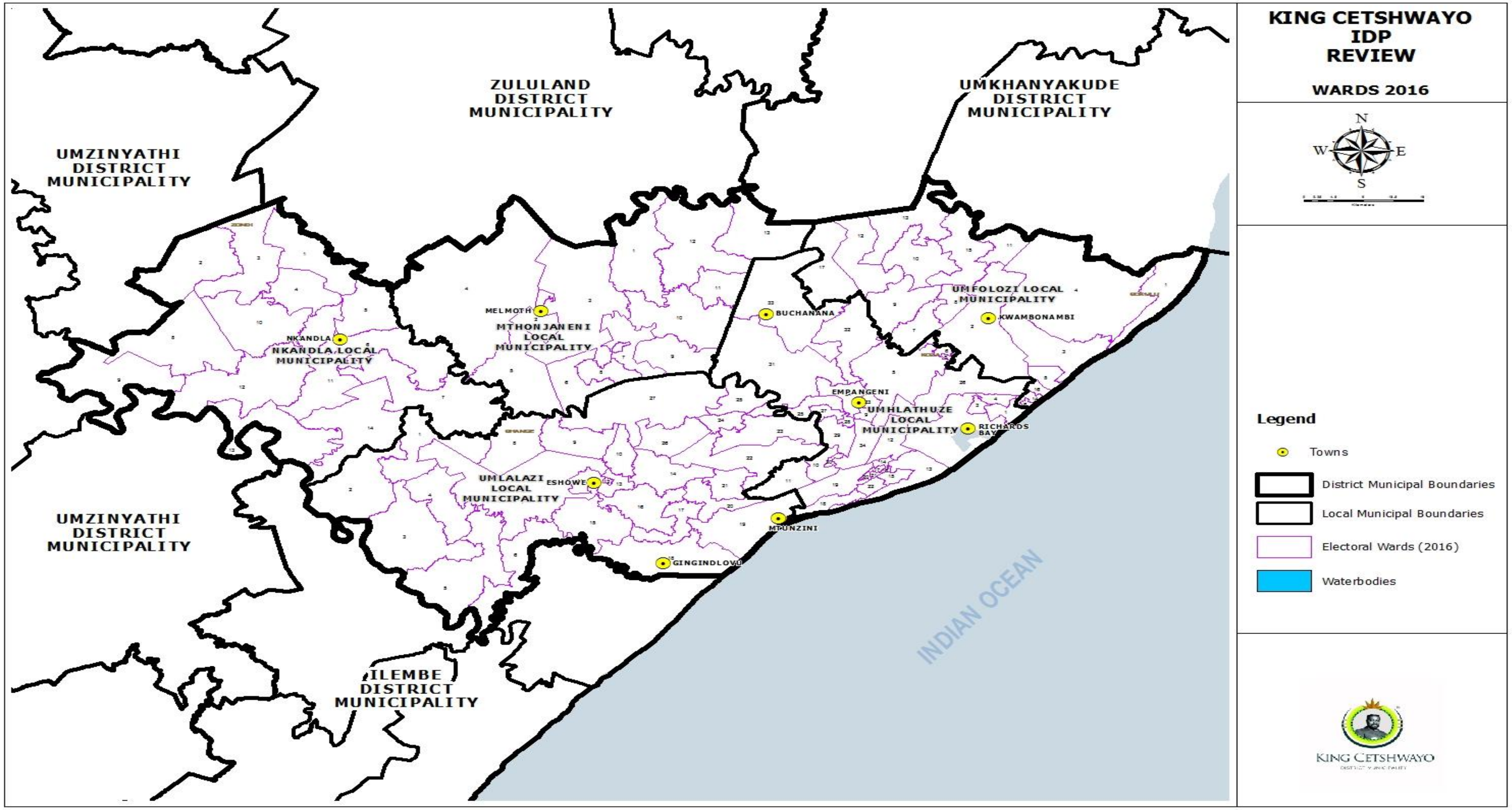
Information in the following table contains demographics per local municipality for Spatial Size, Population, Wards and Traditional Authorities.

Table 4: Municipality Demographics

MUNICIPALITY	CURRENT SPATIAL SIZE	DEMOGRAPHIC SIZE	NUMBER WARDS	NUMBER TA	NAMES TRIBAL AUTHORITIE	
uMfolozi	1208 km²	144 363	17	5	• Mthethwa • Mbonambi • Mambuka • Somopho	• Sokhulu
uMhlathuze	795 km²	410 465	34	6	• Dube •Madlebe • Obuka (Small portion of land) • Mambuka (Small portion of land)	• Mkwanazi • Bhejane • Somopho • Obizo
uMlalazi	2214 km²	213,601	27	14	• T Biyela • ZM Biyela • Khoza • Zulu • F R Biyela • Zulu • S Zulu	• Nzuza • Mpungose • Dube • Ntuli • Zulu • Mzimela • Shange
Mthonjaneni	1086 km²	78 883	13	3	• Ntembeni • Obuka	• Yanguye
Nkandla	1827 km²	114,284	14	17	• Mahlayizeni • Khabela • Xulu • Zondi • Magwaza • Chube • Izindlozi • Izigqoza-Sub Clan • Amaphuthu	• Chwezi • Nxamalala • Chunu • Godide • Mpungose • Mangidini • Ngono Ekukhanyeni
King Cetshwayo	**8213 km²**	**971 135**	**105**	**45**		

Source: Stats SA –Community Survey 2016 & KCDM Family of Municipalities

Map 2: King Cetshwayo District Wards



Furthermore, the table below indicates demographics for King Cetshwayo District

Table 5: District Overview

INDICATOR	KING CETSHWAYO MUNICIPALITY
Area	8 213 km²
Population	917 135
Households	225 797
Number of settlements	1 318 (WSDP 2007)
Urban areas	2 major, 3 minor, 4 rural centres
% rural population	80% (162 381 households)
% urban population	20% (40 595 households)
Gender breakdown	Males 459 832
	Females 511 302
Age breakdown	0 – 14 (387 358)
	15 – 34 (345 805)
	35-64 (176 455)
	65 + (61515)
Life expectancy	2006 43.1 years (IDP 2012)
	2011 57.1 years

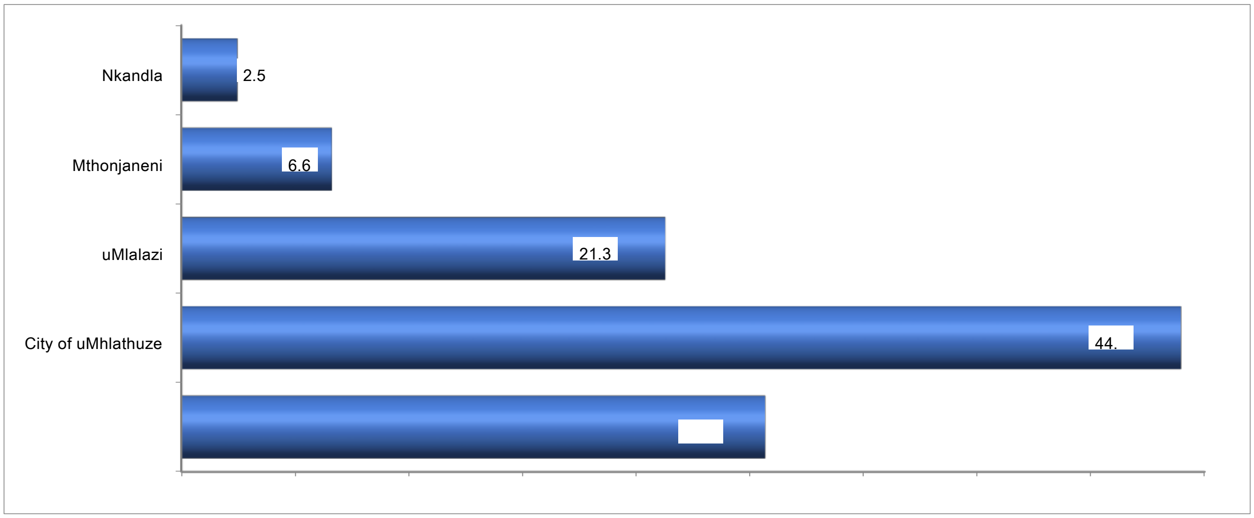
Source: Stats SA Community Survey 2016

A1.2.2 ECONOMIC PROFILE

King Cetshwayo is among the key economic role players in the province of KZN in terms of GDP contribution. It contributed 6.5 per cent of the total estimated provincial GDP generated in 2016. It is within this context that King Cetshwayo is among the largest contributing districts towards the provincial GDP such as eThekwini and uMgungundlovu at 59.5 per cent, and 11.3 per cent respectively.

Similar to all other district municipalities, the GDP at King Cetshwayo is generated by local municipalities. The largest contributing local municipalities to the GDP of the district are the City of uMhlathuze at 44.0 per cent followed by uMfolozi at 25.7 per cent and uMlalazi at 21.3 per cent. The City of uMhlathuze constitutes approximately half of the district's GDP, which is mainly driven by various economic activities taking place at Richards Bay. The least contributing local municipalities to the district's GDP are Nkandla and Mthonjaneni at 2.5 per cent and 6.6 per cent respectively. The latter local municipalities are located in rural areas where there are no major economic activities that could stimulate economic growth. It is therefore critical to ensure that proper strategy is designed and implemented to economically empower the rural areas based on their respective comparative advantage.

Graph 1: Contribution to King Cetshwayo GDP by local municipalities, 2016



Sector performance

In King Cetshwayo, the tertiary sector contributes 47.9 per cent of the total district GDP-R in real terms in 2015; this is equivalent to 3.1 per cent to KZN GDP (table 4).

Sector performance (percentages) analysis, 2006, 2011 and 2015

	KwaZulu-Natal			King Cetshwayo			Contribution to KZN total GDP by King Cetshwayo sectors		
	2006	2011	2015	2006	2011	2015	2006	2011	2015
Primary sector	**5.9**	**6.1**	**5.7**	**14.1**	**14.3**	**13.3**	**1.1**	**1.1**	**0.9**
Agriculture	3.8	4.3	4.0	5.0	5.9	5.9	0.4	0.5	0.4
Mining	2.1	1.8	1.7	9.1	8.4	7.5	0.7	0.6	0.5
S secondary	**25.2**	**23.6**	**22.9**	**32.0**	**29.8**	**29.0**	**2.5**	**2.3**	**1.9**
sector	19.0	17.2	16.5	27.3	24.8	23.9	2.1	1.9	1.6
Manufacturing	2.9	2.4	2.0	1.6	1.3	1.1	**0.1**	0.1	0.1
Electricity	3.4	4.1	4.3	3.1	3.7	4.0	0.2	0.3	0.3
Tertiary sector	**59.7**	**61.3**	**62.6**	**45.2**	**46.6**	**47.9**	**3.5**	**3.6**	**3.1**
Trade	14.0	14.2	14.4	9.2	9.6	10.1	0.7	0.7	0.7
Transport	10.9	11.1	11.3	10.6	10.6	10.7	0.8	0.8	0.7
Finance	15.7	16.4	16.7	10.1	10.4	11.1	0.8	0.8	0.7
Community services	19.1	19.6	20.3	15.3	16.0	16.0	1.2	1.2	1.1

Source: Global Insight, 2017

Although the economy of King Cetshwayo is predominantly dependent on the tertiary sector, the secondary sector (29 per cent) also plays a significant role in its economy especially the manufacturing subsector. This subsector contributes 23.9 per cent of the total district's GDP, which is estimated at R7.7 billion in 2015. Although the manufacturing sector's contribution is diminishing, it however, remains a backbone of the economy in the district. It is interesting that economic activities mostly manufacturing, is labour intensive; hence, more people are employed as the district is highly industrialized. The community services, which is the key economic player in most districts in the province, was the second contributor in the district at 16.0 per cent of the district GDP.

The primary sector was the least contributing sector at 13.3 per cent in 2015. It is through this backdrop that the province has since identified textiles, clothing, plastic products, chemicals, fabricated metal products, automotive components, wood and wood products, footwear, machinery and appliances for inward investment. This can be fast- tracked by the implementation of a recently launched policy on black industrialist, which aims at promoting industrialization, sustainable economic growth and transformation through the support of black-owned entities in the manufacturing sector. The Richards Bay Industrial Development Zone (RBIDZ), an entity of the economic development department in KZN is anticipated to plays a vital role in attracting and developing SMME has to boost the manufacturing and trade sectors.

Table 6: Annual Household income

INCOME	POPULATION	%
No income	27843	14%
R 1 - R 4800	9931	4.9 %
R 4801 - R 9600	18155	9%
R 9601 - R 19 600	41622	20.5%
R 19 601 - R 38 200	42254	20.8%
R 38 201 - R 76 400	23218	11.4%
R 76 401 - R 153 800	15971	7.8
R 153 801 - R 307 600	12316	6%
R 307 601 - R 614 400	8320	4%
R 614 001 - R 1 228 800	2332	1.1%
R 1 228 801 - R 2 457 600	594	0.3%
R 2 457 601 or more	415	0.2%
Total	202972	100%

Source: Census 2011

The table indicates that 80.6% of the municipality's population have an income of less than R76 400p.a. or R6366.66 monthly. It is notable that 41.3% of the population falls in the income bracket of R9 601 – R38 200 p.a. or R800 – R3 183.33 monthly. This fact need to be taken into consideration when the municipality determine its tariff structures for service provisions.

A2.0 HOW WAS THE IDP DEVELOPED?

This is the second review new **4th generation of the IDP** for the period of the next coming 2 years.

A principal 5-year IDP was adopted in June 2017 developed in terms of the Municipal Systems Act, Act 32 of 2000 and according to COGTA's guidelines. A Framework Plan to guide the 5 year IDP Review was adopted to assist in achieving certain milestones and informs the Process Plans of the King Cetshwayo family of Local Municipalities. The first review was done and adopted in 2018, second review adopted in June 2019 hence this is the third review. Although this is a new term of IDP to be able to move forward there are aspects of the previous IDP that will have to form part of this new generation, factors such as

- Comments received from MEC's assessment of the previous IDP
- Comments received from and other relevant stakeholders
- Self-assessment, consideration and inclusion of any new information
- Areas requiring attention not addressed during the review of the IDP
- Review and development of sector plans
- Alignment of the district and local municipalities' priorities and plans and budgets
- Alignment of budgets and sector specific plans and programmes of provincial sector departments government with district and local municipality plans
- Incorporate Back to Basics
- Addressing Auditor General concerns

A2.1 IMPORTANT PLATFORMS:

The following are important platforms in developing the IDP:

- IDP Representative Forum
- Planners and IDP Managers Forums
- Public participation – IDP and Budget Road shows
- Various IGR Structures

A2.1.1 BUDGET/IDP STEERING COMMITTEE

The purpose of the IDP/Budget Steering Committee is to assist the Mayor and the Municipality in discharging his/her responsibilities as set out in the MSA and MFMA. The committee is to facilitate the Budget and IDP review process and provide support for the IDP and Budget Managers. It is a technical working team of Municipal Managers (or their nominees), heads of departments and senior officials who support the municipality and ensure a smooth planning process.

The terms of reference of the Budget/IDP Steering Committee are but not limited to:

- Support the IDP and Budget units in preparing for the IDP and Budget preparation and review and throughout its process;
- Provide terms of reference for specific planning and budgeting activities
- Consider and comment on inputs from any sub-committees, study teams, consultants, provincial sector departments, or service providers
- Make comments and recommendations
- Processes, summarizes and document outputs

The composition of the Budget Steering Committee comprises of the following members as the following:

- **The Mayor;**
- **The Deputy Mayor (Ex Officio)**
- **The Speaker (Ex Officio)**
- **Chief Whip (Ex Officio)**
- **The Municipal Manager**
- **Chief Operations Officer**
- **Deputy Municipal Manager: Financial Services**
- **Deputy Municipal Manager: Technical Services**
- **Deputy Municipal Manager: Community Services**
- **Deputy Municipal Manager: Corporate Services**
- **Deputy Municipal Manager: Planning and Economic Development Services**
- **Senior Manager: Budgeting & Reporting**
- **Senior Manager: Municipal Infrastructure & Implementation**
- **Senior Manager: Municipal Infrastructure Operations and Maintenance**
- **Senior Manager : Water Services Division**
- **Senior Manager : Water Use Efficiency**
- **Senior Manager : Process Management**
- **Senior Manager : Waste Water Management**
- **Manager: IDP**

A.2.1.2 COMMUNITY CONSULTATIONS

The first round of the District Budget and IDP Road shows takes place between October and November of each year while the second round takes place between March and April with the following stakeholders:

UMfolozi Local Municipality	Mthonjaneni Local Municipality	Corporate & Government Sectors IDP Forum
City of uMhlathuze Municipality	Nkandla Local Municipality	Amakhosi Roadshow
uMlalazi Roadshow		

A2.2 IDP ASSESSMENT

IDP Assessment in terms of Section 32 of the Municipal Systems Act (Act 32 of 2000) a copy of the municipality's IDP must be submitted to the MEC for Local Government for assessment which will ensure that more credible IDP's are produced. The written comments received from the MEC for Local Government assists municipalities a great deal to ensure strategic alignment with the objectives and planning processes of the provincial and national government. The MEC's comments also form the basis of the review process of the 5-year strategic plan of King Cetshwayo District Municipality and the comments received last year have been duly incorporated into this review.

A3.0 KEY CHALLENGES AND GOALS

CHALLENGE	KCDM GOAL NO	KCDM GOAL
Ensuring filling of critical vacant posts	1	Organizational & Human Resources Development
Maintaining of District Information and Management System thereby ensuring accurate record keeping	1	
Ensuring Water & Sanitation tariffs are cost reflective	2	Strategic Infrastructure
Ensuring that drinking water and waste water management meets the required quality standards at all times	2	
Ensuring effective monitoring of water balance in rural areas	2	
Committing and implementing approved MIG business plans for roll-out of water and sanitation services in the district	2	
Improving rural road network to ensure improve linkages between settlements, rural nodes and municipal centres	2	
Supporting meaningful Local Economic Development (LED) initiatives that foster micro and small business opportunities and job creation	7	Radical Inclusive and sustainable Economic Development
Supporting the LED sub-forums to maintain critical functioning	7	
Diversifying the district's economy	7	
Supporting of tourism initiatives	7	
Securing the health of our asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance	3	Sound Financial Management & Viability
Ensuring borrowed funds are invested in revenue generating assets as part of the Capital programme	3	
Ensuring that the capital budget reflects consistent efforts to address the backlogs in basic services and the renewal of the infrastructure of existing network services	3	
Ensuring indigent policy remains updated and relevant	3	
Maintaining functionality of Council structures	5	Promote Good Governance & Enhance Public Participation
Ensuring alignment and coordination between DM and LM's	5	
Implementing of PMS	5	
Ensuring continued support of climate change effects	6	Co-ordinated Planning, Spatial Equity, Coastal and Environmental Management
Ensuring effective support to Spatial Planning and Development	6	
Ensuring compliance with SPLUMA and PDA	6	
Ensuring disaster management forums remain functional	6	

A.3.1 DESCRIPTION OF KEY CHALLENGES

KCDM Strategic Goal	Key challenge	Description
Municipal Transformation & Organisational Development	Ensuring filling of critical vacant posts	There is only one critical posts within the municipality that is not filled.
	Maintaining of District Information and Management System thereby ensuring accurate record keeping	The municipality does not have a fully functional integrated ICT System
	Implementing of PMS	The Performance management System is an ongoing process from Senior Management cascaded down to lower staff.
Strategic Infrastructure	Ensuring Water & Sanitation tariffs are cost reflective	The municipality has a challenge of unaccounted water in rural areas.
	Ensuring that drinking water and waste water management meets the required quality standards at all times	Poor quality of water coming from boreholes drilled. Challenges in meeting blue and green drop requirements
	Ensuring effective monitoring of water balance in rural areas	Failure to collect revenue in rural areas
	Committing and implementing approved MIG business plans for roll-out of water and sanitation services in the district	Inadequate capacity to manage certain contracts
Radical Inclusive and sustainable Economic Development	Supporting meaningful Local Economic Development (LED) initiatives that foster micro and small business opportunities and job creation	Lack of capacity in terms of skills in LED sections of local municipalities
	Supporting the LED sub-forums to maintain critical	Weak structures of IGR

	functioning	
	Diversifying the district's economy	Lack of funding and business skills for SMMEs
	Supporting of tourism initiatives	Lack of access to markets
Sound Financial Management and Viability	Securing the health of our asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance	There are complicated and technical requirements in terms asset management and asset care
	Ensuring borrowed funds are invested in revenue generating assets as part of the Capital programme	Revenue Enhancement strategy need to take such into consideration
	Ensuring that the capital budget reflects consistent efforts to address the backlogs in basic services and the renewal of the infrastructure of existing network services	Inadequate funding to address backlogs
Promote Good Governance & Enhance Public Participation	Ensuring alignment and coordination between DM and LM's	Poor co-ordination and functionality of IGR Structures
Co-ordinated Planning, Spatial Equity, Coastal and Environmental Management	Ensuring compliance with SPLUMA and PDA	Municipal SDF needs to be reviewed to be SPLUMA compliant
	Ensuring continued support of climate change effects	New strategies need to be developed to allow the municipality to be able to support climate change effects
	Ensuring disaster management forums remain functional	Poor co-ordination and functionality of IGR structures

A4.0 LONG TERM VISION

The vision for King Cetshwayo was developed within the context of the national and provincial environment, it is also linked to the long term spatial development vision. The vision, mission and core values as adopted by council are as follows:

A4.1 VISION

Building sustainable communities through excellent service delivery.

A4.2 MISSION

Creating a safe and healthy environment that promotes sustainable, radical, and inclusive economic and social development reinforced by service excellence.

A4.3 CORE VALUES

- Ethics
- Transparency
- Courtesy
- Honest y
- Responsibility
- Accountability

A4.4 MOTTO

Committed to service excellence"

A5.0 HOW TO ADDRESS THE KEY CHALLENGES

The Medium Term Strategic Framework (MTSF) is Government's strategic plan for the existing electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the National Development Plan (NDP). The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial and local government.

A5.1 BASIC SERVICE DELIVERY

Aspects such as basic water, sanitation, electricity, refuse and roads, includes social infrastructure, e.g. housing, health, education, welfare and cemeteries. It also relates to the following:

- A sound and updated statistical based service delivery plan

- Targets for municipal services (e.g. water, sanitation, electricity, refuse removal, transportation);
- Free Basic Services and Indigent Register;
- Operations & Maintenance;
- Capacity to implement an Integrated Capital Infrastructure Plan.

A5.2 LOCAL ECONOMIC DEVELOPMENT

This includes Economic Development and Poverty Alleviation Strategies and awareness programmes. In addition to social infrastructure, social programmes also form part of this KPA, e.g. HIV/AIDS, ABET etc., and comprise economic generation objectives and projects. Elements of poverty alleviation could also be grouped under this area. It also relates to the following:

- Competitive and comparative advantages;
- Vision 2035 and second economy investment;
- Skills development;
- LED institutional capacity;
- Social partners.

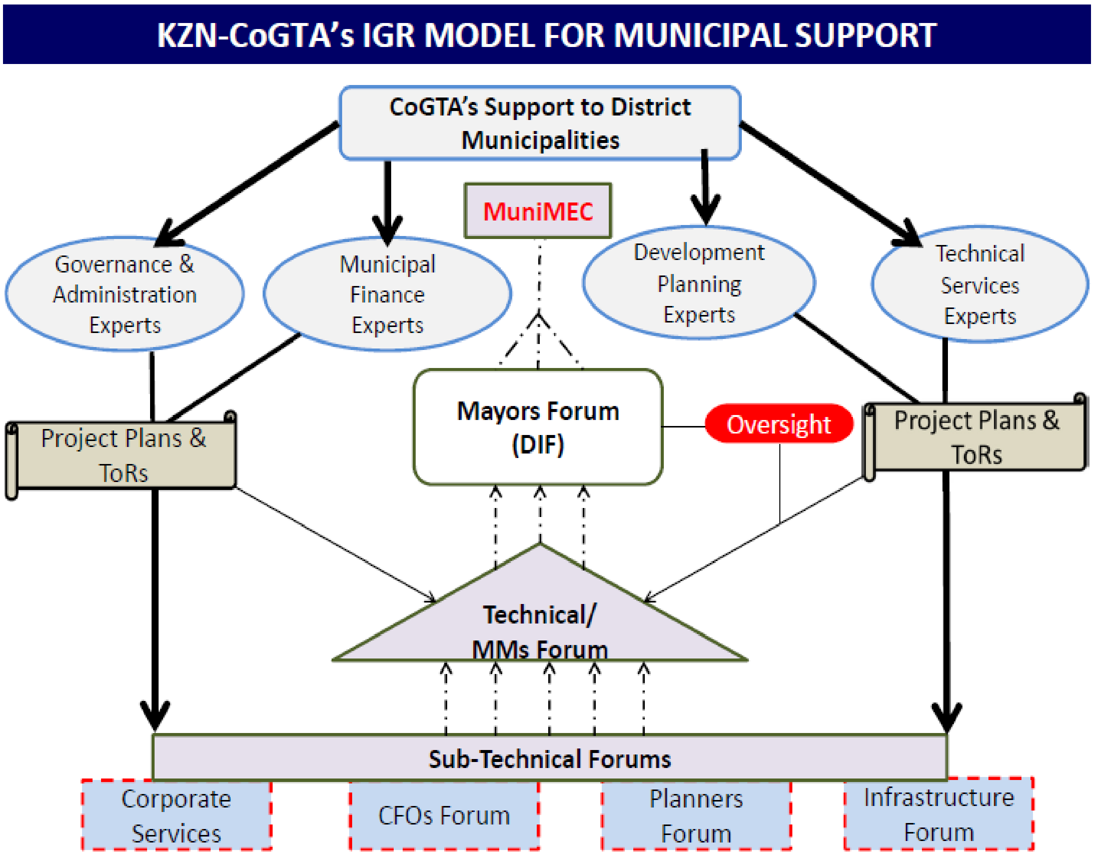
A5.4 GOVERNANCE AND PUBLIC PARTICIPATION

Measures how the local government sphere aligns and integrates with the Provincial and National spheres of government on cross cutting issues. Programmes to demonstrate how the community participates/is consulted/is empowered in government programmes; particularly the establishment and functionality of ward committees and community development workers. It also deals with the involvement of Traditional Councils in municipal affairs. It also relates to the following:

- Functional ward committees and other committees
- Linkages with other governance structures
- Sector engagements
- Community informed IDP
- Annual Report and Annual Performance Report submitted
- Annual IDP Road shows

Sector departments' project input are coordinated at a joint IDP engagement session where all sector departments will be requested to present their projects for the region to political and administrative leadership of the Family of Municipalities.

Graph 2: KZN COGTA IGR Model



A5.5 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

It relates to how the institution is (administratively and politically) capacitated to exercise its duties (human resource development and management). How is the organization structured to meet the needs of the IDP? Is the organization accountable to the public via the necessary reporting and performance management systems? The internal policies and processes to adhere to are aspects such as gender equity, disability and general management of the municipality. It also relates to the following:

- Performing of powers and functions
- Organogram and vacancy rates
- Capacity assessment to implement IDP
- Various policies
- Organisational PMS

A5.6 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

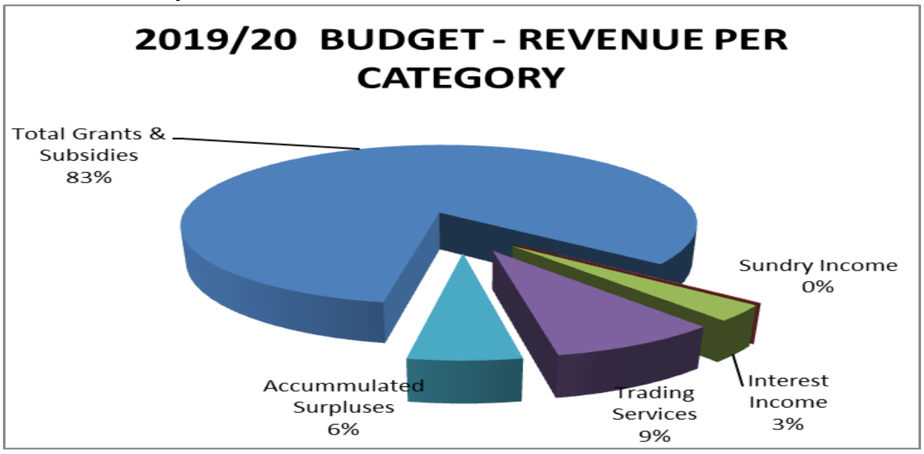
Comprise the policies and management processes relating to revenue generation, supply chain management, debt and credit management as well as assets, liability control and auditing. Aspects such as submission of the financial statements to the Auditor General (AG) as well as the findings of the AG on the municipal affairs are priorities. As part of this KPA, the municipality should comply with the budgetary provisions and aspects as outlined in the MFMA. It also relates to the following:

- Service Delivery Budget Implementation Plan
- Revenue management and billing system
- Expenditure Reports
- Debt Recovery Plan
- Budget and IDP link
- Compilation of a FAR Processes
- Efficient and effective SCM Processes

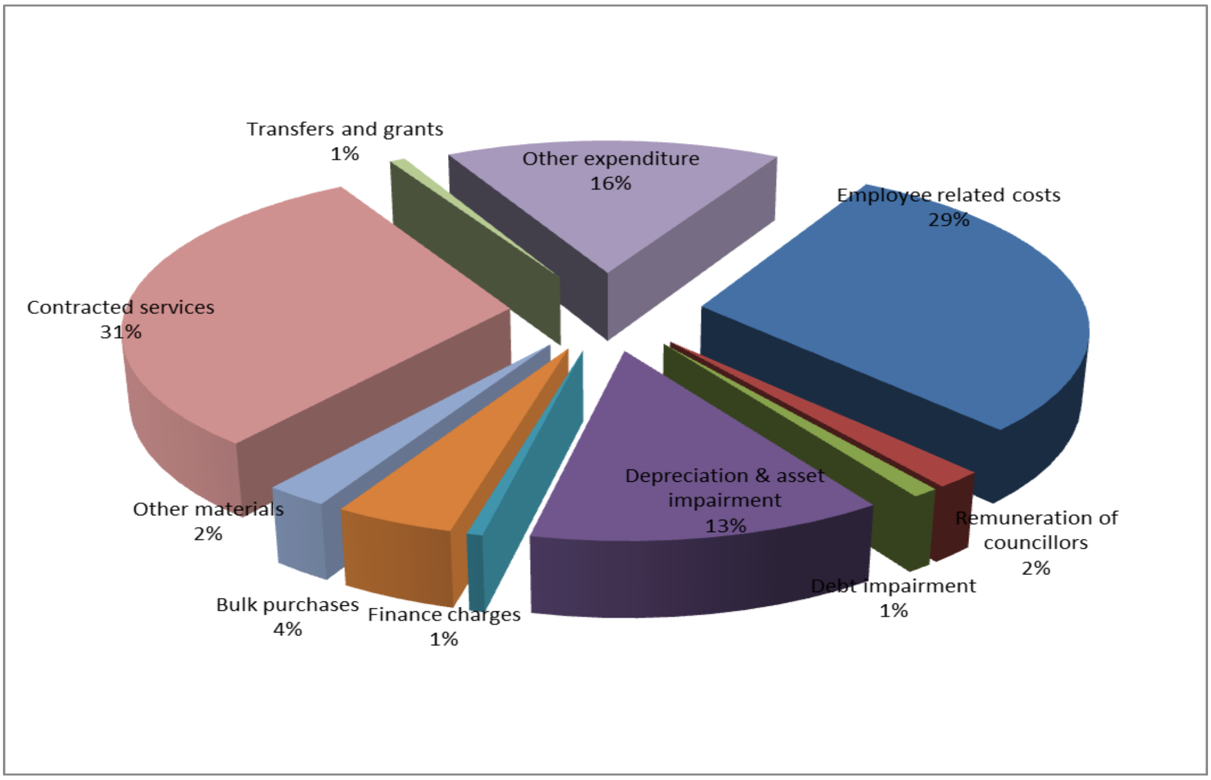
The following graphs give an overview of the sources of revenue for the municipal budget and its alignment to address the municipality's key challenges.

Graph 3: How the Municipal Budget Address's Key Challenges

2019/20 SOURCES OF REVENUE



Graph 4: Expenditure per Type



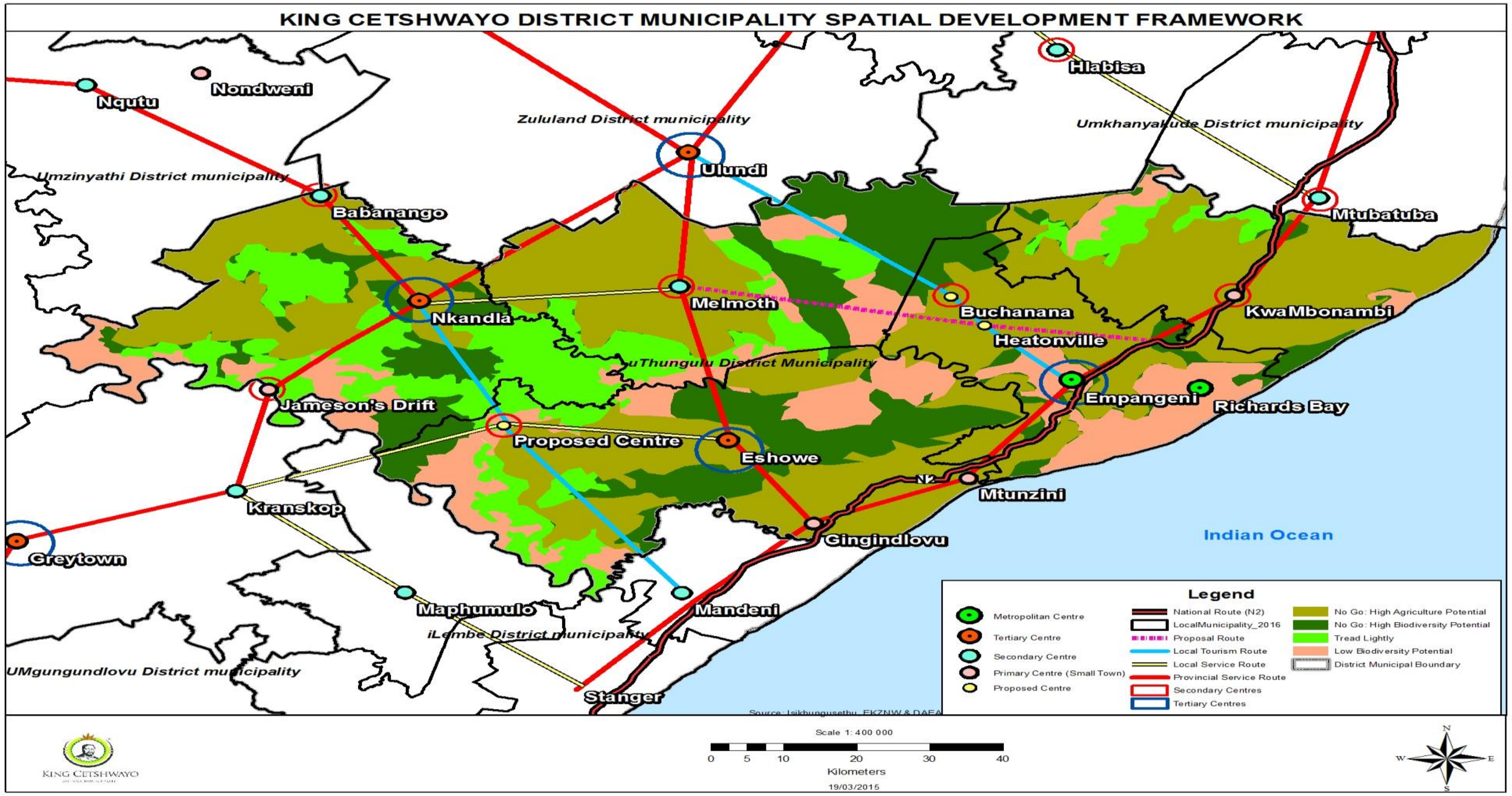
EXPENDITURE BY TYPE

Source: KCDM Finance Department 201920 Budget

A5.7 SPATIAL PLANNING AND SPATIAL DEVELOPMENT FRAMEWORKS

- This KPA relates to the following:
  - Analysis shared by National, Provincial and DM/LM policies;
  - Alignment with NDSP and PGDS profile;
  - Spatial analysis translated into SDF;
  - SDF includes LUMS guidelines;
  - Credible statistics;
  - Implementation of District Growth and Development Plan;
  - NDP issues and priorities.

Map 3: Spatial Development Framework



A6.0 KCDM STRATEGIC GOALS

The table below indicates King Cetshwayo District Municipality Strategic Goals.

1. Organisational & Human Resource Development
2. Municipal Transformation
3. Strategic Infrastructure
4. Sound Financial Management & Viability
5. Promote Good Governance and enhance Pubic Participation
6. Promote healthy communities through sports, arts and culture development
7. Create & Promote a safe, healthy and secure environment
8. Radical Inclusive and sustainable local & rural economic development
9. Co-ordinated Planning, Spatial equity, coastal and environmental Management

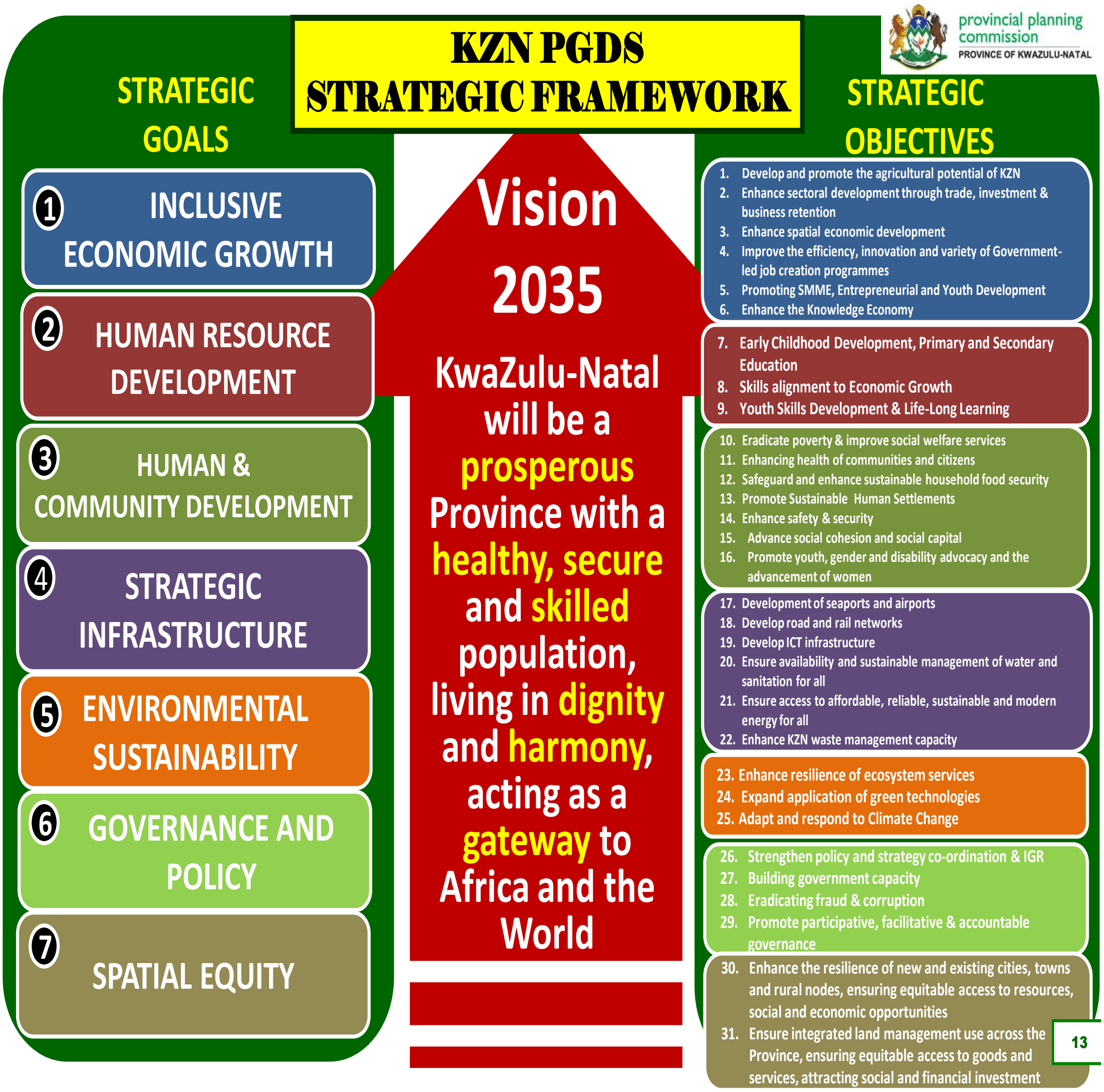
SECTION B: PLANNING AND ECONOMIC DEVELOPMENT PRINCIPLES

- Development / investment must only happen in locations that are sustainable (NSDP, SPLUMA)
- Balance between urban and rural land development in support of each other (DFA Principles)
- The discouragement of urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification. Future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres (DFA Principles)
- The direction of new development towards logical infill areas (DFA Principles)
- Compact urban form is desirable (DFA Principles)
- Development should be within limited resources (financial, institutional and physical). Development must optimise the use of existing resources and infrastructure in a sustainable manner (DFA Principles, SPLUMA, CRDP, and National Strategy on Sustainable Development).
- Stimulate and reinforce cross boundary linkages.
- Basic services (water, sanitation, access and energy) must be provided to all households (NSDP)
- Development / investment should be focused on localities of economic growth and/or economic potential (NSDP)
- In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes (NSDP)
- Land development procedures must include provisions that accommodate access to secure tenure (SPLUMA)
- Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilised (SPLUMA)
- Engagement with stakeholder representatives on policy, planning and implementation at national, sectoral and local levels is central to achieving coherent and effective planning and development (SPLUMA).

- If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity (Breaking New Ground: from Housing to Sustainable Human Settlements)
- During planning processes and subsequent development, the reduction of resource use, as well as the carbon intensity of the economy, must be promoted (National Strategy on Sustainable Development)
- Environmentally responsible behaviour must be promoted through incentives and disincentives (National Strategy on Sustainable Development, KZN PGDS).
- The principle of self-sufficiency must be promoted. Development must be located in a way that reduces the need to travel, especially by car and enables people as far as possible to meet their needs locally. Furthermore, the principle is underpinned by an assessment of each areas unique competency towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency (KZN PGDS)
- Planning and subsequent development must strive to provide the highest level of accessibility to resources, services and opportunities (KZN PGDS)

B1.0 GOVERNMENT PRIORITIES & APPLICATION THEREOF

B1.1 KZN PGDS GOALS AND OBJECTIVES



B1.2 SUSTAINABLE DEVELOPMENT GOALS

2015 presented a historic and unprecedented opportunity to bring the countries and citizens of the world together to decide and embark on new paths to improve the lives of people everywhere. These decisions will determine the global course of action to end poverty, promote prosperity and well-being for all, protect the environment and address climate change.

Table 8: SUSTAINABLE DEVELOPMENT GOALS ALIGNMENT

SDG GOAL NO	SUSTAINABLE DEVELOPMENT GOALS	KING CETSHWAYO GOAL DESCRIPTION
1	No Poverty	Radical Inclusive and sustainable local & rural economic development
2	End Hunger	Radical Inclusive and sustainable local & rural economic development
3	Well-Being	Create & Promote a safe, healthy and secure environment
4	Quality Education	
5	Gender Equality	Promote good Governance and enhance Public Participation.
6	Water and Sanitation For All	Strategic Infrastructure
7	Affordable and sustainable Energy	Strategic Infrastructure
8	Decent work for all	Radical Inclusive and sustainable local & rural economic development
9	Technology to benefit all	Municipal Transformation
10	Reduce Inequality	Promote good Governance and enhance Public Participation.
11	Safe cities and communities	Create & Promote a safe, healthy and secure environment
12	Responsible consumption for all	Radical Inclusive and sustainable local & rural economic development
13	Stop climate change	Co-ordinated Planning, Spatial Equity, Coastal and Environmental Management
14	Protect the ocean	Co-ordinated Planning, Spatial Equity, Coastal and Environmental Management
15	Take care of the earth	Co-ordinated Planning, Spatial Equity, Coastal and Environmental Management
16	Live in Peace	Co-ordinated Planning, Spatial Equity, Coastal and

		Environmental Management
17	Mechanisms and partnership to reach the goals	Promote good Governance and enhance Public Participation.

Goal 1: **NO Poverty**
Goal 2: **End Hunger**
Goal 3: **Well-Being**
Goal 4: **Quality Education**
Goal 5 **Gender Equality**
Goal 6: **Water and Sanitation for All**
Goal 7: **Affordable and Sustainable Energy**
Goal 8: **Decent Work for All**
Goal 9: **Technology to Benefit All**
Goal 10: **Reduce Inequality**
Goal 11: **Safe Cities and Communities**
Goal 12: **Responsible Consumption By all**
Goal 13: **Stop Climate Change**
Goal 14: **Protect the Ocean**
Goal 15: **Take Care of the Earth**
Goal 16: **Live in Peace**
Goal 17: **Mechanisms and Partnerships to Reach the Goals**

B1.3 NATIONAL DEVELOPMENT PLAN (NDP)

The National Planning Commission adopted the National Development Plan where priorities are summarised in the table below:

Table 9: National Plan Priorities

NP GOAL NO	NATIONAL PRIORITY	KING CETSHWAYO GOALS
1	Create jobs	Radical Inclusive and sustainable local & rural economic development
2	Expand infrastructure	Strategic Infrastructure
3	Use resources properly	Strategic Infrastructure
4	Inclusive planning	Good Governance and Public Participation
5	Quality education	Social Services, Human and Community Development
6	Quality healthcare	Social Services, Human and Community Development
7	Build a capable state	Municipal Transformation, Organisational and Human Resource Development
8	Fight corruption	Good Governance and Public Participation
9	Unite the nation	Good Governance and Public Participation

B1.4 14 NATIONAL NDP OUTCOMES

The 14 National Outcomes that all provincial governments must align to are:

Table 10: 14 NDP Outcomes

NO GOAL NO	NATIONAL OUTCOME	KING CETSHWAYO GOAL
1	Quality basic education	Social Services, Human and Community Development
2	A long and healthy life for all South Africans	
3	Safety, and sense of safety, for all people in South Africa	Create & Promote a safe , healthy and secure environment
4	Decent employment through inclusive economic growth	Radical Inclusive and sustainable local & rural economic development
5	A skilled and capable	Organisational and Human Resource

NO GOAL NO	NATIONAL OUTCOME	KING CETSHWAYO GOAL
	workforce to support an inclusive growth path.	Development
6	An efficient, competitive and responsive infrastructure network	Strategic Infrastructure
7	Vibrant, equitable, sustainable rural communities contributing towards food security for all	Radical Inclusive and sustainable local & rural economic development
8	A comprehensive, responsive and sustainable social protection system	Social Services, Human and Community Development
9	Sustainable human settlements and improved quality of household life	Coordinated Planning, Spatial Equity, Coastal and Environmental Management
10	Responsive, accountable, effective and efficient local government system	Good Governance and Public Participation
11	Protect and enhance our environmental assets and natural resources	Coordinated Planning, Spatial Equity, Coastal and Environmental Management
12	An efficient, effective and development-oriented public service	Good Governance and Public Participation
13	A diverse, socially cohesive society with a common national identity	Good Governance and Public Participation
14	Create a better South Africa, a better Africa, and a better world	Social Services, Human and Community Development

B1.5 NATIONAL PRIORITIES

The Five National and Six Provincial Priorities include the following:

Table 11: National and Provincial Priorities

NATIONAL AND PROVINCIAL PRIORITIES		KING CETSHWAYO GOAL
1	Job creation (Decent work and Economic growth)	Radical Local Economic and Rural Development and Food Security
2	Education	Social Services, Human & Community Development Liaison with the Dept. of Education
3	Health	Social Services, Human and community Development Liaison with the Dept. of Health
4	Rural development, food security and land reform	Radical Local Economic and Rural Development & Food Security
5	Fighting crime and corruption	Good Governance and Public Participation
6	Nation-building and good governance (State of KZN Province Address	Good Governance and Public Participation

B1.6 DISTRICT GROWTH AND DEVELOPMENT PLAN (DGDP)

South Africa’s National Development Plan aims to eliminate poverty and reduce inequality by 2030, which the target has been reviewed to 2035, to create a country where every citizen can embrace his or her full potential. In response, our province developed a Provincial Growth and Development Plan that is deliberately aligned with the NDP and is aimed at uniting the people of KwaZulu-Natal behind a common goal of creating a prosperous province for future generations. It was subsequently agreed that for the province to realise these goals each District Municipality need to develop a District Growth and Development Plan (DGDP). King Cetshwayo District with the assistance from the Department of Cooperative Governance and Traditional Affairs took up this challenge and developed a DGDP to integrate and align the intentions of the NDP and PGDP on the one hand, with the activities of local government operating at the coalface of implementation and interaction with constituent communities on the other. The aim of our DGDP is therefore to translate the Provincial Growth and Development Plan into a detailed implementation plan at a district level, inclusive of clearly defined targets and responsibilities. As the PGDS has been reviewed, King Cetshwayo District will also review its DGDP to align with it.

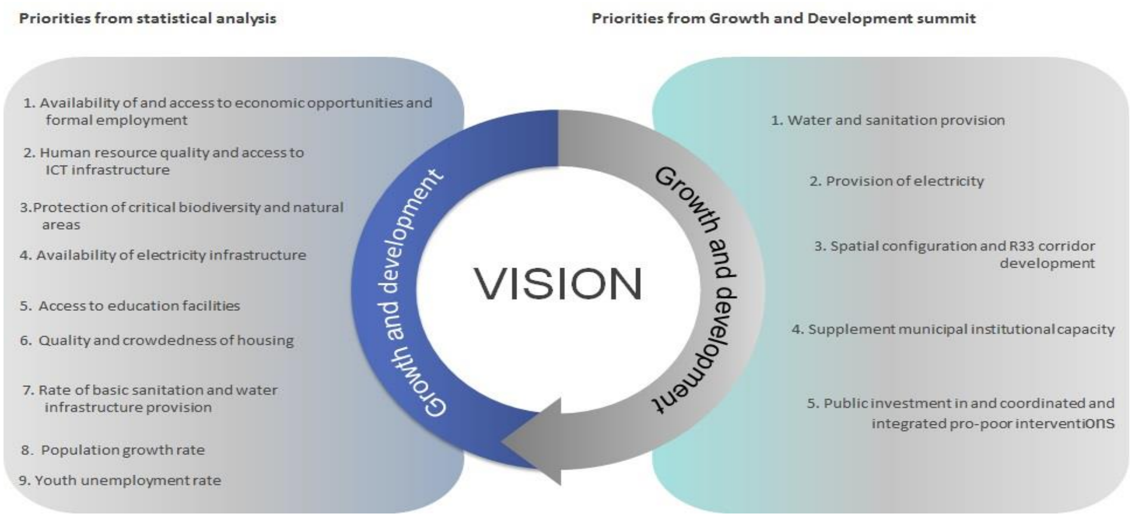
KCDM Council adopted the DGDP on 24 June 2015 for implementation from 2015/16 onwards. It was acknowledged that there are still some gaps due to information not being forth coming and this will be updated on a continuous basis as information becomes available. Alignment between the IDP, Budget and DGDP is shown though the Budget Implementation plans.

The key elements of the King Cetshwayo District Growth and Development Plan include:

- A synthesis of the priority development issues and challenges in the district based on extensive consultation with stakeholders and a comprehensive technical analysis.
- A long-term development vision and clearly defined strategic goals and objectives to pursue this vision.
- Monitoring indicators and quantified targets to measure progress and outcomes.
- An institutional framework for the on-going management and implementation of the DGDP.

The DGDP is in place; however, the institutional framework to monitor DGDP implementation is not yet established due to capacity constraints within the family. As such, there is currently no family representation at the 18 Provincial Action Working Groups. A further challenge experienced is lack of finances for the implementation of identified project.

B1.7 VISION NARRATIVE 2030 KING CETSHWAYO DGDP



By 2035, King Cetshwayo district is renowned for the vastly improved socio-economic status of its residents resulting from 15 years of sustained economic growth. The district is internationally recognized as a world leader in innovative and sustainable manufacturing based on the successful implementation of the RBIDZ initiative. This economic growth, together with the district rural development programme resulted in the creation of decent employment opportunities leading to the fastest growing household and individual income levels in the province, and reducing the unemployment rate of the youth in the district by more than 50%. It also resulted in a significant decrease in the economic dependency ratio and improving the overall quality of life in the district. The economic growth is underpinned by a vastly improved information and telecommunication infrastructure network with the entire district having access to a wireless broadband service, all businesses, and more than 50% of households with access to a computer and internet service. By 2035, the district is characterised by a high quality infrastructure network supporting both household needs and economic growth. All households are provided with access to appropriate water infrastructure, adequate sanitation, and sustainable energy sources.

Improved access to health facilities and quality of health services provided resulted in continually improving health indictors in the district. The quality of the output from the primary and secondary education system has improved dramatically and all learners have access to fully equipped primary and secondary education facilities. Sustainable and coherent spatial development patterns have been successfully implemented through innovative spatial planning frameworks an effective land use management systems implemented by highly skilled officials. Improved public sector management and skills levels resulted in sound local governance and financial management.

B1.8 BACK TO BASICS

This wide-ranging programme is aimed at rekindling the spirit of effective service delivery, efficient administration and clean governance. It means that we must provide basic services like water, sanitation, electricity, refuse removal and fixing of potholes on time and on a regular basis. The programme will ensure that we continue to improve the lives of our people through service delivery while at the same time ensuring good governance.

The Back to Basics approach supports a transformation agenda, which is premised on the need to ensure functional municipalities. It is informed by the constitution, legislation and programmes, intended at unleashing a new agenda aimed at changing government's approach and strategic orientation especially at local level towards serving the people whilst ensuring service delivery.

The Ministry of Co-Operative Governance and Traditional Affairs has pursued the Back to Basic approach to strengthen municipalities, installing a sense of urgency towards improving the lives of citizens. Projects are run through Operation Sukuma Sakhe.
The Back to Basics template is submitted in terms of the requirement by both DCOG for monthly reporting and KZN COGTA for quarterly reporting in terms of the Back to Basics programme.

Quarterly assessments of municipalities are conducted through an integrated approach, which is inclusive of the following:

- Comprehensive Monitoring Evaluation Tool (CMET) that requires input from all units in the municipality to complete applicable indicators. There are 35 Key Performance Indicators in total.

- Support Plans are based on input from Municipalities and CoGTA's Implementation plan and the quarterly activities implemented by municipalities, COGTA business units and sector departments

- Special consideration is given to key fundamental municipal indicators such as audit opinion, political stability and financial position.

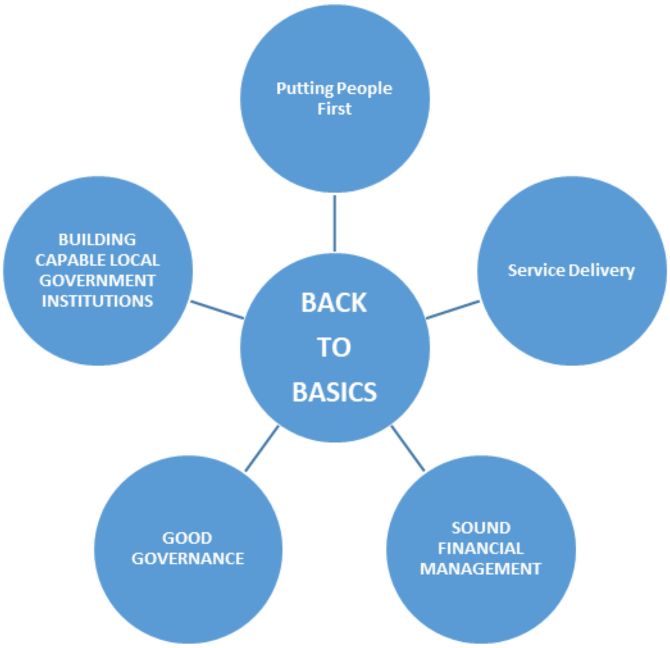
The new assessment approach for the 2018/2019 financial year will be a two-step process as outlined below;

- Step 1 will be the scoring and performance rating on the Comprehensive Monitoring and Evaluation Tool (CMET).

- The final CMET scoring will serve as the preliminary categorization of municipalities as follows:
  Functional – 70% & above
  Challenged - 50% - 69%
  Requiring Intervention – 0 - 49%

- Step 2 will be the consideration all other functionality factors applied to categorize municipalities and focus on the performance of the municipality;

Final Categorization will be determined by the COGTA Local Government branch by considering key fundamental indicators as listed below:



B1.9 ALIGNMENT WITH STATE OF THE NATION ADDRESS AND STATE OF THE PROVINCE ADRESS

The state of the nation address by The President Cyril Ramaphosa highlighted the following as the five most urgent tasks that the government will undertake to underpin everything :

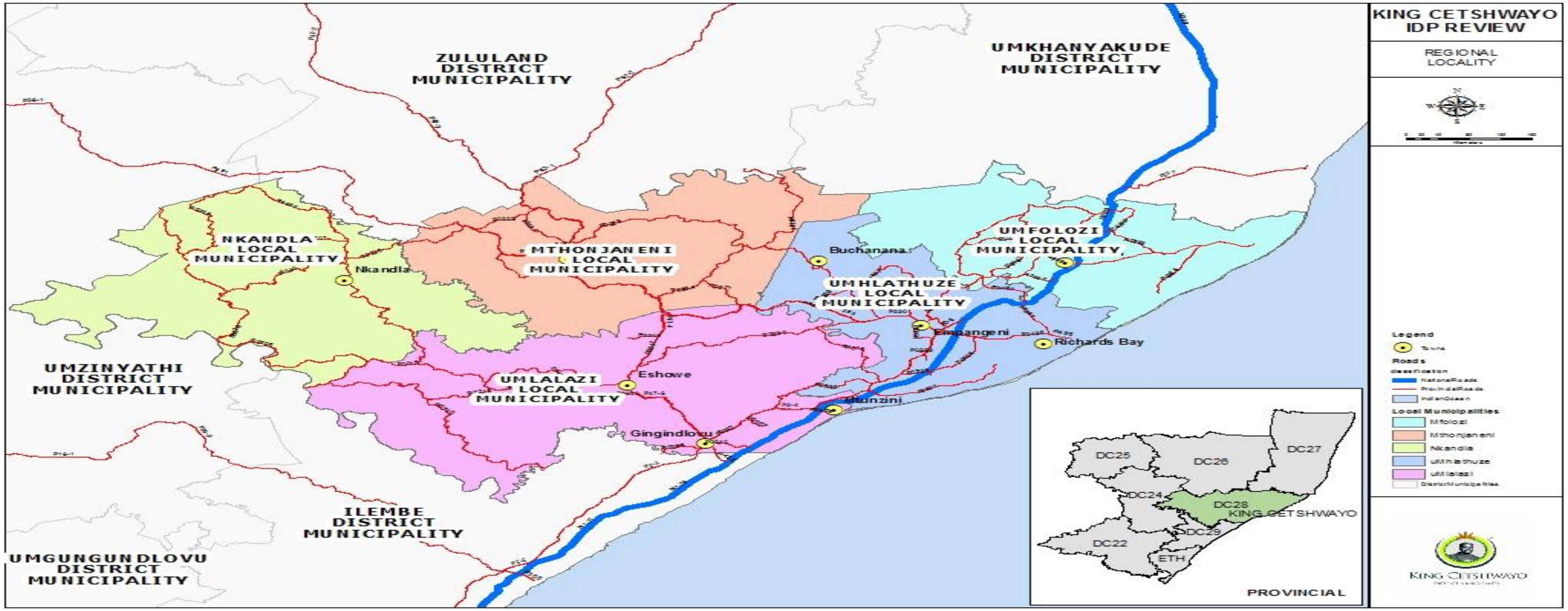
STATE OF THE NATION	STATE OF THE PROVINCE	KING CETSHWAYO STRATETIC GOAL
Accelerate inclusive economic growth and create jobs	Build an Inclusive Economy that creates decent jobs	Radical Local Economic Development, Rural Development & Food Security
Improve the education system and develop the skills needed now and into the future	Improve and Expand Education and training	Municipal Transformation, Organisational and Human Resource
Improve the conditions of life for all South Africans, especially the poor	-Transform our Rural areas -Ensure Decent living conditions and Sustainable Human Settlements -Ensure quality health care for all	Infrastructure Development and Basic Service Delivery ; Social Services, Human and Community Development; Co-ordinated Planning, Spatial Equity, Coastal and Environmental Management
Step up the fight against corruption and state capture	-Fight Corruption and Crime -Expand Comprehensive Social security	Social Services, Human and Community Development
Strengthen the capacity of the State to address the needs of the people	Build a united nation and promote social cohesion	Municipal Transformation, Organisational and Human Resource; Good Governance and Public Participation

SECTION C: SITUATIONAL ANALYSIS

The first phase of preparing the IDP is the Situational Analysis. In essence, the Situational Analysis informs the identification of key issues. In turn, these key issues have to be the focus areas for municipal, public (and private) investment for the next 5-year IDP cycle.

The District Council needs establish development strategies for this IDP cycle of five years given that their organizational functioning is well aligned to these strategies. As such, this section of the IDP will provide some contextual information pertaining to the district, consider the demographic situation in the district and then do an analysis of the economy, infrastructure service provision, social and community development, planning and environmental management as well as municipal service delivery as a whole.

Map 4: King Cetshwayo Locality



C1.0 SPATIAL ANALYSIS

King Cetshwayo District Municipality adopted its Spatial Development Framework (SDF) on 24 February 2016 (Resolution Number UDMC: 2821/2016). With new information coming to the fore, updates and refinements are continually being effected to the adopted SDF for incorporation in the updated SDF on an annual basis.

The District has received the Spatial Development Framework grant funding support from the Department of Cooperative Governance and Traditional Affairs for the review of the District SDF during the financial year 2019/20. Part of the review of the SDF is to address and ensure compliance of the SDF to SPLUMA. The process of sourcing the services of a suitable qualified service provider is currently underway. The SDF guidelines of 2017 issued by the Department of Rural Development and Land Reform are incorporated into the project terms of reference for the review of the SDF. The SDF will also be informed by the District Environmental Management Framework which is in the final stages of completion. The Rural Development Plan for the District being developed by DRDLR will also be considered in the current review of the District SDF.

During the development of the original SDF, extensive consultation with all stakeholders was carried out as depicted on the consultation report appended to the SDF and hence it is noted that this SDF has the buy in of all interested stakeholders. The, the principles that directed the preparation of King Cetshwayo SDF and its implementation were workshopped with the stakeholders and agreed upon as summarized hereunder:

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

In order to give effect to the identification of areas of high need and potential, a needs analysis model was devised. The model, among others, consisted of the following components:

- Population density
- Availability of bulk services
- Agricultural potential
- Accessibility
- Areas of social services needs
- Environmental and Biodiversity sensitivity
- King Cetshwayo coastal belt
- Major infrastructure investment such as the N2 upgrade, P700 and the P701
- Centres of economic opportunity reflected as primary and secondary nodes in the respective Local Municipality SDFs

Table 13: Status of Critical Sector Plans

MUNICIPALITY	HSS		SEA		SDF		EMF		CITP		CMP	
	YEAR	STATUS	YEAR	STATUS	YEAR	STATUS	YEAR	STATUS	YEAR	STATUS	YEAR	STATUS
KCDM	2016	Adopted	2016	Adopted	2016	Adopted. Review planned for 2020/21	17/18-18/19	In progress	18/19-20/21	In progress	14/15-16/17	Adopted

C1.1 SPLUMA

In this regard, King Cetshwayo District Municipality resolved to adopt the Joint Municipal Tribunal Planning (JMPT) Model and opted for two JMPTs as follows:

- North: Incorporating uMhlathuze and uMfolozi established at uMhlathuze LM
- South: Incorporating Nkandla, uMlalazi and Mthonjaneni established at uMlalazi LM.

A number of factors were considered in opting for this arrangement:

1) The centrality and existing capacity of the two municipalities (uMhlathuze and uMlalazi) with regards to personnel and facilities including records etc. based on the number of applications processed per year.
2) The sharing of costs with regards to the establishment and running of the JMPT's as well as sharing of the registered planning personnel amongst the municipalities.
3) The registered Planning personnel at the District level serve in both JMPTs as Deputy Chairpersons with other professionals at district levels serving as members in line with the signed MOAs.
4) The functional interactions between the respective municipalities for example, uMhlathuze and uMfolozi particularly with the RBIDZ proposals that will impact jointly on the two municipalities including the activities of big corporations like RBM that jointly affect both municipalities were among the considerations that were considered in the forming of the North JMPT.
5) Further, the interactions between Mthonjaneni, uMlalazi and Nkandla were also a factor to be considered for example the current proposed Nkandla-Mlalazi Smart Growth centre initiative although being delayed due to outcomes of specialist reports most notably the EIA incorporating Nkandla and uMlalazi as well as the proximity and connectivity of the municipalities.

The Agreement reached in line with the Memoranda of Agreement between all participating municipalities is working fairly well for the benefit of all municipalities involved especially with the District assisting extensively with coordination, participation and financially assisting both JMPTs with full remuneration of all external members.

C1.2 REGIONAL CONTEXT

In this regard, King Cetshwayo District Municipality resolved to adopt the Joint Municipal Tribunal Planning (JMPT) Model and opted for two JMPTs as follows:

- North: Incorporating uMhlathuze and uMfolozi established at uMhlathuze LM
- South: Incorporating Nkandla, uMlalazi and Mthonjaneni established at uMlalazi LM.

A number of factors were considered in opting for this arrangement:

6) The centrality and existing capacity of the two municipalities (uMhlathuze and uMlalazi) with regards to personnel and facilities including records etc. based on the number of applications processed per year.
7) The sharing of costs with regards to the establishment and running of the JMPTs as well as sharing of the registered planning personnel amongst the municipalities.
8) The registered planning personnel at the District level serve in both JMPTs as Deputy Chairpersons with other professionals at district levels serving as members in line with the signed MOAs.
9) The functional interactions between the respective municipalities for example, uMhlathuze and uMfolozi particularly with the RBIDZ proposals that will impact jointly on the two municipalities including the activities of big corporations like RBM that jointly affect both municipalities were among the considerations that were considered in the forming of the North JMPT. COGTA grant funded Richards Bay/ uMfolozi IDZ Nodal plan impacting on both uMfolozi & uMhlathuze is being developed
10) Further, the interactions between Mthonjaneni, uMlalazi and Nkandla were also a factor to be considered for example the current proposed Nkandla-Mlalazi Smart Growth centre initiative although being delayed due to outcomes of specialist reports most notably the EIA incorporating Nkandla and uMlalazi as well as the proximity and connectivity of the municipalities.

The Agreement reached in line with the Memoranda of Agreement between all participating municipalities is working well for the benefit of all municipalities involved especially with the District assisting extensively with coordination, participation and financially assisting both JMPTs with full remuneration of all external members.
King Cetshwayo District continually engages with all members of its family of municipalities participating in the Development Planning Shared Services on matters of planning. Efforts have been made to ensure that the Shared Services personnel based at the District is assisting with all SPLUMA related requirements while the finalisation of appointments of Municipal Planning Authorised Officers (MPAOs) processes in the needy municipalities are being finalised. All categorised applications submitted to the subject municipalities will be considered by the JMPTS concerned while the matter is being finalised. Each local municipality within the family of municipalities performs its own secretariat function in respect of receiving and packaging the applications.

C1.2 REGIONAL CONTEXT

King Cetshwayo District is located in the north-eastern region of the KwaZulu-Natal Province. The district comprises of five local municipalities, namely:

- uMfolozi (KZ 281)
- uMhlathuze (KZ 282)
- uMlalazi (KZ 284)
- Mthonjaneni (KZ 285)
- Nkandla (KZ 286)

Significant economic centres at the district and provincial levels are Richards Bay and Empangeni. Richards Bay, as a harbour and industrial town, attracts people from surrounding towns, rural settlements and from beyond the district. Empangeni's role as an industrial, commercial and service centre to the settlements of Esikhaleni, Eshowe, Nkandla, and other rural settlements attracts many people to the range of higher order services available in the town.

According to statistics, it is noted that the vast majority of economic performance (41.8%) in the district is vested in uMhlathuze Local Municipality with its primary urban centres being Richards Bay and Empangeni. This area is the third most important in the province of KwaZulu-Natal in terms of economic production and contributes 9.1% of the total GGP and 8.5% of the total employment (formal and informal) in 2010. Between 1996 and 2009, the GDP average annual growth rate for King Cetshwayo region was 2.8% - lower than the province at 3.2% and the national rate of 3.2% per annum. In 1997, the GDP average annual growth rate was approximately 7, 0%.

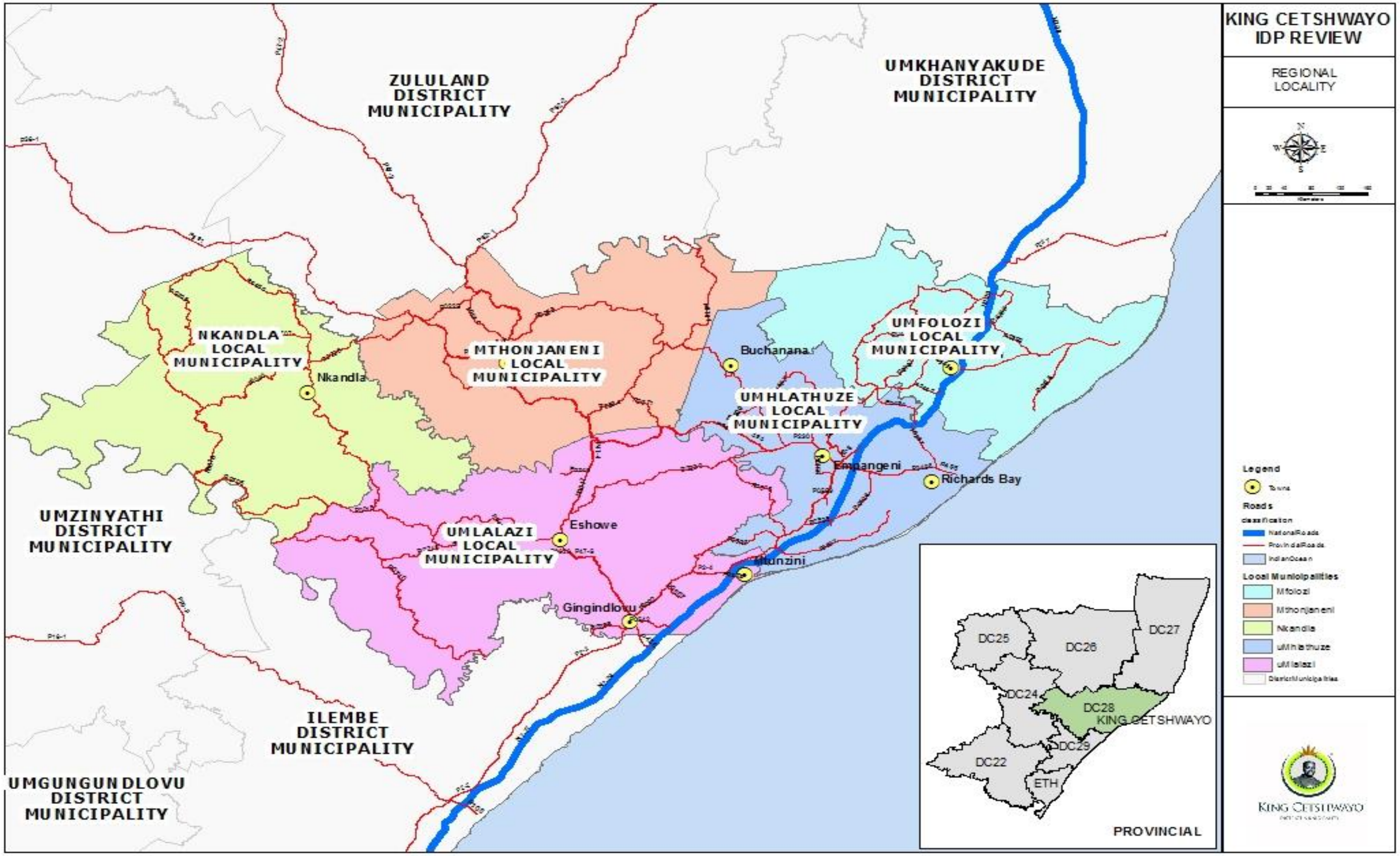
The district is further characterized by low levels of urbanization; approximately 80% of the people live in the rural areas. In addition, more than 50% of the population is younger than 19 years. The female population is significantly higher than the male population – a phenomenon that can be attributed to migration patterns associated with the province in general.

The district is further characterized by large infrastructure backlogs, particularly in respect of water and sanitation mainly in the rural areas. The implementation of the 2009 King Cetshwayo WSDP (Water Services Development Plan) has reduced the rural backlogs for water supply to RDP standard from 81% in 2001/02 to 29.4% in 2015/16. The backlogs in rural sanitation to RDP standards have been reduced from 80% to 12% over the same period.

King Cetshwayo District's transportation infrastructure is under pressure. The road network connects the major nodes, like Richards Bay and Empangeni to the national network, however the heavy vehicles servicing the Port of Richards Bay and the adjoining industrial areas are placing considerable strain on the infrastructure. Rail is a declining transport sector, with no major commuter networks in place and limited industrial linkages (with the exception of the coal link from Mpumalanga to the Richards Bay Coal Terminal at the Port of Richards Bay).

However, proposals to develop these will be contained in the Comprehensive Integrated Transport Plan (CITP) for the District, which is currently being developed after initial procurement challenges have been resolved and the appointed service provider has already started work.

Map 5: King Cetshwayo Regional Context



From a spatial and a demographic point of view King Cetshwayo Family of Municipalities, have the following population sizes.

King Cetshwayo District Municipalities

GEOGRAPHY	POPULATION 2011	POPULATION 2016
KZN282: uMhlathuze	334 459	410 465
KZN286: Nkandla	114 416	114 284
KZN281: uMfolozi	122 889	144 363
KZN284: uMlalazi	213 601	223 140
KZN285: Mthonjaneni	47 818	78 883
Total King Cetshwayo	**907 519**	**971 135**

Source: Census 2011 & Community Survey 2016

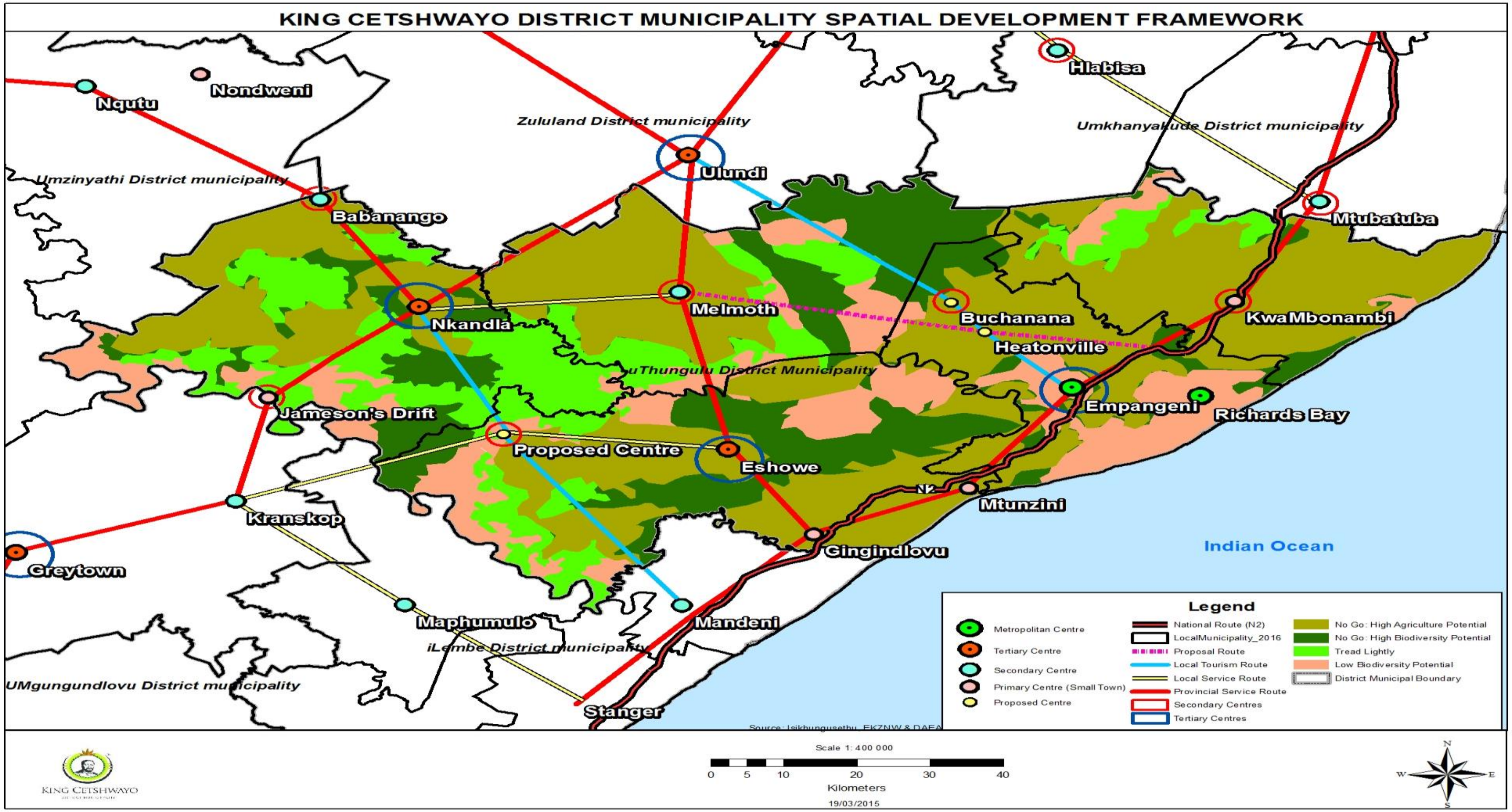
Generally, King Cetshwayo District has a good climate and an abundance of natural resources although severe drought has affected the District negatively in the past two or so years in terms of agricultural productivity. The available arable land is suitable for large-scale agricultural initiatives, like the current sugar and forestry as well as specialised and intensive agricultural opportunities like natural oils and fruits cultivation. The intrinsic beauty and cultural heritage of the area enhances the opportunities for tourism in the district. The terrain of King Cetshwayo varies from the flat coastal belt, to the escarpment 900m above sea level mainly inland, which drastically increases the cost of provision of piped services especially, water and sanitation.

The broad spatial structure of the district consists of a coastal plain or corridor that is rich in natural and built resources. A 'shadow corridor' comprising of commercial agriculture forms a rim of higher lying land around the coastal plain. The land is characterised by undulating topography containing commercial agriculture, which is dominated by forestry, rural settlement and small towns. The rest of the district is characterised by high lying dramatic landscape with rural settlement and forestry. The general spatial trend is that access to services and economic opportunities appears to lessen as one move inland. Also found in the area are a variety of river valleys, the best known the Tugela River on the western boundary of the district. The variety of soils, temperate climate and good annual average rainfall as well as the large water catchments area of the Thukela catchments area all combine for added attractiveness.

C1.3 ADMINISTRATIVE ENTITIES

The district is host to a wide variety of infrastructure and services. Richards Bay, Empangeni, Gingindlovu, Mtunzini and Eshowe all have reasonably good levels of infrastructure and services. Formal, urban infrastructure is focussed on these centres and in some of the secondary nodes in the district like Melmoth and Heatonville. Nkandla, Melmoth, Buchanana, Kwambonambi and Eshowe are administrative centres of economic significance in the district. Even though Mtubatuba, Ulundi and Mandeni are centres that fall outside the district boundaries, they are considered as important as they service portions of King Cetshwayo district.

Map 6: King Cetshwayo SDF



The Provincial Spatial Economic Development Strategy (PSEDS) has identified a hierarchy of provincial nodes, which contribute strategically to the provincial, regional and local economies as well as service as vital service centres to communities. With regard to KCDM, these nodes, in relation to the Level 1 and 2 Priority Interventions areas are illustrated on Map 6 above.

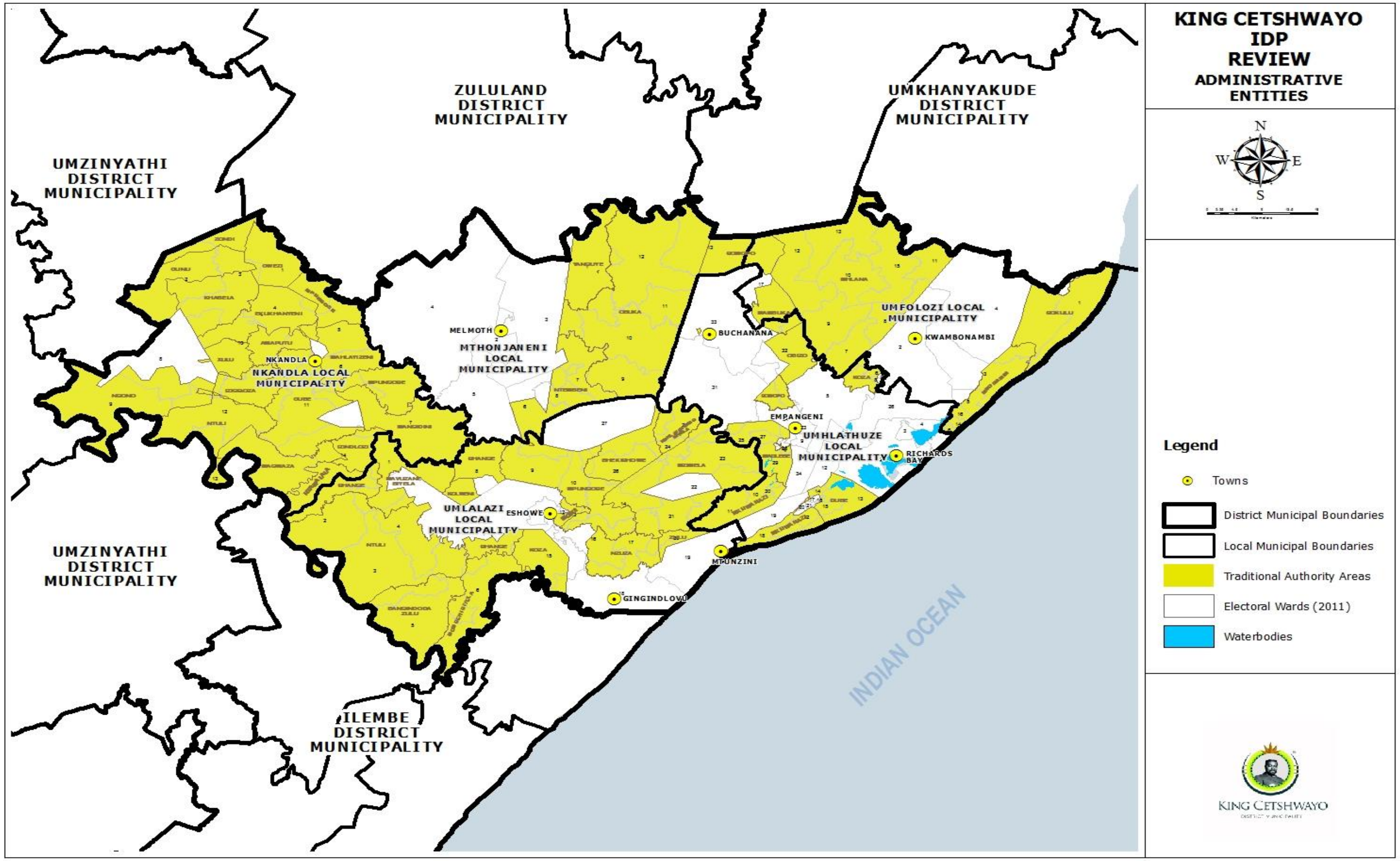
C1.4 TRIBAL AUTHORITIES

Table 14: Tribal Authorities

MUNICIPALITY	CURRENT SPATIAL SIZE	DEMOGRAPHIC SIZE	NUMBER OF WARDS	NUMBER OF TA	NAMES OF TRIBAL AUTHORITIES	
uMfolozi	1208 km²	144 363	17	5	• Mthethwa • Mbonambi • Mambuka • Somopho	• Sokhulu
uMhlathuze	795 km²	410 465	34	6	• Dube •Madlebe • Obuka (Small portion of land) • Mambuka (Small portion of land)	• Mkwanazi • Bhejane • Somopho • Obizo
uMlalazi	2214 km²	213,601	27	14	• T Biyela • ZM Biyela • Khoza • Zulu • F R Biyela • Zulu • S Zulu	• Nzuza • Mpungose • Dube • Ntuli • Zulu • Mzimela • Shange
Mthonjaneni	1086 km²	78 883	13	3	• Ntembeni • Obuka	• Yanguye
Nkandla	1827 km²	114,284	14	17	• Mahlayizeni • Khabela • Xulu • Zondi • Magwaza • Chube • Izindlozi • Izigqoza-Sub Clan • Amaphuthu	• Chwezi • Nxamalala • Chunu • Godide • Mpungose • Mangidini • Ngono Ekukhanyeni
King Cetshwayo	**8213 km²**	**917 135**	**105**	**45**		

Source: Stats SA –Community Survey 2016

Map 7: Administrative Areas



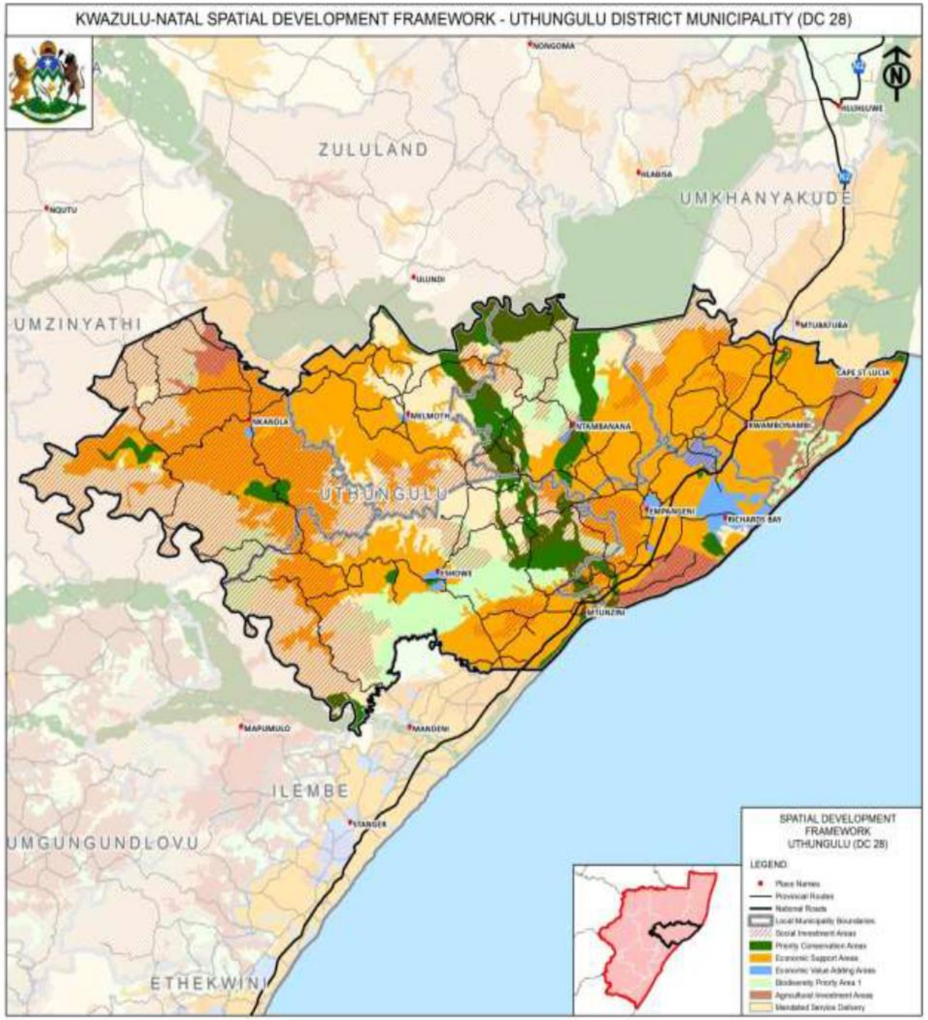
C1.5 STRUCTURING ELEMENTS

- The District has Richards Bay- Empangeni Coastal Urban node with Richards Bay Harbour being the deepest natural Harbour ion the African continent allowing for handling of heavy cargo vessels, dune mining operations and large industrial areas and the IDZ.
- The inland western part of the municipality is deep rural with the concomitant high levels of poverty and unavailability of economic opportunities.
- The N2 from Durban to Mpumalanga and Gauteng passes through the area
- The country's main coal railway line passes through the area and ends at the harbour coal terminal from where the coal and other heavy minerals and materials are exported
- Richards Bay Airport is an important air link for the District with other centres and studies to expand by relocating the operations of the Airport area at an advanced stage.
- Good climate adds to the high potential agricultural land in the north-western part of the district making it one of the most important agricultural contributors to the provincial economy.
- The coastline and beaches along the coastal boundary of the district makes KCDM an attractive tourism destination. The natural wave activity and erratic storm surges have however negatively impacted the attractiveness of the District's main beach (Alkandstrand) leading to the loss of its Blue flag status. The district in collaboration with it coastal municipalities is currently exploring viable ways of arresting the erosion of its coastline and restoring the attractiveness of its beaches.
- The District and adjoining Districts are home to some of the most famous nature and game reserves and protected areas through the area, which is also a major tourism draw card.
- The towns have comparatively good levels of infrastructure and services

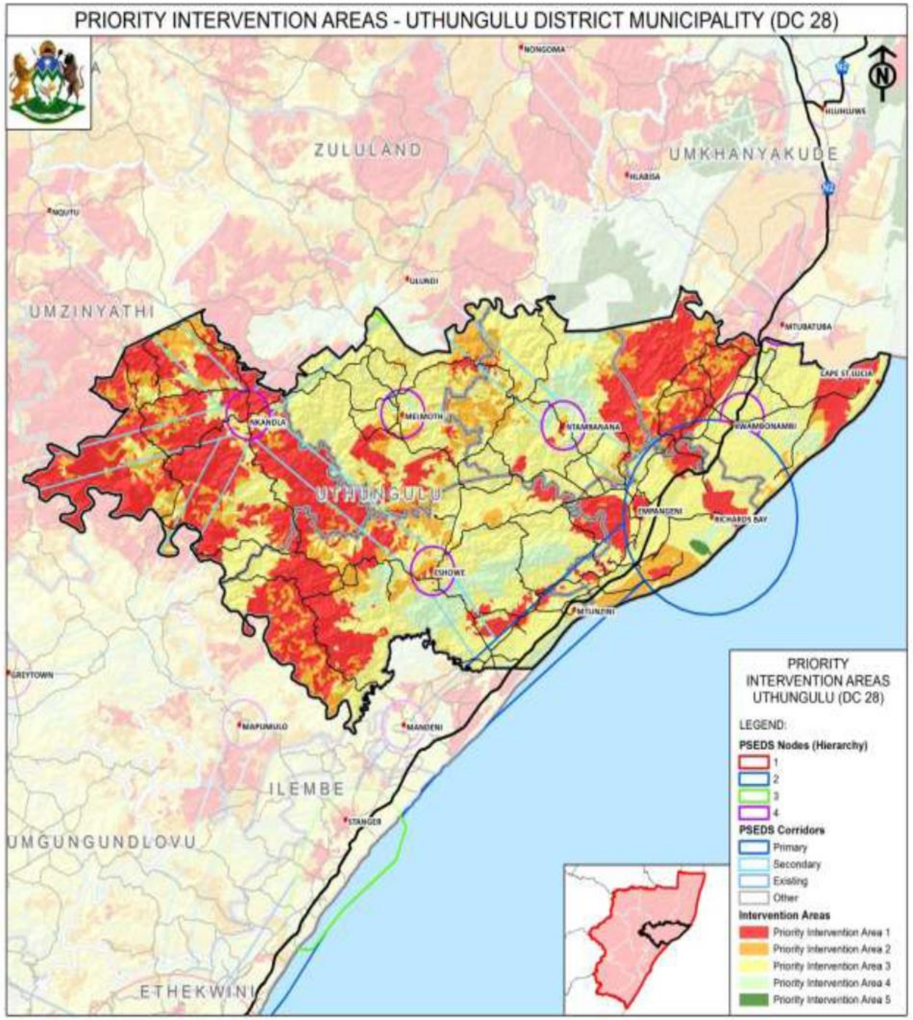
C1.6 EXISTING NODES AND CORRIDORS (ACCORDING TO KZN PGDS)

Given the urbanisation trends as well as the already significant contribution, which major urban centres such as eThekwini, Msunduzi and Richards Bay make to the regional economy of the province, as well as the fact that these areas also accommodate concentrations of poverty-stricken areas, these centres should not be neglected. The Provincial Spatial Economic Development Strategy (PSEDS) has identified a hierarchy of provincial nodes, which contribute strategically to the provincial, regional and local economic service centres to communities. These nodes, in relation to the Level 1 and 2 Priority Interventions areas are illustrated on the map below:

Map 8: KwaZulu Natal Spatial Development Framework



Map 9: Priority Intervention Areas



Source: KZN PGDS

In promoting growth and development within King Cetshwayo District as well as supporting the proposed spatial structure and areas in need of intervention, the following provincial catalytic projects some of which are also highlighted in the KCDM DGDP:

- Passenger Cruise Terminal
- Industrial Development Zone (IDZ)
- P700 Road Linkage
- Industrial Support Services (Empangeni)
- Eco, Battlefields & Cultural Heritage Tourism Routes
- Urban Regeneration
- Industrial Regeneration
- Small Towns Regeneration
- Regional Airports
- Innovation Hub
- Rural Service Centres
- ECD Centre Development
- Centres for the Disabled & Senior Citizens
- Substance abuse Rehabilitation Centres
- Rural Arts Centres
- Cultural Villages
- School Greening
- Rural Waste Management Units

In the provincial (PGDS) context, the following nodal classifications are relevant to King Cetshwayo District:

Secondary Node: Richards Bay/Empangeni

Quaternary Node: Eshowe, Nkandla, Melmoth, Buchanana

The following table provides a summary of the broad intended function of the respective PGDS nodes:

Table 15: Broad Intended Function of the Respective PGDS Nodes

INTERVENTION NODE	BROAD INTENDED FUNCTION
Primary Node	Only eThekwini is classified as a Primary Node within the Provincial Context as an urban centre with very high existing economic growth and the potential for expansion thereof. Provides service to the national and provincial economy. The main categories of potential within this node includes: • Production of high value, differentiated goods, • Production of labour intensive, mass produced goods, • Innovation and experimentation, • Retail and private sector services, • Tourism, • Public service and administration
Secondary Nodes	Richards Bay, Msunduzi, Newcastle and Port Shepstone has been identified as provincial Secondary Nodes and thus urban centres with good existing economic development and the potential for growth and services to the regional economy.

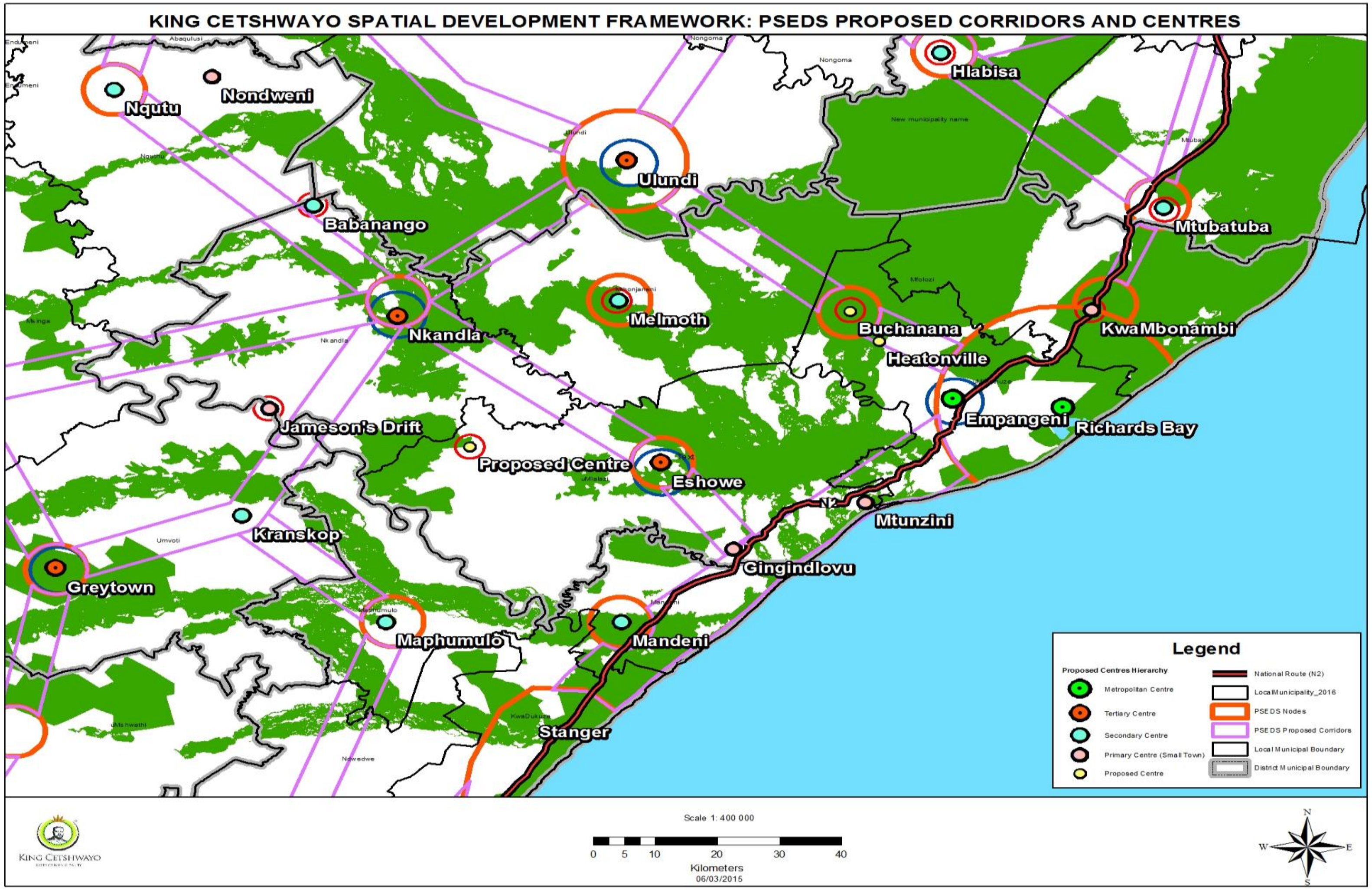
INTERVENTION NODE	BROAD INTENDED FUNCTION
	Key strategic interventions specifically targeted at these nodes might include: • Primary Economic Growth Area • Priority Socio-Economic Development Spending • Promote as Primary Node in support of Corridor Development • Promote Compact Urban Development & Combat Urban Sprawl • Promote Focused Investment & Managed Growth • Promote Densification (Brown Agenda) and Infill Development • Provide Economies of Scale for Effective & Affordable Service Delivery • Infill where High Levels of Services are Available (Restructuring Nodes) • Increased Residential Density (number of dwellings) • Promote provision of sufficient Bulk Infrastructure Services (Demand & Supply) • Priority spending on Infrastructural Upgrading Needs (New & Maintain) • Promote Effective & Efficient Public Transportation Systems linked to Multi Modal Facilities • Single Land Use Management System
Tertiary Nodes	These nodes are mainly centres which should provide service to the sub-regional economy and community needs and is represented by the following towns: • Pongola • Vryheid, • Ulundi, • Dundee, • Ladysmith, • Escort, • Howick, • KwaDukuza • Ixopo, • Scottburgh, • Hibberdene, • Kokstad, • Margate. Key strategic interventions specifically targeted at these nodes and their directly surrounding areas might include: • Secondary Economic Growth Areas • Promote as Secondary Node in support of Corridor Development • Promote Compact Urban Development & Combat Urban Sprawl • Promote Focused Investment & Managed Growth • Promote Densification (Brown Agenda) & Infill Development • Provide Economies of Scale for Effective & Affordable Service Delivery • Infill where High Levels of Services are Available (Restructuring Nodes) • Increased Residential Density (number of dwellings) • Promote Socio-Economic upliftment • Promote provision of sufficient Bulk Infrastructure Services (Demand & Supply) • Priority spending on Infrastructural Upgrading Needs (New &

INTERVENTION NODE	BROAD INTENDED FUNCTION
	Maintain) • Promote Effective & Efficient Public Transportation Systems linked to Multi Modal Facilities • Single Land Use Management System • Social inclusion Areas focus Investment in People rather than Places
Quaternary Nodes	These nodes are mainly centres which should provide service to the local economy and community needs and is represented by 31 towns, including but not limited to: • Nongoma, • Nkandla, • Bergville, • Greytown, • Underberg, • uMzimkulu Key strategic interventions specifically targeted at these nodes and their directly surrounding areas might include: • Focused investment in areas of Poverty Concentrations • Promote Integration (Green Agenda) • Integration in terms of Mixed Densities & Uses • Improve Transportation linkages to Nodes • Promote Social-economic Integration • Eradicate Backlogs & Promote Basic Service Infrastructure & Delivery • Promote Socio-Economic Upliftment • Promote provision of sufficient Bulk Infrastructure Services (Demand & Supply) • Priority spending on Infrastructural Upgrading Needs (New & Maintain) • Rural Service Delivery Point • Promote & Establish PPP’s • Promote Cultural & Community Based Tourism
Rural Service Centres	The proposed rural service centres are envisaged to serve as the lowest level of provincial nodes and could typically be established around existing traditional administration centres as well as other accessible rural points identified as periodic markets. These will be identified and confirmed in consultation with the district municipalities and should serve as first access to basic services within rural areas. These rural service centres will include, as some have already emerged to include, a combination of the following activities: • Traditional administration centre, • Taxi/ bus stop, • Informal trading / market area, • Social facility (clinic, library etc.), • Skills development centre (mainly local schools), • Mobile services point (mobile clinics, pension pay points, mobile library etc.) • Small commercial facility • Recreational facility such as a sport field.

It is noted that due to the Review status of the PDGD, King Cetshwayo has also reviewed it DGDP to ensure alignment with the reviewed PDGD. Of particular note is the extension of the Plan from 2030 to 2035 as well as re-aligning the Vision, Strategic Goals and Objectives to ensure that they are in harmony with the current reality and the Provincial Plan.

As part of this review process, the District hosted its District Growth and Development Summit on 23-24 May 2018 where critical Resolutions where taken and have been infused into the adopted DGDP for implementation by all stakeholders going forward. The reviewed DGDP was adopted on 3 September 2018 in terms of Council Resolution **KCDM: 1508/2018.** All Local Municipalities and other stakeholders have been furnished with the copy of the plan for implementation.

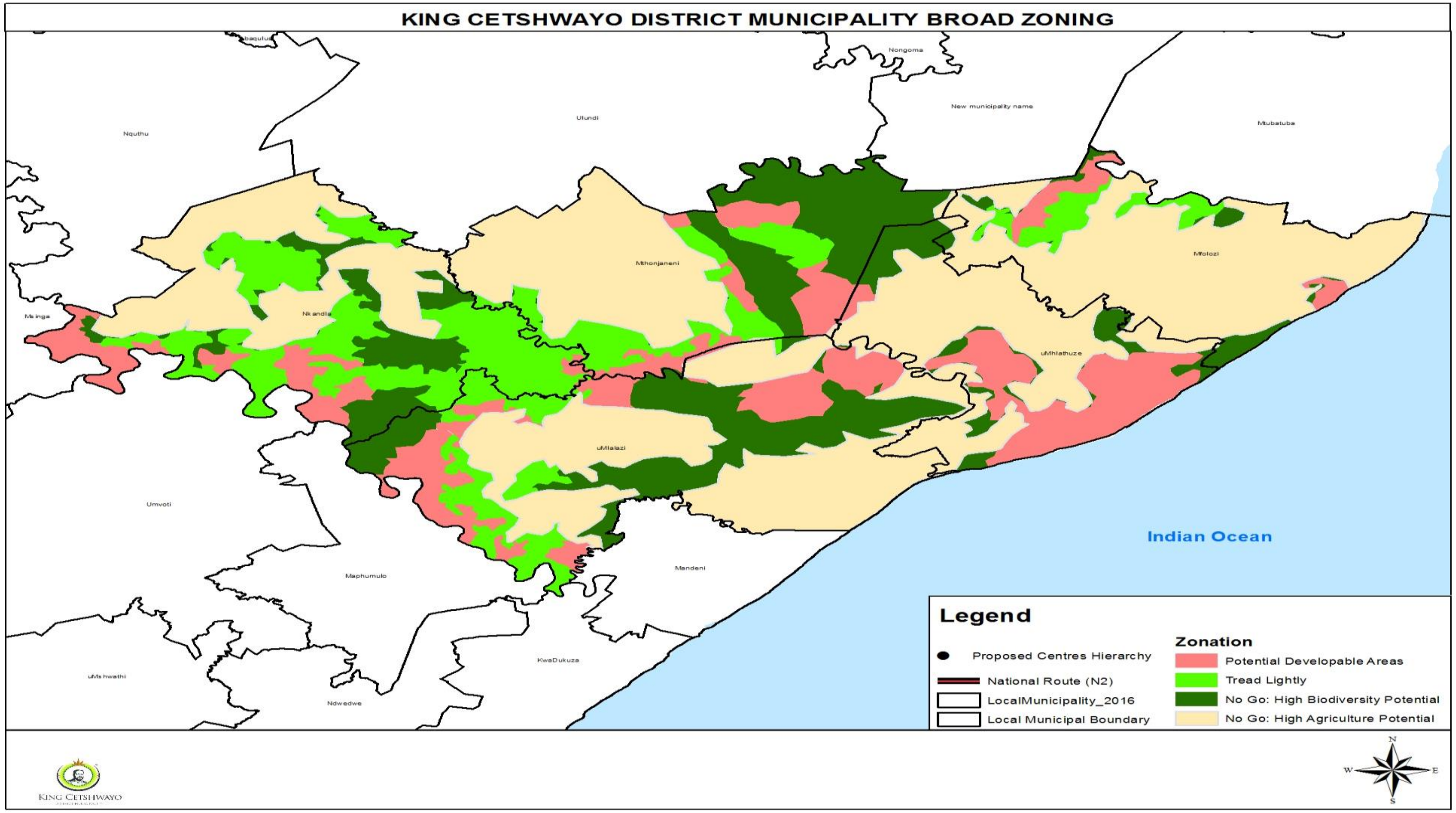
Map 10: Spatial Development Framework - Corridors



C1.7 LAND COVER & BROAD LAND USE

It is evident, that cultivated land and forestry forms the backbone of the rural economy, situated mostly on both sides of the N2 with large forestry areas evident in the Mthonjaneni municipal area in the north eastern portion of King Cetshwayo and scattered rural settlement is evident within Nkandla, uMfolozi and uMlalazi municipalities. These areas coincide with the Ingonyama Trust land. Denser settlement patterns are evident around the towns of Richards Bay/Empangeni and Eshowe. Subsistence agriculture is very evident in Nkandla LM.

Map 11: Broad Land Use

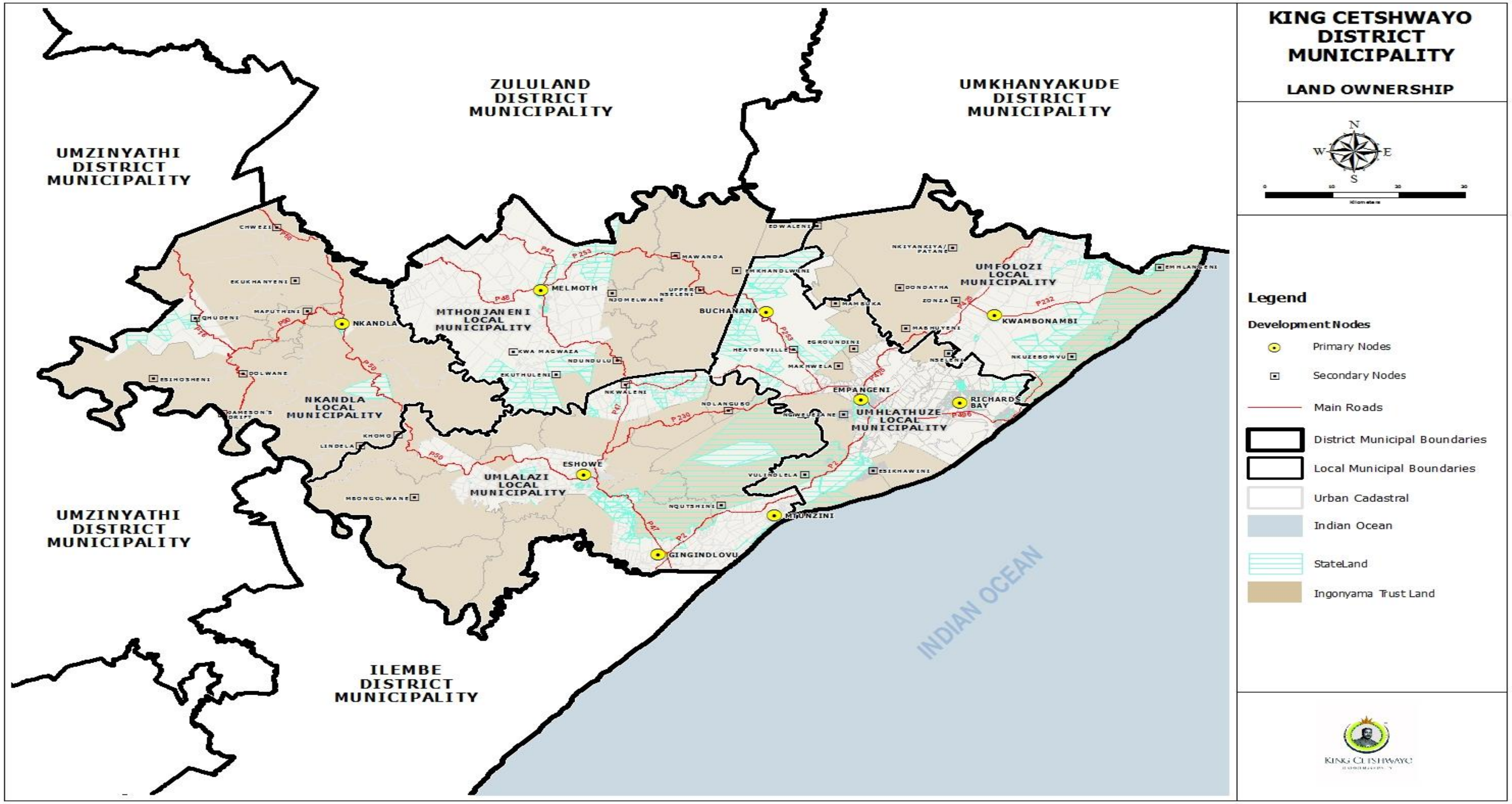


C1.8 LAND OWNERSHIP

Large tracts of land in the municipal area are Ingonyama Trust land that falls under the Traditional Authorities. The two other major categories are privately owned or state land which could either be commercial farm land/forestry and urban land in the Richard Bay/ Empangeni and other nodes.

A component of the current SDF included a land audit that verified and updated land ownership and restitution progress. This is updated on an annual basis including in the current review of the IDP a new information is sourced.

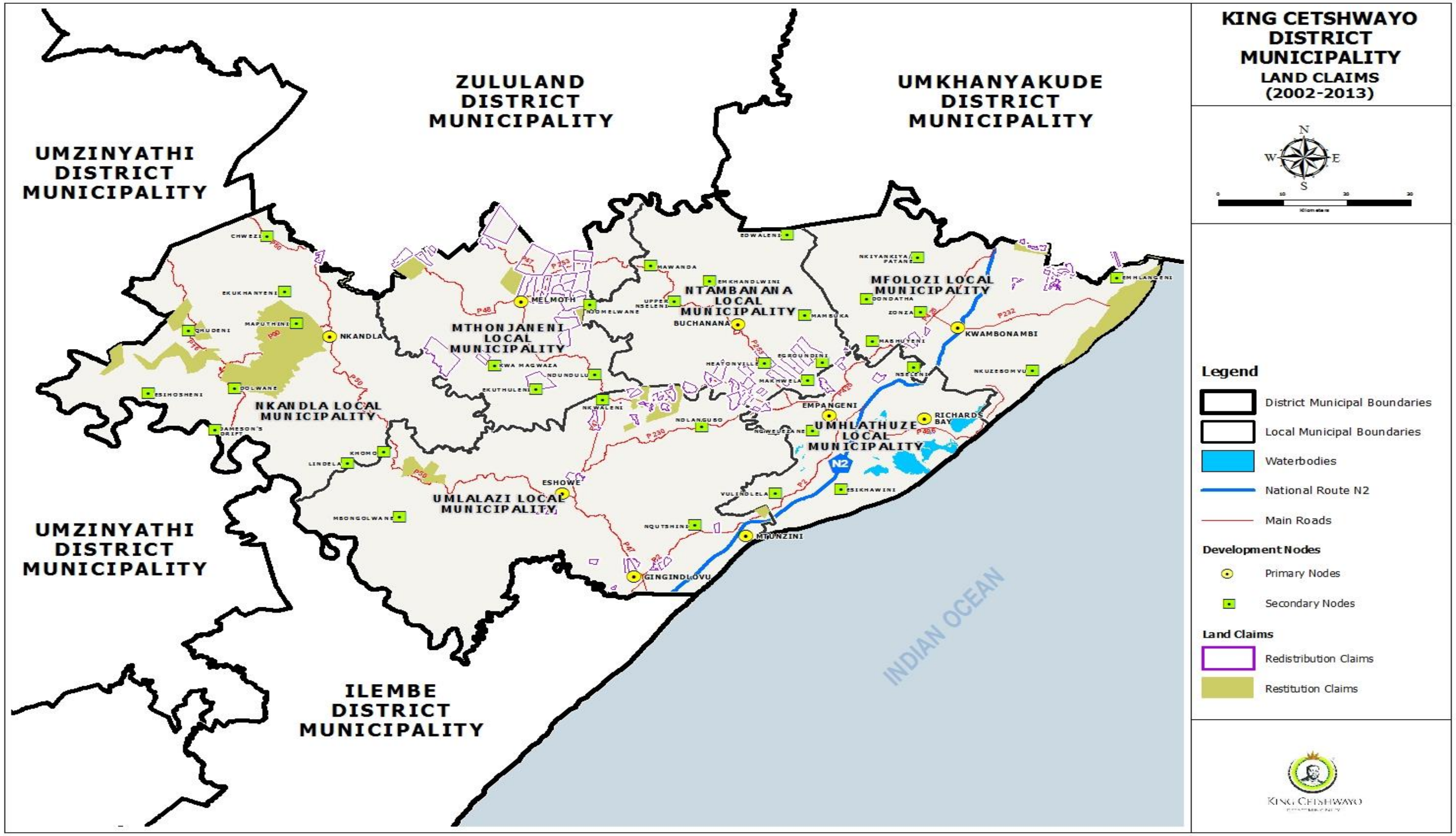
Map 12: Land Ownership



C1.9 STATUS OF LAND REFORM

The following map indicates the status of Land restitution as in 2015 (settled & non-Settled, but gazetted, land claims & Land redistribution) as per reviewed SDF

Map 13: Land Claims



C1.10 LAND CAPABILITY

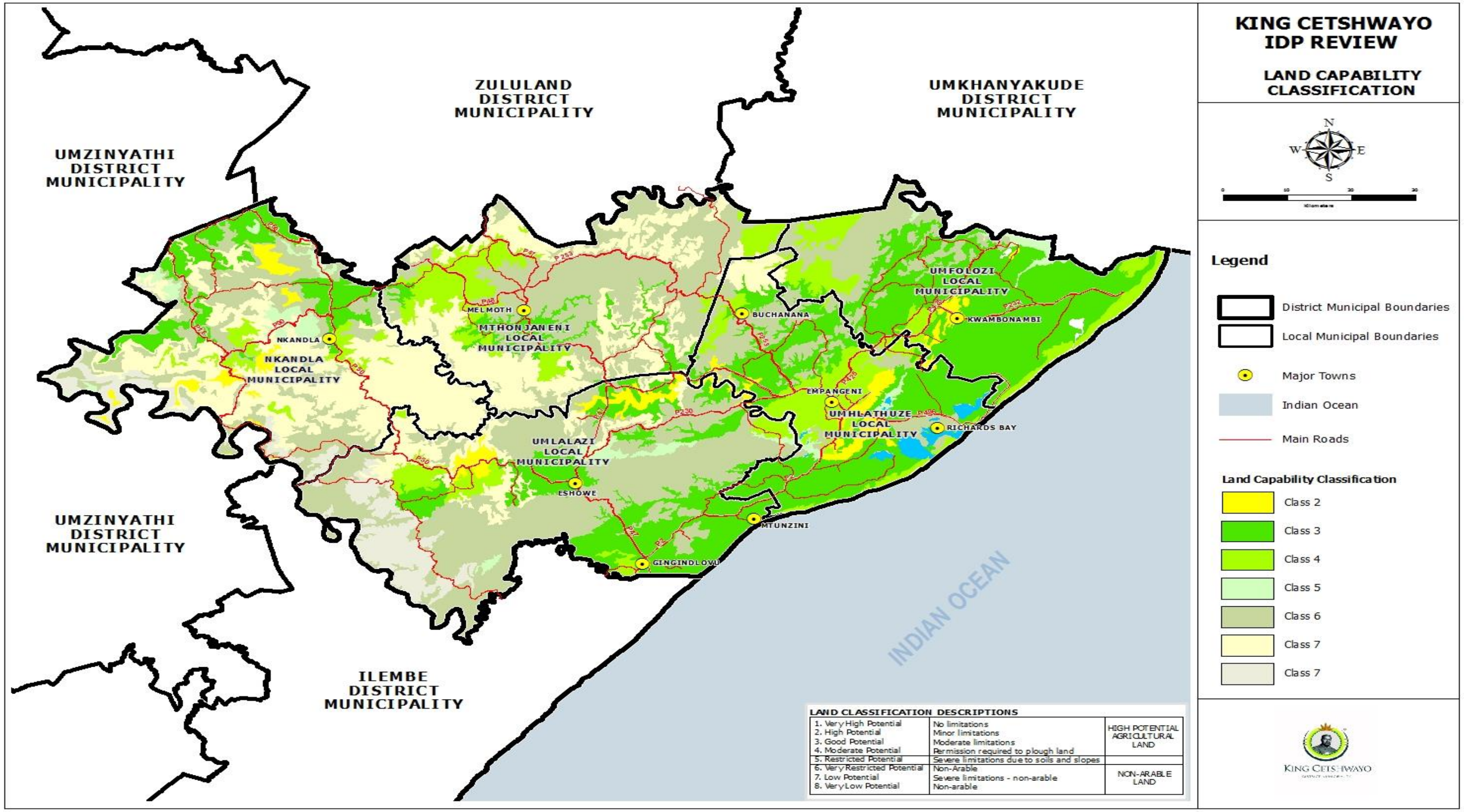
In terms of King Cetshwayo SDF, a number of Agricultural Focus Areas have been identified. This identification was based on the highest agricultural potential in terms of relevant specialist studies conducted. It is noted that the areas shown to be of higher agricultural potential are minimal and as such, care should be taken when making development decisions of a non-agricultural nature in those areas. In addition, a specific investigation into agricultural options in the identified areas is needed to identify the most viable agricultural activities, considering local factors such as rainfall and soil acidity.

King Cetshwayo SDF also indicates a Multi-Sectoral Activity Corridor. This corridor is aligned to the PSEDS Agricultural Corridor but is noted in King Cetshwayo context for its tourism nature as well, it is the R66 Tourism Corridor as such, and it is identified as a multi-sectoral activity corridor in King Cetshwayo district given its agricultural and tourism nature. King Cetshwayo district also provides and agricultural activity corridor that traverses its areas of highest agricultural potential, notably along the N2 and the abutting Old Main Road along the eastern boundaries of the district.

C1.11 OTHER SECTOR DEVELOPMENTS

Refer to Section H

Map 14: Land Capacity



C1.12 ENVIRONMENTAL ANALYSIS

King Cetshwayo District Spatial Vision:

An economically sound district with effective infrastructure and a district municipality that empowers people protects the environment and demonstrates leadership excellence.

KING CETSHWAYO district generally has a good climate and is well endowed with natural resources whose comparative advantages are: A good climate that opens up avenues for productive agricultural and tourism development; Agriculture with irrigation infrastructure in place; a scenic environment and the coastal terrain thus creating more opportunities for tourism development; and the district's location within KwaZulu-Natal that is reputable for its African Experience.

C1.12.1 BIODIVERSITY – TERRESTRIAL

Threatened Ecosystems

A list of threatened terrestrial Ecosystems was published in 2011 under the National Environmental Management Biodiversity Act (Act 10 of 2004). The primary objective of listing threatened ecosystems is to reduce the rate of ecosystems and species extinction (SANBI, 2011), Critically Endangered (CE) ecosystems cover a total area 1238.43 square km (15.1%) of the district, whilst Endangered accounts for o.5%, the majority of the ecosystems in the district fall within the least threatened (45%0 or vulnerable (39.5%) ecosystems categories. In order to preserve and protect the biodiversity, implementation of biodiversity framework and bioregional plans is required.

Vegetation

The King Cetshwayo District falls within the Indian Ocean Coastal Belt, Grasslands, Forests, Savanna and Azonal Vegetation Biomes. The predominant vegetation types are the Moist Coast Hinterland Grassland, Zululand Lowveld and Midlands Misbelt Grassland. The CBAs include wetlands and grasslands that are habitats for rare and often endangered plant species. The KwaMbonambi grasslands are of National importance and EKZNW encourages the implementation of conservation, management and monitoring measures for its protection. Azonal vegetation comprises of mangroves and swamp forest habitats and some of it occurs within and around Richards Bay estuary, these have been recognised as sensitive floral communities of conservation significance and are protected by the National Forests Act (Act 84 of 1998, as amended).

- **A BIODIVERSITY PLAN**

Biodiversity planning attempts to address the issues of how to prevent the loss of species and sustain the conditions necessary for the survival of diverse plant and animal communities. A Biodiversity Plan is recommended incorporating the following elements:

- Biodiversity networks of reserves, protected areas, open spaces and ecological corridors. This would enable the District to investigate opportunities for offering private landowners incentives for managing ecological corridors;

- The management of invasive alien vegetation.
- The establishment of a biodiversity database and monitoring system, which would link into the State of Environment Report database and indicators, as well as the C-Plan of EKZN Wildlife;
- The promotion of biodiversity education and awareness.
- The above information would also enable the district to report on its biodiversity according to the Environmental Performance Indicators developed by DEAT for Local Government.

NSEZA-NSELENI-MSINGAZI CONSERVATION CORRIDOR

Despite extensive transformation of the environment, mainly by commercial agriculture and forestry, significant resources remain in the area between Nseza Lake and Msingazi Lake. It is recommended that consideration be given to forming conservation areas encompassing the Nseleni valley and Lake Nseze, the Sanctuary together with Lake Cubhu and surrounds, Lake Msingazi and surrounds, and possibly Lake Mangeza and others in the vicinity. This area is a key for maintaining biodiversity because of the diversity of habitat types it contains. It is widely recognised as a particularly significant area for bird diversity, including a number of endemic species. The development of this Corridor could include appropriate tourism initiatives. Connections among the first three mentioned are required, but this issue could await deliberation until the conflict between the demand for the proposed IDZ area for both conservation and industrial development is resolved (O'Connor, 2003). This project could be conducted in tandem with the work of EKZN Wildlife and shared funding options should be explored.

uMLALAZI ESTUARY, uMLALAZI NATURE RESERVE AND NGOYE FOREST

The uMlalazi Estuary, Nature Reserve and the Ngoye Forest should be conserved in terms of their biodiversity. The uMlalazi Nature Reserve contains one of the best stands of mangroves on the Zululand coast. Furthermore, the rare palm nut vulture breeds in the reserve. The Ngoye Forest boasts extensive tracts of beautiful high forest with unusual distribution records that link it with regions to the far north and south. Rare trees still found within Ngoye Reserve include the Giant Umzimbeet, Giant Pock Ironwood, Zulu Bead-string, Natal Krantz Ash, Forest Mangosteen, Forest Water Berry and the Pondo Fig. Rare and endemic fauna is highlighted by the presence of red squirrel, green barbet, yellow-streaked bulbul and the green butterfly.

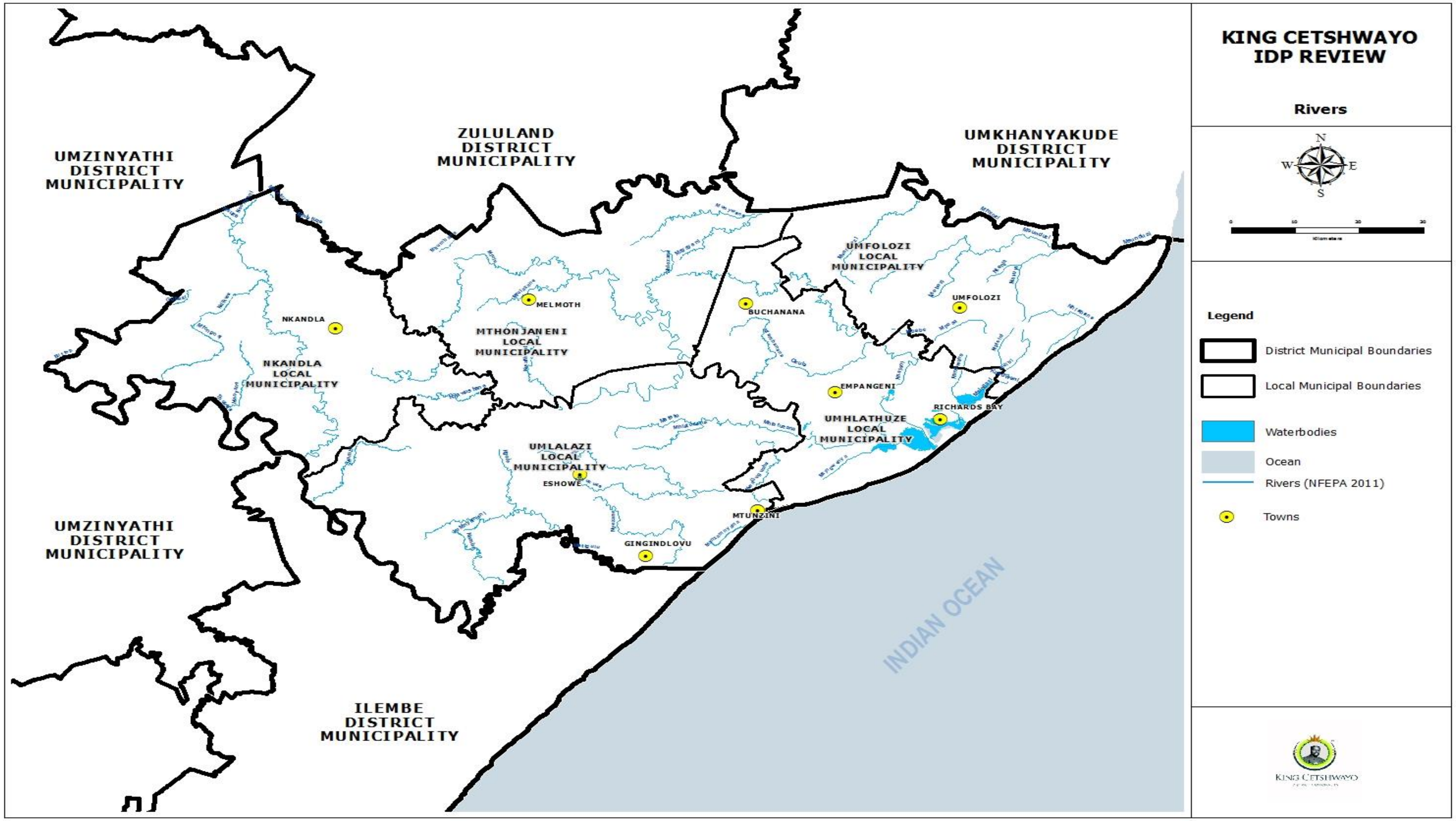
C1.12.2 BIODIVERSITY – AQUATIC

Rivers

The King Cetshwayo District falls within the summer rainfall region of South Africa and has numerous surface water resources (which are currently threatened because of drought due to Climate Change). Major rivers include Mfolozi, Mhlathuze, Mlalazi and Mzingwenya rivers with two significantly large lakes (Cubhu and Mzingazi).

The many rivers in the system generally supply adequate water for domestic and stock use. The uMfolozi and the Mhlatuze Rivers offer potential for irrigation. There are currently great demands on the Mhlatuze Supply System due to water demands in Empangeni and Richards Bay, with industry (e.g. Richards Bay Minerals and Mondi Kraft) placing the greatest demand on water resources including water from Lake Nhlabane, which lies within the uMfolozi area. In this regard Richards Bay Minerals has an extraction point on the Nseleni River, however this is only used when required (the town of Nseleni also has an extraction point on the Nseleni River).

Map 15: King Cetshwayo Rivers



There have been recent major pressures on the District Rivers since the province of KZN was declared a disaster area because of the drought that is being experienced. King Cetshwayo and another municipality in KZN have been declared the most affected by the drought. This adds enormous pressure on the rivers as much of the water has been extracted for consumption, which will and has left the rivers dry.

Estuaries

Estuaries represent an important component of the interface between land and sea, and as ecosystems, they are under threat from human activities such as pollution (upstream and downstream) and overfishing. Chapter 4 of the South African Integrated Coastal Management Act (Act 24 of 2008) places accountability on the countries' provinces to ensure integrated and strategic Management of estuaries. The District coastlines comprises of 5 estuaries, namely: Richards Bay, uMhlathuze. The Mhlathuze estuary has been significantly altered by the construction of the Richards Bay harbour and now has an artificially constructed mouth and is home to a rapidly expanding mangrove forest. It is also one of the few remaining estuaries that still support sea grass beds, Siyayi the Siyayi lagoon lies on the coast just east of Mtunzini. According to Begg (1978) the Siyayi was originally a clear and deep stream until sugarcane farmers began to reshape the terrain through ploughing down the slopes, planting up to the banks of the river, and removing spongy swamp vegetation along its course (uMlalazi IDP) and Nhlabane, the uMlalazi estuary is temporarily open/close estuary associated with extensive wetland systems and is a key area of conservation as it contains one of the best stands of mangroves on the Zululand coast. The uMlalazi estuary is located just south of Richards Bay. There are extensive wetland systems (salt marshes, mangrove forests, swamp forests) associated with the uMlalazi estuary. The river is approximately 54 km long with a catchment area of 492km^2

Wetlands

Wetlands are a critical part of our natural environments as they protect our shores from wave action, reduce the impacts of floods, absorb pollutants and improve water quality by diluting and treating waste and pollutants, as well as regulating sedimentation. In this way, the Lake performs a critical buffering role, protecting quality of inflows into the estuary. Furthermore, the lake system and wetlands perform a significant role in reducing flood risk at the lower end of the catchment.

Further, Wetlands provide habitat for animals and plants, many also contain a wide diversity of life supporting plants and animals that are not found anywhere else. The District has notable wetland systems such as lake Cubhu and Greater Mhlathuze wetland systems, another wetland of ecological importance is the Mbongolwane Wetland located in the upper reaches of Amatikulu River. The Port of Richards Bay is associated with wetlands classed as moderately to highly threaten because of the habitat modification and current land use. The Thulazihleka Pan is an artificial (man-made) wetland that is renowned for its bird species diversity and has been mooted for further development (MER, 2013). The mapping of critical biodiversity areas is a useful tool for planners and developers. It highlights areas that need protection. This can be achieved through avoidance (e.g. Not allowing development within close proximity to a wetland) and where this is unavoidable to ensure offsets are implemented.

Lake Cubhu is 464Ha in size and 2.3m deep. It is a key natural feature of national importance, and a key local water supply resource (until the recent droughts where now where now the major water source is Phobane in uMlalazi LM). The Lake still clearly linked to the estuary (sanctuary), which is essential for crustacean (fish) migrations and the integrity of the connecting 'neck' is therefore essential.

CHALLENGES

- No Biodiversity Plan in place to provide a framework for environmental protection of key ecological areas in the District Municipality.
- Lack of human and budgetary capacity, awareness on available biodiversity resources.
- Aquatic and terrestrial ecosystems infested with invasive species.
- Poor protection of sensitive habitats and ecosystems such as wetlands and waterbodies form pollution and degradation.

It is expected that the formal establishment of an Environmental Management and Planning Unit in the Statutory and Development Section will mitigate the above challenges. The proposed Organisational structure has considered this.

C1.12.3 ENVIRONMENTAL GOVERNANCE

Environmental Governance refers to the processes of decision making involved in the management and control of the environment and natural resources. South African municipalities perform Environmental Management functions, allocated to them in terms of the constitution. District Municipalities are responsible for enforcement of Environmental Laws and policies that protect the environment, they also have a mandate to manage the district in a manner that is consistent with Sustainable Development principles and to integrate environmental issues into planning processes such as EIAs, SDF, IDP and IEMPs to minimise potential risks of development, the existing environmental functions within KCDM are as below:

(i) Waste Management

The district has two licensed landfill site, one under uMhlathuze LM operated by the district Waste Manager which uMlalazi, uMfolozi and Mthonjaneni LMs use to transfer from their transfer stations and one in Nkandla

MAP SHOWING WASTE DISPOSAL SITES WITHIN KING CETSHWAYO DISTRICT

CHALLENGES

- Illegal dumping and disposal of waste is an ongoing problem.
- Lack of staff and absence of by-laws, no compliance and enforcement capabilities, insufficient equipment, limited capacity to offer education and awareness to residents on waste management matters.

The above challenges will be mitigated by the intervention by DEA who are implementing a programme called “Clean and Safe South Africa-lend a hand Campaign”, where all local municipalities in the District will be capacitated by the employment of local Youth Environmental Coordinators and Ward ambassadors.

Furthermore, it is expected that the above challenges will also be mitigated by the formal establishment of an Environmental Management and Planning Unit in the Statutory and Development Section. The proposed Organisational structure has taken this into account.

(ii) Air Quality Management

The National Framework for Air Quality Management (DEA, 2007) as amended Table 8 provides the District Municipalities and Metros that have poor/ potentially poor Air Quality. King Cetshwayo District Municipality is listed as the second District with poor air quality in KwaZulu Natal following eThekwini Metro.

The District AQMP outlines the vision, mission, goals and the implementation plan and commitments of the King Cetshwayo District Municipality with regard to the management of the air quality of the area within its jurisdiction. It is integrated in that it applies to all that the District does, across all sectors, from planning to implementation. It also indicates strategic interventions to be used to deal with air pollution management and control.

The function of issuing Atmospheric Emission Licences (AEL) for Listed Activities in terms of the Air Quality Act is also the responsibility of the District Municipalities. Municipalities mandated with this function are required to 'designate an air quality officer to be responsible for co-coordinating matters pertaining to air quality management in the Municipality. The main sources of air pollution within the district are industries, and vehicle emissions; other sources include biomass burning, agricultural activities and mining operations.

The focus of air quality management in the District is to ensure the management and operation of the licensing of listed activities, and the development of emission reduction strategies. The rationale for developing the Air Quality Management Plan for the King Cetshwayo District Municipality is due to the recognition of the growing severity of air pollution caused by domestic, industrial, agricultural and mining operations in the District.

King Cetshwayo District Municipality is mandated with the licensing of listed activities and monitoring of controlled emitters. The district has several air quality monitoring stations, which indicate that there is support for air quality management in the region. This is also a result of the industrial nature of the district. The district also has a designated District Air Quality Officer.
The overall objective of the project is to develop an AQMP for King Cetshwayo District Municipality, to assist the improvement of air quality, and to provide baseline data for provincial and national air quality management planning.

The baseline assessment provided the mechanism to identify gaps and issues. These informed the AQMP, which was developed in consultation with stakeholders during a Logical Framework Assessment workshop with Provincial and District and Municipal officials. Interventions to address the gaps and issues are described in the AQMP.

- **Five Goals defined for the KCDM AQMP are:**

  Goal 1: The air quality management capacity in King Cetshwayo District Municipality meets all the requirements of their mandate.
  This goal refers to the critical importance of an effective and efficient AQM staff complement and competence to fulfil the requirements of the NEM: AQA.

  Goal 2: Air quality management in King Cetshwayo District Municipality is enhanced through co-operative governance.

This goal refers to the importance of co-operative governance, with a particular emphasis on inter-governmental cooperation and interdisciplinary exchange to ensure that air quality issues are considered in planning and development decision-making.

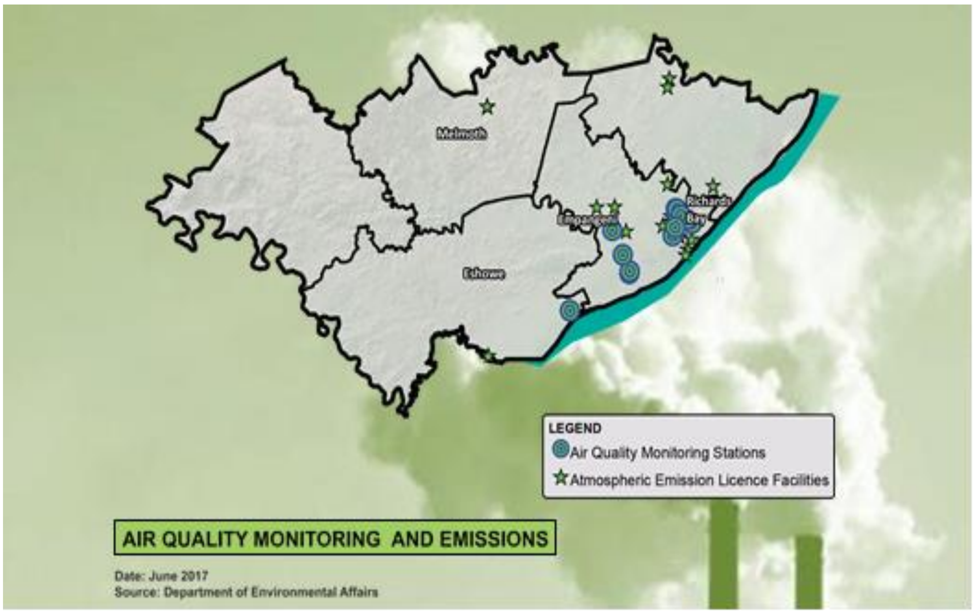
Goal 3: King Cetshwayo District Municipality has the systems and tools for effective air quality management
This refers to King Cetshwayo District Municipality having a system to manage air quality. These components include but are not limited to: a dispersion modelling capacity, an emission inventory, an ambient monitoring network, an AEL processing system and a complaints management system.

Goal 4: Air Quality Management in King Cetshwayo District Municipality considers the development objectives of the region
This goal recognises that there is a need for strategic management of the air shed, considering economic growth and hot spot areas with large concentrations of polluting activities such as in the IDZ. There is also a need to explore potential air quality risks in parts of the district that have not been researched and address these accordingly.

Goal 5: AQM is understood throughout King Cetshwayo District Municipality
This goal refers to active and inclusive stakeholder engagement with a focus on effective implementation of the AQMP and enhancing awareness of AQM in King Cetshwayo District Municipality.

- **IMPLEMENTATION PLAN**

For each of the 5 goals the implementation plan defines the objectives required to meet the goal, the necessary activities required, who has a mandatory and a participatory responsibility to execute the work required, the timeframes with indicators to measure and understand the progress with implementation.



MAP SHOWING AIR QUALITY MONITORING STATIONS WITHIN THE DISTRICT

CHALLENGES

- Key challenges continues to be the lack of staffing in terms of numbers, absence of By-laws, no compliance and enforcement capabilities, insufficient equipment, limited capacity to offer education and awareness to residents,
- Insufficient or lack of knowledge with regard to environmental management and air quality issues throughout the district.
- Air pollution from uncontrolled burning of waste as a means of waste management remains a challenge for the District.
- Poor air quality in the District as a result of industrial and mining activities.

It is expected that the above challenges will be mitigated by the formal establishment of an Environmental Management and Planning Unit in the Statutory and Development Section. The proposed Organisational structure has taken this into account.

ENVIRONMENTAL PLANS/TOOLS

The following are the environmental tools at the municipality's disposal:

SECTOR PLAN	STATUS	DATE APPROVED
ENVIRONMENTAL MANAGEMENT FRAMEWORK (EMF)	Being developed 2017/18 to 2018-19	In-progress
STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)	Adopted	2014/15
COASTAL MANAGEMENT PLAN (CMP)	Adopted	2014/15
AIR QUALITY MANAGEMENT PLAN (AQMP)	Adopted	5 December 2014

STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

The wide variety of ecosystems and habitats in the district allows for high levels of biodiversity. According to the KwaZulu-Natal Conservation-Plan, some areas have especially high conservation value with an irreplaceability value of one (the area is totally irreplaceable) due to the presence of endemic species. The King Cetshwayo District Municipality has developed and adopted a Strategic Environmental Assessment simultaneously with its Spatial Development Framework (SDF) to ensure that these unique environmental features are appropriately considered within the context of sustainable development in its area of jurisdiction. This was to ensure that that environmental sustainability aspect is considered in the Integrated Development Plan and the Spatial Development Framework of the municipality.

COASTAL MANAGEMENT PLAN

Coastal Management Plan (CMP) provides a strategic framework for the management of King Cetshwayo coastal area and was finalised during 2016/17 financial year. The purpose of the strategic framework is to provide guidance for the future development of King Cetshwayo coast while at the same time ensuring that the coastal resource base is protected.

King Cetshwayo coastline is a vital and complex asset, with a diverse mix of biophysical features and human uses along its length. A full description of these is contained in the adopted Coastal Management Programme. There are five estuaries on King Cetshwayo coast: Siyaya, uMlalazi, uMhlathuze, Port of Richards Bay and Nhlabane. They vary considerably in character from permanently open (uMlalazi) to large (uMhlathuze) to a deep enclosed marine bay (Richards Bay).

Immediately inland from the shoreline are dune formations made up largely of marine sand together with a number of economically important mineral deposits. South of the UMhlathuze River, the coastal topography comprises mature undulating coastal dune systems with predominantly sandy soils. North of the uMhlathuze a broad coastal plain exists, comprising sandy soils intersected with alluvial mud and clay deposits. The almost total absence of rock formations in the coastal area is a unique feature.

Along its length of 100 km, King Cetshwayo coastline, contains significant service infrastructure, Africa's largest port (based on volume of cargo handled), major mining operations, large industrial operations, extensive sugar cane and timber plantations, prawn fisheries, tourism businesses, wilderness /conservation areas, subsistence agriculture and natural resource harvesting, impoverished urban settlements, traditional rural settlements and affluent urban and suburban settlements (Institute of Natural Resources, 2004).

The landward portion of the coast comprises a complex mix of mining, commercial forestry and agriculture, subsistence agriculture, mariculture, harbour operations, tourism, conservation, infrastructure and industrial and residential development.

There are significant mining lease areas along King Cetshwayo coastline, some of which are currently being exploited. Richards Bay Minerals (RBM) and Exxaro KZN Sands are currently engaged in heavy mineral mining operations in the sand dunes, both along the coast, and slightly inland from the coastal zone.

Richards Bay Minerals (RBM) is a producer of titanium, high purity pig iron, rutile and zircon. It supplies most of South Africa's needs and exports the rest (Richards Bay Industrial Development Zone). Exxaro KZN Sands is involved in the mining, beneficiation and smelting of mineral sands, mainly to produce titanium slag from smelting limonite. Other products include zircon, rutile, leucoxene and low manganese pig iron (Richards Bay Industrial Development Zone).

The population of King Cetshwayo Coastal Zone is located in rural homesteads, urban informal settlements, and formal residential areas (ranging from low to high density). A large proportion of the population is located in the traditional authority areas of uMfolozi, Sokhulu, Dube, Mkhwanazi, Mhlana and Zulu.

Poverty levels are generally high, especially in the traditional authority areas due to low levels of formal employment and low skills levels. The majority of the formally employed population is involved in the agriculture / fishing / forestry sector in uMfolozi and uMlalazi Local Municipalities IDP's and manufacturing sector in uMhlathuze Local Municipality IDP.

C1.12.4 EXISTING ENVIRONMENTAL FORUMS WITHIN KING CETSHWAYO DISTRICT

- King Cetshwayo Coastal Committee (Coastal Working Group) which exists for the coordination of coastal management plans/projects within the district, the forum has since 2015 adopted Environmental Management matters as a standing item in the agenda.
- King Cetshwayo Regional Landfill Site Monitoring Committee, which deals with waste disposal and landfill site management issues if functional.
- uMhlathuze Catchment Management Forum
- Mhlathuze Water Effluent Discharge Pipeline (This forum is championed by Mhlathuze Water, to monitor the effluent discharge by industries to sea via the Mhlathuze Water pipeline& KCDM seconded environmental officer is part of it.)

C1.12.5 ADDITIONAL SUPPORT PROVIDED

Human Resource: Environmental Officer – An Environmental Officer has been deployed by the National Department of Environmental Affairs: Local Government Support to support the King Cetshwayo DM & the family of Local Municipalities with the integration of environmental sustainability in the IDP, promoting departmental programmes and initiatives at local government and also assisting municipalities in identifying their roles and responsibilities as per environmental legislations. The KCDM is registered as interested & affected party for most EIA screening projects.

The Environmental Officer recommends that all district projects including that of local municipalities incorporate Climate Change mitigation & adaptation measures. A simple thing as making sure that all new buildings have energy efficient lighting goes a long way. The National Department of Environmental Affairs has a Climate Change “LETS RESPOND” tool kit that is available to serve as a guide for municipalities in initiating Climate Change Mitigation & Adaptation plans.

There is a severe capacity problem both at District and Local Municipality level owing to budget for hiring necessary personnel and the has recognized this gap and is hence in the process of strengthening its Environmental Management and Planning Unit to ensure effective response to all environmental management maters in the District.

C1.12.6 ENVIRONMENTAL PRINCIPLES

A set of Environmental Sustainability Principles has been developed to promote environmental sustainability in the implementation of the municipality’s IDP. These are based largely on the environmental management principles in Chapter 1 of the National Environmental Management Act (NEMA) (Act 107 of 1998), but also incorporate the principles of Local Agenda 21 and KwaZulu-Natal’s Environmental Implementation Plan (DAEA, 2002). The Environmental Sustainability Principles are divided into the following six themes:

- Sustainable Development
- Environmental Justice and Equity
- Participation, Empowerment and Transparency
- Co-operative Governance
- Ecological and Cultural Integrity
- Environmental Decision-making.

C1.12.7 ENVIRONMENTAL VISION

Taking into consideration, the District Environmental Sector plans most notably SEA, CMP and in progress EMF, the following visions currently stand:

SEA

"***An Economically viable district with effective infrastructure that supports job creation through economic growth, rural development and promotion of our heritage, with environmental sustainability a priority"***

CMP

"*We the people of King Cetshwayo District Municipality strive for sustainable coastal development by working together to ensure social development cultural values, spiritual fulfilment and ecological integrity in the interest of all citizens''*

AQMP

"*King Cetshwayo District Municipality ensures clean, healthy air for all residents to preserve the integrity of ecosystems and enables economic growth and development through the on-going implementation of the air quality management plan, co-operative governance and active stakeholder engagement."*

The associated **mission** of the KCDM AQMP is:

"King Cetshwayo District Municipality ensures clean, healthy air for all residents to preserve the integrity of ecosystems and enables economic growth and development through the on-going implementation of the air quality management plan, co-operative governance and active stakeholder engagement''.

The above Visions will be revisited, revised and aligned with idea of the EMF, which is currently in progress and is expected to be finalised in June 2019.

Table 17: Coastal Projects

PRIORITY 1: EFFECTIVE PLANNING FOR COASTAL VULNERABILITY TO GLOBAL CLIMATE CHANGE (COASTAL EROSION)

Objective:

- Develop regulatory mechanisms (including norms and standards) to facilitate a uniform approach to assess coastal vulnerability and to establish conditions of use in the coastal zone
- Develop appropriate data and decision-support for the identification of vulnerable coast areas to dynamic coastal processes and the effects of global change
- Rehabilitation of areas along the coast that have been adversely effected

Goal	Implementation strategies	Indicators	Work Plan		
			Duration	Supporting Agency	Potential Funders
• Ensuring that all planning and decision-making tools applied by all organs of state within the coast zone address coastal vulnerability by taking into account the dynamic nature of our coast, sensitive coastal environments, health and safety of people, illegal structures within coastal public property, and appropriate placement of infra-structure not to compromise investment by the state, as well as the rehabilitation of coastal ecosystems	• Determine and designate coastal set-back lines for King Cetshwayo district coast • Protect and maintain dynamic coastal features that act as a buffer against natural coastal processes and hazards • Determine vulnerable areas and development guidelines in response to dynamic coastal processes • Disaster Management Plans	• Gazetted coastal set-back lines • Intact natural systems • The Coastal vulnerability index • Documented extent of the climate change induced impacts on the coastal zone • Developmental guidelines • Plans developed	Ongoing	EDTEA, DEA EDTEA, Municipalities, SANBI, DEA , Ezemvelo EDTEA, DEA Municipality, surrounding industries, EDTEA, DEA	EDTEA Ezemvelo, Municipalities EDTEA, DEA Municipalities and industry

PRIORITY 2: ENSURING EQUITABLE PUBLIC ACCESS IN THE COASTAL ZONES

Objectives:

- Provide a district commitment for the facilitation of safe and equitable access to coastal public property along the King Cetshwayo's coast
- Develop norms and standards to assist local municipalities in carrying out their responsibilities with respect to coastal access
- Provide capacity strengthening mechanisms for local municipalities to effectively implement, maintain and monitor coastal access
- Recognising the importance of access preservation

Goal	Implementation strategies	Indicators	Work Plan		
			Duration	Supporting Agency	Potential Funders
• Ensuring that the public has safe and equitable access to coastal public property through the establishment of sufficient coastal access land that is cognisant of the sensitivity of coastal ecosystems, the needs and livelihoods of coastal communities or other socio-economic considerations, as well as the removal of inappropriate and unsafe coastal access points	• Undertake a review of access to the coast • Report on the state of coastal access • Identification and protection of traditional resource users and cultural activities • Provide public facilities and infrastructure to meet recreational needs and facilitate resource access by all users	• Review of coastal access provision • Review of restrictions on access to the coastline and modification of these restrictions where necessary • Designated coastal access land • Prevention of inappropriate use of heritage places, control illegal activities • Incorporate strategies into coastal policies • Provision of coastal facilities • Amenity needs assessment of key coastal nodes	Ongoing	EDTEA, Municipalities DEA Municipalities, DEA	DEA Municipalities Municipalities/ COGTA (MIG funding)

PRIORITY 3: MANAGEMENT OF POLLUTION IN THE COASTAL ZONE

Objectives:

- Establish regulatory mechanisms for waste and wastewater disposal in the coastal zone

Minimisation of waste and prevention of pollution

Goal	Implementation strategies	Indicators	Work Plan		Potential Funders
			Duration	Supporting Agency	
• Ensure the effective management of waste and wastewater into the coastal zone and minimizing adverse effects on the health of coastal communities, and on coastal ecosystems and their ability to support the sustainable uses of coastal resources in a manner that is socially, economically and ecologically justifiable	• Ensure that new developments carry out necessary preventative measures to minimise the chances and effects of pollution events • The District Municipality must sustain the coast waste clean-up programmes • Design and implement an integrated pollution monitoring system for the coast, based on existing monitoring structures and also taking into consideration the integrated estuarine monitoring programmes	• Pollution specific conditions incorporated into coastal development approvals • The ongoing Working for the Coast initiatives • Development of pollution monitoring system • Implement and adopt a beach cleaning programme • Integration and coordination of monitoring activities	Ongoing Ongoing Ongoing	DWA, DEA Municipalities, DEA, DWA DEA,EDTEA, SANBI, Municipalities, DWA	DEA

PRIORITY 4: ESTABLISHING MECHANISMS FOR EFFECTIVE COMPLIANCE AND ENFORCEMENT

Objectives:

- Establish coastal monitoring and reporting systems to inform decision making
- Establish the mechanisms for effective compliance and enforcement

Goal	Implementation strategies	Indicators	Work Plan		Potential Funders
			Duration	Supporting Agency	
• Establish a committed compliance and enforcement system for coastal management in alignment with related laws and policies, and inclusive of cooperation and coordination between organs of state with enforcement responsibilities and NGO with appropriate capacity	• Stakeholders viewed inadequate compliance and enforcement systems as one of the main shortcomings for the effective implementation of the ICM Act, primarily attributed to lack of capacity, as well as lack of coordination and collaboration between the various responsible authorities	• Standardised reporting templates for compliance and enforcement • Reporting under the ICM Act. • Develop a National strategy for oceans and coast compliance and enforcement. • Develop regulations for the appointment and functioning of vulnerary • coastal officers under the ICM Act (e.g. involving local communities) • Establish internal work plans to utilise Working for the Coast to strengthen compliance and enforcement in the coastal zone	Ongoing Ongoing Ongoing	DWA, DEA Municipalities, DEA, DWA DEA,EDTEA, SANBI, Municipalities, DWA	 DEA

PRIORITY 5: INTEGRATING THE MANAGEMENT OF ESTUARIES

Objective:

- Develop and implement an estuarine management protocol, including individual estuary management plans that are tailored to suit the current and future requirements including social, economic and ecological considerations.
- Establish appropriate institutional mechanisms for estuarine management to facilitate dialogue, collaboration, development and implementation of Estuarine Management Plans

Goal	Implementation strategies	Indicators	Work Plan		Potential Funders
			Duration	Supporting Agency	
• Ensure that all estuaries along the King Cetshwayo coast are managed in an integrated, holistic manner in accordance with the National Estuarine Management Protocol and the extent to which activities within estuaries are consistent with the other key priorities for coastal management	• Compile inventory of all estuaries, including an assessment of current and future threats, and information gaps • Undertake strategy session to assess and prioritise estuaries • Establishment of estuarine monitoring programme	• High quality GIS database, including the maps and aerial photography • List of priority estuaries and associated management needs • Estuarine database containing regularly updated aerial photography, water quality data, mouth state data, catchment, biological data and alien invasive plant coverage.	Ongoing	DEA, EDTEA, Municipalities, Research Institutions	DEA, EDTEA.

PRIORITY 6: STRENGTHENING AWARENESS, EDUCATION AND TRAINING TO BUILD CAPACITY

Objectives:

- Develop enabling mechanisms for the effective implementation of coastal awareness and education for the King Cetshwayo district, including empowerment of coastal communities
- Develop enabling mechanisms for effective training to build capacity in coastal management in King Cetshwayo district

Goal	Implementation strategies	Indicators	Work Plan		Potential Funders
			Duration	Supporting Agency	
• Ensuring that the general public and decision-makers are appropriately aware, educated and trained, where applicable, so as to be able to take collective responsibility for managing and protecting the coastal environment in a manner that is socially, economically and ecologically justifiable	• Develop and implement a training and capacity building programme for coastal managers, officials and councillors • Coastal Spatial data to be collected on a regular basis • Identify and facilitate an effective network of environmental learning centres • Improve ecosystem functioning through education and public awareness programmes	• Workshops attended • Feedback from implementation efforts • Aerial surveys undertaken • Remote Sensing undertaken • Operational network • Effective sharing of information • Co-ordinated research initiatives • Education and public awareness raising programme developed and implemented	Every year for 5 years On going	DEA, EDTEA Municipality, DEA CSIR, Universities, EDTE EDTEA, DoE	DEA DEA EDTEA, KZN DoE, DEA

PRIORITY 7: STRENGTHENING PARTNERSHIPS FOR ICM

Objectives:

- Develop enabling mechanisms for the effective implementation of coastal awareness and education for the King Cetshwayo district, including empowerment of coastal communities
- Develop enabling mechanisms for effective training to build capacity in coastal management in King Cetshwayo district

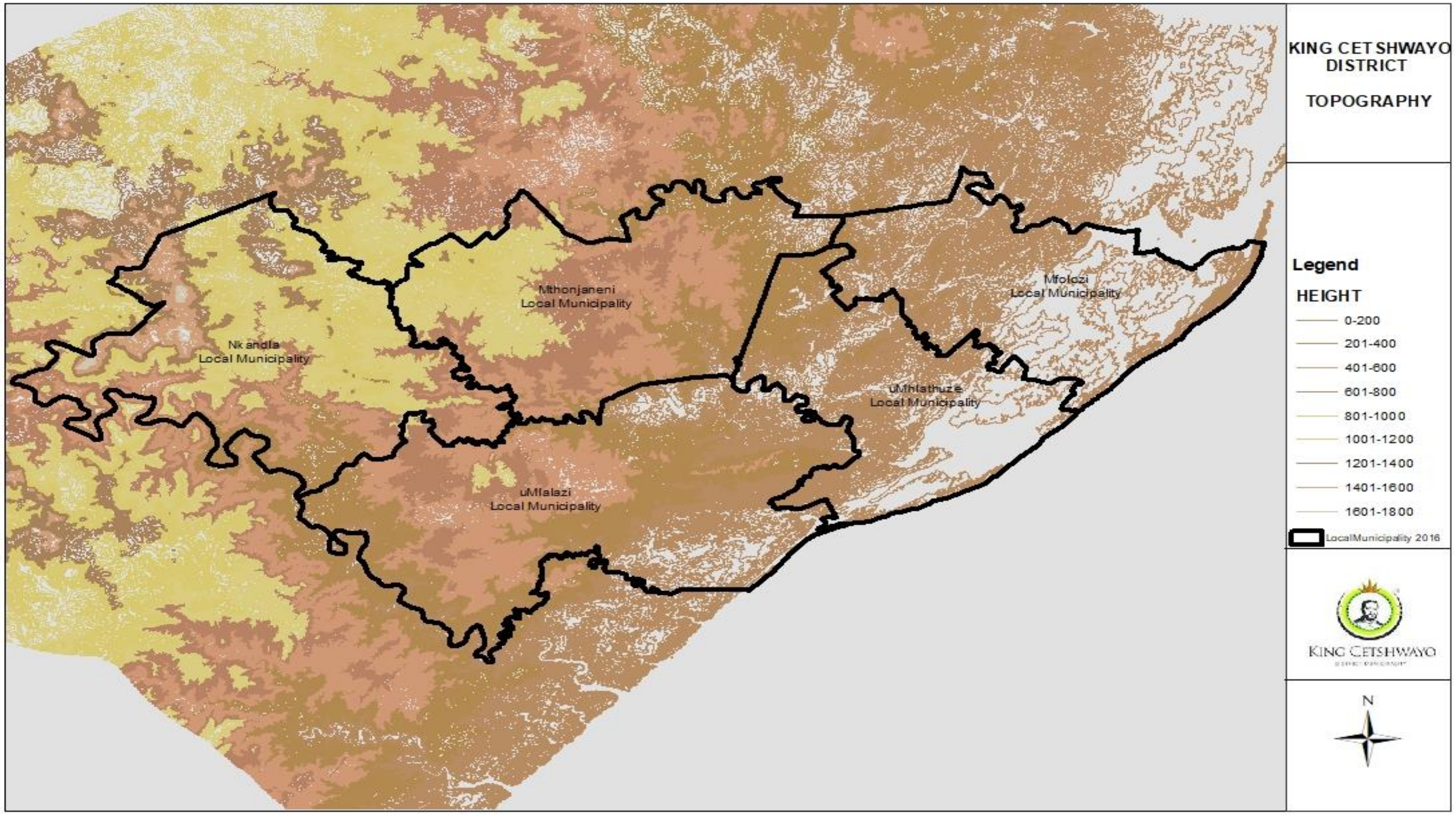
Goal	Implementation strategies	Indicators	Work Plan		Potential Funders
			Duration	Supporting Agency	
• Ensuring that institutional partnerships and mechanisms for ICM are established amongst all sectors and spheres of government, the private sector and civil society in a collaborative, problem-solving and consensus-building manner that promotes dialogue, cooperation, coordination and integration	• Develop guidelines for the establishment of coastal committees including the formalisation of powers and representation • Incorporation of coastal management strategies into other forums and strategies • Develop Strategy for engaging coastal traditional councils in management • Establish formal agreements with coastal traditional councils towards the implementation of the ICM Act	• Updated Terms of Reference for the Municipal Coastal Committees • Quarterly meetings attendance by traditional council's representatives • Workshop with Traditional Councils on Coastal Management	Ongoing	EDTEA, KZN DoE, DEA	EDTEA, DEA

C1.12.8 TOPOGRAPHY

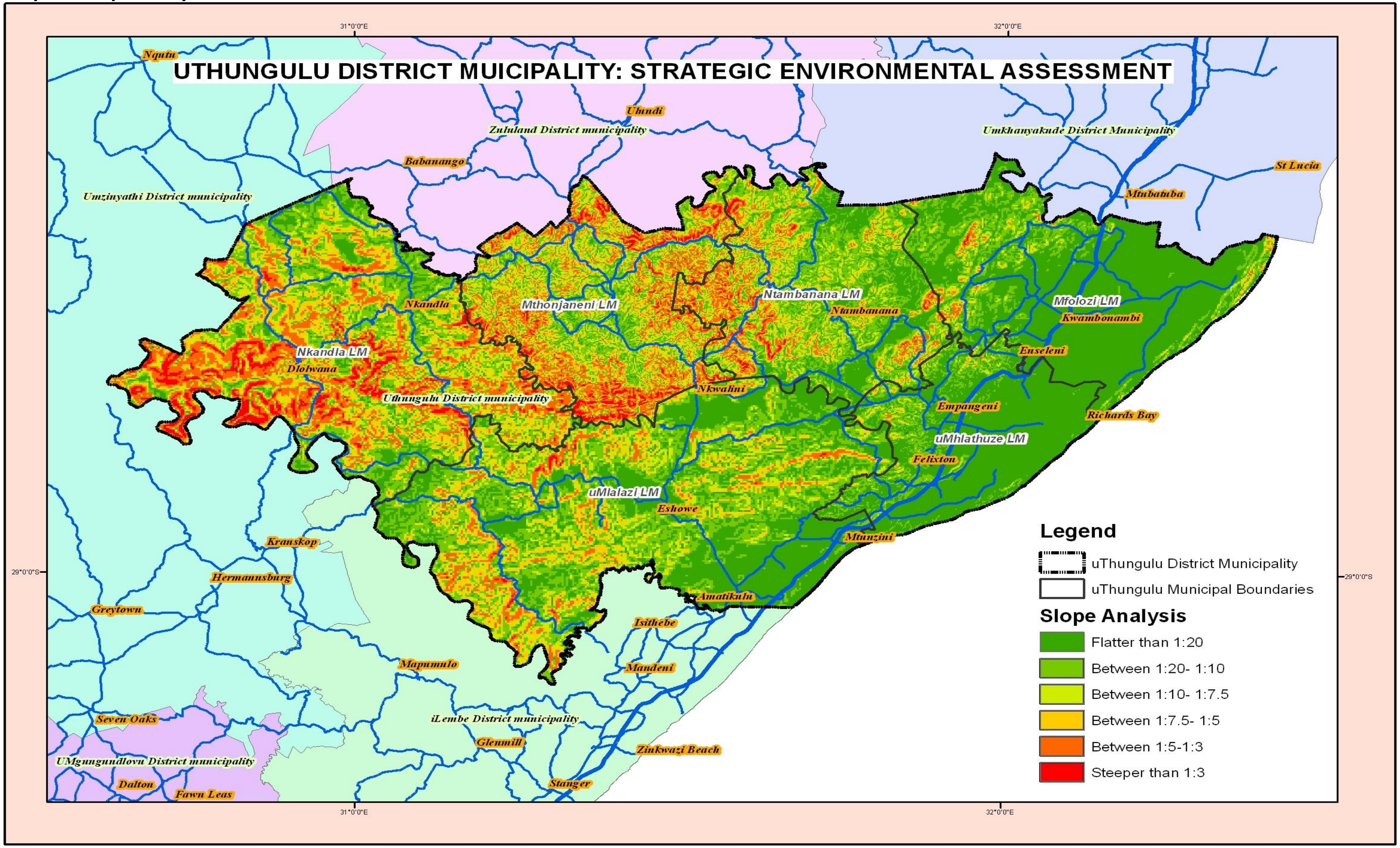
Topography of the King Cetshwayo District extends from the flat coastal plains to inland hilly areas and steep valleys. The flat coastal region comprises of the Natal Coastal Belt and Zululand Coastal Plain with altitudes ranging from sea level to 450 metres. Inland adjacent to the coastal belt, the Lowveld of Zululand to the north east and the Eshowe Block to the west are characterized by hilly topography with altitudes increasing to 900 metres. The terrain becomes more extreme towards the north-west, and in places, the area is characterized by steeply incised valleys with altitudes between 900 and 1 400 metres (EKZNW, 2014).

The highly variable topography characteristic of the District creates a biophysical habitat and micro-climatic conditions, which support a variety of biodiversity. North facing slopes are generally warmer and drier, supporting habitat types such as grasslands. South facing slopes, escarpments and sheltered kloofs on the other hand tends to be cooler and wetter, commonly providing conditions favorable for supporting indigenous forest (EKZNW, 2014).

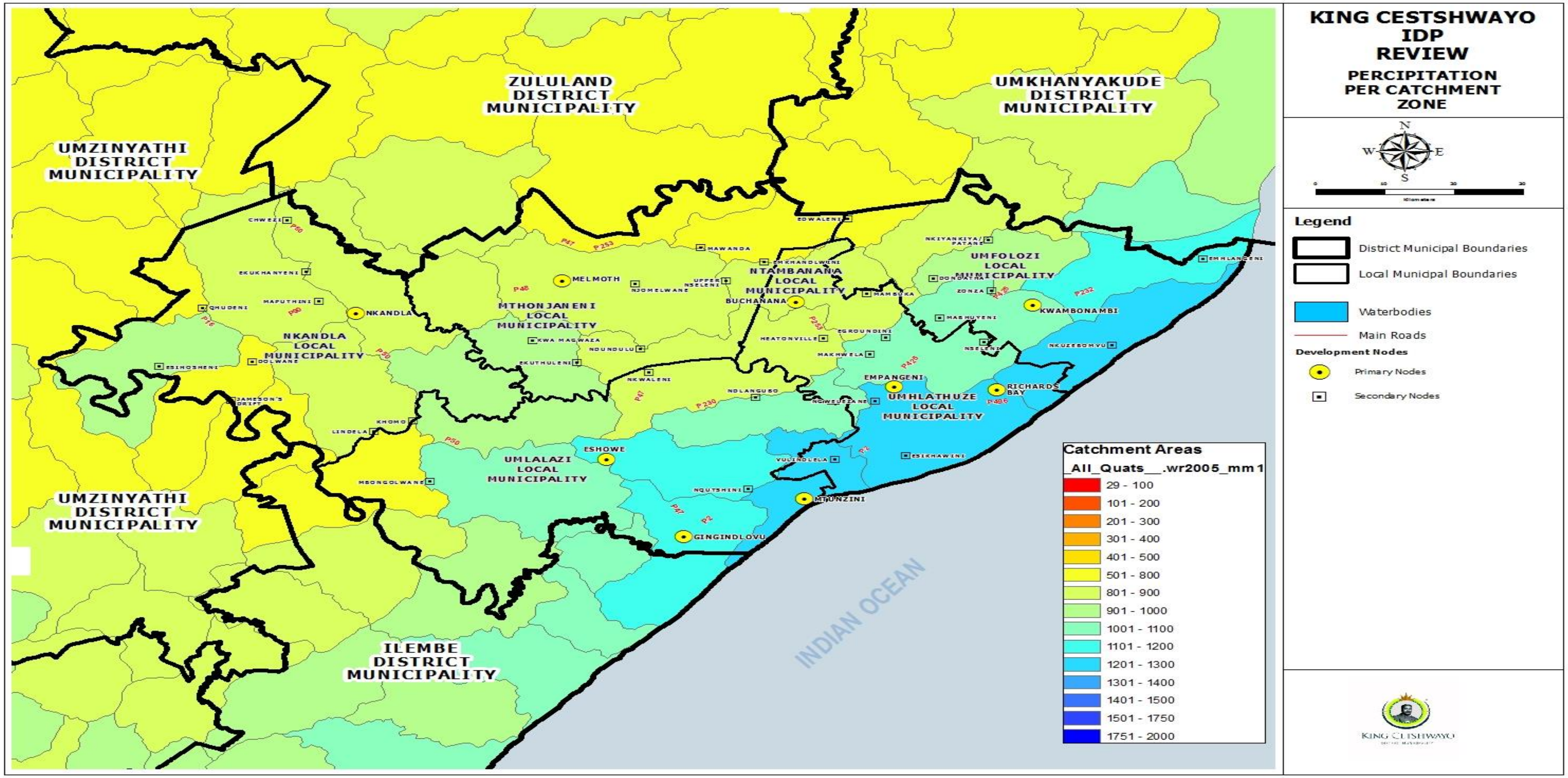
Map 16: Topography DEM



Map 17: Slope Analysis



Map 18: Precipitation per Catchment Zone



C1.12.9

The following six key strategic objectives have been identified in the District Strategic Environmental Assessment Report:

Objective 1: To maintain and enhance the quality of all water sources in the district.

Objective 2: To maintain and promote the biodiversity of the district, both in terms of ecosystem integrity and species diversity.

Objective 3: To protect the landscape and soil integrity of the district

Objective 4: To support sustainable economic development programmes aimed at the alleviation of unemployment and poverty

Objective 5: To protect and manage all types of heritage resources within the district as an important physical and eco-tourism asset.

Objective 6: To improve the living conditions and quality of life of residents of the KCDM

For each of the abovementioned objectives a detail table has been developed containing specific Indicators and Targets which has been aligned with the King Cetshwayo District Growth and Development Plan

One of the components of the SEA is to identify spatial management zones which signify areas of particular environmental or ecological significance and which may require special attention during the process of implementing the district SDF. A number of factors were identified which, in combination, will contribute to a specific level of sensitivity at any particular location. The key variables for which information is generally available at a similar level of detail and scale across the entire study include the following:

- Slopes
- Susceptibility of soils for erosion
- Presence of swelling clays
- Vegetation/Habitat type and sensitivities associated with habitat types
- Perennial and non-perennial rivers and streams
- Pans and dams
- Heritage sites
- Wetlands
- CBA categories
- Existing conservation areas
- Proposed conservation areas

The result of the spatial analysis, which emanated into the Districts Development Sensitivity Map, is depicted below. It is important to take cognisance of the fact that the Development Sensitivity includes other information that might impact on development over and above environmental sensitivity. The three broad development sensitivity categories are briefly described below:

Category 1: High Development Sensitivity

These areas should preferably not be further developed due to its either environmental sensitivity or due to its agricultural potential. The only development that could be promoted in these areas should be either to maximise the area's agricultural potential or tourism development taking the environmental sensitivity of the area into account.

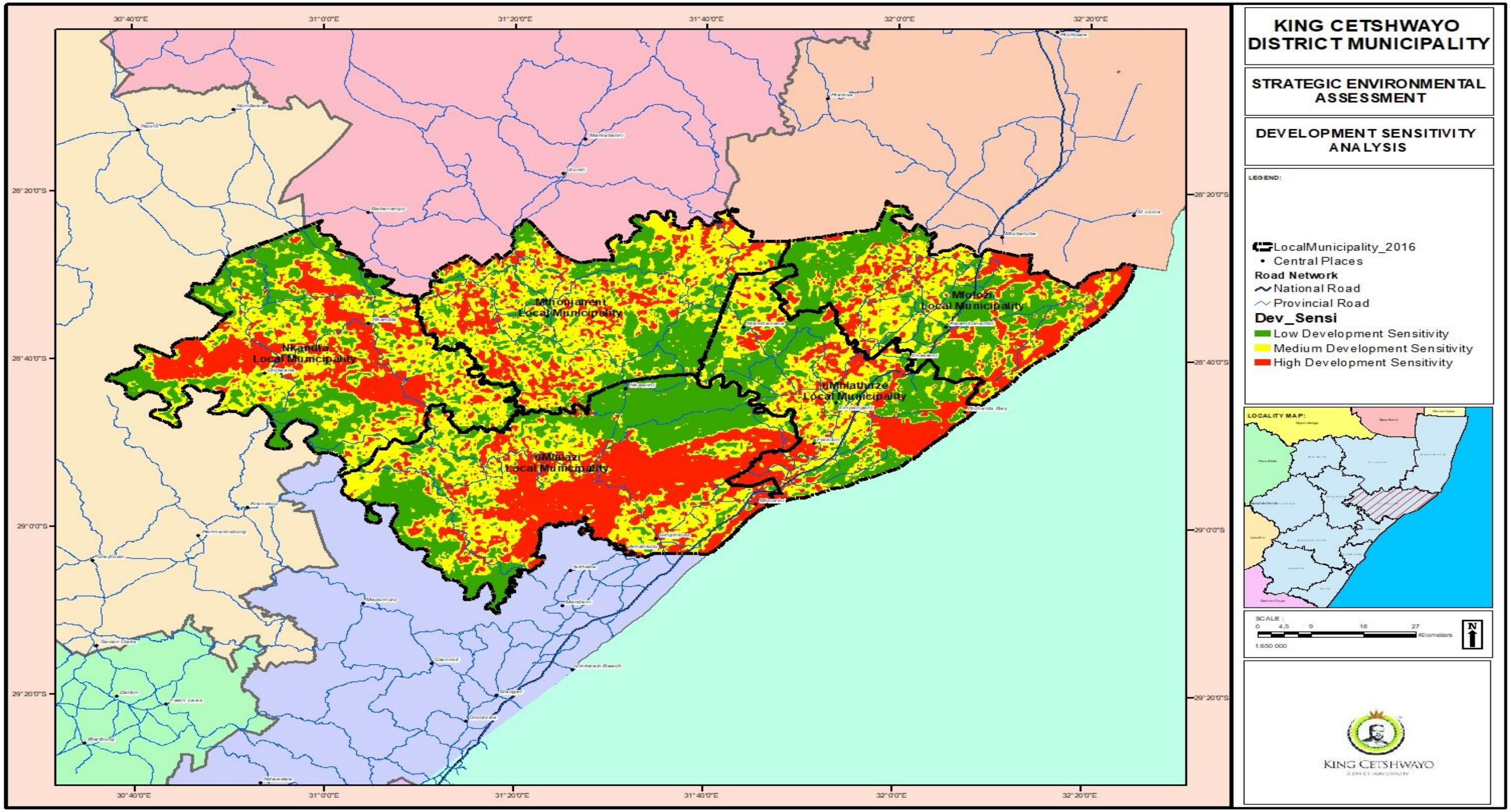
Category 2: Medium Development Sensitivity

Should the need arise for development within this category it should be done carefully to ensure that it does not impede on any environmental sensitive aspects of the area as well as its agricultural potential.

Category 3: Low Development Sensitivity

Development proposal should largely be focused on this category, as it does not hold significant value from either and environmental or agricultural potential point of view. Downstream impacts of developments should however be considered as it could have negative results for areas with higher development sensitivity.

Map 19: Development Sensitivity Analysis



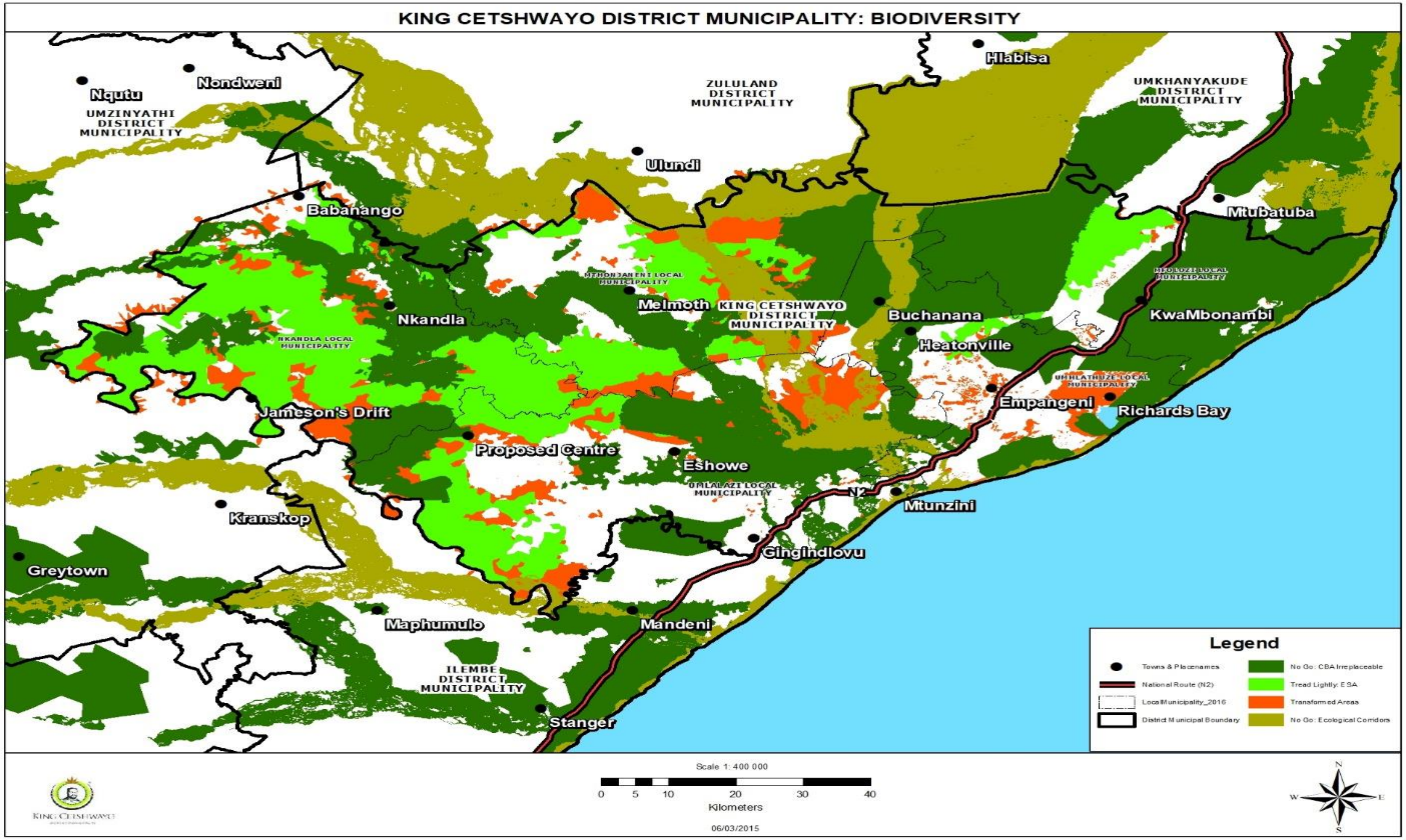
C1.12.10 CLIMATE CHANGE

- **ADAPTATION MEASURES:**
  - A King Cetshwayo District Round Table discussion was held between Kwanaloga and King Cetshwayo Family of Municipalities on 16 February 2011 at King Cetshwayo Municipal Offices to discuss the recommendations and implementation measures as a result of the Kwanaloga Summit on Rural Development & Climate Change.
  - Some of the Climate Change issues were addressed during the Development/Review of the following Sector Plans of King Cetshwayo IDP:
    - Review of King Cetshwayo Agricultural Development Plan;
    - Review of King Cetshwayo Coastal Management Programme;
    - Review of King Cetshwayo Spatial Development Framework;
    - Development of King Cetshwayo Strategic Environmental Assessment (SEA);
    - Review of King Cetshwayo Disaster Management Plan;
    - Current Development of the Environmental Management Framework (EMF)
    - Current Development of The Comprehensive Integrated Development Plan (CITP)

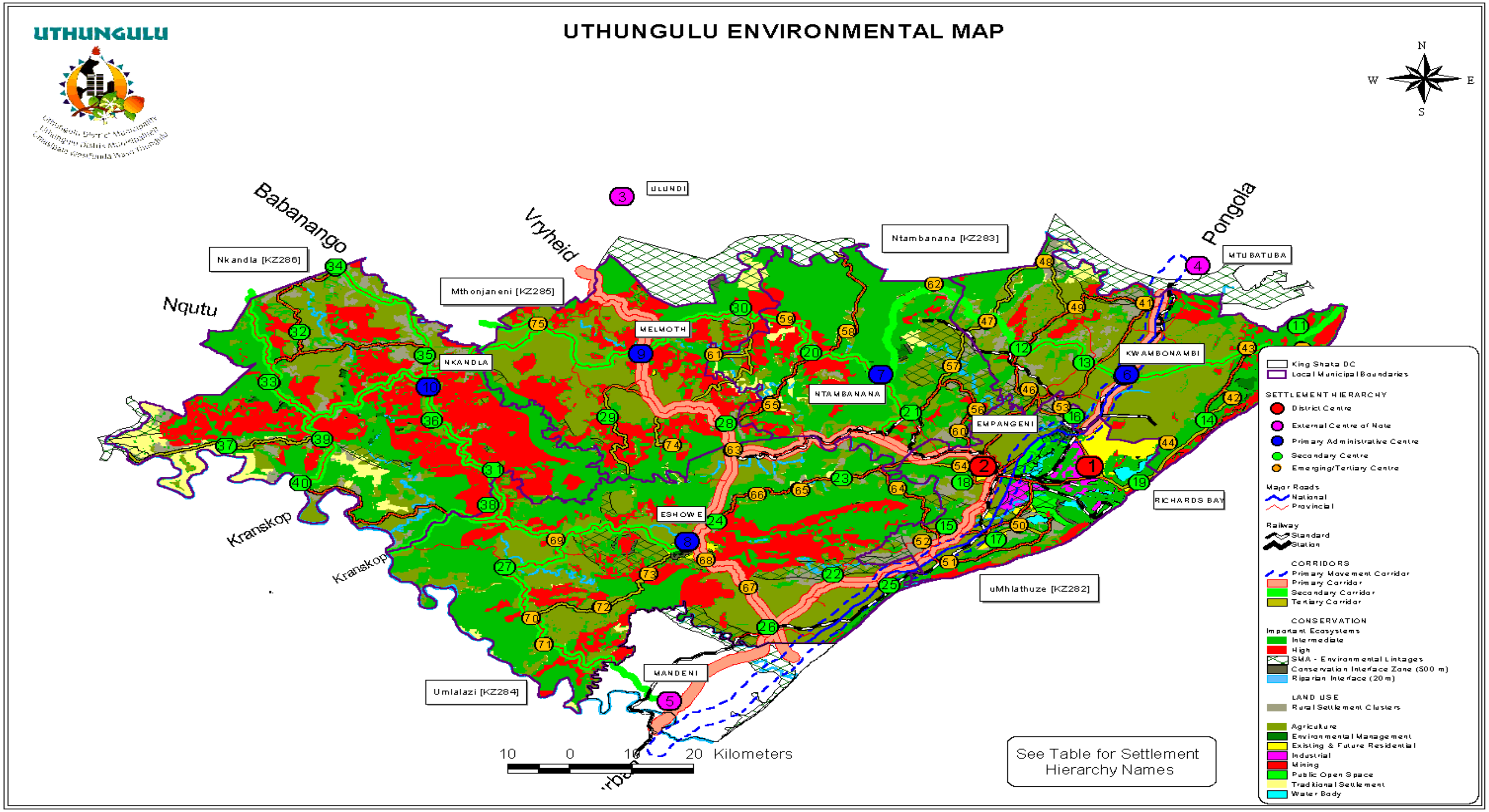
- **MITIGATION MEASURES:**
  - When the Energy Sector Plan will be developed, climate change mitigation measures will be considered accordingly.

    - The importance of Climate change integration with Disaster response Plans cannot be underestimated. Other Critical Plans including SDF and Disaster management plans will have to consider this matter very seriously during the development/ review process. There have been limited awareness campaigns in this regard and in the coming financial years, budgets to deal with Climate change and mitigation measures and projects will be increased. The Department of Environmental Affairs has assisted the District with the compilation of the district has Climate Change Response Plan which will be implemented accordingly. All issues emanating therefrom will be integrated with all District critical Plans including SDF, IDP and Disaster management Plan.

Map 20: Critical Biodiversity and Ecologically Sensitive Areas



Map 21: King Cetshwayo Environmental Map



C1.13 SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS

STRENGTH/ OPPORTUNITIES

- Decreasing population growth rates implying reduced impact on ecological systems (Nkandla, uMlalazi & Mthonjaneni)
- Opportunities to decrease adult illiteracy through the provision of adult basic education and training services and facilities, especially in rural parts of the district.
- A complex topography (rolling hills and mountains) across large sections of the district has an aesthetic appeal and holds considerable tourism development potential.
- Steeper slopes and mountainous areas are more inaccessible and are therefore less disturbed. These areas serve as habitat patches and dispersal corridors to a large number of species. It also acts as important water catchment areas.
- All areas steeper than 18 degrees should be excluded from development. This will not only protect slopes from erosion and landslide risk, but will ensure that ridges will function as dispersal/habitat corridors.
- Opportunities for further mineral development may be explored.
- The district has some areas with naturally fertile soil and soils of favorable structure, which should be conserved. Sustainable agricultural practices that reduce leaching, erosion, compaction and loss of soil structure, should be promoted
- Establishment of hedgerows of indigenous plants should be encouraged in all areas susceptible to wind erosion. Also, crop and grain farmers in areas susceptible to wind erosion, should be encouraged to adopt agroforestry principles, which aims to reduce wind erosion in cultivated fields.
- Many areas in the district possess soil which is suitable for earth construction e.g. adobe or cob housing/building construction. Sustainable earth construction should be promoted by the municipalities
- Surface water availability is a competitive advantage of the King Cetshwayo district. Water should be utilized optimally in a sustainable manner to grow the agricultural, tourism and manufacturing industries.
- The practice of aquaculture should be promoted as an important tool in food security and job creation.
- Wetlands should be protected, and degraded wetlands should be rehabilitated as a priority measure to improve water quality, water flow regulation and habitat provision at a regional scale.

- Water resources should be optimally used to stimulate the tourism industry and to expand recreation opportunities to local people, however, the following guidelines should be enforced:
- Department of Water Affairs and Forestry Recreational Water Use Manual, Guideline for Methodology for Determining Carrying Capacity (2006), and Water Resource Safety Guidelines for Recreational Water Use (2007).
- Draft Regulations for the Use of water for Recreational Purposes generally and in respect of a government waterworks and surrounding state-owned land (Government Gazette 29413, Notice 1188), 1 December 2006.
- The King Cetshwayo area has a large reservoir of high quality groundwater, which may be developed to the benefit of local communities and economic development.
- Tree planting initiatives should be initiated in all settlement areas for shading purposes to reduce heat stress during summer months.
- Community forestry initiatives should be implemented to enable carbon sequestration and to benefit from carbon trading programs.
- The air quality across most of the King Cetshwayo area is relatively good, and this may serve as a positive aspect in place marketing efforts, and increase tourism competitiveness of the area.
- Medicinal plants could be cultivated to generate income to local rural people, and to improve the health of the public.
- Community forestry, urban agriculture and agroforestry should be promoted
- Carbon trading initiatives should be considered as a method of income generation while protecting the biophysical environment at the same time.
- Ecotourism opportunities should be utilized since ecotourism is an important conservation vehicle, especially to conserve animal species. The King Cetshwayo area does have significant potential for further ecotourism.
- In cattle grazing areas where the ecology are still relatively intact, combined cattle and wildlife farming could be promoted.
- All opportunities to link remaining habitat fragments with dispersal corridors, or to link different dispersal corridors with each other, should be utilized.
- No development should be tolerated within the 1:100 year floodline, or on slopes steeper than 18 degrees. This will not only reduce flood risk, but will enable riparian areas to function as dispersal corridors as well.
- High annual rainfall and good drainage pose a variety of high return land use opportunities, especially in agriculture and ecotourism.

- The King Cetshwayo area has fewer water related constraints to land use options compared to most of the rest of the country, which could be used as a competitive advantage.
- Land-use decisions should include visual and broader aesthetic considerations to support further tourism development.
- Agricultural sector to contribute to the feeding schemes at schools.
-

WEAKNESS/THREATS

- High population densities without basic services.
- Impact of HIV/AIDS on population structure
- Gender imbalances, especially in rural parts of the district
- Availability of and access to education facilities for large proportion of population of school going age.
- The very large proportion of adult illiterate population in the district limits the economic development potential and successful implementation of LED strategies in the district.
- Low illiteracy levels imply that the transfer of knowledge and skills relating to more environmental sustainable livelihood practices may be compromised.
- Very limited proportion of population with tertiary education who can assist in the implementation of new sustainable technologies and strategies in the district.
- Steep topography causes accelerated erosion therefore erosion control measures should be intensified in these areas by means of intense agricultural interventions (including agricultural extension programs and facilitation of transformation to sustainable agriculture).
- Mountainous areas increase the cost of infrastructure provision, especially in the case of roads. This can contribute to geographic isolation or at least a significant increase in travel friction and increased transportation cost.
- Geochemical health risks may affect sensitive individuals in some areas.
- Gully formation (due to soil erosion) progressed to an advanced state across the district. Gully rehabilitation efforts should be implemented as a matter of urgency.
- The ecological reserve of all riparian areas should be strictly maintained, therefore over-abstraction should be avoided.
- Water pollution should be controlled to maintain water quality at an acceptable level.
- Over-abstraction should be avoided.
- Placement or positioning of potentially polluting activities of infrastructure, especially waste disposal sites and cemeteries and settlement areas, should carefully analyse geo-hydrological conditions during site selection.

- The effect of global warming on aspects such as rainfall and temperatures.
- Proper planning for more intense and more frequent droughts and floods should be made.
- Indoor air pollution is likely to stay problematic because of the proportion of households without electricity.
- Air quality in the Richards Bay area poses a risk to the tourism potential for the area.
- Large surface areas have deteriorated beyond the point of viable restoration.
- Alien invasive plants are well established in the area, and should be strictly controlled.
- Parasites hosted by domestic animals may spread to local wildlife populations, and vice versa.
- Limited budget for conservation is a serious problem regarding wildlife conservation in the area.
- Land availability will continue to act as a major constraint to conservation.
- Illegal hunting or poaching may cause severe pressure on protected areas, therefore should be strictly controlled.
- Land invasion cause the destruction of remaining habitat patches of land which has been subjected to low intensity use, therefore should be prevented.
- A low surface area per capita ratio limits the potential of land-driven growth.
- Land degradation caused by historic and recent land uses reduced land use potential significantly.
- Lack of coordination in the agricultural sector
- Land reform programme has resulted in a serious threat to sustainable agriculture
- Large areas of productive land are lying fallow in traditional council areas
- Commercial agriculture and with it, food production, is under serious threat in King Cetshwayo
- There is disjointed fresh produce marketing in King Cetshwayo
- Processed foodstuffs are largely imported into King Cetshwayo
- There are serious limitations to production due to limitations associated with input logistics (infrastructure)
- There are limitations on skills and expertise among food security household producers and emerging farmers as well as commercial farmers needing to adapt to changing conditions

C1.14 DISASTER MANAGEMENT

C1.14.1 VISION & MISSION: DISASTER RISK MANAGEMENT

Aligned with the National approach to disaster risk management, King Cetshwayo District acknowledges that disaster risk management is '*everybody's business*' in the district and not only limited to government or government officials. The public and private sectors must work together to build a resilient district.

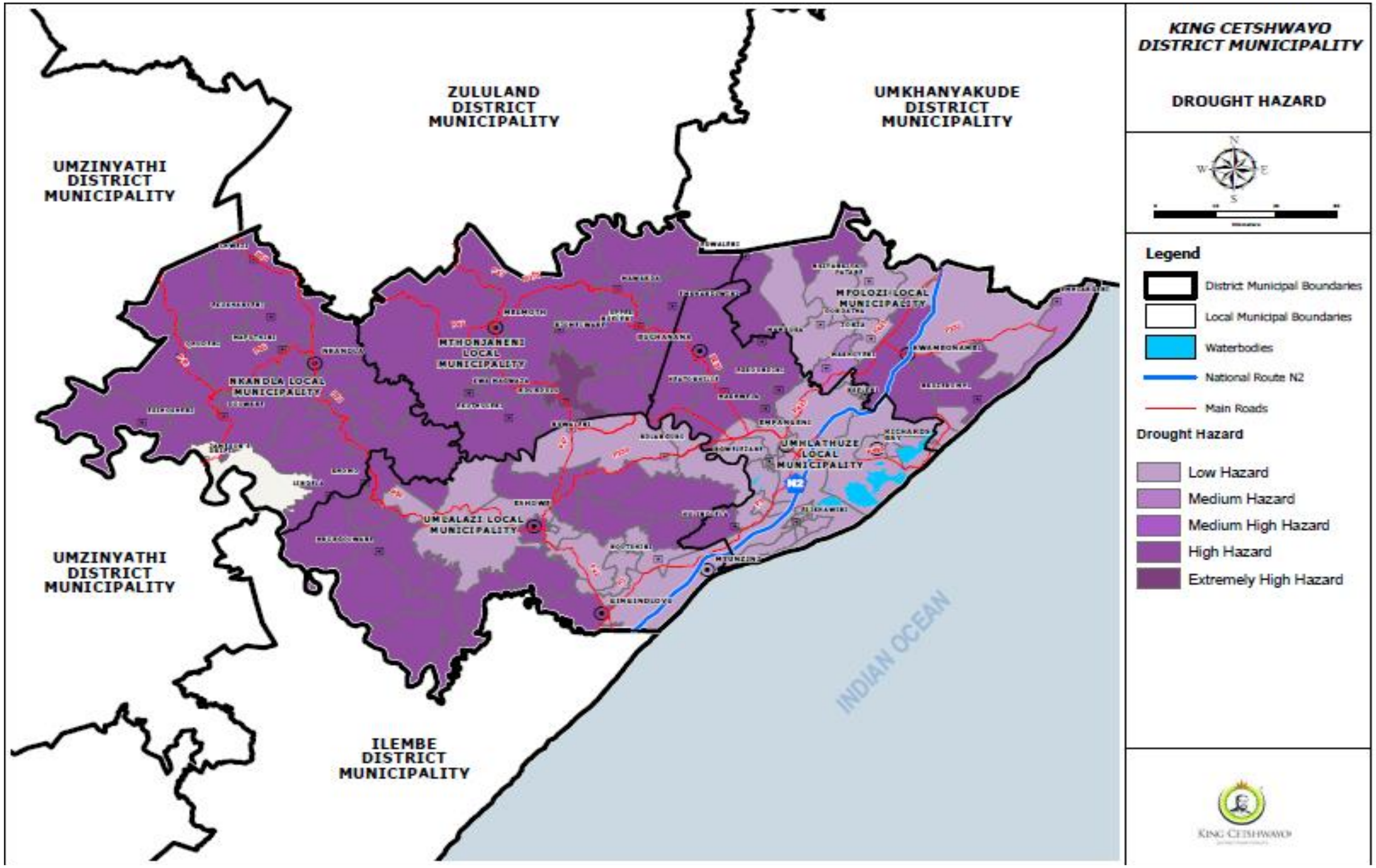
- **VISION FOR DISASTER RISK MANAGEMENT**

  King Cetshwayo District Municipality's vision is to ensure a safe and healthy environment, socially and economically, by building informed and resilient towns and communities in King Cetshwayo District Municipality.

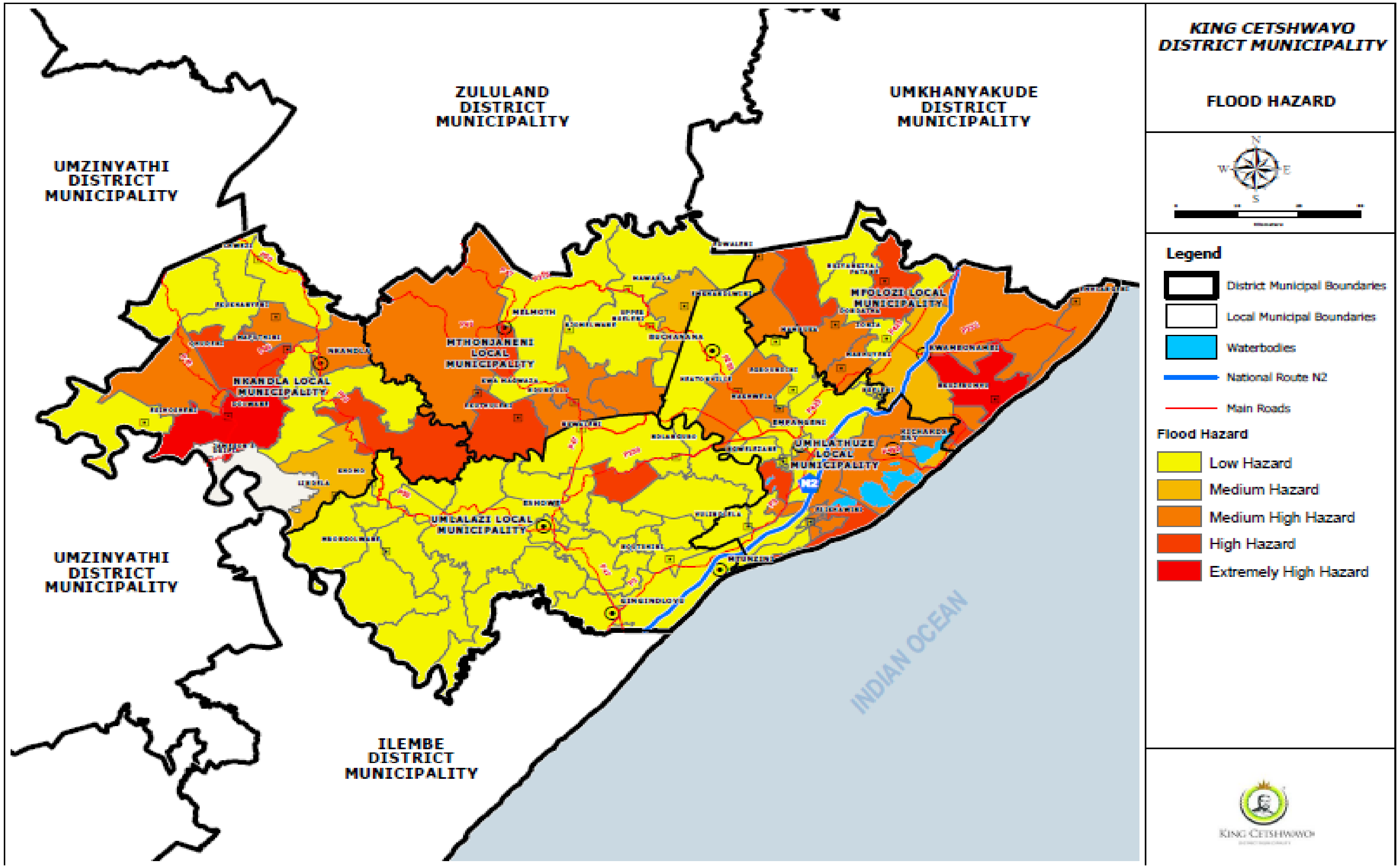
- **MISSION STATEMENT FOR DISASTER RISK MANAGEMENT**

  King Cetshwayo District Municipality's mission is to develop and implement holistic and integrated planning and practice in a cost-effective and participatory manner to reduce vulnerabilities and build resilient communities through sustainable development and service delivery.

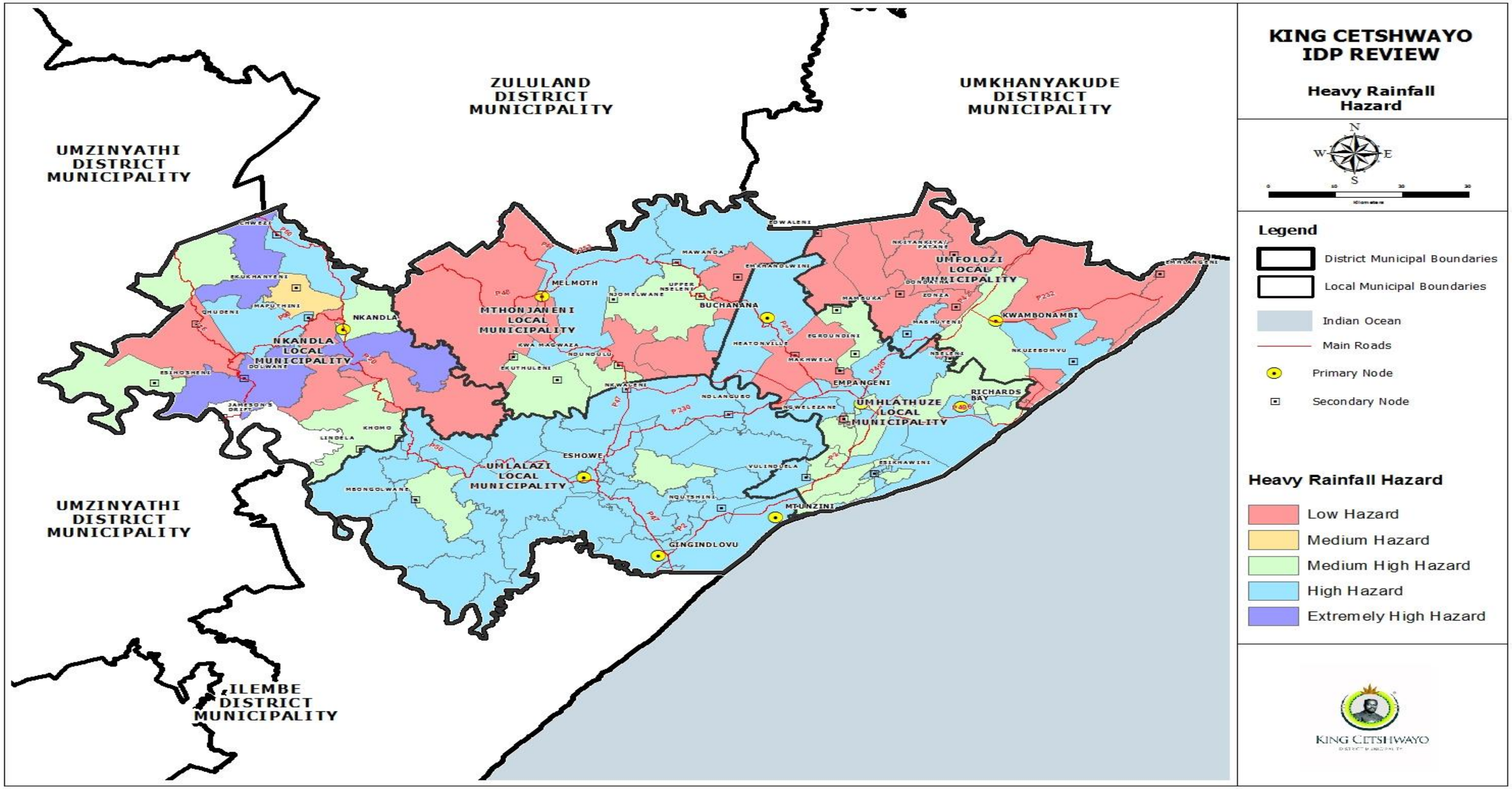
Map 22: Drought Risk



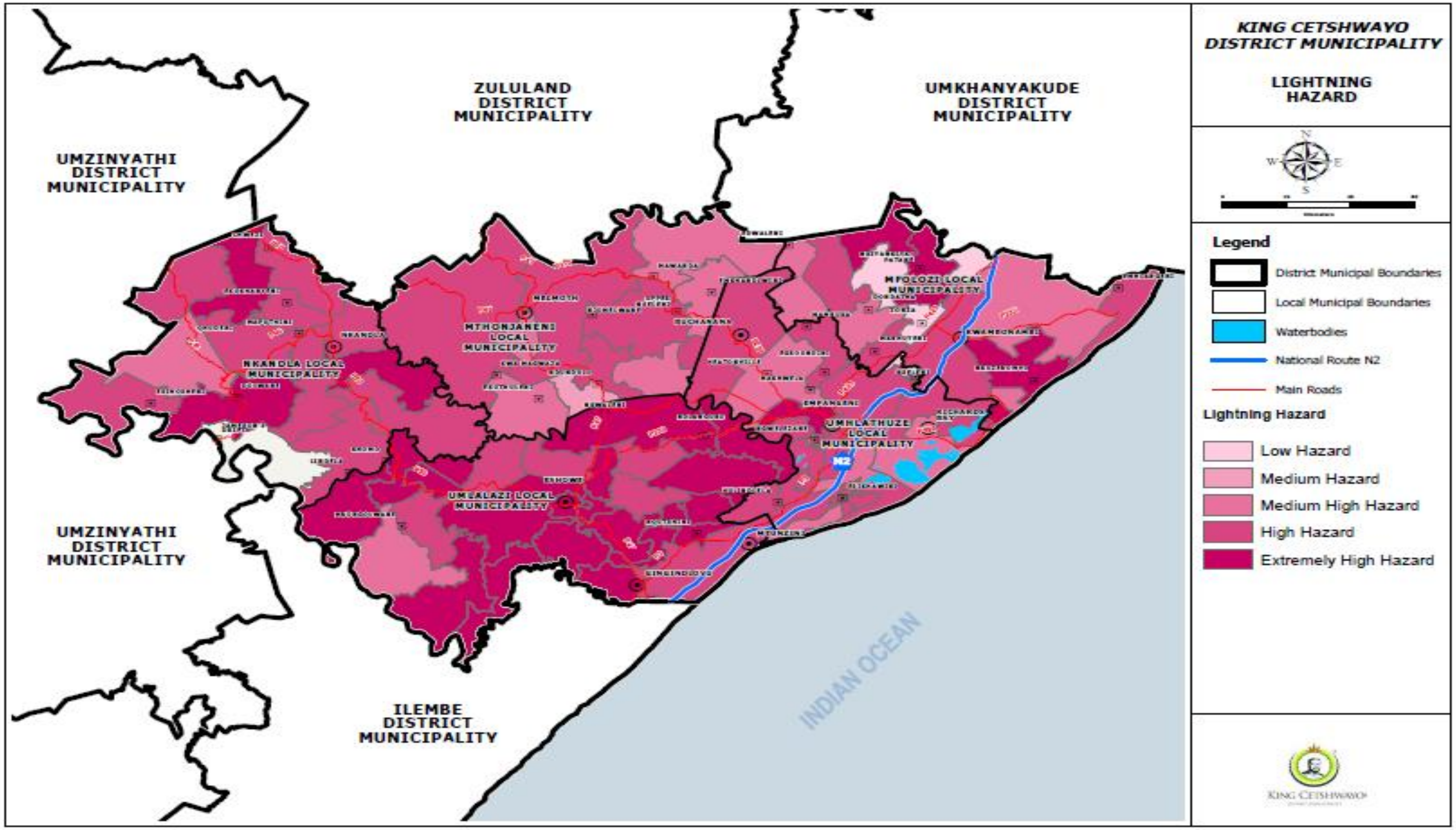
Map 23: Flood Risks



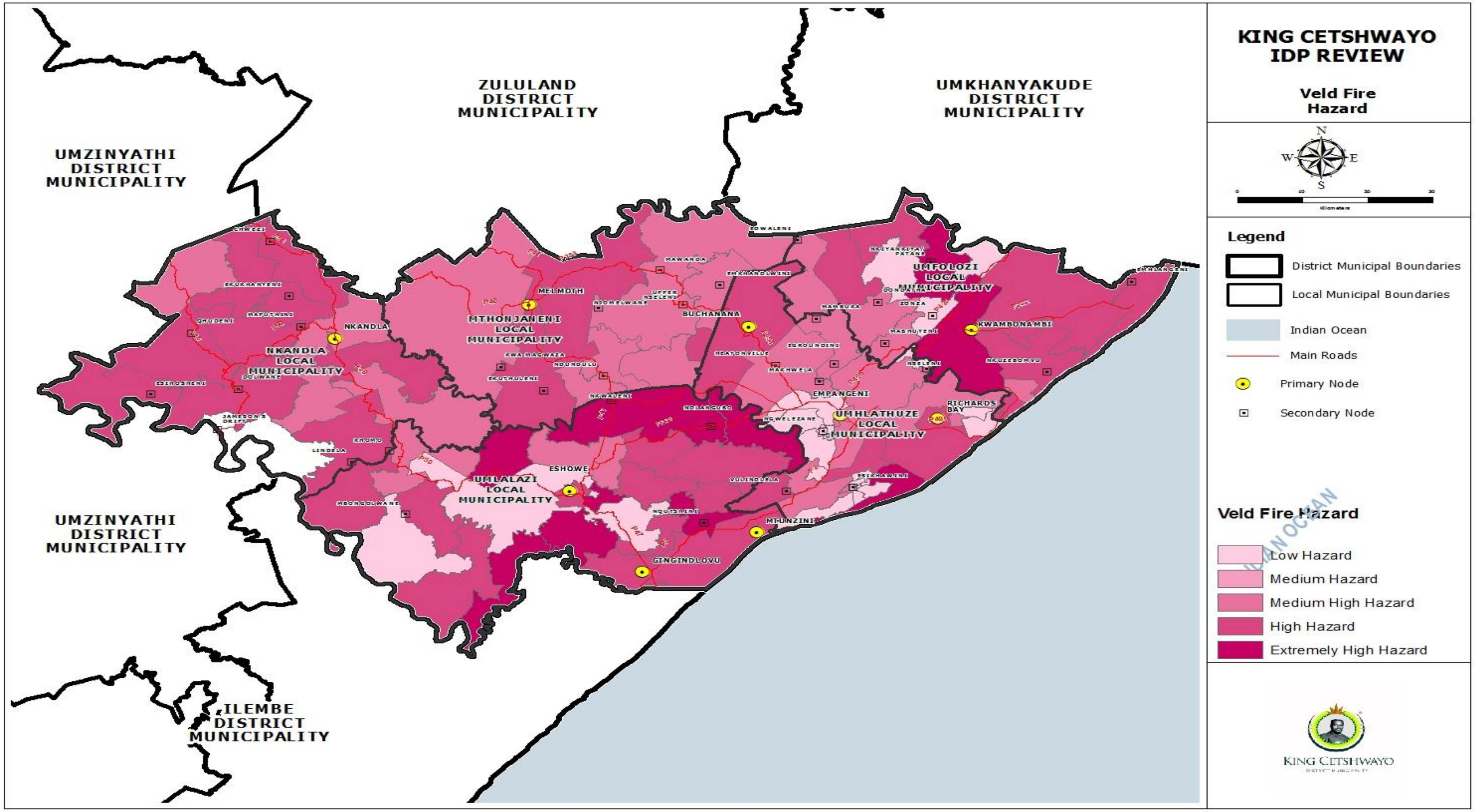
Map 24: Heavy Rainfall



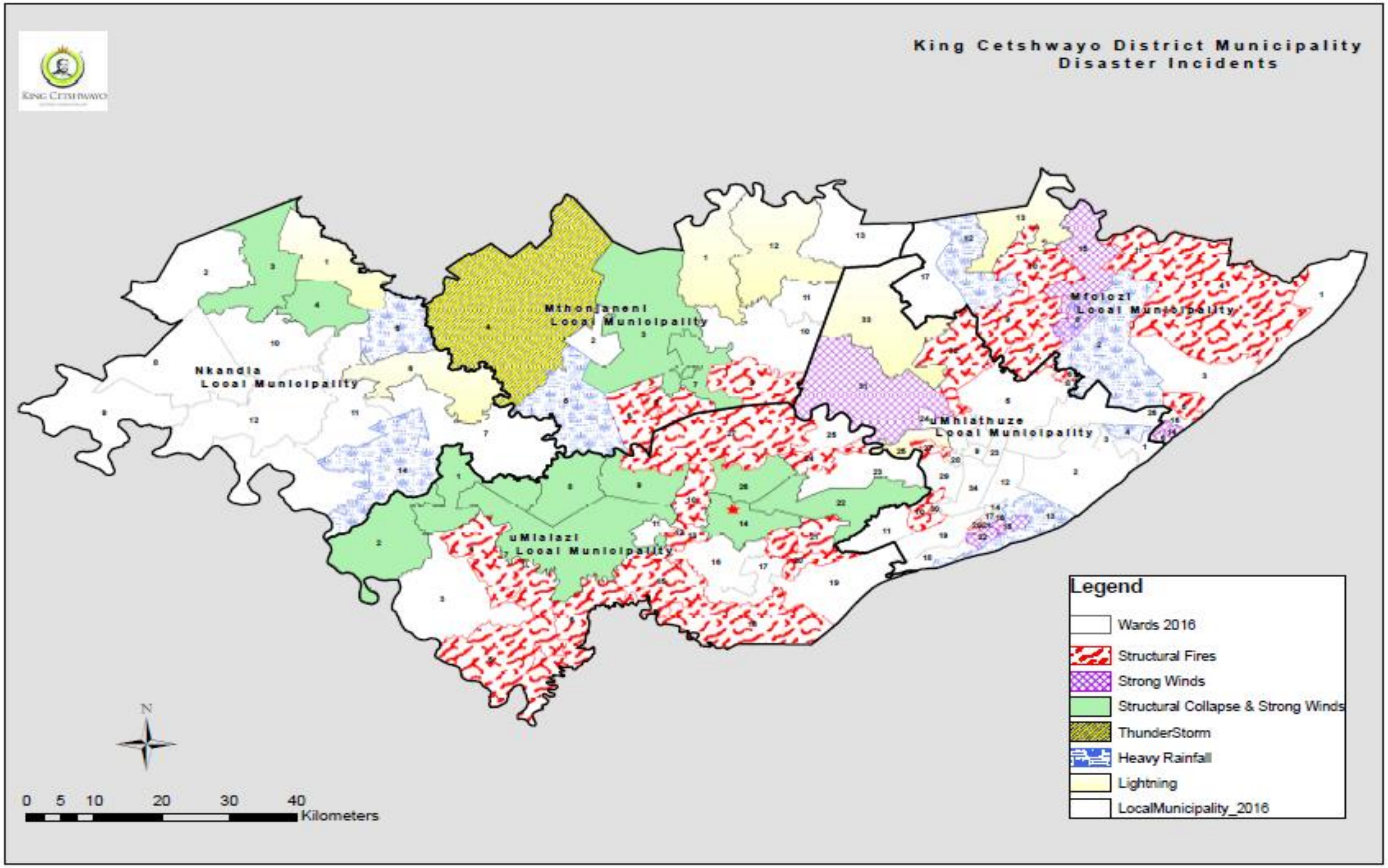
Map 25: Lightening Hazard



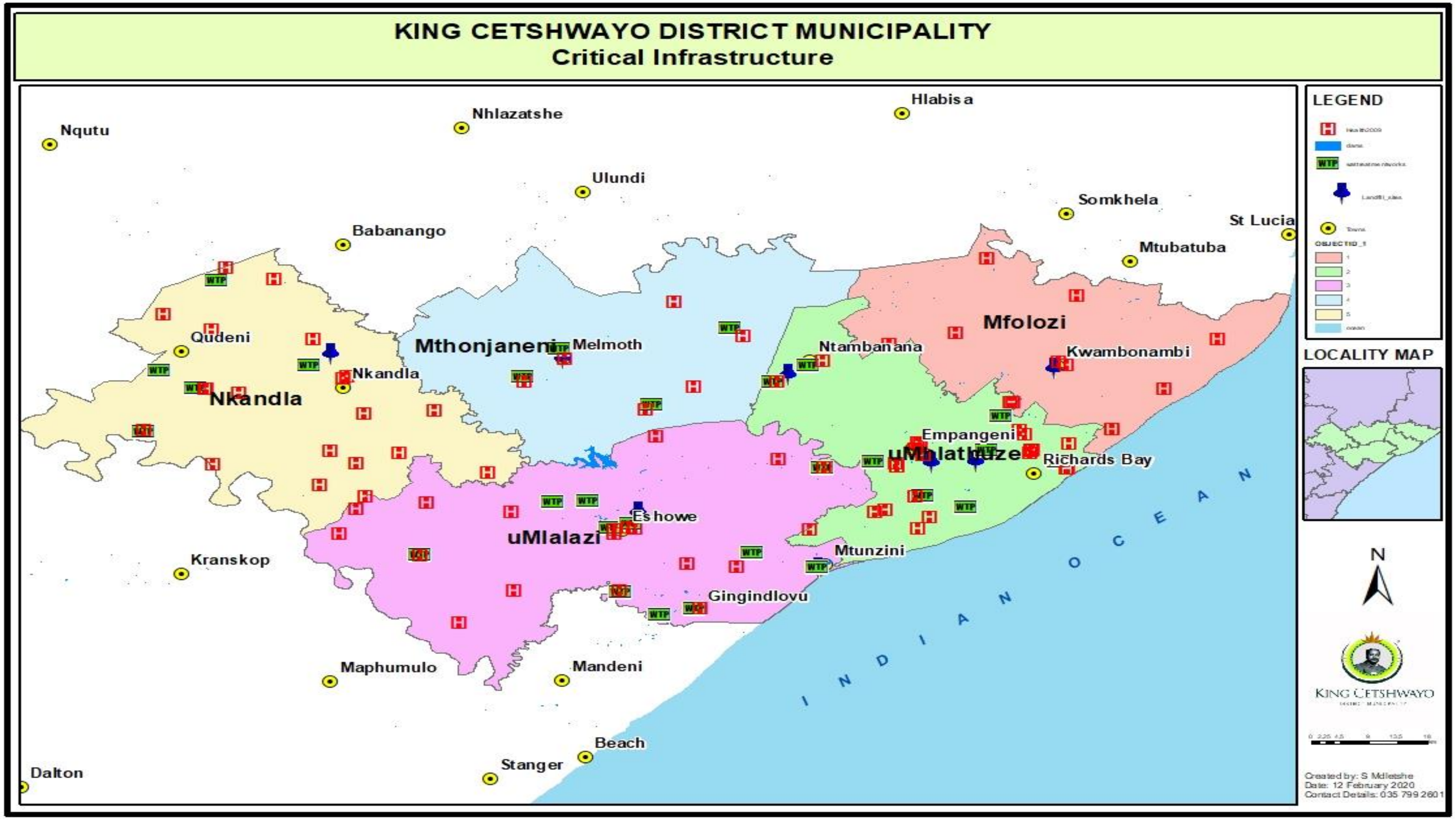
Map 26: Veld Fire



Map 27: Map showing KCDM incidents

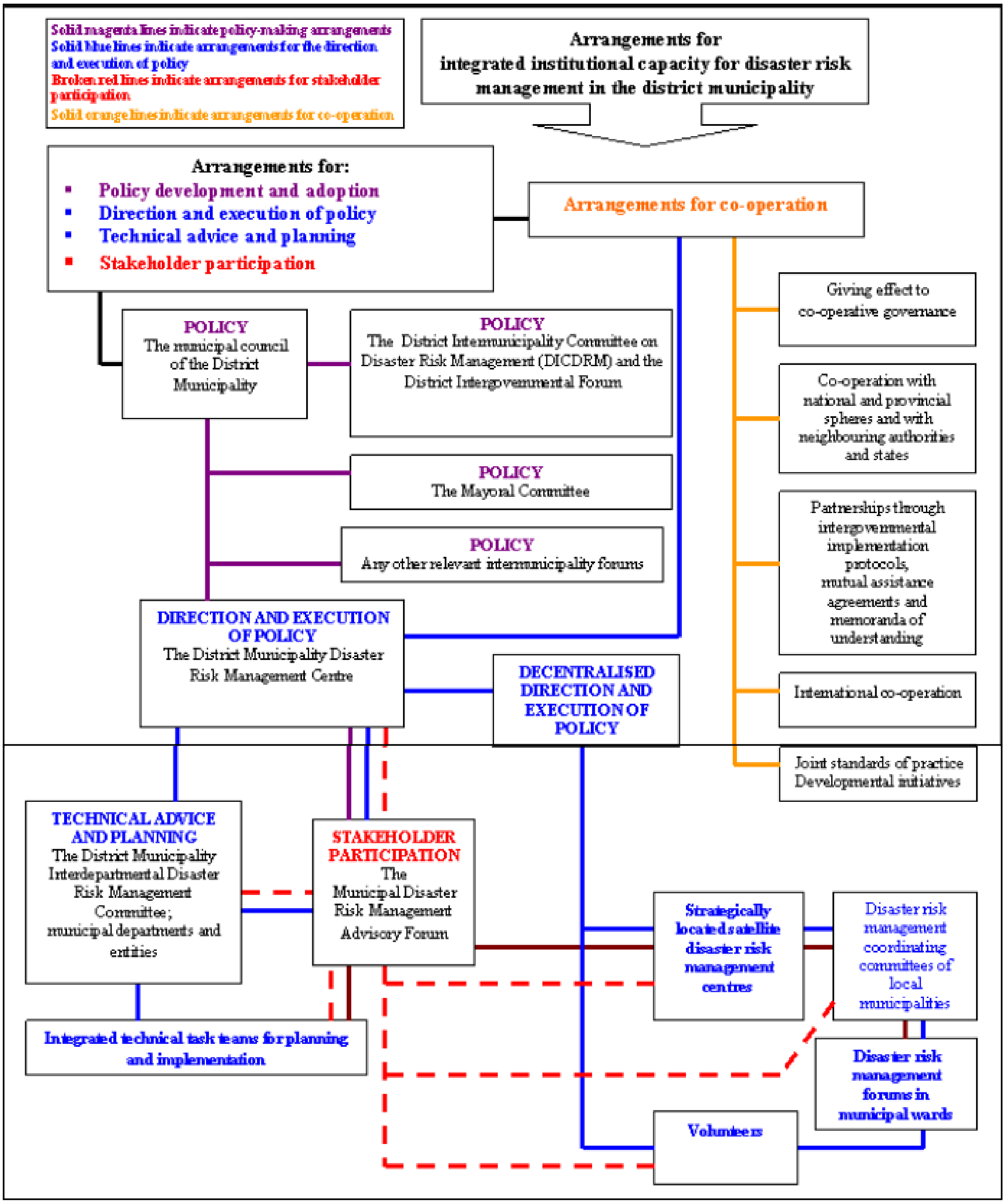


MAP 28: VULNERABILITY MAPS



C1.14.2 MUNICIPAL INSTITUTIONAL CAPACITY

Graph 5: Municipal Institutional Capacity



The head of King Cetshwayo Municipal Disaster Risk Management Centre is responsible for the exercise by the centre of its powers and the performance of its duties. In this regard, the head takes all the decisions of the centre, except decisions taken by another person as a result of a delegation by the head of the centre.

The head of the centre performs the functions of office:

- in accordance with the NDMF and the key responsibilities prescribed in the NDMF;

- in accordance with the Disaster Risk Management policy framework of the KZN Province;
- in accordance with the Disaster Risk Management policy framework (2011) of King Cetshwayo District Municipality;
- subject to the municipal council's IDP and other directions of the council; and
- in accordance with the administrative instructions of the municipal manager.

C2.14.3 MUNICIPAL INSTITUTIONAL CAPACITY

A dedicated DMC building / office space is required according to the Minimum Infrastructural Requirements for Disaster Management Centres. Various different sets of equipment are required in the DMC. The amount and type of equipment will be determined by the proposed layout and size of the centre. The KCDM Disaster Management Centre was established in 2005 as per the Minimum Infrastructure Guidelines. Currently the disaster management centre houses three other sections and it contravenes the guidelines. The municipality is looking at the option of sourcing a consultant to source the site and the costing of the entire building the disaster management centre.

Current disaster management structure.

- 1 x Senior Manager Disaster Management (New and Vacant)
- 1 x Manager Disaster Management
- 1 x District Fire Chief
- 1 x Disaster Management Officer
- 2 x Driver Office Assistance
- 1 x General Worker

The following is a proposed structure for the DMC: The DMC requires approximately 13 full-time staff members. These staff members will have different roles and responsibilities within the DMC, and will therefore have specific skills. Some of the required staff members include:

- 7 x Disaster Management **focused officials**, including the centre manager, senior DMC staff and DM officers;
- 6 x fire services staff headed by District Chief Fire Officer.
- 1 x General Support staff;
- 1 x Administrative personnel, including a receptionist/administrative assistant; and
- 1 x Cleaning and Maintenance, who will be responsible to maintain and clean the DMC facilities as well as the site surrounding the DMC.

IT and GIS Specialist support to be provided by the municipal IT and GIS functions.

The above stated staff requirements should serve as a guide, however, an analysis will be done to determine the staff requirements within the DMC, as well as develop detailed job descriptions, required skills and key performance indicators for each position within the DMC.

VOLUNTEER UNIT

The municipality does currently have a formally established disaster management volunteer unit which were established through Working on Fire program and they were trained in fire planning, fire safety and fuel load reduction.

The volunteers were recruited in the Nkandla Municipality (KwaDlomo, Mandaba, Amachube, Qhudeni and Izindlozi areas), Ntambanana (Mkhandlwini, Nsimbakazi, Obizo, Somopho, and Bhadaza), Mfolozi (Nzoza, Dondotha, Sokhulu, Nkunzebomvu and Mzingazi).

EPWP: DISASTER AND FIRE PREVENTION WORKERS

The project is being implemented at uMhlathuze Local Municipality under **Ward 31 Somopho area and Ward 32 Obizo**. The distribution per area at Somopho is 43 Prevention Field Workers the areas being Pay-point, Zenzele, Ezithombothini and Ningizimu. The distribution per area at Obizo is 61 the areas being Hlaza, Maqedipleti, Ndondwane and Obizo. **Recruited Prevention Field Workers are 68= Females, Youth = 67 Males = 27 Adults = 28.**

RISK ASSESSMENT

King Cetshwayo District Municipality has requested Provincial Disaster Management Centre to assist with the process of compiling the disaster management plan, as the district does not have the capacity to conduct it internally.

Graph 6: Disaster Risk Assessment Process

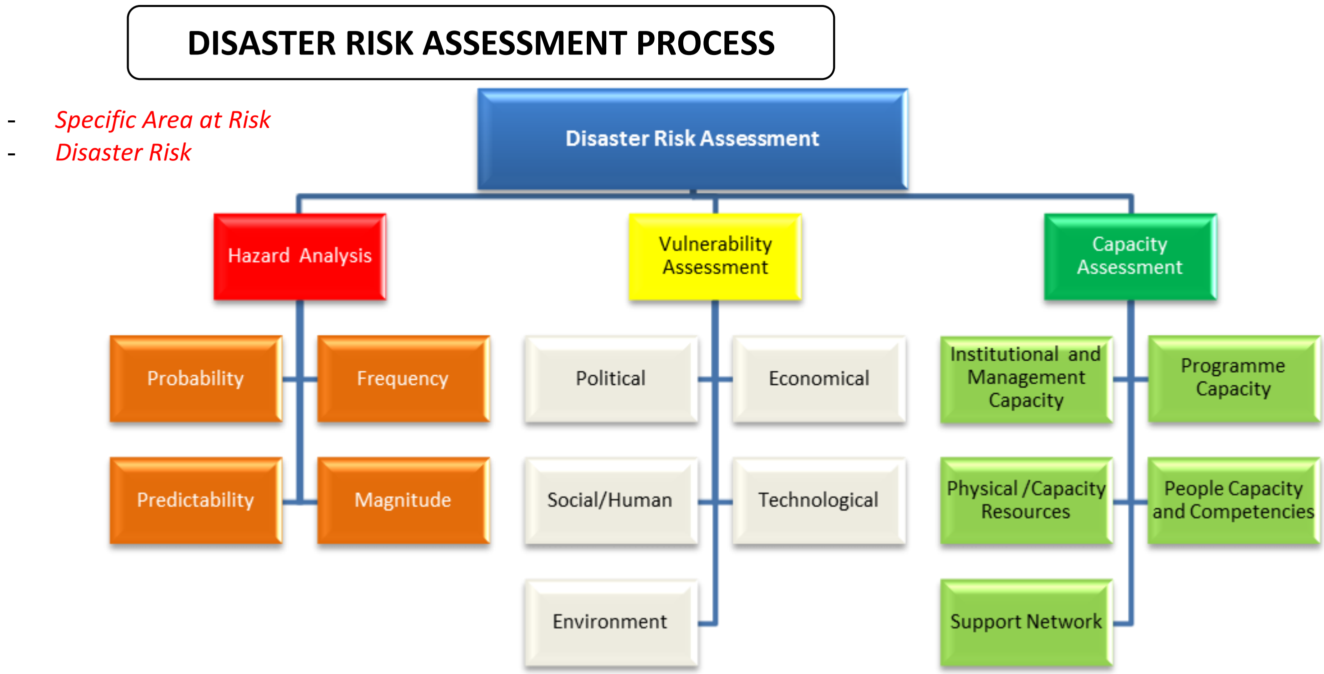


Table 17: Disaster Risks

HAZARD NAME	RELATIVE PRIORITY
Hydro-meteorological Hazards- Severe Storms(Wind, Hail, Snow, Lightning, Fog)	HIGHER PRIORITY
Disease/Health – Dieses: Human (HIV/AIDS & TB)	
Disease/Health – Dieses: Human (Other Disease)	
Fire Hazards- Veld/Forest Fires	
Hydro-meteorological Hazards- Floods (River, Urban & Dam Failure)	
Hydro-meteorological - Drought	
Civil Unrest- Demonstrations/Riots	
Hazardous Material- Hazmat: Fire/ Explosion (Storage & Transportation	
Hazardous Material- Hazmat: Spill/ Release (Storage & Transportation)	
Civil Unrest - Crime	
Transport Hazards- Road Transportation	
Pollution – Water Pollution (Fresh & Sea)	
Infrastructure Failure/Service Delivery Failure- Water	
Oceanographic- Storm Surge	
Infrastructure Failure/ Service Delivery Failure- Sanitation	
Hydro-meteorological Hazards- Extreme Temperatures	
Infrastructure Failure/Service Delivery Failure- Electrical	
Geological Hazards- Earthquakes	
Civil Unrest- Xenophobic Violence	
Fire Hazards-Formal & Informal Settlements/ Urban Area	
Geological Hazards- Landlines/Mud flows	
Disease / Health- Disease: Animal	
Geological Hazards- Rock fall	
Transport Hazards- Rail Transportation	
Pollution- Air Pollution	
Environmental Degradation- Erosion	
Infrastructure Failure/Service Delivery Failure- Transport	
Disease / Health- Disease: Plants	
Major Event Hazards (Cultural, Religious, Political, Recreation, Commercial, Sport)	
Transport Hazards- Water Transportation	
Environmental Degradation- Land Degradation	
Environmental Degradation- Loss of Biodiversity	
Infrastructure Failure/Service Delivery Failure- Gas	
Civil Unrest- Terrorism	
Oceanographic- Tsunami	
Structural Failure- Building Failure	
Geological Hazards- Subsidence	
Civil Unrest- Refugees/Displaced People	
Civil Unrest- Armed Conflict (Civil or Political)	
Infestation- Insect Infestation	
Transport Hazards- Air Transportation	
Pollution- Land Pollution	
Infestation- Animal Infestation/ Over Population	
Hydro-meteorological Hazards- Desertification	
Structural Failure- Dam Failure	
Environmental Degradation- Deforestation	
Infrastructure Failure/Service Delivery Failure- Information Technology	
Infestation- Plant Infestation (Intruder Plants)	
Structural Failure- Bridge Failure	
Infestation- Algal Bloom (Red Tide)	
Oceanographic- Sea Level Rise (Climate Change)	LOWER PRIORITY

C1.14.4 RISK REDUCTION & PREVENTION

Table 20: Logical Framework for Disaster Risk Reduction Recommendations

LOGICAL FRAMEWORK FOR DISASTER RISK REDUCTION RECOMMENDATIONS PER MAIN HAZARD CATEGORY- STRATEGIC OBJECTIVE: ENSURING THAT DISASTER RISK ARE REDUCED THROUGH PREVENTION, MITIGATION AND EFFECTIVE RESPONSE AND RECOVERY			
RISK:	**KPIS: MEASURABLE PERFORMANCE TARGETS**	**MEANS**	**MAIN RESPONSIBLE DEPARTMENT / STAKEHOLDER RESPONSIBLE IN THE MUNICIPALITY**
Fires	Residential related fires. Awareness programmes	Awareness communication materials (pamphlets / calendars), Media campaigns	Disaster Management Centre & Fire Services
	Veld fires. Awareness programme in and around open spaces, fire breaks administered	Awareness communication materials (pamphlets/calendars), Media campaigns, Notice boards; Fire breaks	Disaster Management Centre & Fire Services
	Early fire risk predictions. Early warning of high fire risk places & times, based on weather and vegetation/field condition	Early warning system, linked with Weather Services; Warnings via television, radio, newspapers, verbal.	Disaster Management Centre & Fire Services
		Building fire services station in key point areas within the local municipalities. Nkandla, Mthonjaneni, Mfolozi, and uMlalazi.	MIG, PDMC, NDMC
Industrial (including mining) fires / explosions / spillage / accidents	Survey of industries (for fire and hazardous materials risks); associated updating of hazard severity map; Compilation of hazardous materials register /database, indicating the location and contents of facilities spatially and in database format; Stakeholder meetings to confirm and refine the findings. Integrated register/database	Database design, development and population; Exact information, locality and hazardous materials known. Ensure industries have emergency and evacuation plans in place	Disaster Management Centre
	Establishing a Disaster management centre.		
Epidemics (Human & Animal)	Epidemic statistic tracking and warnings. Early warning of possible epidemics in specific areas	Awareness communication materials (pamphlets/calendars), Media campaigns, Notice boards; Warnings via television, radio, newspapers, verbal.	Disaster Management Centre
	Ensure potable water supply delivery to all settlements, even informal settlements if possible. Water supply delivery programmes in areas where population density is high but water supply not available	Budget allocation for water piping & supply projects	Engineering and Maintenance
	Immunization programmes.	List of areas and places immunized	Public Health
	Logging system and monitoring of communicable diseases on a daily basis at clinics and hospitals, on a central database. Communicable diseases report including graphs	Database of communicable diseases updated weekly /monthly; monthly digital reports presented to DMC	Public Health

LOGICAL FRAMEWORK FOR DISASTER RISK REDUCTION RECOMMENDATIONS PER MAIN HAZARD CATEGORY- STRATEGIC OBJECTIVE: ENSURING THAT DISASTER RISK ARE REDUCED THROUGH PREVENTION, MITIGATION AND EFFECTIVE RESPONSE AND RECOVERY			
RISK:	**KPIS: MEASURABLE PERFORMANCE TARGETS**	**MEANS**	**MAIN RESPONSIBLE DEPARTMENT / STAKEHOLDER RESPONSIBLE IN THE MUNICIPALITY**
Infrastructure failure: Power, sanitation, water & other key services	Co-ordination between water, electricity and sanitation services to identify cross-impacts and severity of impacts. Quarterly task group meetings	Co-ordination and integrated planning	Engineering & Maintenance
Surface water/land pollution	Specific incidences quickly and effectively reported and information distributed for possible evacuation. Immediate warnings once incidents take place	Awareness communication materials (pamphlets/calendars), Media campaigns, Notice boards; Warnings via television, radio, newspapers, verbal.	Disaster Management Centre
	Industry, Mining and Private individuals' compliance to pollution control requirements. Quarterly/yearly reports; Possible polluter-pays measures, Environmental education of public	List of pollution-control required industries/mines, waste sites etc., specific license requirements; database of industries/mines checked for reporting and compliance quarterly/annually; list of public education initiatives	Environmental Health
	Agricultural awareness. Awareness programmes with farmers with regard to pesticides, herbicides etc. control	Awareness communication materials (pamphlets/calendars), Media campaigns, Notice boards; Warnings via television, radio, newspapers, verbal.	Department of Agriculture
Air pollution: industrial	Monitor industrial related air pollution, in areas where applicable. Quarterly/yearly reports; Bylaws; license requirements; Possible polluter-pays measures	Industries providing proof of prevention/mitigation measures	Air Quality Management
Air pollution: informal settlements	Awareness and subsequent minimisation of air pollution in communities that utilize fuel for heat and cooking, instead of electricity. Awareness programmes in informal settlements	Pamphlets and public meetings where community leaders urge community to utilize electricity rather than fires, where possible	Disaster Management Centre
Transport: rail, road, hazmat	Road maintenance. Road maintenance projects	Budget allocation for road maintenance and upgrade projects	Engineering & Maintenance
	Railway maintenance. Railway maintenance projects	Budget allocation for railway maintenance and upgrade projects	Transnet
	Specific incidences quickly and effectively reported and information distributed for possible evacuation. Immediate warnings once incidents take place	Warnings via television, radio, newspapers, verbal.	Disaster Management Centre

LOGICAL FRAMEWORK FOR DISASTER RISK REDUCTION RECOMMENDATIONS PER MAIN HAZARD CATEGORY-STRATEGIC OBJECTIVE: ENSURING THAT DISASTER RISK ARE REDUCED THROUGH PREVENTION, MITIGATION AND EFFECTIVE RESPONSE AND RECOVERY			
RISK:	**KPIS: MEASURABLE PERFORMANCE TARGETS**	**MEANS**	**MAIN RESPONSIBLE DEPARTMENT / STAKEHOLDER RESPONSIBLE IN THE MUNICIPALITY**
Transport: rail, road, hazmat	Hazmat transport inspections on road. Inspections	List of hazmat transporters and spot-checks to ensure they have what they are listed to carry, forwarded bi-monthly to DMC	Environmental Affairs Traffic Services
	Transport and container inspections by rail. Inspections	List of hazmat transporters and spot-checks to ensure they have what they are listed to carry, forwarded bi-monthly to DMC	Public Health & Traffic Services
Transport: air	Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database	Reports submitted to DMC on yearly basis	Disaster Management Centre
Major Events	Preparation and planning, and informing communities of events and disaster plans relating to it. Event plans and pamphlets	Plans designed and distributed well beforehand	Disaster Management Centre
	Database indicating all possible venues and available evacuation and other plans for that venue	Lists of all venues that could house 250+ persons and associated risks for each, submitted to the DMC and/or Districts/Towns	Disaster Management Centre
Drought / water shortage	Alternative dams and/or cross-border water supply negotiations	Budget and programme action plans for specific water supply schemes	Technical Services
	Installation of water collection and storage containers in strategic locations	Budget and location identification for containers	Technical Services
	Installation of collection and storage containers at industries and organisations.	Awareness communication materials (pamphlets/calendars) Media campaigns, Notice boards; Warnings via television, radio, newspapers, verbal.	Technical Services
	Installation of collection and storage containers at private homes	Awareness communication materials (pamphlets/calendars) Media campaigns, Notice boards; Warnings via television, radio, newspapers, verbal.	Technical Services
	Linkages of data to monitor long term weather patterns vs water demand. Change monitored and predictions made	Scenarios indicated and planned for	Disaster Management Centre
	Ground water resources. Ground water resources usability known	Ground water quality survey and impact assessment	Technical Services DWA
Civil unrest (including terrorism)	Monitoring system implemented. Database with incidents indicated	Graphs and probability evaluations updated	Traffic Services & SAPS
	Incident database to be set up and maintained. Incident database updated and maintained	Incident database designed, developed and implemented; updated	Traffic Services & SAPS
Floods	Assessment of dam break impacts on existing developments. Dam break flood impacts	Documentation indicating impacts and consequences	Technical Services DWA

	Develop indicative flood mapping, giving an indication of the 100-year and RMF floodlines along the major watercourses. High frequency and risk of flood events, based on past events	Major impacts on especially informal and low-income settlements	Disaster Management Centre
	High water markers and beacons to indicate depth of rivers. Maintenance of beacons, and installation of additional high water markers	Maintaining of beacons; identification of positions for high water level markers; installation of high water markers	Technical Services DWA
	Flood hazard assessments for selected watercourses. Hazard assessment studies, reports and associated maps	Budget allocation for the various projects	Technical Services DWA
	Ensuring no development and building in floodline areas. Awareness programmes and law enforcement	Awareness communication materials (pamphlets/calendars), Media campaigns	Integrated Development Planning
	Stormwater maintenance. Ongoing stormwater maintenance	Stormwater asset management register and maintenance scheduled and budgeted for	Technical Services DWA
Storms	Early storm risk predictions based on weather	Early warning system, linked with Weather Services; Warnings via television, radio, newspapers, verbal.	Disaster Management Centre
Environmental degradation	Waste site location and management. Integrated waste management plans	Drafting and acceptance of the waste management plans, and spatial data indicating location of all existing and future waste sites	Environmental Affairs
	Erosion protection, especially where sand and gravel mining is taking place. Stricter environmental controls	Decreased erosion and extraction	Environmental Affairs
Hazmat transportation	Specific incidences quickly and effectively reported and information distributed for possible evacuation. Immediate warnings once incidents take place	Warnings via television, radio, newspapers, verbal.	Disaster Management Centre
	Hazmat transport inspections on ships.	List of hazmat transporters and spot-checks to ensure they have what they are listed to carry, forwarded bi-monthly to DMC	Disaster Management Centre
	Transport and container inspections by ship. Inspections	List of hazmat transporters and spot-checks to ensure they have what they are listed to carry, forwarded bi-monthly to DMC	Disaster Management Centre
Extreme temperatures	Early temperature risk predictions based on weather	Early warning system, linked with Weather Services; Warnings via television, radio, newspapers, verbal.	Disaster Management Centre
Desertification	Link with Weather Services: Monitoring and studies. Draft medium-longer term contingency plans for areas at risk	Mainly monitoring	Environmental Health
Plant infestation /overpopulation	Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and	Reports submitted to DMC on yearly basis	Environmental Health/Department of Agriculture

	inclusion of data into DMC database		
Animal/Insect infestation /overpopulation	Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database	Reports submitted to DMC on yearly basis	Environmental Health
Geological (Earthquake, Landslides, Subsidence, Erosion, Land Degradation)	Detailed Geological Risk Study in areas at possible risk. Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database	Contingency Plans for possible occurrences. Reports submitted to DMC on yearly basis	Environmental Affairs
Deforestation	Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database	Reports submitted to DMC on yearly basis	Department of Agriculture
Loss of biodiversity	Monitoring of types and severity of incidents that may lead to disasters. Yearly reports and inclusion of data into DMC database	Reports submitted to DMC on yearly basis	Environmental Affairs

MUNICIPAL DISASTER MANAGEMENT POLICY FRAMEWORK

The districts disaster management framework is the legal instrument specified by the Act to address such needs for consistency across multiple interest groups, by providing 'a coherent, transparent and inclusive policy on disaster management appropriate for the district and its role players. The district's disaster management framework recognises a diversity of risks and disasters that occur in the district, and gives priority to developmental measures that reduce the vulnerability of disaster-prone areas, communities and households. District disaster management framework places emphasis on the disaster risk reduction concepts of disaster prevention and mitigation as the core principles to guide disaster risk management in the district.

The district's disaster management framework is aligned with the provincial as well as the national disaster management frameworks.

MUNICIPAL DISASTER MANAGEMENT PLAN

The district's disaster management plan was approved and adopted by council in 2012 and the plan is to restart the process, as a ward base plan is required to ensure proper risk reduction implementation.

MUNICIPAL DISASTER MANAGEMENT INTER-DEPARTMENTAL COMMITTEE

The disaster management issues are discussed in the Management Committee that sit every Monday although Manager Disaster Management is not a member but Senior Manager Public Safety is part and ensures that it is disaster management discussed.

MUNICIPAL DISASTER MANAGEMENT ADVISORY FORUM

The King Cetshwayo Disaster Management Centre held the Disaster Management Advisory Forum meetings quarterly (2018/2019), to report and advise on all stakeholders' activities pertaining to the disaster management. The meetings were held as follows:

- 24 July 2018
- 11 October 2018
- 14 February 2019
- 16 April 2019

Challenges are that the stakeholders especially the regional government officers and managers do not attend the meeting. This means that the DMC does not have the current risk and plans to reduce and mitigate the risks. All government departments (except CoGTA: PDMC) do not submit the disaster management plan as per section 48 of the Disaster Management Act.

MUNICIPAL DISASTER MANAGEMENT PLAN

The district's disaster management plan was approved and adopted by council in 2012 and the plan is to restart the process, as a ward base plan is required to ensure proper risk reduction implementation

C1.14.5 RESPONSE & RECOVERY

In terms of section 55(2) of the Act, the following can immediately be implemented once a local state of disaster has been declared:

a) the release of any available resources of the municipality, including stores, equipment, vehicles and facilities;
b) the release of personnel of the municipality for the rendering of emergency services;
c) the implementation of all or any of the provisions of a municipal disaster management plan that are applicable in the circumstances;
d) the evacuation to temporary shelters of all or part of the population from the disaster-stricken or threatened area if such action is necessary for the preservation of life;
e) the regulation of traffic to, from or within the disaster-stricken or threatened area;
f) the regulation of the movement of persons and goods to, from or within the disaster-stricken or threatened area;
g) the control and occupancy of premises in the disaster-stricken or threatened area;

h) the provision, control or use of temporary emergency accommodation;
i) the suspension or limiting of the sale, dispensing or transportation of alcoholic beverages in the disaster-stricken or threatened area;
j) the maintenance or installation of temporary lines of communication to, from or within the disaster area;
k) the dissemination of information required for dealing with the disaster;
l) emergency procurement procedures;
m) the facilitation of response and post-disaster recovery and rehabilitation; or
n) other steps that may be necessary to prevent an escalation of the disaster, or to alleviate, contain and minimise the effects of the disaster.

In reading section 54 of the act, the above will be pro-actively be implemented by King Cetshwayo District Municipality, as required, depending on the requirements of the incident and availability of resources, irrespective of a local state of disaster has been declared or not.

MUNICIPAL CAPACITY IN TERMS OF RESPONSE AND RECOVERY

Inadequate funding for both the Disaster Management Centre as the structure and Disaster Management Plan update and review to a level 3 plan. Lack of capacity equipment and human resources as the district has 105 wards and the personnel directly involved is only two personnel the Manager: Disaster Management and Disaster Management Officer.

Disaster management is often given attention only when there are incidents but reports would not be forthcoming to the district. One of the resolutions taken during the engagements sessions was that each municipality should have disaster management personnel for disaster management only.

King Cetshwayo District Municipality is predominately rural and the characteristics of these areas are poverty, non-registration documentation as citizens, lack of proper housing (mud and thatch which are vulnerable to any kind of weather), lack of basic services etc. and these communities are always at the forefront of disasters. They don’t have capacity to deal with incidences, they are vulnerable to the weather, and they are faced with hazards that they can’t eliminate or prevent.

INFORMATION MANAGEMENT AND COMMUNICATION

EARLY WARNING STRATEGY

The district is under the process of loading all the network of people in the database i.e. Councillors, Ward Committee, Volunteers, CDW, DMAF members, War Room Chairpersons, School Principals etc. to be able to receive the warning from SAWS. Workshops will be conducted on an ongoing basis to explain the information and what to do after the receipt of such information.

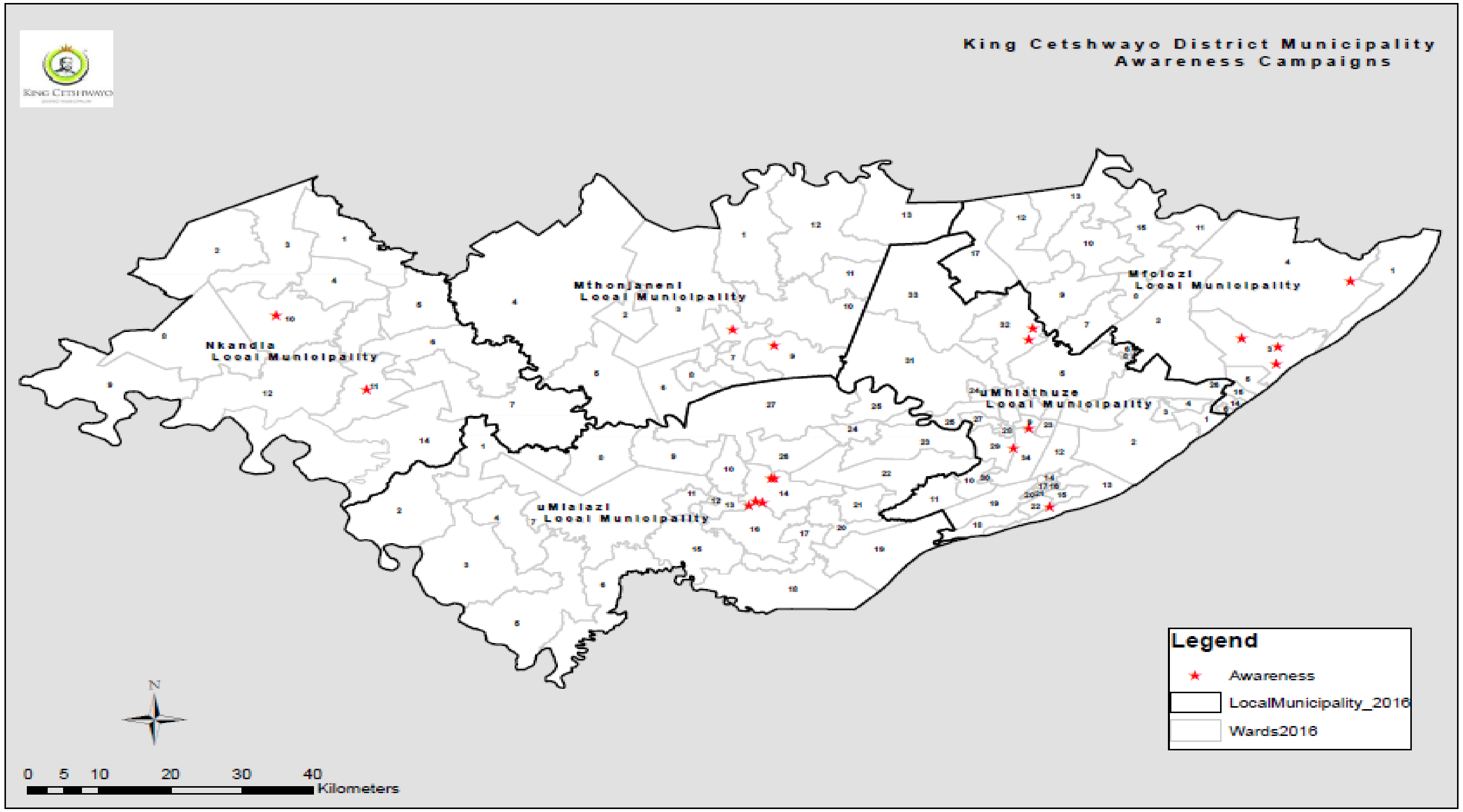
Post Disaster Impact Assessments

After a disaster, the following disaster impact assessment activities will be undertaken, including an impact analysis relating to:

- Direct and indirect impact on communities;
- Social impact;
- Agricultural impact;
- Infrastructural impact, including critical infrastructure;
- Environmental impact; and
- Economic impact.

The assessment will also include an evaluation of the response efforts of the various departments and role-players. The results from the assessment will be used to determine the overall impact of the event on the Municipality, identify gaps in the current disaster contingency plans, and identify suitable improvements required to increase the resilience of the Municipality to disasters or extreme events.

EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH



PUBLIC AWARENESS CAMPAIGNS

QUARTER	REDUCTION ACTIVITIES
QUARTER 1 HAZARDS • Fire • Strong Winds	**19 July 2018 uMhlathuze Municipality,** Nkosazana Primary School, Matshana area. The aim was to create awareness on the disaster and fire hazards prevalent or that harm learners and up keeping with the Nelson Mandelav67 minutes the EHS, DoH and disaster management also assisted with cleaning the school. Environmental Health section (EHS) created awareness around hygiene, food handling and good health.
	16 August 2018 EPWP Field Workers Ward 31 and Ward 32 uMhlathuze, vulnerable groups households (six) were visited to ensure disaster and fire safety in the households by the disaster management team and the field workers. The program assisted the field workers to understand what issues of concern they should address when visiting such households as part of their duties**.**
	28 August 2018 Ward 3 Mthonjaneni, three (6) vulnerable groups households. Velenkosini Biyela household a male with a disability at Mkhindini area. The household is fire safe but there is a need for a wheelchair. Nonhlanhla Mathaba a child headed household at Mayini area. The family situation is that of poverty an intervention is needed to ensure that the children are taken care of since there is no adult. Nokuthula Mpungose a senior citizen household at Njomelwane area. The elder is living in poverty with a fire safety issue a concern but materials issue will lessen the likelihood of a fire.
	04 September 2018 Fire Station, Nkandla Municipality. The disaster management centre handed over the skid unit and conducted a fire safety awareness. A fire assessment was conducted by the District Fire Chief Officer and the outcome was that Nkandla was in need of a fire equipment that would assist the community whilst their fire engine went for repairs
	29 September 2018, **uMlalazi Fire and Disaster Workshop**: Amakhosi and Councillors. The workshop was aimed at capacitating leadership on fire and disaster legislation, functions of local and government sphere. It also highlighted challenges of both functions that impact negatively on the service delivery of community safety.
QUARTER 2 HAZARDS • Storm • Lightning • Heavy Rain • Heatwave	**25 October 2018 uMlalazi Municipality,** Thafeni area and **30 October 2018** Mthonjaneni Municipality Siyavuna area celebration of the IDDR The aim was to create awareness on the risks faced by people with disabilities especially in the households and to share information on how to minimize or prevent the risks and saving the life of a disable person. Valuable lesson learnt from the chairperson of people with disabilities Mr. Sibiya is that information should be shared to enable a disabled person to try or devise a plan according to their ability to create a safe environment. He further shared that despite his disability he can do all the house chores including cooking.

• **flooding**	**09 November 2018 Thafeni Primary School, 20 November Siyavuna Primary School and Bhiliya Primary School.** The learners were made aware of the dangers of the summer month which is characterized by thunderstorms, strong winds, lightning, drownings and specialized events. These incidents mostly affect school going children in the household, field and area around them. The dangers of drownings were also highlighted and implored the leaners to be very careful, swiftly report lightning or drownings witnessed and listen to the warnings of the parents. Environmental Health
	20 February 2019 Nkandla Municipality, Emjahweni area Ward 11. The aim was to create awareness on the risks faced by people with disabilities especially in the households and to share information on how to minimize or prevent the risks and saving the life of a disabled. person. The following households were visited; B.T Khanyile B.R Mchunu N.P. Magwaza
QUARTER 3 **HAZARDS** • **Fire**	**22 February 2019** Mbongolwane area Ward 4, The aim was to create awareness on the risks faced by people with disabilities especially in the households and to share information on how to minimize or prevent the risks and saving the life of a disabled. The following households were visited; M.M Ntshangase H. Magwaza F. Ntshangase
	26 February 2019 KwaSanguye area Ward 1. The aim was to create awareness on the risks faced by people with disabilities especially in the households and to share information on how to minimize or prevent the risks and saving the life of a disabled. The following households were visited; Mr. M. Skhakhane Mr. M. Xulu Mrs. M. Skhakhane
	27 February 2019 uMfolozi Municipality Sokhulu area Ward 1,4&5. The aim was to create awareness on the risks faced by people with disabilities especially in the households and to share information on how to minimize or prevent the risks and saving the life of a disabled. The following households were visited; Mr. K.D Mthethwa Ms S. Dludla Ms S. Ndawonde
	28 February 2019 eSikhaleni and Ngwelezane Ward 13, 14, 16. The aim was to create awareness on the risks faced by people with disabilities especially in the households and to share information on how to minimize or prevent the risks and saving the life of a disabled. The following households were visited;

	Ms B. Thusi Ms N. Mdletshe Mr. S. Ngema
QUARTER 4 **HAZARDS** • **Fire** • **strongwinds**	**28 May 2019** uMhlathuze Municipality, Nseleni area Ward 7. The following households were visited; Zulu Household Myaka Household Mthethwa Household Mlondo Household Khumalo Household Nkosi Household Zulu Household
	30 May 2019 Ntshingimpisi Hall Ward 14, there was an awareness with the war room members and Councillor. The aim was to create awareness on the risks that each different stakeholder has noticed this winter season and encourage a risk avoidance behavior.
	30 May 2019 Mzingazi area Ward 14, The following households were visited; Mhlongo Household Ngema Household Ndlazi Household MaZungu Mhlongo Household Nkosi Household Zulu Household
	On the **31 May 2019**, uMlalazi Municipality hosted the International Day for Fire Fighters at eShowe Fire Station and disaster management was part of the commemoration. The day was to commemorate the fire fighters and their risky function of saving lives on the road and extinguishing fires

RESEARCH

NONE

DISASTER RISK REDUCTION 2017-2018

Activation of Volunteers (Ongoing Project)

Through an ongoing partnership between the Working on Fire (WoF) team and King Cetshwayo District Municipality in conducting Module 1 of WoF and fire wise awareness in Municipal areas targeting prone areas. Activation of the already trained volunteers took place under uMfolozi Municipality namely Nkunzebombu, Sokhulu, and Ndlabeyilandula. This activation and refresher training is done as a preparation to the winter season. Volunteers are encouraged to select a committee, have a fire management plan for their area, which will contain the rules, identify stakeholders, and projects planned for the area.

EPWP

The EPWP disaster and fire project in the financial year 2017-2018 was earmarked at ensuring experiential training of firefighting program. The firefighting program was initiated by KCDM Corporate Services Department through a LGWSETA learnership program.

The trainee fire fighters were recruited within the district for example Mthonjaneni, uMfolozi and uMhlathuze. There were 15 firefighters but the ones that got through the experiential were 14 and the other one female trainee got a job at King Shaka Airport. The trainee firefighters were all youth and there were female 5 and 9 males.

The trainee firefighters were placed with uMhlathuze Municipality to capacitate them cost free. The district was remunerating the trainees with R 2 900.00 per month under the EPWP grant program.

Disaster Management Programmes/Projects by Municipality

1.1. Management Programmes/Projects by Municipality

PROJECT DESCRIPTION	2018 / 2019
TEMPORARY SHELTER	300,000
ACTIVATION OF DISASTER MANAGEMENT VOLUNTEERS	250,000
DISASTER RISK REDUCTION PROGRAMME	200,000
DISASTER STOCK ITEMS	300,000
INTERNATIONAL DAY FOR DISASTER RISK REDUCTION	120,000
	1,170,000

DISASTER MANAGEMENT PROGRAMMES/PROJECTS BY STAKEHOLDERS

None

C1.14.6 TRAINING & AWARENESS/ CAPACITY BUILDING PROGRAMMES

The Disaster Management Act No. 57 of 2002 and Disaster Management Policy Framework make provision for the recruitment, training and participation of volunteers in disaster risk management in all three spheres of government.

C1.14.7 FUNDING ARRANGEMENTS/ FUNDING MOBILIZATION STRATEGY

Table21: Proposed Funding Arrangements for Disaster Risk Management

ACTIVITY	FUNDING SOURCE	FUNDING MECHANISM	BUDGET
Disaster risk management ongoing operations (KPS 2 and 3)	National and provincial government	District Disaster Management Centre Establishment Sourcing of site, furniture, equipment and building.	R10m Seeking funding
		Fire Services Establishment	R500 000 Seeking funding
Disaster risk reduction KPA 2 and 3	National departments	Fire Prevention Program Climate Change Program	R300 000 Internally funded
	District Municipalities	International Day for Disaster Risk Reduction	R150 000 Internally funded
		Fire balls program	R350 000 Internally funded
	In the case of low-capacity, resource-poor municipalities²	Fire Services Capacity Local Municipality capacity equipment and building	R5m Seeking funding
Response, recovery, rehabilitation and reconstruction efforts (KPA 4)	National Government Human Settlement	Housing development for the rural areas	R80M
	Provincial government	Storm water drainage system Mfolozi, uMhlathuze and uMlalazi	R100M
Education, training and capacity building programmes (Enabler 2)	All spheres of government	Community training and awareness	R500 000 Seeking funding
		Schools awareness program	R300 000 Seeking funding

C1.14.8 DISASTER MANAGEMENT: SWOT ANALYSIS

STRENGTHS/OPPORTUNITIES

- The Municipality has a Level 2 Disaster management Plan in place
- KCDM have established the foundation institutional arrangements, and are building the essential supportive capabilities needed to carry out comprehensive disaster risk management activities.
- There are Disaster Management Advisory Forums in the District Municipality, uMhlathuze, uMlalazi and Mthonjaneni
- Current disaster risk profile is based on a detailed disaster risk assessment process
- The risk profile for King Cetshwayo District Municipality is based on the data received from the incident assessment and reports of such.
- A number of risk reduction measures have been identified related to the highest rated identified risks.
- Communication and stakeholder participation in disaster risk management in King Cetshwayo District Municipality is executed through a consultative process, education and public awareness, initiated by King Cetshwayo District Municipality disaster management function

WEAKNESS/THREATS

- Hazard-specific disaster contingency plans still need to be developed
- **Limited capacity** currently exists in King Cetshwayo District Municipality and specifically in its local municipalities to fulfil all the functions required by the Act
- The resources associated with performing disaster management related functions in the KCDM are rated between ‘insufficient’ and ‘sufficient’.
- There is a need for increased investment in capacity and resilience building in each of the local municipality.
- The district would have to establish a new centre due to the current centre being occupied by three other sections.

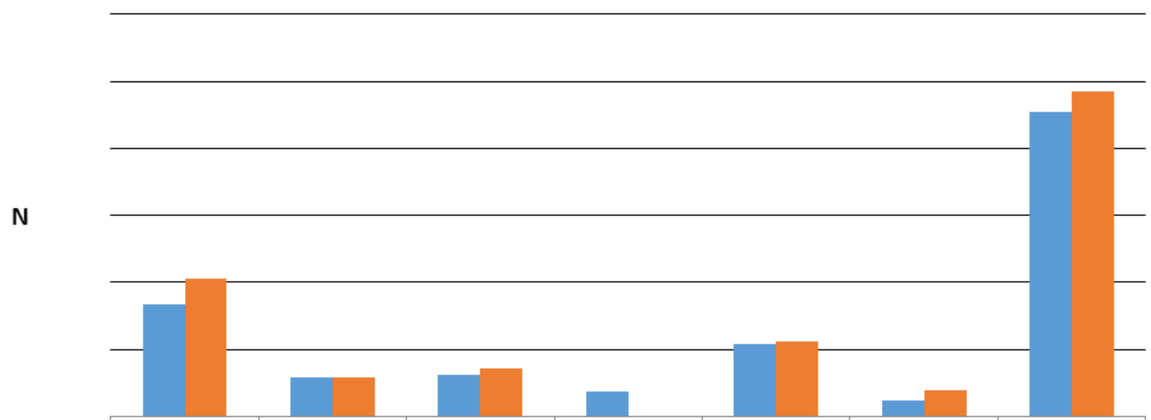
C2.0 DEMOGRAPHIC ANALYSIS

C2.1 POPULATION

C2.1.1 TOTAL POPULATION

The total population of King Cetshwayo District Municipality is 971 315 according to the Community Survey conducted by Statistics SA in 2016. The population of King Cetshwayo District grew by 7.01% between 2011 and 2016 as per the Stats SA Community Survey 2016. The table on the following page presents the population changes over time for the district and its local municipalities.

Graph 9: Population by District and Local Municipality, 2011 and 2016



	uMhlathuze	Nkandla	Mfolozi	Ntambanana	uMlalazi	Mthonjaneni	King Cetshwayo
2011	334459	114416	122889	74336	213601	47818	907519
2016	410465	114284	144363		223140	78883	971135

Source: Stats SA Community Survey 2016

The uMhlathuze, Mthonjaneni, uMlalazi and uMfolozi Local Municipalities are the municipalities in King Cetshwayo District that have experienced a population increase between 2011 and 2016 with only the decrease at Nkandla Municipality. Their population increase has been significant; uMhlathuze has remained the municipality with the largest population in the district. The significant population growth for Mthonjaneni LM is also due to the demarcation of Ntambanana where four wards were amalgamated into Mthonjaneni.

C2.1.2 POPULATION GROWTH

The uMhlathuze Municipality has the largest portion with 42.26% of the population residing in this local municipality while only 8.12% of the district's population resides in Mthonjaneni.

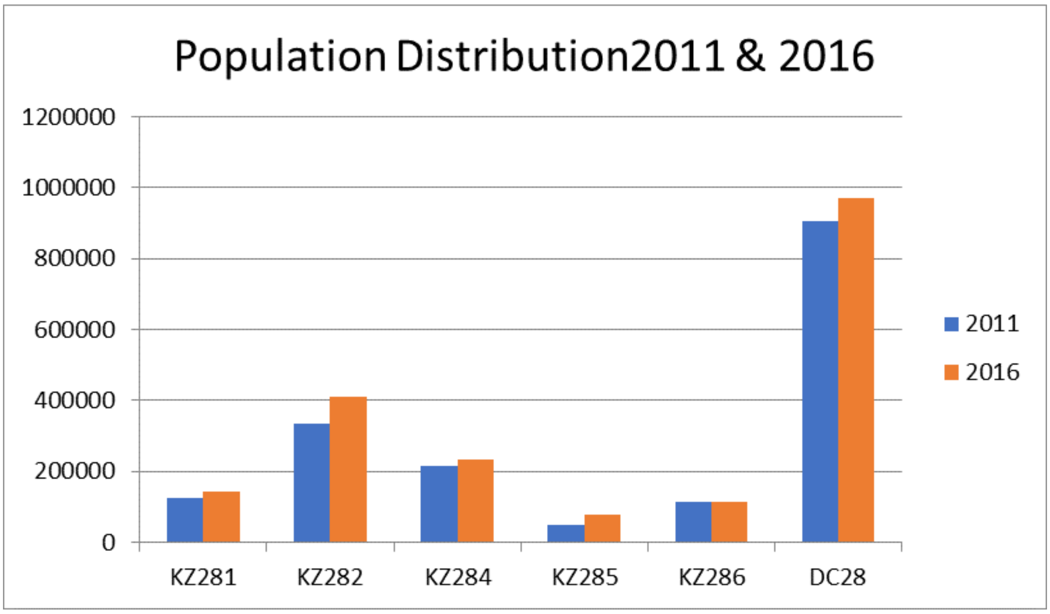
Table 22: Change in Population Numbers

	KCDM	UMFOLOZI	UMHLATH UZE	UMLALAZI	MTHONJANENI	NKANDLA
2011	907519	122889	334459	213601	47818	114416
2016	971 135	144 363	410 465	233 140	78 883	114 284
Population Growth Rate 2011-2016%	7.01%	17.47%	22.73%	9.15%	64.97%	-0.12%

Source: Stats SA Community Survey 2016

C2.1.3 POPULATION DISTRIBUTION

Graph 10: Distribution of population 2011 and 2016

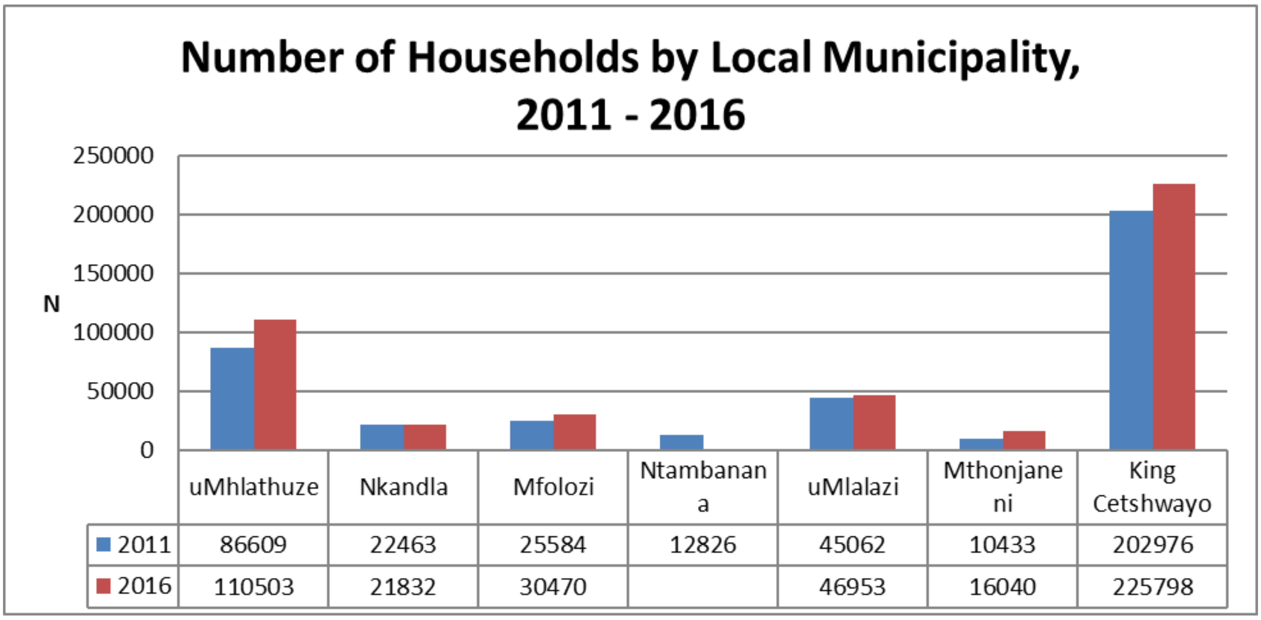


Source: Stats SA Community Survey 2016

C2.1.4 HOUSEHOLDS

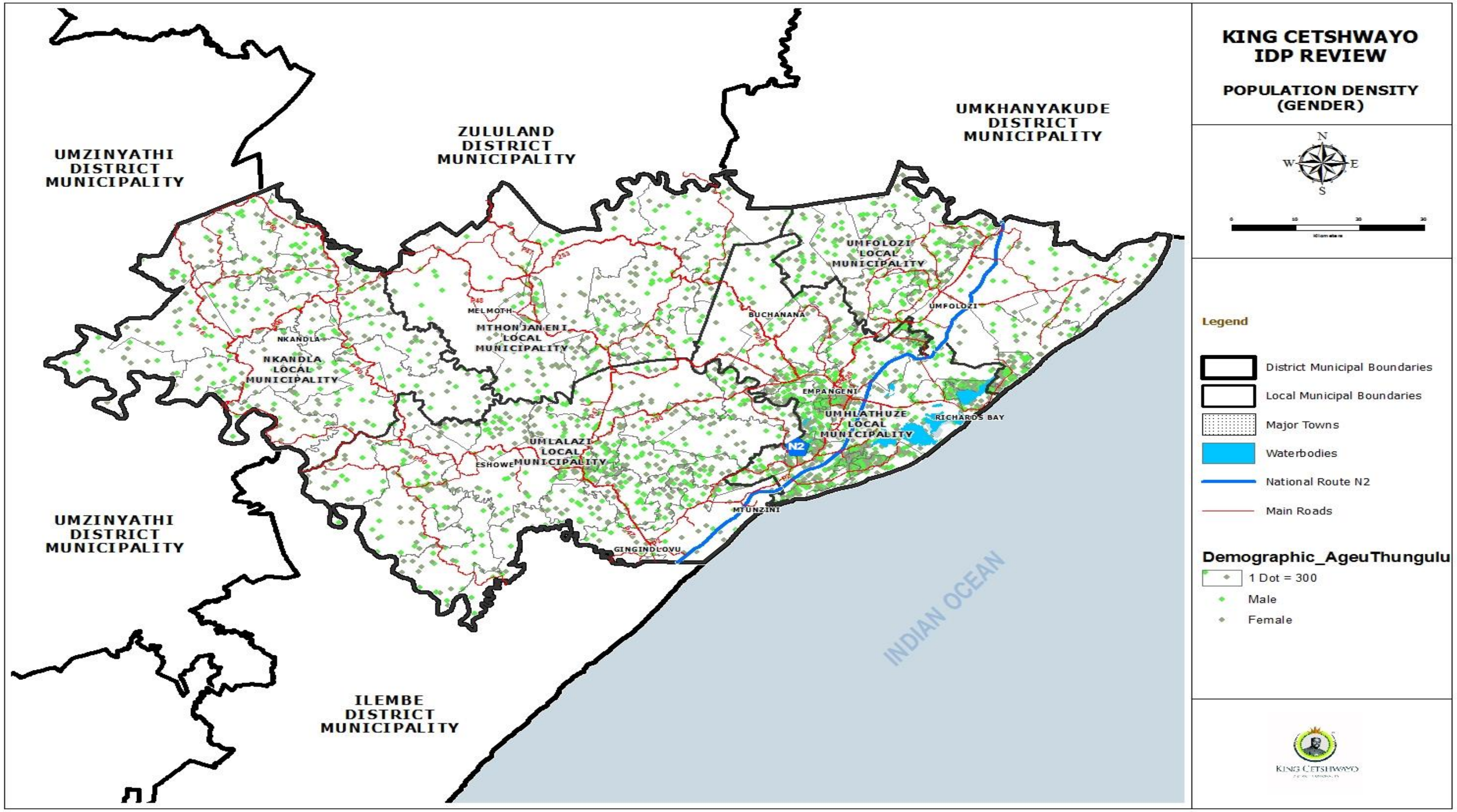
C2.1.4.1 NUMBER OF HOUSEHOLDS

Graph 11: Number of households by Local Municipality

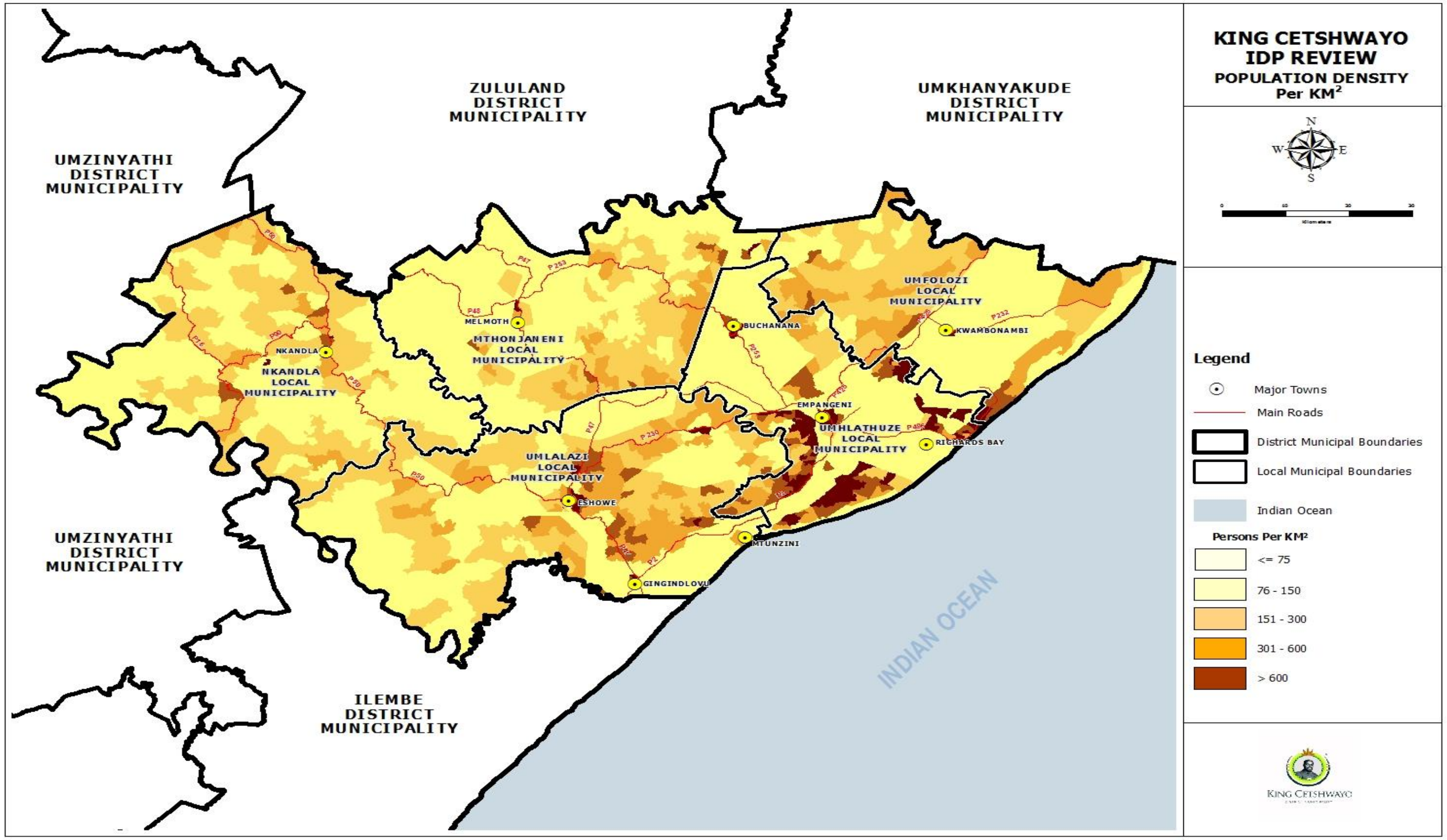


Source: Stats SA Community Survey 2016

Map 27: Demographics



Map 28: Population Density



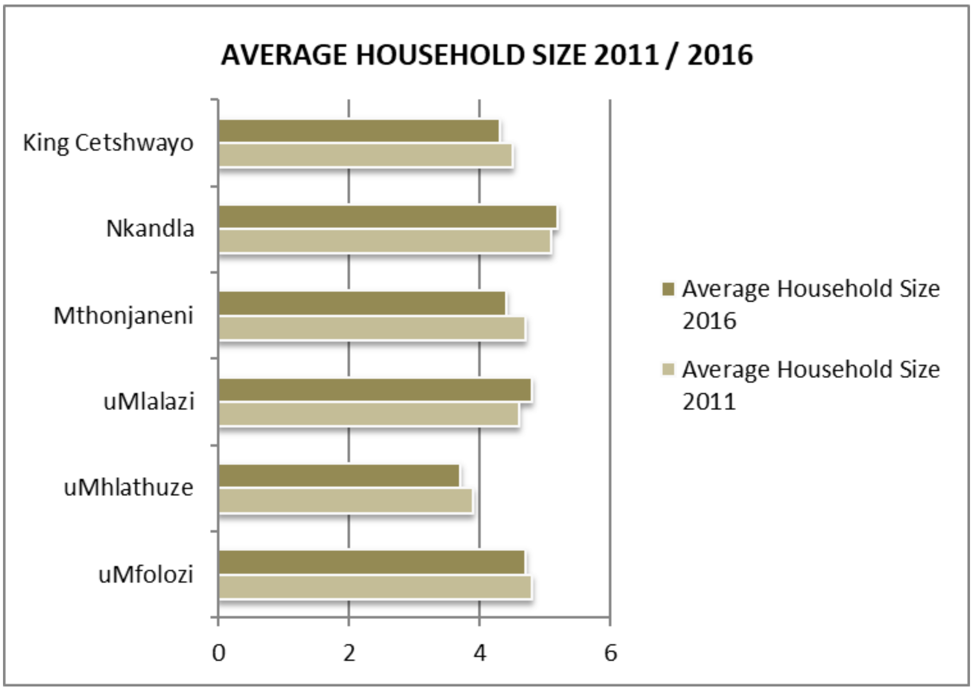
C2.1.4.2 AVERAGE HOUSEHOLD SIZE

Table 23: Average households size by municipality 2011 and 2016

MUNICIPALITY	TOTAL HOUSEHOLD POPULATION		NUMBER OF HOUSEHOLDS		AVERAGE HOUSEHOLD SIZE	
	2011	2016	2011	2016	2011	2016
uMfolozi	120218	144 363	25584	30470	4.8	4.7
uMhlathuze	315431	410 465	86609	110503	3.9	3.7
uMlalazi	206961	233 140	45062	46953	4.6	4.8
Mthonjaneni	45601	47818	10433	16040	4.7	4.4
Nkandla	111150	114 284	22463	21832	5.1	5.2
King Cetshwayo	872505	971 135	202976	225797	4.5	4.3

Source: Stats SA Community Survey 2016

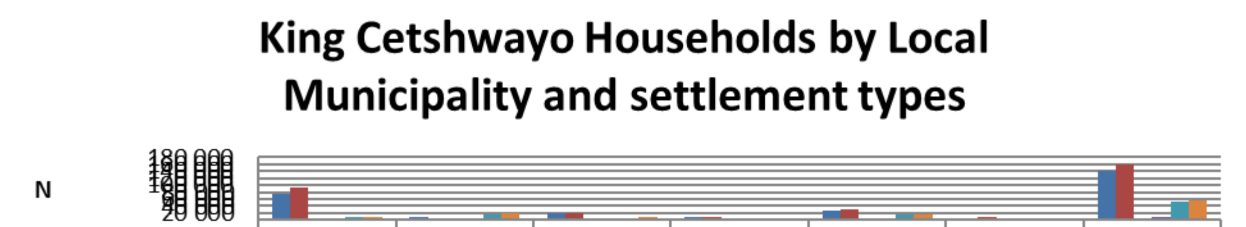
Graph 12: Average household size by municipality - 2011 and 2016



Source: Stats SA Community Survey 2016

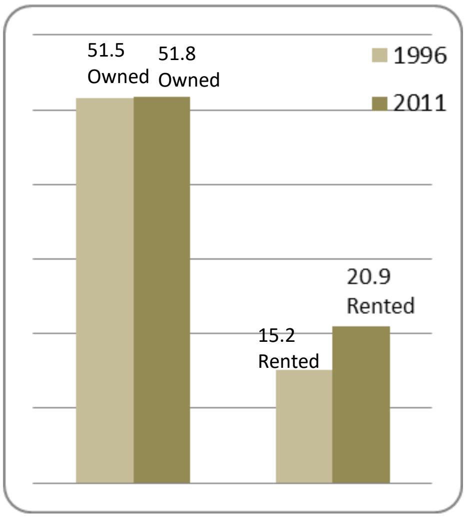
It is notable that the average household size is constantly decreasing since 2011 where it is 4.5 persons average per household for the district and has now gone to 4.3 persons per household. This has implications for service delivery such as education, health and water provision.

Graph 13: Distribution of households by tenure status - 1996 and 2011



	uMhlathuze	Nkandla	Mfolozi	Ntambanana	uMlalazi	Mthonjaneni	King Cetshwayo
Formal 2011	76 478	7 142	18 572	6 812	27 359	5 685	142 048
Formal 2016	92 812	3 711	19 556	7 105	29 285	6 902	159 371
Informal 2011	2 568	79	850	117	828	313	4 757
Informal 2016	4 315	91	1 823	222	469	546	7 466
Traditional 2011	6 836	15 138	5 851	5 846	16 370	4 338	54 380
Traditional 2016	6 697	18 030	8 005	4 676	16 974	3 712	58 094

Graph 14: Distribution of households by tenure status - 1996 and 2011



Source: Census 2011

C2.1.4.3 PENSIONER HEADED HOUSEHOLDS

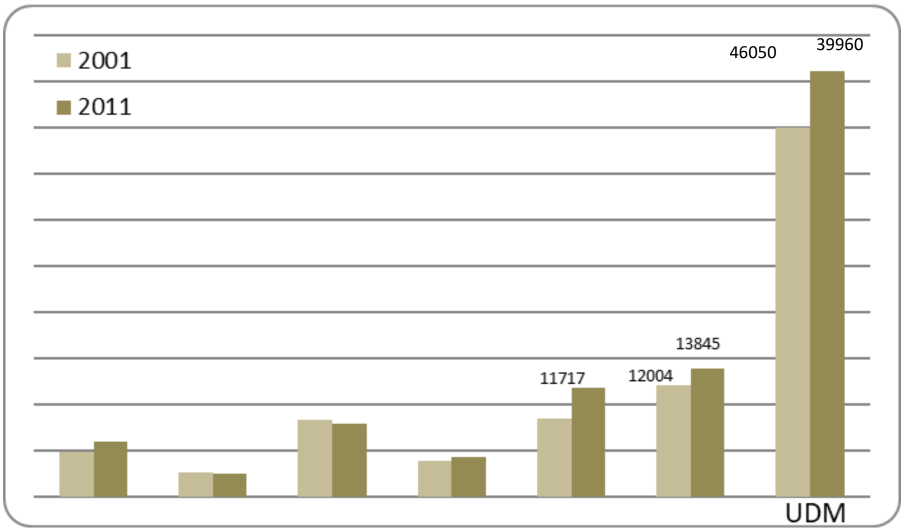
The following table shows a comparison of the incidence of Pensioner Headed Households in King Cetshwayo district since 2001 until 2011. It is apparent that there has been a significant increase in the number of pensioner headed households. The incidence of pensioner headed households is high and some reasons for this could be (1) parents working elsewhere, (2) deceased parents (3) the traditional culture of extended families as well as the (4) effects of migrant labour.

Table 24: Pensioner Headed Households

MUNICIPALITY	PENSIONER HEADED HOUSEHOLDS		
	2001	2011	2016
uMfolozi	4844	5954	Information not available
Mthonjaneni	2564	2504	Information not available
Nkandla	8352	7841	Information not available
Ntambanana	3788	4189	**Municipality disbanded in 2016**
uMhlathuze	8406	11717	Information not available
uMlalazi	12004	13845	Information not available
KING CETSHWAYO	**39960**	**46050**	

Source: Census 2011

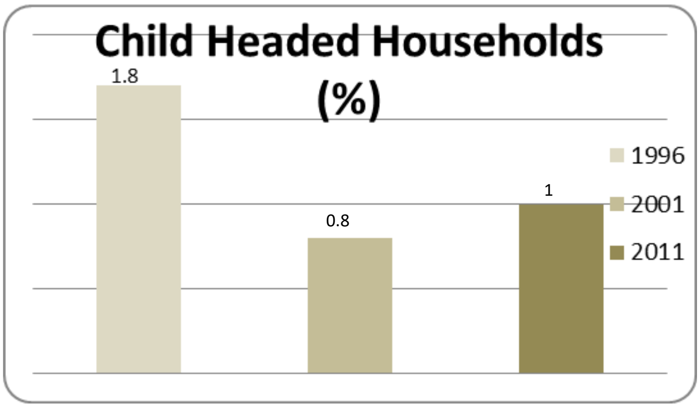
Graph 15: Pensioner Headed Households



Source: Census 2011

C2.1.4.4 CHILD HEADED HOUSEHOLDS

Graph 16: Child Headed Households



Source: Census 2011

C2.1.5 GENDER RATIO

C2.1.5.1 GENDER RATIO

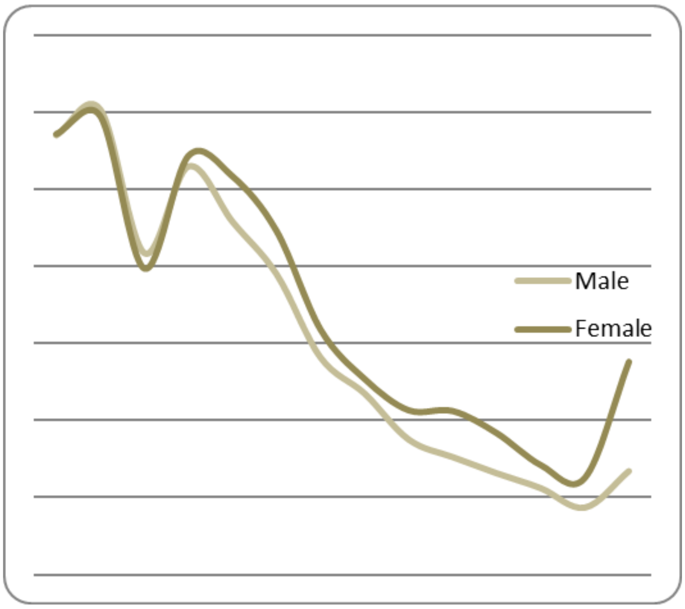
The following is a depicting of the male: female ratio in King Cetshwayo district for the respective age cohorts.

Table 25: Male/Female Ratio

	MALE	FEMALE
0-4	57028	57206
05-10.	60368	59517
11-14.	41715	39767
15-19	52976	54378
20-24	45790	51716
25-29	38981	44642
30-34	28138	31847
35-39	23451	25438
40-44	17474	21378
45-49	15197	21285
50-54	13094	18408
55-59	11158	14266
60-64	8639	12616
65+	13389	27659

Source: Census 2011

Graph 17: Gender Ratio

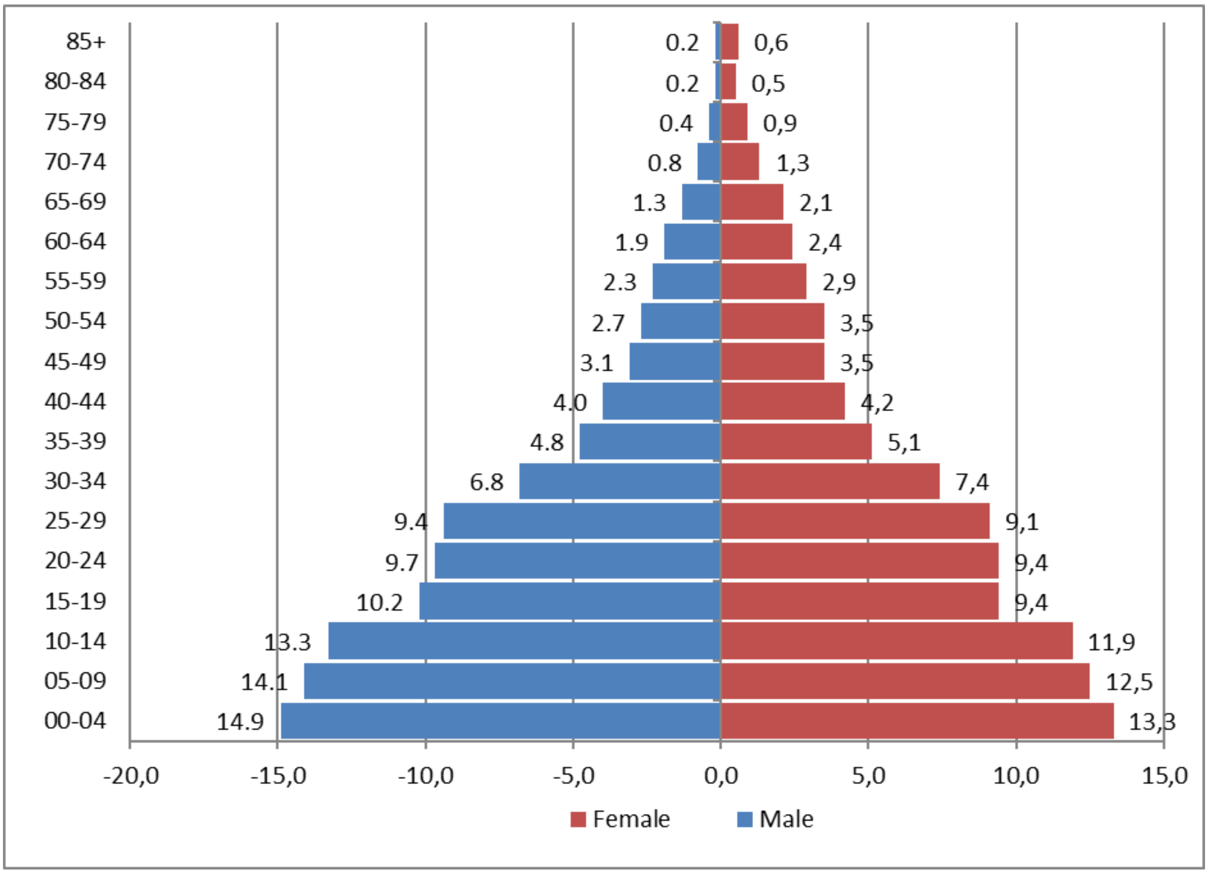


Source: Census 2011

It is interesting to note that in the age cohorts 40 – 65+ that the female percentages pass the male percentages. King Cetshwayo age profile indicated that the majority of the population, approximately 60%, is between the ages of 15 and 64 with children accounting for about 36% of the population. The elderly only makes up about 4.2% of the population

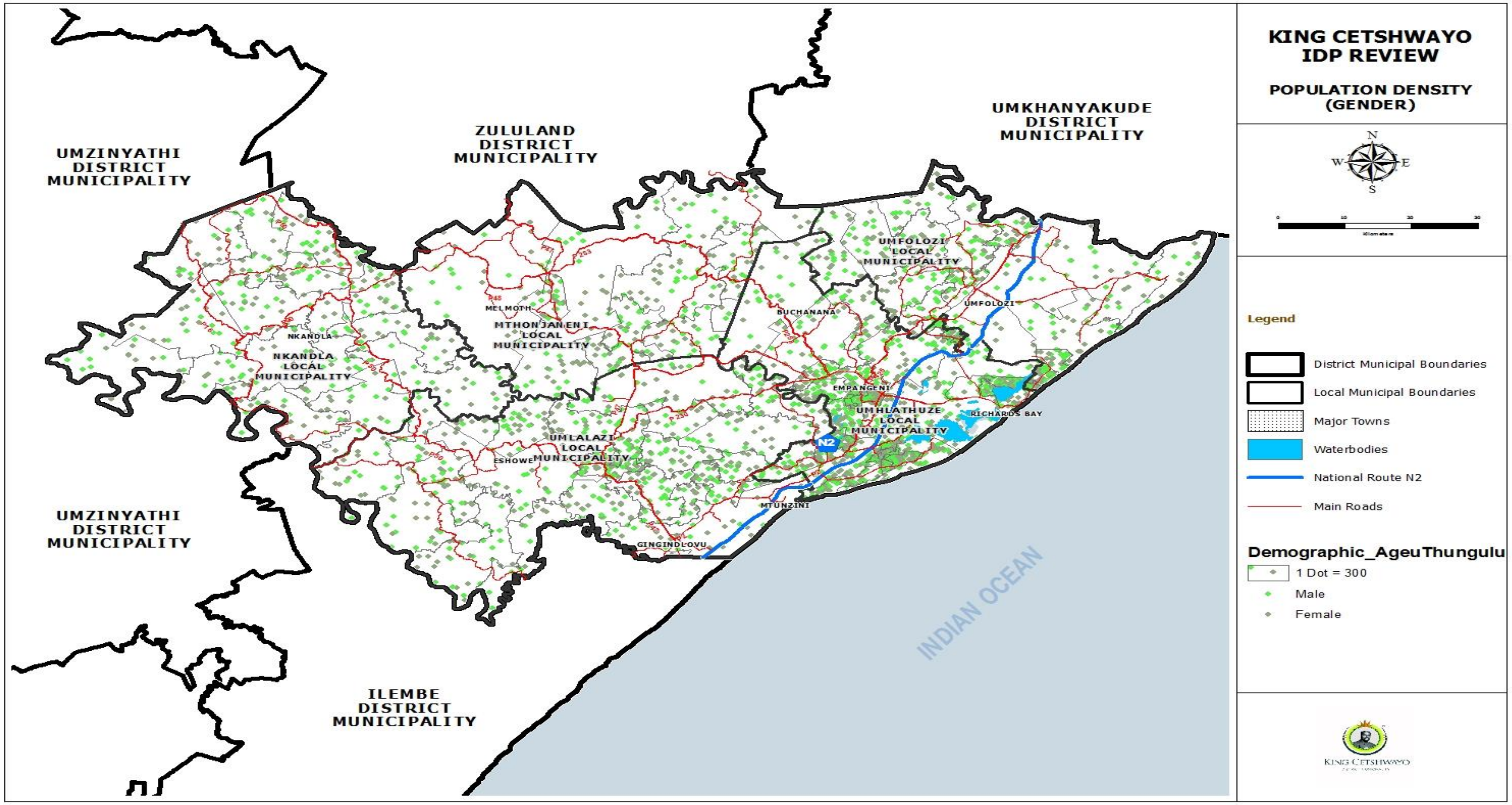
C2.1.5.2 GENDER COMPOSITION OF KING CETSHWAYO'S POPULATION

Graph 18: Percentage distribution of the population in five-year age group by gender 2016



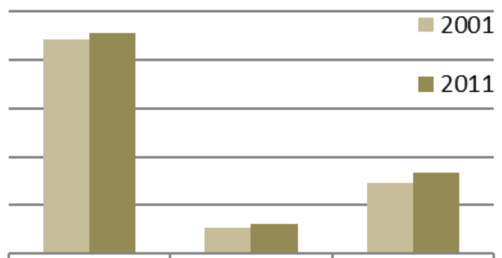
Source: Stats SA Community Survey 2016

Map 29: Population Density (Gender)



C2.1.6 AGE DISTRIBUTION

Graph 19: Distribution of the population by functional age groups



	uThungulu	Mfolozi	uMhlathuze
2001	881909	105817	292540
2011	907519	122889	334459

Source: Census 2011

Table 26: King Cetshwayo Population between 14-35 (Youth)

	MALE	FEMALE	TOTAL
uMhlathuze	75646	79602	155248
Nkandla	19236	23369	42605
uMfolozi	25478	26295	51773
uMlalazi	38922	43626	82547
Mthonjaneni	8721	9896	18617
TOTAL(KCDM)	**181973**	**198322**	**380295**

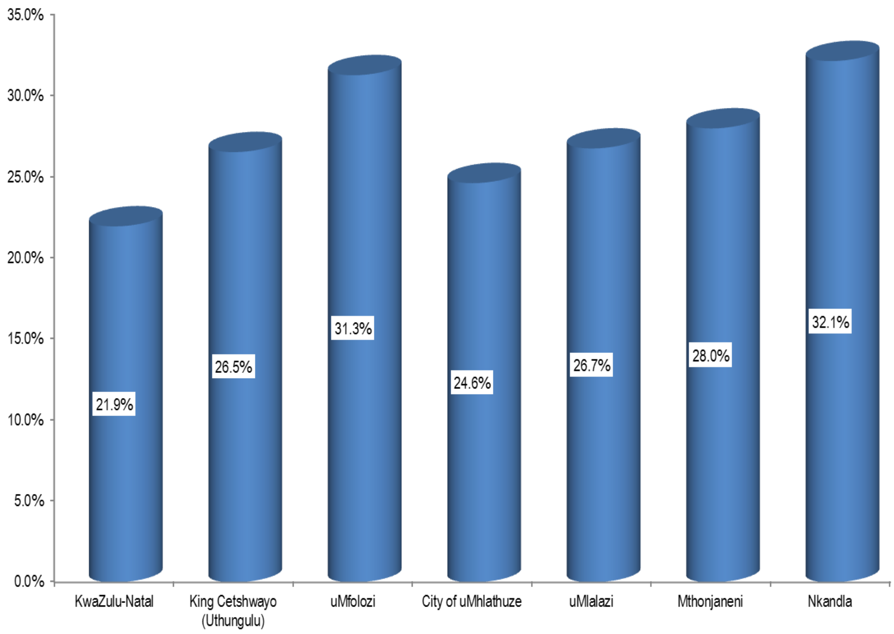
Source: Stats SA Community Survey 2016

Table 27: King Cetshwayo Youth Labour Force (14-35yrs)

	Employed	Unemployed	Discouraged work-seeker	Other not economically active	Not applicable	Grand Total
uMhlathuze	44519	29633	9446	65062	6588	155248
Nkandla	3438	3845	6034	26110	3178	42605
uMfolozi	9028	8931	4970	26028	2816	51773
uMlalazi	12333	9810	8030	47086	5287	82547
Mthonjaneni	4232	2264	1677	9329	1115	18617
Grand Total	**76841**	**59244**	**33740**	**189515**	**20956**	**380295**

Source: Census 2011

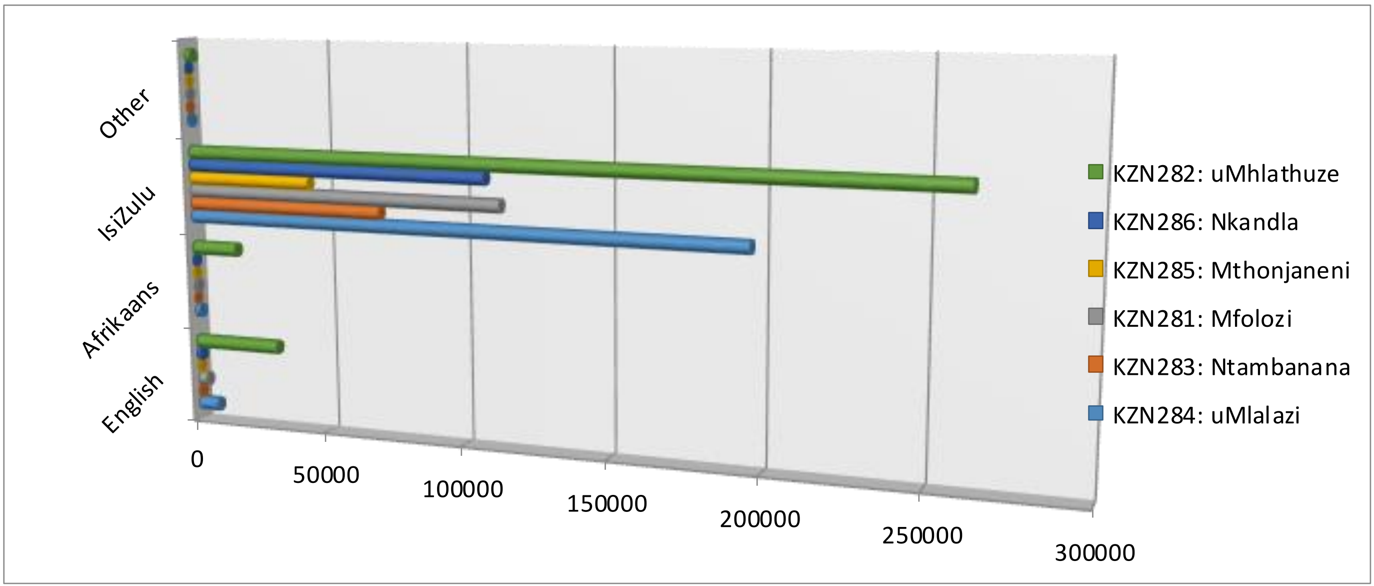
Graph 20: KCDM UNEMPLOYMENT



SOURCE: IHS GLOBAL INSIGHT 2015, CITED BY KZN TREASURY

C2.1.7 SPOKEN LANGUAGE

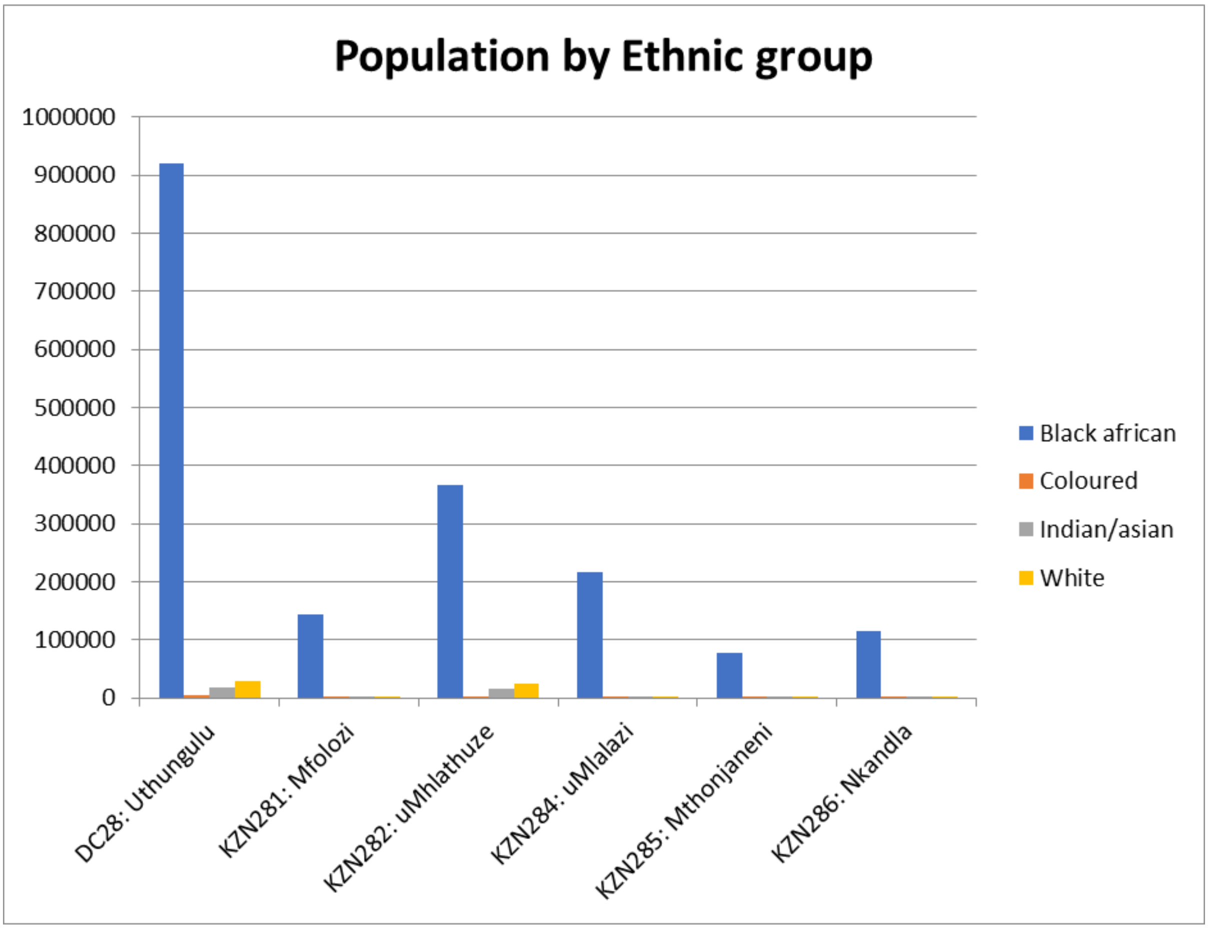
Graph 21: Spoken Language



Source: Stats SA Community Survey 2016

C2.1.8 POPULATION GROUP

Graph 22: Population Groups



Source: Community Survey 2016: Stats SA

C2.2 EDUCATION

Education levels are provided for the 2001 and 2011 census years. Comparisons are made with the levels in the country, King Cetshwayo District as well as the local municipalities in King Cetshwayo district. The following table provides a summary of the situation while more explanatory figures are provided hereafter of specific situations.

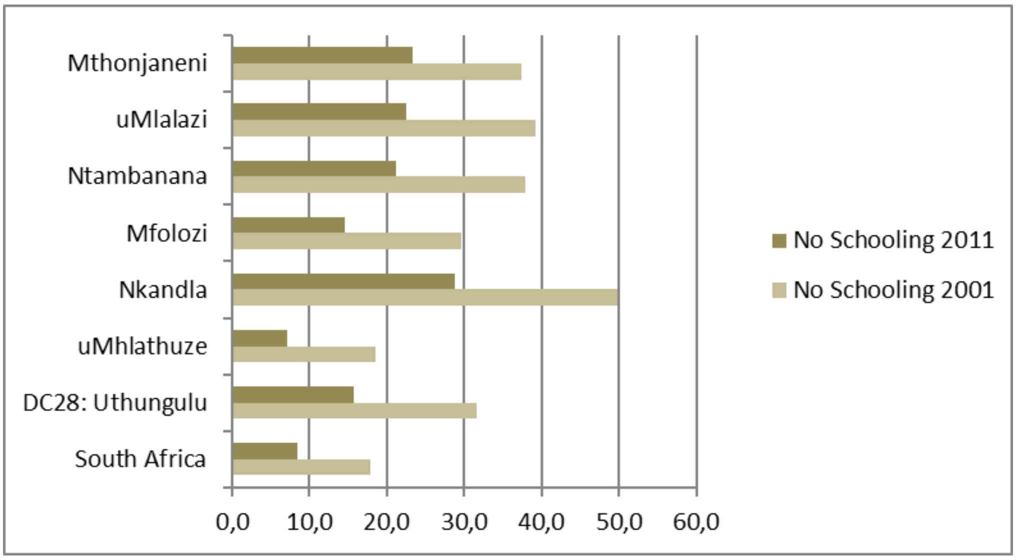
There has been a decline in the higher education levels of the district. There appears to be an improved access to primary education, and numbers of learners not attending school dropped significantly.

Table 28: School Attendance %

	No Schooling		Higher Education		Matric		Primary Educational Enrolment aged 6-13	
	2001	2011	2001	2011	2001	2011	2001	2011
South Africa	17.9	8.4	8.4	6.7	22.1	27.8	91	93.1
DC28: Uthungulu	31.6	15.7	5.8	4.2	18.3	29.5	88.3	89.6
uMhlathuze	18.5	7.2	10.9	7.3	27.6	36.9	90.1	91.7
Nkandla	49.8	28.8	2.5	1.7	11.5	21.0	88.7	86.7
Mfolozi	29.6	14.6	2.3	1.2	14.5	30.3	89.3	88.2
Ntambanana	38.0	21.2	1.5	0.8	10.4	23.1	86.4	91.3
uMlalazi	39.2	22.5	3.5	2.9	13.2	22.9	87.0	88.9
Mthonjaneni	37.3	23.3	3.9	2.3	14.7	22.1	85.6	88.9

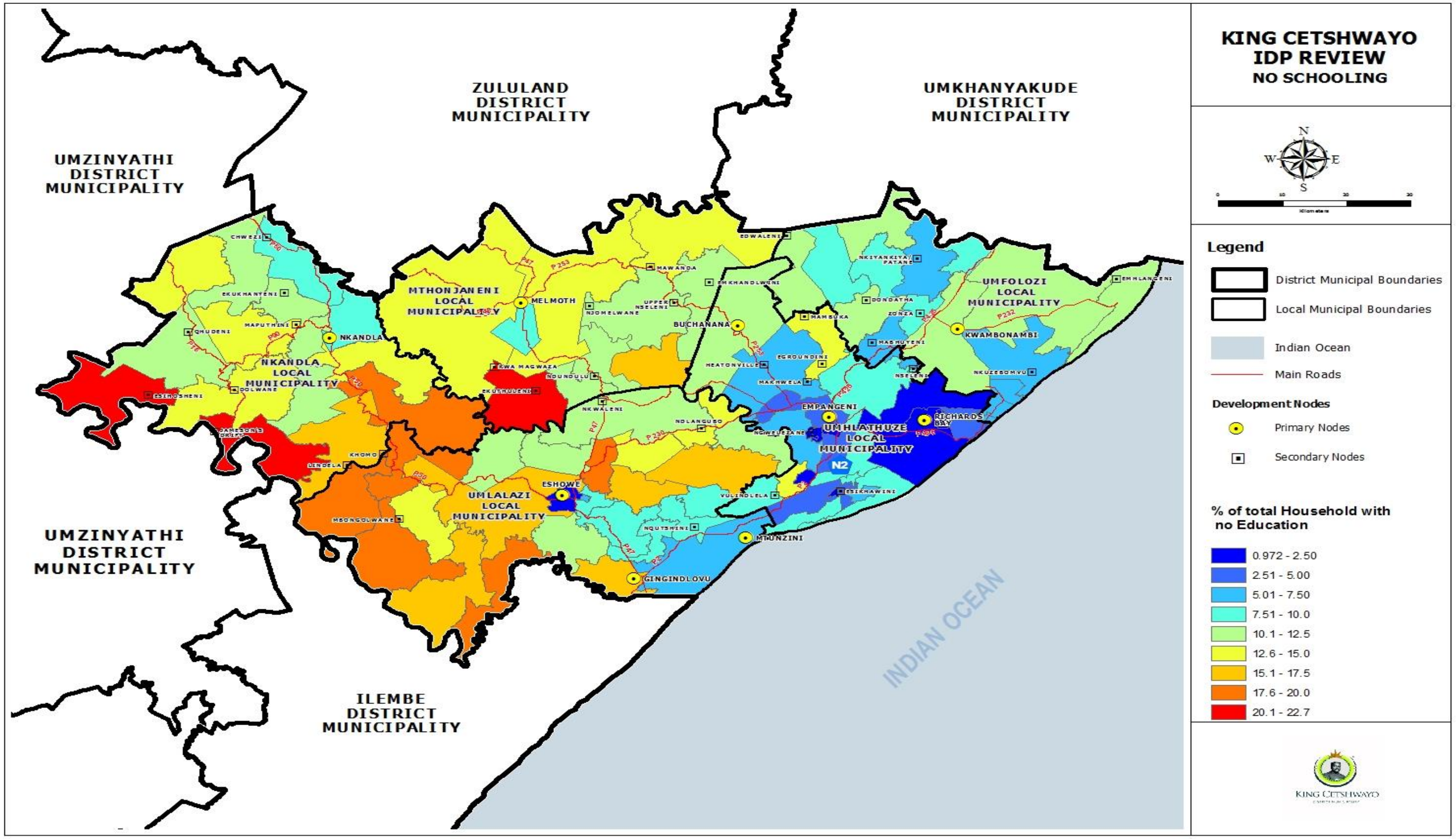
Source: Census *2011*

Graph 23: Percentage of the population aged 20 and above in each Local Municipality with no education

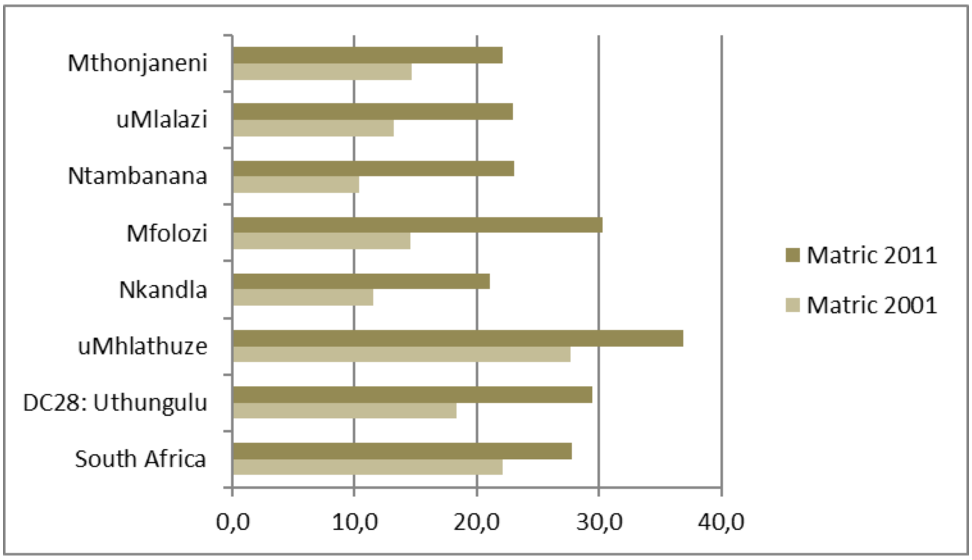


Source: Census 2011

Map 30: No Schooling

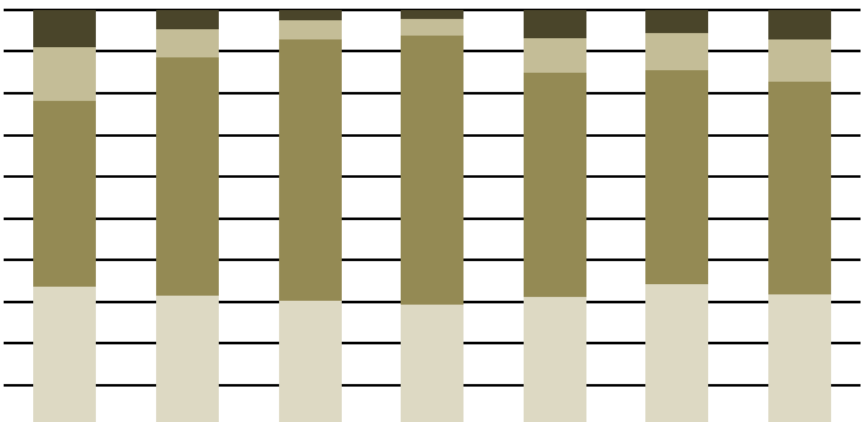


Graph 24: Population with Matric Pass -2001 and 2011



Source: Census 2011

Graph 25: Distribution of the population aged 20 years and older by highest level of education attained and district municipality - 2001 and 2011

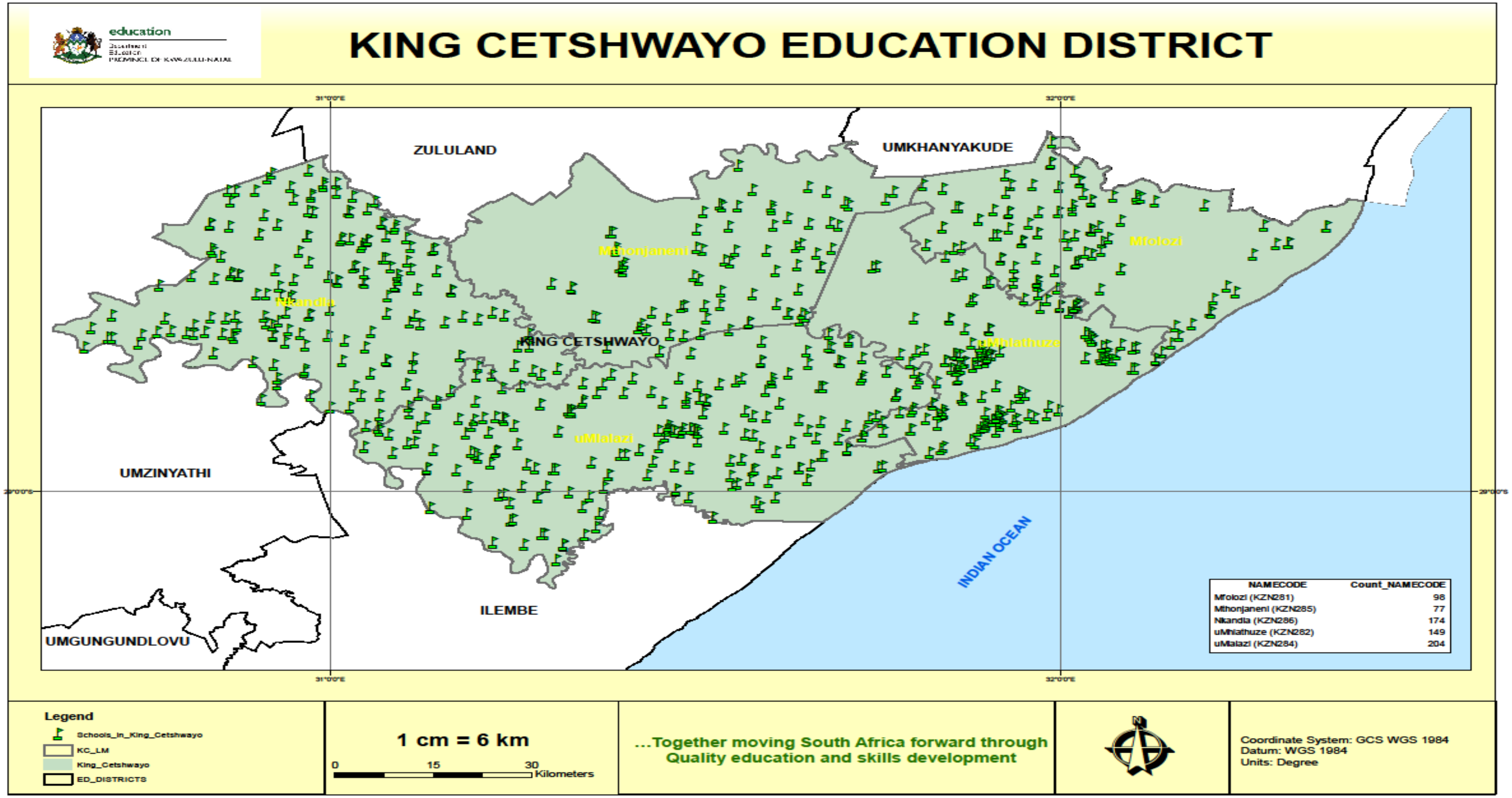


	uMhlathuze	Nkandla	Mfolozi	Ntambanana	uMlalazi	Mthonjaneni	Uthungulu
Higher education 2011	7,3	1,7	1,2	0,8	2,9	2,3	4,2
Higher education 2001	10,9	2,5	2,3	1,5	3,5	3,9	5,8
Matric 2011	36,9	21,0	30,3	23,1	22,9	22,1	29,5
Matric 2001	27,6	11,5	14,5	10,4	13,2	14,7	18,3

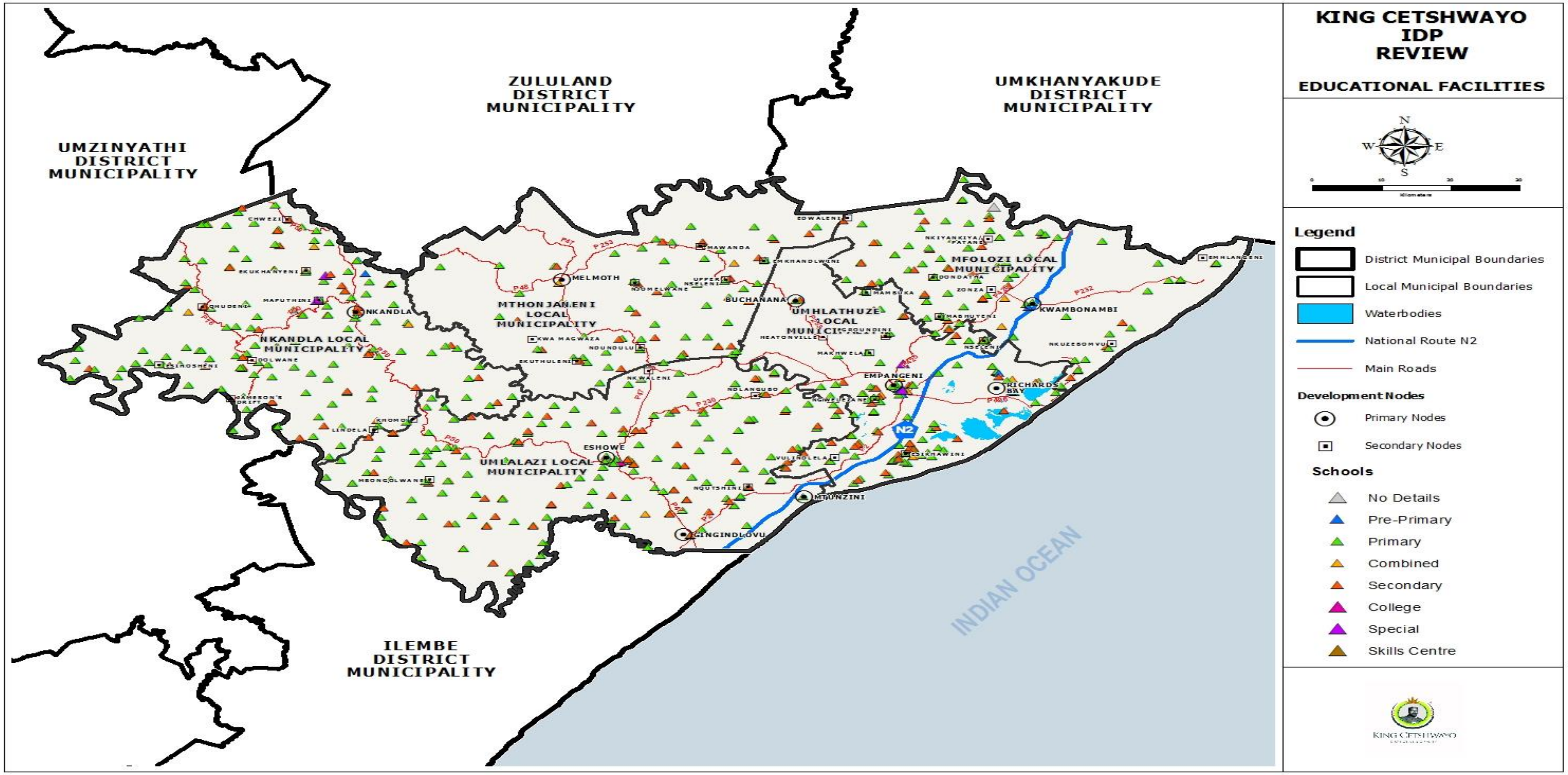
Source: Census 2011

It is concerning to note with reference to the previous graph that there has been a decline in the percentage of persons with a higher education. On the contrary, the table indicates that the percentage of persons with a matric qualification has increased in all areas.

Map 31: King Cetshwayo Education District



Map 32: Education Facilities



C2.3 HEALTH

The District has one Tertiary hospital, one Regional hospital, six District Hospitals, 63 fixed Clinics, 1 CHC and 19 mobile clinic teams. All the Local Government Clinics in the district have been taken over by the provincial Department of Health. Mfolozi and uMhlathuze sub districts do not have district hospitals and they use Ngwelezana Hospital for district hospital services.

The rural portion of this district has poor road infrastructure which is not tarred and is badly affected by the heavy rains. This has negative impact on the mobile clinic vehicles that are servicing this district. The community relies on public transport, which has fixed time schedules and can only attend the clinic services during those specific times, and in this case, mobile clinic and other Primary Health Care (PHC) outreach teams are used to improve access to health services. The district is also negatively affected by the increased incidence of state vehicle hijackings and this has affected outreach programs like Clinic medical coverage and school health services (DHP 2017/18).

2.3.1 MORTALITY INDICATORS

The following tables indicate the total deaths in King Cetshwayo district as well as the main causes of death.

Table 29: Mortality Indicators

Total Deaths 2011	
KZN	104652
King Cetshwayo	8758

	King Cetshwayo Main Causes of Death	No	%
1	Tuberculosis (A15-A19)**	1 270	14,5
2	Influenza and pneumonia (J09-J18)	501	5,7
3	Other viral diseases (B25-B34)	462	5,3
4	Cerebrovascular diseases (I60-I69)	442	5,0
5	Human immunodeficiency virus [HIV] disease (B20-B24)	418	4,8
6	Other forms of heart disease (I30-I52)	397	4,5
7	Diabetes mellitus (E10-E14)	364	4,2
8	Intestinal infectious diseases (A00-A09)	330	3,8
9	Hypertensive diseases (I10-I15)	237	2,7
10	Certain disorders involving the immune mechanism (D80-D89)	184	2,1
	Other natural causes	3 287	37,5
	Non-natural causes	866	9,9
	All causes	**8 758**	**100,0**

Source: Census 2011

C2.3.2 DISTRICT FACILITIES

Table 30: Health Facilities per Municipality

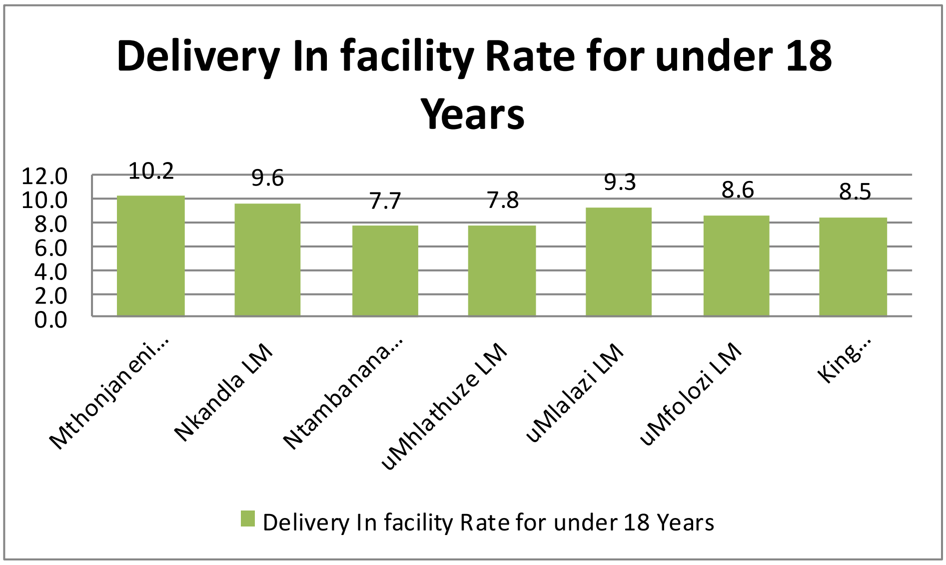
Sub-districts	Ward based outreach teams	Clinic	CHC	District Hospital	Regional Hospital	Central/ Tertiary Hospitals	Other Hospitals
Mthonjaneni LM	**8**	**7**	0	1	0	0	1
Nkandla LM	**20**	**19**	0	2	0	0	1
uMfolozi LM	**7**	**8**	0	0	0	0	1
uMhlathuze LM	**12**	**15**	1	0	1	1	3
uMlalazi LM	**14**	**14**	0	3	0	0	1
District	**13**	**63**	1	6	1	8	8

Source: DHP 2017/18

The total fixed PHC facilities for King Cetshwayo district increased from 61 (2014/15) to 63 (2015/16) with the addition of two clinics in uMhlathuze sub district. The mobile clinic teams remain 19, 2 health posts and 1CHC. The total district PHC headcount for the district was 2762 385 (2015/16) below the targeted 2955917 for 2015/16. The overall fleet for Mobile clinic vehicles in the district is old and spent most of the time out for repairs. A number of car hijackings had an impact in outreach programmes in the district.

C2.3.3 FERTILITY RATE

Graph 26: Delivery in Facility under 18 Years percentage Rate



Source: DHIS

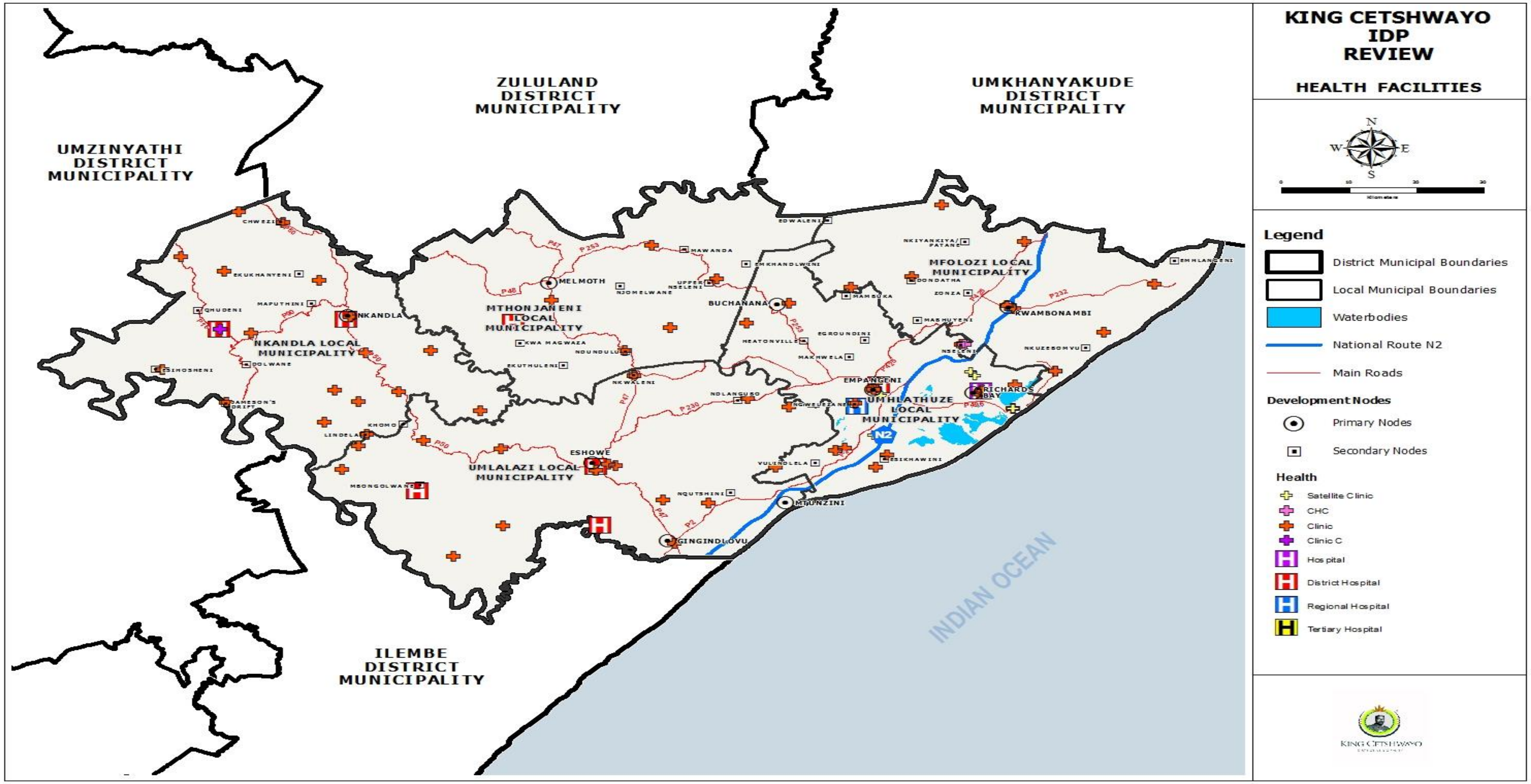
Table 31: Hospital Birth Deliveries under 18 Years of Age

Sub-District	Total
Mthonjaneni LM	120
Nkandla LM	201
Ntambanana LM	16
uMhlathuze LM	846
uMlalazi LM	370
uMfolozi LM	53
King Cetshwayo District	1 606

DHIS

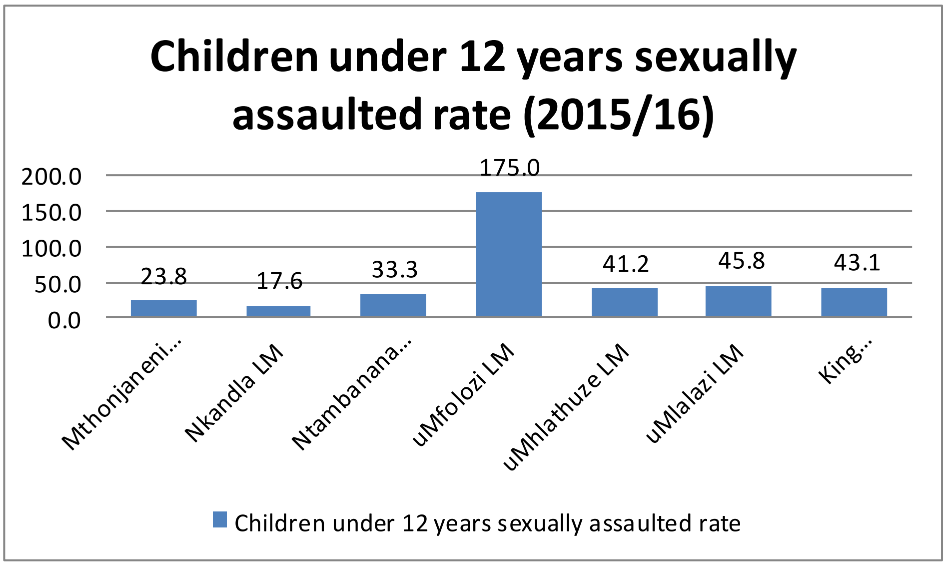
The National target is 8 %. Anything above this indicates high teenage pregnancy in the district.

Map 33: Health Facilities



C2.3.4 SEXUAL ABUSE

Table 32: Under 12 Sexual Assault Rate



Source: DHIS 2015/16

The district will continue with community awareness campaigns and community dialogues to reduce the rate if sexual abuse in children.

C2.3.2 PROGRAMMES FOR THE MARGINALISED AND VULNERABLE GROUPS

Forums have been established for all the marginalized groups. These forums serve the purpose of discussing and coming up with solutions on the various problems affecting the groups and the society in general. For example, we have the Youth Council, Disability Forum, Senior Citizens Forum, Men's Forum, etc.; all of these Forums meet regularly and discuss issues pertinent to each group and the society as a whole. Solutions to various social ills are sought through these structures.

C2.3.3 DEMOGRAPHIC CHALLENGES AND PROJECTS

Table 33: Demographic Challenges

DEMO GRAPHIC	CHALLENGES	PROJECTS
Youth	• Education • Recreation, • Access to health facilities, • Participation in economy	• Issuing of Bursaries • Develop talent through sports • Advocate programmes to communicate health facilities • Skills development programmes
Children	• Safe environment • Insufficient budget	• Advocate programmes for children's rights • Equipment for Early Child Hood Development Centres
Elderly	• Safe environment • Recreation, • Access to health facilities, • Participation in economy	• Golden Games • Skills Development programmes • Healthy Lifestyle programmes • Basic Financial management training

<table>
<tr><th>DEMO GRAPHIC</th><th>CHALLENGES</th><th colspan="2">PROJECTS</th></tr>
<tr><td></td><td>• Insufficient budget</td><td colspan="2"></td></tr>
<tr><td>Disability</td><td>• Education,
• Recreation,
• Access to health facilities,
• Participation in economy
• Insufficient budget</td><td colspan="2">• Skills Development programmes
• Sign language development and training
• Advocate programmes to communicate health facilities</td></tr>
<tr><td>HIV/AIDS</td><td>• High HIV prevalence in the district
• HIV and TB co- infection
• High defaulter rate
• Inadequate supply of home based care goods e.g. shortage of nutritional porridge, disposable napkins
• Poor functionality of Support groups
• Access to health facilities
• Unemployment
• High poverty rate</td><td>• Medical Male circumcision campaign in partnership with the Department of Health
• Anti- Sugar Daddy Campaign
• Dialogue on HIV and AIDS and other social ills</td><td>• Wonder Pot Project
• One home one garden project
• Community gardens
• Reed Dance Maidens Programme as part of HIV and AIDS Prevention Strategy
• Dialogue on HIV and AIDS and other social ills</td></tr>
</table>

C3.0 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT ANALYSIS

C3.1 INSTITUTIONAL ARRANGEMENTS

Table 34: Institutional Arrangements

VOTE	DEPARTMENT	SERVICE
	Municipal Manager	
Executive & Council		Board General Expenses
Executive & Council		Department of the Municipal Manager
	Planning &Economic Development	
Planning & Development		Economic Development
Planning & Development		Planning Shared Services
Planning & Development		Development Planning & Environment
Planning & Development		Fresh Produce Market
Planning & Development		Executive Division – Planning & Development
VOTE	**DEPARTMENT**	**SERVICE**
	Community Services	
Community Services		Executive Division - Community & Social Services
Community Services		Community Services Division
Community Services		Technical Facility - Cemetery
Public Safety		Fire Fighting Services (Shared Services)
Public Safety		Disaster Management
Municipal Health		Municipal Health Services
	Corporate Services	
Executive & Council		Executive Division – Corporate Services
Executive & Council		Administrative Services Division
Finance & Administration		Management Services/Human Resources
Finance & Administration		Information & Communication Technology
Finance & Administration		Auxiliary Services – King Cetshwayo House
	Financial Services	
Finance & Administration		Executive Division – Financial
Finance & Administration		Expenditure
Finance & Administration		Procurement (SCM Unit)
Finance & Administration		Budget
Finance & Administration		Finance Interns (FMG)
Finance & Administration		Management Accounts & Reporting
Water		Consumer Billing & Credit Control
	Technical Services	
Water		Executive Division – Technical
Water		Municipal Infrastructure – Operations & Maintenance
Water		Municipal Infrastructure Implementation
Water		Project management Unit – MIG
Water		Water Services Authority Division
Water		Water Services Authority Division - SSA
Water		Operations & Maintenance - Western Region (KZ285 & KZ286)
Water		Operations & Maintenance - Southern Region (KZ284)
Water		Operations & Maintenance - Eastern Region (KZ281 & KZ283)
Waste Management		Technical Facility Services - Landfill
Waste Water Management		Waste Water Management

C3.1.1 POWERS AND FUNCTIONS

In terms of Circular 8/2008: 2008/09 Capacity Assessments and Recommendations: Adjustment of Powers and Functions between District and Local Municipalities in terms of Section 85 of the Local Government: Municipal Structures Act 1998, King Cetshwayo District Municipality has the following powers and functions to fulfil:

Table 35: King Cetshwayo Powers and Functions

			KCDM	uMfolozi	uMhlathuze	uMlalazi	Mthonjaneni	Nkandla
1	S84(1)(a)	Integrated Development Planning for District as a whole	√	√	√	√	√	√
2	S84(1)(a)	Potable Water Supply Systems	√	√	×	√	√	√
3	S84(1)(c)	Bulk supply of electricity		×	×	×	×	×
4	S84(1)(d)	Domestic waste-water and sewage disposal system	√	√	×	√	√	√
5	S84(1)(e)	Solid waste disposal sites serving the area of the District Municipality as a whole	√	√	√	√	√	√
6	S84(1)(f)	Municipal roads which form an integrated part of a road transport system for the area of the district municipality as a whole	√	√	√	√	√	√
7	S84(1)(g)	Regulation of passenger transport services	√	√	√	√	√	√
8	S84(1)(h)	Municipal airport serving the area of the district municipality as a whole	√	√	×	√	√	√
9	S84(1)(i)	Municipal health serving the area of the district municipality as a whole	√	√	√	√	√	√
10	S84(1)(j)	Fire Fighting services for district municipality as a whole	√	√	×	×	√	√
11	S84(1)(k)	Fresh produce markets and (Abattoirs) serving the area of the district municipality as a whole	√	√	×	√	√	√
12	S84(1)(l)	Cemeteries and Crematoria	√	√	√	√	√	√
13	S84(1)(m)	Promotion of local tourism for the District Municipality	√	√	√	√	√	√
14	S84(1)(n)	Municipal public works relating to any of the above function or and other functions assigned to the district municipality	√	√	×	×	√	√
	S84(1)(o)	the receipt, allocation and if applicable distribution of grants made to the district municipality	√	√	√	√	√	√
16	S84(1)(p)	The implementation and collection of taxes, levies and duties as related to the above functions or may be assigned to the District Municipality in terms of National	√	√	√	√	√	√
18	Sched 4 B	Building Regulations	√	√	×	×	×	√
22	Sched 4 B	Local Tourism	√	√	×	×	√	√
	Sched 4 B	Air Pollution	√	√	×	√	√	√
40	Sched 5 B	Licencing and control of undertakings that sell food to the public	√	√	√	√	√	√
50	Sched 5 B	Refuse removal, refuse dumps, solid waste disposal and cleaning services	√	×	×	×	×	×

		Function Performed by the Municipality
		Allocated Functions to the District

C3.2 DEPARTMENTAL FUNCTIONS

C3.2.1 OFFICE OF THE MUNICIPAL MANAGER:

VISION, MISSION AND CORE VALUES

- **VISION**

  Building sustainable communities through excellent service delivery

- **MISSION**

  Creating a safe and healthy environment that promotes sustainable, radical, and inclusive economic and social development reinforced by service excellence.

- **CORE VALUES**
  - Ethics
  - Transparency
  - Courtesy
  - Honesty
  - Responsibility
  - Accountability

- **MOTTO**

"Committed to service excellence"

- **RESPONSIBILITIES**

  The Accountable Officer in terms of prevailing local government legislation and responsible as Chief Executive Officer for the effective and efficient operations of King Cetshwayo District Municipality as an institution remains the Municipal Manager.

  It is the responsibility of the Municipal Manager as "Accounting Officer" to:

  - Promote sound financial management throughout the municipality;

- Be responsible for all income and expenditure, all assets and the discharge of all liabilities;
- Ensure compliance with the Municipal Finance Management Act (MFMA) No. 56 of 2003;
  - Prevent fruitless and wasteful expenditure;
  - Disclose all information on debts;
- Ensure the development and implementation of the Integrated Development Plan (IDP), which consists of eleven development strategies upon which the annual budget is based.
- Ensure the further development and implementation of a Performance Management System to measure service delivery in terms of performance indicators of each Key Performance Area (KPA) under the eleven development strategies.

- Co-ordination of Operational Activities within King Cetshwayo District Municipality;
- The promotion of Intergovernmental Relations.

Public Relations Manager

The Public Relations Manager is responsible for the following:

- To promote community participation in local government;
- To promote synergies with the private and public sector to market the district;
- To improve the municipality's public image by communicating in a transparent, effective and pro-active manner;
- Batho Pele and Intergovernmental Relations
- District Communications Forum

Performance

- Managing the SDBIP, Organizational Performance Management System (OPMS), as well as the Individual Performance Management System for Section 56 Managers;

Risk

- Managing the Strategic Portfolio of Risk Management inclusive of Fraud Prevention within the municipality by coordinating and facilitating all joint actions by departments

C3.2.2 PLANNING AND ECONOMIC DEVELOPMENT

THE EXECUTIVE DIVISION OF THE DEPUTY MUNICIPAL MANAGER:

Planning and Economic Development is responsible for the following strategic portfolios:

- Managing the Strategic Portfolio of Local Economic Development by facilitating new investments and new developments within the district in respect of the sectors of Tourism, Agriculture, Business & Industry and SMME Development.
- Managing King Cetshwayo District Municipality Shared Services Support to participating local municipalities within the district, in respect of Development Planning and Organizational Performance Management Functions.
- Managing all actions and initiatives in respect of the state of Statutory-; Development - and Spatial Development Planning and Environmental Management (The Environmental Officer is an employee of DEDTEA seconded to the district and support the family of municipalities);
- Managing and review of the King Cetshwayo District Growth and Development Plan.

ECONOMIC DEVELOPMENT AND PLANNING

Objectives

- Promote Local Economic Development;
- Promote the District as a preferred investment destination;
- Promote Local Tourism Development and coordination;
- Promote Agricultural development and implementation;
- Promote SMME Business & Industrial Developments;
- Development Planning support function for District Municipality;
- Integrated Development Planning;
- Statutory Planning
- Environmental Planning and Management.

ECONOMIC DEVELOPMENT

Key Performance Areas

- Facilitation of the Local Economic Development initiatives in the District;
- Facilitate and co-ordinate LED Capacity, Institutional & Operational Support initiatives;
- Marketing of the District as a preferred investment destination;
- Implementation of LED & Tourism projects within the district;
- Marketing of District as a Tourism Destination;
- Promotion, coordination and implementation of Agriculture initiatives in the District;
- SMME, Industrial and Business Development Support Services.

Objectives

- Ensuring Economic Growth in the District;
- Attracting Investment to the District;
- Improving the Socio-Economic conditions of residents in the District;
- Establishing the District as a preferred destination for Tourism and Business Investment

Key Performance Indicators

- Improving institutional and operational support to SMME's;
- Strengthening the Tourism, Agricultural and Business Sectors in the District;
- Marketing the competitive advantages of investing in King Cetshwayo District;
- Facilitation of the investment process for investors to the District.
- Implementation of specific catalytic intervention projects in the sectors of Agriculture and Tourism

DEVELOPMENT PLANNING

Key Performance Areas

- Development Planning Function of the District Municipality;
- Ensure compliance with applicable legislation in Development Planning;
- Co-ordination of the 5 year IDP compilation process and the IDP Review Process;
- Undertake alignment of IDP Processes with municipalities, National and Provincial sectoral departments and interested and affected parties.
- Shared Services Planning function;
- Statutory Planning function of the District Municipality as well as Statutory Planning functional support to the family of municipalities.

Objectives

- Ensure that Strategic Integrated Development Planning takes place within the District;
- Ensure successful implementation of the Development Planning Shared Services within the District;
- Ensure development takes place within the legislative framework;
- Facilitation of an Integrated Development approach throughout the District.
- Ensure that development complies with Environmental Management legislation.

Key Performance Indicators

- Management and implementation of Development Planning Shared Services;
- Compliance with applicable legislation in development planning;
- Ensuring that development takes place according to Spatial Framework;
- Ensuring Performance Management, Budget and IDP alignment;
- Compilation and annual review of District IDP.
- Compliance with Environmental Management legislation.

C3.2.3 FINANCIAL SERVICES

The overall objectives of the Financial Services Department are;

- Management of Municipal Budgets and Reporting
- Management of Supply Chain Management
- Management of Municipal Expenditure
- Management of Municipal Assets
- Management of Municipal Revenues
- Annual preparation of Annual Financial Statements

BUDGET

Key Performance Areas

- Compliance with legislation
- Administration of Council's Standard Chart of Accounts
- Implementation of sound internal controls and Risk Management
- Implementation and the annual review of the District's:
- Budget policy
- Virement policy
- Sound Financial Planning
- Sound financial reporting mechanism for the above functions
- Compilation of Financial implications for items serving at all Council Structures
- Compilation of the Budget, Adjustment Budget and midyear review in terms of the MFMA and the Municipal Budget & Reporting Regulations
- Providing Budgetary advice to all departments

Objectives

- Preparation of an outcome based budget and enhanced budgetary controls
- Compilation of reports and returns to national, provincial government and the council structures
- Administration of Councils Insurance
- An accurate and effective financial management system
- Monitoring the budget and providing guidance regularly
- Preparation and Champion MSCOA

Key Performance Indicators

- Annual review and implementation of Budget related policies
- Co-ordination of budget process in line with Budget Regulations
- Compile and submit monthly, quarterly and annual reports
- Monitor and report of the insurance administration
- Compliance to all legislation, circulars and practice notes
- Issuing compliance guidance to departments
- Compilation of the budget per the regulations
- Compiling the chart of accounts per mSCOA
- Updating the risk register quarterly and ensuring internal controls are strengthened and maintained at all times

Revenue Management

Key Performance Areas

- Compliance with legislation and implementation of proper internal controls
- Management of risk inclusive of Business Continuity Plan and implementation of proper internal controls
- Develop sound financial reporting mechanism for the above functions
- Implementation and the annual review of the District's:
- Credit and Debt control policy
- Indigent policy
- Incentive policy
- Tariff policy
- Reporting on the above policies
- Monitoring of all grant funding as Gazette by National and Provincial departments
- Submission of financial information for AFS preparation
- Prompt responses to internal and external audit queries
- Community awareness campaigns
- Monthly reporting to Cogta on the state of Government debt

Objectives

- To maintain credit and debt by-laws
- Establishment and maintenance of the indigent register
- Enhance revenue collection and accountability through proper receipting
- Improve the collection of unpaid monies
- Ensure effective and efficient customer service
- Ensure that all grant funding as Gazetted are received and reported.
- An accurate and effective financial management system

Key Performance Indicators

Annual revision of:

- Credit and debt control policy
- Indigent policy
- Incentive policy
- Tariff policy
- Reporting on the above policies
- Improved debtors collection per targets
- Monthly reporting of grants as gazetted
- Improved debtors collection per targets
- Monthly reporting of grants as gazette and liaise with funding departments
- Implementation of proper internal controls and risk management
- Interact with Technical Services to ensure that all consumers are billed
- Interact with community to promote Revenue related policies and enhance debt collection

Supply Chain Management and Logistics

Key Performance Areas

- Compliance with legislation
- Management of risk inclusive of Business Continuity Plan and implementation of proper internal controls
- Develop and implement sound internal controls
- Review, amend and implement the District's Supply Chain Management policy annually and effect changes if applicable
- Implementation of sound internal controls
- Monitoring and controlling of stock counts
- Submission of financial information for AFS preparation
- Prompt responses to internal and external audit queries
- Provide SCM guidance to the organisation

Objectives

- The implementation and monitoring of the supply chain management policy
- Ensure the effective and efficient management of logistics
- An accurate and effective financial management system

Key Performance Indicators

- Annual review of Supply Change Management Policy
- Submit reports per Supply Chain Management policy and regulations
- Control and monitor quarterly stock counts
- Control and monitor logistics
- An accurate and effective financial management system
- Implementation of proper internal controls and risk management
- AFS
- Compilation of standard operating procedures for the section
- Provide advice and guidance on SCM policy to all users of the policy

Asset Management

Key Performance Areas

- Compliance with legislation and implementation of proper internal controls
- Management of risk inclusive of Business Continuity Plan and implementation of proper internal controls
- Develop sound financial reporting mechanism for the above functions
- Implementation and the annual review of the District's Property, Plant & Equipment (PPE) policy
- Submission of financial information for AFS preparations
- Prompt responses to internal and external audit queries
- Administration of Council's Insurance Portfolio
- Proper planning and control over assets
- Provide input and guidance on the capital plan of the municipality

Objectives

- The implementation and monitoring of the PPE policy
- Ensure an asset register is maintained by updating regularly
- An accurate and effective financial management system

Key Performance Indicators

- Annual review of PPE policy
- Administration of the asset register through updating and verification
- Reporting on the asset register
- Implementation of proper internal controls and risk management
- An accurate and effective financial management system
- Ensuring timely payment for capital projects
- Fleet Control is responsible for the internal control and allocation of Councils fleet vehicles.

EXPENDITURE

Key Performance Areas

- Compliance with legislation
- Management of risk inclusive of Business Continuity Plan and implementation of proper internal controls
- Develop sound financial reporting mechanism for the above functions
- Prompt payment of all categories of creditors
- Prompt payment of staff salaries and councillor allowances
- An accurate and effective financial management system
- Submission of financial information for AFS preparation
- Prompt responses to internal and external audit queries

Objectives

- Ensure accurate and timeous payment of all categories of creditors
- Ensure accurate and timeous payment of salaries and councillor allowances inclusive of statutory payments
- An accurate and effective financial management system inclusive of statutory payments

Key Performance Indicators

- Monitoring of timely payments of all categories of creditors and salaries
- Monitoring of timely payments of staff salaries and councillor allowances, inclusive of statutory payments

MANAGEMENT ACCOUNTS

Key Performance Areas

- Compliance with legislation

- Management of risk inclusive of Business Continuity Plan and implementation of proper internal controls
- Implementation of sound internal controls
- Implementation and the annual review of the District's:
- Investment and Banking policy
- Borrowing policy
- Develop sound financial reporting mechanism for the above functions
- Preparation of the Annual Financial Statements for Council and its entities
- Investment portfolio administration
- OPMS for finance department
- Submission of financial information for AFS preparation
- Prompt responses to internal and external audit queries

Objectives

- Compliance with legislation
- Preparation of the Annual Financial Statements
- Cash flow management strategy linked to an investment portfolio
- Reports on loans & investments
- An accurate and effective financial management system

Key Performance Indicators

- Preparation of Annual Financial Statements for Council and its entities
- Maintain an Investment Register and report thereon
- Maintain a Loan Register and report thereon
- Reporting on financial departments performance (OPMS)
- Management of contracts
- Reporting on Investments and Loans

C3.2.4 DEPARTMENT: TECHNICAL SERVICE

The Department: Technical Services consists of various sections:

- Water Service Authority
- Municipal Infrastructure Implementation
- Municipal Infrastructure Operations and Maintenance
- Auxiliary Infrastructure Services
- Water Use Efficiency
- Building Control

Overall Objectives

- Research and development of new projects
- Preparation of short, medium and long term water development plans and implementation strategies
- Operation and maintenance of water and sanitation schemes
- Implementation of all capital projects of the municipality

- Approval of building plans for Nkandla Local Municipality.
- Operation and management of the Regional Solid Waste site
- Operation and management of the Regional Cemetery site
- Coordination and support of the local municipalities in among other things developing and updating the:
  - Energy Sector Plans,
  - Waste Management Plans
  - Road Asset Management System (RAMS)

An overview and analysis of the functions of per directorate within the Technical Department: -

Water Service Authority

Key Performance Areas

- Preparation of the Water Services Development Plan
- Formulation and update of water by-laws
- Communicating council policies to the communities
- Formulation of technical guiding principles for tariff formulation and review
- Compilation of the water and sanitation master plan
- Formulation of the survival water distribution plan and strategy
- Water quality management performance assessment
- Formulation and implementation of the water conservation and water demand management strategy

Objectives

- Monitor the reduction of water services backlog
- Update the water services master plans
- Align projects and budget to the IDP frame
- Ensure that project expenditure is aligned to the cash flows
- Ensure that communities understand the council policies and procedures related to water services operation

Key Performance Indicators

- Compilation and updating of the WSDP
- Compilation of the water and sanitation master plan
- Doing project feasibility studies (Research and Development)
- Compilation of project business plans
- Formulation of the water services by-laws
- Communicating council policies with the public and other sectors
- Verifying and aligning the KZN infrastructural development projects (housing and industrial) with the WSDP and advise council accordingly of these projects
- Designing of small water project and giving comments to all designs received from the consultants

- Managing and updating project budgets and cash flows and reporting to the external funders
- Preparation of the survival water distribution plan
- Management of water related reports and ensure compliance with the applicable legislation

MUNICIPAL INFRASTRUCTURE IMPLEMENTATION

Key Performance Areas

- Planning, designing and construction of Landfill Sites
- Planning, designing and construction of Regional cemeteries
- Oversight role of the Energy Sector Plan
- Implementation of new water and sanitation projects
- Approval of building plans for Nkandla Local Municipality
- Management and operation of the Regional Landfill Site
- Management and operation of the Regional Cemetery Site

Objectives

- To successfully implement the backlog reduction strategy of council related to water services infrastructure
- To successfully implement and complete approved projects in time and within budget
- To support the local municipalities with quality service in terms of the building plan approval and to give proper and accurate guidance related to building inspectorate function
- To oversee the implementation of a comprehensive energy sector plan for the District and proper planning of electricity distribution within the municipalities

Key Performance Indicators

- Managing the construction of both water and sanitation projects
- Responsible for the implementation of both the bulk and reticulation networks
- Preparing project progress reports
- Interpretation of drawings
- Preparation of the construction programme for the SMME's
- Approving the material requisitions for the SMME's
- Sourcing and interviewing the newly established SMME's
- Allocating work to the SMME's
- Managing the SMME's and giving feedback on their performance
- Coordinating training in terms of the EPWP requirements
- Approving payments for the SMME's
- Doing project inspections and supporting the site technicians
- Design and construction of all council's approved infrastructural projects and ensuring the following:
  - Construction methods are environmentally sound
  - Construction methods promotes local economic development

- All projects meet the municipality's objectives in terms of level of service, supply areas (project footprint), construction timeframes
- Project is constructed in accordance with all standard details of council
- Progress reports and cash flows are updated and submitted timeously to the relevant committees of council and to the respective Provincial and National government departments

- Building control function for Nkandla Local Municipality
- Operations and maintenance of the Regional Landfill site
- Operations and maintenance of the Regional Cemetery

MUNICIPAL INFRASTRUCTURE OPERATIONS AND MAINTENANCE

Key Performance Areas

- Management of council water services infrastructure (assets)
- Management of the service support agent executing the water service provider function for rural areas and management of other service providers appointed within the directorate
- Management of the council's survival water distribution programme
- Management of borehole development programme of the municipality
- Management of the drinking water quality programme and ensuring compliance with applicable legislation
- Management of the wastewater quality programme and ensuring compliance with applicable legislation
- Implementation of the tanker reduction strategy of the municipality
- Implementation of the water conservation and water demand management strategy of the municipality
- Ensure that the water services infrastructure complies with all OHS act requirements
- Management of the water services call centre

Objectives

- To keep all the municipality's water and sanitation schemes in good operational conditions
- To ensure that the municipality gets value for money with the appointment of external service providers and that all performance targets in terms of the service level agreements are achieved
- To provide effective management to the water survival programmes and keep all water supply points operational
- To locate new cluster of communities with water that qualifies for the new boreholes and hand-pump and to ensure that all existing hand pumps are operational

Key Performance Indicators

- Operation and maintenance of all water services infrastructure which includes the following:
    - Ensuring that all rural water schemes are functional

- Water production is in terms of the applicable specifications and national guidelines
- Ensuring that all town water networks are functional and without leaks
- Ensuring that the sewage systems and plants are operational and maintained in accordance with the prevailing legislation
- Ensuring that water quality tests are done and checked against the SANS 241 specifications

- Responsible for the water loss management
- Responsible for the emergency and drought relief programmes of the municipality which includes the following:
  - Drilling, testing and equipping of new boreholes
  - Repairs and maintenance of hand pumps
  - Spring development and protection
  - Provision of water through the water tankers

WATER USE EFFICIENCY

Strategy, planning and implementation

Provide a detailed water resource balance diagram complete with:

- Current demand,
- available supply as per WUL or SLA,
- projected(5year) demand estimate with and
- Without implementing WDM.

Provide MONTHLY and ANNUAL composite IWA water balance diagrams and supporting documents for the complete system as part of the water audit (as a component in the WSDP) as per Reg509 of 2001 Clause10 of the Water Supply Regulations. Balance diagram to specify as a minimum the main components of the IWA balance including Water Losses broken down into:

- System input volumes,
- Billed metered and unmetered usage
- Unbilled Authorized Consumption,
- Water losses broken down into Real and Apparent Losses,
- Free Basic Water, and
- Non-Revenue Water and to be supported by a schematic showing bulk meters, zones and main infrastructure components.

Evidence must be provided of a Council approved WDM strategy and business plan consisting of at least the following:

- Background and Context
- Situation Assessment including a Needs Statement
- Key Issues and Challenges
- Focus Areas of Intervention
- List of Proposed Interventions
- Set targets for demand, NRW, commercial and real losses.
- Budget and Multi-Year Implementation Timeline

Provide details on the actions, budgets, timelines and progress of water demand management activities undertaken.Reg509 of2001Clause10.
Percentage of customers who are metered including those who have been supplied with a measuring control device as calculated from the data presented in the summary section:

- Number of customers billed against installed meters

Households billed on a flat rate or on a deemed consumption method as a percentage of all households (not only metered households)in order to indicate percentage or rate of unconfirmed billing.

Provide copy of all water use tariffs:

- for past three years
- Indicating rising block tariff that would discourage high water use (highest tariff at least double lowest tariff).

Water balances for multiple yearsinlinewithReg509of 2001Clause10

Provide details of household leak repair programme including:

- Households visited
- Methodology
- Policy
- Costs(audited)

AUXILIARY INFRASTRUCTURE SERVICES

Although due to financial constraints this function has not taken off completely, its function is to support the local municipalities in several infrastructural related activities pertaining to:

- Transportation;
- Energy
- Housing
- Sports infrastructure
- Waste management
- Building control is responsible for the upkeep and maintenance of council's buildings.

C3.2.5 DEPARTMENT OF COMMUNITY SERVICES

The Community Services Directorate is responsible for the following services:

- Disaster Management
- Municipal Health Services
- Community & Social Services
- Cemetery & Crematoria

Overall Objectives

- Provision of Community Services in the District
- Promotion of social development in the District
- Crime prevention and awareness in the District
- Community awareness on diseases in the District
- Sound co-ordination of the Disaster Management function
- Rendering of Fire Fighting Services
- Environmental Health implementation and monitoring
- Establishment and expansion of Regional Cemetery

Key Performance Areas

- Fire Fighting Services
- Disaster Management
- Environmental Awareness and Community education on diseases
- Marginalised Groups
- Community Awareness and education on HIV/Aids
- Expansion of Regional Cemetery

Key Performance Indicators

- Rendering of Fire Fighting and Disaster Management services
- Fire Fighting and monitoring
- Management of the Disaster Management Centre
- Maintenance of a safe, healthy and hygienic environment
- Monitor and report on crime
- Celebration of Women's day
- Youth day celebration
- Celebrate Heritage day
- Empowerment of disabled people
- Annual prayer day
- Educate community on HIV/Aids
- Management of Regional Cemetery

C3.2.6 DEPARTMENT: CORPORATE SERVICES

The Department: Corporate Services consists of the following sections:

- Administrative Services
- Human Resource Management
- Information Technology

Administrative Services

This section is responsible for the smooth and efficient operation of Council and the provision of general administrative services.

Key Performance Areas

- **Committee/Secretariat Services**
  This Section is responsible for the compilation of agendas, minutes, reports, etc. of Council, EXCO, Portfolio Committees and ad-hoc committees.
- **Registry and Records**
  Registry and records keeps and maintains all records of Council, both physical and electronic records.
- **Councillor Support**
  This section provides a support service to councillors.
- **Delivery Services**
  This section is responsible for the internal and external delivery and distribution of council's communication material, be it agendas, reports, letters, notifications, etc.
- **Printing and Photocopy Services**
  All communication material is reproduced in this section.
- Ensure that the access to information manual is revised and updated as per legislation;
- Provision of efficient and effective General Administrative Services

Management Services

- **Recruitment and Selection**
  This section is responsible for the recruitment and selection of staff. The recruitment and selection unit further coordinates the implementation of the job evaluation; the section is also responsible for the reviewing and updating of the organizational structure on monthly basis.

- **Skills Development and Training**
  Training and development prepare the Work Place Skill Plan as well as the report to equip staff with the necessary skills. The section also coordinates annual Skills Audit questionnaires. Training and development events include bursaries and coordination Learner ships. Training section in consultation with concerned directorates also identify the personal development growth of each employee in the Municipality

- **Human Resource Administration**

  HR Administration provides a service to its internal stakeholders and assists with issues such as benefits, leave, allowances, subsidies, etc. The Section also ensures that all Human Resources Policies and Procedures are updated from time to time to ensure compliance with existing legislation and HR best practice.
- **Occupational Health and Safety**

  This section monitors compliance with legislation and ensures that measures for a safe and healthy environment for employees are in place. It focuses on implementing corrective measures to eliminate hazards in the workplace.
- **Employee Assistance**

  This program takes care of the emotional, physical, psychological, wellbeing of employees and councillors. It is a program that assists employees to deal with problems whether it is experienced at work or at home.
- **Labour Relations**

  This section concerns itself with ensuring the existence of healthy labour relationships by: being pro-active in resolving employee grievances/issues, professional handling of disciplinary or misconduct matters, and by championing dialogue through consultation and collaboration.

  Employment Equity Plan of the organization is coordinated by this section and it is spread amongst the HR unit including Recruitment and Selection as well as Training and Development.

Key Performance Indicators

- Rollout and maintenance of Employee Assistance Programme
- Implementation and compliance with Occupational Health and Safety
- Election and training of Safety Reps
- Skills Development and implementation
- Timeous handling of Grievances and Discipline
- Updated Policies
- Skills shortages identified and addressed

INFORMATION TECHNOLOGY

This section provides the IT infrastructure and systems to help the organization realize its goals and objectives by aligning IT services with the Integrated Development Plan.

Key Performance Areas

- Email, Internet, Intranet and Document Management Services (DMS)
- Help-desk services
- Provision of software and hardware
- Disaster Recovery Systems
- IT strategy and Master Systems Plan (MSP)

Key Performance Indicators

- Up-time of 90%+ for email, Internet, Intranet and DMS
- Provide friendly, effective and efficient help-desk services

- Reduce software licensing costs by 20% by introducing less costly systems
- Effective recovery of data after any disaster within 48 hrs
- The IT strategy and MSP is refreshed and aligned with the current IDP

- **Legal Services Unit**

The Legal Services Unit is responsible for the following:

- To manage the provision of comprehensive, efficient and effective legal services to the municipality
- To safeguard the municipality's interests in all legally related matters
- To ensure that the municipality's operations are conducted with the parameters of applicable legislation
- To provide various legal opinions to the municipality
- Is involved in the drafting and vetting of various agreements
- Conducts on-going research to advise the municipality on the latest developments in the legal space
- Plays a vital role in the drafting and the on-going of review of by-laws and attends to legal formalities in respect of the promulgation of same.

C3.3 HUMAN RESOURCES

C3.3.1 ORGANISATIONAL INDICATORS

King Cetshwayo District Municipality currently has a projected number of (565 staff members including Councillors and Traditional Leaders) as at (31 December2018). During the budget process positions required by departments were reviewed in terms of available funding, savings identified in other accounts, a specific allocation of grant funding, a legislative requirement for the position, and if the position was within the 2018/19 approved multi-year budget.

Table 36: King Cetshwayo Institutional Analysis

King Cetshwayo Institutional Analysis	
SUMMARY OF PERSONNEL NUMBERS	**19/20**
Municipality	
Councilors (Political Office Bearers plus Other)	41
Other: Traditional Leaders	8
Snr Managers (Incl. MM)	6
Other Managers	58
Technical/Professional	194
Other Staff (clerical, laborers etc.)	222
Total Personnel Numbers	**480**

Source: Corporate Services – Figures as at (31 December 2019)

2. ORGANISATIONAL STRUCTURE

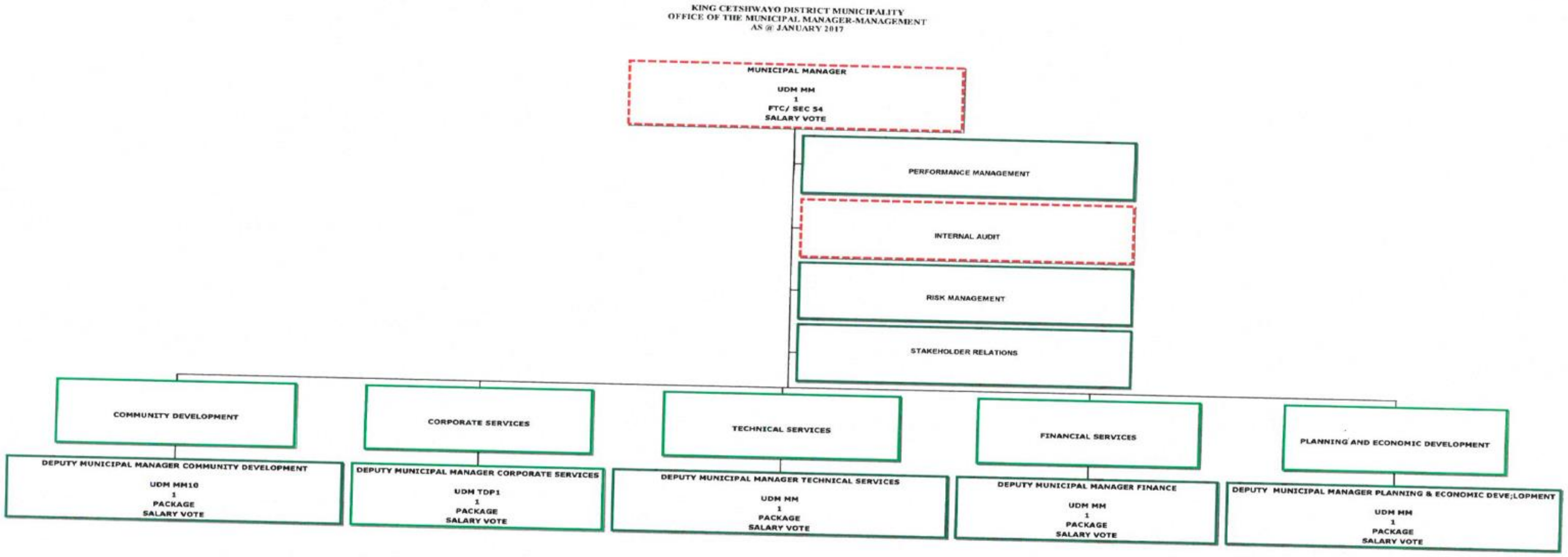
In order to implement the programmes under the five key Development Strategies, the administration of King Cetshwayo District Municipality, is organized into six Service Units:

- The Office of the Municipal Manager
- The Department: Economic Development and Planning
- The Department: Financial Services
- The Department: Technical Services
- The Department: Community Services
- The Department: Corporate Services

Council approved the organogram for 19/20 Financial Year; it will be reviewed for 2020/21 Financial Year.

NOTE: Full KCDM Organogram is attached as annexure

Table 37: King Cetshwayo District Municipality Organogram



C3.3.3 STAFF COMPLEMENT

Table 38: Staff Complement indicates the current staff complement and vacancies as per each section/vote for permanent and contract staff as 31 December 2018

DEPT	SECTION (Sub Votes)	BUDGETED STAFF	CURRENT STAFF	VACANCIES
Department of the Municipal Manager	Department of the Municipal Manager - 111004	29	27	2
	Performance Management - 111006	4	4	0
Department of Deputy Municipal Manager Economic Development & Planning	Executive Division - Planning & Development - 113006	2	2	0
	Economic Development- 113001	11	11	0
	Planning Shared Services - 113003	1	1	0
	Development Planning & Environment - 113004	4	4	0
	Fresh Produce Market - 113005	0	0	0
Department of Community Services	Executive Division - Community & Social Services - 114004	2	2	0
	Community Services Division - 114001	16	15	1
	Technical Facility Services - Cemetery - 114003	9	8	1
	Fire Fighting Services (Shared Services) - 116001	0	0	0
	Environmental Health Services: Municipal Health Services - 117001	30	28	2
	Air Quality Management - 117002	3	3	0
	Public Safety Disaster Management - 114002	7	5	2
Department of Corporate Services	Executive Division - Corporate Services - 111002	4	3	1
	Administrative Services Division - 111003	34	34	0
	Public Participation -111008	5	3	2
	Management Services / Human Resources - 112001	22	20	2
	Legal Services – 111007	5	4	1
	Information & Communication Technology - 112010	9	8	1
	Property Services - Satellite Offices - 112006	3	3	0

DEPT	SECTION (Sub Votes)	BUDGETED STAFF	CURRENT STAFF	VACANCIES
Department of Financial Services	Executive Division – Financial – 112002	6	6	0
	Expenditure - 112004	13	13	0
	Procurement (SCM Unit) - 112011	24	24	0
	Budget - 112008	8	8	0
	Finance Interns - 112009	5	2	3
	Management Accounts & Reporting - 112012	3	3	0
	Consumer Billing & Credit Control - 124003	43	42	1
	Asset Management - 112013	13	10	3
Department of Technical Services	Executive Division Technical - 115001	2	2	0
	Municipal Infrastructure – Operations & Maintenance - 115002	17	17	0
	Municipal Infrastructure Implementation - 115003	5	4	1
	Project management Unit – MIG - 115007	12	12	0
	Water Services Authority Division -124001	18	11	7
	Water Services Authority Division -SSA 124002	44	39	5
	Operations & Maintenance - Western Region (KZ285 & KZ286) – 124004	10	10	0
	Operations & Maintenance - Southern Region (KZ284) - 124005	44	36	8
	Operations & Maintenance - Eastern Region (KZ281 & KZ283) -124006	9	9	0
	Water Use Efficiency-124007	7	6	1
	Technical Facility Services Landfill - 122001	14	14	0
	Sanitation - 125001	4	4	0
	Auxiliary Services -115006	2	2	0
	Portable & Waste treatment -124008	19	19	0
	EPWP	2	2	0
Total Staff Complement		**524**	**480**	**44**

Section 54/56	
Total number of positions on organogram	**524**
Total positions filled as at 31 December 2018	**480**
Total number of Councillors including Traditional Leaders	**49**
Total number positions vacant	**44**

C3.3.4 MUNICIPAL INSTITUTIONAL CAPACITY & STATUS OF CRITICAL POSTS

Table 39: Critical Posts – As at (30 December 2020)

POST VACANT	DEPT	STATUS VACANCY OCCURRED	DATE POST VACANT	RECRUITMENT PROGRESS REPORT COMMENTS AS 31 DECEMBER 2019	REASONS POST NOT FILLED WITHIN THREE MONTHS
DEPUTY MUNICIPAL MANAGER: CORPORATE SERVICES	CORPORATE SERVICES	Turnover position 2018/19	28 September 2018	Position vacant as at 30 June 2019	Vacant: Matter before the Bargaining Council

Critical Positions Vacant: 14.2%, Six Positions filled 85.7%

Section 54/56 positions as at 30 December 2019

Section 54/56	**Filled/Not Filled**
Municipal Manager	Filled
Chief Operations Officer	Filled
Deputy Municipal Manager Financial Services	Filled
Deputy Municipal Manager Community Services	Filled
Deputy Municipal Manager Planning and Economic Development	Filled
Deputy Municipal Manager Technical Services Department	Filled
Deputy Municipal Manager: Corporate Services	Vacant

ADDITIONAL SUPPORT PROVIDED

Environmental Officer-An Environmental Officer has been deployed by the National Department of Environmental Affairs: Local Government Support to support the King Cetshwayo DM & the family of Local Municipalities with environmental management planning and issues.

C3.3.5 EMPLOYMENT EQUITY PLAN

KCDM Employment Equity Plan for the period 01 October 2017 to 30 September 2020 was approved by the Employment Equity Committee and adopted by Council on the 22 February 2018 under item number KCDMCS 996/2018.

The main objective of the Employment Equity Plan is achieving transformation and equality in the workplace by promoting equal opportunity and fair treatment in the employment through the elimination of unfair discrimination.

C3.3.6 EMPLOYMENT OF DISABLED EMPLOYEES

Department of labour require that employers must employ 2% disabled persons. Council currently has fourteen (14) known disabled employees: which amounts to 2.92% to the total establishment of 480, which is above the norm of 2%. From the disabled employees mentioned-above nine (10) are males – x9 African and 1 White Male and (4) are females – x3 African and 1 White Female.

C3.3.7 LABOUR RELATIONS

The main focus of Labour Relations is to manage and strengthen relations between Trade Unions and Management.

All disciplinary processes and grievance processes are dealt with in terms of the Disciplinary Procedure Collective Agreement. Labour Relations represents Council in all matters that falls within their scope of work.

The Labour Relations section is also responsible for the following:

- Facilitation of preparation meetings for Local Labour Forum (LLF prep);
- Attending of Local Labour Forum meetings;
- Assisting Employee Assistance Programme (EAP) with drug and alcohol awareness sessions with employees;
- Workshop disciplinary process and procedures with employees;
- Foster better relationships between management and Trade Unions;
- Assist and advise line management and employees on conflict management and healthier relations.

C3.3.8 HUMAN RESOURCE STRATEGY

A human resource strategy is a long-term plan of action based on the human resource priorities. The plan must ensure that employees have the right skills and motivation as a contribution to future of the municipality. The strategy requires a knowledgeable and experienced workforce with excellent leadership.

Council approved the Human Resources Strategy, on its meeting held on 26 May 2017 under item KCDMC 557/2017. There is a view on the Human Resources Development proposition and its contribution towards achieving the municipality's outcome. The strategic role of HRD is to facilitate improvement in performance through its personnel and involves the following:

- Facilitate business transformation by developing leaders through succession programmes, building capacity in operational planning and forecasting future needs, attract and retain the key skills for development purposes.
- Build the capacity of line managers to manage effectively and efficiently
- Ensure that the HRD strategy is aligned to and supports the business strategy
- Ensure the development of sustainable skills, which includes critical skills for the ever-changing and demanding environment

Progress on the HR Strategy:

HR STRATEGY OBJECTIVE	ACTIVITY	PROGRESS REPORT
Create and maintain partnerships with corporate and accredited tertiary institutions.	Attendance of Human Resources Development Forums in the District and Province	KZN Provincial Skills Development Forum (PSDF) and King Cetshwayo District HRD Forum meetings held.
Conduct a District Annual Career Expo to assist learners to apply to tertiary institutions and expose learners to the various career opportunities.	Conduct a career expo in one of the rural schools, with assistance from the Department of Education.	Career EXPO conducted at Qgokinsimbi High School (uMlalazi area).
Capacity Development initiative to designated group	Skills Audit to be conducted, skills gaps to be addressed in annual training plan and employees are encouraged to apply for bursaries.	Skills audit questionnaires be completed by all employees and to be analysed during the 3rd quarter of 2019/20 FY. Bursary application period open for the 2020 academic year. Applications to be approved by training committee in the 3rd quarter of 2020/21 FY
On-boarding program – Assist new employees who join the organization to be part of the culture norms of the organization	Explain on-boarding to the new employees on induction day and visit officials during the first month to address all work related challenge with official and supervisor.	Monthly ongoing.

The Employee Self Service (ESS) will enhance HR by: Replacing the existing manual leave system with an on-line system and provide on-line employee leave & pay slip. Enroll ESS to employees located at satellite offices (use cashier office)	Roll out of ESS at satellite offices	Infrastructure set up at Landfill/Cemetery sites and Nkandla, Melmoth, Mtonjaneni, Umlalazi and Eshowe – training provided.
Conduct analysis of exit interviews in line with retention strategy	Exit Interviews to be conducted on last day of employment with all departing employees	Exit interviews have been conducted with employees exiting the municipality and reasons provided to Risk Section to analyse.
Strengthen relationship with all stakeholders.	Meeting with Service Providers on quarterly basis to evaluate the progress and the relationship	HR does have meetings with Yonokosi (EAP) & NS Occupational Therapy.
Empower managers through investment in training on Labour Relations policies & procedures	Train Line Managers on disciplinary and policy related issues	Training on Workplace Procedures & Disciplinary Handling.
King Cetshwayo DM will create harmony between organized labour and management to instill trust and compliance.	Pre-LLF & LLF meetings takes place quarterly basis	Meetings held quarterly.
Employee relations will ensure that the implementation of agreements and policies are monitored and properly communicated.	HR Workshop are conducted on quarterly basis to communicate various HR Policies and procedures	Topics discussed at workshops: Salary and Wage Collective Agreement, Disciplinary procedure, skills audit, bursary open period and main collective agreement and KZN conditions of service
Creating the enabling environment for the implementation of the EE Plan	Meeting takes place on quarterly basis to report on the progress made on the implementation of the EE Plan	Meetings held quarterly and an EE awareness session was held

C3.3.9 HUMAN RESOURCES DEVELOPMENT

Investment in employee development and training is a focus to support KCDM employees. The strategy will empower the human talent and enhance their knowledge base and to maximize their performance. KCDM believe that the focus on building capacity through developing all levels of employees can create a sustainable environment.

KCDM currently employs 480 employees excluding councilors and 41 councilors including the traditional leaders and is committed to employee development.

C3.3.10 HUMAN RESOURCE DEVELOPMENT PLAN

- **Convert strategy**

  This strategy is used where critical skills in the municipality can be redirected through training and development of existing employees using internal skills development strategies (mentoring, coaching, on job training). The convert strategy will focus on core scarce and critical skills through retraining. This will be achieved through learner ships and training interventions.

  Council at its meeting held on 25 May 2019, under item KCDMC: 1281/2018 approved the training budget for 2019/2020 Financial Year.

  The training plan:
  The training committee on its meeting held on 10 April 2018, under item KCDMTC 33/2018 approved the annual training report (ATR) for 2017/2018 and workplace skills plan (WSP) for 2018/2019 and was submitted to Local Government SETA on 18 April 2018.

- **Create Strategy**

  Create strategy will be used to create a skills pool that would address future skills demands in the municipality. This will be achieved through capacitating existing employees within the identified areas of critical and scarce skills. The assessment, reviews and mentorship programme will be undertaken to assess its success as a skill development and retention strategy. The municipality has plans to provide a range of training for managers to equip them to coach, empower and lead staff effectively and provide an environment, which motivates staff.

- **Integrated Talent Management Program includes**
  - Municipal Finance Management Program (MFMP)
  - Management Development Program (MDP)
  - Emerging Managers Program (EMP)
  - Adult Education and Training Level NQF Level 3
  - Monitoring and Evaluation
  - Artisan Plumber Trade Test

- **Succession Development Plan**

  The Succession Development Plan is a programme with the focus on general management development, the development of specific competencies based on a thorough candidate assessment, team development and various other organization competencies. The Municipality is in the process of reviewing the succession and retention policy.

C3.3.11 HUMAN RESOURCE ADMINISTRATION

Human resources strategy provides oversight to each of the functional units, and provides guidance and advice to management on personnel matters such as salary and benefits, employee data management and recording of turnover. The municipality has moved from the manual capturing of leave to the Electronic Self Service (ESS). Roll out of the project at the satellite offices commenced in the 17/18 financial year with training sessions having been conducted at the satellite offices.

Human Resources Development Plan (WSP)

- The annual training report (ATR) for 2017/2018 and workplace skills plan (WSP) for 2018/2019 was submitted to Local Government SETA on 18 April 2018.
- The annual training report (ATR) for 2018/2019 and workplace skills plan (WSP) for 2019/2020 was submitted to Local Government on the 30 April 2019
- The municipality is promoting that all employees need to acquire structured trainings that are NQF aligned, that improves efficiency and performance in the work place as the municipality needs competent and skilled employees, if not then the municipality will have challenges in service delivering.

REPORT ON TRAINING CONDUCTED IN THE 2018/19 FINANCIAL YEAR		
TRAINING REPORT FOR THE FIRST QUARTER OF 2018/2019 FINANCIAL YEAR		
Officials	NQF Aligned Structured trainings: Continuous Professional Development: Compliance: **Total:**	26 50 08 **84**
Councillors	NQF Aligned Structured trainings:	**07**
TRAINING REPORT FOR THE SECOND QUARTER OF 2017/2018 FINANCIAL YEAR		
Officials	NQF Aligned Structured trainings: Continuous Professional Development: Compliance: **Total:**	08 49 40 **97**
Councillors	NQF Aligned Structured trainings:	**05**

- Proper training and development is continuously needed as technology changes and new developments are uncovered in the industry. It will be imperative for the municipalities to work in hand with Local Government Sector Education and Training Authority to ensure that training and development is delivered to the employees, and funding is allocated every year.

Councillors Intervention:

- Councillors were registered in Public Administration Program and NQF Aligned trainings to equip them with skills to perform in a rapidly changing environment and to respond to municipal service delivery and skills development needs of the councilors. Through training interventions will councilors gain the skills that are required for them to respond effectively to the needs and expectations of the community and perform efficiently in their roles.
- HRA Administration strategy provides oversight to each of the HRA functional units, and provides guidance and advice to management on personnel matters, such as organizational structure, salary and benefits, employee data management, training and development, performance management and recording of terminations.

- The personnel policies and practices, proposed legislation, improvement of personnel systems and processes are other important responsibilities.
- The unit is also responsible for the establishment and maintenance of classification for all positions in the municipality.
- HRA serves as the liaison on personnel matters with various sections and departments within the municipality

C3.3.12 HUMAN RESOURCE POLICIES AND LEGISLATION

Code of Conduct

Councilors and staff members are required to sign a Code of Conduct and Declaration of Financial Interest form on an annual basis, which must be certified by a Commissioner of Oaths. These records are kept for internal and external audit purposes.

HR Development Plan (Workplace Skills Plan)

A Workplace Skills Plan is in place and it focuses, inter alia, on the following:

- Employment profile
- Employee qualification profile
- Strategic objectives
- Annual training and skills priorities
- Education and training interventions required to achieve training and skills development priorities
- Number of beneficiaries to be trained
- Learner ship skills programmes and apprenticeships
- Quality assurance - Providers to be used for planned training and development activities
- Employment Equity Plan

The Focal Areas of King Cetshwayo Employment Equity Plan are as follow:

- Job Grading
- Communication
- Culture
- Recognition
- Succession Planning
- Recruitment & Selection
- Set Numerical Targets per Employment Category
- Employment of people with disabilities

C3.3.13 EMPLOYEE ASSISTANCE PROGRAMME (EAP)

- KCDM values employees as the most important asset to sustain the organisation. KCDM takes responsibility for helping employees to deal with pressures of life. Thus, this organization has undertaken to provide its employees with an Employee Assistance Programme (EAP).
- EAP is a work based intervention programme aimed at an early identification and resolving of the employees personal and work related problems, which may have an adverse effect in their work performance.
-
- The total wellbeing of employees adds up to the wellbeing of the municipality. Therefore, the Employee Assistance Programme (EAP) addresses the Municipality's commitment to assist employees to deal with their social and emotional pressures in order to sustain effective performance and remain productive members. This may enhance the municipality's profitability by reducing absenteeism, turnover, tardiness, accidents, medical claims and thus, improving service delivery.

The Employee Assistance Programme (EAP) section works tirelessly to assist employees and their family members in need of counselling assistance. Some of their achievements are noted hereunder:

- EAP Supervisory and Managers Training
- Employee Wellness Day/S (Health Screening Day/S)
- The municipality has taken an initiative on annual basis to participate in cancer awareness and HIV/AIDS campaigns
- The section conducts basic counselling and trauma debriefing sessions
- The section coordinated financial literacy education training workshops, mainly to focus on the importance of budgeting and saving.
- Alcohol and drug abuse awareness sessions were held throughout the Municipality in partnership with South African National Council on Alcoholism (SANCA) and South African Police Services (SAPS) to alert employees about the dangers of alcohol abuse and the consequences of drinking on duty.
- The EAP section is continually motivating staff through The EAP Motivational Corner, an informative and topical column in the organisation's internal newsletter.

C3.3.14 OCCUPATION HEALTH AND SAFETY (OHS)

The vision of the OHS Section is to create a work environment where hazards and associated risks are eliminated and/ or mitigated through our OHS solutions, support and training, thereby ensuring that all employees and contractors are equipped to work together in order to achieve a safe and healthy working environment for all.

The following are strategic priorities for the OHS Section.

- To build "Sensible Health and Safety" in to Council's health and safety culture.
- To ensure that Council is a "learning" organisation by improving the way health and safety incidents are recorded, investigated and how lessons learnt from internal and external organisations are communicated.
- To improve the way that health and safety performance is measured and monitored.
- To develop leadership skills for managers to improve health and safety performance.
- To ensure that all people involved in delivery of Council services have the appropriate levels of competency to address their health and safety responsibilities.
- To ensure that where Council contracts out work to other organisations or works in partnership with other organisations the occupational health and safety risks are properly and satisfactorily addressed.

C3.4 ICT GOVERNANCE FRAMEWORK

The District Municipality updated its ICT Governance Charter in line with DSPA recommendations as of June 2015. In respect of the Framework that is already in place, the Auditor General in their audit has found that the ICT Policy Framework is already in line with the DPSA requirements. The Municipality is also aware of Circular 29 of 2014 - ICT Policy Framework and the possible ramifications it may have on the current framework going forward. The Municipality will ensure that the already compliant ICT Policy Framework remains aligned with DPSA requirements as and when changes are forthcoming.

In terms of the IT Strategy, this too was found by the Auditor General to be compliant and aligned with the current IDP. In order to ensure that the Municipal Leadership, both political and administrative, reviews will be held annually to ensure that the Strategy is updated and supportive of the IDP.

The Governance of ICT focuses on daily operations of the ICT Section. That is the structure and processes that it employs to ensure ICT service delivery. With reference to the structure of the ICT Section, the Municipal management should ensure that the structure adequately addresses both the current and future requirements of the Municipality. Further, that adequate roles and responsibilities are established for all ICT staff. Collectively, the ICT Section will need to employ various processes to ensure adequate planning, building, running and monitoring of several aspects, including:

- Supplier management;
- ICT strategy management;
- ICT risk management;
- ICT Resource management;
- ICT program and project (portfolio) management;
- Continuity and disaster recovery management;
- Security management
- ICT value and performance measurement; and
- ICT Acquisition and Disposal

Focus Area	**Progress**
Supplier management;	No progress. Supplier management is still dealt with by the SCM unit.
ICT strategy management;	In progress. Some of the initiatives on the strategy are being implemented and others are for future since this is a 5-year plan. Currently the strategy is being reviewed.
ICT risk management;	In progress. The risk committee quarterly currently reviews ICT risk management in place and the risk register. This form part of the larger organisational wide risk management processes.
ICT Resource management;	In progress. ICT staff currently being utilised for various projects implementation. The vacancies are being filled as and when budget becomes available, since the current organogram is for 5-year implementation. Infrastructure is also under going some upgrades, i.e. the WAN connectivity is being extended to additional sites, the Bandwidth upgraded from 10mb to 40mb.
ICT program and project (portfolio) management;	In progress. The program and project management is currently the responsibility of the ICT Steering committee. The ICTSC is currently operational.
Continuity and disaster recovery management;	In progress. The BCP is in place and currently being implemented in phases. The construction of an offsite DRP

	site is underway with the datacentre being finalised and now focusing on the remainder of the ICT equipment.
Security management	In progress. The recent appointment of the ICT Security and Governance Manager has brought improvements on security management such as security awareness, security systems implementation, etc.
ICT value and performance measurement; and	In progress. Currently the PMS unit is responsible for evaluating the ICT performance. Only the Senior Managers have the signed performance agreement and is being cascaded to the manager's level.
ICT Acquisition and Disposal	No progress. The ICT assets are currently being managed by the asset management unit.

C3.5 POLITICAL COMMITTEES

The municipality has a council led by Cllr K.E.R Hadebe–Speaker and consisting of 49 members.

The executive committee is led by the Mayor and consists of 8 members. Council established the following committees in terms of section 80 of the Municipal Structures act:

- **Community Services Portfolio Committee**
- **Corporate Services Portfolio Committee**
- **Technical Services Portfolio Committee**
- **Financial Services Portfolio Committee**
- **Planning and Economic Development Portfolio Committee**

Council established the following committees in terms of section 129 of the Municipal Finance Management Act, and sections 33 and 79 of the Municipal Structures Act.

- **Rules Committee**
- **Municipal Public Accounts Committee (MPAC)**
- **Audit Committee**
- **Performance Audit Committee**

C3.6 AUDITOR GENERAL (AG) CONCERNS

No AG concerns mentioned related to Human Resources.

C3.7 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

Municipal Transformation in King Cetshwayo is the development of institutional systems and processes to support the District's development strategies and initiatives. Municipal transformation deals with transforming the organisation into a sustainable high performance organisation, in which employees are developed, valued, empowered and motivated, quality management, is embedded in all managerial practices and processes, and service delivery in terms of the IDP takes priority.

STRENGTHS AND OPPORTUNITIES

- Back to Basic in Place
- Well-functioning EXCO and Council structures
- Communication Strategy approved by Council annually
- IDP Alignment processes take place on a quarterly basis
- Implementation of the KCDM Economic Development Framework:
- Towards a Green Economy by the LED Structures created further opportunities for growth and development
- Functional GIS section
- Planning Shared Services
- HR Development Plan and Employment Equity Plan in place
- Compliance with financial requirements and submission deadlines according to all procedures and policies in place
- Compliance with SCM requirements
- No Auditor General concerns

WEAKNESS AND THREATS

- Programmes on hold due to lack of funding. The KCDM is predominantly dependant on financial grants.
- Lack of skills within the organisation remains a huge challenge
- The portfolio committees are functional with limited instances where meetings are postponed due to the absence of quorum. In those limited instances the Municipal Whip convenes meeting with party whips to discuss Councillor Attendance as a measure to reduce instances of meetings that are postponed due to the lack of quorum.

C4.0 BASIC SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

C4.1 WATER & SANITATION

King Cetshwayo District Municipality, in terms of the Water Services Act, is the Water Services Authority in respect of its areas of jurisdiction, apart from the City of uMhlathuze which has a WSA status as well.

The WSA has a duty to all consumers, or potential consumers, in its area of jurisdiction to progressively ensure efficient, affordable, economical and sustainable access to water supply and sanitation (collectively referred to as water services). As a WSA, King Cetshwayo District Municipality focuses on water services and on providing at least a basic level of service to consumers in its area of jurisdiction.

C4.1.1 WATER

King Cetshwayo District Municipality as WSA has a number of initiatives underway,

notably:

- Water loss management strategy
- Water meter installation
- Water quality improvement interventions

The Water Services Development Plan (WSDP) is an important tool in achieving set objectives and feeds information into the Integrated Development Plan (IDP).

According to the implemented projects in KCDM, there has been an increase in the number of households with water inside their yards as well as access to communal stands. The following table comparing the 2011 census results KCDM and progress up to 2019. If you look at the data, it will seem like there is a decrease in piped water inside whilst in actual fact there is an increase, the data shows decrease because number of households were counted in 2011. Due to population growth, migration and drastically increase in new households every year results in increased backlogs and need for more piped water thereby reducing the percentage of piped water between 2001 and 2019 even though the actual piped water access has increased between these years.

Table 40: Access to Water Sources

Piped water Inside			No Access		
2001	2011	2020	2001	2011	2019
38.1	84	69.95	44.9	16	30.05

Map 33: Water Services – With Piped Water

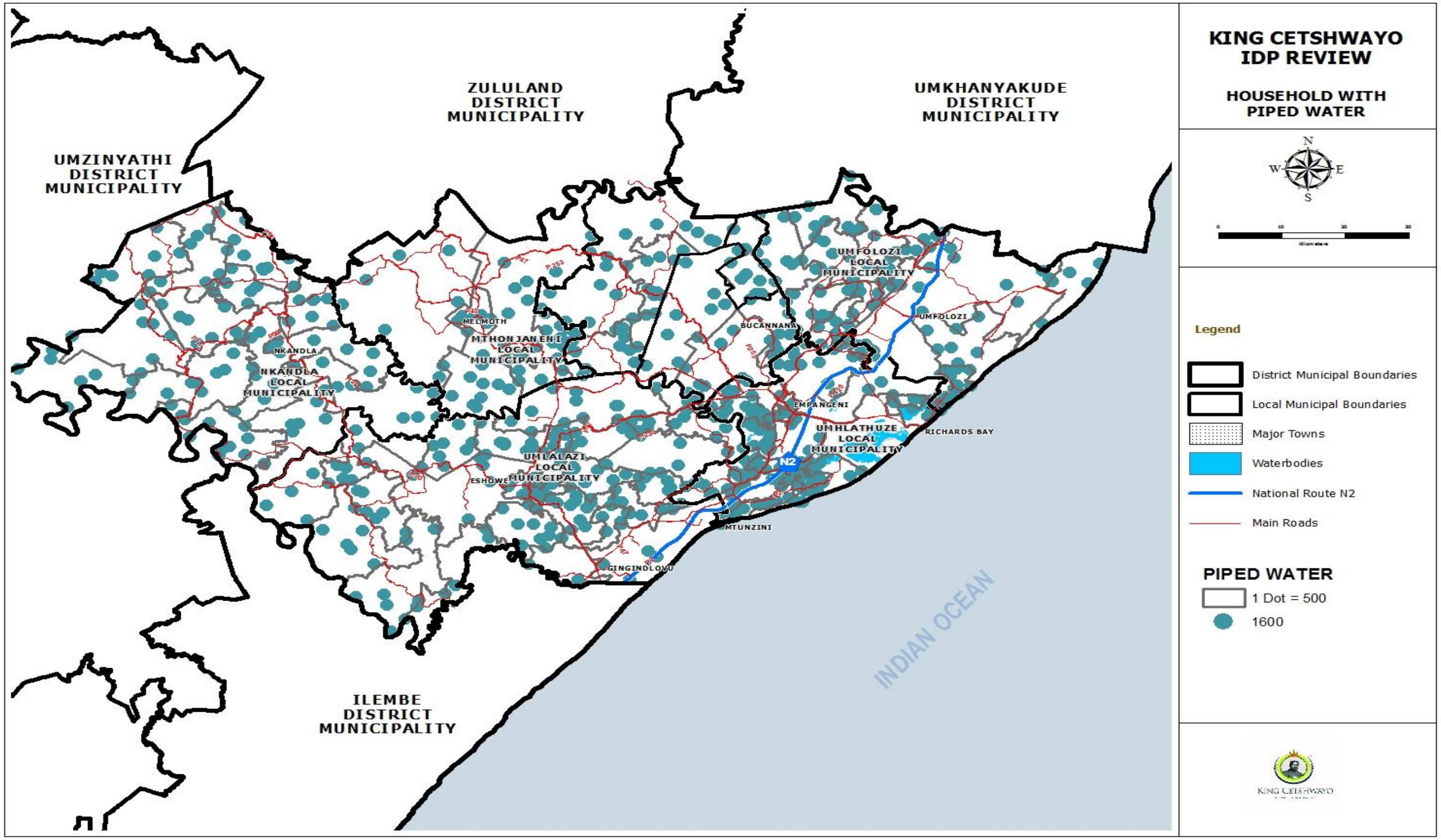


Table 41: Survey of Rivers within the District

KZ	RIVER NAME	COMMENTS
281 uMfolozi Municipality	1. uMfolozi River	Currently Dry
	2. Small localized dams throughout the Municipality	Dry
282 uMhlathuze	1. Nsezi	70%
	2. uMhlathuze	45
	3. Lake Chubu	95
	4. Lake Mzingazi	87%
284 uMlalazi	1. Mhlathuzana	51
	2. Ruth Ledge	32% capacity
	3. Isihlanzi	100% capacity
	4. Ntenjane	30
	5. Matigulu River	60% capacity
	6. Phobane Lake	51.7%
	7. Ndlovini	Dry
	8. Thukela River	40% capacity
285 Mthonjaneni	1. Melmoth Dam	96% capacity
286 Nkandla	1. Mhlathuze River	45
	2. Nsuze River	55%
	3. Thukela River	40% capacity

All of the above is the result of expenditure in water and related infrastructure. Such expenditure is guided by the Water Services Development Plan (WSDP) and O&M Plan.

PLAN	PHASE	STATUS
WSDP (Web based)	Phase 1	Completed 2015
	Phase 2	Completed 2016
	Phase 3	In implementation stage and to be completed in June 2019 (Not completed due to challenges facing DWS in loading the DM's WSDP in the web based system)

When WSDP was going under review, DWS introduced a work based WSDP which resulted in change of scope for the appointed consultant and started with this work based WSDP. The scope of the work based WSDP was broad which resulted in it being done in phases since it exceeded the appointment of the consultant. Phase 1 & 2 of the work based WSDP was completed in April 2016. The Municipality is currently busy with the implementation of the Phase 3 of the Web based WSDP which shall see the WSDP being completed, ready to be fully utilized and updated annually. This phase was to be completed by June 2019 and the WSDP was to be forwarded to DWS for loading on the live system, the WSDP was forwarded to DWS but ever since June 2019, the DWS was unable to load to the web based due to internal challenges. It only in November 2019 where the department indicated that it has resolved in starting to load using staff rather than the service providers. Due to the backlog the DWS had, to date, KCDM's WSDP is still not loaded or updated in the web based system. The completed WSDP has not been endorsed by the council as yet since it's not in the web based system as a result of challenges faces by the DWS in loading and updating. The recent comments though from DWS whilst loading is that the KCDM web based WSDP is number one in KZN.

The following tasks were accepted as the project plan by KCDM and endorsed by DWS. The main task team has been assembled to assist with the capturing/updating of the WSDP digitally: https://www.dropbox.com/s/n7i7nowu8vm9005/WSDP_Report%20Nov%202015.pdf?dl=0

- Training/mentorship of KCDM staff is a priority; enable KCDM to own the WSDP.
- Confirm MTEF projects.
- Assess sector plans and incorporate their needs into WSDP.
- Update demographics component.
- Update service level component.
- Update Water Services Infrastructure management 1 & 2 component.
- Update WCWDM component
- Update water Master-plan perspective

The focus of the WSDP being as follow:

- Reflection of current levels of services experienced by communities.
- Revised need for water services by all communities in the district.
- Prioritized projects for development of water services, coupled with budgets and time frames.
- Strategies regarding technical, social and financial principles of water sources.

The WSDP also deals with issues pertaining to the provision of sanitation services. The eradication of water backlogs has been addressed since the 2001/2002 financial years. The backlogs for water and sanitation (as the main expenditure items on the municipal budget) relate to the following RDP standards:

- The minimum RDP level of water supply is 100 litres per capita per day within a walking distance of 200m.
- The minimum RDP level of sanitation supply is one VIP per household, detached from the household, inclusive of superstructure.

The following are the new KCDM Strategies relating to water and sanitation provision:

- **Low Cost Housing Projects**
  - The KCDM will install basic water infrastructure (reticulation and bulk) for existing houses

- Rural: The developer will confirm bulk services from KCDM and install basic water infrastructure (reticulation) Metered connection for every household
- Urban: The developer will confirm bulk services from KCDM and install basic water infrastructure (reticulation), Metered connection on plot boundary
- Households have a minimum free basic of 6 kl/month
- Developer to construct basic on-site sanitation (VIP's)

- **Upper Income Housing Developments**
  - The developer constructs all water and sanitation infrastructure, including bulk where there is not sufficient capacity, at own cost
  - KCDM to approve design standards
  - Households billed on metered stepped tariffs
- Industrial Developments
  - The developer constructs all water and wastewater infrastructure, including bulk where there is not sufficient capacity, at own cost
  - KCDM to approve design standards
  - Water consumption billed on metered fixed tariff
  - New policy to be developed regarding wastewater disposal of large wet industries – incentives to do pre-treatment
- **Metering System**
  - Proposed metering of inlets/outlets of all bulk water infrastructure, WTW, pump stations, reservoirs, for water balancing purposes
  - All connections, including communal stand pipes to be metered
  - Prepaid smart meters were introduced and adopted since 2016 to replace all old conventional meters and to be also implemented in all new projects throughout KCDM
- **Implementation of SMME programmes including EPWP**
  - Strategy document to Implement Small contractor development on water infrastructure projects
  - CPG policy reviewed and ready for approval by council in order to develop small contractors through subcontracting by established contractors for every project exceeding R30M
  - Involves Level 1 contractors registered with the CIDB on projects that are being implemented internally
  - Various disciplines to train, support and develop the contractors

The strategy to eradicate backlogs is summarized as follow:
As a first objective to provide at least 90% of the backlog population with a water volume of 5l/capita/day within a 1000m walking distance, and; as a second objective to provide at least 35% of the backlog population with water to the RDP level of service, i.e. 100l/capacity/day.

Table 42: WATER CATCHMENTS

SUPPLY AREA	SUB-SUPPLY AREA	LOCAL MUNICIPALITY	SURFACE WATER SOURCE
Goedertrouw	Greater Mthonjaneni	uMlalazi/ Mthonjaneni	Goedertrouw Dam
	Kwahlokohloko		
	Eshowe		
Middledrift	Eshowe/Nkandla	uMlalazi/ Nkandla	Tugela River
Vutshini-Nkandla	Vutshini	Nkandla	Nsuze River
Upper Nseleni	Upper Nseleni Mhlana	uMfolozi	uMhlathuze City (lake Mzingazi, Nsezi)
	Mhlana-Somopho		
Mbonambi	Nzalabantu Sokhulu	uMfolozi	uMhlathuze City (lake Mzingazi)

In addition to the above, there are about 220 small, stand-alone supply schemes in the District that supply water to many rural areas. At least 145 of these schemes are fed by boreholes or springs. However, these groundwater resources are either not reliable of too low-yielding to be relied upon for the establishment of bulk supply systems. For this reason, surface water resources are relied upon to a greater degree to feed the bulk water systems while groundwater resources are used in the interim to maintain existing services levels and provide a survival level of service in remote grey and drought affected areas in the District.

Water Backlogs

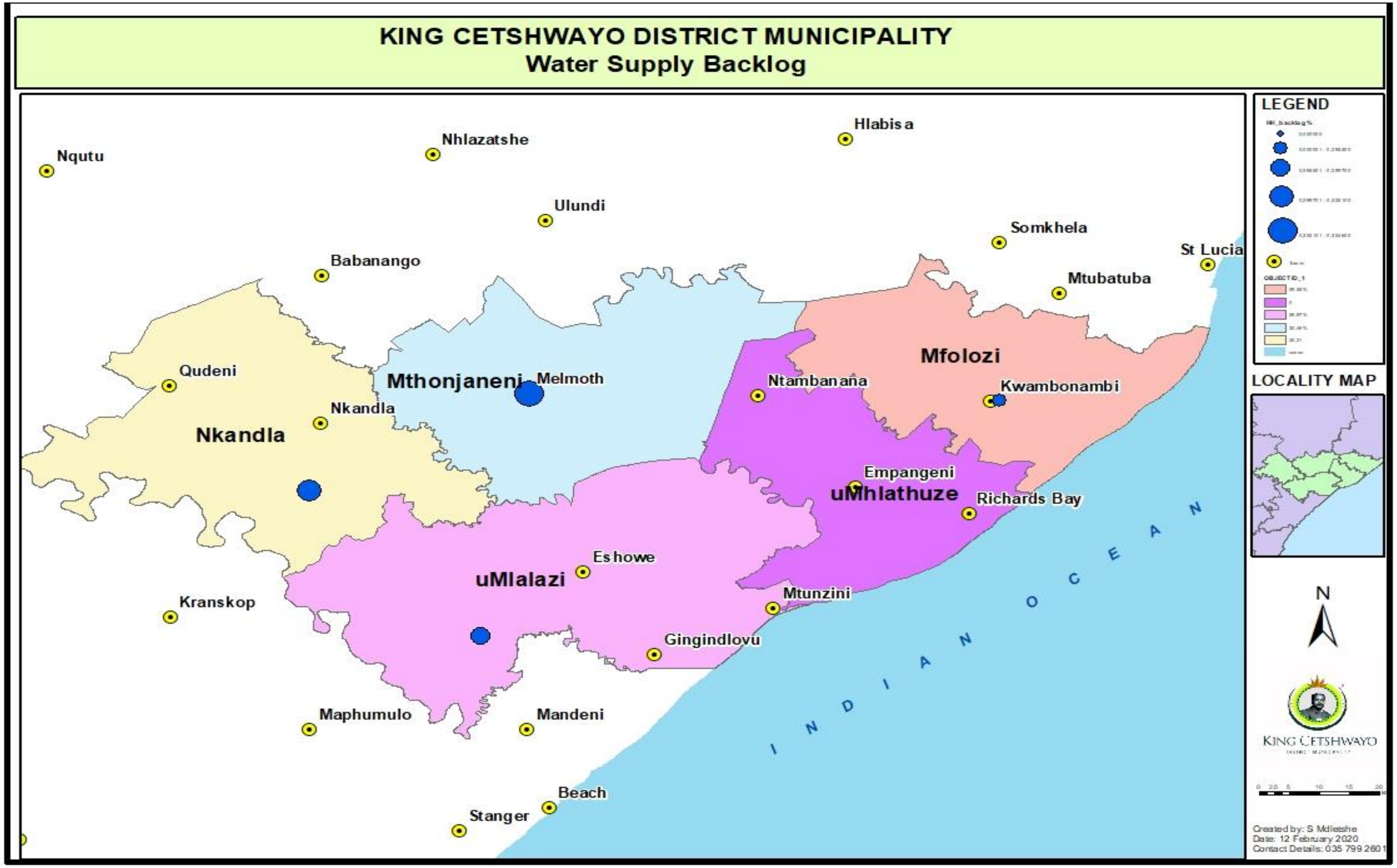
Backlog information that the municipality has is not 100% accurate as this information was based on the historical data from TLCs as well as Census 2011 figures. The municipality will be allocating some internal funds in undertaking a backlog study report from 2019/20 financial year to get the accurate and complete picture of the backlogs within the district. This shall be completed in three financial years due to budget constraints. The results of the backlog study will also be used in ensuring that the district receives the equitable share it deserves. This document will also inform future planning and budgeting of infrastructure projects.

Table 43: Water Supply Backlog in King Cetshwayo District

Source: KCDM Technical Service

Local Municipality	2016 Households	Households with Water Coverage	Household Backlog	Percentage Backlog 2019
Mfolozi	30 470	21 466	9004	29.55%
uMlalazi	46 953	32 881	14 072	29.97%
Mthonjaneni	16 040	10 833	5 207	32.46%
Nkandla	21 832	14 800	7032	32.21%
Total	**115,295**	**79980**	**35315**	**30.63%**

Map 35: Water Backlogs (Without piped water)



C4.1.2 Sanitation

Provide basic health hygiene to at least 90% of the backlog population and to provide at least 25% of the population with sanitation facilities in the form of a VIP latrine.

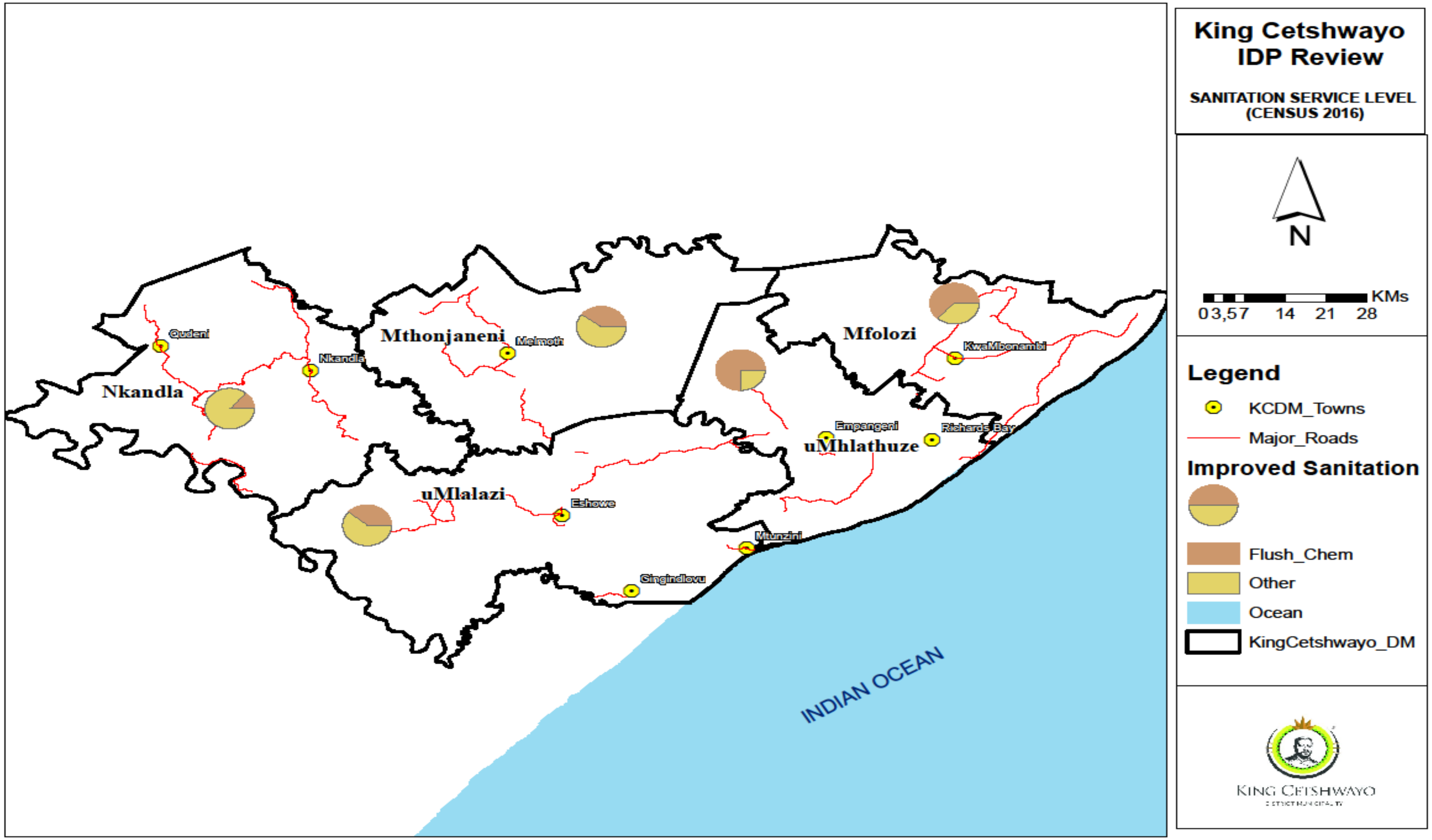
Planning for future requirements has been done on the basis of a master planning study that investigated various options on the basis of their economic, technical, environmental, social suitability and cost. The sanitation has been covered fully in all four local except in uMlalazi where there is still backlog of 12this was planned to be finished by 2018/19 but due but was not and is planned for 2020/21 FY since 2019/20 FY had no sanitation budget. The eradication of 12% backlog at Mlalazi Local Municipality shall be implemented together with the infills in other Local Municipalities.

The following table provides a detailed summary of progress made in respect of the eradication of backlogs in sanitation provision.

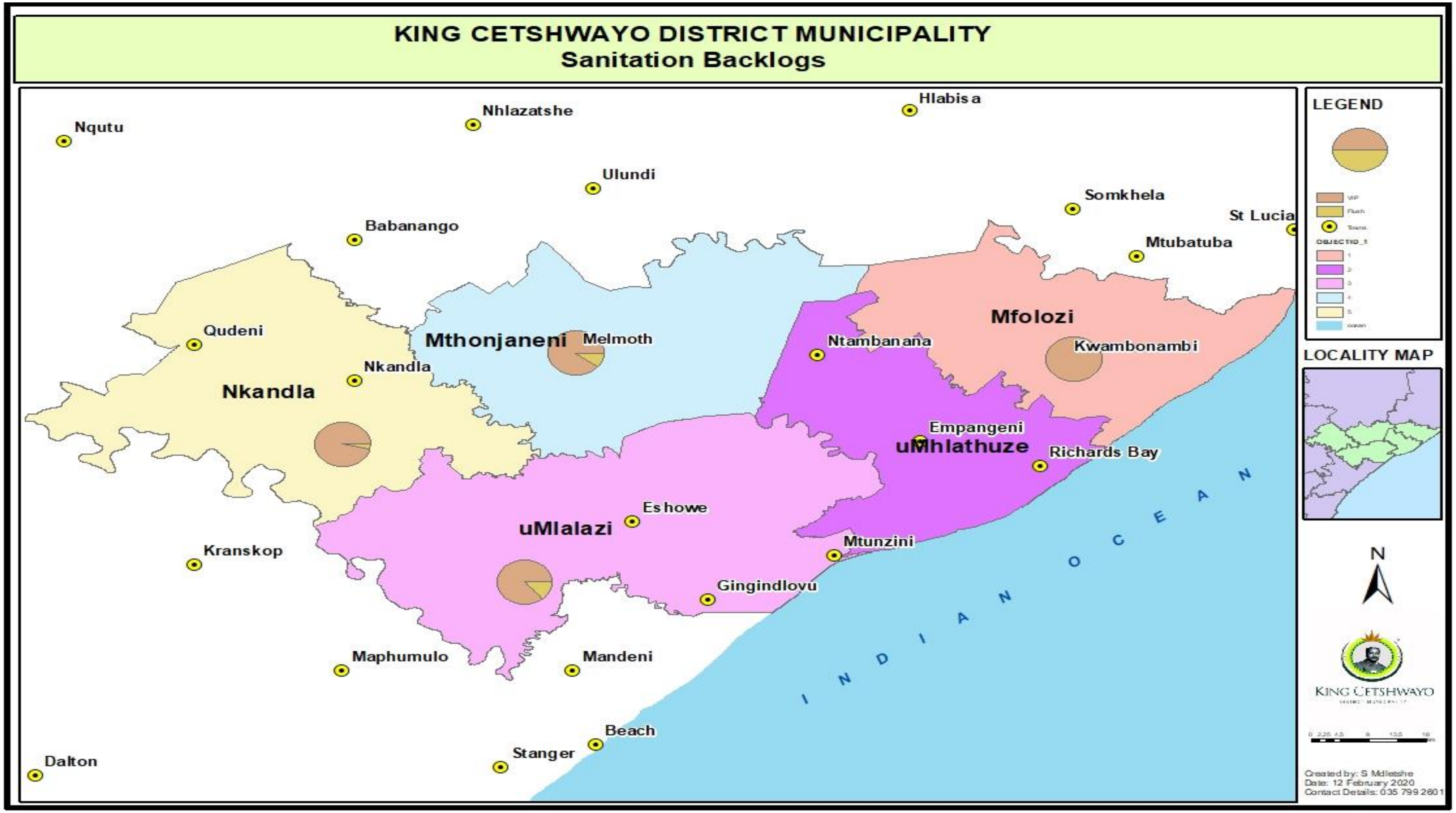
Table 44: Sanitation Backlogs in King Cetshwayo District

Local Municipality	2016 Households	Households with Water Coverage	Household Backlog	Percentage Backlog 2019
Mfolozi	30 470	30 470	0 Infills	0%
uMlalazi	46 953	43 437	3 516	7.49%
Mthonjaneni	16 040	16 040	0 Infills	0%
Nkandla	21 832	21 832	0 Infills	0%
Total	**115,295**	**111 779**	**3.05**	**3.05%**

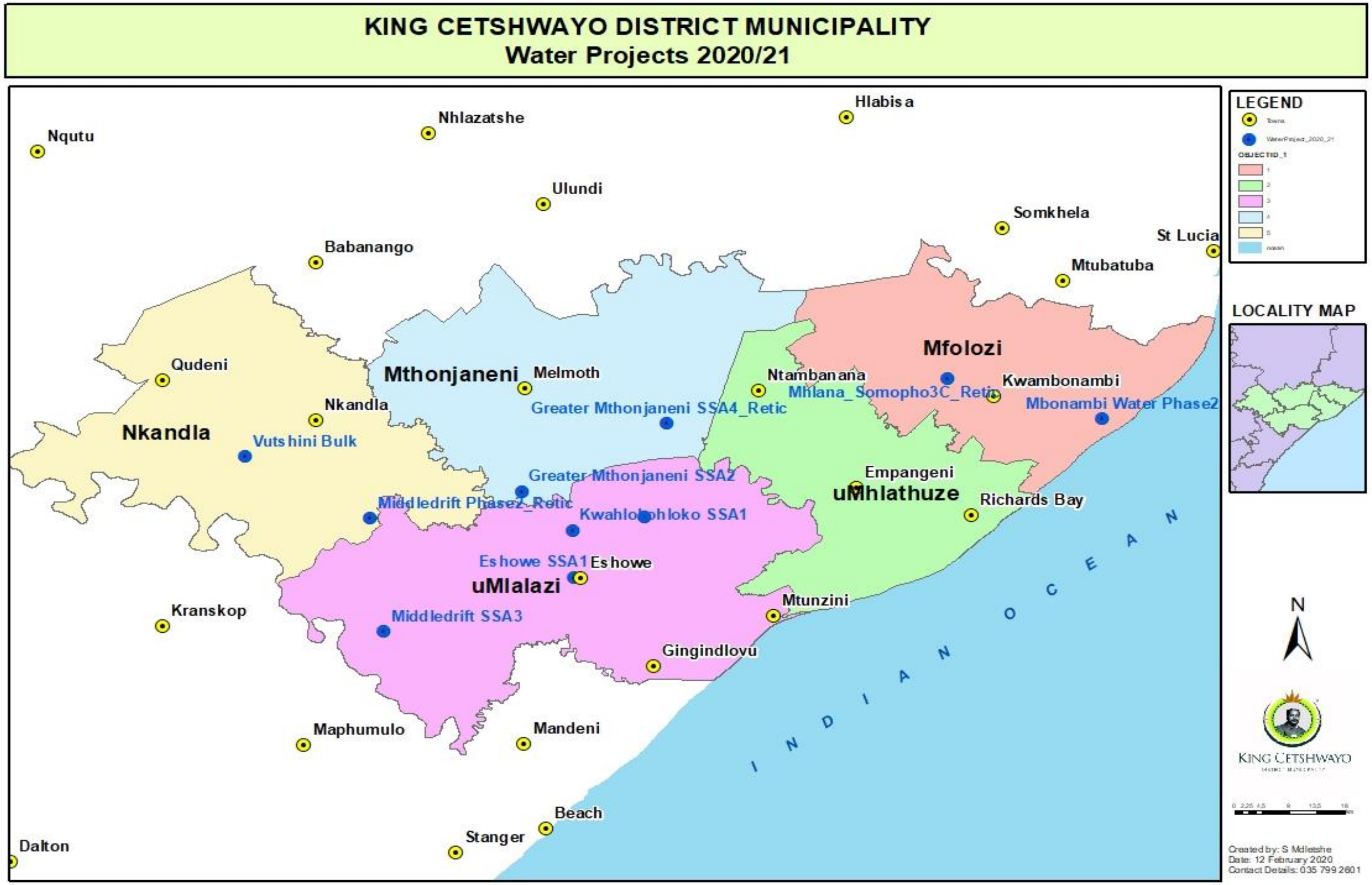
Map 36: Sanitation Services (Different Types)



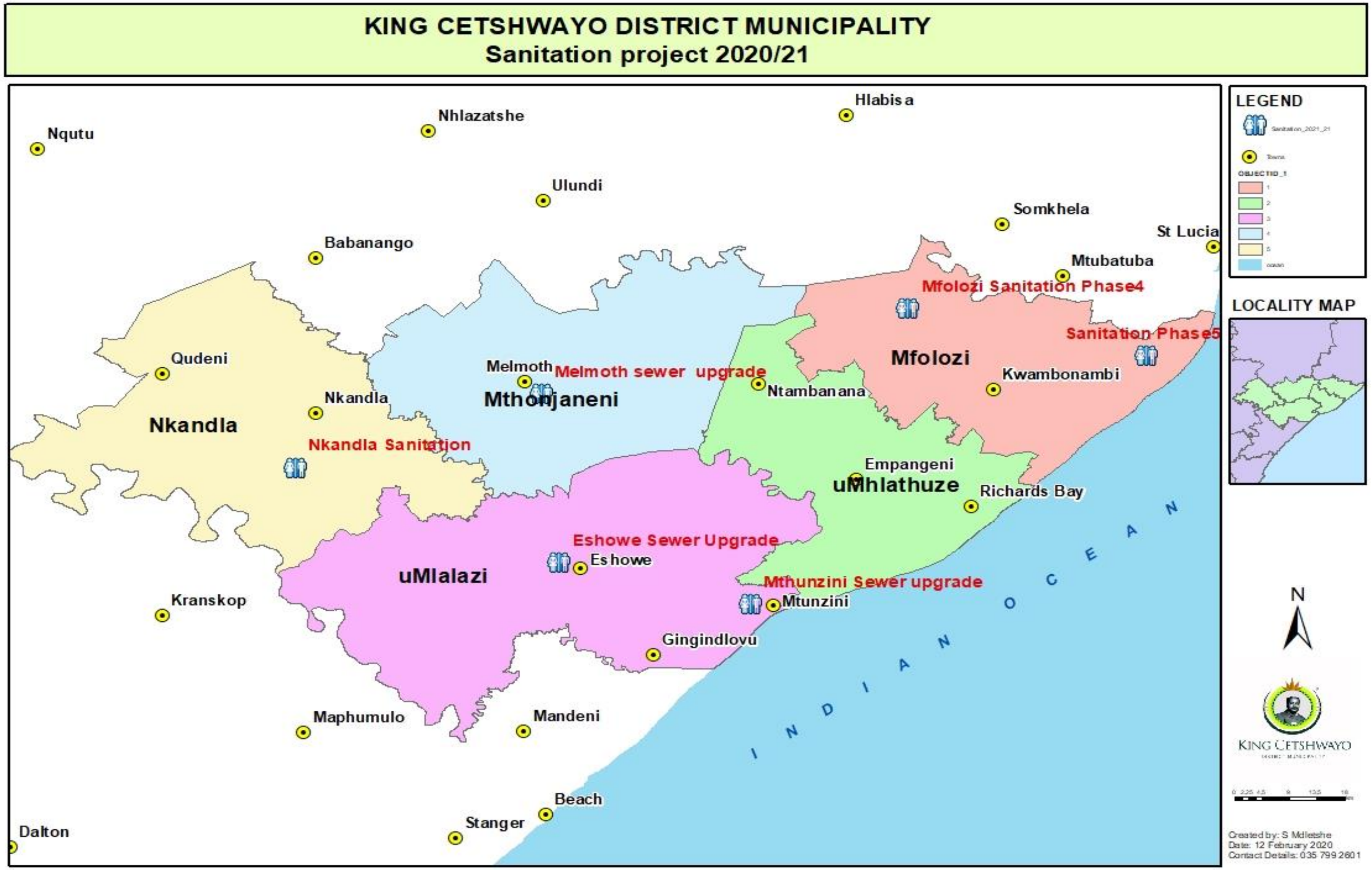
Map 37: Sanitation Backlogs



Map 38: Planned Water Projects 2020/21



Map 39: Planned Sanitation Projects 2020/21



C4.2 SOLID WASTE MANAGEMENT

King Cetshwayo District Municipality's role with regards to waste management is to operate the Regional Solid Waste Site and to play a leadership and coordinating role with regards waste management in the district.

A Regional Solid Waste Site located at Empangeni was established in 2004 and licenced to process waste by landfilling only. The Regional Solid Waste Site licence was amended in 2012 to also incorporate recycling activities in the pursuit of complying with Waste Management Strategy.

The overall collection of solid waste is undertaken by Local Municipalities and transported to the Regional Solid Waste Site for disposal and treatment. Therefore, the District is not involved with the collection activities.

C4.2.1. SOLID WASTE SITE OPERATIONS

The King Cetshwayo District Municipality Solid Waste Site receives waste from many waste generators within and outside the district. The table below provides data for the period from 1 January 2018 to 31 December 2019. The data received from the weighbridge covered a period of 730 working days (2 Years). The record does not include all of the working days in the period, data is missing from the record.

Table 1: Weighbridge Data on Solid Waste Site received for Two Years and major customers

Customer	**Waste Mass [tons]**	**No. of Trips**	**Ave Mass per Trip [kg]**
City Of Umhlathuze	**115 167.50**	**16 880**	4 873
Tronox	**33 880.00**	**1 140**	21 229
Mpact	**26 575.50**	**1 603**	11 846
Dolphin Waste Landfill Management	**25 154.50**	**980**	18 336
Cash Customers	**14 171.50**	**33 788**	300
Mandeni	**11 130.00**	**1 163**	6 840
Grand Total	**226 079.00**	**55 553**	**2 907**
Daily Disposal Mass [tons]	**310 tons**		

There is an average waste volume of 310 tons per day reaching the regional solid waste site. Given the number of working days in a year of 365, this mass equates to a disposed volume of 118 308 tons per year and thus 9 859 tons per month.

The landfill closure costs and an estimate of the airspace remaining was conducted in June 2019. The result of this study indicated that the municipality should make a provision of some R75 million for the capping and closure of the landfill.

The estimate of the airspace remaining in the current cell of the solid waste site is approximately one year and will be consumed by January 2021. If the site was expanded to a new cell, this airspace would be sufficient until 2029.

C4.2.2. BY LAW DEVELOPMENT

A draft of the waste by-laws has been developed by the municipality. These are based upon the model form of bylaws published by Department: Environmental Affairs and have adjusted these to take into account the municipality's waste management role.

C4.2.3. IWMP AND WASTE MANAGEMENT IN THE DISTRICT'S LOCAL MUNICIPALITIES

All Local Municipalities under the district, apart from the Nkandla Local Municipality, are sending their waste to the Regional Solid Waste Site operated by the District.

The Nkandla Local Municipality has one licensed landfill. The site is fully permitted, and the weighbridge is operational. The site receives approximately 140 tons per months of general waste. The local municipality is located the furthest away from the Regional Solid Waste Site as any of the other municipalities in the District Municipality. Given this distance, and the low volumes of waste that are needed to be transported, the municipality has arranged for the current landfill site to be compliant with the waste legislation and environmental laws, and as such would continue to use it, at least until the landfill is full. The current estimate of the site life is 15 years.

The municipalities all operate kerb-side collection in the urban areas of their jurisdiction. This collection is carried out using rear end loading waste compactors or 4-ton, high sided trucks. The waste is their either consolidated at transfer stations or is transported directly to the Regional Solid Waste Site. The City of Mhlathuze's waste, being the closest to the regional site and the most urban of the five municipalities, is transported directly to the solid waste site.

In rural areas the collection methodologies range from central collection skips have been set-up in the central and high waste generating nodes such as school, taxi ranks and retail centres areas for use by the community. These skips are then serviced by the municipality which transports the waste to the Regional Solid Waste Site. In the case of uMlalazi Local Municipality, the waste is gathered for a roadside drop-off point and then transported to a transfer station. There are rural areas of the district where households use a household waste disposal pit as their primary waste management option.

Illegal dumping does occur in the municipality and this is mostly garden waste and building waste that is being dumped.

Each municipality has its own recycling programme. In general, the municipalities adopt the methodology of making municipal owned buy-back centers or Materials Recovery Centres available to a private recycler, who then operates the facility as a business. In some cases, this business is supplemented by EPWP support through the provision of a supplementary workforce.

The large recyclable buyers in the district are MPACT and Wildlands: Alton Recycling Depot in Richards Bay.

Separation at source program is active in five areas of Richards Bay and Empangeni. Whilst a similar programme at the uMlalazi Local Municipality is in the early planning stages. Composting is not active in the district municipality.

Income for the municipalities range from being entirely supported by the Municipal Equitable Share, in the case of Nkandla, to a rates-based system in the City of uMhlathuze. Capacity at the waste management departments varies in according with this funding model, with less funds for waste management being made available for the rural municipalities such as the uMfolozi, Mthonjaneni and Nkandla Local Municipalities.

All municipalities have Waste Management Officers appointed in terms of the National Environmental Management: Waste Act. Recent Integrated Waste Management Plans are in place for the City of Mhlathuze and Nkandla. The IWMPs for uMlalazi and uMfolozi Local Municipalities are is currently being updated internally. The Mthonjaneni Local Municipality relies on a 2014 version of the IWMP. The District's IWMP is currently under review.

All municipalities aim to continue disposing their waste at the regional solid waste site. The waste disposal volumes are expected to decline as the recycling and other waste diversion programs gain traction and expand.

C4.3 CEMETERIES

King Cetshwayo District Municipality is responsible for regional projects whilst local cemeteries remain the responsibility of the local municipalities.

The development of King Cetshwayo Regional cemetery at Empangeni was completed in 2006. The 2nd phase for another 6000 graves was completed in the 2016/17 financial year. Local and Traditional Authorities have traditionally taken responsibility for burials in rural areas which are predominantly being within the household grounds as it is a traditional practice. Many areas cannot afford to continue to accommodate burials on residential plots due to land availability constraints.

The only crematorium in the area is located at Eshowe, which may need to have its capacity extended to cope with the regional demand.

The final feasibility report for the establishment of Mandawe Cemetery was approved by Council in March 2016. The recommendations were presented and handed over to uMlalazi Local Municipality for the Council consideration. Further support and considerations rests on the necessity to be identified uMlalazi Local Municipality.

C4.4 POLICY DEVELOPMENT AND BYLAWS

Every Water Service Authority being a municipality like KCDM should build capacity to develop policies and bylaws. KCDM has tariff, debt collection and credit control policies in place. However, there are challenges with debt collection as well as credit control.

Currently, the operation and maintenance (O&M) as well as the asset management functions are decimally underfunded. This is partly because cost recovery is made impossible by the fact that 80% of KCDM is rural and indigent. It is also worth noting that KCDM does not receive grants for O&M.

One area that KCDM needs to focus on is Water Conservation and Water Demand Management (WC/WDM). Council approved the 5-year implementation strategy in 2014 and the first phase of the implementation was concluded 2016 with the second phase due for completion by end of June 2019. This strategy will also assist in determining the water losses especially in our rural areas of supply. Due to lack of meters at strategic points in our networks particularly in rural areas, it is difficult to detect leaks or illegal connections. The district has started installing metres in most / high-density areas, where revenue generation is possible.

The gaps in level of services include a rural/urban national design standard; which affects the rural area more and more because the level of service required in the rural area increases annually and the actual level of service cannot keep up with the demand and this is likely to will continue until service levels are equalised. Aged water and sanitation infrastructure, lack of capacity of key treatment plants continues to be a challenge and results in many interruptions and service delivery challenges. The municipality has further conducted a Section 78 assessment for water provision in terms of the Municipal Systems Act (32 of 2000). The municipality remains the Water Services Authority (WSA) irrespective of the structure of its service delivery mechanism, which could be internal, external or a combination of both. The assessment was aimed at developing options to be considered in decision making as to which option would be viable and will be most appropriate. The Regional Master planning that was completed during 2015/2016 financial year attempt to correct the lack of planning in the rural areas and shift the focus towards the implementation of more sustainable regional water schemes.

First updated draft copy of the Master Plan was submitted at the end of June 2015. Final edits were made and submitted in January 2016 to all relevant structures for adoption.

Existing Water Infrastructure

The WSDP that was developed indicates that the existing water infrastructure suggests that the formal urban areas have well developed bulk infrastructure and networks and historically was the focus for infrastructure development in the District, with the potential to generate revenue. Infrastructure development in the rural areas was historically done in a disorganized manner and this resulted in a number of stand-alone rural water schemes that many times are supplied from unsustainable water sources.

Water Delivery Standards

The water supply to the District is derived from dams, rivers, ground water and bulk purchases from the City of uMhlathuze. The water is then treated at several treatment plants, owned by the district before being distributed to households. In terms of the demographics, a huge number of populations are rural, with a small portion of formal urban settlements and these are dealt differently when planning for the provision of water services.

Approach to water and sanitation provision

The municipality continuously improves, developed and reviewed the WSDP. The Municipality has further adopted a free water basic services policy and indigent policy. The developmental approach and motivation of various levels of service offered is clearly defined in the policy. The free basic services policy is based on the same approach and subject to affordability and economic viability, so the municipality may review the policy based on practical realities with regards to consumption and financial viability of metering and billing from time to time. The municipality has adopted and started installing water prepaid smart metres in the areas that are highly possible to contribute towards revenue generation, and these smart meter will be rolled throughout the District.

C4.5 SWOT ANALYSIS

THREATS

- Aging infrastructure
- Unaccounted water (non- revenue water)
- Challenges in meeting the blue and green drop requirements
- Failure to collect revenue in rural areas
- Failure to retain technical staff due to salary packages offered
- Poor quality of water coming from boreholes drilled
- Inadequate funding to address the backlogs
- Delays in procurement processes resulting in late appointment of service providers
- Failure to spend annual grant allocations due to late appointment of service providers
- Failure to spend annual grant allocation due to poor performance of service providers
- Delays in filing of vacancies

WEAKNESSES

- the limited yield of the water sources for the localized schemes is hindering their extension to neighbouring communities
- The Section 78 study revealed that King Cetshwayo District Municipality did not have sufficient capacity to manage and operate the water services infrastructure under its care. Hence a WSSA was appointed to assist with the O&M function of the rural schemes. The urban schemes are operated and maintained by King Cetshwayo District Municipality internal staff.
- Inadequate capacity to manage the WSSA contract
- Lack of very important functions that Technical Services should be performing is also observed. A good example is the WC/WDM
- Blue & Green drop requirements not met due to the ageing infrastructure of the WTW & WWTW within the district

- Lack of systems to manage and hold Consultants responsible for their poor performance
- Lack of Water Conservation Water Demand Management (WC/WDM) function

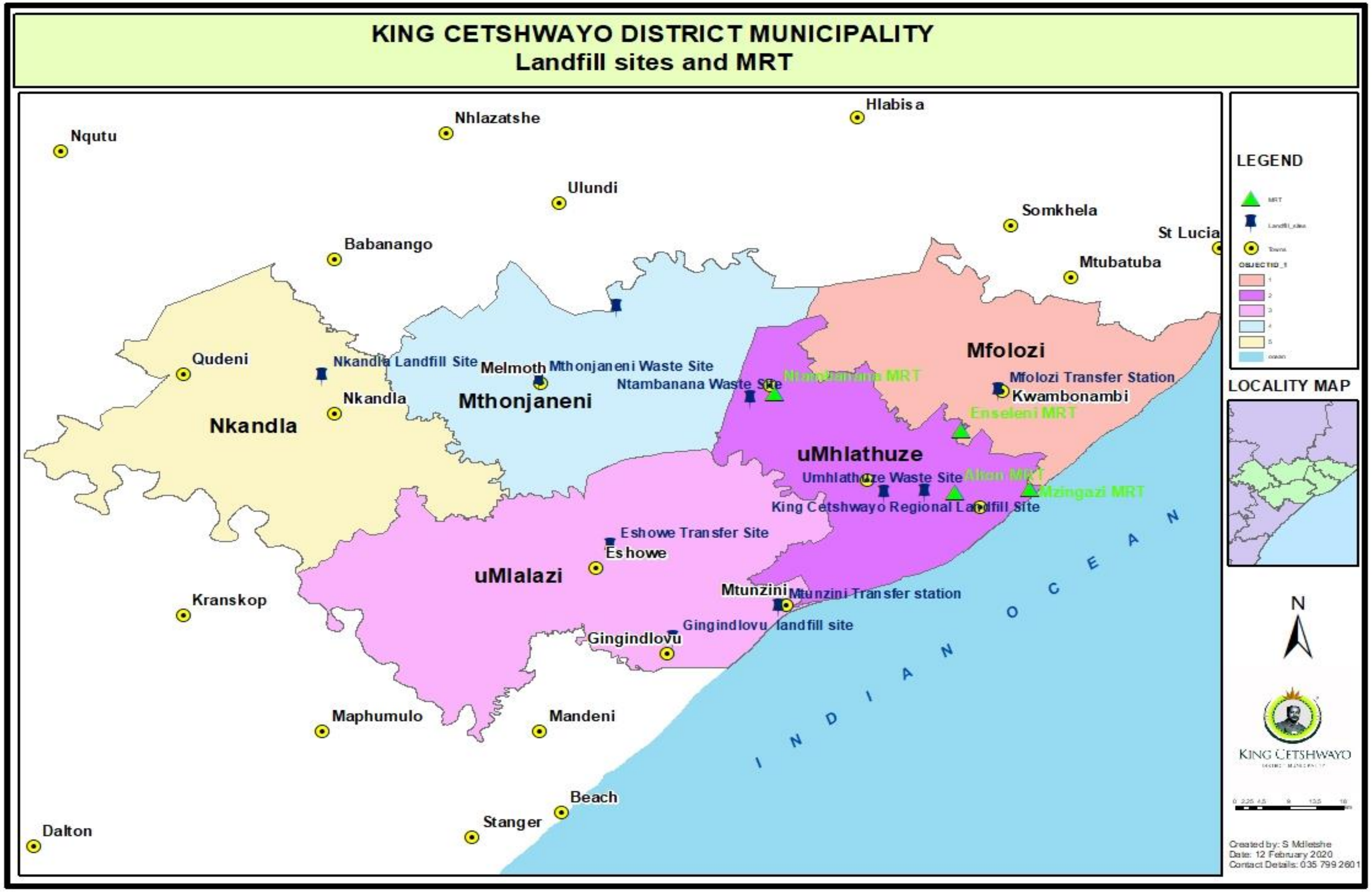
STRENGTHS

- Master Planning of eradication of water back logs through implementation of bulk cross boundary water schemes. Nevertheless, with the current level of funding, it will take many years to eradicate the backlogs
- Technical capacity available to execute the tasks (Planning and Implementation)
- Senior manager Water use efficiency has been appointed to address the issue of water loss
- Most critical positions are being filled
- Improvement plan has been developed as is being implemented to deal with GD & BD non-compliance issues

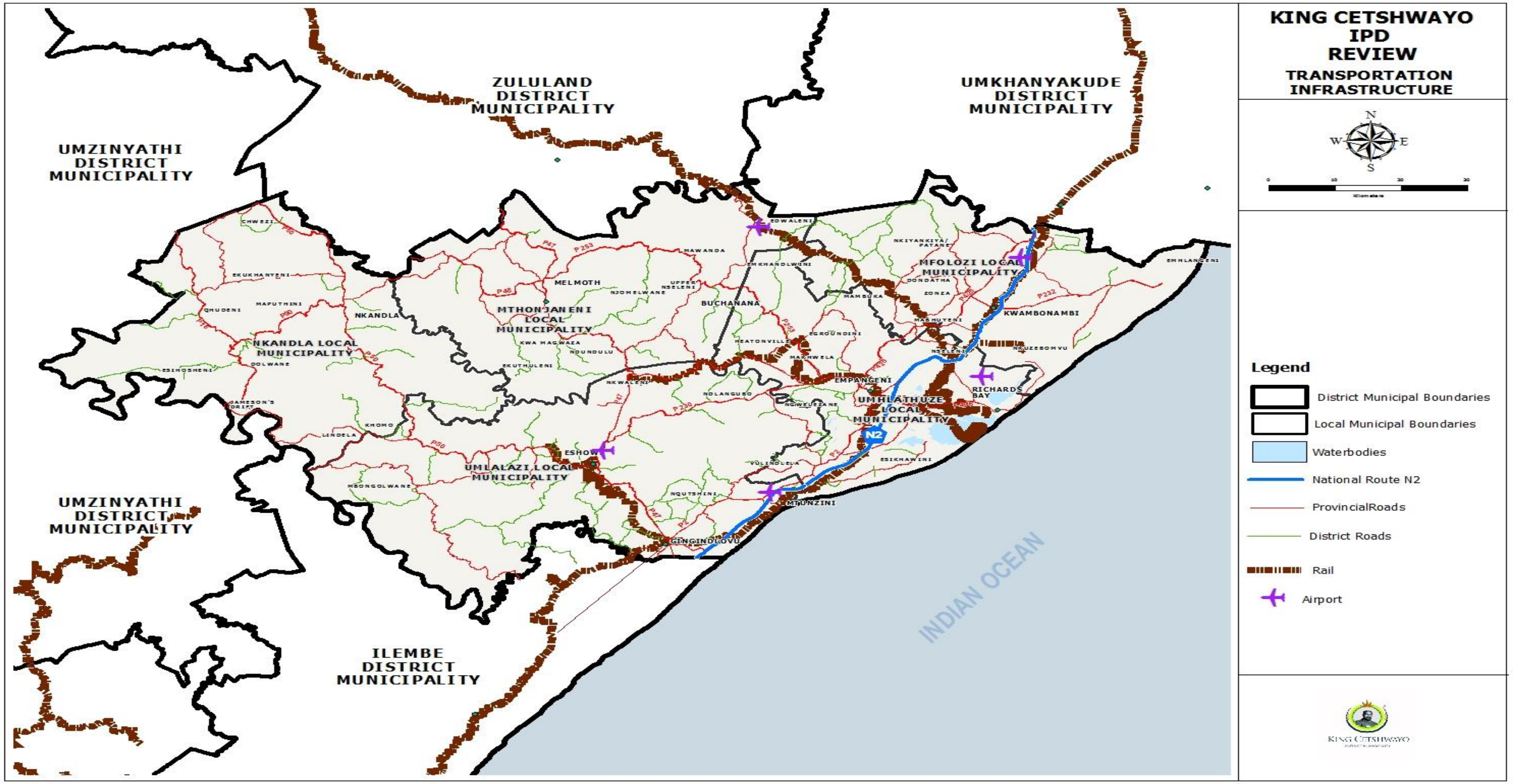
OPPORTUNITIES

- Grant funding received from the national government, i.e. RBIG, MIG & MWIG assists in ensuring that services are delivered and hence more job opportunities are created
- EPWP funding used to create more jobs and in turn uplift the economy of the district
- Develop and Capacitate the Planning and Design team to undertake big designs of reticulation projects in the near future for the District

Map 41: Landfill Sites



Map 42: Transportation Infrastructure



C4.6 TRANSPORTATION INFRASTRUCTURE

Other than the development of the Comprehensive District Integrated Transport Plan, the District Municipality is not directly responsible for the development and maintenance of roads.

In terms of the National Land Transportation Act 2009, Districts are the designated planning authorities for areas of jurisdiction. Currently the District does not have an updated Integrated Transport Plan except for a Public Transport Plan that was developed in 2010. The process for the development of the Comprehensive Integrated Transport Plan for King Cetshwayo District Municipality is ongoing, the service provider should be appointed in early 2020/21 financial year as the Supply Chain processes are currently underway.

C4.6.1 RURAL ROADS ASSET MANAGEMENT SYSTEM

Through the Rural Road Asset Management Systems (RRAMS), the District ensures efficient and effective investment in rural municipal roads through development and collection of data. The grant objective to assist rural district municipalities in setting up their road asset management systems, collect road, bridges and traffic data in municipal road network in line with the Road Infrastructure Strategic Framework for South Africa (RISFSA). Local municipalities must utilize improved RRAMS data to guide and prioritize investment on new municipal road projects and maintenance.

The Municipality recorded status, which refers to the development of data available on the KCDM Data Management System (**i-RRAMS)**, is as indicated in the table below;

RAMS Data Extent per Age Group – RISFSA Class 1-6

Description	**Age in years**					
	<1	**1-2**	**2-3**	**3-4**	**4-5**	**5-6**
Visual (km) – Paved and Unpaved	**-**	**3677**	**-**	**-**	**-**	**2211**
Traffic Counts (No)	**-**	**56**	**53**	**-**	**47**	**-**
Road Furniture (km)	**-**	**3677**	**-**	**-**	**-**	**-**
Structures (No)	**-**	**109**	**-**	**-**	**107**	**-**

C4.7 ELECTRICITY

The municipality is currently not providing electricity.

C4.8 COMMUNITY FACILITIES

The Community Facilities Plan entailed an audit of 626 facilities in the District during 2005. Of the 626 Facilities visited, only 59 had no infrastructure or services problems. Some of the report findings are summarized hereunder: (no reports have been done since 2005)

The majority of problems at facilities related to the following:

- No infrastructure (particularly at the majority of "kick-around" sport fields)
- No shelter or ablution facilities at Pension Pay-out Points
- No Electricity
- No Water
- Problems with sanitation connections
- Problems with water connections
- Problems with electricity connections
- Infrastructure that has been vandalized (broken windows)
- Damaged / stolen fencing
- Damage to roofs
- Poor workmanship (cracked walls)

As a result of the high number of facilities that will require funding for new or improved infrastructure and/or services, it was decided to focus on the District, Primary, Secondary and Tertiary Nodes (as per the then KCDM IDP Spatial Framework Plan), in the preparation of the Community Facilities Plan. Facilities within a certain radius of District, Primary, Secondary and Tertiary Nodes were identified (as per the then KCDM Spatial Development Plan). Hereunder, a table is attached summarizing the results:

Table 45: Funding Required for Upgrading of Community Facilities

FACILITY	FUNDING REQUIRED (R '000)						
	KZ284	KZ286	KZ286	KZ281	KZ285	KZ283	**Totals**
Child Care	194	0	320	226	76	224	**1040**
Sport	710	88	768	255	252	217	**2291**
Pension Pay-out Points	332	31	71	183	254	70	**941**
Cemeteries	175	0	0	75	60	75	**385**
Community Halls	167	43	72	61	30	30	**404**
Market Stores	8	5	27	0	12	23	**75**
Historical Sites	0	0	0	0	0	0	**0**
Totals	**1 586**	**167**	**1 258**	**801**	**684**	**639**	**5 136**

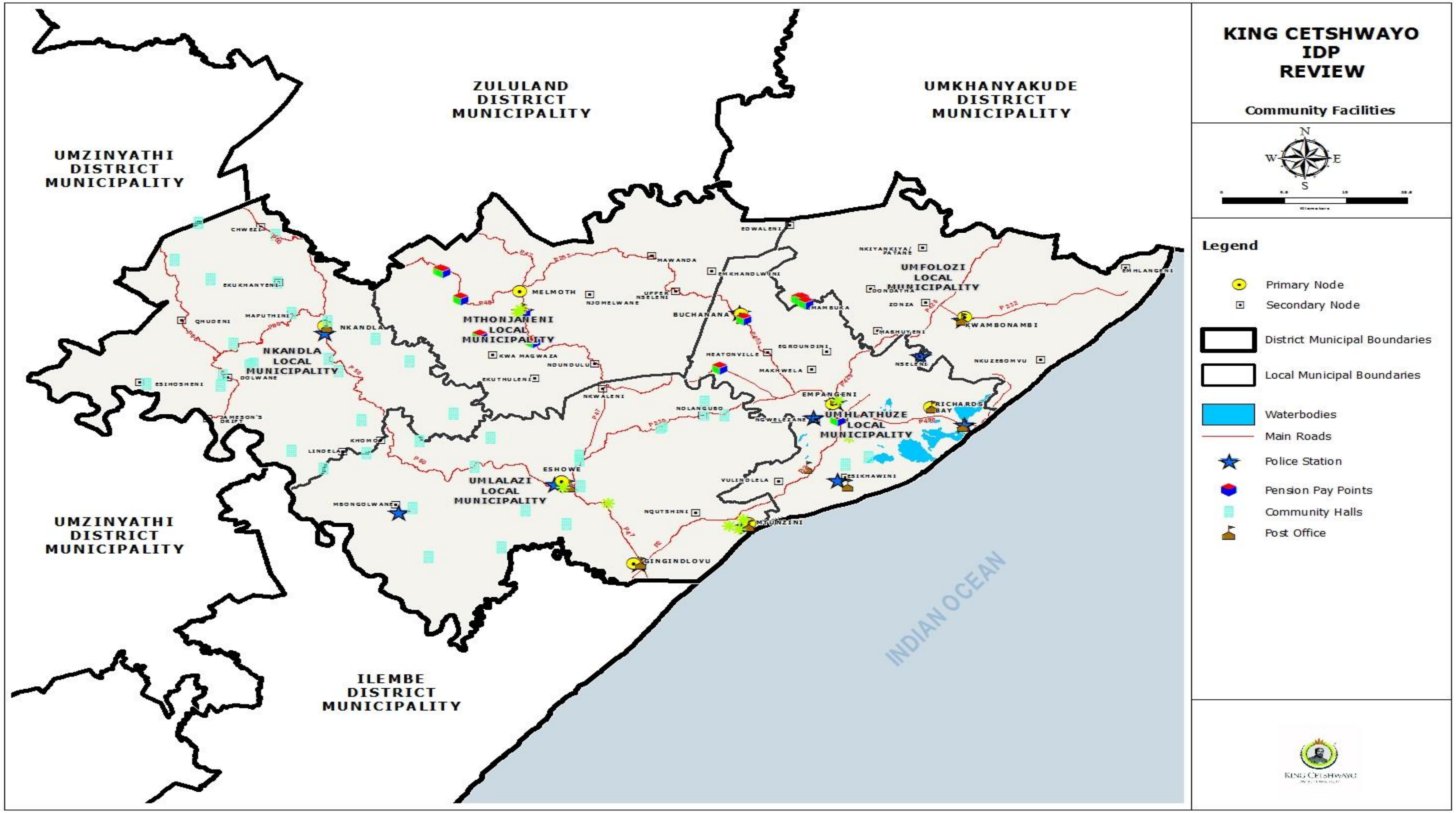
The greatest financial need is for the upgrading of sport facilities and child care facilities; and there is also a need for the provisioning of shelters and ablution facilities at Pension Pay-out Points. The more densely populated areas in the southern part of Mthonjaneni LM don't seem to have Community Halls available and it is recommended that this situation be further investigated.

Please note that community facilities are not the responsibility of the District Municipality but rather that of the LMs and respective sector departments where applicable.

Table 46: Facilities per LM

Type of Facility	Number of facilities per Local Municipality				
	Mfolozi	uMhlathuze	Mthonjaneni	Nkandla	uMlalazi
Primary Schools	61	71	28	111	137
Secondary Schools	27	37	10	38	57
Training Colleges		2			1
Tertiary Institutions	0	3	0	2	2
Library		7	1		5
Clinics	8	15	3	19	13
Community Health Centres		1			
District Hospital		1	1	2	3
Regional Hospital		1			
Police Station	1	5	1	1	4
Sports facilities		1	2		1
Community Halls		2		21	17
Airport		1			

Map 43: Community Facilities



C4.9 HUMAN SETTLEMENTS

- The District recently finalised a Human Settlements Strategy, which was adopted concurrently with the Spatial Development Framework (SDF) and Strategic Environmental Assessment (SEA). The exact status quo and effective strategies to deal with human settlements particularly informal and rural settlements will be guided by this plan going forward.
- The Comprehensive Plan shifts the focus to improving the quality of housing and housing environments by integrating communities and settlements, hence a shift from housing to creating sustainable environments through the integration of services to improve living environments. It also sets new minimum standards for housing products improving privacy and sustainability by providing for the development of a range of social and economic facilities in housing projects. Key focus area on creating new sustainable settlements, where communities have ease of access to socio-economic opportunities. The Comprehensive Plan also focuses on Informal Settlement Upgrading to meet the Sustainable Development Goals (SDGs) of the United Nations to improve the lives of slum dwellers.
- This plan is already assisting in the planning, alignment and mapping of necessary infrastructure and facilities.

C4.9.1 DETERMINING THE HOUSING DEMAND

Table 47: Type of Main Dwelling

House or brick/concrete block structure on a separate stand or yard or on a farm	Traditional dwelling/hut/structure made of traditional materials	Flat or apartment in a block of flats	Cluster house in complex	Townhouse (semi-detached house in a complex)	Semi-detached house	House/flat/room in backyard	Informal dwelling (shack; in backyard)	Informal dwelling (shack; not in backyard; e.g. in an informal/squatter settlement or on a farm)	Room/flatlet on a property or larger dwelling/servants quarters/granny flat	Caravan/tent	Other	Unspecified	Not applicable	Total
121,758	54,380	12,869	1,410	1,337	290	3,209	2,521	2,235	1,175	247	1,545	-	-	202,976

Source: Census 2011

It is notable that 59 136 households live in traditional dwellings and informal dwellings. This is the households that need to benefit from the programmes of the Department of Human Settlements and can be taken as the baseline for determining the housing backlog in the municipal area.

The Status of the Municipal Human Settlement Plans (HSS) are as follows:

Table 48: Municipal Human Settlement / Housing Plan Status

LOCAL MUNICIPALITY	STATUS
King Cetshwayo	Adopted in 2016
Nkandla	Completed
Mthonjaneni	A New Plan Required
uMfolozi	A new Plan Required
uMhlathuze	A new Plan Required
uMlalazi	In progress

The Current Situation in Municipalities

- Capacity issues in municipalities;
- Working in Silos internally in municipalities;
- HSP done for compliance;
- No integration of identified projects with services;
- No integration with other government spending patterns;
- No HSP thus no delivery

Human Settlement Challenges

1. Land Ownership

State Land vs Ingonyama Trust Land

Privately Owned Land

2. Town Planning

Dense settlements and disperse settlements;

Preparation of Schemes, Local Area Plans, Settlement Plan

SPLUMA Approvals

3. IA Performance

4. Municipalities

Lack of commitment in municipalities in preparing Housing Sector Plans/Human Settlements Plans;

Lack of capacity

5. Bulk Services

6. Financial constraints

C5.0 LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS

C5.1 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

King Cetshwayo District Municipality LED Capacity			
Senior Manger	Dr Zandile F. Nhlabathi		
Manager LED	Vacant	DED officer-SMME	Ms-Samkelisiwe Mashaba
		LED-officer-entrepreneurship	Vacant
Manager Tourism	Ms-Anita Tait	Tourism officer	Mr.Thembinkosi Mthembu
Sector specialist – Agriculture and Rural development	Ms Velephi Malinga	LED Coordinator for Agriculture	Ms Simangele Zulu
		LED Officer -farmer support	Mr. Mandlakhe Ntuli
Sector Specialist- Film and photography	Ms. Noxy Mavundla	Film and Photography Officer	Vacant

DISTRICT FORUMS

The District has the following forums under LED i.e.

- District Economic Development Forum which is comprised of the following sectors: SMMEs, Agriculture, Film and Photography and Tourism, this forum is convened quarterly whereby all local municipalities under KCDM and stakeholders from the private sector are represented.
- A Tourism Forum must be revived as requested as it is a specialized industry that have different needs as those from the LED Forum.
- Film and Photography Forum has been launched and meets quarterly.
- Informal Economy Chamber, which is also convened quarterly, informal traders are represented by local chamber representatives and local municipality LED representatives. The District Informal Economy Chamber sits under the supervision of the provincial representative from EDTEA under the Informal Economy Unit.

The District forums are guided by the following strategic guidelines:

- DGDP goals and priorities
- Main Economic Sectors
- Employment and Income Levels
- Local Economic Development Strategy
- Agriculture & Agricultural Business Support Plan
- Tourism Strategy
- Other sectors such as mining, construction and manufacturing

The LED Strategy was adopted during 2015/16 financial year and it was outsourced and prepared by STRATPLAN (Strategic Planning Resources cc).

The District does not have the informal economy policy but adheres to the provincial guidelines of informal economy. During the financial year 2020/2021, the LED section will utilise informal economy policies that exist in local municipalities to develop the King Cetshwayo district informal economy policy. The policy will mainly address the issues such as incorporating informal traders' participation in the economy of the district so as to ensure that their contribution in the mainstream economy of the district is accounted for and also to establish areas where the 3 spheres of government can contribute to improve the conditions under which informal traders work.

The informal traders' policy will, as guided by local municipalities' policies pay attention to the bylaws of local municipalities as far as street vendors' regulations are concerned.

LED projects

Project name	Project description
SMME Support and Development	Trainings are conducted in all five local municipalities to develop SMMEs and provide guidance and information. Assisting informal traders with trainings in business skills and management together with equipment and tools as per their needs. Assisting SMMEs with Equipment to decrease production costs
LED Support and Implementation	LED forums held each quarter Various job creation initiatives. Research and Development for economic development – Develop an Informal Economy Policy, Develop an Investment/Retention Policy and coordinate implementation by the Local Municipalities and Review and update the LED Strategy.
Black Industrialists: -Manufacturing -Clothing, textile & leather	Supporting Black Industrialists with Equipment, materials and working tools.

-Bakery -Automotive -Agro-processing	
Apiculture	Honey Harvesting. This project can be done in partnership with forest growers by identifying communities where forest is predominant.
LED and Informal Economy Stalls	Construction of stands/stalls for informal traders
Economic Development Summit	Engagement sessions conducted with SMME's with different stakeholders to engage on matters pertaining development, support and opportunities that SMMEs can tap into.
Annual Summit	This is a yearly district symposium that has different themes each year whereby relevant stakeholders are invited and partnered with.
Artisan Development	This is a three (3) year skills Development program in partnership with accredited technology institution, for youth-artisan development so that they can grow to be sustainable and contribute to the growth of the districts economy.
Green Economy Awareness: -Waste recycling (plastic, glass, cans etc.) -Tyre recycling -Paper recycling	The projects intend to encourage SMMEs to participate in the economy through employing green initiatives, given the current climate change conditions. Capacitating SMME's specifically in the green economy sector.
Essential Oils -Rose Geranium -Tea Tree -Rosemary -Lavender -Lemon grass -Eucalyptus -Spear Mint	The Essential Oils have been identified in the district as one of the produce with a potential to increase employment opportunities and to increase the economy more especially as it was a closed sector to the Previously Disadvantaged Individuals (PDI). Essential oils have a potential of primary processing, secondary processing and tertiary processing which can produce more job opportunities and grow the economy in the district. The value chain in these essential oils have a potential to produce huge employment opportunities in the district. Expansion of the project in essential oils among the communities who have access to small hectares of land will create horizontal expansion in the communities and will also deal with poverty alleviation on the other hand. Commercialization of the project will increase the economy of the District.

	Essential Oils plant has a lifespan of more than 8 years and can be cultivated in 6 months in the first crop and there after cultivation can be done every 3 months.
Farmers Support	Provision of seedlings in different crops including dry crops (beans, maize etc.), garden tools, infrastructure and safety clothing to farmers. Trainings to capacitate farmers. Sourcing of market for the farmers to supply.
Research and Advisory: Farmer Support and Development	To partner with Agriculture Institutions and other stakeholders to do more research on the agricultural opportunities and development which includes specialized fields in agriculture. To source external funding for the development of farmers in the district so that the farmers are able to fully participate in other niche markets in the economy. Review and update the Agricultural Development and Support Plan.
Livestock Farming: -goats -cattle (Nguni, dairy etc.) -pigs -indigenous chickens -poultry -egg chicken layers -Rabbits	The processing of value chain in the above livestock will be part of the agricultural farmer development in the district. Hosting of livestock auctions and trainings for livestock farmers. The commercialisation of livestock to local and international markets.
Establishment of Agro-hubs	Agro-hubs is where agro-processing takes place. The value chain of secondary and tertiary processing raw produce, such as dairy products, cosmetics etc. Identify produce where value chain can be done to grow the economy and access the local and international market opportunities available through Spatial Economic Zones (SEZ).
Forestry dependent and livelihood	Forestry is the largest economic sector in the district. Production of treated wood for fencing purposes etc. Small forestry growers are supported by the District through the following programmes/Initiatives/Intervention: • Trainings • Provision of equipment and tools • Skills development

	• Human Capital Development
Hydroponic for permaculture & vermaculture	Implementation of hydroponic projects such as greenhouse tunnels including other related equipment/materials/tools.
Aquaculture Farming	Fish Farming which includes cultivating fresh water and salt water populations under controlled conditions. Aquaculture is the world's fastest growing food production sector and is believed to be an important global food production system that is capable or has a potential of fighting poverty and malnutrition. Aquaculture has a potential of being alleviated to a commercial industry. Aquaculture can be supported through provision of tunnels, fish tankers, stock etc.
Macadamia nuts projects	Implementation of macadamia nuts projects in the district. Identify potential areas within the district to grow macadamia nuts. Source local and international market for macadamia. The lifespan for Macadamia nuts is 40 years and can be cultivated after 7 years in the first crop and there after cultivation can be done annually.
Establishment of Agro-forest	Planting of legumes (butternut, ground nuts, dry beans etc.) within the forest plantation in the District. Production of manure for use by farmers.
Coal Manufacturing	Production of coal to take advantage of the small forest growers within the district.
Still Water Processing	The district has vast natural water sources mainly in Nkandla, uMlalazi and Mthonjaneni Local Municipalities.
Capacity Building	Internship programmes to capacitate unemployed youth graduates.
Expanded Public Works Programme (EPWP)	The implementation of Agricultural projects within the district require EPWP support. The implementation of agricultural projects is labour intensive hence, increasing job opportunities within the district.
Film and Photography Unit	
Film and Photography District Forum	The forum is a platform for information sharing for district filmmakers, photographers and other sector stakeholders to engage on a quarterly basis.

Film Cluster	The Film Cluster needs to be established in order to assist filmmakers in having a home base within the district for the making of their films. It should have a space that can allow filmmakers to network with one another and have easier access to the activities that are offered by the Film and Photography Sector. Any filmmaker with the passion for creating magic and the need for film facilities should be able to make use of the Film Cluster. Whether it's low budget or big budget productions, rent affordable office space from the birth of your production all the way to the final product! The Film Cluster should have the following • Reception • Canteen (with Refrigerator) • Kitchen (with Microwave) • Meeting room with Projector screen (seats 7 people comfortably) • Resource Centre (sharing for 3 people) • Hot desk area (sharing for 4 people) • Open plan area (sharing for 22 people) • Sound Studio (with pro-tools) • Studio Office (equipped) • Equipment office (equipped) • 4 Edit Suites (equipped with premier pro and final cut 10) • Green room
Marketing & Promotion Platforms	The following marketing and promotion platforms are critical in development and attracting domestic and international investment for the sector: • Durban International Film Festival (DIFF)/ Durban FilmMart (DFM) • DISCOP • AFRIFF • FESPACO • Zanzibar Film Festival • Cannes Film Festival • Cape Town Encounters Festival / Film Market • South African Television and Film Awards • South African Film Summit
King Cetshwayo Film Festival (KCFF)	The festival has been commissioned by the KZNFC and each District is required to support it as the appointed Service Provider has been afforded kick-start capital for the groundwork of the festival in each District. Dates for KCFF are 17 - 20 October each year.
Marketing & Promotion of Film	To market, promote locations in the district to be positioned as an ultimate film friendly destination. Intervention/Initiatives: • Establishment and upkeep of location database • Marketing material i.e. location brochures • Promotion and development of local film makers

Sector Development	The following productions are needed for the development of the sector: • Short film • Documentary • Music Video • Training programme initiatives for various disciplines within the sector i.e.: Directing, Script Writing, Editing, Cinematography, Producing, Sound etc.
KCDM InHouse production for marketing and showcasing internal activities	Programme designed to showcase programmes that take place within the municipality.
Film and Photography Strategy Plan	The Film and Photography Strategy needs to be established when the budget is available. Projects to be included in the strategy should be in line with National and Provincial strategies and programmes, and will assist economic development and investment in King Cetshwayo. The strategy will also play a role in marketing the district to international production companies and film investors who ordinarily would use our district locations for filming and in turn create job opportunities.

C5.1.1 FEATURES OF THE ECONOMY

Other than the substantial economy that has developed in Richards Bay and Empangeni because of activities relating to the Richards Bay Port, King Cetshwayo is also well endowed with natural resources. Its competitive advantages in this regard include:

- A good climate that opens up avenues for productive agricultural and tourism development;
- Agriculture with irrigation infrastructure in place; and
- A scenic environment and coastal terrain, which create opportunities for tourism development.

While the municipality is in the process of establishing the District Development Agency, which is expected to look broadly on investment initiatives for economic development of the district. The LED section of the municipality continues to work closely with the Richards Bay IDZ as a special economic zone, which is located in the district. In this regard, it is expected that an investment retention policy be developed before the end of the financial year 2020/2021.

King Cetshwayo's unique qualities set it apart from many other regions in South Africa. It boasts the largest deep-water port on the African continent, which imports the most bulk cargo of all African ports. It has double the capacity of the Port of Durban to its south and handles in excess of 75 million tons of cargo annually. The development of the harbour facilities at Richards Bay has promoted the development of the manufacturing sector, such that the manufacturing sector is one of the largest economic contributors to the gross geographic product in King Cetshwayo.

King Cetshwayo offers highly favourable agricultural conditions as it has extremely fertile soils, good rainfall and enjoys an excellent, frost-free climate all year round. A wide variety of bio-climatic conditions is on offer across the district, from the mountainous area of Nkandla down to the coastline. The agricultural sector is a dual economy, consisting of commercial agriculture on one hand and traditional agriculture on the other.

The commercial agricultural economy is based on the sugar and forestry industries. Traditional agriculture is practiced on most of the tribal lands in the district and is said to have “enormous potential for growth”. The agricultural support plan was developed and adopted by the KCDM Council in 2015/16.

King Cetshwayo District Municipality allocates the majority of its annual income to capital infrastructure projects in its two local municipalities: uMfolozi and Nkandla, where the vast majority of residents live in rural homesteads and unemployment is high. A lack of scarce skills has negatively affected the employment conditions, as industries have been forced to source labour outside of the region, to the detriment of local workers.

With manufacturing being the biggest contributor, due to strategic industrial concerns such as Hillside Aluminium, Mondi, Foskor and Tata Steel, there is still room for growing this sector considering several locational advantages.

The existing IDZ/SEZ in Richards bay is one such example of catalytic projects aimed at ensuring that the manufacturing and export potential of the district is enhanced. The table below shows the sectoral contributions to economy by the King Cetshwayo District.

Table 49: Sectoral Contributions to Economy

	KwaZulu-Natal			King Cetshwayo			Contribution to KZN total GDP by King Cetshwayo sectors		
	2006	2011	2015	2006	2011	2015	2006	2011	2015
Primary sector	**5.9**	**6.1**	**5.7**	**14.1**	**14.3**	**13.3**	**1.1**	**1.1**	**0.9**
Agriculture	3.8	4.3	4.0	5.0	5.9	5.9	0.4	0.5	0.4
Mining	2.1	1.8	1.7	9.1	8.4	7.5	0.7	0.6	0.5
Secondary sector	**25.2**	**23.6**	**22.9**	**32.0**	**29.8**	**29.0**	**2.5**	**2.3**	**1.9**
Manufacturing	19.0	17.2	16.5	27.3	24.8	23.9	2.1	1.9	1.6
Electricity	2.9	2.4	2.0	1.6	1.3	1.1	**0.1**	0.1	0.1
Construction	3.4	4.1	4.3	3.1	3.7	4.0	0.2	0.3	0.3
Tertiary sector	**59.7**	**61.3**	**62.6**	**45.2**	**46.6**	**47.9**	**3.5**	**3.6**	**3.1**
Trade	14.0	14.2	14.4	9.2	9.6	10.1	0.7	0.7	0.7
Transport	10.9	11.1	11.3	10.6	10.6	10.7	0.8	0.8	0.7
Finance	15.7	16.4	16.7	10.1	10.4	11.1	0.8	0.8	0.7
Community services	19.1	19.6	20.3	15.3	16.0	16.0	1.2	1.2	1.1

Source: Global Insight 2017

The DGDP is in place and has recently being reviewed in May 2018 to ensure alignment with the PGDS; however, the institutional framework to monitor DGDP implementation is not yet established due to capacity constraints within the family. As such, there is currently no family representation in some of the 18 Provincial Action Working Groups.

C5.1.2 EMPLOYMENT AND INCOME LEVELS

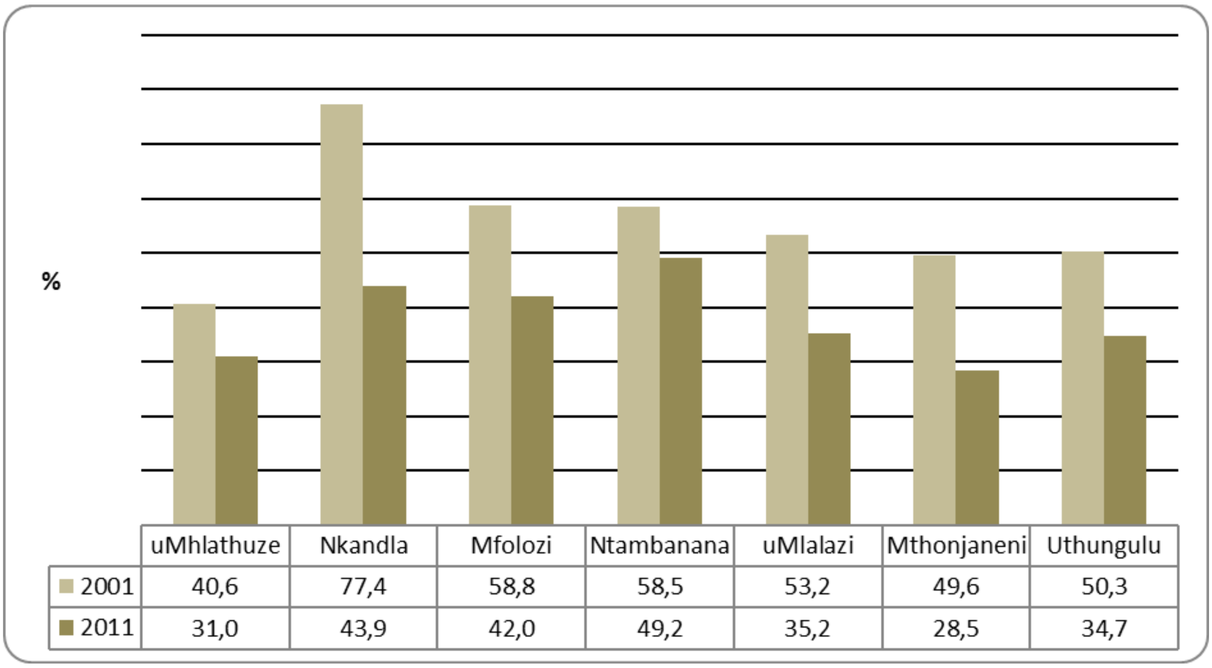
Global insight 2017 reveals “Income inequality is one of the triple challenges that is currently facing SA. It has gained serious attention from government, policy makers and all other stakeholders working collectively to address this challenge. A conventional statistical measure used worldwide to explore status core in terms of income inequality is the Gini coefficient which ranges from zero to one. The Gini coefficient measures the degree of inequality in the distribution of income among people living in a society. Given the interval of this statistic which ranges between zero and one, a coefficient closer to zero indicates low inequality and a coefficient closer to one indicates high inequality”.

The Gini coefficients of KZN, King Cetshwayo and local municipalities in the period from 2006, 2011 and 2015. The province has medium rate of income inequality, as the rates are not close to either zero or one. It improved slightly from 0.63 per cent in 2006 to 0.64 percent in both 2011 and 2015. The district and the City of uMhlathuze sustain a similar trend in terms of income inequality whilst all other local municipalities are below 0.60 percent. This shows that measures or policies that aim to reduce income inequality among the people in the province should continue to be implemented, as income inequality seems to persist among people of the province.

Given the above, it is very important that an appropriate economic development strategy for the district is derived and that adequate attention is given to Small, Medium and Micro Enterprise (SMME) development as a means of promoting emerging entrepreneurs who will initiate labor intensive job growth. Furthermore, the strategy (DGDP) aims to provide support to the informal sector as it is recognized that it currently provides many households with an income and it is anticipated to play an increasingly more important role in the future.

The following information relating to unemployment and means of making a living is noted:

Graph 28: Unemployment Percentage

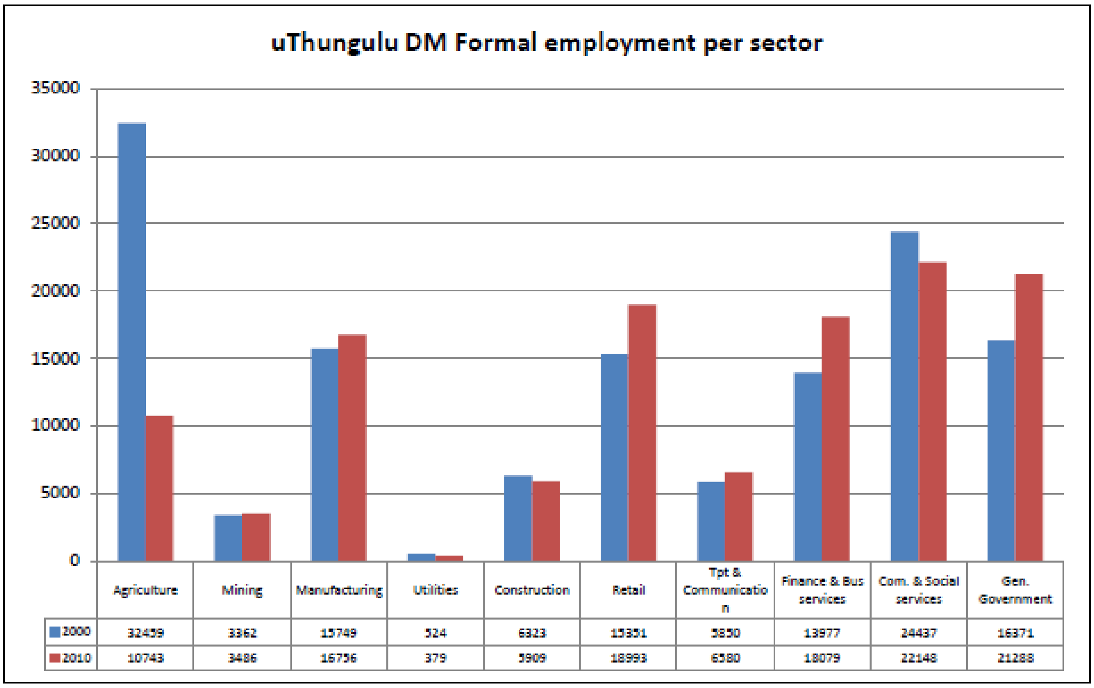


	uMhlathuze	Nkandla	Mfolozi	Ntambanana	uMlalazi	Mthonjaneni	Uthungulu
2001	40,6	77,4	58,8	58,5	53,2	49,6	50,3
2011	31,0	43,9	42,0	49,2	35,2	28,5	34,7

Source: Census 2011

Even though, as can be seen from the above figure, there appears to have been some decline in unemployment levels from 2001(50.3%) to 2011 (34.7%), this is not a significant improvement considering the levels of poverty within the district and hence more initiatives to reduce unemployment need to be pursued.

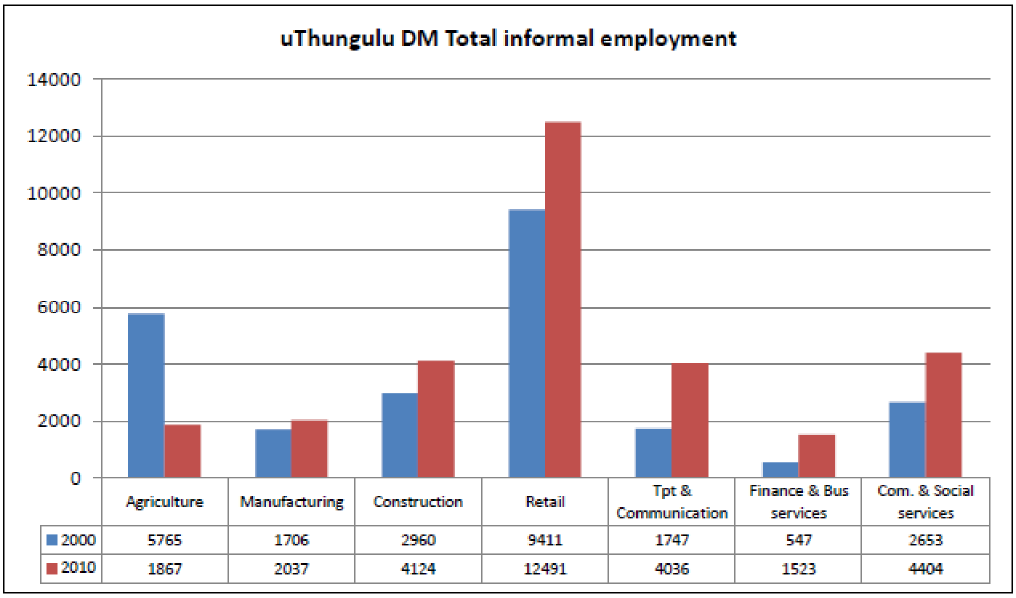
Table 50: How People Make a Living in Formal Sector



	Agriculture	Mining	Manufacturing	Utilities	Construction	Retail	Tpt & Communication	Finance & Bus services	Com. & Social services	Gen. Government
2000	32459	3362	15749	524	6323	15351	5850	13977	24437	16371
2010	10743	3486	16756	379	5909	18993	6580	18079	22148	21288

Source: KCDM DGDP

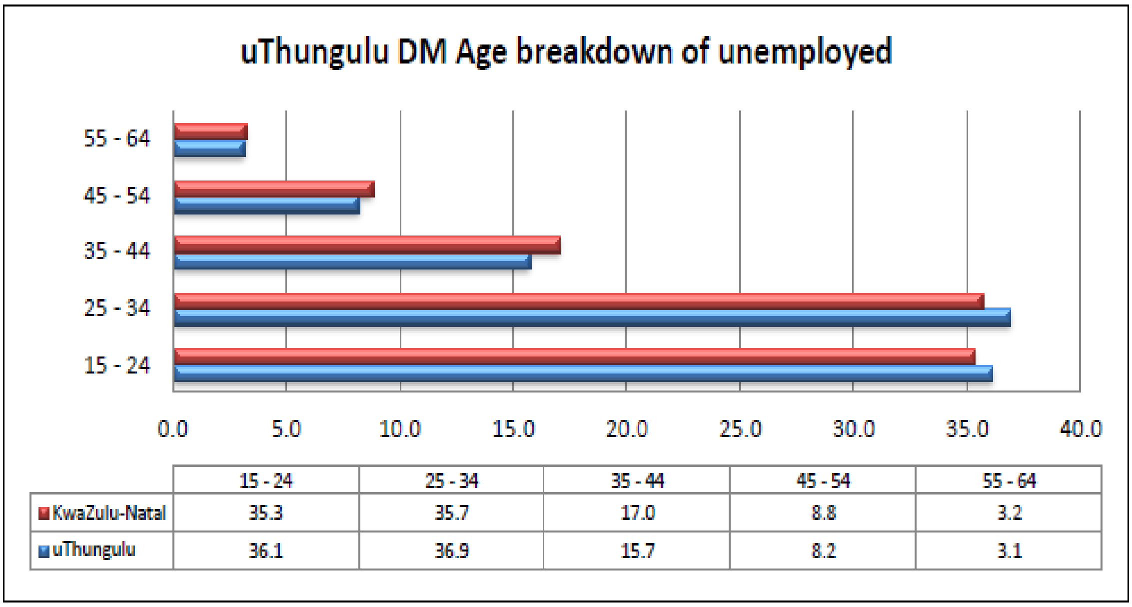
Table 51: How People Make a Living in Informal Sector



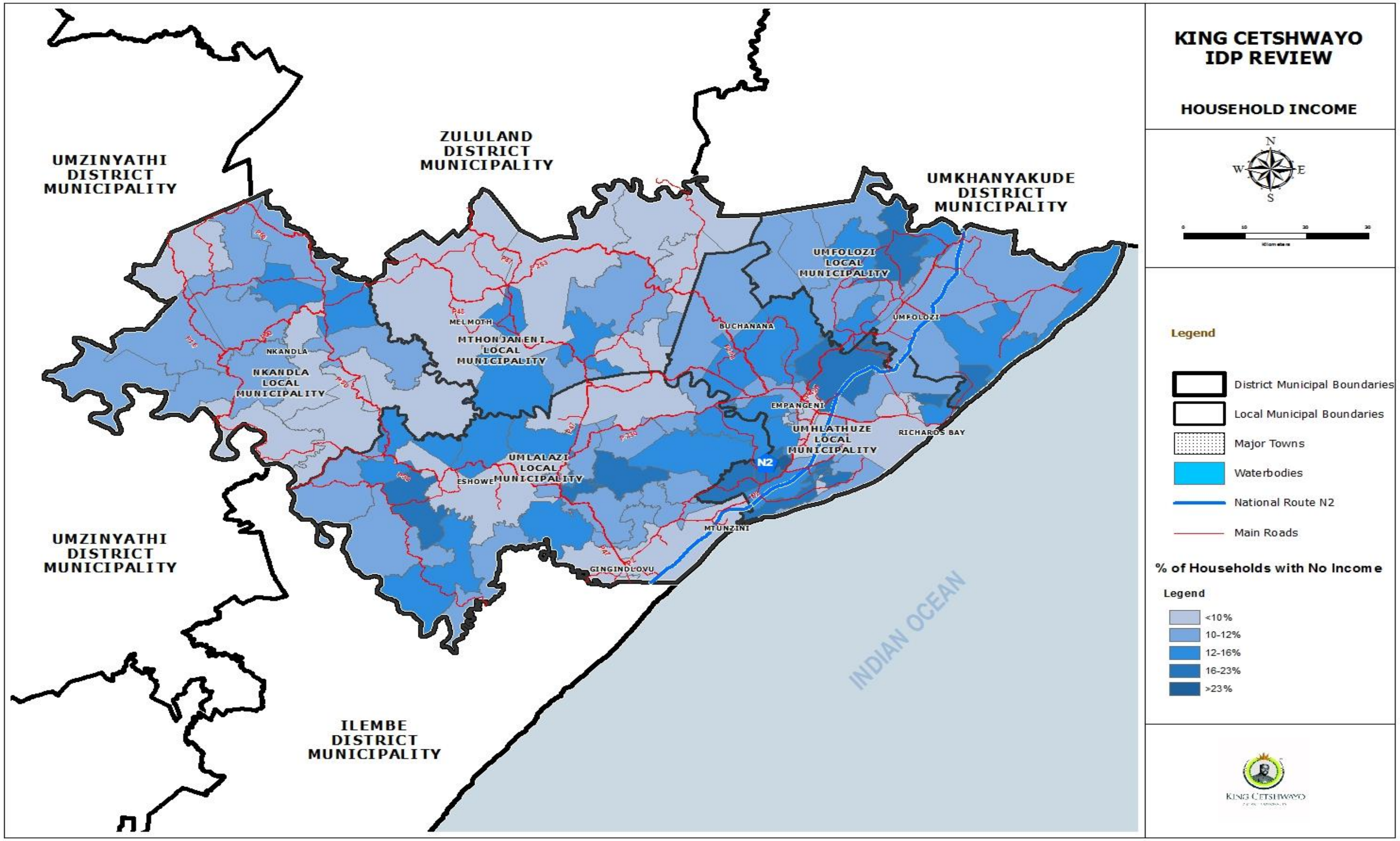
Source KCDM DGDP

The majority of population in the district depend on Government a grant which is not a sustainable means of living. Several projects to change the picture are being implemented in the district. The impact thereof will be revealed by the Citizen satisfaction/Customer survey currently being conducted once it's finalised.

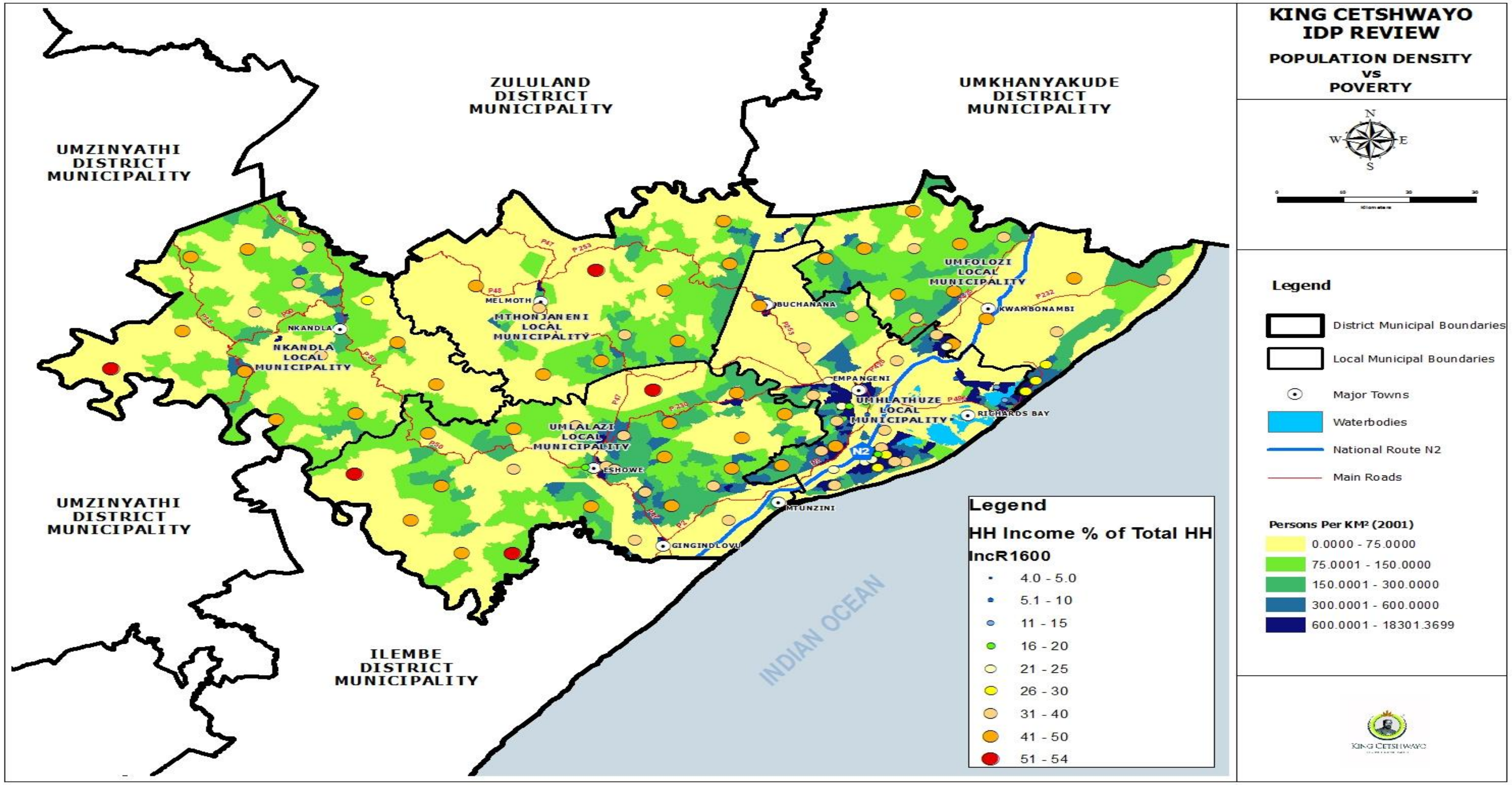
Graph 29: Age Breakdown of Unemployment KZN/King Cetshwayo



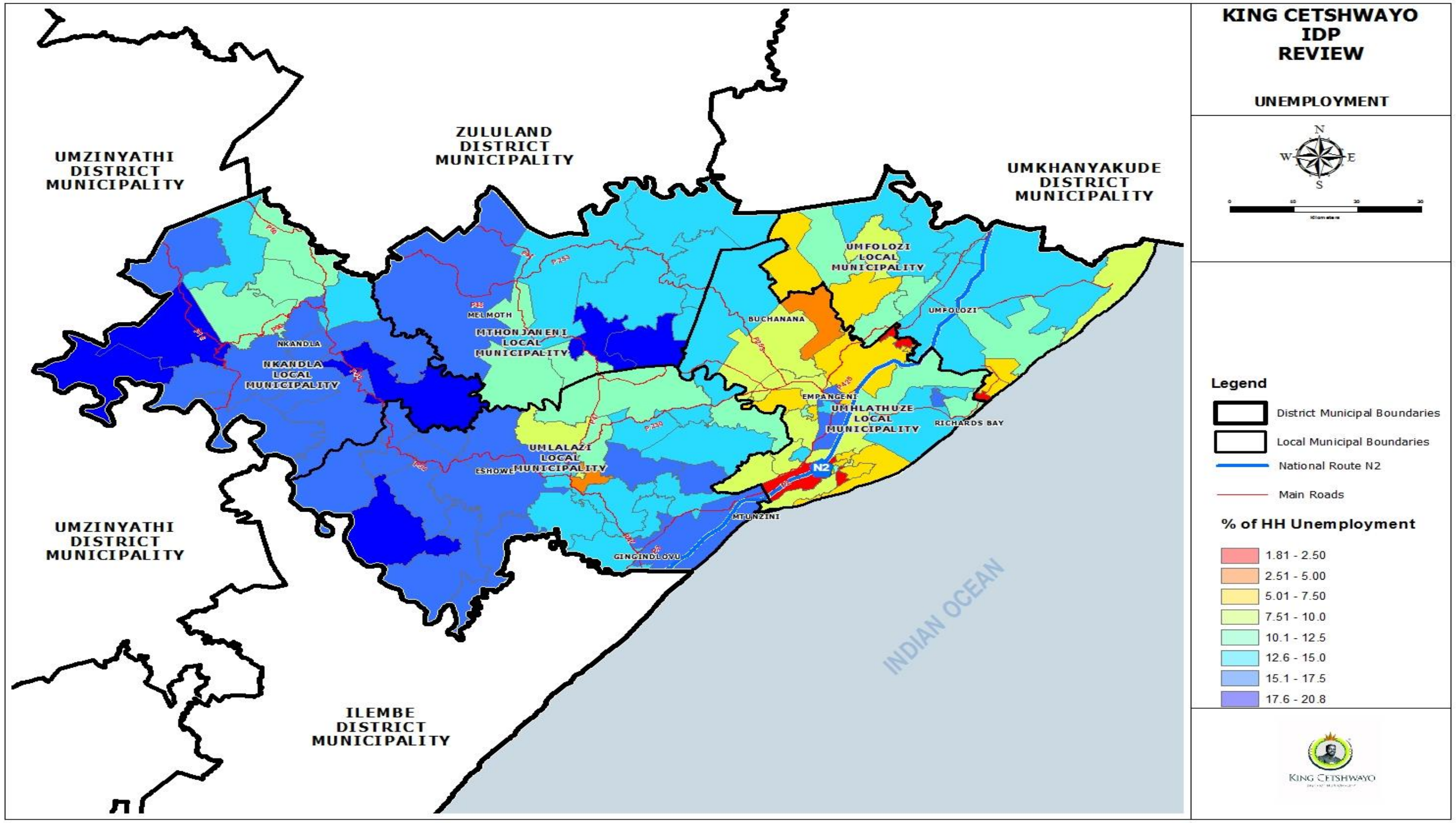
Map 44: Household Income



Map 45: Population Density VS Poverty

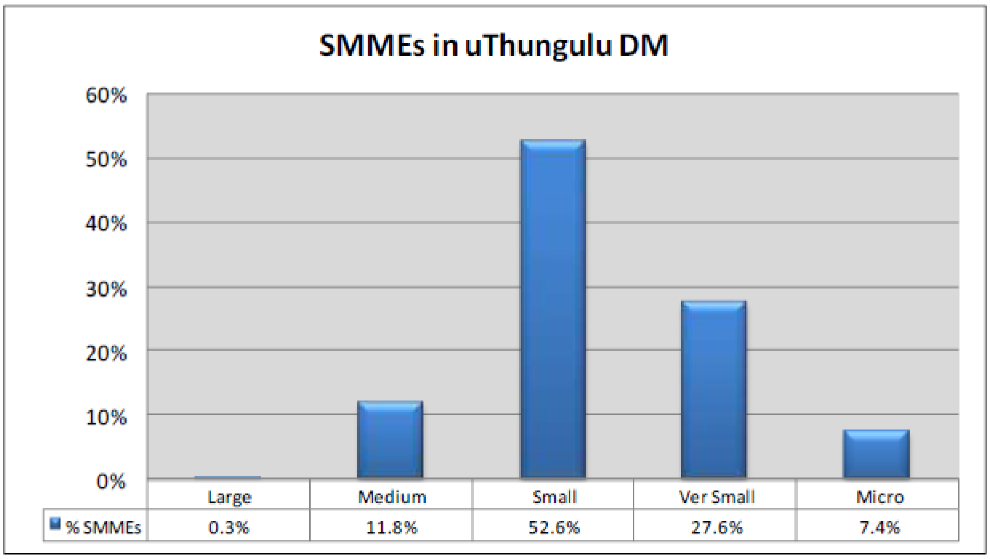


Map 46: Unemployment



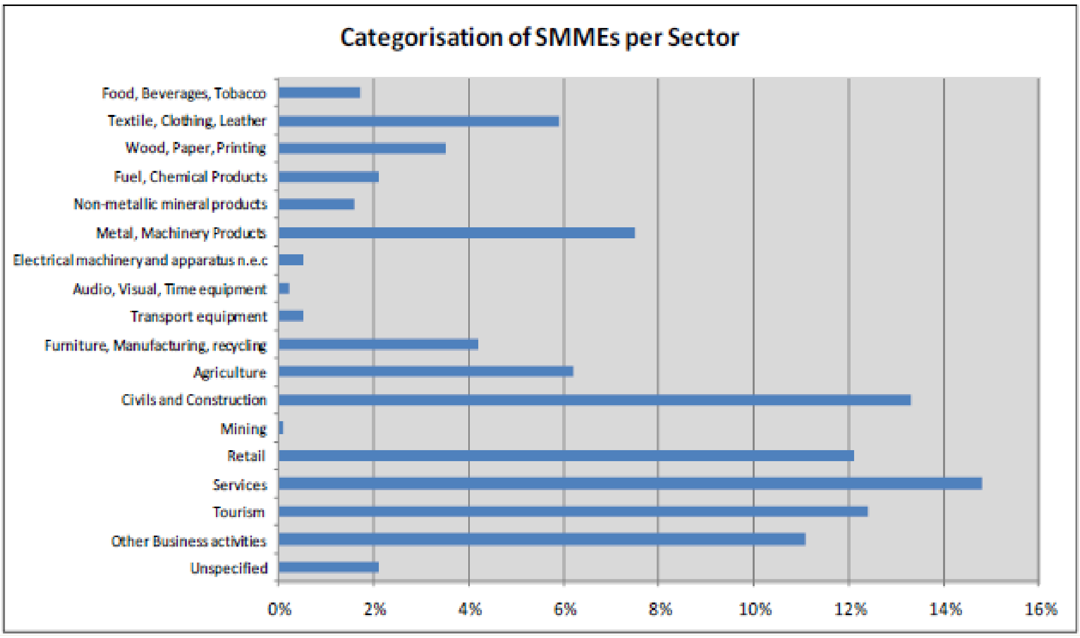
C5.1.3 SMME'S

Graph 30: SMME's in King Cetshwayo



Source: King Cetshwayo DGDP

Graph 31: Categorisation of SMME's



Source: King Cetshwayo DGDP

King Cetshwayo District Municipality has reviewed the SMME database in the municipality and is continually updated, this is informed by the fact that some SMMEs are captured into the LED database. The LED section continues to assist the SMMEs and Cooperatives, which have not been registered on the SCM database for the purposes of registration through CIDB. This initiative seeks to improve the competitiveness of SMMEs / cooperatives in the key sectors of the districts' economy.

As part of the initiatives to reduce the red tape the municipality has adopted an SCM policy that looks into benefiting the previously disadvantaged i.e. youth, women and people living with disabilities. The policy further compels big role players to sub contract SMMEs on the big contracts awarded, this will also improve the levels of their grading in terms of SCM requirements.

Developing new and sustainable SMMEs are instrumental in boosting economic growth and development in South Africa. It is also critical in economically empowering previously disadvantaged individuals and communities and thereby redressing the economic imbalances of the past in South Africa. Business support facilities that service SMMEs have increased the sustainability of SMMEs throughout the world. These facilities include business information kiosks, service centres, hives/clusters, and incubators. King Cetshwayo is also in the process of developing the sustainability plans for SMMEs on the municipal database whilst continuing to update it.

It has been identified that SMMEs in King Cetshwayo add a disproportionately small contribution to the local economy due to the presence of large manufacturers and exporters. Government support has been focused on large investments, with only modest assistance offered to develop and support SMMEs in King Cetshwayo, especially in the rural and underdeveloped areas. Private and non-governmental support has been fragmented and uncoordinated. This has created the problem of the "missing middle" between local based raw/bulk material producers and local retailers, with many local SMMEs becoming unsustainable. This gap is currently filled by national and international suppliers.

King Cetshwayo District Municipality is in a process of developing a SMME support implementation plan.

The report should contain the following projects/activities for implementation:

- The establishment District Economic Development forum
- To develop a common SMME database in the district using among other means, the provision of an online registration and the provision of a simple and single form (that includes the tender processes, application form, letter of good standing and other required forms)
- Regular workshops grouping Supply Chain Managers from the district and local municipalities to review the MFMA, SCMP, CIDB and PPPFA; and to lobby for the National Treasury and the National Department of Works to amend and make provision to these regulations
- To organise small SMME fairs in each local municipality
- Current LED staff (from the district as well as local municipalities) to undergo an extensive SMME development related trainings
- DEDT One Stop Shop needs to improve the facilitation processes for SMMEs to easily access ABSA/Standard Bank/Ithala SMME fund
- To prioritise the service provision to rural SMMEs before providing to urban SMMEs.
- To provide training to SMMEs via DEDT One Stop Shop and uMfolozi College
- The district and local municipalities to facilitate SMMEs in the rural areas to form joint ventures in order to reduce the transport cost of the raw materials.

- District and local municipalities to facilitate the easy access to land for SMME development
- To provide a SMME incubator in the district and implementing the artisan development programme with accredited technological Institutions.
- Mentorship programme need to be developed and rolled out by the current SMME satellites.
- Project of Mobile Entrepreneurs under the Informal Economy Chamber to uplift the informal economy traders with equipment or tools as per their needs
- Unlocking the economic potential of the Green Economy and renewable energy projects.
- The implementation of KCDM Maritime Strategy.

STRENGTHS / OPPORTUNITIES

- Significant growing contribution to local economies by SMMEs, following national trends
- Growing support and commitment to SMME development from the district and municipalities, technical, supply chain and other departments.
- Fair support for SMME development within KCDM.
- Expansion and development of infrastructure in urban areas of the district
- LED units with relevant development strategies
- Direct access to the export market for local SMMEs
- Opportunities exist in different LED units to recruit more LED advisors
- Tender portal – Trade World
- Skills transfer programmes
- Opportunity to create strong partnerships with SEDA, ZCCI, BEE Forum and other bodies
- Introduction of the new Companies Act 71 of 2008 (that will alleviate the regulatory and other red tape burdens)
- There is an opportunity for urban SMMEs to learn from current large corporates
- There is an opportunity for SMMEs and their service providers in King Cetshwayo to replicate the national and Provincial SMME Programmes at the local level

WEAKNESSES/THREATS

- Red tape from Supply Chain Management Act/Policy, CIDB, Preferential Procurement Policy Framework and MFMA
- Limited business support in the district, with SEDA having only a periodic presence in other municipalities outside uMhlathuze
- Limited qualified staff in most of the LED units throughout the district
- Weak SMME support network in rural areas (this leaves SMMEs vulnerable with limited ability to grow)
- Limited sector specific SMME programmes in the district

- SMMEs have limited access to markets, technology, raw materials, finance, business premises and land (these are worse in the rural areas),
- Skills shortages, including business skills, human resources skills, business management skills, financial or bookkeeping skills, IT skills and technical or sector specific skills
- Limited of access to mentorship
- Limited access to information and advisory services (for urban SMMEs) and lack of access to information and advisory services for rural SMMEs
- Limited exposure or market visibility
- Local and provincial government too focused on establishing / attracting large investment into King Cetshwayo
- Increasing and high competition from national and international firms in the urban areas.
- Negative impact of load shedding.

C5.1.4 AGRICULTURE

Agricultural sector is a more concentrated activity in the district. The agricultural sector is of a dual nature, i.e. commercial and subsistence/ traditional agriculture. The commercial agriculture is based on two main monocrops, namely sugar cane and forestry. The cane and forestry sectors have been at the forefront of assisting emerging farmers. The implementation of the forestry projects is guided by Forestry SA business plan. Subsistence or Traditional agriculture is practiced on most of the Traditional Council lands in the district. The development of this sector is hindered by a low skills base, limited organized bodies to provide financial assistance and access to market channels.

The agriculture unit has potential to grow farmers in the district through the following:

- Farmer Support - Production Input (vegetables, dry crops etc.)
- Livestock (cattle, poultry, goats, indigenous chicken, egg layers, rabbits etc.)
- Essential oils (rose geranium, tea tree etc.)
- Macadamia Nuts
- Small Forest growers
- Cane growers
- Aquaculture Farming
- Hydroponic
- Coal Manufacturing

- Still water processing
- Establishment of Agro-forest
- Capacity Building
- EPWP

GRANT FUNDING

The municipality has received R2.8m from EDTEA and R10m from Richards Bay Minerals (RBM) for the implementation of Amakha Essential Oils projects producing rose geranium. The district is still in need of funding to expand to other types of essential oils produce, in order to achieve the objectives, as per the following programmes identified:

- Programme 1: Institutional Framework for District Agriculture
- Programme 2: Turnaround for Land Reform
- Programme 3: Ingonyama Trust: Developing Productive Land
- Programme 4: Climate Smart, Environmental Sustainable Agriculture
- Programme 5: Logistics: Inputs, Processing and Marketing

A package of projects has been identified under each programme as listed in the current Agricultural Development Plan.

C5.1.4.1 Fresh Produce Market

The King Cetshwayo Fresh Produce Market has been deregistered however the services that were rendered by the KCFPM will be continued under the District Development Agency (DDA).

AGRI-PARKS AND RASET

The establishment of Agro-parks and introductions of Radical Agrarian Socio-Economic Transformation (RASET) are key in realizing the full agricultural potential of the district. The local economic development officers responsible for sector agriculture have been tasked with grouping existing cooperatives as secondary cooperatives. KCDM has also employed agricultural specialist to deal directly with these initiatives.

The establishment of Agro-Hubs is one of the projects in the district that will give an opportunity to the farmers to participate in the secondary and tertiary sectors in terms of agro-processing. The agro-processing will create more job opportunities and will allow the farmers to enter into international markets which will increase the economy.

C5.1.4.2 District Development Agency

King Cetshwayo District Municipality being primarily a rural municipality focusing on agriculture started with the development of King Cetshwayo Fresh Produce Market (UFPM) which is anticipated to run as an entity on its own.

The KCFPM however does not replace the need for a development agency. The district has received the conceptual report and council has approved the establishment of the District Development Agency.

C5.1.4.3 Job Creation

The Led Strategy was reviewed in 2015 and adopted by council in 2016 and is currently in the process of being reviewed. Herewith is the summary of the strategy:

Table 52: Summary of Strategies and Interventions Proposed

STRATEGY	INTERVENTIONS	KEY DRIVERS
OBJECTIVE 1: BUILD LED CAPACITY		
Strategy: Grow Institutional Capacity and Ensure High Levels of Cooperation	Build district LED Capacity	District Municipality
	Establish District LED Agency	District Municipality
	Improve Effectiveness of District LED Forum	District Municipality
	Grow the District LED Knowledge Base	UNIZUL Zululand Chamber
OBJECTIVE 2: EXPAND ECONOMIC INFRASTRUCTURE		
Strategy: Facilitate Rural Town / Village Establishment	Rural Town / Village Establishment	District Municipality Local Municipalities COGTA Sector Departments
Strategy: Facilitate Strategic Infrastructure Development	Port Expansion	Portnet
	Airport Redevelopment	District Municipality uMhlathuze Local Municipality ACSA
	ICT / Broadband Infrastructure Development	Telkom Private Sector
OBJECTIVE 3: BUILD SMALL BUSINESSES IN 'ALTERNATIVE' SECTORS		
Strategy: Build Informal Economy / SMMEs	Establishing a Conducive Environment for SMME Growth	District Municipality Local Municipalities
	Creating Space / infrastructure for Informal Economy Growth	District Municipality Local Municipalities Private Sector
	Informal Economy Capacity Building / Skills Development	DEDA Unizulu Private Sector

STRATEGY	INTERVENTIONS	KEY DRIVERS
Strategy: Support Small Scale Agriculture	Providing Production Support through Agricultural Hubs	Dept. Of Agriculture SASA Private Sector
	Support Agricultural Produce Marketing with focus on Collective Marketing	District Municipality Private Sector
	Access to Agri-processing Facilities	Dept. of Agriculture Dept. economic Development and Tourism
	Support Land Access and Reform Processes	Dept. of Rural Development and Land Reform
	Develop Agricultural Infrastructure (Irrigation Plan Focus)	Dept. of Agriculture
Strategy: Create Business and Employment Opportunities in Construction	Promote Skills Development	FET Colleges District Municipality
		Sector Departments
	Establish Contractor Development Programme	District Municipality Public Sector Departments delivering Infrastructure / Facilities / Housing
	Guiding the Expanded Public Works Programme	COGTA
Strategy: Support the Heritage Sector	Assess economic development opportunities relating to the Heritage Sector	District Municipality Film Office KZN Tourism Authority AMAFA KZN
Strategy: Grow the Green Economy	Green Economy Promotion and Facilitation	Infrastructure Agencies Private Sector Opportunity Identification
OBJECTIVE 4: SUPPORT ESTABLISHED ECONOMY		
Strategy: Grow Agriculture	Facilitate the Establishment of Agri-processing Facilities	District Municipality Private Sector Dept. of Agriculture
	Establishing a Conducive Environment for Agriculture	Department of Agriculture
Strategy: Market Tourism and Expand Product	Marketing District Tourism	District Municipality KZN Tourism Authority
	Strategic Product Development	Private Sector Ezemvelo KZN Wildlife District Municipality DWA
	Infrastructure Development	Port net

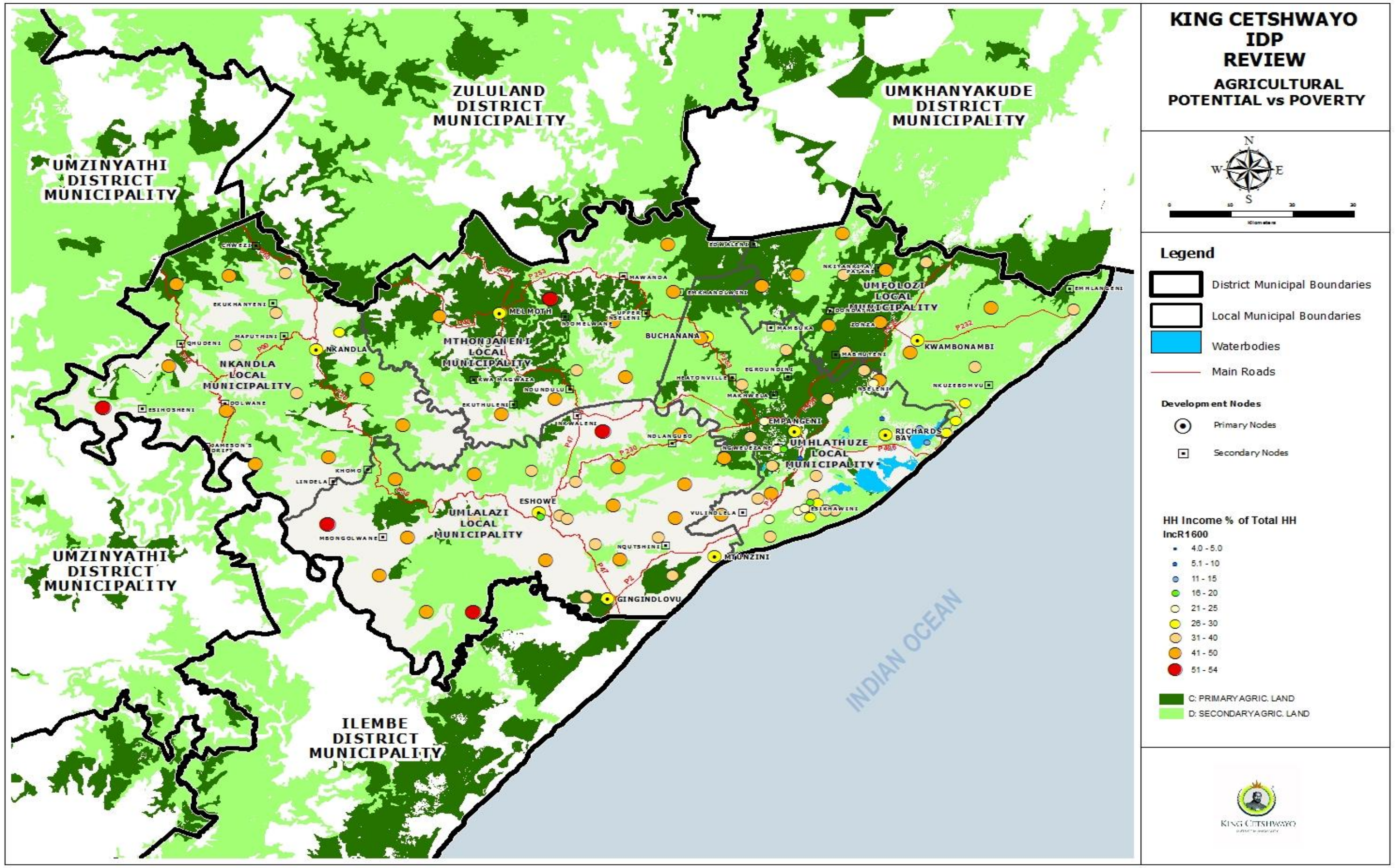
STRATEGY	INTERVENTIONS	KEY DRIVERS
Strategy: Build Formal Retail / Commerce	Rural Retail / Commerce Opportunity Identification	Local Municipalities
	Retail Investment Facilitation	District Municipality Local Municipalities TIKZN
	Implement Retail development	Private Sector
Strategy: Attract Major Industries	Facilitate Investment Promotion	Richards Bay IDZ / SEZ TIKZN
	Industrial land development	Richards Bay IDZ / SEZ uMhlathuze LM uMfolozi LM uMlalazi LM Private Sector
	Coordinate the Expansion of Economic Infrastructure (for major industries)	Transnet Portnet SANRAL DOT Eskom
	Linking With and Providing Support to the Richards Bay IDZ / SEZ	Richards Bay / IDZ SEZ

C5.1.4.4 District Urban Projects

Table 53: District Urban Projects

URBAN PROJECTS			
DESCRIPTION	**IMPLEMENTATION ORDER**	**RESPONSIBLE AGENT**	**FUNDING/ DEVELOPMENT AGENT**
Recycling Program	1	Richards Bay Empangeni	IDC Green Fund TIKZN eThekwini Municipality
Energy Efficiency Program	2	Richards Bay Empangeni	IDC Green Fund TIKZN Energy Efficiency Association SA
Solar Water Heater Program	3	Richards Bay Empangeni	IDC Green Fund TIKZN eThekwini Municipality (Shisa Solar Program)

Map 47: Agriculture Potential VS Poverty



C5.1.5 TOURISM

During 2003, a Local Tourism Master Plan was originally prepared to provide clear guidelines to achieve sustainable tourism development within King Cetshwayo area by setting and achieving implementable, realistic goals and objectives as well as tourism project implementation plans. This Tourism Master Plan was reviewed in 2010 and the tourism strategies as identified are focused to improve tourism products which will add value to tourism within the district. The Tourism Strategy will once again be reviewed in 2020. Projects as identified from the strategies are in line with National and Provincial strategies and programmes, and will assist economic development and investment in King Cetshwayo.

The main project findings and tourism vision alluded to the following key recommendations:

- Agreement to the principle to develop King Cetshwayo, manage, brand and market the areas as a "unique tourism destination" within the existing provincial tourism branding, thereby increasing the number of domestic and foreign tourism visits.
- King Cetshwayo District Municipality is to be responsible for the overall management and marketing of King Cetshwayo district tourism sector. This includes liaison and coordination with the Local Municipalities in terms of setting up and operations of Community Tourism Associations as well as communication with representatives of the private sector.

The existing Tourism Master Plan has the following Product and Infrastructure Strategies.

Table 54: Tourism Product and Infrastructure Strategies

	STRATEGY	DESCRIPTION	PRIORITY
1	Develop the Coastline for Tourism purposes	• Improve Accessibility • Reclaim Coast for Tourism • Accommodation Development	High
2	Pursue Big5 Game Reserve in District	• Provide Support for Private game reserve projects • Interact with KZN wildlife	High
3	Encourage Cruise ship Tourism in Richards Bay	• Construct dedicated passenger liner terminal • Improve linkages with Region's attractions for cruise tourists	High / Medium
4	Extensively develop the Route 66 product	• Encourage Tourism related SMME's to locate on Route • Product Development • Standardize signage	High
5	Develop great forests of Zululand Experience	• Construct campsites/ cabins • Develop paths • Package great forest Tours	Medium
6	Develop contemporary African Cultural Tourism	• Add to existing cultural attractions and being developing urban African Tourism	Medium
7	Improve accessibility and visibility of existing	• Tar strategically important access roads	High

	STRATEGY	DESCRIPTION	PRIORITY
	attractions	• Improve signage to remove area	
8	Develop adventure Tourism in District	• Promote adventure sports • Improve high-thrill attractions	Medium
9	Ensure Tourism safety in volatile areas	• Create safe tourist precincts • Ensure community cooperation • Provide armed security	High
10	Promote more family attractions and facilities	• Develop child friendly and family oriented attractions in the District	Medium
11	Nodal Tourism Development Strategy	• Identify and define area in which local economic development efforts should focus on Tourism • Identify tourism corridors	High / Medium
12	Kings Experience	• Intensive marketing campaign focusing on product development and using T.V. as a medium of marketing	High
13	Market and promote the district	• Market the district to domestic and international tourists through various initiatives such as exhibitions, shows, social media and events.	High.

TOURISM ATTRACTIONS

This section of the report provides an extract of some of the tourism attractions in the district.

DEVELOPMENT OF THE R66 HERITAGE ROUTE

King Cetshwayo District Municipality Tourism Development Plan identified the development of the R66 as one of the priority projects for the District. The Route is located along the R66 from the junction of the N2 and R102 at Gingindlovu to eMakhosini.

This project received funding from the Corridor Development Programme was utilized for the development of this project. Progress on the projects has been made on stakeholder interaction, research and investigations.

The project still continues. The marketing, branding and awareness are mainly done by a committee elected by communities on the route. Further development of the route is important to offer the tourist a better choice of amenities. The route is a huge asset and creates opportunities for economic development.

PASSENGER LINERS (CRUISE TOURISM) – MOBILE INFO UNIT

The number of Passenger liners to the Port of Richards Bay has increased from previous years. A mobile unit, as an information office on wheels, which can entertain any enquiries is used when passenger liners dock in Richards Bay harbour and any other outdoor tourism activities.

The mobile unit is a huge advertising tool for the district. Future projects to service passenger Liners will be to supply mobile toilets on site which is a huge problem at the moment. The budget for 2019/20 to include funding to hire mobile toilets.

Zululand Birding Route

In February 2010, The Northern Zululand Birding Route was reconstituted as a self-standing association to co-ordinate and manage the on-going development of birding tourism projects in KwaZulu Natal. The Zululand Birding Route Mission is to promote and develop birding based tourism in KwaZulu-Natal for the benefit of avid tourists, communities and birds. ZBR has been successful in re-establishing itself and extending the route towards Ballito (Ilembe District Municipality) and North towards the Mozambique border (uMkhanyakude District Municipality). The marketing initiatives supports the existing birding guides. The nice market is very popular and creates steady income to the birding guides. More support must be given to reduce unemployment

The following are proposed as key actions to work towards:

- Increase training opportunities to more unemployed in this market (birding)
- Increase marketing support towards individual established birding guides as well as to the potential tourism market.
- Increased ownership and buy in from community bird guides
- Partnerships with tour operators

Craft Development

Craft development is an important part of local economic development. During the second quarter tourism reached a peak due to the holiday season. Crafters were assisted to promote their goods at every possible opportunity for example, tourism month celebrations in the shopping Mall in Richards Bay. Crafters were given exhibition space at the various events and when passenger liners dock in Richards Bay harbour.
A number of 56 craft groups had the opportunity to sell their handcraft. The crafters reported good sales during those times and appreciated the assistance from the district.
Future plan include:

- Marketing assistance
- Training
- Creating opportunities or platforms to trade from
- Expose crafters to international buyers
- Development of crafters to be self-sustainable.

KwaBulawayo Tourism Development

This catalytic project development aims to create a tourism attraction based on historical significance and is situated in rural Bhekeshowe. The Tribal Authority consists of seven sub-wards in a 15km area. The actual site of the King Shaka KwaBulawayo Military Capital is the focus of the attraction, surrounded by a wealth of historical and cultural tourism sites. Phase 1 of the project is complete and will be operated as a day facility.

The actual site of King Shaka's Military capital, KwaBulawayo is a treasure trove of archaeological, historical, heritage, cultural and eco-tourism. King Cetshwayo District Municipality, in partnership with the Department of Cooperative Governance and Traditional Affairs, have spent over R8-million transforming the military capital into a tourism attraction of note.

The Kwabulawayo Tourism Development is an initiative of the Kwabulawayo community with an objective of creating employment opportunities for members of the community. Taking into consideration the objective of the project, services where supplied by the local Community Trust, in order to demonstrate the economic benefit of the infrastructure.

KINGS EXPERIENCE

The Kings Experience is the districts branded annual tourism marketing campaign which was first launched in 2014.

The aim of the campaign is to attract tourists from all over South Africa, to visit the district especially during the festive season. The campaign proofs to be a huge success and 38 media houses joined the media tour in 2017.

Future Initiatives:

- Better coordination of the campaign
- Ensure more stakeholders to buy into the concept
- Funding to also support electronic media marketing.

THE BEACH FESTIVALS

The Beach Festival is always hosted during festive season and is gaining momentum each year. King Cetshwayo District Municipality partners with the City of uMhlathuze on this event. The aim of the Beach Festival is to entertain and educate families of all ages and genders – a social cohesion exercise. The event has performers entertaining crowds, sports activities, local arts and crafts, and fun for the young children. The Beach Festival has become a key annual event in the district, creating a boost for tourism.

THE NYE FESTIVAL

The King Cetshwayo New Year's festival was initiated in 2019. The event organizing in collaboration with uMhlathuze Local Municipality.

The target market for this event is mainly for the young and upcoming market. The festival contributes positively towards promoting the district and boosts the districts economy during the festive season.

Develop the Coastline for Tourism purposes

A hiking and mountain bike trail has been partly developed at the coast starting from Umlalazi. However, funding to complete this wonderful tourism product is lacking. This product needs much more attention and funding to be developed to its full potential.

- Obtain funding for a specialized development/marketing plan for the route

- Obtain funding to complete development of the route
- Incorporate communities around the route and partner with Ilembe District Municipality on this project.

Pursue Big5 Game Reserve in District

The larger Big 5 Game Reserve in the District needs much needed support from the district. Legal negotiations with the communities around Thula Thula Game Reserve has started. Supporting this project and develop it to its full potential will most definitely boost economic growth. Not only will the reserve will offer the big 5 to the tourist but it brings this attraction of wildlife, culture and heritage to the doorstep of the international tourist arriving at the King Shaka Airport.
Future initiatives

- Obtain funding to assist with fencing of the area
- Assist and support the initiative
- Become a partners and stakeholder in the overall protection of wildlife and nature to protect the assets in the district.

Coastal Cruise Terminal Facility
Development of a mix-use facility in the port is of utmost importance to grow passenger liner numbers utilizing the Port of Richards Bay as a port of call.
Increased visitor numbers will benefit the districts economy. Currently 25 liners dock annually, this results 12 500 tourists to the district.

C5.1.6 FILM AND PHOTOGRAPHY SECTOR

The Film and Photography sector is primarily divided in three main components namely training, marketing and servicing:

- The TRAINING PROGRAMME component includes workshops reaching out to all corners of the North Coast Region forging a link between the market needs and the film producers. The training enables established and emerging film producers to establish themselves as businesses and/or self-sustainable entrepreneurs who produce quality films to be showcased.

- The MARKETING component aims to place the district on the map through filming and creating an awareness of the potential of the North Coast Region.

- To market the District as a “one stop shop” for production companies to obtain advice, assistance, location scouting, permits and the like.

- The SERVICING component deals with assisting Film Production companies to obtain Film Permits

The role of the Film and Photography Sector

- Manage the filming approval process on behalf of respective authorities and stakeholders; issuing filming permits to filmmakers

- Facilitate between film producers, local government and local communities about film productions

- Market and promote the District as “The ULTIMATE FILM FRIENDLY DESTINATION”

- Maintain effective communication between national and provincial departments, filming agencies, private landowners, business, tourists and residents of affected areas to support filming activity

- Encouraging film producers and production companies to operate in an environmentally sound and sustainable manner

The main activities of the Film and Photography Sector are:

- To develop databases: Filmmakers, Services, Locations;
- Supply onsite support to production crews;
- Assist with issuing of permits and obtaining permissions for filming;
- Attracting of productions to the area through exhibitions, festivals and industry networking sessions.
- Development of Local Talent and film makers.

SWOT analysis of the Film and Photography Sector

STRENGTHS:

The sector has many spin-offs and benefits toward the economy of the District. It boosts Tourism and generates revenue into the District.

The sector through the Zulu coast film office which acted as a pilot project for the industry identified database for SMMEs and developed the film office as the permanent feature of the economy in the district.

The global film industry has identified the district as a potential investment destination through the district’s participation in the film and photography sector. i.e. The district’s locations that are used by production companies for filming and photography.

WEAKNESES:
There industry needs to invest more in internship programmes. The municipality needs assistance in order to have access to Government funded internship programmes

OPPORTUNITIES:
The existence of the KwaZulu-Natal has assisted in ensuring that the sector has representation in government. The KZNFC was established by Government according to Act 2 of 2010 in order to ensure that the Film industry is represented in government. There are more institutions being established that are starting to focus on offering Film academic qualifications. The industry is growing at a rapid pace.

THREATS:
The sector is niche, rare and unique. There exists poor understanding of what it entails. More education is needed to educate the community about the sector. There needs to be a formal strategy document for the sector that will ensure proper studies are conducted on what the District in particular needs and how it should position itself. Other Cities like Durban have the full support of their municipalities and such feasibility studies have been conducted and the City of Durban in therefore well positioned to develop the industry accordingly having done proper analysis with industry professionals and experts. Similar attention has to be dedicated to King Cetshwayo District so that the sector may be able to strive.

SHORT, MEDIUM AND LONG TERM VISION:

Short Term Plan

- King Cetshwayo Film Festival
- Quarterly Film Forum Meetings
- District Public Film Screenings
- Package District Location Stills
- Attend various marketing platforms
- Register as member of Association of Film Commissioners International

Medium Term Plan

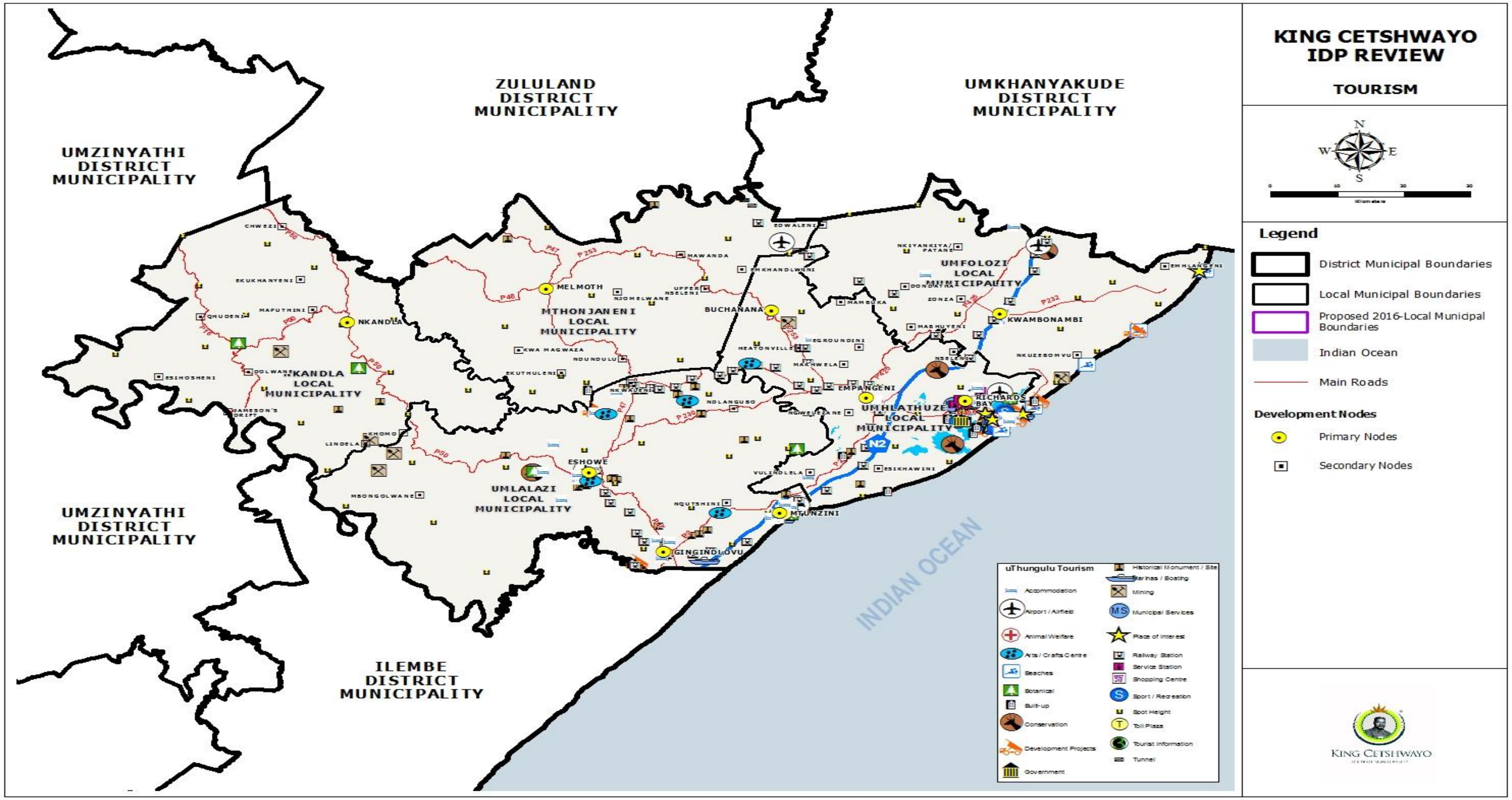
- Establish a Development Grant for 2 projects (Film/Documentary) value of R150 000 for Development Grant and R250 000 for Production Grant. Durban Film Office to assist as they have been running this programme annually for about 5 years to date
- Purchase Slots at 1KZNTV for content screening

Long Term Plan

- Establish a King Cetshwayo Film Cluster by 2021, model as per KZN Film Commission’s Cluster: Find building to lease, purchase equipment and build Post-Production Suite Facilities. Need Training room, hot desks, storage spaces for equipment and lounges for network sessions.

Map 48: Heritage Importance

Map 49: Tourism



C5.1.6 MANUFACTURING (INDUSTRIAL)

The biggest sector in King Cetshwayo is the manufacturing sector. The manufacturing activities in King Cetshwayo are metals, metal products and equipment, chemical products, wood and paper. The sector is highly specialized and focuses on exports. Manufacturing activities are concentrated mainly in the areas like uMhlathuze forming part of primary manufacturing centre and uMlalazi forming the secondary manufacturing centre.

In Mthonjaneni there are predominantly small scale ventures while uMfolozi is dominated by Sappi and Mondi manufacturing industries. Metals and related products are the biggest industries in the district contributing more than 40% to the district economy followed by the petroleum, rubber, plastics and chemical industries which contributes 18% and the wood, paper and printing industry that contributed 13%. The manufacturing of food, beverages and tobacco products, transport equipment products, and furniture products, contributed more than R350 million each to King Cetshwayo economy. The prospects of IDZ in King Cetshwayo represent opportunities for manufacturing goods targeting the local and global economies.

C5.1.7 MINING

The district is home to two mining giants who have capitalised on the mineral-rich land in King Cetshwayo. Richards Bay Minerals (RBM) is a leading producer of titanium minerals, high purity iron and zircon, found in the coastal sands of the region. It supplies most of SA's needs and exports the remaining products across the globe. Exxaro KZN Sands is SA's flagship empowerment mining company, involved in the mining, beneficiation and smelting of mineral sands, mainly to produce titanium slag from smelting ilmenite. Other products include zircon, rutile, leucoxene and low manganese pig iron.

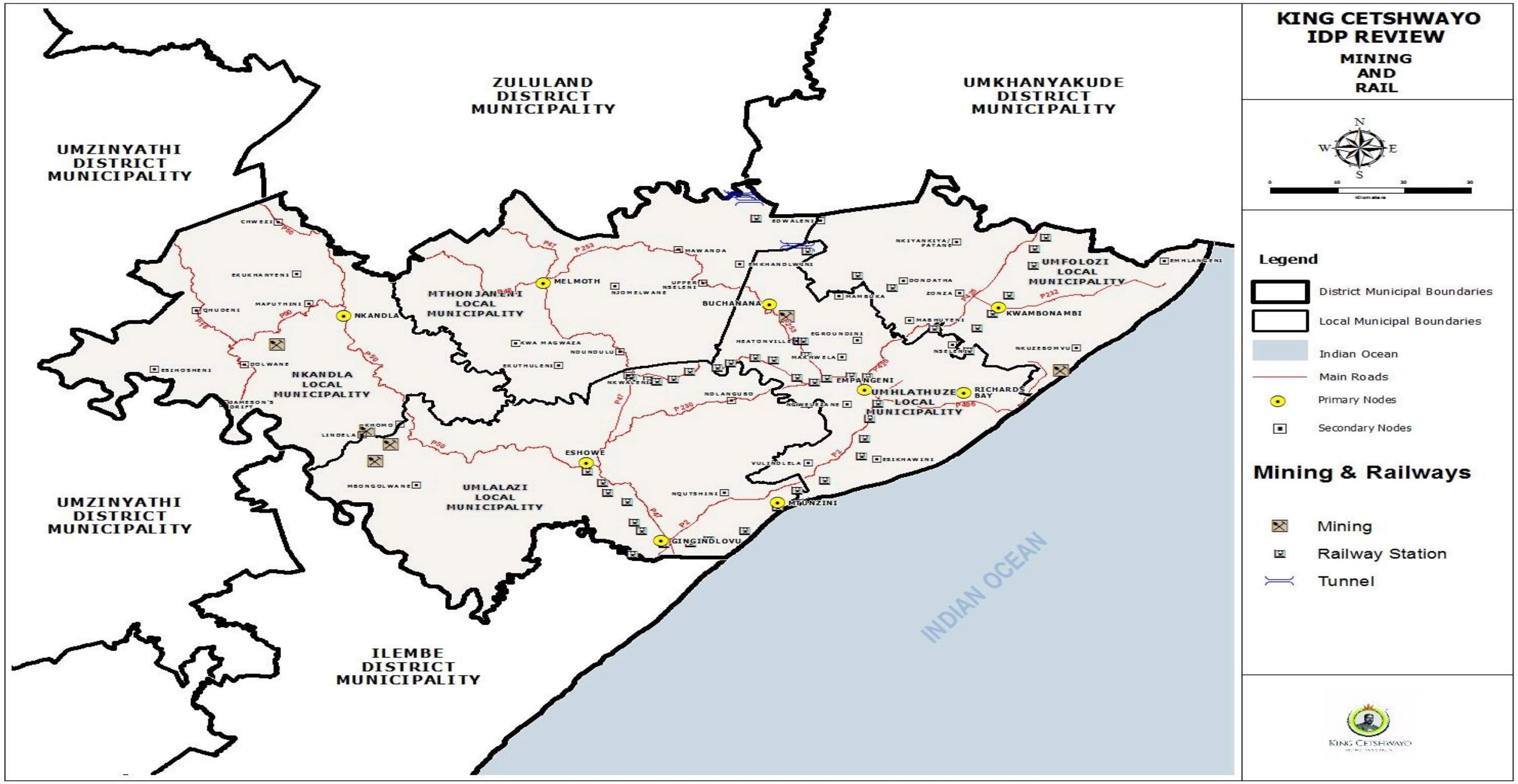
C5.1.8 PORT SERVICES SECTOR

As the third most important town in KZN, Richards Bay boasts the presence of the port of Richards Bay. The harbour is the deepest and second largest export coal terminal in the world. The recent expansion given its land area of 2.157 hectares and 1.495 hectares of water area now makes this port one of the largest ports in the world. Richards Bay Coal Terminal Company limited will see the coal terminal's capacity expanded to in excess of 75-million tons of cargo annually. The bulk-handling facilities of the harbour are world-class and the trade links with international economies through the port have been the prime impetus for large-scale industrialisation in the area.

C5.1.9 GREEN ECONOMY

The district with the support of its social partners like COGTA is currently implementing innovative renewable and clean energy projects in the rural areas. The most notable projects in KCDM are the Biogas and Wonderpot projects. Funding for these projects has been secured from COGTA and efforts to secure more funding will be intensified due to the success of the pilot projects (See Section I).

Map 50: Mining and Railways



C5.1.10 LOCAL ECONOMIC DEVELOPMENT INITIATIVES/ EPWP

The KCDM EPWP Policy was drafted in November 2012 and approved by Council on 06 December 2012 (UDMC: 787/2012). The previously mentioned policy was reviewed and approved by Council on 23 September 2015 (UDMC: 2685/2015), to incorporate the new objectives and targets. The policy was reviewed again and approved by Council on 13 July 2016 (UDMC: 3275/2016), to provide more clarity on the recruitment and selection strategy.

All new work opportunities created are reported monthly for all sectors. They are reported in the Portfolio Committee, KCDM Council, District Forums and EPWP Steering Committee. Together with the KCDM Finance Department, KCDM prepares EPWP monthly expenditure report on monthly basis and submit to NDPW on the 10th of every month. The implementation of projects are reported and reflect as per project list submitted to National Department of Public Works.

KCDM, Honourable Mayor signed the Municipal Implementation Protocol Agreement as a commitment to ensure that implementation of the Programme takes place. The Protocol Agreement also has a set of targets that the KCDM must achieve by 2019; the targets are as reflected in Table 1 below:

Table 1: KCDM 5-YEAR TARGET

FINANCIAL YEAR	TARGET Work Opportunities	TARGET Full Time Equivalent (FTEs)	ACHIEVED Work Opportunities	ACHIEVED Full Time Equivalent (FTEs)
2014/15	1223	401	1401	445
2015/16	1533	503	1354	160
2016/17	1885	619	1780	790
2017/18	2368	778	2231	884
2018/19	2651	820		
TOTAL	**9659**	**3173**	**6766**	**2279**

The EPWP Integrated Grant of R7 762 000.00 was allocated to King Cetshwayo District Municipality for the 2018/19 financial year, R1 942 000.00 (25%) of the grant amount was disbursed in August 2018 and R3 492 000.00 (45%) in November 2018. A further 30% payment will be released in February 2019. The total amount of grant received as at January 2019 is R5 434 000.00. EPWP Grant funding covers only 12% of performance target and 88% should come from other grant and internal funds.

During the month of January 2019, R586 791.00 of the EPWP Grant was spent. The total expenditure to date is R4 075 815 which is 75.01% of the R5 434 000.00 that was transferred to date, and 53% of the total grant.

There were one hundred and sixty-four (164) work opportunities created in January 2019. These opportunities are based on EPWP grant funded projects, Capital projects implemented by the Technical Services Department as well as the jobs created through WSSA contract for Operations and Maintenance.

EPWP must cut across all Departments and Sections within the Municipality. Each Department is expected to make a systematic effort to target the indigent, unemployed and unskilled members of the community. The proposed targets for the Departments per quarter were as follows: -

Table 2: 2018/2019 Departmental Targets

DEPARTMENT	PROPOSED TARGET FOR THE YEAR	PROPOSED TARGET PER QUARTER	PROPOSED TARGET PER MONTH	ACHIEVED IN JANUARY 2019
Technical Services	2200	550	183	159
Financial Services	100	25	09	0
Planning & ED	200	50	17	1
Community Services	300	75	25	4
Corporate Services	100	25	09	0
MMs Office	100	25	09	0
TOTAL	3000	**750**	**252**	**164**

Projects implemented and work opportunities created in 2018/19 financial year are indicated in the Table 3. below:

List of projects approved for implementation under the Incentive Grant- 2018/19 Financial Year

	IG -Projects				
Project Name	**Budget 2017/2018**	**Date of Implementation**	**Targeted Work Opportunities**	**W/O Created in January 2019**	**W/O Achieved to date**
Facility Maintenance	R1 597,200.00	02 July 2018	54	01	54
Community Mobilizers	R1 990,656	02 July 2018	102	03	102
Crime Prevention project	R697, 352.00	02 July 2018	20	01	21
Air Quality Management	R69,938.00	02 July 2018	2	0	2

Amakha Essential Oils	R523,400.00	02 July 2018	20	01	20
Disaster & Fire Prevention Field workers	R2, 209.200	02 July 2018	94	0	94
Car Wash Service	R225,928	01 August 2018	7	0	7
Water Use Efficiency	R426,856	02 July 2018	14	0	14
Total	**R7 762 000**		**314**	**06**	**315**

C.5.1.11 LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS

- **WEAKNESS/THREATS**
  - Impact of HIV and AIDS on labour
  - Brain drain to more urbanised locations
  - Lack of funding for SMME's
  - Lack of capacity in terms of skills in LED sections of Local Municipality
  - Lack of funding and business skills for SMME's
  - Lack of access to markets

- **STRENGTHS/OPPORTUNITIES**
  - Availability of labour in the district
  - Broad based tourism appeal
  - Strong agricultural sector
  - Good transportation networks (roads and rail)
  - Availability of relevant sector plan (LED strategy)
  - Effective IGR structures

C5.2 SOCIAL DEVELOPMENT ANALYSIS

Social and community development deals with issues ranging from environmental health services to education and the provision of community facilities. As such, community up-liftment and awareness in matters of gender, HIV/AIDS communicable diseases are of importance here.

Within the district, there is a need to develop recreational facilities such as sports facilities for the youth as there is a lack of such in the majority of the communities. Development of such facilities will allow for the exploration of youth talent in sport, music and other cultural activities. However, the major constraints to investment are the lack of financial resources and the general sentiment that such developments are not a priority. There is a high demand for health services. The municipal health function (environmental health) has been transferred to the District.

Disaster Management is regarded as a key issue due to the fact that the district is prone to fires and floods that cause severe damage and require large financial resources to correct damage done at any given time. King Cetshwayo District Municipality has completed its Disaster Management Plan. The preparation of the plan was not funded from external sources although the district receives assistance with disaster relief in the form of grants and provisions from the Provincial Authorities. The phase 1 report concluded that three of the local municipalities in the district, i.e. Nkandla, uMfolozi and Mthonjaneni require technical assistance for the preparation of their respective phase 2 and 3 disaster management reports.

The focus of the remainder of this section will be on access to community facilities, the impact of HIV/Aids as well as improved community awareness.

C5.2.1 EDUCATION

The municipal area is well provided with Schools and the facilities are reasonably well distributed. No information exists regarding the standard of the facilities or the availability of water and sanitation at the Schools.

It is notable and extremely concerning that, according to the 2011 census, there are 3 wards in the municipal area where more than 20% of the population have no schooling while there are schools facilities available in the area. This trend need to be investigated by the relevant authorities and attended to as a matter of urgency. The following wards are indicated:

- Mthonjaneni LM Ward 3
- Nkandla LM Wards 9 and 13.

Table 55: Access to Primary School Facilities

Primary Schools								
Facility	Current Population	Threshold Population	Threshold Distance to Facility	Population Residing within Threshold Distance to Facility	Population Residing outside Threshold Distance to Facility	Prescribe Number of Facilities	Existing Number of Facilities	Additional Required
uMhlathuze LM	334 459	3 500	1.5Km	288 185	46 274	96	70	26
Nkandla LM	114 417	3 500	1.5Km	63 638	50 779	33	120	0
Mfolozi LM	122 788	3 500	1.5Km	74 247	48 541	35	62	0
Ntambanana LM	72 338	3 500	1.5Km	37 252	35 086	21	38	0
uMlalazi LM	213 602	3 500	1.5Km	127 150	86 452	61	135	0
Mthonjaneni LM	47 818	3 500	1.5Km	19 821	27 997	14	27	0
uThungulu DM	905 422	3 500	1.5Km	610 293	295 129	260	452	0

Table 56: Access to Secondary School Facilities

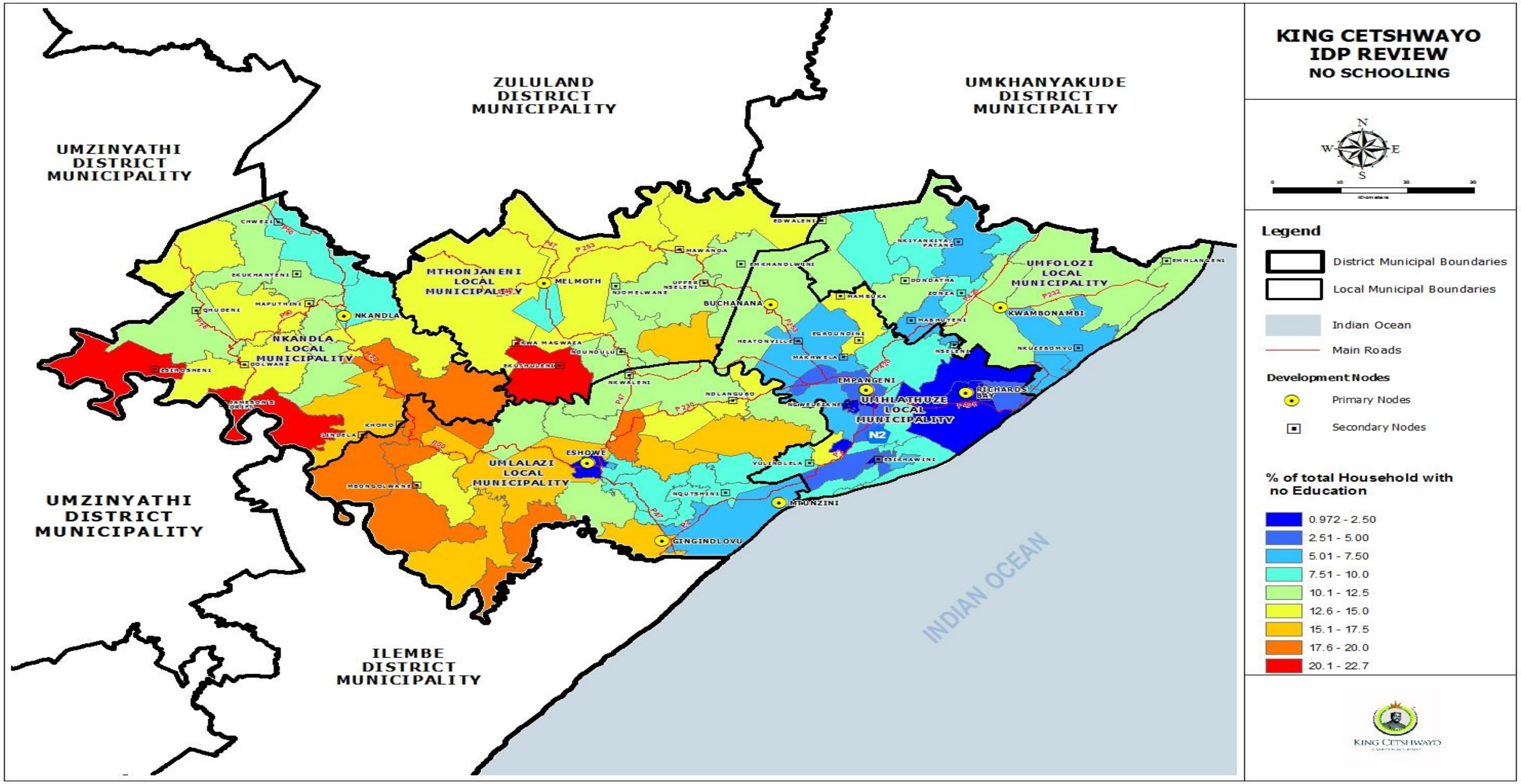
Secondary Schools								
Facility	Current Population	Threshold Population	Threshold Distance to Facility	Population Residing within Threshold Distance to Facility	Population Residing outside Threshold Distance to Facility	Prescribe Number of Facilities	Existing Number of Facilities	Additional Required
uMhlathuze LM	334 459	7 000	2.25Km	294 142	40 317	48	42	6
Nkandla LM	114 417	7 000	2.25Km	63 262	51 155	16	48	0
Mfolozi LM	122 788	7 000	2.25Km	69 651	53 137	18	28	0
Ntambanana LM	72 338	7 000	2.25Km	36 292	36 046	10	18	0
uMlalazi LM	213 602	7 000	2.25Km	122 976	90 626	31	57	0
Mthonjaneni LM	47 818	7 000	2.25Km	24 003	23 815	7	11	0
uThungulu DM	905 422	7 000	2.25Km	610 326	295 096	130	100	6

Source: King Cetshwayo DGDP

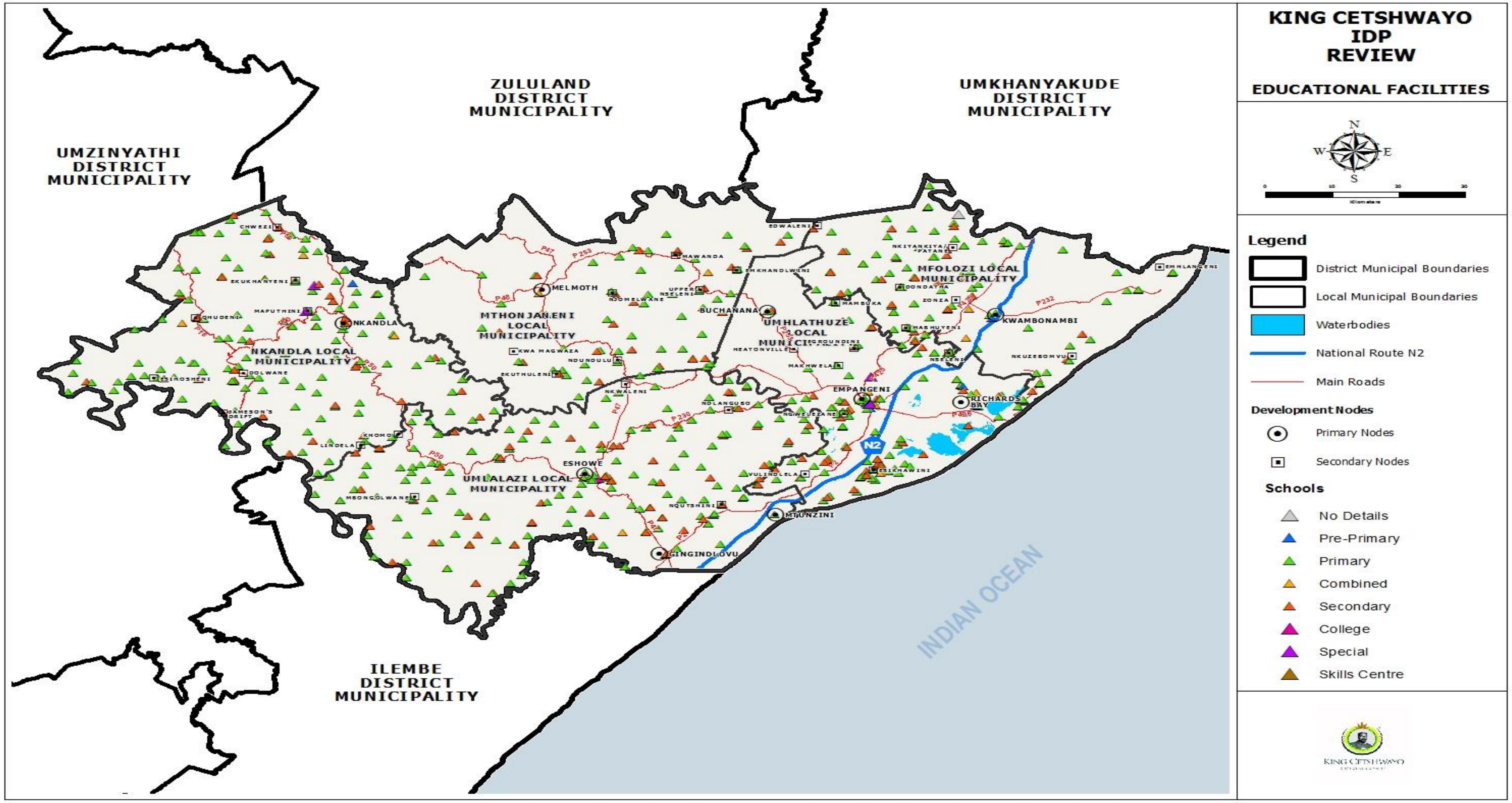
C5.2.2 DEPT OF EDUCATION PROJECTS

REFER TO SECTION H

Map 51: No Schooling



Map 52: Educational Facilities



C5.2.2 HEALTH

C5.2.2.1 IMPACT OF HIV/AIDS, STIS AND TUBERCULOSIS

Epidemiological Overview of HIV and AIDS in King Cetshwayo District and KwaZulu-Natal:

The Province of KwaZulu-Natal continues to have the highest HIV prevalence, compared to other provinces in South Africa. This is according to the 2012 South African National HIV Prevalence, Incidence and Behaviour Survey Report of the Human Sciences Research Council (HSRC).

The Survey reveals that although the province is turning the tide against the disease, there are people who are still getting infected. According to this report, HIV prevalence is at 27.9% among people of reproductive ages between 15 and 49 years. However, if one zooms at the 15 to 24 years' group, HIV prevalence has declined, going from 16.1% in 2005, to 12% in 2012.

Medical male circumcision is said to be playing a role in the reduction of infections. The KwaZulu-Natal provincial government's decision to undertake medical male circumcision drive is bearing fruit and over 1 million initiates to date have been recorded.

The Report also highlights the fact that although HIV prevalence is still high, the availability of antiretroviral treatment has drastically cut down the number of people dying form HIV related illnesses and reduced mother-to-child HIV transmissions.

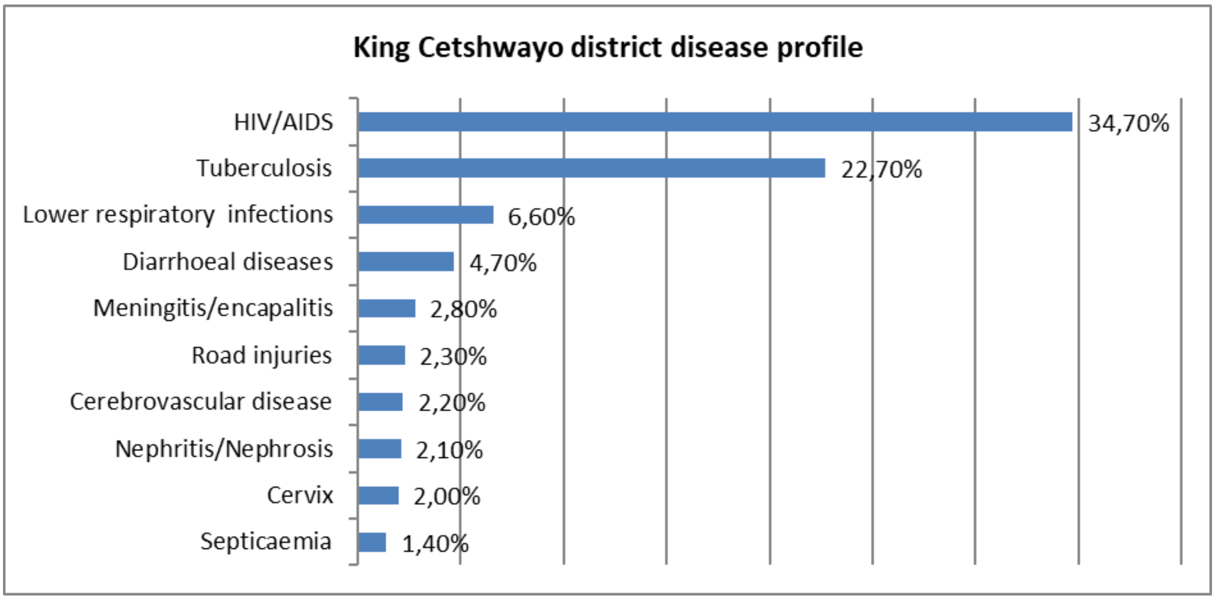
Impact of HIV/AIDS on development

Typical impacts of AIDS include decreased productivity of workers, increased absenteeism and additional costs of training new workers. It also represents a greater demand and pressure on health facilities. Data gathered from antenatal clinics indicate a very real problem of AIDS orphans and child (minor) headed households. These factors must be taken cognizance of when devising local economic development strategies.

King Cetshwayo District TB and HIV prevalence:

The HIV prevalence for King Cetshwayo District is 17.8% and is the third highest when compared to UMgungundlovu's and Zululand districts (DHB 2016/17) The new government initiatives have been introduced successfully in the district, that is the Universal Test and Treat(UTT) program. This means all clients who test positive for HIV are initiated on treatment the same regardless of the CD count test results. The 90-90-90 initiative has also been successfully introduced, which aims to test ensure that 90% of the people with HIV know their status, 90% of those who know their status are put on treatment and 90% of those on treatment have their viral loads suppressed. These initiatives are to combat the spread of the HIV infections.

Graph 32: King Cetshwayo leading causes of mortality in the total population



Source: DHB 2015/16

The leading causes of mortality in the district are HIV/AIDS (34.70%), Tuberculosis (22.70%) and Lower Respiratory Infections (6.60%). The diarrhoeal diseases (22.5%) are the leading causes of death for under 5 year's age group. The preterm birth complications are related to maternal health during pregnancy, delivery and postnatal health. The contributing factors would be the failure to start antenatal care before 20 weeks for early detection of maternal health problems that can be diagnosed and managed early.

The non-communicable diseases complicates into cerebrovascular disease which represents 2.20% of our deaths. Screening and early detection will assist in the management of these conditions. Health promotion is vital also in curbing lifestyle diseases through awareness campaigns.

Increasing the HIV testing coverage in the district will provide improved access to treatment for those who are testing HIV positive. This will reduce the number of HIV related deaths/comorbidities and also reduce the HIV incidence. The screening of patients for TB will also assist in identifying patients early who need medical intervention, thus reducing premature deaths.

The District comprehensive approach in the war against HIV and AIDS:

A multi-stakeholder involvement is needed to build a strong preventative, treatment, caring and supportive environment in the fight against HIV and AIDS. Employers, unions, religious groups, civil society organisations, ward councillors, political leaders, Amakhosi, IziNduna, Traditional Health Practitioners, Sport Bodies, Business Sector, Community Care Givers, CDWs, Youth Ambassadors and other relevant stakeholders have to provide the type of leadership and direction that will lead to real change in people's attitudes and behaviour at ward level . Without a massive joint effort, our district and its people will be shattered by this disease.

Functionality of the District AIDS Council and its Local AIDS Councils:

King Cetshwayo District AIDS Council is functional and is committed to addressing HIV and AIDS issues with the aggressiveness it deserves. All five Local Municipalities under King Cetshwayo District Municipality have established Local AIDS Councils. The functionality of all five Local AIDS Councils is an uncompromised mandate for King Cetshwayo District Municipality; it is in the Multi-Sectoral District Strategic Plan for HIV and AIDS, STI and TB 2012-2016 to ensure a homogeneous integration and a unified approach between the Local AIDS Councils (LAC's) and the DAC to responding to HIV and AIDS issues.

The Multi-Sectoral District Strategic Plan for HIV and AIDS, STI and TB 2012-2016:

The District Strategic plan focuses on the following Five Priority Areas aiming at ensuring comprehensive and coherent response to HIV/AIDS:

Priority Area One: Prevention of HIV, STI and TB (HAST):

- **Goals:**
  - To prevent the spread of HIV, STI and TB infections
- **Objectives:**
  - To reduce new HIV infections to less than 1%
  - To reduce new smear positive TB infections to less than 200 per 100 000 population
  - To reduce STI incidence to less than 0.5%

Priority Area Two: Sustaining Health and Wellness:

- **Goals:**
  - To ensure sustenance of health and wellness by those infected and affected by HIV, STI and TB
- **Objectives:**
  - To reduce mortality, sustain wellness and improve quality of life of at least 80% of those infected and affected
  - To reduce morbidity and improve quality of life of those infected and affected

Priority area Three: Promotion of Human Rights and Promotion to Access to Justice:

- **Goals:**
  - To ensure protection of human rights and promotion of access to justice for those infected and affected by diseases
  - A supportive political environment with a proactive multi-sectoral HIV and AIDS response to protect the rights of those infected and affected
- **Objectives:**
  - To ensure that a legal framework exists and is used to protect the rights of people living with HIV and AIDS
  - To halve the stigma related to HIV, STI and TB
  - To strengthen political and public commitment in order to create a visible, decisive and effective leadership within all sectors

Priority Area Four: Reducing Structural Vulnerability – Social and Cultural Norms and Values Towards HIV, STI and TB:

- **Goals:**
  - To reduce structural vulnerability relating to social and cultural norms towards HIV, STI and TB due to poverty, socio-cultural norms and gender imbalance
- **Objectives:**

- To reduce vulnerability to HIV, STI and TB due to poverty, socio-cultural norms and gender imbalance
- To ensure that infected and affected people are empowered with appropriate coping skills

PRIORITY AREA FIVE: COORDINATION, MONITORING EVALUATION AND RESEARCH:

- **Goals:**
  - To monitor the effectiveness of the response to HIV and AIDS, STI and TB
  - Providing effective coordinated local response to HIV and AIDS that is informed by monitoring, evaluation and research.

- **Objectives:**
  - To have a well-coordinated district response to HIV, STI and TB that is informed by an effective M&E system
  - To ensure updates of HIV and AIDS profile; develop evidence based comprehensive multi-sectoral action plans; monitors the implementation of the Action Plan through quarterly reporting and quarterly meeting in which at least 60% of designated members attend; disburse and monitor usage of resources according to plans

There is a need for more strategic and driven **HIV/AIDS** awareness programmes as the level of AIDS related deaths, especially amongst the youth are unacceptable. It is imperative that there is buy-in from communities if the programmes and campaigns are to be successful.

The following effect of HIV/AIDS socially should be noted:

- Poorer households are more vulnerable and the epidemic is likely to deepen poverty and compromise upward mobility
- A greater demand for health care facilities
- A greater demand for financial and welfare support for orphans

The effect of HIV/AIDS economically is:

- A shift from savings to current expenditure, thus limiting fixed investment and economic growth
- Possibility of "technological deepening" of the economy as a result of higher absenteeism rates
- Withdrawal of healthy workers to care for ill family members
- Fundamental erosion of South Africa's two key weaknesses: savings and skills shortage
- Increased spending on pharmaceuticals and funerals

The likely effect of HIV/AIDS on planning:

- Population growth and the structure of the population will change in terms of age and gender

- Demand for services such as schools, housing and health care facilities will change
- Provincial and national enrolment
- Impact on development i.e. physical and economic
- Impact on skilled and unskilled labor force;
- Impact on resources and environment;
- Impacts on capacity of institutions;
- Impact on the local economy; and
- Spatial implications

It should be acknowledged that a very big percentage of the people with HIV/AIDS are actually now on anti-retroviral and therefore are living longer. The death rate is no longer as high as it was before. It is also true that new infections still do take place in spite of the Programmes to educate people about HIV that have been in place for some time. It is therefore necessary that we double our efforts on our awareness campaigns. As is obvious, the health facilities play the key role in the fight against HIV and AIDS. King Cetshwayo Community has at its disposal various health facilities from clinics to hospitals.

The Department of Health from 2010 started with an extensive HCT campaign and an HIV prevention strategy. This marked the introduction of Medical Male Circumcision and an accelerated condom distribution plan. As a result, there is the decrease in HIV prevalence rate as was at 19.2 in 2010 and 13.4 in 2013. UMhlathuze sub district is still having the highest prevalence rate of 18.8 in 2013 and Nkandla has the lowest prevalence rate of 7.3

Hospitals in King Cetshwayo District

The District has one Tertiary hospital, one Regional hospital, six District Hospitals, 63 fixed Clinics, 1 CHC and 19 mobile clinic teams. UMfolozi and uMhlathuze sub districts do not have district hospitals and they use Ngwelezana Hospital for district hospital services. This is a challenge for these two local municipalities as patients are not having a district hospital for district hospital level services and Ngwelezane is always full.

Tertiary Hospital

Ngwelezane Hospital

Ngwelezana Hospital is a 430 bedded hospital. It provides District, Regional and Tertiary Services to communities from King Cetshwayo, UMkhanyakude and Zululand Districts. It is situated at

Ngwelezana Suburb which is 5km's away from Empangeni. Empangeni is about 20km's from Richards Bay Industrial area, Harbour and Beaches and Airport.

Regional Hospital

Queen Nandi Regional Hospital

Queen Nandi Regional Hospital has a full complement staff ranging from medical specialists to advanced midwives. The hospital specialises in maternal and child health services in the region, thus caring for patients from Zululand and uMkhanyakude districts and has 369 beds.

District Hospitals

District Hospitals include Catherine Booth hospital(167 beds), EKhombe hospital (120 beds), Mbongolwane hospital(212 beds), Nkandla hospital (120 beds), Eshowe hospital (400 beds) and KwaMagwaza hospital (147 beds). Indeed, the hospitals and the clinics provide an accessible, integrated, high quality health service to the community, which includes HIV/AIDS treatment.

Table 57 : Health Facilities per Municipality

Sub-districts	Ward based outreach teams	Clinic	CHC	District Hospital	Regional Hospital	Central/ Tertiary Hospitals	Other Hospitals
Mthonjaneni LM	**8**	**7**	0	1	0	0	1
Nkandla LM	**20**	**19**	0	2	0	0	1
uMfolozi LM	**7**	**8**	0	0	0	0	1
uMhlathuze LM	**12**	**15**	1	0	1	1	3
uMlalazi LM	**14**	**14**	0	3	0	0	1
District	**13**	**63**	1	6	1	9	8

Source: DHP 2017/18

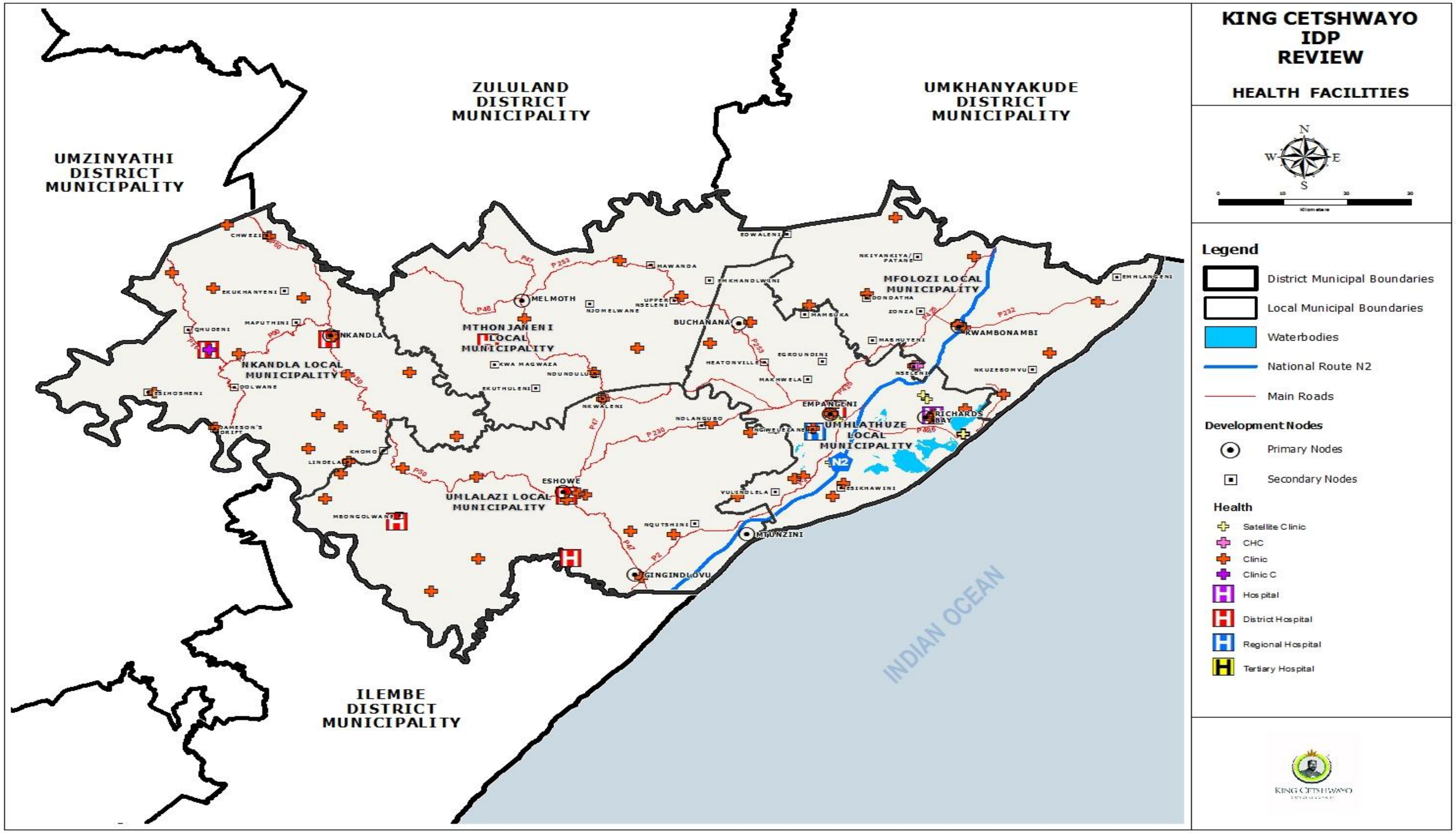
The total fixed PHC facilities for King Cetshwayo district increased from 61 (2015/16) to 63 (2016/17) with the addition of two clinics in uMhlathuze sub district. The mobile clinic teams remains 19, 2 health posts and 1CHC. The total population increased from 958267 (2015/16) to 973980 (2016/17) and the uninsured population increased from 838484 (2015/16) to 858076 (2016/17). The total district PHC headcount decreased from 2 762 385 (2015/16) to 2 690 024 (2016/17). Some of the mobile clinic vehicles are old and spent most of the time in the garage for repairs. The district however received 4 new mobile clinic vehicles in Q3-2017/18 and they were allocated to Nkandla

Hospital (1), Mbongolwane hospital (1), St Mary's KwaMagwaza hospital (1), and Eshowe Hospital (1). A number of car hijackings had a negative impact in outreach programmes in the district.

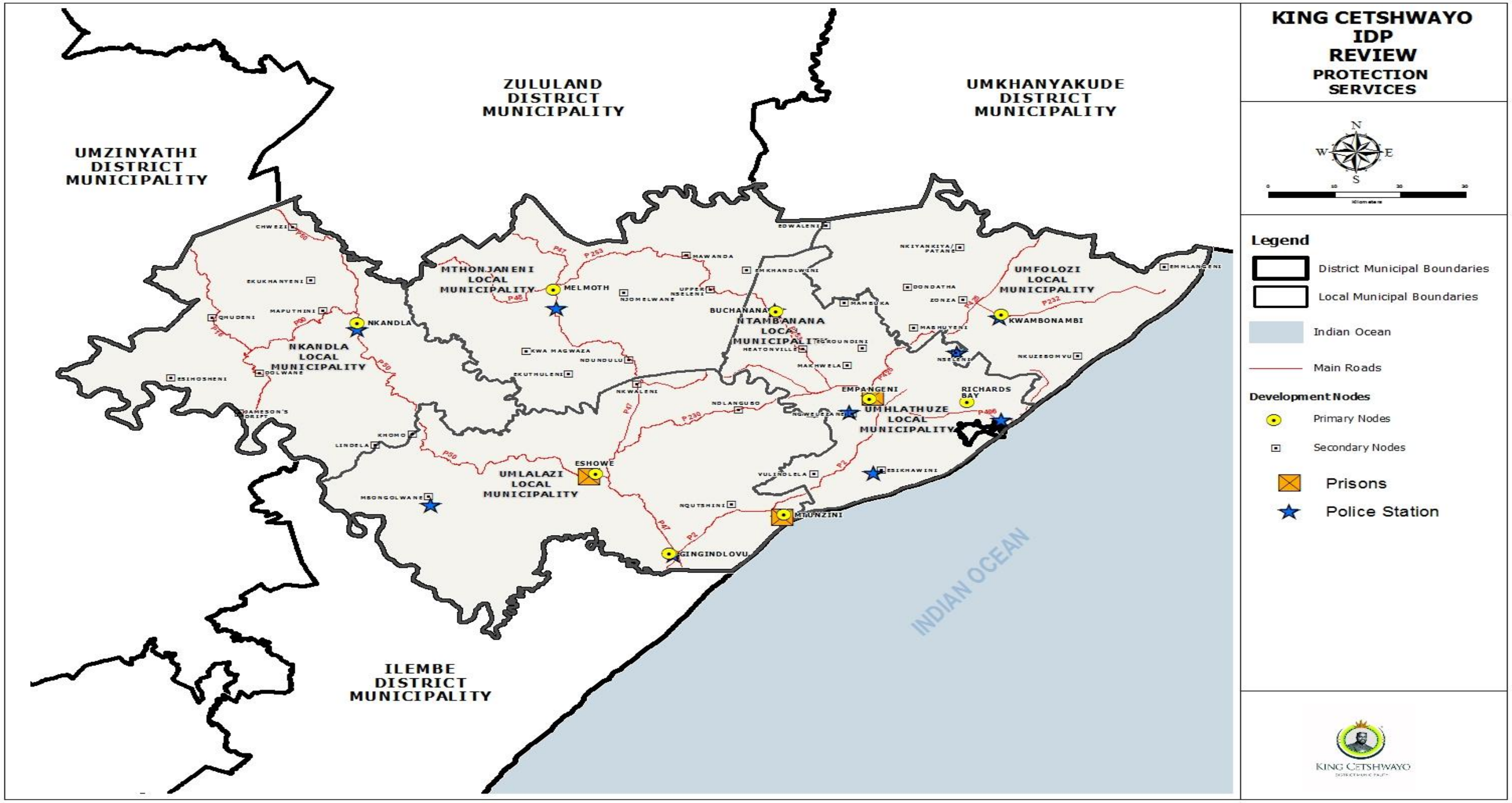
C5.3 DEPT OF HEALTH PROJECTS

Ngwelezana Hospital is upgrading the hospital security with the total budget of R25 000 000 for the year 2018/19. All other capital projects are on hold due to financial constraints.

Map 53: Health Facilities



Map 54: Protection Services



C5.2.3 SAFETY AND SECURITY

Crime Awareness Campaigns, through the Community Policing Forums with co-operation of the local SAPS and the Regional Security Cluster, are being undertaken. As the district it is within our mandate to co-ordinate programmes that protects the community of King Cetshwayo, with proper consultations with the local municipalities and safety structures the municipality is drafting the KCDM Safety Plan. The municipality does not have a Municipal Safety Plan as yet but through the IGR forums the plan will be developed.

Table 58: Protection Services

POLICE STATIONS	NUMBER
uMfolozi	1
Mthonjaneni	1
Nkandla	1
uMhlathuze	6
uMlalazi	4

Source: KCDM GIS

C5.3 NATION BUILDING AND SOCIAL COHESION

All the Community Services programmes are generally geared to have an impact on nation building and social cohesion, for example:

C5.3.1 SPORT

Sport brings people together and encourages cooperation. Each athlete in a team has to work closely with other athletes for the success of the team.

C5.3.2 PROGRAMMES FOR THE MARGINALISED/VULNERABLE GROUPS

Forums have been established for all the marginalized groups. These forums serve the purpose of discussing and coming up with solutions on the various problems affecting the groups and the society in general. For example, we have the Youth Council, Disability Forum, Senior Citizens Forum, Men’s Forum, etc.; all of these Forums meet regularly and discuss issues pertinent to each group and the society as a whole. Solutions to various social ills are sought through these structures.

C5.4 COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS

The vulnerable groups are taken care of through Community Development Interventions that are identified by the Groups themselves. Vulnerable Groups in their Forum meetings identify their needs and suggest possible interventions required. The vulnerable groups include disabled people, youth, children, senior citizens, HIV positive people and the affected people. The interventions cover a range of issues such as health, education, food security, skills development, etc.

C5.5 YOUTH DEVELOPMENT

The interventions for Youth Development encompass Health Education, Education and Training, Economic Emancipation, Skills Development, Safety and Security, Social Transformation, Sports and recreation and Arts & Culture. The interventions are informed by the objectives of King Cetshwayo Youth Strategy for the current financial year.

C5.6 DEVELOPMENT OF PEOPLE WITH DISABILITIES

The initiatives for the development of people with disabilities focus on:

- Viable/functional structures/ forums at local municipalities and ward levels;
- Functional disabled support groups;
- Empowerment of parents of children with disabilities;
- Community workshops on disability management;
- Sign language;
- Health issues
- Commemoration of International Day and Parliament for people with disabilities.

C5.7 DEVELOPMENT OF WOMEN

The interventions for the development of women cover the issues:

- Gender abuse and violence,
- Human Rights issues,
- Entrepreneurship and business management,
- Health issues,
- Education issues;
- Agriculture/ farming projects including One Garden One Home and;
- Strengthening of functional structures/ forums at local municipalities and ward levels.

C5.8 EARLY CHILDHOOD DEVELOPMENT

The programme Children's Rights takes care of the Early Childhood development (ECD) initiative whereby the focus is on supporting centres for early child development as per their unique identified needs, such as educational material, toys for cognitive development and tools & equipment for centres. The conducting of Children's Rights Awareness Campaigns on ECD centres is part of the development intervention for the children.

C5.9 ARTS AND CULTURE

Goals for Arts and Culture:

- To promote and support cultural activities that celebrates the rich and diverse cultural heritage of all King Cetshwayo District Municipality Citizens.

- Contribute towards economic and social growth and to address unemployment, inequality and poverty by organizing information sharing sessions and continue to play leading role in the skills development programmes for artists. Training of visual and non-visual artists will be escalated.

- Build a socially inclusive and cohesive society by implementing social cohesion and moral regeneration Programmes. In order to maximize the social cohesion profile of the District, a number of intercultural dialogues will be held in various parts of the district to promote nation building.
- Ensure that more focus is placed on theatre, craft development, music and dance. These interventions will be extended to rural communities in order to maximize rural participation in programmes and events.
- The hosting and participation in the main cultural events aimed at promoting social cohesion and culture instillation which includes, the Operation Siyaya eMhlangeni, Actual Reed Dance Ceremony, Africa Day, Freedom Day, Umkhosi kaNomkhubulwane, Umkhosi WeLembe, Heritage Day, Umkhosi Wesivivane, Imvunge YoSelwa, uMkhosi WoseLwa, Ingoma and other music festivals.
- To ensure that functional Structures to deal with Arts and Culture Programmes in the District are established.

THE IMPLEMENTATION PLAN IS FOCUSED ON THE FOLLOWING KEY PERFORMANCE AREAS:

- Social transformation of society through arts, culture and heritage
- Implementation of interventions that enhance social cohesion and inclusion in the District
- Creation of an environment that fosters the development and preservation of all art forms and cultures in the District
- Contribution towards the creation of sustainable livelihoods for the people of King Cetshwayo and nurturing emerging entrepreneurs through arts and culture sectors

C5.9 SOCIAL DEVELOPMENT SWOT ANALYSIS

Strengths and Opportunity

- **Sport, youth & culture programmes**
  - Potential to enhance Sport & Youth Development
  - Promotion of cultural activities
  - Each programme to have a dedicated officer
- **Environmental & Health**
  - Devolution of environmental health services from province to district municipalities
  - Finalization of Devolution of EHS will enhance service delivery
- **Special Programmes**
  - Strengthening of awareness campaigns at ward level on vulnerability matters
  - Alignment of programmes with Provincial and national guidelines
- **Crime Prevention**
  - Budget availability to implement crime prevention strategies
  - Function has a potential for growth to enhance crime awareness

- KCDM advisory forum to be established

Weakness and Threats

- **Disaster Management**
  - Personnel: Inadequate
  - Building: OHM Compliance, old building, office space
  - Equipment: Out-dated, insufficient
  - Financial resources
  - Poor or limited service delivery

- **Sport, youth & culture programmes**
  - Inadequate financial resources
  - Fragmentation not well coordinated plans for this programme
  - Sport only concentrate on SALGA Games
  - The sport budget is mainly used for SALGA Games- annual event
- **Environmental & Health**
  - Shortage of staff rendering EHS thus hampering service delivery
  - EHS funds being used for non-environmental health matters
  - Delay in the Air Quality Management Plan
  - Insufficient rendering of EHS could result in health hazards and epidemics
- **Special Programmes**
  - Shortage of staff
  - Limited resources e.g. laptops
  - Non adherence to work plans or programmes
- **Crime Prevention**
  - No dedicated official
  - No programmes
  - Increase in crime activities within the district

C6.0 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

C6.1 FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

C6.1.2 INDIGENT SUPPORT (INCLUDING FREE BASIC SERVICES) *(Billing)*

The District Municipality in its composition is predominately rural, with the more significant portion of the population concentrated outside the formalised urban areas. Reaching these residents in the rural areas has provided logistical challenges in that due to funding and capacity constraints, portable piped water and water borne sewerage systems are not available. These consumers are serviced through other mechanisms which often prove to be more costly than traditional piped water reticulation systems and include water delivery methods such as tanker delivery, stand pipes, communal jojo's, boreholes and un-metered yard connections. Ideally all consumers whether living in urban development or rural developments should receive the basic level of service at no cost, and with the exception of a declining percentage of backlogs, the municipality is rapidly ensuring that all consumers receive basic services. It is acknowledged that in servicing these consumers, costs associated thereto are in excess of EQS and hence supplemented though internal funding. This is however due to historical data on population and the actual beneficiaries of services. The District's population has grown over the past years and in this regard an in depth backlog study is required to establish a more realistic indication of the number of poor beneficiaries to free basic services.

King Cetshwayo District Municipality has an Indigent Policy in place; the indigent package is as follows:

- Reduced Sewer charges
- No refundable deposits
- 10 kilolitres free water

As 29 February 2020 the following information was available on the water users;

Number of active metered water users – 16 153
Registered number of Indigents – 5 217

Free basic services are funded through the equitable share allocation. It be noted that the delivery of free basic water extends beyond the conventional metered house supply as many residents within the District access free lifeline support from standpipes, water tankers, jojo tanks, unmetered yard connections, stand pipes and boreholes.

Based on data as utilised by National Treasury for the determination of Equitable share formula there are a total of 236 995 households within the District. Inclusive hereto is 118 088 households which are serviced by the City of Umhlathuze, who would apply their own Indigent benefits. The remaining households are serviced by the District per the table below;

Areas	Number of Households	Households with monthly income less than 2 old age pensions	EQS for Water	EQS for Sanitation
uMfolozi	32 294	22 603	39 292 090	28 994 380
uMlalazi	48 598	34 017	59 133 554	43 635 773
Mthonjaneni	16 121	11 603	20 170 545	14 884 228
Nkandla	21 853	15 346	26 677 294	19 685 682
King Cetshwayo District Municipality	**118 867**	**83 569**	**145 273 482**	**107 200 064**

The cost of servicing the consumers 118 867 consumers over the 2018/2019 financial year cost council, R 546 030 183 and R 46 798 929 in operational expenditure for water and sanitation respectively. The associated service charges over the same period was R53 138 355 and R7 569 424 for water and sanitation respectively. This highlights that a large population of our consumers are serviced through free basic services, thus the number extends to much more than the limited number of registered indigents who are predominately metered urban and semi- rural consumers only.

The table below indicates the EQS and levy replacement allocation over a five year period, which highlights that the has been a significant increase to the Municipalities allocation since 2016/2017 however the Municipality still struggles with service delivery as a large component of water is delivered via water tankers.

	2020/2021	2019/2020	2018/2019	2017/2018	2016/2017
EQS / Levy Replacement Grant	557 703 000	514 940 000	476 842 000	453 730 000	433 404 932
Percentage Increase	8%	8%	5%	5%	

The household income beneficiary threshold qualification for indigent support is equivalent to two times the monthly old age state grant. The register of Indigent consumers was previously limited to consumers who have made application and have been accepted, subject to the ward councillor vetting the application. However in theprevious financial period, the policy was broadened to allow for consumers in rural areas as well as consumers with property values less than R 250 000.00 to be automatically registered subject to internal vetting.

The revenue department does conduct revenue workshops within the suburbs to assist consumers to register for indigent programs.In addition to allowing domestic consumers a free monthly allocation of 6kl of water, all registered indigent consumers are allocated a further 4kl. This was considered after an analysis of poor households revealed that many home have a significant number of occupants, and the allocated 6kl of water is seldom sufficient. However with effect from the 2020/2021 financial year the level of free water will reduce to 6kl per month and the sanitation charges which was previously partially discounted will be provided at no cost.

The municipality commenced with the process of implementing intelligent/smart meters which will assist in ensuring that consumers buy water in advance and also restricted consumers receive water up to the free basic service level and nothing more. It be noted that since the activation of smart meters in 2015 in some areas, notable improvements have been recorded with regard to the spiralling debt as well as water conservation.

The key elements of Councils Indigent policy are summarised as follows:

- **Purpose**

  Council has identified that there is a vast number of residents within the district who cannot afford to pay for municipal services. In this regard Council has identified free and subsidized services that may be offered to the poor.

- **Classification**

  Council sets minimum criteria for the classification of an indigent, the key aspects of which are as follows:

  - Property value to not exceed R 400 000.00.
  - Total household income to not exceed the equivalent of two state pensions.
  - Property owner to not own other properties.

- **Universal Approach**

  - All residential consumers within the District shall be entitled to 6kl of water per month at no cost.
  - All sewers for residential consumers shall be capped at rates determined by Council, irrespective of the value of the property.

- **Targeted Approach**

  Consumers who are identified as indigent shall receive the following benefits wef 1 July 2020

  - 6kl of free water per month.
  - Exempt from the payment of water service charges.
  - Exempt from the payment of refundable deposits.
  - Exempt from sewer charges

- **Water**
  - The first 6 kl's of water per month will be supplied free of charge, thereafter the tariffs as promulgated for domestic tariffs shall be applicable.
  - The consumer may be fitted with a prepaid water meter
- **Burials**
  - Subject to the burial policy, Costs associated with the collection, removal and subsequent internment of the body
- **Sanitation**

100% rebate on the total charge applicable for the said property. The rebate shall not be applicable to any property valued at greater than R 400 000.00 per the latest available published valuation roll.

Debtors

During the financial year ending 30 June 2019, debts to the value of R 81,392,703 was raised and only R 77,254,623 was collected. In considering that the collections included R 2,833,718.06 that was written off per Council resolution that real collections for the year was R 4,420,904.This indicates that 92% of billed revenue was actually collected from customers. Based on prior trends the portion of debts that was not collected, accumulates to the debtors book as these debts are primarily from domestic debtors from rural and RDP settlements as well as business debtors, who close their operations and fails to pay the outstanding obligations to the Municipality.

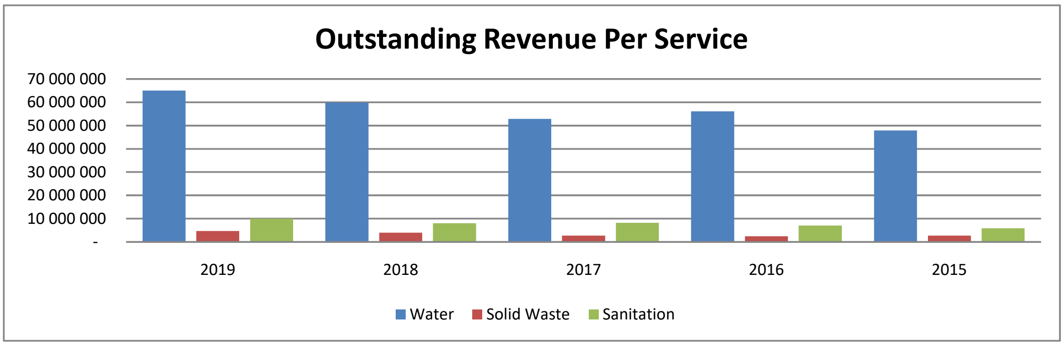
Government debt has in total remained fairly constant over the year, however of concern is the growth in the arrear portion. Government debt grew from the 1st quarter where the arears greater than 90 days was R 2 830,329 to R 3,481,566 as at the 4th quarter. The main contributor to this is the Department of Education. Schools, predominately in the rural area, have been having great difficulty in paying for their accounts. Engagements have been held with school principals at their premises as well as a joint meeting facilitated with the District office. Unfortunately there has been little improvement with schools and the non payment, has unfortunately in many instances resulted in restriction of water supply at schools. Albeit the restrictions many schools still have made no means to address the debts and restore water supply, but have reverted back to the mechanisms they had in place before piped portable water, i.e. Jojo's, boreholes and in some cases requesting learners to bring water to school.

The table below reflects the billed revenue vs collections per town, this serves to highlight the areas which poses the greatest challenges

AREA	**DEBITS**	**CREDITS**	**Collection Rate**
SOLID WASTE	25 523 276.70	24 623 628.15	96%
KWA-MBONAMBI	1 802 079.21	1 878 160.84	104%
MTUNZINI	6 600 306.96	6 206 316.85	94%
MTHUNZINI ESTATES	1 831 420.96	1 448 142.61	79%
RIVERLAND RESORT-MTUNZINI	75 613.69	64 971.51	86%
GINGINDLOVU	4 070 104.97	4 150 348.46	102%
ESHOWE	13 261 103.97	13 685 445.38	103%
KING DINUZULU	3 672 867.06	2 689 929.66	73%
DOW/HOSPITALS/CLINICS/SCHOOLS	9 197 112.05	8 709 050.75	95%
MTHONJANENI	5 094 772.79	4 687 249.52	92%
THUBALETHU	317 480.51	49 983.82	16%
KWA-MAGWAZA	586 455.99	814 088.28	139%
NKANDLA	9 506 445.91	8 079 399.13	85%
RURAL WATER SCHEMES	-146 337.77	167 908.44	-
TOTAL	**81 392 703.00**	**77 254 623.40**	**95%**

The table and graph below depicts the growth in the debtors age analysis.

	2019	2018	2017	2016	2015
Water	64 995 364	59 932 993	52 874 427	56 086 270	47 935 815
Solid Waste	4 708 366	3 966 493	2 743 787	2 473 836	2 666 001
Sanitation	9 968 287	8 009 996	8 195 324	7 023 947	5 885 272



Write Off's

Efforts are made to recover billed revenue through auctioning of water restrictions, and the Council tends to avoid write offs unless the consumers credit worthiness confirm that he/she does not have the financial resources to make payment. In this regard the following factors are considered before a write off is even considered;

a) Customers whose records show that he/she holds directorship in an active company are excluded.
b) Customers who own more than 1 property are excluded.
c) Customers whose private sector credit data has an estimated income of over R2,500.00 are excluded.
d) Customers whose payments to his /her private sector credit data exceed R 500.00 are excluded.
e) Customers with an accumulative balance over R3000.00 in their private sector credit data are excluded.
f) Customers whose accounts have an adverse status code from their private sector credit data are included.
g) Customers with a valid SA ID only.

Payment Incentives with write offs

Due to non payment of municipal services accounts the Municipality had to come up with creative methods to encourage consumers to settle their municipal account and to encourage prompt payment of debtor accounts.

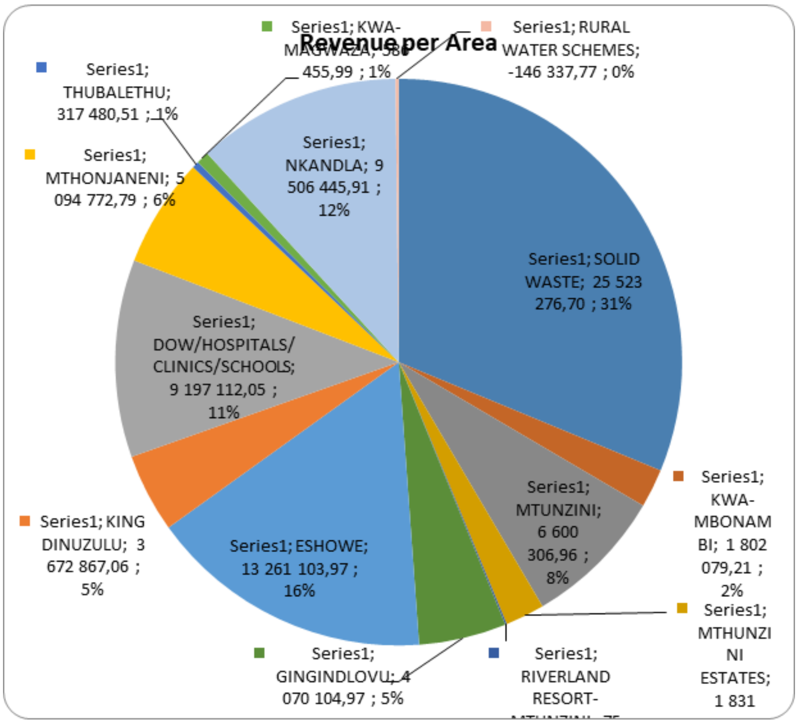
The scheme has two main benefits namely

a) 1/9 of consumer debt written off after each three consecutive months current accounts paid in full by the due date.
b) Any payment towards arrear debts is matched with an equal write off.

Trading Services

The Municipalities main sources of revenue is from water, however the largest contributor is Umlalazi which accounts for more than a third of the revenue. Furthermore the regional solid waste site also contributes fairly to the total revenue. Thus more focus should be given in providing improved services to the areas where revenue generation is possible, furthermore where revenue generation is lacking, this needs greater attention with regards to metering projects.

The graph below depicts the revenue generation per area;



In relation to the provision of services the graph below indicates the overall billed revenue for the past 5 years

	2019	2018	2017	2016	2015
Service Charges	87 183 142	77 590 709	64 841 192	62 958 216	53 826 074
Increase	12%	20%	3%	17%	

The increases noted in revenue each year, was attributable to tariff increase and not necessarily an increase in the customer data base. There has been no new housing developments for several years, and its only towards the later part of the 2019/2020 financial year that two new developments will come into operation in Thubalethu and Eshowe. These areas however is not expected to make any significant contributions to revenue as they will house predominately Indigent consumers within the low cost houses.

The Municipality is however intending to recover funds from areas that are not billed due to no meters or non functioning meter systems. In this regard a flat of R40.00 will be charged per house. In the first stage the following areas and households will be targeted;

Area	**Number of registered Households**
NZALABANTU WATER SCHEME	3048
MZINGAZI – KHONDWENI	1207
UPPER NSELENI WATER SCHEMES	372

KWA-MAGWAZA	122
DLOZIYANA	87
TSHOTSHWANA WATER SCHEME	346
MZINGAZI WATER SCHEME	192
EZINGENI	134
ZIMELA_WATER SCHEME	23
AMAPHUTHU WATER SCHEME	89
TSHOTSHWANA WATER SCHEME	212
VUMANGO WATER SCHEME	27
BOKWE WATER SCHEME	186
MSHISANDLU NKU WATER SCHEME	43
MSHISANDLU ETH WATER SCHEME	47
MIDDLEDRIFT WATER SCHEME	49
THALANENI WATER SCHEME	47
SAMUNGU WATER SCHEME	66
ESIHOSHENI WATER SCHEME	82
ESIHOSHENI MFONGOSI WATER SC	22
MHLOSHANA KWA DINA	115
DOLWANE WATER SCHEME	166
PHOLELA WATER SCHEME	128
FORT LOUIS WATER SCHEME	712
JAMESON DRIFT	55
MAHLAYIZENI	281
MAGWAZA WATER SCHEME	159
MPHALWINI WATER SCHEME	26
GREATER MTHONJANENENI	642
TOTAL	**8685**

The above table does illustrate that a significant amount of revenue may be sourced from rural areas, being an estimated R347 500.00 per month. It be noted however that these projections are base on the number of households and does not consider poverty levels which may effect the number of consumers who may actually be able to afford the R 40.00 per month. Furthermore consideration to resistance to pay from some consumers may be expected especially in areas were it is perceived that the level of service is not adequate.

Tariff Structures

The tariff structures in place has been found to be contributors in certain instances to the growing debtors book, In this regards cognisence has been given to the charges that resulted in non payment and as such has been revised. These included;

a) High punitive charges such as penalty fees, these will be decreased to a more affordable rate.
b) The levy of service fees will be removed and charges will be based on consumption only.
c) The reviewing of deposits will not be effected on customers who keep their accounts in good standing.
d) Reduced tariffs for business and government consumers who do not use high volumes of water.

Additional Revenue

The following investigations are underway to seek possible additional revenue from non core functions;

- Sale of spring water available in Nkandla
- Advertising revenue through billboards
- Recycling Initiatives through the regional waste site
- Electricity Generation wind turbines

Revenue Enhancement

The municipality is in the process of doing a two-fold project through a specialist service provider aimed at;

Project A – Enhancement of existing revenue sources

The development and implementation of the Debtor Data Cleansing & Revenue Enhancement Strategies in King Cetshwayo is expected to encompass the following elements:

a) Municipal system data cleansing so as to ensure the authenticity of information and accurate billing of customers; through the validation of all water users through physical verifications, valuation rolls and registrar of deeds and referencing to billing data base.

b) Identification and reporting of water users who may be charged tariffs which are not in accordance with the actual purpose of water uses. I.e. domestic, Industrial/ business or Government

c) Consolidation of duplicated customer profiles/accounts

d) Identification and reporting of water users who are accessing the municipal supply but are not recorded as debtors on the municipal data base.

e) Identification of Government Facilities with focus on health and educational facilities within the area of work, and reporting on source of water.

Project B – New Revenue Sources

a) thoroughly research all possible revenue generation options and submit a master plan to the Municipality.

b) Identify environmental assessment interventions:

c) Conduct Sector and Market Analysis:

d) Provide detailed estimates of potential revenue from each stream identified; as well as costs that will be incurred.

a) Identify main customers or target market and provide short and long-term outlook thereof;

b) Provide assessment of competitors;

e) Describe trends affecting the market and how market needs will be served;

f) Explain the promotion and marketing methods.

C6.1.3 GRANTS & SUBSIDIES *(BUDGET)*

Grants are a very necessary part of the municipality's planning process and the following grants were received from the National and Provincial Government in the past financial year.

- Equitable Share R 263 mil
- Levy Replacement Grant R295 mil
- Municipal Infrastructure Grant (MIG) R169.6 mil
- Water Services Infrastructure Grant (WSIG) R75 mil
- Regional Bulk Infrastructure Grant (RBIG) R27.4 mil
- Finance Management Grant R1.2 mil
- Rural Roads Asset Management grant R2.55 mil
- EPWP Incentive Grant, R5.276mil

The following extract from the municipal budget indicate the breakdown of all grants and Subsidies.

Table 59: Grants and Subsidies *(BUDGET- To be Updated after Draft Budget Finalised)*

DC28 King Cetshwayo - Supporting Table SA19 Expenditure on transfers and grant programme

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
EXPENDITURE:	1									
Operating expenditure of Transfers and Grants										
National Government:		–	–	734,499	533,074	556,521	556,521	532,398	575,566	631,539
Local Government Equitable Share		–	–	599,360	476,842	476,842	476,842	514,940	557,707	604,127
Expanded Public Works Programme Integrated Gra		–	–	5,780	7,762	7,762	7,762	6,763	–	–
Infrastructure Skills Development Grant [Schedule 5		–	–	–	–	–	–	–	–	–
Local Government Financial Management Grant [S		–	–	1,250	1,000	1,000	1,000	1,465	1,200	1,200
Municipal Infrastructure Grant		–	–	–	–	–	–	–	–	–
Municipal Infrastructure Grant [Schedule 5B]		–	–	60,994	24,942	48,389	48,389	6,552	13,826	23,224
Municipal Water Infrastructure Grant		–	–	129	–	–	–	–	–	–
Public Transport Network Grant		–	–	2,524	–	–	–	–	–	–
Public Transport Network Grant [Schedule 5B]		–	–	1,289	2,528	2,528	2,528	–	–	–
Rural Road Asset Management Systems Grant {Sc		–	–	–	–	–	–	2,678	2,833	2,988
Water Services Infrastructure Grant		–	–	63,172	20,000	20,000	20,000	–	–	–
Provincial Government:		–	–	3,281	1,000	5,941	5,941	550	1,494	500
Capacity Building		–	–	–	–	1,000	1,000	–	–	–
Development Planning and Shared Services		–	–	411	300	300	300	550	450	500
Environmental Grant		–	–	2,363	–	1,437	1,437	–	–	–
Maintenance of Water Supply Infrastructure		–	–	–	–	1,500	1,500	–	–	–
Specify (Add grant description)		–	–	–	–	–	–	–	1,044	–
Sporting Facilities		–	–	207	–	–	–	–	–	–
Sports and Recreation		–	–	–	–	4	4	–	–	–
Tourism Events		–	–	–	700	700	700	–	–	–
Town Planning Grant		–	–	300	–	1,000	1,000	–	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
Other grant providers:		–	–	–	–	–	–	–	–	–
Total operating expenditure of Transfers and Grants		–	–	737,779	534,074	562,462	562,462	532,948	577,060	632,039
Capital expenditure of Transfers and Grants										
National Government:		–	–	171,513	315,258	307,111	307,111	355,785	345,115	364,316
Municipal Infrastructure Grant		–	–	83,241	142,258	118,811	118,811	164,266	167,000	172,000
Regional Bulk Infrastructure Grant		–	–	43,152	120,000	120,000	120,000	91,519	80,000	87,316
Water Services Infrastructure Grant		–	–	45,121	53,000	68,300	68,300	100,000	98,115	105,000
Provincial Government:		–	–	–	–	–	–	–	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
Other grant providers:		–	–	–	–	–	–	–	–	–
Total capital expenditure of Transfers and Grants		–	–	171,513	315,258	307,111	307,111	355,785	345,115	364,316
TOTAL EXPENDITURE OF TRANSFERS AND GRANT		–	–	909,293	849,332	869,573	869,573	888,733	922,175	996,355

C6.1.4 MUNICIPALITY'S CREDIT RATING (MANAGEMENT ACCOUNTS)

Credit rating is an analysis of the credit risks associated with a financial instrument or a financial entity. It is a rating given to a particular entity based on the credentials and the extent to which the financial statements of the entity are sound, in terms of borrowing and lending that has been done in the past.

A credit rating is an opinion with a focus on the ability and willingness of a debt issuer (a borrower) to repay its obligations in full and on time. (It is an opinion on credit worthiness). The opinion is expressed through rating symbols and each symbol has its own definition.

The ratings are divided into two categories namely:

- **Short Term Debt Rating Scale –** rates an organisation's general unsecured credit worthiness over the short term (i.e. over a 12-month period). Such a rating provides an indication of the probability of default on any unsecured short-term obligations, including commercial paper, bank borrowings.

- **Long Term Debt Rating Scale –** rates the probability of default on specific long-term debt instruments over the life of the issue. It is possible that different issues by a single issuer could be accorded different ratings, depending on the underlying characteristics of each issue (e.g. is it a senior or subordinated debt instrument, is it secured or unsecured and, if secured, what is the nature of security).

- **A Rating Outlook –** indicates the potential direction of a rated entity is rating over the medium term, typically one to two years. It reflects financial or other trends that have not yet reached the level that would trigger a rating action, but which may do so if such trends continue. The outlook may be defined as being "Positive" (the rating symbol may be raised), "Negative" (the rating symbol may be lowered). The latter is utilized where the fundamental trend has strong, conflicting elements of both positive and negative. An outlook is not necessarily a precursor of a rating change or future Rating Watch action.

Benefits of Credit Rating to Company as summarised below:

- Lower cost of borrowing in the event the organisation requires loan funding
- Wider audience for borrowing
- Rating as marketing tool – good credit ratings creates improved organisational image
- Motivation for growth

The key findings of the rating for KCDM expressed by Global Credit Rating Co. can be summarized as follows: The municipalities credit rating has remained the same in both the short (A rating) and long term debt (A1) rating scales as well as the rating outlook of stable.

Furthermore, the following factors have been included indicating the positive and negative triggers that may affect future ratings.

Positive change: Development of internally generated revenue sources would serve to diversify KCDM's earnings base and reduce dependence upon the National Treasury.

Negative change: A material reduction in the level of government funding would have dire consequences for KCDM, rendering it unable to meet its service de livery commitments. A significant increase in debt financing.

The rating's awarded to the Municipality for the ten previous financial years are summarized in the following table:

Table 60: Credit Rating (MANAGEMENT ACCOUNTS)

Financial Year	Short term	Long term
	Very high certainty of timely payment. Liquidity factors are excellent and supported by good fundamental protection factors. Risk factors are minor.	High credit quality. Protection factors are good. However, risk factors are more variable and greater in A- periods of economic stress.
08/09 Rating	A1 -	A-
09/10 Rating	A1-	A-
10/11 Rating	A1 -	A -
11/12 Rating	A1	A
12/13 Rating	A1	A
13/14 Rating	A1	A
14/15 Rating	A1	A
15/16 Rating	A1	A
16/17 Rating	A1	A
17/18 Rating	A1	A

In supporting the credit rating, all stakeholders are to note the following financial ratios:

Ratio	Norm	30 June 2014	30 June 2015	30 June 2016	30 June 2017	30 June 2018	30 June 2019
Capital Expenditure to Total Expenditure	10% - 20%	30%	27%	35%	38%	22%	21%
Repairs and Maintenance as a % of PPE	8%	4%	5%	5%	4%	7%	9%
Collection Rate	95%	85%	90%	83%	104%	98%	89%

Bad Debts Written off	100%	0%	10%	4%	29%	28%	8%
Cost Coverage Ratio	1 - 3 months	12 months	8 months	7 months	10 months	8 months	6 months
Current Ratio	1.5 - 2 : 1	2.49:1	2.39:1	2.49:1	2.23:1	2.23:1	1.74:1
Debt / Revenue	45%	23%	23%	12%	10%	8%	6%
Creditors Payment Period	30 days	87 days	81 days	20 days	23 days		53 days
Distribution losses : water	25% or less	< 25 %	< 25 %	< 25 %	< 25 %	< 25 %	< 25 %
Remuneration as a % of Total Operating Expenditure	25% - 40%	23%	22%	23%	27%	24%	27%

Investment Holding (MANAGEMENT ACCOUNTS)

The municipality manages the cash flow rigorously in order to ensure that at all times sufficient cash is available to meet operational and capital requirements when payments are due. Furthermore, this process allows the municipality to then identify cash that may be only required at a later stage and as such can then be prudently set aside for investing activities.

The municipality invested R 1 905 000 000 and R 1 885 000 in 2017/2018 and 2018/2019 financial years respectively, with a year-end holding as outlined below:

Call Investment deposits portfolio is detailed below:

Financial Institution	Maturity Date	Investment
2018/2019		
NEDBANK	02/07/2019	R 75 000 000
NEDBANK	24/07/2019	R 60 000 000
NEDBANK	26/09/2019	R 90 000 000
STANDARD BANK	On Call	R 20 000 000
STANDARD BANK	05/08/2019	R 50 000 000
STANDARD BANK	26/08/2019	R 55 000 000
TOTAL		**R 350 000 000**
2017/2018		
ABSA	06/08/2018	R 25 000 000
NEDBANK	14/09/2018	R 60 000 000
STANDARD BANK	ON CALL	R 20 000 000
STANDARD BANK	03/07/2018	R 70 000 000
STANDARD BANK	02/08/2018	R 100 000 000
INVESTEC	18/07/2018	R 50 000 000
INVESTEC	04/09/2018	R 25 000 000
TOTAL		**R 350 000 000**

An average interest rate of 7.69% (2018 – 7.71%) was received on investments placed for the financial years respectively.

C6.1.5 EMPLOYEE RELATED COSTS (INCLUDING COUNCILLOR ALLOWANCES) (BUDGET)

The salary increase of 6.25% has been factored into the draft budget for 2020/21. This is in accordance with the current salary and wage collective agreement where it is stated that the increase for 2020/21 will be an inflation outlook as announced by the Reserve Bank's Monetary Policy Committee in its January 2020 report, plus 1.5%.

Councillors allowances have also been budgeted an increase of 6.25%, however, this is determined in terms of the Government Gazette on the Remuneration of Public Office Bearers Act which is normally gazetted in December each year.

The overtime budget has been aligned to the overtime policy, where provision is made only to those employees earning below the threshold and those that are deemed as emergency or essential services employees. However, there has been an increasing trend in the overtime expenditure, to monitor this; the overtime report has been made a standing item in the management committee agenda and after this, it has been showing a diminishing trend compared to same periods in the previous years.

Furthermore, medical aid budget has not been provided for employees who are currently not on medical aid, this will be revised during the midyear review and should any employees join during the first six months, a provision will then be made in the February 2021 adjustment budget. This always helps free up some funds, which end up being tied up in the medical aid budget which ends up not being used most of the time.
For the year 2020/2021 The threshold of Employee Related Costs to operational expenditure is 32.94%.

Table 61: Employee Related Costs (BUDGET To be updated after finalisation of the Draft Budget)

DC28 King Cetshwayo - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
	1	A	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)										
Basic Salaries and Wages		–	–	7,543	8,001	7,601	7,601	8,403	8,856	9,334
Pension and UIF Contributions		–	–	983	991	991	991	1,049	1,105	1,165
Medical Aid Contributions		–	–	353	495	495	495	622	656	692
Motor Vehicle Allowance		–	–	1,996	2,546	2,546	2,546	2,713	2,860	3,014
Cellphone Allowance		–	–	692	531	531	531	592	623	657
Housing Allowances		–	–	108	110	110	110	110	116	122
Other benefits and allowances		–	–	104	197	197	197	208	219	231
Sub Total - Councillors		**–**	**–**	**11,778**	**12,870**	**12,470**	**12,470**	**13,697**	**14,436**	**15,216**
% increase	4		**–**	**–**	**9.3%**	**(3.1%)**	**–**	**9.8%**	**5.4%**	**5.4%**
Senior Managers of the Municipality	2									
Basic Salaries and Wages		–	–	3,931	9,130	6,847	6,847	9,322	9,826	10,356
Pension and UIF Contributions		–	–	164	68	272	272	430	454	478
Medical Aid Contributions		–	–	35	39	38	38	37	39	41
Overtime		–	–	–	–	–	–	–	–	–
Performance Bonus		–	–	447	1,696	955	955	1,681	1,772	1,868
Motor Vehicle Allowance	3	–	–	1,053	2,963	1,156	1,156	2,233	2,353	2,480
Cellphone Allowance	3	–	–	–	–	18	18	20	22	23
Housing Allowances	3	–	–	–	–	–	–	–	–	–
Other benefits and allowances	3	–	–	0	1	1	1	1	1	1
Payments in lieu of leave		–	–	–	–	–	–	–	–	–
Long service awards		–	–	–	–	–	–	–	–	–
Post-retirement benefit obligations	6	–	–	–	–	–	–	–	–	–
Sub Total - Senior Managers of Municipality		**–**	**–**	**5,631**	**13,897**	**9,287**	**9,287**	**13,725**	**14,466**	**15,247**
% increase	4		**–**	**–**	**146.8%**	**(33.2%)**	**–**	**47.8%**	**5.4%**	**5.4%**
Other Municipal Staff										
Basic Salaries and Wages		–	–	110,639	138,875	132,760	132,760	140,446	141,285	148,930
Pension and UIF Contributions		–	–	17,913	21,107	20,965	20,965	22,088	23,275	24,532
Medical Aid Contributions		–	–	8,302	13,323	9,367	9,367	10,267	10,822	11,406
Overtime		–	–	7,584	10,994	8,050	8,050	2,574	2,707	2,873
Performance Bonus		–	–	8,130	11,013	9,770	9,770	10,456	11,021	11,616
Motor Vehicle Allowance	3	–	–	13,670	15,381	14,810	14,810	15,251	16,074	16,942
Cellphone Allowance	3	–	–	88	92	126	126	135	143	150
Housing Allowances	3	–	–	1,587	4,162	1,365	1,365	1,145	1,206	1,272
Other benefits and allowances	3	–	–	8,733	10,280	8,616	8,616	9,626	10,146	10,693
Payments in lieu of leave		–	–	6,337	5,046	4,072	4,072	3,236	3,397	3,581
Long service awards		–	–	–	–	–	–	–	–	–
Post-retirement benefit obligations	6	–	–	1,569	6,184	6,776	6,776	5,009	5,311	5,613
Sub Total - Other Municipal Staff		**–**	**–**	**184,551**	**236,458**	**216,679**	**216,679**	**220,234**	**225,388**	**237,609**
% increase	4		**–**	**–**	**28.1%**	**(8.4%)**	**–**	**1.6%**	**2.3%**	**5.4%**
Total Parent Municipality		**–**	**–**	**201,960**	**263,225**	**238,436**	**238,436**	**247,655**	**254,290**	**268,072**
			–	**–**	**30.3%**	**(9.4%)**	**–**	**3.9%**	**2.7%**	**5.4%**

- **Contract Services (BUDGET)**

Contracted services consists mainly of the Operations and Maintenance budget, related to the Water Schemes, this expenditure item amounts to a total of R88m for 2020/21 financial year. To be noted that as part of the contract.

C6.1.6 SUPPLY CHAIN MANAGEMENT (SCM)

The SCM policy has been reviewed and addresses the current needs of the municipality. This policy was part of all the financial policies that went through the finance portfolio committee. The Policy gives effect to the principles of Broad Based Black Economic Empowerment. With the promulgation of Preferential Procurement Policy Framework Act Regulations, the municipality has aligned the Targeted Procurement Policy to target the Designated Group (Blacks, Youth, Women, Disabled and Military Veterans)

The policy sets the parameters for the procurement of goods and services from external parties. It also controls Logistics Management, Disposal of Assets and indicates the role of Council in the SCM process. It is only on exceptional cases where procurements are by way deviations. Deviations are approved by the Accounting Officer, only after the valid reasons have been furnished.

No challenges have been experienced as the internal controls and processes are addressed on a continuous basis. If there are issues Provincial Treasury is consulted to assist with advice and interpretation of legislation.

The municipality has developed a procurement plan which is aligned to SDBIP. Also the implementation of the procurement plan is part of each Head of Departments. The departments are required to quarterly report on the implementation of their procurement plans. The municipality has functioning Bid Committees, which meet every week. On monthly bases an SCM report is submitted to Portfolio Committee which reflect amongst other things the timeframes from advert to award.

Mandatory criteria for suppliers:
All suppliers must make the following available to the Council;

- SARS tax compliance, verified using Central Supply Database (CSD).
- CSD registration
- CIDB registration for construction companies.
- Business licence for catering service providers.
- Health Certificate for catering service providers.
- Contact Details (Fax number and / or e-mail address).
- Certificate from Local Municipality if business operates from a residential property.
- Completed Declaration of Interest forms.
- Completed Declaration of Service Provider’s past SCM practices.
- Completed EFT forms.

C6.1.7 AUDIT COMMITTEE (MANAGEMENT ACCOUNTS)

King Cetshwayo District Municipality Audit Committee has been established by Council as an independent committee in terms of section 166 of the Municipal Finance Management Act (MFMA), Act No 56 of 2003, and the Municipal Systems Act (MSA), Act 32 of 2000. The committee has adopted a formal Audit Committee Charter, as approved by Council.

PURPOSE

The audit committee serves as an independent body which advises the municipal council, the political office bearers, accounting officer and the management staff of the municipality on matters relating to;

- Internal financial control and internal audits
- Risk management
- Adequacy, reliability and accuracy of financial reporting and information
- Effective governance
- Compliance with the Municipal Finance Management Act No 56 of 2003, the annual Division of Revenue Act and any other applicable legislation.
- Any issues referred to it by the municipality.

In addition, the committee must review the annual financial statements to provide council of the municipality with an authoritative and credible view of the financial position of the municipality, its efficiency and effectiveness and its overall level of compliance with applicable municipal legislation.

AUDIT COMMITTEE MEMBERS AND ATTENDANCE

The Committee's Charter requires a minimum of three members and consists of the members listed below. The charter requires that a minimum of four meetings should be held per annum to give effect to the responsibilities assigned to the Committee in its charter. During the previous year 7 meetings were held.

Table 62: Audit Committee Members

Members Name	Qualifications	Designation	Meeting Attendance						
			23/08/2017	21/09/2017	14/11/2017	07/12/2017	19/01/2018	20/02/2018	05/06/2018
Prof L de Clerq	BA (HONS) MA Doctor of Philosophy	Member Chairperson – Commenced 1 November 2015	✔	✔	✔	✔	**Apology – Family Responsibility**	✔	✔
I Simjee	CA (SA)	Member – Commenced 1 November 2015	✔	✔	✔	✔	✔	✔	✔
B Ndaba		Member– Commenced 1 November 2015	✔	**Apology**	✔	**Apology**	✔	**Apology**	**Apology**

The MPAC Chairperson, Municipal Manager, Deputy Municipal Manager, all directors who served in an acting capacity and representatives from both external and internal auditors attends the committee meetings.

EFFICIENCY AND EFFECTIVENESS OF INTERNAL CONTROLS

Internal audit plans are based on the yearly risk assessments and taken to then to the Audit Committee for adoption and approval.

An internal audit plan was developed for the 17/18 financial year and approved by the Audit Committee. The Audit plan encompasses the scope of work to be undertaken by the external service provider.

The municipalities system of internal controls is designed to provide cost effective assurance that assets are safeguarded and that liabilities and working capital are effectively managed. In line with Municipal Finance Management Act, the King 11, and 111 Reports on Governance requirements, Internal Audit and the Auditor General's report provide the Audit Committee and management with assurance that the internal controls of the Municipality are appropriate and effective. This is achieved by means of a risk review process, testing of controls, as well as identification of corrective actions and suggested enhancements to controls and processes.

REVIEW OF ANNUAL FINANCIAL STATEMENTS

The Audit Committee has noted the unqualified opinion with no emphasis on matters expressed by the Auditor-General in his report on the Annual Financial Statements and commends management with regard to the preparation and presentation of these financial statements for the year under review. The audit committee envisages a harmonized relationship between internal auditors and external auditors which will ensure that their work compliments each other and there will be no duplications of efforts. The committee encourages interactions between auditors.
The audit committee has also;

- Reviewed and discussed the audited Annual Financial Statements, to be included in the annual report, with the Auditor General, management and the accounting officer.
- Reviewed the Auditor Generals management letter and management responses thereto;
- Reviewed changes in accounting policies and practices, and
- Concluded that the going concern premise is appropriate in preparing the Annual Financial Statements.

RISK ASSESSMENT AND MANAGEMENT

The committee appreciates and is encouraged by efforts and commitment of management in putting in place effective strategies which are based on annual risk management reviews. Reports pertaining to the risk register and risk management strategy were presented to the committee. The committee further takes note of Councils intention to establish a risk management unit, which would also deal with anti-corruption and fraud prevention processes. The audit committee urges the Municipality to increase its efforts in ensuring the practices of risk management are embedded in the operational processes of the organization. This will ensure that the risks impacting the achievement of the Municipalities objectives are identified in a timely manner and mitigated appropriately. This management responsibility will continue to be monitored on an on-going basis by the Committee.

- **PERFORMANCE MANAGEMENT**

The committee acknowledges that the Municipality has a performance management system in place and processes are in place to report on the performance information. It is also noted that with appreciation that the Municipality has included in its internal audit plan, quarterly audits of the performance objectives. The issue of compliance with all regulatory requirements on performance information and management actions in addressing these matters will be monitored closely by the Committee. The committee shall further commit to guiding the management in developing effective structures and mechanisms to mitigate any potential weakness in the performance management process.

C6.1.8 DEPARTMENTAL POLICIES (BUDGET)

Table 62: Finance Department Policies

NAME OF POLICY	DATE OF COUNCIL ADOPTION
Tariff	May 2019
Credit control and debt collection bylaws	May 2019
Incentive	May 2019
Supply chain Management Policy	May 2019
Indigent	May 2019
Targeted Procurement Policy	May 2019
Property, Plant and Equipment	May 2019
Budget Policy	May 2019
Borrowing Policy	May 2019
Long Term Financial Planning Policy	May 2019
Retentions policy	May 2019
Investment and Banking	May 2019
Fleet policy	May 2019
Virement Policy	May 2019

Source: KCDM Finance Department

It must be noted that in its 2016/17 budget, Council adopted the cost curtailment circular number 82 as issued by National Tresaury, the municipality has been carefully monitoring its expenditure in line with this circular. The Cost Containment Regulations have been promulgated into law and came into effect on 1 July 2019. The Policy aligned to these regulations has been developed and has been approved by the Council.

C6.2 AUDITOR GENERAL REPORT (MANAGEMENT ACCOUNTS)

- **2018/2019**

The Municipal Finance Management Act, Act 56 of 2003, Chapter 12 deals with Financial reporting and Auditing of Municipalities, as per section 126(1)(b).
The Annual Financial Statements must be prepared and submitted to the Office of the Auditor-General within two months after the end of the financial year.

The Auditor General is then required to submit an audit report on the Annual Financial Statements within three months of receiving the financial statements, as required by the MFMA Section 126 (3).

A copy of the Auditor General Report 2018/2019 together with the municipality's s response thereto is available as Annexure to this document.

The office of the Auditor – General has expressed the following opinion on the annual financial statements of the municipality and group:

'In my opinion, the financial statements present fairly, in all material respects, the financial position of the Group as at 30 June 2019, and its financial performance and cash flows for the year then ended in accordance with the South African Standards of Generally Recognized 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 Division of Revenue Act of South Africa, 2018 (Act No 1 of 2018)(DORA)."

The finding on compliance with specific matters in key legislation is as follows:

Audit Finding

<u>Strategic planning and performance management</u>

Annual performance objectives and indicators were not established for the King Cetshwayo Fresh Produce Market and included in the King Cetshwayo District Municipality's multi - year business plan, as required by Section 93B (a) of the Local Government: Municipal Systems Act of South Africa, 2000(Act No. 32of 2000).

AUDIT RESPONSE PLAN

The municipality has developed a audit response plan which deals with the abovementioned finding. In summary the plan entails ensuring that due diligence will be paid in terms of compliance documents pertaining to municipal entities. The audit response plan is attached as an annexure xxxx

Note: Full report is available

- **Previous Years**

2018/2019	Unqualified with findings (Municipality and Consolidated)
2017/2018	Unqualified with a finding (Municipality) Qualified Audit Outcome (Consolidated)
2016/2017	Clean Audit Outcome (Municipality) Qualified Audit Outcome (Consolidated)
2015/16	Clean Audit Outcome
2014/15	Clean Audit outcome
2013/14	Clean Audit outcome
2012/13	Clean Audit outcome
2011/12	Unqualified Audit outcome

King Cetshwayo District Municipality has attained five consecutive clean audit outcomes on its separate annual financial statements, however in the 2018/2019 financial year a finding was raised on strategic planning and performance management.

The following are the audit sustainability measures that the municipality monitors and implements in order to ensure that the Clean Audit Outcome is regained:

Component / Area of Compliance	**Timeframe**
An Audit Action Plan is developed in order to implement and monitor actions required within the set timeframes.	The audit Action plan is developed on receipt of the Audit Report from the Office of the AG. The action plan is monitored on a quarterly basis.
Functional audit committee to address and review implementation of the internal audit plan which is risk based.	The audit committee meets on a quarterly basis.
Functional Internal Audit	Internal Audit Plan is monitored on a regular basis.
Budget Management - Reporting on budget performance (expenditure and revenue), and relevant explanations for variances. Reporting on grant receipts, grant spending, investments, borrowings ect.	Monthly Section 71 Reporting to relevant structures of Council.
Debtors Management in terms of credit control and debtors policies in place. Preparation of debtors reconciliations .	Policies are approved and reviewed on an annual basis. Reconciliations are prepared and reviewed on a monthly basis.
Recording of unauthorised, fruitless and wasteful and irregular expenditure.	Register is maintained and updated on a monthly basis.

Section 36 Deviations Report	Monthly Section 71 Reporting to relevant structures of Council.
Creditors Management - preparation of creditors recons.	Creditors reconciliations prepared and reviewed on a monthly basis.
Fixed Asset Register - maintenance of a GRAP compliant asset register. Preparation of asset reconciliations.	Additions, disposals and depreciation updated on a monthly basis. Reconciliations prepared and reviewed on a monthly basis.
Liquidity - analysis of cash, investments,, conditional grants, ect.	Ratio analysis prepared on a monthly basis in terms of Section 71 of the MFMA ratios. Reported on a monthly basis to the relevant structures of Council.
Cash and Bank Monitoring - bank balance and reconciliations.	Bank balance downloaded and reviewed on a daily basis. Reconciliations prepared and reviewed on a monthly basis.
Creditors age analysis - payment of creditors within 30 day on receipt of invoice and statement.	Creditors paid within 30 days. Minor variances are due to disputes.
Annual Financial Statements (AFS) Audit Workplan - record of key actions and dates for audit readiness	The audit work plan is developed at the beginning of the year in preparation for the compilation of the AFS.
Annual Financial Statements Meetings	Meetings take place on a monthly basis to ensure that timeframes as per the AFS audit plan is adhered to
Preparation of Interim Financial Statements	The interim financial statements are prepared and full review is done by the internal auditors
Preparation of Quarterly Financial Statements	Quarterly preparations

The action response plan is monitored on a monthly basis by the King Cetshwayo District Municipality's structures.

C6.3 FINANCIAL VIABILTY & MANAGEMENT ANALYSIS

C6.3.1 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS (BUDGET)

The capital spend in the 18/19 financial year was R 198.4m (excluding VAT) while in the 17/18 financial year it was R 450.6m excluding VAT.

To be noted that the expenditure on the major infrastructure grants in 18/19 was not 100% as there were unspent amounts in respect of RBIG and WSIG, for which a rollover application had to be made to Treasury. The total of these was R90.7m. The rollover was approved by the National Treasury.

C6.3.1.1 CAPITAL BUDGET ANALYSIS (BUDGET to be updated once the draft budget has been finalised)

From the table below it is evident that the bulk of all capital expenditure is to address the services backlogs with the bulk of funding going towards water provision.

Table 63: Capital Expenditure by Standards Classification

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Capital expenditure - Vote											
Multi-year expenditure *to be appropriated*	2										
Vote 01 - Executive & Council		–	–	–	–	–	–	–	–	–	–
Vote 02 - Economic Development, Planning & Enviror		–	–	–	–	–	–	–	–	–	–
Vote 03 - Community & Social Services		–	–	636	–	–	–	–	–	–	–
Vote 04 - Public Safety		–	–	–	–	–	–	–	–	–	–
Vote 05 - Environmental Health		–	–	–	–	–	–	–	–	–	–
Vote 06 - Finance & Administration		–	–	–	–	–	–	–	–	–	–
Vote 07 - Infrastructure Services		–	–	152,500	269,990	285,603	285,603	133,483	320,753	307,115	318,316
Vote 08 - Waste Management		–	–	310	–	–	–	–	–	–	–
Vote 09 - Waste Water Management		–	–	–	47,768	23,101	23,101	12,026	41,032	38,000	46,000
Vote 10 - King Cetshwayo Fresh Produce Market		–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	7	**–**	**–**	**153,446**	**317,758**	**308,705**	**308,705**	**145,509**	**361,785**	**345,115**	**364,316**
Single-year expenditure *to be appropriated*	2										
Vote 01 - Executive & Council		–	–	2,028	1,260	1,154	1,154	234	100	–	–
Vote 02 - Economic Development, Planning & Enviror		–	–	–	100	120	120	80	40	–	–
Vote 03 - Community & Social Services		–	–	221	–	4,686	4,686	21	–	–	–
Vote 04 - Public Safety		–	–	–	–	–	–	–	–	–	–
Vote 05 - Environmental Health		–	–	86	300	322	322	173	250	–	–
Vote 06 - Finance & Administration		–	–	2,917	1,770	13,962	13,962	1,625	3,450	2,150	1,450
Vote 07 - Infrastructure Services		–	–	28,494	50	7,533	7,533	1,024	4,910	8,440	2,700
Vote 08 - Waste Management		–	–	50	575	625	625	555	–	–	–
Vote 09 - Waste Water Management		–	–	–	–	–	–	–	–	–	–
Vote 10 - King Cetshwayo Fresh Produce Market		–	–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		**–**	**–**	**33,797**	**4,055**	**28,401**	**28,401**	**3,712**	**8,750**	**10,590**	**4,150**
Total Capital Expenditure - Vote		**–**	**–**	**187,243**	**321,813**	**337,106**	**337,106**	**149,221**	**370,535**	**355,705**	**368,466**
Capital Expenditure - Functional											
Governance and administration		**–**	**–**	**4,946**	**3,030**	**15,116**	**15,116**	**1,859**	**3,550**	**2,150**	**1,450**
Executive and council		–	–	1,703	1,110	734	734	85	100	–	–
Finance and administration		–	–	3,242	1,920	14,382	14,382	1,774	3,450	2,150	1,450
Internal audit											
Community and public safety		**–**	**–**	**858**	**–**	**4,686**	**4,686**	**21**	**–**	**–**	**–**
Community and social services		–	–	858	–	4,686	4,686	21	–	–	–
Sport and recreation											
Public safety											
Housing											
Health											
Economic and environmental services		**–**	**–**	**86**	**400**	**442**	**442**	**253**	**290**	**–**	**–**
Planning and development		–	–	–	100	120	120	80	40	–	–
Road transport											
Environmental protection		–	–	86	300	322	322	173	250	–	–
Trading services		**–**	**–**	**181,354**	**318,383**	**316,862**	**316,862**	**147,087**	**366,695**	**353,555**	**367,016**
Energy sources											
Water management		–	–	180,994	270,040	293,136	293,136	134,507	314,063	305,355	300,716
Waste water management		–	–	–	47,768	23,101	23,101	12,026	52,632	48,200	66,300
Waste management		–	–	360	575	625	625	555	–	–	–
Other											
Total Capital Expenditure - Functional	3	**–**	**–**	**187,243**	**321,813**	**337,106**	**337,106**	**149,221**	**370,535**	**355,705**	**368,466**
Funded by:											
National Government		–	–	171,513	315,258	307,111	307,111	145,509	355,785	345,115	364,316
Provincial Government											
District Municipality											
Other transfers and grants											
Transfers recognised - capital	4	**–**	**–**	**171,513**	**315,258**	**307,111**	**307,111**	**145,509**	**355,785**	**345,115**	**364,316**
Borrowing	6										
Internally generated funds		–	–	15,730	6,555	29,995	29,995	3,712	14,750	10,590	4,150
Total Capital Funding	7	**–**	**–**	**187,243**	**321,813**	**337,106**	**337,106**	**149,221**	**370,535**	**355,705**	**368,466**

C6.3.1.2 OPERATIONAL BUDGET ANALYSIS (BUDGET)

Table 64: Budgeted Financial Performance

DC28 King Cetshwayo - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue By Source											
Property rates	2	–	–	–	–	–	–	–	–	–	–
Service charges - electricity revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - water revenue	2	–	–	48,893	48,337	48,337	48,337	45,855	52,991	56,170	59,541
Service charges - sanitation revenue	2	–	–	7,939	8,357	7,367	7,367	6,400	7,943	8,419	8,924
Service charges - refuse revenue	2	–	–	20,505	29,566	27,678	27,678	23,992	31,539	33,431	35,437
Rental of facilities and equipment		–	–	568	105	105	105	103	111	115	119
Interest earned - external investments		–	–	44,449	44,308	39,508	39,508	31,868	32,145	32,909	34,884
Interest earned - outstanding debtors		–	–	2,190	310	2,102	2,102	1,856	265	280	295
Dividends received		–	–	3	–	–	–	–	–	–	–
Fines, penalties and forfeits		–	–	8	9	9	9	12	9	10	10
Licences and permits		–	–	20	112	112	112	40	70	74	79
Agency services											
Transfers and subsidies		–	–	537,477	534,074	562,462	562,462	515,090	532,948	577,035	632,013
Other revenue	2	–	–	3,660	975	4,428	4,428	3,602	1,127	1,195	1,267
Gains on disposal of PPE		–	–	6,922	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		–	–	**672,635**	**666,152**	**692,109**	**692,109**	**628,817**	**659,148**	**709,638**	**772,568**
Expenditure By Type											
Employee related costs	2	–	–	190,182	250,355	225,965	225,965	197,931	233,959	239,854	252,856
Remuneration of councillors		–	–	11,778	12,870	12,470	12,470	10,777	13,697	14,436	15,216
Debt impairment	3	–	–	5,318	2,828	8,828	8,828	255	7,612	8,023	8,456
Depreciation & asset impairment	2	–	–	69,064	92,508	92,508	92,508	56,115	101,759	111,935	123,128
Finance charges		–	–	6,432	5,322	5,322	5,322	2,762	4,581	4,828	5,089
Bulk purchases	2	–	–	47,255	28,534	33,534	33,534	29,998	34,381	36,238	38,194
Other materials	8	–	–	17,340	15,381	14,172	14,172	11,032	18,128	20,291	21,291
Contracted services		–	–	378,277	286,998	336,099	336,099	269,663	250,087	235,391	272,249
Transfers and subsidies		–	–	11,515	2,910	20,073	20,073	18,858	5,943	4,585	4,750
Other expenditure	4, 5	–	–	94,960	106,691	127,115	127,115	91,359	127,472	134,799	142,153
Loss on disposal of PPE		–	–	1,332	–	–	–	–	–	–	–
Total Expenditure		–	–	**833,452**	**804,397**	**876,087**	**876,087**	**688,750**	**797,617**	**810,379**	**883,383**
Surplus/(Deficit)		–	–	**(160,817)**	**(138,245)**	**(183,978)**	**(183,978)**	**(59,933)**	**(138,469)**	**(100,741)**	**(110,815)**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		–	–	270,696	315,258	307,111	307,111	145,883	355,785	345,115	364,316
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher	6	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)											
Surplus/(Deficit) after capital transfers & contributions		–	–	**109,878**	**177,013**	**123,132**	**123,132**	**85,950**	**217,315**	**244,374**	**253,501**
Taxation											
Surplus/(Deficit) after taxation		–	–	**109,878**	**177,013**	**123,132**	**123,132**	**85,950**	**217,315**	**244,374**	**253,501**
Attributable to minorities											
Surplus/(Deficit) attributable to municipality		–	–	**109,878**	**177,013**	**123,132**	**123,132**	**85,950**	**217,315**	**244,374**	**253,501**
Share of surplus/ (deficit) of associate	7										
Surplus/(Deficit) for the year		–	–	**109,878**	**177,013**	**123,132**	**123,132**	**85,950**	**217,315**	**244,374**	**253,501**

C6.3.1.3 OPERATING EXPENDITURE (BUDGET)

The budgeted allocation for employee related costs for the 2020/21 financial year totals R270m. The provision for debt impairment was determined based on an annual collection rate of between 90 and 95 per cent and the Credit and Debt Collection Policy of the Municipality. For the 2020/21 financial year this amount equates to R8.4 million. While this expenditure is considered to be a non-cash flow item, it informs the total cost associated with rendering the services of the municipality, the municipality's realistically anticipated revenues and the depreciation also has to be cash backed.

Provision for depreciation and asset impairment has been informed by the Municipality's Property, Plant & Equipment Policy. Depreciation is considered to be a rate at which the asset is being consumed. Budget provisions in this regard total R112 million for the 2020/21 financial year and equates to 10 per cent of the total operating expenditure. To be noted that the implementation of GRAP 17 accounting standard has meant bringing a number of assets previously not included in the assets register onto the register. This exercise was done for the 2010/2011 financial year and has resulted in a significant increase in depreciation in relation to prior years. To be noted that the accumulated depreciation for the municipality amounts to R567m as per 2018/19 Annual Financial Statements. However, R11m of the 2020/21 financial year's depreciation is cash backed to provide for the Capital Reserve and this will continue over the medium term provided the municipality's revenues do not change.

Finance charges consist primarily of the repayment of interest on long-term loans. These charges make up 0.34 per cent (R3.7 million) of the total operating expenditure for 2020/21. To be noted that the municipality annually appoints a reputable credit rating agency to determine the creditworthiness and the financial health of the municipality.

Bulk purchases are directly informed by the purchase of bulk water. The annual price increases have been factored into the budget appropriations. The budget for bulk purchases in 2020/21 amounts to R72m, compared to a forecast amount of R36m. This steep increase is due to the tariffs that are charged by the City of uMhlathuze for some of the schemes that are supplied by COU. Negotiations are underway to get the City of uMhlathuze to consider lowering the Bulk tariff in order for the District to be able to at least break even as some of its customers are indigent households who receive the Free Basic Service of 6kl of water.

Table 65: Operating Revenue & Expenditure (To be updated after the Draft Budget has been finalised)

DC28 King Cetshwayo - Table A3 Budgeted Financial Performance (revenue and expenditure by municipal vote)

Vote Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19			2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
Revenue by Vote	1									
Vote 01 - Executive & Council		–	–	(1)	–	–	–	–	–	–
Vote 02 - Economic Development, Planning & Enviror		–	–	–	–	–	–	–	–	–
Vote 03 - Community & Social Services		–	–	225	192	192	192	209	222	235
Vote 04 - Public Safety		–	–	–	–	–	–	–	–	–
Vote 05 - Environmental Health		–	–	19,095	19,148	19,148	19,148	18,391	19,480	20,132
Vote 06 - Finance & Administration		–	–	586,032	648,403	645,642	645,642	678,254	686,423	731,995
Vote 07 - Infrastructure Services		–	–	241,881	257,092	257,092	257,092	278,597	299,853	324,205
Vote 08 - Waste Management		–	–	20,505	29,566	27,678	27,678	31,539	33,431	35,437
Vote 09 - Waste Water Management		–	–	75,594	27,010	49,467	49,467	7,943	15,345	24,881
Vote 10 - King Cetshwayo Fresh Produce Market		–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Revenue by Vote	2	**–**	**–**	**943,330**	**981,410**	**999,220**	**999,220**	**1,014,933**	**1,054,753**	**1,136,884**
Expenditure by Vote *to be appropriated*	1									
Vote 01 - Executive & Council		–	–	55,001	70,912	75,759	75,759	83,919	89,594	93,868
Vote 02 - Economic Development, Planning & Enviror		–	–	25,815	27,125	39,233	39,233	24,991	26,526	26,921
Vote 03 - Community & Social Services		–	–	31,011	33,968	33,457	33,457	31,877	32,053	33,690
Vote 04 - Public Safety		–	–	–	–	–	–	–	–	–
Vote 05 - Environmental Health		–	–	18,402	21,804	19,536	19,536	20,972	22,206	23,413
Vote 06 - Finance & Administration		–	–	87,655	105,241	111,265	111,265	118,013	124,107	131,519
Vote 07 - Infrastructure Services		–	–	474,803	491,872	519,633	519,633	487,450	476,640	523,622
Vote 08 - Waste Management		–	–	28,983	24,962	23,767	23,767	23,847	25,173	26,574
Vote 09 - Waste Water Management		–	–	111,782	28,514	53,438	53,438	6,549	14,081	23,776
Vote 10 - King Cetshwayo Fresh Produce Market		–	–	–	–	–	–	–	–	–
Vote 11 -		–	–	–	–	–	–	–	–	–
Vote 12 -		–	–	–	–	–	–	–	–	–
Vote 13 -		–	–	–	–	–	–	–	–	–
Vote 14 -		–	–	–	–	–	–	–	–	–
Vote 15 - Other		–	–	–	–	–	–	–	–	–
Total Expenditure by Vote	2	**–**	**–**	**833,452**	**804,397**	**876,087**	**876,087**	**797,617**	**810,379**	**883,383**
Surplus/(Deficit) for the year	2	**–**	**–**	**109,878**	**177,013**	**123,132**	**123,132**	**217,315**	**244,374**	**253,501**

C6.3.2 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES (REVENUE)

The municipality has Credit Control and debt Collection Policy in place as well as incentive schemes to encourage prompt payment of debtor accounts.

- **Incentive Policy**
  The key elements of Councils Incentive policy are summarised as follows;
- **Purpose**
  The policy has been formulated to encourage consumers to settle their municipal account and to encourage prompt payment of debtor accounts. Council's approved the write off of one ninth of acknowledgement of debt in exchange for prompt and timeous payment.

  Approach

  Council, in identifying individual consumers with long outstanding debts, shall enter into a binding agreement with such consumer whereby the following obligations and benefits shall emanate:

  a) Council shall "park" a determined amount of outstanding debt and such debt shall incur no interest charges nor shall it be subject to any credit control actions.
  b) The consumer shall commit to making all future payments in full on or before due date.
  c) On receipt of 4 consecutive month's payments, Council shall write off 1/9 of the outstanding debts.

  - **Aim**
    In adopting this policy, it is Council's intention that a debtor will after 36 months, have his outstanding debts written off in full and furthermore the said debtor would have become accustomed to making regular payment for municipal services which furthermore secures long term sustainable revenue.

In conjunction with the implementation of policies to enhance revenue, the billing itself is of most important function where data input is accurate. It is for this reason that the municipality gone through a process of data cleansing, so as to make sure that correct customers are billed and receiving correct information on their statements. A Service Provider was appointed for the "Data cleansing and revenue enhancement strategy development and implementation. Included in the scope of work were the following deliverables:

- Municipal system data cleansing so as to ensure the authenticity of information and accurate billing of customers.
- Debt collection targeting the recoverable debtors and establishing/developing appropriate debt collection processes & procedures.
- Identification and consolidation of duplicated customer profiles/accounts.
- Identification of potential municipal consumers not being billed.
- Training of municipal officials and other relevant stakeholders to ensure that the database remains accurate and credible.

The intention of this exercise was to ensure that the current and available consumer database is accurate and reliable as successful billing and revenue collection relies on the accuracy of the data input into the system, which also includes the categorisation of debtors. The project periodically done so a so as to ensure that latest debtor information is gained incorporated into municipal financial system. Such information includes updated debtor details, sourcing of ID numbers where previously not available and hence will provide a data that is more credible and inevitably assist in revenue enhancement as well as mitigating potential risks of bad debts.

CREDIT CONTROL AND DEBT COLLECTION

- **Policy Aim**

An approved Credit Control policy is in operation within the District of King Cetshwayo. The policy stipulates the processes to be followed in the recovery of debt. The application of the policy has produced positive results, even with due consideration to the worldwide economic crises and the high unemployment rates within the district.

As the municipality endeavours to collect all outstanding debts by implementing credit control actions such as restrictions, handing over of accounts in arrears and provision of incentive scheme of writing of one ninth of total debt on condition that the customer makes payment on time.

When all reasonable attempts that have been made to recover outstanding debts and have yield no positive results and debt have been regarded as irrecoverable debt. The policy made provision that the Municipal Manager may from time to time motivate to Council to authorize the write off of outstanding debts by consumers.

- **Tariff Policy**

One of the primary functions of council is to provide services to the people resident within its municipal area. The funding of these services is made possible by charging for municipal services rendered. Tariffs represent the charges levied by Council on consumers for the utilization of services provided by the Municipality.

These are calculated dependent on the nature of service being provided. They may be set in a manner so as to recover the full cost of the service being provided or recover part of the costs or bring about surplus that can be utilized to subsidise other non-economical services.

- **Objective**

The objective of the tariff policy is to ensure that:

- The tariffs of the Municipality comply with the legislation prevailing at the time of implementation.
- The Municipal services are financially sustainable, affordable and equitable.
- The needs of the indigent and aged are taken into consideration.
- There is consistency in how the tariffs are applied throughout the municipality and;
- The policy is drawn in line with the principles as outlined in the MSA

- **Chargeable services rendered**
  - **Water**

    Tariffs are applied on a sliding scale basis whereby the rates per kilolitre of water consumed increase with volume consumed. All residential consumers are provided with free water equivalent to 6kl per month, however where water consumption in a billing cycle exceeds 6kl, then the full consumption is chargeable.
  - **Sanitation**

The calculation of sewerage tariffs is based on the valuation of the property per the latest available valuation roll. For billing purposes sewer charges are calculated as an annual amount and proportioned over a twelve-month period.

- **Waste**

  The Council may permit the usage of its waste site to any domestic or commercial consumers. Such usage shall be chargeable on a per ton basis.

- **Other Tariffs**
  - Cemetery
  - Tenders flows.

C6.3.3 MUNICIPAL CONSUMER DEBT POSITION (REVENUE To Be Updated After Finalisation Of The Draft Budget)

From the below table it can be seen that the municipality is managing the consumer debts effectively and that there is no provision for any large increases which will negatively influence the municipality.

Table 66: Municipal Assets (including Debtors)

DC28 King Cetshwayo - Table A6 Budgeted Financial Position

Description	Ref	2015/16	2016/17	2017/18	Current Year 2018/19				2019/20 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2019/20	Budget Year +1 2020/21	Budget Year +2 2021/22
ASSETS											
Current assets											
Cash		–	–	109,651	57,407	57,407	57,407	71,072	64,893	64,874	60,004
Call investment deposits	1	–	–	350,000	350,000	350,000	350,000	495,490	335,000	360,000	385,000
Consumer debtors	1	–	–	38,495	29,097	26,219	26,219	44,210	27,479	31,320	36,014
Other debtors		–	–	40,929	388	388	388	26,700	5,340	5,390	5,890
Current portion of long-term receivables		–	–	48	49	49	49	48	44	42	40
Inventory	2	–	–	6,036	9,015	9,015	9,015	5,625	4,423	4,423	4,423
Total current assets		–	–	545,159	445,955	443,078	443,078	643,145	437,179	466,049	491,371
Non current assets											
Long-term receivables		–	–	–	130	130	130	–	–	–	–
Investments											
Investment property											
Investment in Associate		–	–	–	–	–	–	–	–	–	–
Property, plant and equipment	3	–	–	2,279,040	2,684,362	2,709,496	2,709,496	2,372,607	3,370,036	3,346,340	3,365,817
Biological											
Intangible		–	–	3,967	839	6,299	6,299	3,506	6,212	4,422	4,380
Other non-current assets		–	–	1,468	700	700	700	1,468	700	700	700
Total non current assets		–	–	2,284,474	2,686,031	2,716,624	2,716,624	2,377,580	3,376,948	3,351,462	3,370,897
TOTAL ASSETS		–	–	2,829,633	3,131,986	3,159,702	3,159,702	3,020,726	3,814,127	3,817,510	3,862,268

C6.3.4 MUNICIPAL INFRASTRUCTURE ASSETS & MAINTENANCE (O&M) (BUDGET)

The repairs and maintenance of the Council's infrastructure assets is currently budgeted for at R88m. While notable progress has been made in the provision for Repairs and Maintenance of assets, the 8 percent norm has not been attained yet, this is due to the fact that there has been a number of new schemes that have been rolled out in recent years, and the municipality does not have adequate funds to provide for the full 8% due to its limited revenue base. Further to that, the Technical Services department is in a process of developing asset maintenance plans that will assist with the scheduling on maintenance of the Council's assets. It is envisaged that this plan will then be able to pin point areas that need to be prioritized after which the budget will then be allocated to. The system will also be able to assist the municipality with repair or replace decisions.

C6.3.5 CURRENT & PLANNED BORROWINGS (MANAGEMENT ACCOUNTS)

It needs to be noted that the municipality in the MTREF has planned to investigate the requirement of a loan for the construction of a third cell at the current waste site in Empangeni as well as the Rehabilitation of the landfill space that has already been used. The loan is estimated to be R39.7 million in the 2021/22 financial year. For the ensuing year, funds will be used from the rehabilitation provision while the possibility of accessing MIG funds is being explored with COGTA.

Should the plans for the acquiring of a loan be pursued ; the MFMA sections applicable to the procurement of a long-term loan will be followed.

C6.4 FINANCIAL VIABILITY & MANAGEMENT: SWOT ANALYSIS (ALL SECTIONS)

- **STRENGTHS AND OPPORTUNITIES**
  - The staff in the expenditure section has remained constant over the years.
  - Budgeting and reporting legislation has been enhanced to ensure credible, accurate and reliable reporting.
  - As GRAP is aligned to IAS continuous amendments are forthcoming and it is imperative that the organization is in a position to interpret and apply in order to ensure the maintenance of previously attained positive audit outcomes.
  - Every individual within the organization understands that they are contributors towards the goal of clean audit.
  - Requisitioning of goods and services has been automated thereby ensuring effective tracking thereof.
  - Automated orders are forwarded to the respective departments to ensure an effective and efficient SCM process.
  - Exploration of annual tenders to decrease the number of deviations.
  - Continuous enhancement to improve the use of Financial Management System
  - Strategy to incorporate rural service providers into the SCM database.
  - Investigate the use of unemployed communities for provision of services.
  - The rolling out of smart meters will assist in improving collections.
  - Address all regular payment defaulters by changing their meters to smart
  - Tracing "bad" debtors with online tracing tools

- HOD's and section managers must ensure that all staff are made aware and comply with all policies and procedures of the Council
- All legislative matters must be addressed correctly, be valid, be accurate and within due date (CAR)
- To facilitate the audit process (internal and external), audit requests for information to be submitted within the required period and must consider CAR
- Departments must review all previous internal and external audit reports to ensure issues are addressed
- Formulate a policy which entitles the municipality to fix water leaks that are not resolved within 3 months and to charge the consumer for the repairs – 30 days after notification
- The roll out of the prepaid meters will relieve the administrative burdens and eliminate the need for additional credit controllers. The implementation of this process would eliminate the need for the 2 requested credit controllers which would save an estimated R600 000 p.a.
-

  - In an effort to consolidate debt collection initiatives and strengthen the pool of knowledge and resources, the District Municipality in 2017/2018 co-ordinated a District Revenue and Debt Forum, wherein all Local Municipalities under its jurisdiction are members with Government departments being co-opted stakeholders. The efforts of the forum have already started bearing some fruits, where engagements with government departments have been strengthen and queries are resolved timely.

Weakness

- There is a need to increase the number of staff or realign staff to ensure efficiencies
- Asset care centre – There are complicated and technical requirements in terms of GRAP and some aspects of the function would need to be outsourced / cosourced due to the skill required.
- Disparities in KCDM's salary framework contributes to negative staff morale.
- Compliance with new regulations has proven to be difficult with the current staff complement which results in overtime being worked by staff in order for compliance to be met.
- Due to month end financial system processes it is often difficult to meet item closing dates set by Admin Services.
- Lack of insurance and or very expensive premiums required to cover for large infrastructure items such as weirs, dam walls, etc.
- The staff in SCM should be trained on the SCM policy and the SCM processes refined in order to address the challenges of long outstanding invoices where necessary.
- Lack of metered water connections in rural areas makes cost recovery difficult. The project to roll out meters to all consumers will require several years and funding which is currently not available.
- A large portion of the District is served through water tankers, this service is very expensive and does not generate revenue. The gradual phase our of this form of water delivery and replacement with metered house connections must be given priority.

- There is a lack of bulk water meters, which would be able to assist in effective water balancing the the identification of losses in the system, either through breaks or unauthorised consumptions.

THREATS

- Suppliers do not send statements monthly, invoices are received late and queries are therefore not resolved timeously
- In certain instances, SCM is expected to procure in very limited time.
- Specification on requisitions is not clear which cause delays.
- Electronic communication in the rural component of the district remains a challenge.
- Service Providers filling tender documents incorrectly or submitting incorrect documents.
- DIMS limitation
- Service Providers are "Tenderpreneurs".
- Service Providers not updating their information on regular basis.
- Unable to confirm the correctness of the SARS Clearance Certificate.
- Challenges with regards to collections are more evident in the towns of Nkandla, Thubalethu, Mpushini Park, Sunnydale, Kingdizulu, Slovos, Sabokwe, Nzalabantu and Kwamagwaza.
- The quality of water is affecting collection
- The frequency of water availability discourages payment, especially in areas were consumers are inconvienced through lack of water several times over a month.
- With regards to rural water schemes collections average only 10% of billed revenue.
- Households in the non-urbanized areas are both scattered in nature and are not formally identified (registered lot number) and complicated further by the fact there are no street names, etc.
- Furthermore, the "non formalized" location of the meters creates a hindrance.
- The district does not have electricity as a leverage to collect outstanding arrears.
- Water leaks within the property cause excessive accounts which the resident cannot afford.
- Leaks also contribute to the wasteful loss of the districts precious commodity.
- Illegal water connections and meter bypasses cost Council in lost revenue and infrastructure damage.
- As prepaid meters are failing due to battery or other technical issues, there is no internal capacity to attend to it. As a result consumer get free unrecorded water or end up bypassing the meter.
- Private service providers have started competing with Councils Honeysucker (Sewer Removal) services. They are offering a perceived better level of service and offer more competitive procing structures.
- Several larger institutions have elected to drill boreholes and stop the use of Muncipal water. Should this trend continuo the Muncipality may start loosing revenue.
- The stringency by the Department of Enviromental affairs has seen several water products been banned from the waste site. These product such as tyres and delisted waste were good contributors of revenue.
- Water being sourced from other Municipalities is priced very high and the District is unable to recover these costs from its distribution channels, being predominately poor/unemployed residents.
- Staffs in the finance section are experiencing low work morale due to policies of council which are governed by national legislation limiting fringe benefits and pay scales.
- Unable to attract and retain staff.

- Possible redetermination of boundaries affecting revenue from consumers and equitable share allocations.
- The possibility of a recession and the impact of budget constraints on operational demands

C7.0 GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

C7.1 GOOD GOVERNANCE ANALYSIS

Good Governance measures how the local government sphere aligns and integrates with the Provincial and National spheres of government on cross cutting issues. Programmes to demonstrate how the community participates and are consulted empowered in government programmes; particularly the establishment and functionality of ward committees and community development workers. It also deals with the involvement of Traditional Councils in municipal affairs. It also relates to the following:

- Functional ward committees and other committees;
- Linkages with other governance structures;
- Sector engagements;
- Community informed IDP;
- Annual Report and Annual Performance Report submitted

Good governance requires the district to provide the highest quality of service to its constituents and to ensure that all the strategies and objectives are adhered to, resulting in a productive and sustainable district.

The district Employment Equity Plan (EEP) and Skills Development Plan (SDP) have already been prepared. In addition, the district is in the process of undertaking an organizational review in compliance with the prevailing legislative framework, which governs the local government sphere.

The following is listed:
All programmes and projects will be designed to meet the principles of the EPWP with regards to, *inter alia*, and labour intensive construction methods and capacity building.
KCDM Tenders comply with the MFMA regulations. The Supply Chain Management Policy and a Procurement Policy are in place. In section F, the district budget is outlined in some detail.

C7.2 SUKUMA SAKHE

Operation Sukuma Sakhe (OSS) is an Integrated Service Delivery Model (ISDM), which encourages the coordination of comprehensive services of different service providers such as Government Departments, State Owned Enterprises and Civil Society. It is then the vehicle of integrating services to collectively and effectively deal with eradication of poverty.

The purpose of Operation Sukuma Sakhe aims to rebuild the fabric of society by promoting human values, fighting poverty, crime, diseases, deprivation and social ills, ensuring moral regeneration, by working together through effective partnerships. Partnerships include civil society, development partners, communities and government departments, to provide a comprehensive integrated service package to communities.

The objective of Operation Sukuma Sakhe is to create and maintain functional task teams at provincial, district, local, and ward levels to deliver integrated services to individuals, households and communities.

War Rooms are generally situated in community halls, churches, government service outlets (such as a school, office or clinic).

Operation Sukuma Sakhe uses the concept of a War Room as a place to hold community meetings where office-bearers, Task Team members and fieldworkers gather with a formal agenda and a common purpose to plan for and report on household needs and intervention strategies. The War Room also stores documentation relating to household needs, notices and minutes of meetings and service delivery reports.

The overall role of the War Room Task Team (WTT) is to profile households, submit the referral register various government departments to provide interventions themselves, mobilize resources, coordinate activities of community fieldworkers, ensure that Task Team members are trained and provide WTT reports to the Local Task Team (LTT) the Ward AIDS Committee (WACs) and the Ward Committee.

People in communities are taking responsibility for effecting change in their lives and the lives of others through their participation in the War Rooms. This change provides evidence that government's response to poverty, food insecurity, HIV and AIDS, TB and social ills is realised.

Provide more details on the functionality of the War Rooms, functionality of OSS structures, challenges with implementation and achievements.

Table 69: Sukuma Sakhe Projects

SUKUMA SAKHE PROJECTS	
PROJECT	**PROGRESS**
Operation MBO Twice or three times per financial year	All Governments Departments attend and provide social services
Interventions in a form of social relief packs for needy families	Ongoing
Commemoration of special dates: Mandela Day etc. Public Service Volunteer Week is held as part of Mandela Week activations	Ongoing Mandela week activities are held in July every year
Provision of material and equipment for the War Rooms e.g. War room furniture, garden tools, stationery, IEC material, laptops	Ongoing
Awareness Campaigns such Community Dialogues on social ills , Behavioural change campaigns	Ongoing
Establishment of forums such as Moral Regeneration Movement, Religious Leaders Forum	Ongoing

Hosting of Cabinet OSS Day Event in partnership with the Office of the Premier, led by the MEC Champion and District Mayor as the District OSS Champion. Cabinet OSS Day is held once per year in each District as per the schedule crafted by the Office of the Premier	All Government Departments attend and provide social services. War rooms and projects at ward level are visited and assisted.
One home one garden projects are established at ward level	The Department of Agriculture, Extension Officers and War room fieldworkers assists in this regard

C7.3 PORTFOLIO COMMITTEES

The Portfolio Committee structures are in place and meeting are scheduled as follows, however some of these meetings do not convene due to lack or quorum from councillors. Dates are also subject to change.

Table 70: Portfolio Meetings Planning and Economic Development Schedule

PLANNING & DEVELOPMENT			
MONTH	TIME OF MEETING	DATE OF MEETING	CLOSING DATE FOR ITEMS
JULY	10H00	25/07/2019	11/07/2019
AUGUST	12H00	15/08/2019	01/08/2019
SEPTEMBER	10H00	19/09/2019	05/09/2019
OCTOBER	10H00	25/10/2018	04/10/2019
NOVEMBER	10H00	14/11/2019	31/10/2019
FEBRUARY	10H00	14/02/2020	31/01/2020
MARCH	10H00	12/03/2020	27/02/2020
APRIL	10H00	17/04/2020	03/04/2020
MAY	10H00	21/05/2020	07/05/2020
JUNE	10H00	18/06/2019	04/06/2019

Table 71: Portfolio Meetings Community Services Schedule

COMMUNITY SERVICES			
MONTH	TIME OF MEETING	DATE OF MEETING	CLOSING DATE FOR ITEMS
JULY	10H00	11/07/2019	27/06/2019
AUGUST	10H00	16/08/2019	02/08/2019
SEPTEMBER	10H00	13/09/2019	30/08/2019
OCTOBER	10H00	17/10/2019	03/10/2019
NOVEMBER	10H00	22/11/2019	08/11/2019
FEBRUARY	12H00	20/02/2020	06/02/2020
MARCH	10H00	20/03/2020	06/03/2020
APRIL	10H00	24/04/2020	09/04/2020
MAY	10H00	14/05/2020	30/04/2020
JUNE	12H00	19/06/2020	05/06/2020

Table 72: Portfolio Meetings Technical Services Schedule

TECHNICAL SERVICES			
MONTH	TIME OF MEETING	DATE OF MEETING	CLOSING DATE FOR ITEMS
JULY	10H00	18/07/2019	04/07/2019
AUGUST	12H00	16/08/2019	02/08/2019
SEPTEMBER	10H00	12/09/2019	29/08/2019
OCTOBER	10H00	24/10/2019	10/10/2019
NOVEMBER	10H00	15/11/2019	01/11/2019
FEBRUARY	12H00	21/02/2020	07/02/2020
MARCH	10H00	19/03/2020	05/03/2020
APRIL	10H00	23/04/2020	09/04/2020
MAY	10H00	22/05/2020	08/05/2020
JUNE	10H00	11/06/2020	28/05/2020

Table 73: Portfolio Meetings Financial Services Schedule

FINANCIAL SERVICES			
MONTH	TIME OF MEETING	DATE OF MEETING	CLOSING DATE FOR ITEMS
JULY	10H00	25/07/2019	11/07/2019
AUGUST	12H00	22/08/2019	08/08/2019 (Rollover & AFS & Schedule of Key Deadlines)
AUGUST	10H00	29/08/2019	15/08/2019
SEPTEMBER	10H00	26/09/2019	12/09/2019 (Consolidated AFS)
OCTOBER	10H00	31/10/2019	17/10/2019
NOVEMBER	10H00	28/11/2019	14/11/2019
DECEMBER	10H00	05/12/2019	21/11/2019
JANUARY	09H00	23/01/2020	09/01/2020 (Mid-year review)
JANUARY	10H00	30/01/2020	16/01/2020
FEBRUARY	10H00	27/02/2020	13/02/2020 (Adjustment Budget)
MARCH	10H00	26/03/2020	13/03/2020 (Draft Budget)
APRIL	12H00	30/04/2020	16/04/2020
MAY	12H00	28/05/2020	14/05/2020 (Final Budget)
JUNE	10H00	26/06/2020	12/06/2020

Table 74: Portfolio Meetings Corporate Services Schedule

CORPORATE SERVICES			
MONTH	TIME OF MEETING	DATE OF MEETING	CLOSING DATE FOR ITEMS
JULY	10H00	19/07/2019	05/07/2019
AUGUST	10H00	15/08/2019	01/08/2019
SEPTEMBER	10H00	20/09/2019	06/09/2019
OCTOBER	10H00	18/10/2019	04/10/2019
NOVEMBER	10H00	21/11/2019	07/11/2019
FEBRUARY	10H00	13/02/2020	30/01/2020
MARCH	10H00	13/03/2020	01/03/2019
APRIL	10H00	16/04/2020	02/04/2020
MAY	12H00	15/05/2020	30/04/2020
JUNE	10H00	12/06/2020	29/05/2020

C7.4 AUDIT COMMITTEE

The Audit Committee structures are in place and meetings are schedules as follows:

Table 75: Audit Committee Meeting Schedule

AUDIT			
MONTH	TIME OF MEETING	DATE OF MEETING	CLOSING DATE FOR ITEMS
JULY	12H00	23/07/2019	09/07/2019
AUGUST	11H00	23/08/2019	08/08/2019 (Rollover, AFS)
SEPTEMBER	12H00	26/09/2019	12/09/2019 (Consolidated AFS, Schedule of Key Deadlines)
NOVEMBER	12H00	13/11/2019	30/10/2019
DECEMBER	12H00	04/12/2019(sp)	20/11/2019
FEBRUARY	12H00	18/02/2020	04/02/2020
MAY	12H00	19/05/2020	05/05/2020

C7.5 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE (MPAC)

The Municipal Public Accounts Committee (MPAC) structures are in place and meetings are scheduled as follows:

Table 76: MPAC Meeting Schedule

MPAC			
MONTH	**TIME OF MEETING**	**DATE OF MEETING**	**CLOSING DATE FOR ITEMS**
JULY	10H00	25/07/2019	11/07/2019
SEPTEMBER	10H00	06/09/2019(sp)	23/07/2019 AFS
OCTOBER	12H00	24/10/2019	10/10/2019 (Consolidated AFS)
DECEMBER	12H00	05/12/2019 (sp)	21/11/2019
FEBRUARY	12H00	20/02/2020	06/02/2020
APRIL	12H00	23/04/2020	09/04/2020

C7.6 RULES COMMITTEE

Table 77: Rules Committee Schedule

RULES COMMITTEE			
MONTH	**TIME OF MEETING**	**DATE OF MEETING**	**CLOSING DATE FOR ITEMS**
JULY	12H00	18/07/2019	04/07/2019
OCTOBER	10H00	11/10/2019	27/09/2019
FEBRUARY	10H00	07/02/2020	24/01/2020
MAY	10H00	07/05/2020	23/04/2020

Municipal Bid Committees

The municipality has established fully functional Bid Committees and are as follows:

- Bid Specification
- Bid Evaluation; and
- Bid Adjudication

The Bid Committees have standing schedule of meetings and they meet according to their schedule.

C7.7 IGR FORUMS

King Cetshwayo District Municipality institutionalised its existing IGR structures in compliance with the Intergovernmental Relations Framework Act, 2005. There are Terms of Reference in place for all IGR Forums.

The District is represented provincially at the following structures:

- KZN Premier's Coordinating Forum,
- MUNIMEC, chaired by the MEC for Cooperative Governance – KZN,
- Political Change Management Committee and
- Provincial Communicators Forum
- Provincial IDP Forum
- Provincial Public Participation Forum
- SALGA IGR & Governance Forum
- Provincial AIDS Council
- Provincial Batho Pele Forum
- KZN Joint Service delivery Forum
- KZN Provincial Skills Development Forum PSDF which is an action working group from the PGDS
- Various other provincial structures dealing with Corporate Governance, Human Resources, Legal Services, Finance, Marginalised Groups, Operation Sukuma Sakhe, Infrastructure, Tourism and Economic Development.

- The following structures were formalized internally:

1. District Intergovernmental Forum (DIF) / District Mayor's Co-ordinating Forum

- The DIF exists to facilitate IGR between the District Municipality and the Local Municipality in the district. According to the adopted Terms of Reference, the King Cetshwayo DIF consists of the Mayor of the King Cetshwayo District Municipality; and the Mayors of Local Municipalities in the district and any other member invited by the District Mayor. A protocol agreement has been signed between all Mayors in the district to promote sound intergovernmental relations. The DIF has the following standing items on the Agenda:
    1. Matters referred to and arising from the PIF
    2. Matters referred to and arising from Provincial IGR forum
    3. Matters regarding traditional leadership
    4. Matters submitted by local municipalities
    5. Matters from the Technical committee
    6. IGR progress report from the Technical committee
    7. Monitoring and Evaluation

2. Technical Support Forum (TSF) or Techcom

- The role of the technical support structure is to provide technical support to the DIF and to prepare for decision-making in the political structure. The purpose of the King Cetshwayo TSF is to discuss management and implementation matters of a district wide nature and to monitor the sub committees of the TSF. The forum is made up of all the Municipal Managers from the Local Municipalities and the Municipal Manager of the King Cetshwayo District Municipality, who is also the chairperson of the forum.
- Only issues which cannot be resolved at this forum shall be escalated to DIF. The agenda should include the items, which are to serve at the DIF.

3. The following sub-committees have been established in terms of the IGR Act:

- Infrastructure forum
- Planning and Development Forum
- Corporate Services Forum
- District Communications Forum
- Community and Social Services Forum
- District Area Financial (CFO) Forum
- Speakers Forum

The following Objectives apply to support the District Municipality to strengthen institutional and co-operative governance in the district area through an improved institutional framework, including but not limited to:

  - Promote implementation of appropriate structures and IGR protocols;
- Improving intergovernmental relations between the district and local municipalities, between two or more local municipalities and stakeholders;
- Ensuring that improved IGR protocols and structures will support coordinated planning, prioritization and delivery of services in the district;
- Ensure that the IDPs of the district and local municipalities are recognized and utilized as the main tool to achieve the above;
- To ensure appropriate level of stakeholder involvement in IGR and the IDP processes.

4. The municipality has appointed an IGR Co-ordinator in the district who oversees the IGR matters and ensures that the municipality uses IGR structures to promote the objectives of inter-governmental leadership. The IGR Coordinator facilitates the quarterly meetings as per the calendar of IGR meetings.

Table 78: Traditional Leader that Serve on Council

NAME OF TRADITIONAL LEADER	IDENTITY NUMBER	TRADITIONAL COMMUNITY
Victoria Thembelihle Dube	5308120336088	Kholweni
Bonginkosi Shilo Mthembu	7104065297080	Somopho
Zakhe Davidson Mpungose	7405065426086	Mpungose
Sifiso Regional Biyela	8103035664089	Mombeni
Velemandleni Biyela	3802085197081	Yanguya
Bhekisabelo Sithembiso Shezi	7505275719082	Chube
Muziwami Thembinkosi Zuma	7106166485084	Nxamalala
Mandla Mbeki Mkhwanazi	6410106978088	Mkhwanazi

Table 79: IGR Meeting Schedule

DATE	TIME	FORUM	DATE	TIME	FORUM
JANUARY			**APRIL**		
20	10h00	DPPF	01	10h00	Mayors Forum
26	12h00	Finance IGR	06	11h00	MM Forum
			14	09h00	IDP Rep Forum
			19		Communication Forum
			20	13h00	Infrastructure Forum
			24	12h00	Mayors Forum
			25	12h00	Finance IGR
FEBRUARY			**MAY**		
03	11h00	MM Forum	6	11h00	MM Forum
05		DPPF	19		Communication Forum
11	10h00	Planners Forum	20	13h00	Infrastructure Forum
18		Communication Forum	24	12h00	Mayors Forum
19		Corporate Forum	25	12h00	Finance IGR
19	13h00	Infrastructure Forum			
24	12h00	Mayors Forum			
25	12h00	Finance IGR			
MARCH			**JUNE**		
02		Speakers Forum	03	11h00	MM Forum
03	11h00	MM Forum	09	10h00	Community Forum
17	10h00	Community Forum	10	09h00	Planner Forum
22	12h00	Finance IGR			
30		LED Forum			

C7.8 COMMUNICATION STRATEGY

VISION AND MISSION

The communication programme of King Cetshwayo Communication Strategy adopted by Council is centred on the programme of action of the government and the priorities of this district Council. This is done in relation to the five-year IDP Projects and the Vision and Mission statement of the municipality.

OBJECTIVES

The strategic objective of King Cetshwayo Communications Section is to provide an integrated and coordinated communication service within King Cetshwayo District and its five local municipalities.

Communication is a key strategic service – to ensure that information is widely accessible within the public space, to engage citizens in conversation around critical issues and to empower citizens to participate in not only shaping government policies but also in taking up opportunities that affect their lives.

Government communication is driven by democratic principles of openness and participation, and is guided by the basic principles of:

- transparency
- accountability
- consultation

- Communication within the spheres of government is no longer fragmented but has largely been influenced by the greater level of coordination between government departments and municipalities in KwaZulu-Natal.

BATHO PELE POLICY

KCDM has a draft Batho Pele Customer Care Policy approved by Council and a Service Delivery Charter and Standards is in place and attached as an annexure to the IDP. The municipality is conducting research on implementation of Service Delivery Implementation Plan. The challenge currently is the staff capacitation and full organizational support required in the development and implementation of SDIP.

C7.9 STATUS OF MUNICIPAL POLICIES

The list of Policies that apply to the Municipality and adopted by council are as follows:

- **FINANCE POLICIES**

Table 80: Finance Policies

POLICY	DATE OF ADOPTION
Tariff Policy	May 2019
Incentive Policy	May 2019
Indigent Policy	May 2019
The Credit Control and Debt Collection Policy	May 2019
Budget Policy	May 2019
Delegations Policy	May 2019
Investment and Banking Policy	May 2019
Property, Plant and Equipment	May 2019
Supply Chain Management Policy	May 2019
Virement Policy	May 2019
Borrowing Policy	May 2019
Retention Policy	May 2019
Credit Card Policy	May 2019

- **HUMAN RESOURCE POLICIES:**

Table 81: Human Resource Policies

POLICY	DATE APPROVED	DATE OF NEXT REVIEW
Recruitment & Selection	2008	The review of the policy is in progress , the policy will be reviewed in relation to Succession and Retention, Employment Equity, Training and Development
Succession & Retention	12/03/2008	To be reviewed in 2019
OHS	09/03/2015	The review of the policy is in progress
Substance Abuse	09/03/2011	The review of the policy is in progress
Smoking	12/03/2008	The review of the policy is in progress
Training & Development	12/03/2008	The review of the policy is in progress
Employee Assistance Programme	27/09/2013	To be reviewed in 2019 however, if any legal amendments are required it will be reviewed before the said date
Employment Equity	12/03/2008	The review of the policy is in progress it is with the Employment Equity Committee
Overtime	5/12/2015	To be reviewed in 2019, except if any changes in the Municipal Conditions of Services Agreement KZN Division and amendments are required it will be reviewed before the said date.
Subsistence & Travel	05/06/2012	To be reviewed in 2018, except if any binding amendments are required it will be reviewed before the said date
Official Housing Assistance Rental	09/09/2012	To be reviewed in 2019, except if any changes in the Municipal Conditions of Services Agreement KZN Division and amendments are required it will be reviewed before the said date.
R250.00 Rental Scheme	09/03/2011	To be reviewed in 2019, except if any changes in the Municipal Conditions of Services Agreement KZN Division and amendments are required it will be

POLICY	DATE APPROVED	DATE OF NEXT REVIEW
		reviewed before the said date.
Exit Interview	12/09/2007	Policy reviewed in 2017
Long Service	20/11/2013	To be reviewed in 2019, except if any changes in the Municipal Conditions of Services Agreement KZN Division and amendments are required it will be reviewed before the said date.
Sexual Harassment	12/03/2008	The review of the policy is in progress
Internship	12/03/2008	The review of the policy is in progress it is reviewed together with the training and development policy
Relocation	11/11/2009	To be reviewed in 2019, except if any binding amendments are required it will be reviewed before the said date
Leave	28/06/2014	To be reviewed in 2019, except if any changes in the Municipal Conditions of Services Agreement KZN Division and amendments are required it will be reviewed before the said date.
Maternity Leave	28/06/2014	To be reviewed in 2019, except if any changes in the Municipal Conditions of Services Agreement KZN Division and amendments are required it will be reviewed before the said date.
Pool Motor Vehicle	25/08/2010	Reviewed in 2017
Motor Vehicle Scheme Management	25/08/2010	Reviewed in 2017
Travel Allowance Scheme Non-Management	7/03/2015	To be reviewed in 2019, except if any binding amendments are required it will be reviewed before the said date
Sick Leave	28/06/2014	To be reviewed in 2019, except if any changes in the Municipal Conditions of Services Agreement KZN Division and amendments are required it will be reviewed before the said date.
Termination	24/06/2015	To be reviewed in 2019 except if any binding amendments are required it will be reviewed before the said date
Scarce Skills Policy	24/06/2016	To be reviewed in 2019 except if any binding amendments are required it will be reviewed before the said date

C7.10 MUNICIPAL RISK MANAGEMENT

The municipality has a risk management policy and strategy in place as well as Anti-fraud and corruption policy, the relevant structures to implement the policy is in place.

Table 82: Risk Management Policies

POLICY	DATE APPROVED
Risk Management Strategy	28 May 2016
Anti-fraud and corruption strategy and prevention plan	22 September 2017
Blacklisting Policy	28 June 2018
Risk Management Policy	22 September 2018
Anti-Fraud and Corruption Policy	30 November 2018

The risks identified by the municipality are reflected hereunder.

C7.10.1 STRATEGIC RISK REGISTER

- Unsustainability of water sources
- excessive water losses
- Service delivery backlog
- Inadequate maintenance of water and sanitation infrastructure
- Constraints on tariff increases
- Reduction/ withholding of grant funding
- inability to collect revenue / debtors due to the Municipality
- Limited external funding allocation for the implementation of IDP projects
- Poor service delivery
- Budget cost overruns
- security threats to personnel / contractors
- Misuse of assets
- damage of assets
- inadequate response to environmental health incidents
- Inability of the entity to perform its mandate / sustainability
- inadequate response to disasters
- inadequate implementation of contracts management system
- insufficient implementation of BCP (organizational)
- failure to achieve clean audit
- failure to attract and retain critical skills
- inadequate participation of local Municipalities at intergovernmental level (IGR structures
- strike action by municipal employees
- inability to implement all programs relating to marginalized groupings

C7.10.2 FRAUD AND CORRUPTION RISKS

- Tampering with meters and illegal connections
- manipulation of the SCM process
- misappropriation of municipal funds
- conflict of interests
- unauthorized water deliveries, unrecorded sale

C7.11 GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS

WEAKNESS AND THREATS

- The communities need to be engaged with and given an opportunity to participate in the service delivery process.
- There is a need to keep the public regularly informed of our efforts and programmes which seek to meet the needs of service delivery and unemployment.
- The District has been obligated to cut its expenditure on publicity and marketing activities in recent years, as mandated by National Treasury.
- These financial constraints pose a challenge as we attempt to prioritise communication over basic needs such as water, sanitation, houses and roads.
- The challenge is doing more with less, and finding ways of communicating more cheaply, by visiting people in their own areas instead of advertising or transporting them to event.

OPPORTUNITIES AND STRENGTHS

- King Cetshwayo utilises the following channels to engage the public:
- Rural communities: Newspapers, Radio, Newsletters, display advertising, social media, pension pay points, letters sent with bills, religious groups and senior citizens forums.
- Business community: Mainstream media, financial publications, events (sporting events).
- Employees: Internal publications, emails, posters, workshops, notice boards, staff meetings.
- The local municipalities in the district, national and provincial government: Intergovernmental forums and izimbizo.
- Broader public: magazine and news publications, TV, radio, flyers, posters, events (roadshows) and sporting events (District Games).

MEDIA PLAN INCLUDES:

- Issuing of press releases and reporting on municipal events, Exco meetings and handovers
- Regular radio slots on community radio stations to keep communities informed of municipal programmes
- Publication of monthly newsletters and annual Service Charter
- Promote the use of the municipal website
- Public participation programmes that help to maintain awareness of the municipality's programmes and projects.

KEY CAMPAIGNS INCLUDE:

- Project handovers
- Roadshows: Budget and IDP public engagement
- Visits by MEC's and Ministers for project launches
- Community meetings
- Sukuma Sakhe programme
- Publicising of events linked to specific programmes: Agriculture, Economic Development, Women
- Key provincial events: Youth Day, World AIDS Day, Parliament to the People
- Customer satisfaction survey
- Communications and Public Relations Strategy updated annually.

C8.0 COMBINED SWOT ANALYSIS

C8.1 SPATIAL AND ENVIRONMENTAL: SWOT ANALYSIS

STRENGTHS AND OPPORTUNITIES

- The towns have comparatively good levels of infrastructure and services.
- The coastal topography and the N2 have added to improved urban access along the eastern portions of King Cetshwayo District.
- Richards Bay has been identified as a provincial Secondary Node in the PGDS and thus an urban center with good existing economic development and the potential for growth and services to the regional economy.
- Richards Bay, as a harbor and industrial town, attracts people from surrounding towns, rural settlements and from beyond the district.
- Eshowe, Nkandla, Melmoth and Buchanana are identified as quaternary nodes. These nodes are mainly centers which should provide service to the sub-regional economy and community needs. Key strategic interventions specifically targeted at these nodes and their directly surrounding areas are supported by the Province.
- Empangeni's role as an industrial, commercial and service center to the settlements of Esikhaleni, Eshowe, Nkandla, and other rural settlements attracts many people to the range of higher order services available in the town.
- A good climate that opens up avenues for productive agricultural and tourism development
  - Agriculture with irrigation infrastructure in place
  - A scenic environment and the coastal terrain thus creating more opportunities for tourism development
  - The district's location within KwaZulu-Natal that is reputable for its African Experience.
  - KCDM Area has large tracts of Biodiversity 1 and 3 designated areas with a large number of protected and environmentally sensitive areas.

Weakness and Threats

- The social needs of people in King Cetshwayo along the southern coastal areas of uMhlathuze, the southern portions of uMlalazi abutting the Tugela River and extensive portions of Nkandla are considered to be high.
- Urban accessibility is a limiting factor in the western portions of the Nkandla Municipality in particular. Urban accessibility generally improves in an easterly direction towards the coast.
- The Southern and western parts of the Municipal area are mountainous with slopes of 1:3 and steeper. The slopes decrease (become less steep) towards the eastern sector of the Municipal Area
- Large inequality exists in the levels of development through the Municipal area between the rural and urban environments
- Low potential soils occur along the Tugela River as well as along portions of the Mhlatuze River
- Air quality capacity in certain areas in the District has been reached and it is highly unlikely that the situation will change (especially in the Richards Bay area)
- Dust pollution from open cast mining needs to be addressed.
- The burning of waste in the absence of waste services are major air pollution sources in rural areas, which need to be addressed.

C8.2 DISASTER MANAGEMENT: SWOT ANALYSIS

Strengths and Opportunities

- The Municipality has a Level 2 Disaster management Plan in Place
- KCDM have established the foundation institutional arrangements, and are building the essential supportive capabilities needed to carry out comprehensive disaster risk management activities.
- There are Disaster Management Advisory Forums in the District Municipality, uMhlathuze, uMlalazi and Mthonjaneni
- Current disaster risk profile is based on a detailed disaster risk assessment process
- The risk profile for King Cetshwayo District Municipality is based on the data received from the workshop consultations
- A number of risk reduction measures have been identified related to the highest rated identified risks.
- Communication and stakeholder participation in disaster risk management in King Cetshwayo District Municipality is executed through a consultative process, education and

public awareness, initiated by King Cetshwayo District Municipality disaster management function.

Weakness and Threats

- Hazard-specific disaster contingency plans still need to be developed
- Limited capacity currently exists in King Cetshwayo District Municipality and specifically in its local municipalities to fulfil all the functions required by the Act
- The resources associated with performing disaster management related functions in the KCDM are rated between 'insufficient' and 'sufficient'.
- There is a need for increased investment in capacity and resilience building in each of the local municipalities

C8.3 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

Strengths and Opportunities

- Back to Basics in place
- Well-functioning Portfolio, EXCO and Council structures.
- Communication Plan and IDP Alignment processes in place.
- Implementation of the KCDM Economic Development Framework: Towards a Green Economy by the LED Structures created further opportunities for growth and development
- Functional GIS section.
- Planning Shared Services in place.
- HR Development Plan and Employment Equity Plan in place
- Compliance with financial requirements and submission deadlines
- Compliance with SCM requirements

Weakness and Threats

- Unfunded Mandates
- Staff Shortage

C8.4 GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS

Strengths and Opportunities

- King Cetshwayo utilises the following channels to engage the public:
- Rural communities: Newspapers, Radio, Newsletters, display advertising, social media, pension pay points, letters sent with bills, religious groups and senior citizens forums.
- Business community: Mainstream media, financial publications, events (sporting events).
- Employees: Internal publications, emails, posters, workshops, notice boards, staff meetings.

- The local municipalities in the district, national and provincial government: Intergovernmental forums and izimbizo.
- Broader public: magazine and news publications, TV, radio, flyers, posters, events (roadshows) and sporting events (District Games)
- **Media Plan includes:**
- Issuing of press releases and reporting on municipal events, Exco meetings and handovers
- Regular radio slots on SABC radio and community radio stations to keep communities informed of municipal programmes
- Publication of monthly newsletters and annual Service Charter
- Promote the use of the municipal website
- Public participation programmes that help to maintain awareness of the municipality's programmes and projects.
    - **Key Campaigns include:**
        - Project handovers
        - Roadshows: Budget and IDP public engagement
        - Visits by MEC's and Ministers for project launches
        - Community meetings
        - Sukhuma Sakhe programme
        - Publicising of events linked to specific programmes: Agriculture, Economic Development, Women
        - Key provincial events: Youth Day, World AIDS Day, Parliament to the People
        - Customer satisfaction survey currently undergoing bid processes.
        - Communications and Public Relations Strategy updated annually.

WEAKNESS AND THREATS

- The communities need to be engaged with and given an opportunity to participate in the service delivery process.
- It is our duty as communicators to ensure that we keep the public regularly informed of our efforts and programmes which seek to meet the needs of service delivery and unemployment.
- The District has been obligated to cut its expenditure on publicity and marketing activities in recent years, as mandated by National Treasury.
- These financial constraints pose a challenge as we attempt to prioritise communication over basic needs such as water, sanitation, houses and roads.
- The challenge is doing more with less, and finding ways of communicating more cheaply, by visiting people in their own areas instead of advertising or transporting them to event.

C8.5 SOCIAL DEVELOPMENT SWOT ANALYSIS

Strengths and Opportunities

- **Disaster Management**
  - Compliance DM acts:
    - Disaster Centre
    - Disaster Management Framework
    - Disaster Management plan
    - Annual Report
    - Enhance services delivery
- **Sport, youth & culture programmes**
  - A position existing to service these programmes
    - SALGA Games implementation annually
  - Potential to enhance Sport & Youth Development
  - Promotion of cultural activities
  - Each programme to have a dedicated officer
- **Environmental & Health**
  - Devolution of environmental health services from province to district municipalities
  - Finalization of Devolution of EHS will enhance service delivery
- **Special Programmes**
  - The programmes are driven by two coordinators
  - Each programme to have a dedicated officer
  - Strengthening of awareness campaigns at ward level
  - Alignment of programmes with Provincial and national guidelines
- **Crime Prevention**
  - Budget availability to implement crime prevention strategies
  - Function has a potential for growth to enhance crime awareness
  - KCDM advisory Forum to be established

Weakness and Threats

- **Disaster Management**
  - Personnel
    - Inadequate
  - Building
    - OHS Compliance
    - Old Building
    - Office Space
  - Equipment
    - Out-dated
    - Insufficient
  - Financial Resources
  - Poor or limited service delivery

- **Sport, youth & culture programmes**
  - Inadequate financial resources
  - Fragmentation not well coordinated plans for this programme
  - No programme/plans make his designation fully functionally.
  - Sport only concentrate on SALGA Games
  - The sport budget is mainly used for SALGA Games- annual event
  - Noncompliance with the KCDM IDP
- **Environmental & Health**
  - Shortage of staff rendering EHS thus hampering service delivery
  - Delay in the devolution process of EHS
  - EHS funds being used for non-environmental health matters
  - Non standardization of working tools – e.g. inspection books
  - Delay in the Air Quality Management Plan
  - Insufficient rendering of EHS could result in health hazards and epidemics
- **Special Programmes**
  - Shortage of staff
  - No dedicated pool vehicle – problematic in cases of emergency
  - Limited resources e.g. laptops
  - Monitoring and evaluation of projects
  - Non adherence to work plans or programmes

- **Crime Prevention**
  - No dedicated official
  - No programmes
  - Increase in crime activities within the district

C8.6 FINANCIAL VIABILITY & MANAGEMENT: SWOT ANALYSIS

STRENGTHS AND OPPORTUNITIES

- The staff in the expenditure section has remained constant over the years.
- Budgeting and reporting legislation has been enhanced to ensure credible, accurate and reliable reporting.
- As GRAP is aligned to IAS, continuous amendments are forthcoming and it is imperative that the organization is in a position to interpret and apply in order to ensure the attainment of clean audits.
- It is imperative that every individual within the organization understands that they are contributors towards the goal of clean audit.
- Processes have been put in place to ensure that process of orders to be forwarded to individuals be forthcoming. Possibility of signing an annual deviation for certain issues to cut down on number of deviations
- Improve the use of Financial Management System
- Come up with the strategy on how to advertise so that rural areas can be reached. This will need buy in from LM, the plan is to discuss it as CFO Forum
- As communities know their areas well we should consider training and using unemployed members of the communities to deliver a package of services inclusive of reading meters, delivering statements/notices and possibly effecting restrictions and openings

- New water infrastructure needs to be considered which will allow the meters to be easily read and allow for the implementation of the credit control policy
- Council has already approved the installation of prepaid meters for indigent households. Technical department is exploring alternatives in this regard address all regular payment defaulters by changing their meters to prepaid
- Tracing “bad” debtors with online tracing tools
- HOD’s and section managers must ensure that all staff are made aware and comply with all policies and procedures of the Council
- All legislative matters must be addressed correctly, be valid, be accurate and within due date (CAR)
- To facilitate the audit process (internal and external), audit requests for information to be submitted within the required period and must consider CAR
- Departments must review all previous internal and external audit reports to ensure issues are addressed
- Formulate a policy which entitles the municipality to fix water leaks that are not resolved within 3 months and to charge the consumer for the repairs – 30 days after notification
- The roll out of the prepaid meters will relieve the administrative burdens and eliminate the need for additional credit controllers. The implementation of this process would eliminate the need for the two requested credit controllers which would save an estimated R600 000 p.a.
- Community appointed agents facilitate all meter readings for rural schemes. This processes firstly creates income earning opportunities for the unemployed and also addresses resistance/hostility from communities

WEAKNESS AND THREATS

- Suppliers do not send statements monthly, invoices are received late and queries are therefore not resolved timeously
- There is a need to increase the number of staff
- Asset care centre – There are complicated and technical requirements in terms of GRAP and some aspects of the function would need to be outsourced due to the skill required.
- Compliance with new regulations has proven to be difficult with the current staff complement which results in overtime being worked by staff in order for compliance to be met.
- Due to month end financial system processes it is often difficult to meet item closing dates set by Admin Services.
- Lack of insurance cover for large infrastructure items such as weirs, dam walls etc.
- In certain instances SCM is expected to procure in very limited time.
- The increase of deviations which are causing MFMA challenges.
- Specification on requisitions is not clear which cause delays.

- Shortage of staff resulting in shortage of time to follow up on outstanding orders, preparation of recons.
- Unable to reach the service providers operating in rural areas.
- Service Providers filling tender documents incorrectly or submitting incorrect documents.
- Stores at Mthonjaneni are not electronically linked to Finance Management System which poses balancing challenges.
- Redundant materials which is always dumped at Empangeni store.
- DIMS limitation
- Unannounced interruptions/downtime.
- Service Providers are "Tenderpreneurs".
- Service Providers not updating their information on regular basis.
- Unable to confirm the correctness of the SARS Clearance Certificate.
- Challenges with regards to collections are more evident in the towns of Nkandla, Thubalethu, Mpushini Park, Sunnydale, Kingdizulu, Slovos, Sabokwe, Nzalabantu and Kwamagwaza.
- With regards to rural water schemes collections average only 10% of billed revenue.
- Households in the non-urbanized areas are both scattered in nature and are not formally identified (registered lot number) and complicated further by the fact there are no street names, etc.
- An investigation into the number of monthly unread indicates that on average 10 – 15% of meters are not read and therefore averages are then applied.
- The main contributor for this is that meters underground and inaccessible.
- Furthermore the "non formalized" location of the meters creates a hindrance.
- No credit control and inaccurate meter information in the town of King Dinizulu.
- The main contributing factor is that the infrastructure has been installed at the back of the yards and access is almost impossible.
- Although 3 000 debtors per controller appears fair, the nature of our debtors include large number of poor households.
- The district does not have electricity as a leverage to collect outstanding arrears.
- The roll-out of metered connections in the non-urbanized areas is increasing the numbers and for the past 3 years the staff compliment has not been adjusted accordingly.
- In the past 2 years the following areas have been converted to full connections, that of Nzalabantu, Slova's and Kwamagwaza etc.
  - Currently the staff have the capacity to process readings, however, the subsequent variances and follow ups are not being done.

- Greater Mthonjaneni will be commissioned soon and we will not have the capacity to service these new connections.
- Currently no infrastructure is in place to assist these customers to stay within the free allocation of 10 kl.
- Many of the areas transferred to the district have the “old Kent meter installation”. This installation can only be restricted by stripping the meter and installing a 5c coin. The process is cumbersome and takes approximately 45 minutes to complete
- Water leaks within the property cause excessive accounts, which the resident cannot afford.
- Leaks also contribute to the wasteful loss of the districts precious commodity.
- Illegal water connections and meter bypasses cost Council in lost revenue and infrastructure damage.
- Current monitoring mechanisms e.g. water balancing does not effectively detect areas where there is possible tampering.
- Tampering is only detected when reported by concerned residents or identified by field staff.

C8.7 BASIC SERVICE DELIVERY

Threats

- Severe drought conditions which has resulted in water sources running completely dry
- Aging infrastructure
- Unaccounted water (non- revenue water)
- Challenges in meeting the blue and green drop requirements
- Failure to collect revenue in rural areas
- Failure to retain technical staff due to salary packages offered
- Poor quality of water coming from boreholes drilled
- Inadequate funding to address the backlogs

Weaknesses

- the limited yield of the water sources for the localized schemes is hindering their extension to neighbouring communities
- The Section 78 study has revealed that KCDM did not have sufficient capacity to manage and operate the water services infrastructure under its care. Hence a WSSA was appointed to assist with the O&M function of the rural schemes. The urban schemes are operated and maintained by KCDM internal staff.
- Inadequate capacity to manage the WSSA contract
- Lack of very important functions that Technical Services should be performing is also observed. A good example is the WC/WDM
- Blue & Green drop requirements not met due to the ageing infrastructure of the WTW & WWTW within the district

Strengths

- The municipality started intensifying on the drive to construct bulk cross boundary water schemes. Nevertheless, with the current level of funding, it will take many years to eradicate the backlogs
- Technical capacity available to execute the tasks (implementation)
- Senior manager Water use efficiency has been appointed to address the issue of water loss
- Most critical positions are being filled
- Improvement plan has been developed as is being implemented to deal with GD & BD non-compliance issues

Opportunities

- Grant funding received from the national government, i.e. RBIG, MIG & MWIG assists in ensuring that services are delivered and hence more job opportunities are created
- EPWP funding used to create more jobs and in turn uplift the economy of the district.

C9.0 KEY CHALLENGES

C9.1 KEY CHALLENGES FACED BY LOCAL MUNICIPALITIES WITHIN KING CETSHWAYO

C9.1.1 UMFOLOZI LM

- Productive use of arable land
- Viable agribusiness development
- Establishment of facilities for value added agricultural products.
- Consistent support to co-operatives
- Harnessing opportunities presented by coastal location of Municipality
- Fostering eagerness of community to participate in community development projects
- Identifying opportunities linked to the Port of Richards Bay, the N2 and the Dube Tradeport.
- Ensuring services and supporting infrastructure to schools and clinics
- Identifying opportunities linked to timber and forestry
- Ensuring uMfolozi Municipality becomes involved with the roll-out and implementation of the KZN Growth Fund
- Identifying cultural opportunities in the municipal area and its hinterland.
- Consistent liaison with provincial development institutions such as Ithala, KZNTA, TIK etc.
- Creating employment opportunities linked to waste management.
- Ensuring tourism opportunities presented to the municipality are developed.
- Ensuring continued momentum in housing delivery processes.
- Implementing the recommendations of the adopted Women, Disabled, Youth and Aged Plan.
- Protecting the indigenous coastal forests.

- Successful establishment of Catchment Management Agencies (CMAs) in terms of the National Water Act.
- Implementation of the strategy document on small contractor development.
- Reducing poverty and underdevelopment
- Reducing high levels of illiteracy and lack of skills base by targeting appropriate organizations for support
- Improving coordination between service providers and/or development agencies.
- Timeous responding to communities vulnerable to disasters.
- Improving access to community facilities as well as information technology.
- Improving facilities for pensioners at pay-out points.
- Providing formal waste disposal in the Traditional Authority areas in particular.
- Implementing risk management as well as fraud/corruption prevention plans.
- Ensuring efficient and effective public participation around planning and development processes.
- Effective implementing of the HR and IR Policies
- Effective implementation of the municipal PMS.
- Ensuring effective operations of the Ward Committees.
- Access to Water and Sanitation, Management & maintenance.
- Water Infrastructure (Capital)
- Access to electricity, management and maintenance.
- Refuse Removal and solid waste disposal
- Formalization of informal settlements
- Public / Community Participation Strategy
- Functionally of Ward Committees
- Section 57 with signed Performance Agreements
- Administration (Workplace Skills Plan (WSP) & Annual Training Report (ATR
- Revenue Enhancement Strategy

C9.1.2 UMHLATHUZE LM

- Sustainable Financial Management and Cash Flow Management
- Low Levels of Skills Development and Literacy
- Limited access to basic household and Community Services
- High rates of unemployment and low economic growth
- High levels of poverty
- Welfare dependency on grants
- Limited access to basic household and Community Services
- Unsustainable developmental practices
- Ensuring adequate energy and water supply
- High levels of crime and risk
- Increased incidents of HIV/AIDS and communicable diseases
- Infrastructure degradation
- Climate change
- Access to Water and Sanitation, Management & maintenance.
- Water Infrastructure (Capital)

- Access to electricity, management and maintenance.
- Refuse Removal and solid waste disposal
- Formalization of informal settlements
- Public / Community Participation Strategy
- Functionally of Ward Committees
- Section 57 with signed Performance Agreements
- Administration (Workplace Skills Plan (WSP) & Annual Training Report (ATR
- Revenue Enhancement Strategy

C9.1.3 UMLALAZI LM

- To build on the good twinning relationship between the Geel local authority in Belgium and the uMlalazi Municipality.
- To transfer all community facilities to the Municipality.
- To facilitate the use of suitable community halls for multi-purpose uses.
- To ensure that the current 8 rural housing projects and 4 urban projects are completed successfully.
- To investigate how cell phones can be used as a communication tool to further improve communication between communities and the Municipality.
- To focus on rural tourism development in which the Municipal Areas biodiversity, cultural heritage, opportunities offered along the Tugela River, cross-border tourism opportunities and the tourism development opportunities offered by the Goedertrouw / Phobane Dam, are exploited in a sustainable manner.
- To focus on agricultural development in which, amongst others, the establishment of co-operatives and agri industries are investigated.
- To find innovative ways in which inclusive LED can be realised.
- To ensure that officials and councillors are fully capacitated to deliver effectively and efficiently on the Municipality's development mandate in a sustainable manner.
- To ensure continued improvement in inter-departmental and external communication (including IGR) in planning and development processes and delivery.
- To ensure proper spatial planning (and the roll-out of wall-to-wall rural planning schemes) in order that informed decisions can be taken with regards to development / investment through which the provision of community facilities, infrastructure and services, community development, economic development and human settlement, can happen in a sustainable manner.
- The addressing of all backlogs in respect of water and sanitation provision, electricity provision and solid waste removal taking due cognizance of the need to focus development and investment in areas where there is economic growth or the potential for economic growth.
- To ensure that in areas where there is no economic potential, investment will be focused on the provision of basic water and sanitation at RDP standards, with a greater focus on human capital investment through education and training. This will provide people residing in such areas with a greater range of skills and education in order to provide them with the means to seek opportunities elsewhere.
- To promote industrial development at Eshowe and Gingindlovu.

- To eradicate alien vegetation whilst at the same time creating temporary jobs in doing so.
- To reduce unemployment by 5% by 2014 through the participation in Extended Public Work Programmes and the War against Poverty initiative.
- To facilitate the provision and maintenance of essential rural access roads.
- To embrace all government and other programmes that is aimed at providing both temporary and permanent employment.

C9.1.4 MTHONJANENI LM

- Protecting municipal buildings.
- The percentage of people without access to electricity is still high.
- Inadequate infrastructure
- Providing infrastructure to settlements that are on steep and wet areas
- Attracting of experienced staff.
- Lack of internal departmental communication.
- Lack of staff
- Dependency on equitable share.
- Debts collection
- Poor attendance in IDP road shows.
- Enforcing of municipal bylaws.
- IGR not functioning as it is supposed to.
- Lack of cooperation from sector departments.
- Corruption
- Dependency on Agricultural
- High level of poverty and unemployment.
- Unavailability of budget to prepare land use scheme
- Access to Water and Sanitation, Management & maintenance.
- Water Infrastructure (Capital)
- Access to electricity, management and maintenance.
- Refuse Removal and solid waste disposal
- Formalization of informal settlements
- Public / Community Participation Strategy
- Functionally of Ward Committees
- Section 56 with signed Performance Agreements
- Administration (Workplace Skills Plan (WSP) & Annual Training Report (ATR
- Revenue Enhancement Strategy

C9.1.5 NKANDLA LM

- Grant dependency
- Poor rate of revenue collection
- High unemployment rate
- Weaknesses in systems documentation
- Poor spatial planning of the primary node

- Lack of enforcement of town planning by-laws and building regulations
- Aging & poor infra-structure
- Land ownership is not registered appropriately
- High distribution losses
- Poor management of town open spaces
- Poor enforcement of municipal by-laws
- Potential sources of revenue that have not been explored
- Land within the municipal jurisdiction is highly arable
- Potential revenue on electrical services
- Good relations with Amakhosi who are custodians of a large portion of land
- High staff turnover
- High back-logs in basic services
- Municipal land ownership is minimal (2% of 1828km)
- Dispersed settlement patterns make it expensive to deliver services
- Ambiguous classification of certain settlements entails
- Potential investors may be deterred by poor implementation of spatial planning regulations
- Households that are mostly indigent
- Negative media coverage of Nkandla, may deter government investments
- Poor political oversight over municipal by-laws
- Low morale of staff
- Lack of transfer of skills by consultants

C9.2 KEY CHALLENGES FACED BY KING CETSHWAYO

KCDM Strategic Goal	Key challenge	Description
Municipal Transformation & Organisational Development	Ensuring filling of critical vacant posts	There is only one critical posts within the municipality that is not filled.
	Maintaining of District Information and Management System thereby ensuring accurate record keeping	The municipality does not have a fully functional integrated ICT System
	Implementing of PMS	The Performance management System is an ongoing process from Senior Management cascaded down to lower staff.
Infrastructure Development & Basic Service Delivery	Ensuring Water & Sanitation tariffs are cost reflective	The municipality has a challenge of unaccounted water in rural areas.

	Ensuring that drinking water and waste water management meets the required quality standards at all times	Poor quality of water coming from boreholes drilled. Challenges in meeting blue and green drop requirements
	Ensuring effective monitoring of water balance in rural areas	Failure to collect revenue in rural areas
	Committing and implementing approved MIG business plans for roll-out of water and sanitation services in the district	Inadequate capacity to manage certain contracts
Radical Economic Development, Local Economic Development and Food Security	Supporting meaningful Local Economic Development (LED) initiatives that foster micro and small business opportunities and job creation	Lack of capacity in terms of skills in LED sections of local municipalities
	Supporting the LED sub-forums to maintain critical functioning	Weak structures of IGR
	Diversifying the district's economy	Lack of funding and business skills for SMMEs
	Supporting of tourism initiatives	Lack of access to markets
Financial Viability & Management	Securing the health of our asset base (especially the municipality's revenue generating assets) by increasing spending on repairs and maintenance	There are complicated and technical requirements in terms asset management and asset care
	Ensuring borrowed funds are invested in revenue generating assets as part of the Capital programme	Revenue Enhancement strategy need to take such into consideration
	Ensuring that the capital budget reflects consistent efforts to address the backlogs in basic services and the renewal of the infrastructure of existing	Inadequate funding to address backlogs

	network services	
Good Governance & Public Participation	Ensuring alignment and coordination between DM and LM's	Poor co-ordination and functionality of IGR Structures
Co-ordinated Planning, Spatial Equity, Coastal and Environmental Management	Ensuring compliance with SPLUMA and PDA	Municipal SDF needs to be reviewed to be SPLUMA compliant
	Ensuring continued support of climate change effects	New strategies need to be developed to allow the municipality to be able to support climate change effects
	Ensuring disaster management forums remain functional	Poor co-ordination and functionality of IGR structures

SECTION D:
VISION, MISSION AND CORE VALUES, GOALS AND OBJECTIVES

D1.0 VISION

The vision for King Cetshwayo was developed within the context of the international, national and provincial environment. The vision, mission and core values are as follows:

By 2035 King Cetshwayo District Municipality will be a cohesive; economically viable district, with sustainable strategic infrastructure; supporting job creation through radical economic transformation rural development and promotion of our heritage.

D2.0 MISSION

King Cetshwayo DM will serve its communities to create a prosperous district through:

- Provision of sustainable; quality water and sanitation services
- Developing the economy through radical economic transformation and job creation
- Promoting rural development; agrarian reform and food security
- Co-coordinating planning, spatial equity and environmental sustainability
- Promoting heritage, community participation, nation building and good governance

D3.0 CORE VALUES

- Integrity
- Transparency
- Commitment
- Co-operation
- Innovation
- Accountability

D4.0 GOALS & OBJECTIVES

The Budget Implementation Plan per department details the goals and objectives aligned to the District Growth and Development Plan.

D4.1 KCDM STRATEGIC FRAMEWORK TABLE

	NKPA		Goal		Objective		Strategy		Indicator
A	KPA 1: Municipal Transformation and Organisational Development	1	Organisational and Human Resource Development	A1.1	To provide growth and development opportunities to employees	A1.1.1	Development and Implementation of succession and retention plan		
				A1.2	To appropriately align Human Resources Skills in organization	A1.2.1	Development and implementation of Placement Policy		
				A1.3	To enable a performance driven environment	A1.3.1	Review the Human Resources Strategy to ensure talent management and skills enhancement		
						A1.3.2	Development: Management Information Ensure Security & Management Implementation of DRP System		
		2	Municipal transformation	A2.1	To strengthen Information and Communication Technology (ICT) information and security	A2.1	Deployment of innovative systems contributing towards the integrity of ICT information.		

					systems To integrate municipal ICT systems		Implementation of Enterprise Resource Planning (ERP) system.		
				A2.2	To enhance IT systems in accordance with 4th Industrial Revolution		Review of ICT strategy and policies.		
B	KPA : Basic Service Delivery	1	Strategic Infrastructure	B1.1	Long-term: Provision of infrastructure and basic services delivery		Update Water Services Master Plan & Water Services Development Plan		
							Develop the three (3) year Implementation Programme in line with the Water Services Master Plan (including submission and approval of business plan, issue of EIAs, Water Use Licence, detailed designs, etc.)		
							Implementation of infrastructure programme in line with DORA allocations (Procurement Plan, Specification document,		

							Tendering process, Project Management, etc.)		
							Ensure compliance with EPWP guidelines.		
							Develop and Implement the Asset Strategy - Asset Management System (e.g. IMQS) - Implement the operations and maintenance plan		
							Ensure drinking water quality compliance to SANS 241 - 2015		
							Ensure treated effluent compliance in terms of General Authorisation Standards and/or Waste Water Permit		
							Review and implement non-		

							revenue water strategy		
				B1.2	Efficient operation and maintenance of Waste Disposal Site		Ensure compliance to the Waste Disposal Licence		
				B1.3	Timeous planning and development of the Waste Disposal Capacity		Development of Cell 3		
C	KPA : Local Economic Development (LED) and Social Development Analysis	1	Radical, Inclusive & sustainable Local & Rural Economic development	C1.1	To promote agricultural development and food security		Implementation of sustainable agricultural support plans & initiatives		
				C1.2	To capacitate SMMEs and Cooperatives to enable the creation of jobs		Training, Support and development of entrepreneurs for the creation of sustainable job opportunities		
				C1.3	To develop, market & promote investment & tourism		• Promote, develop & market Tourism products • Enhance Investment opportunities • Promote film development		

				C1.4	To develop skills & research capability for the promotion of formal & informal sectors		• Develop & implement LED & Tourism Strategies • Facilitate skills development across all economic sectors		
D	KPA 4: Financial Viability and Sound Management	1	Sound Financial Management and Viability	D1.1	To ensure financial turnaround • Wind farm IPP – Land /Ocean • Research Methane gas at Solid waste • Solar panels on Council buildings • Wind turbine per borehole • Electricity license with Nersa for Eskom areas eg. Umfolozi, Mtunzini, Ging, Ntambanana • Grants given to locals for infrastructure • Spring water Nkandla • Advertising Billboards • Recycling initiatives • Explore the rural		Revenue enhancement strategy		

					grants for refurbishment of town water and sewer infrastructure. • Explore the possibility of buying water from alternate sources like water Board etc, Alternatively the tariff from COU be revised to the rate they buying at.				
				D1.2	To ensure financial turnaround		Robust and aggressive revenue collection strategy • Conduct an audit of the water supplied in the District to ensure that all consumers are billed 5-year plan • Every meter purchased or drawn from stores must be linked to a credit application/debtor account number		

				D1.3	Long term financial plan and maintaining a positive credit rating		• Tenders in place		
				D1.4	To ensure spending of grant funding		Supply chain improvement plan to achieve efficiency, effectiveness and Economies of scale by ensuring strong internal controls • Review SCM processes and policy inclusive of bid committees • An IT system for SCM Procurement Management		
E	KPA 5: Good Governance and public participation	1	Promote good Governance and enhance Public Participation.	E1.1	Practice Risk governance		• Comply with legislative and policy framework of government • Business Continuity Plan. • Establish internal audit unit • Promote ethical culture.		

				E1.2	Enhance Stakeholder Relations and Public Participation		• Sectoral stakeholder engagement - Youth - Traditional Leadership - Women & Children - People Living with Disabilities - Senior Citizens • Improve value and quality of Communication (through) - Media - Branding - Internal Communication - Publications - Events - Marketing • Public Participation - Policy (Gazette) - Council meetings - Customer Satisfaction Survey • Customer Care - Batho Pele - Call Centre • IGR		
				E1.3	Co-ordinate Corporate Citizenship		• OSS • District Development Model • CSI and Fundraising		

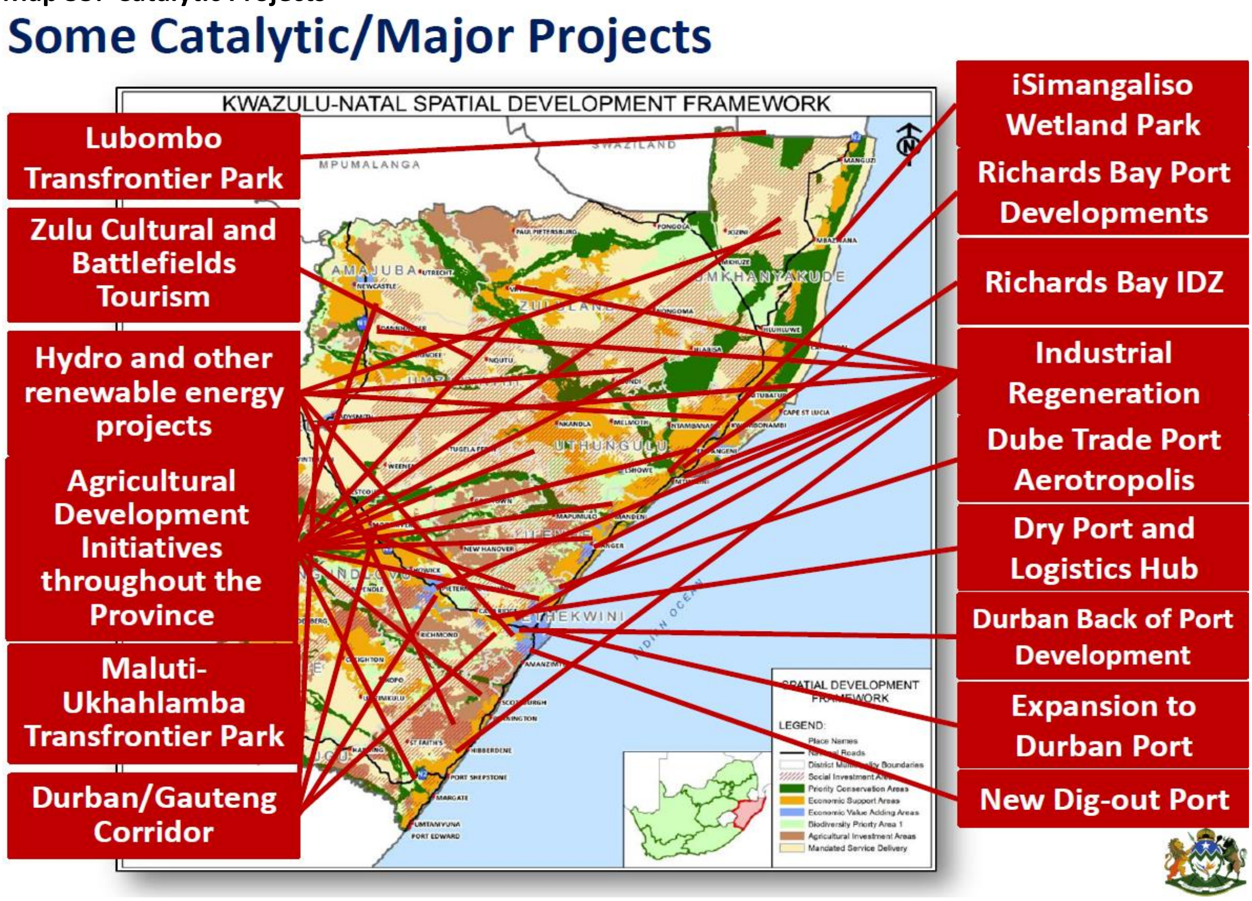
				E1.4	Inculcate culture of Excellence		Performance Management		
F	KPA 6: Cross-cutting	1	Create & Promote a safe, healthy and secure environment	F1.1	• To ensure reduction and mitigation of disaster risks • To enhance effective preparedness to disaster response • To reduce vulnerabilities and build resilient communities		• Develop & implement disaster preparedness & risk reduction strategies • Acquire & secure appropriately located land for disaster centre • Develop business plan for erecting a Disaster Centre • Strengthen Human and technical support within the fire & rescue unit		
				F1.2	To provide municipal Health Services in an effective and equitable manner		• Enhance effective enforcement of environmental health By-Law compliance • Implement a programme of capacitation of EHPs trainees. • Implement the EHP trainee absorption & retention • Secure funding for review of air quality management plan. • Secure funding for development of air quality monitoring		

							stations • Development of Air Quality By Laws		
		2	Promote healthy communities through sports, arts & culture development	F2.1	To preserve culture and promote creative arts		• Co-ordinate collaborative & functional Arts and Culture forums • Co-ordinate and Implement Arts and culture programmes		
				F2.2	To promote healthy lifestyles		Co-ordinate and Implement Sports Development Programmes		
		1	Co-ordinated Planning, Spatial Equity, Coastal and Environmental Management	F3.1	• To coordinate integrated planning in order to achieve spatial equity • To enhance sustainable coastal & environmental management		• Facilitate effective Land Use management • Implementation of Land use and Environmental Plans. • Develop statutory Sector Plans		

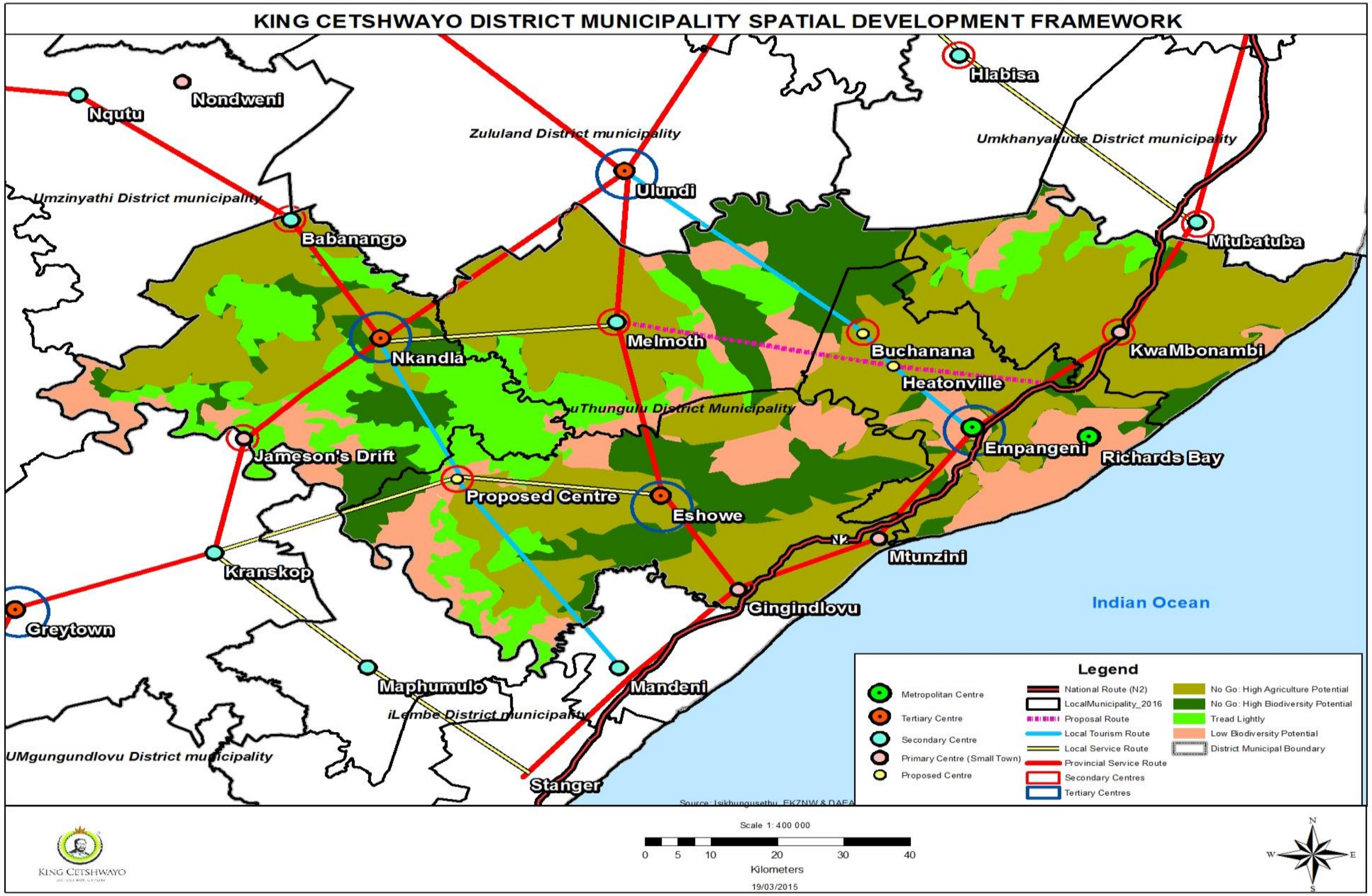
SECTION E
STRATEGIC MAPPING

E1.0 STRATEGIC MAPPING

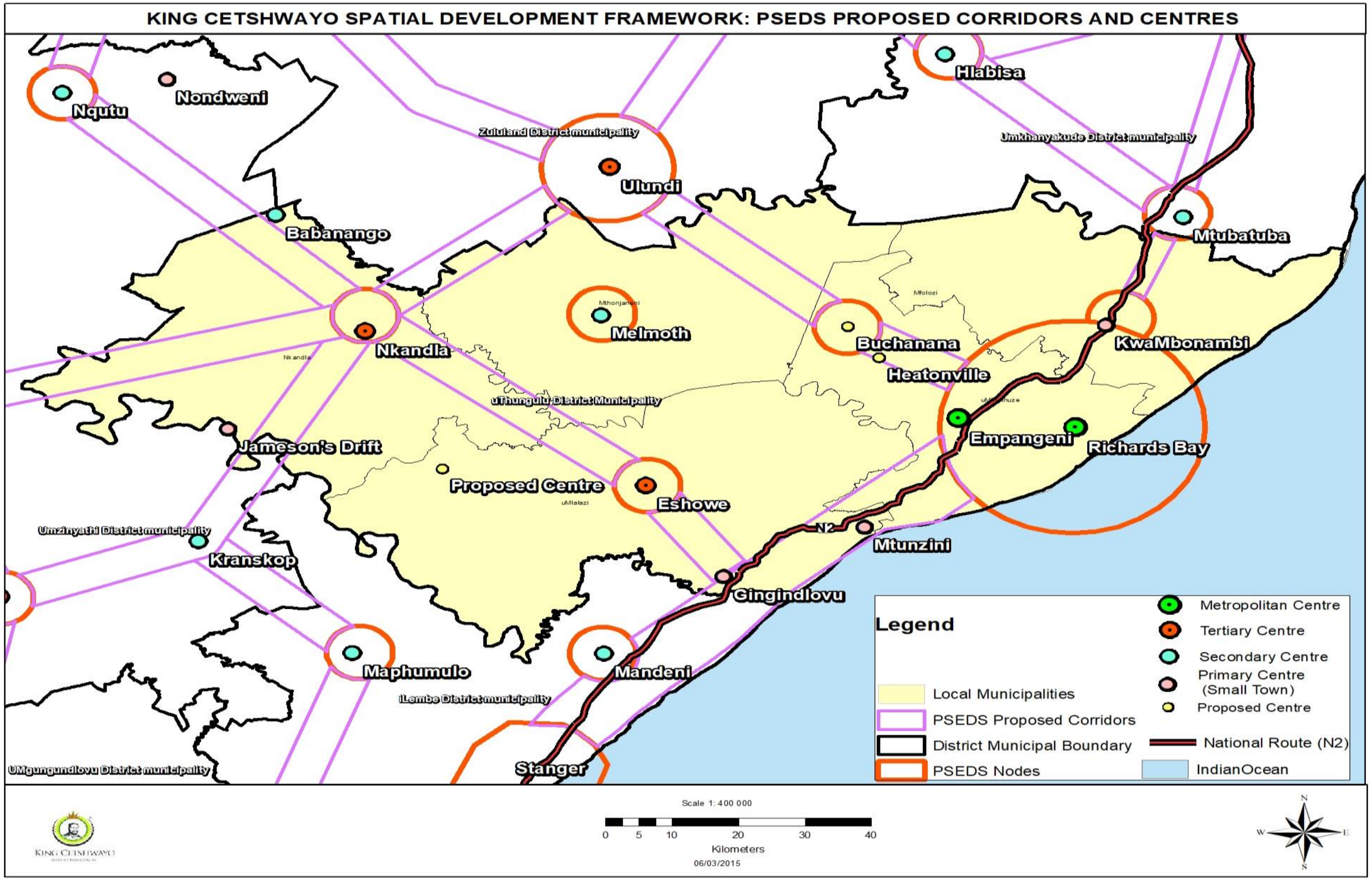
Map 55: Catalytic Projects



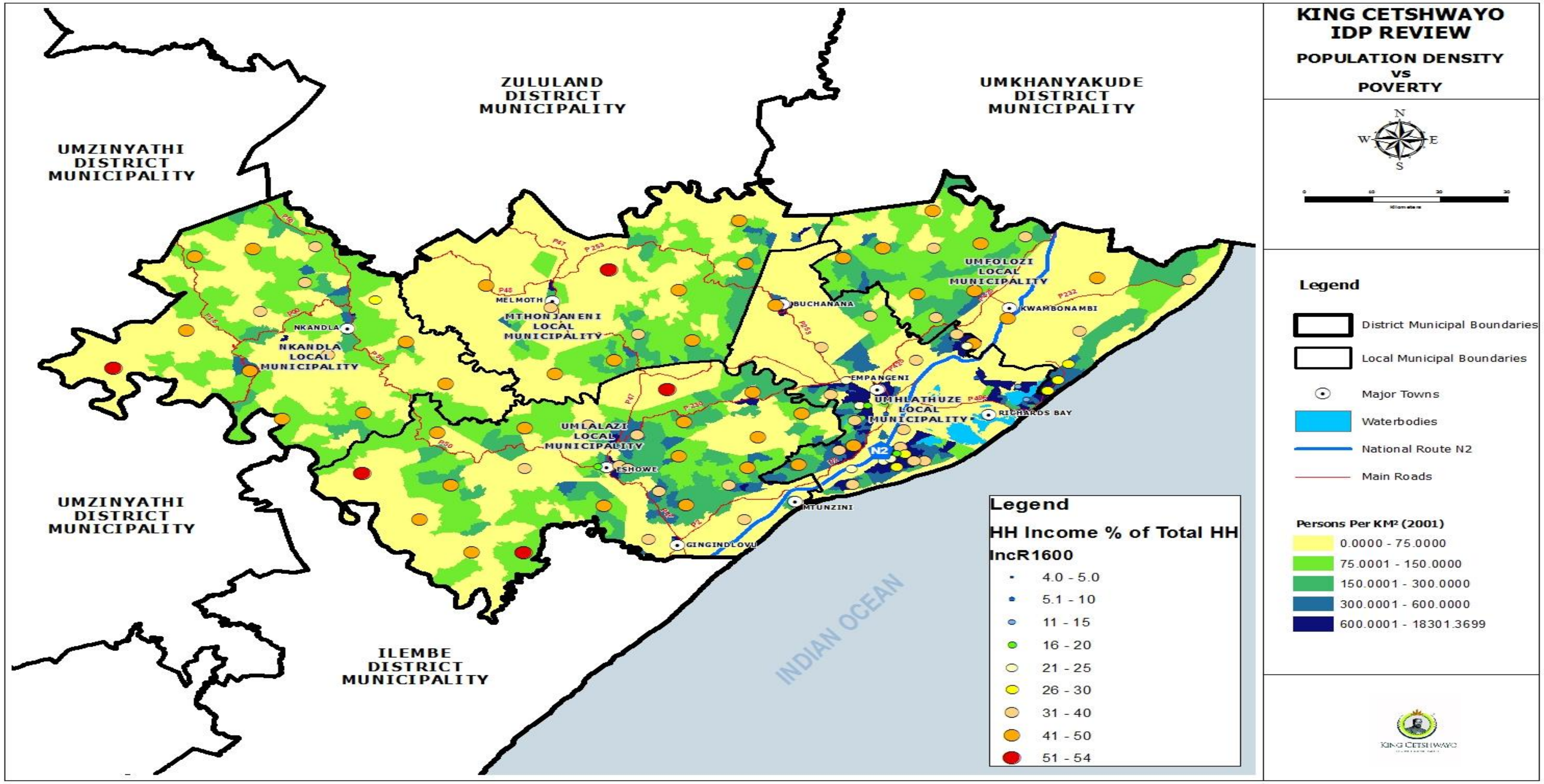
Map 56: King Cetshwayo SDF



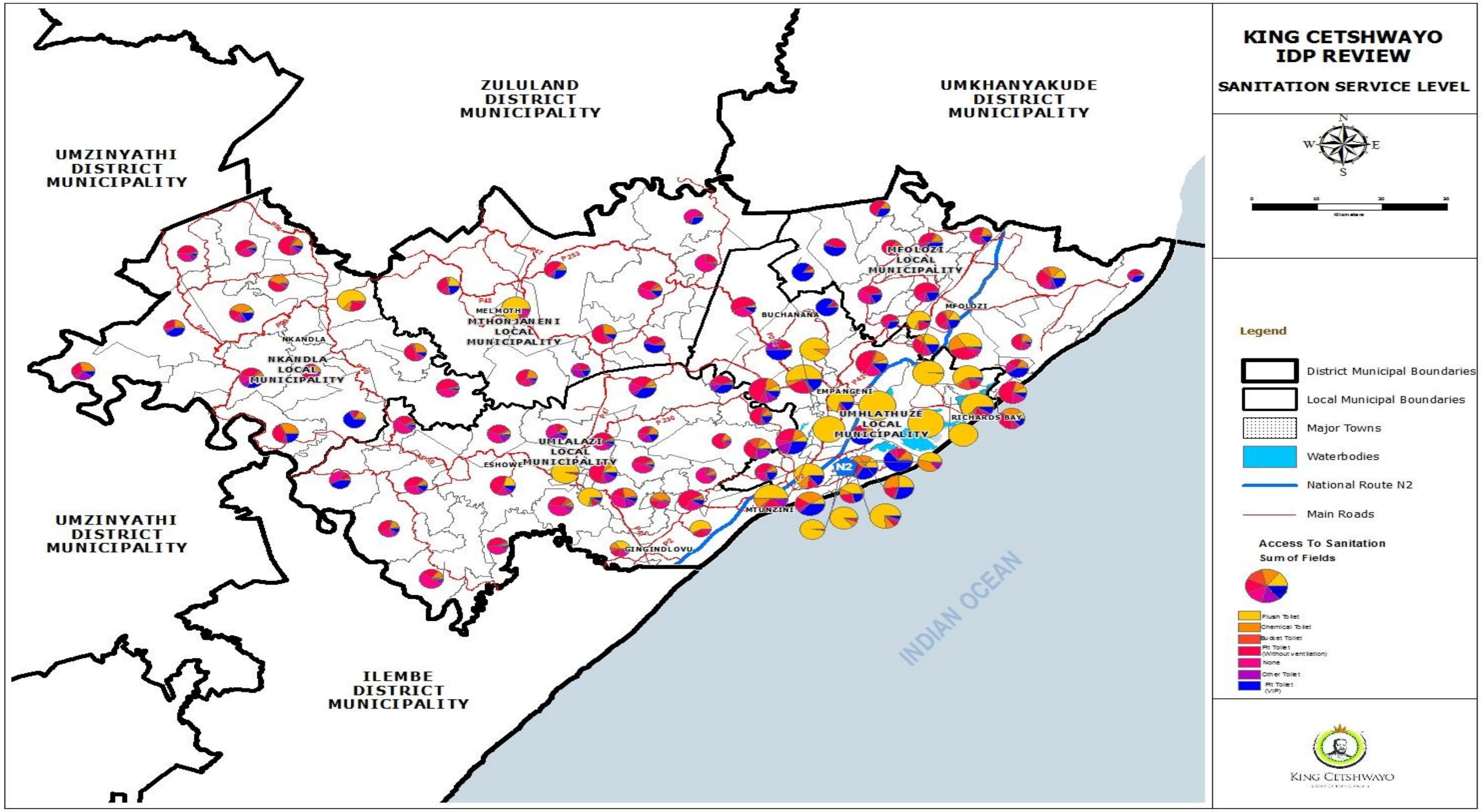
Map 57: KCDM PROPOSED CORRIDORS AND CENTRES



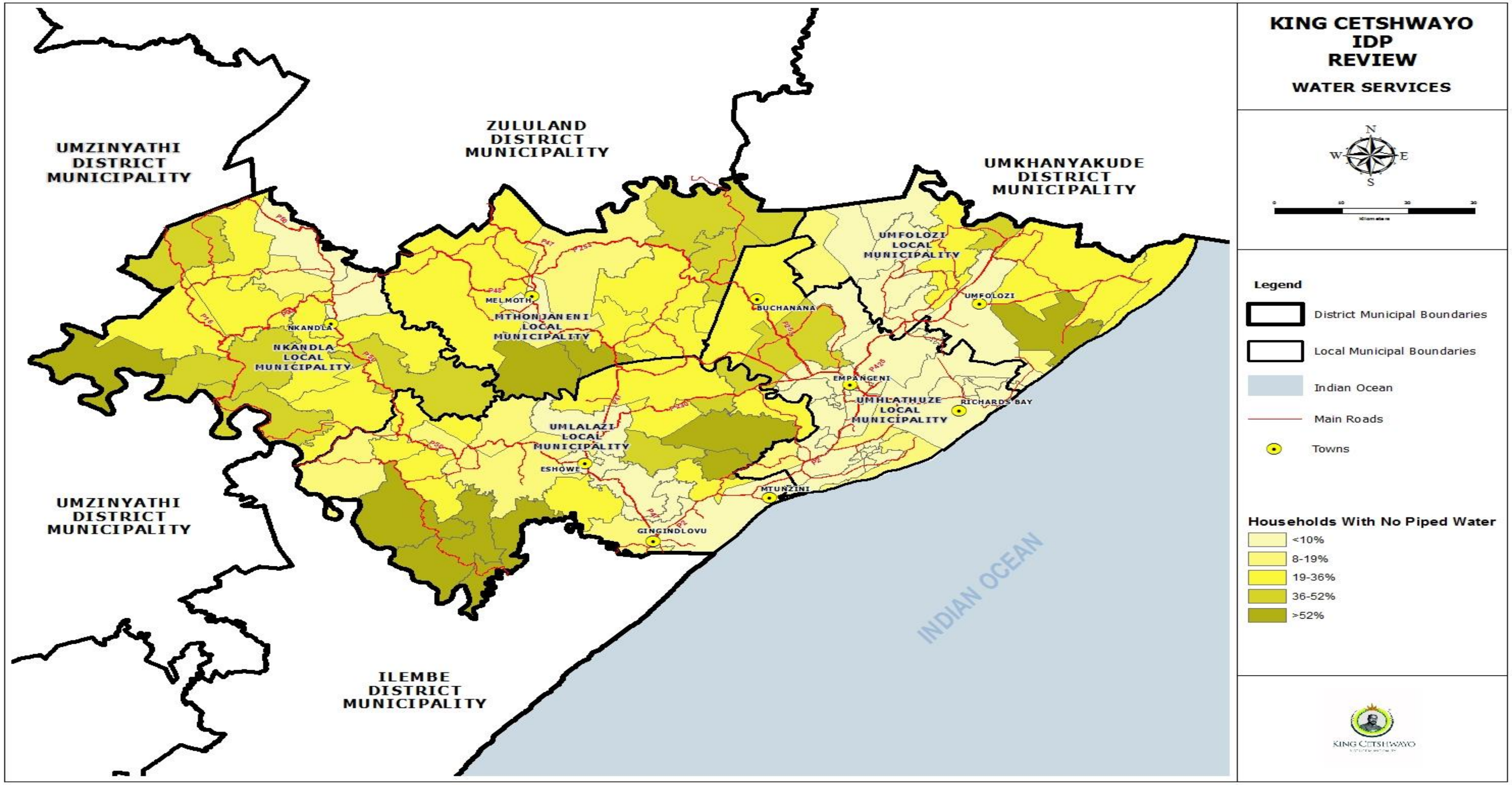
Map 58: Population VS Poverty



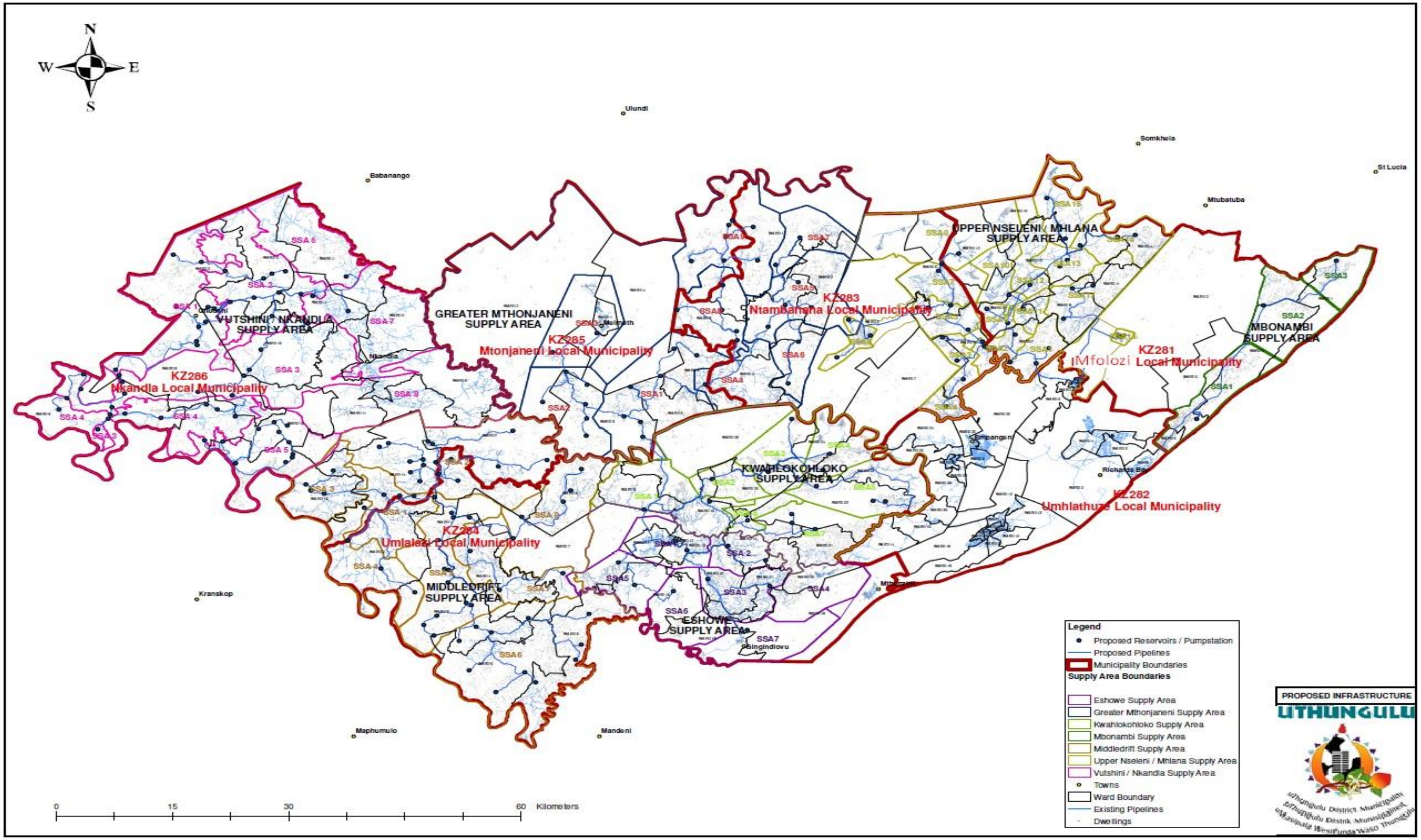
Map 59: King Cetshwayo Sanitation Infrastructure



Map 60: Water Services – No Piped Water



Map 61: King Cetshwayo Water Existing and Proposed Infrastructure



SECTION F:
FINANCIAL PLAN

F1.0 MUNICIPAL FINANCIAL PLANNING

ALIGNMENT OF BUDGET & IDP

A new municipal Integrated Development Plan (IDP) has been prepared as required by the Municipal Systems Act and the MFMA, to coincide with the term of the newly elected council. The complete process of IDP preparation was followed, and the content of the previous IDP was taken into account.

The budget process is integrated with the review of the IDP through the IDP review mechanism. The outcome of consultation feeding into the IDP review is taken into account in the budget process.

The budget was prepared using the following IDP inputs:

- Situational Analysis
- The outputs of the consultations with the various stake holders.
- Priority Development Issues
- Strategic approach

LEGISLATIVE REQUIREMENTS

The Municipal Finance Management Act, 2003 (Act No.56 of 2003) became effective on 1 July 2004. Elements of the act have been phased in according to capacity of each municipality – high, medium and low. As a high capacity municipality, King Cetshwayo was required to comply with the earliest implementation dates, the majority of which are now effective.

Some of the key budget reforms encapsulated within the MFMA, that King Cetshwayo has applied, are:

- Forward looking, multi-year budgets with strategic focus;
- Clear links between budget allocations and agreed policies;
- Improved integration of budget and planning processes;
- New budget process timetable with earlier adoption of budgets by Council and earlier audits of Annual Financial Statements;
- Improved in-year reporting according to vote/ function;
- Improved financial management information;
- Service Delivery and Budget Implementation Plans (SDBIP) developed and approved with budgets;
- New accounting norms and standards;
- Improvements to procurement and Supply Chain Management (SCM) policies and processes;
- Establishment of a new audit committee and oversight process reforms; and
- Focus on performance measurement.

In accordance with Municipal Finance Management Act (MFMA), No.56 of 2003 section 16 (2) the Mayor of the municipality must table the annual budget at a council meeting at least 90 days before the start of the budget year.

In accordance with MFMA Circular No. 41 which states that "Municipalities are expected to table credible and sustainable budgets. The multi-year budgets should be outputs/outcomes focused and consistent with the form required in terms of the MFMA and supported by the budget and revenue related policies. In this regard, we emphasize the need to ensure that revenue projections are realistic and achievable, allocations from other sources are consistent with the Division of Revenue Act (DORA), provincial and district budgets, tariffs and rates are raised taking into account affordability levels of the community, the backlogs in infrastructure are being addressed, whilst maintaining a balance between new and rehabilitation of assets, sufficient provision is made for maintenance of existing assets, provision for working capital, administrative overheads are minimized and overdrafts are managed downwards over the next financial year."

As a result of the above recommendation and in compliance with the MFMA and Municipal Systems Act the budget/IDP process occurred according to the budget timetable approved by Council and was monitored by the Budget/IDP Project team. The team further ensured compliance with the MFMA and subsequent circulars in the preparation and approval of the multi-year budget/IDP and SDBIP.

According to the budget/IDP timetable, initial alignment meetings have already occurred with major stakeholders, such as provincial and national government departments, and meetings with suppliers, EXCO, MANCO and Council, and road shows to the communities in October 2009.The other important pieces of legislation when considering the budget processes are:

- The Division of Revenue Act2012; and
- The Municipal Systems Act (Act No.32 of 2000), together with the Municipal Systems Amendment Act (Act No. 44 of 2003).

Division of Revenue Act 2012

This Bill issued in February annually, provides the three year allocations from national government to local government. It sets out all the reporting requirements and conditions relating to the grants. Alongside this Provincial Departments allocate funding to local government by means of a provincial gazette.

These allocations are used when preparing the three-year budget in order to comply with section 18 of the MFMA (relating to reasonably anticipated revenues to be collected). Additional allocations – both nationally and provincially – are sometimes made to municipalities. However, these are not included in the original budget as the allocations are not certain. When confirmed they will be included in an adjustments budget in accordance with section 28 of the MFMA.

The Municipal Systems Act (Act No.32 of 2000) and the Municipal Systems Amendment Act (Act No. 44 of 2003)

These Acts form the basis of the links between the budget and the Integrated Development Plan (IDP). In particular, the aspects that have been considered in preparing the budget are:

- Community participation (Chapters 4 & 5);
- Performance management (Chapter 6), providing also the basis for measurable performance objectives in the Service Delivery and Budget Implementation Plan (SDBIP); and
- Tariff policy (Chapter 8).

F3.0 BUDGET SUMMARY

The following table summarises the overall 2019/20 to 2021/22- multi-year budget:

2019/2020 Draft Multi Year Budget Summary - KCDM

	18/19 Adj budget	2019/2020 Forecast Budget	2019/2020 Draft Budget	Change Amount	Change %	2020/2021 Budget	2021/2022 Budget	Total for MTREF
Revenue by Source								
- Grants & subsidies	377,430,552	339,046,000	373,593,000	34,547,000	10%	363,424,000	391,728,000	1,128,745,000
- Equitable Share	227,727,000	243,622,000	243,857,000	235,000	0%	263,014,000	284,639,000	791,510,000
- Levy Replacement Grant	249,115,000	271,083,000	271,083,000	-	0%	294,668,000	319,462,000	885,213,000
Total Government Grant & Subsidies	**854,272,552**	**853,751,000**	**888,533,000**	**34,782,000**	**4%**	**921,106,000**	**995,829,000**	**2,805,468,000**
- Sundry Income	4,453,321	1,155,265	1,099,017	-56,248	-5%	1,162,568	1,229,322	3,490,907
- Interest Income	41,610,231	47,295,052	32,410,284	-14,884,768	-31%	33,188,780	35,178,940	100,778,004
Total Other Income	**46,063,552**	**48,450,317**	**33,509,301**	**-14,941,016.25**	**-31%**	**34,351,348**	**36,408,262**	**104,268,911**
Trading Services	83,583,494	91,648,278	92,690,453	1,042,175	1%	98,251,880	104,146,993	295,089,326
Borrowings - New Loan - Landfill Site		46,389,747	-	-46,389,747	0%	-	-	-
Acc DPN Reserve - Capex Funding	20,971,656	-	23,590,981	23,590,981	0%	10,590,000	4,150,000	38,330,981
Surplus Brought Forward (2018/2019) - VAT on Grants	109,724,629	-	38,045,580	38,045,580	0%	-	-	38,045,580
Total Revenue	**1,114,615,883**	**1,040,239,342**	**1,076,369,315**	**36,129,973**	**3%**	**1,064,299,228**	**1,140,534,255**	**3,281,202,798**
Expenditure								
Non-trading services	238,872,578	240,669,947	243,177,948	2,508,001	1%	256,632,390	271,283,361	771,093,698
Trading Services	467,803,823	410,297,882	444,148,092	33,850,210	8%	435,884,753	482,290,352	1,362,323,196
Operational IDP	169,410,933	101,037,318	103,591,364	2,554,046	3%	116,818,201	129,309,782	349,719,347
Capital IDP & Internal Fixed Assets	321,805,789	376,486,847	377,034,755	547,908	0%	355,705,000	368,466,000	1,101,205,755
Total Expenditure	**1,197,893,123**	**1,128,491,994**	**1,167,952,159**	**39,460,165**	**3%**	**1,165,040,343**	**1,251,349,494**	**3,584,341,997**
LESS : DEPRECIATION NOT CASH BACKED	83,257,240	88,252,652	91,582,844	3,330,192	4%	100,741,115	110,815,239	303,139,198
TOTAL EXPENDITURE EXCL. DEPN	**1,114,635,883**	**1,040,239,342**	**1,076,369,315**	**36,129,973**	**3%**	**1,064,299,228**	**1,140,534,255**	**3,281,202,799**
BUDGET SHORTFALL		(0)	-	0	-	0	0	-

F4.0 2019/2020 BUDGET

F4.1 CAPITAL BUDGET

The cash flow of the capital budget has also been estimated by each department and will act as one of the benchmarks for assessing performance on projects. Currently capital projects are funded from operating revenue and from the government. The grant-funded projects in the form of MIG are also reported to the Department of Co-operative Governance and Traditional Affairs (COGTA) and performance is measured against the cash flows set per project and approved by the department.

Table 84: Capital Budget

Capital Budget per Vote						
	2019/2020	2019/2020	Change	Change	2020/2021	2021/2022
COST CENTER	Forecast Budget	Draft Budget	Amount	%	Budget	Budget
	R	R	R		R	R
BOARD & GENERAL EXPENSES	100,000	70,000	(30,000)	-30%	-	-
PUBLIC RELATIONS	-	60,000	60,000	0%	-	-
EXECUTIVE & COUNCIL	**100,000**	**130,000**	**30,000**	**30%**	**-**	**-**
MANAGEMENT SERVICES / HUMAN RESOURCES	-	30,000	30,000	0%	-	-
BUDGETS & REPORTING	500,000	2,000,000	1,500,000	300%	800,000	700,000
INFORMATION & COMMUNICATIONS TECHNOLOGY	920,000	900,000	(20,000)	-2%	1,050,000	450,000
PROCUREMENT (SCM UNIT)	-	100,000	100,000	0%	-	-
MANAGEMENT ACCOUNTS & REPORTING	-	-	-	0%	-	-
ASSET CARE CENTRE	450,000	300,000	(150,000)	-33%	300,000	300,000
FINANCE & ADMINISTRATION	**1,870,000**	**3,330,000**	**1,460,000**	**78%**	**2,150,000**	**1,450,000**
AIR QUALITY	300,000	250,000	(50,000)	-17%	-	-
ENVIRONMENTAL HEALTH SERVICES	**300,000**	**250,000**	**(50,000)**	**-17%**	**-**	**-**
ECONOMIC DEVELOPMENT	50,000	-	(50,000)	-100%	-	-
DEVELOPMENT PLANNING & ENVIRONMENT	50,000	-	(50,000)	-100%	-	-
EXECUTIVE DIVISION - PLANNING	-	80,000	80,000	0%	-	-
ECONOMIC DEVELOPMENT, PLANNING & RURAL DEVELOPMENT	**100,000**	**80,000**	**(20,000)**	**-20%**	**-**	**-**
TECHNICAL				-100%	-	-

FACILITY SERVICES - LANDFILL	45,000,000	-	(45,000,000)			
WASTE MANAGEMENT	**45,000,000**	**-**	**(45,000,000)**	**-100%**	**-**	**-**
CONSUMER BILLING & CREDIT CONTROL	-	260,000	260,000	0%	-	-
WATER USE EFFECIENCY	46,000,000	68,000,000	22,000,000	48%	63,115,000	65,000,000
AUXILLARY INFRASTRUCTURE	-	1,000,000				
PROCESS MANAGEMENT - WATER	-	6,800,000	6,800,000	0%	6,290,000	700,000
MUNICIPAL INFRASTRUCTURE & IMPLEMENTATION	215,177,100	214,753,097	(424,003)	0%	209,000,000	213,316,000
PROCESS MANAGEMENT - WASTE WATER	-	11,600,000	11,600,000	0%	10,200,000	20,300,000
WATER SERVICES AUTHORITY DIVISION	20,050,000	28,300,000	8,250,000	41%	26,000,000	21,000,000
WATER SERVICES PROVIDER DIVISION - SSA	1,500,000	1,500,000	-	0%	950,000	700,000
INFRASTRUCTURE SERVICES	**282,727,100**	**332,213,097**	**48,485,997**	**17%**	**315,555,000**	**321,016,000**
SANITATION	46,389,747	41,031,658	(5,358,089)	-12%	38,000,000	46,000,000
WASTE WATER MANAGEMENT	**46,389,747**	**41,031,658**	**(5,358,089)**	**-12%**	**38,000,000**	**46,000,000**
TOTAL	**376,486,847**	**377,034,755**	**4,905,997**	1%	**355,705,000**	**368,466,000**

F4.2 OPERATIONAL BUDGET

The operational budget of the municipality has been aligned with that of the National Treasury format or structure of votes and complements the operational structure within the municipality. Each senior manager will have the responsibility to monitor performance, spending and revenue patterns against those estimated by them at the start of the year.

Table: 85: Operational Budget 2019/20-2021/22

Operational IDP Budget Per Vote						
	2019/2020	**2019/2020**	**Change**	**Change**	**2020/2021**	**2021/2022**
COST CENTER	**Forecast Budget**	**Draft Budget**	**Amount**	**%**	**Budget**	**Budget**
	R	**R**	**R**		**R**	
BOARD & GENERAL EXPENSES	1,227,500	1,360,000	132,500	11%	1,724,500	1,764,500
EXECUTIVE DIVISION - CORPORATE SERVICES	-	55,000	55,000	0%	85,000	85,000
DEPARTMENT OF THE MUNICIPAL MANAGER	4,610,000	1,580,000	-3,030,000	-66%	1,791,500	1,874,500
OFFICE OF THE COO	-	3,305,000	3,305,000	0%	3,800,000	3,461,000
PERFORMANCE MANAGEMENT UNIT	300,000	300,000	-	0%	350,000	-
LEGAL SERVICES UNIT	470,000	120,000	-350,000	-74%	150,000	161,800
PUBLIC PARTICIPATION UNIT	330,000	475,000	145,000	44%	680,000	800,000
COUNCIL SUPPORT	-	425,000	425,000	0%	554,500	614,000
PUBLIC RELATIONS	-	1,030,000	1,030,000	0%	995,500	1,035,500
EXECUTIVE & COUNCIL	**6,937,500**	**8,650,000**	**257,500**	**0%**	**10,131,000**	**9,796,300**
MANAGEMENT SERVICES / HR	1,430,000	1,270,000	-160,000	-11%	1,466,500	1,551,500
EXECUTIVE FINANCE	400,000	-	-400,000		-	-
BUDGETS & REPORTING	300,000	1,250,000	950,000	317%	749,000	1,000,000
SUPPLY CHAIN MANAGEMENT	832,750	682,750	-150,000	-18%	855,000	960,000
MANAGEMENT ACCOUNTS & REPORTING	735,000	662,500	- 72,500	-10%	745,000	750,000
ASSET CARE CENTRE	830,000	550,000	-280,000	-34%	470,000	430,000
FINANCE & ADMINISTRATION	**4,527,750**	**4,415,250**	**-112,500**	**-1%**	**4,285,500**	**4,691,500**
COMMUNITY SERVICES DIVISION	9,067,500	9,888,000	820,500	9%	8,919,000	9,359,000
DISASTER MANAGEMENT	1,370,000	1,660,000	290,000	21%	1,625,000	1,745,000
COMMUNITY & SOCIAL SERVICES	**10,437,500**	**11,548,000**	**1,110,500**	**19%**	**10,544,000**	**11,104,000**
MUNICIPAL HEALTH SERVICES	550,000	270,000	-280,000	-51%	370,000	380,000
ENVIRONMENTAL HEALTH SERVICES	**550,000**	**270,000**	**-280,000**	**0%**	**370,000**	**380,000**
ECONOMIC DEVELOPMENT	9,952,000	9,929,000	- 23,000	0%	9,575,000	9,949,000

DEVELOPMENT PLANNING & ENVIRONMENT	1,782,200	1,680,200	-102,000	-6%	1,904,000	2,205,000
ECONOMIC DEVELOPMENT, PLANNING & RURAL DEVELOPMENT	**11,734,200**	**11,609,200**	**-125,000**	**-2%**	**11,479,000**	**12,154,000**
SANITATION	2,203,775	-	-2,203,775	-100%	6,925,322	15,956,076
WASTE WATER MANAGEMENT	**2,203,775**	**-**	**-2,203,775**	**-6%**	**6,925,322**	**15,956,076**
CONSUMER BILLING & CREDIT CONTROL	650,000	450,000	-200,000	-31%	405,000	530,000
AUXILLARY INFRASTRUCTURE SERVICES	2,678,000	2,678,000	-	0%	2,833,000	2,988,000
PROJECT MANAGEMENT UNIT - MIG	100,000	100,000	-	-100%	100,000	100,000
WATER USE EFFICIENCY	2,510,000	700,000	-1,810,000	-72%	900,000	980,000
PROCESS MANAGEMENT - WATER	1,370,000	3,485,000	2,115,000	154%	4,180,500	4,740,500
PROCESS MANAGEMENT - WASTE WATER	-	4,280,000	4,280,000	0%	6,350,000	6,620,000
WATER SERVICES AUTHORITY DIVISION	4,135,000	3,290,000	-845,000	-20%	3,837,000	3,939,900
WATER SERVICES PROVIDER DIVISION - SSA	53,203,593	52,115,914	-1,087,679	-2%	54,477,879	55,329,506
INFRASTRUCTURE SERVICES	**64,646,593**	**67,098,914**	**2,452,321**	**5%**	**73,083,379**	**75,227,906**
TOTAL	**101,037,318**	**103,591,364**	**1,099,046**	**1%**	**116,818,201**	**129,309,782**

SECTION G:
BUDGET IMPLEMENTATION PLAN AND PERFORMANCE

G1.0 BUDGET IMPLEMENTATION PLAN

The Budget Implementation Plan is showing a summary of the total revenue and expenditure per project, as well as a detailed indication of the projects (operational or capital), the funding sources for 2019/20.

A summary of the budget is indicated in the table below:

Table 86: Budget Summary

2019/2020 Draft Multi Year Budget Summary - KCDM								
	18/19 Adj budget	2019/2020 Forecast Budget	2019/2020 Draft Budget	Change Amount	Change %	2020/2021 Budget	2021/2022 Budget	Total for MTREF
Revenue by Source								
- Grants & subsidies	377,430,552	339,046,000	373,593,000	34,547,000	10%	363,424,000	391,728,000	1,128,745,000
- Equitable Share	227,727,000	243,622,000	243,857,000	235,000	0%	263,014,000	284,639,000	791,510,000
- Levy Replacement Grant	249,115,000	271,083,000	271,083,000	-	0%	294,668,000	319,462,000	885,213,000
Total Government Grant & Subsidies	**854,272,552**	**853,751,000**	**888,533,000**	**34,782,000**	**4%**	**921,106,000**	**995,829,000**	**2,805,468,000**
- Sundry Income	4,453,321	1,155,265	1,099,017	- 56,248	-5%	1,162,568	1,229,322	3,490,907
- Interest Income	41,610,231	47,295,052	32,410,284	- 14,884,768	-31%	33,188,780	35,178,940	100,778,004
Total Other Income	**46,063,552**	**48,450,317**	**33,509,301**	**- 14,941,016.25**	**-31%**	**34,351,348**	**36,408,262**	**104,268,911**
Trading Services	83,583,494	91,648,278	92,690,453	1,042,175	1%	98,251,880	104,146,993	295,089,326
Borrowings - New Loan - Landfill Site		46,389,747	-	- 46,389,747	0%	-	-	-
Acc DPN Reserve - Capex Funding	20,971,656	-	23,590,981	23,590,981	0%	10,590,000	4,150,000	38,330,981
Surplus Brought Forward (2018/2019) - VAT on Grants	109,724,629	-	38,045,580	38,045,580	0%	-	-	38,045,580

Total Revenue	**1,114,615,883**	**1,040,239,342**	**1,076,369,315**	**36,129,973**	**3%**	**1,064,299,228**	**1,140,534,255**	**3,281,202,798**
Expenditure								
Non-trading services	238,872,578	240,669,947	243,177,948	2,508,001	1%	256,632,390	271,283,361	771,093,698
Trading Services	467,803,823	410,297,882	444,148,092	33,850,210	8%	435,884,753	482,290,352	1,362,323,196
Operational IDP	169,410,933	101,037,318	103,591,364	2,554,046	3%	116,818,201	129,309,782	349,719,347
Capital IDP & Internal Fixed Assets	321,805,789	376,486,847	377,034,755	547,908	0%	355,705,000	368,466,000	1,101,205,755
Total Expenditure	**1,197,893,123**	**1,128,491,994**	**1,167,952,159**	**39,460,165**	**3%**	**1,165,040,343**	**1,251,349,494**	**3,584,341,997**
LESS : DEPRECIATIO N NOT CASH BACKED	83,257,240	88,252,652	91,582,844	3,330,192	4%	100,741,115	110,815,239	303,139,198
TOTAL EXPENDITUR E EXCL. DEPN	**1,114,635,883**	**1,040,239,342**	**1,076,369,31 5**	**36,129,97 3**	**3%**	**1,064,299,22 8**	**1,140,534,25 5**	**3,281,202,79 9**
BUDGET SHORTFALL		(0)	-	0	-	0	0	-

G2.0 ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

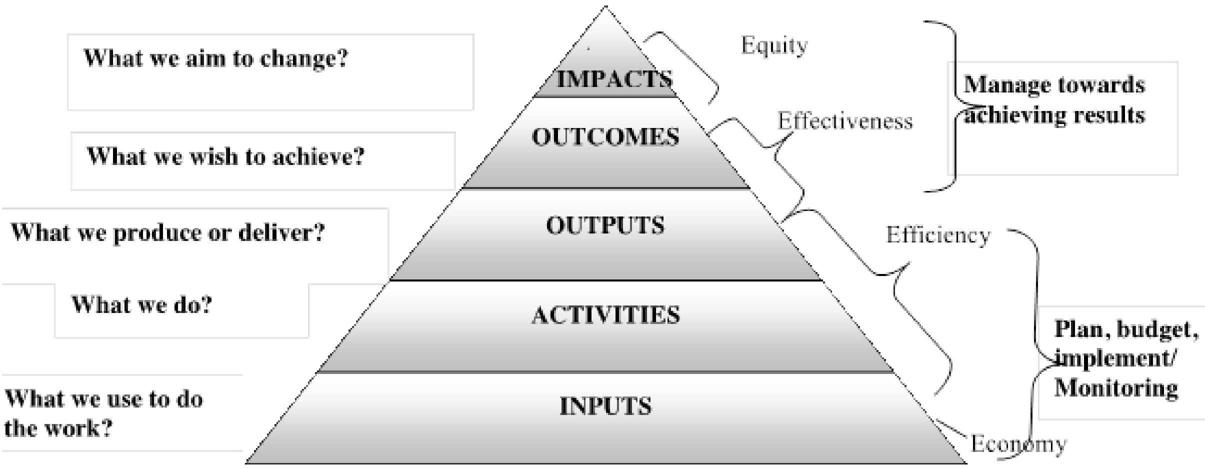
The Municipal Systems Act (MSA) of 2000 mandates municipalities to establish performance management systems, and the Planning and Performance Management Regulations of 2001 describes the municipality's performance management system as consisting of a framework that articulates and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed and to determine the roles of different stakeholders.

G2.1 KING CETSHWAYO ORGANISATIONAL PERFORMANCE FRAMEWORK

King Cetshwayo District Municipality adopted an Organisational Performance Framework in 04 May 2011, which is reviewed on an annual basis to align with the best practise guidelines suggest by the Department of Cooperative Governance and Traditional Affairs of Kwazulu-Natal.

The Performance Management function of King Cetshwayo District Municipality was previously outsourced to an external service provider and Council resolved during the 2014/15 financial year to create an internal Performance Management Unit within the Office of the Municipal Manager. The Performance Management unit was capacitated during the by the appointment of one permanent employee; within the financial year the unit has grown to include an Acting Snr Manager, three permanent employees and two temporary administrators.

The model used in terms of PMS implementation is as depicted in the following diagram:



G2.2 KING CETSHWAYO OPMS

King Cetshwayo District Municipality's IDP forms the basis of the PMS and provides the institutional analysis and assessment of the Municipality's capacity, ability, resources, systems and procedures in developing and implementing a PMS. Essentially developing King Cetshwayo PMS implies that a framework is developed that describes and represents how the Municipality's cycle and performance planning, monitoring, measurement, review and reporting will happen, be organised and be managed, whilst determining the roles of different role players.

King Cetshwayo PMS does the following:

- Demonstrates how it will operate and be managed from the planning stage up to the stages of performance review and reporting.
- Clarifies the process of implementing the system within the framework of the IDP process.
- Determines the frequency of reporting and the lines of accountability for performance.
- Links the organisational performance to employee performance.
- Provides for the procedure by which the system is linked with the municipality's IDP processes.
- Shows how any general key performance indicators contained in the Municipal Planning and Performance Management Regulations, 2001, will be incorporated into the municipality's planning and monitoring processes.

G2.3 KING CETSHWAYO SCORECARD AND SDBIP

The SDBIP links the Performance Management System (as required under the Municipal Systems Act) with the budget and the IDP. Thus the strategic direction mapped out in the IDP is matched with financial resources and delivery of services as specified in the PMS. The requirement for an SDBIP is stated in the MFMA, Section 69.3(a) and is the responsibility of the Accounting Officer or the Municipal Manager. It can of course be delegated under Section 79. Put simply the SDBIP allows the budget to be implemented fully as it identifies:

- The Strategic Imperative – Through links with the IDP.
- The Financial Imperative – Through links with the budget.
- The Performance Imperative – Through links to the PMS.

G2.4 PERFORMANCE AUDIT COMMITTEE

The Performance Audit Committee for the 2018/2019 financial year was re-affirmed in terms of Section 14(2) (a) of the Local Government: Municipal Planning and Performance Management Regulations of 2001 per Council item RPT152029.

G2.5 PERFORMANCE EVALUATION PANELS

Performance Evaluation Panels have initially been established for the assessment of
For purposes of evaluating the annual performance of the municipal manager, an evaluation panel was established:
For purposes of evaluating the annual performance of managers directly accountable to the Municipal Manager, an Evaluation Panel persons was established

Performance Evaluation sessions were performed throughout the 2018/2019 financial year and the final performance evaluation results and scores reported via the Performance Audit Committee to the Executive Committee and Council before submission of the 2018/2019 Annual Financial Statements and the 2018/2019 Annual Report.

G2.6 AUDITING OF PERFORMANCE INFORMATION

The Municipal Systems Act, 2000, Section 45 requires that the results of performance measurements in terms of Section 41 (1) (c), must be audited as part of the internal auditing process and annually by the Auditor-General. Auditing must comply with section 14 of the Municipal Planning and Performance Management Regulations, 2001(Regulation 796).

G 2.7 2017/18 ANNUAL PERFORMANCE REPORT

In terms of Section 41(1) (d) of the MSA, the municipality is required to take steps to improve performance concerning those development priorities and objectives where performance targets are not met.

The municipality has considered areas of underperformance in terms of its APR and that quarterly performance is taken into account when reviewing the IDP. Before the 2019/2020 SDBIP is approved, the corrective measures for underperformance reflected in the annual performance of 2017/2018 as well as the implementation of the 2018/19 financial year performance targets in the SDBIP and achievements has been taken into account.

SECTION H: NATIONAL AND PROVINCIAL PROGRAMMES ROLLED-OUT AT DISTRICT LEVEL

H1.0 DEPARTMENT OF HOME AFFAIRS

DEPARTMENTAL FOOTPRINT

Table 87: Home Affairs Footprint

LOCAL MUN	LOCAL OFFICES	TOTAL
uMhlathuze	Richards Bay, Empangeni, Esikhawini, Nseleni, Richards Bay Harbour	5
uMfolozi	0	0
Mthonjaneni	Melmoth	1
uMlalazi	Eshowe	1
Nkandla	Nkandla, Tulwane, Lindela	3
TOTAL		10

FLAGSHIP PROGRAMMES

- Hospital connectivity: Registration of birth within 30 days of the birth event
- High schools Project: 16-yr olds: IDs
- NPR Campaign: LRB process
- Immigration services
- Partnerships with stakeholders
- This is in addition to services being rendered in offices: birth certificates, identity documents, marriage certificates, death certificates, passports, amendments and permits.

H2.0 DEPARTMENT OF ARTS AND CULTURE

Overview

- Regional Office Management Services
- Archives Services
- Library Services
- Language Services
- Museum Services

Strategic Goals

- Job creation
- Human Resource Development
- Human and Community Development
- Environmental Sustainability
- Governance and Policy

Table 88: Arts and Culture Departmental Programmes for KCDM

Strategic goal 2	Support to emerging entrepreneurs in the arts and culture sectors so as to contribute towards the creation of sustainable livelihoods for the people of KwaZulu-Natal;		
Strategic Objective	The implementation of interventions that advance artistic disciplines into viable industries.		
Performance Indicator	Number of Community Structures Supported		
Target: 7 (3 Arts and Culture Forums and 4 Coops)			
Q1 Activities	**Q2 Activities**	**Q3 Activities**	**Q4 Activities**
April	**July**	**October**	**January**
• Establishment of Arts and Culture Forum – Ward Level • Identification of cooperatives to be supported	• Establishment of Arts and Culture Forum – Ward Level • Support to cooperatives	Establishment of Arts and Culture Forum – Local and District Municipality Level	Institutional Support to Arts and Culture Sector Structures
May	**August**	**November**	**February**
• Establishment of Arts and Culture Forum – Ward Level • Identification of cooperatives to be supported	• Establishment of Arts and Culture Forum – Ward Level • Support to cooperatives	Establishment of Arts and Culture Forum – Local and Municipality Level	Institutional Support to Arts and Culture Sector Structures
June	**September**	**December**	**March**
• Establishment of Arts and Culture Forum – Ward Level • Identification of cooperatives to be supported	• Establishment of Arts and Culture Forum – Ward Level • Support to cooperatives	Establishment of Arts and Culture Forum – Local and Municipality Level	Institutional Support to Arts and Culture Sector Structures
Responsibility: Deputy Manager and Project Manager	**Responsibility:** Deputy Manager and Project Manager	**Responsibility:** Deputy Manager and Project Manager	**Responsibility:** Deputy Manager and Project Manager

OPERATIONAL PLAN: NUMBER OF ARTISTS TRAINED PER ANNUM

Strategic goal 2	Support to emerging entrepreneurs in the arts and culture sectors so as to contribute towards the creation of sustainable livelihoods for the people of KwaZulu-Natal;		
Strategic Objective	The implementation of interventions that advance artistic disciplines into viable industries.		
Performance Indicator	Number of artists trained per annum.		
Target: 3 (1 per district) **510**			
Q1 Activities	**Q2 Activities**	**Q3Activities**	**Q4 Activities**
April	**July**	**October**	**January**
50 Artists to be trained in Performing and Visual Arts and Craft	**40** Artists to be trained in Visual Arts and Craft **(UMfolozi Local Municipality)**	**40** Artists to be trained in Performing and Visual Arts and Craft	**40** Artists to be trained in Performing and Visual Arts and Craft **(King Cetshwayo District)Disability**
May	**August**	**November**	**February**
Roll out of performing and Visual Arts Training	Roll out of performing and Visual Arts Training	Roll out of performing and Visual Arts Training	Roll out of performing and Visual Arts Training
June	**September**	**December**	**March**
Roll out of performing and Visual Arts Training	Roll out of performing and Visual Arts Training	Roll out of performing and Visual Arts Training	Roll out of performing and Visual Arts Training
Responsibility: Deputy Manager and Project Manager	**Responsibility:** Deputy Manager and Project Manager	**Responsibility:** Deputy Manager and Project Manager	**Responsibility:** Deputy Manager and Project Manager

H3.0 DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT

King Cetshwayo has a high growth potential in:

- Sugar cane
- Timber
- Avocadoes
- Citrus
- Maize
- Vegetables
- Beans

H4.0 DEPARTMENT OF HEALTH

DISTRICT FOCUS

The district focuses on the analysis of the national priorities for improving the health status of the entire population, and thus contributing to the broader national vision of "A long healthy life for all South Africans". This is in line with the 4 strategic outputs of the Negotiated Service Delivery Agreement (NSDA), namely:

- Output 1: Increasing Life Expectancy
- Output 2: Decreasing Maternal and Child mortality (MDG 4&5)
- Output 3: Combating HIV and AIDS and decreasing the burden of diseases from Tuberculosis (MDG 6)
- Output 4: Strengthening Health System Effectiveness

H5.0 DEPARTMENT OF HUMAN SETTLEMENTS

The predominantly rural nature of the district has resulted in numerous rural housing projects being implemented and there is still a need for more rural housing.
Urban projects are in existence but are not happening at the rate required due to various constraints. Currently we have more than 20 projects in Construction Stage
± 30 Projects in Planning Stage, more than 30 Projects in the pipeline.

Human Settlements have three (3) Integrated Residential Development Programme (IRDP) housing projects planned. (2 in uMfolozi Municipality, 1 in uMhlathuze Municipality). The IRDP provides for the acquisition of land, servicing of stands for a variety of land uses including commercial, recreational, schools and clinics, as well as residential stands for low, middle and high-income groups. The land use and income group mix is based on local planning and needs assessment. Four planned housing project for under the Finance Linked Individual Subsidy Programme (FLISP) or Gap Market; in uMhlatuze and Mthonjaneni Municipality. FLISP is an instrument to assist qualifying households by providing a once off down payment to those households who have secured mortgage finance to acquire a residential property for the first time.

Five (5) slums clearance (Informal Settlements) projects:
Two in uMlalazi Municipality,
Two in uMfolozi Municipality
One in uMhlathuze Municipality (Outcome 8).

NEW APPROACHES TO HUMAN SETTLEMENTS – COMPREHENSIVE PLAN – BREAKING NEW GROUND

- The Comprehensive Plan shifts the focus to improving the quality of housing and housing environments by integrating communities and settlements. Hence a shift from housing to creating sustainable environments through the integration of services to improve living environments
- Key focus area on creating new sustainable human settlements, where communities have ease of access to socio-economic opportunities

Sustainable Human Settlements refers to:

"well-managed entities in which economic growth and social development are in balance with the carrying capacity of the natural systems on which they depend for their existence and result in sustainable development, wealth creation, poverty alleviation and equity".

Seven (7) Objectives:

1. Progressive Informal Settlement Eradication
2. Promoting Densification and Integration
3. Enhancing the location of new housing projects
4. Supporting Urban Renewal and Inner City Regeneration
5. Developing social and economic infrastructure
6. Enhancing the Housing Product
7. Enhancing Spatial Planning

TABLE 89: DEPARTMENTAL HOUSING PROJECTS

PROJECT NAME	PROJECT TYPE	PROJECT STATUS	UNITS	COMMENTS
UMFOLOZI LM				
Hlanzeni	RURAL	PLANNING	**1000**	Stage 2 application has been submitted to the department.
Slovas Phase 2	RURAL	FEASIBILITY	**1000**	The municipality is to appoint the conveyancer to undertake the conveyancing for the land.
Sibululwane	URBAN	PLANNING	**1000**	Packaging for Stage 2. (Land ownership, type of instrument)
Ndlabeyilandula	RURAL			Packaging for Stage 2. (Land ownership, type of instrument). The area needs to be upgraded and water borne sewer for the area is needed.
Sabokwe	RURAL	FEASIBILITY	**1000**	LAND NEGOTIATIONS
NZALABANTU	URBAN	PLANNING	**1000**	Project currently packaging for stage 2. Planning scheme being conducted. The area needs to be upgraded and water borne sewer for the area is needed.
MZINGAZI	RURAL	PLANNING	**1000**	Packaging for stage 2. Planning scheme being conducted. The area needs to be upgraded and water borne sewer for the area is needed.
DONDOTHA	RURAL	PLANNING	**1000**	IA was not preforming. Contract was terminated. Stage 2 application was submitted to the

				department.
CINCI,NOMUWA,OCILWANE, CWAKA,BHUBHUBHU	**RURAL**	**ALL UNDER CONSTRUCTION**	**1000 UNITS PER PROJECT**	100 units completed for Cinci and 1000 completed for all other projects
PHATHANE	**RURAL**	**FEASIBILITY**	**1000**	IA has been appointed. To undertake studies.
UMLALAZI LM				
SUNNYDALE EXT PHASE 2	**URBAN**	**PLANNING**	**212**	Installation of services – requires a pump station to be installed so that sites can be serviced Installation of Services and top structure Construction 2018/19 and 2019/20
GINGINDLOVU PHASE 2 EXTENSION	**URBAN**	**FEASIBILITY**	**500**	Awaiting confirmation of bulks from District Municipality
MVUZANE HOUSING PROJECT	**RURAL**	**PLANNING**	**1000**	Stage 2 Submitted to the department
KWAKHOZA	**RURAL**	**PLANNING**	**1000**	Stage 2 Submitted to the department ± R110 Million
KHOLWENI	**RURAL**	**PLANNING**	**1000**	Stage 2 Submitted to the department ± R110 Million
KWAMONDI	**RURAL**	**PLANNING**	**1000**	Undertaking planning studies
MPUSHINI PARK	**URBAN**	**PLANNING**	**+/- 3000**	Undertaking planning studies - water has been upgraded in the whole of Eshowe, but we need confirmation of availability of sewer capacity
NGUDWINI	**RURAL**	**CONSTRUCTION**	**1000**	Construction continuing ± R89 Million
MTHONJANENI LM				
THUBALETHU EXTENSION	**URBAN**	**PLANNING**	**512**	• Installation of services – 2016-2018

				• Top Structure Construction - 2018/19, 2019/20. 2020/21 • ± R76 Million
THUBALETHU EXTENSION 2	**URBAN**	**PLANNING**	**608**	• Installation of Services • 2018/19, 2019/20. 2020/21 • ± R68 Million
YANGUYE PHASE 2	**RURAL**	**PLANNING**	**1000**	Stage 2 submitted to the department – ± R110 Million
DUBENI PHASE 2	**RURAL**	**PLANNING**	**340**	Beneficiary administration
MFULE-MAGWAZA	**RURAL**	**PLANNING**	**1000**	• Awaiting Signed SLA from District • ± R110 Million
MAKHASANENI	**RURAL**	**CONSTRUCTION**	**1000**	989 completed
OGELWENI	**RURAL**	**PLANNING**	**1000**	Stage 2 submitted to the department ± R110 Million
OBUKA	**RURAL**	**CONSTRUCTION**	**1000**	+/-900 houses completed
NOMPONJWANE	**RURAL**	**CONSTRUCTION**	**1000**	+/-900 houses completed
NJOMELWANE	**RURAL**	**CONSTRUCTION**	**1000**	+/- 955 houses completed
UMHLATHUZE MUNICIPALITY				
AQUADENE	**URBAN**	**PLANNING**	**615 LOW INCOME** **1579 CRU/SOCIAL HOUSING**	Installation of services 2018/19, 2019/20, 2020/21 ± R110 Million
DUMISANE MAKHAYE PHASE 6 & 8	**URBAN**	**CONSTRUCTION**	**1400**	• Installation of services • 2018/19, 2019/20. 2020/21 • ± R110 Million

EMPANGENI MEGA HOUSING	**URBAN**	**CONSTRUCTION**	**10 000**	Installation of Services 2018/19, 2019/20.'2020/21 • ± R3 Billion
KWABHEJANE	**RURAL**	**CONSTRUCTION**	**1200**	Completed ± R80 Million
KWADUBE	**RURAL**	**CONSTRUCTION**	**1500**	13 Houses outstanding± R73 Million
MADLEBE	**RURAL**	**CONSTRUCTION**	**1000**	Completed
MKHWANAZI	**RURAL**	**CONSTRUCTION**	**1000**	48 houses outstanding ± R64 Million
BUCHANANA	**RURAL**	**PLANNING**	**1000**	Prefeasibility
NKANDLA LM				
MANGIDINI				Stage 2 submitted to the department ± R110 Million
ZONDI				Stage 2 submitted to the department ± R110 Million
DLOMO				Stage 2 submitted to the department ± R110 Million
MPUNGOSE SOUTH				Stage 2 submitted to the department ± R110 Million
CHUBE				Stage 2 submitted to the department ± R110 Million
NGONO				Stage 2 submitted to the department ± R110 Million
MAHLAYIZENI				Planning studies to be completed soon.
EKUKHANYENI				Stage 2 submitted to the department ± R110 Million
GODIDE	**RURAL**	**CONSTRUCTION**	**500**	Construction continuing ± R50 Million
KWAMAGWAZA	**RURAL**	**CONSTRUCTION**	**1000**	Construction Completed
OPERATION SUKUMA SAKHE	**RURAL**	**CONSTRUCTION**	**+200**	Construction to be completed

H6.0 DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM

Chapter six (6) of the National Development Plan focuses on an integrated and inclusive rural economy. It also says that by 2030, South Africa's rural communities must have better opportunities to participate fully in the economic, social and political life of the country.
The vision also includes a better integration of the country’s rural areas, achieved through successful land reform, infrastructure development, job creation and poverty alleviation.

The CRDP has three developments measurable: meeting basic human needs, rural enterprise development; and, rural industries sustained by credit facilities and markets.

- **CRDP -Phase 1- Meeting Basic Human Needs - Water & Sanitation Projects**
- **CRDP - Phase 2 – Enterprise Development and Infrastructure Projects**
- **CRDP - Phase 2 school Project**
- **CRDP - Phase 2 – Enterprise Development and Infrastructure Projects**

Challenges

- Bulk infrastructure
- Dispersed Settlements
- Lack of commitment in some municipalities in preparation of Human Settlements Plans
- Lack of will from municipalities to identify and prioritize project as per national and provincial strategic objectives
- Lack of well-located land
- Land Ownership (State Land vs ITB Land)
- Lack of Capacity to initiate and implement such projects

Way Forward

- Improve the human settlements plans of all municipalities to align them to SDF, PSEDS, PGDS, WSDP, Outcome 8 etc.;
- Subscribe to the same vision and message for development; NDP
- Densification and a wider product range (rental, etc.) Need to concentrate on those areas already clustered;
- Support the rental housing for rural professionals and scarce skills providers;
- Concentration and creation of human settlements around existing nodes;
- Align human settlements with other government initiatives e.g. MIG
- Build credible capacity;
- Build partnerships
- Engage with the traditional leaders and councils to address issues of allocation of the sites to ensure that proper settlements are created;
- Full layout planning with reservation of sites for facilities such as schools, worship, recreation, etc.

H6.1 KING CETSHWAYO RURAL DEVELOPMENT PLAN

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 King Cetshwayo 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

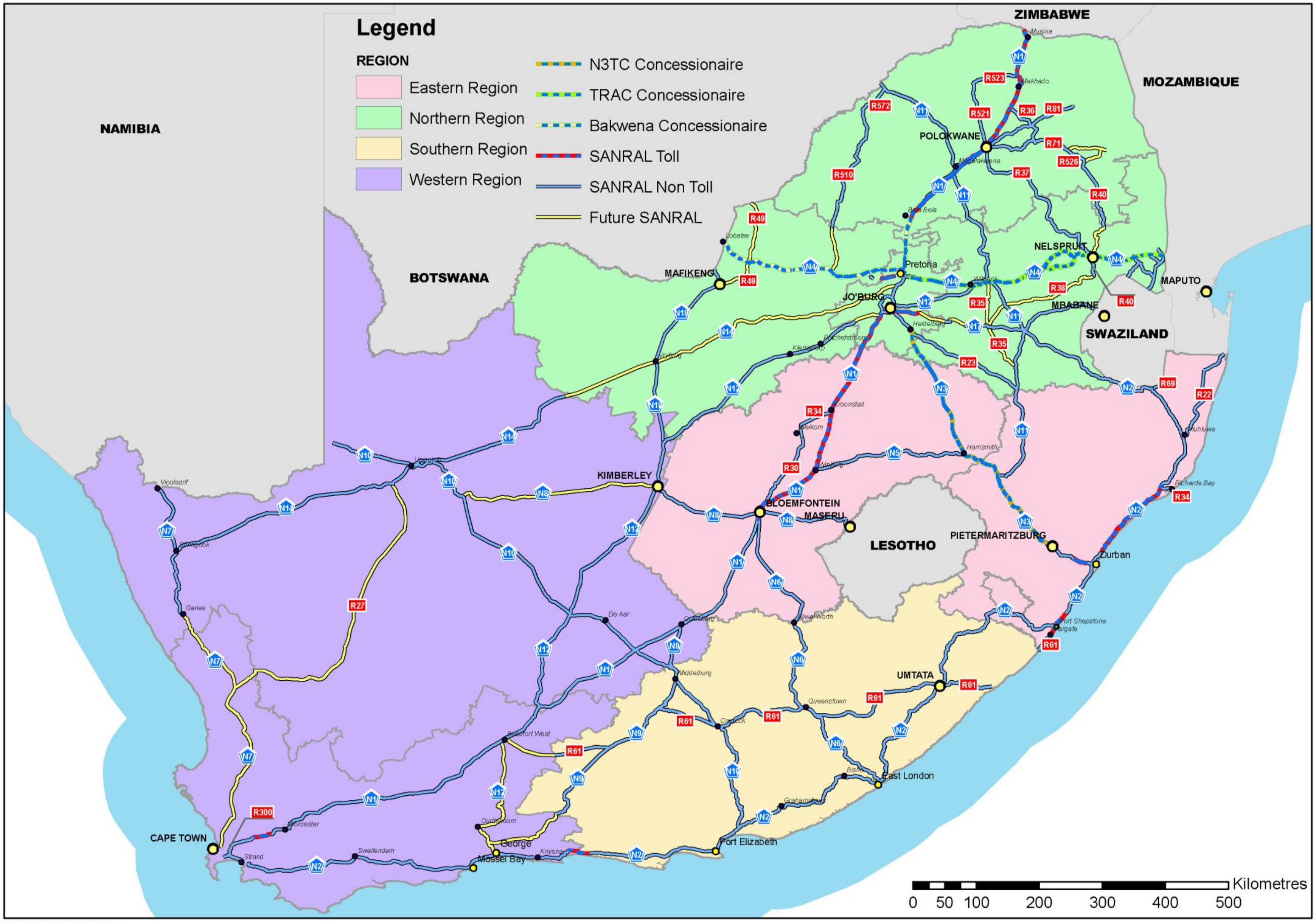
The plan is a practical working document with programs and projects reflected within the implementation plan, indicating priority programmes and projects in a phased manner, with the relevant monitoring and evaluation tools to measure progress of implementation. The rural plans aim at unlocking rural economy through agriculture and tourism, linking rural areas to opportunities through services, 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 for the 2019/20 financial year that will be aligned and give effect to the implementation of the King Cetshwayo 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. King Cetshwayo District Rural Development is currently going through council structures for adoption and implementation.

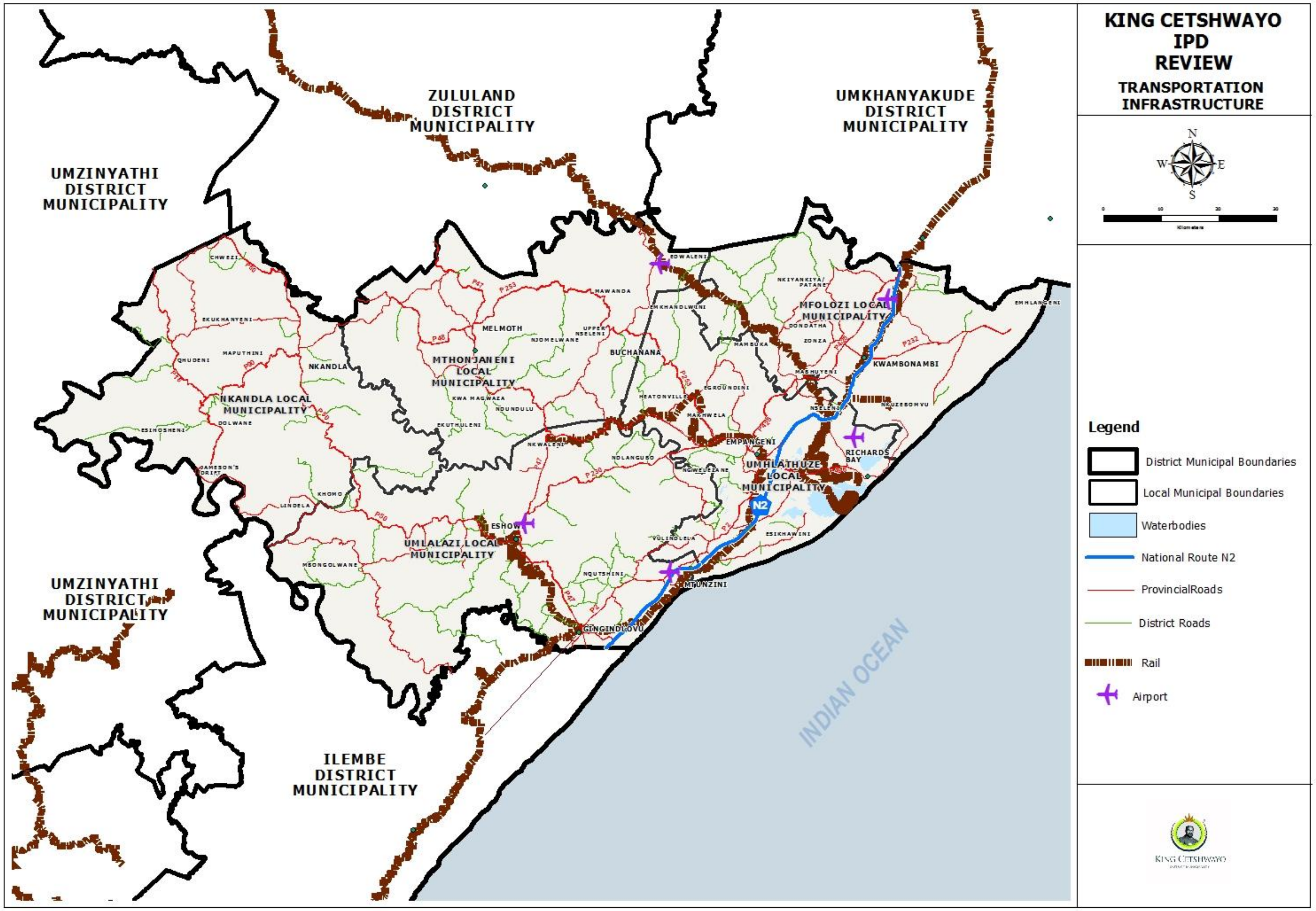
H7.0 TRANSPORT

Map 62: National Road Network



NRA DOCS#180928 v3

Map 63: Transport Infrastructure



H8.0 ENERGY – ELECTRICITY ESKOM

Energy Sector Plans:

King Cetshwayo have budgeted to revise the Energy Sector Plan during 2015/16 financial year, and will include an O&M Plan to be done in this revision thus enabling the district to have the latest source of information that is available. In addition, the district can concentrate on institutional arrangements etc.

Eskom:

Eskom, the national electricity supplier, supplies electricity in bulk. Richards Bay, Mel moth, Eshowe and Empangeni are the only towns that buy electricity in bulk and distribute to their consumers. The Local Municipality of Nkandla was assisted by the KCDM with the provision of basic electricity until July 2010, but now is responsible for service provision in the town. The supply to rural areas is slow due to high costs associated with scattered settlements and no anchor clients.

Eskom's supplies grid electrification while the Department of Mineral and Energy Affairs is responsible for non-grid electrification. A combined strategy/partnership between King Cetshwayo and Eskom is urgently required to form an integrated and sustainable electrical service delivery within the district. In conjunction with the Department of Minerals & Energy and Eskom, a plan should be devised to implement King Cetshwayo Energy Master Plan as compiled.

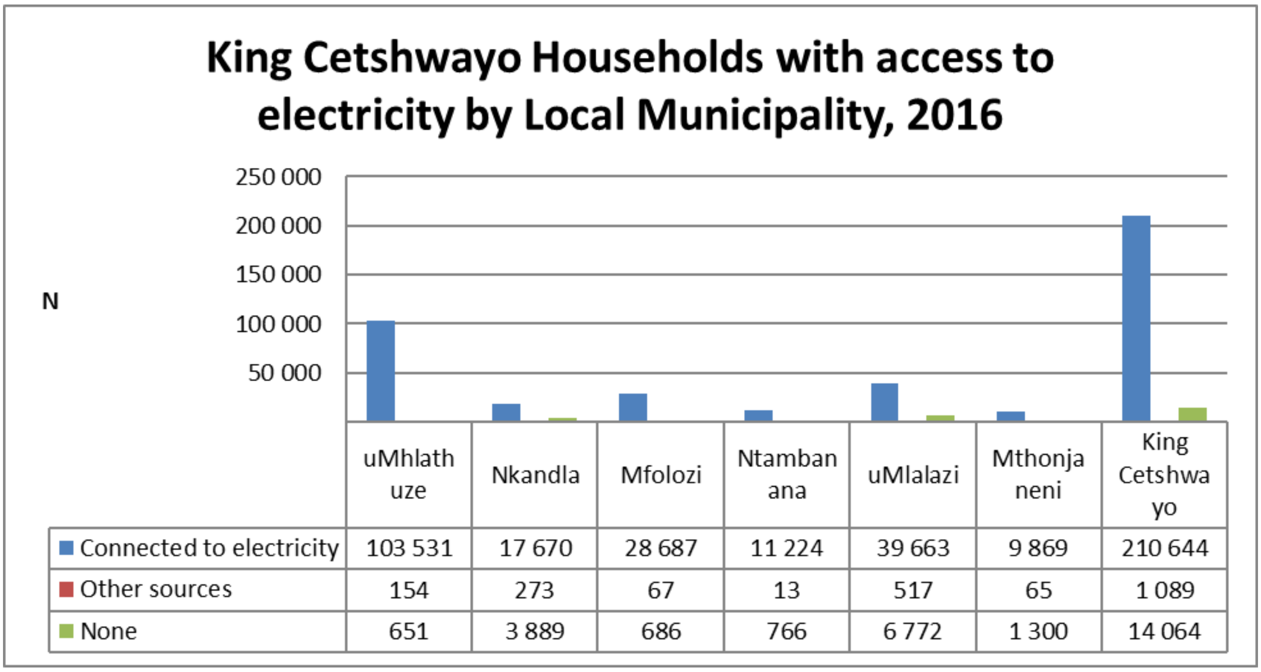
According to the 2011 census, the number of households with access to electricity for lighting increased from 55.2% in 2001 to 75.8% in 2011.

Significant differences are also prevalent amongst the five local municipalities within the district in terms of accessibility to electricity for lighting purposes. The municipal level characteristics can be summarized as follows:

- As much as 93.47% of households in the uMhlathuze municipality have access to electricity.
- Significant progress has been made in the Nkandla municipality with as much 44.61% of households having access to electricity as compared to 5.33% in 2001.
- Approximately 83.71% of households within the Mfolozi and
- Within the uMlalazi municipality, as much as 58.22% of households have access to electricity, which has improved since 2001 (39.02%).
- The access to electricity within the Mthonjaneni municipality has improved from 29.92% to 68.92% since 2001 to 2011.

The national energy crises has far reaching implications on the supply and maintenance of infrastructure services to the district, notably the cost for stand by generators at pump stations as well as the running cost of such generators. Apart from such operational expenses, the environmental costs of increased combustion into the atmosphere as a result of generator operations also need to be considered.

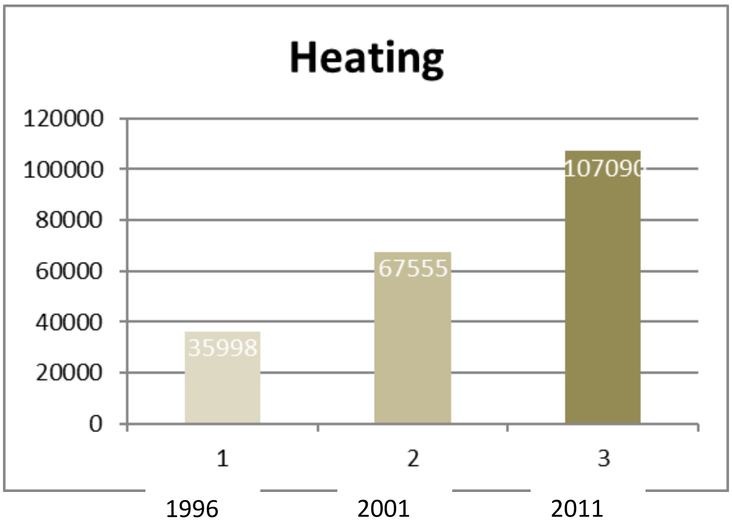
Graph 33: Access to electricity for lighting - Local Municipalities within King Cetshwayo DM



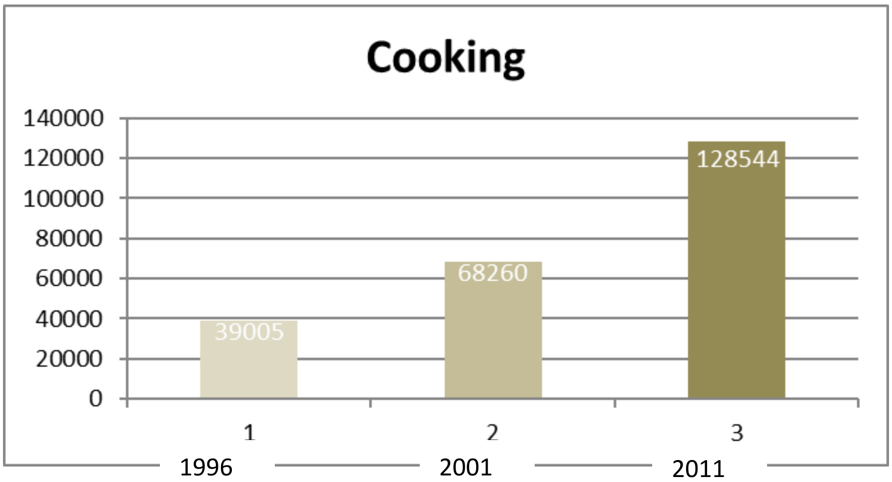
	uMhlathuze	Nkandla	Mfolozi	Ntambanana	uMlalazi	Mthonjaneni	King Cetshwayo
Connected to electricity	103 531	17 670	28 687	11 224	39 663	9 869	210 644
Other sources	154	273	67	13	517	65	1 089
None	651	3 889	686	766	6 772	1 300	14 064

Source: Stats SA Community Survey 2016

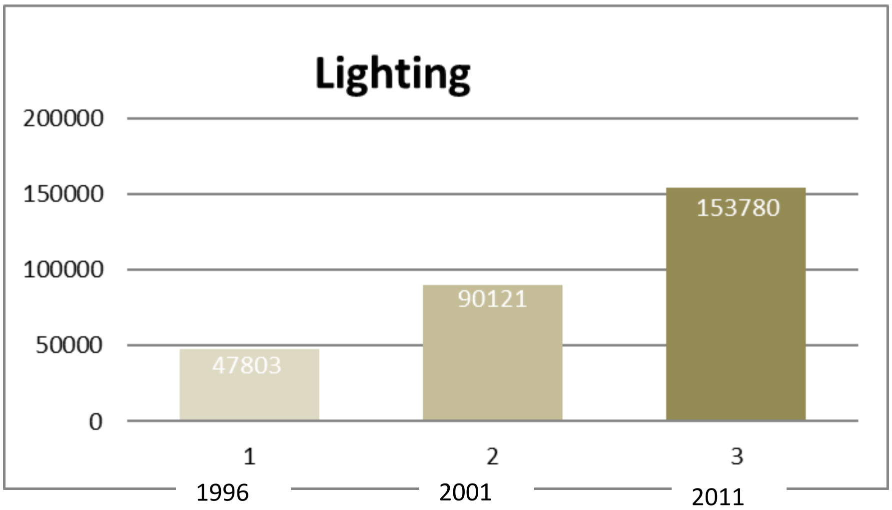
Graph 34: Distribution of households using electricity for heating, cooking and lighting - 1996, 2001 and 2011



Source: Census 2011

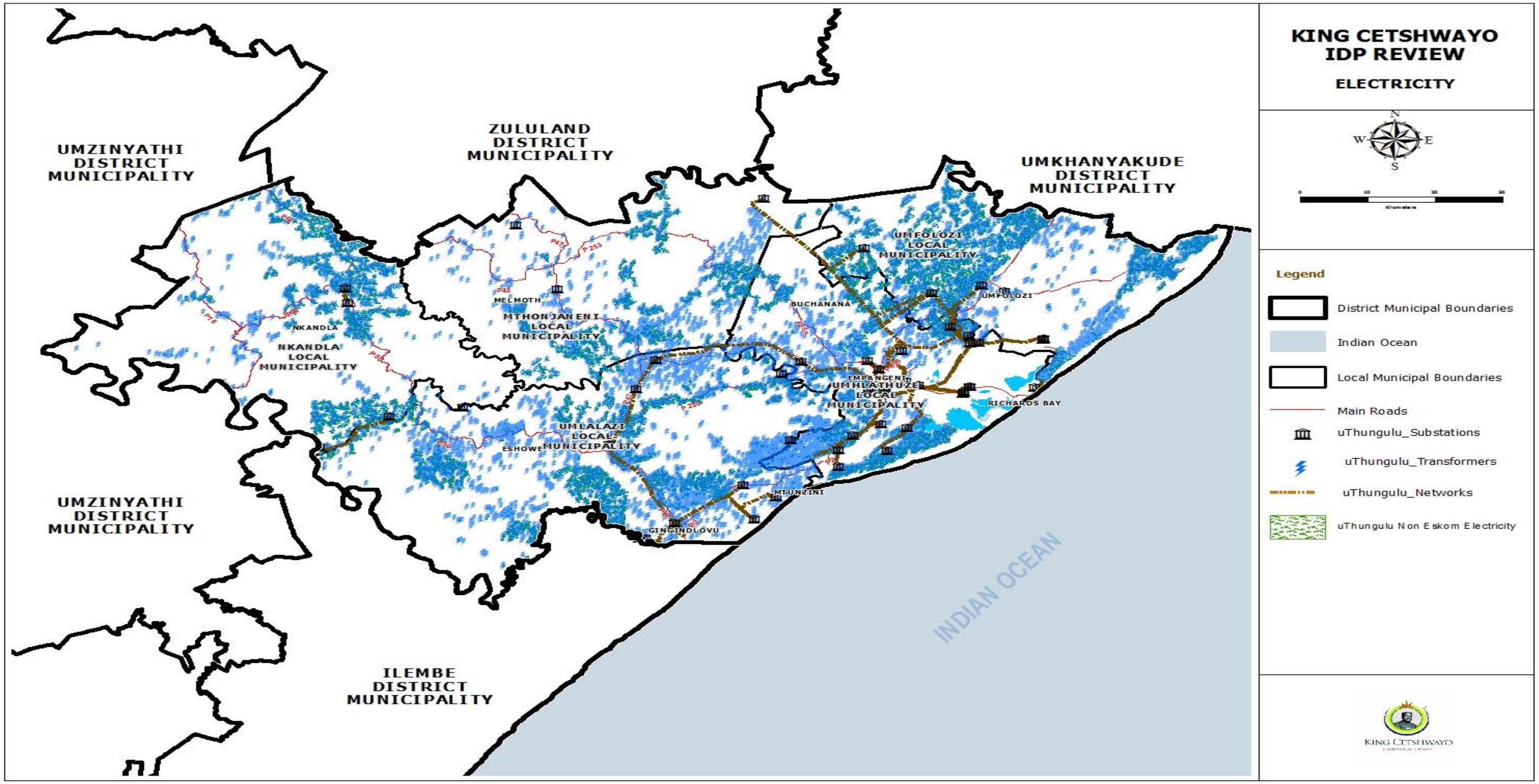


Source: Census 2011

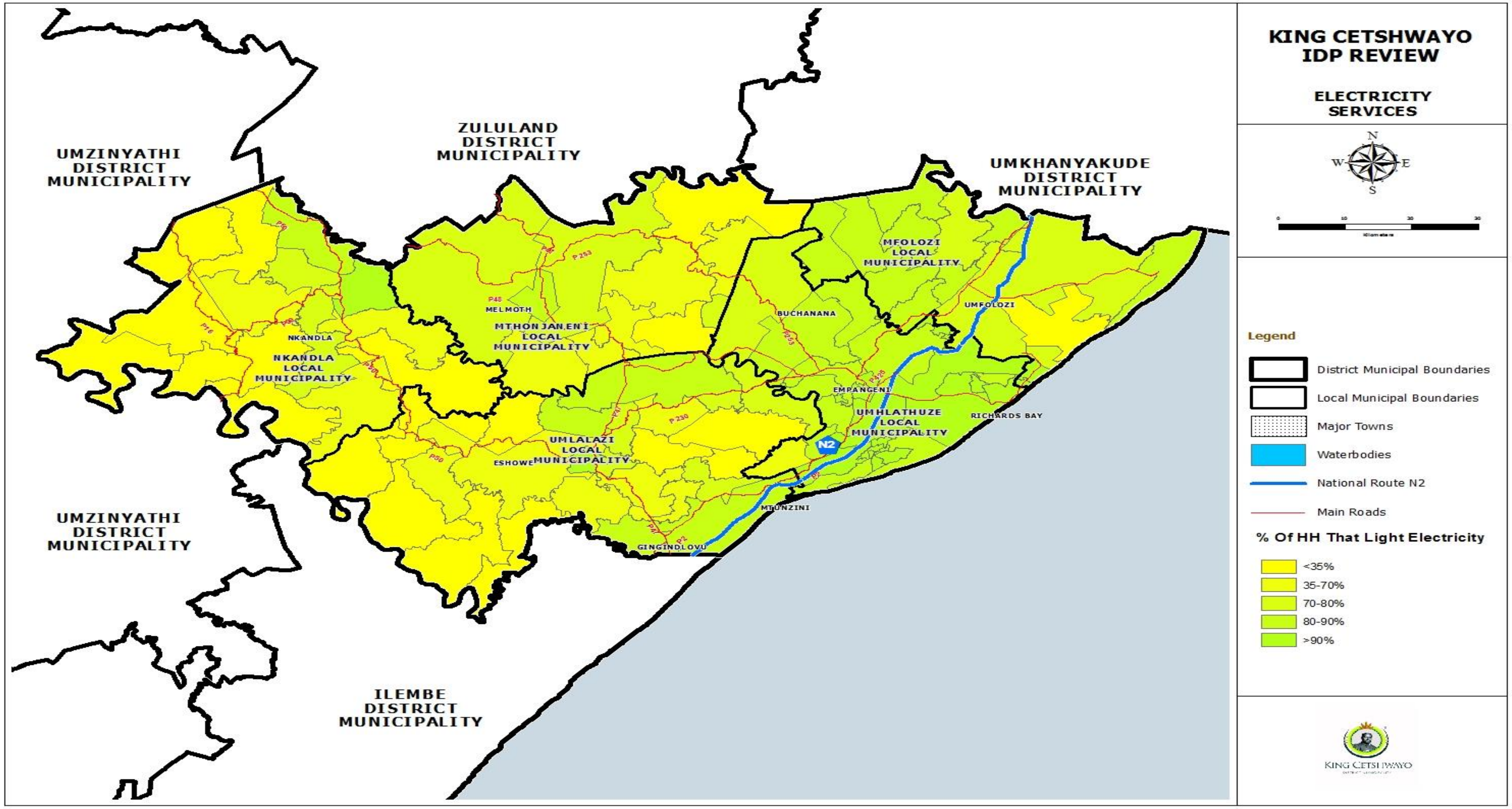


Source: Census 2011

Map 64: King Cetshwayo Electricity Infrastructure



Map 65: Electricity Services



H9.0 TELECOMMUNICATIONS

It is important to note that nearly 90% of households have a cell phone. This may be a quick and effective way to directly communicate with households e.g. for giving notice of public meetings etc.

Table 90: Telecommunication Statistics

MUNICIPALITY	TOTAL HOUSEHOLDS		LANDLINE/TELEPHONE		CELLPHONE		INTERNET	
uMhlathuze	86,609	42.70%	12,596	6.20%	80,871	93.40%	41,558	48.00%
Nkandla	22,463	11.10%	492	0.20%	18,977	84.50%	5131	22.80%
uMfolozi	25,584	12.60%	1,006	0.50%	22,778	89.00%	7279	28.40%
uMlalazi	45,062	22.20%	2,848	1.40%	38,066	84.50%	12,317	27.30%
Mthonjaneni	10,433	5.10%	411	0.20%	8,187	78.50%	2299	22.00%
King Cetshwayo	202,976	100.00%	17,638	8.70%	179,944	88.70%	70,595	34.80%

Source: Census 2011

H10.0 DEPARTMENT OF EDUCATION

One of the KwaZulu-Natal's Department of Education's mandate is the provision and maintenance of educational infrastructure, namely, public schools. Section 29(1)(a) of the Constitution of the Republic of South Africa that speaks directly to the Department's mandate states that "Everyone has the right to a basic education, including adult basic education.

The KZN Department of Education has an agreement with the Implementing Agents that assist with the provision of schooling infrastructure and maintenance thereof, namely,

1) KZN Department of Public Works,
2) Coega Development Co-operation
3) The Independent Development Trust
4) uMhlathuze Water
5) Ethekwini Municipality.

The deliverable output is categorized as follows:

a) Early Childhood Development
b) Upgrades and Additions
c) New Schools
d) Mud Schools
e) ELSEN Schools

f) Water and Sanitation
g) Fencing
h) Repairs and Renovations

It must be pointed out that when it comes to infrastructure deliverables such as the construction schools and certain upgrades, completion thereof takes a few years from the planning to the actual construction period. Some programs such maintenance, some minor upgrades and ECD's (depending of the type of work) take shorter periods.

Table 91: Dept of Education Projects

BUDGETED FOR FROM THE 2018/19 FINANCIAL YEAR (& MTEF PERIOD)

NAME OF SCHOOL	MUNICIPALITY
SIPHUMELELE SECONDARY	UMHLATHUZE
MONA PRIMARY	NKANDLA LM
MDOMBOLO PRIMARY	NKANDLA LM
SUNNYDALE PRIMARY SCHOOL	UMLALAZI LM
EMOYENI PRIMARY SCHOOL	UMLALAZI LM

H11.0 DEPARTMENT OF SOCIAL DEVELOPMENT

Table 92: DSD Services and Programmes

Field of Service	Area of focus
Child Care and Protection Total Budget = **R40, 638 000**	Design and implement integrated programmes and services that provide for: • Early Childhood Development reached **8618** subsidized children • Child care and protection services; **530** reached through psycho social support services, **1031** placed on Foster Care & Adoption services, • **296** children in funded Child and Youth Care Centres**;** • **5564** accessing services through Community-based care services for children
HIV AND AIDS	• Design and implements integrated community based care programmes and

Total Budget = **R10,935,000**	services aimed at mitigating the social and economic impact of HIV and Aids. • **15144** individuals receiving Psychosocial Support services and **10407** behaviour change programmes.
Substance abuse prevention and Rehabilitation Total Budget = **R1,690,000**	• Design and implement integrated services for substance abuse prevention, treatment and rehabilitation. We provide drug prevention programmes for children and youth. **19386** children and **7354** adults reached through prevention programmes
Social Crime Prevention and Support Budget= **R847,000**	• Social crime prevention programmes and provide probation services targeting children, youth and adult offenders as well as victims within the criminal justice system. • **193** children were assessed to date, **54** referred for diversion and **48** completed diversion.
Victim Empowerment Budget= **R2,559,000**	• Integrated programmes and services to support, care and empower victims of violence and crime in particular women and children. • **1617** victims of crime and violence were placed in designated shelters and received Psychosocial Support Services.
Care & Services to Older Persons Budget= **R2,432,000**	• Integrated services for the care, support and protection of older persons. • Over **1 338** older persons in community service centres and **85** residents in Kwabadala Residential Care Facility.
Care and Services to people with disabilities *Budget=* ***R3,841,000***	• Integrated programmes and provide services that facilitate the promotion of the well-being and the socio economic empowerment of persons with disabilities. **327** PWD accessing Protective Workshops.
Care and support services to Families *Budget=* ***R202,000***	• Provides programmes and services that promote functional families and prevent their vulnerability. **8001** families reached through Family preservation, family reunification and parenting skills programmes.
Social Relief of Distress	• To respond to emergency needs identified in communities affected by disasters not declared, and or any other social condition

Budget= R1,848,000	resulting in undue hardship. • **2507** people have been assisted so far in this financial year including provision of school uniform as part of **'#SibahleSiyazethemba Campaign**'.

H12.0 DEPARTMENT OF SPORTS AND RECREATION

- Purchase of equipment R150 000,00
- Transportation of Federations R100 000,00
- Purchase of dissa equipment R50 000,00
- Provincial spar ladies R5 000,00
- Capacity building R250 000,00
- District Dissa eliminations R50 000,00
- District Salga team selections and prep R200 000,00
- Dissa provincial eliminations R50 000,00
- King Cetshwayo Hubs Purchase of Equipment &Attire R225 500,00
- King Cetshwayo ECD Centres Purchase of Equipment R48 000,00
- King Cetshwayo IG'S clubs support equipment & Attire R44 000,00
- Mlalazi IG'S Local Selection R44 000,00
- Nkandla IG'S Local Selection R44 000,00
- Mthonjaneni IG'S Local Selection R44 000,00
- Mfolozi IG'S Local Selection R44 000,00
- Mhlathuze IG'S Local Selection R44 000,00
- Mhlathuze Local Hub Games R35 000,00
- Mlalazi Local Hub Games R35 000,00
- Nkandla Local Hub Games R35 000,00
- Mfolozi Local Hub Games R35 000,00
- Bhucanana Local Hub Games R35 000,00
- Mthonjaneni Local Hub Games R35 000,00
- King Cetshwayo District Bigwalk&Aeromarathon R300 000,00
- King Cetshwayo District Recreational Day R67 200,00

Totals **R1 114 700,00**

ORGANISED RECREATION

- Active Senior Equipment R50 000,00
- Indigenous Games R20 000,00
- Recre-Hab Equipment R20 000,00
- Work & Play Equipment R20 000,00
- Recre-Hab Workshop R20 000,00
- IG Social Cohesion - Jukskei League R6 500,00
- Work & Play Festival R30 000,00

- Harry Gwala Summer Handicap R65 000,00
- **Totals** **R589 605,00**

H13.0 RICHARDS BAY MINERALS

- Richards Bay Minerals (RBM) is regulated by the Mineral and Petroleum Resources Development Act (MPRDA) Act No 28 of 2002. The business maintains a firm standard of the laws set out by the MPRDA, its regulations, Charters and guidelines.

- The mine in compliance with the Social and Labour Plan (SLP) guideline requirements and the Mining Charter, identifies projects in consultation with Municipalities and their Integrated Development Plans (IDPs)and further consult other economic development frameworks, e.g. Provincial Growth and Development Strategy.

- The objectives of the SLP include among others to:

    - Promote employment and advance the social and economic welfare of all South Africans;

    - Ensure that holders of the mining rights contribute towards the Socio- Economic development of areas in which they operate as well as the areas from which the majority of the workforce is sourced.

    - Utilize and expand the existing skills base for the empowerment of HDSA's and to serve the community.

    - As per SLP guidelines, Mine Community Development means a meaningful contribution towards community development, in terms of both size and impact. The contribution should be equal to 1% NPAT.

    - Mine community development SLP projects are identified in partnership with stakeholders, approved by DMR and implemented over a five (5) year period.

    - Municipality IDP and officials were consulted to identify the needs of the communities since September 2017.

    - Consultation sessions were held on identified projects and resulted in drafted Memorandum of Agreements which clarify the roles and ownership arrangements of projects.

    - The completed projects as aligned with the IDP will be handed over to Municipality for future management/operation and maintenance in accordance with the mandate of the municipalities.

- **LIST OF MINE COMMUNITY DEVELOPMENT PROJECTS WITHIN KING CETSHWAYO DISTRICT MUNICIPALITY AREA- PROPOSED PROJECTS**

PROJECT NAME	CATEGORY	BENEFICIARY
Essential oils	Enterprise Development	uMfolozi LM(Ntambanana Area)
Provision of interim water relief	Socio-economic Development	uMfolozi LM, Mbonambi community
Provision of Water network s (Bulk Water)	Infrastructure	Umfolozi LM , Umhlathuze LM
Box Mall	Enterprise Development	uMhlathuze Local Municipality, Mkhwanazi and Dube communities
Leather Beneficiation	Enterprise Development	uMhlathuze LM, Mkhwanazi community
Bakery	Enterprise Development	uMhlathuze LM, Mkhwanazi community
Fish farming	Enterprise Development	uMhlathuze LM, Dube community
Concrete Manufacturing	Enterprise Development	uMhlathuze LM, Mkhwanazi and Dube communities
Destitute houses	Socio-economic Development	uMhlathuze LM, Mkhwanazi community
Provision of interim water relief	Socio-economic Development	uMfolozi Local Municipality , Mbonambi community
Waste Management (Skips and Service Truck)	Socio-economic Development	uMfolozi LM, uMfolozi LM communities
Construction of uMfolozi LM Driving License Testing Centre	Infrastructure Development	Mbonambi Town, uMfolozi LM communities
Completion uMfolozi Thusong Centre	Infrastructure Development	Mbonambi Town, uMfolozi LM communities
Upgrading of 2 Sport Facilities	Infrastructure Development	uMfolozi LM, Mbonambi community
Provision of Standby Generators in Health Facilities	Infrastructure Development	uMfolozi LM, Mbonambi community
Upgrading of Nhlabane Road (D1559)	Infrastructure Development	uMfolozi LM, Mbonambi community
Eco car wash	Enterprise Development	uMfolozi LM, Mbonambi community
Sewing enterprise	Enterprise Development	uMfolozi LM, Sokhulu community
Toilet paper manufacturing	Enterprise Development	uMfolozi LM, Sokhulu community

SECTION I:

ANNUAL PROGRAMMES

KEY COMMUNITY PROGRAMMES

- **CHILD PROTECTION**
  In the commemoration of the District Child Protection Week, King Cetshwayo District Municipality organized educational awareness sessions for two days during May. The children are transported and to participated in the International Children's Day

- **CHILDREN'S DIALOGUE**
  The King Cetshwayo District Children's Dialogue aim is to teach children of their rights and responsibilities and to further encourage participation of children in the dialogue

- **SENIOR CITIZENS HEALTH AWARENESS CAMPAIGN**
  The Health Awareness Campaign takes place every year and is aimed at promoting Healthy Living Lifestyles for Senior Citizens in the District. Presentations were done by Age in Action on: Cancer, Nutrition, HIV/ AIDS, TB, Eye Health, Chronic Diseases and Arthritis.

- **SENIOR CITIZENS FORUMS**
  Conducted Senior Citizens Forums.

- **GOLDEN GAMES**
  The aim of the Golden Games is to enhance the quality of life and improve the health of senior citizens by engaging them in activities, which promote an optimal level of social, physical and mental well-being. King Cetshwayo District Municipality participates annually in the Golden Games from Local to National Level.

- **ANNUAL CHRISTMAS PARTY**
  For Senior Citizens, held in December.

- **GENDER PROGRAMME 16 DAYS OF ACTIVISM**
  The District 16 Days of Activism Campaign against Women and Children Abuse is held annually

- **PROGRAMMES FOR THE DISABLED**
  People with disabilities face a wide range of issues and challenges including lack of access to education, employment, health care and social services. In employment markets, the possibility

of them being employed is often not a reality due to them not being equipped with relevant skills. King Cetshwayo District Municipality has formed partnership with Athena College, accommodated Disabled interns at King Cetshwayo who have later been absorbed as permanent employees.

- **CRIME AWARENESS PROGRAMME**
  King Cetshwayo works in partnership with the department of Community Safety to conduct crime awareness in areas identified by the department with high crime statistics.

- **EDUCATION**
  King Cetshwayo is embarked in a programme of education, skills development and training. Every year a number of university students is assisted with registration fees at tertiary institutions. On top of this, One Hundred (100) Top Matric Achievers is identified through the Department of Education annually and awarded registration grants.

- **TATA MADIBA**
  The leadership of King Cetshwayo started a tradition of acknowledging the birthday of Tata Madiba by getting involved in the 67 minutes' campaign.

SPORT

The Sport event in which King Cetshwayo Municipality participates every year is the SALGA KZN Games.