KING CETSHWAYO
DISTRICT MUNICIPALITY



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# KING CETSHWAYO INTEGRATED DEVELOPMENT PLAN 2022/23 - 2026/27

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**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 |
| **DDM** | District Development Model |
| **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** | Traditional Local Council |
| **KCDM** | King Cetshwayo District Municipality |
| **WSB** | Water Services Backlog |
| **WSDP** | Water Services Development Plan |

# SECTION A:
# EXECUTIVE SUMMARY

## A1. INTRODUCTION:

### A1.1 PURPOSE OF THE IDP

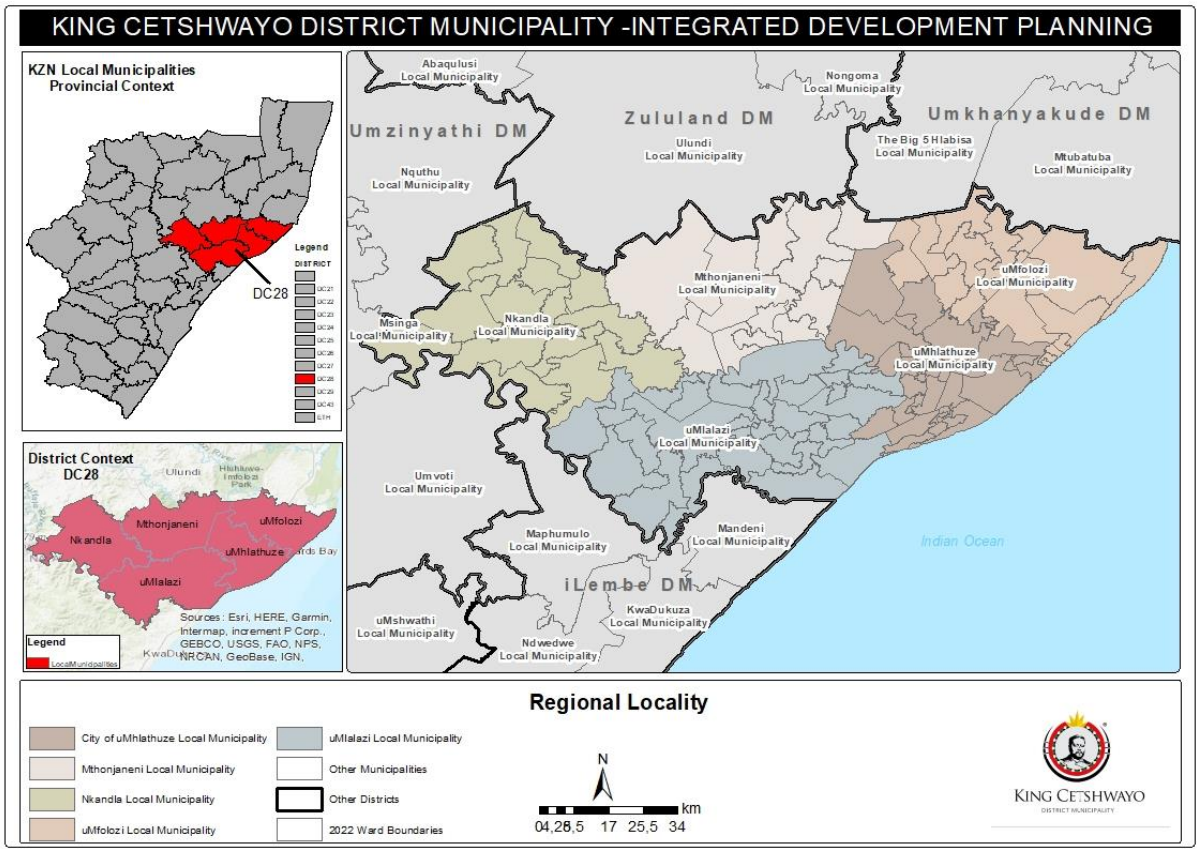
The purpose of integrated development planning is faster and more appropriate delivery of services and providing a framework for economic and social development in a municipality. A range of links exist between integrated development planning and its developmental outcomes, which have great relevance, in particular in a context of financial crisis of municipalities, urgency of service delivery, and employment generation. Integrated development planning can contribute towards eradicating the development legacy of the past, making the notion of developmental local government work andfostering co-operative governance.

The IDP is reviewed annually and is the principal strategic planning instrument that guides and informs all planning, budgeting, management and decision-making in a municipality. It is a tool for bridging the gap between the current reality and the vision of satisfying the needs of the whole community in an equitable and sustainable manner. Integrated development planning will enable municipalities to develop strategic policy capacity to mobilise resources and to target their activities. In practice the IDP is a comprehensive strategic business plan for the Municipality over the short and medium term.

According to the Municipal Systems Act, every Council has to prepare its own IDP which will guide them for the five years that they are in office. The IDP is therefore linked to the term of office of councillors. Under the new Constitution, local government has a new, expanded role to play. In addition to ensuring that all citizens have access to at least a minimum level of basic services, municipalities must now also take a leading role in addressing poverty, and in promoting local economic and social development. They must not only deliver on present demands for services - they must also anticipate future demands and find ways to provide services in an effective, efficient and sustainable manner over the short, medium and long term. The value of integrated development planning for municipalities lies in the formulation of focused plans, based on developmental priorities. It is essential to spend the limited council resources on the key development priorities of the local community. This is the essence of the IDP - how to align the projects, plans, budgets and other council resources with the sustainable development priorities of the communities.

## A1.2 OVERVIEW OF THE DISTRICT

**Map 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.

The King Cetshwayo District is surrounded by uMkhanyakude District to the north, Zululand District to the north-west, uMzinyathi District to the north-east and iLembe District to the south and is approximately 150 km north of the eThekwini metro. The headquarters of the KCD is in Richards bay and the district is made up of five local municipalities, namely: Mthonjaneni, uMlalazi, Mfolozi, uMhlathuze and Nkandla. The N2 from Durban to Mpumalanga passes through the District. According to the latest 2020 Global Insights statistics the District accounted for a total population of 982 726 or 8.6% of the total population in KZN slightly up from 971 135 in 2016

recorded by Stats SA. Females constituted 52.6% of the population. The total number of households decreased somewhat from 225 798 in 2016 to 222 000 in 2019. In 2016, 49.8% of households were headed by women, whilst 1 552 households were headed by children younger than 18 years of age. 80% of the KCD population and households are regarded as rural.

### A1.2.1 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.

### A1.2.2 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.

### A1.2.3 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.

### A1.2.4 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.

### A1.2.5 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.

### A1.2.6 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.

### A1.2.7 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).

### A1.2.8 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.

### A1.2.9 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.

## A2. DEMOGRAPHICS

### A2.1 DISTRICT PROFILE

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

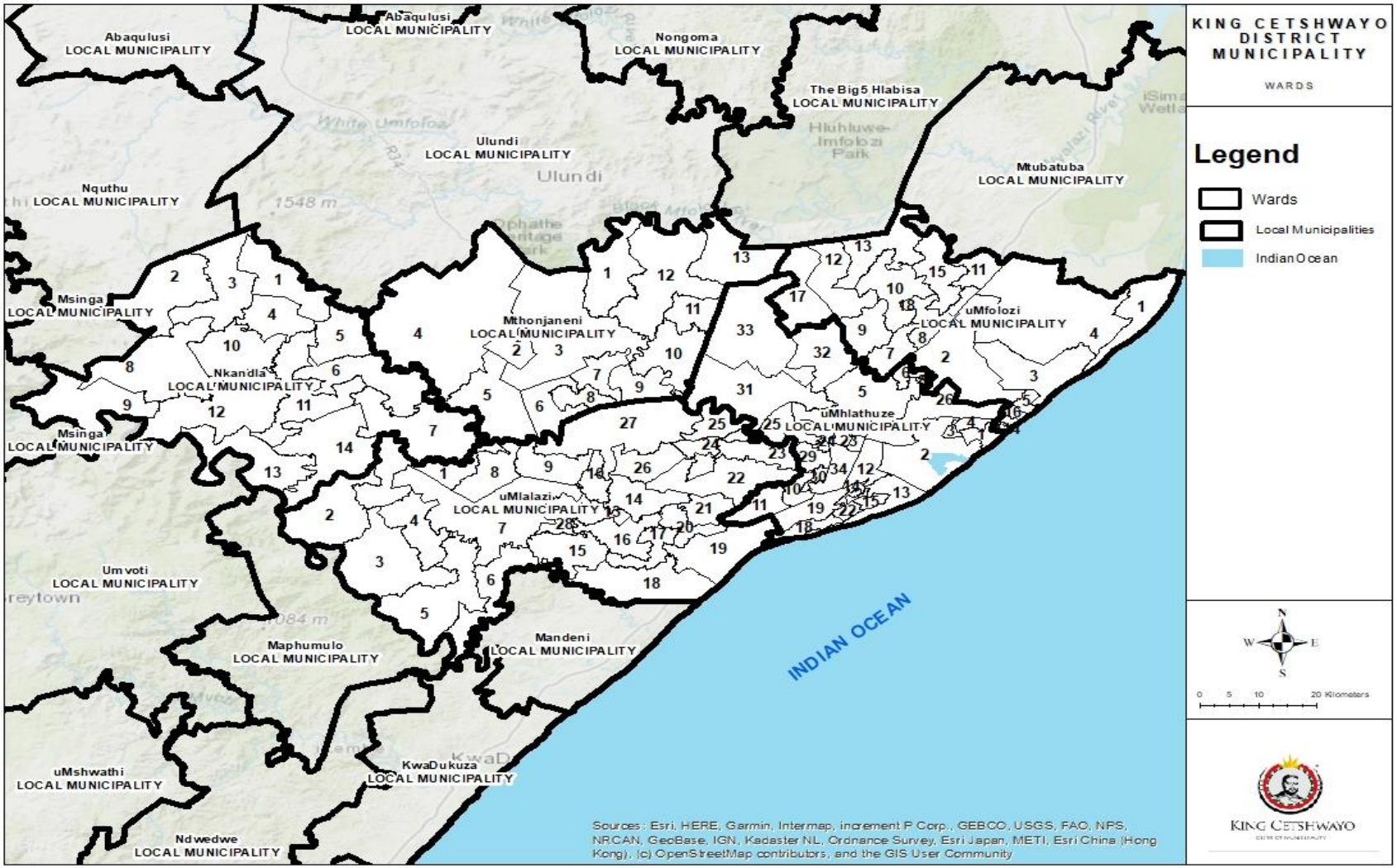
**Table 1: Municipality Demographics**

| MUNICIPALITY | CURRENT SPATIAL SIZE | DEMOGRAPHIC SIZE | NUMBER WARDS | NUMBER TA | NAMES TRIBAL AUTHORITIES |
|---|---|---|---|---|---|
| uMfolozi | 1208 km² | 144 363 | 17 | 5 | • Mthethwa<br>• Mbonambi<br>• Mambuka<br>• Somopho<br>• Sokhulu |
| uMhlathuze | 795 km² | 410 465 | 34 | 6 | • Dube<br>•Madlebe<br>• Obuka (Small portion of land)<br>• Mambuka (Small portion of land)<br>• Mkwanazi<br>• Bhejane<br>• Somopho<br>• Obizo |
| uMlalazi | 2214 km² | 213,601 | 27 | 14 | • T Biyela<br>• ZM Biyela<br>• Khoza<br>• Zulu<br>• F R Biyela<br>• Zulu<br>• S Zulu<br>• Nzuza<br>• Mpungose<br>• Dube<br>• Ntuli<br>• Zulu<br>• Mzimela<br>• Shange |
| Mthonjaneni | 1086 km² | 78 883 | 13 | 3 | • Ntembeni<br>• Obuka<br>• Yanguye |

| | | | | | | |
|---|---|---|---|---|---|---|
| Nkandla | 1827 km² | 114,284 | 14 | 17 | • Mahlayizeni<br>• Khabela<br>• Xulu<br>• Zondi<br>• Magwaza<br>• Chube<br>• Izindlozi<br>• Izigqoza-Sub Clan<br>• Amaphuthu | • Chwezi<br>• Nxamalala<br>• Chunu<br>• Godide<br>• Mpungose<br>• Mangidini<br>• Ngono Ekukhanyeni |
| **King Cetshwayo** | **8213 km²** | **971 135** | **105** | **45** | | |

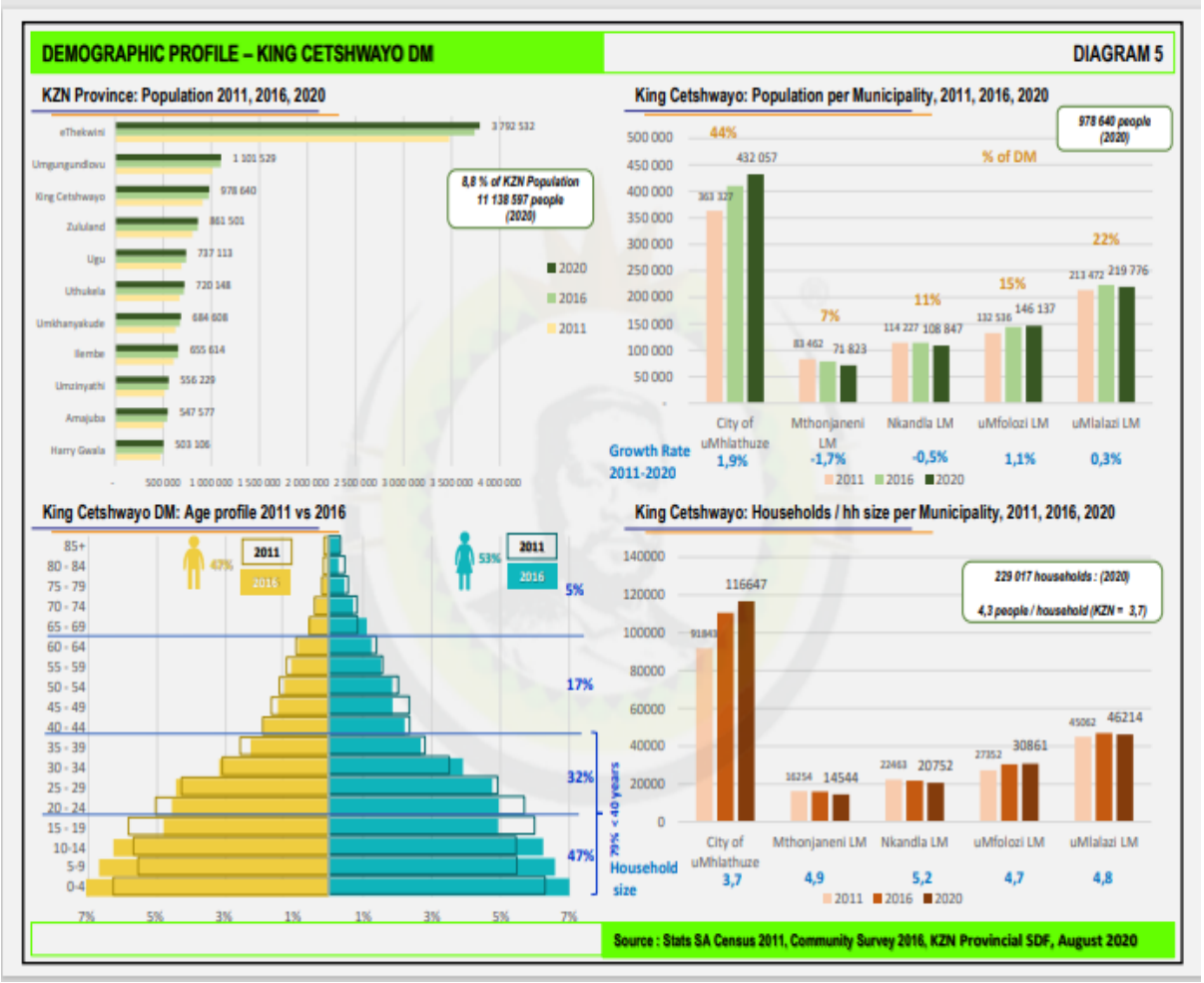
*Source: Stats SA –Community Survey 2016 & KCDM Family of Municipalities*

**Map 2: King Cetshwayo District Wards**



Furthermore, the table below indicates demographics for King Cetshwayo District

**Table 2: District Overview**




## A2.2. ECONOMIC PROFILE

The District is among the key economic role players in KZN in terms of GDP contribution. It contributed 6.5% of the total estimated provincial GDP generated in 2016. It is within this context that KCD is among the largest contributing districts towards the provincial GDP such as eThekwini and uMgungundlovu at 59.5%, and 11.3% respectively. The largest contributing local municipalities to the GDP of the district are the City of uMhlathuze at 44.0%, followed by uMfolozi at 25.7% and uMlalazi at 21.3%. The mining sector had the highest average annual growth rate in King Cetshwayo at 4.34%, for the period 2009 and 2019 contributing to the GVA in



KING CETSHWAYO
DISTRICT MUNICIPALITY

the industry. The second highest average annual growth rate is the agriculture sector averaging at 2.53% per year. The construction sector had an average annual growth rate of 0.73%, while the electricity sector had the lowest average annual growth of - 0.91%. Overall a negative growth existed for all the industries in 2019 with an annual growth rate of -0.92% since 2018. Although the economy of KCD is predominantly dependent on the tertiary sector at 47.9%, the secondary sector at 29% also plays a significant role in its economy especially the manufacturing sub-sector.

**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

**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 3: 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.

## A3. HOW WAS THE IDP DEVELOPED?

The IDP is the result of extensive consultation with the various role players as is demonstrated by the development priorities that each of the wards in a Municipality put forward. A situation analysis is madeof where the community is at present and where it wants to be in future. The infra-structure andservices delivery, socio-economic, spatial development and economic framework are respectively outlined. The way forward is subsequently concretized firstly by a strategic long term vision and secondly, by the detail of the way in which these strategic objectives will be achieved.

This IDP is the first of the **Fifth Generation of the IDP**, a principal 5-year IDP which will be 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 was adopted to assist in achieving certain milestones and informs the Process Plans of the King Cetshwayo family of Local Municipalities. Although this is a new IDP, for the municipality to be able to move forward there are aspects of the previous IDP that will have formed part of this IDP 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 District Development Model
- Addressing Auditor General concerns

### A3.1 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

### A3.1.1 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 and IDP Steering Committee comprises of the following members:

- ⇨ The Mayor;
- ⇨ The Deputy Mayor (Ex Officio)
- ⇨ The Speaker (Ex Officio)
- ⇨ Chief Whip (Ex Officio)
- ⇨ The Municipal Manager
- ⇨ Chief Operations Officer
- ⇨ All Deputy Municipal Managers
- ⇨ Senior Manager: Budgeting & Reporting
- ⇨ Senior Manager: Municipal Infrastructure & Implementation
- ⇨ Senior Manager: Municipal Infrastructure Operations and Maintenance
- ⇨ Manager: IDP

### A3.1.2 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 | | |

### A3.2 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.

## A4.0 KEY CHALLENGES AND GOALS

**Table 4: 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 & Basis Service Delivery |
| 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 | Local Economic & Rural 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 | 8 | Co-ordinated Planning, Spatial Equity, Coastal and Environmental Management |
| Ensuring effective support to Spatial Planning and Development | 8 | |
| Ensuring compliance with SPLUMA and PDA | 8 | |
| Ensuring disaster management forums remain functional | 8 | |

## A4.1 DESCRIPTION OF KEY CHALLENGES

**Table 5: Description of Key Challenges**

| KCDM Strategic Goal | Key challenge | Description |
|---|---|---|
| Organisational & Human Development | Ensuring filling of critical vacant posts | There is one critical post 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 & 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 |
| Local Economic & Rural 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 functioning | Weak structures of IGR |
| | Diversifying the district's economy | Lack of funding and business skills for SMMEs |
| | Supporting of tourism | Lack of access to markets |

| | | |
|---|---|---|
| | initiatives | |
| 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 | None attendance by stakeholders and functionality of IGR structures |

## A5.0 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:

### A5.1 VISION

Forging ahead being inspired by integrity and the will to provide sustainable and quality service delivery.

### A5.2 MISSION

- Provision of sustainable; quality water and sanitation services
- Developing the economy through economic transformation and job creation
- Promoting good governance through transparency, integrity and professionalism.
- Developing local economy through tourism, film and agriculture
- Empower SMMES through equitable distribution of resources and opportunities.

### A5.3 CORE VALUES

- Integrity
- Good Governance

## A6.0 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.

## A6.1 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.

## A6.2 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.

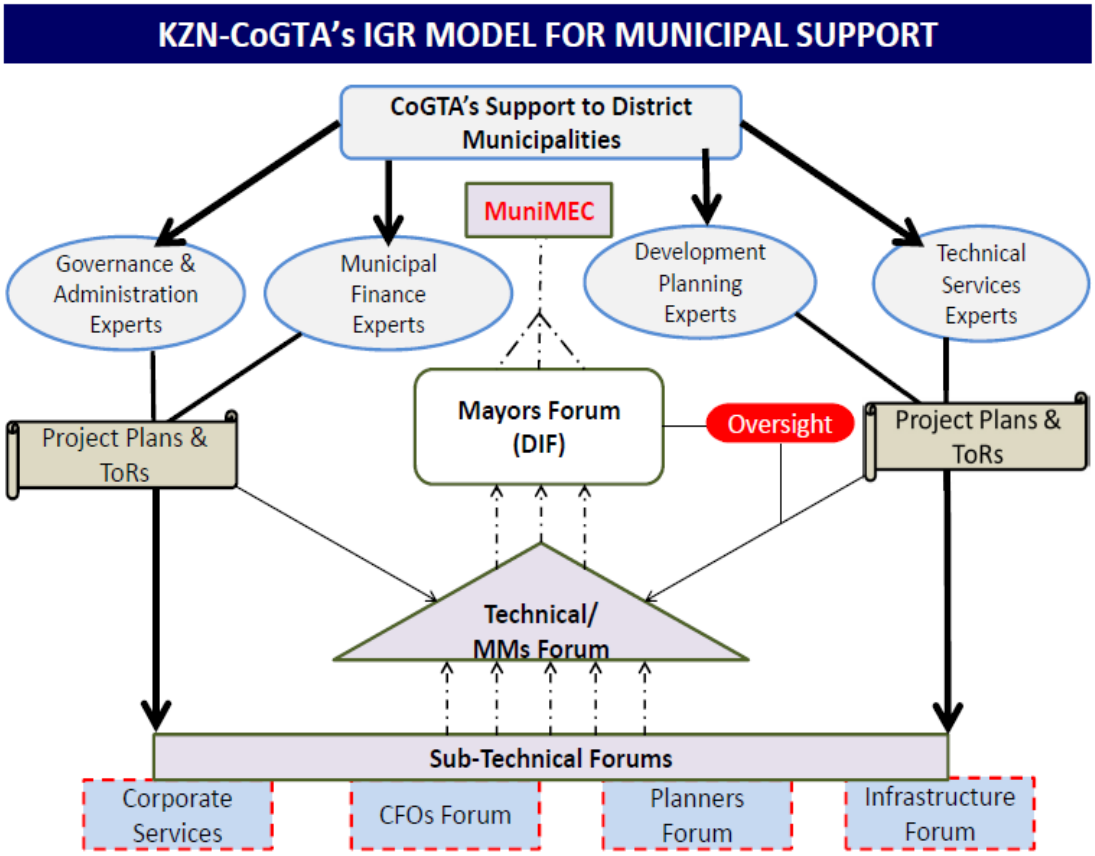
## A6.3 GOVERNANCE AND PUBLIC PARTICIPATION

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 1: KZN COGTA IGR Model**




## A6.4 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

## A6.5 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

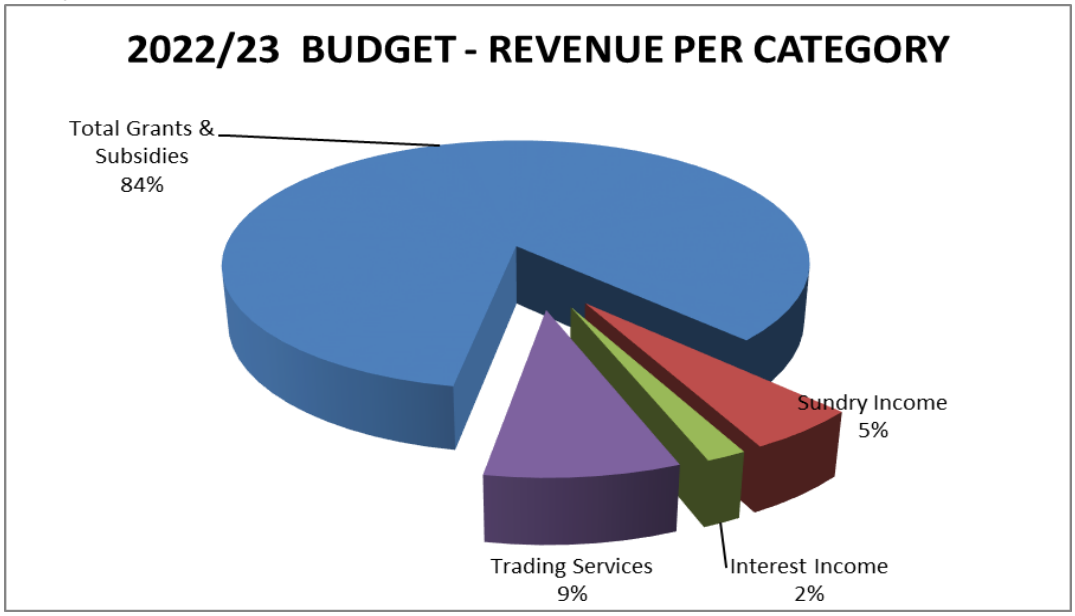
Comprise the policies and management processes relating to revenue generation, supply chain management, debt and credit management as well as assets, liability control and auditing. Aspects such as submission of the financial statements to the Auditor General (AG) as well as the findings of the AG on 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.

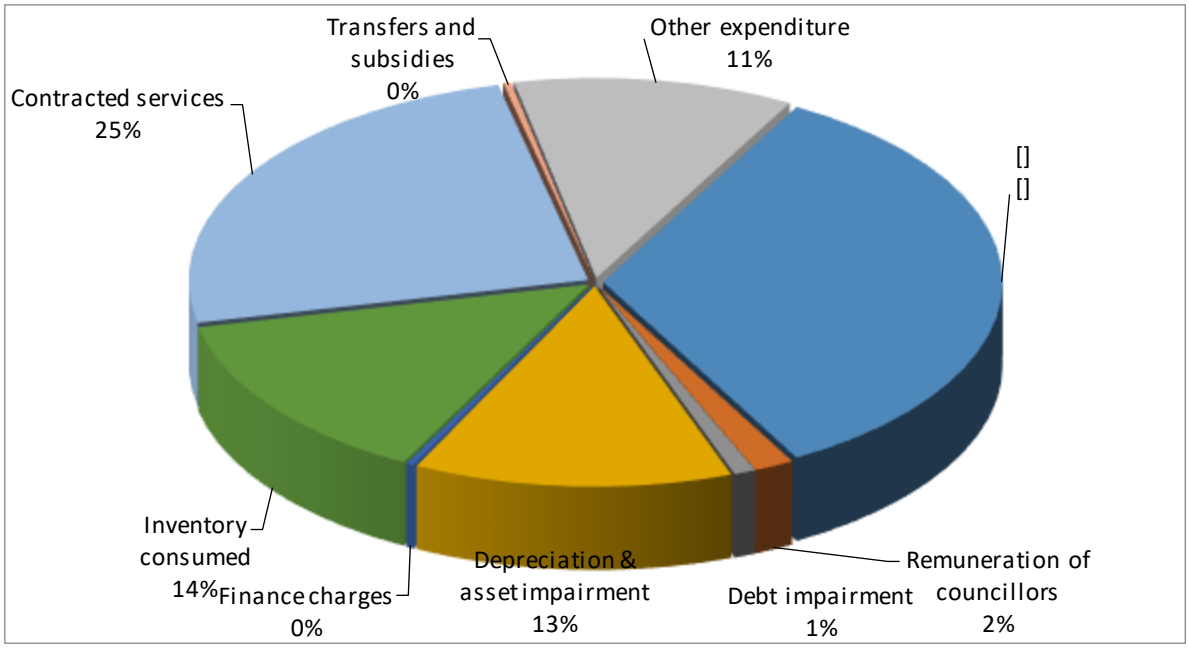
**Graph 2: How the Municipal Budget Address's Key Challenges**

**2022/23 SOURCES OF REVENUE**




*Source: KCDM Financial Plan 22/23*

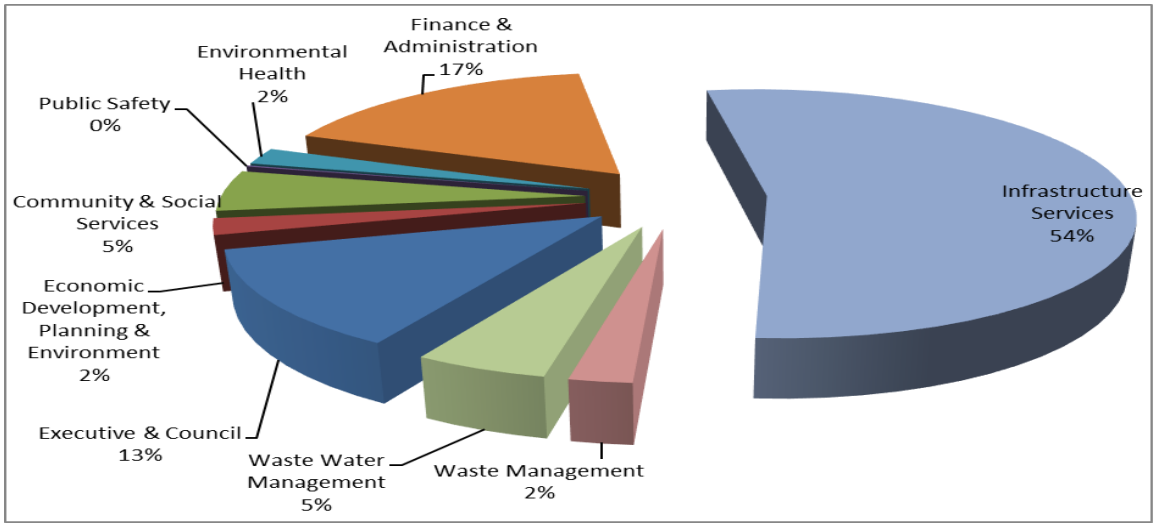
**Graph 3: Expenditure per Type**




**EXPENDITURE BY TYPE**

*Source: KCDM Financial Plan 2022/23*

**Graph 4: Expenditure by Vote**




*Source: KCDM Financial Plan 22/23*

## A6.6 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.

## A7.0 KCDM STRATEGIC GOALS

The following are King Cetshwayo District Municipality Strategic Goals.

1. Organisational & Human Resource Development
2. Strategic Infrastructure & basic service delivery
3. Sound Financial Management & Viability
4. Promote Good Governance and enhance Pubic Participation
5. Promote healthy communities through sports, arts and culture development
6. Create & Promote a safe, healthy and secure environment
7. Local & Rural economic development
8. Co-ordinated Planning, Spatial equity, coastal and environmental Management

- 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



### B.1.1.1 KZN PGDS ALIGNMENT TABLE WITH KCDM GOALS

**Table7: KZN PGDS Alignment with KCDM Goals**

| NO GOAL NO | PGDS GOAL | KING CETSHWAYO GOAL |
|---|---|---|
| 1 | Inclusive Economic Growth | Local & rural economic development |
| 2 | Human Resource Development | Organisational & human resource development |
| 3 | Human & Community Development | Organisational & human resource development |
| 4 | Strategic Infrastructure | Basic Service Delivery & Strategic Infrastructure |
| 5 | Environmental Sustainability | Create & Promote a safe, healthy and secure environment |
| 6 | Governance and Policy | Promote good Governance and enhance Public Participation. |
| 7 | Spatial Equity | Co-ordinated Planning, Spatial Equity, Coastal and Environmental Management |

## 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 | Local & rural economic development |
| 2 | End Hunger | Local & rural economic development |
| 3 | Well-Being | Create & Promote a safe, healthy and secure environment |
| 4 | Quality Education | Organisational & human resource development |
| 5 | Gender Equality | Promote good Governance and enhance Public Participation. |
| 6 | Water and Sanitation For All | Strategic Infrastructure & Basic Service Delivery |

| | | |
|---|---|---|
| 7 | Affordable and sustainable Energy | Strategic Infrastructure & basic Service Delivery |
| 8 | Decent work for all | 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 | 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**




KING CETSHWAYO
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**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 | Local & rural economic development |
| 2 | Expand infrastructure | Basic Service Delivery & Strategic Infrastructure |
| 3 | Use resources properly | Strategic Infrastructure & basic service delivery |
| 4 | Inclusive planning | Good Governance and Public Participation |
| 5 | Quality education | Organisational & human resource development |
| 6 | Quality healthcare | Create & Promote a safe, healthy and secure environment |
| 7 | Build a capable state | Organisational and Human Resource Development |
| 8 | Fight corruption | Promote Good Governance and enhance Public Participation |
| 9 | Unite the nation | Promote Good Governance and enhance 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 | Organisational and human resource development |
| 2 | A long and healthy life for all South Africans | Create & Promote a safe, healthy and secure environment |
| 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 | Local & rural economic development |
| 5 | A skilled and capable workforce to support an inclusive growth path. | Organisational and Human Resource Development |
| 6 | An efficient, competitive and responsive infrastructure network | Strategic Infrastructure & basic service delivery |
| 7 | Vibrant, equitable, sustainable rural communities contributing towards food security for all | Local & rural economic development |
| 8 | A comprehensive, responsive and sustainable social protection system | Create & Promote a safe, healthy and secure environment |
| 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 | Promote Good Governance and enhance 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 | Promote Good Governance and enhance Public Participation |
| 13 | A diverse, socially cohesive society with a common national identity | Promote Good Governance and enhance Public Participation |
| 14 | Create a better South Africa, a better Africa, and a better world | Create & Promote a safe, healthy and secure environment |

## 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) | Local Economic and Rural Development and Food Security |
| 2 | Education | Organisational & Human Resource Development (Liaison with the Dept. of Education) |
| 3 | Health | Create & Promote a safe, healthy and secure environment (Liaison with the Dept. of Health) |
| 4 | Rural development, food security and land reform | Local Economic and Rural Development |
| 5 | Fighting crime and corruption | Promote Good Governance and enhance Public Participation |
| 6 | Nation-building and good governance (State of KZN Province Address | Promote Good Governance and enhance Public Participation |

## B1.6 DISTRICT GROWTH AND DEVELOPMENT PLAN(DGDP)

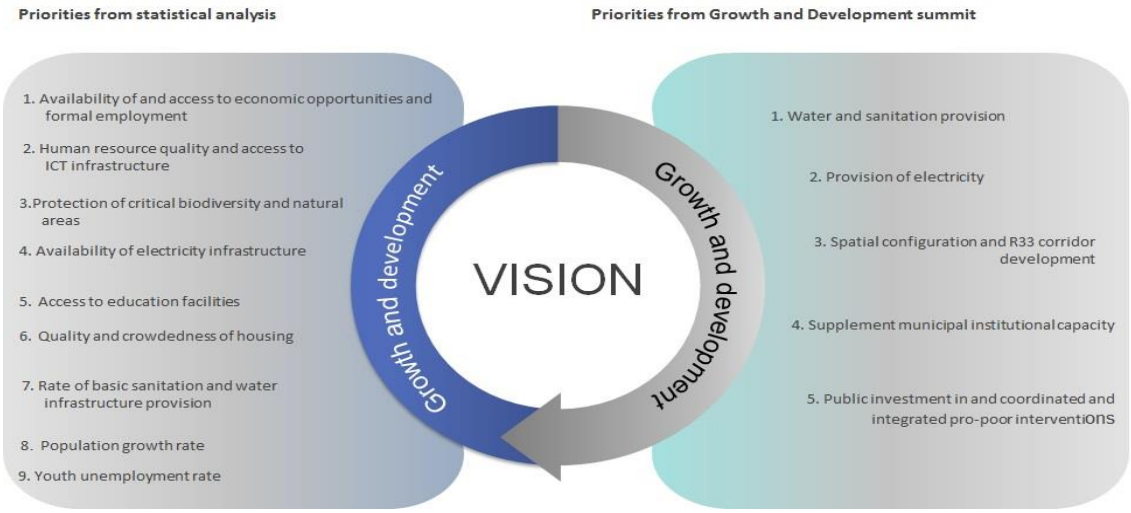
South Africa's National Development Plan aims to eliminate poverty and reduce inequality by 2030, which the target has been reviewed to 2035, to create a country where every citizen can embrace his or her full potential. In response, our province developed a Provincial Growth and Development Plan that 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.

## 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.

## B1.9 DISTRICT DEVELOPMENT MODEL-ONE PLAN

The DDM is an intergovernmental, cooperative governance anchored on the "One Plan" which aims to translate development priorities and objectives into spatial locations (district and metropolitan areas) and review and modify where necessary existing plans and budgets. It aims to provide synchronisation and alignment of strategic projects by all spheres of government and organs of state as well as those of the private sector. It will also address implementation blockages and provide a united approach for how these may be addressed.

KCDM launched its political hub on the 27th of October 2020 and its Technical Hub on the 25th of November 2020. The formulation of structures as per clusters was established with its membership. All clusters i.e. Economic Cluster, Governance, Security and Social Clusters have met and their reports served in the Technical Hub in February 2021.

## KING CETSHWAYO DDM INSTITUTIONAL ARRANGEMENTS

The DDM Clusters in KCDM have been established to be sub structures accountable to the DDM Technical Hub. The Clusters communicate with the technical sub structures of its line function within the Provincial Intergovernmental Forum or Inter-Municipality Forum. The clusters report on their line functions to the technical forum that meets not less than four times per year and each cluster shall at least meet 14 days before the Technical Hub meeting.

The terms of reference shall be reviewed annually from the date of approval. They may be altered to meet the current needs of all forum members, by agreement of the majority of members.

## B1.10 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:

**Table12: Alignment with SONA & SOPA**

| PRESIDENT'S NATIONAL PRIORITIES | KZN GOVERNMENT PRIORITIES | KING CETSHWAYO DISTRICT PRIORITIES |
|---|---|---|
| Accelerate inclusive economic growth and create jobs | Job Creation<br>Growing the economy<br>Growing SMMEs and Cooperative | Local Economic Development, Rural Development |
| Improve the education system and develop the skills needed now and into the future | Education and Skills development | Organisational and human resource development |
| Improve the conditions of life for all South Africans, especially the poor | Basic Services<br>Human Settlements and sustainable livelihoods | Strategic Infrastructure and Basic Service Delivery |
| Step up the fight against corruption and state capture | Build a peaceful province<br>Build a caring and un corruptible government | Create & Promote a safe, healthy and secure environment |
| Strengthen the capacity of the State to address the needs of the people | Basic Services | Strategic Infrastructure and Basic Service Delivery |

# 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.

## C1.0 SPATIAL ANALYSIS

King Cetshwayo District Municipality has recently adopted its 5 year Spatial Development Framework (SDF) on (Resolution Number KCDMC:367/2022 ) in a council meeting held on the 27 May 2022 together with the 5 year Integrated Development Plan. 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.

However, a complete review of this SDF has been in progress for the last 18 months in line with the required legislative requirements. Adoption thereof is in time for implementation with the 5th generation IDP from June 2022 onwards.

The review of the SDF addressed as far as possible the compliance requirements prescribed in terms of all applicable legislation and policies and any other matters arising from the ever changing environment most notably:

- the SDF guidelines of 2017 issued by the Department of Rural Development and Land Reform,
- 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
- Provincial Spatial Economic Development Strategy (PSEDS)
- latest adopted District Environmental Management Framework (EMF),
- the Rural Development Plan for the District developed by DRDLR
- the Compressive Integrated Transport plan (CITP) which cannot be implemented in isolation of the SDF.

All of the above were undertaken in the context of the content and process requirements for the Municipal Spatial Development Framework as set out in Sections 12 and 21 of the Spatial Planning and Land Use Management (SPLUMA) Act, Act 16 of 2013.

In line with the above therefore the KCDM SDF is primed to achieve the following objectives:

- Provide a strategic spatial development vision for the district area in line with the broad development directives from the National and Provincial policies and plans;
- Provide a clear and comprehensive Spatial Framework for the district area which will inform, improve and guide cross-sectoral policy alignment and project implementation and integration;
- Provide a spatial reflection of the needs and priorities established from the District Integrated Development Plan and identify specific issues which are unique to the district area;
- Identify areas for economic opportunities, particularly in the industrial, commercial, agricultural and tourism sectors;

- Identify infrastructure needs and services constraints and bring forward tangible solutions to address these;
- Accommodate the growing housing needs taking into account the current backlogs and the projected need for development of various housing typologies (e.g. “Gap Housing”, Social Housing, FLISP, etc.);
- Address rural development issues such as the functional integration with urban areas, the provision of social facilities and the provision of infrastructure to rural communities;
- Protect the natural environment, and more specifically hydrological and topographical resources, biodiversity areas, and high potential agricultural land, and
- Enable local municipalities, both inside and adjoining the district, to align their spatial planning and land use activities with those of the district in order to reinforce the principles and concepts defined in the KCDM SDF.

This modern KCDM SDF perfectly serves as a high level spatial plan allowing for use by family of local municipalities within the district to guide local level spatial, precinct and statutory planning and to achieve a number of defined desirable spatial outcomes.

To note is that during the SDF review process, normal consultation processes could not be effected due to the COVID pandemic and associated lockdown and movement restrictions. It is however pointed out that alternative consultation means were adopted in line with the “new normal “which was able to achieve the same end with all relevant stakeholders.

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 SDF

**Table 12: 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 | 2022 | Adopted | 2019 | Adopted | 2021 | Adopted | 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 concluded in line with the Memoranda of Agreement between all participating municipalities proved to be such a success and was due to expire by March 2021. Due to all the positives leant from the cooperation in the preceding 5 years, all participating municipalities as coordinated by the District unanimously agreed by Council Resolutions to extend the cooperation arrangements by a further 12 months' maximum as provided for by the Disaster Management Act in light of the COVID 19 pandemic which allowed the family of Municipalities enough time to reconsider the reestablishment of the JMPTs.

On expiry of the 12 Month extension, continuation with cooperation was no brainer for the family as they all unanimously agreed to re-establish the JMPTs in the same manner for a further 5 years. The North JMPT has already been established while the South one is on the verge of finalisation and is expected to be fully operational at the expiry of the current arrangement in March 2022.

The District is responsible for the overall co-ordination of the establishment process and also the remuneration costs of all Section 36(b) tribunal members. This is a perfect example of how a District Development Model is operationalised between different tiers of government.

## 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.

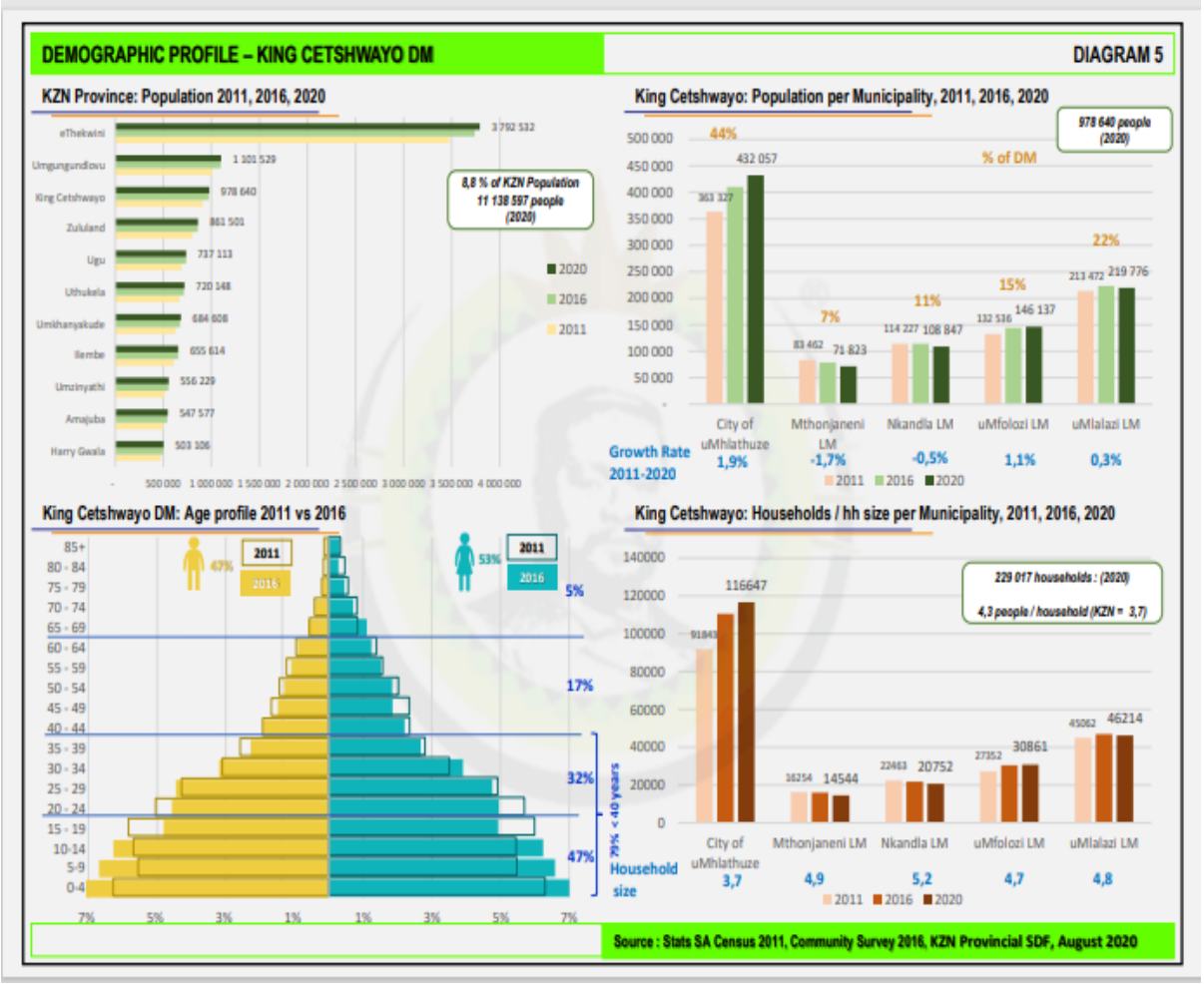
Surrounding Districts are:

- NORTH
  - uMkhanyakude
  - Zululand
- WEST
  - uMzinyathi
- SOUTH
  - iLembe
- EAST
  - Indian Ocean

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. Below is a diagram indicating the demographic profile in the district:

**Table: 13: King Cetshwayo District Demographic Profile**




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.

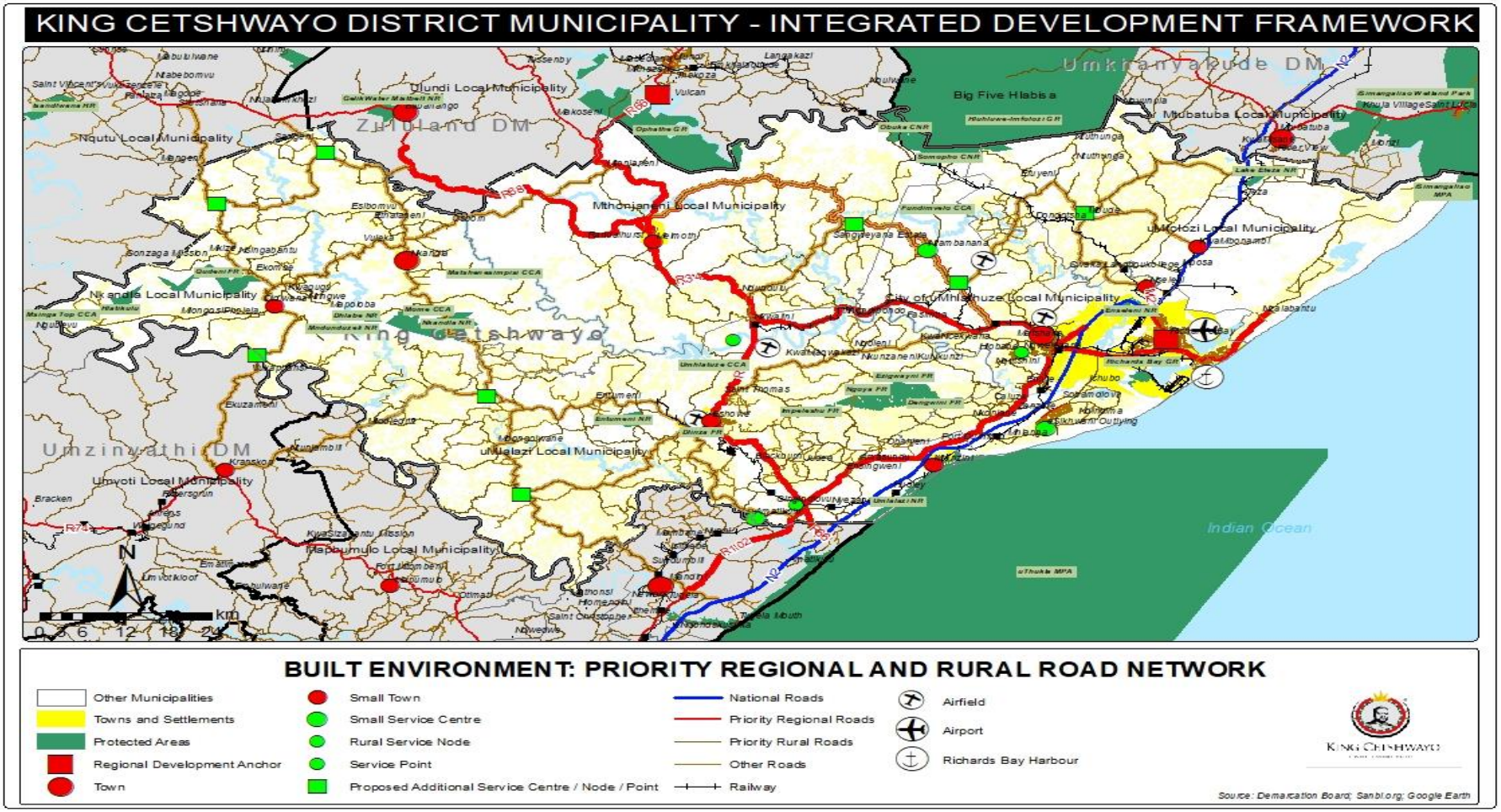
King Cetshwayo District's transportation infrastructure is under pressure. The road network connects the major nodes, like Richards Bay and Empangeni to the national network, however the heavy vehicles servicing the Port of Richards Bay and the adjoining industrial areas are placing considerable strain 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).

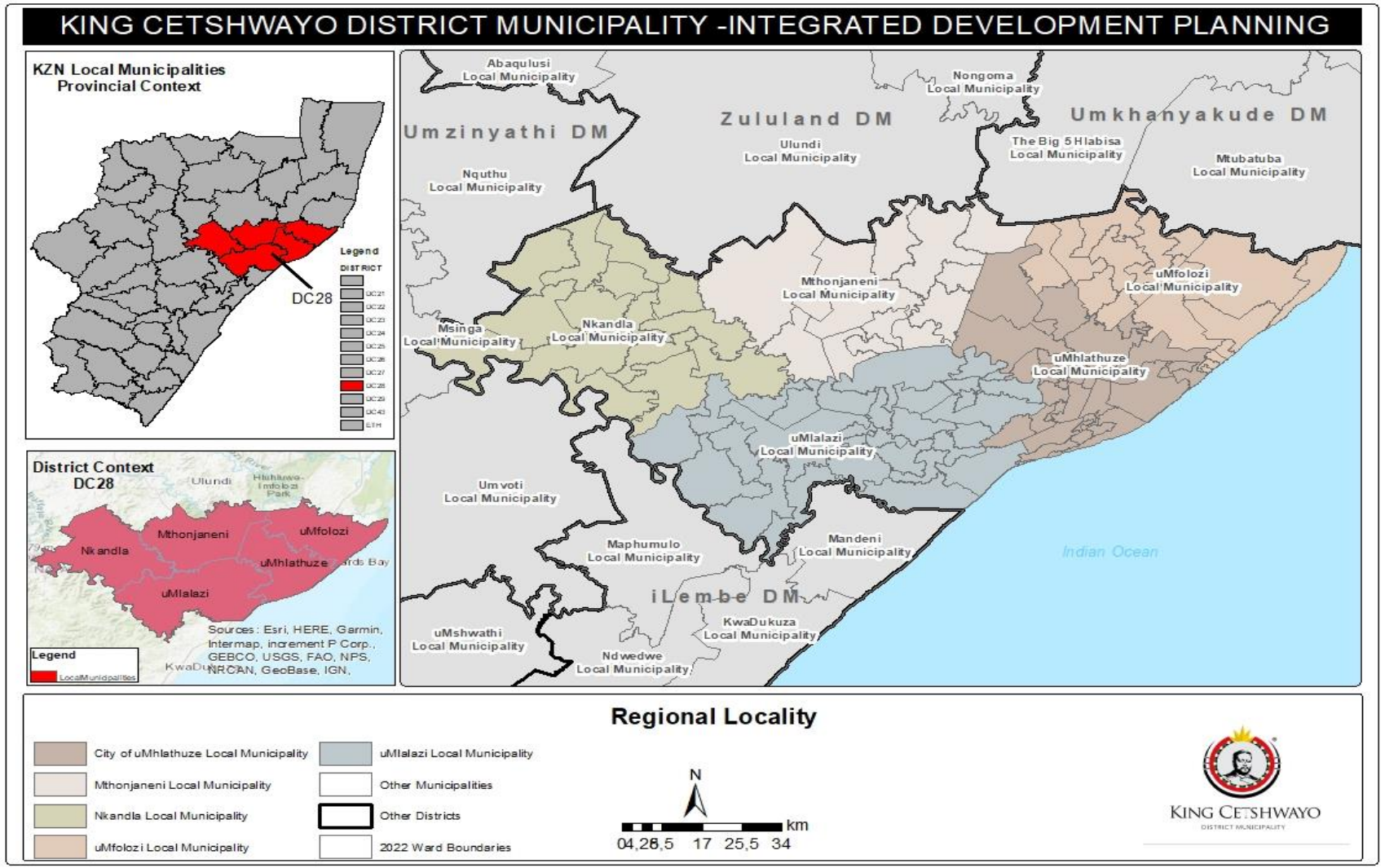
The intention in to optimise regional connectivity and mobility as well as local access via a comprehensive, multi modal movement network serving both urban and rural parts of the district including connecting with the surrounding Districts and beyond

Proposals to develop and implement these and other transport strategies are all contained in the recently adopted KCDM Comprehensive Integrated Transport Plan (CITP) illustrated on the following Map 3

**Map 3: Spatial Development Framework (PRIORITY & RURAL ROAD NETWORK)**



**Map 4: King Cetshwayo Regional Institutional Context**



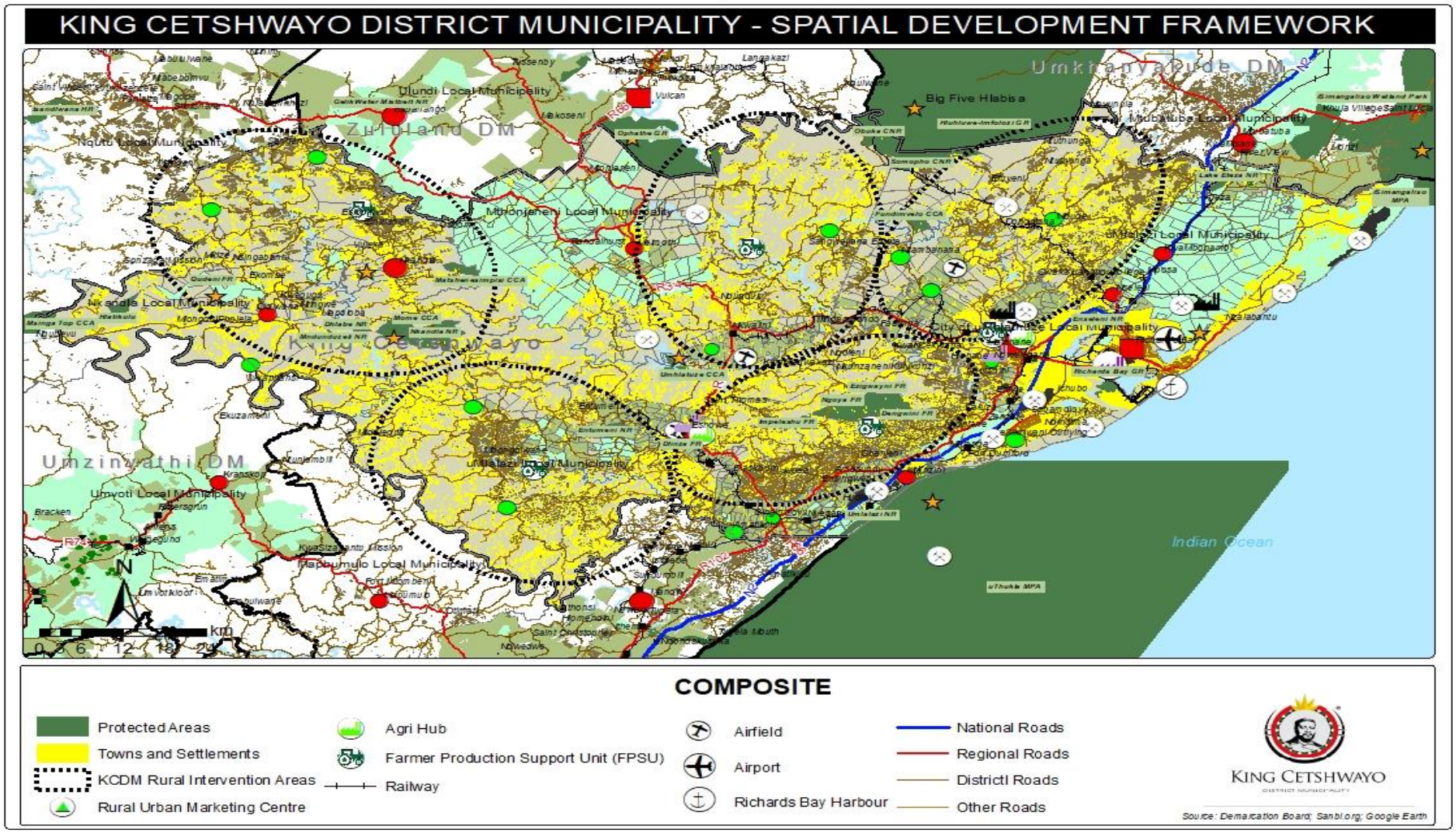
Generally, King Cetshwayo District has a good climate and an abundance of natural resources although severe drought has affected the District negatively in the past two or so years in terms of agricultural productivity. The available arable land is suitable for large-scale agricultural initiatives, like 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

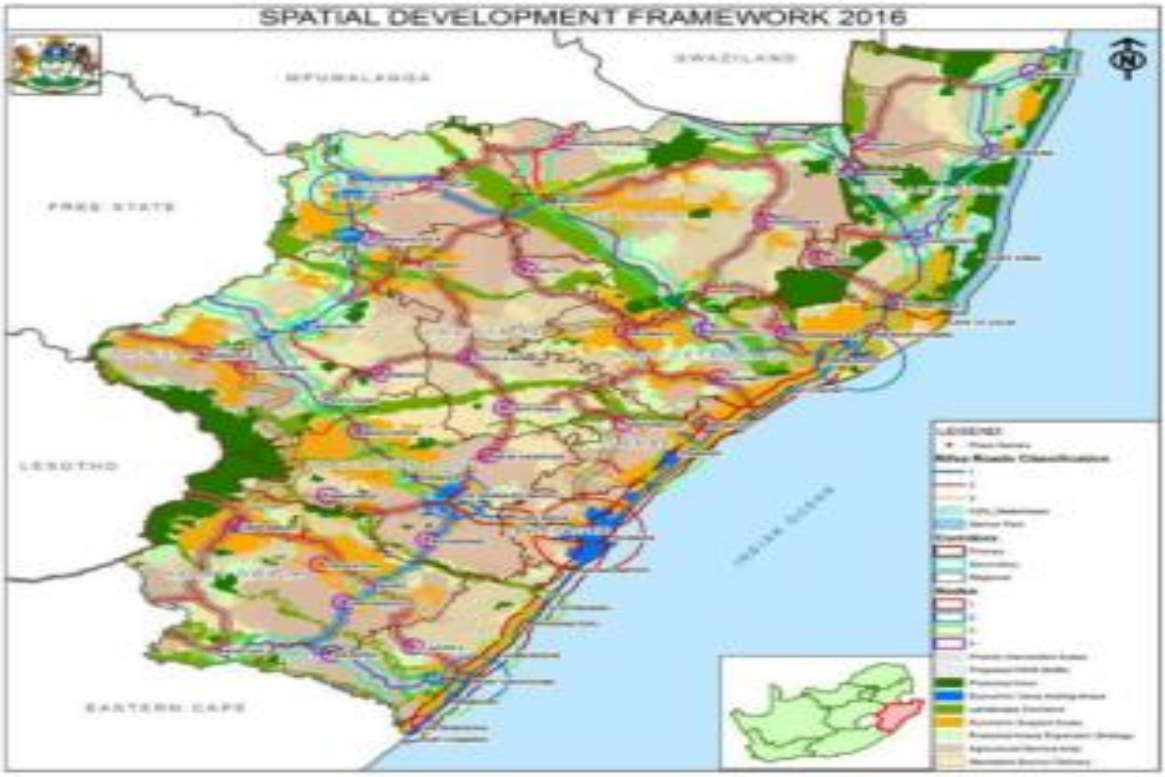
The district is host to a wide variety of infrastructure and services. Richards Bay, Empangeni, Gingindlovu, Mtunzini and Eshowe all have reasonably good levels of infrastructure and services. Formal, urban infrastructure is focussed on these centres and in some of the secondary nodes in the district 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 5: King Cetshwayo SDF Composite**



The KZN provincial Spatial Development Framework (2016) PSDF) which is currently under review 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 and recognised for their role in service delivery and the development of the province in general as well as the critical corridors for the movement of people and goods, conservation areas of economic importance, biodiversity priority areas and agricultural investment areas.

With regard to KCDM, these nodes, corridors, conservation corridors Economic support added areas and Development of Special Economic zones and Industrial Hubs are illustrated on the map below:




*Source: PGDP, 2018. Pg. 25*

From the KZN SDF the following observations are made in respect the King Cetshwayo District:

C1.4 Tribal Authorities

A prominent feature of KCDM is that 514,747 hectares of land (63% of the total District area) falls under Traditional Authorities (Ingonyama Trust) illustrated in Map 5.

Areas under Traditional Authority per LM is approximately:

- Nkandla LM - 88%
- uMlalazi LM - 71%
- uMfolozi - 63%
- Mthonjaneni - 48%
- uMhlathuze - 30%

The Table below best illustrates:

| **Municipality** | **TCA Area (hac)** | **5of TCA** | **TCA5 of LM** | **LM AREA** |
|---|---|---|---|---|
| uMhlathuze LM | 36403 | 7% | 30% | 123330 |
| uMlalazi LM | 157746 | 31% | 71% | 221390 |
| uMfolozi LM | 81701 | 16% | 63% | 129980 |
| Mtonjaneni LM | 78081 | 15% | 48% | 163870 |
| Nkandla LM | 160816 | 31% | 88% | 182770 |
| | 514747 | 100% | 63% | 821340 |

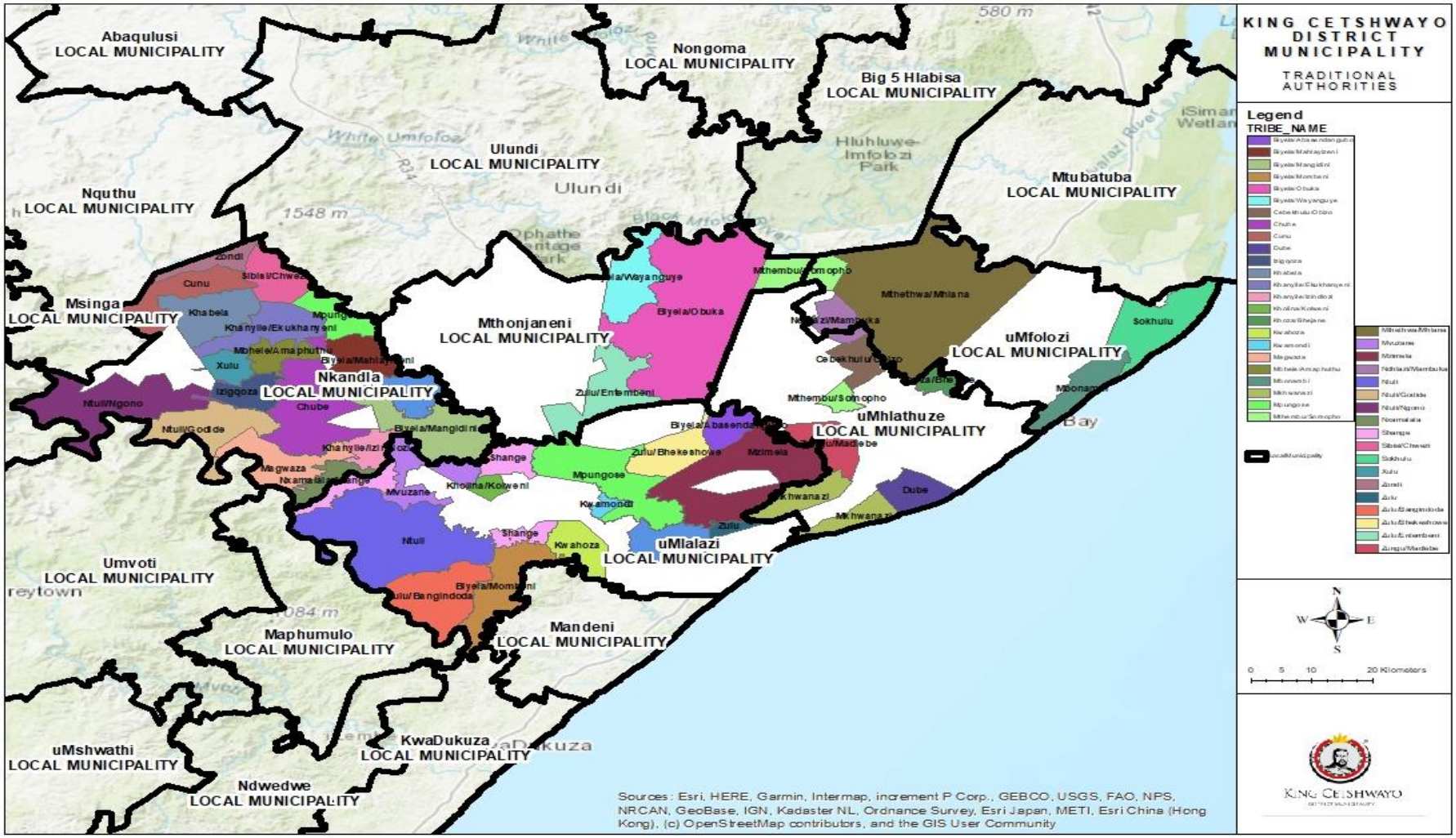
The above is a clear indication that it is critically important to establish a proper working and solid relationship with Traditional leadership with through all available IDGR platforms as they are clearly a key stakeholder and their influence plays a major role in the development of the District.

**Table 15: 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<br>• Mbonambi<br>• Mambuka<br>• Somopho<br>• Sokhulu |
| uMhlathuze | 795 km² | 410 465 | 34 | 6 | • Dube<br>•Madlebe<br>• Obuka (Small portion of land)<br>• Mambuka (Small portion of land)<br>• Mkwanazi<br>• Bhejane<br>• Somopho<br>• Obizo |
| uMlalazi | 2214 km² | 213,601 | 27 | 14 | • T Biyela<br>• ZM Biyela<br>• Khoza<br>• Zulu<br>• F R Biyela<br>• Zulu<br>• S Zulu<br>• Nzuza<br>• Mpungose<br>• Dube<br>• Ntuli<br>• Zulu<br>• Mzimela<br>• Shange |
| Mthonjaneni | 1086 km² | 78 883 | 13 | 3 | • Ntembeni<br>• Obuka<br>• Yanguye |
| Nkandla | 1827 km² | 114,284 | 14 | 17 | • Mahlayizeni<br>• Khabela<br>• Xulu<br>• Zondi<br>• Magwaza<br>• Chube<br>• Izindlozi<br>• Izigqoza-Sub Clan<br>• Amaphuthu<br>• Chwezi<br>• Nxamalala<br>• Chunu<br>• Godide<br>• Mpungose<br>• Mangidini<br>• Ngono Ekukhanyeni |
| **King Cetshwayo** | **8213 km²** | **971 135** | **105** | **45** | |

*Source: Stats SA –Community Survey 2016*

**Map 6: Administrative Areas (Traditional Authorities)**



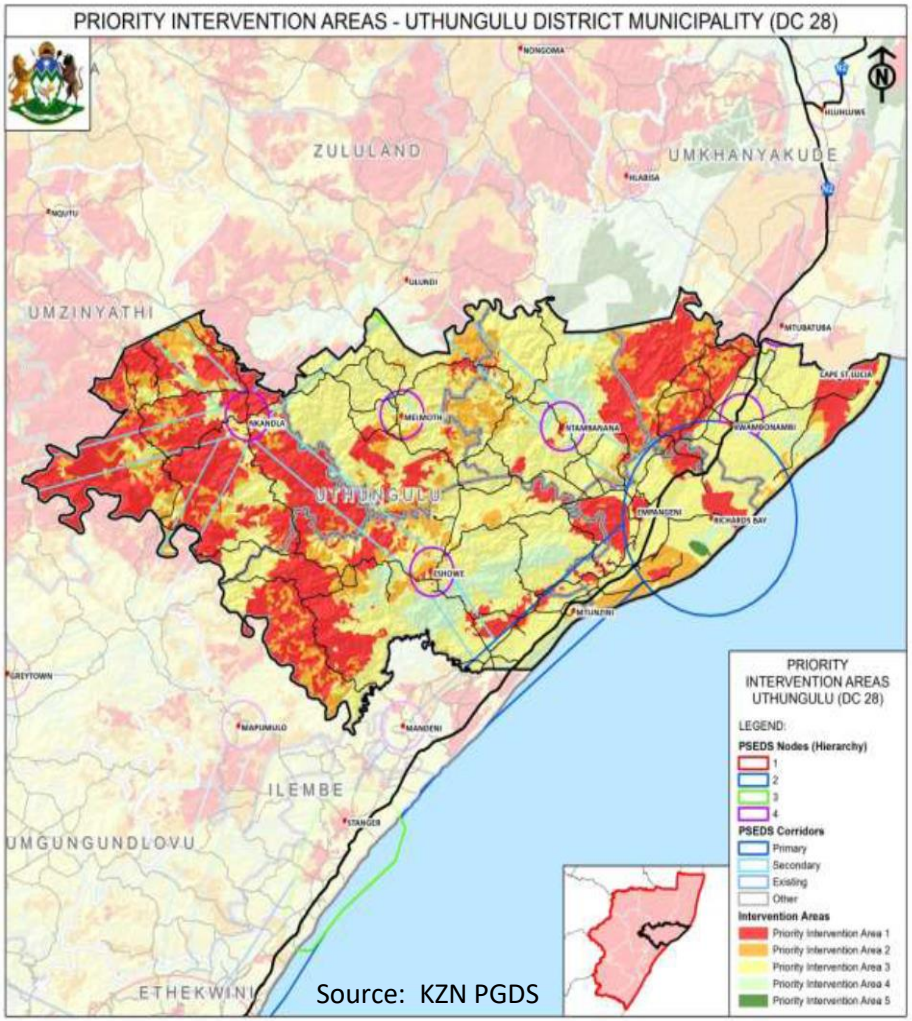
## C1.5 STRUCTURING ELEMENTS

- 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)

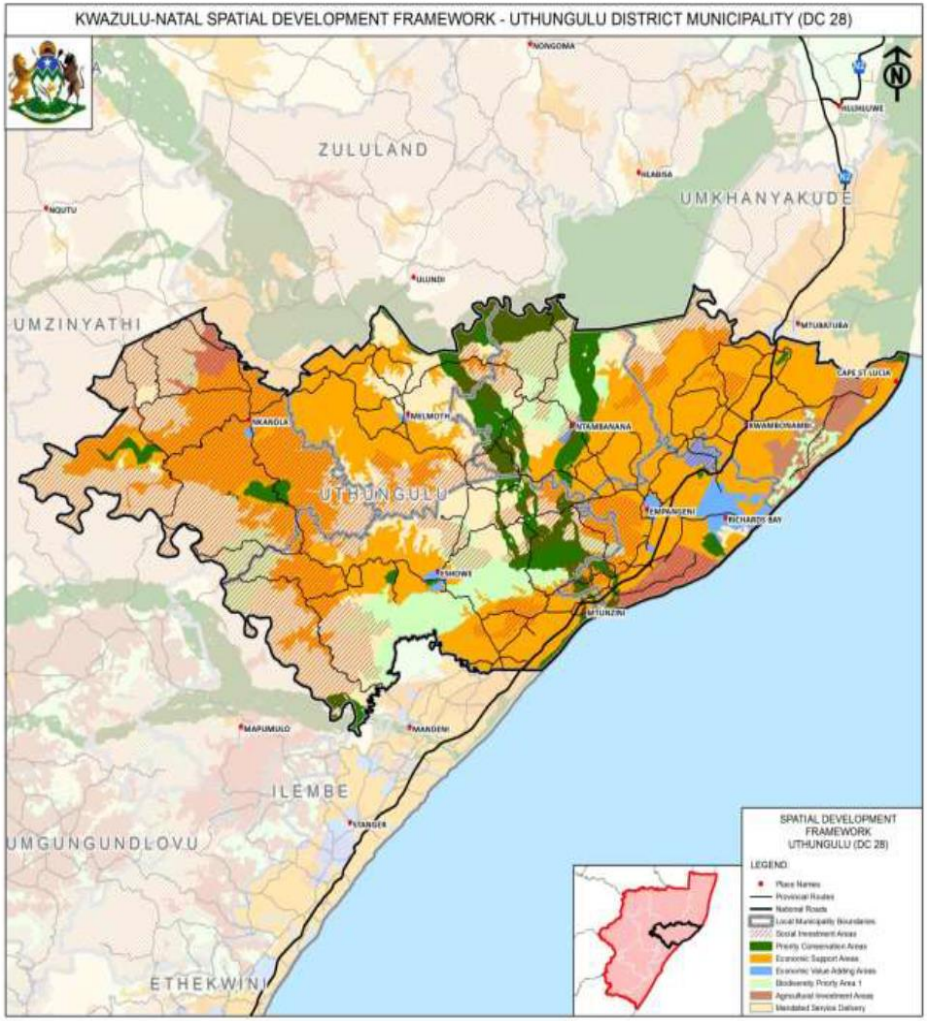
Given the urbanisation trends as well as the already significant contribution, which major urban centres such as eThekwini, Msunduzi and Richards Bay make to the regional economy of the province, as well as the fact that these areas also accommodate concentrations of poverty-stricken areas, these centres 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 7: KwaZulu Natal Spatial Development Framework




Source: KZN PGDS

Map 8: Priority Intervention Areas



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 16: 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.<br><br>The main categories of potential within this node includes:<br>• Production of high value, differentiated goods,<br>• Production of labour intensive, mass produced goods,<br>• Innovation and experimentation,<br>• Retail and private sector services,<br>• Tourism,<br>• 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:<br>• Primary Economic Growth Area<br>• Priority Socio-Economic Development Spending<br>• Promote as Primary Node in support of Corridor Development<br>• Promote Compact Urban Development & Combat Urban Sprawl<br>• Promote Focused Investment & Managed Growth<br>• Promote Densification (Brown Agenda) and Infill Development<br>• Provide Economies of Scale for Effective & Affordable Service Delivery<br>• Infill where High Levels of Services are Available (Restructuring Nodes)<br>• Increased Residential Density (number of dwellings)<br>• Promote provision of sufficient Bulk Infrastructure Services (Demand & Supply)<br>• Priority spending on Infrastructural Upgrading Needs (New & Maintain)<br>• Promote Effective & Efficient Public Transportation Systems linked to Multi Modal Facilities<br>• 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:<br>• Pongola<br>• Vryheid,<br>• Ulundi,<br>• Dundee,<br>• Ladysmith,<br>• Escort,<br>• Howick,<br>• KwaDukuza<br>• Ixopo,<br>• Scottburgh,<br>• Hibberdene,<br>• Kokstad,<br>• Margate.<br>Key strategic interventions specifically targeted at these nodes and their directly surrounding areas might include:<br>• Secondary Economic Growth Areas<br>• Promote as Secondary Node in support of Corridor Development<br>• Promote Compact Urban Development & Combat Urban Sprawl<br>• Promote Focused Investment & Managed Growth<br>• Promote Densification (Brown Agenda) & Infill Development<br>• Provide Economies of Scale for Effective & Affordable Service Delivery<br>• Infill where High Levels of Services Are Available (Restructuring Nodes)<br>• Increased Residential Density (number of dwellings)<br>• Promote Socio-Economic upliftment<br>• Promote provision of sufficient Bulk Infrastructure Services (Demand & Supply)<br>• Priority spending on Infrastructural Upgrading Needs (New & Maintain) |

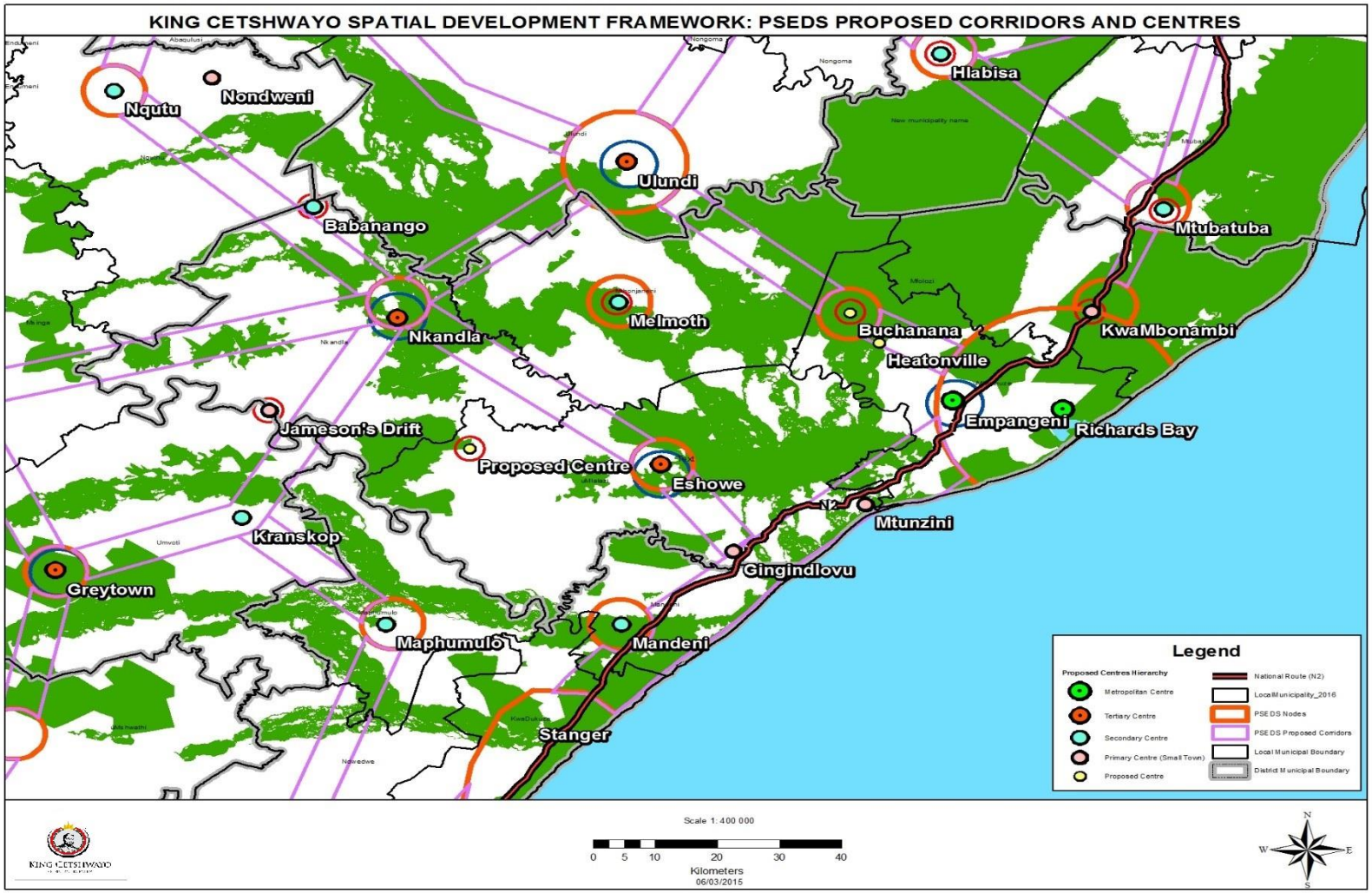
| INTERVENTION NODE | BROAD INTENDED FUNCTION |
|---|---|
| | • Promote Effective & Efficient Public Transportation Systems linked to Multi Modal Facilities<br>• Single Land Use Management System<br>• Social inclusion Areas focus Investment in People rather than Places |
| Quaternary Nodes | These nodes 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:<br>• Nongoma,<br>• Nkandla,<br>• Bergville,<br>• Greytown,<br>• Underberg,<br>• uMzimkulu<br>Key strategic interventions specifically targeted at these nodes and their directly surrounding areas might include:<br>• Focused investment in areas of Poverty Concentrations<br>• Promote Integration (Green Agenda)<br>• Integration in terms of Mixed Densities & Uses<br>• Improve Transportation linkages to Nodes<br>• Promote Social-economic Integration<br>• Eradicate Backlogs & Promote Basic Service Infrastructure & Delivery<br>• Promote Socio-Economic Upliftment<br>• Promote provision of sufficient Bulk Infrastructure Services (Demand & Supply)<br>• Priority spending on Infrastructural Upgrading Needs (New & Maintain)<br>• Rural Service Delivery Point<br>• Promote & Establish PPP's<br>• 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:<br>• Traditional administration centre,<br>• Taxi/ bus stop,<br>• Informal trading / market area,<br>• Social facility (clinic, library etc.),<br>• Skills development centre (mainly local schools),<br>• Mobile services point (mobile clinics, pension pay points, mobile library etc.)<br>• Small commercial facility<br>• 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.

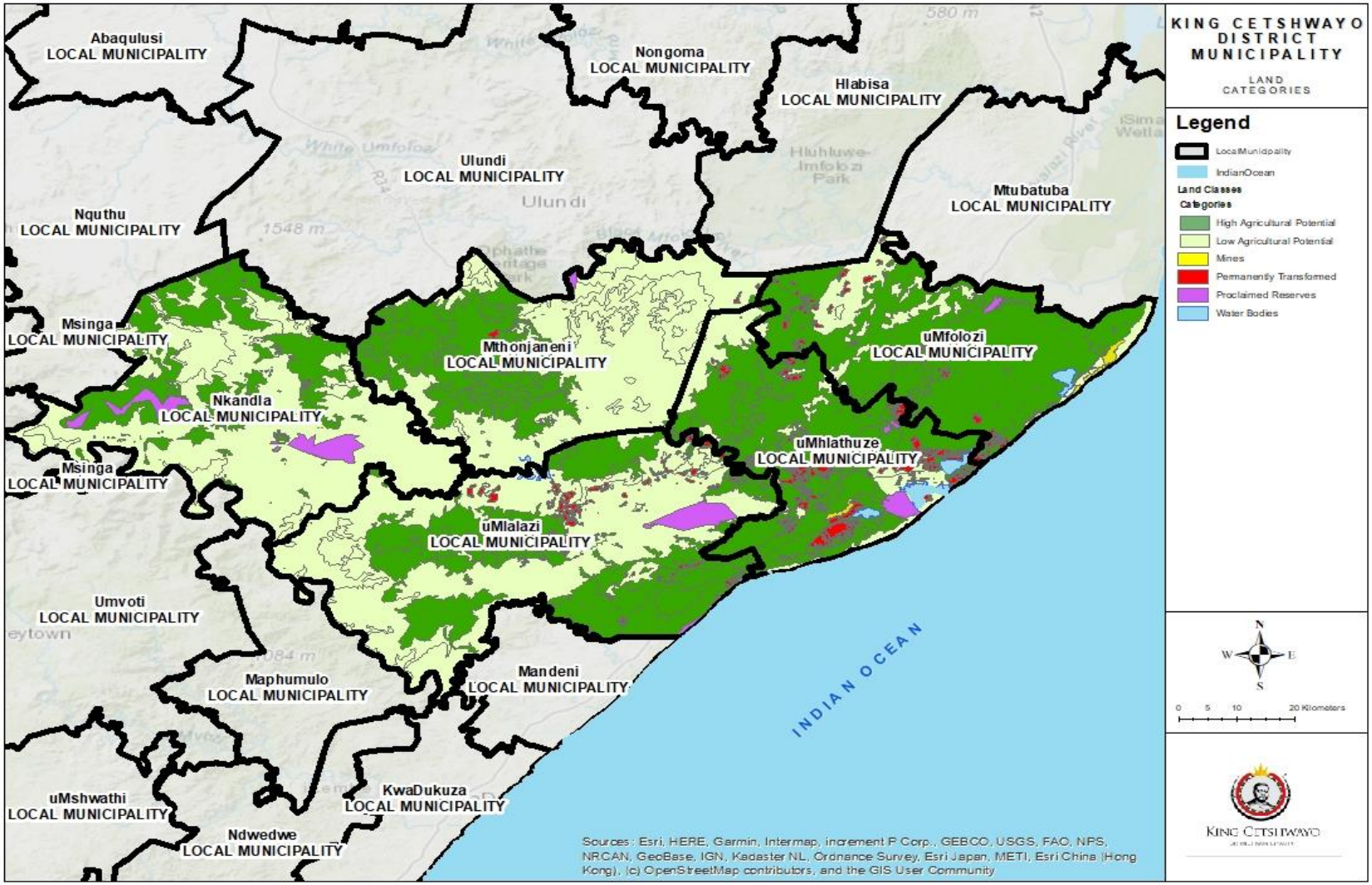
**Map 9: Spatial Development Framework - Corridors**



## 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 10: Broad Land Use**

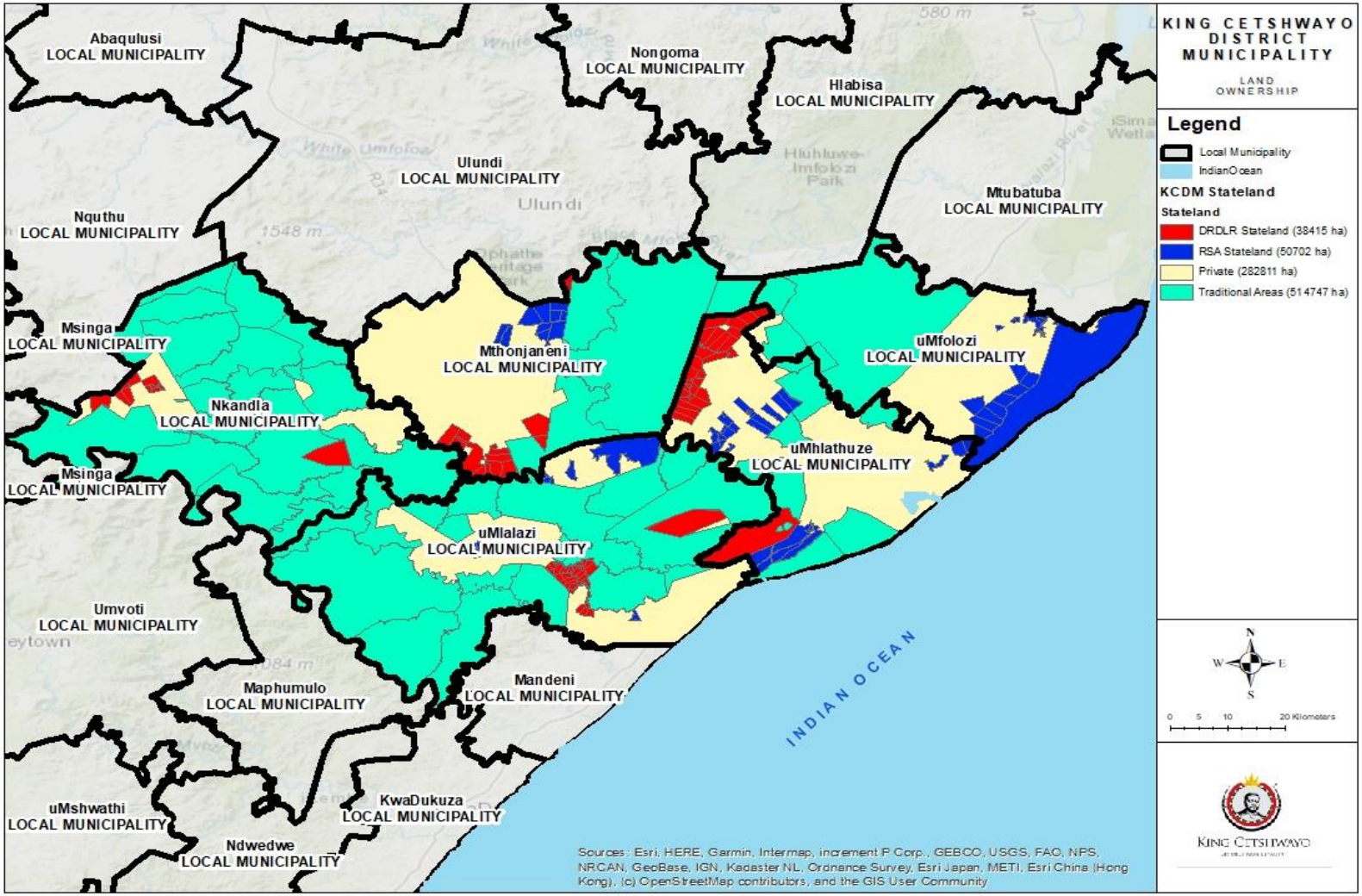


## C1.8 LAND OWNERSHIP

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.

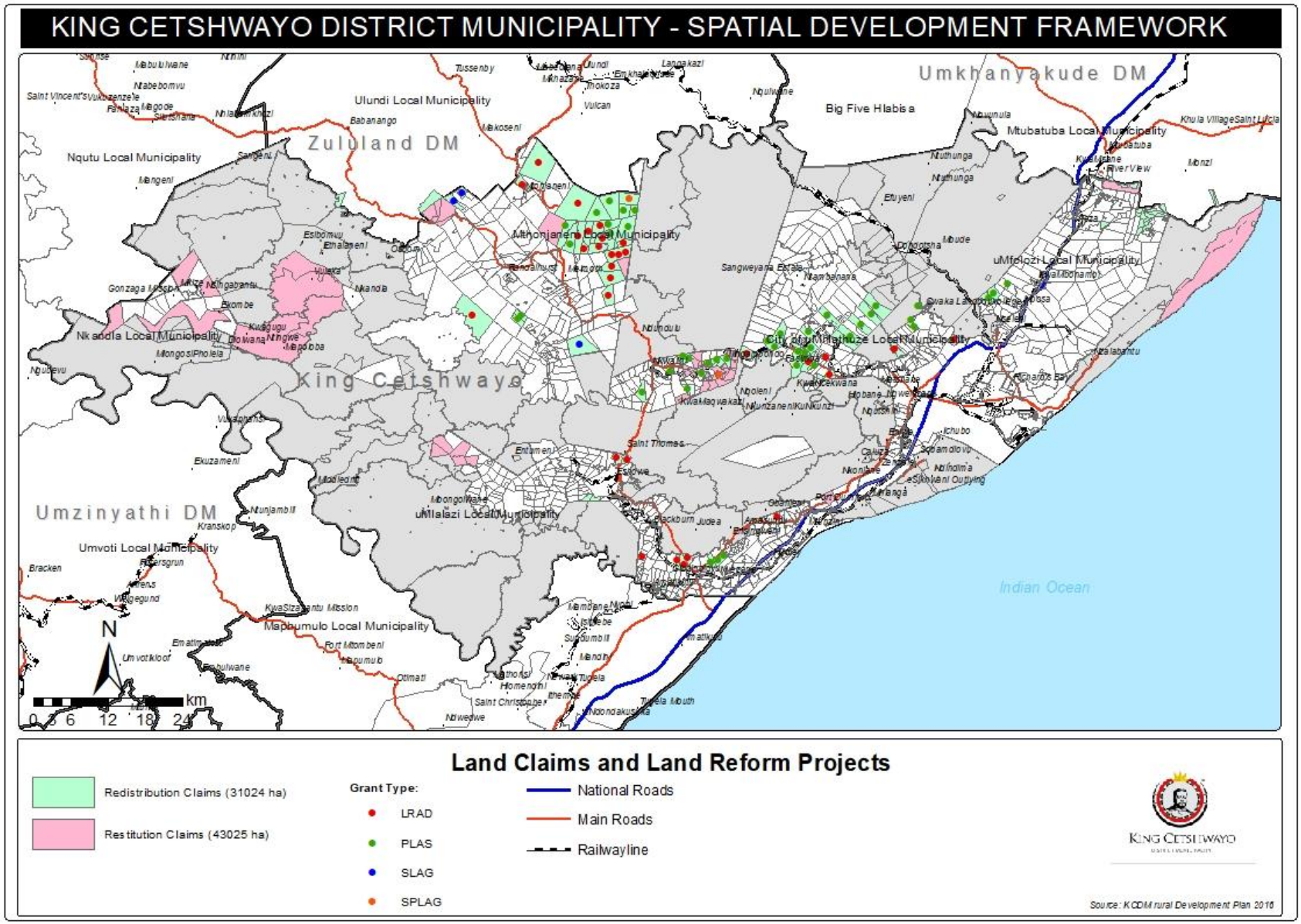
**Map 11: Land Ownership**



## 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 12: Land Claims**



## C1.10 LAND CAPABILITY

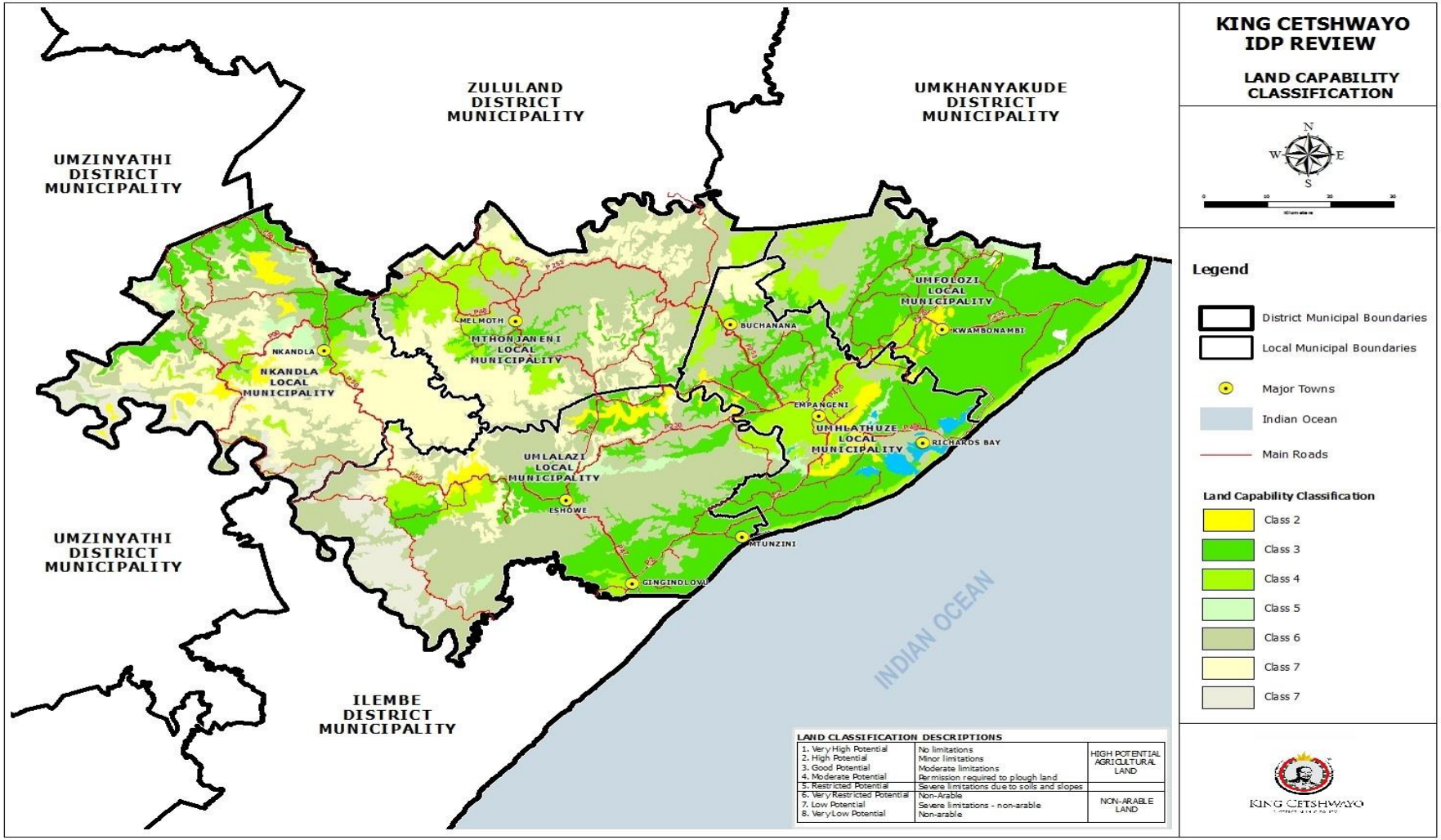
In terms of King Cetshwayo SDF, a number of Agricultural Focus Areas have been identified. This identification was based on the highest agricultural potential in terms of relevant specialist studies conducted. It is noted that the areas shown to be of higher agricultural potential are minimal and as 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 13: 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.

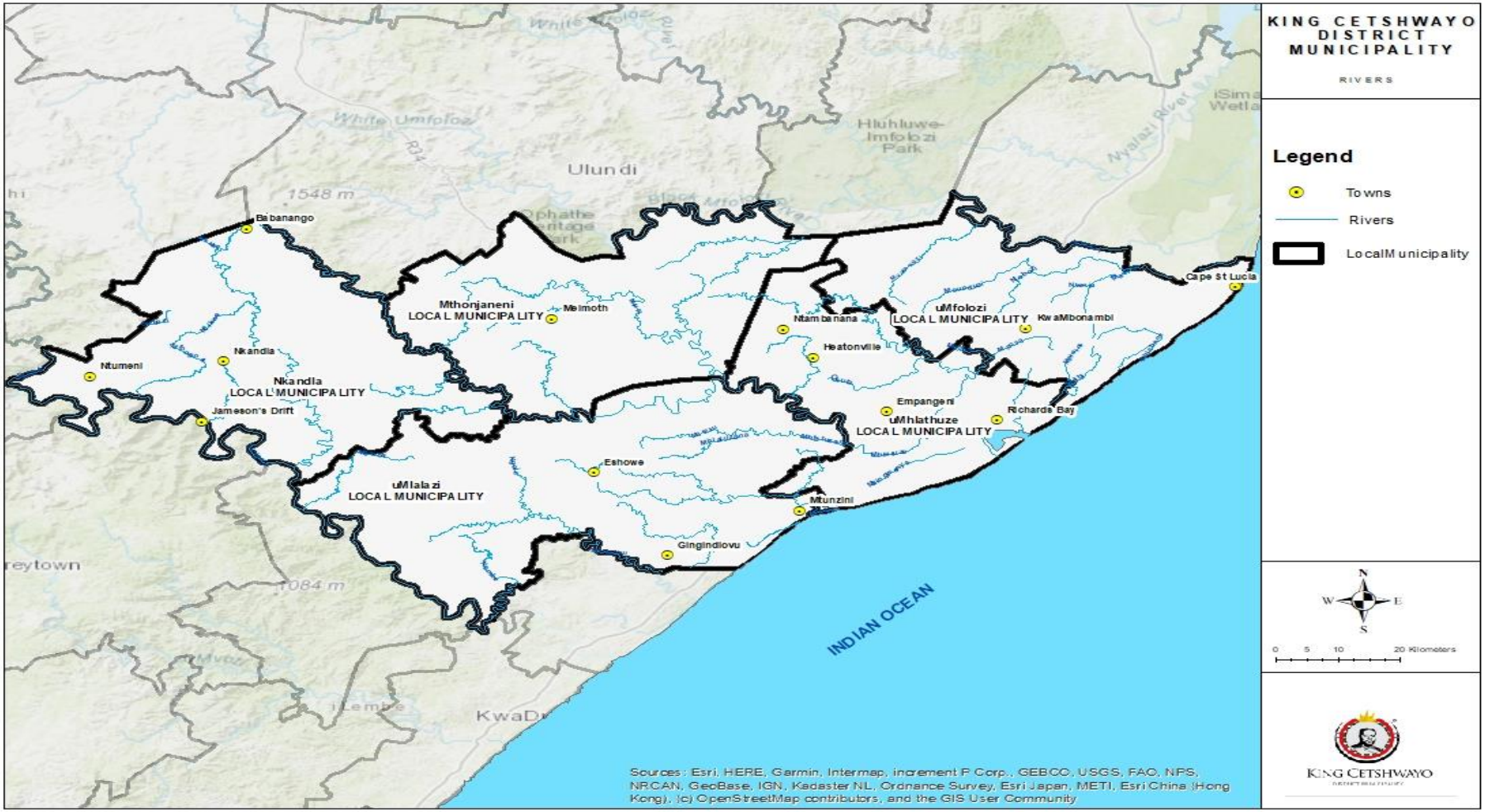
### C1.12.2 BIODIVERSITY – AQUATIC

**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 14: 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

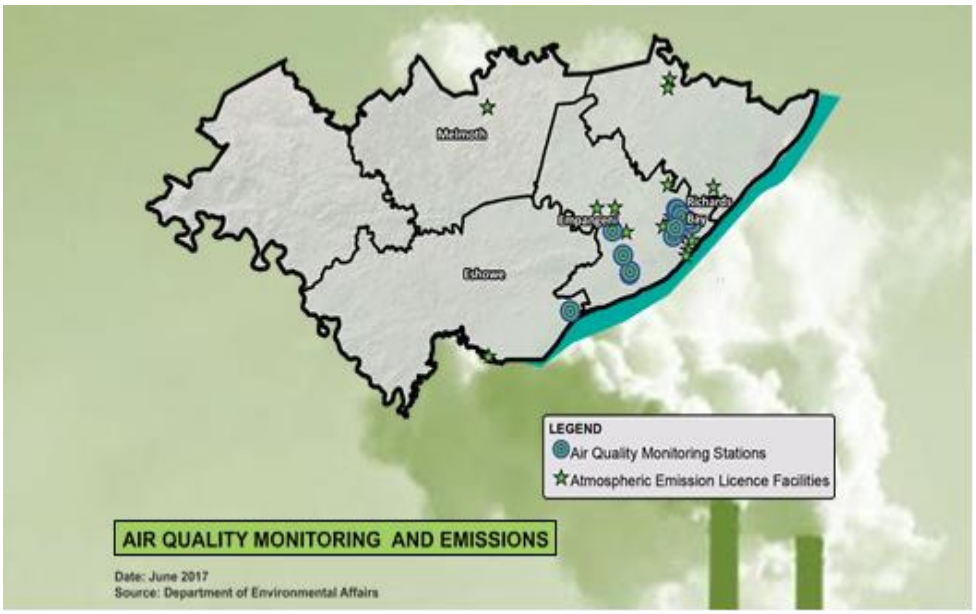
*This goal recognises that there is a need for strategic management of the air shed, considering economic growth and hot spot areas with large concentrations of polluting activities such as in the IDZ. There is also a need to explore potential air quality risks in parts of the district that have not 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:

**Table 17: Environmental Plans**

| 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''.***

**Table 18: 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<br>• Protect and maintain dynamic coastal features that act as a buffer against natural coastal processes and hazards<br>• Determine vulnerable areas and development guidelines in response to dynamic coastal processes<br>• Disaster Management Plans | • Gazetted coastal set-back lines<br>• Intact natural systems<br>• The Coastal vulnerability index<br>• Documented extent of the climate change induced impacts on the coastal zone<br>• Developmental guidelines<br>• Plans developed | Ongoing | EDTEA, DEA<br><br>EDTEA, Municipalities, SANBI, DEA, Ezemvelo<br>EDTEA, DEA<br><br>Municipality, surrounding industries, EDTEA, DEA | EDTEA<br><br>Ezemvelo, Municipalities<br>EDTEA, DEA<br><br>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 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<br>• Report on the state of coastal access<br>• Identification and protection of traditional resource users and cultural activities<br>• Provide public facilities and infrastructure to meet recreational needs and facilitate resource access by all users | • Review of coastal access provision<br>• Review of restrictions on access to the coastline and modification of these restrictions where necessary<br>• Designated coastal access land<br>• Prevention of inappropriate use of heritage places, control illegal activities<br>• Incorporate strategies into coastal policies<br>• Provision of coastal facilities<br>• Amenity needs assessment of key coastal nodes | Ongoing | EDTEA, Municipalities<br>DEA<br>Municipalities, DEA | DEA<br>Municipalities<br>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 | | |
|---|---|---|---|---|---|
| | | | Duration | Supporting Agency | Potential Funders |
| • 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<br>• The District Municipality must sustain the coast waste clean-up programmes<br>• 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<br>• The ongoing Working for the Coast initiatives<br>• Development of pollution monitoring system<br>• Implement and adopt a beach cleaning programme<br>• Integration and coordination of monitoring activities | Ongoing<br>Ongoing<br>Ongoing | DWA, DEA<br>Municipalities, DEA, DWA<br>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 | | |
|---|---|---|---|---|---|
| | | | Duration | Supporting Agency | Potential Funders |
| • 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<br>• Reporting under the ICM Act.<br>• Develop a National strategy for oceans and coast compliance and enforcement.<br>• Develop regulations for the appointment and functioning of vulnerary<br>• coastal officers under the ICM Act (e.g. involving local communities)<br>• Establish internal work plans to utilise Working for the Coast to strengthen compliance and enforcement in the coastal zone | Ongoing<br>Ongoing<br>Ongoing | DWA, DEA<br>Municipalities, DEA, DWA<br>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 | | |
|---|---|---|---|---|---|
| | | | Duration | Supporting Agency | Potential Funders |
| • 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<br>• Undertake strategy session to assess and prioritise estuaries<br>• Establishment of estuarine monitoring programme | • High quality GIS database, including the maps and aerial photography<br>• List of priority estuaries and associated management needs<br>• 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<br>• Coastal Spatial data to be collected on a regular basis<br>• Identify and facilitate an effective network of environmental learning centres<br>• Improve ecosystem functioning through education and public awareness programmes | • Workshops attended<br>• Feedback from implementation efforts<br>• Aerial surveys undertaken<br>• Remote Sensing undertaken<br>• Operational network<br>• Effective sharing of information<br>• Co-ordinated research initiatives<br>• Education and public awareness raising programme developed and implemented | Every year for 5 years<br><br>On going | DEA, EDTEA<br><br>Municipality, DEA<br><br>CSIR, Universities, EDTE<br>EDTEA, DoE | DEA<br><br>DEA<br><br>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

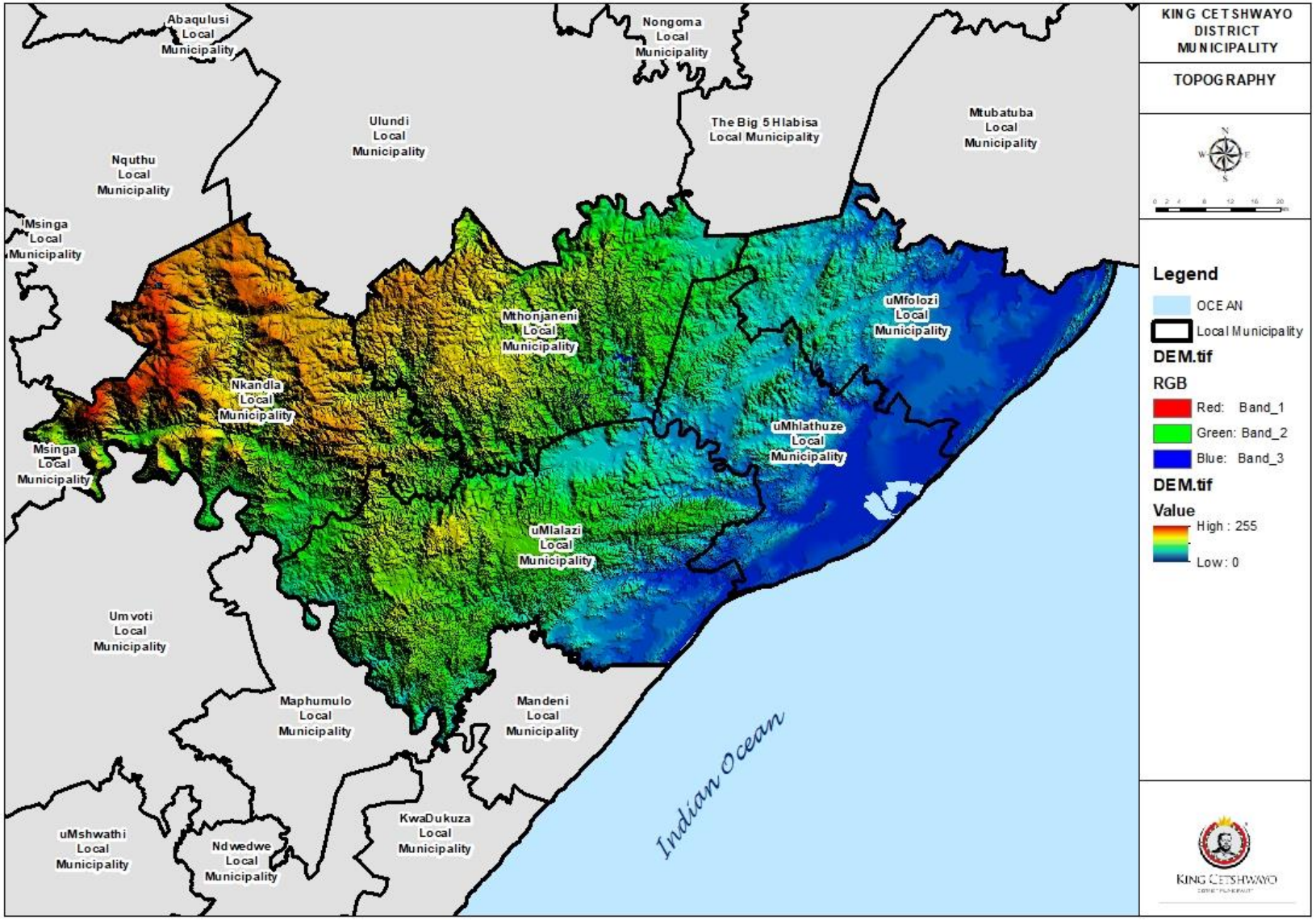
| Goal | Implementation strategies | Indicators | Work Plan | | |
|---|---|---|---|---|---|
| | | | Duration | Supporting Agency | Potential Funders |
| • Ensuring that institutional partnerships and mechanisms for ICM are established amongst all sectors and spheres of government, the private sector 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<br>• Incorporation of coastal management strategies into other forums and strategies<br>• Develop Strategy for engaging coastal traditional councils in management<br>• Establish formal agreements with coastal traditional councils towards the implementation of the ICM Act | • Updated Terms of Reference for the Municipal Coastal Committees<br>• Quarterly meetings attendance by traditional council's representatives<br>• Workshop with Traditional Councils on Coastal Management | Ongoing | EDTEA, KZN DoE, DEA | EDTEA, DEA |

### C1.12.8 TOPOGRAPHY

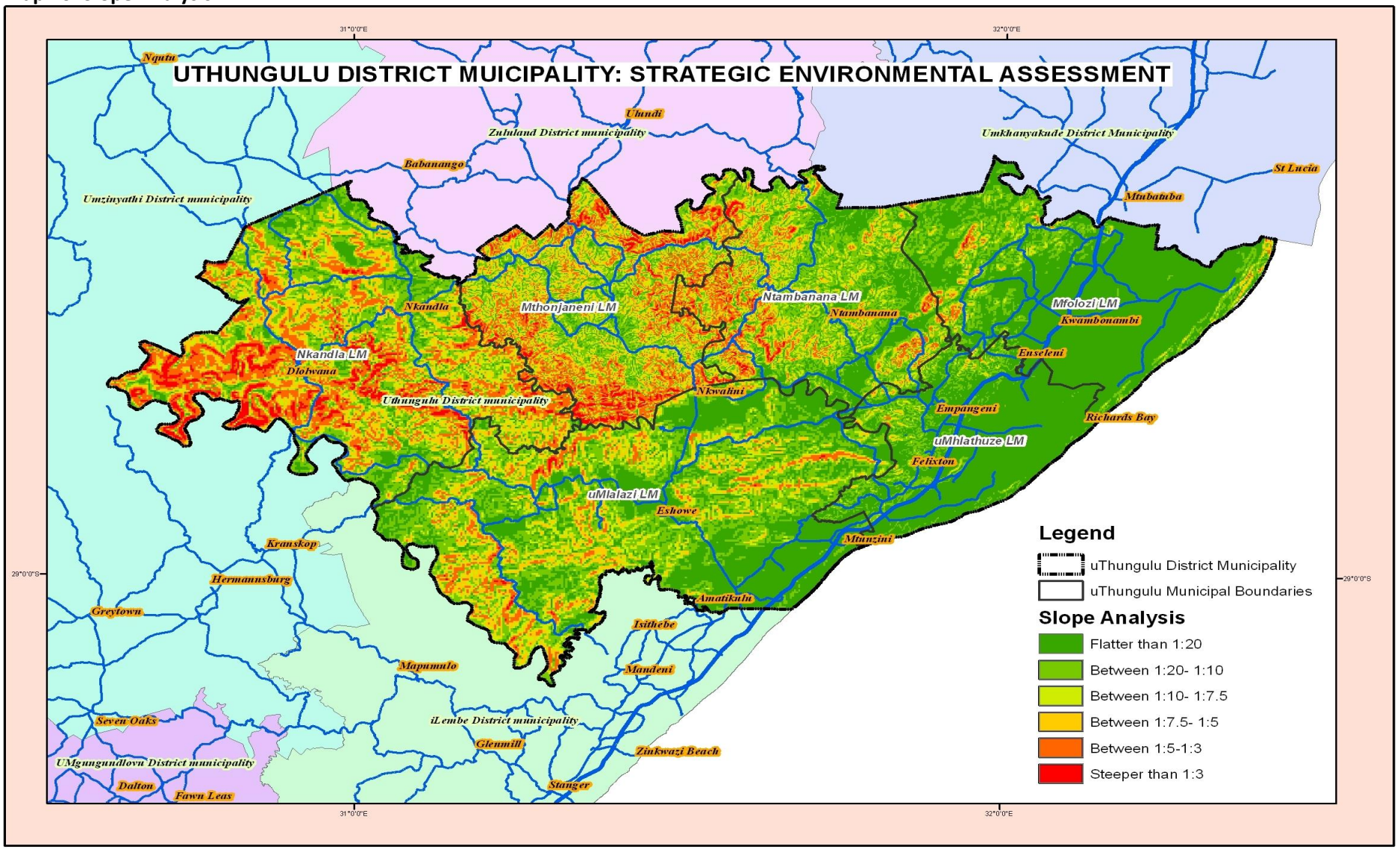
Topography of the King Cetshwayo District extends from the flat coastal plains to inland hilly areas and steep valleys. The flat coastal region comprises of the Natal Coastal Belt and Zululand Coastal Plain with altitudes ranging from sea level to 450 metres. Inland adjacent to the coastal belt, the 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).

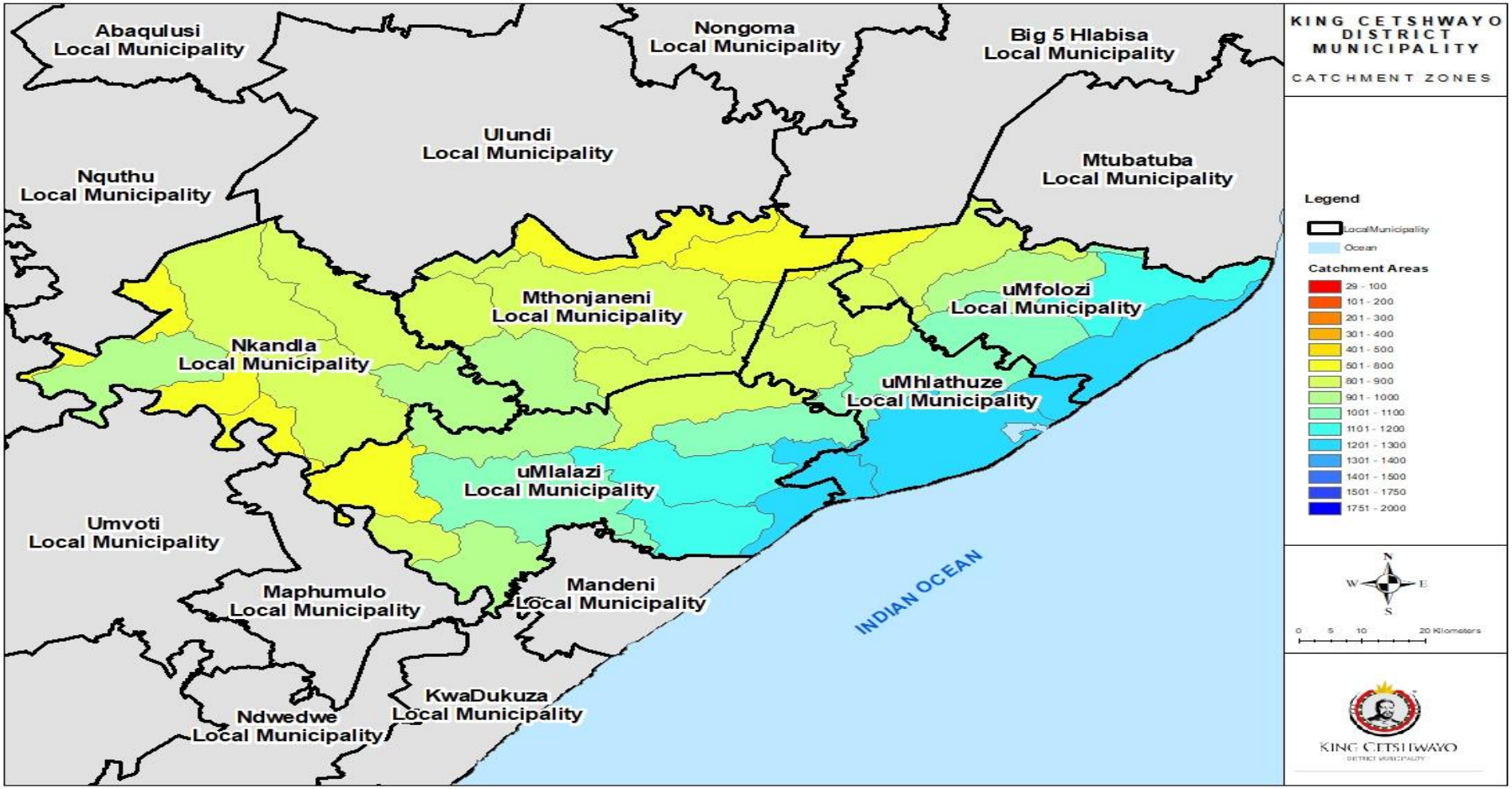
**Map 15: Topography DEM**



**Map 16: Slope Analysis**



**Map 17: 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.

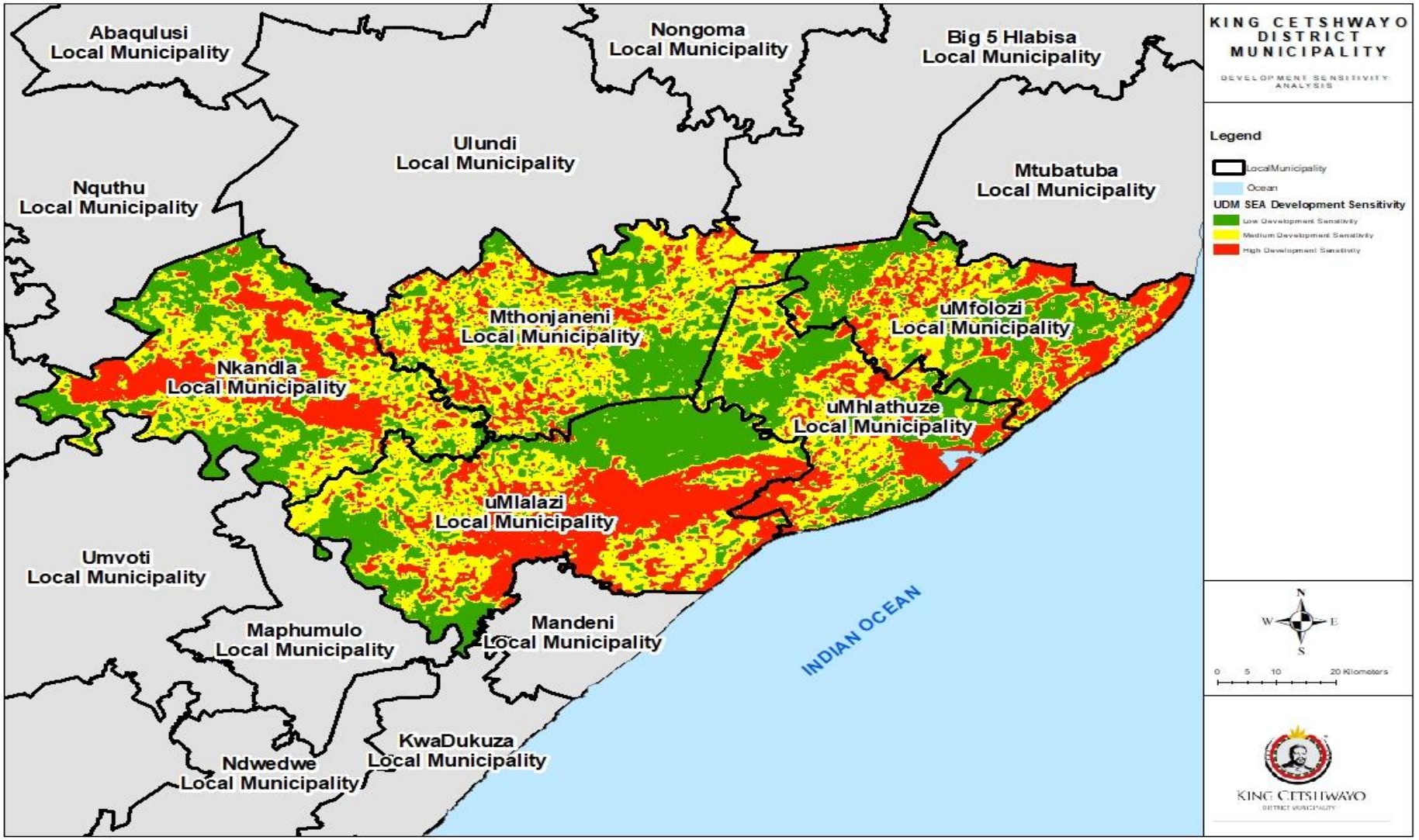
**Category 2: Medium Development Sensitivity**

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 18: Development Sensitivity Analysis**



## C1.12.10 CLIMATE CHANGE

### ADAPTATION MEASURES:

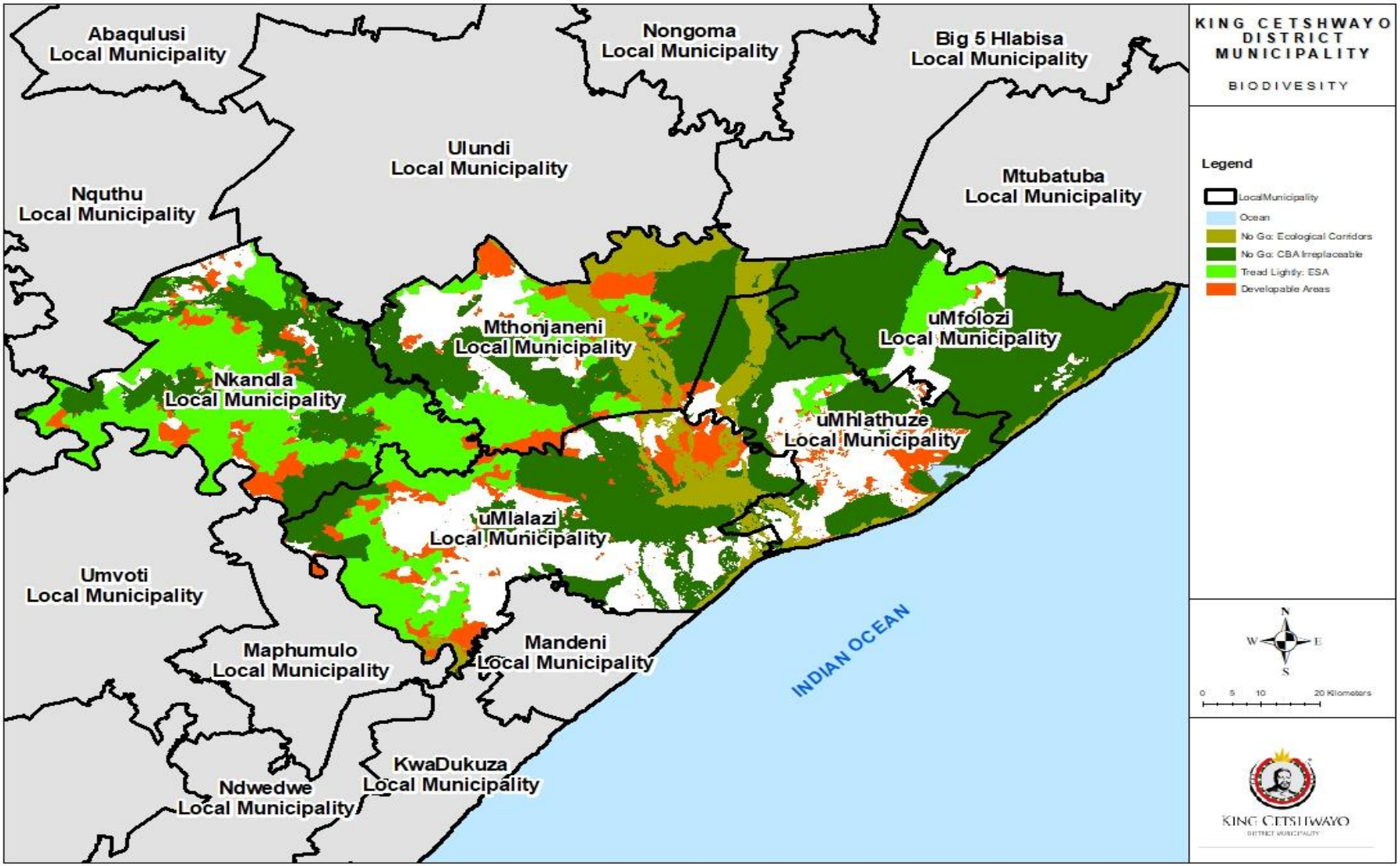
- A King Cetshwayo District Round Table discussion was held between Kwanaloga and King Cetshwayo Family of Municipalities on 16 February 2011 at King Cetshwayo Municipal Offices to discuss the recommendations and implementation measures as a result of the Kwanaloga Summit on Rural Development & Climate 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:

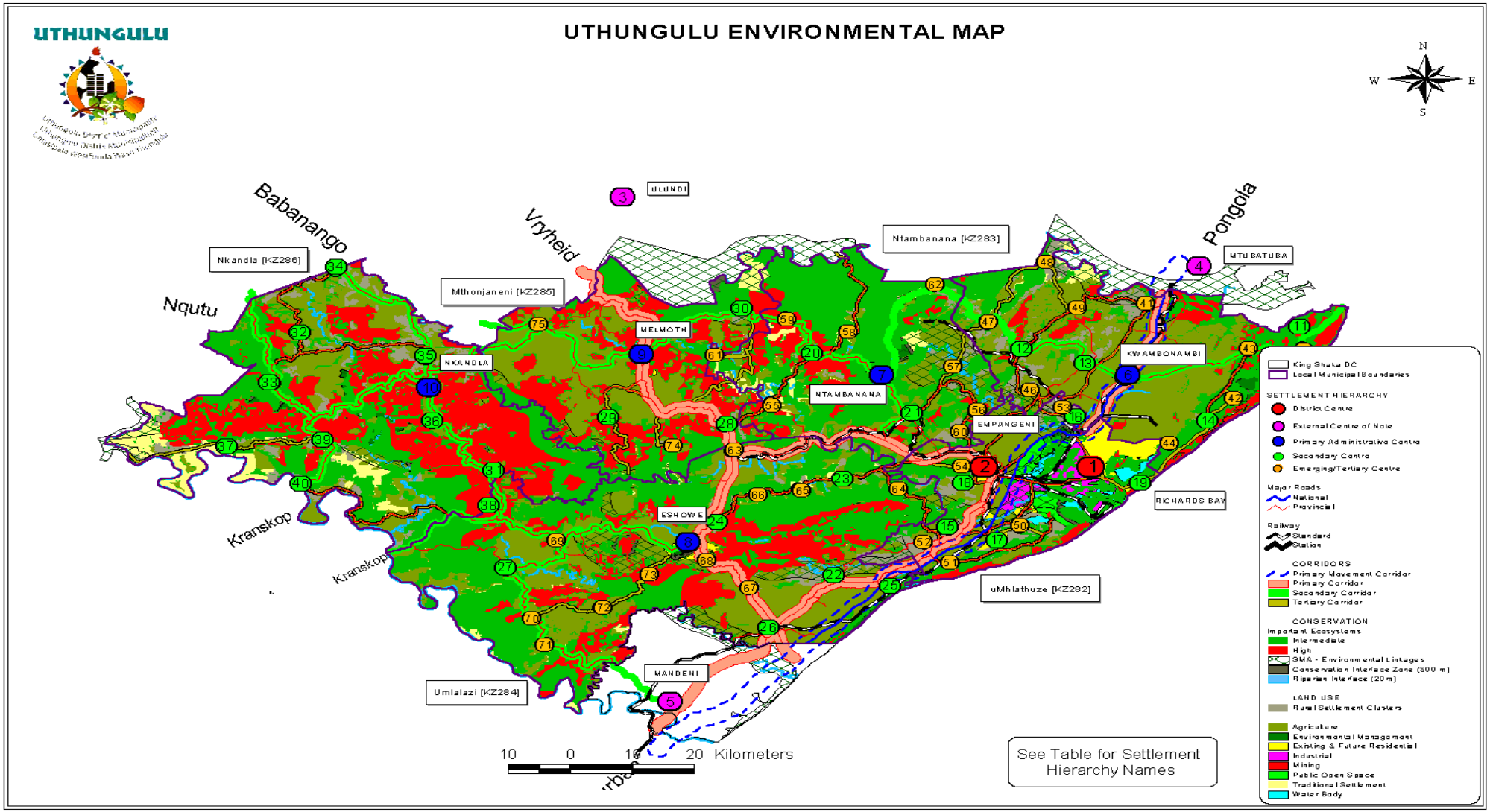
- When the Energy Sector Plan will be developed, climate change mitigation measures will be considered accordingly.

- 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 19: Critical Biodiversity and Ecologically Sensitive Areas**



Map 20: 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
- 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 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.

#### MUNICIPAL DISASTER MANAGEMENT PLAN

The Disaster Management Act No.57 of 2002, (as amended) makes provision in Section 53 that each municipality must prepare a disaster management plan for its area according to the circumstances prevailing in the area. The Municipal Disaster Management Plan (DMP) was completed on the 30 July 2021.

The DMP has already served in the oversight municipal structures Community Services Portfolio Committee in September 2021 and EXCO 14 October 2021 and expect that on the ordinary Council meeting it will be adopted and approved.

The DMP aims at achieving the following objectives:

- prevention and reduction of disaster risks at ward level;
- mitigation of impacts; preparedness for effective response to disasters; and
- minimize loss and property damage; and quick recovery from the impacts at ward level.

#### MUNICIPAL DISASTER MANAGEMENT INTER-DEPARTMENTAL COMMITTEE

The KCDM does not have an Inter-Departmental Committee. However, the municipality via the Management Committee (MANCO) meetings as a platform where Senior Manager responsible for disaster management and fire rescue tables the issues that are cross cutting. The MANCO sits on a

monthly basis. In this platform the issues of Disaster Management are dealt with by all the Heads of Departments, IDP/PMS and Internal Audit.

### 1.1. MUNICIPAL DISASTER MANAGEMENT POLICY FRAMEWORK (DMF)

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.

The DMF has already served in the oversight municipal structures Community Services Portfolio Committee in September 2021 and EXCO 14 October 2021 and expect that on the ordinary Council meeting it will be adopted and approved

#### MUNICIPAL DISASTER MANAGEMENT ADVISORY FORUM

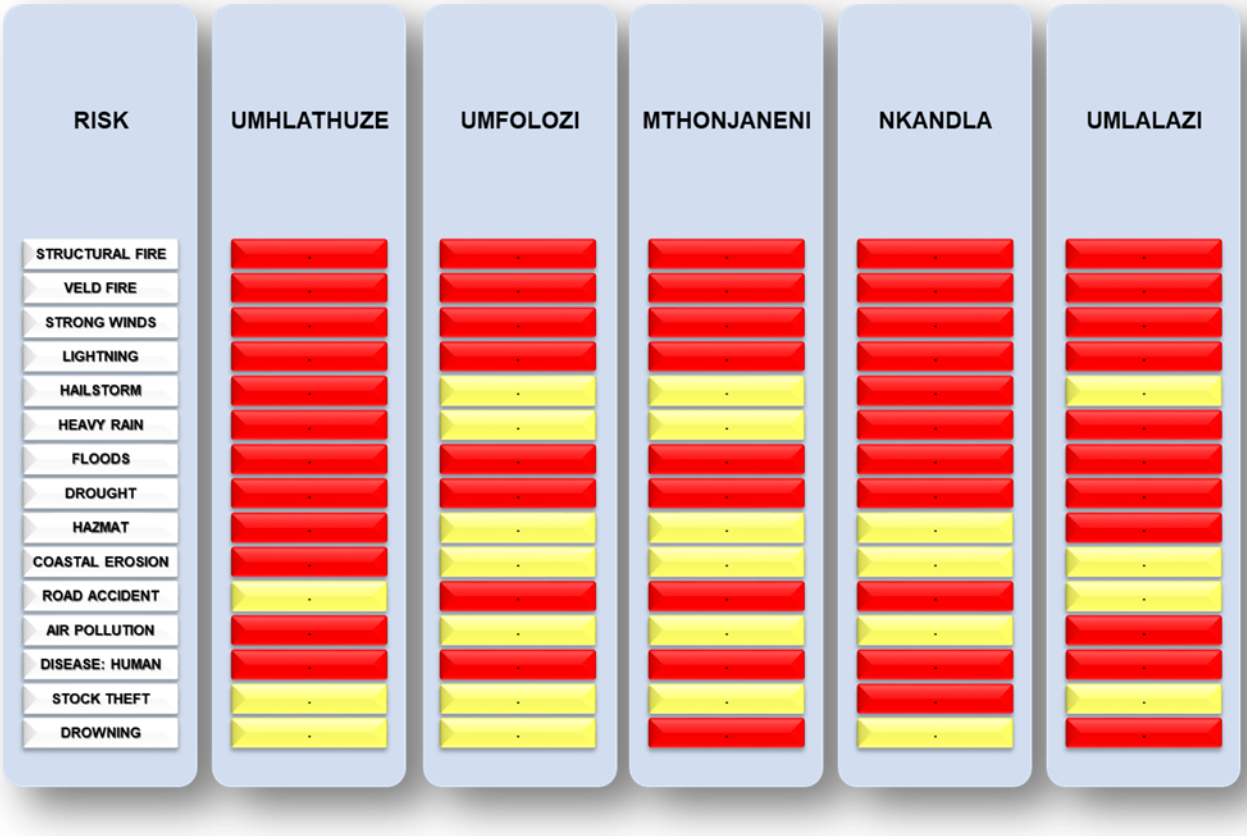
The King Cetshwayo Disaster Management Centre held the Disaster Management Advisory Forum meetings quarterly (2020/2021), to report and advise on all stakeholders' activities pertaining to the disaster management. The DMAF meetings were halted due to the COVID19 and COVID19 weekly meetings were convened.

DMAF scheduled meetings for the financial year 2021/2022

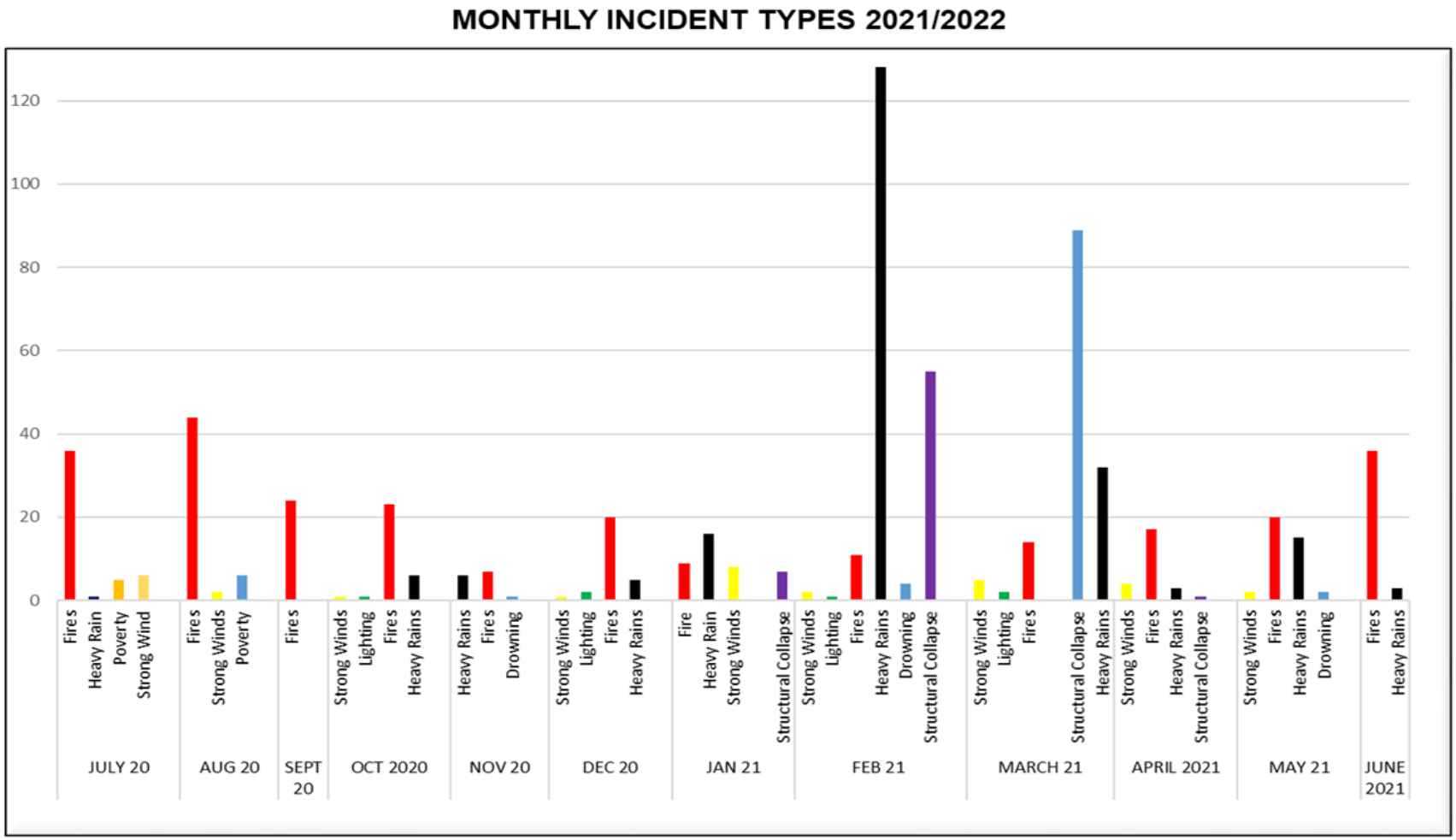
| | | | |
|---|---|---|---|
| **05 July 2021** | **21 October 2021** | **24 February 2022** | **24 June 2022** |

**Table 18: Disaster Risk Assessment**

## DISASTER RISK ASSESSMENT.




**District Risk Profile 2021/2022**



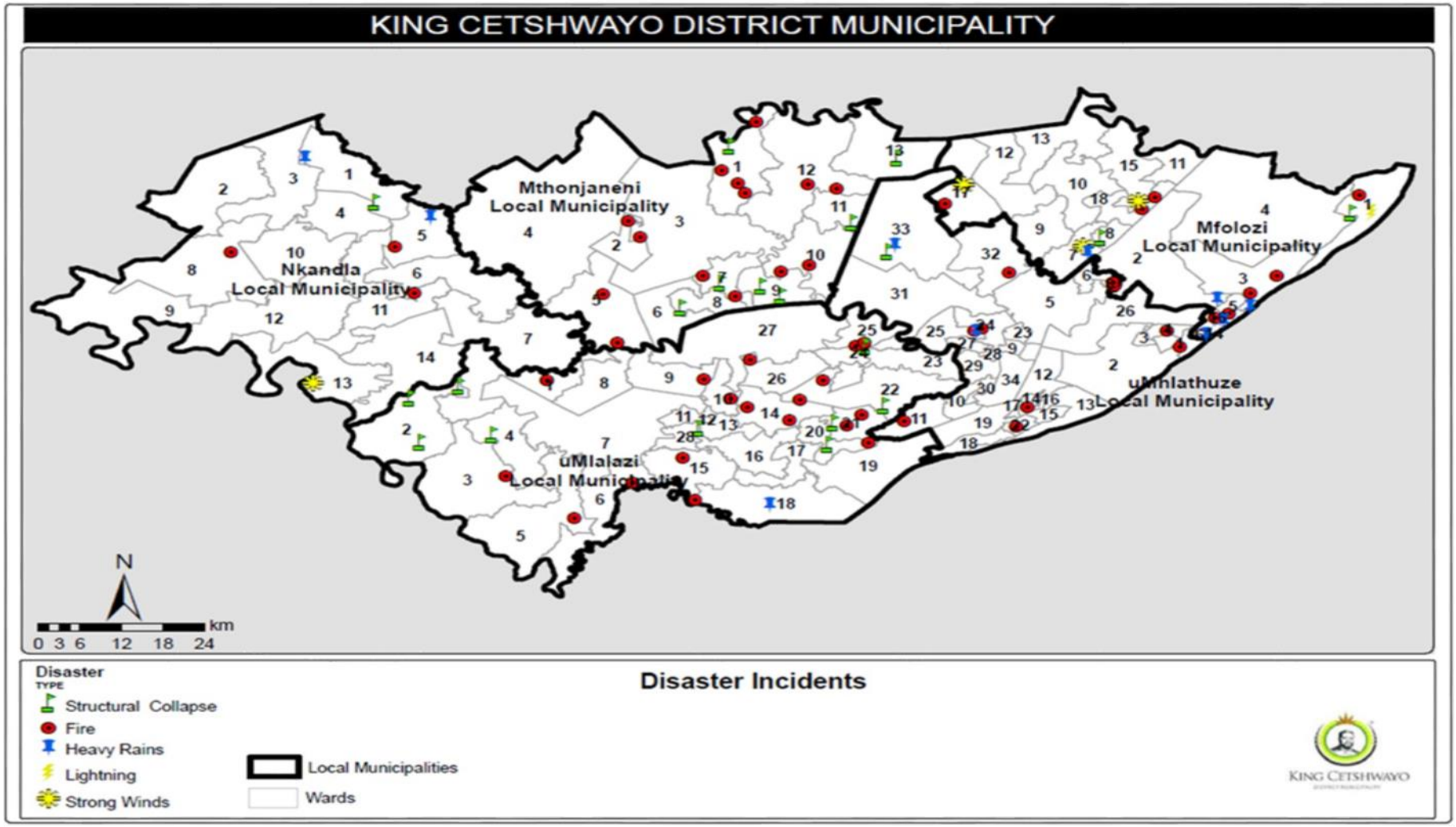

**Prevailing monthly hazard incidents**

## 1.2. LIST OF PRIORITY RISKS (HAZARDS)

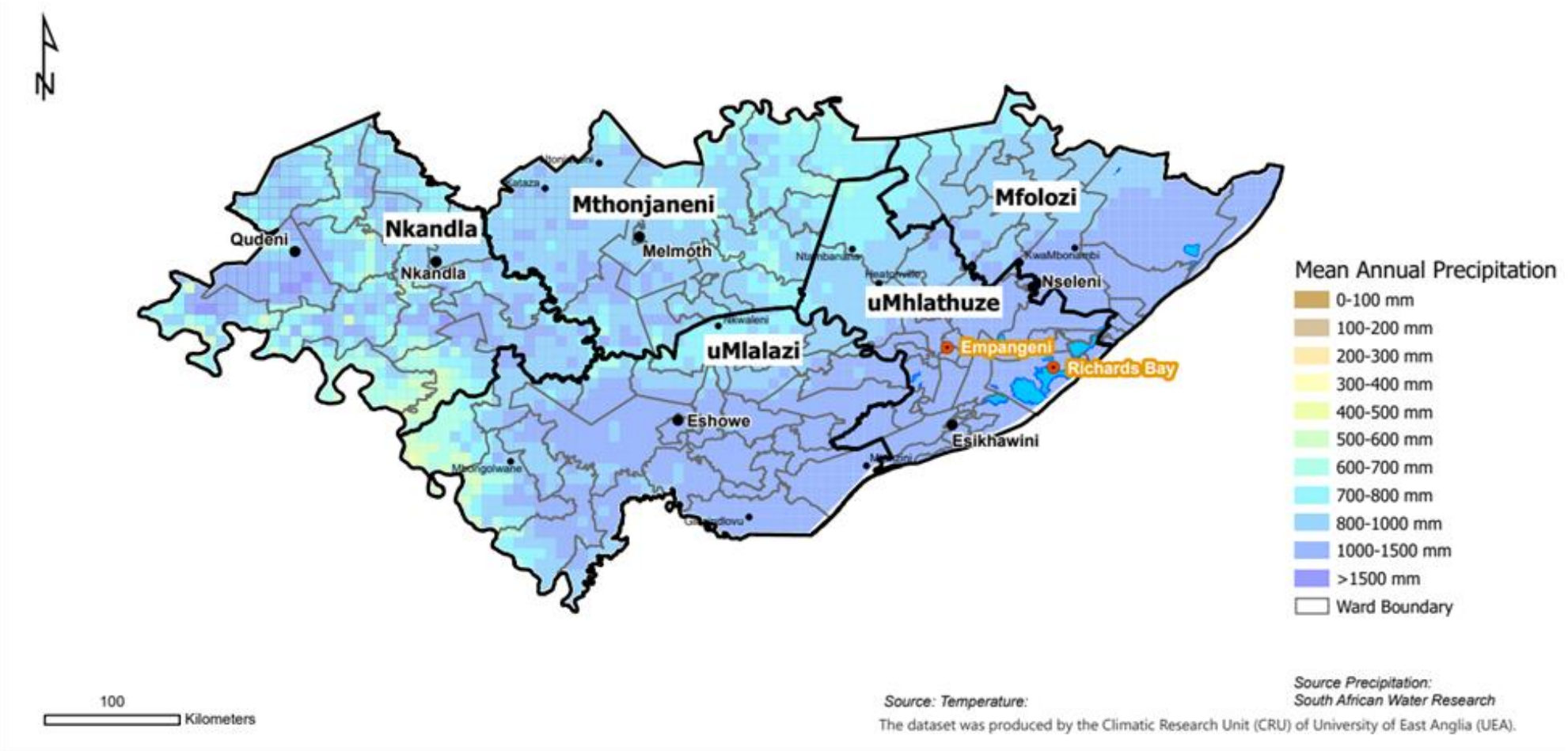
| Hazard<br>Score<br>1<br>2<br>3<br>4<br>5 | Hazard Rating | Vulnerability Rating | Manageability Rating | Relative Risk Rating | Relative Risk Priority |
|---|---|---|---|---|---|
| Structural fire | 19.5 | 14 | 23 | 11.9 | Extremely High |
| Drought | 17.5 | 15 | 26 | 10.1 | Extremely High |
| Human diseases | 18.5 | 16 | 32 | 9.3 | High |
| Veld fire | 16.5 | 12 | 24 | 8.3 | High |
| Floods | 16.0 | 14 | 28 | 7.8 | High |
| Strong wind | 16.0 | 12 | 24 | 7.8 | High |
| Lightning | 15.0 | 10 | 20 | 7.5 | Tolerable |
| Industrial accident | 15.5 | 12 | 25 | 7.4 | Tolerable |
| Pollution: Air | 16.5 | 10 | 23 | 7.2 | Tolerable |
| Coastal erosion | 13.5 | 9 | 17 | 7.1 | Tolerable |
| Geochemical hazards | 16.0 | 11 | 25 | 7.0 | Tolerable |
| Social unrest | 16.0 | 9 | 21 | 6.9 | Tolerable |
| Heavy/persistent rain | 15.0 | 11 | 25 | 6.6 | Tolerable |
| Erosion | 12.0 | 9 | 17 | 6.4 | Tolerable |
| Land degradation | 12.0 | 9 | 18 | 6.0 | Tolerable |
| Heat wave | 13.5 | 9 | 22 | 5.5 | Low |
| Road accidents | 17.5 | 8 | 26 | 5.4 | Low |
| Leak/ Spill | 13.5 | 10 | 26 | 5.2 | Low |
| Pest Infestation | 11.0 | 8 | 18 | 4.9 | Low |
| Hail | 12.0 | 8 | 23 | 4.2 | Low |
| Mudslide | 11.5 | 7 | 19 | 4.2 | Low |

List of priority hazards rating and scores

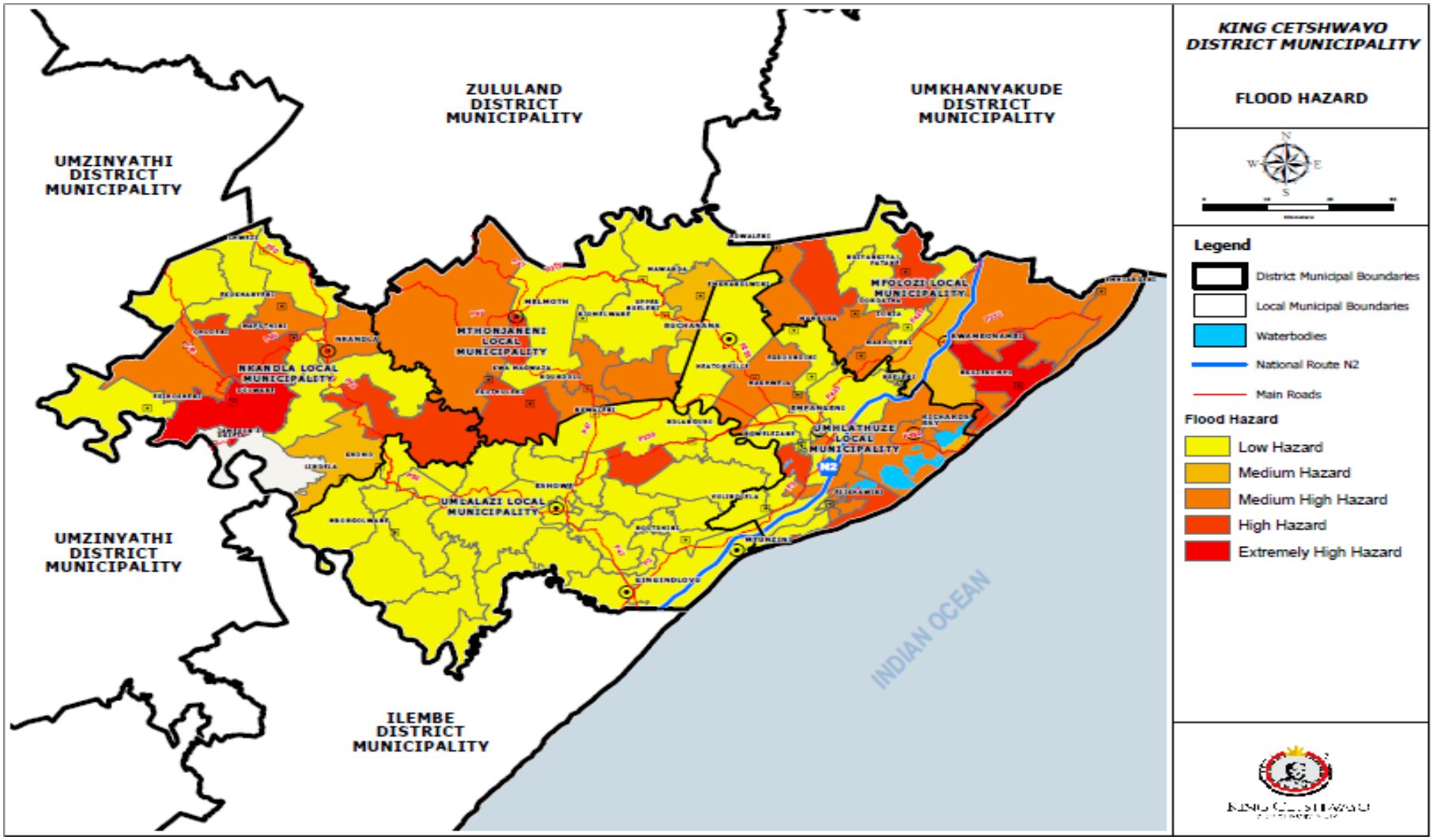
**Map 21: Hazard Incidents 2020/2021 (Structural Fires, Strong Winds, Heavy Rains and Lightning).**




DISASTER RISK RATING MAP: HEAVY RAINS.


N
Mthonjaneni
Nkandla
Mfolozi
uMhlathuze
uMlalazi
Qudeni
Nkandla
Melmoth
Nseleni
Empangeni
Richards Bay
Eshowe
Esikhawini
Mean Annual Precipitation
0-100 mm
100-200 mm
200-300 mm
300-400 mm
400-500 mm
500-600 mm
600-700 mm
700-800 mm
800-1000 mm
1000-1500 mm
>1500 mm
Ward Boundary
100
Kilometers
Source: Temperature:
The dataset was produced by the Climatic Research Unit (CRU) of University of East Anglia (UEA).
Source Precipitation:
South African Water Research

**Map 22: Flood Risks**



### C1.14.4 RISK REDUCTION & PREVENTION

**Table 19: 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 | Budget allocation for the various | Technical Services |

| | | | |
|---|---|---|---|
| | selected watercourses. Hazard assessment studies, reports and associated maps | projects | 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 inclusion of data into DMC database | Reports submitted to DMC on yearly basis | Environmental Health/Department of Agriculture |

| | | | |
|---|---|---|---|
| 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 |

### 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.

## DISASTER RISK REDUCTION

### INTEGRATION OF DISASTER RISK REDUCTION INTO INTEGRATED DEVELOPMENT PLAN

The development projects in the municipality, as contained in IDP, are thus interlinked with disaster management planning and activities. The risk reduction projects identified as part of disaster risk management planning, such as those identified in this plan and the contingency plans developed and risk assessments should be included into the local Municipal IDP.

### IMPLEMENTATION AND MONITORING OF DISASTER RISK REDUCTION PROGRAMMES AND INITIATIVES

The district must ensure that the disaster risk reduction programmes, projects and initiatives are implemented. Measurable reductions in small-, medium- and large-scale disaster losses are recorded. A measurable reduction in social relief in disaster-prone economically vulnerable communities is also recorded.

### SUPPORTIVE MECHANISMS TO ENABLE THE ACHIEVEMENT OF THE DEVELOPMENT AND IMPLEMENTATION INTEGRATED DISASTER RISK MANAGEMENT PLANS AND RISK REDUCTION PROGRAMMES

The municipality has identified and developed systems to ensure that all relevant data in respect of the information management system is gathered and captured simultaneously in the process of developing and implementing disaster risk management plans and risk reduction programmes.

Disaster risk management planning is incorporated into the strategic plans and the IDP of municipality. Disaster Management Sectoral Plan plans, like sector plans for the relevant departments within all municipalities are also part of the IDP. These planning processes are funded through the budgets of the municipality. It is advisable that disaster risk management planning is integrated into general IDP processes, so that the budgetary allocation for disaster risk management planning is catered for. The municipality must prioritise all the disaster risk reduction projects in the IDP.

The success of risk reduction activities relies on the level of community resilience and political commitment. The municipality ensures the regular participation communities, relevant stakeholders

and politicians in related conferences, workshops and/or courses. These workshops involve the following:

Implementation of flood risk reduction measures e.g. Regular maintenance of storm- water drainage systems; construction of additional storm-water drainage systems

Implementation of fire risk reduction measures e.g. Establishing fire-breaks.

Implementation of disaster risk reduction measures through ecosystem-based adaptation e.g. Working with communities to conserve the environment and to restore the wetlands; encouraging communities in the municipality to restore natural vegetation.

**Table 20: Risk Reduction Measures**

| HAZARD | RISK REDUCTION MEASURES | RESPONSIBILITY |
|---|---|---|
| Veld/Forest fires | • Creation of fire breaks<br>• Training of fire fighter volunteers<br>• Provision of fire beaters and knapsacks to the community<br>• Awareness campaigns | • Fire & Rescue Services<br>• FPA<br>• Working on Fire<br>• DARD |
| Structural fires | • Establish satellite fire stations for rapid response<br>• Fire breaks around houses<br>• Awareness campaigns<br>• Basic fire education<br>• | • Fire & Rescue Services<br>• DSD<br>• SASSA<br>• Home Affairs |
| Lightning | • Early warning system<br>• Installation of lightning conductors<br>• Awareness campaigns | • Municipal Disaster Management<br>• DARD<br>• SAWS<br>• Human Settlements |
| Strong Winds | • Early warning system<br>• Planting of trees<br>• Awareness campaigns | • Municipal Disaster Management and Fire & Rescue Services<br>• EDTEA<br>• SAWS<br>• Human Settlements |
| Hailstorm | • Early warning system | • Municipal Disaster Management and Fire & Rescue Services<br>• EDTEA<br>• SAWS<br>• Human Settlements |
| Heavy Rainfall | • Early warning system<br>• Dig trenches for water to flow<br>• Construction of bridges<br>• Upgrade/Repair of bridges | • Municipal Disaster Management and Fire & Rescue Services<br>• DWS<br>• DARD<br>• DEDTEA<br>• SAWS<br>• DoT<br>• Human Settlements |
| Floods (River, urban, dam failure) | • Early warning system<br>• Dig trenches for water to flow<br>• Construction of bridges<br>• Upgrade/Repair of bridges | Municipal Disaster Management and Fire & Rescue Services<br>• DWS<br>• DARD<br>• DEDTEA<br>• SAWS<br>• DoT<br>• Human Settlements |
| Drought | • Early warning system | • Municipal Disaster |

| | | |
|---|---|---|
| | • Encourage rainwater harvesting<br>• Protect springs<br>• Investment in water tanks<br>• Planning (IDP) for alternative reliable water sources e.g. Dams, covered reservoirs, boreholes and springs<br>• Departments of Agriculture and DWS to have contingency plans | Management<br>• Human Settlements<br>• DWS<br>• DARD<br>• DEDTEA<br>• SAWS<br>• DoH<br>• DSD<br>• SASSA |
| Disease: Animals | • Awareness campaign | • Municipal Disaster Management and Fire & Rescue Services<br>• DARD |
| Waterborne disease | • Awareness campaigns<br>• Responsible agencies DWS, department of environmental affairs and Health to have contingency plans in place. | • Municipal Disaster Management and Fire & Rescue Services<br>• DoH<br>• DARD<br>• DWS<br>• EDTEA |
| Hazardous material- Hazmat: Spill/Release | • Awareness programs: Road and vehicle safety principles to be adopted by drivers and passengers.<br>• Co-ordination /Implementation of law enforcement | • Municipal Disaster Management and Fire & Rescue Services<br>• DoT<br>• DoH |

### 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<br>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<br>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 municipalities[2] | Fire Services Capacity<br>Local Municipality capacity equipment and building | R5m<br><br>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.

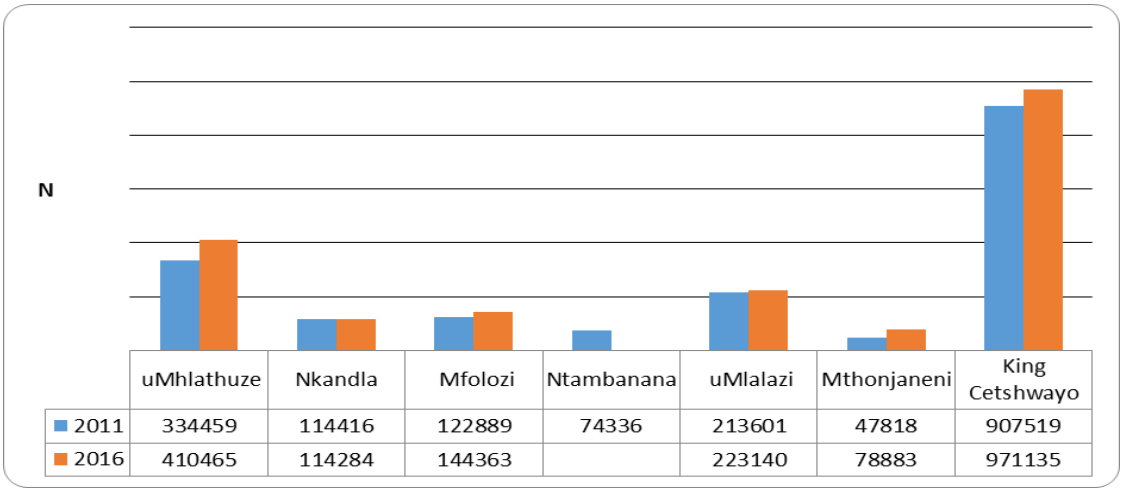
## C2.0 DEMOGRAPHIC ANALYSIS

## C2.1 POPULATION

### C2.1.1 TOTAL POPULATION

The total population of King Cetshwayo District Municipality was 971 315 according to the Community Survey conducted by Statistics SA in 2016 and Global Insight studies done in 2021 indicate an increase of 1008 787. The table on the following page presents the population changes over time for the district and its local municipalities.

**Graph 5: Population by District and Local Municipality, 2011 and 2016**




*Source: Stats SA Community Survey 2016*

| MUNICIPALITY | GLOBAL INSIGHT POPULATION STATS 2021 | |
|---|---|---|
| | 2016 | 2021 |
| uMfolozi LM | 146 214 | 156 961 |
| City of UMhlathuze | 405 601 | 435 449 |
| uMlalazi LM | 218 690 | 226 893 |
| Mthonjaneni LM | 80 011 | 79 480 |
| Nkandla LM | 110 111 | 110 005 |
| **KING CETSHWAYO** | **960 627** | **1008 787** |

*Source: Global Insight 2021*

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 SUMMARY OF POPULATION DYNAMICS IN KCDM

The population and household composition and trends in the KCDM, summarised as follow:

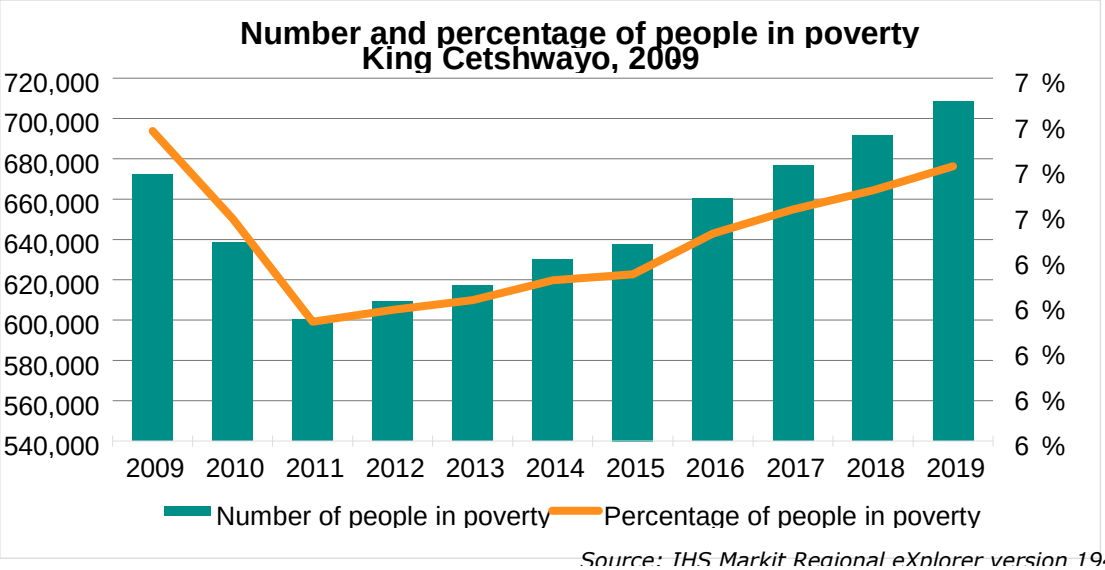
- The KCDM had an estimated population of 971,135 people by 2016.
- The mid-year 2020 population for the KCDM is estimated at around 978,640 people. This represents approximately 8,8% of the KZN provincial population of 11,738,597 people.
- The estimated number of households in the KCDM (2020) is about 229,017 households, averaging around 4.3 people per household (compared to the KZN average of around 3.7 people per household).
- About 44% of the population reside in the City of uMhlathuze, followed by uMlalazi with 22%, Nkandla with 15%, and uMfolozi with 11%. Mtonjaneni only represents about 7% of the KCDM population.
- Both Nkandla and Mthonjaneni recorded a negative population growth since 2011, while the City of uMhlathuze experienced a notably high population growth rate (1,9%) during this period.
- The male:female ratio in the KCDM is 47:53 which may be ascribed to the fact that many males from the KCDM still work as migrant workers in other parts of the province or South Africa.
- Around 47% of the population is younger than 20 years old and a further 32% between 20 and 40 years old (Total = 79% of population younger than 40 years).

The Education Profile, Employment Rate and Income Profile for the KCDM population from which the following are most notable:

- By 2016 only 6% of the population had a tertiary qualification (diploma/degree); 32% (compared to 36% in 2011) reported Primary School; and 42% (compared to 47% in 2011) reported High School as highest level of Education. As a result, 20% of the population recorded no schooling (compared to 11% in 2011) which is a major concern to the KCDM.
- Generally, the City of uMhlathuze recorded higher levels of education than any of the other municipalities in the KCDM.
- Linked to the generally low levels of education in the KCDM, an estimated 69% of the KCDM population earned less than R3,500 per month (the RDP subsidy level) in 2011 while the corresponding 2019 figure stands at about 72,1%.

- An estimated 75% of individuals in the KCDM earned less than R758 per month, deemed to be the Minimum Living Level (MLL) in 2011.
- The average monthly income per household is significantly higher in the City of uMhlathuze (R9,650 per household) than in the other four local municipalities where the average household income range between R3,600 and R4,600 per month (very close to the R3,500 subsidy margin).
- The unemployment rate for the KCDM was estimated at 35% during 2011, but it could be significantly higher by 2020 (in line with national trends and the impact of Covid 19).
- The 2019 figure for unemployed people (job opportunity deficit) in the KCDM stands at around 87,400 jobs.

**Graph 6: Number & percentage of people in poverty**




*Source: IHS Markit Regional eXplorer version 1946*

### C2.1.3 POPULATION GROWTH AND POPULATION GROWTH PROJECTIONS

The City of uMhlathuze 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 | UMHLATHUZE | 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 201*

**Population Projections: KCDM and Local Municipalities**

| | Existing | Projections | | | Increment | | |
|---|---|---|---|---|---|---|---|
| | 2020 - Mid year Estimate KZN SDF | 2025 KZN SDF | 2035 KZN SDF | 2050 KZN SDF | 2020-2025 | 2025-2035 | 2035-2050 |
| City of uMhlathuze | 432,057 | 476,152 | 569,552 | 727,333 | 44,095 | 93,400 | 157,781 |
| Mthonjaneni LM | 71,823 | 71,620 | 71,085 | 56,677 | -203 | -535 | -14,408 |
| Nkandla LM | 108,847 | 101,890 | 88,786 | 72,126 | -6,957 | -13,104 | -16,660 |
| uMfolozi LM | 146,137 | 155,721 | 174,539 | 203,652 | 9,584 | 18,818 | 29,113 |
| uMlalazi LM | 219,776 | 214,714 | 204,391 | 192,842 | -5,062 | -10,323 | -11,549 |
| **King Cetshwayo DM** | **978,640** | **1,020,097** | **1,108,353** | **1,252,630** | **41,457** | **88,256** | **144,277** |

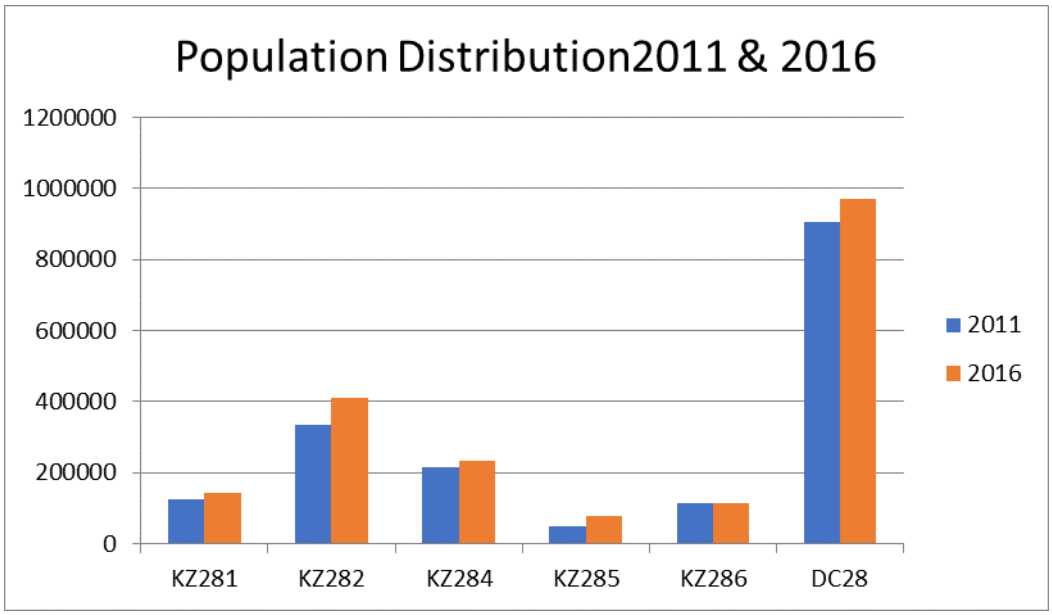
**Household Projections: KCDM and Local Municipalities**

| | Existing | Projections | | | Increment | | |
|---|---|---|---|---|---|---|---|
| | 2020 | 2025 | 2035 | 2050 | 2020-2025 | 2025-2035 | 2035-2050 |
| City of uMhlathuze | 116,647 | 131,274 | 163,321 | 219,380 | 14,627 | 32,046 | 56,060 |
| Mthonjaneni LM | 14,544 | 14,498 | 14,361 | 11,307 | -46 | -137 | -3,054 |
| Nkandla LM | 20,752 | 19,283 | 16,779 | 13,535 | -1,469 | -2,503 | -3,245 |
| uMfolozi LM | 30,861 | 33,122 | 38,157 | 46,160 | 2,261 | 5,034 | 8,003 |
| uMlalazi LM | 46,214 | 45,024 | 42,273 | 39,111 | -1,190 | -2,751 | - 3,162 |
| **King Cetshwayo DM** | **229,017** | **243,201** | **274,891** | **329,493** | **14,183** | **31,690** | **54,602** |

*Source: KZN PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK, AUGUST 2020, Based on StatsSA 2011 Census Data; 2016 CSIR Mesozone Data, StatsSA Mid-Year Population Estimates 2020, 2020 CSIR GreenBook, SEDAC 2020 Pop Estimates*

## C2.1.4 POPULATION DISTRIBUTION

**Graph 7: Distribution of population 2011 and 2016**




*Source: Stats SA Community Survey 2016*

### C2.1.4 HOUSEHOLDS

The profile of Type of Dwelling and Tenure Status in the KCDM as captured in Census 2011 and Community Survey 2016, from which the following is evident:

- Approximately 57% of dwellings in the KCDM are Formal, while 31% are Traditional (Total = 88%).
- About 82,7% of the Formal units in the KCDM are located in uMhlathuze and only 1,69% in Nkandla.
- Informal dwellings only represent around 4% of all dwellings in the KCDM, of which 3% are informal backyard units (KZN average in this regard is about 8,53% and RSA average is 12,96%).
- In uMhlathuze the majority of dwellings (74%) are Formal and only 10% are Traditional.
- In Nkandla LM about 86% of dwellings are Traditional, and only 13% Formal.
- In uMfolozi and uMlalazi the majority of dwellings are also Formal (58% and 52% respectively), while Mthonjaneni has an equal share (46% Formal and 46% Traditional).
- About 76% of households indicated that their home is Owned and Fully Paid Off, while 63% indicated that they possess a Title Deed.

It is notable that households that live in traditional dwellings and/or informal dwellings are 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 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 apparently not being implemented at the rate required due to various constraints.

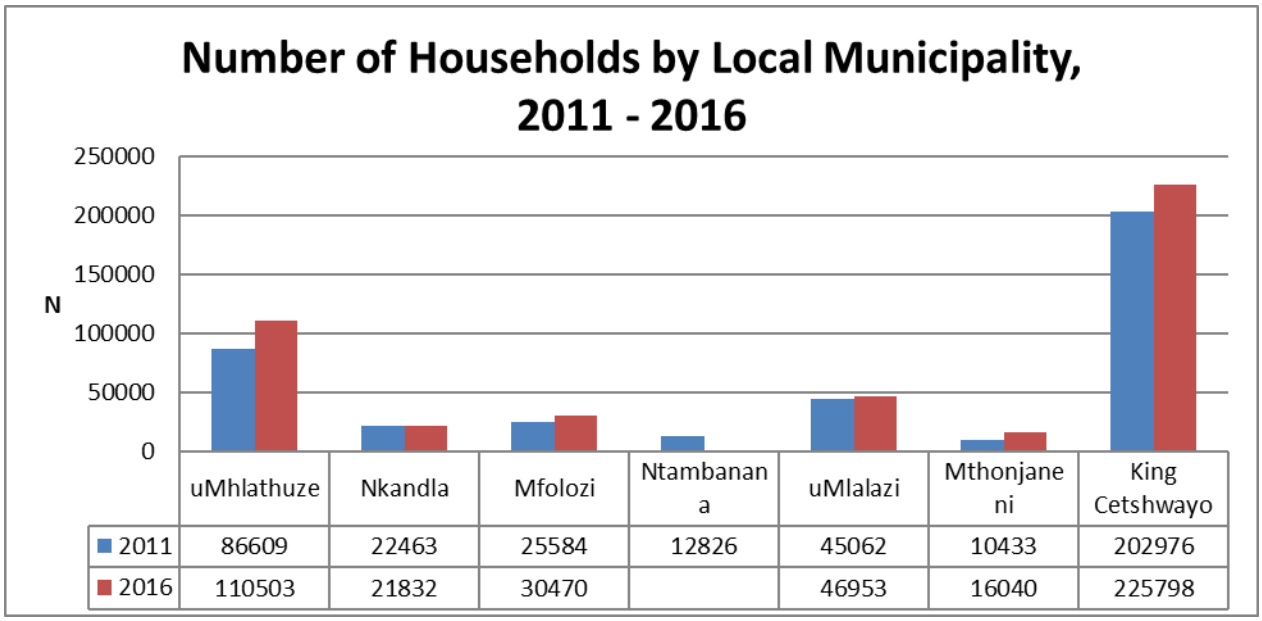
According to the KCDM Human Settlement Strategy the district has more than 20 projects in Construction Stage, ± 30 Projects in Planning Stage, and more than 30 Projects in the housing project pipeline at present, including the following:

- Three Integrated Residential Development Programme (IRDP) housing projects planned: 2 in uMfolozi Municipality and 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 projects fall under the Finance Linked Individual Subsidy Programme (FLISP) or Gap Market in uMhlathuze and Mthonjaneni Municipality respectively. 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 are identified:

- Two in uMlalazi Municipality, two in uMfolozi Municipality & one in uMhlathuze Municipality.

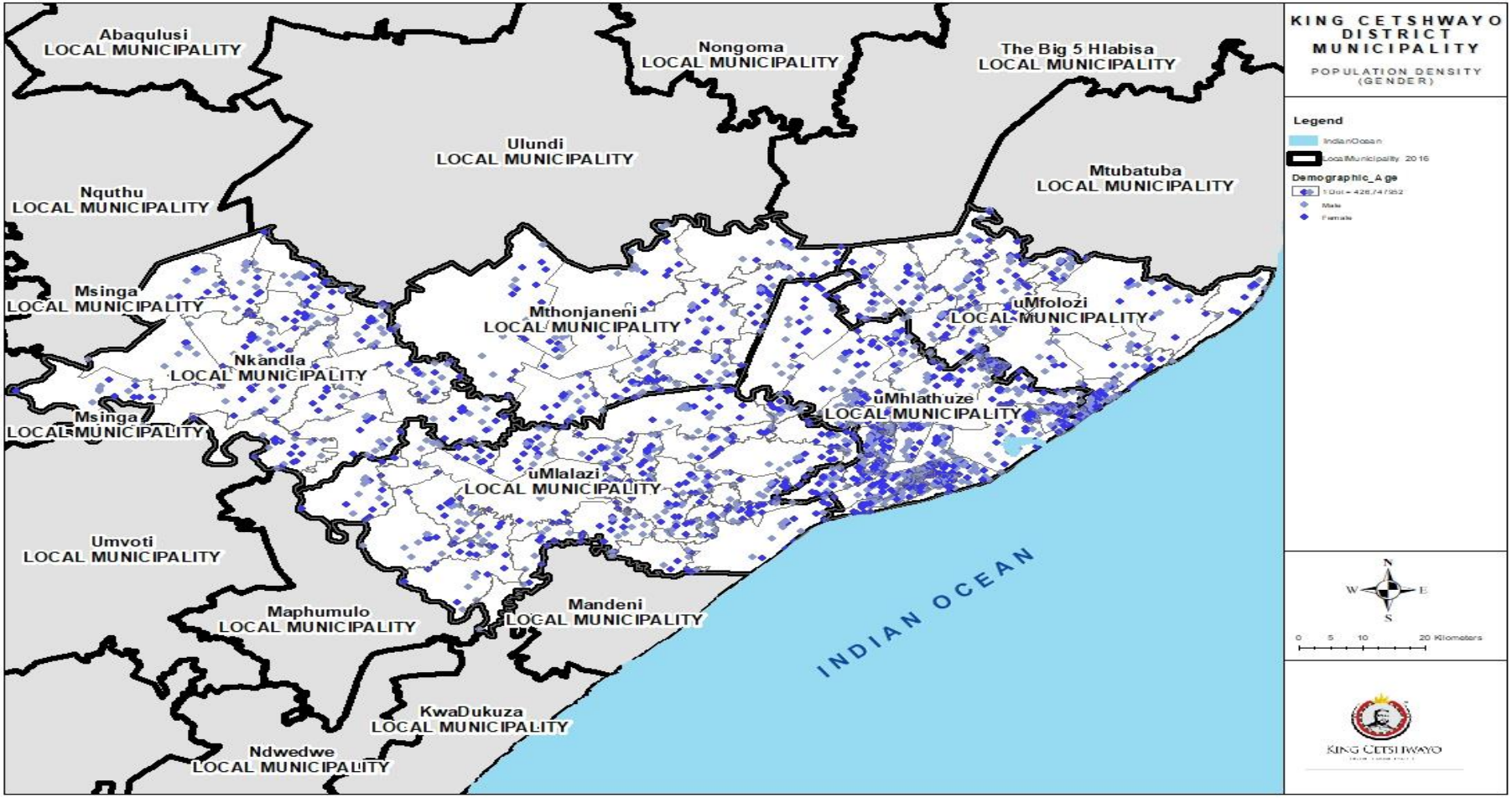
### C2.1.4.1 NUMBER OF HOUSEHOLDS

**Graph 8: Number of households by Local Municipality**

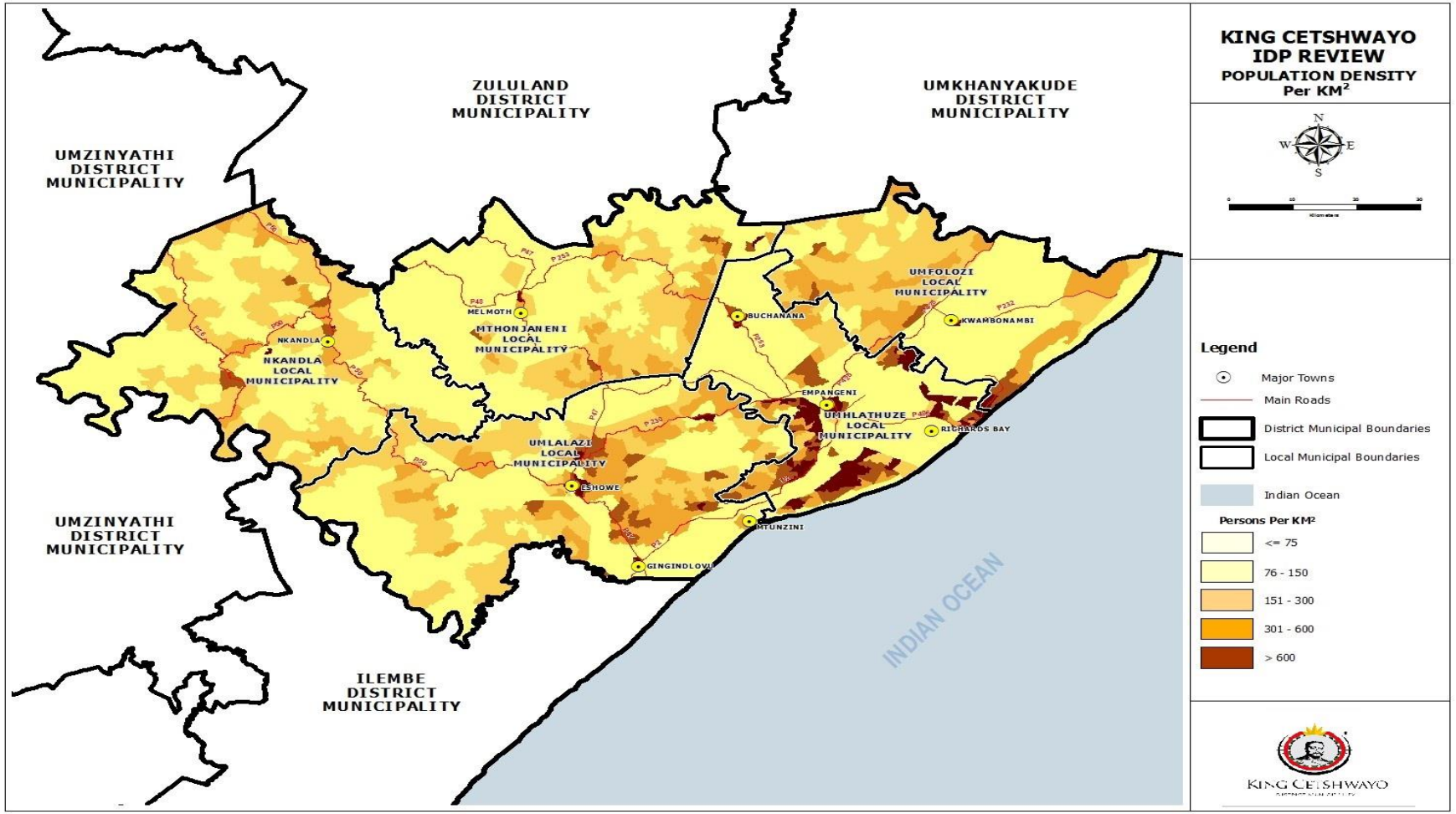



**Source: Stats SA Community Survey 2016**

**Map 23: Demographics**



**Map 24: Population Density**



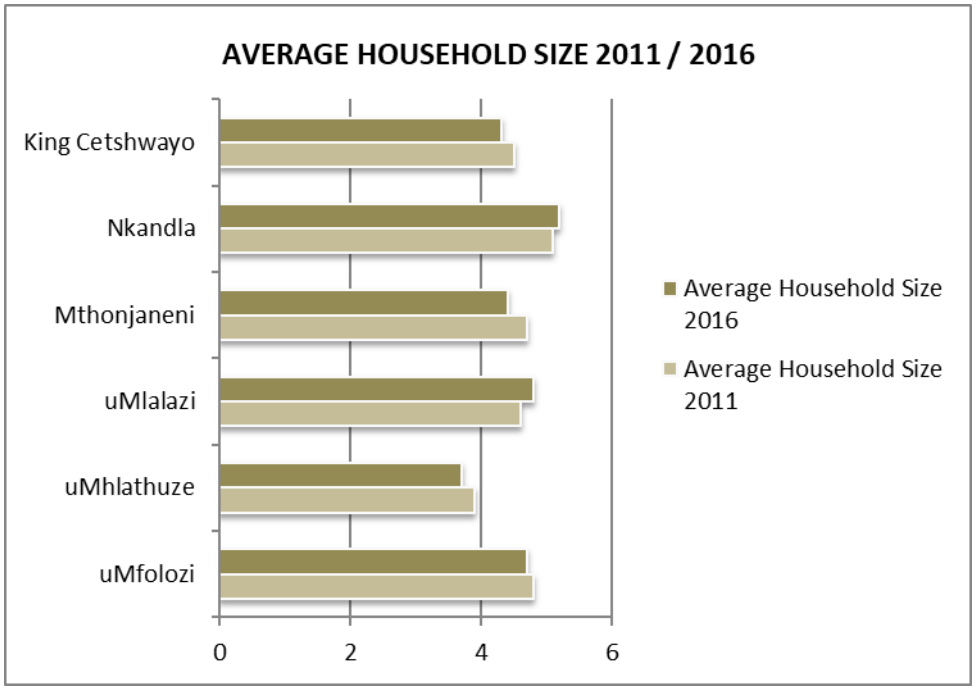
### C2.1.4.2 AVERAGE HOUSEHOLD SIZE

**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*

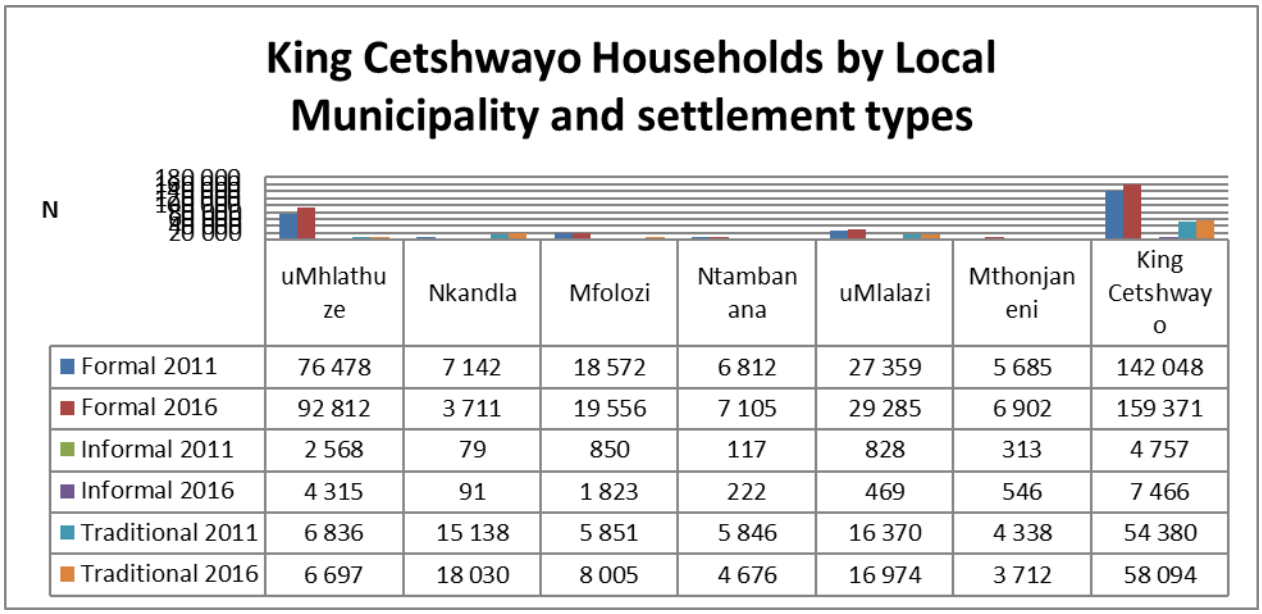
**Graph 9: Average household size by municipality - 2011 and 2016**




*Source: Stats SA Community Survey 2016*

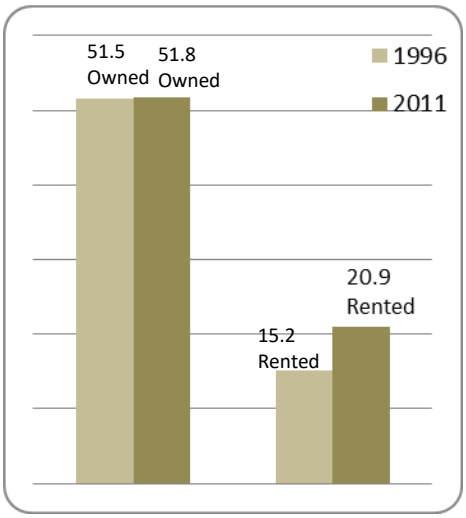
It is notable that the average household size is constantly decreasing since 2011 where it is 4.5 persons average per household for the district and has now gone to 4.3 persons per household. This has implications for service delivery such as education, health and water provision.

**Graph 10: 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 11: Distribution of households by tenure status - 1996 and 2011**




*Source: Census 2011*

### C2.1.4.3 PENSIONER HEADED HOUSEHOLDS

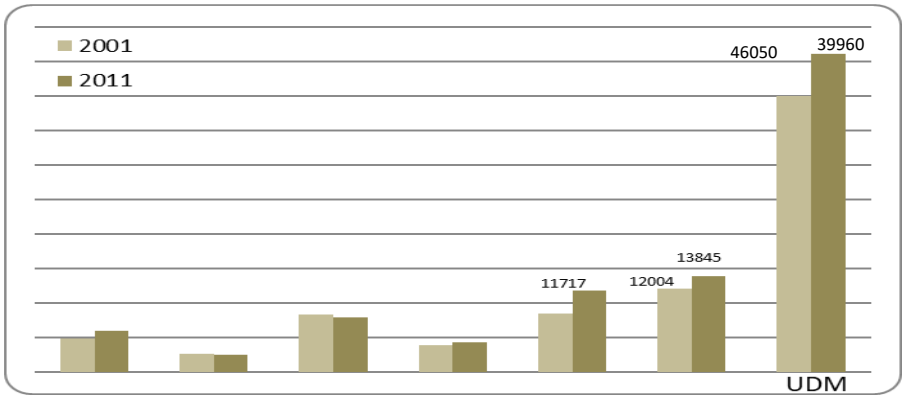
The following table shows a comparison of the incidence of Pensioner Headed Households in King Cetshwayo district since 2001 until 2011. It is apparent that there has been a significant increase in the number of pensioner headed households. The incidence of pensioner headed households is high and some 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*

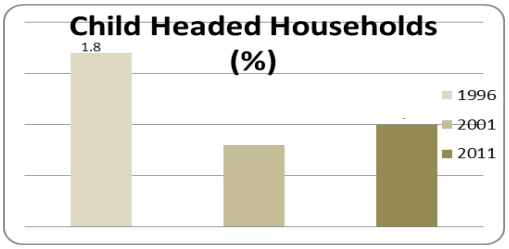
**Graph 12: Pensioner Headed Households**




*Source: Census 2011*

### C2.1.4.4 CHILD HEADED HOUSEHOLDS

**Graph 13: Child Headed Households**




*Source: Census 2011*

### C2.1.5 GENDER RATIO

#### C2.1.5.1 GENDER RATIO

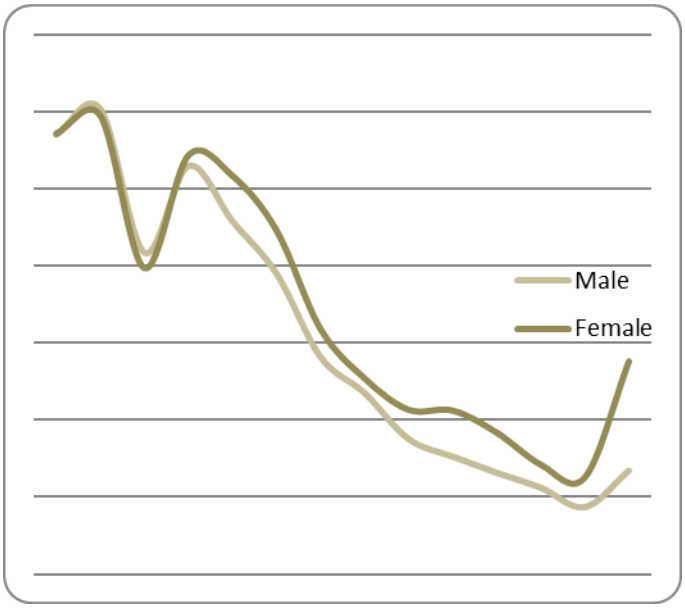
The following is a depicting of the male: female ratio in King Cetshwayo district for the respective age cohorts.

**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 14: Gender Ratio**

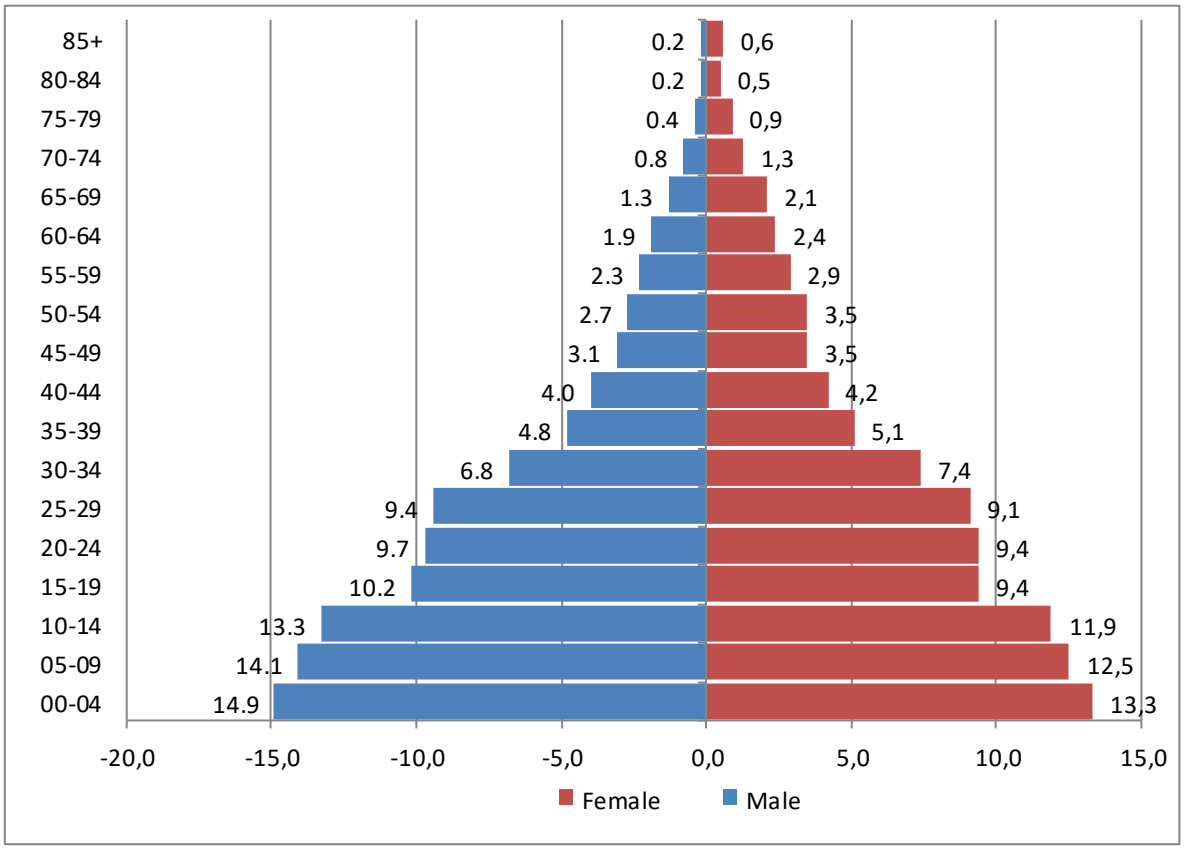



*Source: Census 2011*

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

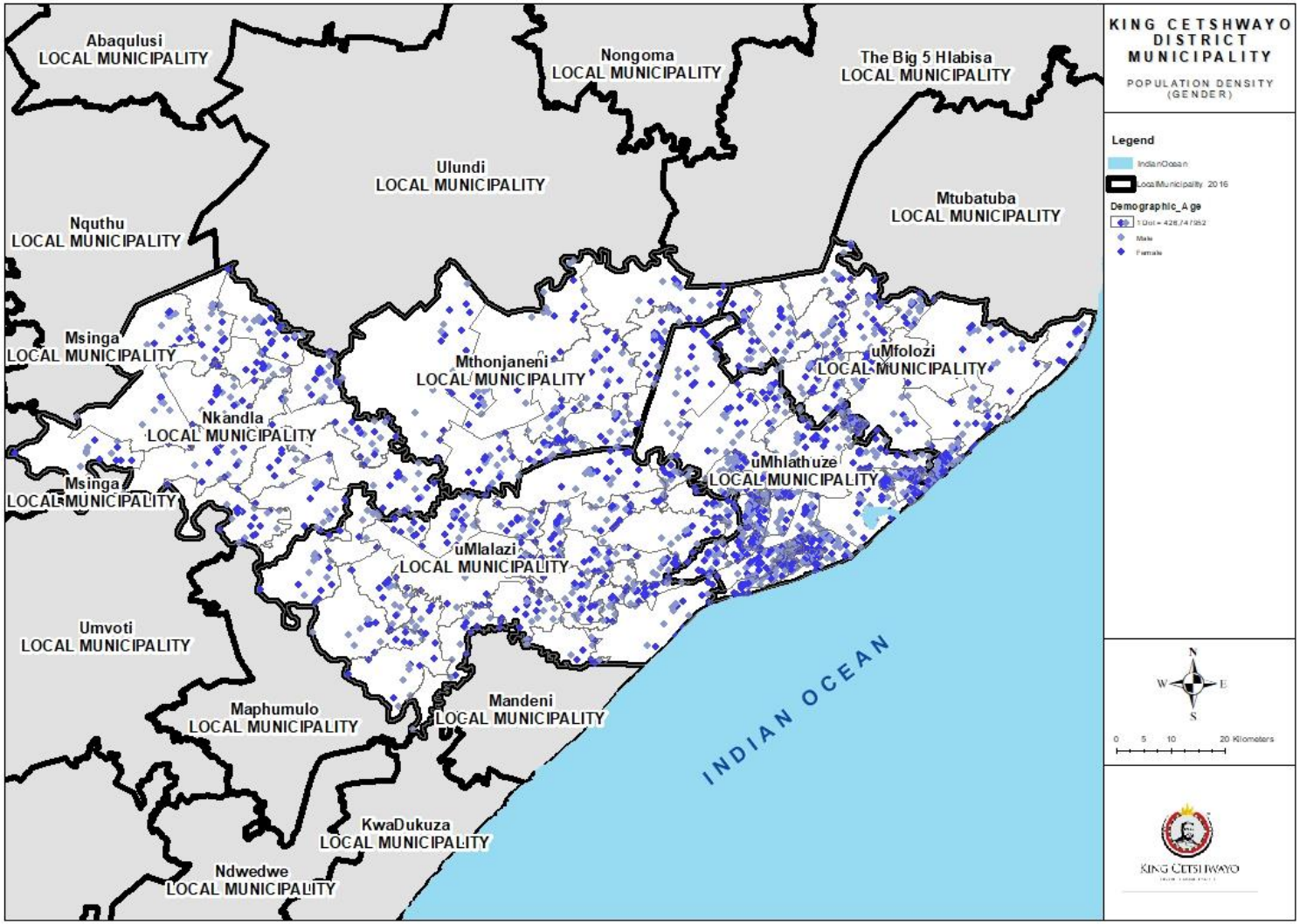
**Graph 15: Percentage distribution of the population in five-year age group by gender 2016**




*Source: Stats SA Community Survey 2016*

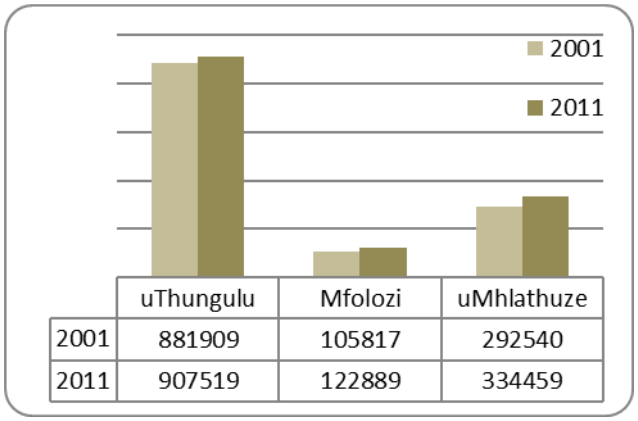
The pyramid for 2016 shows a wide base in the district (i.e. lots of young children 0-14 years) is at 39.9 % which may be partly a result of high fertility rates. As shown in the illustration, the youth population (15–34 years) also appears to be high at approximately 35.6 %; this is supported by the statistics indicating that 36,6% of the KwaZulu-Natal population are youth. In general, the pyramid shows a very youthful population.

**Map 25: Population Density (Gender)**



### C2.1.6 AGE DISTRIBUTION

**Graph 16: Distribution of the population by functional age groups**




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

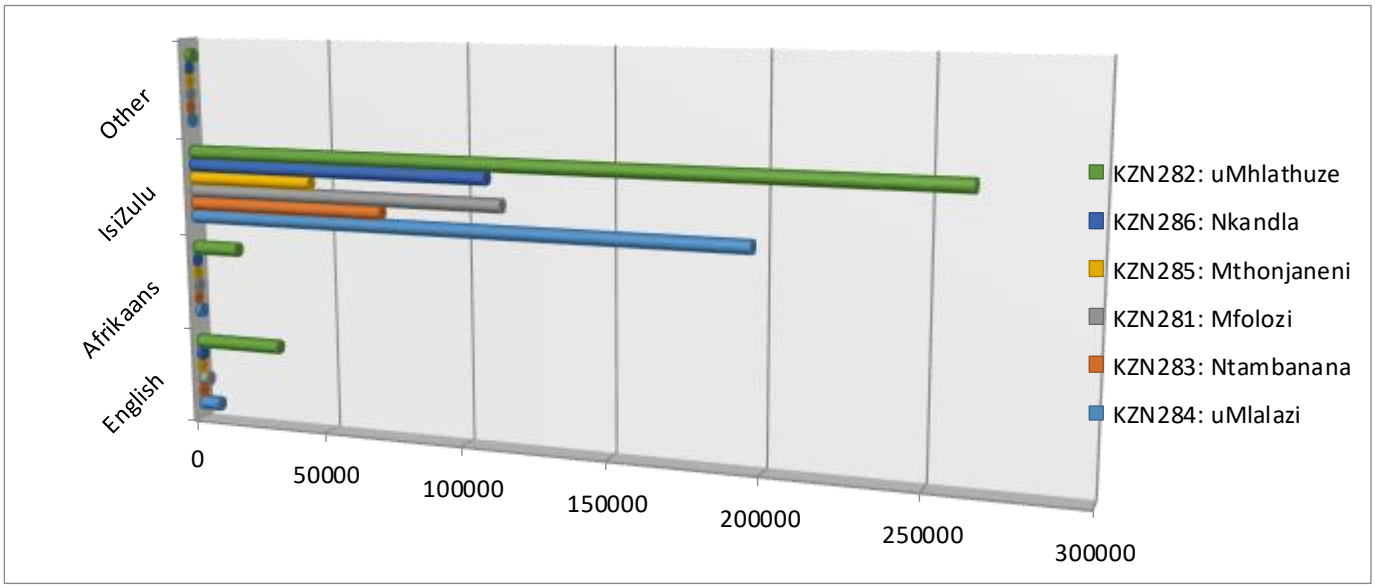
**Table 27: King Cetshwayo Youth Labour Force (14-35yrs)**

| | 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

### C2.1.7 SPOKEN LANGUAGE

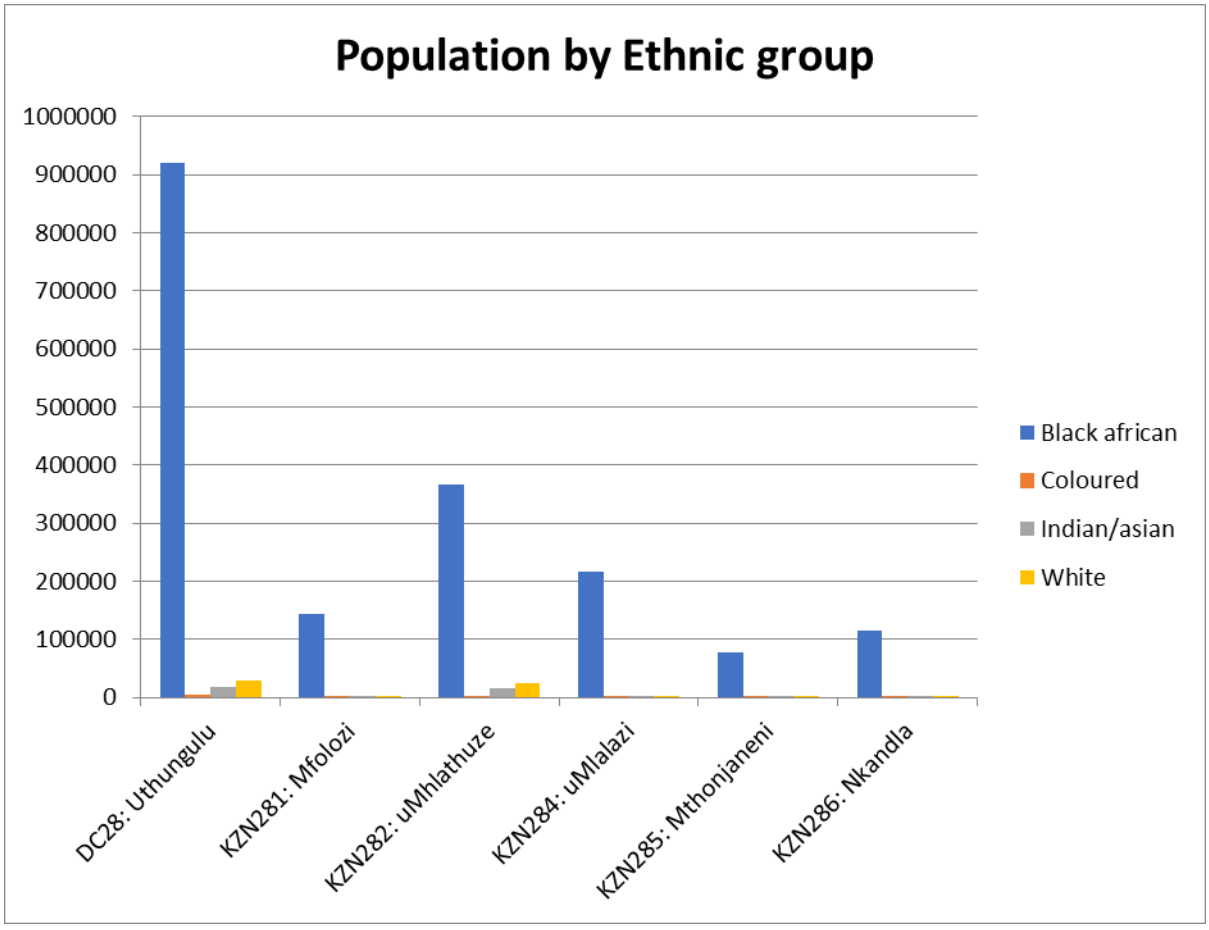
**Graph 17: Spoken Language**




Source: Stats SA Community Survey 2016

### C2.1.8 POPULATION GROUP

**Graph 18: Population Groups**




Source: Community Survey 2016: Stats SA

## C2.2 EDUCATION

The King Cetshwayo education district currently has a total number 647 public ordinary schools and 7 Public ELSEN Schools. The recorded learner enrollment in 2021 in public ordinary schools was 280 587 and in Public ELSEN Schools was 1449.

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 tables below provide a summary of the situation while more explanatory figures are provided hereafter of specific situations.

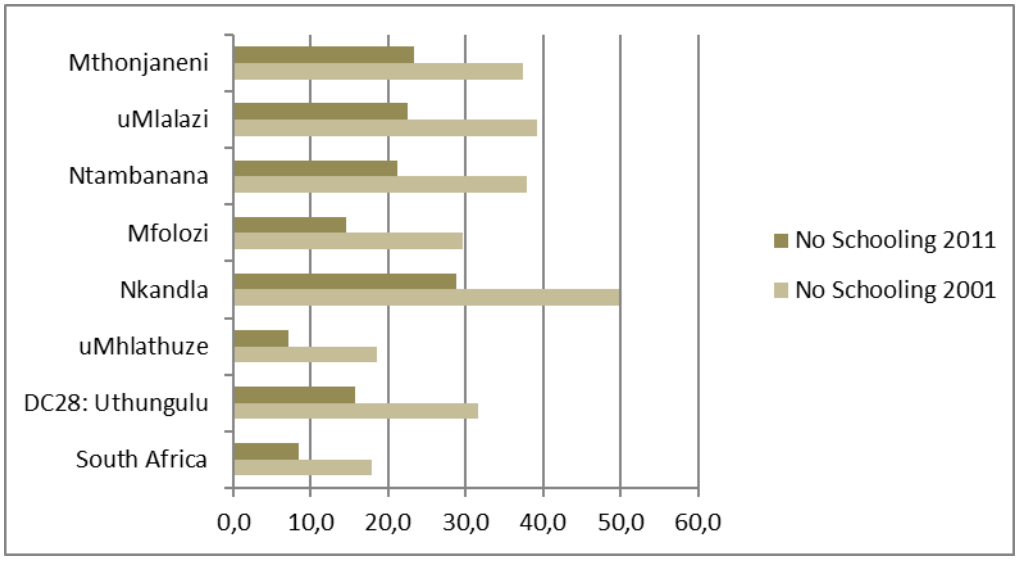
KCDM is reasonably well served with school's facilities being 452 primaries and 204 secondary schools. Sadly, KCDM still accounts for 12.37% of the number of people without schooling in KZN. In 2019, KCDM had 178,000 people with matric accounting for 7.94% of KZN with 8.54% of having matric and postgraduate, from 2009 to 2019 people without any schooling in KZN decreased at an average annual rate of 2.82%.

**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 |

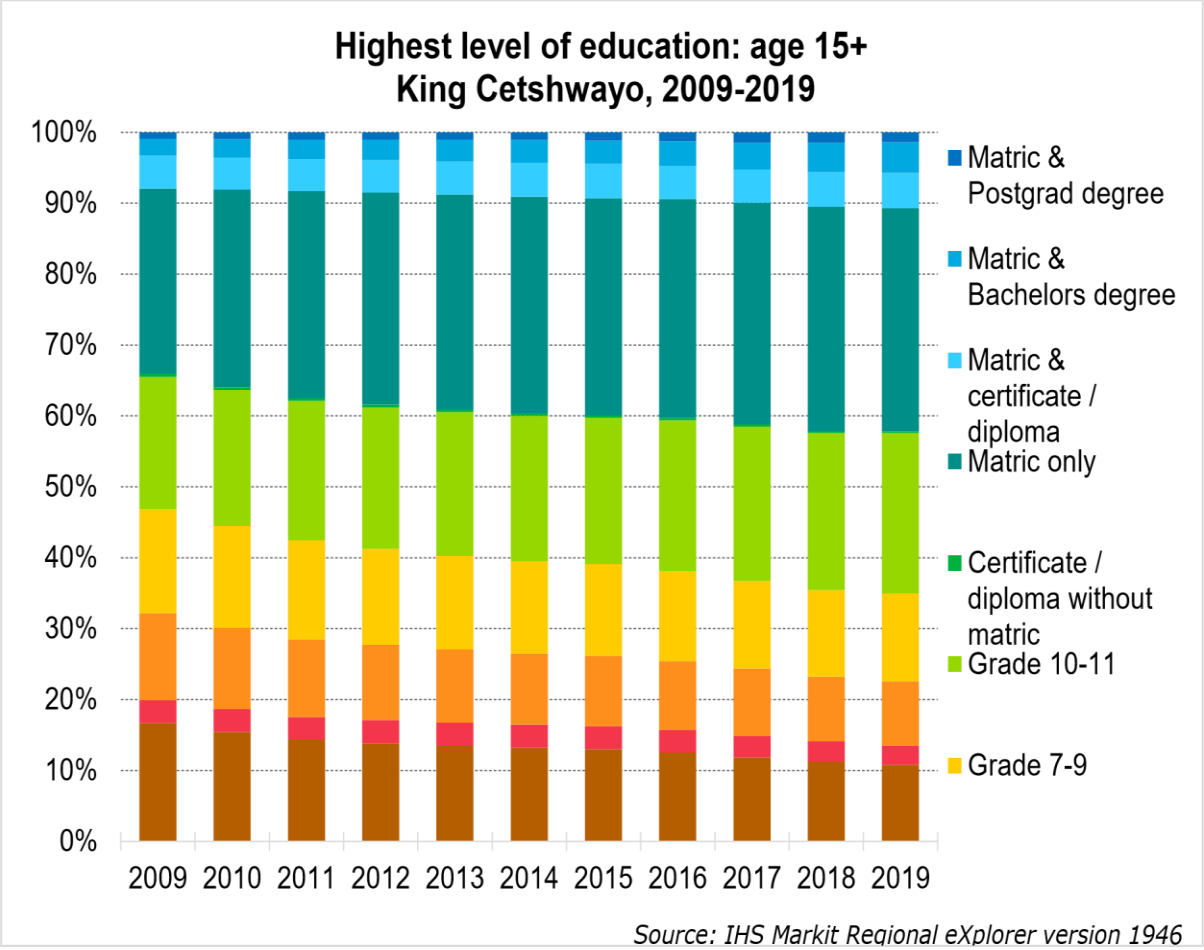
*Source:* Census *2011*

**Graph 19: Percentage of the population aged 20 and above in each Local Municipality with no education**

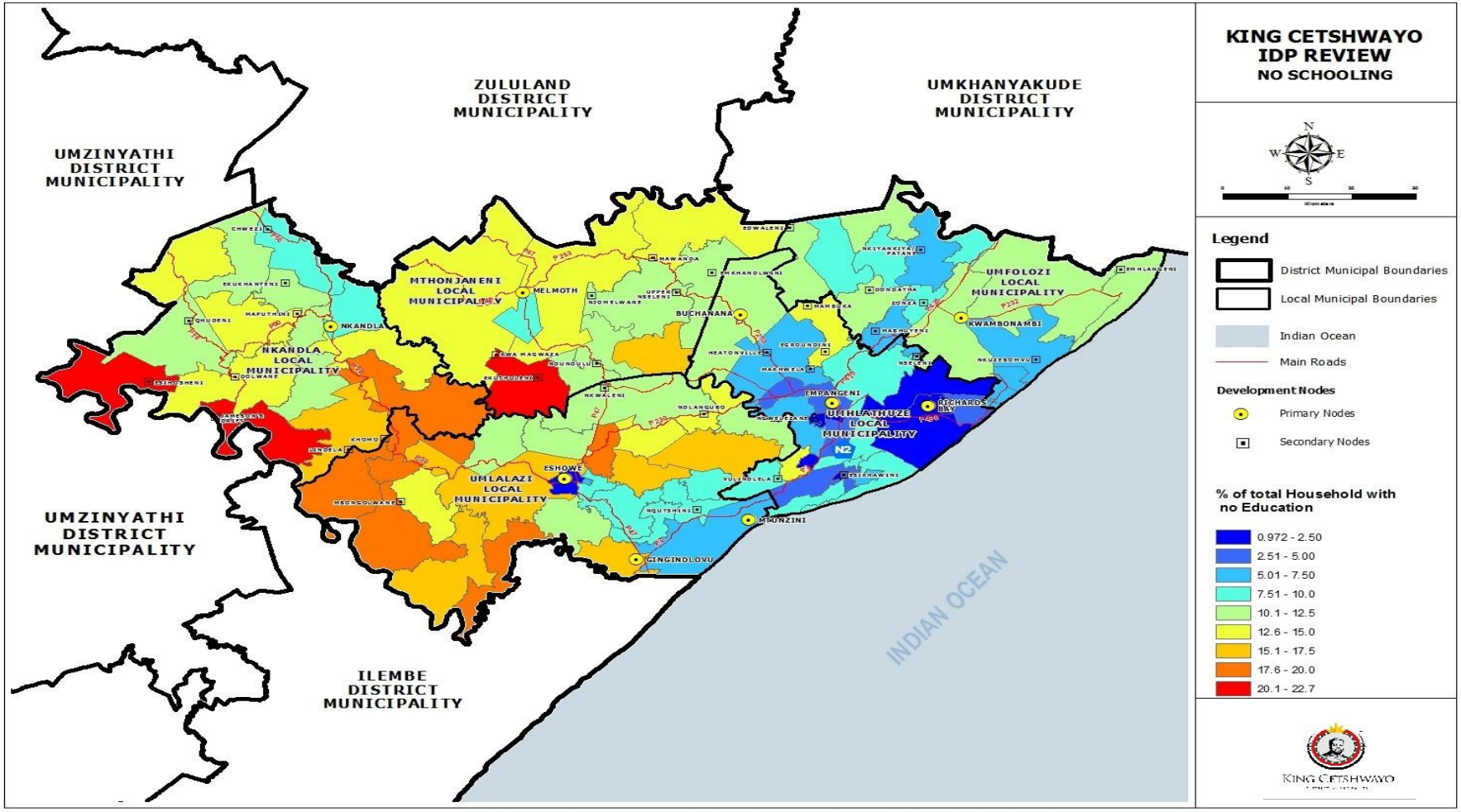



*Source: Census 2011*

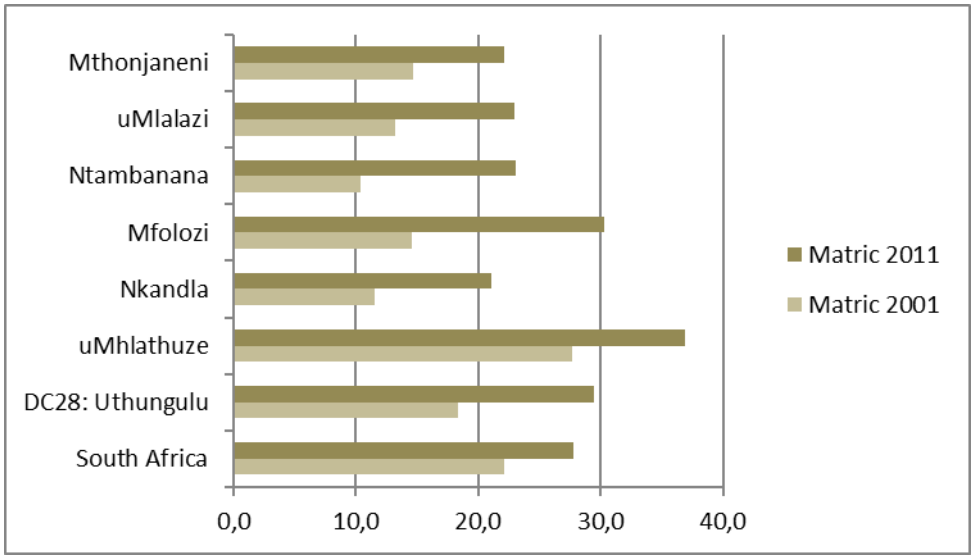
**Graph 20: Highest level of Education**



**Map 26: No Schooling**

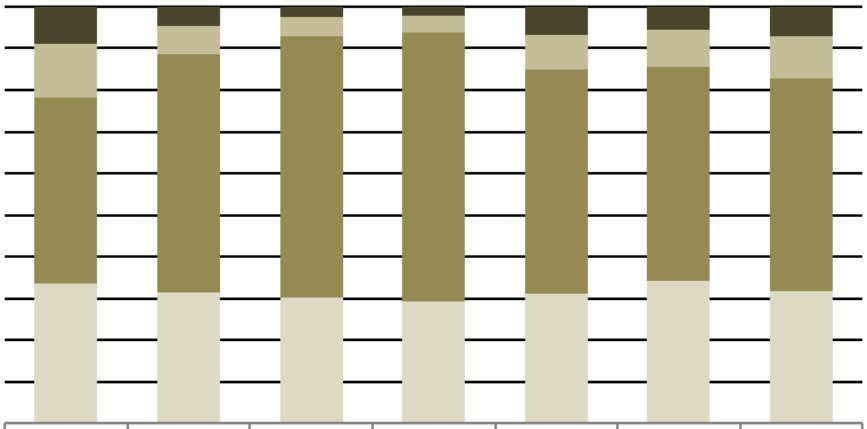


**Graph 21: Population with Matric Pass -2001 and 2011**




*Source: Census 2011*

**Graph 22: Distribution of the population aged 20 years and older by highest level of education attained and district municipality - 2001 and 2011**

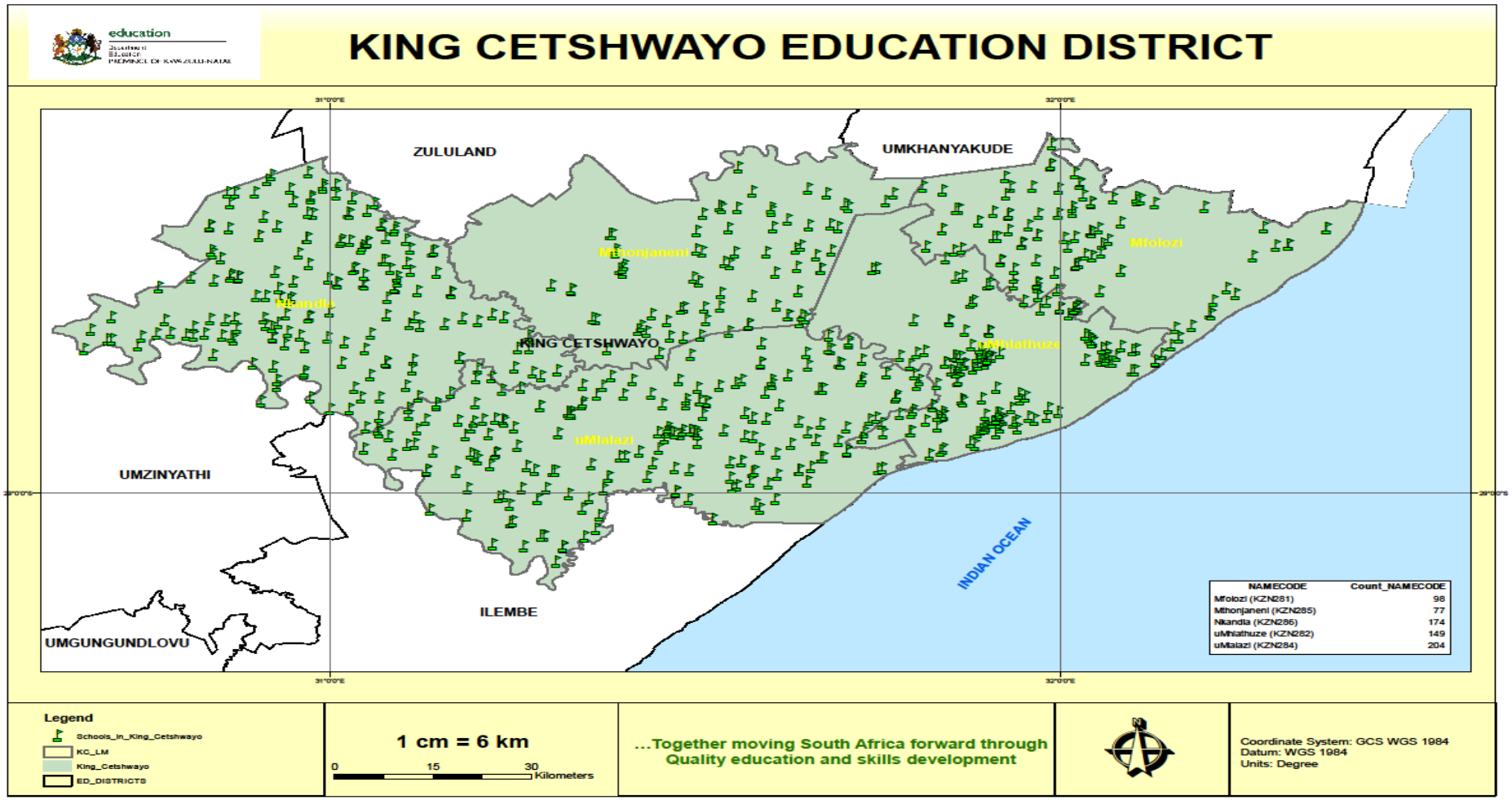


| | uMhlathuze | Nkandla | Mfolozi | Ntambanana | uMlalazi | Mthonjaneni | Uthungulu |
|---|---|---|---|---|---|---|---|
| Higher education 2011 | 7,3 | 1,7 | 1,2 | 0,8 | 2,9 | 2,3 | 4,2 |
| Higher education 2001 | 10,9 | 2,5 | 2,3 | 1,5 | 3,5 | 3,9 | 5,8 |
| Matric 2011 | 36,9 | 21,0 | 30,3 | 23,1 |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

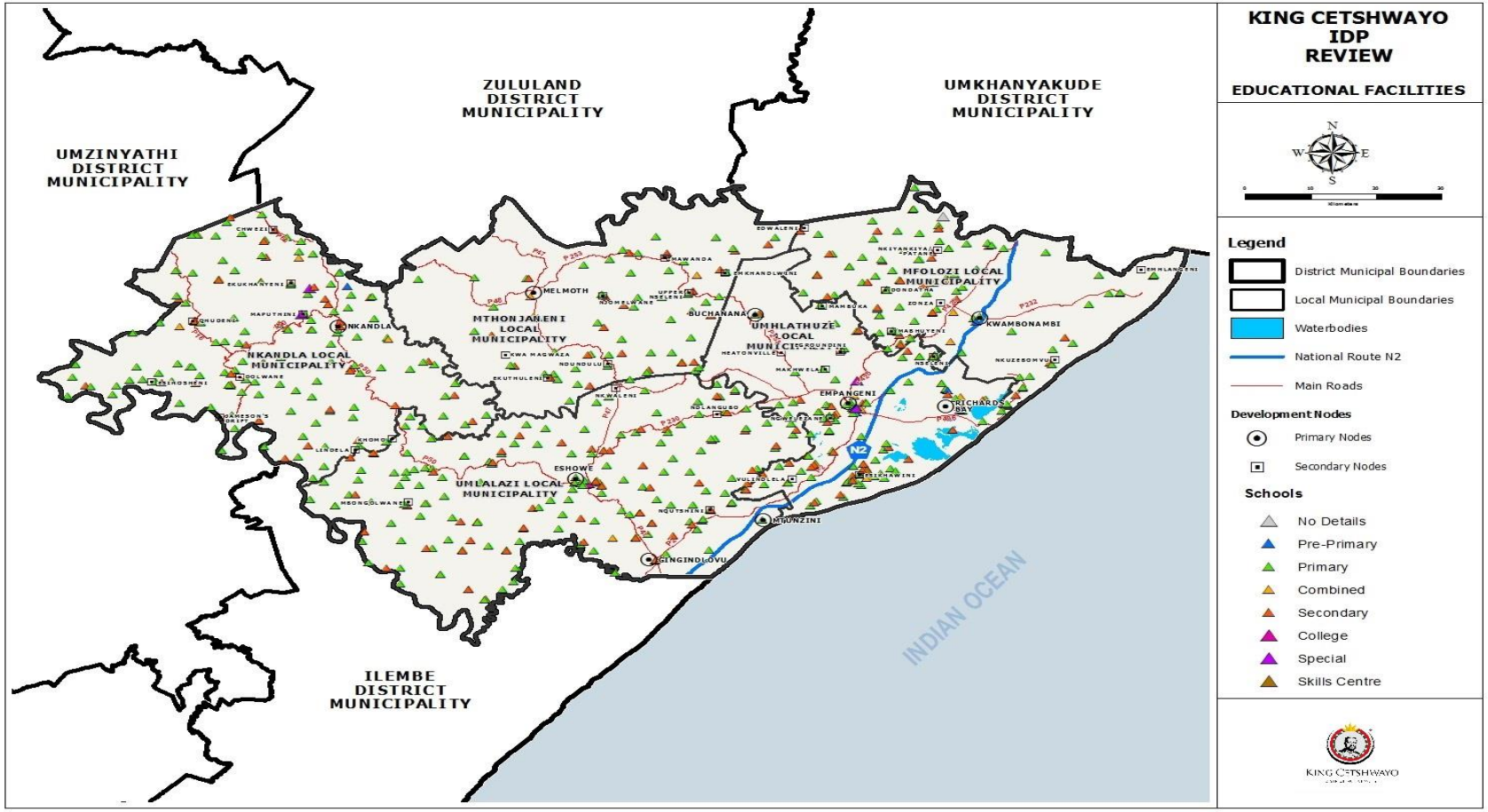
*Source: Census 2011*

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 27: King Cetshwayo Education District**



**Map 28: Education Facilities**



## C2.3 INFRASTRUCTURE CAPITAL INVESTMENT (PROJECTS)- DEPARTMENT OF EDUCATION

### C2.3.1 NEW SCHOOLS

| MUNICIPALITY | NAME | ALLOCATION YEAR | ESTIMATED TOTAL PROJECT COST |
|---|---|---|---|
| UMLALAZI | SUNNYDALE PS | 2022/23 | R17 727 169 |
| UMHLATHUZE | EHAWINI S | 2022/23 | R29 321 000 |
| NKANDLA | KHUBA SS | 2022/23 | R18 797 000 |
| UMFOLOZI | KWAMBONAMBI | 2022/23 | R39 524 000 |

### C2.3.2 UPGRADES & ADDITIONS (R 1 039 757 778 ESTIMATED TOTAL COST)

| MUNICIPALITY | NO OF SCHOOLS |
|---|---|
| Mthonjaneni | 36 |
| Nkandla | 110 |
| uMfolozi | 42 |
| uMlalazi | 90 |
| **TOTAL** | **278** |

### C2.3.2 RENOVATIONS ( R 11 349 663 419 ESTIMATED TOTAL COST)

| MUNICIPALITY | NO OF SCHOOLS |
|---|---|
| Mthonjaneni | 23 |
| Nkandla | 42 |
| uMfolozi | 48 |
| uMlalazi | 91 |
| **TOTAL** | **204** |

## C2.4 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**

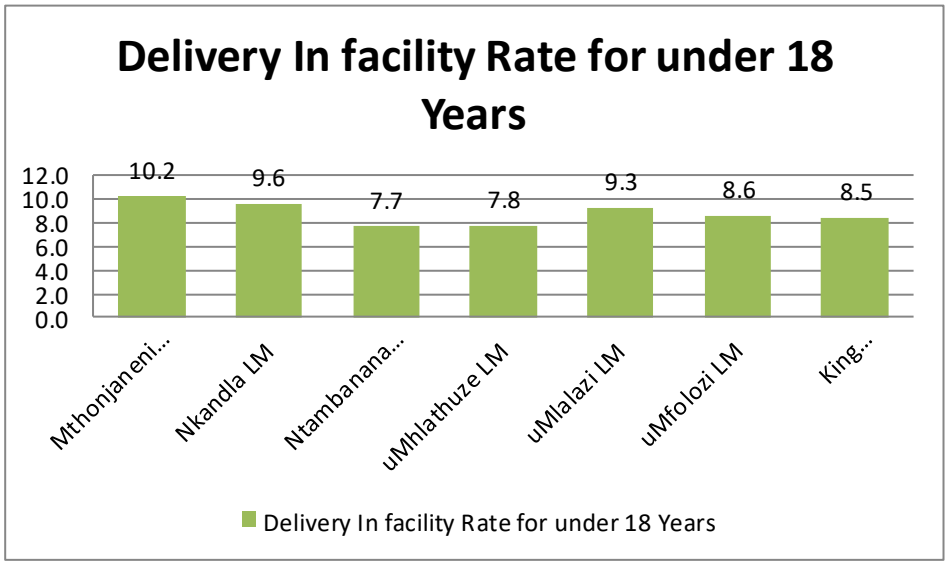
| Sub-districts | Ward based outreach teams | Clinic | CHC | District Hospital | Regional Hospital | Central/ Tertiary Hospitals | Other Hospitals |
|---|---|---|---|---|---|---|---|
| Mthonjaneni LM | **8** | **7** | 0 | 1 | 0 | 0 | 1 |
| Nkandla LM | **20** | **19** | 0 | 2 | 0 | 0 | 1 |
| uMfolozi 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: King Cetshwayo Department of Health**

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 23: Delivery in Facility under 18 Years percentage Rate**




**Source: DHIS**

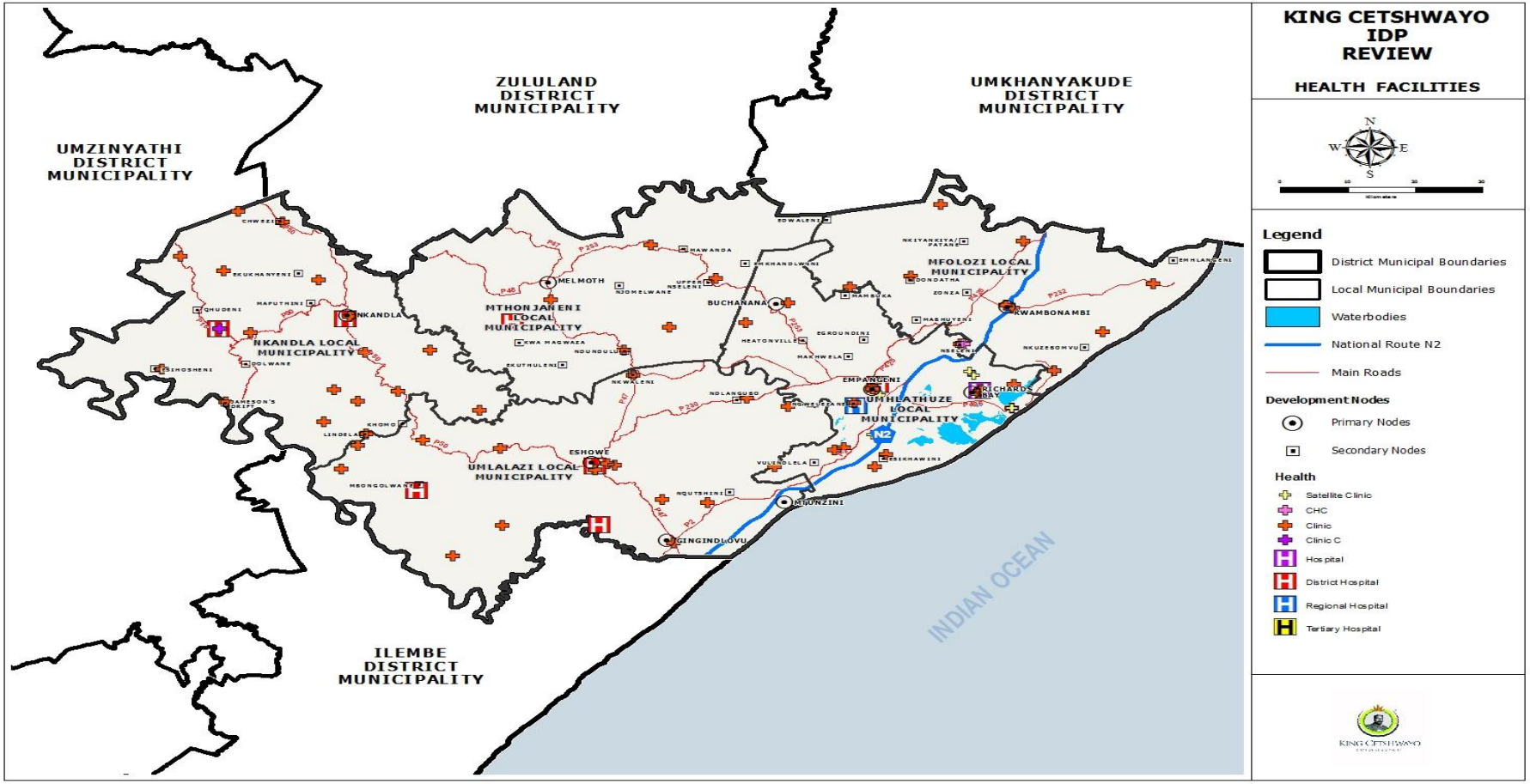
**Table 31: Hospital Birth Deliveries under 18 Years of Age**

| 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**

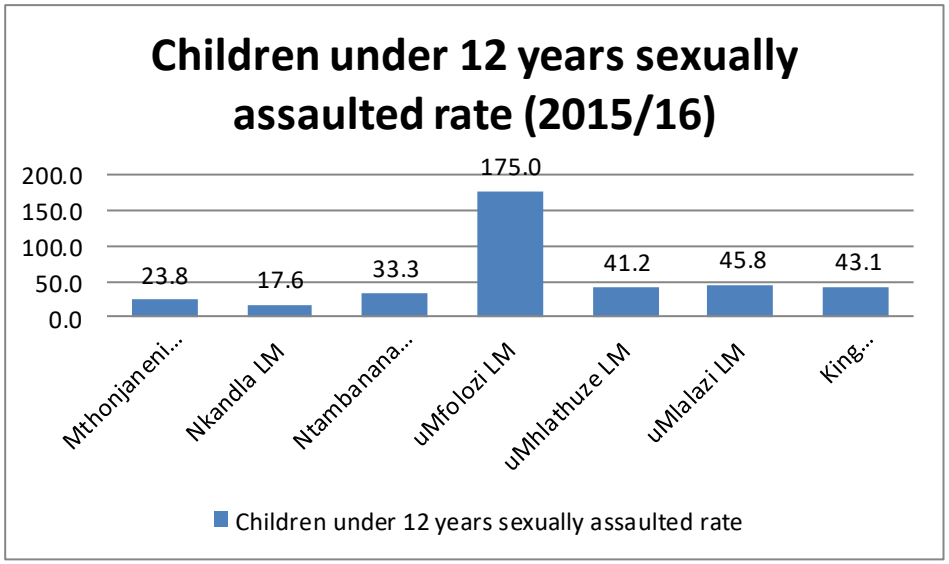
The National target is 8 %. Anything above this indicates high teenage pregnancy in the district.

**Map 29: 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<br>• Recreation,<br>• Access to health facilities,<br>• Participation in economy | • Issuing of Bursaries<br>• Develop talent through sports<br>• Advocate programmes to communicate health facilities<br>• Skills development programmes |
| Children | • Safe environment<br>• Insufficient budget | • Advocate programmes for children's rights<br>• Equipment for Early Child Hood Development Centres |
| Elderly | • Safe environment<br>• Recreation,<br>• Access to health facilities, | • Golden Games<br>• Skills Development programmes<br>• Healthy Lifestyle programmes |

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

## 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 |
| Executive & Council | | Performance Management Unit |
| Executive & Council | | Legal Services |
| Executive & Council | | Internal Audit Unit |
| Executive & Council | | Councilor Support |
| Executive & Council | | Stakeholder Relations & Communication |
| | ***Planning & Economic Development*** | |
| Planning & Development | | Economic Development |
| Planning & Development | | Planning Shared Services |
| Planning & Development | | Development Planning & Environment |
| Planning & Development | | Executive Division – Planning & Development |
| | ***Community Services*** | |
| Community Services | | Executive Division - Community & Social Services |
| Community Services | | Community Services Division |
| Community Services | | Technical Facilities Service - 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 |
| Executive & Council | | Fleet Management Unit |
| | ***Financial Services*** | |
| Finance & Administration | | Executive Division – Financial |
| Finance & Administration | | Expenditure |
| Finance & Administration | | Supply Chain Management (procurement) |
| Finance & Administration | | Budgets & Reporting |
| 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 |

| VOTE | DEPARTMENT | SERVICE |
|---|---|---|
| | | & 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:

#### 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

The Public Relations 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.

## 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
- Monthly reporting on the state of Government debt

### 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

### 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

### C3.2.6 DEPARTMENT: CORPORATE SERVICES

The Department: Corporate Services consists of the following sections:

- Administrative Services
- Human Resource Management
- Information Technology
- Auxiliary Services
- Fleet Management

## C3.3 HUMAN RESOURCES

### C3.3.1 ORGANISATIONAL INDICATORS

King Cetshwayo District Municipality currently has a projected number of 508 staff members including Councillors and Traditional Leaders as at May 2022. 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 2021/2022 approved multi-year budget.

**Table 36: King Cetshwayo Institutional Analysis**

| **King Cetshwayo Institutional Analysis** | |
|---|---|
| **SUMMARY OF PERSONNEL NUMBERS** | **21/22** |
| *Municipality* | |
| Councilors (Political Office Bearers plus Other) | 46 |
| Other: Traditional Leaders | 03 |
| Snr Managers (Incl. MM) | 05 |
| Other Managers | 65 |
| Technical/Professional | 186 |
| Other Staff (clerical, laborers etc.) | 206 |
| **Total Personnel Numbers** | **508** |

*Source: Corporate Services – (as at May 2022)*

### 2. ORGANISATIONAL STRUCTURE

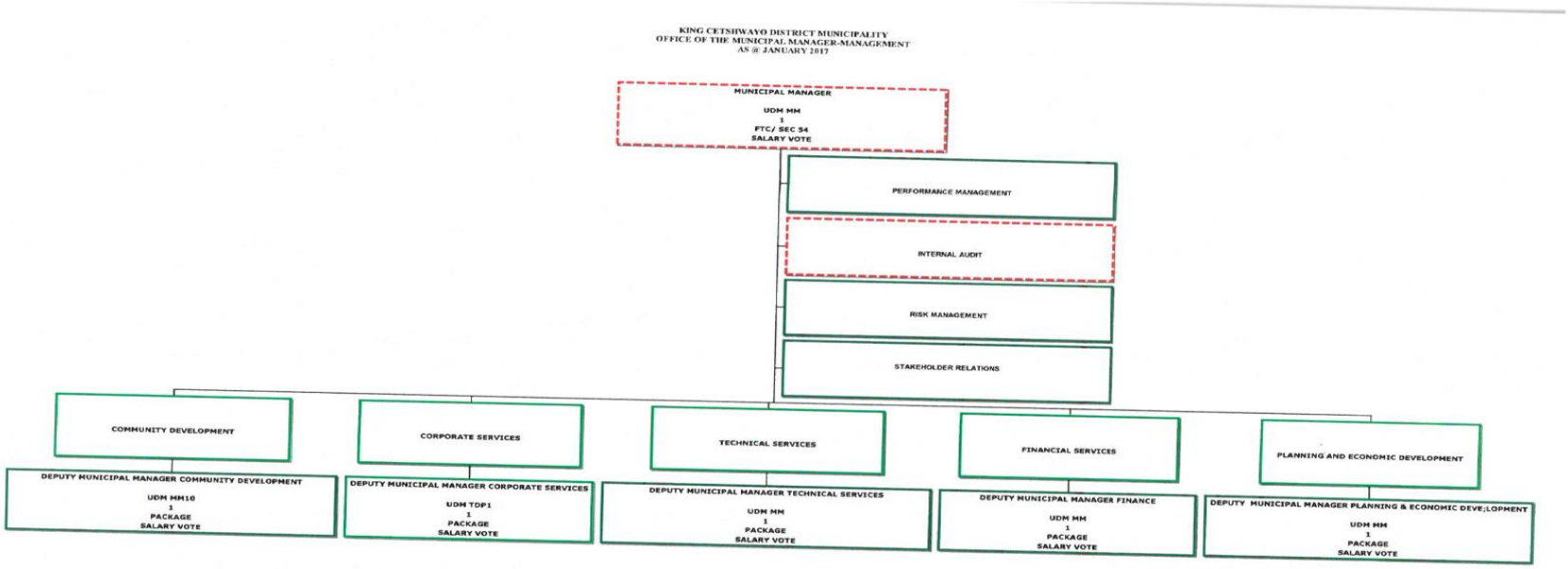
In order to implement the programmes under the five key Development Strategies, the administration of King Cetshwayo District Municipality, is organized into six Service Units:

- 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 2021/2022 Financial Year; it will be reviewed for 2022/2023 Financial Year.

***NOTE: Full KCDM Organogram is attached as annexure***

**Table 37: King Cetshwayo District Municipality Organogram**



### C3.3.3 STAFF COMPLEMENT

**Table 37: Staff Complement**

The table indicates the current staff complement and vacancies as per each section/vote for permanent and contract staff as 31 May 2022.

| DEPT | SECTION (Sub Votes) | BUDGETED STAFF | CURRENT STAFF | VACANCIES |
|---|---|---|---|---|
| **Department of the Municipal Manager** | Department of the Municipal Manager – 1104 | 10 | 8 | 2 |
| | Chief Operations Office 1105 | 3 | 3 | 0 |
| | Performance Management – 1106 | 3 | 3 | 0 |
| | Internal Audit – 1109 | 1 | 1 | 0 |
| | Councilor Support – 1110 | 3 | 2 | 1 |
| | Public Relations – 1111 | 9 | 4 | 5 |
| | Risk Management – 1112 | 1 | 0 | 1 |
| **Department of Deputy Municipal Manager Economic Development & Planning** | Executive Division - Planning & Development – 1306 | 2 | 2 | 0 |
| | Economic Development- 1301 | 10 | 9 | 1 |
| | Planning Shared Services – 1303 | 0 | 0 | 0 |
| | Development Planning & Environment – 1304 | 3 | 3 | 0 |
| | Fresh Produce Market – 1305 | 0 | 0 | 0 |
| **Department of Community Services** | Executive Division - Community & Social Services – 1404 | 2 | 2 | 0 |
| | Community Services Division - 1401 | 16 | 12 | 4 |
| | Technical Facility Services - Cemetery - 1403 | 12 | 12 | 0 |
| | Fire Fighting Services (Shared Services) – 1601 | 0 | 0 | 0 |
| | Environmental Health Services: Municipal Health Services – 1701 | 27 | 24 | 3 |
| | Air Quality Management – 1702 | 3 | 2 | 1 |
| | Public Safety Disaster Management - 1402 | 15 | 14 | 1 |
| **Department of Corporate Services** | Executive Division - Corporate Services – 1102 | 2 | 1 | 1 |
| | Administrative Services Division – 1103 | 27 | 26 | 1 |
| | Public Participation -1108 | 17 | 14 | 3 |
| | Management Services / Human Resources – 1201 | 18 | 17 | 1 |
| | Legal Services – 1107 | 2 | 2 | 0 |
| | Information & Communication Technology – 1210 | 6 | 6 | 0 |
| | Property Services - Satellite Offices - 1206 | 1 | 1 | 0 |

| DEPT | SECTION (Sub Votes) | BUDGETED STAFF | CURRENT STAFF | VACANCIES |
|---|---|---|---|---|
| Department of Financial Services | Executive Division – Financial – 1202 | 2 | 2 | 0 |
| | Expenditure – 1204 | 15 | 14 | 1 |
| | Procurement (SCM Unit) – 1211 | 21 | 16 | 5 |
| | Budget – 1208 | 16 | 16 | 0 |
| | Finance Interns – 1209 | 4 | 4 | 0 |
| | Management Accounts & Reporting - 1212 | 3 | 3 | 0 |
| | Consumer Billing & Credit Control – 2403 | 37 | 35 | 2 |
| | Asset Management – 1213 | 5 | 5 | 0 |
| Department of Technical Services | Executive Division Technical – 2401 | 2 | 1 | 1 |
| | Municipal Infrastructure – Operations & Maintenance – 2402 | 23 | 21 | 2 |
| | Municipal Infrastructure Implementation – 2409 | 3 | 1 | 2 |
| | Project management Unit – MIG – 2406 | 11 | 11 | 0 |
| | Water Services Authority Division -2411 | 16 | 16 | 0 |
| | Water Services Authority Division -SSA 2412 | 60 | 60 | 0 |
| | Operations & Maintenance - Western Region (KZ285 & KZ286) – 2421 | 32 | 10 | 22 |
| | Operations & Maintenance - Southern Region (KZ284) – 2422 | 40 | 27 | 13 |
| | Operations & Maintenance - Eastern Region (KZ281 & KZ283) -2423 | 13 | 8 | 5 |
| | Water Use Efficiency-2407 | 4 | 4 | 0 |
| | Technical Facility Services Landfill – 2201 | 14 | 14 | 0 |
| | Sanitation – 2501 | 2 | 2 | 0 |
| | Auxiliary Services -1205 | 13 | 13 | 0 |
| | Waste Water Process Management - 2502 | 2 | 1 | 1 |
| | Portable & Waste treatment -2408 | 13 | 12 | 1 |
| | EPWP -2404 | 1 | 0 | 1 |
| **Total Staff Complement** | | **539** | **462** | **77** |

***Vacancy Rate for the organization: 14.3%***

- *77 positions vacant 14.3%, 462 positions filled 85.7%.*

### C3.3.4 MUNICIPAL INSTITUTIONAL CAPACITY & STATUS OF CRITICAL POSTS

**Table 38: Critical Posts – As at (31 May 2022)**

| POST VACANT | DEPT | STATUS VACANCY OCCURRED | DATE POST VACANT | RECRUITMENT PROGRESS REPORT COMMENTS AS 09 MARCH 2022 | REASONS POST NOT FILLED WITHIN THREE MONTHS |
|---|---|---|---|---|---|
| DEPUTY MUNICIPAL MANAGER: CORPORATE SERVICES | CORPORATE SERVICES | Turnover position 2018/19 | 28 September 2018 | The position of the Deputy Municipal Manager: Corporate Services was re-advertised on the Sunday Times edition dated 26 December 2022. The Closing date was 14 January 2022 | The Municipality could not attract suitably qualified candidates. |
| DEPUTY MUNICIPAL TECHNICAL SERVICES | TECHNICAL SERVICES | Turnover position 2019/2020 | 01 October 2020 | The position of the Deputy Municipal Manager: Technical Services was filled on 01 May 2022. | |

*Critical Positions Vacant: 28.6%, Seven Positions filled 71.4%*

**Section 54/56 positions as at 31 May 2022**

| Section 54/56 | Filled/Not Filled |
|---|---|
| Municipal Manager | Vacant |
| 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 2020 to 30 September 2025 was approved by the Employment Equity Committee and adopted by Council under item KCDMC: 2875/2021 dated 28 May 2021.

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 fifteen (15) known disabled employees: which amounts to 3.24% to the total establishment of 462, which is above the norm of 2%. From the disabled employees mentioned above eight (09) African males and (06) Females (x5 African females and x1 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;
- Refer Employees to the Assistance Programme (EAP) with drug and alcohol complications and conduct 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 Development 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 building capacity in operational planning and forecasting future needs to 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 Skills Development Forum (LGSETA) 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. | Due to Nationwide lock-down (COVID-19) is it not possible to conduct a career expo this year as per advice from Department of Education. |
| 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 completed by all employees and analysed during the 3rd quarter of 2021/22 FY. Bursary application period opened for the 2022 academic year during the 2nd and 3rd quarter of 2021/2021 FY.<br><br>Training Committee approved the bursary applications during a meeting held on 13 April 2022. |
| On-boarding program –<br>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.<br>100% on boarding conducted for all newly appointed employees. |
| The Employee Self Service (ESS) will enhance HR by:<br><br>Replacing the existing manual leave system with an on-line system and provide on-line employee leave & pay slip.<br><br>Enrol 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.<br><br>Monitoring workshop for the implementation of ESS done in different sites. |
| 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 |

| | | |
|---|---|---|
| Strengthen relationship with all stakeholders. | Meeting with Service Providers on quarterly basis to evaluate the progress and the relationship | HR does have meetings with Yononkosi (EAP). |
| 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. (as and when budget is available) |
| King Cetshwayo DM will create harmony between organized labour and management to instil trust and compliance. | Pre-LLF & LLF meetings takes place on a monthly basis | Meetings held monthly. |
| 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: Policies, Salary and Wage Collective Agreement, Disciplinary procedure, skills audits, 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 462 employees excluding councilors and 46 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 (e.g. on the 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 26 March 2021 under item KCDMC 2857/2021 approved the training budget for 2021/2022 Financial Year.

The training plan: The training committee on its meeting held on 13 April 2022, under item KCDMTC 03/2022 approved the annual training report (ATR) for 2021/2022 and workplace skills plan (WSP) for 2022/2023 and was submitted to Local Government SETA on 25 April 2022.

- **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 and reviews 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
  - Management Development Program
  - Amended National Senior Certificate
  - Artisan Trade Test Plumber
  - Emerging Managers Program
  - Adult Education & Training Level 3
  - Water & Wastewater Treatment Level 3
  - Project Management

- **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.

- **Human Resources Development Plan (WSP)**

The annual training report (ATR) for 2021/2022 financial year and workplace skills plan (WSP) for 2022/2023 financial year was submitted to Local Government SETA on 25 April 2022. 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 TRAININGS CONDUCTED IN THE 2021/2022 FY** | | | | |
|---|---|---|---|---|
| **TRAINING REPORTS:** | | **1st Quarter 2021/22 FY** | **2ND Quarter 2021/22 FY** | **3RD Quarter 2021/22 FY** |
| **Officials** | **NQF Aligned Trainings** | 03 | 03 | - |
| | **Continuous Professional Development** | 17 | 08 | 10 |
| | **Compliance** | - | 12 | - |
| | **Total** | **20** | **23** | **10** |
| **Councilors** | **NQF Aligned Trainings** | - | - | - |

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 for the Integrated Councillor Induction Programme (ICIP) post the local government elections. The objective of the ICIP Programme was to ensure that newly elected and returning councillors are capacitated in:
    - Their Leadership Roles
    - Legislation Applicable to Local Government
    - Key Municipal Processes and
    - Developmental Local Government and Service Delivery.

- The workplace skills plan for 2022/2023 FY included NQF Aligned trainings for Councillors 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.

## 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.

- HR Administration provides an oversight to each of the HR 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, 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 Classification & 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:

Employee Wellness Day/S (Health Screening Day/S)
The section conducts basic counselling and trauma debriefing sessions
The section coordinated an assessment on stress levels and management as well as work life balance. The EAP section is continually motivating staff through the monthly EAP newsletter.

### C3.3.14 OCCUPATIONAL 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.

### C3.3.13 EMPLOYEE ASSISTANCE PROGRAMME (EAP)

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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 an assessment on stress levels and management as well as work life balance. Training workshops on sexual harassment mainly to focus on reporting and awareness.
The EAP section is continually motivating staff through the monthly EAP newsletter.

### C3.3.14 OCCUPATIONAL 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

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- 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 ICT 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. |
| ICT risk management; | In progress. The risk committee quarterly currently reviews ICT risk management in place and the risk register. This forms 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. |
| 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 IJ Naidoo –Speaker and consisting of 46 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 a Water Service Authority has a number of initiatives underway, notably:

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

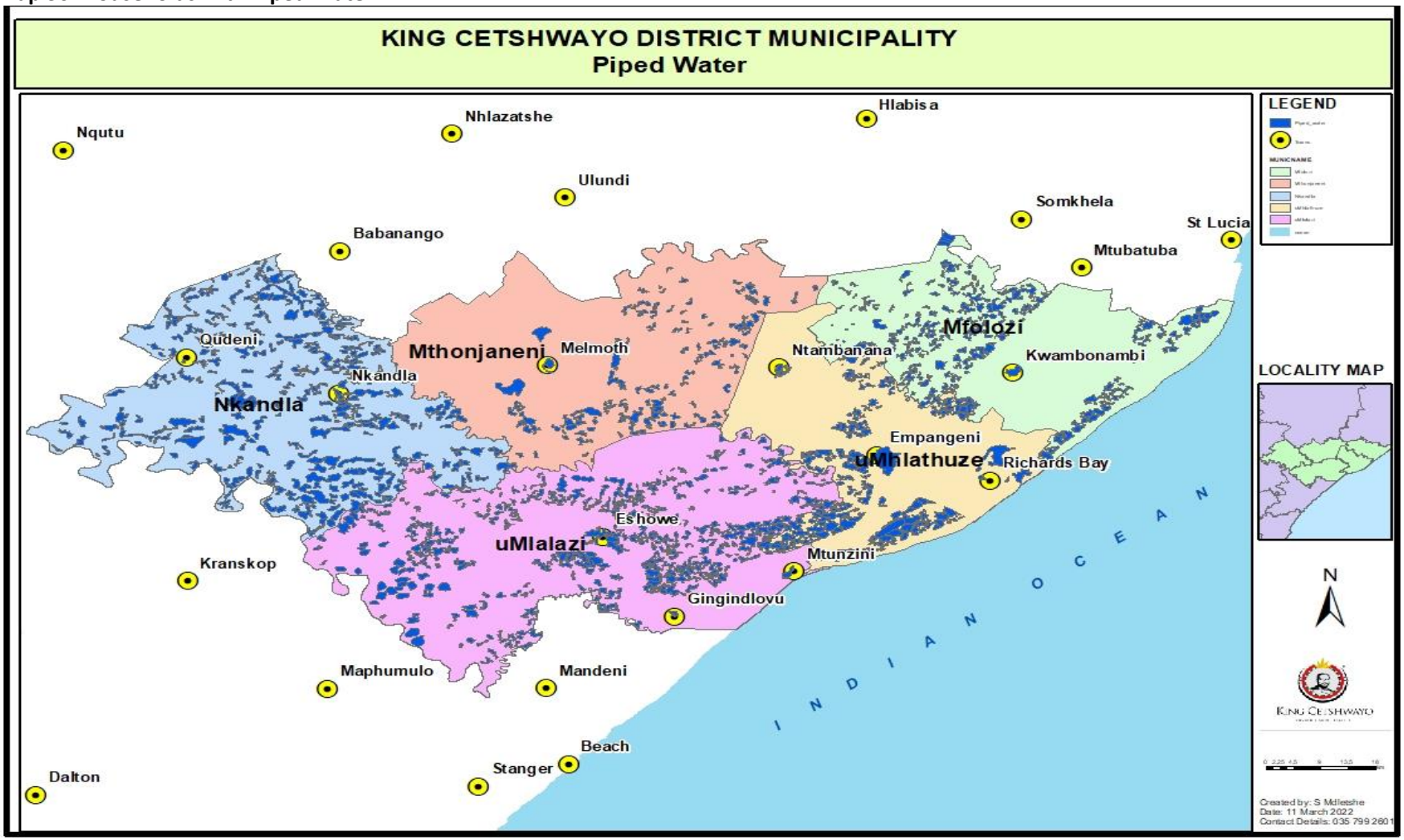
The Water Services Development Plan (WSDP) is an important tool in achieving set objectives and feeds information into the Integrated Development Plan (IDP).

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 2021.

**Table 39: Access to Water Sources**

| **Piped water Inside** | | | | **No Access** | | | | |
|---|---|---|---|---|---|---|---|---|
| 2001 | 2011 | 2020 | 2021 | 2001 | 2011 | 2019 | 2020 | 2021 |
| 38.1 | 84 | 69.95 | 71.03 | 44.9 | 16 | 30.05 | 30.5 | 28.97 |

**Map 30: Households with Piped Water**



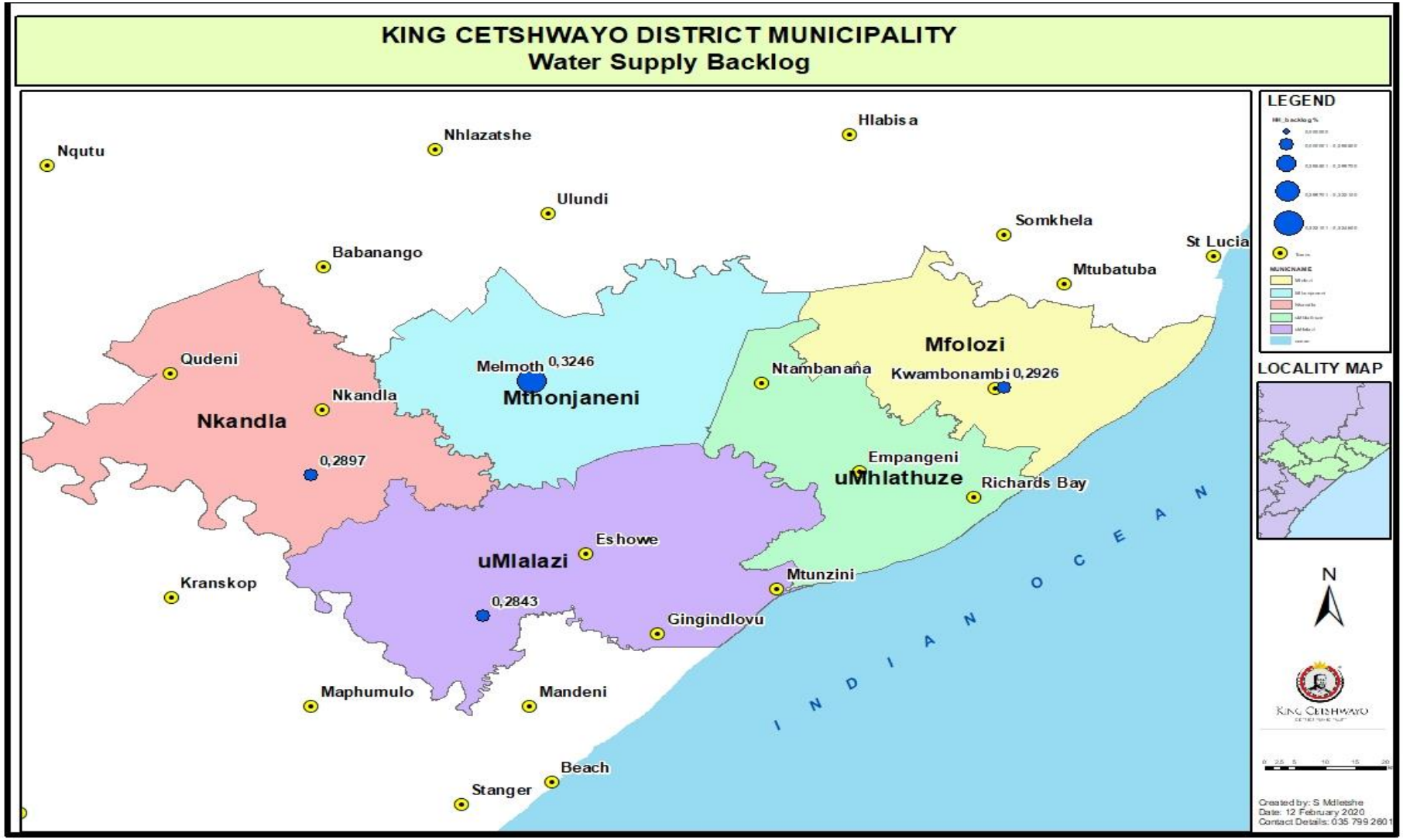
## WATER BACKLOGS

Backlog information is based on the historical data from TLCs as well as Census 2011 figures. The municipality had planned to allocate 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 but the plan was unsuccessful due to funding shortages. This plan is however on the table and shall be implemented as soon as funding is available as it is noted that in every community that the water projects are implemented in, the number of households always shows an increase from the time when the feasibility study was done. 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 40: Water Supply Backlog in King Cetshwayo District**
*Source: KCDM Technical Service*

| Local Municipality | 2016 Households | Households with Water Coverage | Household Backlog | Percentage Backlog 2020 |
|---|---|---|---|---|
| Mfolozi | 30 470 | 21 556 | 8 914 | 29,26% |
| uMlalazi | 46 953 | 33 606 | 13 347 | 28,43% |
| Mthonjaneni | 16 040 | 10 833 | 5 207 | 32,46% |
| Nkandla | 21 832 | 15 899 | 5 933 | 27,18% |
| **Total** | **115,295** | **81894** | 33 401 | 28,97% |

**Map 31: Water Backlogs (Without piped water)**



### 4.1.2 WATER SERVICES DEVELOPMENT PLAN ( WSDP)

The KCDM WSDP was updated and completed in FY2020/2021 and uploaded to the web based system. It was then approved/adopted by the council on 25 February 2022 with council resolution number KCDMC: 155/2022. WSDP can be accessed digitally on the following link:

http://ws.dwa.gov.za/wsdp/Login.aspx?ReturnUrl=%2fwsdp%2f

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 to date. 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 25 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.

### 4.1.3 WATER AND SANITATION INSTITUTIONS AND SERVICE PROVIDERS

KCDM's bulk infrastructure is operated and maintained by uMngeni Water Board, the reticulation and rural infrastructure is maintained by panel of contractors who report directly to the Municipality.

### 4.1.4 INFRASTRUCTURE ASSET MANAGEMENT PLAN

Currently the Municipality has no formal Infrastructure Asset Management Plan however the process of developing one had started, to date the asset list/register and the asset condition assessment was complete under WCWDM which will then inform the development of the asset Management Plan.

### 4.1.5 INFRASTUCTURE PROCUREMENT STRATEGY

The Infrastructure Procurement Strategy was developed and approved by the council, due to the shortage of resources required, the municipality through council approval have not yet fully implemented the strategy but the municipality is intending on its full implementation in the near future.

### 4.1.6 WATER AND SANITATION INFRASTRUCTURE END OF YEAR REPORT

KCDM report water and Sanitation Infrastructure to the Technical Portfolio and Council quarterly including the last quarter of each financial year.

### 4.1.7 UPDATED ASSET REGISTER

All KCDM assets are listed in the updated asset register that was endorsed by council in September 2021.

### 4.1.8 WATER AND SANITATION INFRASTRUCTURE OPERATIONS MANAGEMENT PLAN

The operations management plan as well as the maintenance plan for all KCDM water and sanitation infrastructure is available for operations as endorsed by the KCDM Management Committee.

#### 4.1.8.1 SUMMARY OF WATER INFRASTRUCTURE THAT NEED TO BE REPLACED, REPAIRED OR UPGRADED

The summary of water treatment works(WTW) status is as follow.

1. Middle drift Water Treatment Work need to be upgraded from 10 ML/d to 20 ML/d
2. Phobane WTW need to be upgraded from 20 ML/d to 40 ML/d
3. Eshowe WTW requires major refurbishment due to ageing
4. New WTW in Nsuze River is needed and it's still under planning
5. SLA engagements for the taking over and Refurbishing of the old Nseleni WTW which is owned by City of uMhlathuze in order to supply the uMhlana Somopho area under uMfolozi LM

### 4.1.9 KCDM POTABLE WATER PROVISION

#### 4.1.9.1 KCDM RIVERS

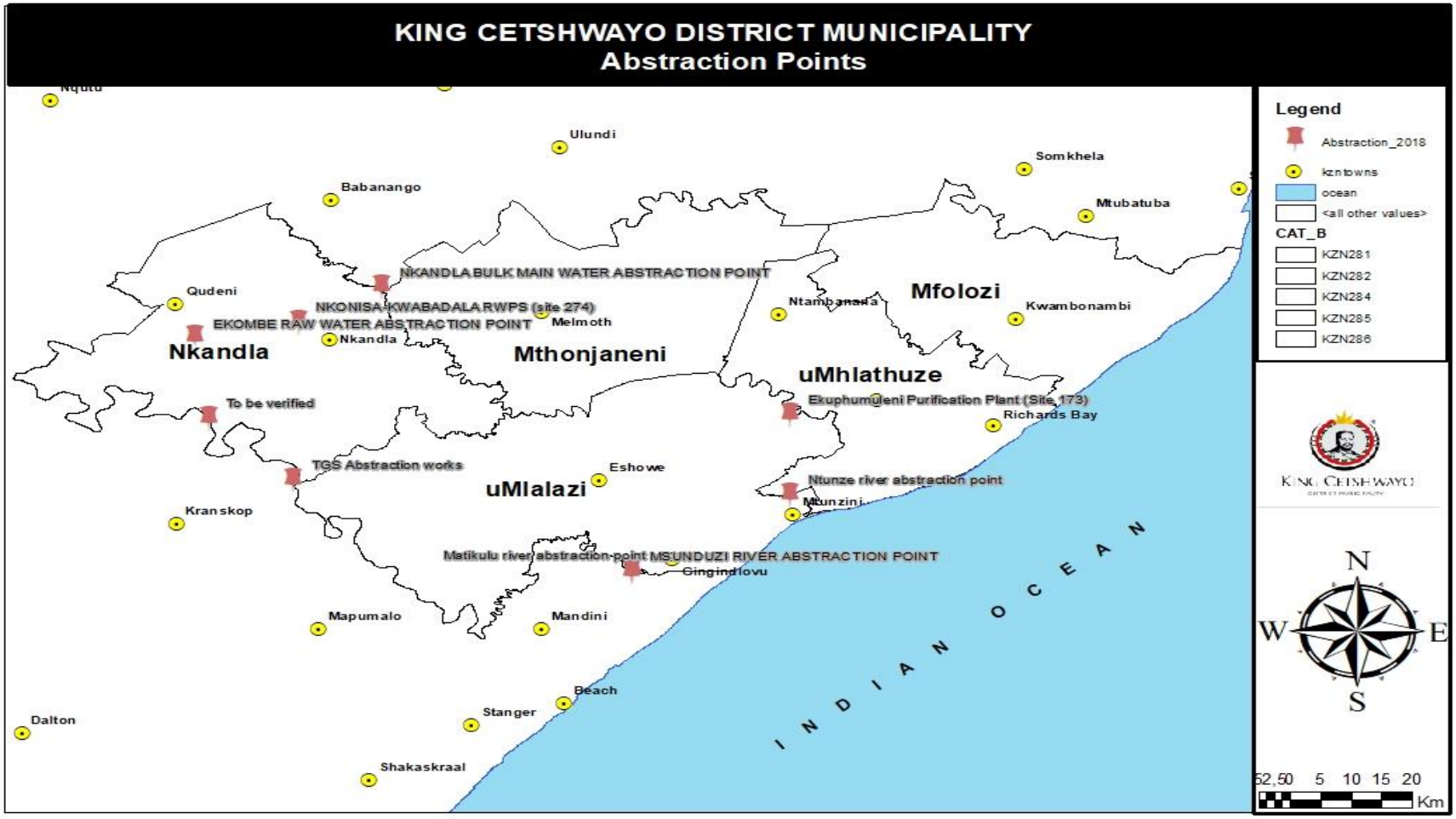
**Table 41: Survey of Rivers within the District**

| KZ | RIVER NAME | COMMENTS |
|---|---|---|
| 281 uMfolozi Municipality | 1. uMfolozi River | 20% |
| | 2. Small localized dams throughout the Municipality | Dry |
| 282 uMhlathuze | 1. Nsezi | 89% |
| | 2. uMhlathuze | 55% |
| | 3. Lake Chubu | 100% |
| | 4. Lake Mzingazi | 100% |
| 284 uMlalazi | 1. Mhlathuzana | 73% |
| | 2. Ruth Ledge | 100% capacity |
| | 3. Isihlanzi | 100% capacity |
| | 4. Ntenjane | 95% |
| | 5. Matigulu River | 50% capacity |
| | 6. Phobane Lake | 72.7% |
| | 7. Ndlovini | 70% |
| | 8. Thukela River | 91% capacity |
| 285 Mthonjaneni | 1. Melmoth Dam | 100% capacity |
| 286 Nkandla | 1. Mhlathuze River | 60% |
| | 2. Nsuze River | 80% |
| | 3. Thukela River | 91% capacity |

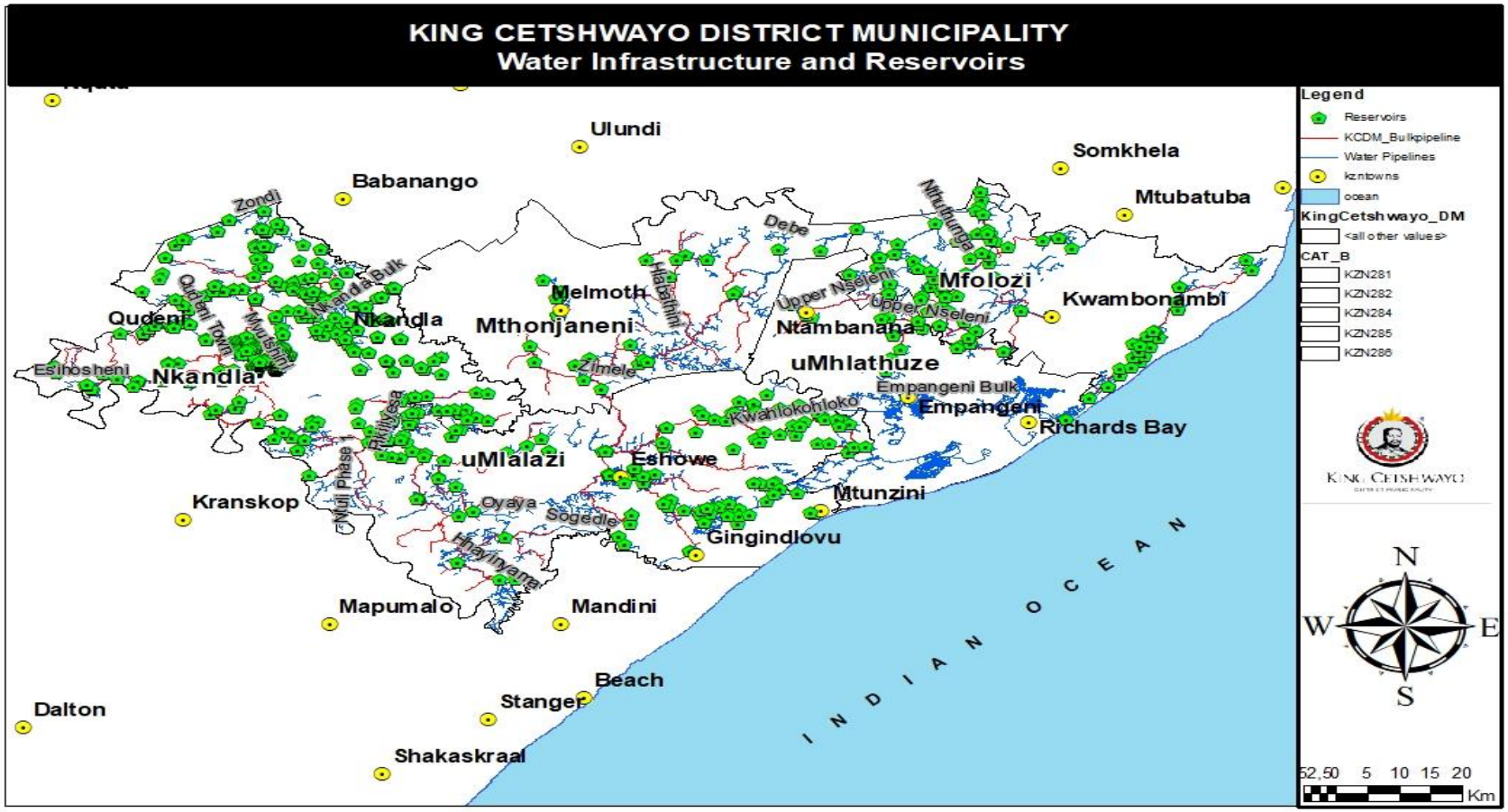
**Table 42: WATER CATCHMENTS**

| Surface Water Source | **Water Treatment** | **Water supply Means** | **Sub-Supply Area** | **Local Municipality** |
|---|---|---|---|---|
| Goedertrouw Dam | **Phobane WTW** | Bulk and reticulation, house connections | Greater Mthonjaneni | uMlalazi/ Mthonjaneni |
| | | | Kwahlokohloko | |
| | | | Eshowe | |
| Tugela River | **Middle drift WTW** | Bulk, Reticulation and House connections | UMlalazi and Nkandla | uMlalazi and Nkandla |
| Nsuze River | **Vutshini-WTW (Planned)** | Bulk, reticulation and house connections (still in Plan) | Vutshini | Nkandla |
| uMhlathuze City (lake Mzingazi, Nsezi) | **Mzingazi WTW** | Bulk and reticulation, house connections and stand taps | Upper Nseleni<br>Mhlana | uMfolozi |
| | | | Mhlana-Somopho | |
| uMhlathuze City (lake Mzingazi) | **Mbonambi** | Bulk, Reticulation and house connection | Nzalabantu<br>Sokhulu | uMfolozi |
| Gound Water, Boreholes and Springs | **Package plants, Spring protection** | Localised Reticulation and Stand taps at 200m radius | Partial in Rural areas of all Local Municipalities under KCDM | KCDM |

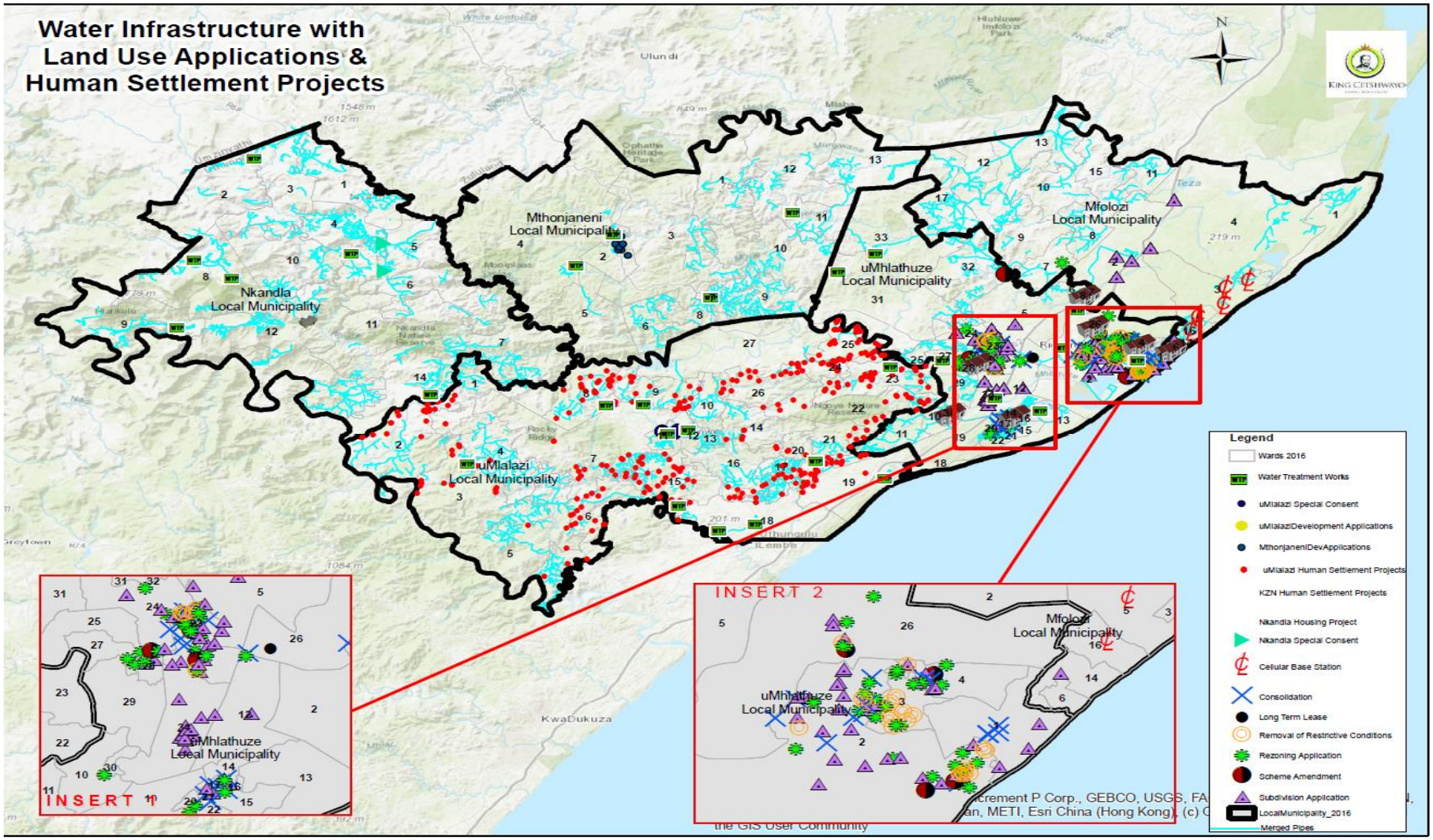
**Map 32: Water Abstraction Points**



**Map 33: Water Infrastructure & Reservoirs**



**Map 34: Water Infrastructure with applications lodged in terms of Municipal Spatial Planning and land use management Bylaw**



### 4.1.10 KCDM SUMMARY ON WATER AND SANITATION PROVISION

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.

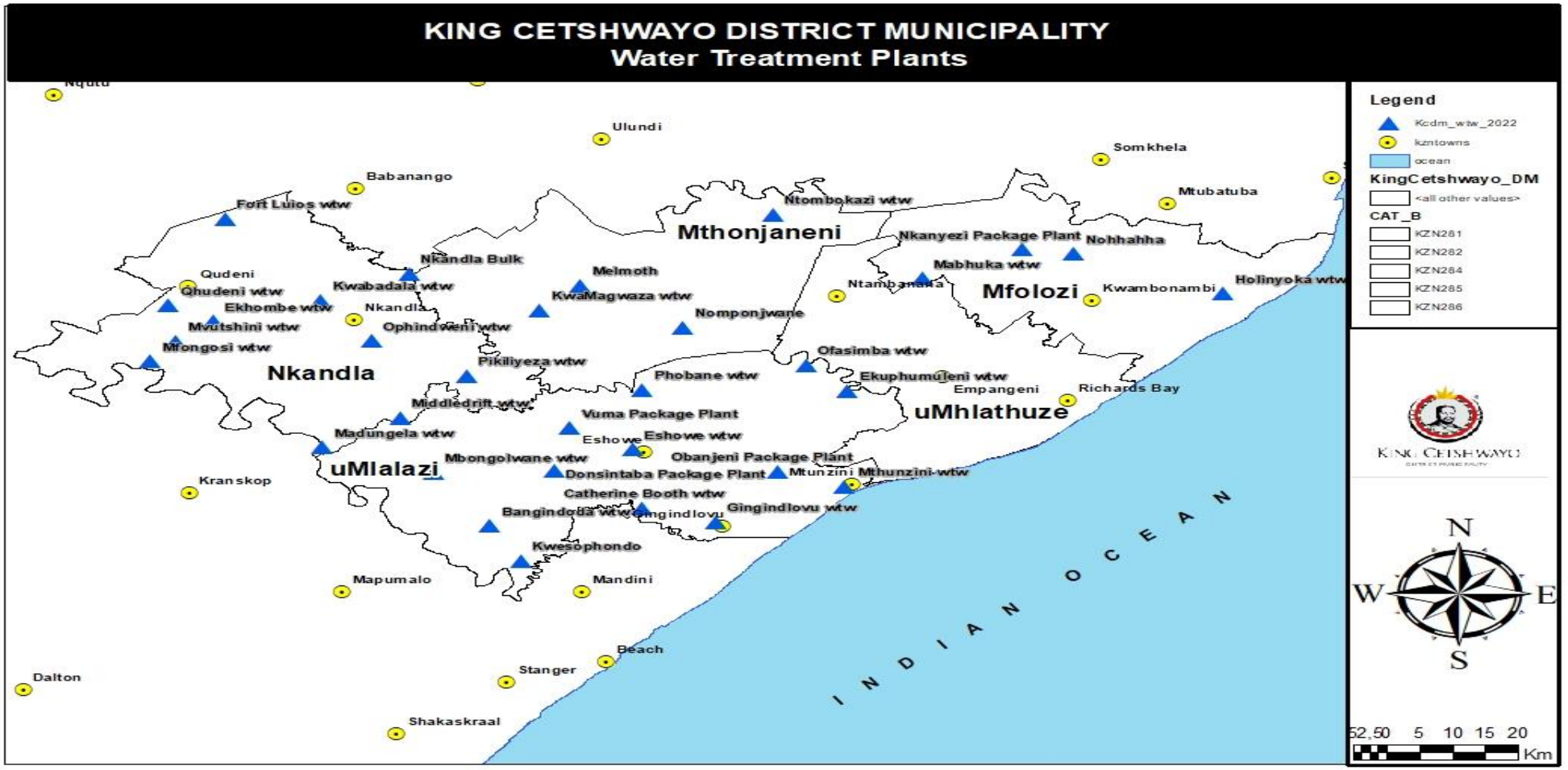
The municipality continuously improves, developed and reviewed the WSDP. The Municipality adopted an indigent policy and did away with free water basic services policy. The developmental approach and motivation of various levels of service offered is clearly defined in the policy.. The municipality adopted and is continuously 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.

KCDM has Wastewater treatment works mostly in towns and the rural areas are serviced through VIP's. The waste water treatment works in KCDM are,

- Melmoth WWTW,
- Mpushinini WWTW,
- KDS WWTW,
- Ocean View WWTW,
- Nkandla Ponds,
- Khombe Ponds,
- Gingindlovu WWTW and
- Mtunzini WWTW

Only Nkandla town, Gingindlovu and Eshowe have waterborne sewer system, the rest of the towns have septic tanks but some including Melmoth, Eshowe and Mtunzini are under design or already under construction for waterborne sewer.

**Map 35: KCDM Water Treatment Works**



### 4.1.11. KCDM STRATEGIES TO ERADICATE WATER BACKLOGS:

As a first objective to provide at least 90% of the backlog population with a water volume of 25l/capita/day within a 200m walking distance, and; as a second objective to provide at least 35% of the backlog population with water to individual house connection, i.e. 75l-100l/capacity/day.

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 or 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.

#### 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 Water consumption billed on metered fixed tariff New policy to be developed regarding wastewater disposal of large wet industries – incentives to do pre-treatment

Industrial Developments

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

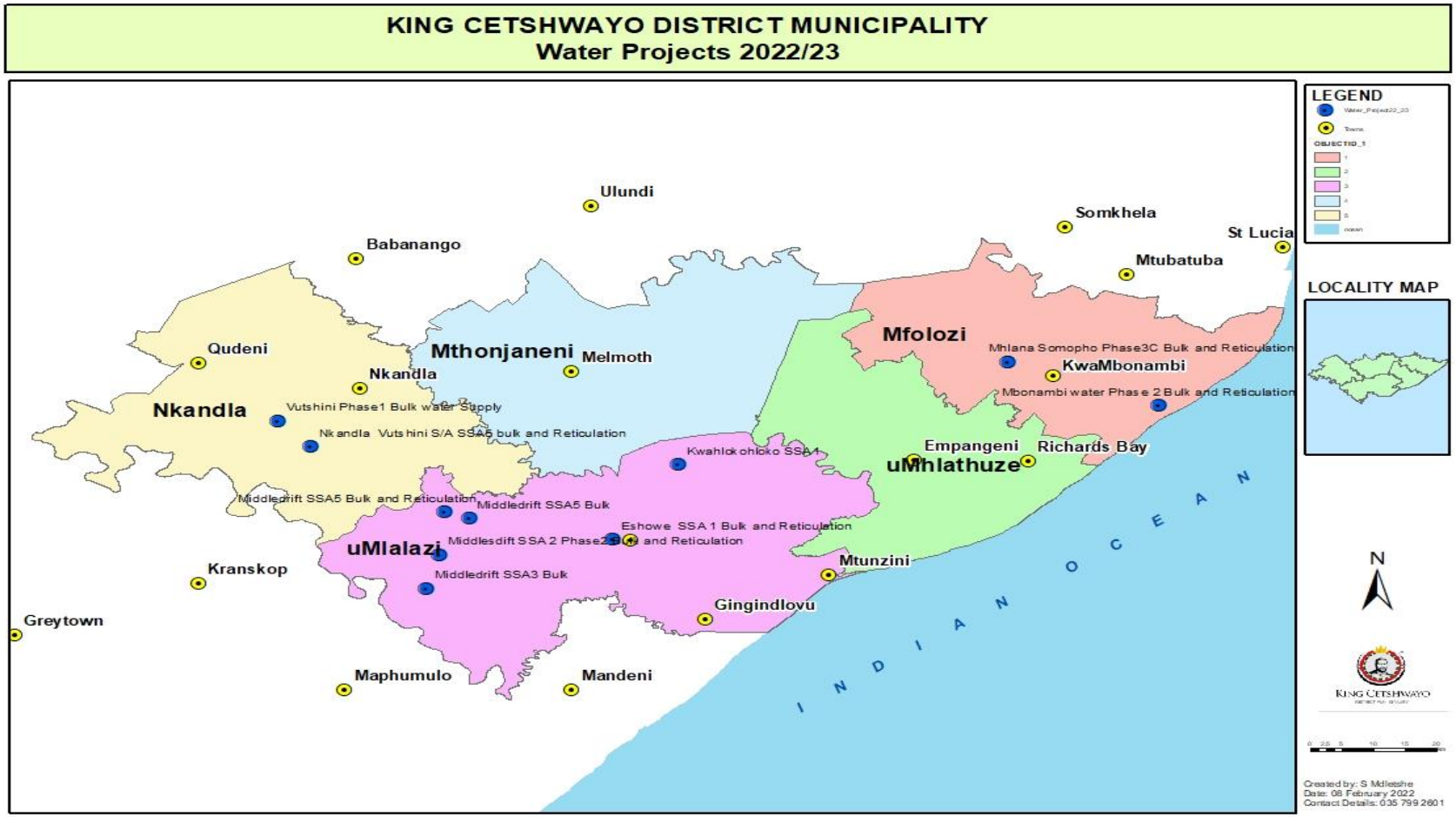
Metering of inlets/outlets of all bulk water infrastructure, WTW, pump stations, reservoirs, for water balancing purposes is in progress. All connections, including communal stand pipes to be metered. Prepaid smart meters were introduced and adopted since 2016 to replace all old conventional meters and to be also implemented in all new projects throughout KCDM, currently there are two service providers rolling out the prepaid smart meter programme.

### Implementation of SMME programmes including EPWP

Strategy document to Implement Small contractor development on water infrastructure projects. CPG policy in place for the upliftment and develop small contractors through subcontracting by established contractors for every project exceeding R30M. It involves various disciplines to train, support and develop the small contractors.

In partnership with department of works KCDM included a section of compulsory minimum percentage of project value on construction project to be allocated to labour intensive methods of construction in order to create more employment opportunities during construction of projects under KCDM. Such employment opportunities are under EPWP guidelines and reported to the department monthly.

**Map 36: 2022/23 Water Projects**



### C4.1.2 SANITATION

KCDM has provided basic health hygiene to at least 98.05% of the sanitation backlog population in rural communities in the form of a VIP latrine.

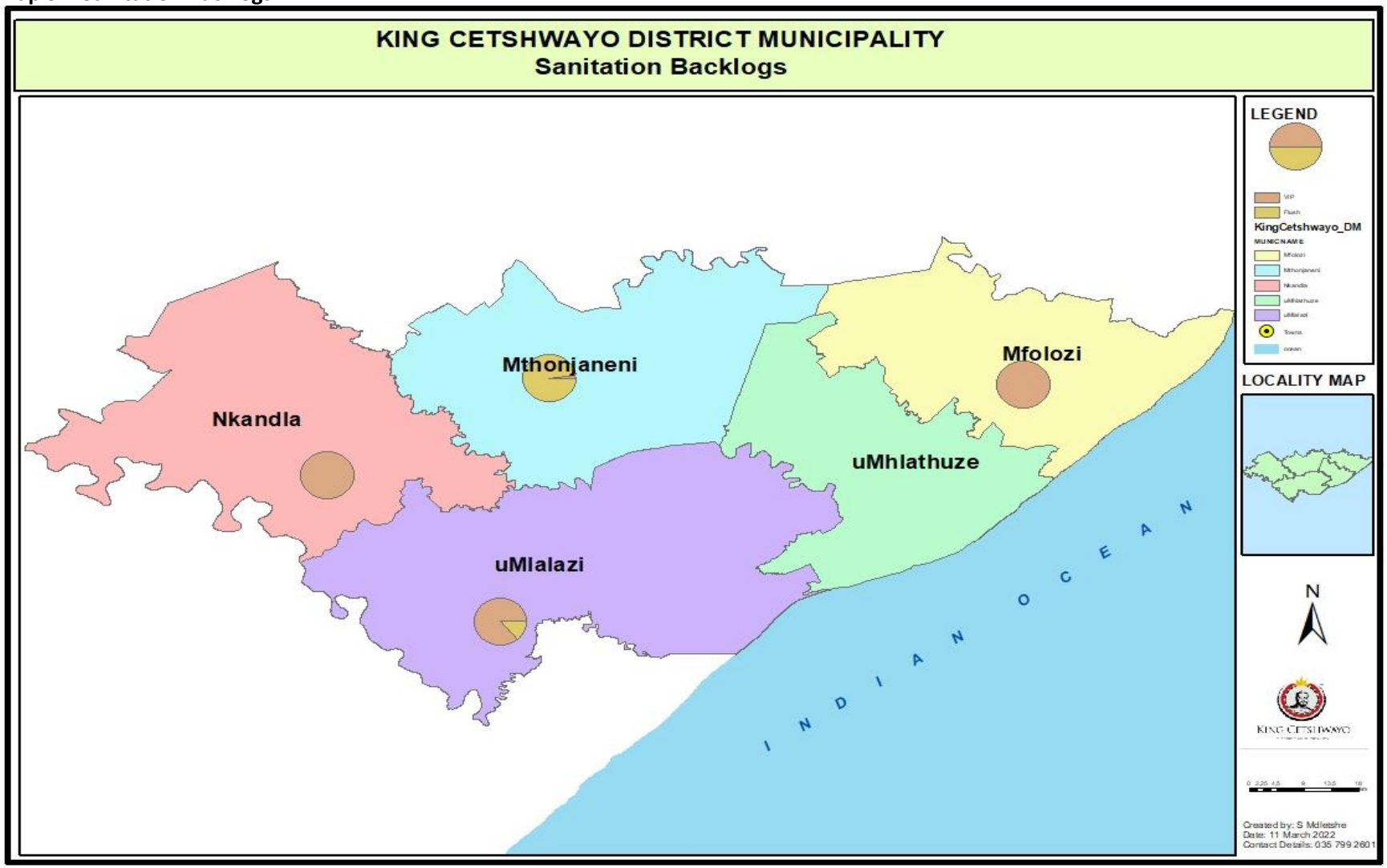
Planning for future requirements has been done on the basis of a master planning study that investigated various options on the basis of their economic, technical, environmental, social suitability and cost. The sanitation has been covered fully in three local Municipalities except in uMlalazi where there is still backlog of 4.79 %, there is a service provide who started last financial year to eradicate backlog under uMlalazi Local Municipality as well as implementing infills under Nkandla and uMfolozi Local Municipality.

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

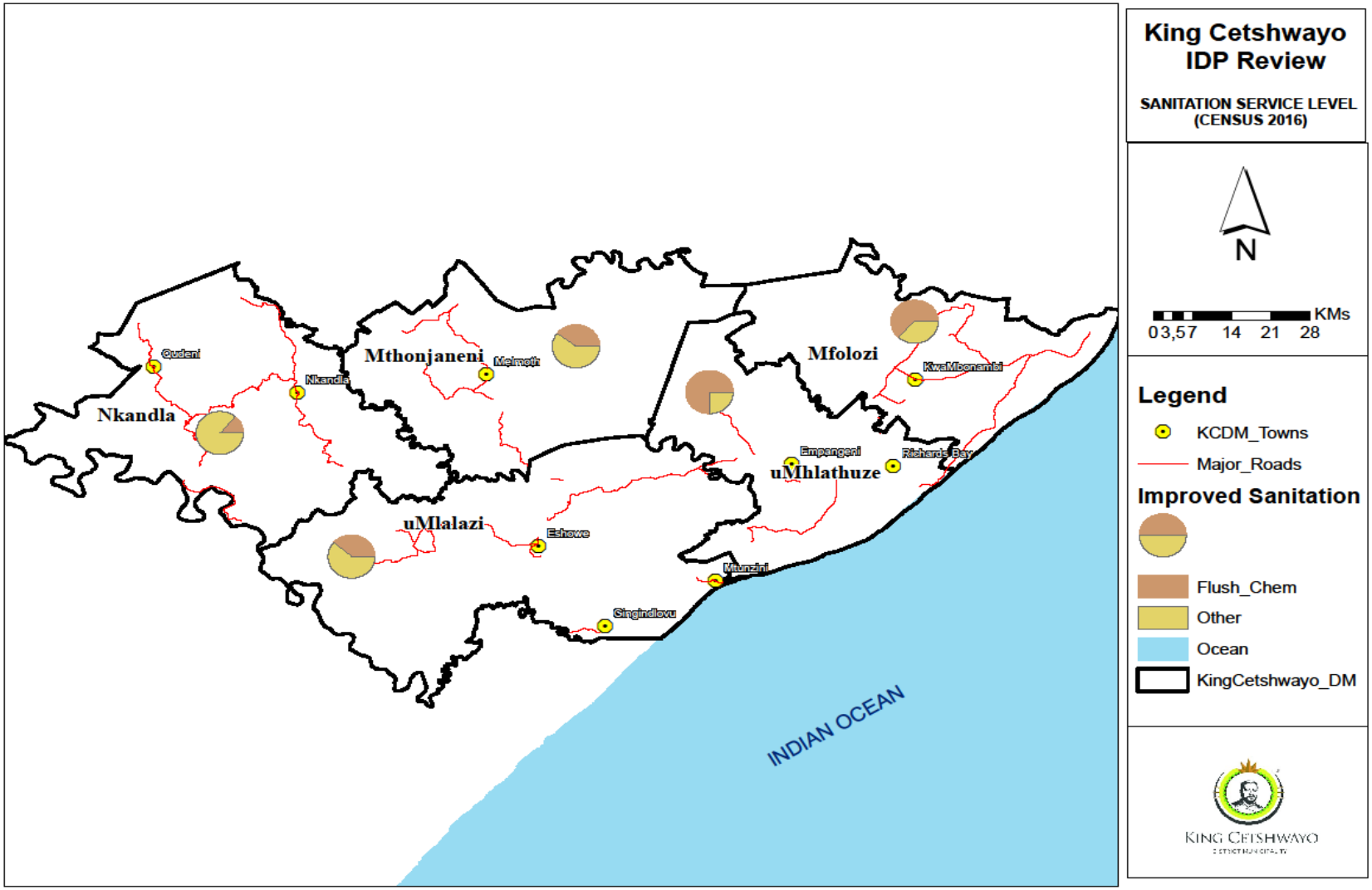
**Table 43: Sanitation Backlogs in King Cetshwayo District**

| Local Municipality | 2016 Households | Households with Sanitation Coverage | Household Backlog | Percentage Backlog 2021 |
|---|---|---|---|---|
| Mfolozi | 30 470 | 30 470 | 0 Infills | 0% |
| uMlalazi | 46 953 | 44 706 | 2247 | 4.79 % |
| Mthonjaneni | 16 040 | 16 040 | 0 Infills | 0% |
| Nkandla | 21 832 | 21 832 | 0 Infills | 0% |
| **Total** | **115 295** | **113 048** | **1.95%** | **1.95%** |

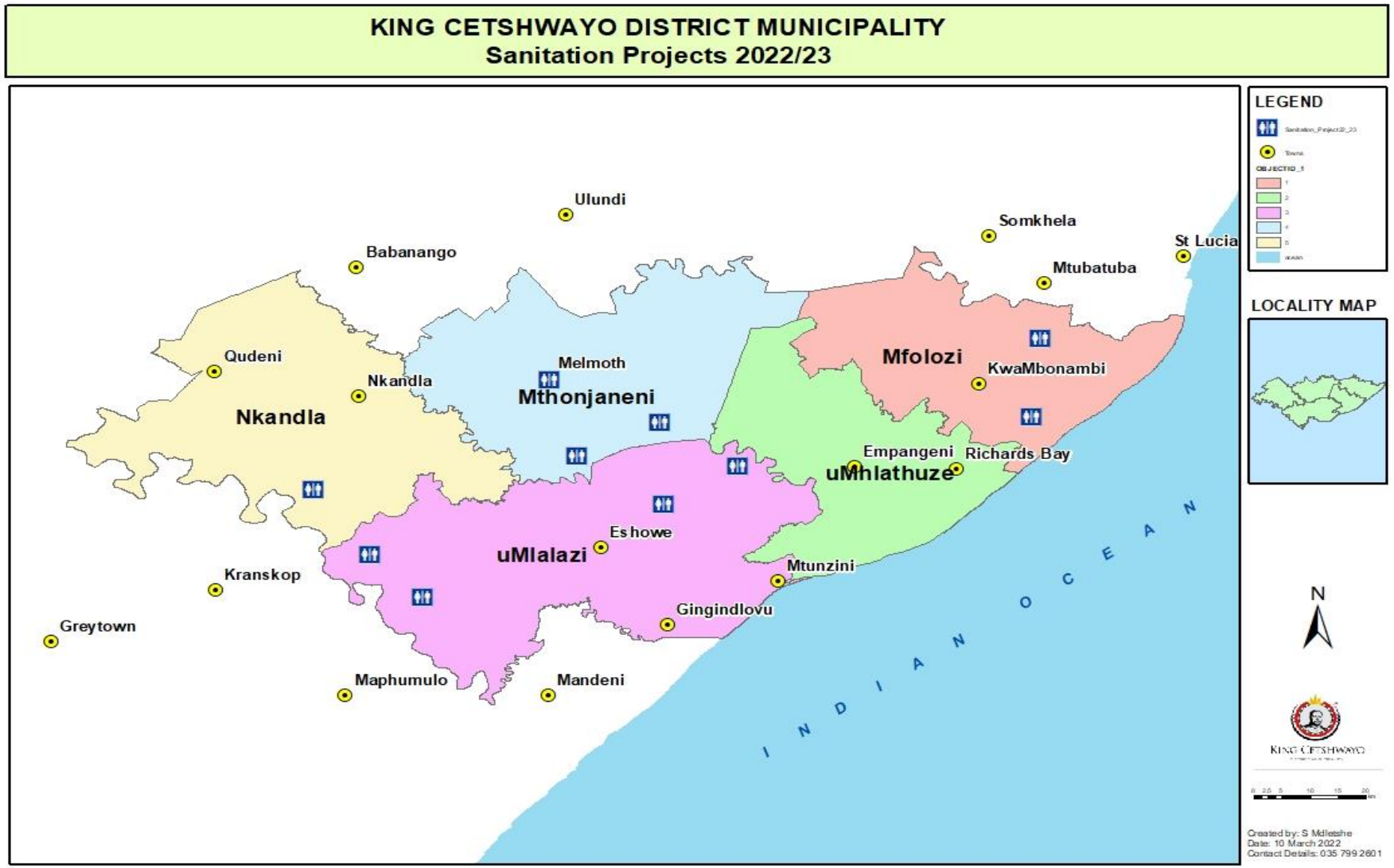
**Map 37: Sanitation Backlogs**



**Map 38: Sanitation Services**



**Map 39: Sanitation Projects 2022/23**



## C4.2 SOLID WASTE MANAGEMENT

The KCDM is not responsible for waste collection, the district role in solid waste is managing and co-ordination of regional disposal site. 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. The King Cetshwayo District Municipality owns, manages and operates a Regional Solid Waste Site in Empangeni. The site is situated on Lot 11425 Richards Bay. The N2-highway borders the eastern boundary of the lot and the R34-highway (John Ross-highway) the northern boundary of the lot. To the west lies Lot 15199 Richards Bay, which is owned by Transnet and to the south lies Lot 11420 Richards Bay, which is owned by Brae burn/UVS Sugar Estate cc.

A Regional Solid Waste Site was established in 2004 and licenced to process waste by landfilling only. The Regional Solid Waste Site permit was amended in 2012 to also incorporate recycling activities in the pursuit of complying with Waste Management Strategy. In June 2021 the permit was also reviewed in line with Section 53 of the National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) to a License.

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 2021to 31 December 2021. The data received from the weighbridge covered a period of 365 working days (Full Year as the site operates every day).

**Table 44: Weighbridge Data on Solid Waste Site received for one calendar year_2021**

| Month | Abattoir Waste | Non-Infectious Animal Waste | Builders Rubble | Domestic Waste | Green Waste | Re-classified Waste | Waste Mud 30% moisture | **Total Monthly Waste in Tons** |
|---|---|---|---|---|---|---|---|---|
| January-21 | 38.42 | 0.14 | 94.50 | 6,929.94 | 1,012.60 | 283.18 | 2.98 | 8,361.76 |
| February-21 | 25.88 | 0.88 | 64.58 | 6,892.02 | 1,482.06 | 248.96 | 4.00 | 8,718.38 |
| March-21 | 33.60 | 1.32 | 132.50 | 7,017.28 | 1,848.24 | 2,233.10 | 4.16 | 11,270.20 |
| April-21 | | | | | | | | |

| | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| | 20.48 | 1.08 | 56.32 | 6,791.52 | 1,645.32 | 1,325.56 | 3.32 | 9,843.60 |
| May-21 | 23.10 | 1.30 | 51.80 | 7,262.44 | 1,827.36 | 714.04 | - | 9,880.04 |
| June-21 | 3.98 | 0.74 | 54.36 | 7,213.64 | 1,313.56 | 473.22 | 2.86 | 9,062.36 |
| July-21 | 12.36 | 0.96 | 314.90 | 5,933.96 | 1,260.26 | 1,194.66 | 9.64 | 8,726.74 |
| August-21 | 31.32 | 1.02 | 608.78 | 7,398.28 | 1,314.04 | 659.14 | 2.08 | 10,014.66 |
| Septembe r-21 | 14.84 | 1.34 | 151.84 | 6,847.78 | 1,379.76 | 551.84 | 14.58 | 8,961.98 |
| October- 21 | 12.42 | 0.34 | 597.34 | 7,380.82 | 2,043.66 | 333.42 | 7.94 | 10,375.94 |
| November -21 | 9.12 | 2.80 | 374.54 | 7,443.92 | 1,910.26 | 2,259.84 | 4.18 | 12,004.66 |
| December -21 | 31.32 | 2.98 | 262.56 | 7,457.82 | 1,932.72 | 1,523.42 | 2.48 | 11,213.30 |
| **Totals** | **256.84** | **14.90** | **2,764.02** | **84,569.42** | **18,969.84** | **11,800.38** | **58.22** | **118,433.62** |

There is an average waste volume of 324 tons per day reaching the regional solid waste site. Given the number of working days in a year of 365. Table 47 below shows the total amount of waste received at the site on an annual basis.

**Table 45: Waste Volumes**

| Year | Tons Received |
|---|---|
| 2018 | 101,612.56 |
| 2019 | 115,525.45 |
| 2020 | 105,079.48 |
| 2021 | 118,433.62 |

The landfill closure costs and an estimate of the airspace remaining was conducted in June 2021. The result of this study indicated that since Cell 1 is partly rehabilitated, during the closure of the Landfill site, this area will also need to be rehabilitated fully. Cell 2 which is currently in operation with a design life of 5 years but is still in operation and should be full in approximately June 2022.

The study indicated that the municipality should make a provision of some R78.6 million for the capping and closure of the landfill now however, as the design and construction of the next cell 3 progresses, the rehabilitation will only be mandatory in October 2029.

### C4.2.2. BY LAW DEVELOPMENT

A draft of the waste by-laws was endorsed by Council in February 2022 (Resolution No: 119/2022) and will be taken to the public for consultation. 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

The District's IWMP was circulated for comments by the Public following the initial Council approval, (Resolution Number: 2836/2021). Final Council endorsement with comments in progress. All municipalities have Waste Management Officers appointed in terms of the National Environmental Management: Waste Act as well as up to date Integrated Waste Management Plans in place.

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.

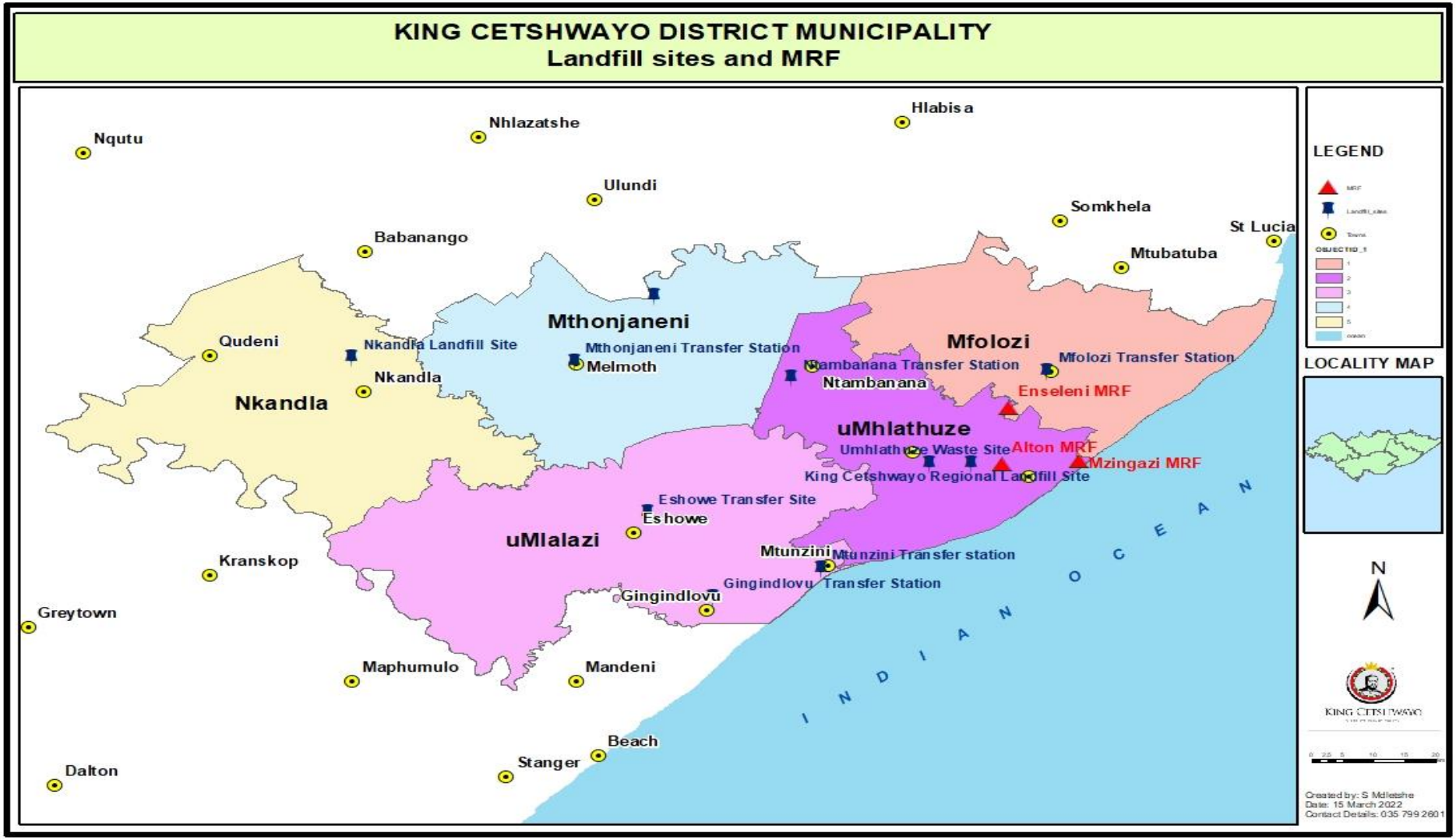
Illegal dumping does occur in the municipality and this is mostly garden waste and building waste that is being dumped. Each municipality has its own recycling programme. In general, the municipalities adopt the methodology of making municipal owned buy-back centres or Materials Recovery Centres available 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 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. 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. The map below shows and indication of the Landfill Sites, Transfer Stations and Material Recovery Facilities (MRF).

**Map 40: Landfill Sites**



## C4.3 CEMETERIES

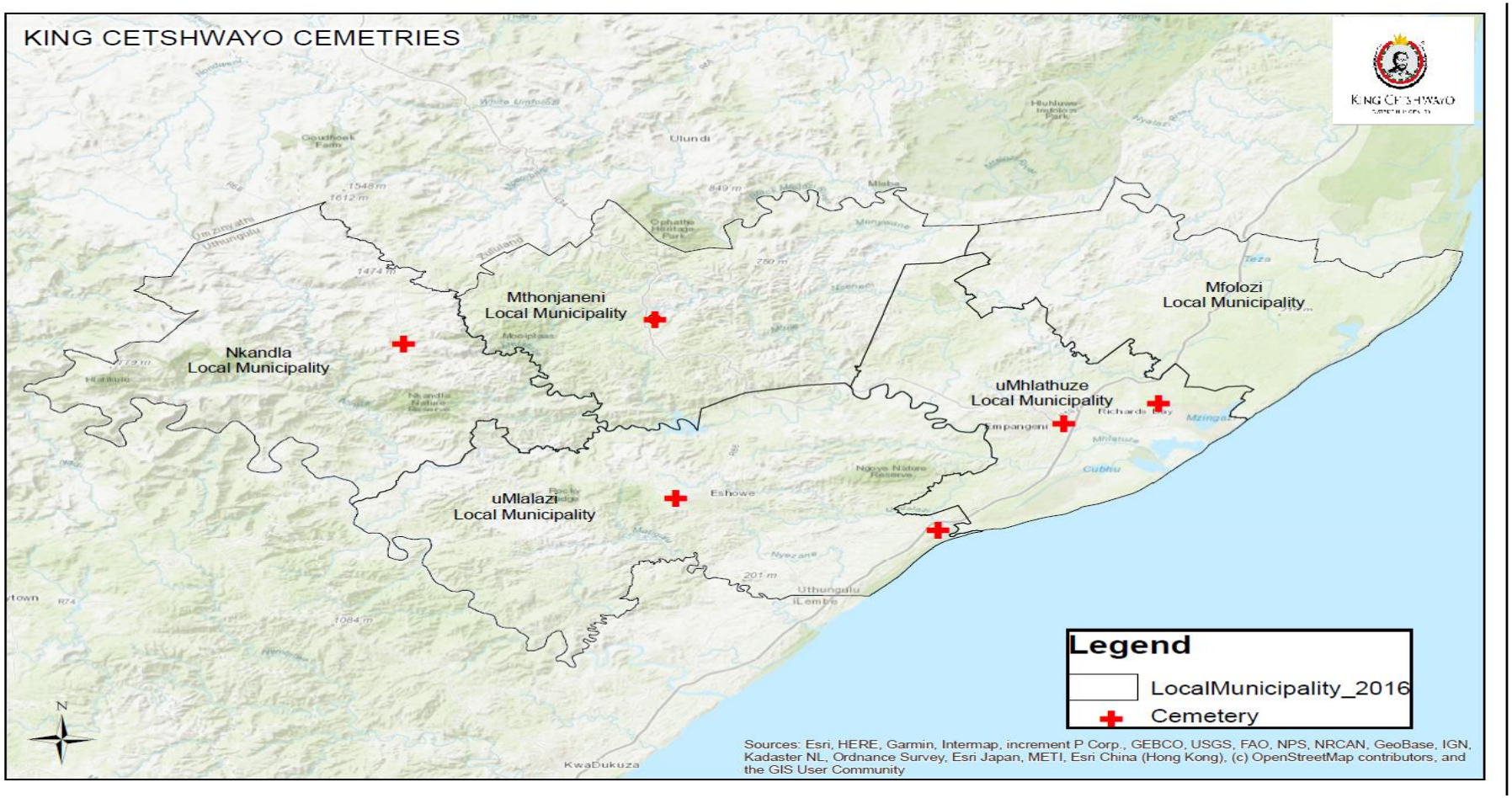
King Cetshwayo District Municipality is responsible for regional projects whilst local cemeteries remain the responsibility of the local municipalities.

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. The recommendations were presented and handed over to uMlalazi Local Municipality for their Council consideration. Further support and considerations rests on the necessity to be identified uMlalazi Local Municipality.

**Map 41: KCDM Burial Sites/Cemeteries**



## C4.4 POLICY DEVELOPMENT AND BYLAWS

By-laws are rulings that are adopted by the council of a municipality to regulate the affairs and the services within the jurisdiction of that municipality. A municipality develops the power to adopt a by-law from the Constitution of the Republic of South Africa.

Quantified powers and competencies are also given to municipalities as set out in Part B of Schedule 4 and Part B of Schedule 5 of the Constitution of the Republic of South Africa, 1996. In this respect by-laws ensure that the community is regulated and functions effectively within the jurisdiction of that municipality.

King Cetshwayo District Municipality being the Water Service Authority develops policies and bylaws which will regulate the concerns of the service. The municipality has tariff, debt collection and credit control policies in place. However, there are challenges with debt collection as well as credit control which the municipality is diligently dealing with.

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.

KCDM is focusing on is Water Conservation and Water Demand Management (WC/WDM) in attempts to reduce Non Revenue water. Council has recently approved a 5 Year Non-Revenue Water Reduction Strategy, which is a continuance of a 5-year implementation strategy that was developed in 2014 and the first phase of the implementation was concluded 2016.

This strategy will also assist in determining and reducing water losses especially in the rural areas of supply. A number of bulk meters has been installed at strategic points in the networks making it easier to understand and manage water demand of these specific area. KCDM is still struggling with high number of unauthorised connections as well as difficulty in locating and reducing leaks in the system network. 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 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 continue until service levels are equalised. Aged water and sanitation infrastructure, lack of reliable water sources coupled with ailing condition and minimal capacity of key treatment plants continues to be a challenge and results in disruptions 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 which is meant to correct the lack of planning typically in the rural areas is being implemented effectively 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.

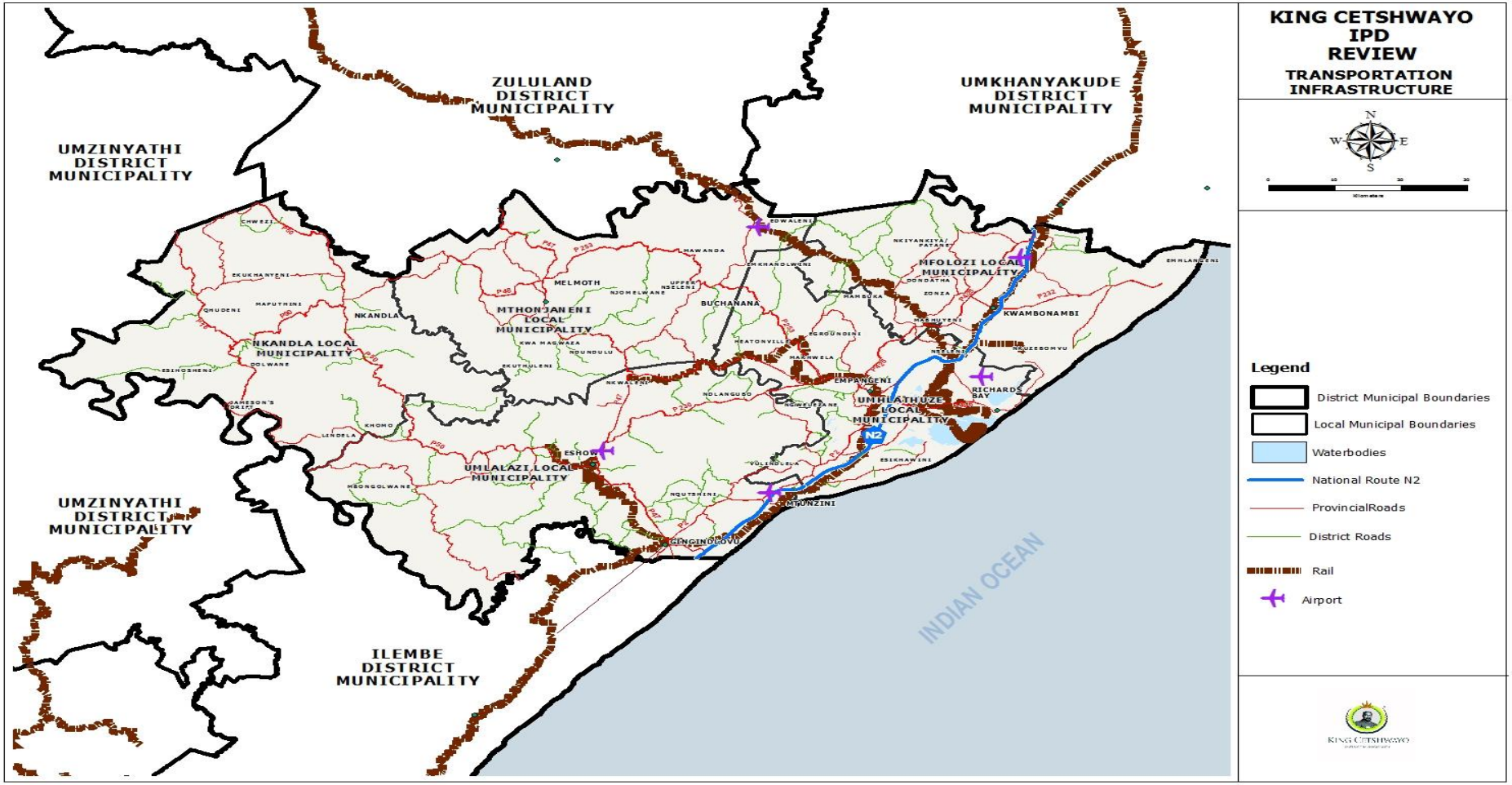
## C4.6 TRANSPORTATION INFRASTRUCTURE

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 has reviewed and adopted the Integrated Transport Plan. The Comprehensive Integrated Transport Plan for King Cetshwayo District Municipality was adopted by council in August 2021 **(Resolution No: 3069/2021)** and is attached as the annexure to the plan.

The CITP has the Transport Register detailing all infrastructure status in all LMs and mapped it as required in terms of the Minimum requirements for CITP in term of NLTA (2009). All Roads in District are the responsibility of National , provincial and Local Municipalities.

**Map 42: Transportation Infrastructure**



### C4.6.1 RURAL ROADS ASSET MANAGEMENT SYSTEM

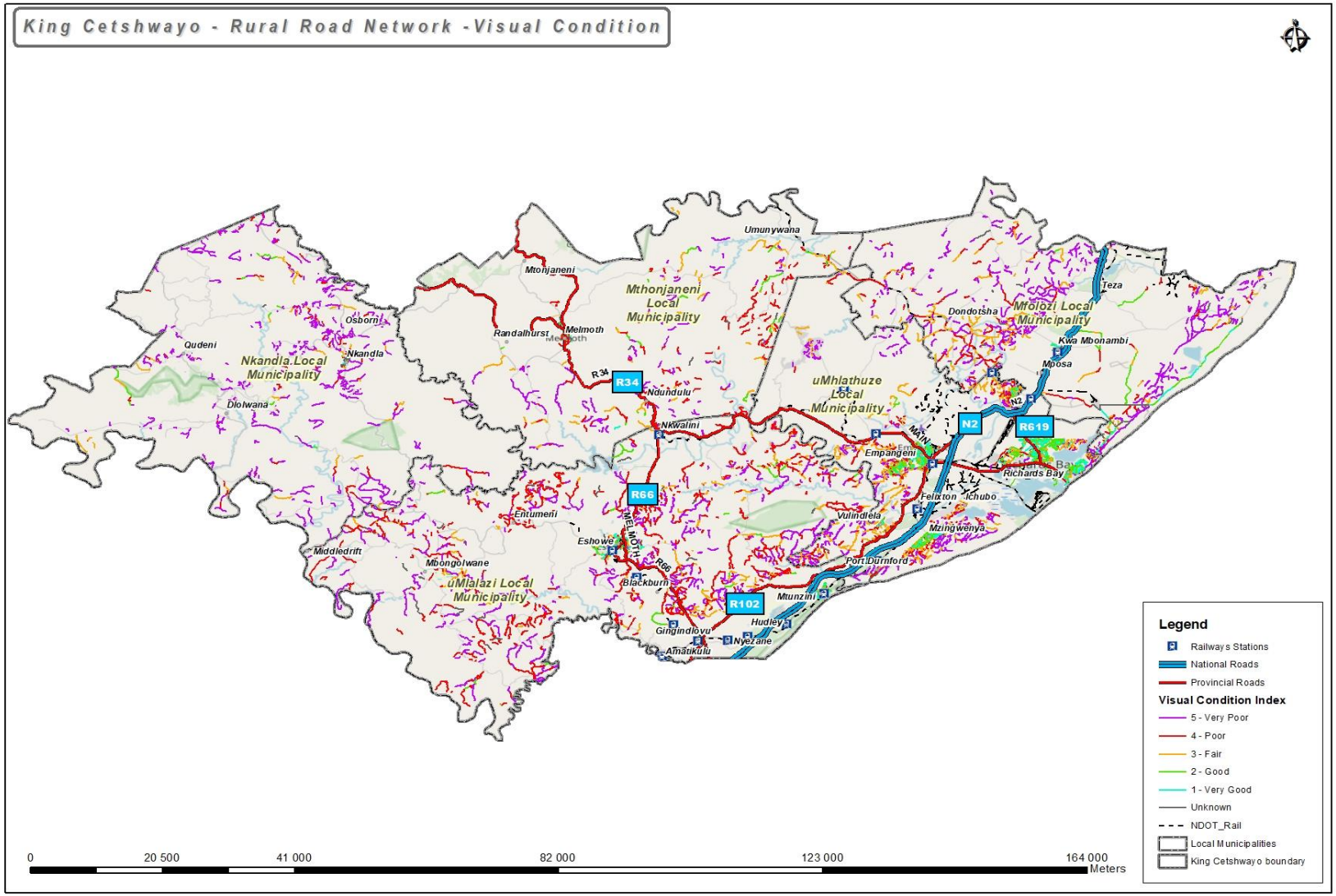
Through the Rural Road Asset Management Systems (RRAMS), the District ensures efficient and effective investment in rural municipal roads through development and collection of data. The grant objective to assist rural district municipalities in setting up their road asset management systems, collect 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;

**Table 46: 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** | - | | - | **3890** |
| Traffic Counts (No) | - | - | - | - | - | - |
| Road Furniture (km) | - | **45000** | - | - | - | **5500** |
| Structures (No) | - | - | - | - | **107** | **84** |

**Map 43: Rural Road Network**



## C4.7 ELECTRICITY

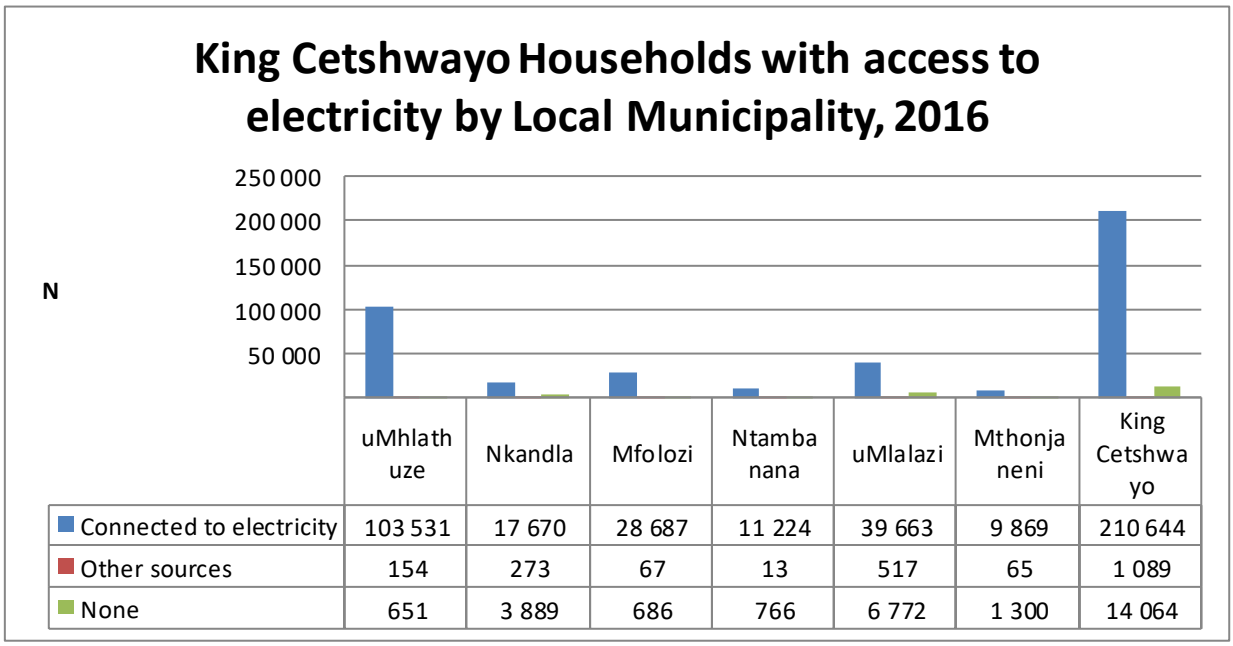
The municipality is currently not providing electricity. Eskom, the national electricity supplier, supplies electricity in bulk. Richards Bay, Melmoth, Eshowe and Empangeni are the only towns that buy electricity in bulk and distribute to their consumers. The Local Municipality of Nkandla was assisted 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 have 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.

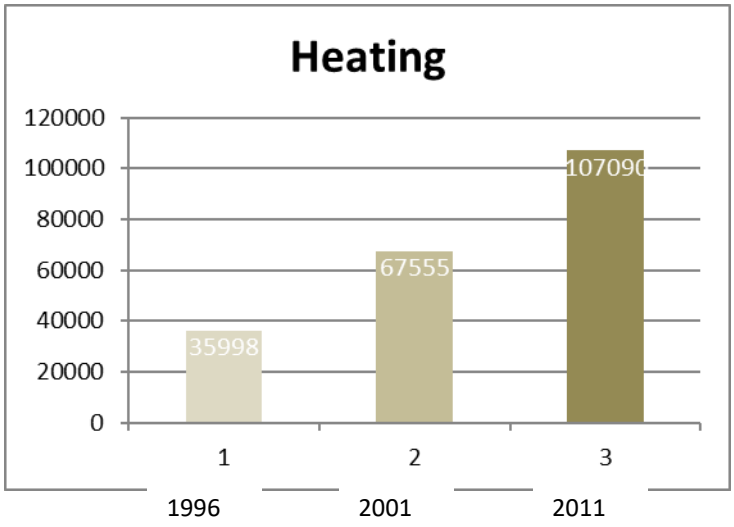
**Graph 24: Access to electricity for lighting - Local Municipalities within King Cetshwayo DM**



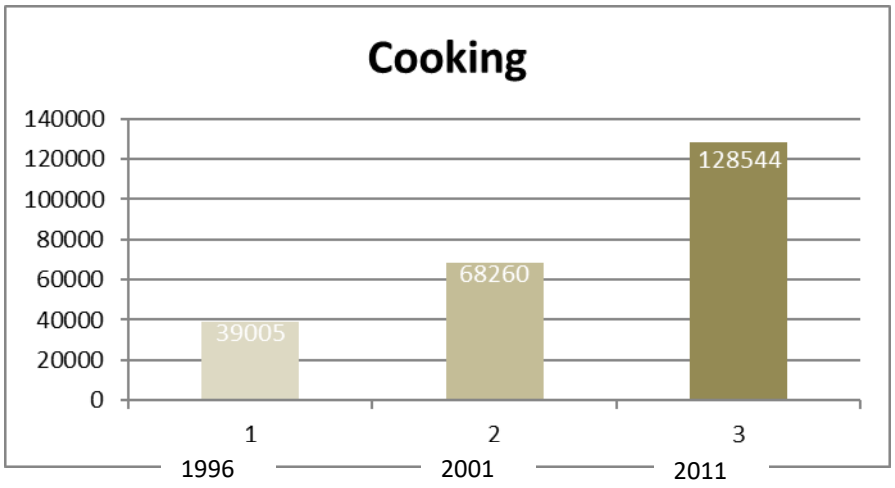

| | uMhlathuze | Nkandla | Mfolozi | Ntambanana | uMlalazi | Mthonjaneni | King Cetshwayo |
|---|---|---|---|---|---|---|---|
| Connected to electricity | 103 531 | 17 670 | 28 687 | 11 224 | 39 663 | 9 869 | 210 644 |
| Other sources | 154 | 273 | 67 | 13 | 517 | 65 | 1 089 |
| None | 651 | 3 889 | 686 | 766 | 6 772 | 1 300 | 14 064 |

*Source: Stats SA Community Survey 2016*

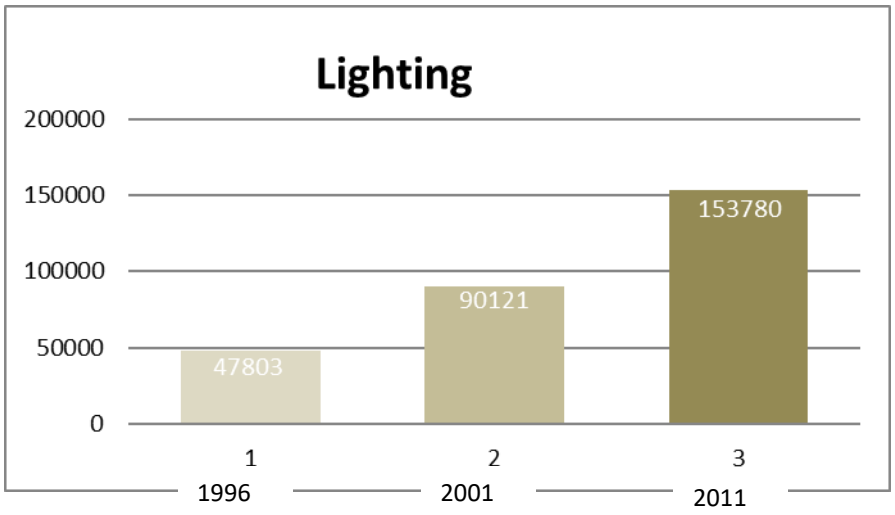
**Graph 25: Distribution of households using electricity for heating, cooking and lighting - 1996, 2001 and 2011**




*Source: Census 2011*




*Source: Census 2011*




*Source: Census 2011*

### C4.8 21/22 CURRENT ESKOM PROJECTS

| Municipality Code & Name | Project Name | Ward Number | Project Type | Estimated Conns | Actual Conns | Status |
|---|---|---|---|---|---|---|
| KZN282_Umhlatuze | Mazimazane Reserve ward 6 extesnions | 6 | Household | 104 | 27 | Busy with construction |
| KZN284_Mlalazi | Ward 2 Dibhasi - Mankumbu ext(Machotshaneni) | 2 | Household | 146 | 181 | Construction is 100% complete |
| KZN285_ Mthonjaneni | Mthonjaneni extensions | Various ward | Extensions | 98 | 99 | Construction is complete |
| KZN284_Mlalazi | Umlalazi extensions | Various ward | Extensions | 100 | 100 | Construction is complete |
| KZN282_Umhlatuze | Umhlathuze extensions | Various ward | Extensions | 145 | 200 | Construction is complete |
| KZN 284 mlalazi | Slambo#3 | 8 | Households | 26 | 7 | Busy with construction |
| KZN 284 mlalazi | Emabhokweni #5 | 16 | Households | 56 | 15 | Construction is 100 % complete |
| | | | | 1020 | 365 | |

### C4.9 PLANNED PROJECTS FOR 2022/23 KING CETSHWAYO

| **Municipality Code & Name** | **Project Name** | **Ward Number** | **Project Type** | **Estimated Conns** | **Status** |
|---|---|---|---|---|---|
| KZN282_Umhlatuze | Ezikhaleni Reserve /eNseleni - (ward 7 & 8) extensions | 7&8 | Household | 22 | Project is at design stage |
| KZN284_Mlalazi | Mthilombo ward 10 | 10 | Household | 116 | Project is at design stage |
| KZN282_Umhlatuze | Umhlathuze ward 11(Ntuze | 11 | Household | 176 | Project is at design stage |
| KZN282_Umhlatuze | Umhlathuze ward 31 | 31 | Household | 182 | Project is at design stage |

| | | | | | |
|---|---|---|---|---|---|
| KZN285_ Mthonjaneni | Esicothweni # 2 | 9 | Household | 116 | Project is at design stage |
| KZN284_Mlalazi | Ward 15 extensions Umlalazi | 15 | Extensions | 183 | Project is at design stage |
| **KZN286 -Nkandla** | Nkandla ward 14 extensions) | 14 | Households | 170 | Project is at design stage |
| **KZN284_Mlalazi** | Mbiza 1 and 2 | 9 | Households | 106 | Project is at design stage |
| **Total** | | | | **2160** | |

### C4.10 PROPOSED PROJECTS FOR 2023/24 KING CETSHWAYO

| Municipality Code & Name | Project Name | Ward Number | Project Type | Estimated Conns | Status |
|---|---|---|---|---|---|
| **KZN282_Umhlatuze** | Umhlathuze ward 5 and 6 Extentions | 5 | Households | 406 | Construction not started |
| **KZN286 -Nkandla** | Mhlwehlwe/Esibhudeni/Nyawoshane ward 7 | | Households | 107 | Project is at design stage |
| Mfolozi | Kwambonambi NB56 - Embabe ward 8 | | Households | 250 | Project is at design stage |
| Mfolozi | Lamula /Ntoyeni ward 7 | | Households | 205 | Project is at design stage |
| Mfolozi | Enkanyeni/Dondotha/Sabhuza | | Households | 35 | Project is at design stage |
| Mfolozi | Shwasheni,Bhubhubhu,Patane ward 15 | | Households | 218 | Project is at design stage |
| KZN284_Mlalazi | Nteneshane ward 23 | | Households | 20 | Project is at design stage |
| KZN284_Mlalazi | Izinsundu/Mbileni ward1 | | Households | 25 | Project is at design stage |
| KZN284_Mlalazi | Ohhaheni ward 23 | | Households | 50 | Project is at design stage |
| KZN285_ Mthonjaneni | Uhlaza ext Odukaneni ward 9 | | Households | 65 | Project is at design stage |

| | | | | | |
|---|---|---|---|---|---|
| KZN282_Umhlatuze | Mzingwenya Reserve ward 14 infills | | Households | 89 | Project is at design stage |
| KZN282_Umhlatuze | Ngoye ward 10 infills | 10 | Households | 296 | Project is at design stage |
| KZN282_Umhlatuze | Mandlankala ward 12 infills | 12 | Households | 67 | Project is at design stage |
| KZN282_Umhlatuze | Umhlathuze ward 33 | 33 | Households | 250 | Project is at design stage |
| **KZN282_Umhlatuze** | Umhlathuze ward 5 and 6 Infills | 5,6 | Households | 152 | Project is at design stage |
| **Mfolozi** | Mabhuyeni Ward 7 Infills (mfolozi) | 7 | Households | 123 | Project is at design stage |
| **KZN282_Umhlatuze** | Esikhaleni ward 15 and 16 infills | 16,16 | Households | 172 | Project is at design stage |
| **Mlalazi** | Amahovi ward 27 | 27 | Households | 30 | Project is at design stage |
| **Mfolozi** | Sigaganeni Ward 18 Extensions | 18 | Households | 250 | Project is at design stage |

### C4.11 ELECTRIFICATION CHALLENGES

- 30% demand of work by local SMMEs and they stop Eskom projects.
- Community unrests and destruction of projects.
- Illegal connections especially on informal settlements.
- Non-cooperation from communities who are illegally connected.
- Crime and hi-jacking of Eskom employees and contractors, especially on the North.
- Theft of Eskom materials on sites and vandalism of new infrastructure on the North.
- Poor terrain and bad access in some of the villages that hinders progress of projects.
- Environmental and wayleave approval on farms and privately owned land which are delaying projects.
- New developments taking place on invaded land and demands for electrification and other services.

## 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 47: 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.

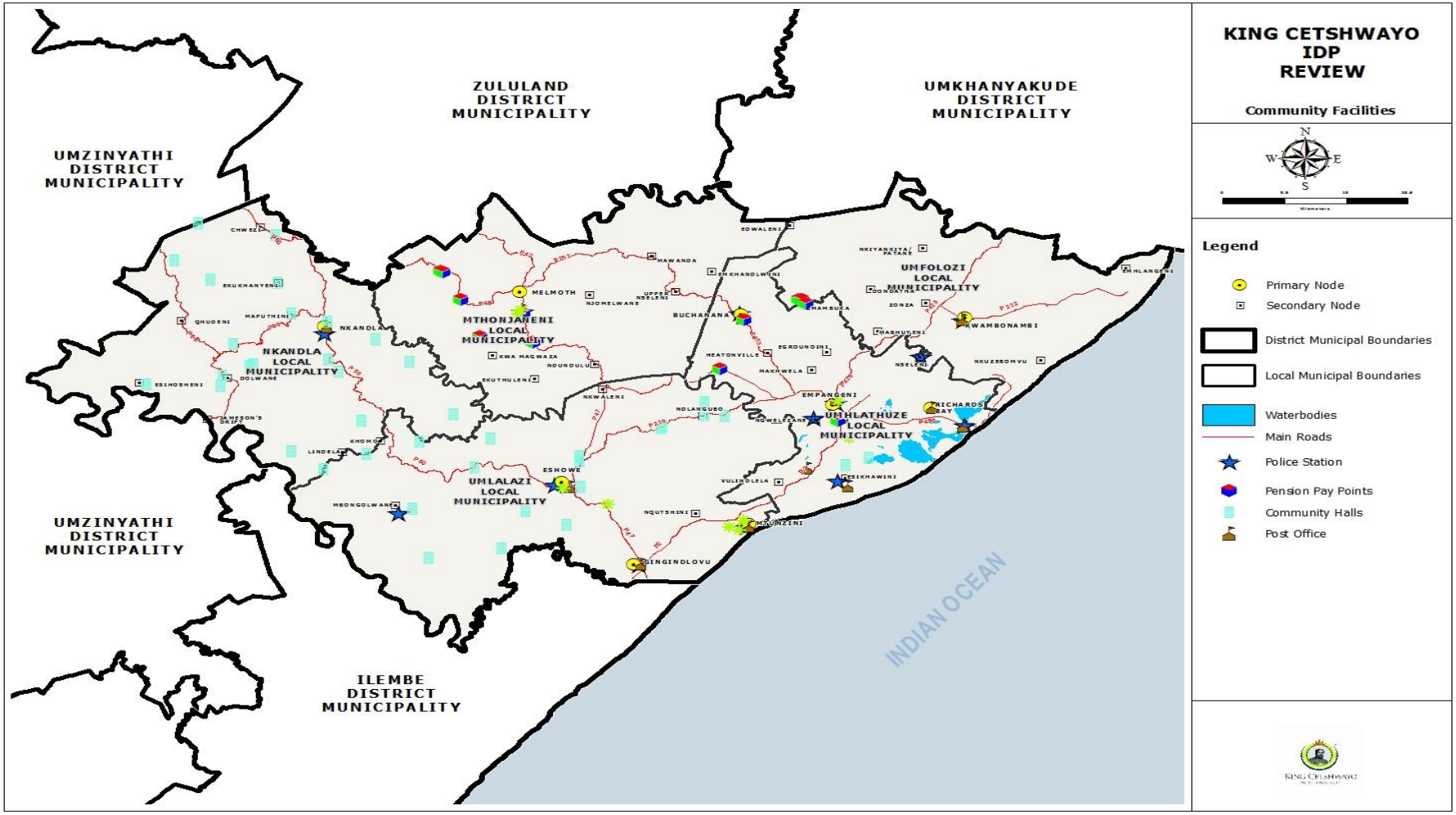
Please note that community facilities are not the responsibility of the District Municipality but rather that of the LMs and respective sector departments where applicable.

**Table 48: Facilities per LM**

| Type of Facility | Number of facilities per Local Municipality | | | | | |
|---|---|---|---|---|---|---|
| | uMfolozi | uMhlathuze | Mthonjaneni | Nkandla | uMlalazi | Total |
| Primary Schools | 61 | 71 | 28 | 111 | 137 | 408 |
| Secondary Schools | 27 | 37 | 10 | 38 | 57 | 169 |
| Training Colleges | | 2 | | | 1 | 3 |
| Tertiary Institutions | 0 | 3 | 0 | 2 | 2 | 7 |
| Library | | 7 | 1 | | 5 | 13 |
| Clinics | 8 | 15 | 3 | 19 | 13 | 58 |
| Community Health Centres | | 1 | | | | 1 |
| District Hospital | | 1 | 1 | 2 | 3 | 6 |
| Regional Hospital | | 1 | | | | 1 |
| Tertiary Hospital | | 1 | | | | 1 |
| Emergency/Fire | | 4 | | | | 4 |
| Police Station | 1 | 5 | 1 | 1 | 4 | 12 |
| Magistrates Court | | 4 | | | 1 | 5 |
| Correctional Services | | 2 | 1 | | 2 | 5 |
| Post Office | 1 | 26 | 1 | 1 | 5 | 34 |
| Sports facilities | | 1 | 2 | | 1 | 4 |
| Community Halls | | 2 | | 21 | 17 | 40 |
| Airport | | 1 | | | | 1 |

*Source: KCDM IDP; Google/Mapit; SAPS Dataset; DoE Dataset*

**Map 44: Community Facilities**



## C4.9 HUMAN SETTLEMENTS

King Cetshwayo District Municipality is not classified as the housing developer for human settlements but the district developed and adopted the Human Settlements Strategy in 2016 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

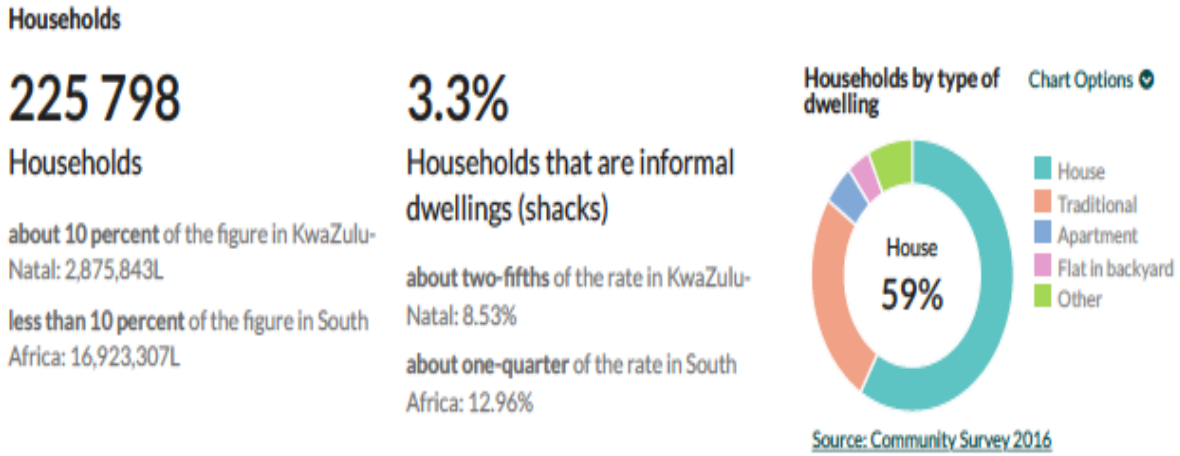
Notably almost 59 136 households live in traditional dwellings and informal dwellings. This is the households that need to benefit from the programmes of the Department of Human Settlements and can be taken as the baseline for determining the housing backlog in the municipal area.

**Table 49: 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***

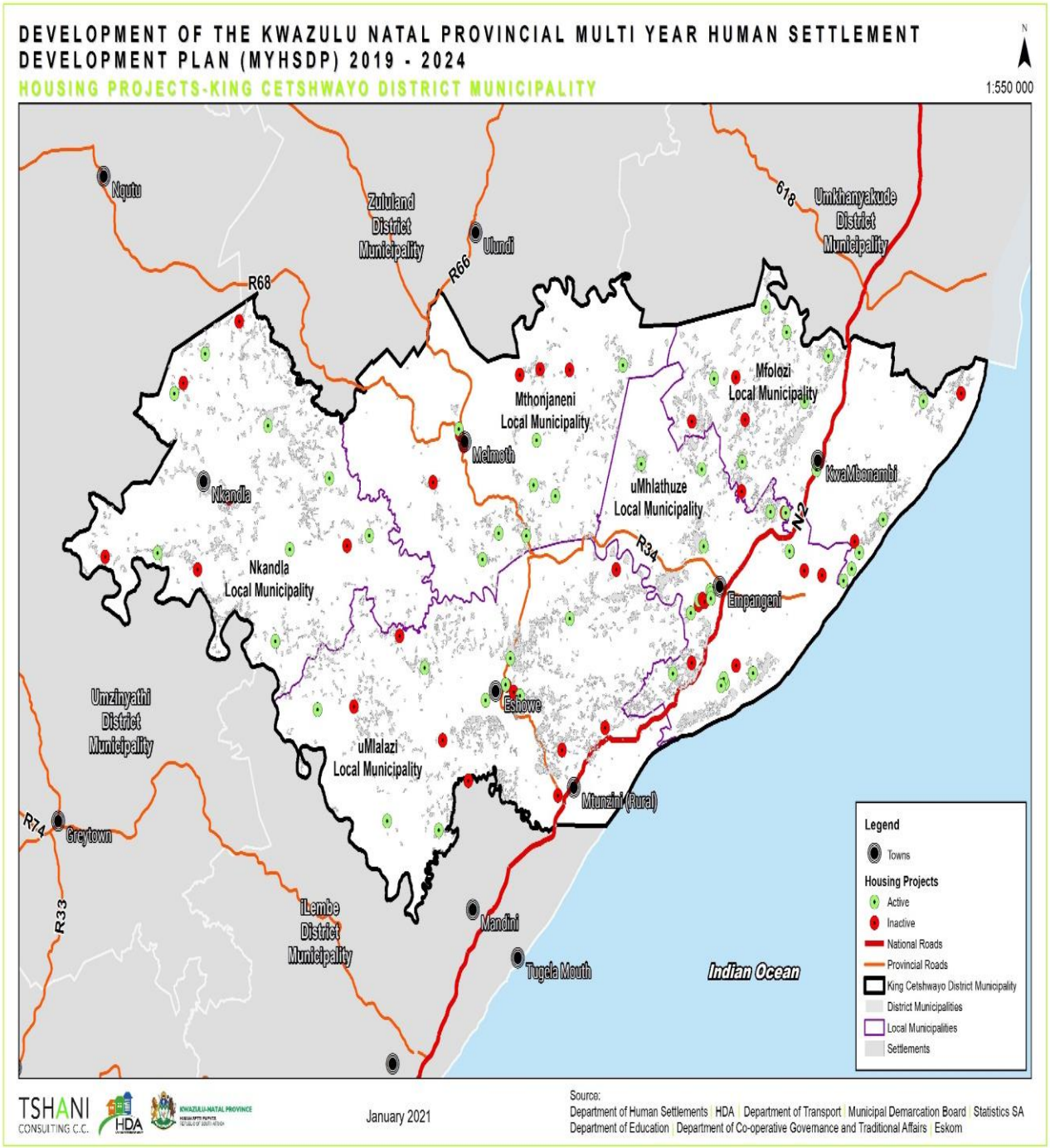
***Out of a total of 225 798 households, 59% reside in a house and only 3% in an informal settlements (shacks)***



### C.4.9.1 HUMAN SETTLEMENTS PROJECTS

The list of Human Settlements projects is indicated on Section H of the IDP. Below is a map showing the location of projects:

**Map 45: KCDM Housing Projects (2019-2024)**



### TELECOMMUNICATIONS

Nearly 90% of households in the district uses cell phone as the primary means of communications. This may be a quick and effective way to directly communicate with households e.g. for giving notice of public meetings etc.

**Table 50: 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*

## C4.5 BASIC SERVICE DELIVERY 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.

## C5.0 LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS
## C5.1 LOCAL ECONOMIC DEVELOPMENT

### C5.1.1 LED FUNCTIONALITY AND CAPACITY

**The King Cetshwayo District Municipality Local Economic Development Strategy** has been finalized and adopted by council in September 2021. The review of the LED Strategy is in line with the National and Provincial guidelines, LED Framework, including PGDP and DGDP. The strategy assesses existing sectors and introduce new ones that will contribute to increased job creation. The challenges that were identified in doing business and innovations on issues of red tape reduction are addressed in the LED strategy.

The district supports LMs to develop or review the informal economy policies/strategies to adheres to the provincial guidelines of informal economy policy and to the terms of reference of KZN district informal economy chamber. The policy guidelines enable the district to 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 that exists at local municipal level functions as per the bylaws of local municipalities as far as street vendors' regulations and permits are concerned.

The district LED unit needs to invest in research and development units across the district, this can assist the district in strengthening the capacity in developing municipal profiles that are able to attract investments. There is limited specialized resources to package and drive bankable catalytic projects in specific sectors.

Part of the challenges is the aging infrastructure as well as lack of bulk infrastructure deter new investors to the district. Lack of sustainable water source as well, the continuous impact of drought puts a serious strain on water provision in the district hence a dam needs to be constructed. The LED forum addresses the challenges of all local municipalities in the district.

### C5.1.2 LED DISTRICT FORUM

The District has a local economic development forum which is comprised of all the economic sectors in the district as follows:

- SMMEs,
- Agriculture
- Film and Photography
- Tourism

This forum is convened quarterly whereby all local municipalities, sector departments under KCDM and stakeholders from the private sector are represented.

The District Development forum has sub forums whose intention is to feed into a LED forum whilst ensuring that different sectors have an opportunity to engage on specific issues that affect them. The District has the following sub forums: tourism, Agriculture & Rural Development, Film & Photography.

The District forums are guided by the following strategic guidelines:

- DGDP goals and strategic objectives: Inclusive economic growth, Human and community development and Spatial Equity.
- Local Economic Development Strategy
- Maritime Development Strategy
- Agriculture & Agricultural Business Support Plan
- Tourism Strategy
- Informal Economy Policy

### DISTRICT DEVELOPMENT AGENCY

King Cetshwayo District Municipality has embarked on the process of establishing a District Development Agency (DDA).

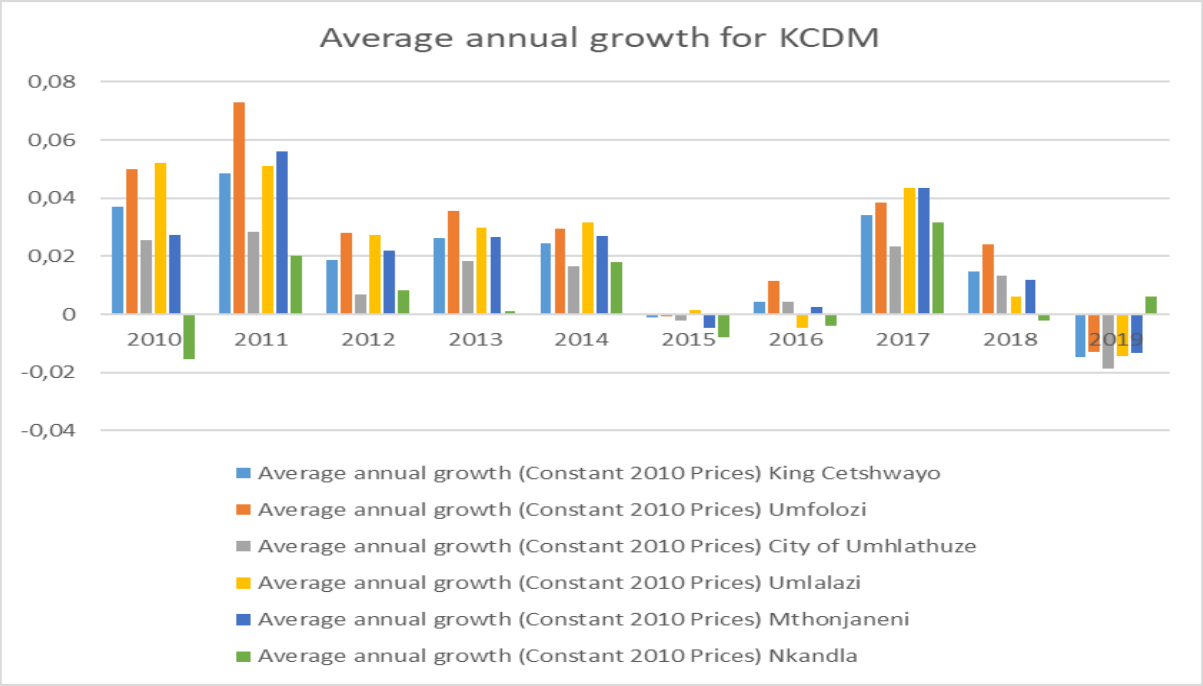
DDA will play a pivotal role in championing proposed strategic and catalytic projects for the entire district and also incorporate the detailing of some of the identified projects, application for funding and implementation. The consultation with LMs has been completed and the appointment of the Board is in process together with the registration Entity.

### C5.1.3 ECONOMIC POSITIONING FOR KCDM

#### C5.1.3.1 ANNUAL GROWTH RATE

In 2011 Umfolozi Local Municipality was a better performing LM in terms of annual growth rate, whilst Nkandla and Mthonjaneni were the least performing. This could be attributed to the high unemployment rate in the said LM's (Market, IHS, 2020).

**Graph 26: annual growth rate from 2010 to 2019**

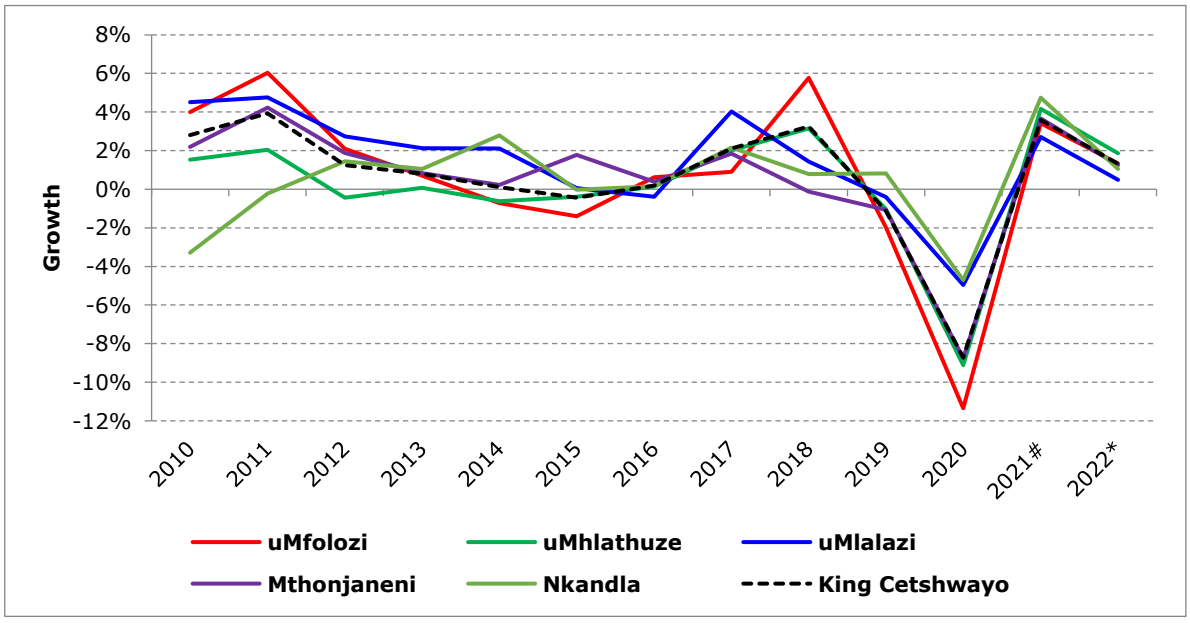



Source: (Market IHS,2020)

### C5.1.3.2 GROSS DOMESTIC PRODUCT (GDP)

The statistical data indicates that there was a steady and gradual increase in Gross Domestic Product from year 2010 to year 2019. In years 2015, 2016 there was a slight decrease. The same trend was observed in 2019. In year 2020 a drastic decrease was observed due to the global covid-19 pandemic. However, in 2021 a gradual increase was noticed, as depicted in the graph below.

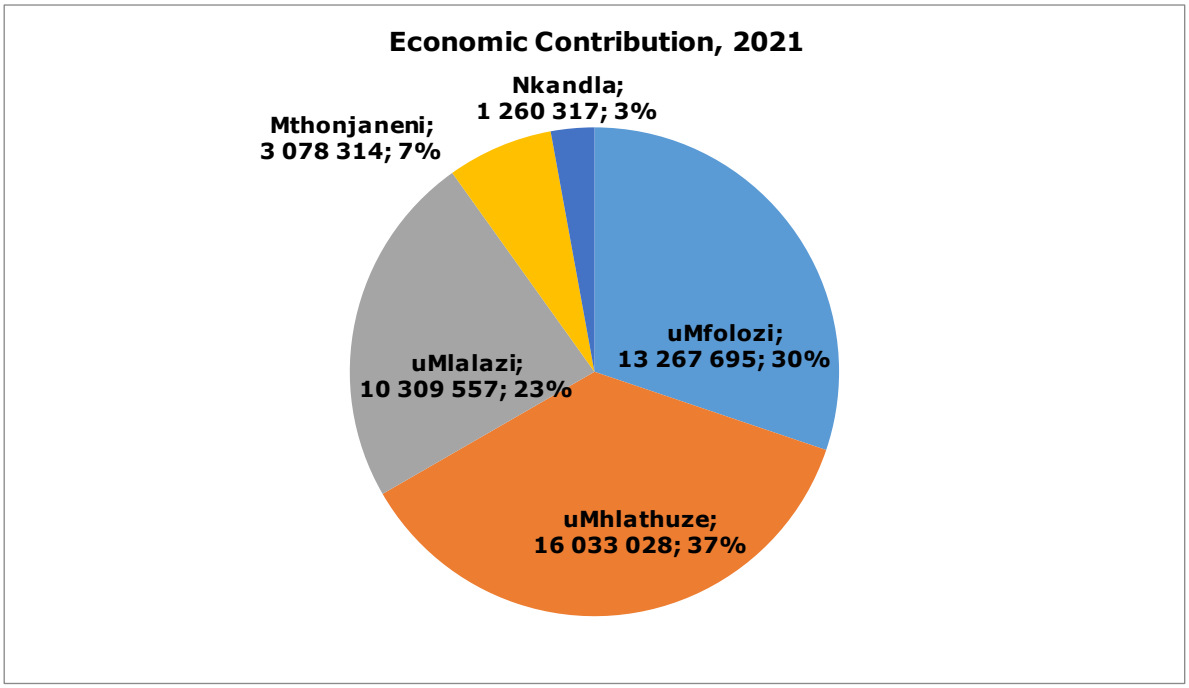
**Graph 27: Gross Domestic Product for KCDM Illustrating a steady increase in GDP**




Source: (Market IHS,2021

**KCDM ECONOMIC CONTRIBUTION AS PER LMs**

The pie chart below indicates the economic contribution in 2021 wherein each LM contributed as follows: Nkandla 3%, Mthonjaneni 7%, uMlalazi 23%, uMfolozi 30% and uMhlathuze 37%.




Source: (Market IHS, 2021)

**C5.1.4 ECONOMIC SECTORAL PERFORMANCE**

The following depicts a sectoral performance in the district. There are nine economic sectors, classified as; agriculture and hunting, mining and metal ores, food beverages and tobacco products, wood and wood products, metal products, machinery and household appliances, construction, retail trade and repairs of goods, land and water transport, real estate, education, health and social work.

**C5.1.4.1 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 center and uMlalazi forming the secondary manufacturing center.

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.

#### C5.1.4.2 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.

Mining, by nature, is unsustainable and the mineral resources of the district are un-renewable. As such mining in the district has a limited lifespan. This said, there are enough untapped mineral deposits in the district to sustain mining operations for another 50 years. Vehement public opposition to the mining of new areas in the district, such as at Fair breeze, however, threatens to significantly curtail the lifespan of the district's mining operations.

#### C5.1.4.3 PORT SERVICES SECTOR

As the third most important town in KZN, Richards Bay boasts the presence of the port of Richards Bay. The harbor 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. It is also the country's primary cargo handling Port. 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.

The relative abundance of unutilised land and water space at the Port, provides significant opportunity for the expansion of Port-related activities. The Port yields KCDM a comparative advantage in attracting major exporting industries to the district.

#### C5.1.4.4 GREEN ECONOMY

The district is promoting green economy through waste recycling, renewable energy, solar energy, ecosystem services, forest management, organic agriculture and the provision of required skills to SMMEs.

#### C5.1.4.5 AGRICULTURE

Agricultural sector is a more concentrated activity and its relative contribution currently is at 6.88% in the district economy. The agricultural sector is of a dual nature, that is commercial and subsistence/ traditional agriculture. The commercial agriculture is based on two main monocrops, namely sugar cane and forestry. The sector is dominated by commercial sugar and timber, mostly grown along the coast, but also extending inland to the Melmoth area. The long term trend is that

rain-fed sugar production is in decline mode, the sharpest decline being in the millers own cane production as well as in small scale growers' production. King Cetshwayo produces mostly rainfed cane; the same trend is not evident in the irrigated cane production in Mpumalanga. 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 through partnership with different stakeholders from public and private sectors coordinates and provides support to the small-scale farmers in the implementation of projects and initiatives that seek to bring more investors that focus in the agricultural related projects. The aim is to develop the economy through radical economic transformation and job creation to benefit the communities within King Cetshwayo District Municipality. The ultimate goal is to grow the small-scale farmers into commercial farmers so that they are able to take opportunities available in the Richards Bay Economic Zone and further participate in the international trade available in different agricultural commodities within the country.

The agriculture unit has potential to grow farmers in the district through the following projects/activities and programmes:

- 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 Farming
- Coal Manufacturing
- Still water processing
- Establishment of Agro-forest
- Capacity Building
- Provision of EPWP to support farmers' production
- Agri-Flea Markets in local municipalities
- Commodity and infrastructure Development (Fish processing plants and its value chain, Mushroom projects, Cannabis production & processing plants and certification and facilitation of development of Mari-culture in the district)

### C5.1.4.5 SMME'S

King Cetshwayo District Municipality reviewed the SMME database in the municipality and is constantly updated. The LED section continues to assist and support the SMMEs and Cooperatives, which have not been registered on the SCM database for the purposes of registration through Central Supplier Database (CSD). 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 adopted an SCM policy that looks into benefiting the previously disadvantaged groups including youth, women and people living with disabilities. The SCM 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 has reviewed the LED Strategy which addresses the following projects/activities:

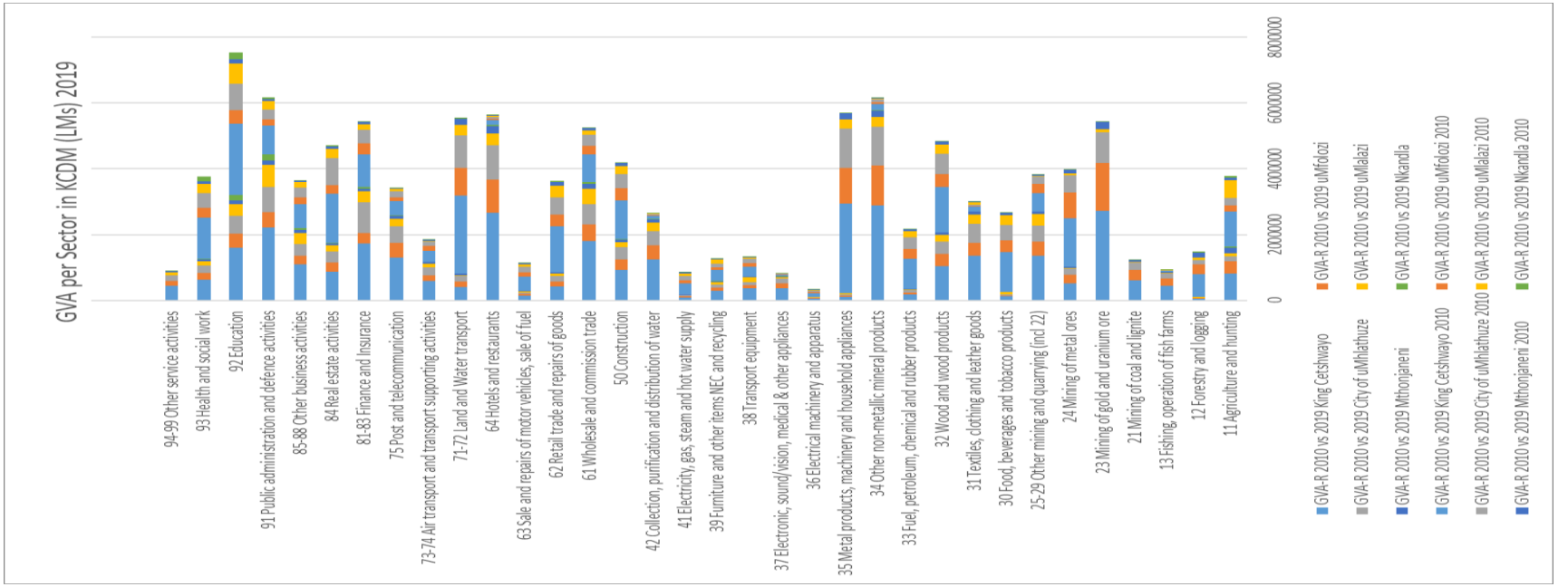
- Expansion of the manufacturing sector
  - by supporting and developing Black Industrialist (clothing and textile, artisans, manufacturers etc.)
  - support existing manufacturing incubators such as Downstream Aluminium Centre for Technology (DACT) where a number of services can be provided (training, access to fund, water, electricity, transport, business premises, etc.)
- Support for small enterprises
  - Facilitate a partnership between SMMEs, cooperatives and local large businesses for procurement purpose.
  - Support the Home-based workers – to get them registered on a database to produce masks and other personal protective equipment (PPE)
  - Support and develop Informal Traders to uplift the informal economy traders with equipment or tools as per their needs

- Support and promote Green Economy initiatives by unlocking the economic potential of the Green Economy and renewable energy projects.
- Hold business or Economic Development Summit in King Cetshwayo, where businesses are invited over, and projects are showcased with the view of attracting investment (SMME Summit)
- Facilitate training for SMME and informal businesses (SEDA or EDTEA programme) with general and technical skills.

- Improving the institutional and policy environment for effective LED
  - Encourage the improvement of intergovernmental relations through information sharing and project feedback.
  - improve the efficiency of the LED 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
- 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
- To prioritise the service provision to rural SMMEs before providing to urban SMMEs.
- 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.
- Unlocking the economic potential of the Green Economy and renewable energy projects.
- The implementation of KCDM Maritime Strategy.

The graphs below indicate the sectors with the highest contributors in rand values such as metal products, machinery and household appliances, wood and wood products, mining and mineral products, health and social work.

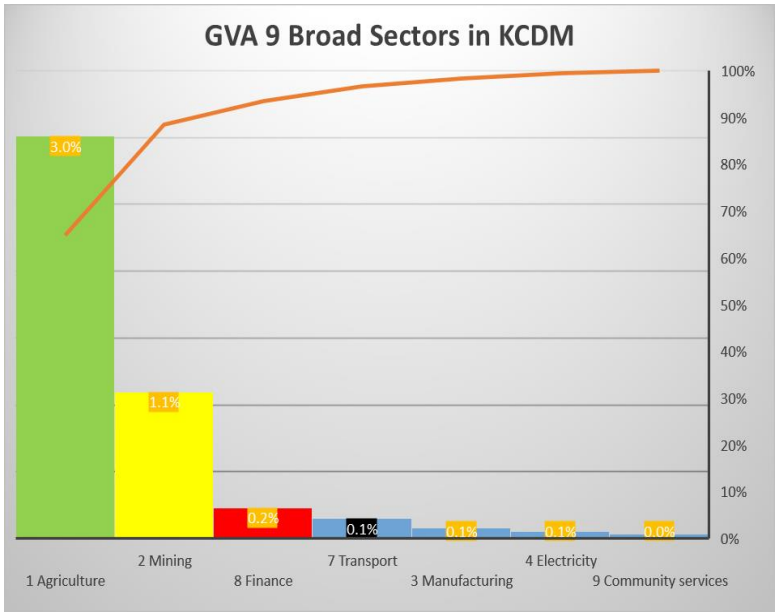
**Graph 28: GVA contribution per sector/LM**




Source: (Market IHS,2020)

The graph below illustrates the overall economic contribution of the sector to the economy. It also shows how the sector performed in percentage terms in 2019. For example, agriculture contributes 30.1% to the overall economic value, however only 3.0% growth rate was achieved in 2019. Other dominant sectors such as mining, finance, transport, manufacturing, electricity and community services are showing a growth rate that is below 1.2% in 2019.

**Graph 29: GVA percentage performance broad sectors**

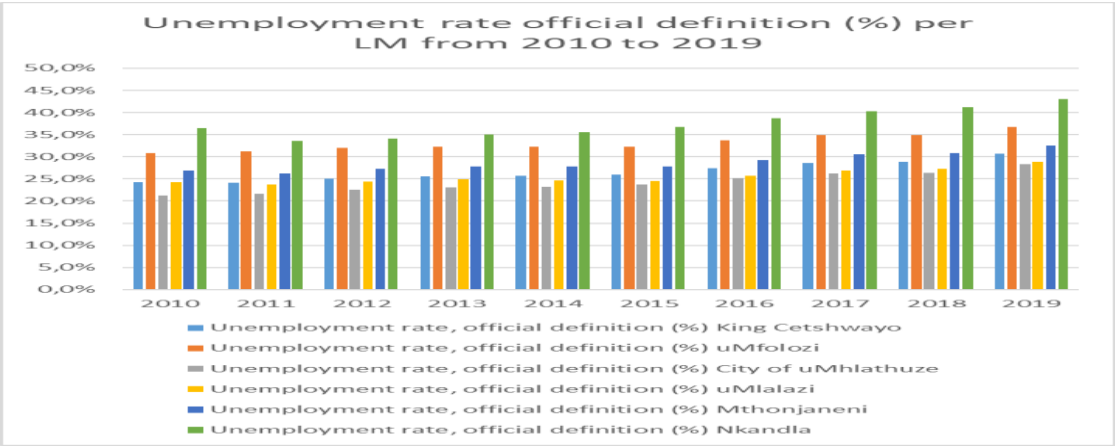



**Source: (**Market IHS,2020)

### C5.1.5 UNEMPLOYMENT RATE

In 2019, unemployment rate was 30.7%, Nkandla local municipality was highest at 43.0% followed by Mfolozi LM. UMhlathuze Local Municipality was better in comparison at 28.3% as demonstrated in graph 5 below. The employment statistics depicts a downward trend. The labour environment was better in 2010 in comparison to 2019.

**Graph 30: Unemployment rate per LM**



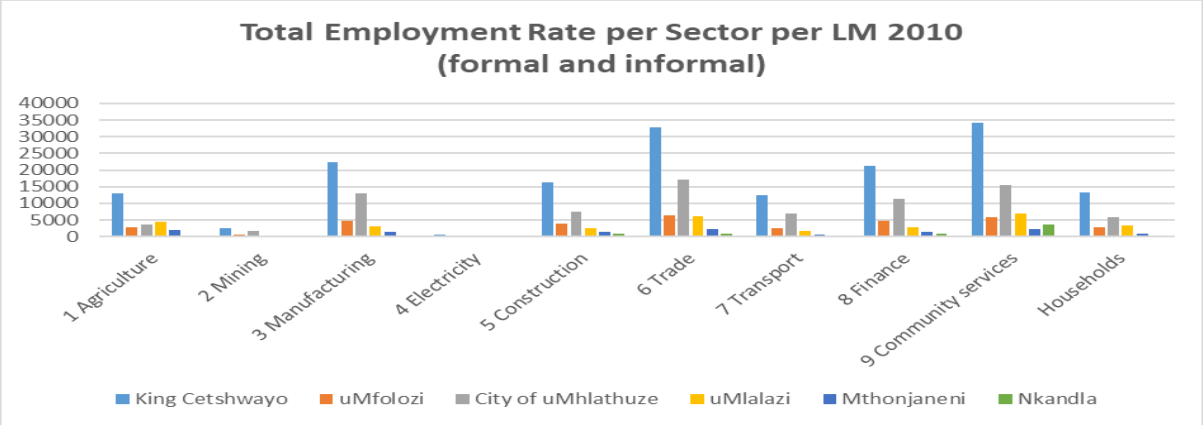

Source:(Market IHS,2020)

### C5.1.6 EMPLOYMENT RATE PER SECTOR

**Employment by Sector:**

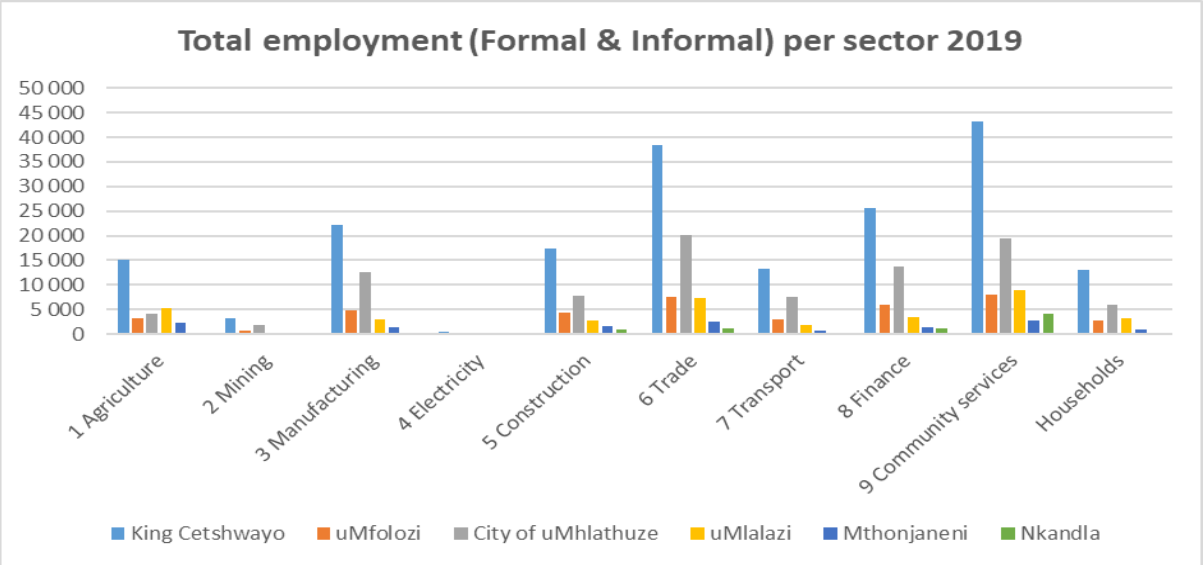
- Information as per 2019 statistics:
  - Manufacturing (27%),
  - Community services (23%),
  - Social and personal Services (15%),
  - Transport, Storage and Communication (14%)
  - Agriculture (6%)

**Graph 31: Total number of employed people per sector in 2010**




(Market IHS,2020)

**Graph 32: Total number of employed people per sector in 2019**




(Market IHS,2020)

**C5.1.7 TOURISM SECTOR**

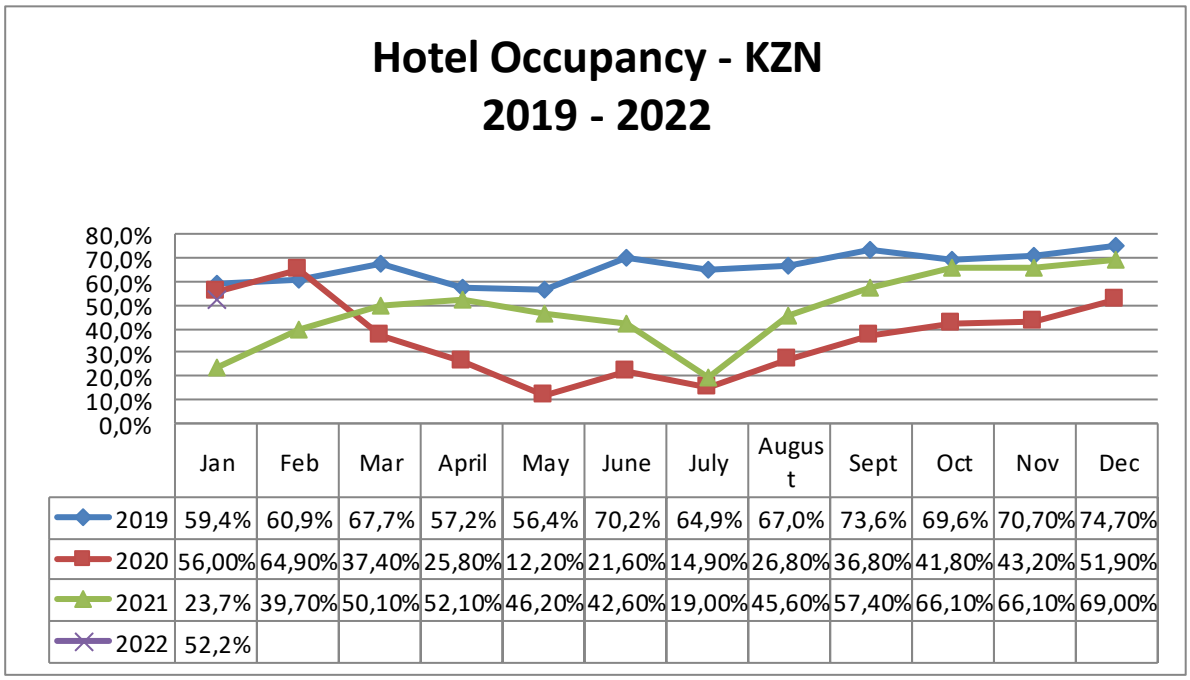
The Tourism Master Plan was reviewed in 2021 and the tourism strategies as identified are focused to improve tourism products which will add value to tourism within the district. Projects as identified from the strategies are in line with National and Provincial strategies and programmes, and will assist 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 and diverse 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.

Taking into consideration the latest figures on bed occupancy, the graphs below indicated the devastating effect of Covid 19 had on tourism. Other influencing indicators are holiday seasons, events and political/social unrest. Since October 2021 for the first time a slight increase in bed occupancy has been recorded.

The international and domestic air arrivals in KZN varied on monthly basis. This data looks at hotel data only. Whereas, BDO looks at other types of data, such as B&B, Guesthouses, lodges etc. It is clear that the recovery in terms of hotel occupancy, that from Oct- Dec 2021, the occupancy was close to that of 2019. January 2022 was also relatively close to 2020 (no lock down in Jan and Feb 2020).




| | Jan | Feb | Mar | April | May | June | July | August | Sept | Oct | Nov | Dec |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 2019 | 59,4% | 60,9% | 67,7% | 57,2% | 56,4% | 70,2% | 64,9% | 67,0% | 73,6% | 69,6% | 70,70% | 74,70% |
| 2020 | 56,00% | 64,90% | 37,40% | 25,80% | 12,20% | 21,60% | 14,90% | 26,80% | 36,80% | 41,80% | 43,20% | 51,90% |
| 2021 | 23,7% | 39,70% | 50,10% | 52,10% | 46,20% | 42,60% | 19,00% | 45,60% | 57,40% | 66,10% | 66,10% | 69,00% |
| 2022 | 52,2% | | | | | | | | | | | |

Source: STR Global

The table below on hotel occupancy as per KCDM indicates a percentage decline from March 2021 to September 2021 whereas in October 2021 it started to pick up.

Hotel Occupancy as per district municipalities

| | March 2021 | April 2021 | May 2021 | June 2021 | July 2021 | August 2021 | September 2021 | October 2021 | November 2021 | December 2021 |
|---|---|---|---|---|---|---|---|---|---|---|
| Amajuba | 27% | 25% | 41% | 28% | 11% | 19% | 41% | 44% | 42% | 43% |
| eThekwini | 51% | 58% | 50% | 41% | 21% | 40% | 58% | 60% | 62% | 69% |
| Harry Gwala | 16% | 42% | 43% | 22% | 10% | 47% | 36% | 40% | 32% | 51% |
| iLembe | 34% | 48% | 28% | 20% | 16% | 19% | 30% | 45% | 39% | 63% |
| King Cetshwayo | 35% | 34% | 25% | 17% | 10% | 15% | 15% | 30% | 36% | 46% |
| Ugu | 31% | 41% | 40% | 31% | 16% | 54% | 30% | 50% | 41% | 56% |
| uMgungundlovu | 33% | 38% | 56% | 37% | 18% | 59% | 43% | 52% | 46% | 55% |
| uMkhanyakude | 30% | 38% | 32% | 22% | 18% | 43% | 38% | 37% | 32% | 53% |
| Umzinyathi | 38% | 25% | 22% | 24% | 10% | 24% | 46% | 31% | 38% | 33% |
| uThukela | 32% | 50% | 53% | 28% | 20% | 45% | 39% | 53% | 30% | 56% |
| Zululand | 31% | 32% | 25% | 7% | 10% | 11% | 18% | 42% | 23% | 37% |
| **KZN** | **33%** | **39%** | **36%** | **27%** | **15%** | **34%** | **36%** | **44%** | **38%** | **59%** |

Source: BDO

The table below indicates drastic decline in international tourists' arrival from February 2020 - December 2021.

**SOUTH AFRICA INTERNATIONAL JANUARY 2020 TO OCTOBER 2021**

| Month | 2020 | 2021 | Diff |
|---|---|---|---|
| Jan | 1 093 268 | 139 134 | -954 134 |
| Feb | 800 815 | 90 165 | -710 650 |
| March | 535 094 | 157 638 | -377 456 |
| April | 29 341 | 177251 | 147 910 |
| May | 0 | 183347 | 183347 |
| June | 0 | 183347 | 183347 |
| July | 0 | 151264 | 151264 |
| August | 0 | 185637 | 185637 |
| September | 0 | 205948 | 205948 |
| October | 73 988 | 247833 | 173845 |
| November | 101 096 | 275647 | 174551 |
| December | 198 054 | 263108 | 65054 |
| | 2 833 676 | 2 262 340 | -571 337 |

Source: Tourism & Migration Report StatsSA

The below table has data from tourists entering the country at the various border posts. The data is captured by Home Affairs, then passed onto StatsSA and then to SAT. The table indicates the tourist arrivals into SA.

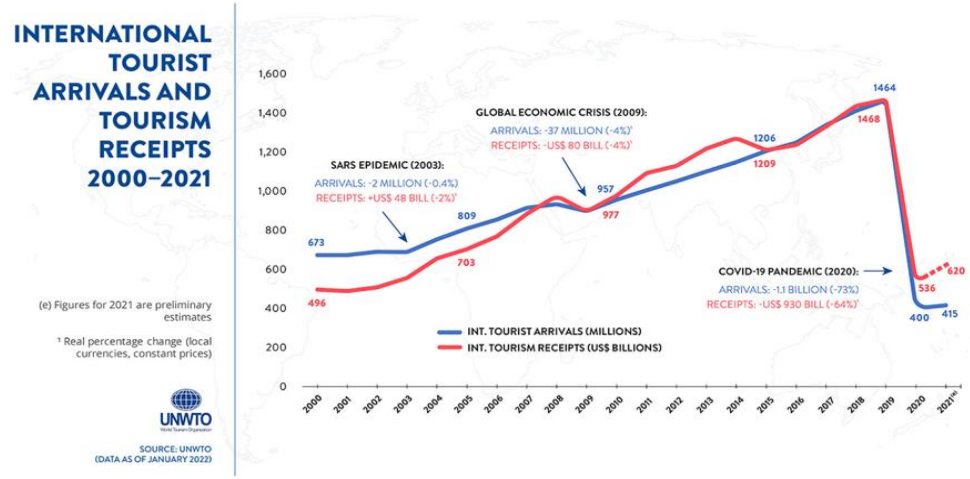
**KZN ARRIVALS**

The table below depicts the drastic decline of tourists' arrival in KZN from March 2020 to December 2021.

| Tourists | 2020 | 2021 | Diff |
|---|---|---|---|
| Jan | 4 358 | 232 | -4 126 |
| Feb | 4 988 | 129 | -4 859 |
| March | 2 101 | 204 | -1 897 |
| April | 5 | 165 | 160 |
| May | 0 | 207 | 207 |
| June | 0 | 261 | 261 |
| July | 0 | 269 | 269 |
| August | 0 | 341 | 341 |
| September | 0 | 419 | 419 |
| October | 184 | 729 | 545 |
| November | 290 | 1405 | 1 115 |
| December | 508 | 14 | -494 |
| | 11 926 | 4375 | -7 551 |

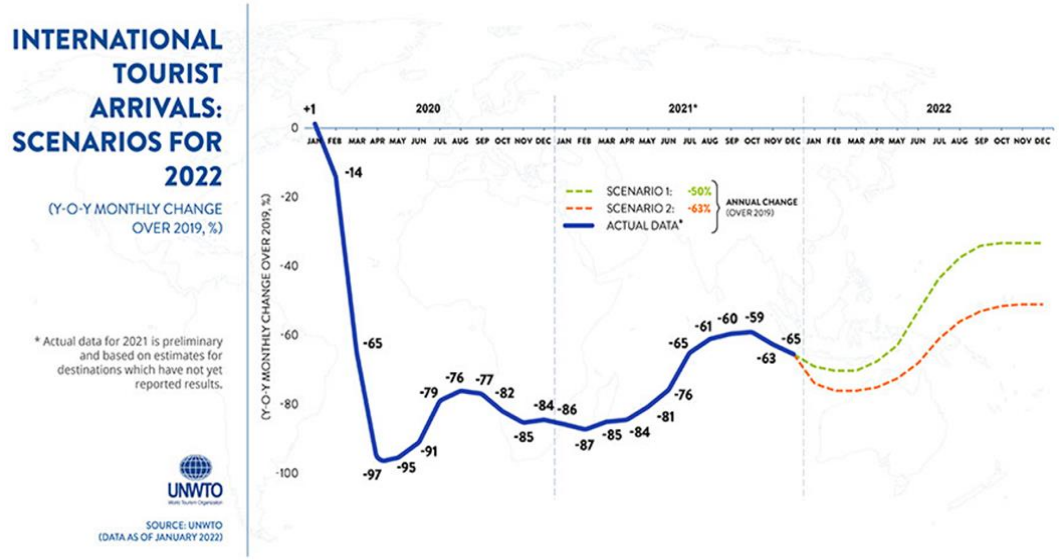
Source T&M: Arrivals through KSIA.

The graph below indicates International tourism arrivals increased to 415mn globally, with receipts increasing to US$620mn, compared to almost 1,5bn arrivals in 2019.




Source UNWTO:

The below graph indicates scenarios that international tourist arrivals could grow by 30% to 78% in 2022 as compared to 2021. However, this is still 50% to 63% below pre-pandemic levels.




Source UNWTO:

**TOURISM MASTER PLAN**

Taking into consideration the latest figures on tourism trends, the existing Tourism Master Plan has the following objectives.

TOURISM OBJECTIVES

| ECONOMIC | SOCIAL | ENVIRONMENT |
|---|---|---|
| Establish KICDM as a primary tourist destination | Create employment | Protect natural tourism assets of KCDM |
| To develop appropriate tourism products, facilities and services | Create opportunities for SMME's | Ensure sustainable use of all tourism resources |
| Grow the levels of local domestic and international tourism to and within KCDM | Facilitate human resource development | |
| Market KCDM'S tourism products to identified target markets | Integrate previously disadvantaged communities into the tourism industry | |
| Complement and cooperate with tourism marketing and development initiatives at | | |

| ECONOMIC | SOCIAL | ENVIRONMENT |
|---|---|---|
| national and provincial levels | | |
| Stimulate and facilitate investment into the tourism industry | | |
| Create a conducive environment for tourism development | | |

**PRODUCT MARKET READINESS**

| Segment description | Matched KCDM Products | Competitive position | Market size | Market growth rate | GAP |
|---|---|---|---|---|---|
| Business Tourism | • Industry | Leader | Medium | Low | • Diversity in industry<br>• MICE tourism related to existing industry<br>• Specialised tours related to existing industry |
| General Leisure Tourism | • Beach<br>• Nature | Follower | Medium | Medium | • Range of family friendly activities<br>• Lack of vibrant waterfront/marina |
| Adventure Tourism | • 4x4<br>• Deep sea fishing | Follower | Medium | Medium | • Range of adventure activities |
| Event | • Limited at | Follower | Large | High | • Lack of |

| Segment description | Matched KCDM Products | Competitive position | Market size | Market growth rate | GAP |
|---|---|---|---|---|---|
| Tourism | present | | | | signature events |
| Nature Tourism | • Forests<br>• Game Reserves | Follower | Medium | Medium | • Lack of development in Forests |
| Niche Tourism | • Birding<br>• Golf | Follower | Small | Low | • Lack of interpretation for niche tourist |
| Culture and Heritage Tourism | • Various sites | Follower | Medium | Medium | • Culture and Heritage attractions that are significantly different from other tourism offering in KZN |
| Nature Tourism | • Game Reserves | Follower | Medium | Medium | • Big 5 Game Reserve within KCDM bounderies |

**Priority Tourism Development Projects**

During a stakeholder consultation workshop the **following five tourism project were prioritised**:

- Route 66 – Birdwatching (Avitourism),
- Forest Reserves – Trail, Hiking, Biking, Accommodation, Activities, Infrastructure
- Events – Big Events – Signature – Cultural & Heritage
- Coastal Development/Rehabilitation and Beach Access/Port Dunford Beach Access
- Rural and Township Tourism – Nkandla/Shakaland/Fort Precinct/ Cultural & Heritage

The remainder of the tourism development projects should also be implemented and are listed below:

- Pursue Big5 Game Reserve in District
- Encourage Cruise Ship Tourism in Richards Bay
- Develop contemporary African Cultural Tourism
- Improve accessibility and visibility of existing attractions
- Develop adventure Tourism in District
- Waterfront Development including the port being a dual-purpose facility offering water sport activities
- Improvements in the Umlalazi Nature reserve
- Maintaining Ongoye forest and Fly-fishing at Phobana Lake
- KwaBulawayo Cultural Centre
- Nature photography
- Botanical studies
- Hiking, Mountain biking and quad biking
- Upgrading historic, memorial and cultural sites in the Nkandla area

**Avitourism**

| **Project Name:** | **Avitourism** |
|---|---|
| Location: | Along Route 66/Zululand Heritage Route and the Zululand Birding Route.<br><br>Route 66/Zululand Heritage Route currently list Ithala Game Reserve, Ophanthe Game Reserve, Ongoye Forest and Dlinza Forest Nature Reserve as birding destinations within the route.<br><br>The Zululand Birding Route is an initiative of BirdLife South Africa and is grouped into three regions that offers 14 self-drive routes. The Southern Zululand region falls within KCDM and lists Eshowe (Dlinza Forest, Prince Dabulamanzi Trail & Lake Phobane), Melmoth (Weni Farm, SAPPI Mooiplaas, Wintershoek & Nkandla Forest), Mtunzini (Ongoye Forest, Theunissen's Dam & Amatikulu Nature Reserve) and Richards Bay (Mzingazi, Richards Bay Harbour, Southern Sanctuary, Empangeni, Thulasihleka Pan and Enseleni Nature Reserve). |
| Description: | Revitalising Route66/Zululand Heritage Route and the Zululand Birding Route by establishing bird hides, erecting signage & interpretation and marketing the route to bird watchers.<br><br>The development should be family friendly by providing interpretation that children can engage with and bird hides with seating and viewing suitable for |

| **Project Name:** | **Avitourism** |
|---|---|
| | children and families. |
| Target Market: | Niche tourists/bird watchers – both international and domestic<br><br>Local residents/bird watchers |
| Objectives: | To revitalise the existing two routes by establishing new infrastructure, signage, interpretation, and marketing.<br><br>To develop and market KCDM as an avitourism destination of choice. |
| Enabling Factors: | Partnership between KCDM, local municipalities and BirdLife South Africa |
| Development Cost: | The development cost will depend on the extent of the development i.e. the number of bird hides built, length of walkways to bird hides, parking required, ablutions required, etc.<br><br>As a benchmark, https://nuwejaars.com/birding/ states that "*It costs R100 for one strip of wood – and we need 400 to build a bird hide*". The material for a basic bird hide would thus be R40 000. This cost excludes labour and any additional infrastructure such as walkways, signage, parking, etc. |
| Timeframe: | One year for planning.<br><br>One year for construction of infrastructure such as bird hides and signage<br><br>Ongoing marketing of the avitourism |
| KCDM's Role: | Working with BirdLife South Africa to identify the most suitable locations for bird hides, signage & interpretation and marketing activities<br><br>Provide funding |
| KCDM's Resources Allocation: | Funding of detailed feasibility study to identify the scope of the development<br><br>Initial capital cost for development of infrastructure, signage and interpretation<br><br>Ongoing cost for maintenance and marketing |

**Forest Reserves**

| **Project Name:** | **Forest Reserves** |
|---|---|
| Location: | Any of the forest reserves throughout KCDM |
| Description: | Development of the forest reserves through the development of trails for hiking and biking, accommodation and infrastructure to provide access and services as |

| Project Name: | Forest Reserves |
|---|---|
| | required.<br><br>The development should be family friendly by providing trails suitable for all ages. |
| Target Market: | Nature Tourists and General Leisure Tourists<br><br>International Tourists, Domestic Tourists and Local Residents |
| Objectives: | To develop the Forest Reserves in KCDM by expanding the tourism product offering in the district |
| Enabling Factors: | Partnership between KCDM and Forest Reserve owners to release land for development<br><br>Partnership with private sector investors to develop the tourism products |
| Development Cost: | The development cost will depend on the extent of the development i.e. the number and size of the accommodation provided, the number and length of the trails, etc. As a benchmark, Aecom's 2021/22 Property & Construction Africa Cost Guide indicate the average building cost per m2 (excluding VAT) for a middle-class residential dwelling is R9 200. At an average size of say 100m2, the building cost would be R920 000. This development cost would be funded by the private sector investor, but any supporting infrastructure such as water and sanitation, roads, etc should be funded by KCDM. |
| Timeframe: | Up to two years for planning if environmental impact assessments are required<br><br>One year for construction of trails and up to two years for construction of accommodation and supporting infrastructure |
| KCDM's Role: | Facilitating the development of the forest reserves through partnership with the landowners<br><br>Funding of supporting infrastructure |
| KCDM's Resources Allocation: | Funding for supporting infrastructure |

**Events**

| Project Name: | Events |
|---|---|
| Location: | Throughout KCDM |
| Description: | The creation of events spread geographically throughout KCDM, as well as spread throughout the year. The events could range for signature events to |

| **Project Name:** | **Events** |
|---|---|
| | small events and annual events to weekly events. Example of events include:<br>• Annual culture and heritage festivals with music, art and food & drink<br>• Monthly family friendly events such as farmer markets,<br>• Quarterly mountain bike races<br>• Monthly trail running races<br>• Seasonal beach festival<br>• Seasonal agricultural festival<br>• Seasonal fishing festival and competitions<br>• Annual automotive festival with vintage cars and a rally through the forests |
| Target Market: | Mainly domestic tourists and local residents<br>International tourists could be attracted if a signature event could be developed |
| Objectives: | To create a full calendar of regular and diverse events to continuously attract tourists to KCDM |
| Enabling Factors: | Creation of events through partnerships with the private sector<br>Marketing of the events to ensure support and visitation |
| Development Cost: | The development cost will depend on the size and type of event. It is recommended that KCDM co-fund the events with the private sector. Proposals for funding of events can be submitted to KCDM, but KCDM should also be proactive to create events during periods where there are currently no events |
| Timeframe: | Between six months and one year to plan an event<br>Continuous marketing of events is required |
| KCDM's Role: | To facilitate the creation and hosting of events |
| KCDM's Resources Allocation: | An event sponsorship budget of R1 million per annum that could be distributed between various events<br>Inclusion of events in the tourism marketing campaign of KCDM |

**Coastal Development**

| **Project Name:** | **Coastal Development** |
|---|---|
| Location: | KCDM coastline |
| Description: | Development of the KCDM coastline through the rehabilitation of existing beaches and the creation of new beach access points. |
| Target Market: | Mainly domestic leisure tourists and local residents |
| Objectives: | To rehabilitate existing beaches and provide more access to beaches |
| Enabling Factors: | Partnership between KCDM and local municipalities |
| Development Cost: | A detailed environmental impact assessment would need to be conducted to ensure the rehabilitation is being conducted correctly. |
| Timeframe: | The planning period could take up to two years if a full environmental impact assessment is to be conducted |
| KCDM's Role: | Facilitating the rehabilitation of existing beaches and the creation of new beach access points in conjunction with local municipalities |
| KCDM's Resources Allocation: | KCDM could contribute to process and/or apply for funding from national and provincial government. |

**Rural and Township Tourism**

| **Project Name:** | **Rural and Township Tourism** |
|---|---|
| Location: | Throughout KCDM |
| Description: | Development of Rural and Township Tourism in KCDM through the rehabilitation of existing attractions in the rural and township areas and creation of new tourism products in the rural and township areas.<br><br>Specific areas and attractions that have been highlighted includes Nkandla, Shakaland and the Fort Precinct. Specific new tourism product highlighted includes Cultural & Heritage attractions and events. |
| Target Market: | Both international and domestic tourists |
| Objectives: | To rehabilitate existing tourism products and develop new tourism products in the rural and township areas of KCDM |
| Enabling Factors: | Partnership between KCDM, local municipalities and communities |
| Development | The development cost will depend on the specific project, but it is |

| **Project Name:** | **Rural and Township Tourism** |
|---|---|
| Cost: | recommended that at least R10 million be budgeted to be able to make a significant contribution. |
| Timeframe: | Up to two years for the planning period<br><br>Up to two years for the building period |
| KCDM's Role: | To facilitate the rehabilitation and creation of new tourism products<br><br>To contribute to the funding of the process |
| KCDM's Resources Allocation: | A budget of at least R10 million to contribute to co-funding of projects. |

**Infrastructure Recommendations regarding Tourism Development Projects**

The specific infrastructure requirements for the priority projects are:

- Avitourism
    - Bird hides
    - Signage and interpretation
    - Parking
    - Ablution facilities
    - Access roads & water, sanitation and energy to site
- Forest Reserves
    - Hiking and biking trails
    - Signage and interpretation
    - Accommodation
    - Parking
    - Ablution facilities
    - Access roads & water, sanitation and energy to site
- Events
    - Depending on the type of events it may be necessary to provide spectator stands and/or permanent stalls for food & beverage and retail and/or parking and ablution facilities

    - Some events may require supporting infrastructure such as access roads & water, sanitation and energy to site

- Coastal Development
    - New access roads
    - Parking and ablution facilities
    - Live saving facilities
- Rural and Township Tourism
    - New access roads & water, sanitation and energy to site
    - Parking and ablution facilities

**Integrated Promotion and Communication Strategy**

In order to communicate the branding and positioning strategy, an effective promotion and communication campaign is required to target the identified market segments. KCDM's promotion and communication campaign should be undertaken within the promotion and communication strategy and campaign of SA Tourism and the KwaZulu-Natal Tourism Authority. The KCDM campaign should piggy-back on these strategies and campaigns in order to maximise the benefit with a limited marketing budget.

It is recommended that the following marketing and communication tools be used:

- Sales visits, workshops and familiarization trips targeted at the travel trade such as tour operators and tour guides.
- Press releases to community, local and international newspapers, online news websites and television and radio stations including community and local radio stations.
- Social media posts to, amongst others, Facebook, Instagram, Twitter and YouTube.
- Creation of a profile of KCDM on websites such as TripAdvisor and encouraging visitors to write reviews to establish KCDM as a must-see attraction. This profile should be managed to ensure that any complaints and negative reviews are answered and addressed.
- Website with all relevant information on facilities and activities, opening times, events, etc. The website should also include a blog which is linked to the posts on social media and press releases.
- Cooperation with SA Tourism and KwaZulu-Natal with joint marketing ventures.
- Collaborative marketing and sponsorships with large corporations or organisations in KCDM.

- Erection of directional signage along the main routes through KCDM, including not only the national highway but also main feeder roads throughout KCDM.

It is recommended that paid advertising not be included in the marketing and communication strategy as the budget could be more effectively spent on more direct marketing and communication channels as described above. The most effective marketing tools to utilise for specific target markets are shown below.

| **Tool** | **International Tourist** | **Domestic Tourist** | **Local Resident** | **Tourism Trade** |
|---|---|---|---|---|
| Sales visits, workshops & familiarization trips | | | | X |
| Press Releases | X | X | X | X |
| Social Media | X | X | X | X |
| Profiling on social media | X | X | X | |
| Website | X | X | X | X |
| Cooperative and collaborative marketing | X | X | X | X |
| Directional signage | | X | X | |
| Personal meetings | | | | X |
| Working groups | | | | X |
| Stakeholder engagement meetings | | | X | X |

### C 5.1.11 FILM AND PHOTOGRAPHY

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 and 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 PRODUCTION 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

**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 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**

- Sector Information Sharing Seminar
- King Cetshwayo Film Indaba
- Establish a Film Forum / Filmmakers Association
- District Public Film Screenings
- Package District Location Stills / Online District Magazine to market locations
- Advertise to employ 2x Sector Interns for R5000 monthly stipend (new intern every year to give graduates in the Sector work experience)
- Delegation of Filmmakers to DIFF - Durban International Film Festival
- Purchase Stand from DFM/DFO at DIFF to Market the District
- DGDP strategy / IDP Document (5-year strategy)
- Annual DISCOP District Delegation Attendance in Johannesburg
- Register as member of Association of Film Commissioners International / Plan to attend with S.A Delegation
- King Cetshwayo Executive and Political Delegation to Cannes International Film Festival in France (District Mayor/ MM, P&ED Portfolio Chairperson / 2 Councillors from EXCO / P&ED DMM / Senior Manager and Sector Specialist for executives of the municipality to have a better understanding of the Sector.
- District Filmmakers Delegation attendance to Cannes International Film Festival

**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
- Attendance to AFRIFF (Nigeria's Film Festival)

**Long Term Plan**

**PROJECT DESCRIPTION: KING CETSHWAYO FILM CLUSTER**

The King Cetshwayo District Municipality cluster is a project that needs to be established with a purpose to assist filmmakers in having a home base within the district for the making of their films. It is a space that will allow filmmakers to network with each other and have easier access to the activities that happen within the KCDM Film and Photography sector.

Any filmmaker with the passion for creating magic and the need for film facilities will be able to make use of the KCDM 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 project requires office space to be leased of 2 floors. The 1 floor will be the reception area, welcome area of the KCDM Film Cluster and would also consist of a lot of sharing space in the form of hot desks, sound studio, edit suites and equipment available for hire.

The building to be leased will compromise of the following spaces

| FIRST FLOOR | SECOND FLOOR |
|---|---|
| ○ Reception area | ○ Kitchen |
| ○ Canteen (with Refrigerator) | ○ Hot desk area (sharing for 4 people) |
| ○ Kitchen (with Microwave) | ○ Canteen |
| ○ Meeting room with Projector screen (To seat at least 10 people comfortably) | ○ Training Room (To accommodate about 100 people) |
| ○ Resource Centre (To be shared by 4 people) | ○ Cinema (50 seater) |

| | |
|---|---|
| ○ Kings Lounge: Open plan area (sharing for 22 people) | ○ Office 1 (7.5 square metre) |
| ○ Sound Studio (with pro-tools) | ○ Office 2 (7.6 square metre) |
| ○ Studio Office (occupied) | ○ Office 3 (7.3 square metre) |
| ○ Equipment office (occupied) | ○ Office 4 (11 square metre) |
| ○ 3 Edit Suites (equipped with premier pro and final cut 10) | ○ Office 5 (11 square metre) |

**BUILDING MAINTENANCE REQUIREMENTS**

**This includes (but is not limited to):**

- Electricity
- Water and Sewerage
- Cleaning
- Security
- Connectivity to Internet (5 gigs per month) additional usage will be charged separately.
- Access to a printer (paper usage will be charged separately)
- Access to a landline (outgoing calls to be charged separately per usage)
- Reception Facility
- meeting room
- 1 Access cards
- 24hr access

### C5.1.2.10 SUMMARY COVID 19 ECONOMIC SECTOR CHALLENGES AND OPPORTUNITIES

- Dominant Economic Sectors severely affected, i.e. Tourism, Entertainment Industry etc.
- Rising Unemployment rate: expected retrenchments
- Relief or business financial support, not accessible to SMME's or received by a small percentage of businesses.
- Digital economy - e-commerce, home entertainment: some industries and SMME's not prepared for sudden change of doing business, adjustment to virtual connections (virtual meetings, conference)
- ICT industry opportunity for growth and investment (need to invest in broadband infrastructure and ICT Network)
- **Covid 19 introduced new trends:**
  - **Focus on health and hygiene:** Positive impact on pharmaceuticals and food industries, however, limited investment and innovation in the sector.

## C 5.1.3 STRATEGIC GOALS AND OBJECTIVES FOR LED

### C5.1.3.1 LED STRATEGIC ALIGNMENT

Under the National KPA: Local Economic Development, KCDM has the strategic goal which is the radical inclusive & sustainable local and Rural Development.

Objectives are:

1. To promote agricultural development and food security through
    - Implementation of sustainable agricultural support plans & initiatives
2. To capacitate SMMEs and Cooperatives to enable the creation of jobs by
    - Training, Support and development of entrepreneurs for the creation of sustainable job opportunities
3. To develop, market & promote investment & tourism through
    - Promotion, development & marketing of Tourism products
    - Enhancement of Investment opportunities
    - Promotion of film development and other creative arts
4. To develop skills & research capability for the promotion of formal & informal sectors through
    - Development & implementation of LED & Tourism Strategies
    - Facilitation of skills development across all economic sectors

### C5.1.3.2 STRATEGIC INTERVENTIONS

The District Development Agency that is currently being established will assist the district in responding to investment attraction, implementation of catalytic and strategic projects that will contribute to job creation.

- to identify and implement programmes and projects targeting the informal economy.
- to upscale initiatives for SMMEs and Cooperatives development. There is a need for incubation programs.
- As a Family of Municipalities in King Cetshwayo, there is a need to develop a Monitoring and Evaluation Plan to track progress and effectiveness of social and economic interventions employed.
- COVID 19 pandemic has brought active economic sectors to a standstill. Economic Recovery Plans being crafted as a response to the economic difficulties.

### C5.1.3.3 ECONOMIC RECOVERY PLAN

KCDM has drafted and adopted the economic recovery plan with the following objectives:

1. To revitalise and transform the economy of the district to achieve sustainable growth and employment creation.
2. Facilitate and coordinate access to relief funding to business and SSME's.
3. Identify economic sectoral opportunities and interventions.
4. Action short, medium and long term operational plan to address the economic impact **caused by Covid 19 crisis with relevant stakeholders.**

Pillars of Economic Recovery plan

1. Social and economic transformation (collaboration of public and private sector).
2. Improve performance of economic sectors, especially the dominant sectors in the district.
3. Investment in infrastructure to enable growth and development.
4. Investment promotion, aftercare and business retention services.
5. Job creation and re-skilling.
6. Policies to improve SMME's access to markets and business opportunities.
7. Skills development to ensure capable workforce and striving business organisations.

### C5.1.4 LOCAL ECONOMIC DEVELOPMENT INITIATIVES/ EPWP

The Expanded Public Works Program (EPWP) is a nation-wide government-led initiative aimed at drawing a significant number of unemployed South Africans into productive work in a manner that will enable them to gain skills and increase their capacity to earn income as well as develop their community and country. South Africa's EPWP requires that public funds are spent in a way that more actively creates opportunities for the perennially unemployed to secure work and an income.

The Municipality has participated in the implementation of EPWP since its inception in 2004, maximizing job creation, skills development, provision of assets and services.

**Strategic Intent of EPWP as Part of Public Employment Programmes**

Public Employment Programmes (PEPs) have a long history of being utilised to address such as labour market disruptions and recession.

Internationally, PEPs are seen as part of on-going employment and social protection policies used to create short-medium employment opportunities for vulnerable groups in society.

The GDS agreed that EPWP must not displace existing permanent jobs and opportunities must be on real demand for services.

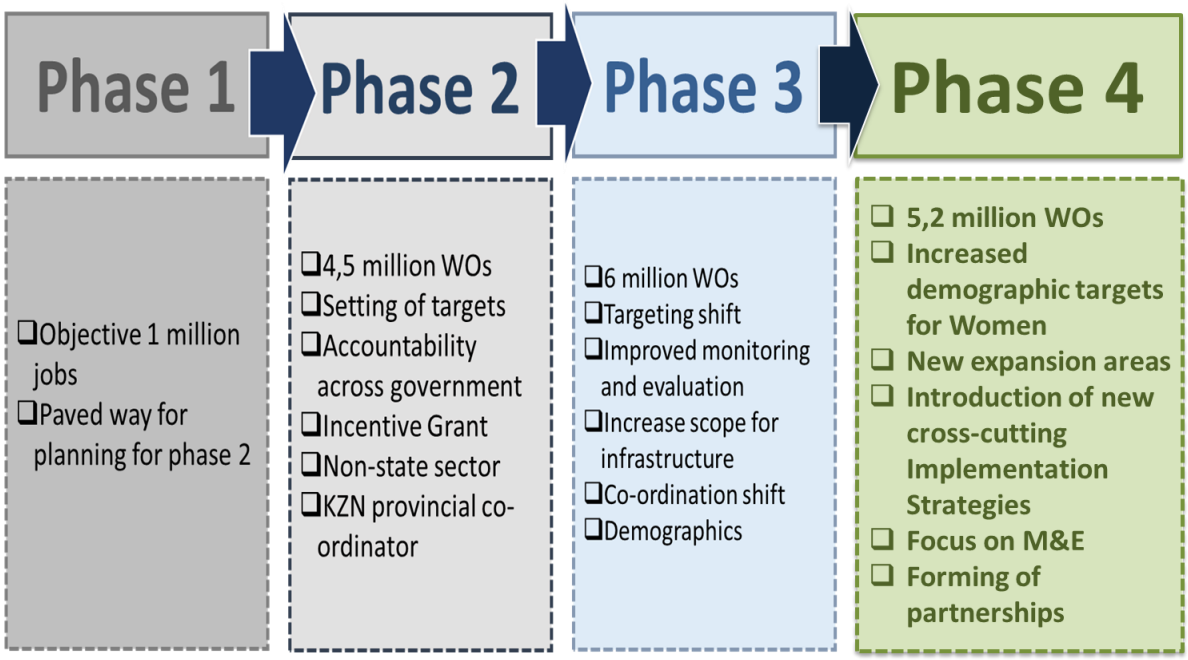



It aims to draw significant numbers of unemployed people into productive work accompanied by training.

The EPWP is a nationwide programme covering all spheres of government and state-owned enterprises

The programme involves re-orientating line function budgets & conditional grants for govt. expenditure to result in creation of work opportunities

EPWP was introduced in 2003 as one of government's major public employment programme under the Anti-Proverty Strategy.




**The Strategic Focus for EPWP Phase 4 and its Framework**

- In the National Development Plan 2030, the EPWP is positioned to contribute to Government's goals of alleviating poverty, developing local communities, providing work opportunities and enhancing social protection.

- Chapter 11 of the NDP states that the vast majority of the unemployed currently have no access to social protection and that the EPWP as a Public Employment Programme (PEP) can play an important part in reducing this gap, especially if it is able to increase its scale further. The EPWP will contribute to these different broader social protection functions through:

    i. The increased focus on community-driven programmes in the EPWP Phase 4 through programmes such as the CWP will also allow this economic stimulus to contribute towards addressing the legacy of apartheid spatial inequality

    ii. Targeting the poorest areas, consolidating and strengthening productive activities in marginalized local economies.

    iii. The focus on community-driven programmes will create a platform for all of the above to converge and broaden the level of the programme positive impacts.

**EPWP and National Minimum Wage (NMW)**

- The EPWP has been exempted from 100% payment of the National Minimum Wage (NMW) introduced by government at R20 per hour but has been allowed to pay a minimum daily wage which is R11 per hour (55% of the National Minimum Wage).

- But even before the EPWP wage and NMW converge, the effects of the NMW could be both disruptive and positive for the EPWP.

The most obvious disruption from the introduction of the NMW is that even though the legislation on the NMW currently clearly exempts the EPWP, its introduction will introduce a new wage floor in the South African labour market.

- ❖ The EPWP is to create 5 million work opportunities over the five years maintaining the current funding, the programme would require a total of R57 billion for wages.
- ❖ If the EPWP is to comply fully with the NMW, the programme would require an additional R32 billion on wages to achieve the 5 million set target.
- ❖ Should there be no additional funds available and the EPWP is expected to adhere to the NMW with the same budget of R57 billion, the programme would lose a total of 1.9 million work opportunities.
- ❖ The programme would therefore create only 3.3 million work opportunities over the five-year period.

**Table 51: EPWP SECTOR PROGRAMMES**

| **Infrastructure -Coordinated by Department of Public Works** | **Social - Coordinated by Department of Social Development** | **Environment & Culture - Coordinated by EDTEA** |
|---|---|---|
| • Capital/Provincial Infrastructure development<br>• Facilities & Infrastructure<br>• Arts centre, Theatre & Camp<br>• Housing Development<br>• Transport Infrastructure<br>• Vukuphile Learner ship Programme<br>• National Youth Service<br>• Small Town Rehabilitation<br>• Corridor Development<br>• Disaster projects<br>• Traditional administration centres | • Siyazenzela Community Projects<br>• Mobile Library Units<br>• School Crossing Patrol Programme<br>• Educational Health & Welfare Community Services<br>• Home-based Community Care<br>• Early Childhood Development<br>• Volunteer & Social Crime Prevention<br>• Mass Participation Programme (SSMPP, Siyadladla, Club Development) | • Natural resource management programmes<br>• Food for waste programme<br>• Integrated greening programme<br>• Cleaning of municipal areas<br>• Parks and gardens maintenance<br>• Working for water |

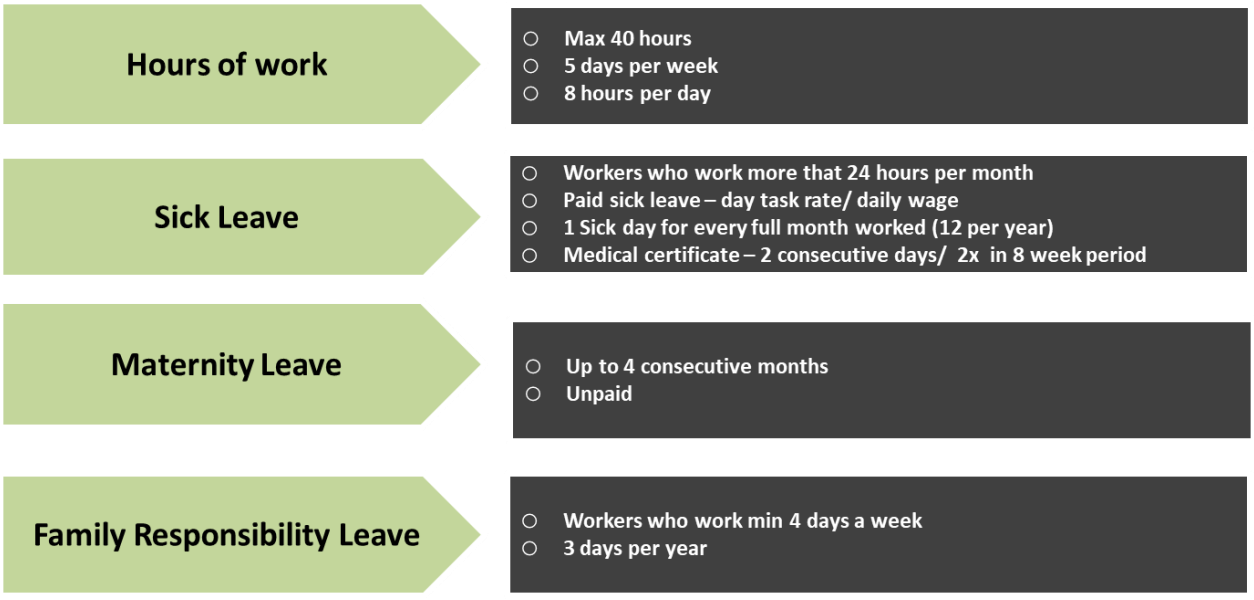
| Non-State Sector: CWP - Coordinated by National Department of Cooperative Governance | Non-State Sector: NPO - Coordinated by National Department of Public Works and Infrastructure |
|---|---|
| Programmes targeted at a specific area that will generally involve a large range of different activities identified as necessary and beneficial work by the community in consultation with local government | To be delivered by non-state bodies that have a specific focus area such as:<br>• Health care<br>• Child care<br>• Community safety |

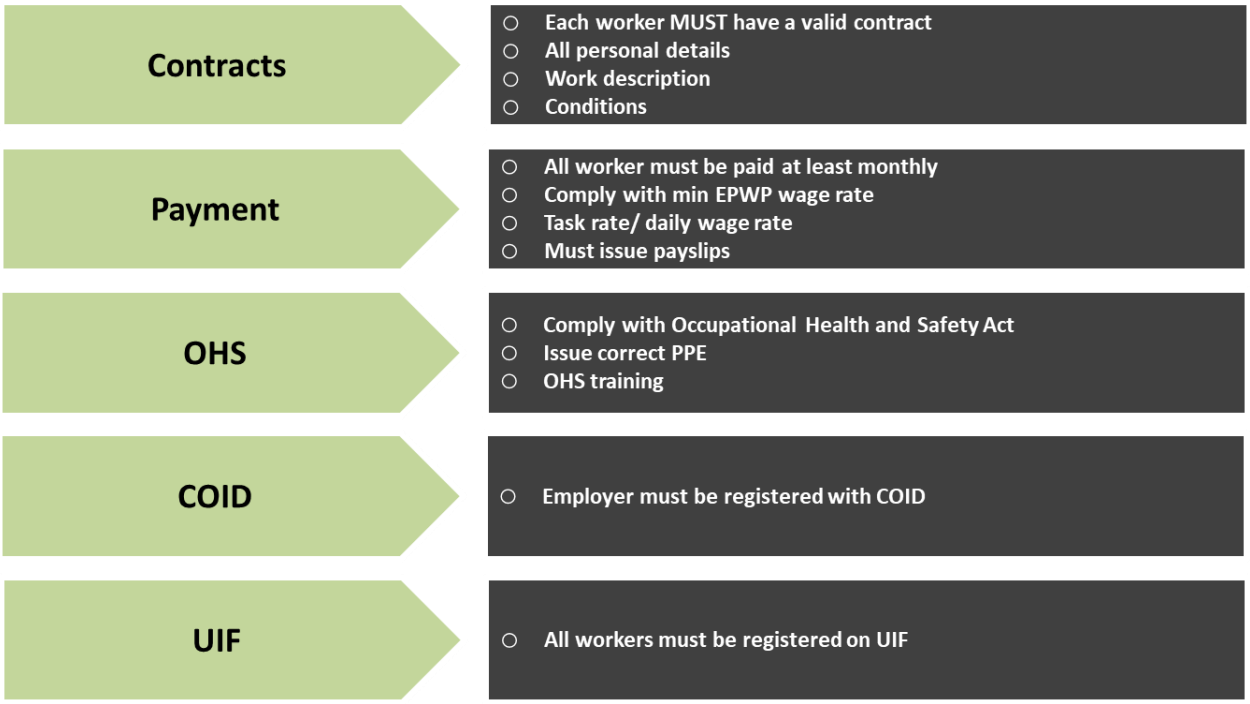
**MINISTERIAL DETERMINATION**

**(Establishes conditions of employment for employees in EPWP)**

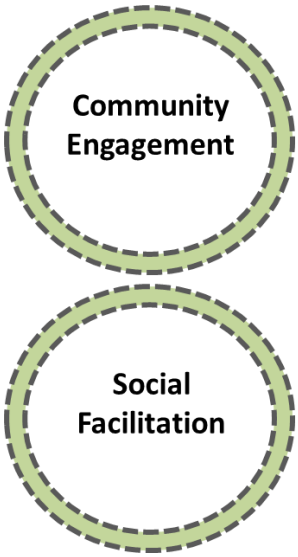
**Beneficiaries are employed on a temporary basis**

**Summary of the employment conditions;**






**BENEFICIARY SELECTION**




**Approved National Recruitment and Selection Guidelines in place as guide**

**Utilise existing community structures**

**Inform local community**

**Appoint Community Liaisons Officer**

**Open, fair & transparent**

**Table 52: EPWP Phase 4 targets for KCDM**

KCDM EPWP targets are reflected in the table below: **KCDM 5-YEAR TARGET**

| FINANCIAL YEAR | TARGET Work Opportunities | TARGET Full Time Equivalent (FTEs) | ACHIEVED Work Opportunities | ACHIEVED Full Time Equivalent (FTEs) |
|---|---|---|---|---|
| 2019/20 | 1140 | 395 | 1193 | 511 |
| 2020/21 | 1152 | 400 | - | - |
| 2021/22 | 1159 | 402 | - | - |
| 2022/23 | 1162 | 404 | - | - |
| 2023/24 | 1168 | 406 | - | - |
| **TOTAL** | **5782** | **2008** | **-** | **-** |

The table below reflects the National targets per Sector:

**Table 53: KCDM SECTOR TARGETS**

| | | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|---|---|---|---|---|---|---|
| **Infrastructure** | WO | 910 | 918 | 920 | 921 | 921 |
| | FTE | 301 | 303 | 304 | 304 | 304 |
| **Environment & Culture** | WO | 134 | 138 | 142 | 146 | 151 |
| | FTE | 58 | 60 | 62 | 63 | 65 |
| **Social** | WO | 96 | 96 | 96 | 96 | 96 |
| | FTE | 37 | 37 | 37 | 37 | 37 |
| **TOTAL** | WO | 1 140 | 1 152 | 1 158 | 1 163 | 1 168 |
| | FTE | 396 | 400 | 403 | 404 | 406 |

**Table 54: EPWP Implementation and Coordination**

KCDM is currently implementing the following programmes/projects for the coming Financial year, see the table below: -

| No | Project Name | Budget 2020/2021 | Start Date | Targeted WO | W/O Achieved to date |
|---|---|---|---|---|---|
| **1** | Infrastructure – Network Operators (IG funded) | R 5,276,000 | 01 July | 149 | 149 |
| **2** | Facility Maintenance (Internally funded) | R283,264 | 01 July | 0 | 22 |
| **3** | Car Wash Service (Internally funded) | R120,000 | 01 August | 0 | 1 |
| **4** | CoVID-19 implementation (Internally funded) | R 72,000 | 01 August | 0 | 4 |
| **Total** | | **R5,751,264** | | **149** | **176** |

EPWP to provide an intervention for the employment of Network Operators required by the Municipality in the 2020/2021 financial year (FY) as the Municipality takes over operations from the Support Service Agent. The 2020/21 EPWP Integrated Grant allocation will be utilized to fund the EPWP Network Operators intervention project. KCDM requires a total of 508 Network Operators. The funds available from EPWP will be able to fund 147 Network Operators, additional funds to be sourced for the balance.

**EPWP Grant Allocation and Expenditure for 2020/2021 FY**

The EPWP Integrated Grant allocated to King Cetshwayo for 2020/21 financial year is R5,276,000.00. First tranche of R1,319,000.00 (25%) of the grant amount was disbursed in August 2010 and (45%) R2,374,000.00 received in November 2020. A further 30% was received in February 2021. The total expenditure to date as at December 2020 is R2,529,198.00, The remaining R2,746,802.00 will be utilized for January and June 2021 salaries.

Local Economic Development Projects for 2021/22 are attached on the KCDM IDP Implementation Plan with the estimated budgets. Below are the catalytic projects with economic effects in the district.

**Table 55: KCDM CATALYTIC PROJECTS (ECONOMIC)**

| PROJECT | DESCRIPTION |
|---|---|
| **Harbour Expansion: Container Terminal** | This intend to take advantage of the opportunities expected to be provided by the Port Expansion initiative, Further the nearest container terminal is in Durban and Maputo which are both congested and not convenient for the anticipated growth locally and nationally |
| **Palm Oil Refinery** | This is part or the IDZ/SEZ development which will utilize proximity to the harbor for export/ import opportunities provided by the IDZ |
| **Zulti South Mining Project** | The Dune mining activities has long been a backbone of the district economy and as the current mining areas get depleted, new ones are being identified to ensure that the economic activity is sustained. This is a critical job creation activity in the District |
| **Techno Park (Game Changer)** | This is part of the IDZ/SEZ development that will be supportive of SEZ/IDZ activities in line with the 4$^{th}$ industrial resolution |
| **Aluminium Hub (Major enabler)** | District is known as a major manufacturing area and with established smelters, this contributes to the District and provincial economy in a major way |
| **Nsuze irrigation (Major enabler)** | With good soils and weather, a scheme that allows for irrigation enhances the agricultural capability of the district to ensure that it remains food secure |
| **Richards Bay Waterfront Dev. (Major need)** | This is a natural opportunity which is not fully exploited. Water front Developments are major economic and Tourism attractions. District is taking advantage of this opportunity to strengthen the existing hotels, restaurants and harbor facilities in the area. A precinct plan for current and future development of this area has been developed and will guide sustainable development going forward |
| **Agro processing Precinct (Game changer)** | District has good all year round climate that is conducive for a variety of agricultural produce and hence Agro processing is considered a much needed value adding facility to ensure creation of more jobs and strengthen the manufacturing capability of the district |

### 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. The prioritization and adequate provision of the Municipal Health Services in the district will strengthen the prevention of health hazards and epidemics, thus leading to healthy communities. As such, community upliftments and health awareness in matters of gender, HIV/AIDS and 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 school's 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 56: 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 57: 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**

### 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.

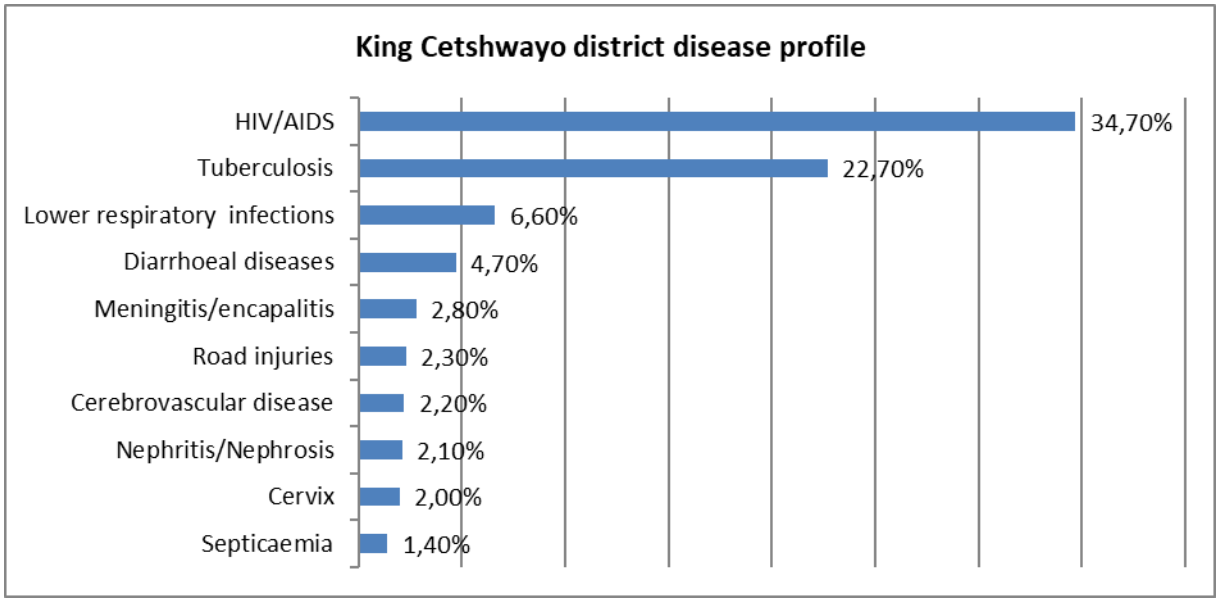
**Impact of HIV/AIDS on development**

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. The 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 33: King Cetshwayo leading causes of mortality in the total population**




**Source: DHB**

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 complicate 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 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 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:**

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.

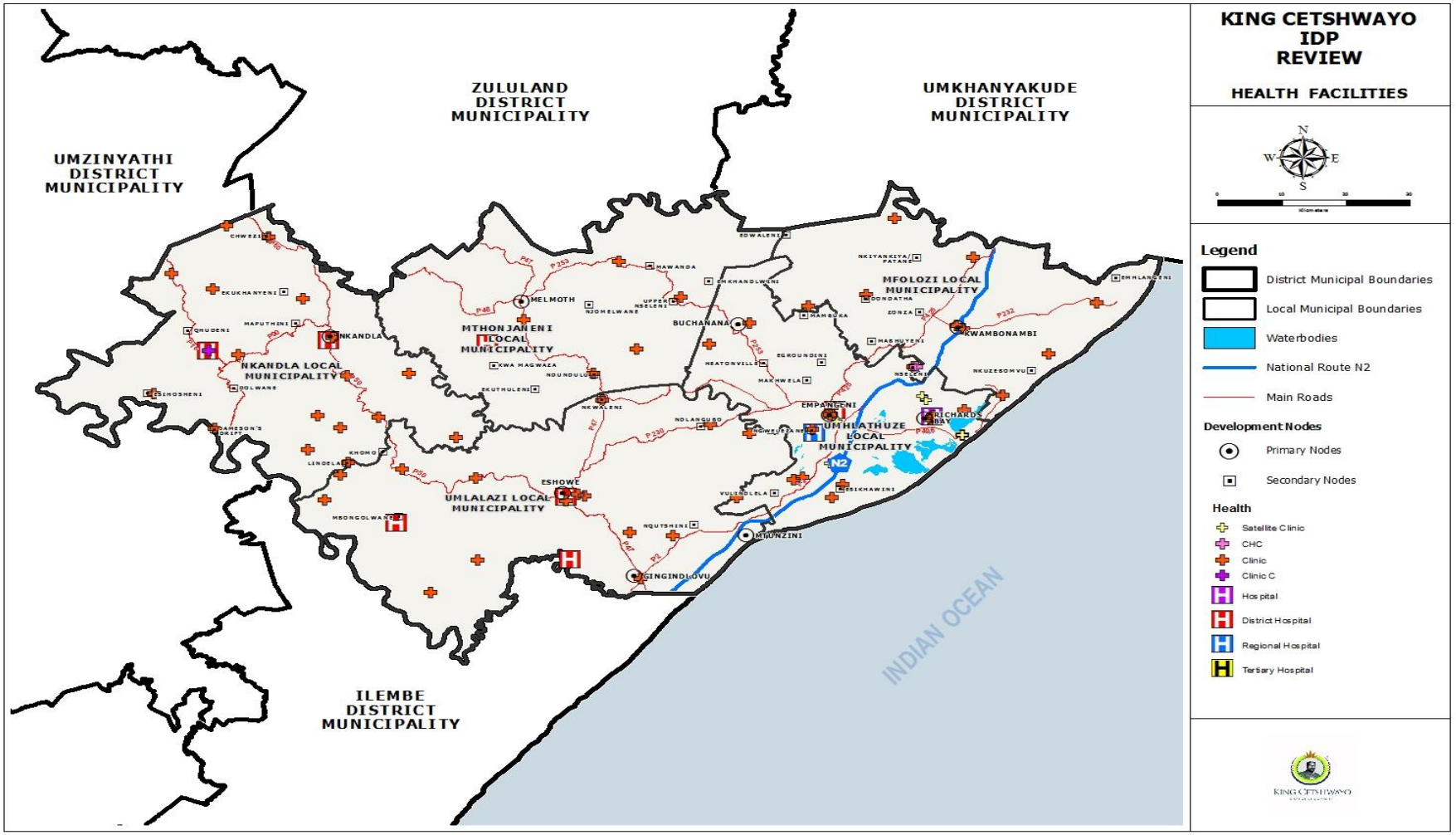
**Table 58: Health Facilities per Municipality**

| 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 |

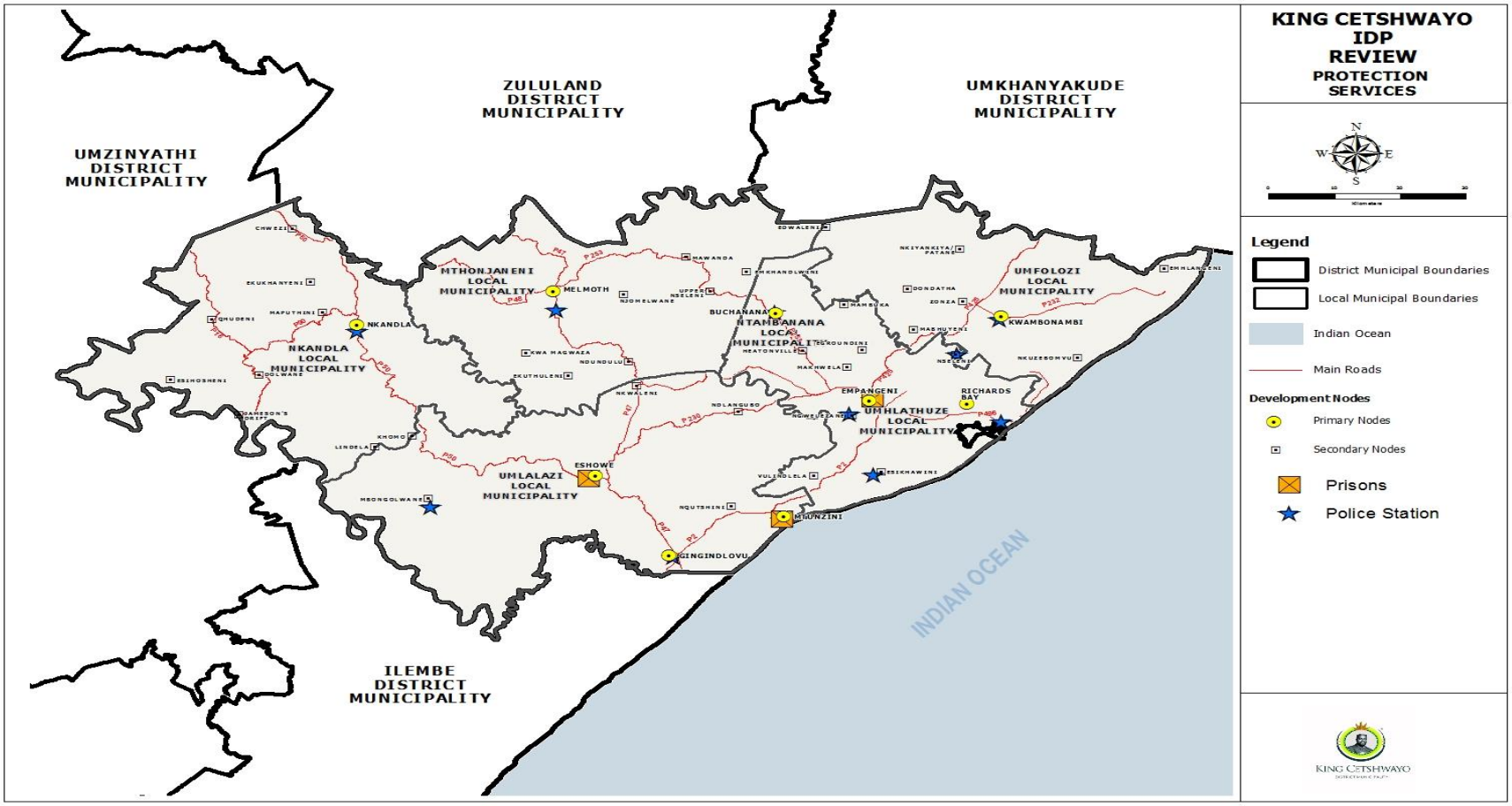
**Source: DHP 2017/18**

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 remain 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.

**Map 46: Health Facilities**



**Map 47: 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.

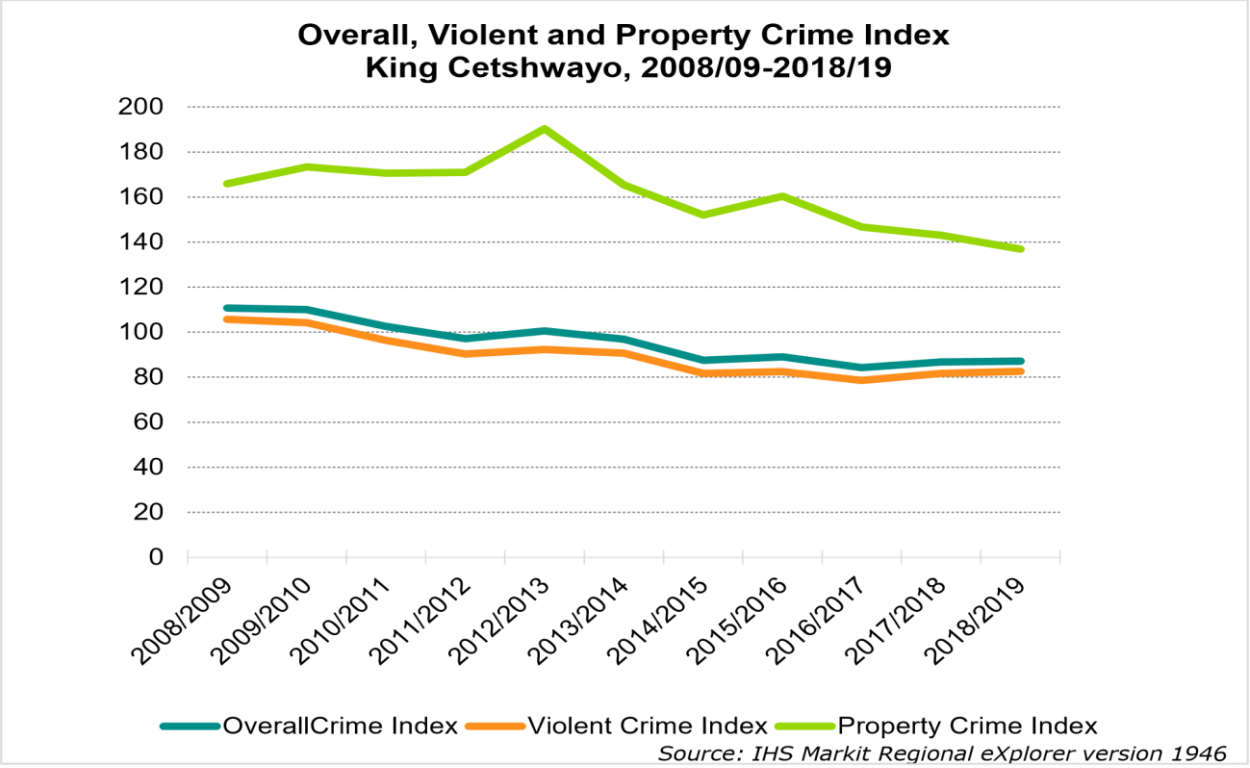
**Table 59: Protection Services**

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

*Source: KCDM GIS*

With 13 police Stations for period 2008/09 to 2018/19 the overall crime rate has decreased at an average annual rate of 2.37% within the KCDM. Violent crime decreased by 2.44% since 2008/09, while property crimes decreased by 1.91% over. Provincially KCDM has the second highest overall crime index at 87.1 %

**Graph 34: Overall violent and Property Crime Index**



## 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. King Cetshwayo District Municipality will also host an Annual King Cetshwayo June which is a Rural Horse Riding Competition with an aim to boost the economy of the district and to promote horse riding as a sport.

### C5.3.2 PROGRAMMES FOR THE MARGINALISED/VULNERABLE GROUPS

Forums are to be 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. These are: Youth Council, Disability Forum, Senior Citizens Forum, Gender Forum, Children's Rights etc.; all of these Forums should meet quarterly 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 King Cetshwayo District Youth Strategic Planning Session will be held in order to allow youth from all municipalities within King Cetshwayo District and stakeholders to craft a five-year strategic document for implementation by the District. To guide leaners to choose their subjects and careers wisely, the King Cetshwayo District Municipality will conduct the Career EXPO in all five municipalities.

## 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. The Municipal Health Services plays a vital role in ensuring compliance of the Early childhood Centres with the Environmental Health legislation within the district.

## C5.9 ARTS, CULTURE AND HERITAGE

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 District Prayer Day, 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**
  - The Municipal Health Services is equipped with qualified and competent Environmental Health Practitioners to perform the municipal health services functions in all five local municipalities in the district
  - All the municipal health services programs are aligned with the National Environmental Health Norms and standards
  - All the municipal health services are responsive to the needs of the KCDM communities
  - Employment of additional Environmental Health Practitioners will enable the KCDM Municipal Health Services to comply with the World Health Organisation's requirements, of 1 EHP to 10 000 population

- **Special Programmes**
  - Strengthening of awareness campaigns at ward level on vulnerability matters
  - Alignment of programmes with Provincial and national guidelines

### 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

- **Environmental & Health**
  - Shortage of staff rendering EHS thus hampering service delivery
  - EHS funds being used for non-environmental health matters
  - Inadequate of vehicles and office accommodation
  - Poor Law enforcement due EHPs not appointed as peace officers
  - No permanent network infrastructure for Nkandla, Mthonjaneni, uMlalazi offices

Threats

- Environmental Health

- Shortage of staff may result in underservicing of the KCDM communities
- Inadequate municipal health services could result in health hazards and epidemics

Opportunities

- Environmental Health
  - Employment of additional Environmental Health Practitioners will enable the KCDM municipal health services to comply with the World Health Organisation's requirements, of 1 EHP to 10 000 population.

- **Special Programmes**
  - Shortage of staff
  - Limited resources e.g. laptops
  - Non adherence to work plans or programmes

# C6.0 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

6.1 Financial Viability & Management Analysis

## C6.1.1 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

The capital spend in the 20/21 financial year was R 231,483,687 (excluding VAT) while in the 19/20 financial year it was R 216,855,994 excluding VAT.

To be noted that the expenditure on the major infrastructure grants was 100% in the 2020/21 financial year while in 2019/20 had an amount of 30.9m for RBIG and R18,1m for WSIG unspent.

The table below indicates the performance of the Major Infrastructure Grant performance for the past three financial years.

| MAJOR GRANTS INFORMATION | | | | |
|---|---|---|---|---|
| | | **2018 / 2019** | **2019 / 2020** | **2020 / 2021** |
| **MIG** | Allocation | 169,728,000 | 170,818,000 | 155,456,000 |
| | Receipt | 169,728,000 | 170,818,000 | 155,456,000 |
| | Expenditure | 169,728,000 | 170,818,000 | 155,456,000 |
| | Unspent | - | - | - |
| **RBIG** | Allocation | 120,000,000 | 91,519,000 | 27 409 000 |
| | Receipt | 120,000,000 | 91,519,000 | 27 409 000 |
| | Expenditure | 52,679,712 | 127,903,606 | 58,344,681 |
| | Unspent | 67,320,287 | 30,935,682 | - |
| **WSIG** | Allocation | 88,300,000 | 100,000,000 | 60,000,000 |
| | Receipt | 88,300,000 | 100,000,000 | 60,000,000 |
| | Expenditure | 64,887,176 | 105,357,862 | 78,054,963 |
| | Unspent | 23,412,824 | 18,054,961 | - |

## CAPITAL BUDGET ANALYSIS

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 60: Capital Expenditure by Standards Classification**

**DC28 King Cetshwayo - Table A5 Consolidated Budgeted Capital Expenditure by vote, functional classification and funding**

| Vote Description | Ref | 2018/19 | 2019/20 | 2020/21 | Current Year 2021/22 | | | | 2022/23 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 2022/23 | Budget Year +1 2023/24 | Budget Year +2 2024/25 |
| **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 | | 425 | – | – | – | – | – | – | – | – | – |
| Vote 04 - Public Safety | | – | – | – | – | – | – | – | – | – | – |
| Vote 05 - Environmental Health | | – | – | – | – | – | – | – | – | – | – |
| Vote 06 - Finance & Administration | | – | – | – | – | – | – | – | – | – | – |
| Vote 07 - Infrastructure Services | | 154 452 | 185 445 | 185 361 | 186 818 | 200 836 | 200 836 | 112 311 | 359 463 | 514 312 | 488 265 |
| Vote 08 - Waste Management | | 523 | – | 2 893 | 10 746 | 24 971 | 24 971 | 13 332 | 38 000 | 6 574 | – |
| Vote 09 - Waste Water Management | | 18 625 | 49 331 | 23 810 | 38 974 | 17 700 | 17 700 | 8 420 | 34 400 | 35 800 | 58 275 |
| 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 | **174 026** | **234 776** | **212 065** | **236 538** | **243 507** | **243 507** | **134 063** | **431 863** | **556 686** | **546 540** |
| **Single-year expenditure *to be appropriated*** | 2 | | | | | | | | | | |
| Vote 01 - Executive & Council | | 783 | 231 | 2 497 | 1 179 | 992 | 992 | 951 | 3 662 | 300 | 324 |
| Vote 02 - Economic Development, Planning & Enviror | | 86 | 24 | 9 | – | – | – | – | 4 580 | 200 | – |
| Vote 03 - Community & Social Services | | 1 530 | 76 | 68 | – | 34 | 34 | 34 | 395 | – | 35 |
| Vote 04 - Public Safety | | – | – | – | – | – | – | – | 1 030 | 430 | 1 130 |
| Vote 05 - Environmental Health | | 242 | – | – | – | – | – | – | 145 | 200 | 200 |
| Vote 06 - Finance & Administration | | 2 227 | 1 834 | 1 194 | 5 650 | 7 396 | 7 396 | 1 253 | 4 520 | 1 600 | 850 |
| Vote 07 - Infrastructure Services | | 19 347 | 52 996 | 23 757 | 1 100 | 2 233 | 2 233 | 183 | 36 885 | 15 750 | – |
| Vote 08 - Waste Management | | 55 | – | 374 | – | 287 | 287 | 98 | – | – | – |
| Vote 09 - Waste Water Management | | – | 154 | – | – | – | – | – | – | – | – |
| Vote 10 - King Cetshwayo Fresh Produce Market | | 93 | – | – | – | – | – | – | – | – | – |
| Vote 11 - | | – | – | – | – | – | – | – | – | – | – |
| Vote 12 - | | – | – | – | – | – | – | – | – | – | – |
| Vote 13 - | | – | – | – | – | – | – | – | – | – | – |
| Vote 14 - | | – | – | – | – | – | – | – | – | – | – |
| Vote 15 - Other | | – | – | – | – | – | – | – | – | – | – |
| **Capital single-year expenditure sub-total** | | **24 363** | **55 316** | **27 899** | **7 929** | **10 942** | **10 942** | **2 519** | **51 217** | **18 480** | **2 539** |
| **Total Capital Expenditure - Vote** | | **198 389** | **290 092** | **239 964** | **244 467** | **254 449** | **254 449** | **136 582** | **483 080** | **575 166** | **549 079** |
| **Capital Expenditure - Functional** | | | | | | | | | | | |
| ***Governance and administration*** | | **3 010** | **2 065** | **3 690** | **6 829** | **8 388** | **8 388** | **2 204** | **8 182** | **1 900** | **1 174** |
| Executive and council | | 443 | 231 | 2 497 | 1 137 | 952 | 952 | 944 | 2 950 | – | – |
| Finance and administration | | 2 567 | 1 834 | 1 194 | 5 650 | 7 414 | 7 414 | 1 260 | 5 210 | 1 840 | 1 114 |
| Internal audit | | – | – | – | 42 | 22 | 22 | – | 22 | 60 | 60 |
| ***Community and public safety*** | | **1 955** | **76** | **68** | **–** | **34** | **34** | **34** | **1 425** | **430** | **1 165** |
| Community and social services | | 1 955 | 76 | 68 | – | 34 | 34 | 34 | 395 | – | 35 |
| Sport and recreation | | | | | | | | | | | |
| Public safety | | – | – | – | – | – | – | – | 1 030 | 430 | 1 130 |
| Housing | | | | | | | | | | | |
| Health | | | | | | | | | | | |
| ***Economic and environmental services*** | | **328** | **24** | **9** | **–** | **–** | **–** | **–** | **4 725** | **400** | **200** |
| Planning and development | | 86 | 24 | 9 | – | – | – | – | 4 580 | 200 | – |
| Road transport | | | | | | | | | | | |
| Environmental protection | | 242 | – | – | – | – | – | – | 145 | 200 | 200 |
| ***Trading services*** | | **193 002** | **287 926** | **236 196** | **237 638** | **246 027** | **246 027** | **134 344** | **468 748** | **572 436** | **546 540** |
| Energy sources | | | | | | | | | | | |
| Water management | | 173 799 | 238 440 | 209 118 | 187 918 | 203 068 | 203 068 | 112 494 | 396 348 | 530 062 | 488 265 |
| Waste water management | | 18 625 | 49 486 | 23 810 | 38 974 | 17 700 | 17 700 | 8 420 | 34 400 | 35 800 | 58 275 |
| Waste management | | 578 | – | 3 267 | 10 746 | 25 258 | 25 258 | 13 430 | 38 000 | 6 574 | – |
| ***Other*** | | **93** | **–** | **–** | **–** | **–** | **–** | **–** | **–** | **–** | **–** |
| **Total Capital Expenditure - Functional** | 3 | **198 389** | **290 092** | **239 964** | **244 467** | **254 449** | **254 449** | **136 582** | **483 080** | **575 166** | **549 079** |
| **Funded by:** | | | | | | | | | | | |
| National Government | | 191 280 | 279 063 | 225 850 | 225 791 | 232 698 | 232 698 | 128 145 | 432 213 | 556 686 | 546 540 |
| Provincial Government | | | | | | | | | | | |
| District Municipality | | | | | | | | | | | |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) | | – | – | 61 | – | – | – | – | – | – | – |
| **Transfers recognised - capital** | 4 | **191 280** | **279 063** | **225 911** | **225 791** | **232 698** | **232 698** | **128 145** | **432 213** | **556 686** | **546 540** |
| **Borrowing** | 6 | | | | | | | | | | |
| **Internally generated funds** | | 7 109 | 11 029 | 14 053 | 18 675 | 21 751 | 21 751 | 8 438 | 50 867 | 18 480 | 2 539 |
| **Total Capital Funding** | 7 | **198 389** | **290 092** | **239 964** | **244 467** | **254 449** | **254 449** | **136 582** | **483 080** | **575 166** | **549 079** |

## Table 61: Budgeted Financial Performance

DC28 King Cetshwayo - Table A4 Consolidated Budgeted Financial Performance (revenue and expenditure)

| Description | Ref | 2018/19 | 2019/20 | 2020/21 | Current Year 2021/22 | | | | 2022/23 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 2022/23 | Budget Year +1 2023/24 | Budget Year +2 2024/25 |
| **Revenue By Source** | | | | | | | | | | | |
| Property rates | 2 | – | – | – | – | – | – | – | – | – | – |
| Service charges - electricity revenue | 2 | – | – | – | – | – | – | – | – | – | – |
| Service charges - water revenue | 2 | 53 125 | 53 051 | 58 975 | 87 201 | 61 420 | 61 420 | 50 121 | 67 965 | 71 413 | 75 067 |
| Service charges - sanitation revenue | 2 | 7 569 | 7 972 | 8 144 | 8 677 | 8 677 | 8 677 | 7 126 | 9 342 | 9 902 | 10 496 |
| Service charges - refuse revenue | 2 | 26 218 | 26 091 | 28 860 | 30 628 | 33 628 | 33 628 | 27 849 | 37 744 | 32 058 | 33 982 |
| Rental of facilities and equipment | | 119 | 82 | 489 | 122 | 426 | 426 | 439 | 229 | 229 | 229 |
| Interest earned - external investments | | 39 258 | 40 071 | 17 455 | 19 679 | 19 679 | 19 679 | 16 182 | 21 531 | 19 679 | 19 679 |
| Interest earned - outstanding debtors | | 1 710 | 2 040 | 2 541 | 297 | 1 497 | 1 497 | 2 098 | 2 513 | 1 603 | 1 699 |
| Dividends received | | 4 | – | – | – | – | – | – | – | – | – |
| Fines, penalties and forfeits | | 13 | 21 | 23 | 26 | 26 | 26 | 20 | 11 | 11 | 12 |
| Licences and permits | | 40 | 55 | 29 | 80 | 95 | 95 | 73 | 50 | 50 | 50 |
| Agency services | | | | | | | | | | | |
| Transfers and subsidies | | 574 401 | 541 595 | 641 776 | 634 456 | 637 549 | 637 549 | 620 124 | 698 537 | 755 161 | 804 004 |
| Other revenue | 2 | 20 775 | 1 684 | 5 310 | 5 707 | 9 921 | 9 921 | 5 311 | 4 443 | 1 570 | 1 599 |
| Gains | | 48 | 13 | 12 | – | – | – | 14 | – | – | – |
| **Total Revenue (excluding capital transfers and contributions)** | | **723 280** | **672 675** | **763 611** | **786 871** | **772 919** | **772 919** | **729 356** | **842 364** | **891 677** | **946 817** |
| **Expenditure By Type** | | | | | | | | | | | |
| Employee related costs | 2 | 228 897 | 235 323 | 234 607 | 275 161 | 271 641 | 271 641 | 211 211 | 346 548 | 341 781 | 361 919 |
| Remuneration of councillors | | 11 679 | 12 963 | 12 297 | 15 216 | 14 297 | 14 297 | 9 495 | 16 129 | 17 097 | 18 122 |
| Debt impairment | 3 | 8 754 | 6 260 | 7 385 | 8 286 | 9 486 | 9 486 | 97 | 8 783 | 9 310 | 9 869 |
| Depreciation & asset impairment | 2 | 85 270 | 102 441 | 106 706 | 129 712 | 129 712 | 129 712 | 102 869 | 137 432 | 145 688 | 160 223 |
| Finance charges | | 5 366 | 4 581 | 6 976 | 2 765 | 9 762 | 9 762 | 1 515 | 3 208 | 2 214 | 1 710 |
| Bulk purchases - electricity | 2 | – | – | – | – | – | – | – | – | – | – |
| Inventory consumed | 8 | 4 015 | 8 779 | 5 230 | 210 278 | 179 264 | 179 264 | 2 379 | 139 312 | 139 958 | 150 915 |
| Contracted services | | 368 587 | 353 025 | 322 197 | 166 017 | 260 056 | 260 056 | 206 349 | 218 781 | 243 274 | 259 969 |
| Transfers and subsidies | | 19 355 | 2 000 | – | – | – | – | – | 5 400 | 2 350 | 2 000 |
| Other expenditure | 4, 5 | 107 188 | 96 828 | 86 821 | 98 315 | 110 304 | 110 304 | 76 858 | 115 485 | 138 202 | 148 808 |
| Losses | | 47 | 7 300 | 290 | – | – | – | – | – | – | – |
| **Total Expenditure** | | **839 158** | **829 500** | **782 509** | **905 749** | **984 520** | **984 520** | **610 773** | **991 079** | **1 039 875** | **1 113 535** |
| **Surplus/(Deficit)** | | **(115 878)** | **(156 824)** | **(18 898)** | **(118 878)** | **(211 602)** | **(211 602)** | **118 583** | **(148 715)** | **(148 198)** | **(166 718)** |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial and District) | | 214 677 | 400 233 | 257 649 | 225 791 | 232 698 | 232 698 | 147 366 | 432 213 | 556 686 | 546 540 |
| Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) | 6 | | | | | | | | | | |
| Transfers and subsidies - capital (in-kind - all) | | | | | | | | | | | |
| **Surplus/(Deficit) after capital transfers & contributions** | | **98 799** | **243 408** | **238 751** | **106 914** | **21 096** | **21 096** | **265 949** | **283 498** | **408 487** | **379 822** |
| Taxation | | | | | | | | | | | |
| **Surplus/(Deficit) after taxation** | | **98 799** | **243 408** | **238 751** | **106 914** | **21 096** | **21 096** | **265 949** | **283 498** | **408 487** | **379 822** |
| Attributable to minorities | | | | | | | | | | | |
| **Surplus/(Deficit) attributable to municipality** | | **98 799** | **243 408** | **238 751** | **106 914** | **21 096** | **21 096** | **265 949** | **283 498** | **408 487** | **379 822** |
| Share of surplus/ (deficit) of associate | 7 | | | | | | | | | | |
| **Surplus/(Deficit) for the year** | | **98 799** | **243 408** | **238 751** | **106 914** | **21 096** | **21 096** | **265 949** | **283 498** | **408 487** | **379 822** |

## OPERATING EXPENDITURE

Total operational expenditure is R991 million in 2022/23 and escalates to R1.114 billion by 2024/25. This represents an increase of 12% over the medium term.

The salary increase of 4.9% has been factored into the draft budget for 2022/23, in accordance with the Salary and Wage agreement entered into by SALGA and the labour unions in 2021.The increase for the two outer years has been estimated at 6 percent.

The total employee related costs for the 2022/23 financial year is R347 million. To note that due to the financial constraints that have been experienced by the municipality in the recent years, it is being proposed that, as was done in the February 2022 adjustment budget, except those that are considered critical in the delivery of services. The threshold for employee related costs to operational expenditure budget is 35% for the ensuing financial year. To note the maximum threshold as per MFMA circular 71 is 45%.

The cost associated with the remuneration of councillors is determined by the Minister of Co-operative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The most recent proclamation in this regard has been taken into account in compiling the District's budget. The percentage of 3% has been provided.

The provision of debt impairment was determined based on an annual collection rate of 90 percent together with Credit Control & Debt Collection Policy of the municipality. For the 2022/23 financial year this amount equates to R8.7 million and escalates to R9.8 million by 2023/24. 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, as well as the municipality's realistically anticipated revenues.

Provision for depreciation and asset impairment has been informed by the Municipality's Property, plant and Equipment Policy. Depreciation is widely considered a proxy for the measurement of the rate of asset consumption. Budget appropriations in this regard total R137million for the 2022/23 financial year. Note that the implementation of GRAP 17 accounting standard has meant bringing a range of assets previously not included in the assets register onto the register. This has resulted in a significant increase in depreciation relative to previous years.

Inventory consumed are directly informed by the purchase of water from the Water Boards. The annual price increases have been factored into the budget appropriations and directly inform the revenue provisions. The total budget for Inventory consumed in 2022/23 financial year is R139m, increasing to R151m by 2024/25. Over and above the bulk water purchases, the chemical allocation is also included in the budget together with fuel and oil for fleet.

Contracted services have increased taking into account the insource the plumbers to reduce the reliance on service providers. A provision for such plumber has been provided for in the employee related cost line item. Potable water through water tankers has been provided at a lesser scale as the municipality has its own fleet of trucks. The total budget for contracted services in 2022/23 financial year is R219m,

increasing to R260m by 2024/25.

Transfers and subsidies is allocated for the operational projects that will be managed by the specialist. The budget in this line item for the 2022/23 financial year is R5.4m, decreases to R2m by 2024/25.

Other expenditure comprises of various line items relating to the daily operations of the municipality. This group of expenditure has also been identified as an area in which cost savings and efficiencies can be achieved. Principles contained in the Cost Containment Regulations and policy and reduced/eliminated expenditure on non-essential items such as travel, catering, events etc, and also unfunded or underfunded functions have been applied. The budget in this line item for the 2022/23 financial year is R115m, increasing to R149m by 2024/25.

## Table 62: Operating Revenue & Expenditure

**DC28 King Cetshwayo - Table A3 Consolidated Budgeted Financial Performance (revenue and expenditure by municipal vote)**

| Vote Description | Ref | 2018/19 | 2019/20 | 2020/21 | Current Year 2021/22 | | | 2022/23 Medium Term Revenue & Expenditure Framework | | |
|---|---|---|---|---|---|---|---|---|---|---|
| R thousand | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2022/23 | Budget Year +1 2023/24 | Budget Year +2 2024/25 |
| **Revenue by Vote** | 1 | | | | | | | | | |
| Vote 01 - Executive & Council | | – | – | – | – | – | – | – | – | – |
| Vote 02 - Economic Development, Planning & Enviror | | – | – | – | – | – | – | – | – | – |
| Vote 03 - Community & Social Services | | 217 | 297 | 474 | 428 | 428 | 428 | 449 | 476 | 505 |
| Vote 04 - Public Safety | | – | – | – | – | – | – | – | – | – |
| Vote 05 - Environmental Health | | 19 075 | 18 376 | 18 656 | 19 968 | 19 984 | 19 984 | 18 511 | 19 759 | 20 757 |
| Vote 06 - Finance & Administration | | 522 074 | 741 535 | 580 717 | 586 616 | 351 383 | 351 383 | 371 903 | 388 773 | 413 085 |
| Vote 07 - Infrastructure Services | | 261 892 | 278 636 | 354 045 | 338 794 | 515 572 | 515 572 | 729 835 | 920 878 | 922 129 |
| Vote 08 - Waste Management | | 26 218 | 26 091 | 28 860 | 30 628 | 56 128 | 56 128 | 75 744 | 38 632 | 33 982 |
| Vote 09 - Waste Water Management | | 76 362 | 7 972 | 38 508 | 36 227 | 62 121 | 62 121 | 78 136 | 79 845 | 102 899 |
| Vote 10 - King Cetshwayo Fresh Produce Market | | 32 118 | – | – | – | – | – | – | – | – |
| Vote 11 - | | – | – | – | – | – | – | – | – | – |
| Vote 12 - | | – | – | – | – | – | – | – | – | – |
| Vote 13 - | | – | – | – | – | – | – | – | – | – |
| Vote 14 - | | – | – | – | – | – | – | – | – | – |
| Vote 15 - Other | | – | – | – | – | – | – | – | – | – |
| **Total Revenue by Vote** | 2 | **937 957** | **1 072 908** | **1 021 260** | **1 012 663** | **1 005 616** | **1 005 616** | **1 274 577** | **1 448 362** | **1 493 357** |
| **Expenditure by Vote** ***to be appropriated*** | 1 | | | | | | | | | |
| Vote 01 - Executive & Council | | 69 061 | 81 241 | 86 102 | 111 340 | 117 536 | 117 536 | 102 277 | 111 793 | 119 779 |
| Vote 02 - Economic Development, Planning & Enviror | | 35 882 | 15 666 | 17 001 | 15 484 | 15 049 | 15 049 | 19 711 | 19 397 | 18 359 |
| Vote 03 - Community & Social Services | | 31 547 | 30 514 | 22 144 | 24 413 | 31 495 | 31 495 | 55 374 | 54 115 | 56 799 |
| Vote 04 - Public Safety | | – | – | – | – | – | – | 1 501 | 1 814 | 1 920 |
| Vote 05 - Environmental Health | | 18 768 | 19 270 | 19 392 | 22 664 | 21 153 | 21 153 | 21 244 | 21 934 | 23 068 |
| Vote 06 - Finance & Administration | | 97 732 | 96 792 | 85 802 | 153 892 | 155 237 | 155 237 | 192 019 | 212 956 | 241 530 |
| Vote 07 - Infrastructure Services | | 546 030 | 633 445 | 645 674 | 514 832 | 565 577 | 565 577 | 520 809 | 530 743 | 562 122 |
| Vote 08 - Waste Management | | 21 049 | 22 308 | 22 210 | 22 523 | 32 072 | 32 072 | 31 560 | 34 661 | 36 555 |
| Vote 09 - Waste Water Management | | 46 799 | 9 471 | 31 859 | 40 602 | 46 400 | 46 400 | 46 583 | 52 463 | 53 402 |
| Vote 10 - King Cetshwayo Fresh Produce Market | | 35 772 | 3 120 | – | – | – | – | – | – | – |
| Vote 11 - | | – | – | – | – | – | – | – | – | – |
| Vote 12 - | | – | – | – | – | – | – | – | – | – |
| Vote 13 - | | – | – | – | – | – | – | – | – | – |
| Vote 14 - | | – | – | – | – | – | – | – | – | – |
| Vote 15 - Other | | – | – | – | – | – | – | – | – | – |
| **Total Expenditure by Vote** | 2 | **902 639** | **911 826** | **930 183** | **905 749** | **984 520** | **984 520** | **991 079** | **1 039 875** | **1 113 535** |
| **Surplus/(Deficit) for the year** | 2 | **35 318** | **161 082** | **91 077** | **106 914** | **21 096** | **21 096** | **283 498** | **408 487** | **379 822** |

## C6.1.2 INDIGENT SUPPORT (INCLUDING FREE BASIC SERVICES)

The District Municipality in its composition is predominately rural, with the more significant portion of the population concentrated outside the formalized urban areas. Furthermore, these areas are sparsely populated as well as dispersed throughout the district. To reach these residents has proved to be challenging due to the amount of funding and capacity that will be required to provide the basic services through municipal infrastructure systems. The said consumers are therefore serviced through other mechanisms which often prove to be costlier than traditional piped water reticulation systems i.e. tanker delivery, stand pipes, communal jojo's, boreholes.

Free basic services are funded through the equitable share allocation, however due to high cost associated with servicing these consumers, the EQS proved to be insufficient and the municipality will therefore supplement the cost through internal funding. It be noted also that 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:

- Free Sewer charges (water borne systems)
- No refundable deposits
- 6 kilolitres free water

As 28 February 2022 the following information was available on the water users;
Number of active metered water users – 16 202
Registered number of Indigents – 966

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 2019/2020 financial year cost council, R 617,141,161 and R 9,470,645 in operational expenditure for water and sanitation respectively. The

associated service charges over the same period was R 53,072,250.00 and R 7,972,142.00 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 the previous 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 do conduct revenue workshops 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 who are connected to water bourne sewer systems received sewer services 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.

- **Targeted Approach**

  Consumers who are identified as indigent shall receive the following benefits

  - 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.

## C6.1.3 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 fees
Tenders fees.

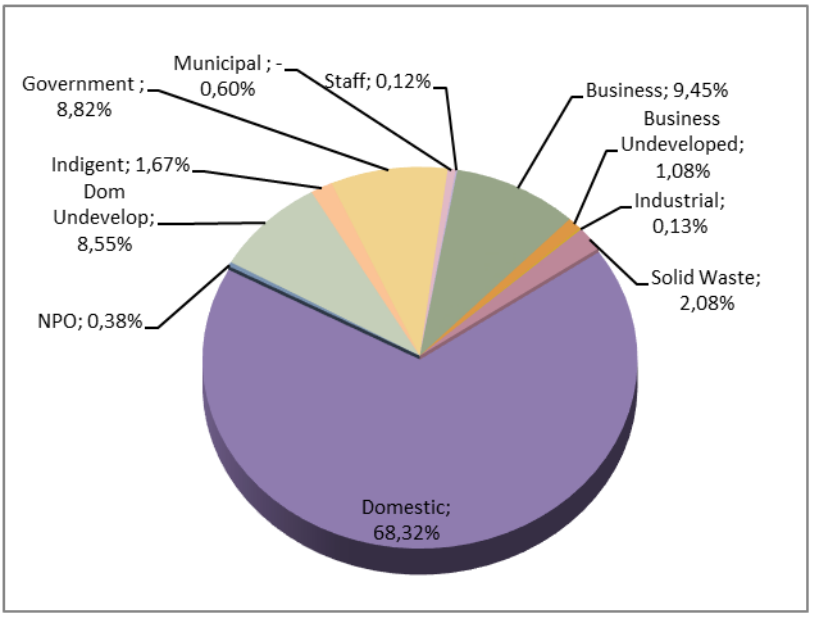
### 6.1.3.1 DEBTORS
### ANALYSIS OF DEBT

To deliver the services effectively, municipalities rely on its own revenue and grants. However, to this end, the issue of non-payment of municipal consumer debts by all recipients of services including government departments poses a serious threat to the financial health of municipalities in South Africa. This state of affairs cripples the cash position and the ability to fulfil constitutional mandate responsibilities of municipalities and put further reliance and pressure on government for grants.
The King Cetshwayo district municipality is also affected by this persistent increase of consumer debt which to date stand at R89 349 743 inclusive of current debts. Nevertheless, the Municipality is working tirelessly to put in place creative measures towards recovery of some of its debts and to curb the increase thereof. In the year under review each debtor account was profiled against private sector credit and consumer data so as to segment each consumer into categories such as legal recovery mechanisms. In cases where consumers were classified as financially vulnerable or elderly with no significant financial assets, such debts were written off. The amount written off by Council in June 2021 was R8 668 068.18 inclusive of vat.

With regard to the government debts, specifically the department of education. The municipality has sought assistance from Provincial Treasury, Cogta and KZN provincial Department of Education. These spheres of government have allocated specific individuals to assist the municipality and such has resulted in some notable improvements.

A noteworthy project of installation of prepaid smart meters within the whole district, where consumers will pay in advance for the water usage, will in due course assist in reducing the burden of accumulating debt. The graph below depicts outstanding debts per debtor type and also highlights the debtor type that is predominantly poses collection challenges and in this case the domestic sector is the largest, representing 68.32% debts owed to the municipality.

**Graph 34: Outstanding Debts per type**

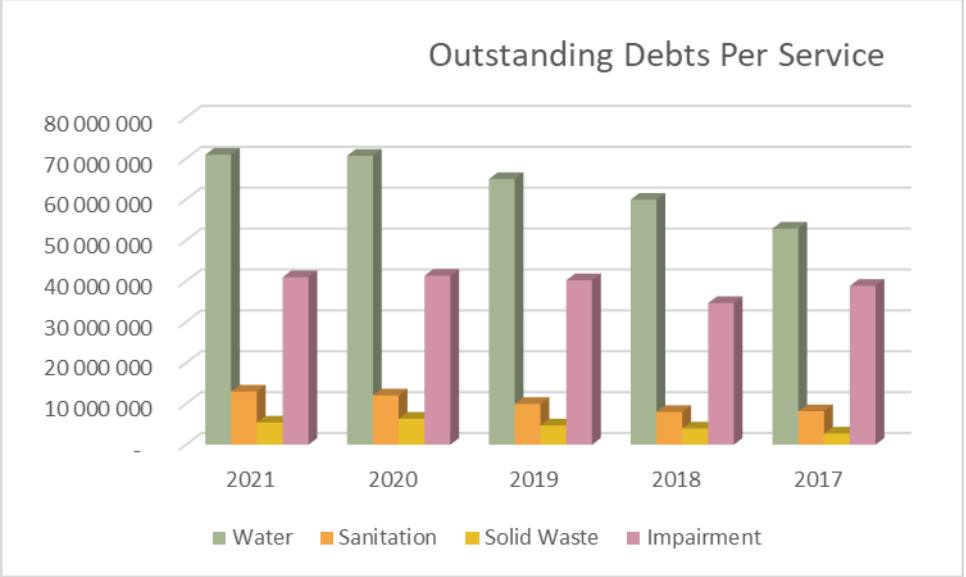



The debt is further analyzed into services, and depicts that the bulk of the arrears arose from water services.

Outstanding Debts

| | 2021 | 2020 | 2019 | 2018 | 2017 |
|---|---|---|---|---|---|
| Water | 70 945 250 | 70 688 868 | 64 995 364 | 59 932 993 | 52 874 427 |
| Sanitation | 12 986 402 | 12 049 848 | 9 968 287 | 8 009 996 | 8 195 324 |
| Solid Waste | 5 418 091 | 6 126 704 | 4 708 366 | 3 966 493 | 2 743 787 |
| Impairment | 40 982.804 | 41 346 130 | 40 224 502 | 34 644 191 | 38 858 103 |
| Percentage of Impairment of total Debt | 46% | 46% | 50% | 48% | 61% |

**Graph 35: Outstanding Debts Per Service**

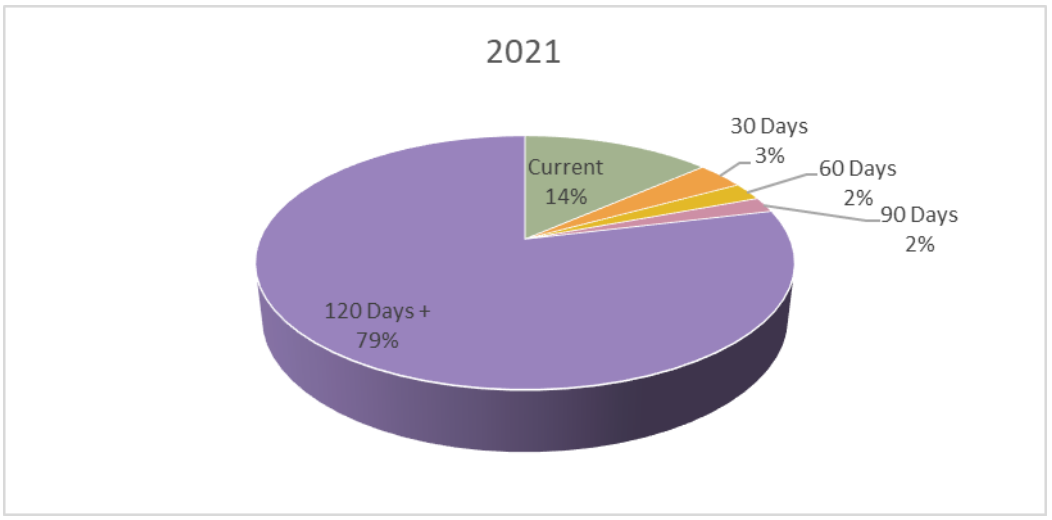



The graph above depicts the growing trend of municipal debt over the five-year period. The majority of debt is owed by households, the causes for this among other is the fact that the municipality is predominantly rural, with most community members, being elderly people as well as high unemployment rate. The Covid 19 pandemic also added to this plight where consumers that were paying are also struggling to meet their municipal obligations.

The municipality is however tirelessly implementing its credit control processes such as restriction of services, yet such do not result in desired recovery. The option of write-offs is applied with extreme prudency as the municipality do not want to promote such practices which inevitably encourage poor payment and discourage consumers who are regular payers.

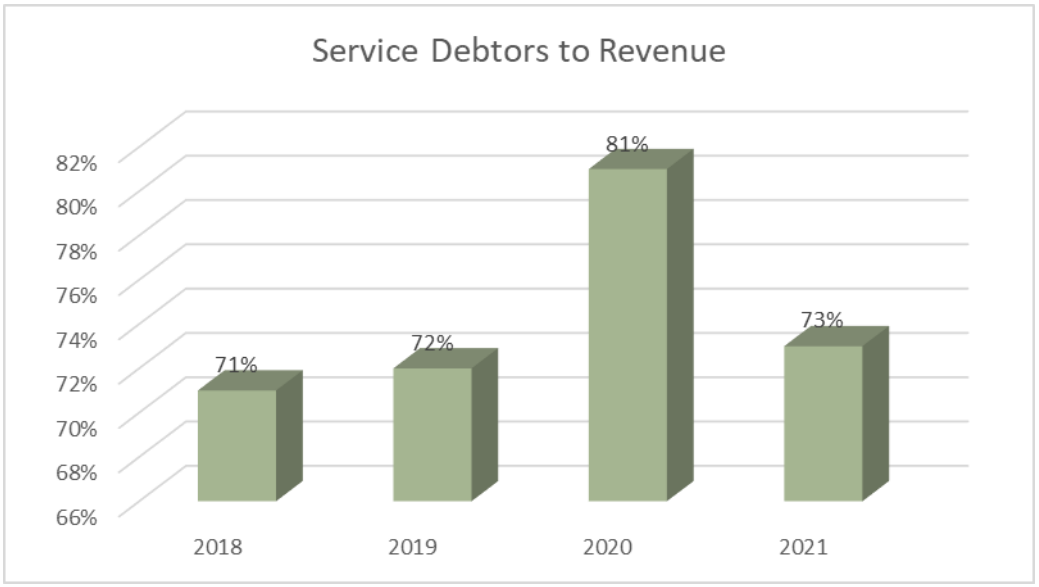
The graphs below depict the age trend in the past 5 years, indicating that the more problematic debts are in the greater than 120 days, however it is further noted that such debts are being managed as it is contained to a maximum of 79% of the total debtors' book. Furthermore, it is envisage that Council's water meter prepaid strategy will greatly assist in curbing the growth of domestic debt.

**Graph 36: Debts per age category**




The graph below depicts the decline in service debtors due to improved collection strategies implemented as well as the write off of uncollectable debts as identified through credit bureau credit analysis.

**Graph 37: Service Debtors to revenue**

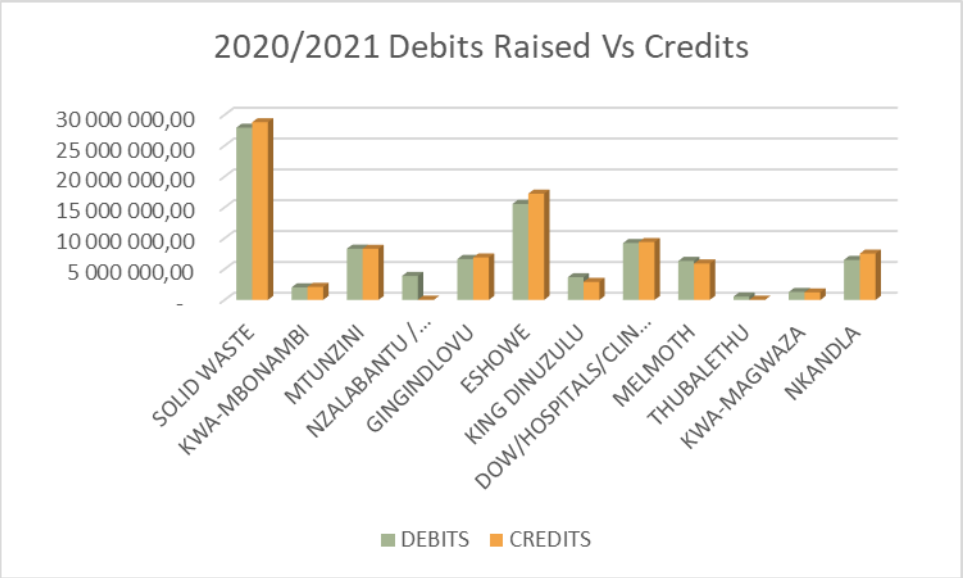


The analysis of the collection ratio for billings raised versus receipts per town for the year is summarized below. To note the computations below summarizes the total value of invoices generated for the period in comparison to the amount of actual cash received from the respective area.

| AREA | DEBITS | CREDITS | Collection Rate |
|---|---|---|---|
| SOLID WASTE | 27 926 020.90 | 28 803 995.80 | 103% |
| KWA-MBONAMBI | 2 036 957.92 | 2 111 272.92 | 104% |
| MTUNZINI | 8 309 308.79 | 8 298 500.35 | 100% |
| NZALABANTU / MZINGAZI | 3 889 054.07 | 35 935.43 | 1% |
| GINGINDLOVU | 6 637 919.60 | 6 891 196.03 | 104% |
| ESHOWE | 15 568 976.84 | 17 228 419.14 | 111% |
| KING DINUZULU | 3 690 598.69 | 2 930 381.97 | 79% |
| DOW/HOSPITALS/CLINICS/SCHOOLS | 9 226 799.15 | 9 388 425.60 | 102% |
| MELMOTH | 6 323 468.24 | 5 911 261.96 | 93% |
| THUBALETHU | 557 474.85 | 40 923.39 | 7% |
| KWA-MAGWAZA | 1 294 863.40 | 1 224 632.15 | 95% |
| NKANDLA | 6 493 473.58 | 7 510 890.66 | 116% |
| **TOTAL** | **91 954 916.03** | **90 375 835.40** | **98%** |

**The graph below indicate Revenue billed vs Collection Performance for 2020/2021**

**Graph 38: Revenue billed vs Collection Performance for 2020/2021**




### 6.1.3.2 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 consumer's 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 R7,500.00 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.

### Relief for charges raised during the COVID pandemic

Cognisance is given to the devastating impact of the lockdown on economic activities and loss of income by residents and businesses caused by the Covid19 pandemic and subsequent lockdown. Further consideration is therefore being sought that all interest and penalties raised to the businesses and domestic consumers be reversed where the said consumers have are not regarded as financial

vulnerable per credit bureau report. This relief would be for the period 01 July 2020 to December 2020.

| | **Write off based on Credit Bureau Assessment** |
|---|---|
| Eshowe | 606 162.11 |
| Mfolozi | 29 364.41 |
| Gingindlovu | 123 157.90 |
| Mtunzini | - |
| Melmoth | 50 775.75 |
| Kwamagwaza | - |
| Nkandla | 2 626 782.55 |
| Fort Louise | 257 112.12 |
| Nzalabantu | 4 046 491.14 |
| Mzingazi | 236 913.53 |
| Kingdinuzulu | 671 486.41 |
| Thubalethu | 19 822.26 |
| | **8 668 068.18** |

#### 6.1.3.3 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.

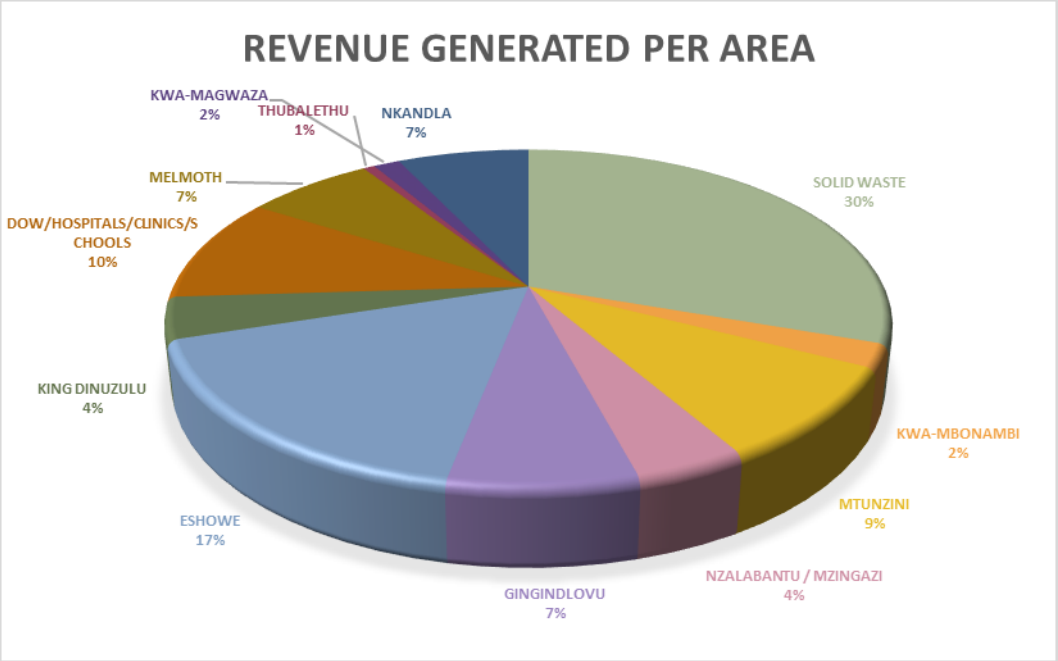
#### 6.1.3.4 Trading Services

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;

**Graph 39: 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

| | 2020 | 2019 | 2018 | 2017 | 2016 | 2015 |
|---|---|---|---|---|---|---|
| Service Charges | 87 487 893 | 87 183 142 | 77 590 709 | 64 841 192 | 62 958 216 | 53 826 074 |
| Increase | 0.3% | 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 have been no new housing developments for several years, and its only towards the later part of the 2020/2021 financial year that two new developments will come into operation in Thubalethu and Eshowe. These areas however are not expected to make any significant contributions to revenue as they will house predominately Indigent consumers within the low cost houses.

### 6.1.3.5 Tariff Structures

The tariff structures in place has been found to be contributors in certain instances to the growing debtors book, In this regards cognisance 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.

### 6.1.3.6 Additional Revenue

The following investigations are underway to seek possible additional revenue from non-core functions;

- Recycling Initiatives through the regional waste site.
- The Municipality has commenced with the levy of fees for Certificate of Acceptability and although this does not yield significant revenue, it does contribute positively toward the admin costs of the health inspection processes

6.1.3.7 Revenue Enhancement

A revenue enhancement program is being investigated through assistance from Umgeni water.

### C6.1.3 GRANTS & SUBSIDIES

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 & Levy Replacement Grant R647.1m
- Municipal Infrastructure Grant (MIG) R196.3m
- Water Services Infrastructure Grant (WSIG) R65m
- Regional Bulk Infrastructure Grant (RBIG) R213.5m
- Finance Management Grant R1.2m
- Rural Roads Asset Management grant R2.7m
- EPWP Incentive Grant R4.7m

The following extract from the municipal budget indicate the breakdown of all grants and Subsidies.

## Table 63: Grants and Subsidies

**DC28 King Cetshwayo - Supporting Table SA19 Expenditure on transfers and grant programme**

| Description | Ref | 2018/19 | 2019/20 | 2020/21 | Current Year 2021/22 | | | 2022/23 Medium Term Revenue & Expenditure Framework | | |
|---|---|---|---|---|---|---|---|---|---|---|
| R thousand | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2022/23 | Budget Year +1 2023/24 | Budget Year +2 2024/25 |
| **EXPENDITURE:** | 1 | | | | | | | | | |
| **Operating expenditure of Transfers and Grants** | | | | | | | | | | |
| **National Government:** | | **558 844** | **611 358** | **631 922** | **634 456** | **637 549** | **637 549** | **698 537** | **755 161** | **804 004** |
| Local Government Equitable Share | | 503 793 | 526 461 | 590 753 | 590 849 | 590 849 | 590 849 | 647 196 | 692 113 | 739 935 |
| Expanded Public Works Programme Integrated Gra | | 7 762 | 6 763 | 5 276 | 4 619 | 4 619 | 4 619 | 4 742 | – | – |
| Infrastructure Skills Development Grant | | – | – | – | – | – | – | – | – | – |
| Local Government Financial Management Grant | | 1 000 | 1 465 | 1 200 | 1 200 | 1 200 | 1 200 | 1 200 | 1 200 | 1 200 |
| Municipal Disaster Relief Grant | | – | 148 | 70 | – | – | – | – | – | – |
| Municipal Infrastructure Grant | | 43 793 | 40 943 | 28 369 | 35 204 | 38 297 | 38 297 | 42 694 | 59 133 | 60 055 |
| Public Transport Network Grant | | 2 496 | – | – | – | – | – | – | – | – |
| Rural Road Asset Management Systems Grant | | – | 2 678 | 2 550 | 2 584 | 2 584 | 2 584 | 2 705 | 2 715 | 2 814 |
| Water Services Infrastructure Grant | | – | 32 901 | 3 704 | – | – | – | – | – | – |
| **Provincial Government:** | | **3 129** | **198** | **2 651** | **–** | **–** | **–** | **–** | **–** | **–** |
| Capacity Building and Other Grants | | 736 | 182 | 2 651 | – | – | – | – | – | – |
| Development Planning and Shared Services | | 17 | 16 | – | – | – | – | – | – | – |
| Environmental Grant | | 984 | – | – | – | – | – | – | – | – |
| Maintenance of Water Supply Infrastructure | | 1 388 | – | – | – | – | – | – | – | – |
| Sports and Recreation | | 4 | – | – | – | – | – | – | – | – |
| Tourism Events | | – | – | – | – | – | – | – | – | – |
| Town Planning Grant | | – | – | – | – | – | – | – | – | – |
| **District Municipality:** | | **–** | **–** | **–** | **–** | **–** | **–** | **–** | **–** | **–** |
| **Other grant providers:** | | **4 000** | **492** | **27** | **–** | **–** | **–** | **–** | **–** | **–** |
| *Construction Education and Training SETA* | | – | – | – | – | – | – | – | – | – |
| *Education Training and Development Practices SE* | | – | 452 | – | – | – | – | – | – | – |
| *Unspecified* | | 4 000 | 40 | 27 | – | – | – | – | – | – |
| **Total operating expenditure of Transfers and Grants** | | **565 972** | **612 049** | **634 600** | **634 456** | **637 549** | **637 549** | **698 537** | **755 161** | **804 004** |
| **Capital expenditure of Transfers and Grants** | | | | | | | | | | |
| **National Government:** | | **191 280** | **279 063** | **225 850** | **225 791** | **232 698** | **232 698** | **432 213** | **556 686** | **546 540** |
| Municipal Disaster Relief Grant | | – | – | 362 | – | – | – | – | – | – |
| Municipal Infrastructure Grant | | 103 069 | 108 300 | 108 776 | 145 791 | 142 698 | 142 698 | 153 650 | 146 374 | 155 200 |
| Regional Bulk Infrastructure Grant | | 45 808 | 111 236 | 50 734 | 10 000 | 20 000 | 20 000 | 213 563 | 340 312 | 313 065 |
| Water Services Infrastructure Grant | | 42 402 | 59 527 | 65 978 | 70 000 | 70 000 | 70 000 | 65 000 | 70 000 | 78 275 |
| **Provincial Government:** | | **–** | **–** | **–** | **–** | **–** | **–** | **–** | **–** | **–** |
| **District Municipality:** | | **–** | **–** | **–** | **–** | **–** | **–** | **–** | **–** | **–** |
| **Other grant providers:** | | **–** | **–** | **61** | **–** | **–** | **–** | **–** | **–** | **–** |
| *Unspecified* | | – | – | 61 | – | – | – | – | – | – |
| **Total capital expenditure of Transfers and Grants** | | **191 280** | **279 063** | **225 911** | **225 791** | **232 698** | **232 698** | **432 213** | **556 686** | **546 540** |
| **TOTAL EXPENDITURE OF TRANSFERS AND GRANT** | | **757 252** | **891 112** | **860 512** | **860 247** | **870 247** | **870 247** | **1 130 750** | **1 311 847** | **1 350 544** |

### 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.

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: 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 organization'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 eight previous financial years are summarized in the following table:

**Table 60: Credit Rating**

| 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 |
| **18/19 Rating** | A1 | A |
| **19/20 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** | **30 June 2020** | **30 June 2021** |
|---|---|---|---|---|---|---|---|---|---|
| Capital Expenditure to Total Expenditure | 10% - 20% | 30% | 27% | 35% | 38% | 22% | 19% | 24% | 21% |
| Repairs and Maintenance as a % of PPE | 8% | 4% | 5% | 5% | 4% | 7% | 9% | 7% | 7% |
| Collection Rate | 95% | 85% | 90% | 83% | 104% | 98% | 95% | 86% | 92% |
| Bad Debts Written off | 100% | 0% | 10% | 4% | 29% | 28% | 9% | 12% | 19% |
| Cost Coverage Ratio | 1 - 3 months | 12 months | 8 months | 7 months | 10 months | 8 months | 6 months | 7 months | 5 months |
| Current Ratio | 1.5 - 2 : 1 | 2.49:1 | 2.39:1 | 2.49:1 | 2.23:1 | 2.23:1 | 1.75:1 | 1.54:1 | 150:1 |
| Debt / Revenue | 45% | 23% | 23% | 12% | 10% | 8% | 6% | 5% | 3% |
| Creditors Payment Period | 30 days | 87 days | 81 days | 20 days | 23 days | 23 days | 54 days | 43 days | 11 days |
| Distribution losses : water | 25% or less | < 25 % | < 25 % | < 25 % | < 25 % | < 25 % | < 25 % | 56.6% | 51% |
| Remuneration as a % of Total | 25% - | 23% | 22% | 23% | 27% | 24% | 27% | 27% | 27% |

| | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|
| Operating Expenditure | 40% | | | | | | | | |

**Investment Holding**

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 1 930 000 000 and R 1 670 000 000 in 2019/2020 and 2020/2021 financial years respectively, with a year-end holding as outlined below:

Call Investment deposits portfolio is detailed below:

**2019/2020**

| **Bank** | **Maturity** | **Amount** |
|---|---|---|
| NEDBANK | 21/07/2020 | R100 000 000 |
| NEDBANK | 04/09/2020 | R30 000 000 |
| NEDBANK | On call | R200 000 000 |
| STANDARD | 30/09/2020 | R40 000 000 |
| | | **R370 000 000** |

**2020/2021**

| **Bank** | **Maturity** | **Amount** |
|---|---|---|
| ABSA | 28/07/2021 | R40 000 000 |
| NEDBANK | On call | R50 000 000 |
| NEDBANK | On call | R50 000 000 |
| NEDBANK | On call | R20 000 000 |
| STANDARD | 29/07/2021 | R100 000 000 |
| | | **R260 000 000** |

An average interest rate of 4.24%(2020 – 6.98%) was received on investments placed for the financial years respectively.

### C6.1.5 EMPLOYEE RELATED COSTS (INCLUDING COUNCILLOR ALLOWANCES)

The salary increase of 4.9% has been factored into the draft budget for 2022/23. All salary associated benefits have also been increased with the same percentage. The same increase has been factored for section 56 and 57 Managers. The threshold for employee related costs to operational expenditure budget is 35% for the ensuing financial year, and it remains the same for the two outer years of the MTREF. To note the maximum threshold as per MFMA circular 71 is 45%.

The cost associated with the remuneration of councillors is determined by the Minister of Cooperative Governance and Traditional Affairs in accordance with the Remuneration of Public Office Bearers Act, 1998 (Act 20 of 1998). The increase is line with the Upper Limits Gazette, which proposes a 3 percent increase.

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. The total employee related costs for the 2022/23 financial year is R347 million.

# Table 64: Employee Related Costs (BUDGET)

**DC28 King Cetshwayo - Supporting Table SA22 Summary councillor and staff benefits**

| Summary of Employee and Councillor remuneration | Ref | 2018/19 | 2019/20 | 2020/21 | Current Year 2021/22 | | | 2022/23 Medium Term Revenue & Expenditure Framework | | |
|---|---|---|---|---|---|---|---|---|---|---|
| R thousand | | Audited Outcome | Audited Outcome | Audited Outcome | Original Budget | Adjusted Budget | Full Year Forecast | Budget Year 2022/23 | Budget Year +1 2023/24 | Budget Year +2 2024/25 |
| | 1 | A | B | C | D | E | F | G | H | I |
| **Councillors (Political Office Bearers plus Other)** | | | | | | | | | | |
| Basic Salaries and Wages | | 7 494 | 8 800 | 8 019 | 9 334 | 9 055 | 9 055 | 9 894 | 10 488 | 11 117 |
| Pension and UIF Contributions | | 987 | 1 087 | 1 062 | 1 165 | 1 165 | 1 165 | 1 235 | 1 309 | 1 388 |
| Medical Aid Contributions | | 388 | 343 | 451 | 692 | 692 | 692 | 734 | 778 | 825 |
| Motor Vehicle Allowance | | 2 041 | 1 931 | 1 950 | 3 245 | 2 326 | 2 326 | 3 440 | 3 646 | 3 865 |
| Cellphone Allowance | | 670 | 694 | 707 | 657 | 936 | 936 | 697 | 738 | 783 |
| Housing Allowances | | 99 | 108 | 108 | 122 | 122 | 122 | 130 | 137 | 146 |
| Other benefits and allowances | | – | – | – | – | – | – | – | – | – |
| **Sub Total - Councillors** | | **11 679** | **12 963** | **12 297** | **15 216** | **14 297** | **14 297** | **16 129** | **17 097** | **18 122** |
| **% increase** | 4 | | **11,0%** | **(5,1%)** | **23,7%** | **(6,0%)** | **–** | **12,8%** | **6,0%** | **6,0%** |
| **Senior Managers of the Municipality** | 2 | | | | | | | | | |
| Basic Salaries and Wages | | 6 765 | 6 914 | 6 610 | 9 679 | 8 002 | 8 002 | 9 045 | 9 332 | 9 892 |
| Pension and UIF Contributions | | 270 | 371 | 374 | 400 | 378 | 378 | 398 | 359 | 381 |
| Medical Aid Contributions | | 39 | 46 | 45 | 48 | 45 | 45 | 48 | 50 | 54 |
| Overtime | | | | | | | | | | |
| Performance Bonus | | 853 | 1 227 | (321) | 1 617 | 1 137 | 1 137 | 930 | 983 | 1 042 |
| Motor Vehicle Allowance | 3 | 1 117 | 1 317 | 1 355 | 1 436 | 1 355 | 1 355 | 1 889 | 2 094 | 2 219 |
| Cellphone Allowance | 3 | 18 | 54 | 114 | 254 | 176 | 176 | 234 | 220 | 233 |
| Housing Allowances | 3 | | | | | | | | | |
| Other benefits and allowances | 3 | 0 | 1 | 1 | 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** | | **9 063** | **9 930** | **8 179** | **13 435** | **11 094** | **11 094** | **12 545** | **13 039** | **13 821** |
| **% increase** | 4 | | **9,6%** | **(17,6%)** | **64,3%** | **(17,4%)** | **–** | **13,1%** | **3,9%** | **6,0%** |
| **Other Municipal Staff** | | | | | | | | | | |
| Basic Salaries and Wages | | 132 937 | 134 632 | 140 142 | 160 370 | 157 689 | 157 689 | 202 925 | 184 253 | 194 912 |
| Pension and UIF Contributions | | 20 352 | 22 039 | 22 311 | 26 095 | 24 302 | 24 302 | 31 417 | 32 054 | 33 977 |
| Medical Aid Contributions | | 9 228 | 9 994 | 9 955 | 12 945 | 11 319 | 11 319 | 25 769 | 27 187 | 28 818 |
| Overtime | | 6 990 | 6 236 | 9 797 | 3 391 | 9 993 | 9 993 | 9 075 | 16 732 | 17 742 |
| Performance Bonus | | 9 083 | 10 271 | 10 557 | 12 800 | 10 900 | 10 900 | 14 473 | 15 437 | 16 364 |
| Motor Vehicle Allowance | 3 | 14 684 | 13 783 | 13 718 | 16 365 | 14 246 | 14 246 | 16 288 | 17 266 | 18 302 |
| Cellphone Allowance | 3 | 107 | 851 | 2 730 | 3 689 | 4 087 | 4 087 | 4 389 | 4 646 | 4 918 |
| Housing Allowances | 3 | 2 590 | 2 871 | 2 760 | 3 801 | 3 612 | 3 612 | 6 919 | 7 308 | 7 747 |
| Other benefits and allowances | 3 | 8 281 | 12 692 | 10 495 | 10 044 | 10 452 | 10 452 | 9 844 | 10 308 | 10 952 |
| Payments in lieu of leave | | 7 473 | 8 159 | 5 846 | 5 159 | 6 850 | 6 850 | 5 800 | 5 868 | 6 220 |
| Long service awards | | 2 703 | 1 988 | 2 097 | 2 896 | 3 374 | 3 374 | 2 897 | 3 141 | 3 329 |
| Post-retirement benefit obligations | 6 | 1 521 | 6 | (3 980) | 4 170 | 3 721 | 3 721 | 4 206 | 4 543 | 4 815 |
| **Sub Total - Other Municipal Staff** | | **215 947** | **223 521** | **226 428** | **261 726** | **260 547** | **260 547** | **334 003** | **328 742** | **348 097** |
| **% increase** | 4 | | **3,5%** | **1,3%** | **15,6%** | **(0,5%)** | **–** | **28,2%** | **(1,6%)** | **5,9%** |
| **Total Parent Municipality** | | **236 689** | **246 414** | **246 905** | **290 377** | **285 938** | **285 938** | **362 677** | **358 878** | **380 041** |
| | | | **4,1%** | **0,2%** | **17,6%** | **(1,5%)** | **–** | **26,8%** | **(1,0%)** | **5,9%** |
| **Board Members of Entities** | | | | | | | | | | |
| Basic Salaries and Wages | | 185 | – | – | – | – | – | – | – | – |
| Pension and UIF Contributions | | | | | | | | | | |
| Medical Aid Contributions | | | | | | | | | | |
| Overtime | | | | | | | | | | |
| Performance Bonus | | | | | | | | | | |
| Motor Vehicle Allowance | 3 | | | | | | | | | |
| Cellphone Allowance | 3 | | | | | | | | | |
| Housing Allowances | 3 | | | | | | | | | |
| Other benefits and allowances | 3 | 26 | – | – | – | – | – | – | – | – |
| Board Fees | | | | | | | | | | |
| Payments in lieu of leave | | | | | | | | | | |
| Long service awards | | | | | | | | | | |
| Post-retirement benefit obligations | 6 | | | | | | | | | |
| **Sub Total - Board Members of Entities** | | **211** | **–** | **–** | **–** | **–** | **–** | **–** | **–** | **–** |
| **% increase** | 4 | | **(100,0%)** | **–** | **–** | **–** | **–** | **–** | **–** | **–** |
| **Senior Managers of Entities** | | | | | | | | | | |
| Basic Salaries and Wages | | 1 662 | 639 | – | – | – | – | – | – | – |
| Pension and UIF Contributions | | – | 0 | – | – | – | – | – | – | – |
| Medical Aid Contributions | | | | | | | | | | |
| Overtime | | | | | | | | | | |
| Performance Bonus | | – | – | – | – | – | – | – | – | – |
| Motor Vehicle Allowance | 3 | – | – | – | – | – | – | – | – | – |
| Cellphone Allowance | 3 | | | | | | | | | |
| Housing Allowances | 3 | | | | | | | | | |
| Other benefits and allowances | 3 | | | | | | | | | |
| Payments in lieu of leave | | – | – | – | – | – | – | – | – | – |
| Long service awards | | | | | | | | | | |
| Post-retirement benefit obligations | 6 | | | | | | | | | |
| **Sub Total - Senior Managers of Entities** | | **1 662** | **639** | **–** | **–** | **–** | **–** | **–** | **–** | **–** |
| **% increase** | 4 | | **(61,5%)** | **(100,0%)** | **–** | **–** | **–** | **–** | **–** | **–** |
| **Other Staff of Entities** | | | | | | | | | | |
| Basic Salaries and Wages | | 1 819 | 1 178 | – | – | – | – | – | – | – |
| Pension and UIF Contributions | | 103 | 55 | – | – | – | – | – | – | – |
| Medical Aid Contributions | | | | | | | | | | |
| Overtime | | | | | | | | | | |
| Performance Bonus | | – | – | – | – | – | – | – | – | – |
| Motor Vehicle Allowance | 3 | | | | | | | | | |
| Cellphone Allowance | 3 | | | | | | | | | |
| Housing Allowances | 3 | | | | | | | | | |
| Other benefits and allowances | 3 | | | | | | | | | |
| Payments in lieu of leave | | 92 | – | – | – | – | – | – | – | – |
| Long service awards | | | | | | | | | | |
| Post-retirement benefit obligations | 6 | | | | | | | | | |
| **Sub Total - Other Staff of Entities** | | **2 014** | **1 232** | **–** | **–** | **–** | **–** | **–** | **–** | **–** |
| **% increase** | 4 | | **(38,8%)** | **(100,0%)** | **–** | **–** | **–** | **–** | **–** | **–** |
| **Total Municipal Entities** | | **3 888** | **1 872** | **–** | **–** | **–** | **–** | **–** | **–** | **–** |
| **TOTAL SALARY, ALLOWANCES & BENEFITS** | | **240 577** | **248 286** | **246 905** | **290 377** | **285 938** | **285 938** | **362 677** | **358 878** | **380 041** |
| **% increase** | 4 | | **3,2%** | **(0,6%)** | **17,6%** | **(1,5%)** | **–** | **26,8%** | **(1,0%)** | **5,9%** |
| **TOTAL MANAGERS AND STAFF** | 5,7 | **228 686** | **235 323** | **234 607** | **275 161** | **271 641** | **271 641** | **346 548** | **341 781** | **361 919** |

**Contract Services**

Contracted services have been budgeted for at R219m for the 2022/23 financial year, increasing to R260m in 2024/25. Potable water through water tankers has been provided and the VIP sanitation projects that are funded by MIG. Contracted services have increased taking into account the insource the plumbers to reduce the reliance on service providers. A provision for such plumber has been provided for in the employee related cost line item. Potable water through water tankers has been provided at a lesser scale as the municipality has its own fleet of trucks. The total budget for contracted services in 2022/23 financial year is R219m, increasing to R260m by 2024/25.

### 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.

In the past there were challenges where tenders were cancelled. This has been addressed by reviewing the policy and tender documents. There is still cancelation but they have been reduced.

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 scorecard. 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;

- CSD registration (which is used to verify SARS compliance)
- CIDB registration for construction companies.
- Business licence for catering service providers.
- Letter from health department for catering service providers.
- 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 AND PERFORMANCE AUDIT COMMITTEE (INTERNAL AUDIT)

King Cetshwayo District Municipality Audit and Performance 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 and Performance Audit Committee Charter, as approved by Council.

#### PURPOSE

The audit and performance 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 & PERFORMANCE 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 5 meetings were held.

**Table 65: Audit & Performance Audit Committee Members**

| Members Name | Designation | Meeting Attendance | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | 21/10/2020 | 26/10/2020 | 28/10/2020 | 24/11/2020 | 19/01/2021 | 16/02/2021 | 16/03/2021 | 23/03/2021 | 28/05/2021 |
| M Ncube | Member Chairperson | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ |
| RLH Monyokol | Member | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ |

| | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| o | | | | | | | | | | |
| P Mbanjwa | Member | ✔ | **Apology** | **Apology** | **Apology** | ✔ | ✔ | ✔ | **Apology** | **Apology** |
| Mr B Dladla | Member | **Apology** | **Apology** | ✔ | **Apology** | ✔ | ✔ | ✔ | ✔ | ✔ |

The MPAC Chairperson, Municipal Manager, Deputy Municipal Manager, Chief Audit Executive, External Auditor (AGSA), Provincial Treasury, all Senior Managers who served in an acting capacity 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 and Performance Audit Committee for adoption and approval.

An internal audit plan was developed for the 2021/22 financial year and approved by the Audit and Performance Audit Committee on the 25 August 2021. The Audit plan encompasses the scope of work to be undertaken by the internal audit unit through 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 and Performance 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 and Performance Audit Committee has noted the unqualified opinion with no emphasis on findings 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 and performance 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 and performance 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 appreciates the effective functioning of Council's risk management unit, which deals with amongst others the issue of anti-corruption and fraud prevention processes. The audit and performance 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

**Table 66: Finance Department Policies**

| NAME OF POLICY | DATE OF COUNCIL ADOPTION |
|---|---|
| Tariff | May 2022 |
| Supply Chain Management Policy | May 2022 |
| Credit control and debt collection bylaws | May 2022 |
| Creditors, Councillors and Staff Payment Policy | May 2022 |
| Free Basic Services Policy | May 2022 |
| Indigent | May 2022 |
| Targeted Procurement Policy | May 2022 |
| Property, Plant and Equipment | May 2022 |
| Budget Policy | May 2022 |
| Cost Containment Policy | May 2022 |
| Long Term Borrowing Policy | May 2022 |
| Long Term Financial Planning Policy | May 2022 |
| Retentions policy | May 2022 |
| Funding & Reserves Policy | May 2022 |
| Cash, Banking and Investment Management Policy | May 2022 |
| Motor Vehicle (Pool Motor Vehicle) and Councillors Policy | May 2022 |
| Virement Policy | May 2022 |
| Councillors Bereavement Policy | May 2022 |

| | |
|---|---|
| Performance Management Policy | May 2022 |
| Policies relating to personnel | May 2022 |
| Black Listing Policy | May 2022 |
| Infrastructure Investment Policy | May 2022 |
| Standard for Infrastructure and Delivery Management Policy | May 2022 |

*Source: KCDM Finance Department*

It must be noted that in its 2016/17 budget, Council adopted the cost containment circular number 82 as issued by National Treasury, the municipality has been carefully monitoring its expenditure in line with this circular. The Cost Containment Regulations have been promulgated into law and will come into effect on 1 July 2019. The Policy aligned to these regulations has been developed and is being reviewed annually.

## C6.2 AUDITOR GENERAL REPORT

### 2020/2021

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 2020/2021 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 consolidated annual financial statements:

> *In my opinion, the consolidated and separate financial statements present fairly, in all material respects, the consolidated and separate financial position of the group as at 30 June 2021,and their financial performance and cash flows for the year 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 the Division of Revenue Act of South Africa, 2017 (Act No. 16 of 2019) (Dora).*

## AUDIT RESPONSE PLAN

The municipality has developed an audit response plan, which deals with issues raised under emphasis of matter, relating to material water losses, material impairment to receivables from exchange transactions and contingent liabilities and is annexed hereto.

**Note: Full report is available**

### Previous Years

| | |
|---|---|
| 2020/2021 | Unqualified with no findings(Clean Audit Outcome) |
| 2019/2020 | Unqualified with findings (Municipality)<br>Unqualified with a findings (Consolidated) |
| 2018/2019 | Unqualified with a finding (Municipality)<br>Unqualified with a finding (Consolidated) |
| 2017/2018 | Unqualified with a finding (Municipality)<br>Qualified Audit Outcome (Consolidated) |
| 2016/2017 | Clean Audit Outcome (Municipality)<br>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 |

The following are the audit sustainability measures that the municipality monitors and implements in order to ensure that the Clean Audit Outcome is maintained:

| **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 etc. | Monthly Section 71 Reporting to relevant structures of Council. |
| Debtors Management in terms of credit control and debtor's 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 | Register is maintained and updated on a |

| | |
|---|---|
| and irregular expenditure. | 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 monitored 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 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 a review is done by the internal auditors |

### C6.3.4 MUNICIPAL INFRASTRUCTURE ASSETS & MAINTENANCE (O&M)

Aligned to the priority being given to preserving and maintaining the District's current infrastructure, the 2022/23 budget and MTREF provide for extensive growth in the area of asset maintenance, as informed by the asset renewal strategy and repairs and maintenance plan of the District. In terms of the Municipal Budget and Reporting Regulations, operational repairs and maintenance is not considered a direct expenditure driver but an outcome of certain other expenditures, such as remuneration, purchases of materials and contracted services. The amount of R174 depicted under Repairs and Maintenance budget is therefore only for assets other than bulk water infrastructure, which are still the responsibility of KCDM, hence the ratio of R & M to the carrying value of PPE is only 6% due to the above arrangement.

### C6.3.5 CURRENT & PLANNED BORROWINGS

It needs to be noted that the municipality in the MTREF has not planned to take out any new loans. The municipality currently has only two loans from ABSA (Balance as at 30 June 2020 R21 130 446) and INCA (Balance as at 30 June 2020 R10 733 346). The loans are to be settled in terms of the loan agreements on 30 June 2024 and 30 June 2023 respectively.

## C6.4 FINANCIAL VIABILITY & MANAGEMENT: SWOT ANALYSIS

#### STRENGTHS AND OPPORTUNITIES

- The staff in the finance 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 are required to be outsourced / co-sourced 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 out 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 identification of losses in the system, either through breaks or unauthorised consumptions.
- Lack of a system for proactive and reactive monitoring of repairs and maintenance which links to the existing asset register

### 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, King Dinuzulu, 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 inconvenienced 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 Honey sucker (Sewer Removal) services. They are offering a perceived better level of service and offer more competitive pricing structures.
- Several larger institutions have elected to drill boreholes and stop the use of Municipal water. Should this trend continuo the Municipality may start losing revenue.
- The stringency by the Department of Environmental affairs has seen several water products been banned from the waste site. These products 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.
KCDM has programmes that demonstrate how the management complies with government legislations and government programmes. It also deals with the involvement of Traditional Councils in municipal affairs. KCDM aims 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 following structures constitutes our good governance:

- IGR and DDM committees;
- Performance Evaluation Committees
- Internal Audit Committees
- Audit Readiness Committee
- Risk Management Unit and Committee
- Stakeholder Relations
- Municipal Council Committees
- Municipal Public Accounts Committee
- Municipal Bid Committees
- Linkages with other governance structures;
- Sector engagements;
- Community informed IDP;
- Annual Report and Annual Performance Report submitted

- Whistle-blower Programmes
- Constitution of Financial Advisory Board
- Municipal Tribunal

## C7.2 COMMUNICATION STRATEGY

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.

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.

## C7.3 BATHO PELE POLICY & SERVICE DELIVERY PLAN

KCDM has a 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.

## C7.4 OPERATION 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.

## OSS FUNCTIONALITY

Most positions in the Local Task Team have been filled with the few changes effective after the Local Government Elections in November 2021.

| Municipality | Positions | Vacant / Filled |
|---|---|---|
| Mthonjaneni | Chair | FS Mazibuko |
| | Deputy Chair | Nxumalo |
| | Secretary | Ndlovu |

| | | |
|---|---|---|
| | Deputy Secretary | L Makhiwane |
| Nkandla | Chair<br>Deputy Chair<br>Secretary<br>Deputy Secretary | Mr SZ Dlamini<br>BV Khanyile<br>Nondumiso Mbatha<br>Lungi Blose |
| uMfolozi | Chair<br>Deputy Chair<br>Secretary<br>Deputy Secretary | Mr TL Mfusi<br>S Sithole<br>Mrs Z Mthethwa<br>Nomthandazo Mthethwa |
| uMlalazi | Chair<br>Deputy Chair<br>Secretary<br>Deputy Secretary | Bongani Sithole<br>vacant<br>Velemseni Manqele<br>Hildah Khuluse |
| uMhlathuze | Chair<br>Deputy Chair<br>Secretary<br>Deputy Secretary | Siyabonga Mbanjwa<br>Zilindile Masango<br>Buhle Ncanana<br>Zandile Mthimkhulu |

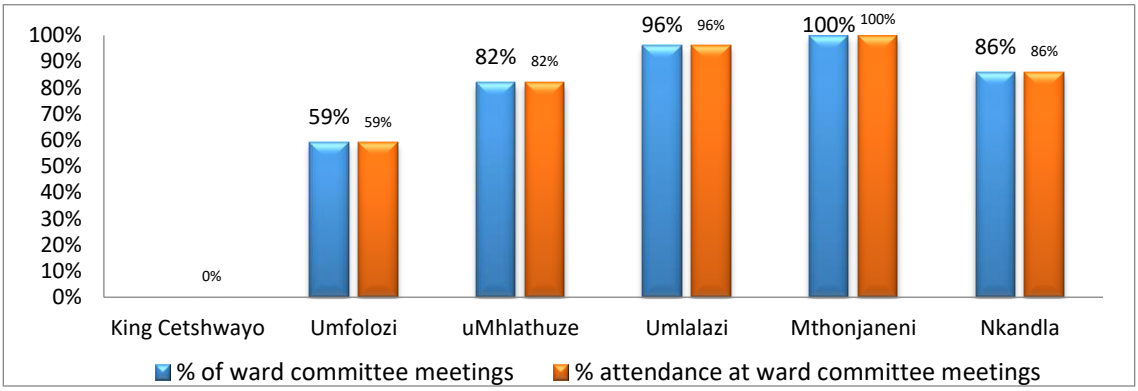
**The King Cetshwayo District Warooms functionality is currently at: 98.09%**

| MUNICIPALITY | FUNCTIONALITY | | | |
|---|---|---|---|---|
| **TOTAL NO. OF WARDS: 105** | **FULLY FUNCTIONAL** | **FUNCTIONAL** | **POORLY FUNCTIONAL** | **NOT FUNCTIONAL** |
| UMFOLOZI/ MBONAMBI (17) | 3 | 14 | 00 | 00 |
| ACTUAL WARDS | 2,10,14 | 1,32,4,5,6,7,8,9,11,12,13,15,16,17 | | |
| MLALAZI (28) | | 11 | 16 | 01 |
| ACTUAL WARDS | 05,06,07,09,11,15, 19,21,22,24 &26 | 01,02,03,04,08,10,12,13,14,17,18,20,23,25,27& 28 | | 16 |
| NKANDLA (14) | 07 | 07 | 0 | 0 |
| ACTAUL WARDS | 1,2,3,6,9,12,13 | 4,5,7,8,10,11,14 | 0 | 0 |
| MHLATHUZE (34) | 28 | 04 | 0 | 2 |
| ACTUAL WARDS | 1,4,5,6,9,10,11,12,13,14,15,16,17,18,19,21,22,23,24,25,26,27,28,29,30,31,32,33 | 7, 8,20,34 | 0 | 2,3 |
| MTHONJANENI (13) | 10 | 03 | 00 | 00 |
| ACTUAL WARDS | 3,4,5,6,8,7,9,10,11,12,13 | 1,2 | | |
| **TOTAL** | **73** | **30** | **0** | **2** |

**Functionality: 98.09%**

## C7.5 STATUS OF WARD COMMITTEES IN THE DISTRICT

**Graph 40: Ward Committee Status in KCDM**




KCDM Municipalities have indicated that there is between a 59%-100% attendance at ward committee meetings as at June.

## REPRESENTATION OF TRADITIONAL COUNCILS IN THE MUNICIPALITY

Section 81 of the Municipal Structures Act, Act 117 of 1998 provides for the participation of traditional leaders in Municipal Councils and KCDM complies with the regulation. King Cetshwayo District Municipality endorsed the name of these traditional leaders in a council meeting on the 20 August 2022, Resolution No: KCD The Traditional leaders that serve in King Cetshwayo District Municipality Council are as follows:

| NAME OF TRADITIONAL LEADER | TRADITIONAL COUNCIL |
|---|---|
| HC Biyela (late) | KwaMpukane Traditional Council |
| TN Mzimela | Mzimela & Golela Traditional Council |
| LTZ Biyela | Sanguye |

## C7.6 PORTFOLIO COMMITTEES

The Portfolio Committees and Council structures are in place and meetings are scheduled on an annual basis. The schedule of meetings is drafted by administration prior to the beginning of the financial year and submitted to council for adoption. The Executive Committee (EXCO) is chaired by the Mayor and all members of EXCO are chairpersons of various portfolio committees of the municipality. EXCO has an approved schedule of meetings aligned to the financial year. The committee meets at least once a month to discuss items submitted and after deliberations the committee make recommendations for submission at Council meeting.

## C7.7 MUNICIPAL COMMITTEES AND FREQUENCY OF MEETINGS IN A YEAR

| Committee Name | Functions | Number of Meetings |
|---|---|---|
| **Council** | Political oversight | 1 meeting per quarter |
| **Executive Committee (EXCO)** | Deals with matters delegated to it by Council and<br>Legislation. | 1 meeting per month |
| **Municipal Public Accounts Committee** | **Accountability & Oversight:**<br>• Internal Audit<br>• Audit Committee<br>• Annual Report Oversight<br>• Annual Performance Report<br>• Annual Financial Statements<br>• Forensic Investigations<br>• Finance Oversight<br>• Annual Performance Oversight<br>• Risk Management | 1 meeting per quarter |
| **Finance Committee** | Financial Management | 1 meeting per month |
| **Local Economic Development Planning & Development Committee** | Town Planning<br>Statutory Development & Town Planning<br>Local Economic Development | 1 meeting per month |
| **Infrastructure & Basic** | Basic Service Delivery | 1 meeting per |

| | | |
|---|---|---|
| **Service Delivery** | Water Provision<br><br>Infrastructure operations & maintenance | month |
| **DDM Clusters** | Economic & Infrastructure Development Cluster<br><br>Social Cluster<br><br>Justice, Crime Prevention and Security Cluster<br><br>Governance, State Capacity & Institutional Development Cluster | 1 meeting per quarter( All clusters have to meet before the Technical Hub as the reports are what constitutes the agenda that later feeds to the Political Hub) |
| **DDM Technical Hub** | Reports from the Clusters | Once a quarter |
| **DDM Political Hub** | Reports from the Technical Hub | 1 meeting per quarter **Recommendations by the Political Hub serve in Council Meetings and resolutions are followed up by Management** |

### C.7.8 MUNICIPAL BID COMMITTEES

The municipality has established fully functional Bid Committees and their membership. The Bid Committees have standing annual schedule of meetings and they meet according to their schedule almost on a weekly basis. The municipality has established fully functional Bid Committees and their membership is as follows:

- **Bid Specification Committee**

  Chairperson- DMM Community services

  Members: Senior Manager Budget & Compliance

  Technical Services PMU Manager

  Technical Services Design Manager

  Senior SCM Officer: Acquisition

- **Bid Evaluation Committee**

  Chairperson- DMM Technical Services

  Members: Senior Manager Management & Accounts

Senior Manager Supply Chain Management

Senior Manager Legal Services

Senior Manager Water Services

Senior Manager Statutory Planning and Economic Development

Manager Revenue Services

- **Bid Adjudication Committee**
  Chairperson: Deputy Municipal Manager Finance

  Members: Head of Department Technical Services

  Deputy Municipal Manager Community Services

  Deputy Municipal Manager Planning & Economic Development

  Deputy Municipal Manager Corporate Services

  Manager: SCM

The Bid Committees have standing annual schedule of meetings and they meet according to their schedule.

### C7.9 IGR FORUMS AND DISTRICT DEVELOPMENT MODEL CLUSTERS

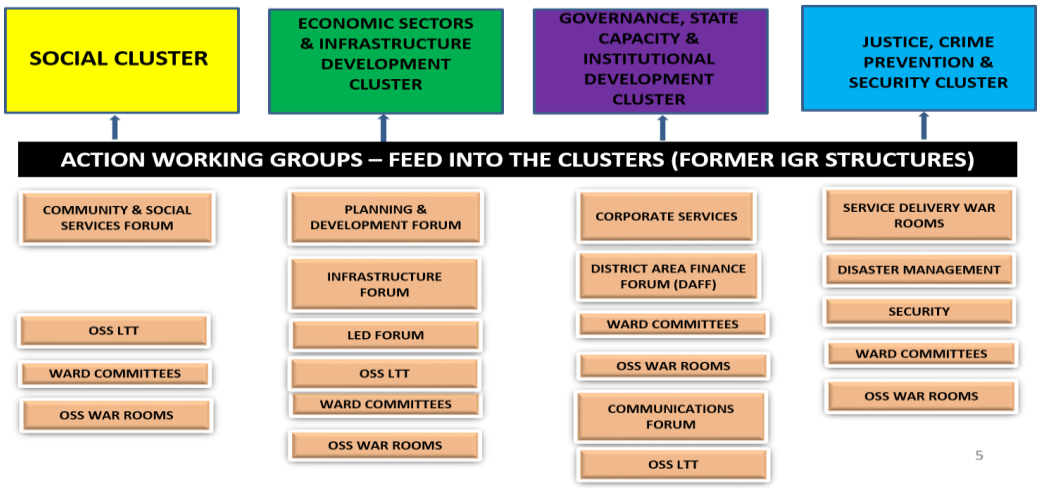
King Cetshwayo District Municipality institutionalised its existing IGR structures in compliance with the Intergovernmental Relations Framework Act, 2005 which allows the District to be represented provincially at various structures dealing with Corporate Governance, Human Resources, Legal Services, Finance, Marginalised Groups, Operation Sukuma Sakhe, Infrastructure, Tourism and Economic Development.

With the introduction of the District Development Model, the municipality had to change existing committees to align with the new model. The DDM is an intergovernmental, cooperative governance anchored on the “One Plan” which aims to translate development priorities and objectives into spatial locations (district and metropolitan areas) and review and modify where necessary existing plans and budgets. It aims to provide synchronisation and alignment of strategic projects by all spheres of government and organs of state as well as those of the private sector. It also seeks to address implementation blockages and provide a united approach on how these may be addressed.

KCDM launched its political hub on the 27th of October 2020 and its Technical Hub on the 25th of November 2020. The formulation of structures as per clusters i.e. Economic Cluster, Governance Cluster, Security and Social Clusters were established with full membership from municipalities across the district. All clusters meet at least once a month and their reports are tabled in the Technical Hub which

is chaired by the District Municipal Manager. The Technical hub tables its reports to the Political hub which is chaired by the District Mayor.

### CLUSTERS – FEED INTO THE DISTRICT TECHNICAL HUB




### MUNICIPAL IDP AND BUDGET PUBLIC PARTICIPATION PROCESSES

Good governance encourages municipal representatives and officials to collaborate with their communities in order to fulfil their needs in a more efficient manner and accountability. The participation of the public in all IDP processes forms the indispensable and integral part of the process and ensures identification with the final product. Public participation in the IDP and Budget processes is encouraged through IDP and Budget Roadshows with all stakeholders. The roadshows are hosted in line with municipal processes twice a year, first round in September-November and the second round in April after draft IDP and Budget have been presented to the council.

### IDP & BUDGET 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 and IDP Steering Committee comprises of the following members:

- ⇨ The Mayor;
- ⇨ The Deputy Mayor (Ex Officio)
- ⇨ The Speaker (Ex Officio)
- ⇨ Chief Whip (Ex Officio)
- ⇨ The Municipal Manager
- ⇨ Chief Operations Officer
- ⇨ All Deputy Municipal Managers
- ⇨ Senior Manager: Budgeting & Reporting
- ⇨ Senior Manager: Municipal Infrastructure & Implementation
- ⇨ Senior Manager: Municipal Infrastructure Operations and Maintenance
- ⇨ Manager: IDP

## LAND USE MANAGEMENT SYSTEM

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:

- 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.
- 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.
- 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.
- 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.

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 concluded in line with the Memoranda of Agreement between all participating municipalities proved to be such a success and was due to expire by March 2021. Due to all the positives leant from the cooperation in the preceding 5 years, all participating municipalities as coordinated by the District unanimously agreed by Council Resolutions to extend the cooperation arrangements by a further 12 months' maximum as provided for by the Disaster Management Act in light of the COVID 19 pandemic which allowed the family of Municipalities enough time to reconsider the reestablishment of the JMPTs.

On expiry of the 12 Month extension, continuation with cooperation was no brainer for the family as they all unanimously agreed to re-establish the JMPTs in the same manner for a further 5 years. The North JMPT has already been established while the South one is on the verge of finalisation and is expected to be fully operational at the expiry of the current arrangement in March 2022.

The District is responsible for the overall co-ordination of the establishment process and also the remuneration costs of all Section 36(b) tribunal members. This is a perfect example of how a District Development Model is operationalised between different tiers of government.

## C7.10 MUNICIPAL RISK MANAGEMENT

Section 62(1)(c)(i) of the Municipal Finance Management Act, Act 53 of 2003 requires the Accounting Officer to establish and maintain effective, efficient & transparent systems of risk management. The King Cetshwayo District Municipality risk management philosophy is informed by the constitutional imperatives. The preamble of our constitution and Chapter 2 of the Constitution deals extensively with the Bill of Rights. The Constitution describes one of the values of founding provisions as; Human dignity, the achievement of quality and the advancement of human rights and freedoms. Section 3 of the Constitution further states that all citizens are equally entitled to the rights, privileges and benefits of citizenship.

• The values that are enshrined in the Constitution and the Bill of Right are relevant to risk management.

• The King Cetshwayo District Municipality is aware that no organization is functioning in a risk-free environment and as a public institution it is susceptible to risks associated with the fulfilling of our constitutional mandate.

The King Cetshwayo District Municipality is committed to achieve its vision through the blue print National Development Plan. King Cetshwayo District Municipality therefore consider risk management as an integral part of its strategy and operations and as a management tool to assist in achieving our service delivery objectives.

To effectively manage risks to the achievement of the municipality's objectives provides managers with a systematic way to make responsible, coherent and informed decisions and enables them to achieve improved outputs and outcomes. A structured approach to the management of risks also enhances and encourages the identification of greater opportunities for continuous improvement through innovation.

In most of the public sector organisations "risk management" is viewed as a stand-alone activity that requires special skills and resources and adds to an already cumbersome workload. King Cetshwayo District Municipality incorporates risk management principles into its everyday management processes.

Risk Management Practices requires the Accounting Officer to manage the strategic and operational risks of the municipality. The King Cetshwayo District Municipality risk management system provides for mitigating strategies and control activities against the risks within the municipality from unacceptable likelihood and impact.

The municipality has a Risk Management Committee in place that meets on quarterly basis and is made of the Deputy Municipal Managers. The Risk Management Committee has its terms of reference.

Risk register is updated on regular basis, as the municipality embarks on new initiatives, and programmes any emerging risks that could have a negative impact on the municipality's ability to achieve its strategic objectives.

The Council is ultimately responsible for risk management supremacy with Exco and Audit Committee playing a very crucial oversight role as a function that is delegated to them and

legislated. The status of strategic and operational risks is reported and monitored on regular basis by Internal Audit and Risk Management Unit and Risk Management Committee who give feed back to the Accounting Officer and Audit Committee.

### C7.10.1 MANAGEMENT OF STRATEGIC RISKS

For the purpose of managing risks at King Cetshwayo District Municipality, a dashboard has been developed on which all strategic risks of the approved Municipal Risk Register as well as both the Internal Auditor and External Auditor queries are recorded on the dashboard.

The recorded risks are then allocated to the respective departments from where appropriate risk mitigation procedures are recorded. The Senior Management Team, comprising of the Accounting Officer, Chief Audit Executive, Heads of Departments and all Senior Managers meet on a regular basis to monitor the management and results of all recorded risks collectively.

The following table summarises the Risk Management related policies developed by the King Cetshwayo District Municipality:

**Risk Management Policies**

| POLICY | STATUS OF POLICY REVIEW | DATE ADOPTED BY COUNCIL |
|---|---|---|
| Risk Management Strategy | Draft in Progress | 28 May 2016 |
| Anti-fraud and corruption strategy and prevention | Draft in Progress | 22 September 2017 |
| Blacklisting Policy | Draft in Progress | 28 June 2018 |
| Risk Management Policy | Draft in Progress | 22 September 2018 |
| Anti-Fraud and Corruption Policy | Draft in Progress | 30 November 2018 |

The risks identified by the municipality are reflected hereunder

### C7.10.2 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
- failure to attract and retain critical skills

### C7.10.3 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 AUDIT AND PERFORMANCE COMMITTEE

The Audit and Performance Committee, which includes performance audit functions, is functional, with terms of reference and meets quarterly. Reports from the Audit and Performance Committee are submitted to Council on a quarterly basis's. The Audit and Performance Committee is tasked to consider the Annual Report prior to finalization. This committee provides additional assurance of credibility to the Annual Report. The committee is empowered to:

- ⇨ Communicate directly with the council, municipal manager or the internal, and external auditors of the municipality;
- ⇨ Access any municipal records containing information that may be needed to perform its duties or exercise its powers;
- ⇨ Request any relevant person to attend any of its meetings, and, if necessary, to provide information requested by the committee; and
- ⇨ Investigate any matter it deems necessary for the performance of its duties and the exercise of its powers.
- ⇨ Provide oversight on municipal programmes;
- ⇨ Audit Reports;
- ⇨ Audit risk assessment reports;
- ⇨ Audit performance and all compliance issues
- ⇨ Review the quarterly reports submitted to it by the internal audit unit;
- ⇨ Review the municipality's PMS and make recommendations in this regard to the Council;
- ⇨ At least quarterly during a financial year submit a report to the Council

### C11.1.1 Audit & Performance 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 5 meetings were held.

**Audit & Performance Audit Committee Members**

| Members Name | Designation | Meeting Attendance | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|
| | | 21/10/2020 | 26/10/2020 | 28/10/2020 | 24/11/2020 | 19/01/2021 | 16/02/2021 | 16/03/2021 | 23/03/2021 | 28/05/2021 |
| M Ncube | Member Chairperson | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ |
| RLH Monyokolo | Member | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ | ✔ |
| P Mbanjwa | Member | ✔ | Apology | Apology | Apology | ✔ | ✔ | ✔ | Apology | Apology |
| Mr B Dladla | Member | Apology | Apology | ✔ | Apology | ✔ | ✔ | ✔ | ✔ | ✔ |

The MPAC Chairperson, Municipal Manager, Deputy Municipal Manager, Chief Audit Executive, External Auditor (AGSA), Provincial Treasury, all Senior Managers who served in an acting capacity 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 and Performance Audit Committee for adoption and approval.

An internal audit plan was developed for the 2021/22 financial year and approved by the Audit and Performance Audit Committee on the 25 August 2021. The Audit plan encompasses the scope of work to be undertaken by the internal audit unit through 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 and Performance 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.

## 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).

## C7.11 STATUS OF MUNICIPAL POLICIES

The list of Policies that apply to the Municipality and adopted by council are as follows:

### HUMAN RESOURCE POLICIES:

**Human Resource Policies**

| POLICY | DATE APPROVED | DATE OF NEXT REVIEW |
|---|---|---|
| Recruitment & Selection | June 2020 | |
| Succession & Retention | 12/03/2008 | To be reviewed |
| 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 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, 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, 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, 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, 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. |
| Exit Interview | 12/09/2007 | Policy reviewed in 2017 |
| Long Service | 20/11/2013 | To be reviewed, 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, except if any binding amendments are required it will be reviewed before the said date |
| Leave | 28/06/2014 | To be reviewed, 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, 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 | 25/08/2010 | Reviewed in 2017 |

| POLICY | DATE APPROVED | DATE OF NEXT REVIEW |
|---|---|---|
| Management | | |
| Travel Allowance Scheme Non-Management | 7/03/2015 | To be reviewed, 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 except if any binding amendments are required it will be reviewed before the said date |
| Scarce Skills Policy | 24/06/2016 | To be reviewed except if any binding amendments are required it will be reviewed before the said date |

## C7.12 STATUS OF MUNICIPAL BYLAWS

| BYLAW | STATUS | |
|---|---|---|
| Cemetery & Crematoria | Adopted | 25 February 2022 |
| Solid Waste Bylaws | Adopted | 25 February 2022 |
| Water Services Bylaws | Adopted | 25 February 2022 |
| Water Provision By laws | Adopted | 25 February 2022 |

# 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:

Forging ahead being inspired by integrity and the will to provide sustainable and quality service delivery.

## D2.0 MISSION

- Provision of sustainable; quality water and sanitation services
- Developing the economy through economic transformation and job creation
- Promoting good governance through transparency, integrity and professionalism.
- Developing local economy through tourism, film and agriculture
- Empower SMMES through equitable distribution of resources and opportunities.

## D3.0 CORE VALUES

- Integrity
- Good Governance

## 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

**Table 67: KCDM Strategic Framework**

| KCDM STRATEGIC FRAMEWORK | | | | | |
|---|---|---|---|---|---|
| **NO** | **NATIONAL KPA** | | **KCDM GOAL** | | **OBJECTIVE** |
| A | KPA 1: Municipal Institutional Development and Transformation | 1 | Organisational and Human Resource Development | A1.1 | To provide growth and development opportunities to employees |
| | | | | A1.2 | To appropriately align Human Resources Skills in organization |
| | | | | A1.3 | To enable a performance driven environment |
| | | 2 | Municipal transformation | A2.1 | To strengthen Information and Communication Technology (ICT) information and security systems |
| | | | | A2.2 | To integrate municipal ICT systems |
| | | | | A2.3 | To enhance IT systems in accordance with 4th Industrial Revolution |
| B | KPA : Basic Service Delivery | 1 | Strategic Infrastructure & Basic Service Delivery | B1.1 | Long-term: Provision of infrastructure and basic services delivery |
| | | | | B1.2 | Efficient operation and maintenance of Waste Disposal Site |
| | | | | B1.3 | Timeous planning and development of the Waste Disposal Capacity |
| C | KPA : Local Economic Development | 1 | Local and rural economic development | C1.1 | To promote agricultural development and food security |
| | | | | C1.2 | To capacitate SMMEs and Cooperatives to enable the creation of jobs |
| | | | | C1.3 | To develop, market & promote investment & tourism |

| | | | | | |
|---|---|---|---|---|---|
| | | | | C1.4 | To develop skills & research capability for the promotion of formal & informal sectors |
| D | KPA 4: Municipal Financial Viability and Management | 1 | Sound Financial Management and Viability | D1.1 | To ensure financial turnaround (revenue enhancement) |
| | | | | D1.2 | To ensure financial turnaround (revenue collection) |
| | | | | D1.3 | Long term financial plan and maintaining a positive credit rating |
| | | | | D1.4 | To ensure spending of grant funding |
| E | KPA 5: Good Governance and public participation | 1 | Promote good Governance and enhance Public Participation. | E1.1 | Practice Risk governance |
| | | | | E1.2 | Enhance Stakeholder Relations and Public Participation |
| | | | | E1.3 | Co-ordinate Corporate Citizenship |
| | | | | E1.4 | Inculcate culture of Excellence |
| 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 |
| | | | | F1.2 | To provide municipal Health Services in an effective and equitable manner |
| | | 2 | Promote healthy communities through sports, arts & culture development | F2.1 | To preserve culture and promote creative arts |
| | | | | F2.2 | To promote healthy lifestyles |
| | | 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 |

## SECTION E

## IDP IMPLEMENTATION PLAN

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| GOAL 1: ORGANISATIONAL & HUMAN RESOURCE DEVELOPMENT | | | | | | | | | | | | | | | | | | | |
| Staff Management | IDP001 | Municipal Transformation and Institutional Development | Organisational & Human Resource Development | To appropriately align Human Resources Skills in organization | Review the Human Resources Strategy to ensure talent management and skills enhancement | Number of HR Strategies Reviewed | Number | Top-Layer SDBIP | | 1 HR Strategy reviewed by | N/A | N/A | N/A | N/A | | R200 000 | 383 | Corporate Services | Internal |
| | IDP002 | Municipal Transformation and Institutional Development | Organisational & Human Resource Development | To appropriately align Human Resources Skills in organization | Implementation of Occupational Health & Safety Act | Percentage of minor compliance findings addressed within available budget | Percentage | Departmental SDBIP (Corporate Services) | | 100% of minor findings addressed within available budget | 100% of minor findings addressed within available budget | 100% of minor findings addressed within available budget | 100% of minor findings addressed within available budget | 100% of minor findings addressed within available budget | | R240 125 | | Corporate Services | Internal |
| | IDP003 | Municipal Transformation and Institutional Development | Organisational & Human Resource Development | To appropriately align Human Resources Skills in organization | Implementation of Employee Assistance Programme | Number of Employee Wellness Programmes held | Number | Departmental SDBIP (Corporate Services) | | 4 Employee Assistance Programmes held | 4 Employee Assistance Programmes held | 4 Employee Assistance Programmes held | 4 Employee Assistance Programmes held | 4 Employee Assistance Programmes held | | R1 000 000 | | Corporate Services | Internal |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Covid 19 | IDP004 | Municipal Transformation and Institutional Development | Organisational & Human Resource Development | To appropriately align Human Resources Skills in organization | Implementation of Employee Assistance Programme | Percentage of Budget spent on Covid 19 Impact Alleviation | Percentage | Departmental SDBIP (Corporate Services) | | 100% of budget spent on COVID 19 Impact Alleviation | 100% of budget spent on COVID 19 Impact Alleviation | N/A | N/A | N/A | | R290 000 | | Corporate Services | Internal |
| Maintaining of District Information and Management System thereby ensuring accurate record keeping | IDP005 | Municipal Transformation and Institutional Development | Organisational & Human Resource Development | To integrate municipal ICT systems | Implementation of Enterprise Resource Planning (ERP) system. | Percentage Implementation of the prioritized objectives of Disaster Recovery Plan (DRP). | Percentage | Top-Layer SDBIP | | 100% implementation of the prioritized objectives of Disaster Recovery Plan (DRP) by | 100% implementation of the prioritized objectives of Disaster Recovery Plan (DRP) by 4 | 100% implementation of the prioritized objectives of Disaster Recovery Plan (DRP) by | 100% implementation of the prioritized objectives of Disaster Recovery Plan (DRP) by | 100% implementation of the prioritized objectives of Disaster Recovery Plan (DRP) by | | R350 000 | | Corporate Services | Internal |
| | IDP006 | Municipal Transformation and Institutional Development | Organisational & Human Resource Development | To integrate municipal ICT systems | Purchase of IT Equipment Stock | Percentage of IT equipment (computers and network components) upgraded | Percentage | Top-Layer SDBIP | | 100% percentage of IT equipment (computers and network components) upgraded | 100% percentage of IT equipment (computers and network components) upgraded | 100% percentage of IT equipment (computers and network components) upgraded | 100% percentage of IT equipment (computers and network components) upgraded | 100% percentage of IT equipment (computers and network components) upgraded | | R1 350 000 | | Corporate Services | Internal |
| | IDP007 | Municipal Transformation and Institutional Development | Organisational & Human Resource Development | To appropriately align Human Resources Skills in organization | Infrastructure Risk assessment | Percentage of Infrastructure Risk Assessment completed within available budget | Percentage | Departmental SDBIP (Corporate Services) | | 100% of Insfrastructure Risk Assessment completed by | N/A | N/A | N/A | N/A | | R1 800 000 | | Corporate Services | Internal |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | IDP008 | Municipal Transformation and Institutional Development | Organisational & Human Resource Development | To appropriately align Human Resources Skills in organization | Implementation of infrastructure programmes | Percentage completion of construction of satellite offices | Percentage | Departmental SDBIP (Corporate Services) | | 100% completion of construction of satellite offices by | N/A | N/A | N/A | N/A | N/A | R4 500 000 | | Corporate Services | Internal |
| **GOAL 2: STRATEGIC INFRASTRUCTURE** | | | | | | | | | | | | | | | | | | | |
| Committing and implementing approved MIG business plans for roll-out of water and sanitation services in the district | IDP009 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmeS | Percentage implementation of prioritized objectives water infrastructure programmes completed | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of prioritized objectives water infrastructure programmes completed (Middledrift Phase 2) | 100% implementation of prioritized objectives water infrastructure programmes completed (Middledrift Phase 2) | 100% implementation of prioritized objectives water infrastructure programmes completed (Middledrift Phase 2) | 100% implementation of prioritized objectives water infrastructure programmes completed (Middledrift Phase 2) | 100% implementation of prioritized objectives water infrastructure programmes completed (Middledrift Phase 2) | N/A | R1 000 000 | | Technical Services | MIG |
| | IDP010 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of prioritized objectives water infrastructure programmes completed | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of prioritized objectives water infrastructure programmes completed (KwaHlokohloko SSA 1) | 100% implementation of prioritized objectives water infrastructure programmes completed (KwaHlokohloko SSA 1) | 100% implementation of prioritized objectives water infrastructure programmes completed (KwaHlokohloko SSA 1) | 100% implementation of prioritized objectives water infrastructure programmes completed (KwaHlokohloko SSA 1) | 100% implementation of prioritized objectives water infrastructure programmes completed (KwaHlokohloko SSA 1) | | R100 000 000 | | Technical Services | MIG |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | IDP011 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of prioritized objectives water infrastructure programmes completed | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of prioritized objectives water infrastructure programmes completed (Nkandla Vutshini S/a SSA 5) | 100% implementation of prioritized objectives water infrastructure programmes completed (Nkandla Vutshini S/a SSA 5) | 100% implementation of prioritized objectives water infrastructure programmes completed (Nkandla Vutshini S/a SSA 5) | 100% implementation of prioritized objectives water infrastructure programmes completed (Nkandla Vutshini S/a SSA 5) | 100% implementation of prioritized objectives water infrastructure programmes completed (Nkandla Vutshini S/a SSA 5) | | R10 000 000 | | Technical Services | MIG |
| | IDP012 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of prioritized objectives water infrastructure programmes completed | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of prioritized objectives water infrastructure programmes completed (Mbonambi Water Phase 2) | 100% implementation of prioritized objectives water infrastructure programmes completed (Mbonambi Water Phase 2) | 100% implementation of prioritized objectives water infrastructure programmes completed (Mbonambi Water Phase 2) | 100% implementation of prioritized objectives water infrastructure programmes completed (Mbonambi Water Phase 2) | 100% implementation of prioritized objectives water infrastructure programmes completed (Mbonambi Water Phase 2) | | R20 000 000 | | Technical Services | MIG |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | IDP013 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of prioritized objectives water infrastructure programmes completed | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of prioritized objectives water infrastructure programmes completed (Eshowe SSA 1) | 100% implementation of prioritized objectives water infrastructure programmes completed (Eshowe SSA 1) | 100% implementation of prioritized objectives water infrastructure programmes completed (Eshowe SSA 1) | 100% implementation of prioritized objectives water infrastructure programmes completed (Eshowe SSA 1) | 100% implementation of prioritized objectives water infrastructure programmes completed (Eshowe SSA 1) | | R4 000 000 | | Technical Services | MIG |
| | IDP014 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of prioritized objectives water infrastructure programmes completed | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of prioritized objectives water infrastructure programmes completed (Greater Mthonjaneni SSA 2) | 100% implementation of prioritized objectives water infrastructure programmes completed (Greater Mthonjaneni SSA 2) | 100% implementation of prioritized objectives water infrastructure programmes completed (Greater Mthonjaneni SSA 2) | 100% implementation of prioritized objectives water infrastructure programmes completed (Greater Mthonjaneni SSA 2) | 100% implementation of prioritized objectives water infrastructure programmes completed (Greater Mthonjaneni SSA 2) | | R73 573 000 | | Technical Services | MIG |
| | IDP015 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of prioritized objectives water infrastructure programmes completed | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of prioritized objectives water infrastructure programmes completed (Greater | 100% implementation of prioritized objectives water infrastructure programmes completed (Greater | 100% implementation of prioritized objectives water infrastructure programmes completed (Greater | 100% implementation of prioritized objectives water infrastructure programmes completed (Greater | 100% implementation of prioritized objectives water infrastructure programmes completed (Greater | | R6 900 000 | | Technical Services | MIG |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | Mthonjaneni SSA 4) | Mthonjaneni SSA 4) | Mthonjaneni SSA 4) | Mthonjaneni SSA 4) | Mthonjaneni SSA 4) | | | | | |
| | IDP016 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of prioritized objectives water infrastructure programmes completed | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of prioritized objectives water infrastructure programmes completed (KwaHlokohloko SSA 5) | 100% implementation of prioritized objectives water infrastructure programmes completed (KwaHlokohloko SSA 5) | 100% implementation of prioritized objectives water infrastructure programmes completed (KwaHlokohloko SSA 5) | 100% implementation of prioritized objectives water infrastructure programmes completed (KwaHlokohloko SSA 5) | 100% implementation of prioritized objectives water infrastructure programmes completed (KwaHlokohloko SSA 5) | | R10 000 000 | | Technical Services | MIG |
| | IDP017 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of prioritized objectives water infrastructure programmes completed | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of prioritized objectives water infrastructure programmes completed (Mpungose Phase 1 D | 100% implementation of prioritized objectives water infrastructure programmes completed (Mpungose Phase 1 D | 100% implementation of prioritized objectives water infrastructure programmes completed (Mpungose Phase 1 D | 100% implementation of prioritized objectives water infrastructure programmes completed (Mpungose Phase 1 D | 100% implementation of prioritized objectives water infrastructure programmes completed (Mpungose Phase 1 D | | R1 000 000 | | Technical Services | MIG |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | Reticulation) | Reticulation) | Reticulation) | Reticulation) | Reticulation) | | | | | |
| | IDP018 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of prioritized objectives water infrastructure programmes completed | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of prioritized objectives water infrastructure programmes completed (Mlhana/ Somopho) | 100% implementation of prioritized objectives water infrastructure programmes completed (Mlhana/ Somopho) | 100% implementation of prioritized objectives water infrastructure programmes completed (Mlhana/ Somopho) | 100% implementation of prioritized objectives water infrastructure programmes completed (Mlhana/ Somopho) | 100% implementation of prioritized objectives water infrastructure programmes completed (Mlhana/ Somopho) | N/A | R20 000 000 | | Technical Services | MIG |
| | IDP019 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of prioritized objectives water infrastructure programmes completed | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of prioritized objectives water infrastructure programmes completed (Vhutshini Phase 1) | 100% implementation of prioritized objectives water infrastructure programmes completed (Vhutshini Phase 1) | 100% implementation of prioritized objectives water infrastructure programmes completed (Vhutshini Phase 1) | 100% implementation of prioritized objectives water infrastructure programmes completed (Vhutshini Phase 1) | 100% implementation of prioritized objectives water infrastructure programmes completed (Vhutshini Phase 1) | N/A | R1 000 000 | | Technical Services | MIG |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | IDP020 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of prioritized objectives water infrastructure programmes completed | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of prioritized objectives water infrastructure programmes completed (Middledrit SSA 5) | 100% implementation of prioritized objectives water infrastructure programmes completed (Middledrit SSA 5) | 100% implementation of prioritized objectives water infrastructure programmes completed (Middledrit SSA 5) | 100% implementation of prioritized objectives water infrastructure programmes completed (Middledrit SSA 5) | 100% implementation of prioritized objectives water infrastructure programmes completed (Middledrit SSA 5) | N/A | R11 000 000 | | Technical Services | MIG |
| | IDP021 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of prioritized objectives water infrastructure programmes completed | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of prioritized objectives water infrastructure programmes completed (Gingindlovu Raw Water Sysstem Relocation) | 100% implementation of prioritized objectives water infrastructure programmes completed (Gingindlovu Raw Water Sysstem Relocation) | 100% implementation of prioritized objectives water infrastructure programmes completed (Gingindlovu Raw Water Sysstem Relocation) | 100% implementation of prioritized objectives water infrastructure programmes completed (Gingindlovu Raw Water Sysstem Relocation) | 100% implementation of prioritized objectives water infrastructure programmes completed (Gingindlovu Raw Water Sysstem Relocation) | N/A | R1 000 000 | | Technical Services | WSIG |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Service Delivery Backlogs | IDP022 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of the prioritized Water Rudimentary programme | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of the prioritized Water Rudimentary programme (Tanker Reduction Strategy) | 100% implementation of the prioritized Water Rudimentary programme (Tanker Reduction Strategy) | 100% implementation of the prioritized Water Rudimentary programme (Tanker Reduction Strategy) | 100% implementation of the prioritized Water Rudimentary programme (Tanker Reduction Strategy) | 100% implementation of the prioritized Water Rudimentary programme (Tanker Reduction Strategy) | N/A | R35 000 000 | | Technical Services | WSIG |
| | IDP023 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of bulk water infrastructure | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of bulk water infrastructure (Middledrit SSA 2) | 100% implementation of bulk water infrastructure (Middledrit SSA 2) | 100% implementation of bulk water infrastructure (Middledrit SSA 2) | 100% implementation of bulk water infrastructure (Middledrit SSA 2) | 100% implementation of bulk water infrastructure (Middledrit SSA 2) | N/A | R3 000 000 | | Technical Services | RBIG |
| | IDP024 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of bulk water infrastructure | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of bulk water infrastructure (Middledrit SSA 3) | 100% implementation of bulk water infrastructure (Middledrit SSA 3) | 100% implementation of bulk water infrastructure (Middledrit SSA 3) | 100% implementation of bulk water infrastructure (Middledrit SSA 3) | 100% implementation of bulk water infrastructure (Middledrit SSA 3) | N/A | R37 000 000 | | Technical Services | RBIG |
| | IDP025 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of refurbishment of water and waste water infrastructure | Percentage | Departmental SDBIP (Technical Services) | | Percentage implementation of refurbishment of water and waste water infrastructure (Refurb | Percentage implementation of refurbishment of water and waste water infrastructure (Refurb | Percentage implementation of refurbishment of water and waste water infrastructure (Refurb | Percentage implementation of refurbishment of water and waste water infrastructure (Refurb | Percentage implementation of refurbishment of water and waste water infrastructure (Refurb | N/A | R5 000 000 | | Technical Services | WSIG |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | | | | | Reduction Storage Reservoirs) | Reduction Storage Reservoirs) | Reduction Storage Reservoirs) | Reduction Storage Reservoirs) | Reduction Storage Reservoirs) | | | | | |
| | IDP026 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Development of Cell 3 | Percentage of budget spent on construction of Cell 3 as per approved plan | Percentage | Departmental SDBIP (Technical Services) | | 100% of budget on Construction of Cell 3 | 100% of budget on Construction of Cell 3 | N/A | N/A | N/a | | R38 000 000 | | Technical Services | MIG |
| | IDP027 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Update Water Services Master Plan & Water Services Development Plan | Percentage implementation of prioritised objectives contained in the Water Conservation Demand Management Strategy | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of prioritised objectives contained in the Water Conservation Demand Management Strategy | 100% implementation of prioritised objectives contained in the Water Conservation Demand Management Strategy | 100% implementation of prioritised objectives contained in the Water Conservation Demand Management Strategy | 100% implementation of prioritised objectives contained in the Water Conservation Demand Management Strategy | 100% implementation of prioritised objectives contained in the Water Conservation Demand Management Strategy | | R10 000 000 | | Technical Services | WSIG |
| | IDP028 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and | Implementation of infrastructure programmes | Percentage implementation of bulk water infrastru | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of bulk water infrastructure | 100% implementation of bulk water infrastructure | 100% implementation of bulk water infrastructure | 100% implementation of bulk water infrastructure | 100% implementation of bulk water infrastructure | | R18 000 000 | | Technical Services | WSIG |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | basic services delivery | | cture | | | | (Nkandla Weir) | (Nkandla Weir) | (Nkandla Weir) | (Nkandla Weir) | (Nkandla Weir) | | | | | |
| | IDP029 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage of Survival Water Boreholes completed | Percentage | Departmental SDBIP (Technical Services) | | 100% of survival water boreholes completed | 100% of survival water boreholes completed | 100% of survival water boreholes completed | 100% of survival water boreholes completed | 100% of survival water boreholes completed | | R1 000 000 | | Technical Services | Internal |
| | IDP030 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage Compliance to the General Authorisations Standards and SANS 241:015 | Percentage | Departmental SDBIP (Technical Services) | | 94% Blue Drop compliance 70% Green Drop compliance | 94% Blue Drop compliance 70% Green Drop compliance | 94% Blue Drop compliance 70% Green Drop compliance | 94% Blue Drop compliance 70% Green Drop compliance | 94% Blue Drop compliance 70% Green Drop compliance | | R2 000 000 | | Technical Services | Internal |
| | IDP031 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of refurbishment of water and waste water infrastructure | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of refurbishment of water and waste water infrastructure (Eshowe Sewer Upgrade) | 100% implementation of refurbishment of water and waste water infrastructure (Eshowe Sewer Upgrade) | 100% implementation of refurbishment of water and waste water infrastructure (Eshowe Sewer Upgrade) | 100% implementation of refurbishment of water and waste water infrastructure (Eshowe Sewer Upgrade) | 100% implementation of refurbishment of water and waste water infrastructure (Eshowe Sewer Upgrade) | | R4 400 000 | | Technical Services | MIG |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | IDP032 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of refurbishment of water and waste water infrastructure | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of refurbishment of water and waste water infrastructure (Melmoth Sewer Upgrade) | 100% implementation of refurbishment of water and waste water infrastructure (Melmoth Sewer Upgrade) | 100% implementation of refurbishment of water and waste water infrastructure (Melmoth Sewer Upgrade) | 100% implementation of refurbishment of water and waste water infrastructure (Melmoth Sewer Upgrade) | Melmoth Sewer Upgrade | | R25 000 000 | | Technical Services | MIG |
| | IDP033 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of refurbishment of water and waste water infrastructure | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of refurbishment of water and waste water infrastructure (Eshowe Water Treatment Works Refurbishment) | 100% implementation of refurbishment of water and waste water infrastructure (Eshowe Water Treatment Works Refurbishment) | 100% implementation of refurbishment of water and waste water infrastructure (Eshowe Water Treatment Works Refurbishment) | 100% implementation of refurbishment of water and waste water infrastructure (Eshowe Water Treatment Works Refurbishment) | Eshowe Water Treatment Works Refurbishment | | R5 000 000 | | Technical Services | WSIG |
| | IDP034 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of prioritized Rural Roads Asset Management System Transport and Infrastru | Percentage | Departmental SDBIP (Technical Services) | | 100% of prioritzed RRAMS objectives implemented | 100% of prioritzed RRAMS objectives implemented | 100% of prioritzed RRAMS objectives implemented | 100% of prioritzed RRAMS objectives implemented | 100% of prioritzed RRAMS objectives implemented | | R2 705 000 | | Technical Services | RRAMS |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | cture Strategy objectives | | | | | | | | | | | | | |
| | IDP035 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of new rural sanitation projects | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of new rural sanitation projects (Umlalazi Sanitation) | 100% implementation of new rural sanitation projects (Umlalazi Sanitation) | 100% implementation of new rural sanitation projects (Umlalazi Sanitation) | 100% implementation of new rural sanitation projects (Umlalazi Sanitation) | Umlalazi Sanitation | | R24 394 000 | | Technical Services | MIG |
| | IDP036 | Basic Service Delivery | Strategic Infrastructure & Basic Service Delivery | Long-term: Provision of infrastructure and basic services delivery | Implementation of infrastructure programmes | Percentage implementation of new rural sanitation projects | Percentage | Departmental SDBIP (Technical Services) | | 100% implementation of new rural sanitation projects (Nkandla Sanitation) | 100% implementation of new rural sanitation projects (Nkandla Sanitation) | 100% implementation of new rural sanitation projects (Nkandla Sanitation) | 100% implementation of new rural sanitation projects (Nkandla Sanitation) | Nkandla Sanitation | | R10 000 000 | | Technical Services | MIG |
| GOAL 3: SOUND FINANCIAL MANAGEMENT & VIABILITY | | | | | | | | | | | | | | | | | | | |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| 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 | IDP037 | Financial Viability & Management | Sound Financial Management & Vialbility | To ensure financial turnaround | Revenue Enhancement Strategy | Number of Revenue Enhancement Research Report submitted to Council | Number | Departmental SDBIP (Financial Services) | | 1 Revenue Enhancement Research Report submitted to Council by | 1 Revenue Enhancement Strategy submitted to Council by | 100% Revenue Enhancement Strategy implemented as per prioritized objectives by | 100% Revenue Enhancement Strategy implemented as per prioritized objectives by | 100% Revenue Enhancement Strategy implemented as per prioritized objectives by | | R220 000 | | Finance | Internal |
| Ensuring borrowed funds are invested in revenue generating assets as part of the Capital programme | IDP038 | Financial Viability & Management | Sound Financial Management & Vialbility | To ensure financial management | Long Term Financial planning | Number of Long Term Financial Plan Report reviewed | Number | Departmental SDBIP (Financial Services) | | 1 Long Term Financial Plan reviewed by | 41 Long Term Financial Plan reviewed by | 1 Long Term Financial Plan reviewed by | 1 Long Term Financial Plan reviewed by | 1 Long Term Financial Plan reviewed by | | R400 000 | | Finance | Internal |
| | IDP039 | Financial Viability & Management | Sound Financial Management & Vialbility | To ensure financial management | SCM Procurement Indaba | Number of Supply Chain Management Procurement Indabas held | Nunebr | Departmental SDBIP (Financial Services) | | 2 SCM Procurement Indabas held | 2 SCM Procurement Indabas held | 2 SCM Procurement Indabas held | 2 SCM Procurement Indabas held | 2 SCM Procurement Indabas held | | R251 500 | | Finance | Internal |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | IDP040 | Financial Viability & Management | Sound Financial Management & Vialbility | To ensure financial management | SCM Policy/Procedure Alignment | Number of Supply Chain Management policies reviewed and approved by Council | Number | Departmental SDBIP (Financial Services) | | 1 Supply Chain Management policies reviewed and approved by Council | 1 Supply Chain Management policies reviewed and approved by Council | 1 Supply Chain Management policies reviewed and approved by Council | 1 Supply Chain Management policies reviewed and approved by Council | 1 Supply Chain Management policies reviewed and approved by Council | | R900 000 | | Finance | Internal |
| | IDP041 | Financial Viability & Management | Sound Financial Management & Vialbility | To ensure financial management | Implementation of Municipal Standard Chart of Accounts | Number of mSCOA reports submitted | Number | Departmental SDBIP (Financial Services) | | 4 mSCOA Reports reports submitted | 4 mSCOA Reports reports submitted | 4 mSCOA Reports reports submitted | 4 mSCOA Reports reports submitted | 4 mSCOA Reports reports submitted | | R486 775 | | Finance | Internal |
| | IDP042 | Financial Viability & Management | Sound Financial Management & Vialbility | To ensure financial management | Clean Audit-2017 and Beyond | Number of AFS submitted to AG | Number | Departmental SDBIP (Financial Services) | | Clean Audit-2017 and Beyond | Clean Audit-2017 and Beyond | Clean Audit-2017 and Beyond | Clean Audit-2017 and Beyond | Clean Audit-2017 and Beyond | | R200 000 | | Finance | Internal |
| Securing the health of our asset base (especially the municipality's revenue generating assets) by increasing spending on repairs | IDP043 | Financial Viability & Management | Sound Financial Management & Vialbility | To ensure financial management | Update of Fixed Asset Register | Number of Fixed Asset Registers completed | Number | Departmental SDBIP (Financial Services) | | 2 Fixed Asset Registers completed | 2 Fixed Asset Registers completed | 2 Fixed Asset Registers completed | 2 Fixed Asset Registers completed | 2 Fixed Asset Registers completed | | R300 000 | | Finance | Internal |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| and maintenance | | | | | | | | | | | | | | | | | | | |
| **GOAL 4: PROMOTE GOOD GOVERNANCE AND ENHANCE PUBLIC PARTICIPATION** | | | | | | | | | | | | | | | | | | | |
| Ensuring alignment and coordination between DM and LM's | IDP044 | Good Governance & Public Participation | Promote Good Governance and Enhance Public Participation | Enhance Stakeholder Relations and Public Participation | Hosting State of the District Address | Number of State of the District Address facilitated | Number | IPMS (Chief Operating Officer) | | 1 State of the District Address facilitated | 1 State of the District Address facilitated | 1 State of the District Address facilitated | 1 State of the District Address facilitated | 1 State of the District Address facilitated | N/A | R500 000 | 291 | Office of the Municipal Manager | Internal |
| | IDP045 | Good Governance & Public Participation | Promote Good Governance and Enhance Public Participation | Practice Risk governance | Risk Management Software | Number of Risk Management Software Programs procured | Number | Departmental SDBIP (Municipal Manager) | | 1 Risk Management Software Program procured by | 50% implementation of Risk Management Software implemented by per approved Project Plan | 100% implementation of Risk Management Software implemented by per approved Project Plan | N/A | N/A | | R150 000 | | Office of the Municipal Manager | Internal |
| | IDP046 | Good Governance & Public Participation | Promote Good Governance and Enhance Public Participation | Enhance Stakeholder Relations and Public Participation | Hosting IDP Roadshows | Number of IDP Roadshows | Number | Departmental SDBIP (Planning and Economic Development) | | 14 IDP Roadshows hosted | 14 IDP Roadshows hosted | 14 IDP Roadshows hosted | 14 IDP Roadshows hosted | 14 IDP Roadshows hosted | N/A | R2 569 250 | 424 | Office of the Municipal Manager | Internal |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | IDP047 | Good Governance & Public Participation | Promote Good Governance and Enhance Public Participation | Enhance Stakeholder Relations and Public Participation | Marketing Development | Percentage of budget spent on the implementation of PR initiatives through branding, marketing and advertising | Percentage | IPMS (Chief Operating Officer) | | 100% of budget spent on the implementation of PR initiatives through branding, marketing and advertising | 100% of budget spent on the implementation of PR initiatives through branding, marketing and advertising | 100% of budget spent on the implementation of PR initiatives through branding, marketing and advertising | 100% of budget spent on the implementation of PR initiatives through branding, marketing and advertising | 100% of budget spent on the implementation of PR initiatives through branding, marketing and advertising | N/A | R340 000 | 436 | Office of the Municipal Manager | Internal |
| | IDP048 | Good Governance & Public Participation | Promote Good Governance and Enhance Public Participation | Enhance Stakeholder Relations and Public Participation | Website Development | Percentage completion of Website updates | Percentage | IPMS (Chief Operating Officer) | | 100% completion of Website updates | 100% completion of Website updates | 100% completion of Website updates | 100% completion of Website updates | 100% completion of Website updates | N/A | R250 000 | 219 | Office of the Municipal Manager | Internal |
| | IDP049 | Good Governance & Public Participation | Promote Good Governance and Enhance Public Participation | Practice Risk governance | Risk Management/ Fraud and Corruption | Percentage of identified cases as recommended by Council investigated by the Financial Misconduct Disciplinary Board | Percentage | Departmental SDBIP (Office of Muncipal Manager) | | 100% of identified cases as recommended by Council investigated by the Financial Misconduct Disciplinary Board | 100% of identified cases as recommended by Council investigated by the Financial Misconduct Disciplinary Board | 100% of identified cases as recommended by Council investigated by the Financial Misconduct Disciplinary Board | 100% of identified cases as recommended by Council investigated by the Financial Misconduct Disciplinary Board | 100% of identified cases as recommended by Council investigated by the Financial Misconduct Disciplinary Board | N/A | R130 000 | 159 | Office of the Municipal Manager | Internal |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | IDP050 | Good Governance & Public Participation | Promote Good Governance and Enhance Public Participation | Practice Risk governance | Risk Management | Number of Annual Risk and Fraud Risk Assessment completed | Number | Top-Layer SDBIP | | 1 Annual Risk and Fraud Risk Assessment completed | 1 Annual Risk and Fraud Risk Assessment completed | 1 Annual Risk and Fraud Risk Assessment completed | 1 Annual Risk and Fraud Risk Assessment completed | 1 Annual Risk and Fraud Risk Assessment completed | N/A | R200 000 | 175 | Office of the Municipal Manager | |
| | IDP051 | Good Governance & Public Participation | Promote Good Governance and Enhance Public Participation | Enhance Stakeholder Relations and Public Participation | Renaming of the Building | Percentage completion of renaming of building | Percentage | Departmental SDBIP (Office of Muncipal Manager) | | 100% completion of renaming of building | N/A | N/A | N/A | N/A | N/A | R100 000 | 580 | Office of the Municipal Manager | Internal |
| | IDP052 | Good Governance & Public Participation | Promote Good Governance and Enhance Public Participation | Enhance Stakeholder Relations and Public Participation | Tertiary registration assisstance | Number of youths assisted with registration grants | Number | Top-Layer SDBIP | | 100 youths assisted with registration grants | 100 youths assisted with registration grants | 100 youths assisted with registration grants | 100 youths assisted with registration grants | 100 youths assisted with registration grants | N/A | R1 000 000 | 167 | Community Services | Internal |
| | IDP053 | Good Governance & Public Participation | Promote Good Governance and Enhance Public Participation | Co-ordinate Corporate Citizenship | Operation Sukuma Sakhe | Number of reports on war room functionality | Number | IPMS (Community Services) | | 4 reports on war room functionality | 4 reports on war room functionality | 4 reports on war room functionality | 4 reports on war room functionality | 4 reports on war room functionality | N/A | R335 000 | | Community Services | Internal |
| | IDP054 | Good Governance & Public Participation | Promote Good Governance and Enhance Public Participation | Enhance Stakeholder Relations and Public Participation | Youth Programmes | Number of Youth Festivals held | Number | Top-Layer SDBIP | | 1 Youth Festival held | 1 Youth Festival held | 1 Youth Festival held | 1 Youth Festival held | 1 Youth Festival held | N/A | R1 823 000 | | Community Services | Internal |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | IDP055 | Good Governance & Public Participation | Promote Good Governance and Enhance Public Participation | Enhance Stakeholder Relations and Public Participation | Annual Prayer | Percentage implementation of Arts & Culture programmes prioritized for the financial year | Percentage | Top-Layer SDBIP | | 100% implementation of Arts & Culture programmes prioritized for the financial year (Annual Prayer) | 100% implementation of Arts & Culture programmes prioritized for the financial year (Annual Prayer) | 100% implementation of Arts & Culture programmes prioritized for the financial year (Annual Prayer) | 100% implementation of Arts & Culture programmes prioritized for the financial year (Annual Prayer) | 100% implementation of Arts & Culture programmes prioritized for the financial year (Annual Prayer) | N/A | R850 000 | 355 | Community Services | Internal |
| | IDP056 | Good Governance & Public Participation | Promote Good Governance and Enhance Public Participation | Enhance Stakeholder Relations and Public Participation | Career Expo | Number of Career Expos Held per LM | Number | Top-Layer SDBIP | | 5 Careers Expos held | 5 Careers Expos held | 5 Careers Expos held | 5 Careers Expos held | 5 Careers Expos held | N/A | R2 500 000 | 356 | Community Services | Internal |
| **GOAL 5: PROMOTE HEALTHY COMMUNITIES THROUGH SPORTS, ARTS AND CULTURE DEVELOPMENT** | | | | | | | | | | | | | | | | | | | |
| | IDP057 | Cross Cutting | Promote healthy communities through sports, arts and culture development | To preserve culture and promote creative arts | Princess Magogo Choral Music Festival | Percentage implementation of Arts & Culture programmes prioritized for the financial year | Percentage | Top-Layer SDBIP | | 100% implementation of Arts & Culture programmes prioritized for the financial year (Princess Magogo Choral Music Festival) | 100% implementation of Arts & Culture programmes prioritized for the financial year (Princess Magogo Choral Music Festival) | 100% implementation of Arts & Culture programmes prioritized for the financial year (Princess Magogo Choral Music Festival) | 100% implementation of Arts & Culture programmes prioritized for the financial year (Princess Magogo Choral Music Festival) | 100% implementation of Arts & Culture programmes prioritized for the financial year (Princess Magogo Choral Music Festival) | N/A | R1 000 000 | 343 | Community Services | Internal |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | IDP058 | Cross Cutting | Promote healthy communities through sports , arts & culture development | To preserve culture and promote creative arts | Arts & Culture Programmes | Percentage implementation of Arts & Culture programmes prioritized for the financial year | Percentage | Top-Layer SDBIP | | 100% implementation of Arts & Culture programmes prioritized for the financial year (Arts and Culture) | 100% implementation of Arts & Culture programmes prioritized for the financial year (Arts and Culture) | 100% implementation of Arts & Culture programmes prioritized for the financial year (Arts and Culture) | 100% implementation of Arts & Culture programmes prioritized for the financial year (Arts and Culture) | 100% implementation of Arts & Culture programmes prioritized for the financial year (Arts and Culture) | N/A | R1 660 000 | 351 | Community Services | Internal |
| | IDP059 | Cross Cutting | Promote healthy communities through sports , arts & culture development | To preserve culture and promote creative arts | Nkosi Cetshwayo Horse Racing | Number of King Cetshwayo Rural Horse Riding event hosted | Number | Departmental SDBIP (Community Services) | | 1 King Cetshwayo Rural Horse Riding event hosted | 1 King Cetshwayo Rural Horse Riding event hosted | 1 King Cetshwayo Rural Horse Riding event hosted | 1 King Cetshwayo Rural Horse Riding event hosted | 1 King Cetshwayo Rural Horse Riding event hosted | N/A | R3 000 000 | 354 | Community Services | Internal |
| | IDP060 | Cross Cutting | Promote healthy communities through sports , arts & culture development | To preserve culture and promote creative arts | Diwali Festival | Number of Diwali festival's supported | Number | Departmental SDBIP (Community Services) | | 1 Diwali festivals supported | 1 Diwali festivals supported | 1 Diwali festivals supported | 1 Diwali festivals supported | 1 Diwali festivals supported | N/A | R150 000 | 359 | Connuni ty Services | Internal |
| | IDP061 | Cross Cutting | Promote healthy communities through sports , arts & culture development | To promote healthy lifestyles | Co-ordinate and Implement Sports Development Programmes | Number of SALGA Games participated in | Number | Departmental SDBIP (Community Services) | | 1 SALGA Games participated in | 1 SALGA Games participated in | 1 SALGA Games participated in | 1 SALGA Games participated in | 1 SALGA Games participated in | N/A | R4 450 000 | 416 | Community Services | Internal |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | IDP062 | Cross Cutting | Promote healthy communities through sports , arts & culture development | To promote healthy lifestyles | Co-ordinate and Implement Sports Development Programmes | Number of Disrict Marathons held | Number | Departmental SDBIP (Community Services) | | 1 Disrict Marathons held | 1 Disrict Marathons held | 1 Disrict Marathons held | 1 Disrict Marathons held | 1 Disrict Marathons held | N/A | R1 000 000 | 417 | Community Services | Internal |
| | IDP063 | Cross Cutting | Promote healthy communities through sports , arts & culture development | To promote healthy lifestyles | Co-ordinate and Implement Sports Development Programmes | Number of Golden Games held | Number | Departmental SDBIP (Community Services) | | 1 Golden Games held | 1 Golden Games held | 1 Golden Games held | 1 Golden Games held | 1 Golden Games held | | R290 000 | 418 | Community Services | Internal |
| | IDP064 | Cross Cutting | Promote healthy communities through sports , arts & culture development | To promote healthy lifestyles | Co-ordinate and Implement Sports Development Programmes | Number of District Elimination Games held | Number | Departmental SDBIP (Community Services) | | 1 District Elimination Games held | 1 District Elimination Games held | 1 District Elimination Games held | 1 District Elimination Games held | 1 District Elimination Games held | N/A | R700 000 | 419 | Community Services | Internal |
| | IDP065 | Cross Cutting | Promote healthy communities through sports , arts & culture development | To promote healthy lifestyles | Co-ordinate and Implement Sports Development Programmes | Number of Sports Development intiatives supported | Number | Top-Layer SDBIP | | 1 Sports Development intiatives supported | 1 Sports Development intiatives supported | 1 Sports Development intiatives supported | 1 Sports Development intiatives supported | 1 Sports Development intiatives supported | N/A | R2 300 000 | 420 | Community Services | Internal |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | IDP066 | Cross Cutting | Promote healthy communities through sports, arts and culture development | To preserve culture and promote creative arts | Heritage Sites | Percentage implementation of Heritage Programmes prioritized for the financial year | Percentage | Top-Layer SDBIP | | 100% implementation of Heritage Programmes prioritized for the financial year (Heritage Sites) | 100% implementation of Heritage Programmes prioritized for the financial year (Heritage Sites) | 100% implementation of Heritage Programmes prioritized for the financial year (Heritage Sites) | 100% implementation of Heritage Programmes prioritized for the financial year (Heritage Sites) | 100% implementation of Heritage Programmes prioritized for the financial year (Heritage Sites) | N/A | R1 000 000 | 341 | Community Services | Internal |
| | IDP067 | Cross Cutting | Promote healthy communities through sports, arts and culture development | To preserve culture and promote creative arts | Heritage Programmes | Percentage implementation of Heritage Programmes prioritized for the financial year | Percentage | Top-Layer SDBIP | | 100% implementation of Heritage Programmes prioritized for the financial year (Heritage Programmes) | 100% implementation of Heritage Programmes prioritized for the financial year (Heritage Programmes) | 100% implementation of Heritage Programmes prioritized for the financial year (Heritage Programmes) | 100% implementation of Heritage Programmes prioritized for the financial year (Heritage Programmes) | 100% implementation of Heritage Programmes prioritized for the financial year (Heritage Programmes) | N/A | R1 000 000 | 357 | Community Services | Internal |
| **GOAL 6: CREATE & PROMOTE A SAFE, HEALTHY AND SECURE ENVIRONMENT** | | | | | | | | | | | | | | | | | | | |
| | IDP068 | Cross Cutting | Create & promote a safe, healthy and secure environment | Enhance Stakeholder Relations and Public Participation | HIV/AIDS Programmes | Number of HIV/AIDS Awareness campaigns held | Number | Top-Layer SDBIP | | 4 HIV/AIDS Awareness campaigns held | 4 HIV/AIDS Awareness campaigns held | 4 HIV/AIDS Awareness campaigns held | 4 HIV/AIDS Awareness campaigns held | 4 HIV/AIDS Awareness campaigns held | N/A | R525 000 | 223 | Community Services | Internal |
| | IDP069 | Good Governance & Public Participation | Promote healthy communities through sports, arts and culture development | To promote healthy lifestyles | Co-ordinate and Implement Sports Development Programmes | Number of Sports Development intiatives supported | Number | Top-Layer SDBIP | | 1 Sports Development intiatives supported (Mayoral Cup) | 1 Sports Development intiatives supported (Mayoral Cup) | 1 Sports Development intiatives supported (Mayoral Cup) | 1 Sports Development intiatives supported (Mayoral Cup) | 1 Sports Development intiatives supported (Mayoral Cup) | N/A | R1 000 000 | 236 | Community Services | Internal |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | IDP070 | Good Governance & Public Participation | Create & promote a safe, healthy and secure environment | Enhance Stakeholder Relations and Public Participation | Children's Rights Programme | Number of Children's Rights programmes implemented | Number | Departmental SDBIP (Community Services) | | 1 Children's Rights programmes implemented | 1 Children's Rights programmes implemented | 1 Children's Rights programmes implemented | 1 Children's Rights programmes implemented | 1 Children's Rights programmes implemented | | R150 000 | 252 | Community Services | Internal |
| | IDP071 | Good Governance & Public Participation | Create & promote a safe, healthy and secure environment | To reduce vulnerabilities and build resilient communities | Senior Citizens Programmes | Number of Senior citizens Programme implemented | Number | Departmental SDBIP (Community Services) | | 1 Senior citizens Programme implemented | 1 Senior citizens Programme implemented | 1 Senior citizens Programme implemented | 1 Senior citizens Programme implemented | 1 Senior citizens Programme implemented | N/A | R100 000 | 258 | Community Services | Internal |
| | IDP072 | Good Governance & Public Participation | Create & promote a safe, healthy and secure environment | Enhance Stakeholder Relations and Public Participation | Gender Equality Programmes | Percentage implementation of Men's programmes prioritized for the financial year | Percentage | Top-Layer SDBIP | | 100% implementation of Men's programmes prioritized for the financial year | 100% implementation of Men's programmes prioritized for the financial year | 100% implementation of Men's programmes prioritized for the financial year | 100% implementation of Men's programmes prioritized for the financial year | 100% implementation of Men's programmes prioritized for the financial year | N/A | R150 000 | 262 | Community Services | Internal |
| | IDP073 | Good Governance & Public Participation | Create & promote a safe, healthy and secure environment | Enhance Stakeholder Relations and Public Participation | Youth Programmes | Number of District Youth Strategy approved | Number | Top-Layer SDBIP | | 1 District Youth Strategy approved | 100% implementation of Youth Strategy prioritized objectives | 100% implementation of Youth Strategy prioritized objectives | 100% implementation of Youth Strategy prioritized objectives | 100% implementation of Youth Strategy prioritized objectives | N/A | R180 000 | 269 | Community Services | Internal |
| | IDP074 | Good Governance & Public Participation | Create & promote a safe, healthy and secure environment | Enhance Stakeholder Relations and Public Participation | Women's Programmes | Percentage implementation of Women's programmes prioritized for the financial | Percentage | Top-Layer SDBIP | | 100% implementation of Women's programmes prioritized for the financial year | 100% implementation of Women's programmes prioritized for the financial year | 100% implementation of Women's programmes prioritized for the financial year | 100% implementation of Women's programmes prioritized for the financial year | 100% implementation of Women's programmes prioritized for the financial year | N/A | R178 000 | 285 | Community Services | Internal |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | | | | | | year | | | | | | | | | | | | | |
| | IDP075 | Good Governance & Public Participation | Create & promote a safe, healthy and secure environment | Enhance Stakeholder Relations and Public Participation | Disability Programmes | Percentage implementation of Disability Programmes programmes prioritized for the financial year | Percentage | Top-Layer SDBIP | | 100% implementation of Disability Programmes programmes prioritized for the financial year | 100% implementation of Disability Programmes programmes prioritized for the financial year | 100% implementation of Disability Programmes programmes prioritized for the financial year | 100% implementation of Disability Programmes programmes prioritized for the financial year | 100% implementation of Disability Programmes programmes prioritized for the financial year | N/A | R400 000 | 286 | Community Services | Internal |
| **GOAL 7: LOCAL & RURAL DEVELOPMENT** | | | | | | | | | | | | | | | | | | | |
| Supporting meaningful LED initiatives | IDP076 | Local Economic and Social Development | Local & rural economic development | To promote agricultural development and food security | Implementation of sustainable agricultural support plans & initiatives | Number of Farmers / Agricultural Co-operatives supported | Number | Departmental SDBIP (Planning and Economic Development) | | 4 Farmers / Agricultural Co-operatives supported | 4 Farmers / Agricultural Co-operatives supported | 4 Farmers / Agricultural Co-operatives supported | 4 Farmers / Agricultural Co-operatives supported | 4 Farmers / Agricultural Co-operatives supported | N/A | R1 667 000 | 314 | Planning and Economic Development | Internal |
| Supporting of tourism initiatives | IDP077 | Local Economic Development | Local & rural economic development | To develop, market & promote investment & tourism | Promote, develop & market Tourism products | Number of festivals supported | Number | Departmental SDBIP (Planning and Economic Development) | | 1 festival supported (Summer Festival) | 1 festival supported (Summer Festival) | 1 festival supported (Summer Festival) | 1 festival supported (Summer Festival) | 1 festival supported (Summer Festival) | N/A | R600 000 | 337 | Planning and Economic Development | Internal |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | IDP078 | Local Economic Development | Local & rural economic development | To develop, market & promote investment & tourism | Promote, develop & market Tourism products | Number of Directional signage boards erected at District Entry points | Number | Departmental SDBIP (Planning and Economic Development) | | 1 Directional signage boards erected at District Entry points (Liberation Heritage Route) | 1 Directional signage boards erected at District Entry points (Liberation Heritage Route) | 1 Directional signage boards erected at District Entry points (Liberation Heritage Route) | 1 Directional signage boards erected at District Entry points (Liberation Heritage Route) | 1 Directional signage boards erected at District Entry points (Liberation Heritage Route) | N/A | R260 000 | 324 | Planning and Economic Development | Internal |
| | IDP079 | Local Economic Development | Local & rural economic development | To develop, market & promote investment & tourism | Promote, develop & market Tourism products | Percentage of Tourism Website developed | Percentage | Departmental SDBIP (Planning and Economic Development) | | 100% of tourism website developed | 100% of tourism website updated | 100% of tourism website updated | N/A | N/A | N/A | R100 000 | 326 | Planning and Economic Development | Internal |
| | IDP080 | Local Economic Development | Local & rural economic development | To develop, market & promote investment & tourism | Promote, develop & market Tourism products | Percentage of prioritized objectives implemented | Percentage | Departmental SDBIP (Planning and Economic Development) | | 100% of prioritized objectives implemented | 100% of prioritized objectives implemented | 100% of prioritized objectives implemented | 100% of prioritized objectives implemented | 100% of prioritized objectives implemented | N/A | R2 100 000 | C45 | Planning and Economic Development | External |
| | IDP081 | Local Economic Development | Local & rural economic development | To develop, market & promote investment & tourism | Promote, develop & market Tourism products | Number of festivals supported | Number | Departmental SDBIP (Planning and Economic Development) | | 1 festival supported (Dolosfes) | 1 festival supported (Dolosfes) | 1 festival supported (Dolosfes) | 1 festival supported (Dolosfes) | 1 festival supported (Dolosfes) | N/A | R150 000 | 342 | Planning and Economic Development | Internal |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Supporting meaningful Local Economic Development (LED) initiatives that foster micro and small business opportunities and job creation | IDP082 | Local Economic Development | Local & rural economic development | To capacitate SMMEs and Cooperatives to enable the creation of jobs | Training, Support and development of entrepreneurs for the creation of sustainable job opportunities | Number of SMME EXPO facilitated | Number | Departmental SDBIP (Planning and Economic Development) | | 1 SMME EXPO facilitated | 1 SMME EXPO facilitated | 1 SMME EXPO facilitated | 1 SMME EXPO facilitated | 1 SMME EXPO facilitated | N/A | R500 000 | 581 | Planning and Economic Development | Internal |
| | IDP083 | Local Economic Development | Local & rural economic development | To develop, market & promote investment & tourism | Promote, develop & market Tourism products | Number of Crafters Marketing and Development Intiatives held with stakeholders | Number | Departmental SDBIP (Planning and Economic Development) | | 2 Crafters Marketing and Development Intiatives held with stakeholders | 2 Crafters Marketing and Development Intiatives held with stakeholders | 2 Crafters Marketing and Development Intiatives held with stakeholders | 2 Crafters Marketing and Development Intiatives held with stakeholders | 2 Crafters Marketing and Development Intiatives held with stakeholders | N/A | R440 740 | 312 | Planning and Economic Development | Internal |
| | IDP084 | Local Economic Development | Local & rural economic development | To capacitate SMMEs and Cooperatives to enable the creation of jobs | Training, Support and development of entrepreneurs for the creation of sustainable job opportunities | Number of SMME Support and Development Intiatives held | Number | Departmental SDBIP (Planning and Economic Development) | | 2 SMME Support and Development Intiatives held | 2 SMME Support and Development Intiatives held | 2 SMME Support and Development Intiatives held | 2 SMME Support and Development Intiatives held | 2 SMME Support and Development Intiatives held | N/A | R300 000 | 311 | Planning and Economic Development | Internal |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Diversifying the district's economy | IDP085 | Local Economic and Social Development | Local & rural economic development | To develop, market & promote investment & tourism | Promote film development | Number of Film and Photography activities supported | Number | Departmental SDBIP (Planning and Economic Development) | | 4 Film and Photography activities supported | 4 Film and Photography activities supported | 4 Film and Photography activities supported | 4 Film and Photography activities supported | 4 Film and Photography activities supported | N/A | R255 000 | 313 | Planning and Economic Development | Internal |
| **GOAL 8: CO-ORDINATED PLANNING, SPATIAL EQUITY, COASTAL AND ENVIRONMENTAL MANAGEMENT** | | | | | | | | | | | | | | | | | | | |
| Ensuring disaster management forums remain functional | IDP086 | Cross Cutting | Co-ordinated Planning, Spatial equity, coastal and environmental Management | To ensure reduction and mitigation of disaster risks | Develop & implement disaster preparedness & risk reduction strategies | Number of Feasibilities Studies on the establishment of the Disaster Management Centre | Number | Departmental SDBIP (Community Services) | | 1 Feasibilities Studies on the establishment of the Disaster Management Centre | 100% implementation of prioritized objectives as per approved Feasibiity Study | 100% implementation of prioritized objectives as per approved Feasibiity Study | N/A | N/A | N/A | R500 000 | | Community Services | Internal |
| | IDP087 | Cross Cutting | Co-ordinated Planning, Spatial equity, coastal and environmental Management | To ensure reduction and mitigation of disaster risks | Develop & implement disaster preparedness & risk reduction strategies | Percentage Relief support provided to critical and severe disaster incidents within the district | Percentage | Top-Layer SDBIP | | 100% relief support provided to critical and severe disaster incidents within the district (Relief Shelters) | 100% relief support provided to critical and severe disaster incidents within the district (Relief Shelters) | 100% relief support provided to critical and severe disaster incidents within the district (Relief Shelters) | 100% relief support provided to critical and severe disaster incidents within the district (Relief Shelters) | 100% relief support provided to critical and severe disaster incidents within the district (Relief Shelters) | N/A | R1 337 000 | 271 | Community Services | Internal |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | IDP088 | Cross Cutting | Co-ordinated Planning, Spatial equity, coastal and environmental Management | To ensure reduction and mitigation of disaster risks | Develop & implement disaster preparedness & risk reduction strategies | Percentage Relief support provided to critical and severe disaster incidents within the district | Percentage | Top-Layer SDBIP | | 100% relief support provided to critical and severe disaster incidents within the district (Disaster Stock Items) | 100% relief support provided to critical and severe disaster incidents within the district (Disaster Stock Items) | 100% relief support provided to critical and severe disaster incidents within the district (Disaster Stock Items) | 100% relief support provided to critical and severe disaster incidents within the district (Disaster Stock Items) | 100% relief support provided to critical and severe disaster incidents within the district (Disaster Stock Items) | N/A | R1 337 000 | 277 | Community Services | Internal |
| | IDP089 | Cross Cutting | Co-ordinated Planning, Spatial equity, coastal and environmental Management | To ensure reduction and mitigation of disaster risks | Develop & implement disaster preparedness & risk reduction strategies | Number of Disaster Awareness and Educational sessions | Number | Top-Layer SDBIP | | 16 Disaster Awareness and Educational sessions | 16 Disaster Awareness and Educational sessions | 16 Disaster Awareness and Educational sessions | 16 Disaster Awareness and Educational sessions | 16 Disaster Awareness and Educational sessions | N/A | R315 000 | 276 | Community Services | Internal |
| Ensuring effective support to Spatial Planning and Development | IDP090 | Cross Cutting | Co-ordinated Planning, Spatial equity, coastal and environmental Management | To coordinate integrated planning in order to achieve spatial equity | Develop statutory Sector Plans | Number of Transport Plan phases completed | Number | Top-Layer SDBIP | | 1 Transport Plan phases completed | 1 Transport Plan phases completed | 1 Transport Plan phases completed | 1 Transport Plan phases completed | 1 Transport Plan phases completed | | R462 000 | | Planning and Economic Development | Internal |

| KEY CHALLENGE | REF | Municipal Key Performance Area (KPA) | Goal | Strategic Objective | Strategies / Intervention | Key Performance Indicator | Unit of Measure | Performance Management Alignment | Baseline | Budget Year 22/23 | Budget Year 23/24 | Budget Year 24/25 | Budget Year 25/26 | Budget Year 26/27 | Outside 5 Year Period | 22/23 Budget | Project Number | Responsible department | Funding Source |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| Ensuring continued support of climate change effects | IDP091 | Cross Cutting | Co-ordinated Planning, Spatial equity, coastal and environmental Management | To enhance sustainable coastal & environmental management | Protect precious resources within its municipal area through the Coastal Management Plan and Integrated Environmental Plan | Number of coastal management programme supported | Number | Top-Layer SDBIP | | 2 coastal management programme supported | 2 coastal management programme supported | 2 coastal management programme supported | 2 coastal management programme supported | 2 coastal management programme supported | 0 | R362 000 | 171 | Planning and Economic Development | Internal |
| Ensuring continued support of climate change effects | IDP092 | Cross Cutting | Co-ordinated Planning, Spatial equity, coastal and environmental Management | To enhance sustainable coastal & environmental management | Protect precious resources within its municipal area through the Coastal Management Plan and Integrated Environmental Plan | Number SPLUMA implementation report | Number | Top-Layer SDBIP | | 4 SPLUMA implementation reports | 4 SPLUMA implementation reports | 4 SPLUMA implementation reports | 4 SPLUMA implementation reports | 4 SPLUMA implementation reports | 0 | R240 000 | 309 | Planning and Economic Development | Internal |

## 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 2022/23-23/24- multi-year budget:

| 2022/2023 Final Multi Year Budget Summary - KCDM | | | | |
|---|---|---|---|---|
| | **2022/2023 Draft Budget** | **2022/2023 Final Budget** | **Change %** | **2023/2024 Budget** |
| **Revenue by Source** | | | | |
| - Grants & subsidies | 483 554 000 | 483 554 000 | 0% | 639 442 919 |
| - Equitable Share | 304 587 000 | 304 587 000 | 0% | 307 263 081 |
| - Levy Replacement Grant | 342 609 000 | 342 609 000 | 0% | 365 141 000 |
| **Total Government Grant & Subsidies** | **1 130 750 000** | **1 130 750 000** | **0%** | **1 311 847 000** |
| - Sundry Income | 4 272 890 | 4 272 890 | 0% | 1 372 890 |
| - Interest Income | 24 043 930 | 24 043 930 | 0% | 21 281 793 |
| **Total Other Income** | **28 316 820** | **28 316 820** | **0%** | **22 654 683** |
| Trading Services | 115 510 174 | 115 510 174 | 0% | 113 860 784 |
| VAT | 64 000 000 | 64 000 000 | 0% | 25 000 000 |
| **Total Revenue** | **1 338 576 994** | **1 338 576 994** | **0%** | **1 473 362 467** |
| **Expenditure** | | | | |
| Non-trading services | 346 738 026 | 342 388 991 | -1% | 381 009 209 |
| Trading Services | 523 824 005 | 526 091 830 | 0% | 565 240 022 |
| Operational IDP | 132 357 182 | 122 598 182 | -7% | 93 625 742 |
| Capital IDP & Internal Fixed Assets | 463 090 000 | 483 080 000 | 8% | 575 165 645 |
| **Total Expenditure** | **1 466 009 213** | **1 474 159 003** | **1%** | **1 615 040 618** |
| LESS : DEPRECIATION NOT CASH BACKED | 127 432 219 | 135 582 009 | 7% | 141 678 151 |
| **TOTAL EXPENDITURE EXCL. DEPN** | **1 338 576 994** | **1 338 576 994** | **0%** | **1 473 362 467** |
| BUDGET SHORTFALL | - | - | - | - |

## F4.0 2022/23 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 68: Capital Budget**

| Capital Budget per Vote | | | | | | |
|---|---|---|---|---|---|---|
| | **2022/2023** | **2022/2023** | **Change** | **Change** | **2023/2024** | **2024/2025** |
| **COST CENTER** | **Draft Budget** | **Final Budget** | **Amount** | **%** | **Budget** | **Budget** |
| | **R** | **R** | **R** | | **R** | **R** |
| BOARD | 2 900 000 | 2 900 000 | - | 100% | **-** | **-** |
| OFFICE OF THE COO | 540 000 | 540 000 | - | 100% | - | - |
| INTERNAL AUDIT UNIT | 42 000 | 22 000 | (20 000) | -48% | 60 000 | 60 000 |
| PUBLIC RELATIONS | 50 000 | 50 000 | - | 0% | - | - |
| RISK MANAGEMENT | 100 000 | 150 000 | 50 000 | 100% | 240 000 | 264 000 |
| **EXECUTIVE & COUNCIL** | **3 632 000** | **3 662 000** | **30 000** | | **300 000** | **324 000** |
| MANAGEMENT HR | - | 40 000 | 40 000 | 100% | - | - |
| AUXILLARY SERVICES / UTHUNGULU HOUSE | 14 980 000 | 800 000 | (14 180 000) | 100% | - | - |
| BUDGETS & REPORTING | 200 000 | 500 000 | 300 000 | 150% | 200 000 | 200 000 |
| INFORMATION & COMMUNICATIONS TECHNOLOGY | 2 600 000 | 2 900 000 | 300 000 | 12% | 1 100 000 | 650 000 |
| PROCUREMENT (SCM UNIT) | 30 000 | 30 000 | - | 100% | - | - |
| ASSET CARE CENTRE | 250 000 | 250 000 | - | 0% | 300 000 | - |
| **FINANCE & ADMINISTRATION** | **18 060 000** | **4 520 000** | **(13 540 000)** | **-75%** | **1 600 000** | **850 000** |
| MUNICIPAL HEALTH SERVICES | 100 000 | 100 000 | - | 100% | 200 000 | 200 000 |
| AIR QUALITY | 45 000 | 45 000 | - | 100% | - | - |
| **ENVIRONMENTAL HEALTH SERVICES** | **145 000** | **145 000** | **-** | **100%** | **200 000** | **200 000** |

| | | | | | | |
|---|---|---|---|---|---|---|
| ECONOMIC DEVELOPMENT | 4 580 000 | 4 580 000 | - | 100% | 200 000 | - |
| **ECONOMIC DEVELOPMENT, PLANNING & RURAL DEVELOPMENT** | **4 580 000** | **4 580 000** | **-** | **100%** | **200 000** | **-** |
| COMMUNITY SERVICES | 135 000 | 135 000 | - | 100% | - | 35 000 |
| DISASTER MANAGEMENT | 100 000 | 100 000 | - | 100% | - | - |
| CEMETERY | 60 000 | 60 000 | - | 100% | - | - |
| EXECUTIVE DIVISION - COMMUNITY SERVICES | 100 000 | 100 000 | - | 100% | - | - |
| FIRE & RESCUE SERVICES | 1 030 000 | 1 030 000 | - | 100% | 430 000 | 1 130 000 |
| **COMMUNITY & SOCIAL SERVICES** | **1 425 000** | **1 425 000** | **-** | **100%** | **430 000** | **1 165 000** |
| TECHNICAL FACILITY SERVICES - LANDFILL | 38 000 000 | 38 000 000 | - | 0% | 6 573 645 | - |
| **WASTE MANAGEMENT** | **38 000 000** | **38 000 000** | **-** | **0%** | **6 573 645** | **-** |
| CONSUMER BILLING | 35 000 | 35 000 | - | 100% | - | - |
| WATER USE EFFECIENCY | 19 000 000 | 24 000 000 | 5 000 000 | 26% | 23 500 000 | 20 000 000 |
| PROJECT MANAGEMENT UNIT | 350 000 | 350 000 | - | 0% | - | - |
| MUNICIPAL INFRASTRUCTURE & IMPLEMENTATION | 340 463 000 | 335 463 000 | (5 000 000) | -1% | 490 812 000 | 468 265 000 |
| WATER SERVICES AUTHORITY DIVISION | - | 15 500 000 | 15 500 000 | #DIV/0! | - | - |
| WATER SERVICES PROVIDER DIVISION - SSA | 3 000 000 | 21 000 000 | 18 000 000 | 600% | 15 750 000 | - |
| **INFRASTRUCTURE SERVICES** | **362 848 000** | **396 348 000** | **33 500 000** | **9%** | **530 062 000** | **488 265 000** |
| SANITATION | 29 400 000 | 29 400 000 | - | 0% | 27 800 000 | 50 000 000 |
| PROCESS MANAGEMENT - WASTE WATER | 5 000 000 | 5 000 000 | - | 0% | 8 000 000 | 8 275 000 |
| **WASTE WATER MANAGEMENT** | **34 400 000** | **34 400 000** | **-** | **0%** | **35 800 000** | **58 275 000** |
| **TOTAL** | **463 090 000** | **483 080 000** | **19 990 000** | **4%** | **575 165 645** | **549 079 000** |

## 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 69: Operational Budget 2022/23**

| Operational IDP Budget Per Vote | | | | | |
|---|---|---|---|---|---|
| | 2022/2023 | 2022/2023 | Change | 2023/2024 | 2024/2025 |
| COST CENTER | Draft Budget | Final Budget | Amount | Budget | Budget |
| | R | R | R | R | |
| BOARD & GENERAL EXPENSES | 714 319 | 714 319 | - | 739 177 | 571 528 |
| EXECUTIVE DIVISION - CORPORATE SERVICES | 30 251 | 30 251 | - | 31 006 | 32 867 |
| ADMINISTRATIVE SERVICES DIVISION | 51 939 | 51 939 | - | 55 055 | 58 358 |
| DEPARTMENT OF THE MUNICIPAL MANAGER | 276 967 | 276 967 | - | 281 584 | 86 479 |
| OFFICE OF THE COO | 2 614 669 | 3 144 669 | 530 000 | 2 711 467 | 2 762 300 |
| PERFORMANCE MANAGEMENT UNIT | 230 272 | 330 272 | 100 000 | 184 188 | 36 917 |
| LEGAL SERVICES UNIT | 10 848 | 10 848 | - | 11 499 | 12 189 |
| PUBLIC PARTICIPATION UNIT | 89 406 | 89 406 | - | 94 770 | 100 456 |
| INTERNAL AUDIT UNIT | 5 424 | 13 424 | 8 000 | 5 749 | 6 094 |
| COUNCILLOR SUPPORT | 5 424 | 5 424 | - | 5 749 | 6 094 |
| STAKEHOLDER RELATIONS & COMMUNICATION | 722 544 | 722 544 | - | 366 897 | 81 510 |
| RISK MANAGEMENT | 335 424 | 335 424 | - | 355 749 | 378 094 |
| **EXECUTIVE & COUNCIL** | **5 087 487** | **5 725 487** | **638 000** | **4 842 890** | **4 132 886** |
| MANAGEMENT HR | 25 000 | 455 000 | 430 000 | 159 000 | 168 540 |
| EXECUTIVE DIVISION - FINANCIAL | 66 391 | 66 391 | - | 34 752 | 36 838 |
| FLEET MANAGEMENT | 16 272 | 138 772 | 122 500 | 139 748 | 140 783 |
| EXPENDITURE | 75 936 | 75 936 | - | 80 492 | 85 322 |
| AUXILLARY SERVICES / UTHUNGULU HOUSE | 3 698 941 | 3 378 941 | -320 000 | 1 196 270 | 1 198 847 |
| PROPERTY SERVICES - | | | | 5 749 | |

| | | | | | |
|---|---|---|---|---|---|
| SATELITE OFFICES | 5 424 | 5 424 | - | | 6 094 |
| BUDGETS & REPORTING | 968 135 | 968 135 | - | 430 517 | 385 691 |
| INFORMATION & COMMUNICATIONS TECHNOLOGY | 32 544 | 32 544 | - | 34 497 | 36 566 |
| SUPPLY CHAIN MANAGEMENT | 1 249 132 | 1 249 132 | - | 469 990 | 382 699 |
| MANAGEMENT ACCOUNTS & REPORTING | 486 272 | 486 272 | - | 487 248 | 18 283 |
| ASSET CARE CENTRE | 679 044 | 679 044 | - | 715 647 | 336 566 |
| **FINANCE & ADMINISTRATION** | **7 303 091** | **7 535 591** | **232 500** | **3 753 910** | **2 796 229** |
| COMMUNITY SERVICES DIVISION | 23 700 664 | 26 030 664 | 2 330 000 | 24 321 682 | 24 812 977 |
| DISASTER MANAGEMENT | 1 710 436 | 2 774 936 | 1 064 500 | 2 014 992 | 2 511 822 |
| CEMETRY | 65 088 | 65 088 | - | 68 993 | 73 133 |
| EXECUTIVE DIVISION - COMMUNITY SERVICES | 28 001 | 28 001 | - | 29 681 | 31 462 |
| FIRE & RESCUE SERVICES | 227 000 | 227 000 | - | 282 000 | 302 000 |
| **COMMUNITY & SOCIAL SERVICES** | **25 731 189** | **29 125 689** | **3 394 500** | **26 717 348** | **27 731 394** |
| MUNICIPAL HEALTH SERVICES | 338 252 | 364 252 | 26 000 | 358 737 | 362 811 |
| AIR QUALITY | 512 848 | 512 848 | - | 13 499 | 14 189 |
| **ENVIRONMENTAL HEALTH SERVICES** | **851 100** | **877 100** | **26 000** | **372 236** | **377 000** |
| ECONOMIC DEVELOPMENT | 6 367 066 | 5 367 066 | -1 000 000 | 3 116 495 | 969 850 |
| DEVELOPMENT PLANNING & ENVIRONMENT | 1 180 272 | 1 080 272 | -100 000 | 2 167 248 | 2 428 283 |
| EXECUTIVE DIVISION - PLANNING | 26 924 | 26 924 | - | 28 539 | 30 252 |
| **ECONOMIC DEVELOPMENT, PLANNING & RURAL DEVELOPMENT** | **7 574 262** | **6 474 262** | **-1 100 000** | **5 312 282** | **3 428 385** |
| TECHNICAL FACILITY SERVICES - LANDFILL | 75 936 | 75 936 | - | 80 492 | 85 322 |
| **WASTE MANAGEMENT** | **75 936** | **75 936** | **-** | **80 492** | **85 322** |
| SANITATION | | | | 34 154 294 | 34 |

| | | | | | |
|---|---|---|---|---|---|
| | 34 404 848 | 34 404 848 | - | | 139 789 |
| PROCESS MANAGEMENT - WASTE WATER | 5 424 | 5 424 | - | 5 755 | 6 095 |
| **WASTE WATER MANAGEMENT** | **34 410 272** | **34 410 272** | **-** | **34 160 049** | **34 145 884** |
| EXECUTIVE DIVISION - TECHNICAL | 21 848 | 21 848 | - | 23 159 | 24 549 |
| MUNICIPAL INFRASTRUCTURE: OPS & MAINTENANCE | 113 904 | 113 904 | - | 120 738 | 127 983 |
| CONSUMER BILLING & CREDIT CONTROL | 934 910 | 934 910 | - | 1 026 413 | 1 139 999 |
| PROJECT MANAGEMENT UNIT - MIG | 109 664 | 109 664 | - | 163 244 | 167 039 |
| WATER USE EFFICIENCY | 21 696 | 21 696 | - | 22 998 | 24 378 |
| PROCESS MANAGEMENT - WATER | 1 759 338 | 809 338 | -950 000 | 592 243 | 129 313 |
| MUNICIPAL INFRASTRUCTURE & IMPLEMENTATION | 2 710 424 | 2 710 424 | - | 2 720 749 | 2 820 094 |
| WATER SERVICES AUTHORITY DIVISION | 86 784 | 86 784 | - | 91 991 | 97 511 |
| WATER SERVICES PROVIDER DIVISION - SSA | 45 565 277 | 33 565 277 | -12 000 000 | 13 625 000 | 10 000 000 |
| **INFRASTRUCTURE SERVICES** | **51 323 845** | **38 373 845** | **-12 950 000** | **18 386 535** | **14 530 866** |
| **TOTAL** | **132 357 182** | **122 598 182** | **-9 759 000** | **93 625 742** | **87 227 966** |
| | | | | | |

# SECTION G:
# BUDGET IMPLEMENTATION PLAN
# AND
# PERFORMANCE

## G1.0 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

The IDP & Service Delivery and Budget Implementation Plan (SDBIP) (An Annexure) 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 2021/22.

## G2.0 ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

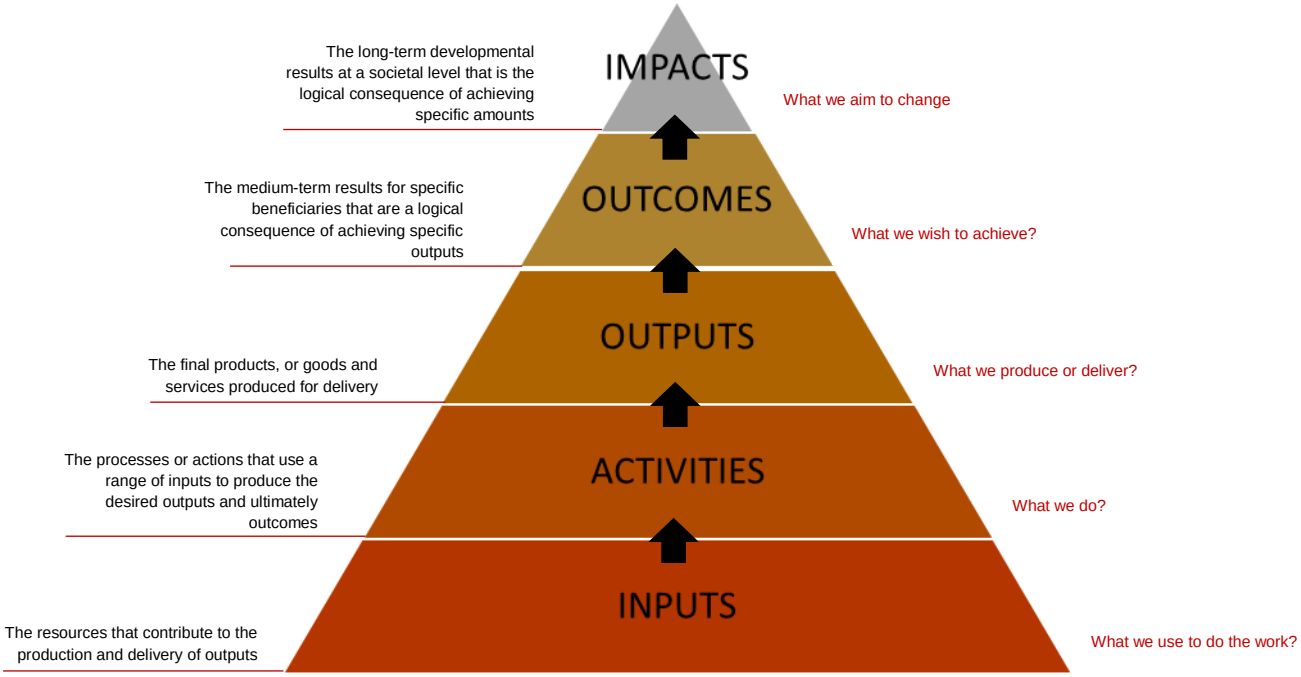
The Municipal Systems Act (MSA) of 2000 mandates municipalities to establish performance management systems, and the Planning and Performance Management Regulations of 2001 describes the municipality's performance management system as consisting of a framework that articulates and represents how the 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 PERFORMANCE FRAMEWORK

King Cetshwayo District Municipality adopted a 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 the by the appointment of one permanent employee; within the financial year the unit has grown to include Manager: PMS and two permanent employees.

The model used in terms of PMS implementation is depicted in the following diagram:




## G2.2 KING CETSHWAYO ORGANISATIONAL PERFORMANCE MANAGEMENT

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 Audit and Performance Committee members for the 2020/2021 financial year were as follows:

- Mr M Ncube – Chairperson
- Mr RJ Monyokolo – Member
- Ms P Mbanjwa – Member
- Mr BI Dladla – Member

The Audit and Performance Committee meets on a quarterly basis during each financial year to ensure compliance with relevant legislation, procedures and to consider the quarterly performance achievements reported on the Top Layer Service Delivery Budget Implementation Plan (Organisational Performance Scorecard) as well as the performance achievements reported in terms of the Departmental Service Delivery Budget Implementation Plans.

The Audit and Performance Committee meetings took place as required by legislation on 21 October 2020 (Special Meeting), 26 October 2020 (Special Meeting), 28 October 2020 (Special Meeting), 24 November 2020, 19 January 2021, 16 February 2021, 17 February 2021, 16 March 2021 and 23 March 2021.

The minutes of the meetings are available in the Portfolio of Evidence of the Municipal Manager.

## G2.5 PERFORMANCE EVALUATION PANELS

Performance Evaluation Panels have been established for the assessment of performance of the Municipal Manager as well as Managers directly accountable to the Municipal Manager and reviewed as per Council Resolution KCDMC: 2146/2019 of 27 June 2019.
Performance Assessment Panels for the assessment of Section 57 employees were established as follows:

A. For purposes of evaluating the annual performance of the Municipal Manager (Section 54A), an Evaluation Panel constituting of the following persons was established

   (i) Executive Mayor or Mayor;
   (ii) Chairperson of the Performance Audit Committee;
   (iii) Member of the Mayoral or Executive Committee or in respect of a plenary type Municipality, another member of Council;
   (iv) Mayor and/or Municipal Manager from another Municipality; and
   (v) Member of a Ward Committee as nominated by the Executive Mayor or Mayor.

B. For purposes of evaluating the annual performance of Managers directly accountable to the Municipal Manager, an Evaluation Panel constituted of the following persons was established:
   (i) Municipal Manager;

(ii) Chairperson of the Performance Audit Committee or the Audit Committee in the absence of a Performance Audit Committee;
(iii) Member of the Mayoral or Executive Committee or in respect of a plenary type Municipality, another member of Council; and
(iv) Municipal Manager from another Municipality.

Performance Evaluation sessions are intended to be conducted quarterly. The first and the third quarter assessment are informal assessments. Formal assessments in the presence of the Evaluation Panel are conducted for the mid-year (quarter two) and full year (quarter four) performance achievements. The final (quarter four) and formal performance evaluation sessions of the Municipal Manager and Managers Directly accountable to the Municipal Manager covering the 2020/2021 financial year will be performed once the Auditing of the Interim Annual Financial Statements and the Predetermined Objective has been finalised by the Auditor General. The final performance evaluation will commence once the Annual Report 2020/2021 has been adopted by Council for consideration of performance bonuses in terms of the Regulations

## G2.6 AUDITING OF PERFORMANCE INFORMATION

The Municipal Systems Act 2000, Section 45 requires that the results of the 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. All auditing must comply with section 14 of the Municipal Planning and Performance Management Regulations, 2001 (Regulation 796).

Messrs Ngubane and Company was appointed by King Cetshwayo District Municipality to perform the Internal Audit function within the municipality. As part of their scope of work, auditing of the Performance Management System and relevant Performance Information was performed and reports were received for each quarter in terms of the following:

**Quarter 1**

Review the functionality of the Performance Management System and management's compliance thereto.

**Quarter 2:**

Review the functionality of the Performance Management System and management's compliance thereto. Review scorecards on a test basis to supporting evidence on a sample basis, record the systems that are used to generate the performance information and perform walkthrough testing to validate (AOPI), and perform detailed testing on selected performance information (AOPI. The report for the quarter was completed as a joint Quarter 1 and Quarter 2 report and is dates 04 August 2021.

**Quarter 3:**

Review the Midyear Performance report and to confirm the validity, accuracy, and completeness of reported performance information. The report is dated 13 August 2021.

**Quarter 4:**

Review scorecards on a test basis to supporting evidence on a sample basis, perform detailed testing on selected performance information (AOPI); and ensure the accuracy and validity of the information included in the annual report based on the evidence inspected, on a sample basis. The quarter 4 report is dated 06 September 2021.

## G 2.7 2020/2021 ANNUAL PERFORMANCE REPORT

The Annual Performance Report for the 2020/2021 financial year has been completed and reflected in the Organisational Performance Scorecard in a table format (as prescribed by KZN CoGTA). The Organisational Performance Scorecard table was presented to the Auditor General for auditing together with the Annual Financial Statements and Draft Annual Report on 31 August 2021.

The annual performance reporting on the 2020/2021 financial year has been completed and reflected in the Top Layer of Service Delivery Targets set in the Service Delivery Budget Implementation Plan in a table format (aligned to the previously prescribed format by KwaZulu Natal Department of Corporate Governance and Traditional Affairs). The Top Layer Service Delivery Budget Implementation Plan (SDBIP) consolidated service delivery targets as contemplated in National Treasury Municipal Finance Management Act (MFMA) Circular 13 guide has been included.

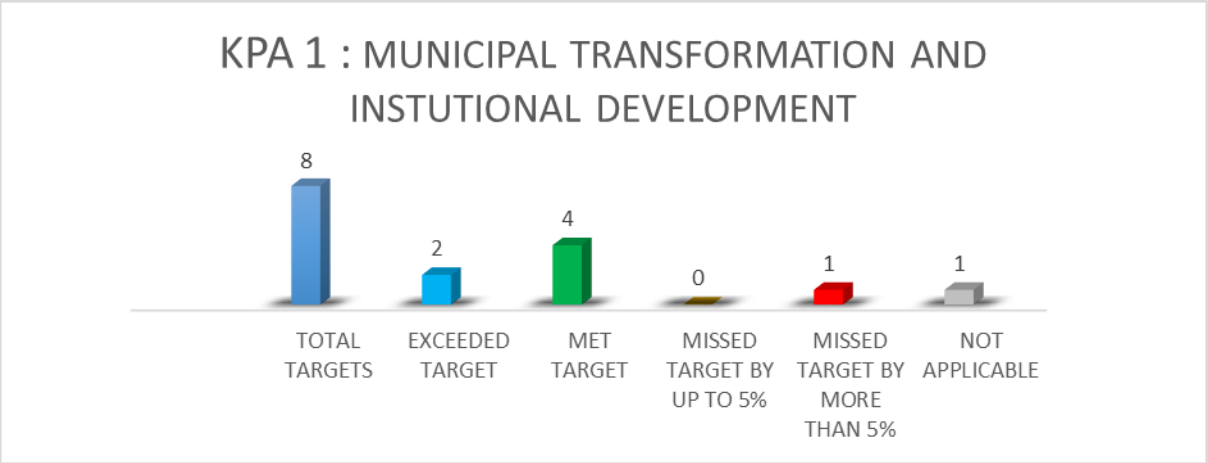
This Annual Performance Report should be read in conjunction with the Annual Report, including the Annual Financial Statements as well as the Auditor General Report on the Annual Financial Statements and Performance Information for 2020/2021 financial year. The colour coded system used to report performance is as follows:

- **Blue** – Performance above 2% of the target
- **Green** – Performance meets targets
- **Amber** – Performance less than 5% adverse target
- **Red** – Performance more than 5% adverse target.

In the 2020/2021 OPMS Scorecard/ Top Layer of Service Delivery Targets set in the Service Delivery Budget Implementation Plan there were 66 targets. Out of 66 targets, 43 targets were achieved or exceeded, 11 were not achieved and 12 were not applicable due to midyear amendments. The breakdown of the indicators is as follows:

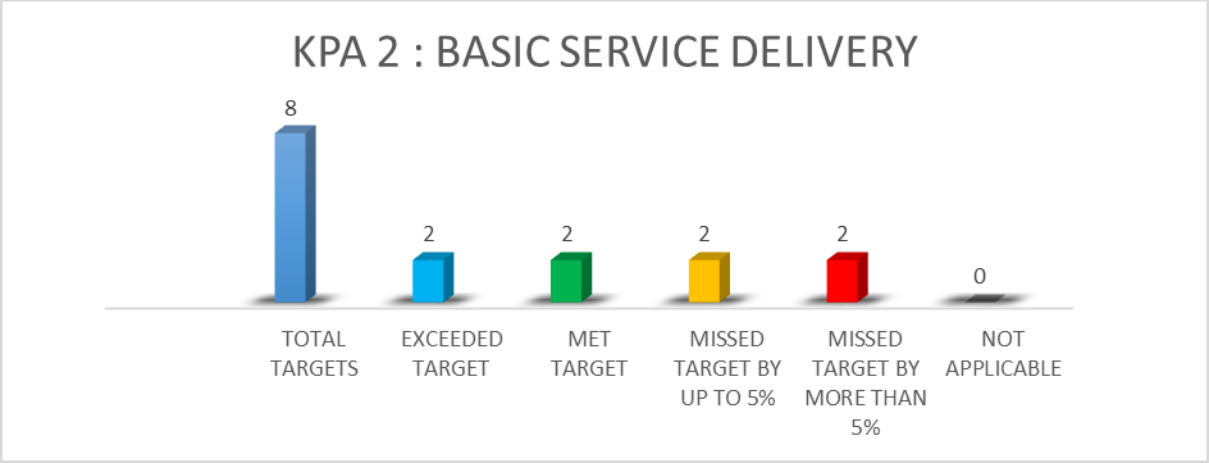
***Key Performance Area 1:*** *Municipal Transformation and Institutional Development:*

| TOTAL NUMBER OF TARGETS | NUMBER OF TARGETS EXCEEDED | NUMBER OF TARGETS MET | NUMBER OF TARGETS MISSED BY UP TO 5% | NUMBER OF TARGETS MISSED BY MORE THAN 5% | NOT APPLICABLE | OVERALL PERCENTAGE |
|---|---|---|---|---|---|---|
| 8 | 2 | 4 | 0 | 1 | 1 | 85.71% |




***Key Performance Area 2:*** *Basic Service Delivery:*

| TOTAL NUMBER OF TARGETS | NUMBER OF TARGETS EXCEEDED | NUMBER OF TARGETS MET | NUMBER OF TARGETS MISSED BY UP TO 5% | NUMBER OF TARGETS MISSED BY MORE THAN 5% | NOT APPLICABLE | OVERALL PERCENTAGE |
|---|---|---|---|---|---|---|
| 8 | 2 | 2 | 2 | 2 | 0 | 50.00% |



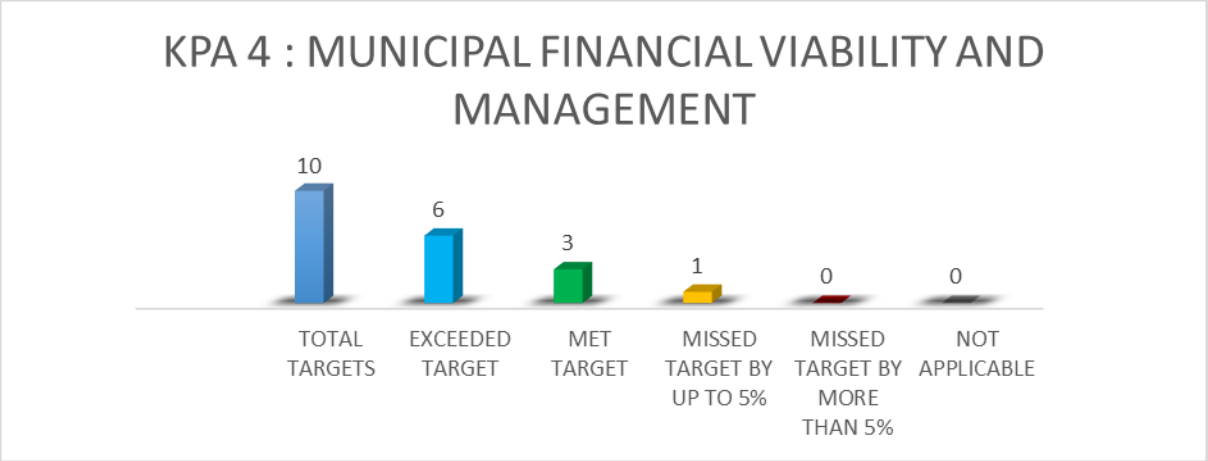

***Key Performance Area 3:*** *Local Economic Development (LED):*

| TOTAL NUMBER OF TARGETS | NUMBER OF TARGETS EXCEEDED | NUMBER OF TARGETS MET | NUMBER OF TARGETS MISSED BY UP TO 5% | NUMBER OF TARGETS MISSED BY MORE THAN 5% | NOT APPLICABLE | OVERALL PERCENTAGE |
|---|---|---|---|---|---|---|
| 4 | 1 | 1 | 0 | 0 | 2 | 100.00% |



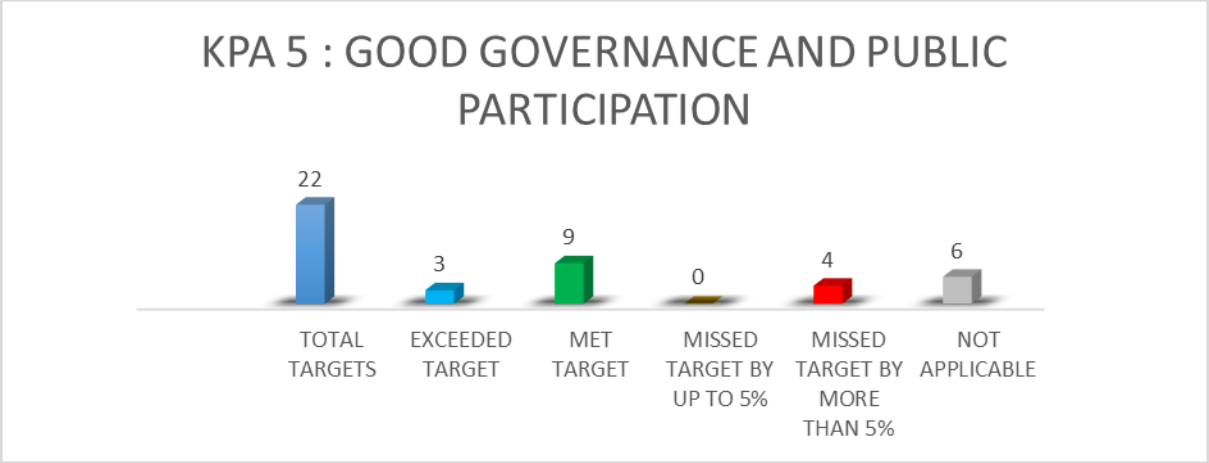
***Key Performance Area 4:*** *Municipal Financial Viability and Management:*

| TOTAL NUMBER OF TARGETS | NUMBER OF TARGETS EXCEEDED | NUMBER OF TARGETS MET | NUMBER OF TARGETS MISSED BY UP TO 5% | NUMBER OF TARGETS MISSED BY MORE THAN 5% | NOT APPLICABLE | OVERALL PERCENTAGE |
|---|---|---|---|---|---|---|
| 10 | 6 | 3 | 1 | 0 | 0 | 90.00% |



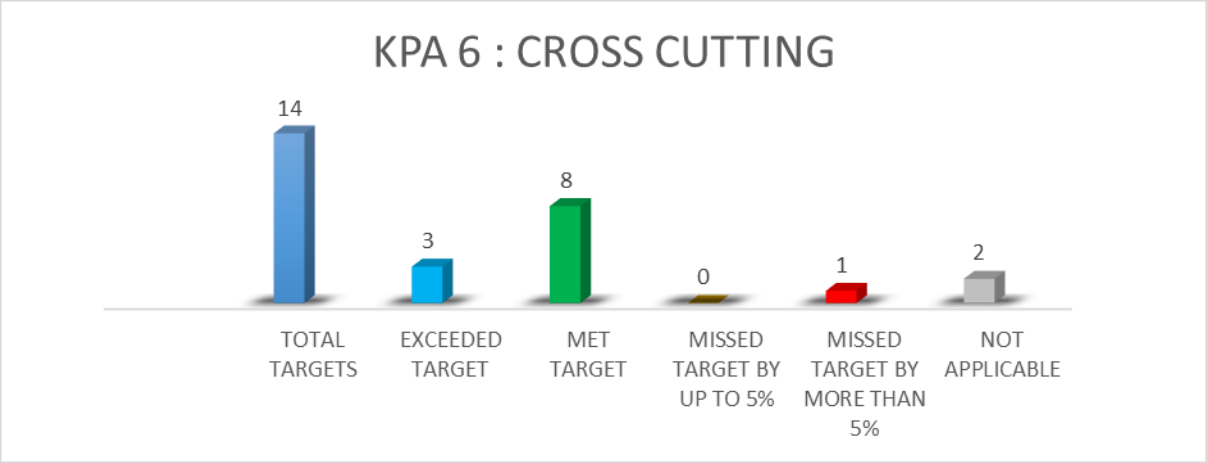
***Key Performance Area 5:*** *Good Governance and Public Participation:*

| TOTAL NUMBER OF TARGETS | NUMBER OF TARGETS EXCEEDED | NUMBER OF TARGETS MET | NUMBER OF TARGETS MISSED BY UP TO 5% | NUMBER OF TARGETS MISSED BY MORE THAN 5% | NOT APPLICABLE | OVERALL PERCENTAGE |
|---|---|---|---|---|---|---|
| 22 | 3 | 9 | 0 | 4 | 6 | 75.00% |



***Key Performance Area 6:*** *Cross Cutting:*

| TOTAL NUMBER OF TARGETS | NUMBER OF TARGETS EXCEEDED | NUMBER OF TARGETS MET | NUMBER OF TARGETS MISSED BY UP TO 5% | NUMBER OF TARGETS MISSED BY MORE THAN 5% | NOT APPLICABLE | OVERALL PERCENTAGE |
|---|---|---|---|---|---|---|
| 14 | 3 | 8 | 0 | 1 | 2 | 91.67% |




In relation to the 2020/2021 financial year-end performance results, the final position shows that:

- 80% of measures met or exceeded the year-end target.
- 20% of measures were not achieved which is a 13.34% improvement on the overall performance compared to the 2019/2020 financial year.
- The percentage calculation is based on the targets achieved against the total number of targets applicable, the 11 targets which were not applicable are therefore not considered in the overall calculation.

The performance results for the organizational priorities can be summarized as follows:

| COLOUR CODED STATUS | 2019/2020 PERFORMANCE | 2020/2021 PERFORMANCE |
|---|---|---|
| **Blue – Exceeded target** | 28.33% | 30.91% |
| **Green – Met target** | 38.33% | 49.09% |
| **Amber – Missed target by up to 5%** | 0% | 5.45% |
| **Red – Missed Target by more than 5 %** | 33.33% | 14.55% |

**NON ACHIEVEMENTS FOR THE 2019/2020 FINANCIAL YEAR**

The organisation achieved 40 targets out of 68 targets, 20 targets were not achieved and 8 were not applicable as funds were redirected to the Technical Services department during the course of the year which resulted in the removal of some indicators during mid-year as part of the mid-year amendments.

The table below provides an analysis of targets which were not achieved inclusive of reasons for the non-achievements and measures for improvement:

***Key Performance Area 1:*** *Municipal Transformation and Institutional Development:*

| NATIONAL KPA | OBJECTIVE | STRATEGY | PERFORMANCE INDICATOR | ANNUAL TARGET | ACTUAL ACHIEVEMENT | RESPONSIBLE DEPARTMENT |
|---|---|---|---|---|---|---|
| Municipal Transformation and Organisational Development | To improve effective human development to staff and Councillors | Provide training opportunities for staff and Councillors | Number of Councillors trained | 10 | 7 | Office of Municipal Manager /COO |
| **Reasons for non-achievement:**<br><br>Targets were set for Quarters 3 and 4 however the budget was redirected to the Technical Services department and therefore could not be implemented. | | | | **Measures for improvement:**<br><br>Targets removed for Quarters 3 and 4 as budget was redirected to the Technical Services department | | |

***Key Performance Area 2:*** *Basic Service Delivery:*

| NATIONAL KPA | OBJECTIVE | STRATEGY | PERFORMANCE INDICATOR | ANNUAL TARGET | ACTUAL ACHIEVEMENT | RESPONSIBLE DEPARTMENT |
|---|---|---|---|---|---|---|
| Basic Service Delivery | To institute the provision, upgrading and maintenance of solid waste services | Provide solid waste disposal services | *Maintain the Regional Solid Waste Site as well as the transfer station in order to ensure effective operation of* | 85% | 71% | Technical Services |

| | | | | | | |
|---|---|---|---|---|---|---|
| | | | *the sites by ensuring 85% compliance with the permits conditions.* | | | |

| **Reasons for non-achievement:** | **Measures for improvement:** |
|---|---|
| There were delays in the appointment of the service provider to conduct online rehabilitation and repairs for compliance to be met. There was a challenge in the procurement of material due to the national lockdown and community unrests. | The appointment of the service provider was finalised. The online rehabilitation and repairs to ensure compliance of the site to permit conditions was only initiated in May 2021 with completions planned for end of November 2021. |

| NATIONAL KPA | OBJECTIVE | STRATEGY | PERFORMANCE INDICATOR | ANNUAL TARGET | ACTUAL ACHIEVEMENT | RESPONSIBLE DEPARTMENT |
|---|---|---|---|---|---|---|
| Basic Service Delivery | To ensure a basic standard of living for all through the provision of basic water delivery | Eradicate water services backlog in the district through the provision of basic water services | Percentage of households with access to basic water services | 70.65% | 69.66% | Technical Services |
| | | | Number households with access to water services | 82 220 | 81 063 | |
| | | | Number of new water connections | 1500 | 343 | |

| **Reasons for non-achievement:** | **Measures for improvement:** |
|---|---|
| Delays with completion of Nkandla Vutshini SSA5 water reticulation project were due to a late start and a challenge with water supply for pressure testing.<br><br>Middledrift SSA2 experienced some delays due lockdown, | An engagement regarding water supply was required to undertake water supply pressure testing from the Makhabeleni Water Works and Umzinyathi DM, the meeting was held on 01 July 2021 and resolved that Umzinyathi DM will open water supply to KCDM. |

| | |
|---|---|
| material deliveries as a result of lockdown and rainfall. | Contractors were given extension of time as the delays were unavoidable and not within the control of the contractor. |

***Key Performance Area 4**: Municipal Financial Viability and Management:*

| NATIONAL KPA | OBJECTIVE | STRATEGY | PERFORMANCE INDICATOR | ANNUAL TARGET | ACTUAL ACHIEVEMENT | RESPONSIBLE DEPARTMENT |
|---|---|---|---|---|---|---|
| Municipal Financial Viability and Management | Ensure spending of grant funding | Improve grants and subsidies expenditure | Percentage of Grants and Subsidies spent | 100% | 99.8% | Finance Department |

| **Reasons for non-achievement:** | **Measures for improvement:** |
|---|---|
| Technical Services<br>There were delays on the Business Plan approval for Tanker reduction project and Eshowe Water Treatment Works Refurbishment.<br><br>Planning & Economic Development<br><br>*Spatial Development Framework & IDZ Nodal Plan Grants*: These are multi-year projects planned for completion by the end of 2nd quarter of 2021/22 financial year so the projects are still in progress.<br><br>*DPSS (Shared Services):* COGTA has indicated that it will no longer fund the project going forward as all our LMs now have a Planner in their staff complement and this was a conditional grant meant for payment of DPSS Planner salary over a contracted period. The last incumbent resigned in February and the R63 405 balance is not enough to fund another contract as it will only fund at most one-month salary.<br><br>EDTEA Grant<br>The tender was cancelled in December 2020; the advertisement process was restarted in the third quarter and the service provider was appointed on 14 May 2021 hence the under expenditure. | Technical Services<br>Advance submission of business plans<br><br>Planning & Economic Development<br><br>*Spatial Development Framework & IDZ Nodal Plan Grants:* The Current expenditure levels are perfectly in line with the target project completion dates of Dec 2021.<br><br>*DPSS (Shared Services):*<br>The remaining funds are therefore treated as savings which needs to be paid back to COGTA<br><br>EDTEA Grant<br>The service provider is performing ahead of the delivery timelines therefore the project is expected to be completed within the six months' timeframe. |

***Key Performance Area 5:*** *Good Governance and Public Participation:*

| NATIONAL KPA | OBJECTIVE | STRATEGY | PERFORMANCE INDICATOR | ANNUAL TARGET | ACTUAL ACHIEVEMENT | RESPONSIBLE DEPARTMENT |
|---|---|---|---|---|---|---|
| Good Governance and Public Participation | To promote healthy lifestyles for the community | Facilitate special programmes focusing on groups that were previously disadvantaged | Number of youth programmes implemented | 2 | 1 | Office of the Municipal Manager / COO |
| **Reasons for non-achievement:**<br><br>The programmes could not commence as planned due to social gathering restrictions related to Covid-19. | | | **Measures for improvement:**<br><br>All the Community outreach intervention Campaigns and other Service Delivery Interventions will be reinforced once the Covid-19 regulations are relaxed. This will take place when the restrictions are relaxed as it forms part of social gatherings. | | | |

| NATIONAL KPA | OBJECTIVE | STRATEGY | PERFORMANCE INDICATOR | ANNUAL TARGET | ACTUAL ACHIEVEMENT | RESPONSIBLE DEPARTMENT |
|---|---|---|---|---|---|---|
| Good Governance and Public Participation | Promote Good Governance and enhance Public Participation | Enhance Stakeholder Relations and Public Participation | Number of District Senior Citizen Forum Meetings | 2 | 1 | Office of the Municipal Manager / COO |
| **Reasons for non-achievement:**<br><br>All forum meetings could not be convened due to COVID 19 and nationwide lock down regulations and restrictions. | | | **Measures for improvement:**<br><br>The meetings will take place once the restrictions are relaxed allowing for community engagements. | | | |

| NATIONAL KPA | OBJECTIVE | STRATEGY | PERFORMANCE INDICATOR | ANNUAL TARGET | ACTUAL ACHIEVEMENT | RESPONSIBLE DEPARTMENT |
|---|---|---|---|---|---|---|
| Good Governance and Public Participation | To inculcate culture of Excellence | Performance Management | Number of PMS Policies reviewed | 1 | 0 | Office of the Municipal Manager / COO |

| Reasons for non-achievement: | Measures for improvement: |
|---|---|
| Performance Management Policy required an update to align to the new Automated Performance Management System. | Policy to be workshopped and approved via Local Labour Forum to ensure buy-in from relevant stakeholders in the 2021/2022 financial year and will be aligned to the Automated Performance Management System. |

| NATIONAL KPA | OBJECTIVE | STRATEGY | PERFORMANCE INDICATOR | ANNUAL TARGET | ACTUAL ACHIEVEMENT | RESPONSIBLE DEPARTMENT |
|---|---|---|---|---|---|---|
| Good Governance and Public Participation | Practice Risk Governance | Business Continuity Plan | Percentage of BCP Site deployed | 100% | 80% | Corporate Services |

| Reasons for non-achievement: | Measures for improvement: |
|---|---|
| The delays were experienced with receiving a go ahead from City of uMhlathuze to implement on the shared DRP site. | Council has since approved the use of City of uMhlathuze for purposes of the DRP site.<br><br>Identified users have been equipped with laptops in order to plug into the DRP centre to access information<br><br>One Drive licences were procured for all the users and users are able to save and access documents from any compatible equipment.<br><br>Training on the use of One Drive is yet to be conducted, however One Drive is easy to use without much training. KCDM is to ensure that backups are done periodically to be able to access data from the City of uMhlathuze servers. |

| NATIONAL KPA | OBJECTIVE | STRATEGY | PERFORMANCE INDICATOR | ANNUAL TARGET | ACTUAL ACHIEVEMENT | RESPONSIBLE DEPARTMENT |
|---|---|---|---|---|---|---|
| Good Governance and Public Participation | Promote healthy lifestyles | Co-ordinate and Implement Sports Development Programmes | Number sports development initiatives assisted | 2 | 1 | Community Services |

| **Reasons for non-achievement:** | **Measures for improvement:** |
|---|---|
| None of the Sport Development initiatives assisted, as Federations were still under strict Level 3 Lockdown regulations. | Awaiting Federations to inform the Municipality on the way forward. |

## H1.0 DEPARTMENT OF HOME AFFAIRS

### DEPARTMENTAL FOOTPRINT

**Table 70: 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 ENVIRONMENT, FORESTRY AND FISHERIES

| Project Name | Project Description | Location /targeted areas | Timeframe / Duration | Total Project Budget |
|---|---|---|---|---|
| **Natural Resources Management (NRM)** | | | | |
| NRM WoF Eshowe Fire Base | Fire Control and Prevention. Implementation phase. Working on Fire.24 beneficiaries. | King Cetshwayo District Municipality | 2019 - 2022 | Not indicated |
| NRM WoF Giant Castle Fire Base | Fire Control and Prevention. Implementation phase. Working on Fire.25 beneficiaries. | King Cetshwayo District Municipality | 2019 - 2022 | Not indicated |
| NRM WoF Hluhluwe Fire Base | Fire Control and Prevention. Implementation phase. Working on Fire.28 beneficiaries. | King Cetshwayo District Municipality | 2019 - 2022 | Not indicated |
| NRM WoF Kwambonambi Fire Base | Fire Control and Prevention. Implementation phase. Working on Fire.24 beneficiaries. | King Cetshwayo District Municipality | 2019 - 2022 | |
| NRM WoF Melmoth (ZIFPA) Fire Base | Fire Control and Prevention. Implementation phase. Working on Fire.25 beneficiaries. | King Cetshwayo District Municipality | 2019 - 2022 | |
| NRM WoF Nkandla Fire Base | Fire Control and Prevention. Implementation phase. Working on Fire.25 beneficiaries. | King Cetshwayo District Municipality | 2019 - 2022 | |

## H3.0 DEPARTMENT OF SMALL BUSINESS DEVELOPMENT

| Projects | Project description | Location/targeted areas | Time frames | Budget |
|---|---|---|---|---|
| 100 Thousand young entrepreneurs | Initiative targeting young people between the ages of 16 and 40 with businesses with the potential to create a minimum of 10 sustainable jobs | Targeted beneficiaries - 1300 | Not indicated | Not indicated |
| SMME expansion/ scale up | Initiative targeting small and medium enterprises that have been in existence for more than 4 years and employ more than 5/10 staff members. It supports businesses to scale up and expand through access to working capital and markets for goods and services. | Targeted beneficiaries - 2500 | Not indicated | Not indicated |
| Township and rural entrepreneurship | A dedicated programme to transform and integrate opportunities in townships and rural areas into productive business ventures. | Targeted beneficiaries - 6576 | Not indicated | Not indicated |
| Incubation and digital hubs | Business and technology incubation centres that offer enterprises business and management skills, support and platforms for a minimum of 3 years. It targets start-ups that require hand holding as they start their journey in business. | Targeted beneficiaries - 2 | Not indicated | Not indicated |
| Cooperatives | Initiative aimed at supporting cooperatives as enterprises that are income and profit generating. It targets registered cooperatives that have potential to generate income and profit. | Targeted beneficiaries - 130 | Not indicated | Not indicated |
| Informal businesses | Initiative aimed at supporting informal businesses with compliance support, business skills development, business infrastructure and technical support. | Targeted beneficiaries – 13152 | Not indicated | Not indicated |
| SMME products | Initiative to coordinate and direct the buy local campaign to be impactful by targeting a minimum number of enterprises that should benefit. | Targeted beneficiaries - 2170 | Not indicated | Not indicated |
| Start-up nation | Initiative that seeks to promote innovation that can have a ripple effect on the national economy. Target beneficiaries are Tech and Engineering Start-ups and Social enterprises. | Targeted beneficiaries - 4340 | Not indicated | Not indicated |

## H4.0 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 71: 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**<br>• Establishment of Arts and Culture Forum – Ward Level<br>• Identification of cooperatives to be supported | **July**<br>• Establishment of Arts and Culture Forum – Ward Level<br>• Support to cooperatives | **October**<br>Establishment of Arts and Culture Forum – Local and District Municipality Level | **January**<br>Institutional Support to Arts and Culture Sector Structures |
| **May**<br>• Establishment of Arts and Culture Forum – Ward Level<br>• Identification of cooperatives to be supported | **August**<br>• Establishment of Arts and Culture Forum – Ward Level<br>• Support to cooperatives | **November**<br>Establishment of Arts and Culture Forum – Local and Municipality Level | **February**<br>Institutional Support to Arts and Culture Sector Structures |
| **June**<br>• Establishment of Arts and Culture Forum – Ward Level<br>• Identification of cooperatives to be supported | **September**<br>• Establishment of Arts and Culture Forum – Ward Level<br>• Support to cooperatives | **December**<br>Establishment of Arts and Culture Forum – Local and Municipality Level | **March**<br>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 |

## H5.0 DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT

King Cetshwayo has a high growth potential in:

- Sugar cane
- Timber
- Avocadoes
- Citrus
- Maize
- Vegetables
- Beans

## H5.1 22/23 PLANNED INFRASTRUCTURE PROJECTS BY DEPARTMENT OF AGRICULTURE & RURAL DEVELOPMENT

| LOCAL MUNICIPALITY | PROJECT NAME | ACTIVITY | WARD | BUDGET | JOBS TO BE CREATED |
|---|---|---|---|---|---|
| uMfolozi | Fakazi ka Ntanzi Layers | 2 X 1000 layers units | 05 | R1 318 385 | 2 |
| uMhlathuze | Nkwali Layers for disabled | 3 X 1000 layers units | 11 | R2 253 928 | 4 |
| Mthonjaneni | Sizanani Mazulu Piggery | Construction of 50 sow units | 19 | R2 962 680 | 5 |
| **TOTAL** | | | | **R6 534 993.00** | |

## DEPARTMENT OF LAND REFORM & RURAL DEVELOPMENT & DPT OF AGRICULTURE & RURAL DEVELOPMENT

| LOCAL MUNICIPALITY | PROJECT NAME | ACTIVITY | WARD | BUDGET |
|---|---|---|---|---|
| uMlalazi | Madodenzani Corona | Sitting, drilling and equipping borehole | 2 | R520 120.00 |
| uMlalazi | Ncemaneni | Sitting, drilling and equipping borehole | 27 | R520 120.00 |
| uMlalazi | Hlanganani Project | Sitting, drilling and equipping borehole | 18 | R520 120.00 |
| uMlalazi | Khabingwe Dip tank | Rehabilitation of dip tank | 23 | R215 351.00 |
| uMlalazi | Msunduze | Construction of new dip tank | 23 | R610 192,01 |
| uMlalazi | Maqhwakazi Dam | Dam rehabilitation | 26 | R471 470,79 |
| | Nqoleni Dam | Dam rehabilitation | 25 | R525 938.70 |
| Nkandla | Mphalwini dip tank | Construction of new dip tank | 13 | R610 192,01 |
| | Nkungumathe dip tank | New dip tank, wind mill and borehole | 1 | R1 142 191,20 |

| | | | | |
|---|---|---|---|---|
| uMfolozi | Danyini dip tank | New dip tank & wind mill | 7 | R906 175,50 |
| | Mambuka dam | Dam rehabilitation | 17 | R392 983,29 |
| | Cinci dam | Dam rehabilitation | 11 | R356 478,15 |
| uMhlathuze | Macekane dip tank | New dip tank | 31 | R610 192.01 |
| | Port Dunford dip tank | New dip tank, borehole and wind mill | 18 | R1 142 191,20 |
| | Mancence Dam | Dam rehabilitation & access road | 33 | R910 341,00 |
| Mthonjaneni | Ncasaza dam | Dam rehabilitation | 12 | R525 938,70 |
| | Gobhotshi dam | Dam rehabilitation | 6 | R471 470,79 |
| **TOTAL** | | | | **R10 451 466,94** |

## H6.0 DEPARTMENT OF HEALTH

DEPARTMENT OF HEALTH 2021/22 PROJECTS

| CLINICS FOR GENERATORS | COMMENTS | CLINICS FOR FENCING | COMMENTS | CLINICS FOR SEPTIC TANKS | COMMENTS | BOREHOLE & STEEL WATER TANKS | COMMENTS |
|---|---|---|---|---|---|---|---|
| | | | | | | | |
| Gingindlovu | Completed | Vumanhlamvu | In progress | Chwezi | In progress | Ngudwini | Problematic Contractor |
| Mvutshini | Completed | Chwezi | In progress | Dondotha | In progress | Sokhulu | Problematic Contractor |
| Siphilile | Completed | Gingindlovu | In progress | Ekuphumuleni | In progress | Malunga | Completed |
| Nkwalini | Completed | Ntumeni | In progress | Ensingweni | In progress | Xulu | Completed |
| Samangu | Completed | Ntambanana | In progress | Esibhudeni | In progress | Ocilwane | Completed |
| Manyane | Completed | Brackenham | In progress | Halambu | In progress | | |
| Dinuntuli | Completed | Manyane | In progress | Mabhuqweni | In progress | | |
| Luwamba | In progress | Esibhudeni | In progress | Manayane | In progress | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Ngudwini | In progress | Siphilile | In progress | Mathungela | In progress | | |
| Osungulweni | In progress | Nongamlane | In progress | Mfongozi | In progress | | |
| Ewangu | In progress | Nonponjwana | In progress | Mthungweni | In progress | | |
| Esibhudeni | In progress | | | Ndabaningi | In progress | | |
| Mphandleni | In progress | | | Ndlangubo | In progress | | |
| Malunga | In progress | | | Ngudwini | In progress | | |
| Mfongozi | In progress | | | Nkwalini | In progress | | |
| Halambu | In progress | | | Nongamlane | In progress | | |
| Mandaba | In progress | | | Ntumeni | In progress | | |
| Eshowe (Ex-Mun) | In progress | | | Nxamalala | In progress | | |
| Ensingweni | In progress | | | Osungulweni | In progress | | |
| Sokhulu | In progress | | | Samangu | In progress | | |
| Kwambonambi (Sappi) | In progress | | | Mvusthini | In progress | | |
| Mabamba | In progress | | | Kwandaba | In progress | | |
| Kwa-Yanguye | In progress | | | | | | |
| Ocilwane | Completed | | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Cinci | Completed | | | | | | |
| Ntuze | Completed | | | | | | |
| Vumanhlamvu | In progress | | | | | | |
| Xulu | In progress | | | | | | |
| Melmoth (Ex-Mun) | Completed | | | | | | |
| Thubalethu | | | | | | | |
| Kwambiza | In progress | | | | | | |
| Mthungweni | In progress | | | | | | |
| Ntambanana | In progress | | | | | | |
| Dondotha | Still awaiting S/H/Over | | | | | | |
| Mkhontokayise | Still awaiting S/H/Over | | | | | | |
| **24-HOUR CLINICS** | | | | | | | |
| Bhuchanana | Design Stage | | | | | | |
| Khandisa | Design | | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| | Stage | | | | | | |
| Ngwelezane | Design Stage | | | | | | |
| Phaphamani | Design Stage | | | | | | |
| Thokozane | Design Stage | | | | | | |
| King Dinuzulu | Design Stage | | | | | | |
| Ndlangubo | Design Stage | | | | | | |
| Ntumeni | Design Stage | | | | | | |
| Thalaneni | Design Stage | | | | | | |
| Mabhuqweni | Design Stage | | | | | | |
| Ndundulu | Design Stage | | | | | | |
| Nogajuka | Design Stage | | | | | | |

| | | | | | | | |
|---|---|---|---|---|---|---|---|
| Nonponjwana | Design Stage | | | | | | |
| Isiboniso | Design Stage | | | | | | |
| Ntuze | Design Stage | | | | | | |

## H7.0 DEPARTMENT OF HUMAN SETTLEMENTS

**HUMAN SETTLEMENTS PROJECTS**

| ProjName | ProjType | District | Muni | Ward | Units | Component |
|---|---|---|---|---|---|---|
| Mhlana/Masakhisane | Rural | King Cetshwayo DM | Mfolozi LM | 7 | 1000 | Project Management |
| Slovas Ph2 | ISU | King Cetshwayo DM | Mfolozi LM | 2 | 1000 | Planning |
| Dondotha | Rural | King Cetshwayo DM | Mfolozi LM | 9 | 1000 | Project Management |
| Sibululwane Rural | IRDP | King Cetshwayo DM | Mfolozi LM | 4 | 1000 | Planning |
| Mvamanzi | Rural | King Cetshwayo DM | Mfolozi LM | 10 | 1000 | Planning |
| Cinci | Rural | King Cetshwayo DM | Mfolozi LM | 11 | | Project Management |
| Ocilwane | Rural | King Cetshwayo DM | Mfolozi LM | 13 | | Project Management |
| Phathane | Rural | King Cetshwayo DM | Mfolozi LM | 15 | 1000 | Planning |
| Ndlabeyilandula | Rural | King Cetshwayo DM | Mfolozi LM | 3 | 1000 | Planning |
| Hlanzeni | Rural | King Cetshwayo DM | Mfolozi LM | 1 | 1000 | Project Management |
| Mzingazi | ISU | King Cetshwayo DM | Mfolozi LM | 6 | 6000 | Planning |
| Thuthukani | IRDP | King Cetshwayo DM | Mfolozi LM | 14 | tbt | Planning |
| Sabokwe | Rural | King Cetshwayo DM | Mfolozi LM | 5 | 1000 | Planning |

| | | | | | | |
|---|---|---|---|---|---|---|
| Nzalabantu | IRDP | King Cetshwayo DM | Mfolozi LM | 5 | 1000 | Planning |
| Esikhawini | 70/30 Housing Project | King Cetshwayo DM | uMhlathuze LM | 21 | | Project Management |
| Esikhawini Lots J1961 & J2132 | Progress Payment Housing Project | King Cetshwayo DM | uMhlathuze LM | 21 | | Project Management |
| Mkhwanazi | Rural | King Cetshwayo DM | uMhlathuze LM | 10 | 1000 | Project Management |
| KwaDube | Rural | King Cetshwayo DM | uMhlathuze LM | 13 | | Project Management |
| Madlebe | Rural | King Cetshwayo DM | uMhlathuze LM | 29 | 1000 | Project Management |
| Ngwelezane: Unit B | 70/30 Housing Project | King Cetshwayo DM | uMhlathuze LM | 27 | | Project Management |
| Ngwelezane | IRDP | King Cetshwayo DM | uMhlathuze LM | 27 | | Project Management |
| Ngwelezane : A1274Infill | 70/30 Housing Project | King Cetshwayo DM | uMhlathuze LM | 28 | | Project Management |
| Empangeni Umhlathuzi Ph1 | IRDP | King Cetshwayo DM | uMhlathuze LM | 9 | | Project Management |
| Richards Bay Extension 32 | 70/30 Housing Project | King Cetshwayo DM | uMhlathuze LM | 3 | | Project Management |
| Kwa Bhejane Rural & Slums | Rural | King Cetshwayo DM | uMhlathuze LM | 5 | 1000 | Project Management |
| Mandlazini Village | ISU | King Cetshwayo DM | uMhlathuze LM | 4 | 1177 | Planning |
| Aquadene | IRDP | King Cetshwayo DM | uMhlathuze LM | 26 | 2500 | Planning |
| Vulindlela | ISU | King Cetshwayo DM | uMhlathuze LM | 30 | 2964 | Planning |
| Nseleni Informal Settlement | ISU | King Cetshwayo DM | uMhlathuze LM | 6,7,8 | 2037 | Planning |
| Ngwelezane Hospital Erf 1241 | ISU | King Cetshwayo DM | uMhlathuze LM | 28 | 75 | Planning |
| UMhlathuze Village Phase7 | IRDP | King Cetshwayo DM | uMhlathuze LM | 23 | 1300 | Planning |
| UMhlathuze Village 6 | Social | King Cetshwayo DM | uMhlathuze LM | 23 | 1099 | Property Management |
| Aquadene Superblock | Social | King Cetshwayo DM | uMhlathuze LM | 26 | 168 | Property Management |
| Somopho Housing Dev. | Rural | King Cetshwayo DM | uMhlathuze LM | 5 | 1000 | Project Management |
| Nomponjwana | Rural | King Cetshwayo DM | Mthonjaneni LM | 4 | 1000 | Project Management |
| Obizo | Rural | King Cetshwayo DM | uMhlathuze LM | 8 | 1000 | Project Management |

| | | | | | | |
|---|---|---|---|---|---|---|
| Bhukanana | Rural | King Cetshwayo DM | uMhlathuze LM | 5 | 1000 | Planning |
| Njomelwane | Rural | King Cetshwayo DM | Mthonjaneni LM | 3 | 1000 | Project Management |
| Bhiliya/mambuka | Rural | King Cetshwayo DM | Mfolozi LM | 6 | | Project Management |
| Rhp : Obuka | Rural | King Cetshwayo DM | Mthonjaneni LM | 1 | 1000 | Project Management |
| Gingindlovu Ext 5 & 6 | ISU | King Cetshwayo DM | uMlalazi LM | 26 | 143 | Project Management |
| Uyaya Rural | Rural | King Cetshwayo DM | uMlalazi LM | 2 | 1000 | Project Management |
| Mbongolwane Special | Special Projects | King Cetshwayo DM | uMlalazi LM | 2 | | Project Management |
| Mpushini Park | ISU | King Cetshwayo DM | uMlalazi LM | 11 | 3500 | Planning |
| Eshowe Gezinsila Western Buffer Area | 70/30 Housing Project | King Cetshwayo DM | uMlalazi LM | 13 | | Project Management |
| Sunnydale Phase 1 Extension | Progress Payment Housing Project | King Cetshwayo DM | uMlalazi LM | 11 | 109 | Project Management |
| Sunnydale Phase 2 | IRDP | King Cetshwayo DM | uMlalazi LM | 11 | 143 | Planning |
| Mvuzane Rural | Rural | King Cetshwayo DM | uMlalazi LM | 7 | 1300 | Planning |
| Bhekeshowe Rural | Rural | King Cetshwayo DM | uMlalazi LM | 25 | | Project Management |
| Kholweni | Rural | King Cetshwayo DM | uMlalazi LM | 8 | 1000 | Planning |
| KwaMondi | Rural | King Cetshwayo DM | uMlalazi LM | 13 | 1000 | Planning |
| KwaKhoza | Rural | King Cetshwayo DM | uMlalazi LM | 6 | 1000 | Planning |
| Ogagweni | Rural | King Cetshwayo DM | uMlalazi LM | 20 | 1000 | Planning |
| Shange | Rural | King Cetshwayo DM | uMlalazi LM | 7 | 1000 | Planning |
| Nzuza | Rural | King Cetshwayo DM | uMlalazi LM | 15 | 1000 | Planning |
| Makhasaneni | Rural | King Cetshwayo DM | Mthonjaneni LM | 5 | | Project Management |
| PHP Melmoth-Victoria Street | Individual Subsidy | King Cetshwayo DM | Mthonjaneni LM | 1 | | Project Management |
| Thubaletu Phases 4, 5 | ISU | King Cetshwayo DM | Mthonjaneni LM | 1 | 800 | Project Management |
| Thabalethu Phase III | IRDP | King Cetshwayo DM | Mthonjaneni LM | 1 | 373 | Project Management |
| Thubalethu Ext | IRDP | King Cetshwayo DM | Mthonjaneni LM | 2 | 512 | Planning |
| Yanguye | Rural | King Cetshwayo DM | Mthonjaneni LM | 4 | 840 | Project Management |
| Dubeni Phase 2 | Rural | King Cetshwayo DM | Mthonjaneni LM | 6 | 1000 | Planning |
| Yanguye Phase 2 | Rural | King Cetshwayo DM | Mthonjaneni LM | 4 | 1000 | Planning |
| Melmoth Middle Income | Middle Income | King Cetshwayo DM | Mthonjaneni LM | 1 | 1000 | Planning |
| Melmoth ward 2 | Rural | King Cetshwayo DM | Mthonjaneni LM | 2 | 1000 | Planning |
| KwaMagwaza | Rural | King Cetshwayo DM | Nkandla LM | 13 | 1000 | Project Management |

| | | | | | | |
|---|---|---|---|---|---|---|
| Godide | Rural | King Cetshwayo DM | Nkandla LM | 12 | 500 | Project Management |
| Ngono Rural | Rural | King Cetshwayo DM | Nkandla LM | 9 | 1000 | Planning |
| Mangidini | Rural | King Cetshwayo DM | Nkandla LM | 7 | 1000 | Planning |
| Mpungose South | Rural | King Cetshwayo DM | Nkandla LM | 6 & 7 | 500 | Planning |
| Machunwini | Rural | King Cetshwayo DM | Nkandla LM | 2 | | Project Management |
| Zondi Rural | Rural | King Cetshwayo DM | Nkandla LM | 3 | 1000 | Project Management |
| Dlomo | Rural | King Cetshwayo DM | Nkandla LM | 2 | 1000 | Planning |
| Mahlayizeni | Rural | King Cetshwayo DM | Nkandla LM | 5 | 1000 | Planning |
| Ekukhanyeni | Rural | King Cetshwayo DM | Nkandla LM | 4 | 1000 | Planning |
| Ward 9 | Rural | King Cetshwayo DM | Nkandla LM | 9 | 1000 | Planning |
| Ward 10 | Rural | King Cetshwayo DM | Nkandla LM | 10 | 1000 | Planning |
| Chube | Rural-ITB | King Cetshwayo DM | Nkandla LM | 6, 7,11, 12 & 14 | 1000 | Planning |
| Mvutshini Ward2 | Rural | King Cetshwayo DM | Nkandla LM | 2 | 1000 | Planning |
| Ogelweni | Rural | King Cetshwayo DM | Mthonjaneni LM | 2 | 1000 | Planning |
| Bhubhubhu | Rural | King Cetshwayo DM | Mfolozi LM | 2/8/11/15 | | Project Management |
| Esibayeni | Rural | King Cetshwayo DM | Mthonjaneni LM | 3 | | Project Management |
| Enseleni | CRU | King Cetshwayo DM | uMhlathuze LM | 6 | | Property Management |
| Esikhawini | CRU | King Cetshwayo DM | uMhlathuze LM | 21 | | Property Management |
| Mpungose Rural Project | Rural-ITB | King Cetshwayo DM | uMlalazi LM | 9,10,13,14&26 | 1000 | Planning |
| Ndlangubo | Rural | King Cetshwayo DM | uMlalazi LM | 24 & 26 | 1000 | Planning |
| Ngudwini | Rural | King Cetshwayo DM | uMlalazi LM | 5 | 1000 | Project Management |
| Cwaka Housing project | Rural | King Cetshwayo DM | Mfolozi LM | 07 | 1000 | Project Management |
| Mombeni | Rural | King Cetshwayo DM | uMlalazi LM | 6 | 1000 | Project Management |
| Ndlangubo | Rural | King Cetshwayo DM | uMlalazi LM | 24 & 26 | 1000 | Planning |
| Dubeni | Rural | King Cetshwayo DM | Mthonjaneni LM | 6 | 1000 | Project Management |
| Nomuwa | Rural | King Cetshwayo DM | Mfolozi LM | 12 | 1000 | Project Management |
| Dumisane Makhaye | IRDP | King Cetshwayo DM | uMhlathuze LM | 7 | 1400 | Planning |
| Empangeni Umhlathuzi Ph2 | IRDP | King Cetshwayo DM | uMhlathuze LM | 9 | | Planning |

## H8.0 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.

## H8.1 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 is being 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.

## H9.0 DEPARTMENT OF EDUCATION

DOE projects are included on Section C.2.3.

## H10.0 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 networks ( 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

List of Annexures

| Name of the Annexure | Status | Date of Adoption |
|---|---|---|
| Spatial Development Framework | Adopted | 27 May 2022 |
| Comprehensive Integrated Transport Plan | Adopted | 27 August 2021 |
| Operations & Maintenance Plan | Adopted | 25 February 2022 |
| Operations & Maintenance Reports | Adopted | 25 February 2022 |
| End of year Report(WSDP) | Adopted | 25 February 2022 |
| Integrated Waste Management Plan | Adopted | 25 March 2021 |
| WATER CONSERVATION/WATER DEMAND MANAGEMENT(5-year strategic master plan for the reduction of non-revenue water in the KCDM area of supply) | Adopted | 25 February 2022 |
| Human Resource Strategy | Adopted | 26 May 2017 |
| Employment Equity Plan | Adopted | 28 May 2021 |
| AG Report | | |
| Indigent Policy & Register | Adopted | 27 May 2022 |
| LED Strategy | Adopted | 21 September 2021 |
| SCM Policy | Adopted | |
| Service Delivery Charter | Adopted | |
| PMS Framework & Policy | Draft | |