KZ214

REVIEWED 2023/2024 UMUZIWABANTU INTERGRATED DEVELOPMENT PLAN

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MAYOR'S FOREWORD

This 5^{th} Generation IDP is developed in accordance with the legislative requirements of the Municipal Systems Act No. 32 of 2000, through an interactive process that involved respective stakeholders. The process was defined by a process plan that was duly adopted by the Municipal Council. The process involved public consultation meetings, technical management meeting and meetings of stakeholders in the form of IDP representative forum and the IDP Steering Committee. The Municipal IDP Review process flow is attached as an annexure.

The Integrated Development Plan as a strategic plan for the municipal area provides us with the opportunity to dissect our shared analysis and planning between the range of stakeholders such as the community, political leadership, administrative leadership, para-statals, organized business and organized interest groups (i.e. Community-Based Organizations (CBOs) and Non-governmental Organizations (NGOs) in order to craft a strategy and set the tone for a meaningful development agenda and participatory governance.

It is a super plan that gives an overall framework for development and aims to coordinate the work of local and other spheres of government in a coherent plan in order to improve the quality of life for all people living in our area.

The Integrated Development Plan takes into account the current existing conditions, challenges and available resources for development. It sets a framework for how land should be used, what infrastructure and services are needed and how the environment should be protected.

The IDP is a crucial document for the municipality as it helps the municipality to focus on the most important needs of the local communities taking into account the resources available at local level. It identifies areas which are most impoverished and prioritizes where municipal funds should be spent, it helps attract investors, it strengthens democracy though active participation of all stakeholders and it helps promote coordination between Local, Provincial and National Government.

I wish to convey my sincere appreciation to all the residents, businesses, and community organisations, Youth, Women, Non-Government Organisations and Government Departments who actively participated in the development of this document.

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Cllr LS Zungu

Mayor: Umuziwabantu Municipality

SECTION A: EXECUTIVE SUMMARY

The name Umuziwabantu is an isiZulu name meaning "the people's home". This name is apparently derived from the fact that the local Amakhosii used to meet to discuss matters concerning their tribes and this strengthened the relationship between these groups. This advocated a situation where problems emanating from differences would be solved amicably through negotiations (Urban Econ, 2008).

This IDP document is the Municipality's principal strategic planning document which ensures co-ordination of the government's development agenda among its three spheres. It forms the inclusion of a revised Spatial Development Framework (SDF) as well as alignment with a number of Local Government policies and plans. Integrated Development Planning is a continuous process whereby municipalities prepare their five year Strategic Development Plans, which coincide with the term of Council.

A.1 OVERVIEW OF THE UMUZIWABANTU MUNICIPAL AREA

The Umuziwabantu Municipality is a local municipality located in southern KwaZulu-Natal. It is one of four local municipalities located within the UGU District.

The municipality is bordered by:

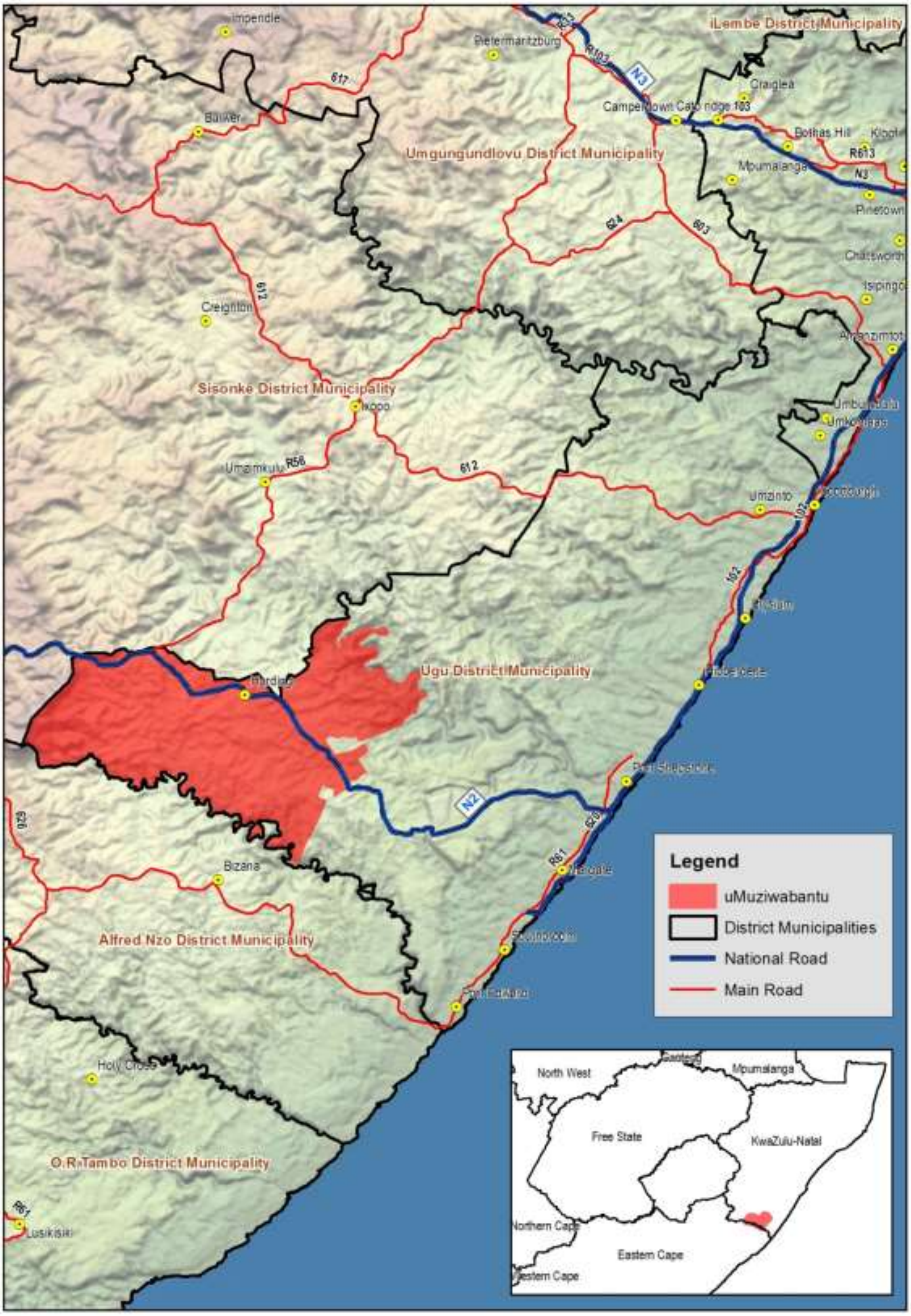
- Ray Nkonyeni Municipality to the North East (UGu District, KZN)
- Umzumbe Municipality to the North East (UGu District, KZN)
- Umzimkhulu Municipality to the North (Harry Gwala District, KZN)
- Greater Kokstad to North West (Harry Gwala District, KZN)
- Mbizana to the South (Alfred Nzo District, Eastern Cape)

Umuziwabantu Municipality can be defined by the characteristics depicted on the table below:Table 1: Umuziwabantu Overview (Stats SA 2016)

PHYSICAL	Total Area:	**1089.47km²**		
	Altitude Range	169m to 2 266m above sea level		
	Urban/ Rural Split			
	Urban: 10.2 %	Tribal/ Traditional: 87.2 %		Farm: 2.6 %
POPULATION*	Total Population:	108 576	Population Density:	90 people/km²
	Languages			
	isiZulu	88.1%	IsiXhosa	4.9%
	English	2.9%	Afrikaans	6.0%
	IsiNdebele	1.3%	Other	2.0%
	Population Growth	13.4%	Dependency Rate	48%
AGE & SEX PROFILE	0-20	58%	Youth	37%
	35-60	15%	KZN Youth	35.9%
	Orphans where both parents have died	1.47%	Food Poverty Line (R 561 in April 2019)	18.3%
	Food Poverty Line (R 561 in April 2019)	18.3%	Lower Bound Poverty line (R 810 in April 209)	30.7%
	Lower Bound Poverty line (R 810 in April 209)	30.7%	Upper Bound Poverty line (R 1 227 in April 2019)	56.7%
ECONOMIC	GDP	R1,166 m	Unemployment	33%
	GVA contribution to UGU	1310	GVA contribution to UGU	40%
	EMPLOYMENT PER SECTOR			
	Agriculture	24%	Community, social and personal services	19%
	Finance, insurance, real estate, business services	13%	Wholesale and retail, trade and catering, accommodation	13%
ADMIN-ISTRATION	Municipal Code	KZ214		
	Municipal Wards	11 wards	Number of Traditional Councils	6
	Primary Schools	41	Secondary Schools	16

RESOURCES	Hospitals	1	Clinics	11
	Police Stations	2	Mobile Clinics	45
HOUSEHOLDS	Total Households	21 172		
	Electrified	85.5 %	Electricity Backlog	14.5 %
ROADS	Local Access Roads	27.457 km	District Roads	283. 664 km
	Provincial Roads	101.635 km	National Roads	51.91 km
ACCESS TO BASIC SERVICE DELIVERY	Water Backlog	21%	Sanitation Backlog	26%
	Electricity Backlog	21.77%	Waste Removal Backlog	78.93%
	Informal Dwellings	2%		
EDUCATION	Learner Educator ratio	29.2	Learner School ratio	471
	People with no schooling	28%	National Senior Certificate	79.1%
	Early Childhood Development attendance			67.2%
INCOME PROFILE	R 3 183.33- R 38 200 per month	80.6%	No Income	11.9%

Map 1: Locality of Umuziwabantu Municipality



A.2 MUNICIPAL VISION AND MISSION STATEMENT

The IDP is developed in accordance with the legislative requirements of the Municipal Systems Act 32 of 2000, through an interactive process that involved respective stakeholders. The process was defined by a process plan that was duly adopted by the municipality. The process involved IDP-budget road shows, technical management meeting and meetings of stakeholders in the form of IDP representative forum. The Municipal IDP Review process flow is attached as an annexure.

The ultimate product was then taken through the approval process of the municipality and subsequently adopted by the Municipal Council. The approved developmental vision for the municipality therefore is:

Vision:

To be a preferred investment destination with superior, sustainable and people centred service delivery.

The municipality therefore seeks to achieve this vision, through the following mission:

Mission Statement:

To create an environment that boosts investor confidence by providing strong decisive leadership, thereby creating jobs and improving the quality of life.

A.3 DEVELOPMENT CHALLENGES

The drive to eliminate poverty and reduce inequality in the municipality is impeded by a range of development challenges. In the main these challenges can be summarised as follows:

- The high unemployment rate and low economic growth.
- Backlogs and slow development in terms of housing due to unfavourable weather conditions are some of the key challenges faced by the Municipality.
- The need to speed up service delivery more especially in the rural areas.
- There is a high influx of job seekers in the municipality from neighbouring Municipalities and Province (Eastern Cape).
- Natural disasters occur frequently and this is a huge setback to the Municipality as large sums of money have to be used in repairing both the infrastructure and homes.
- HIV and AIDS is another challenge within the Municipal area. The department of health has seen an increase in the number defaulters of the TB and HIV drugs and high teenage pregnancy rate.
- The use of vans as means of transport is still common within the municipality.
- The uncontrolled spread of invasive alien species, natural disasters, climate change, and pollution
- There is currently one taxi rank which has become too congested to accommodate all vehicles.
- Poor management of Street Trading and business licensing.
- Poor management of business licensing.
- Erection of illegal structures by street vendors.
- High levels of crime
- Road Infrastructure Degradation within the CBD and Harding Town
- Increase in debt position
- Poor law enforcement and traffic management
- Inadequate burial space
- High rate of vandalism of community facilities
- Poor road infrastructure
- Low water capacity and tarnished water infrastructure.
- Environment Degradation (Vegetation, veld and soil degradation; degradation of water resources; terrestrial ecosystem & biodiversity; climate change; natural disasters)
- Social- Environmental Vulnerability (Poverty; inequality; skills and access; environmental hazards)
- Pressure on Resources (Timber production & manufacturing; commercial and subsistence agriculture; dense vs rural settlements; deficient municipal services and infrastructure; road network)
- Aging Infrastructure
- Strategic Infrastructure
- Illegal waste dumping
- Lack of Market Infrastructure
- The Municipality still experiences triple challenges i.e.inequality, unemployment and poverty

A.4 ADDRESSING THE KEY CHALLENGES

The Municipality undertook a Strategic Planning Session from the 15th to the 17th of March 2023. The session was facilitated by the Department of Co-Operative governance and Traditional Affairs (KZN) in attendance from the municipality were the Municipal Executive Committee, Councillors, the Municipal Manager, Heads of Departments and Managers. The session emerged with a SWOT analysis that touched all the municipal departments, which culminated into strategic issues / challenges.

These key priority challenges were sifted into categories of the six (6) KZN KPAs. The following table summarizes these key challenges and what the municipality resolved to do in order to address them.

In addressing the challenges highlighted above the municipality has agreed on a set of objectives and strategies to address these; they are listed in a summary form below.

Challenges	Objectives	Strategies
Municipal Transformation and Institutional Development		
Employee Retention	To promote participative, facilitative accountable governance	Implement skills retention policy.
Shortage of human resources and technical skills		Ensure expenditure of the municipality's budget spent on Workplace Skills Plan.
Cascading PMS to lower levels beyond Section 54/56 employees		Implement and monitor IPMS policy
Implementation of Employment Equity		Encourage a working environment that friendly for vulnerable groups
Basic Service Delivery		
Climate Change	Facilitate access to Basic Service Delivery	Implement SDF, SEA and Disaster Management Place. Implement and monitor the implementation of all plans
Aging Infrastructure		Allocate budget for maintenance and implement maintenance plan. Encourage Sector Department participation in the IDP and DDM Process.
Backlog on Basic Service Delivery (Water, Sanitation, Stormawater,roads)		Address Backlogs on the provision of Basic Service Delivery i.e. sewage, water, roads housing etc. Municipality currently has a program in place that talks to roads and housing backlogs. In terms of the water and sanitation the municipality will ensure the implementation of the Ugu Water master plan
Crime		Frequent inspections of prepaid and conventional electrical metres, ensure high masts and surveillance cameras are always functioning

Enforcement of Bylaws		Continuous capacity building for peace officers. Encourage the community with regular awareness campaigns
The use of vans as a means of transport is still common within the municipality and congested 'van rank'. There is currently on taxi rank which has become too congested to accommodate all vehicles.		Introduce private sector participation framework to forge sustainable partnerships. Upgrade existing infrastructure to accommodate the changing conditions. Budget must be bias on infrastructure development and maintenance.
Inadequate burial site		Secure appropriate land establishment of a cemetery and crematoria and establishment thereof.
Challenges	**Objectives**	**Strategies**
Local Economic Development		
High unemployment rate and low economic growth.	To create a participative and enabling environment in economic activities.	Capacitating and training of SMME's and Cooperatives
Basic Service Delivery Backlogs		Ensure Budget is biased to infrastructure development and maintenance.
Poor management of Street Trading and business licensing		Ensure Development and implementation of an Informal Economy Policy.
Erection of illegal structures by street vendors		Ensure provision of infrastructure for informal trading.
Poor ICT Sector		Encourage Sector Departments and Cellular networks in the IDP process and DDM
Skills Shortage		Capacity Building and Training budget allocation
High Transportation Costs for existing commercial farmers (timber and sugar cane) since road and railways are in a poor condition or simply do not exist		Encourage the participation of Both the Private and Public Sector in the IDP Process
Tourism is underdeveloped and there is no Tourism Strategy in place		Allocate Budget for the development of the Tourism Strategy
SMMEs & Cooperatives lack financial support, mentorship and advisory services		Capacity building and training
Crime		Ensure high masts and surveillance cameras are always functioning and encourage the participation of SAPS in the IDP Process
Challenges	**Objectives**	**Strategies**
Municipal Financial Viability and Management		

Own revenue enhancement	Improved expenditure and maximise the economies of scale and value for money	Implementation of credit control and collection policy
Grant dependency		Increase revenue base
People not paying rates due to lack of services delivery		Leadership needs to lobby for funding for improved service delivery
Section 54/56 vacancies		Expedite the appointment of Section 54/56 Managers
Challenges	**Objectives**	**Strategies**
Good Governance and Public Participation		
Poor attendance of Sector Departments in War Room	Create sustainable and socially cohesive communities	Encourage the DDM platform to compel sector departments to participate
No adopted Service Delivery Improvement Plan		Expedite the adoption of the SDIP
Late responses to incidents due to no 24 hour Call centre in Place		Expedite the establishment of a 24hour call centre
Challenges	**Objectives**	**Strategies**
Cross Cutting Issues		
Climate Change	Create sustainable and socially cohesive communities	Implement SDF, SEA & Disaster Management Plan
Impoverished rural interior		Implement SDF & Rural Masterplan
Insufficient environmental bylaws		Provide capacity building and training for staff
Time Delays to call outs		Establish a customer care unit and a Disaster Management Centre
Limited Tools		Allocate Budget for Resources
Dilapidated and neglected building		Consultation with property owners/ and develop CBD beautification Plan to beautify their buildings
Poor enforcement of bylaws		Provide capacity building and training for staff
Private owned land within the CBD Area		Begin negotiation processes with Land owners

A.4 PERFORMANCE MEASUREMENT

The Municipality has in place a performance management policy which guides the organizations Performance management systems. On a quarterly basis the municipality conducts performance reviews, to review progress made in terms of achieving set targets and to dissect challenges faced which prevent the achievement of set targets and to come up with mechanisms to work through such challenges.

Performance Management is coordinated in the office of the Municipal Manager under the Strategic Planning unit. Once quarterly reports have been reviewed by the Executive Committee, the reports are then submitted to the internal audit unit for audit purposes.

The Performance Management Systems Policy is attached as an annexure.

A.5 ANNUAL PERFORMANCE REPORT

IDP / SDBIP NO.	OUTCOME 9	NKPA	OBJECTIVE (AS PER IDP)	STRATEGIES (AS PER IDP)	Unit of Measure	KPIs	FINANCIAL YEAR ENDING 30 JUNE 2021		FINANCIAL YEAR ENDING 30 JUNE 2022			Status (Achieved / Not Achieved	Reasons for Under-achievement and over achievement	Measures taken to improve performance	Portfolio of Evidence
							2020/2021 (REVISED TARGET)	2020/2021 (ACTUAL)	2021/2022 (TARGET)	2021/2022 (REVISED TARGET)	2021/2022 (ACTUAL)				
MUNICIPAL TRANSFORMANTION AND INSTITUTIONAL DEVELOPMENT															
	DIFFERENTIATED APPROACH TO MUNICIPAL FINANCING, PLANNING AND SUPPORT	MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	To promote participative, facilitative and accountable governance	Present Quarterly PMS reports	Number	Number Quarterly PMS Reports Presented to EXCO.	4 Quarterly PMS reports	4 Reports	4 Quarterly PMS reports	4 Quarterly PMS reports	4 Quarterly PMS reports	Achieved	N/A	N/A	Copies of Quarterly performance reports.
			To promote participative, facilitative and accountable governance	Table Annual Report to Council	Date	Table 2020/21 Annual Report by date	30 January 2021	25-Jan-21	31 January 2022	31 January 2022	24th January 2022	Achieved	N/A	N/A	Council resolutions and copy of the report
			To promote participative, facilitative and accountable governance	Submission of APR to AG for Auditing	Date	Submission of the APR to AG , by date	31-Aug-20	31-Aug-20	31st August 2021	31st August 2021	31-Aug-21	Achieved	Covid Regulations	Adjust to Covid Regulations	Proof of submission
			To promote participative, facilitative and accountable governance	Conduct S56 & S54 Performance Assessments	Date	Conduct S56& S54 Performance Asssments by date	30-Mar-21	10-May-21	30th June 2022	30th June 2022	28th April 2022 & 10th May 2022	Achieved	N/A	N/A	Assessments report and Council Resolution
			To promote participative, facilitative and accountable governance	Review of OPMS Policy	Date	Table OPMS Policy to Council by date	31-Aug-20	30-Aug-21	30th Septemeber 2021	30th Septemeber 2021	29-May-21	Achieved	N/A	N/A	Council Resolution

			To promote participative, facilitative and accountable governance	Ensure compliance with Section 72 of the MFMA	Date	Assessment and Submission of Mid Term Performance Report to Mayor as per S72 of the MFMA, by date	25 January 2021	24-Jan-21	25 January 2022	25 January 2022	24th January 2022	**Achieved**	N/A	N/A	Signed proof of submission to Mayor and Minutes of Mid Term assessments
			To promote participative, facilitative and accountable governance	Approve 2022/23 SDBIP	Date	Approve 2022/23 SDBIP by date	30-Jul-20	25-Sep-20	28th June 2022	28th June 2022	11th July 2022	**Not Achieved**	Council not sitting due to instability	Council Stability	Signed SDBIP document by the Mayor.
			To promote participative, facilitative and accountable governance	Ensure compliance with section 53 of the Municipal Finance Management Act	Date	Submit performance contracts of S54/56 managers to Council by date	25 January 2021	24-Jan-21	30 August 2021	30 August 2021	30-Aug-21	**Achieved**	N/A	N/A	proof of publications
			To promote participative, facilitative and accountable governance	Ensure compliance with section 21 of the Municipal Finance Management Act	Date	Adoption of Process Plan by Council by date	31-Aug-20	30-Aug-20	30 August 2021	30 August 2021	30-Aug-21	**Achieved**	N/A	N/A	Council resolution of process plan

			To promote participative, facilitative and accountable governance	Ensure the Development and adoption of the 2022/23 - 2027/28 IDP	Date	Develop and adopt the 2022/23 - 2027/28 IDP by date	30-Jun-21	28 May 2021.	30th June 2022	30th June 2022	15th June 2022	Achieved	N/A	N/A	Council resolution
			Plan towards the development of human capital	Work Skills Plan Implementation	Percentage	Percentage of budget spent on implementing the WSP by 30 June 2022	100%	100%	100%	100%	93%	Not Achieved	N/A	N/A	Financial Report
			Plan towards the development of human capital	Review of the Staff Establishment/ organisational Structure	Date	Date of adoption of reviewed Staff Establishment/ organisational Structure	30-Jun-21	28 May 2021.	30th June 2022	30th June 2022	15-Jun-22	Achieved	N/A	N/A	Council Resolution and/or Copy of the approved Municipal organisational Structure
			Plan towards the development of human capital	Review of Policies and plans	Number	Number of adopted reviewed Policies, and plans	Conduct two (2) wellness programmes by 30 June 2021	2	4 Corporate Services Department Policies and plans.	4 Corporate Services Department Policies and plans.	4 Corporate Services Department Policies and plans.	Achieved	N/A	N/A	Council Resolution/s
			Plan towards the development of human capital	Develop new Corporate Services policies	Number	Number of developed & adopted Corporate Services Policies	2 Corporate Services Department Policies	1	2 Corporate Services Department Policies	2 Corporate Services Department Policies	2 Corporate Services Department Policies	Achieved	N/A	N/A	Council Resolution/s

			Plan towards the development of human capital	Development of HR SOPs	Number	Number of Corporate Services Department Standard Operating Procedures (SOPs) developed & adopted	N/A	N/A	2 SOPs	2 SOPs	5 SOPs	Achieved	N/A	N/A	List of the developed and adopted SOPs/ Council Resolutions
			Plan towards the development of human capital	Submission of the Employment Equity Peport to Department of labour	Date	Submission of 2021/2022 Employment Equity Report to Department of Labour by set date.	N/A	N/A	Employment Equity Report for the year ended Sep 2021 submitted by 2022/03/31.	Employment Equity Report for the year ended Sep 2021 submitted by 2022/03/31.	15 January 2022.	Achieved	N/A	None. All training interventions per the approved WSP for 2020/21 were implemented.	Screen Shot (Proof of online submission of EE report to DoL).
			Plan towards the development of human capital	Conduct Employee Wellness programs	Number	Number of Employee Wellness programmes conducted	N/A	N/A	2 wellness programmes	2 wellness programmes	2 wellness programmes	Achieved	N/A	N/A	Report/ program/attendance register
			Plan towards the development of human capital	Conduct information sharing sessions for employees on reviewed policies	Number	Number of Employee information sharing sessions on the reviewed policies	N/A	N/A	2 information sharing sessions for employees	2 information sharing sessions for employees	2 information sharing sessions for employees	achieved	N/A	N/A	Report/ program/attendance register/Pictoral evidence

			To provide strong decisive leadership	Convene Council meetings are held as per approved Council schedule.	Number	Number of Council meeting convened	8 meetings by 30 June 2021	9	07 meetings by 30 June 2022	07 meetings by 30 June 2022	20 meetings by 30 June 2022	**Achieved**	N/A	N/A	Minutes and attendance Register
			To provide strong decisive leadership	Convene Exco meetings as per approved Council Schedule	Number	Number of Exco meetings convened	10 meetings by 30 June 2021	11	05 meetings by 30 June 2022	05 meetings by 30 June 2022	5 meetings held by 30 June 2022	**Achieved**	N/A	N/A	Minutes and attendance Register
			Promote participative, facilitative and accountable governance	Convene Audit Committee meetings as per approved Council schedule	Number	Number of Audit Committee meetings convened	4 meetings by 30 June 2021	8	4 meetings by 30 June 2022	4 meetings by 30 June 2022	4 meetings held by 30 June 2022	**Achieved**	N/A	N/A	Minutes and attendance Register
			Promote participative, facilitative and accountable governance	Convene MPAC meetings as per approved Council Schedule	Number	Number of MPAC meetings convened	4 meetings by 30 June 2021	6	4 meetings by 30 June 2022	4 meetings by 30 June 2022	5 meetings by 30 June 2022	**Achieved**	N/A	N/A	Minutes and attendance Register
			Promote participative, facilitative and accountable governance	Conduct risk assessments for the municipality	Number	Number of Risk assessmen t conducted	1 risk assessment	1 risk assessment	1 risk assessment	1 risk assessment	1 Risk Assessment	**Achieved**	N/A	N/A	Risk Register and attendance register
			Promote participative, facilitative and accountable governance	Review and approval of risk based internal audit plan	Date	Review and approval of risk based internal plan by date	31 August 2020	30 August 2020	30 August 2021	30 August 2021	30 July 2021.	**Achieved**	N/A	N/A	Risk based internal plan

			Promote participative, facilitative and accountable governance	Ensure risk committee is functional	Number	Number of risk committee meetings conducted	4 meetings	4 meetings	4 meetings	4 meetings	2 meetings	Not Achieved	Instability and no Risk Personnel	Expedite the appointment of Risk Officer	Minutes and attendance Register
			Promote participative, facilitative and accountable governance	Performance of risk assessment	Number	Number of Risk Report submitted to Audit Committee	4 risk reports	4 risk reports	4 risk reports to be submitted to the audit committee	4 risk reports to be submitted to the audit committee	2 Risk report submitted to audit committee	Not Achieved	Instability and no Risk Personnel	Expedite the appointment of Risk Officer	Risk Report
			Promote participative, facilitative and accountable governance	Ensure audit committee functionality through provision of reports	Number	Number of reports to be submitted to the AG	4 reports	4 reports	4 reports	4 reports	4 reports	Achieved	N/A	N/A	Internal Audit Reports
			Promote participative, facilitative and accountable governance	Attend all Audit Committee findings	Percentage	% of Audit Committee findings resolved	100%	100%	100%	100%	100%	Achieved	N/A	N/A	Internal Audit Reports
			Promote participative, facilitative and accountable governance	Produce Quarterly Internal Audit reports submitted to Audit Committee	Number	Number of internal audit reports for submission to Audit Committee	4 reports	4 reports	4 reports	4 reports	4 reports	Achieved	N/A	N/A	Internal Audit Reports
BASIC SERVICE DELIVERY AND INFRASTRUCTURE															

	IMPROVED ACCESS TO BASIC SERVICES	BASIC SERVICE DELIVERY	To ensure investment on infrastructure development and service delivery	New Household electricity connections at Mazakhele Phase 3 low cost households	Number	Number of households electrified at Mazakhele Phase 3 low cost households	500	232	34	34	34	**Achieved**	N/A	N/A	Happy letters/ closeout repots
				New infills type 1 Household electricity connections at Ward 1	Number	Number of infills type 1 households electrified at ward 1	N/A	N/A	126	126	0	**Not Achieved**	The project has 101 dead connections which require installation of meter boxes. It must be noted that there are only 2 suppliers within the country that supply the recommended split meter specification and that has been recommended by Eskom.	Target moved to next financial year	Happy letters/ closeout repots

				New infills type 1 Household electricity connections at Ward 4	Number	Number of infills type 1 households electrified at ward 4	N/A	N/A	128	128	0	**Not Achieved**	The project has 101 dead connections which require installation of meter boxes. It must be noted that there are only 2 suppliers within the country that supply the recommended split meter specification and that has been recommended by Eskom.	Target moved to next financial year	Happy letters/ closeout repots
				Installing of new electrical cables	kms	Length of electrical cables in Kms installed	2 Km	2,5 Km	2km	2km	2.95 Km	**Achieved**	N/A	N/A	Portfolio report
			To ensure investment on infrastructure development and service delivery	Construction of Endlovini Sportsfield	Percentage	Construction progress percentage of Endlovin sportdfield	100% completion	95% completion	100%	100%	100%	**Achieved**	N/A	N/A	Completion report / certificate/Consulting engineer report for project not completed

			To ensure investment on infrastructure development and service delivery	Construction of Municipal Offices	Percentage	Construction progress percentage of Construction of new Municipal Offices	100% completion	98% completion	100%	100%	100%	Achieved	N/A	N/A	Completion report / certificate/Consulting engineer report for project not completed
			To ensure investment on infrastructure development and service delivery	Construction of Emazibukweni Acce Bridge Ward 7	Percentage	Construction progress percentage of Emazibukweni Access Bridge	100%	22% completion by the 30 June 2021	100%	100%	100%	Achieved	Slow Construction Progress and cash flow issues by the main contractor	close project monitoring and direct cession payments to material suppliers	Completion report / certificate/Consulting engineer report for project not completed
			To ensure investment on infrastructure development and service delivery	Construction of Nogumbe Access Road	Percentage	Construction progress percentage of Nogumbe Access Road	100%	0% completion by the 30 June 2021	100%	100%	100%	Achieved	N/A	N/A	Completion report / certificate/Consulting engineer report for project not completed
			To ensure investment on infrastructure development and service delivery	Construction of Phumza Sportfield	Percentage	Construction progress percentage of Phumza Sportsfield	100%	0% completion by the 30 June 2021	100%	100%	100%	Achieved	Slow Construction Progress	Close project monitoring and expedition	Completion report / certificate/Consulting engineer report for project not completed

			To ensure investment of infrastructure development and service delivery	Construction of Harding Sportsfied	Percentage	Construction progress percentage of of Harding Sportsfield	N/A	N/A	100%	100%	90%	**Not Achieved**	Slow progress and split budget	close project monitoring	Completion report / certificate/Consulting engineer report for project not completed
			To ensure investment of infrastructure development and service delivery	Construction of Stafford Street	Percentage	Construction progress percentage of Stafford street	100%	0% completion by the 30 June 2021	100%	100%	0%	**Not Achieved**	Delayed SCM processes, project went back to re-tender	Re-tender	Completion report / certificate/Consulting engineer report for project not completed
			To ensure investment of infrastructure development and service delivery	Construction of Gayiya to Nyawo Access Road	Percentage	Construction Progress progress percentage of Gayiya to Nyawo access road	N/A	N/A	100%	100%	0%	**Not Achieved**	Delayed SCM processes due to the court order for suspension of new tenders	Tender was advertised after the lifting of the court order	Completion report / certificate/Consulting engineer report for project not completed
			To ensure investment of infrastructure development and service delivery	Construction of Mhlwazini Access Road and Bridge	Percentage	Construction progress percentage of Mhlwazini access road and bridge	N/A	N/A	100%	100%	0%	**Not Achieved**	Delayed SCM processes due to the court order for suspension of new tenders	Tender was advertised after the lifting of the court order	Completion report / certificate/Consulting engineer report for project not completed

			To ensure investment of infrastructure development and service delivery	Construction of Engele Community Hall	Percentage	Construction progress percentage of Engele community hall	N/A	N/A	100%	100%	60%	**Not Achieved**	Delayed SCM processes	Expedite the sitting of BID committees	Completion report / certificate/Consulting engineer report for project not completed
			To ensure investment of infrastructure development and service delivery	Construction of Hawkins Street and Livingston Street traffic lights	Percentage	Construction progress percentage of Hawkins Street and Livingston Street Traffic lights	N/A	N/A	100%	100%	0%	**Not Achieved**	Delayed SCM processes	Expedite the sitting of BID committees	Completion report / certificate/Consulting engineer report for project not completed
			To ensure investment of infrastructure development and service delivery	Extension of Harding Cemetery Phase 1	Percentage	Construction progress percentage of the Extension of Cemetry	40%	5% completion by the 30 June 2021	100%	100%	100%	**Achieved**	N/A	N/A	Completion report / certificate/ Consulting engineer report for project not completed
Maintanance of rural access roads in all wards			To ensure investment of infrastructure development and service delivery	Construction of ward 1 community hall	Percentage	Construction progress percentage of ward 1 community hall	100%	98%	100%	100%	100%	**Achieved**	Plant Breakdown in the 2nd quartar disrupted the maintenance of access roads	Plant acquisition on time and immidiat repairs on the plant equipment	Close out report

			Improve rural development and infrastructure	Maintanance of rural access roads in all wards	Length	Number of Kilometers of rural access road maintained	Maintain 80km by the 30th June 2021	66.5 km	80 km	80 km	162,7 km	**Achieved**	N/A	N/A	Job cards
			Improve rural development and infrastructure	Maintanance of Ward 3 Storm water drainage	Length	Length of Stormwater Drainage in Km	2 km	2.8 km	2 km	2 km	23.4 km	**Achieved**	N/A	N/A	Job cards
			To create sustainable and socially cohesive communities	Maintenance of sports fields, municipal park and cemetery	Number	Number of grass cuts maintenance on sports fields, municipal park and cemetry	N/A	N/A	14	14	34	**Achieved**	N/A	N/A	Job Cards
			To create sustainable and socially cohesive communities	Conduct verge maintenance	Number	Number of verge cuts conducted	N/A	N/A	4	4	31	**Achieved**	N/A	N/A	Report to portfolio committee
			To create sustainable and socially cohesive communities	Ensure efficient cleaning services on streets	Number	Number of days teams are utilised to clean streets	365 days	365 days	365 days	365 days	365 days	**Achieved**	N/A	N/A	Schedules, registers, weekly reports
			To create sustainable and socially cohesive communities	Conduct Environmental awareness campaigns	Number	Number of environmental awareness campaigns conducted	N/A	N/A	4	4	4	**Achieved**	N/A	N/A	Attendance Register

			To ensure investment on infrastructure development and service delivery	Maintenance of Community Facilities	Number	Number of days teams are utilised to clean community Facilities	365 days	365 days	365 days	365 days	365 days	Achieved	N/A	N/A	Schedules, registers, weekly reports
			To ensure investment on infrastructure development and service delivery	Conduct improvement interventions to facilities	Number	Number of improvements interventions to facilities	N/A	N/A	8	8	8	Achieved	N/A	N/A	Report to portfolio committee
			Create sustainable and socially cohesive communitities	KwaMbotho rural housing	Number	Number of Houses built at kwa Mbotho rural	120 units	173 units	480 units	480 units	133 units	Not Achieved	slow supply of material	IA has appointed a new supplier for blocks,	Happy letters
			Create sustainable and socially cohesive communitities	MaZakhele Phase 3	Number	Number of houses built at Mazakhele phase 3	200 units	114 units	480 units	480 units	135 units	Not Achieved	beneficiaries that cannot be located	deregister those beneficiaries that cannot be located	Happy letters
LOCAL ECONOMIC DEVELOPMENT														
	COMMUNITY WORK PROGRAMME	LOCAL ECONOMIC DEVELOPMENT	Create an Enabling environment for economic development	Ensure Reviewof an LED strategy	Date	Review and adoption of an LED Strategy by date	30-Jun-21	30 March 2021	30 June 2022.	30 June 2022.	Appointment of service provider	Not Achieved	late appointment of service provikder	Target moved to the next financial year	Council extract
				Formalising the Informal trading economy	Date	Review Street trading policy by date	30-Jun-21	Not Achieved	Review Street trading policy by 30 June 2022	Review Street trading policy by 30 June 2022	15th June 2022	Achieved	Lack of capacity	Reprioritised for the next financial year.	Council extract

				Provide LED projects with support	Number	Number of LED projects to be approved for provision of support by 30 September 2021	6	8	5 SMME's	5 SMME's	6 SMME's	**Achieved**	N/A	N/A	Attendance Registers
				Promote the involvement of women in SMME programme	Percentage	% of women benefited through LED's SMME Support programme.	N/A	N/A	30%	30%	66%	**Achieved**	N/A	N/A	Attendance Registers
				Promote the involvement of youth in SMME programme	Percentage	% of youth benefited through LED's SMME support programme.	N/A	N/A	50%	50%	64%	**Achieved**	N/A	N/A	Council extract
				Ensure a functional CWP LRC	Percentage	% functionality of CWP LRC	1100	1019	100%	100%	100%	**Achieved**	N/A	N/A	LED portfolio report
				Maintain EPWP job opportunities	Number	Number of EPWP Job opportunities maintained	50	50	31 EPWP job opportunities	31 EPWP job opportunities	43 EPWP job opportunities	**Achieved**	N/A	N/A	Attendance registers
GOOD GOVERNANCE AND PUBLIC PARTICIPATION															
	A RESPONSIVE,	**GOOD**	To create sustainable and socially cohesive communities	Review of Public Participation Policy	Date	Review and adoption of Public Participatio	N/A	N/A	30 June 2022.	30 June 2022.	13 Decemeber 2021	**Achieved**	N/A	N/A	Attendance registers

						n Policy by date									
			To create sustainable and socially cohesive communities	Review of Public Participation Strategy	Date	Review and adoption of a Public Participalti on Strategy by date	N/A	N/A	30 June 2022.	30 June 2022.	13 Decemeber 2021	**Achieved**	N/A	N/A	Attendance registers
			To create sustainable and socially cohesive communities	Ensure ward committees are functional	Percentage	Percentage of Ward Committee Functionali ty	100%	90%	100%	100%	47.5%	**Not achieved**	N/A	N/A	Attendance registers
			To create sustainable and socially cohesive communities	Develop and Review Ward Based Plans	Percentage	Percentage of Ward based plans reviewed	100%	100%	100%	100%	100%	**Achieved**	N/A	N/A	Council extract
			To create sustainable and socially cohesive communities	Conduct IDP/Budget Roadshow s	Number	Number of IDP/Budge t roadshows conducted	3 Clustered IDP & Budget Roadshows	4 Clustered IDP & Budget Roadshows	3 Clustered IDP & Budget Roadshows	3 Clustered IDP & Budget Roadshows	3 Clustered IDP & BudgetRoadsho ws	**Achieved**	N/A	N/A	Copies of ward based plans
			To create sustainable and socially cohesive communities	Conduct Mayoral Izimbizo	Number	Number of Mayoral Izimbizo conducted	3 Clustered Mayoral Izimbizo	4 Clustered Mayoral Izimbizo	3 Clustered Mayoral Izimbizo	3 Clustered Mayoral Izimbizo	3 Clustered Mayoral Izimbizo	**Achieved**	N/A	N/A	Council extract
			To create sustainable and socially cohesive communities	Beneficary list approval for tertiary registration fees	Date	Approval of beneficiari es for tertiary registration fees by date	Approve beneficarie list by 31 January 2021	25-Jan-21	28 February 2022.	28 February 2022.	15-Mar-22	**Not achieved**	Covid Regulation s	Reprioritse for next financial year	Attendance registers

			To create sustainable and socially cohesive communities	Provision of school uniform for children from disadvantaed homes	Date	Council approval of beneficairies for provision of school uniforms by date	Approve beneficarie list by 31 January 2021	25-Jan-21	Approve beneficaries by 30 March 2022	Approve beneficaries by 30 March 2022	16-Feb-22	**Achieved**	N/A	N/A	Attendance registers
			To create sustainable and socially cohesive communities	Conduct Matric Top Achievers Awards	Date	Conduct Matric Achievers Awards by date	Host Matric Achievers awards by 30 September 2020	Not achieved	30 March 2022.	30 March 2022.	Not Achieved	**Not achieved**	Lack of capacity	Ensure fully fledged unit	Council extract
			To create sustainable and socially cohesive communities	Conduct Matric Educators awards	Date	Conduct Matric Educators awards by date	N/A	N/A	30 March 2022.	30 March 2022.	Not Achieved	**Not achieved**	N/A	N/A	Porfolio report
			To create sustainable and socially cohesive communities	Conduct Grade 7 Subject selections Seminar	Date	Conduct a grade 7 Subject selections seminar by date	N/A	N/A	30 March 2022.	30 March 2022.	7th March 2022	**Achieved**	N/A	N/A	Portfolio report
			To create sustainable and socially cohesive communities	Conduct Career Exhibition	Date	Conduct Schools Career Exhibition by date	30/02/2021	1 -2 June 2021	30 March 2022.	30 March 2022.	7th March 2022	**Achieved**	N/A	N/A	Attendance registers
			To create sustainable and socially cohesive communities	Conduct Umuziwabantu Youth Day Celebrations	Date	Conduct Umuziwabantu Youth Day celebrations by date	16 June 2021.	16 June 2021.	16 June 2022.	16 June 2022.	16 June 2022.	**Achieved**	N/A	N/A	Attendance registers
			To create sustainable and socially cohesive communities	Conduct capacity building workshop for Match officials	Date	Conduct capacity building workshop for Match officials by date	Match officials workshop by 30 June 2021	Not Achieved	30 December 2021.	30 December 2021.	Not Achieved	**Not Achieved**	covid 19 regulation restrictions	Reprioritse for next financial year	Attendance registers

			To create sustainable and socially cohesive communities	Support NPO program	Number	Number of NPO programs supported	1 NPO support program by 30 December 2020	Not Achieved	1	1	Not Achieved	**Not achieved**	Lack of human resource capacity	Youth officer has been appointed	Attendance registers
			To create sustainable and socially cohesive communities	Conduct Sports Indaba	Date	Conduct Sports Indaba by date	N/A	N/A	30 December 2021.	30 December 2021.	Not Achieved	**Not achieved**	covid 19 regulation restrictions	special programs strategy that will take into consideration the covid restrictions to be developed	Attendance registers
			To create sustainable and socially cohesive communities	Conduct Mr & Miss Harding Beauty pageant	Date	Conduct Mr & Miss Harding beaty pageant by date	N/A	N/A	30 December 2021.	30 December 2021.	18 December 2021.	**Achieved**	N/A	N/A	Attendance registers
			To create sustainable and socially cohesive communities	Conduct Mayoral Cup Games	Date	Conduct Mayoral Cup games by date	N/A	N/A	30 June 2022.	30 June 2022.	25th June 2022	**Achieved**	N/A	N/A	Attendance registers
			To create sustainable and socially cohesive communities	Conduct Umuziwabantu Fun Run	Date	Conduct the Umuziwabantu Fun Run by date	N/A	N/A	30 June 2022.	30 June 2022.	19th June 2022	**Achieved**	N/A	N/A	Attendance registers
			To create sustainable and socially cohesive communities	Conduct Youth Summit	Date	Conduct Youth Summit by date	N/A	N/A	30 June 2022.	30 June 2022.	Not Achieved	**Not achieved**	Budget Repriotise for other projects	Target moved to the next financial year	Attendance registers

			To create sustainable and socially cohesive communities	Initiate quarterly behavioral change programmes and working together sector department and community stakeholders	Number	Number of behavioral change programmes conducted	4	2	4 behavioral change programmes	4 behavioral change programmes	4 behavioral change programmes	**Achieved**	N/A	N/A	Attendance registers
			Create sustainable and socially cohesive communities	Facilitate and coordinate Disability Programmes	Number	Number of planned Disability programmes implemented	4 Disability programmes	10	4 Disability programmes	4 Disability programmes	3 Disability progammes	**Not achieved**	Lack of staff in the office	Request HR to provide intern	Portfolio committee reports
			Create sustainable and socially cohesive communities	Facilitate and coordinate Gender Programme	Number	Number of gender programmes implemented	4 Gender programmes	4	4 Gender programmes	4 Gender programmes	3 Gender Programmes	**Not achieved**	Lack of staff in the office	Request HR to provide intern	Portfolio committee reports
			Create sustainable and socially cohesive communities	Organise campaigns to fight the scourge of HIV and AIDS	Number	Number of (HIV and AIDS) reports presenteed	4 LAC reports	3	4 LAC reports	4 LAC reports	4 LAC reports	**Achieved**	N/A	N/A	Portfolio committee reports
			Create sustainable and socially cohesive communities	Coordinate Senior citizens programmes	Number	Number of senior citizens programs implemented	3 senior citizens programmes	4	3 senior citizens programmes	3 senior citizens programmes	2 Senior citizen programmes	**Not achieved**	Covid Regualtions Restricted programs	Target moved to next financial yeart	Portfolio committee reports

			Create sustainable and socially cohesive communities	Ensure functionality of Operation Sukuma Sakhe through the LTT	Number	Number of LTT seatings conducted	4 LTT Seatings	4	4 LTT Seatings	4 LTT Seatings	4 LTT Seatings	**Achieved**	N/A	N/A	Consolidated LTT report
			Create sustainable and socially cohesive communities	Coordinate ROC Program	Number	Number of ROC Programmes Implemented	4 ROC Programmes	1	4 ROC Programmes	4 ROC Programmes	4 ROC Programmes	**Achieved**	N/A	N/A	Portfolio Committee Reports
			Create sustainable and socially cohesive communities	Coordinate Arts and Culture Programmes	Number	Number of the Arts and Culture programmes implemented	3 arts and culture programmes	0	3 arts and culture programs	3 arts and culture programs	2 arts and culture programs	**Not achieved**	Lack of staff in the office	Request HR to provide intern	Portfolio committee reports
			Create sustainable and socially cohesive communities	Ensure that IGR is strenghtened through the Development of a Communications Strategy.	Date	Adoption of communication strategy by date	30-Jun-21	25-Jun-21	30 June 2022.	30 June 2022.	Not Achieved	**Not achieved**	Programs postponement due to covif restrictions	special programs strategy that will take into consideration the covid restrictions to be developed	Copy of Council Resolution
			Create sustainable and socially cohesive communities	Ensure the development of Internal municipal newsletters	Number	Number of Internal Municipal Newsletters developed	N/A	N/A	2	2	2	**Achieved**	N/A	N/A	Copy if municipal Newletter

			Create sustainable and socially cohesive communities	Ensure the development of quarterly external municipal newsletters	Number	Number of External Municipal Newsletters developed	N/A	N/A	4	4	4	**Achieved**	N/A	N/A	Copies of Newsletters
			Create sustainable and socially cohesive communities	Conduct media coverage on municipal activities	Number	Number of broadcast media coverage conducted	8	8	8	8	8	**Achieved**	N/A	N/A	Copy of signed report on mayoral radio slots
			To create sustainable and socially cohesive communities	Conduct crime prevention campaigns	Number	Number of crime prevention campaigns conducted	N/A	N/A	12	12	12	**Achieved**	N/A	N/A	Attendance registers
			To create sustainable and socially cohesive communities	Conduct routine road blocks	Number	Number of routine road blocks conducted	N/A	N/A	12	12	12	**Achieved**	N/A	N/A	Road block Registers
			To create sustainable and socially cohesive communities	Conduct Library outreach programmes	Number	Number of Library outreach programmes conducted	4	0	4	4	0	**Not achieved**	Library Closed due Covid Regualtions	Target moved to next financial year	Reports to portfolio committee
FINANCIAL MANAGEMENT AND VIABILITY															
		MUNICIPAL FINANCIAL VIABILITY	Improved expenditure management and controls. Maximise the economies of scale and value for money	Creditors Payments and Management	Percentage	Percentage of invoices paid within 30 days from the receipt by creditors	100% all invoices to be paid within 30 days from receipt	100% of all valid invoices to be paid within 30 days from receipt	100% all invoices to be paid within 30 days from receipt	100% all invoices to be paid within 30 days from receipt	100% achieved throuhout the year	**Achieved**	N/A	N/A	Invoice with receipt date Monthly expenditure reports Creditors Reconciliations

			Improved expenditure management and controls. Maximise the economies of scale and value for money	Payroll management	Date	Date of completion of payroll	Completion of payroll by 25th monthly Payroll reconciliation Payment of third parties by the 7th of each month Submission of Emp201	Timeous payment of salaries by the 25th of every month	Completion of payroll by 25th monthly Payroll reconciliation Payment of third parties by the 7th of each month Submission of Emp201	Completion of payroll by 25th monthly Payroll reconciliation Payment of third parties by the 7th of each month Submission of Emp201	Salaries have been paid by 25th throughout the year and Payroll reconciliation Payment of third parties by the 7th of each month Submission of Emp201	**Achieved**	N/A	N/A	Payroll Calendar Emp201 Emp501 Payroll Recon.
			Improved expenditure management and controls. Maximise the economies of scale and value for money	Payroll management	Percentage	% of Compliance with payroll processes and procedures	100% of Compliance with payroll processes and procedures	100% of Compliance with payroll processes and procedures	100% of Compliance with payroll processes and procedures	100% of Compliance with payroll processes and procedures	100% of Compliance with payroll processes and procedures	**Achieved**	N/A	N/A	Payroll Calendar Emp201 Emp501
			Improved expenditure management and controls. Maximise the economies of scale and value for money	Provide Indigent Household Subsidization	Number	No of approved indigent households receiving free basic Refuse	N/A	N/A	220 registered indigent households receiving free basic rates	220 registered indigent households receiving free basic rates	1639 registered Indigent	**Achieved**	N/A	N/A	Indigent Register Free basic Service Report from Munsoft
			Improved expenditure management and controls. Maximise the economies of scale and value for money	Provide Indigent Household Subsidization	Number	No of approved indigent households recieving free basic Electricity	N/A	N/A	6600 registered indigent households receiving free basic electricity	6600 registered indigent households receiving free basic electricity	7066 registered Indigent	**Achieved**	N/A	N/A	Indigent Register Free basic Service Report from Munsoft

			Improved expenditure management and controls. Maximise the economies of scale and value for money	Provide Indigent Household Subsidization	Number	No of approved indigent households recieving free Rates	N/A	N/A	80 registered indigent households receiving free Rates	80 registered indigent households receiving free Rates	72 registered Indigent	**Not achieved**	N/A	N/A	Indigent Register Free basic Service Report from Munsoft
			Improved expenditure management and controls. Maximise the economies of scale and value for money	Monthly Billing reports	Number	Number of Month end Billing Report generated by date	12	12	12	12	12 reports generated	**Not achieved**	Less application s were received than in the previous year.	N/A	Billing reports
			Improved expenditure management and controls. Maximise the economies of scale and value for money	Debt Collection (revenue enhancement)	Percentage	% Reduction of the debtors book by date	30%	52%	30% Reduction of the debtors book by 30 June 2022	30% Reduction of the debtors book by 30 June 2022	42% increase in collection achieved	**Achieved**	N/A	N/A	Debtors age analysis Report
			Improved expenditure management and controls. Maximise the economies of scale and value for money	Valuation Roll	Number	Implement ation of valuation Roll	N/A	N/A	To implement one Supplementary Roll by 30 June 2022	To implement one Supplementary Roll by 30 June 2022	1 x Supplemenarty roll processed	**Achieved**	N/A	N/A	Billing report and Supplementar y Roll

			Improved expenditure management and controls. Maximise the economies of scale and value for money	Development of an Annual Procurement Plan	Date	Approval of 2022/23 Procurement Plan by date	30-Jun-21	30-May-21	Approval of 2022/23 Procurement Plan by 30 June 2022	Approval of 2022/23 Procurement Plan by 30 June 2022	Not Achieved	**Not Achieved**	Draft was not presented MANCO in time for approval	Ensure all internal departments make input in time for approval	SCM procurement plan. Minutes of MANCO, EXCO and Council meeting when plan was adopted
			Improved expenditure management and controls. Maximise the economies of scale and value for money	Implementation of Supply Chain Management and procurement plan	Number	Produce monthly reports on Implementation of SCM	12 reports on the implementation of SCM	12	12 reports on the implementation of SCM	12 reports on the implementation of SCM	12 reports generated and accompanied with S71 report	**Achieved**	N/A	N/A	SCM Report Irregular Expenditure
			Improved expenditure management and controls. Maximise the economies of scale and value for money	Effective and Efficient Quatation Tenders	Days	Turnaround Time (in working days) to finalise Bid Processing for each quatation	N/A	N/A	Finalise Bid processing within 14 days of closure for each Quatation	Finalise Bid processing within 14 days of closure for each Quatation	Within 14 days	**Achieved**	N/A	N/A	Purchased Order Minutes log of dates when tenders were advertised
			Improved expenditure management and controls. Maximise the economies of scale and value for money	Effective and Efficient Bid processing	Days	Turnaround Time (in working days) to finalise Bid Processing	N/A	N/A	Finalise Bid processing within 90 working days of closure	Finalise Bid processing within 90 working days of closure	Bids processed within 90 days	**Achieved**	N/A	N/A	Appointment letter. Minutes log of dates when tenders were advertised

			Improved expenditure management and controls. Maximise the economies of scale and value for money	Contract Management	Percentage	% active contracts/ SLAs included on contracts register	N/A	N/A	Updated Contract register 100% of Contracts / SLAs with Service providers signed within 30 days after date of appointment	Updated Contract register 100% of Contracts / SLAs with Service providers signed within 30 days after date of appointment	Register 100% updated	**Achieved**	N/A	N/A	Contract Register Quarterly performance reports
			Improved expenditure management and controls. Maximise the economies of scale and value for money	Updateof Fixed Asset register	Number	Number of Assets Reconciliat ions prepared p	12	12	12	12	12 recons prepared	**Achieved**	N/A	N/A	Asset Register Asset Reconciliatio n
			Improved expenditure management and controls. Maximise the economies of scale and value for money	Maintanance and complaience Asset register	Days	Assets Barcoded after 5 days of delivery	N/A	N/A	Recording and barcoding of new Assets after Acquisition within 30 days after acquisition per quarter	Recording and barcoding of new Assets after Acquisition within 30 days after acquisition per quarter	Assets bar coded within a week	**Achieved**	N/A	N/A	Delivery Note Asset Register

			Improved expenditure management and controls. Maximise the economies of scale and value for money	Maintanance and complaience Asset register	number	No. of verification on a quarterly basis	N/A	N/A	Conducted 2 asset Verification in 2021/22	Conducted 2 asset Verification in 2021/22	2 x verification performed as per asset policy	**Acieved**	N/A	N/A	Signed Verification Repoty
			Improved expenditure management and controls. Maximise the economies of scale and value for money	Safeguarding and maintenance of assets	Percentage	% of municipal Assets insured	N/A	N/A	100% of municipal assets insured	100% of municipal assets insured	100 % assets insured	**Achieved**	N/A	N/A	Insurance Contract Council resolution on disposal of assets
			Improved expenditure management and controls. Maximise the economies of scale and value for money	Budget management and Reporting	Number	No. of Section 71 reports submitted to the standing committee per quarter	12 Monthly S71 and In Year Monitoring Returns submitted no later than 10 working days after every month end	12	12 Monthly S71 and In Year Monitoring Returns submitted no later than 10 working days after every month end	12 Monthly S71 and In Year Monitoring Returns submitted no later than 10 working days after every month end	12 months reporting achieved within 10 days	**Achieved**	N/A	N/A	Sec 71 reports to council
			Improved expenditure management and controls. Maximise the economies of scale and value for money	Bank and Expenditure Reconciliations	Number	Number of Bank and Expenditure reconciliation and petty cash reconciliations	12	12	12	12	12 reconcilations prepared	**Achieved**	N/A	N/A	Expenditure Reconciliations - Creditors and Petty Cash

			Improved expenditure management and controls. Maximise the economies of scale and value for money	Implementation of SDBIP and Performance	Number	No. of reports on the implementation of the budget and financial affairs of the municipality	4 Quarterly reports submitted to Council as per Section 52 of the MFMA	4	4 Quarterly reports submitted to Council as per Section 52 of the MFMA	4 Quarterly reports submitted to Council as per Section 52 of the MFMA	4 quarterly reports submited	**Achieved**	N/A	N/A	Sec 52 Quarterly reports
			Improved expenditure management and controls. Maximise the economies of scale and value for money	Ensure compliance with Sec 71 & 72 reports, National Treasury reports & Statutory returns.	Date	Submit Reports to PT and NT by the 10th working day of each month	N/A	N/A	Submission of Adjustment budget to Nat. Prov. Treasury, COGTA by 10 March 2022	Submission of Adjustment budget to Nat. Prov. Treasury, COGTA by 10 March 2022	24th February 2022	**Achieved**	N/A	N/A	Council resolution
			Improved expenditure management and controls. Maximise the economies of scale and value for money	Prepare and compilation of Budget for 2022/23 financial this year	Date	Approval of Final Annual Budget Council by date	Preparation and Adoption of the Annual Budget for the financial year by the 30 May 2022	28-May-21	Preparation and Adoption of the Annual Budget for the financial year by the 30 May 2022	Preparation and Adoption of the Annual Budget for the financial year by the 30 May 2022	15-Jun-22	**Not Achieved**	Political Instability	Ensure political stability	Proof of Submissioon and confirmation of Receip Draft Budget Annual Budget

			Improved expenditure management and controls. Maximise the economies of scale and value for money	Monthlt Reviewed general ledger	Number	No. of prepared reviewed general ledger	Prepare 12 reviews of general ledger	12	Prepare 12 reviews of general ledger	Prepare 12 reviews of general ledger	12 reviews done	**Achieved**	N/A	N/A	General ledger and Trial Balance signed by the CFO
			Improved expenditure management and controls. Maximise the economies of scale and value for money	Cash Flow Management	Number	No. of cash Flow statements submitted to Treasury within turnaround time	Submit 12 Cash Flow statement to Treasury on the 10th of every month	12	Submit 12 Cash Flow statement to Treasury on the 10th of every month	Submit 12 Cash Flow statement to Treasury on the 10th of every month	11 cashflows achieved within 10 working days	**Not Achieved**	Loading shedding cuased the major delays for June month-end	Manage time in line with Eskom schedule	Monthly Cash Flow Statement
			Improved expenditure management and controls. Maximise the economies of scale and value for money	Preparation and submission of annual financial statements to auditor general	Date	Submission of Annual financial statement to AG by date	31-Aug-20	31-Aug-20	Submission of annual financial statements to the AG by 31 August 2021	Submission of annual financial statements to the AG by 31 August 2021	AFS submitted to AG on the 31 August 2021	**Achieved**	N/A	N/A	AFS Copy and proof of submission AFS Project Plan
			Improved expenditure management and controls. Maximise the economies of scale and value for money	MIG Funding expenditure	Percentage	Percentage of the Municipality's MIG grant spent	100%	100%	100%	100%	100%	**Achieved**	N/A	N/A	Financial Report

			Improved expenditure management and controls. Maximise the economies of scale and value for money	Achieve Clean Audit	Audit opinion	Obtain Clean Audit Opinion for 2020/21 Financial year	Achieve Clean Audit Opinion for the Financial Year 2020/21	Obtained unqualified Audit Opinion for 2019/2020Financial Year	Achieve Clean Audit Opinion for the Financial Year 2020/21	Achieve Clean Audit Opinion for the Financial Year 2020/21	Qualified Opinion	**Not Achieved**	Material findings in APR and irregular expenditure	Implement and Monitor Audit action plan	Audit report
CROSS CUTTING ISSUES &SPATIAL RATIONALE															
		CROSS CUTTING INTERVENTIONS	To create sustainable and socially cohesive communities	Conduct disater awareness campaigns	Number	Number of disaster awareness campaigns to be conducted	4	5	5	5	11	**Achieved**	N/A	N/A	Attendance registers
			To create sustainable and socially cohesive communities	Conduct fire awareness campaigns	Number	Number of fire awareness campaigns to be conducted	6	5	5	5	11	**Achieved**	covid restrictions	Source alternative ways to conduct awareness campaigns	Attendance registers
			To create sustainable and socially cohesive communities	Conduct Disaster and Fire awareness campaign at schools	Number	Number of Distaster and Fire awareness campaigns on at schools	4	14	4	4	4	**Achieved**	N/A	N/A	Attendance registers
			To create sustainable and socially cohesive communities	Building Inspections for fire complience	Number	Number of building inspections conducted	60	113	60	60	75	**Achieved**	N/A	N/A	Inspection forms
			To create sustainable and socially cohesive communities	Implementation of the SDF	Percentage	Percentage of applications processed in terms of the SDF	50% of applications prcessed in terms of SDF	100%	50% of applications prcessed in terms of SDF	50% of applications prcessed in terms of SDF	10%	**Not achieved**	JMPT members contracts expired	New JMPT members have been appointed	Attendance registers

			To create sustainable and socially cohesive communities	Development of municipal Wall to Wall LUM SCHEME	Date	Date of completion of Wall to Wall LUMS	N/A	N/A	30 June 2022	30 June 2022	Not Achieved	**Not achieved**	N/A	N/A	Planners report

SECTION B: PLANNING AND DEVELOPMENTAL PRINCIPLES, GOVERNMENT POLICIES AND IMPERATIVES.

B.1.1 LEGESLATIVE BACKGROUND TO THE IDP

The principles and aspirations of the IDP are embedded on the legislative framework that provides both an ideological and systematic guide in the compilation of the document. This chapter gives a synopsis of the key legislative ad policy imperatives.

- **Constitution of the Republic of South Africa Act 108 of 1996.**

The Constitution of the Republic of Southern Africa sets the objectives of local government as:

- To provide a democratic and accountable government for local communities.
- To ensure the provision of services to communities in a sustainable manner.
- To promote socio and economic development.
- To promote a safe and healthy environment.
- To encourage the involvement of communities.

- **Local Government: Municipal Systems Act 32 of 2000.**

In terms of the Municipal Systems Act, all municipalities in South Africa must prepare Integrated Development Plans (IDP) for their area of jurisdiction. This act defines the IDP as “”a single inclusive and strategic plan for the development of the municipality which”:

- Links, integrates and co-ordinates a municipality’s sector specific plans.
- Aligns the resources and capacity of the municipality to the overall Development objectives of the municipality.
- Forms the policy framework on which annual budgets rest and is compatible with the national and provincial development plans.

Chapter 5 Section 26 provides the scope of what needs to be contained in the IDP; amongst which is the Spatial Development Framework (Spatial Vision) and Disaster Management Plan.

- **Municipal Finance Management Act 56 of 2003.**

This Act makes provision for alignment between the IDP and the municipal Budget. The Service Delivery and Budget Implementation Plan is the mechanism that ensures that the IDP and the Budget are aligned.

- **Local Government: Municipal Planning and Performance Management Regulations (2001).**

These regulations in line with the Municipal Systems Act make provision for the inclusion in the IDP of the following:

- Institutional framework for the implementation of the IDP.
- Investment and development initiatives in the municipality.
- Key performance indicators and other important statistical information.
- A financial plan and
- A Spatial development framework.

B.1.2 SPLUMA PRINCIPLES

The Spatial Planning and Land Use Management Act, 2013

General principles for development were initially established through the DFA. These stipulated that policies, laws and practise should provide for urban and rural development, facilitate development, discourage illegal occupation of land, and promote efficient and integrated development. These principles include matters related to sustainable land development, optimal resource usage, the prevention of urban sprawl, the densification of urban areas and the promotion of land use diversity. Furthermore, SPLUMA more specifically establishes a set of core principles that apply to spatial planning, land development and land use management. The core principles supported by sub-principles relevant to the preparation of an SDF are outlined in the figure below:

SPLUMA PRINCIPLES	APPLICABILITY TO UMUZIWABANTU
1.Spatial justice	The municipality seeks to address the past spatial imbalances though: • Improved access to and use of land e.g. land tenure, identification of agricultural potential land available; • Umuziwabantu SDF (annexure) and other policies/ by laws • Land use scheme – Umuziwabantu is on a process of finalising its wall-to-wall scheme which covers the entire areas of the municipality.
2.Spatial sustainability	Spatial planning must promote sustainable in all facets. It's imperative we use our infrastructure and services efficiently and try reducing sprawl. Our SDF has identified agricultural priority areas (fig 10-2), protected areas, future conservations and also urban edge (refer to fig. 9-8, consolidated SDF Map).

3.Efficiency	As the municipality we strive for the optimal use of existing resources and infrastructure. Ensure that our budgets work effectively towards service delivery and we are currently improving the response time in terms of development applications.
4.Spatial Resilience	Spatial planning must provision for adapting and flexibility to enable to respond to socio-economic, political and environmental shocks. Umuziwabantu's spatial plans like precinct plans, nodal plans, policies and land use management system must be flexible to ensure our communities are not impacted by shocks.
5.Good administration	Alignment and integrated approach to land use and land development is critical to the municipality, thus the review of the land use management. The municipality is also currently in the process of drafting SPLUMA by-laws to ensure the implementation of SPLUMA takes place.

B.1. 3 BREAKING NEW GROUND – HUMAN SETTLEMENTS

Governments "Breaking New Ground" policy, involving a Comprehensive Plan for the Development of Sustainable Human Settlements (August 2004) provides the basis for a shift in focus away from housing delivery as the provision of basic shelter, towards the role of housing in promoting the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing. The following are fundamental tenets and underlying principles of this new approach:

- Progressive informal settlement eradication.
- Promoting densification and integration in urban centres.
- Enhancing spatial planning in both urban and rural contexts.
- Enhancing the quality and location of new housing projects.
- Supporting urban renewal programmes.
- Developing social and economic infrastructure.

Applicability to Umuziwabantu: To this end the municipality has planned low cost housing development in both rural and urban areas. These developments are meant to address housing backlogs as well as provide a basket of municipal services like water, electricity and sanitation. The identified projects are listed in the implementation plan.

B.1.4 COMPREHENSIVE RURAL DEVELOPMENT PROGRAMME PRINCIPLES

This Comprehensive Rural Development Programme (CRDP) seeks to create vibrant, equitable and sustainable rural communities through a three-pronged strategy based on:

A co-ordinated and integrated broad-based agrarian transformation.
Strategically increasing rural development.
An improved land reform programme.

Applicability to Umuziwabantu: The municipality is currently assisting with the development of agricultural cooperatives in response to the need to promote economic development in rural areas; agriculture being one of the key economic drivers in the municipality.

B.1.5 MILLENIUM DEVELOPMENT GOALS

The eight Millennium development goals form a blue print agreed to by all the world's countries and all the world's leading development institutions. They have galvanized unprecedented efforts to meet the needs of the world's poorest. The 8 MDGs are:

- Reduction of extreme poverty and Hunger
- Achieve Universal Primary Education
- Promote Women empowerment and gender equality
- Child Mortality Rate Reduction
- Improve maternal health
- Combat spread of diseases (HIV/AIDS and Malaria)
- Ensure environmental sustainability
- Global partnerships for development.

In response to the MDGS, the South African government has customised some MDGS and the prominent MDGS that relate to local government are in the sector of Water and Sanitation. The United Nations is working with Governments, civil society and other partners to build on the momentum generated by the Millennium Development Goals and carry on with an ambitious post 2015 development agenda.

Applicability to Umuziwabantu Municipality: The UGu District has made a considerable effort to provide water and decent sanitation services to the community of Umuziwabantu. To this end the current access level stands at 66% within the district as a whole. Though the municipality has not reached the 100% universal access as per the national targets in this regard, the coverage made thus far has improved the lives of the people of Umuziwabantu a great deal.

Furthermore, in line with the MDG goal of combating spread of diseases (HIV/AIDS), the municipality has partnering with the Department of health and the UGu district municipality in a range of outreach programs which seek to raise awareness on the importance of living healthy responsible lives. Amongst such programs are male medical circumcision awareness and the provision of mobile clinics for such, distribution of condoms and outreach in schools.

B.1.6 NATIONAL DEVELOPMENT PLAN

The recently established National Planning Commission (NPC) has developed the NDP vision for 2030 for South Africa. A *Diagnostic Report* was released in June 2011 and sets out South Africa's achievements and shortcomings since 1994. The central challenges identified are:

- ✓ Too few people work;
- ✓ The standard of education for most black learners is of poor quality;
- ✓ Infrastructure is poorly located, under-maintained and insufficient to foster higher growth;
- ✓ Spatial patterns exclude the poor from the fruits of development;
- ✓ The economy is overly and unsustainably resource intensive;
- ✓ A widespread disease burden is compounded by a failing public health system;
- ✓ Public services are uneven and often of poor quality;
- ✓ Corruption is widespread;
- ✓ South Africa remains a divided society.

The commission believes that of these elements, two are of critical importance – too few people work and the standard of education available to the majority is poor.

In reaction to these fundamental challenges, the NDP 2030 Vision spells out the key development areas, which require focus. These are:

- ✓ Creating jobs and livelihoods;
- ✓ Expanding infrastructure;
- ✓ Transition to a low-carbon economy;
- ✓ Transform urban and rural spaces;
- ✓ Improving education and training;
- ✓ Providing quality health care;
- ✓ Building a capable state;
- ✓ Fighting corruption and enhancing accountability;
- ✓ Transforming society and uniting the nation.

B.1.7 NDP_PGDP_UGU DGDP_UMUZIWABANTU IDP ALIGNMENT

One of the critical IDP credibility criteria is harmonisation across all spheres of government. The table below demonstrates how this IDP aligns to the NDP, PGDP and UGU DGDP. The table only captures high level strategic drivers, and the detail of the actual interventions and applicability to Umuziwabantu IDP Objectives..

MUNICIPAL VISION: TO BE A PREFFERED INVESTMENT DESTINATION WITH SUPERIOR AND SUSTAINABLE SERVICE DELIVERY

National Development Plan	KZN PGDP Goals	UGu GDP drivers of change	Sustainable Development Goals	MTSF priorities	BACK TO BASICS APPROACH	Umuziwabantu IDP Objectives
Job creation	Job creation (Inclusive economic Growth)	Strategic sector engagements	Decent work and Economic Growth	Radical economic transformation, rapid economic growth and job creation.	Service Delivery	Create an enabling environment for economic development
Expanding Infrastructure	Strategic Infrastructure	Strategic Infrastructure investment	Industry, Innovation and Infrastructure	Ensuring access to adequate human settlements and quality basic services.	Service Delivery Sound Financial Management	Improve expand and maintain existing infrastructure
Provision of quality health care	Human and Community Development	Safety and empowerment of Communities	Sustainable cities and communities	Ensuring quality health care and social security for all cities.	Good Governance	Facilitate access to basic service delivery
Transformation of rural and Urban spaces	Spatial equity	Strategic Infrastructure investment	Life on Land	Rural development, land and agrarian reform and food security.	Service Delivery	Improve, expand and maintain existing infrastructure
Improving education and training	Skills alignment to economic growth	Education and skills development	Quality education	Improving the quality of and expanding access to education and training	Building capable local government institutions	Create an enabling environment for economic development
Building a capable state	Human Resource Development	Institutional development	Peace, Justice and strong Institutions	Fighting corruption and crime	Building capable local government institutions	Plan towards development of human capital
Absolute reductions in the total volume of waste disposed to landfill each year	Environmental sustainability	Environmental sustainability	Responsible consumption and production	Contributing to a better Africa and a better world.	Service Delivery	To create sustainable and socially cohesive communities
Fighting corruption and enhancing accountability	Good Governance and policy	Environmental sustainability	Peace, Justice and strong Institutions	Fighting corruption and crime	Good governance	Plan towards development of human capital
Transforming society and uniting the Nation.		Public Participation	Sustainable cities and communities	Social cohesion and national building	Putting people first	Maximize citizen participation

B.1.8 MUNICIPAL COMMITMENT TO THE 14 MTSF OUTCOMES

The response to the 14 MTSF outcomes is encapsulated in all the 6 KPAS of the IDP. In the main the municipality work in collaboration with sector departments and State Owned enterprises in ensuring an appropriate response to the development issues highlighted in the IDP. Section 1.5 above demonstrates how this is achieved through the various strategies that responds to the goals of the PGDP which is the implementation tool used by the province to respond to the MTSF outcomes. Below is the highlight of outcome 9 which directly relate to the local government sphere.

OUTCOME9

For municipality to achieve it vision it must conduct it business in a manner that is:

“Responsive, accountable, effective and efficient local government system”, this approach links outcome 9 with the identified seven outputs.

Output 1: Implement a differentiated approach to municipal financing, planning and

Support

Output 2: Improving Access to Basic Services.

Output 3: Implementation of the Community Work Programme

Output 4: Actions supportive of the human settlement outcomes

Output 5: Deepen democracy through a refined Ward Committee model

Output 6: Administrative and financial capability

Output 7: Single Window of Coordination.

Applicability to Umuziwabantu: The development of the IDP in a collaborative manner is the basic step that the municipality has taken in ensuring that all the developmental issues are dealt with. The municipality is working in close liaison and collaboration with various sector departments and Ugu district to ensure efficient delivery of services. Consultation with communities is done on a regular basis through the IDP-budget road shows and ward committee meetings. These engagements assist the municipalities to remain accountable to its communities.

B.1.9 STATE OF THE NATION (SONA) 2022

The State of the Nation Address (SoNA) was delivered by the President of the Republic of South Africa, Mr Matamela Cyril Ramaphosa on February 2022. The focus areas under guidance from the National Development Plan are as follows:

- Defeat the Covid-19 pandemic
- Accelerating economic recovery, creating jobs and inclusive economic growth
- Implement economic reforms to create sustainable jobs and drive inclusive growth

- Fighting corruption and strengthening the state

STATE OF THE PROVINCE ADDRESS (SOPA) 2022

The State of the Province Address (SoPA) was delivered by the the Premier of KwaZulu-Natal, Mr S. Zikalala on February 2022. The focus areas under guidance from the Provincial Development Plan are as follows:

- Intensifying the fight against the Coronavirus
- Re-igniting economic recovery and job creation
- Building social cohesion, fighting crime and corruption
- Delivering basic services in particular water
- Building a capable, ethical and developmental state

The Premier mentioned that the Provincial Executive Council Lekgotla agreed that strict focus and energies should be on the five priorities mentioned above and that the priorities were factored in by the provincial conditions.

The February 2022 Cabinet Lekgotla resolved amongst other issues that the Provincial Planning Commission and KZN COGTA to support the District Municipalities with the development of District Growth and Development Plans [DGDPs] as part of Integrated Development Plan [IDP] process. The DGDP was to be informed, directed and take a total form of the PGDS/P while at the same time forming a basis for and guide all other implementation plans at the District family of municipalities.

B.1.10 BACK TO BASICS POLICY

This policy identified the following key performance areas that each local municipality should gear towards achieving:

1. Putting People First,
2. Service Delivery,
3. Good Governance,
4. Sound Financial Management, &
5. Building Capable Local Government Institutions

B.1.11 PROVINCIAL GROWTH & DEVELOPMENT STRATEGY (PGDS) / KZN GDS

The Provincial Growth and Development Strategy (PGDS) is a vehicle to address the legacies of the apartheid space economy, to promote sustainable development and to ensure poverty eradication and employment creation.

The PGDS offers a tool through which national government can direct and articulate its strategy and similarly for local government to reflect the necessary human, financial and fiscal support it needs to achieve these outcomes. It facilitates proper coordination between different spheres of government and aims to prevent provincial departments from acting out of concert with local municipalities. It enables intergovernmental alignment and guides activities of various role players and agencies (provincial sector departments, parastatals, district and municipalities). The PGDS will enhance service delivery.

It is a framework for public and private sector investment, indicating areas of opportunities and development priorities. It addresses key issues of implementation blockages whilst providing strategic direction.
The PGDS on the one hand involves preparing policies, strategies and guidelines and on the other hand, it involves preparing mechanisms to align and facilitate the implementation, monitoring and evaluation of key growth and development priorities.

B1.12. SUSTAINABLE DEVELOPMENT GOALS

The Sustainable Development Goals (SDGs), officially known as Transforming Our World: the 2030 Agenda for Sustainable Development is a set of seventeen goals with 169 targets between them. SDGs are replacing the Millennium Development Goals (MDGs). The Millennium Development Goals (MDGs) were the world's time-bound and quantified targets for addressing extreme poverty in its many dimensions-income poverty, hunger, disease, lack of adequate shelter, and exclusion-while promoting gender equality, education, and environmental sustainability. They were adopted at the United Nation’s Millennium Summit in September 2000 by world leaders, committing their nations to a new global partnership to reduce extreme poverty and setting out a series of time-bound targets, with a deadline of 2015. The SDGs are therefore acting as the Post 2015 Development Agenda (successor to the Millennium Development Goals). They are to guide the global action on sustainable development until 2030. The 17 SDGs are listed in the table below with a column showing how the Municipality’s IDP is aligned to them.

GOAL	Sustainable Development Goal	UMUZIWABANTU’s Strategy
1	No poverty	Develop LED strategies to create jobs and incomes Increase access to women and other valuable groups to economics opportunities Increase participation in War Rooms and Sukuma Sakhe to identify poverty ridden households Develop networks of collaboration with NGOs and other stakeholders
2	Less hunger	Develop food security programs One home, one garden project Increase participation with merging farmers
3	Good health and wellbeing	Increase health awareness campaigns
4	Quality education	Mobile libraries that will provides access to learning to all University registration funding and bursary for scarce skills. Create an enabling environment to attract educational SETA programs and learner ships
5	Gender equality	Formulation of gender forum Create an enable environment for disadvantaged groups Gender forum to include the previously disadvantage LGBT
6	Clean water and sanitation	Populate all new households , so that sanitation facilities can be in place
7	Affordable and clean energy	Create awareness campaigns
8	Decent work and economic growth	Create jobs Unlock land for development Form partnership with the informal sector Attract foreign and local investors
9	Industry, innovation and infrastructure	Create an environment for investment Attract potential industries Zoning and unlocking of land for development Create business incentives , in attracting industries
10	Reduce inequalities	Support through the indigent support program SMME support and information sharing days

11	Sustainable cities and communities	Development of the land use management scheme Decrease service back logs
12	Responsible consumption and production	Shorten the supply chain system by employing companies in a close radius Create awareness for sustainable development
13	Climate action	Develop mitigation and adaption strategies Develop disaster awareness and prevention campaigns
14	Life below water	Create sustainable awareness campaigns in regards to rivers and streams, as rubbish thrown in pollutes the water endangering sea species
15	Life on land	Effective solid waste management system Conduct a Spatial Environmental Assessment
16	Peace, justice and strong institutions	Involve stakeholders such as Amakhosi, South African Police and the community in Operation Sukuma Sakhe

B.1.13 NATIONAL STRATEGY FOR SUSTAINABLE DEVELOPMENT

The National Strategy for Sustainable Development is a proactive strategy that regards sustainable development as a long-term commitment, which combines environmental protection, social equity and economic efficiency with the vision and values of the country. The NSSD marks the continuation of a national partnership for sustainable development. It is a milestone in an ongoing process of developing support and initiating and up scaling actions to achieve sustainable development in South Africa.

The following five strategic objectives are identified in the NSSD:

- Enhancing systems for integrated planning and implementation
- Sustaining our ecosystems and using natural resources efficiently
- Towards a green economy
- Building sustainable communities
- Responding effectively to climate change

B1.14. DIASTER MANAGEMENT & FIRE SERVICES LEGISLATIVE MANDATES

The National Disaster Management Framework (Notice 57 of 2005)

The National Disaster Management Framework provides guidelines for the development of the provincial and municipal disaster management frameworks. The framework classifies disaster management into four Key Performance Areas (KPAs) and three Enablers.

KPA three (3) on "Disaster Risk Reduction" (DRR) stipulates that disaster risk reduction efforts must be included into strategic integrated structures and processes. The risk related information must also be incorporated into spatial development frameworks (SDFs). Projects and initiatives that focus on disaster risk reduction must be included in IDPs to ensure budget allocation.

Policy Framework for disaster risk management in the province of KwaZulu Natal

The National Disaster management framework recognises the diversity of risk and disasters that occur in Southern Africa and give priority to developmental measures that reduce the vulnerability of disaster prone areas. Communities and households. Also, in keeping with international best practices, the national disaster management framework places explicitly emphasis on the disaster risk reduction concept of disaster prevention and mitigation as the co-principles to guide disaster risk management in South Africa, The national disaster management framework also informs the subsequent development of provincial and municipal disaster management frameworks and plans, which are required to guide action in all spheres of government.

Disaster Management Act (Act No. 57 of 2002)

Section 53 (2) (a) of Disaster Management Act No. 57 of 2002 specifies that a disaster management plan for a municipal area must form an integral part of the municipality's integrated development plan (IDP). The plan must:

- anticipate the types of disaster that are likely to occur, in the municipal area and the possible effects;
- place emphasis on measures that reduce the vulnerability of disaster–prone areas, communities and households;
- take into account indigenous knowledge relating to disaster management;
- promote disaster management research;
- identify and address weaknesses in capacity to deal with possible disasters;
- provide for appropriate prevention and mitigation measures;
- establish strategic communication links; and
- facilitate maximum emergency preparedness and response.

Disaster Management Amendment Act 16 of 2015

The section 43 of the principal Act has been amended to clearly line out the role of the local municipalities in disaster management and reads as follows.

"(3) A local municipality must establish capacity for the development and co-ordination of a disaster management plan and implementation of a disaster management function for the municipality which forms part of the disaster management plan as approved by the relevant municipal disaster management centre.

(4) A local municipality must establish a disaster management centre in consultation with the relevant district municipality in accordance with the terms set out in a service level agreement between the two parties, in alignment with national norms and standards."

Fire Brigade Services Act 99 of 1987

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

In terms of the FBSA, local authorities are allowed to establish and maintain a fire brigade service for the following purpose:

a. Preventing the outbreak or spread of a fire;
b. Fighting or extinguishing a fire;
c. The protection of life or property against a fire or other threatening danger;
d. The rescue of life or property from a fire or other danger;
e. Subject to the provisions of the Health Act, 1977 (Act No. 63 of 1977), the rendering of an ambulance service as an integral part of the fire brigade service;
f. The performance of any other function connected with any of the matters referred to in paragraphs (a) to (e).

White Paper on Fire Services Gazette No.43734

The fundamentals of this White Paper are derived from our Constitution and the relevant post 1994 local government legislation. In addition, and in line with international trends and practices, this White Paper seeks to establish fire safety and prevention as core elements of fire services functions to prevent fires and ensure that precautionary measures are put in place to reduce the likelihood of fires thereby reducing the loss of lives, injuries, damage to property and the environment as a result of fires. Equally important is that this White Paper recognises the critical importance of working with all social partners to deal with factors undermining the ability of fire service to deliver on their Constitutional mandate while improving their performance.

Furthermore, in line with the Back to Basics ‘s pillar on good governance and administration, this White Paper also outlines the various mechanisms must be utilised by fire services to engage with communities especially those whose assets, housing and livelihoods are vulnerable to the risks posed by fires.

The White Paper demonstrate our commitment to reposition the fire services from response-oriented fire services towards a fire risk reduction-based approach, succeed in reducing fire losses in terms of lives lost, cost to the economy, it is crucial to work closely with all our partners and stakeholders including those in the private sector involved in the
provision of fire services.

National Veld and Forest Act 101 of 1998

The National Veld and Forest Fires Act, 1998 confers on land owners a responsibility to prevent veld fires through the provision of fire breaks and other means as well as the responsibility to fight fires. To achieve this, mandate the Act provides for the creation of fire protection associations, local authority is required to register and become a member of the association, which is led by the Chief Fire Officer of a municipal fire service. However, should a Chief Fire Officer decline to be appointed as Fire Protection Officer, a member of the fire protection association must be appointed to perform the function.

B.2. GOVERNMENT POLICIES AND HOW THEY ARE APPLIED BY UMUZIWABANTU MUNICIPALITY

GOVERNMENT POLICY	APPLICATION BY THE MUNICIPALITY
Millennium Goals	▪ The municipality has initiated agricultural projects and food for waste programmes that are aimed at eliminating poverty
NDP	▪ Umuziwabantu has adopted its LED Strategy on the 26th June 2019 by Council. This Strategy will initiate projects and programmes that will promote economic growth and development. Infrastructure Master Plan is geared towards providing economic support infrastructure that will facilitate smooth transport of goods and services. Infrastructure projects in the plan are to foster steady growth to the municipality economy.
14 National Outcomes (Outcome 9)	▪ Municipality has adopted the IDP planning processes and that has been the guiding tool throughout the process; ▪ Umuziwabantu has implemented a number of community work programmes including amongst others war rooms in all 11 ward, Youth, HIV/AIDS programmes, etc.; ▪ Umuziwabantu ensures that Ward Committees are representatives and are fully involved in community consultation process around the IDP, budget and other strategic service delivery issues; ▪ Umuziwabantu ensures that the issues raised by the Auditor General are addressed accordingly and strives to ensure that it receives clean audit.
SPLUMA	▪ The Municipality is in the process of finalizing its wall to wall scheme that promote social inclusion, spatial equity, desirable settlement patterns, rural revitalisation, urban regeneration and sustainable development;

Back to Basics	▪ The Municipality has put in place interventional measures that address the basic service backlogs, development communication strategy that guide on how to engage and promote good governance & public participation. Plans are also in place to assist municipality improve its financial management and institutional capacity.
KZN Priorities	▪ Umuziwabantu ensure that all the 7 KZN Priorities are considered in each development. This means that are implemented within the 7 provincial priorities and this is evidence with the project lists provided in the IDP.
State of the Province Address (SOPA)	▪ Infrastructure, agriculture and social projects that are in the process of implementation or are already under implementation are all in one way or other addressing the challenges or goals of the State of the Province Address.
KZN PGDS & PGDP	▪ Infrastructure, agriculture and social projects that are in the process of implementation or are all in one way or other addressing the challenges or goals of the states of the Provincial Growth & Development Strategy.

SECTION C: SITUATIONAL ANALYSIS

In line with the strategic planning principles, the IDP as a strategic document of the municipality needs to first present an analysis of the status quo. This analysis will then determine what objectives and strategies the municipalities needs to put in place in order to address development challenges. This section therefore will start with outlining a summary of MEC comments, and then give a comprehensive analysis of the community challenges in line with the KPA categorisation. Each KPA analysis will conclude by highlighting merging issues by way of a SWOT analysis.

C.1 SUMMARY OF MEC COMMENTS ON THE 2021/2022 IDP

KPA	MEC COMMENTS
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	• Adopt and implement a Recruitment and Selection Policy. • I noted that your vacancy rate still stands at 25%, I encourage you to work harder towards reducing this rate so that you are able to perform your powers and functions more effectively and efficiently. • Expedite the filling of HOD Planning and Economic Development vacant post. • Reflect the percentage of employees living with disabilities.
LOCAL ECONOMIC DEVELOPMENT (LED)	• Strengthen alignment with relevant policy frameworks, giving adequate attention to the core pillars of the National Framework on LED. • The Economic sector analysis and issues relating to Red Tape Reduction/ Ease of Doing Business need to be addressed.
BASIC SERVICE DELIVERY	• Municipality to prioritise the development of the Local Integrated Transport Plan (LITP) • It is a concern that your municipality has not established Municipal Pounds in its area of jurisdiction or concluded shared service agreements for the operation Pounds.
FINANCIAL VIABILITY AND MANAGEMENT	• There is a need for assessment of the existing revenue raising strategy to determine the impact and plans for review. • An operations and maintenance plan need to be developed and implemented with a realistic budget for repairs and maintenance. • All information relating to indigent management and relevant periods that are affected must be updated and complete.
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	• The municipality is therefore advised to fast track the finalisation, adoption and implementation of the Batho Pele Policy and the SDIP, to ensure compliance with the Batho Pele requirements
CROSS CUTTING ISSUES	• The municipality is commended for providing legible maps. The municipality is also commended for indicating nodal conceptual frameworks. The municipality has indicated nodes and corridors as key areas of investment as well as clearly articulated desired land use patterns. Alignment with neighbouring municipalities is clearly indicated in the municipal SDF supported by mapping. In addition, the municipal SDF has provided a detailed infrastructure assessment with legible maps. The municipality has well incorporated basic guidelines for Land Use Management System with the purpose clearly described. The municipal SDF has clearly listed projects with budget, location, time frame and responsible departments for implementation • According to the Housing Act 107 of 1997 section 9(1)(f), every municipality must, as part of the municipality's process of integrated development planning, take all reasonable and necessary steps within the framework of national and provincial housing legislation and policy to initiate, plan, coordinate, facilitate, promote and enable appropriate housing development in its area of jurisdiction. • The municipality is commended for a well written detail Housing Chapter in the IDP and the SDF which includes current and proposed housing projects. All housing projects are aligned with bulk services. Projected housing projects have been spatially represented. The IDP is aligned to the Housing Sector Plan which is also aligned to the Human Settlement Master Spatial Plan. Ownership of Land is conveyed in the SDF. The IDP does not indicate a true reflection of number of units in each of the planned and existing projects. Existing human settlements, nodes and towns indicated via maps in the SDF. • The information needs to be updated and include updated spatial data from Sector Departments which can be obtained from the sectors or directly from COGTA. The executive summary should be historically in nature, be the summary of IDP key elements without leaving out some. SWOT analysis should be done including all the elements of the environment. The green economy initiatives should be included in the document. The IDP needs to cover the situational analysis of the environment thoroughly including the assessment of air quality, climate change and rehabilitation of degraded areas. The adoption strategies must be clear for a municipality highly affected by climate change impacts. The programmes implemented by the environmental unit and Disaster Management must be

	included in the IDP. It is also recommended that the municipality budget for environmental programs e.g. green jobs which could be implemented through Local Economic Development Unit. • The municipality submitted the required Disaster Management documentation as required by legislation, however the Disaster Management (DM) Sector Plan submitted was outdated as it present the previous 2021/2022 financial year and therefore the information provided was outdated and not addressing comments that were raised in the previous assessment. The IDP information was partially and poorly structured. It could not meet the expected compliance level. The municipality must align Disaster Manager information with IDP, include legislation mandate and SWOT analysis information for fire and rescue services. The 2021/22 FY Budget information must be clearly reflected in the DM Sector Plan, IDP and SDIP. The municipality should consider to increase budget to strengthen its capacity for disaster management, fire and rescue services

C.2 DEMOGRAPHIC CHARACTERISTS

C.2.1 Demographics and Population Distribution

Demographics and population distribution guide any planning and development process, since the people provide labour and entrepreneurship for production and also consume the output of production. To form a clear picture of socio-economic conditions in the Umuziwabantu municipality, it is vital to analyze the size, spatial distribution, and composition and growth pattern of the population, along with changes in these factors and possible future trends and tendencies.

According to Community Survey of 2016, Umuziwabantu Local Municipality has a total population of 108,576 people, of which 97,9% was black African, 0,5% are white and with the other population groups making up the remaining is 1,6%.

Of those aged 20 years and older, 6,3% have completed primary school, 30,4% have some secondary education, 15,3% have completed matric, 4,9% have some form of higher education, and 16,4% have no form of schooling.

The diagram below illustrates the population dynamics of the Municipality.

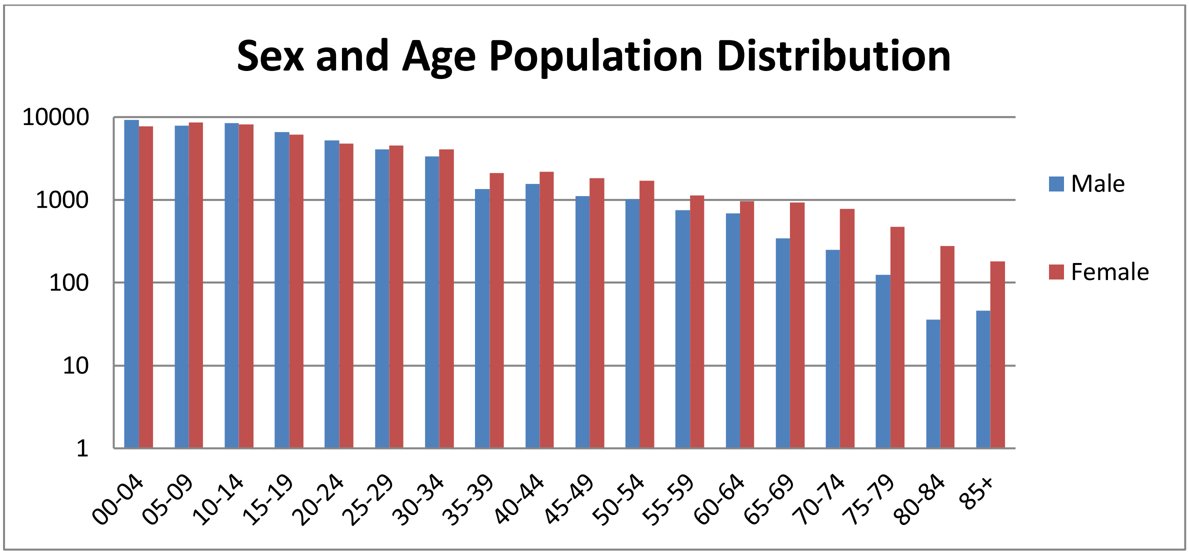


Figure 04: Population Age Distribution, 2016 statssa

- Household size

The average household size has decreased over the past few decades, from 5.5 individuals per household in 1995 to 4.5 individuals per household in 2013.

The figure below provides a visual representation of the household distribution in Umuziwabantu in terms of size. It is interesting to note that more than a fifth of the households only have 1 member.

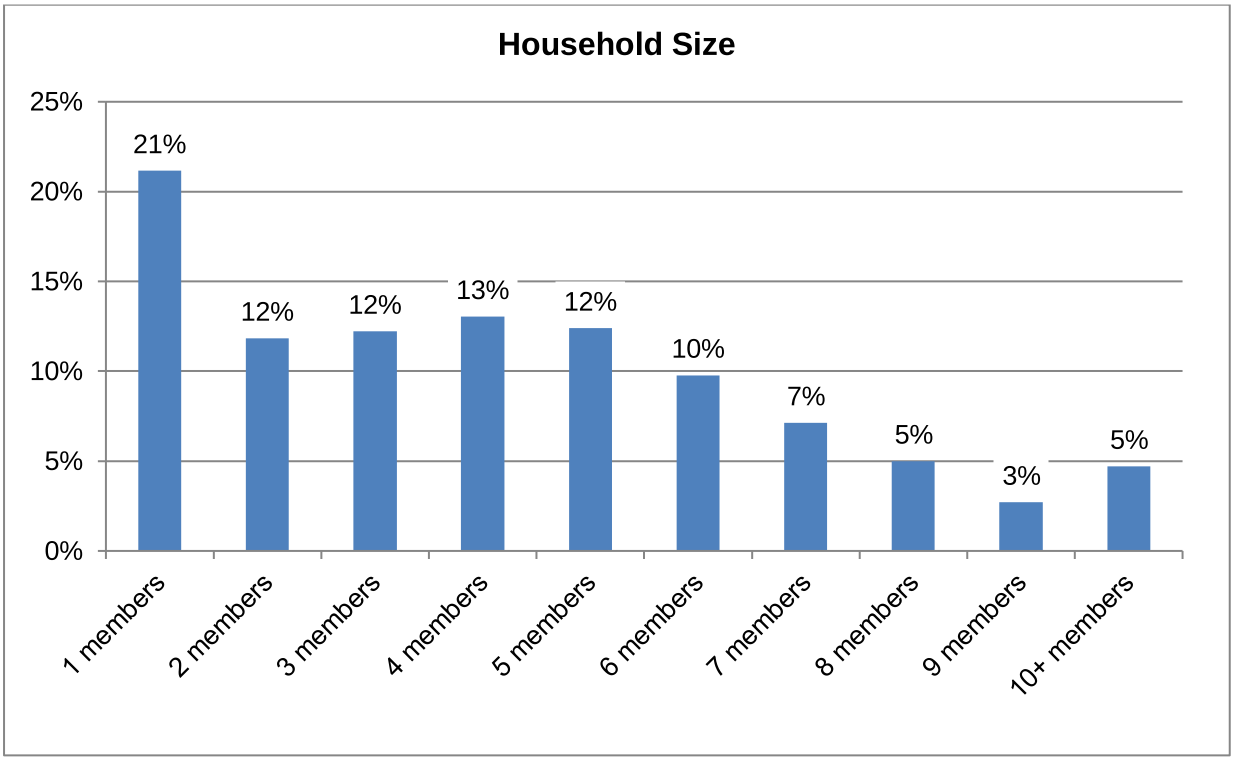


Figure 05: Umuziwabantu LM Household Size

The sub-places with the most households include, Harding (14%), Mkoba (8%), Umuziwabantu NU (6%) and Esikhulu (5%).

- Population growth

The figure below illustrates the population growth between 1995 and 2013, for comparative purposes the National, Provincial; District and Local population growth is provided. Between 1995 and 2003 the same trend was followed on all levels, however, in 2003 a change is observed, with the Umuziwabantu Municipality and UGu DM following opposite trends.

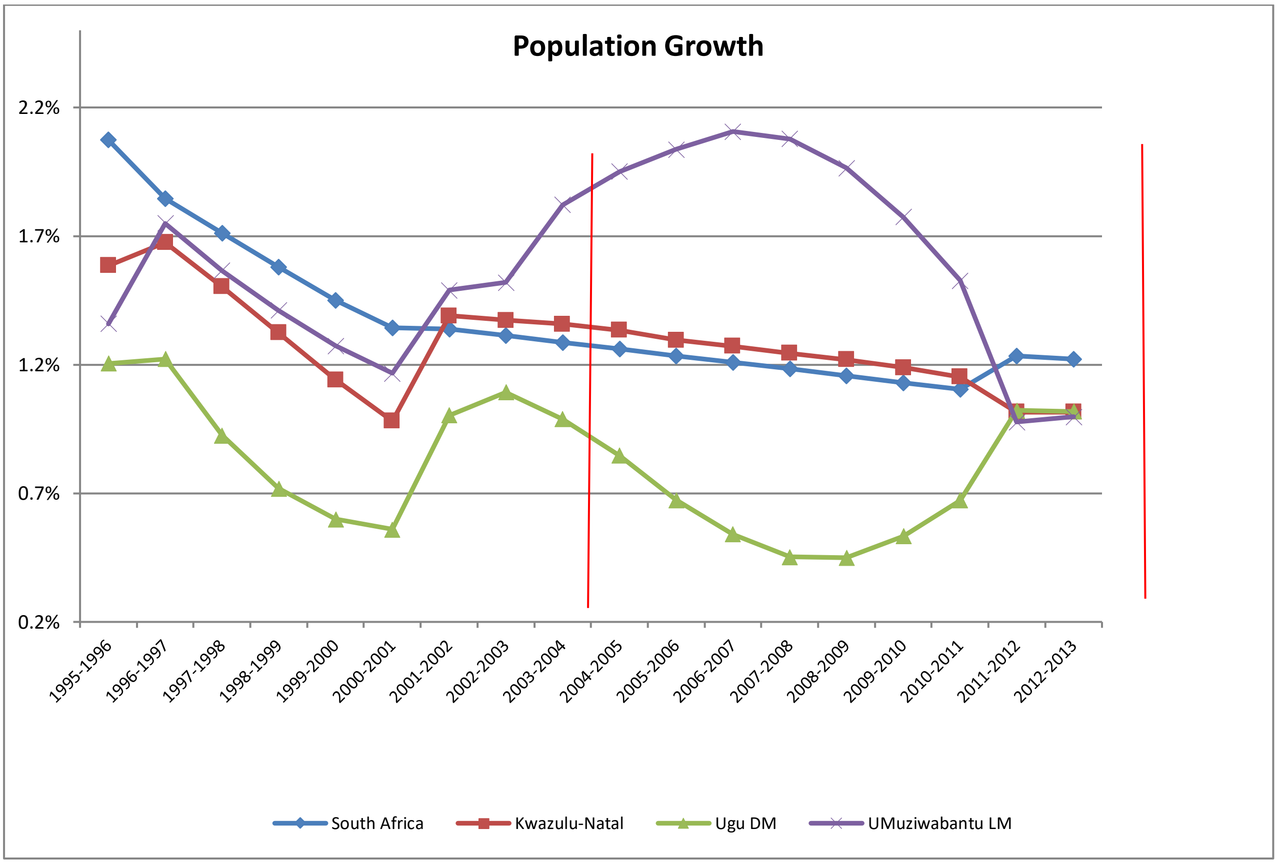


Figure 06: Population Growth, 1995 to 2013

The population growth for Umuziwabantu is expected to stabilise over the next 20 years, however, it is expected to be significantly slower than over the past 25 years. This can be seen in the in-migration being relatively low and the population growth rate decreasing from 1.5% in 1995 to 1.1% in 2013.

AGE	2001			2011			2016		KZN 214 Population	AGE
	Male	Female	Total	Male	Female	Total	Male	Female		
0-4	5928	6022	11950	7159	6979	14139	92112	7695	16907	0-4
5-9	**6999**	6999	13998	6456	6107	12563	7888	8647	16535	5-9
10-14	**6797**	1713	13971	6367	5995	12362	8491	8171	16661	10-14
15-19	**5833**	6586	12419	6326	6267	12593	6605	6104	12708	15-19
20-24	**2968**	3961	6929	4126	4506	8632	5184	4746	9930	20-24
25-29	**2132**	3467	5599	3067	3816	6882	4042	4519	8561	25-29
30-34	**1843**	2934	4777	2117	2769	4885	3348	4083	7431	30-34
35-39	**1683**	2932	4615	1844	2524	4368	1345	2117	3461	35-39
40-44	**1336**	2323	3660	1446	2332	3779	1569	2168	3737	40-44
45-49	**1047**	1799	2845	1415	2369	3784	1114	1826	2940	45-49
50-54	**1000**	1653	2654	1134	1838	2971	1019	1707	2727	50-54
55-59	**735**	1263	1999	970	1444	2413	746	1137	1883	55-59
60-64	**686**	1517	2206	931	1394	2325	693	966	1659	60-64
65-69	**473**	1289	1762	496	1004	1499	346	927	1272	65-69
70-74	**447**	1122	1569	412	998	1410	248	779	1027	70-74
75-79	**249**	435	684	207	709	915	124	472	596	75-79
80-84	**125**	300	425	162	489	651	36	276	312	80-84
85+	**69**	197	266	120	262	382	46	180	225	85+
TOTAL	**40355**	51973	92327	44754	51802	96556	52054	56520	**108576**	
									TOTAL	

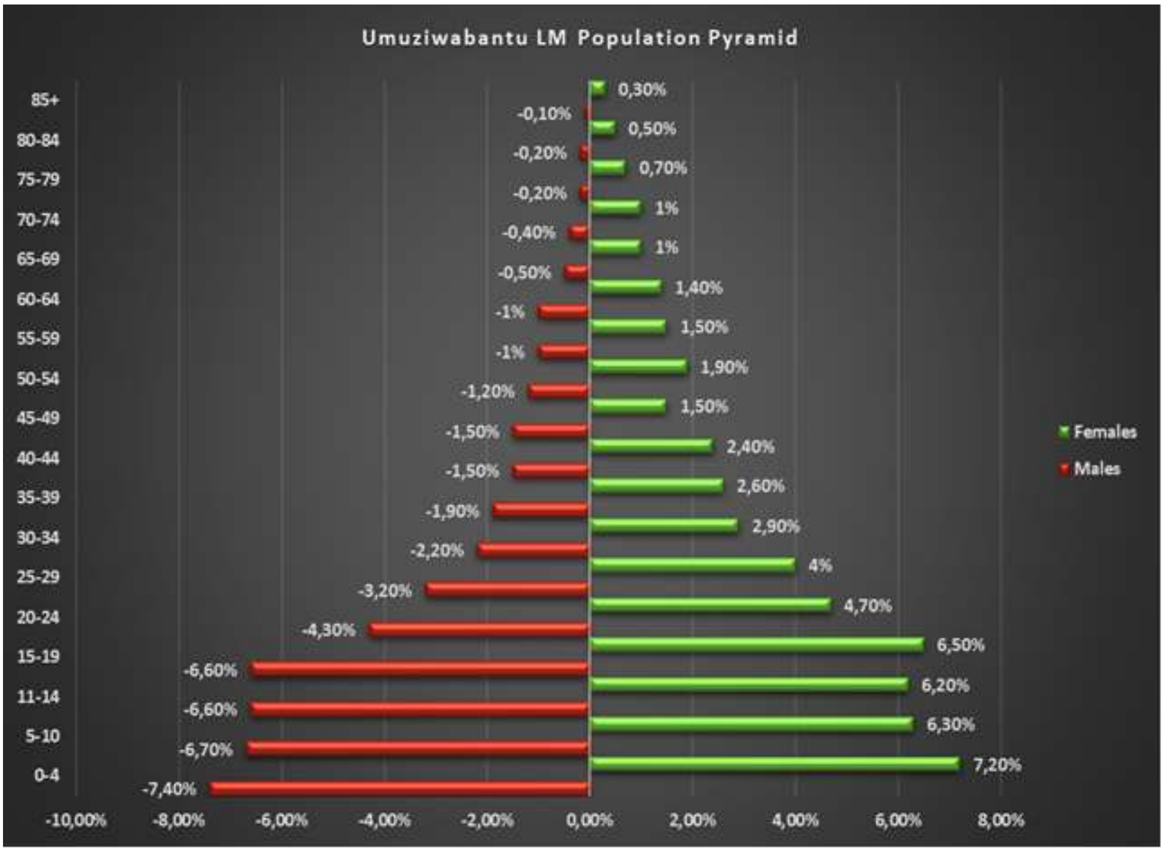
Table 06: Population distribution

C2.2 Population Composition

The table above shows that approximately 58% of the population in Umuziwabantu is younger than 20 years, while about 3 % is 65 years or older.

This shows high differences in dependency ratio between the non working age and those of working age from the municipality. Females form the majority of the population at 52.1% and the balance of 47, 9% are males.

In 2001 the population growth was at 13.1. The 2011 census shows that Umuziwabantu Municipality's population growth is currently at 13.4 percent. This shows a population growth of 0.3 percent as compared to the 2001 census.



Data Source: Community Survey 2016

The figures illustrated above were prepared from the Census Community Survey 2016 and present a socioeconomic overview of the study area. According to Census 2016, Umuziwabantu Local Municipality has a total population of 108,576 people, of which 97,9% was black African, 0,5% are white and with the other population groups making up the remaining is 1,6%. Of those aged 20 years and older, 6,3% have completed primary school, 30,4% have some secondary education, 15,3% have completed matric, 4,9% have some form of higher education, and 16,4% have no form of schooling. The age profile of the project area and of the Umuziwabantu Local Municipality is depicted in Figure. It is evident from the graph that the majority of the population (41%) of the project area areyounger than the age of 15 years. A total of 33% are between the ages of 15 and 34 years. 20% of the population fall in the age category of 35 – 64 years, while only 6% of the total population of the project area are older than the age of 65 years. The age distribution figures suggest that the population of the study area, consists mostly of young individuals who will become adults in the near future. Population growth within Umuziwabantu Municipality has substantially increased over the years by 0,45%. The population group breakdown in terms of racial groups, has been made and it was found that, it is generally representative of the trend in rural KwaZulu-Natal where African population group represents more than 97% in the Umuziwabantu Municipality of the total population, and also the majority of residents within the study area indicated that IsiZulu (88%) is their home language, with a minor number of residents also speaking English, Xhosa and Sesotho.

C2.3 MORTALITY RATES

According to the KwaZulu-Natal Strategic Plan (2010-2014), the life expectancy is lower than on average for South Africa. Although it has slightly increased from 2001--2011, it is still a lot lower than on a National Level. This is mainly due to the burden of diseases in the province and the increase in non-communicable diseases.

Year	Male	Female
2001-2006	46.4 years	50.6 years
2006-2011	47.3 years (National 53.5)	51.0 years (National 57.2)
2011-2016		

Table 06: Life Expectancy, 2001 to 2011

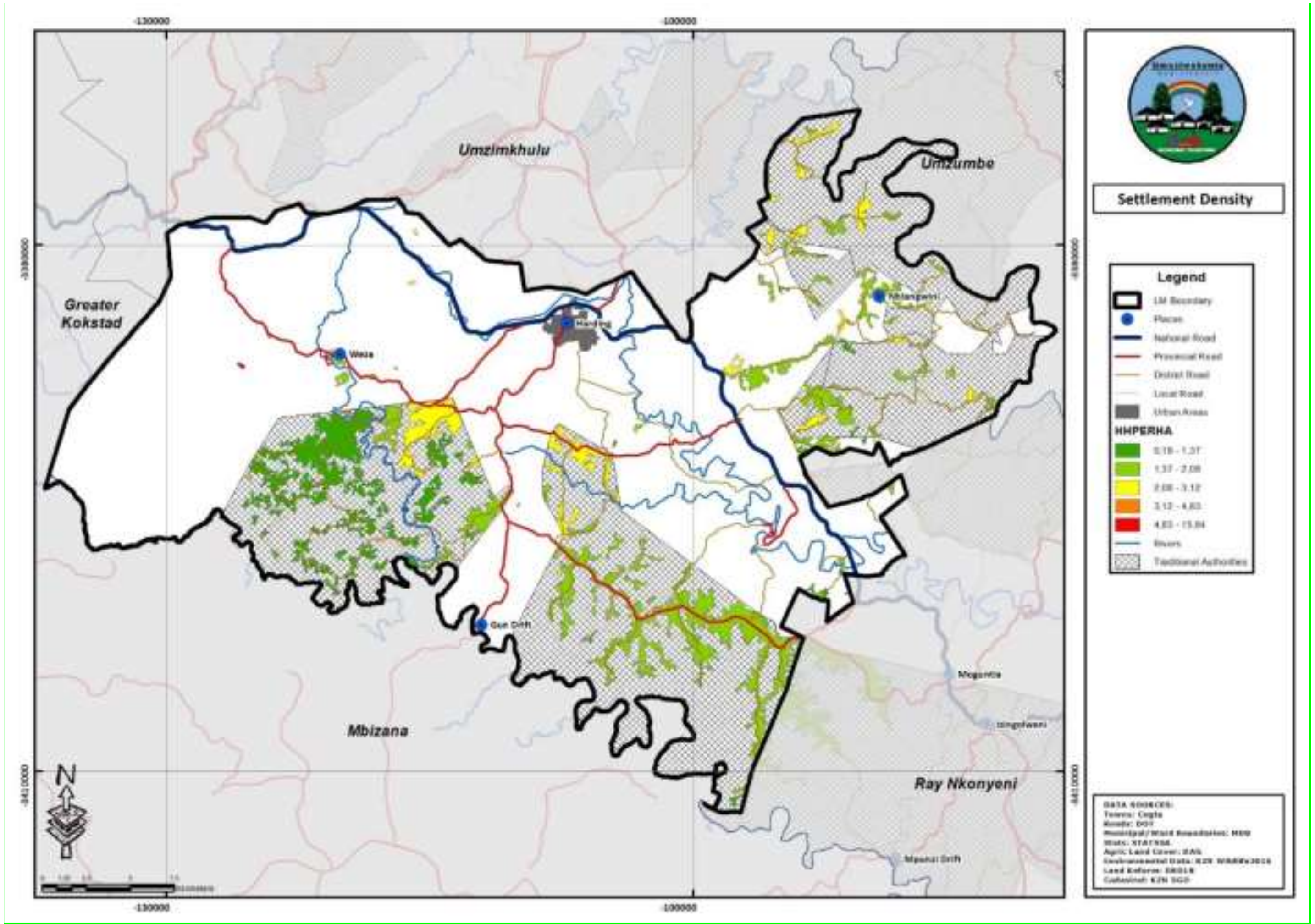
C2.5 POPULATION GROUPS

Umuziwabantu has a culturally diverse population. The population groups vary from Zulu's, Xhosa's, English, Afrikaans speaking. Population groups are illustrated in the table below.

<table>
<tr><td rowspan="6">POPULATION GROUPS</td><td>Total Population</td><td>108 576</td><td colspan="3">Population Density:</td><td colspan="2">90 people/km²</td></tr>
<tr><td>Urban/Rural Split</td><td>Urban Areas:</td><td>10.2%</td><td>Farm Areas:</td><td>2.6%</td><td>Rural Areas:</td><td>87.2%</td></tr>
<tr><td colspan="7">Languages</td></tr>
<tr><td>isiZulu</td><td>88.1%</td><td colspan="3">IsiXhosa</td><td colspan="2">4.9%</td></tr>
<tr><td>English</td><td>2.9%</td><td colspan="3">Afrikaans</td><td colspan="2">6.0%</td></tr>
<tr><td>IsiNdebele</td><td>1.3%</td><td colspan="3">Other</td><td colspan="2">2.0%</td></tr>
</table>

Table 07: Population groups

*projected from Community Survey 2016 data



Map 014: Dwelling density map

C.3. CROSS CUTTING ISSUES

C.3.1 REGIONAL CONTEXT

The municipality is located inland and on the southern boundary of the KwaZulu-Natal Province and the Eastern Cape Province.

The town of **Harding** is the primary town (and only proclaimed town) within the municipality. Harding is the primary service node serving the Umuziwabantu population. It is also well located in relation to the national and regional road infrastructure, being located on the important east-west N2 link between **Port Shepstone** and **Kokstad**. Harding town is located at 80km west of Port Shepstone and 60km east of Kokstad. Harding lies approximately 56km south of Umzimkulu on the **R56/P417**.

Harding is considered as a **quaternary node** in terms of the PSEDS and is connected to Port Shepstone and Kokstad which are respectively defined as a **secondary node** and a **tertiary node**.

Regionally the municipality is located along important regional coastal-inland linkages and regional **north-south linkages**. The **N2 east-west links** between **Port Shepstone** and **Kokstad** connects the municipality with the broader provincial and inter-provincial spatial economy, north and south of the municipality, including Durban and the Eastern Cape.

The **R56 Provincial Road** is an important inland **north-south** route and connects the municipality with Umzimkulu, Ixopo, Richmond and Pietermaritzburg (Umsunduzi). The **R56** is identified as an Agricultural Activity Corridor in terms of the PSEDS outlined above.

Regional Mobility: Umziwabantu SDF identifies the N2 which traverses both Municipalities. This serves as both the activity and economic corridor for the three municipalities.

Existing Agriculture: Umuziwabantu Municipality identifies the opportunity for agriculture which borders the municipality. This aspect is being acknowledged on both Ray Nkonyeni and Umuziwabantu.

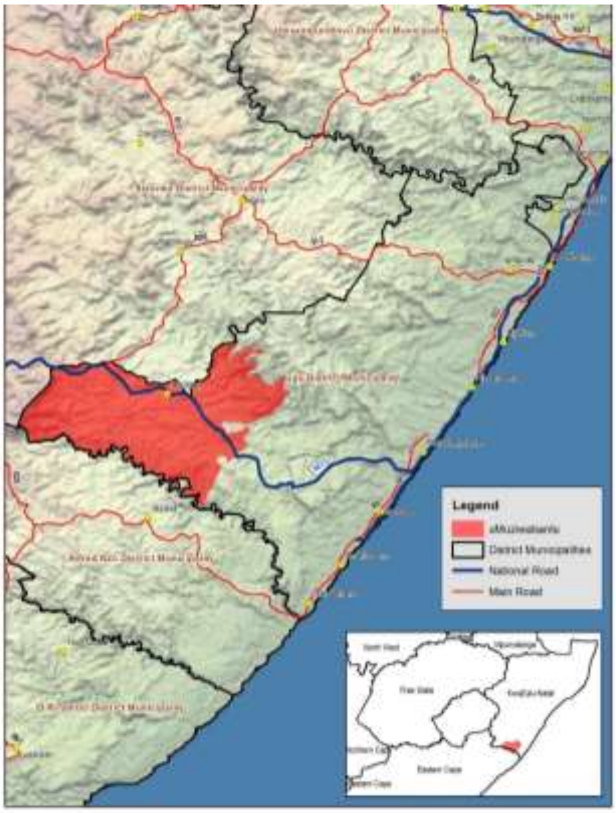
Areas south and east of Harding and overlapping with the Social Investment Areas, are identified as Agricultural Investment Areas.

Environmental Conservation: there is also environmental conservation uses bordering the Umuziwabantu Local Municipality which should be considered.

Portions of the municipality, notably in the traditional authority areas to the south and the north-east, are identified as Social Investment Areas.

Dense Rural Settlements: Umuziwabantu Municipality has identified dominant dense rural settlements, which should be considered. This will require alignment in terms of infrastructure and basic services provision in the future.

For the desired or ideal spatial and economic system, Umuziwabantu Local Municipality needs to work in conjunction with the relevant organs of state and civil society, so to achieve efficient spatial planning within its area of jurisdiction. This emphasises the importance of public participation and cooperative governance. To this end, land development should address the local interests. It should generate a wide range of economic development opportunities and provide a choice of living environments along a continuum from conditions of intense public environments to conditions of great privacy. It enables members of the public to conduct their daily activities quickly, easily and cost effectively while also promoting equitable access to opportunities.



Map 002: Umuziwabantu Local Municipality locality

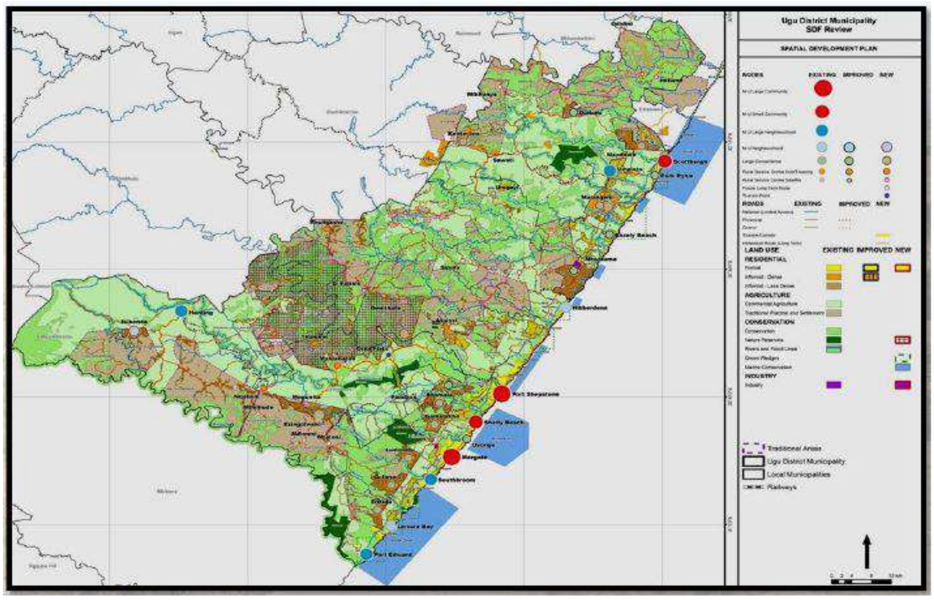
"Cadastral boundaries do not necessarily conform to the characteristics of land, the natural environment, residential activities, economic activities and natural phenomena traverse's municipal, provincial and international boundaries. All municipalities do not possess the required resources to provide services to communities e.g. water. Hence the aim of this objective is to ensure that spatial planning is aligned to allow government organisations to take advantage of comparative advantages offered within an area. This also refers to cross boundary provision of services such as education facilities, which can be utilised by communities residing in two municipalities. This allows for cost effective provision of services and is applicable to the provision of civil services, social services and economic opportunities. Alignment of initiatives will also prevent conflicting initiatives and land uses to be implemented on opposite sides of a boundary i.e. mining activities versus tourism due to pristine natural environment." (KwaZulu-Natal PGDS, 2011, p131 – 132)

As per the National and Provincial policies and legislation (MSA-S26 (d), MSA Regs S2 (4) (h), municipalities are required to provide a clear indication of how the SDF is aligned with the planning of neighbouring municipalities. Umuziwabantu Local Municipality has a mandate to ensure that its IDP is in compliance with the planning legislation and policies to give effect to the development of an SDF as spatial representation of the IDP. The municipal SDF, in turn, directs and guides strategic investments that are developmental and beneficial within Ugu District Municipality and across neighbouring district municipalities as well as local municipalities.

It is further, reiterated that Umuziwabantu Local Municipality forms an integral part of a larger system of local governance and regional economy. It also influences development in the adjoining regions. Cross-border planning issues have become more prevalent and significant. The focus is on strategic or shared development issues that would benefit from a joint approach, and engaging with the relevant neighbouring authorities to explore joint operational potential. This section is thus intended to ensure that there is no disharmony between proposals that are suggested within Umuziwabantu Local Municipality's Spatial Development Framework and its neighbouring municipalities as Ray Nkoyeni Local Municipality is the economic powerhouse of Ugu District.

UGU District SDF

The Umuziwabantu Municipality falls within the Ugu District. Spatial Planning is a shared function between the local and district municipality and it is therefore important that alignment is generated between the two scales of planning. The Ugu District has prepared an SDF in terms of its IDP, which will provide spatial context for the preparation of the Umuziwabantu SDF, and for dealing with cross-boundary issues and the spatial implications of the powers and functions of the district municipality. As such, any inconsistencies in the spatial planning process between the two entities should be eliminated and a greater coordination promoted.



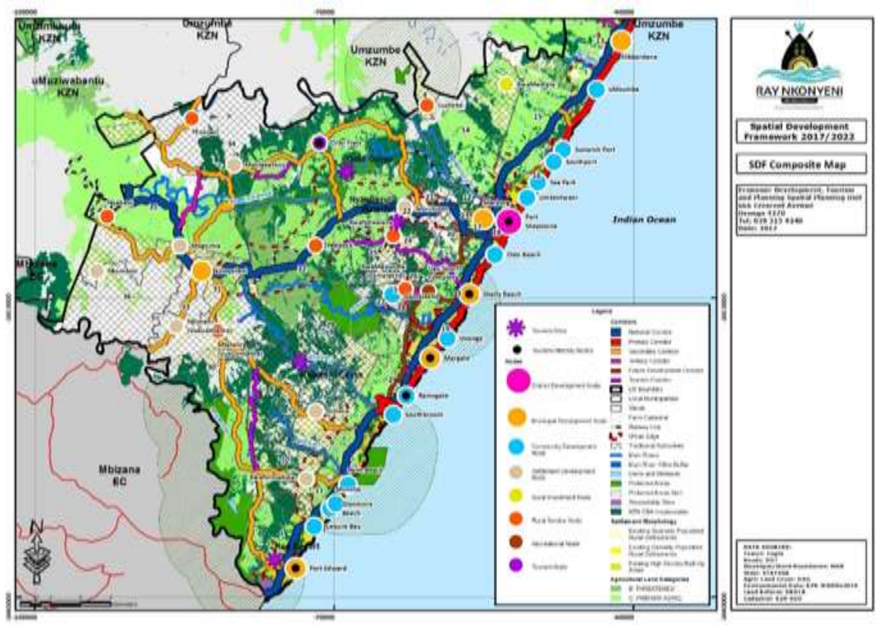
The Ugu SDF communicates strategies for various settlement areas, a hierarchy of nodes and broad land use categories. These have the following implication for Umuziwabantu:

- Harding is identified as a multi-use large neighbourhood level node. This is a node which serves a wider area and not just a single local suburb or area.
- The SDF supports the emergence of a node in the KwaMachi/Isibonda Traditional Council area. The SDF promotes new formal low to middle income residential development here in the form of small infill developments or a new larger greenfield development. The strategy is to attract higher income earners to take up permanent residence.
- The SDF promotes a future long-term rural node along the P58 towards the east of the municipality towards the boundary with Ray Nkonyeni.

- While a large-scale industry is not supported, the nurturing of small manufacturing SMMEs is seen as key to the sustainability and impact of the sector. Such support is proposed for Harding.
- An Open Space System comprising River Flood lines, High Priority Bio-Diversity Areas for retention (including Steep land) are demarcated. These comprise existing demarcated areas and improved areas.
- A good portion of the north-east of the municipality covering the Umzimkhulu River and surrounds is indicated as a future nature reserve. This overlaps quite significantly with the four northern Traditional Council areas located towards the Umzimkulu River.
- This leaves the rest of the municipality as areas of commercial agriculture, and traditional practice and settlement areas.

The District SDF further recommends the upgrading of transportation networks as well as the upgrading of informal residential settlements. Public transport network needs to be identified and connected with Intermodal Facilities, Densification to occur within nodes.

Ray Nkonyeni SDF



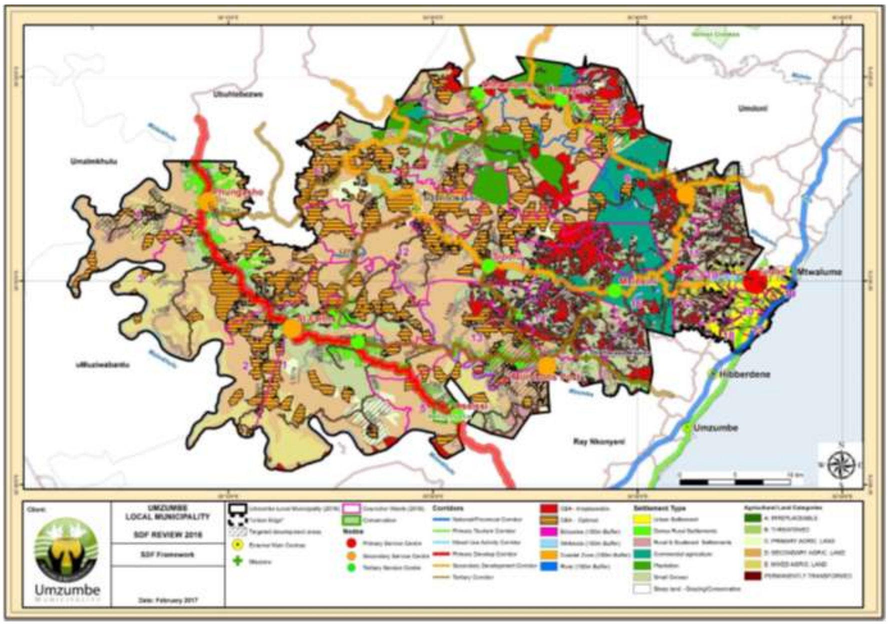
The following alignment issues between Ray Nkonyeni and Umuziwabantu will need to be taken into consideration: -

- Primary corridor/ Main Access Routes – The primary corridor traversing Ray Nkonyeni (Ezinqoleni) area in an east west direction is the N2 National Highway. This movement and activity corridor links the Ray Nkonyeni (Ezinqoleni) directly to Port Shepstone and the coastal regions.
- Environmental Management: The conservation corridor in HCM traversing the KwaNdwalane Traditional Council connecting to Oribi Gorge and the other one traversing

Umtamvuna Reserve into Ray Nkonyeni (Ezinqoleni) Local Municipality form an important planning consideration issues which greatly contribute to the local economic growth of both municipalities.

- Agriculture – Ray Nkonyeni Municipality identifies agricultural land running along their municipal boundaries. Therefore no contradictions exists.
- Tourism (Oribi Gorge) – This is a relatively large reserve, situated on the Oribi Flats, north of Paddock within the border Ray Nkonyeni Municipality. This 1,880 ha reserve was established by Ezemvelo KZN Wildlife it protects areas of Scarp Forest, Eastern Valley Bushveld, and Oribi- Port Edward Pondoland-Ugu Sourveld. This plays a significant role in the local economic growth of both municipalities.

Umzumbe SDF

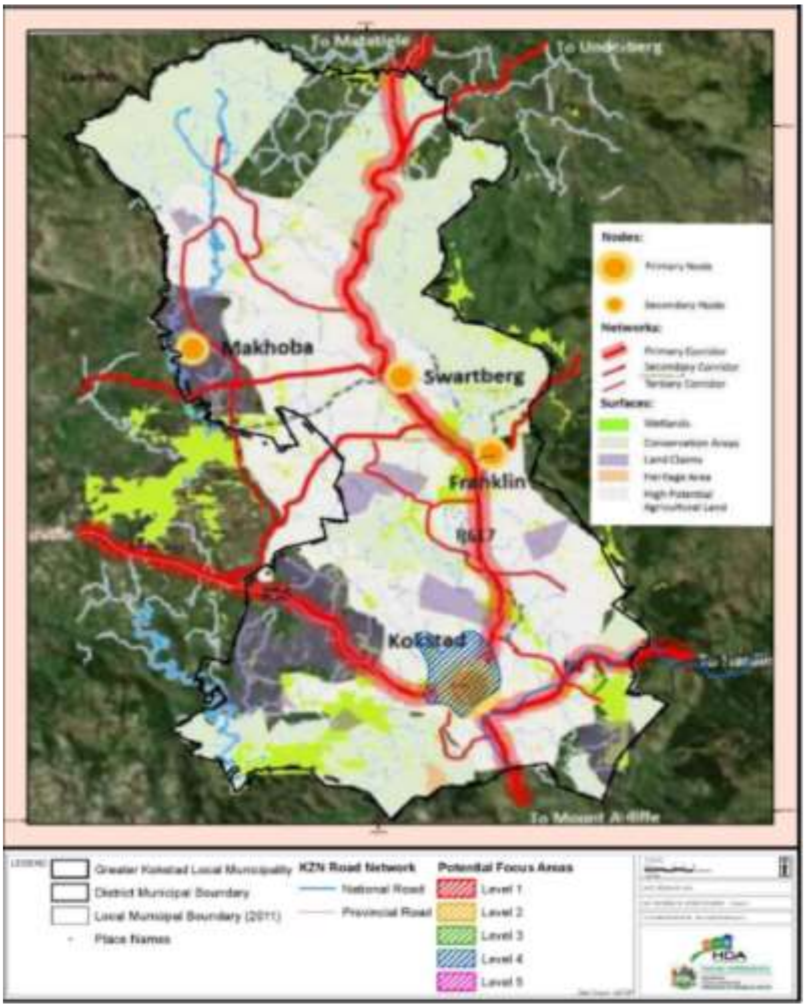


Umzumbe Municipality is located on the north-east of Umuziwabantu Municipality. It is a predominantly a rural municipality which is also considered to be a peripheral to the economy of Umuziwabantu Municipality. The key alignment issues include the following:

- The N2 route linking both municipalities is identified as a primary corridor. Both the SDFs have highlighted this route as a primary corridor.
- The other bordering areas have identified small growers (subsistence agriculture), biodiversity priority 1 areas and rural settlements. These will need to be harmonized with the areas that are found within the cross border of Umuziwabantu.
- Cross boarder dependency: Umzumbe Municipality lies to the eastern side of Umzimkhulu LM. The existing SDF indicates that the interfaces are areas of agricultural significance which is in line with Umzimkhulu SDF and are of a non-conflicting manner.

- Cross boarder cooperation: There is a need for continuous management of agricultural potential land on the boundary both these municipalities. There is also rural settlements along the corridor and therefore constant engagement

Greater Kokstad SDF



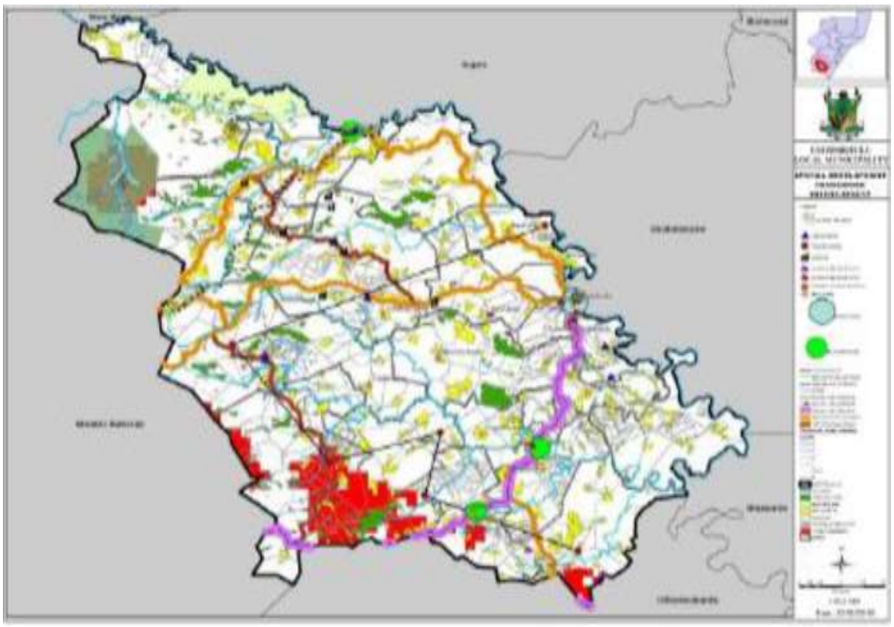
The Greater Kokstad municipality is situated on the southwestern part of KwaZulu Natal, sharing the border with the Natal midlands to the North, South Coast to the Northeast, former Transkei and Eastern Cape to the South and Matatiele and Lesotho to the West. The town is strategically located in the Mount Currie Magisterial district and serves as a service centre and economic hub for Harry Gwala District council as well as the neighbouring Eastern Cape and Lesotho rural towns.

The Umuziwabantu SDF has identified a significant strip along the boundary between itself and Greater Kokstad LM. This area of umuziwabantu is indicated as intensive agriculture which does not correspond with the area on the Greater Kokstad LM that is earmarked for conservation. The municipalities should engage this matter to establish common ground in order to ensure that the agricultural activities do not impact on the conservation areas. Furthermore it is noted that both SDFs have identified the N2 as a major connectivity corridor that links the two municipalities with the rest of the region. This should be further supported with strategies and interventions indicating how regional growth will be leveraged through this common connectivity. Cross border interaction between the municipalities must be strengthened through continuous communication in the review periods of the respective SDFs.

In terms of the PGDS there is potential for mandated service delivery and priority conservation areas as the priority conservation area is indicated as traversing Umuziwabantu. The unique features of the Greater Kokstad area are:

- Its historical location as a cross border service and commercial centre for Lesotho and the Eastern Cape;
- The consequent fluctuating and unsettled population due to in-migration from the Eastern Cape in search of housing, employment and social services;
- The absence of traditional authorities and communal areas, although the area links into extensive communal areas in the Eastern Cape and Lesotho;
- The relatively small population, high levels of urbanisation and a much lower dependency ratio in comparison to the rest of KwaZulu-Natal and the bordering areas of the Eastern Cape;
- Greater Kokstad Municipality identifies the opportunity for agriculture which borders the municipality and the linkage to Umuziwabantu.
- There is also environmental conservation uses bordering the GK Local Municipality which should be considered.

Umzimkulu SDF



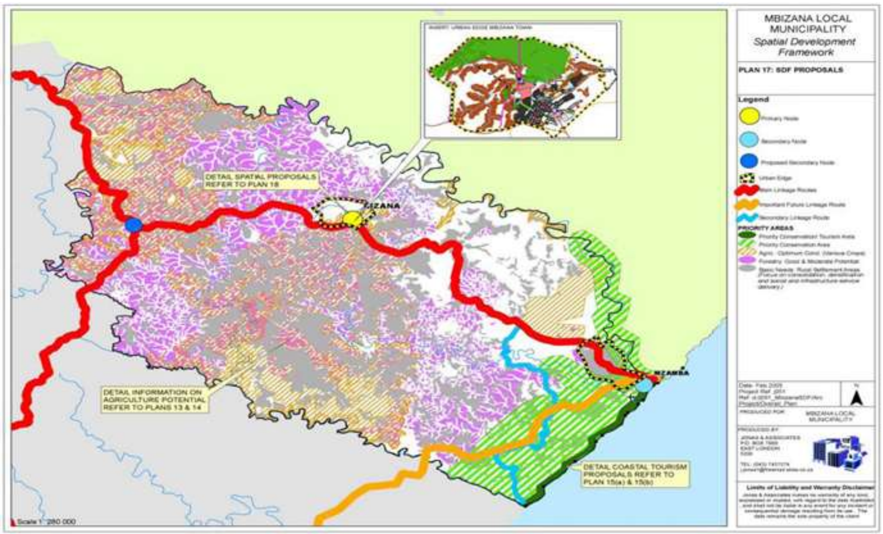
- Umzimkhulu Municipality lies to the north of ULM. The 2018/2019 IDP was examined, and Umzimkhulu Spatial Development Framework designations that interface with GKM along Ntsikeni area as areas with potential forestry. This need to be re-designated for conservation purposes to conform with ULM SDF as the areas are environmentally sensitive.

- Development corridor: The R56 is the main mobility route linking Umzimkhulu and Harding. This SDF is aligned with that of its neighbour in that R56 plays a fundamental role in carrying people from within the Harding Town, Umzimkhulu Town to Richmond through to Pietermaritzburg.

- Cross boarder dependency: Umzimkhulu Municipality lies to the north of Umuziwabantu LM. The IDP was examined, and Umzimkhulu Spatial Development Framework designations that interfaces areas with high potential for agriculture, industrial activities and tourism activities along R56.

- Cross boarder cooperation: There is a need to explore other alternative source of energy such as hydro electric energy plant along the Umkhomazi River which acts as a physical buffer between the two local municipalities.

Mbizana SDF



Mbizana Local Municipality is predominantly rural and comprises of Bizana town as a centre. According to the income leakage study that was undertaken by Alfred Nzo District Municipality a number of rural areas and small towns within the Eastern Cape depend on Harding for some employment services. This study noted a number of municipalities under Alfred Nzo that depend on Ray Nkonyeni, Greater Kokstad and Umuziwabantu for retail purposes these include; Umzimvubu, Tabankulu and Mbizana Local Municipalities. Bearing in mind that these areas share the physical boundaries, the following are the key issues for alignment and harmonization at a spatial planning point of view: -

- The SDF for Mbizana has recognized the importance of conservation

- Important future linkage road – Mbizana SDF
- Identified the proposed N2 toll road that will connect Umuziwabantu within Eastern Cape as an important future linkage road. This route is currently known as R61 and it is very important for both municipalities as it plays an important role for linking KwaZulu-Natal and Eastern Cape Provinces.

Implications for Umuziwabantu SDF

Umuziwabantu forms part of a larger system of local governance and regional economy; it is influenced and also influences development in the neighbouring areas. Cross-border planning issues have become more prevalent and significant. The focus is on strategic or shared development issues that would benefit from a joint approach, and engaging with the relevant neighbouring authorities to explore joint working potential. The implications can be drawn as follows:

- Most SDF's identify the N2 as a National/ Provincial Corridor, which is an important link to major economic areas. Opportunities exist to locate mixed use developments at key road intersections along the N2.
- Some of the municipalities are located along the coast which is biodiversity corridor, and are thus subject of a common coastal management initiatives managed at a District level.
- Most Municipalities identifies areas for agricultural activity and environmental conservation which should be taken into consideration during development. Development within the municipality should not pose any adverse impacts on the environment or agricultural activity or vice versa.
- Tourism plays a significant role in the economic growth of the municipalities which also strengthens the role of the development corridors traversing the municipalities, particularly Ray Nkonyeni and Umzumbe Municipalities.

C.3.2 Freight

An assessment of freight movements within the region provides some indication of economic activity within the region. The 2013 freight survey data indicates an **8.42%** growth in the annual average percentage truck traffic along Port Shepstone to Harding route on the N2. This same section indicates a daily tonnage per day of 14 671 moved along this road. This indicates reasonable growth in freight movement when compared to a typical high volume route such as the Durban to Pietermaritzburg section of the N3. Likewise, the R56 between Umzimkulu and Richmond has also seen high growth in freight traffic.

DESCRIPTION	ROUTE	AVERAGE DAILY TRAFFIC	AVERAGE DAILY TRUCK TRAFFIC	ANNUAL AVG. TRUCK GROWTH %	AVG. TONNES PER DAY
Port Shepstone to Harding	N2	14 796	1 386	8.42 %	14 671
UMzimkhulu to Richmond	R 56	2 989	504	28.17 %	3 344
Richmond to Ixopo	R 56	4 695	660	1.62 %	5 774
Kokstad to Mount Ayliff	N2	6 259	887	16.00 %	6 607
Pietermaritzburg to Durban	N3	31 325	6 039	9.39 %	99 023

Table 02: Freight

C.3.3 Local Connectivity

A number of roads play important connectivity and access roles within the municipality.

- The N2 is an important national and regional connector as indicated above. Other provincial and district roads provide an important role in connecting rural areas with the main town of Harding, with providing access to rural settlement areas, and by connecting rural settlement areas with each other and other towns further afield.
- To the south **Harding** is connected to **Bizana** in the Eastern Cape via the **P59**. This road crosses the Umtamvuna River which provides a significant barrier to connectivity between the Eastern Cape and KZN on this boundary, and the predominantly rural areas either side of the river.
- The **P61** links Weza Sawmill and rural settlement areas in KwaJali and Izibonda with the **N2** and with Harding
- The **P327** links the area of Salem to the N2
- The **P58** is an important road providing access to rural settlement areas located on its edges, and within the traditional council area of **KwaMachi,** and links through to the N2 via neighbouring **Ray Nkonyeni**.
- The **D250**, **D165** and the **D121** all provide access into fairly remote rural settlement areas in the north-east of the municipality towards the Umzimkulu River. Just as the Umtamvuna River creates a physical challenge to connectivity with Bazana in the Eastern Cape, connectivity with the Umzumbe Municipality across the Umzumkulu River is weak.

C.3.4 ENVIRONMENTAL ANALYSIS

The Spatial Development Framework (SDF) is an integral part of a Municipality's IDP (Chapter 5 of the Municipal Systems Act 32, 0f 2000) and should reflect the culmination of the other elements of the IDP, guided by those development informants, strategies and development actions, which have a spatial implication. Based on the development strategies identified in the Umuziwabantu Municipality's IDP, the Spatial Development Framework has taken into account the subsequent critical areas to be developed spatially.

- Agricultural Development in the form of :
  a) Enhancing commercial agriculture and promotion of subsistence farming by providing access to land (State Owned Land lease extension and Land reform) and
  b) Promotion of cooperatives (Training and Mentoring).
- Environmental Management or promotion of sustainable tourism and Agriculture; and
- Nodal Economic Development.

In order to develop a strategic planning strategy for the Umuziwabantu Municipality, it is required that environmental considerations are integrated into the development formulation process.

One of the key goals identified in the municipal SDF is the Environmental sustainability. The main focuses aligned to this strategic Goal are:

- The management and maintenance of biodiversity throughout the municipality as the primary indicator of environmental health.
- The protection of environmental resources.
- The optimisation of the use of the environmental resources base into support human settlement and enterprise

In order to develop a strategic plan for the Umuziwabantu Municipality, it is required that environmental considerations are integrated into the development formulation process.

This section provides an understanding of the environmental patterns, features and processes contained within the municipal extent. Biodiversity features (e.g. species, habitats and ecological processes), protected areas, as well as current and future patterns of land and resource use have been spatially delineated. Hence, technical information as well as mapping of recognised environmental and biodiversity systems are provided to determine geographic priority areas for action and to form the foundation for sustainable development planning. Environmental Management falls within the Cleansing and Unit under the Department of Community Services. The Environmental Officer and the Manager of Cleansing and Maintenance are responsible for driving strategic environment direction within the municipality which will entail enforcing Environmental Management policies and bylaws.

C.3.4.1 Climate, Precipitation and Runoff

- **Climate**

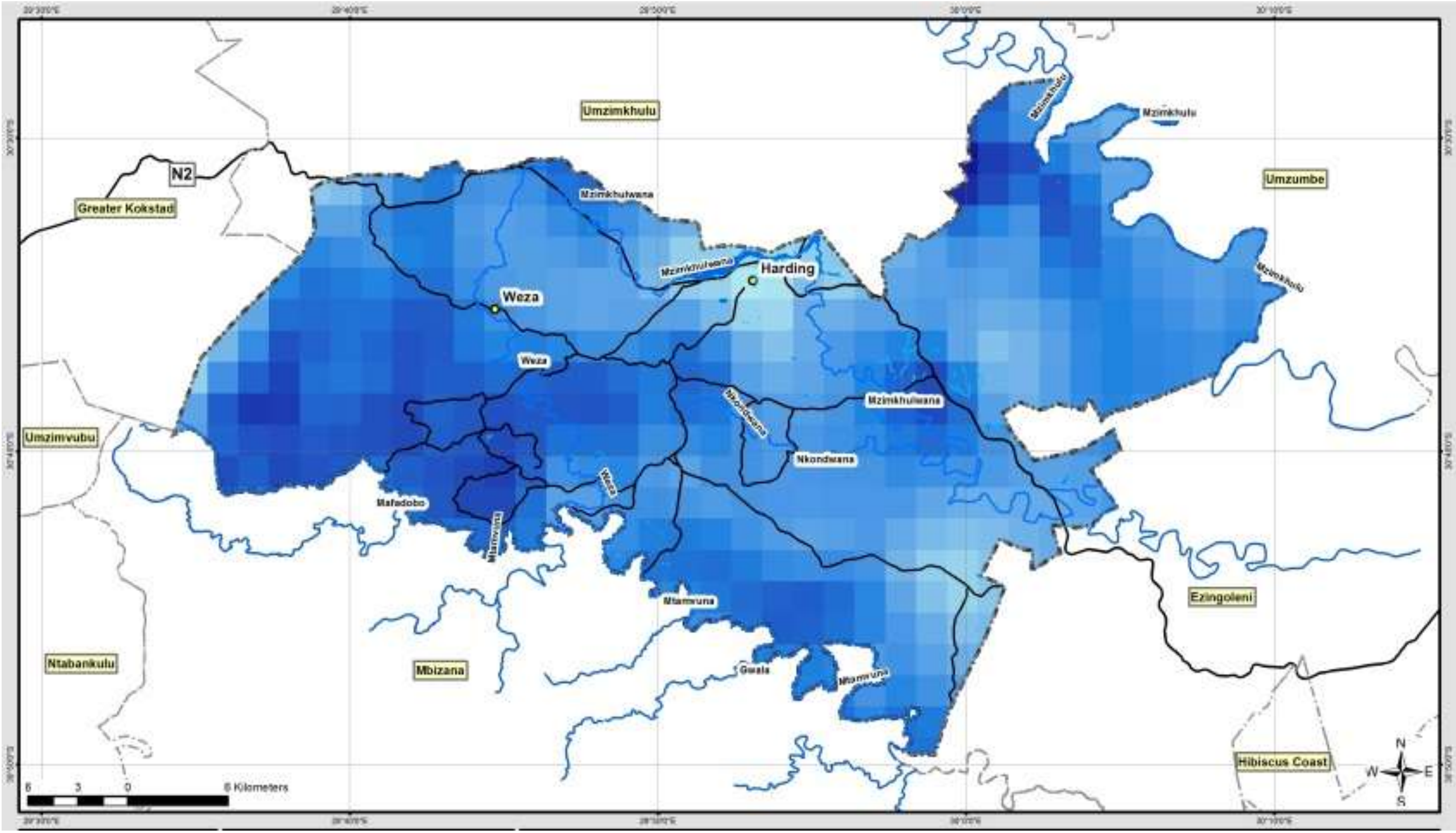
Temperature-wise, the Municipal area is characterised by warm summers and cool winters. In Harding, the mean maximum temperature reaches 25°C in January and a mean minimum temperature of 0.6°C is reached in July.

- ### Precipitation

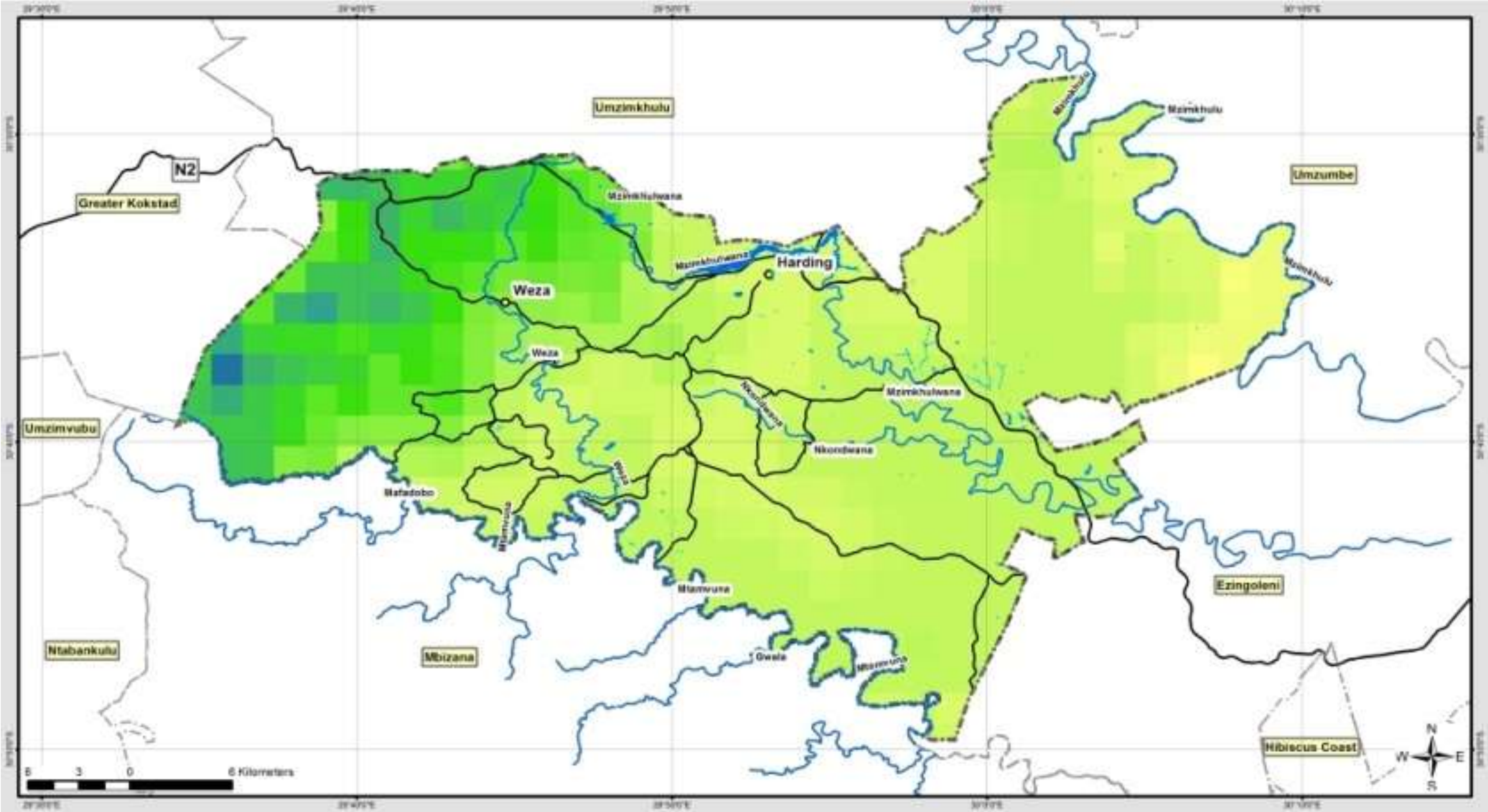
Rainfall is strongly seasonal in the municipal area, with in excess of 80% of rain occurring as thunderstorms during the period of October to March.

The peak rainfall months are December to February in the inland areas. Rainfall increases with increasing altitude from east to west over the Municipal area (See Map below). Thus, in the Umzimkulu River gorge in the north-east, 700mm is the average rainfall occurring annually.

At Weza, below the Ingeli range, rainfall increases to 1100mm annually. At Harding, which is centrally located, 800mm of rainfall occurs annually. The estimated average annual evaporation within the municipal area is approximately 1350mm.



Map 003: Mean Annual Precipitation Source: SDF status quo report



Map 004: Frost Days; **Source: SA Weather Service**

Frost occurs generally between April and September in the upland stream valleys from Harding westwards. The average number of heavy frost days per annum for the area ranges from 31 to 60 days. Snow falls at least once in most years on the high Ingeli range on the western boundary of the municipal area.

- ## Geology

The soil geology of the area indicates that Umuziwabantu is covered by six (6) geological formations (Arenite, Dolerite, Gneiss, Mudstone, Shale, Tillite). The Infrastructure Master Plan (2010) identified the natural drainage lines as functioning as the major drainage system in Harding. Harding is underlain by Karoo complex geology resulting in generally low permeability soils; high run-off volumes and ponding of stormwater in low-lying areas is reported as common. Nevertheless the report determined that the natural system was sufficient for dealing with major storms. The minor stormwater system is generally by way of open channels and surface flow into the main system.

The geology of the site also includes Arenites. Arenites is a sedimentary geological formation found in Karoo Basin region of Southern Africa. It is carbon-rich sedimentary deposit; owing to the high vegetation content of the original sediment i.e. some of the areas that have this type of geological formation contain mineral occurrences for coal mining. Shale is a fine-grained, clastic sedimentary rock composed of mud that is a mix of flakes of clay minerals and tiny fragments (siltsized particles) of other minerals, especially quartz and calcite. The ratio of clay to other minerals is Shale is characterized by breaks along thin laminae or parallel layering or bedding less than one centimeter in thickness, called fissility. Shales are typically composed of variable amounts of clay minerals and quartz grains and the typical color is gray. Addition of variable amounts of minor constituents alters the color of the rock. Dolerite is also widely distributed into both groups of sediments. Although the dolerites occur over large areas, there are usually underlain by shale even on what appears to be dolerite ridges. This also implies that these tend to be very narrow and shale is the most predominant parent material. There are poorly drained soils that occur on older alluvial.

Further to this, the study area features Gneiss. Gneiss does not preferentially break along planes of foliation because less than 50% of the minerals formed during the metamorphism are aligned in thin layers. Because of the coarseness of the foliation, the layers are often sub-parallel, i.e. they do not have a constant thickness, and discontinuous. Gneiss is typically associated with major mountain building episodes. During these episodes, sedimentary or felsic igneous rocks are subjected to great pressures and temperatures generated by great depth of burial, proximity to igneous intrusions and the tectonic forces generated during such episodes. Shale originates from Beaufort Geology Group of the Karoo Super Group, which comprises shale.

This type of geology has high potential of eroding, low potential for underground water supplies but suitable for foundations. The area's soils is moderately hydromorphic, shallow to partially shallow, sandy grey with Kroonstad (contains particles of clay subsoil) and Cartref (shallow with particles of stony soil). It is suitable for grazing, agriculture and urban development. Marble is a non-foliatedmetamorphic rock composed of recrystallized carbonate minerals, most commonly calcite or dolomite. Geologists use the term "marble" to refer to metamorphosed limestone; however, stonemasons use the term more broadly to encompass un-metamorphosed limestone. Marble is commonly used for sculpture and as a building material. Natal Group Arenite is a sedimentary geological formations found in Karoo Basin region of Southern Africa. It is carbon-rich sedimentary deposit; owing to the high vegetation content of the original sediment i.e. in some instances this type of geological formation contains mineral occurrences for coal mining. In terms of construction mudstone is characterized with few serious geotechnical problems compared with other soil formations but it is significant to the construction industry because it is frequently encountered in civil engineering activities involving foundations, excavations and earthworks. Its nature is such that its properties may vary between a soil and a rock depending on its detailed lithology and its state of weathering. As a result of this, in some cases, weaker material may be found below stronger rather than the more normal weathering progression where the weakest material occurs at the surface and becomes fresher and stronger with depth.

- **Topography**

Umuziwabantu exhibits dramatic topography (map 006) stemming from its distinctive terrain which rises steeply from the east at approximately 169m above sea level to the west with the Ingeli mountain range reaching a height of 2,266m above sea level.

The deeply incised Umzimkulu River valley lies at approximately 160m above sea level and rises steeply in the north and south-east to approximately 600m above sea level.

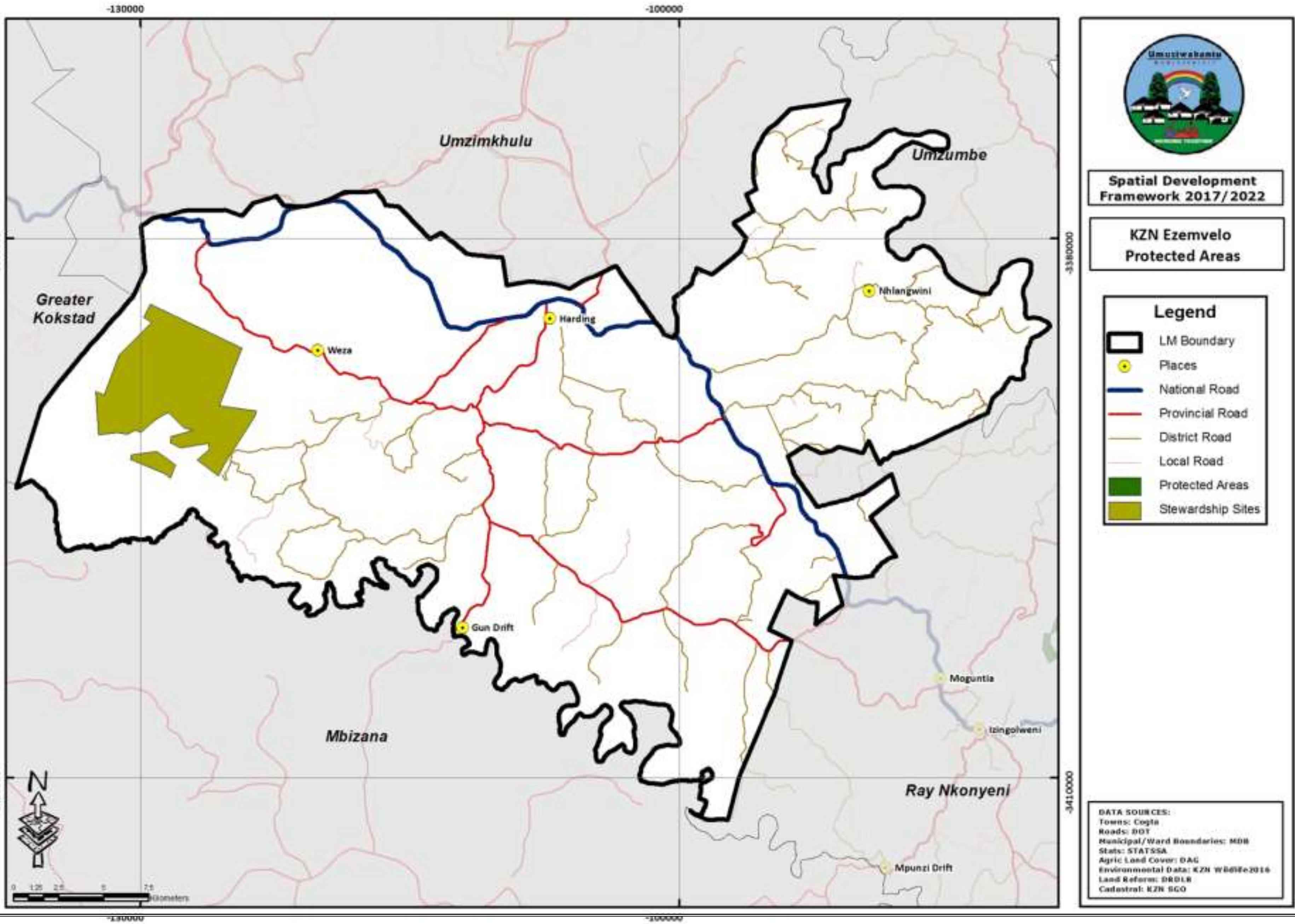
The western and central sections of the municipal area are largely made up of steep forested land at 820m – 2,260m above sea level.

The south-eastern and north-eastern areas are made up of lower, but incised land which is largely 300m – 820m above sea level.

Map 006, shows the dramatic topography with steep land, fairly flat topped spurs, and lower lying land contribute to the contrasting quality of the Umuziwabantu landscape.

Moderate sloped land seems to occupy a more or less horizontal band within the central area of the municipality. Steeper more incised and fragmented land form to the west, south and north-east towards the Umzimkulu River.

Development appears to be more prevalent in areas defined by land ownership and agricultural opportunity of which the traditional authority land occupies this fragmented incised land form.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Mpunzi Drift
Spatial Development Framework 2017/2022
KZN Ezemvelo Protected Areas
Legend
LM Boundary
Places
National Road
Provincial Road
District Road
Local Road
Protected Areas
Stewardship Sites
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
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Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO
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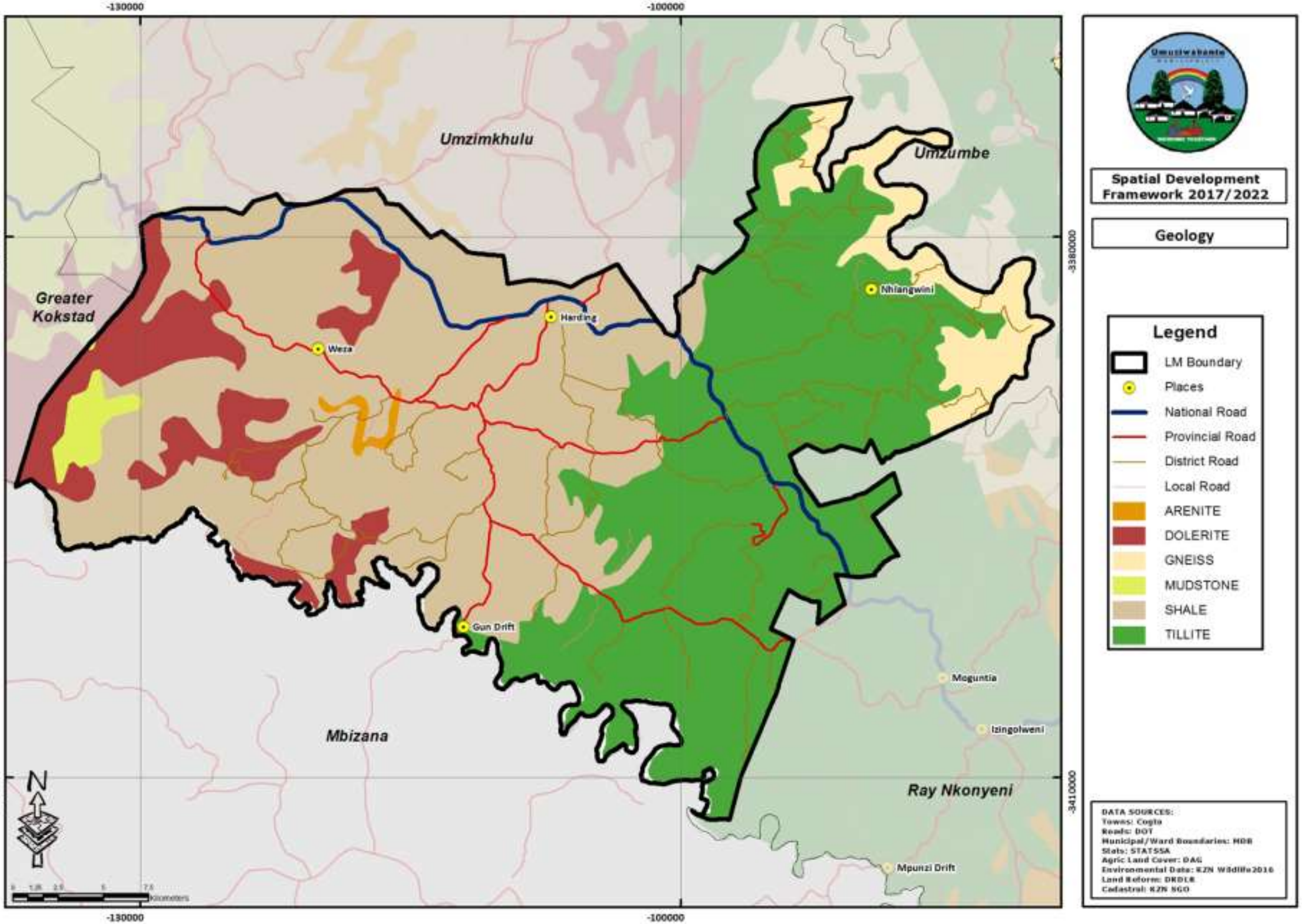
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Geology
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LM Boundary
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National Road
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Local Road
ARENITE
DOLERITE
GNEISS
MUDSTONE
SHALE
TILLITE
DATA SOURCES:
Towns: Cogta
Roads: DOT
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Stats: STATSSA
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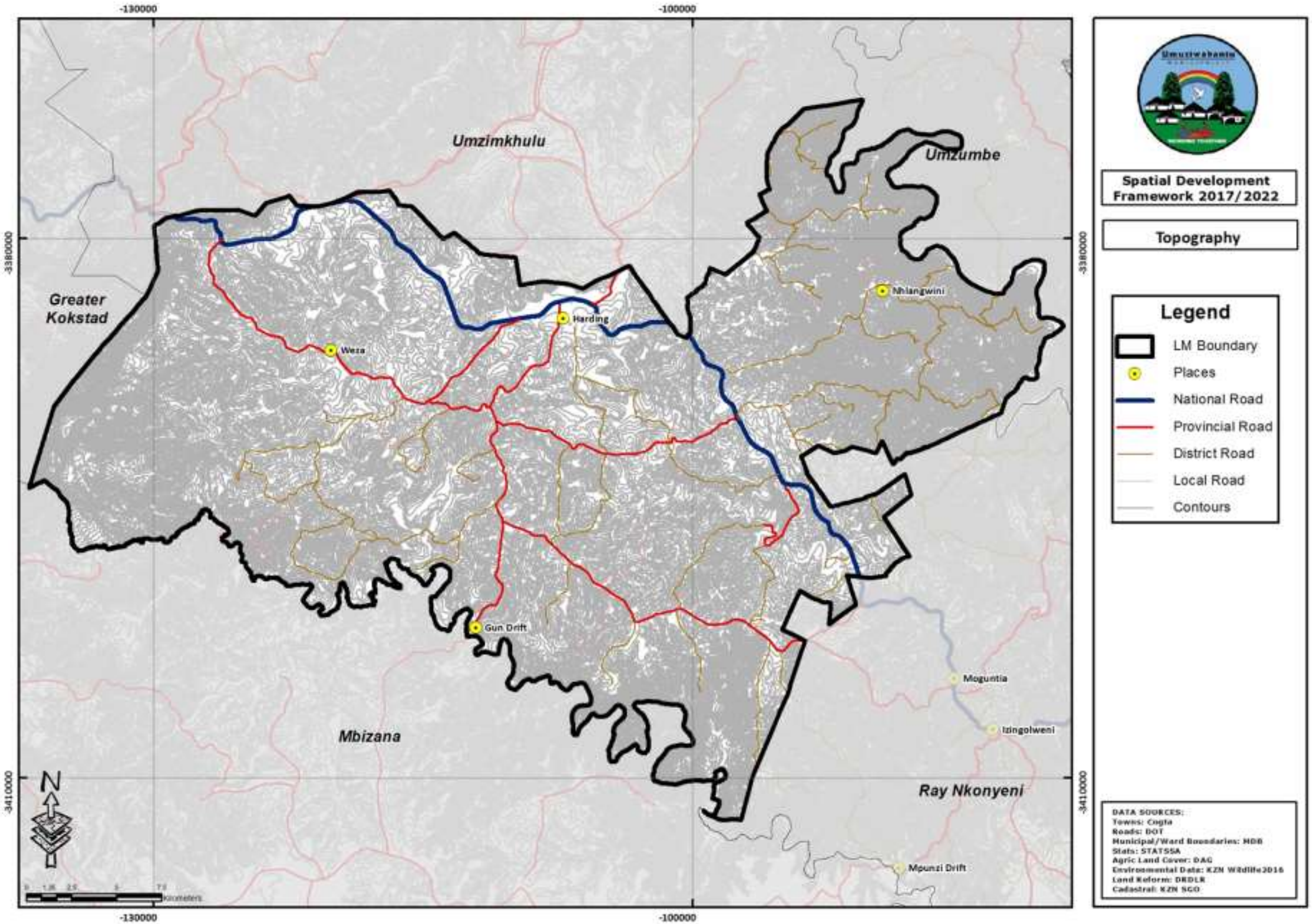
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO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Ray Nkonyeni
Mpunzi Drift
Kilometers
Spatial Development Framework 2017/2022
Topography
Legend
LM Boundary
Places
National Road
Provincial Road
District Road
Local Road
Contours
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO

C.3.4.2 Drainage and Surface Water Features

Water Management Areas

Water Management Areas (WMAs) is divided into several WMAs broadly based on the catchments of large tributaries within the WMA. The total area of the Umzimkulu and the Coastal Mvoti WMA that have been identified as FEPAs 44% of the total Umzimkulu WMA is identified as a FEPA. 27% of the total Coastal Mvoti WMA is identified as FEPA.

Fresh Water Ecosystem Areas

River FEPAs were identified based on rivers that achieve biodiversity targets for river ecosystems, and that are currently in a good condition. River FEPA's status applies to the actual river reach within such a sub-quaternary catchment shown in dark green. Shading of the whole sub-quaternary catchment(s) indicates that the surrounding land and smaller stream network need to be managed and maintained in order for the river reach to remain in good condition (A Driver, JL Nel, K Snaddon et al., 2011)

The locality of freshwater ecosystems (generally within the lowest point in the landscape) makes these resources the receivers of wastes, sediment and pollutants in run-off. This, combined with the strong connectivity of freshwater ecosystems, means that they are highly susceptible to upstream, downstream and upland impacts.

Phase 2 FEPAs were identified in moderately modified rivers (C ecological category), only in cases where it was not possible to meet biodiversity targets for river ecosystems in rivers that were still in good condition (A or B ecological category).

The river condition of these Phase 2 FEPAs should not be degraded further, as they may in future be considered for rehabilitation once FEPAs in good condition (A or B ecological category) are considered fully rehabilitated and well-managed.

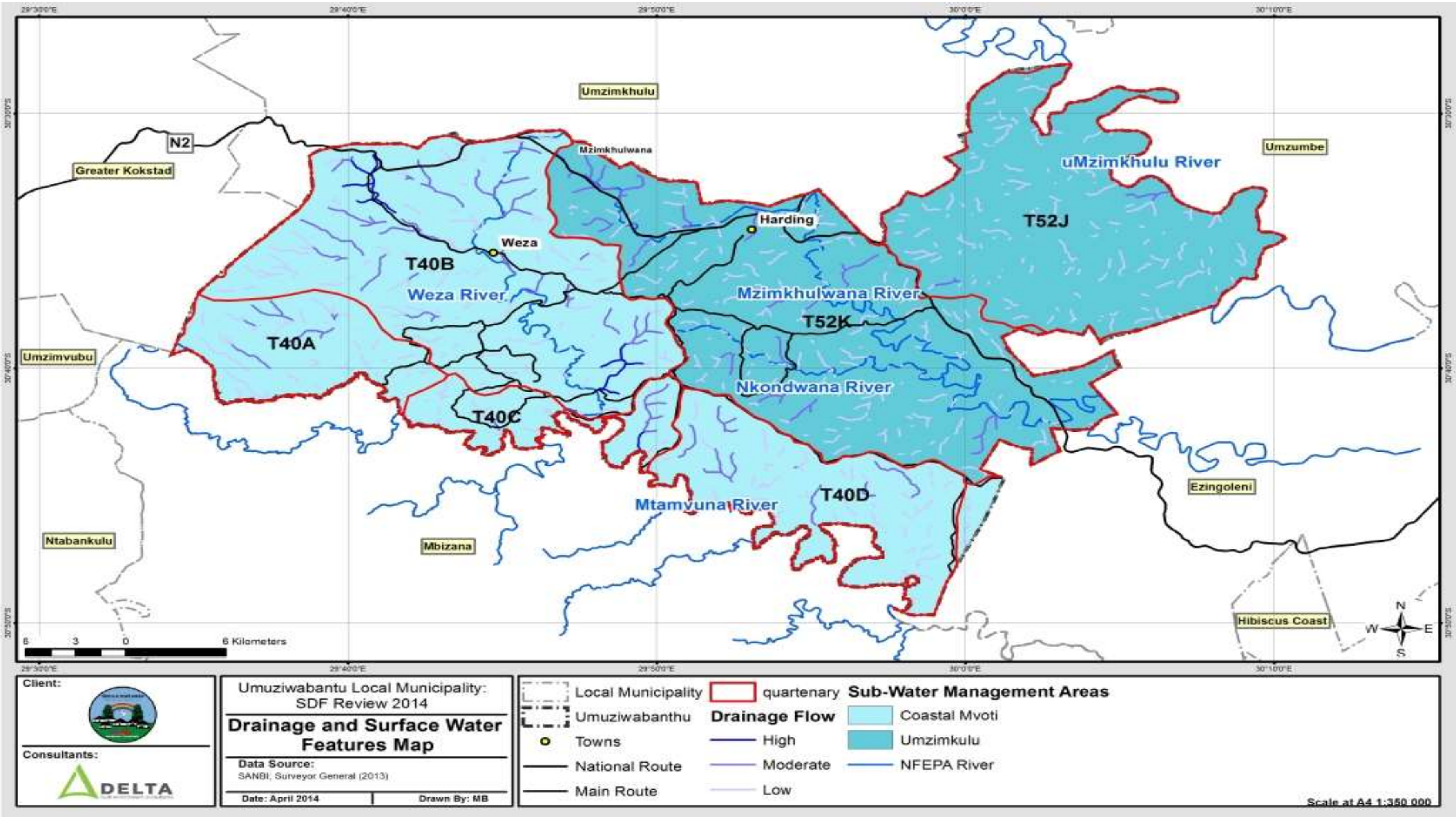
The Phase 2 FEPAs within Umuziwabantu comprise a very small portion on the north-western periphery of the municipality shown in white with diagonal grey lines.

Free-flowing rivers within Umuziwabantu include the Mtamvuna and Mzimkhulu Rivers along the north-eastern and south-western border of the municipal. Free-flowing rivers within South Africa's landscape is extremely rare and is defined as long stretches of rivers absent of major flow alterations e.g. in-stream dams. Free-flowing rivers therefore flow undisturbed from their source to confluence the sea.

These rivers are also identified as Flagship Rivers, which should receive top priority for retaining their free-flowing character as well as their importance to ecosystem processes and biodiversity value.

Table 03: Classification of Rivers (Mvoti to Umzikulu Water Management Area)

KEY AREA	RIVERS	QUATERNARIES	SUMMARY OF ECOLOGICAL GOODS, SERVICES AND ATTRIBUTES	PES 1999*1	KEY CATCHMENT SCALE IMPACTS
Mtamvuna	Weza	T40B	River section is 30 km in extent, and is entirely rural. The lower reach (50%) consists of near continuous rural settlements (scattered, low density households), including evidence of significant informal agriculture near the settlements and on the river banks. Insignificant volumes of groundwater are utilised in the water resources zone, with a potential for future groundwater development.	C	Flow*2 and non-flow*3 related impacts, consisting of extensive forestry occurring in the upper reaches, with a timber mill and rural settlements in the lower reaches. Forestry with poor buffer zones.
	Mtamvuna	T40C	River section is 5 km in extent, and is entirely rural. The river extent shows rural settlements (scattered, low density households), but significant informal agriculture on the river banks. Insignificant volumes of groundwater are utilised in the water resources zone, with a potential for future groundwater development.	B	Non-Flow related activities including small scale subsistence farming, rural settlements and limited forestry in the most upper reaches.
Umzimkulu	Umzimkulu	T52J	River section is 20 km in extent. Extent is entirely rural but with the presence of four townships largely limited to the south bank of the river. There is low presence of informal agriculture in proximity to the townships and along the river banks.	B	Non-Flow: Some afforestation.
	Mzimkhulwana	T52K	River section is 77 km in extent. Extent is entirely rural with the presence of three townships extending along 25% of the river extent. There is evidence of considerable informal agriculture linked to these townships.	D	Some abstraction and various other non-flow activities.
	Nkondwana	T52K	River section is 17 km in extent. Extent is entirely rural but with a significant presence of townships totalling five and accounting for approximately all of the north bank of the river. There is significant presence of informal agriculture in proximity to the townships and along the river banks.	D	Non flow: Agriculture, irrigation (sugar cane), subsistence farming.



Map 008 Drainage and surface water features

C.2.4.3 Wetlands

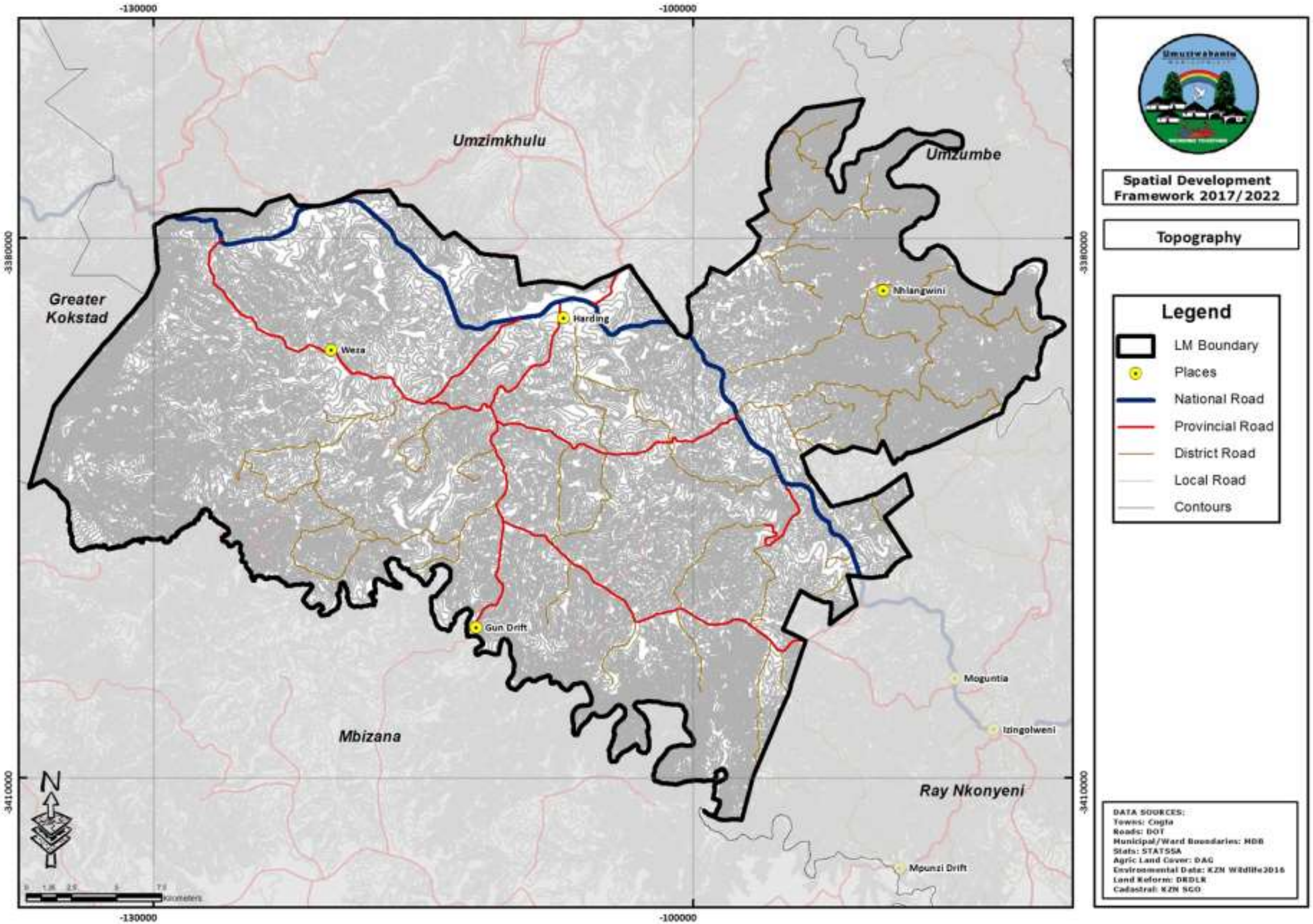
Wetlands of the same ecosystem type are expected to share similar functionality and ecological characteristics. Wetland vegetation groups reflect differences in geology, soils and climate, which in turn affect the ecological characteristics and functionality of wetlands.

The wetland hydrogeomorphic types that occupy the Municipal landscape, and the number of these wetland types within the wetland vegetation groups are indicated in the table below.

VEGETATION GROUP	HYDROGEOMORPHIC TYPES	NO. OF WETLAND TYPE WITHIN VEGETATION GROUP	NATURAL / ARTIFICIAL WETLANDS
Sub-Escarpment Grassland Group 3	Seep	12	6 Natural 6 Artificial
Sub-Escarpment Grassland Group 5	Valleyhead seep	12	12 Natural
	Flat	13	13 Artificial
Sub-Escarpment Grassland Group 6	Channelled valley-bottom	14	14 Artificial
Sub-Escarpment Savanna	Floodplain	13	12 Natural 1 Artificial
	Depression	12	12 Natural

Table 04: Wetland Vegetation Groups and Associated Wetland Types

The locations of the above-mentioned wetlands are shown in **the following map** and have been assigned with points due to the size the various wetlands being too small to depict their distribution throughout the municipal area.


Spatial Development Framework 2017/2022
Topography
Legend
LM Boundary
Places
National Road
Provincial Road
District Road
Local Road
Contours
Umzimkhulu
Umzumbe
Greater Kokstad
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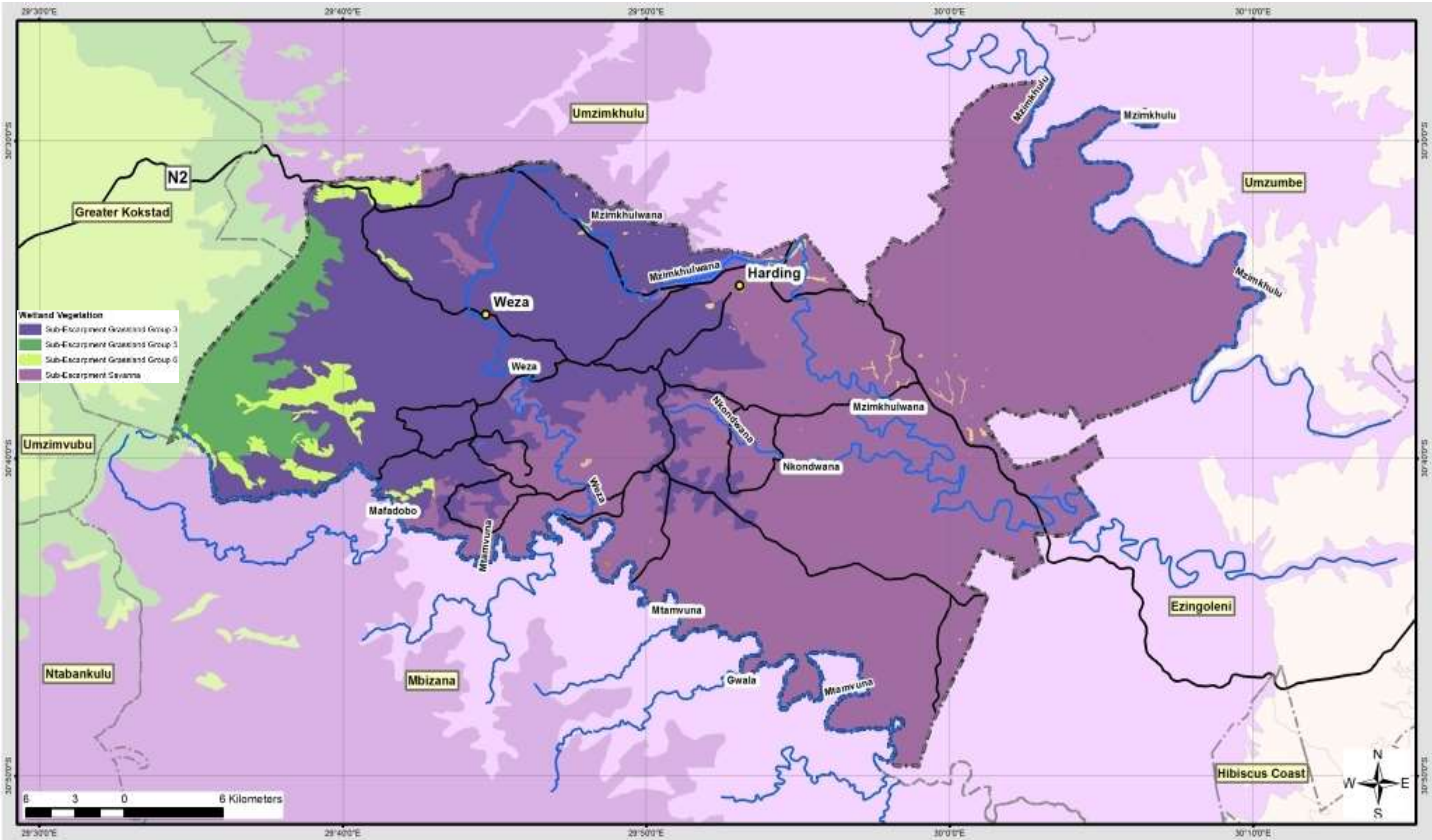
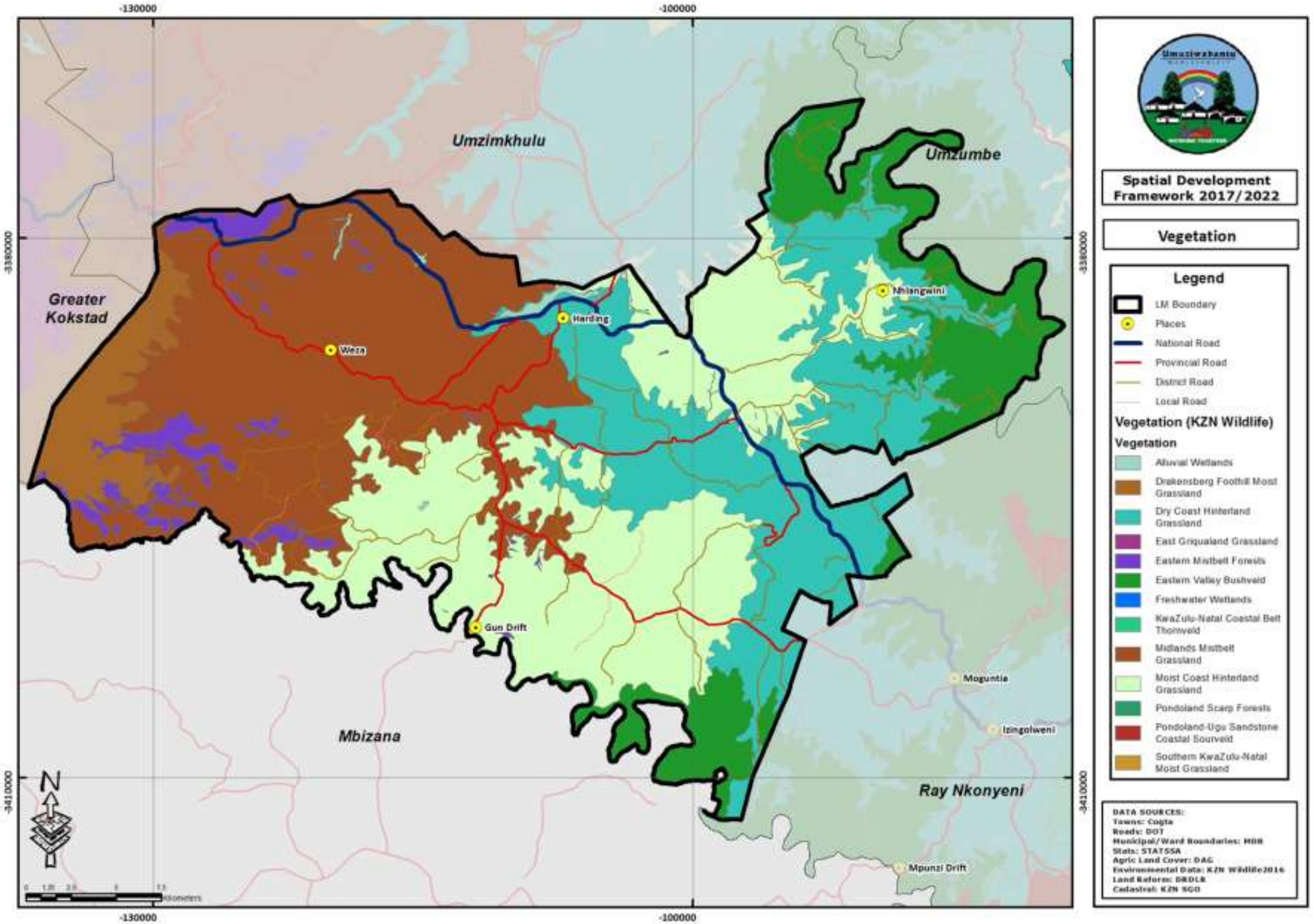
Land Reform: DRDLR
Cadastral: KZN SGO



Map 010: Wetlands Ecosystem Type, Source: SANB

C.2.4.4 Vegetation Types

Umuziwabantu extends over a range of landscapes and habitats as a result of changes in altitude, topography and moisture environments. The high rainfall in the area and the diversity in landscape features have created different moisture environments, which in turn gave rise to a variety of vegetation types. The diversity in vegetation types is shown in the map below.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Spatial Development Framework 2017/2022
Vegetation
Legend
LM Boundary
Places
National Road
Provincial Road
District Road
Local Road
Vegetation (KZN Wildlife)
Vegetation
Alluvial Wetlands
Drakensberg Foothill Moist Grassland
Dry Coast Hinterland Grassland
East Griqualand Grassland
Eastern Mistbelt Forests
Eastern Valley Bushveld
Freshwater Wetlands
KwaZulu-Natal Coastal Belt Thornveld
Midlands Mistbelt Grassland
Moist Coast Hinterland Grassland
Pondoland Scarp Forests
Pondoland-Ugu Sandstone Coastal Sourveld
Southern KwaZulu-Natal Moist Grassland
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO

VEG TYPE NAME	SANBI CODE	BIOME	CONSERVATION STATUS	DISTRIBUTION
Drakensberg Foothill Moist Grassland	GS 10	Grassland	Least Threatened	Gently sloping valley bottoms.
Dry Coast Hinterland Grassland	GS 19	Savanna	**Vulnerable**	Undulating plains and hilly landscape mainly associated with drier coast hinterland valleys.
Midlands Mistbelt Grassland	Gs 9	Grassland	**Endangered**	Hilly and rolling landscape mainly associated with a discontinuous east-facing scarp formed by dolerite intrusions.
Moist Coast Hinterland Grassland	Gs 20	Grassland	**Endangered**	Rolling and hilly landscape.
Eastern Valley Bushveld	SVs 6	Savanna	Least Threatened	Steep north-facing slopes.
Eastern Mistbelt Forest	FOz 3	Forrest	**Endangered**	Low-altitude scarps.
Freshwater Wetlands: Eastern Temperate Wetlands	AZf 3	Wetland	**Vulnerable**	Flat landscape of shallow depressions.
Freshwater Wetlands: Subtropical Freshwater Wetlands	AZf 6	Wetland	**Vulnerable**	Along edges of often seasonal pools in Aeolian depressions as well as fringing alluvial backwater pans or artificial dams.
Alluvial Wetlands: Temperate Alluvial Vegetation	Azo	Wetland	**Vulnerable**	Shallow depressions, often found on old alluvial terraces of rivers.

Table 05: Vegetation Types

C.2.4.5 Land Use and Cover

The extent of the Umuziwabantu Municipal area is 1089.79 km² and constitutes the following broad land uses, extracted from the South African National Biodiversity Institute (SANBI) Land Cover 2008, and is shown in pie chart below.

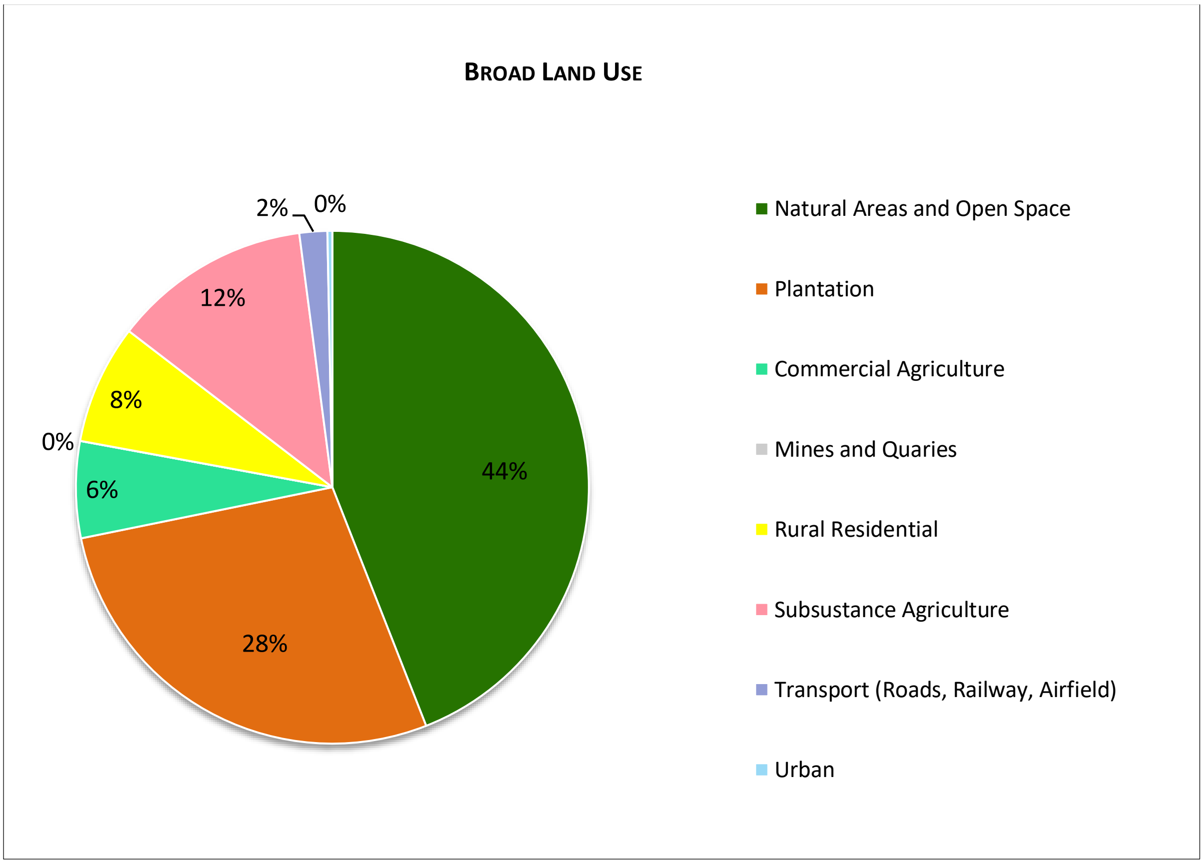
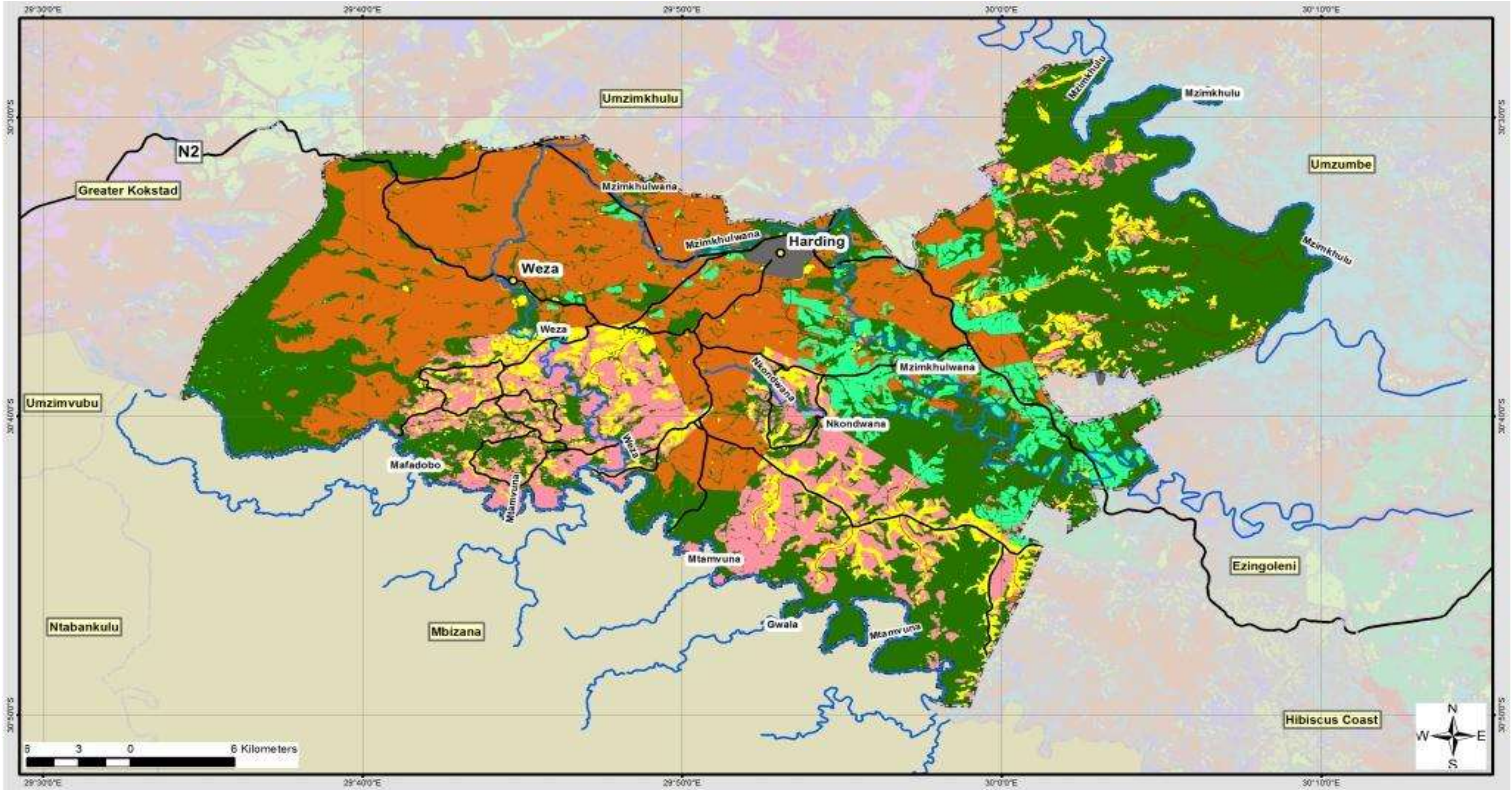


Figure 2 Land Use Cover

Land cover and land use changes often indicate major impacts on biodiversity especially if those changes show the loss of natural habitat due to urban sprawl, cultivation, etc. Different land uses affect the condition of the land and the functioning of associated ecosystems. There is a distinct pattern of land use activities concentrated in specific areas:

Built up dense settlement primarily occurs in the town Harding.
Residential/settlement is scattered across the landscape while the majority of the population congregates towards the south and south-west of the municipality.
With the exception of small-scale sugarcane, limited small-scale banana production and woodlots, the traditional authority areas are generally characterised by subsistence agriculture in the central and southern parts of the municipality.
Large commercial plantations and agri-processing (timber mills and processing plants) are located mainly in the high rainfall areas near and around the Weza forest areas.
Inland areas comprise land generally more available for livestock.
Natural open space is dispersed in between the above land uses and along the outer edges of the municipality.



Map 012: Broad Land Use Extracted from Land Cover, Source: SDF status quo report

C.2.4.6 Land Degradation

Most of the transformation of the landscape formation within the Umuziwabantu has occurred near settlements and agricultural areas. The remaining tracts of natural landscape are clustered in the more isolated and difficult to reach areas such as the Ingeli mountain range to the western regions and steep land to the north-east and south-east.

Land degradation in Umuziwabantu is directly related to settlement patterns, farming and commercial plantation activities. Supplementary factors contributing to land degradation according to the Umuziwabantu Municipality SEA Status Quo Report –include:

- Urban development.
- Rural homesteads shifting cultivation of surrounding land.
- Grazing of livestock.
- Gully erosion based on cattle walking along fixed paths for many years.
- Encroachment of bush into grassland due to land use changes resulting in natural fire regimes being altered, and is particularly noticeable in grassland remnants within sugarcane farms, and in shallow catchment basins.
- Removal of plants for traditional medicines, domestic energy or construction purposes.
- The spread of alien invasive plants associated with areas which have been disturbed, from agricultural to urban or rural areas.

Degradation affects ecosystem processes and place pressures on the livelihoods of people. Over the long-term veld degradation may cause a decline in the nutrient status of the soils, a decline in carrying capacity, reduced areas available for crop production and grazing and inevitably less economic returns.

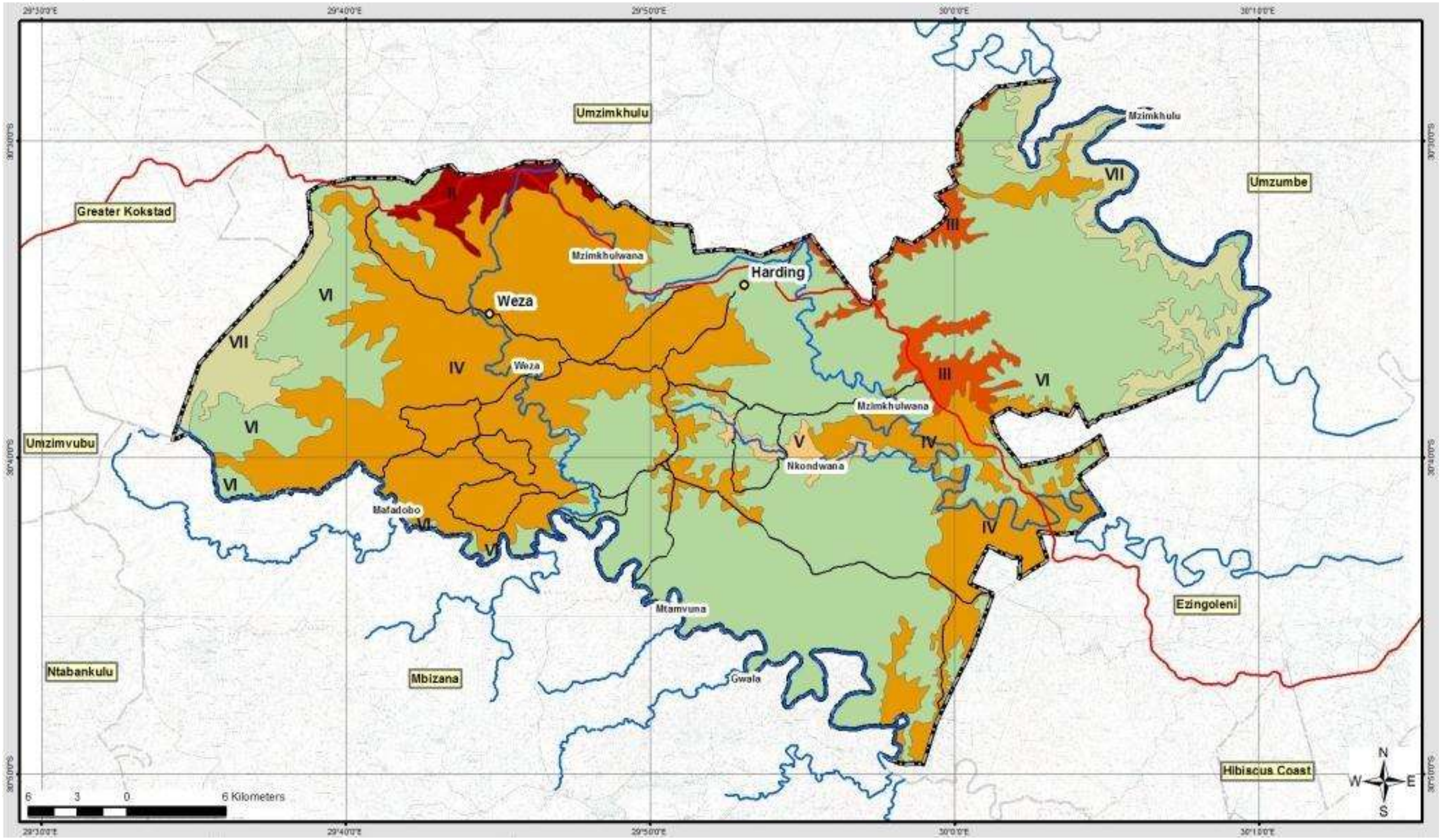
C.2.4.7 Land Capability

The land capability classes involve consideration of:

The risks of land damage from erosion and other causes.
The difficulties in land use owing to physical land characteristics, including climate (this excludes social and economic values).

The land units within Umuziwabantu Municipality are assigned with the land capability class II, III, IV, VI and VII, as shown in the map below**.** It is evident that the inherent potential of the area is low and the risk of land damage is high.

Map 013: Agriculture Land Capability, Source: SDF status quo report



C.2.5 STRATEGIC ENVIRONMENTAL ASSESSMENT SWOT ANALYSIS

A Strategic Environmental Assessment (SEA) was commissioned by the Umuziwabantu Local Municipality (ULM) in partnership with the UGu District Municipality and the KwaZulu-Natal Environmental Authority represented by the Department of Economic Development, Tourism and Environmental Affairs (EDTEA).
Background information about the SEA, the need for the project and the scope of work are included in the *Baseline Report (April 2016).* The SEA project involves four (4) phases:

Phase 1: Project Initiation (end 2015)
Phase 2: Baseline and context (April 2016)
Phase 3: SEA and SEMP (May-June 2016)
Phase 4: Technical finalisation and close out (July 2016)

1.2 Purpose and objectives

The purpose of the SEA is to support decision-making for sustainable development by informing the Municipality's Spatial Development Framework (SDF). The objectives have been defined as follows by the relevant authorities:
1. To enhance the management and conservation of sensitive environmental assets in the municipality;
2. To sustain the continued benefits of ecosystems goods and services provided by vulnerable ecological resources in the local municipality; and
3. To provide an environmental layer of information to the SDF and other spatial plans.

UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	INFRASTRUCTURAL ENVIRONMENT	ECONOMIC	SOCIAL	INSTITUTIONAL
STRENGTHS	1. Plantations afford usage of renewable resources. 2. The climate is excellent for both subsistence and commercial agriculture as well as for tourism development. 3. There are valuable ecosystems services supplied to communities through the large tracts of significant landscape and river coverage 4. The extent of the ecosystems services supplied within the Municipal area is an asset which should be acknowledged and protected from depletion.	1. The road infrastructure in Harding is being upgraded. 2. As part of the roads upgrade, the Municipality is redesigning and reconstructing the drainage system. 3. Eskom's electrical installation program which includes substantial areas of uMuziwabantu is an advantage for attracting investors and new emerging enterprises. 4. The business chamber is taking an active part in lobbying for improvement to the quality of life, infrastructure upgrading, mentorships, improved communication, and for SMME based development.	1. The location of Harding alongside the N2 is strategically important for the development of a number of sectors including tourism, manufacturing and agriculture. 2. Timber plantations of uMuziwabantu are among the largest of the commercial agricultural enterprises of the province and they constitute the pillars of the agriculture sector of uMuziwabantu. 3. The large scale sawmilling of Hans Merensky supplies timber on an international scale. 4. Both agriculture and manufacturing sectors are the large contributors to the GDP of the	1. Harding is a town with some facilities including schools, a library, and a hospital favorable for investors, youth, skills development and environmental education purposes. 2. There are religious organizations across the Municipal area serving to strengthen social cohesion.	1. The Municipality has employed new management and technical staff who are motivated and responsible for infrastructure development 2. The Municipality has established a number of for a addressing the needs of marginalized groups. 3. The enthusiasm of the new IDP Manager and the new Development Planner are assets for the systematic development of a delivery based SEA

UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	INFRASTRUCTURAL ENVIRONMENT	ECONOMIC	SOCIAL	INSTITUTIONAL
	5. There are large tracts of grasslands suitable for grazing in the western sections of the municipality. 6. The municipality has a rich supply of rare bird and plant species. 7. The Black Stinkwood (Ocotea bullata), Assegai (CurtLila dentate) and Sneezewood, (Ptaeroxylon obllqzwm) trees are all utilized as medicinal plant sources and need to be protected from extinction due to excessive bark stripping. 8. uMuziwabantu is one of the few Municipalities with large and significant grassland coverage particularly in the western area. It importance that this ecological resource be carefully studied, ground proofed and managed. 9. The development potential of grasslands is high and places the Municipality at a competitive advantage relative to its neighbors and within the greater KZN area. 10. Within the Red Data range are numerous endangered species of birds and animals which are of concern to Ezemvelo KZN Wildlife and have been mapped for the SEA at a finer grain level.		economy of the Municipality. 5. Existence of a `business forum in the Municipality is an advantage for boosting business-to-business networking and access to other support. 6. Small scales deposits of limestone at Sundlulube Hill on the west bank of the Mzimkulu River in Location 4866 can be used for economically viable development. 7. Viable Dolerite is to be found 4 km east of Harding and it is being exploited Umbogodo Mining Co. – The quarry would need to be environmentally managed. This could be expanded. 8. Granite-derived river sand suitable for use in concrete is available and extractable in replenish able amounts in the bed of the Mzimkulu River north-east of the area at Mvenyane, near St. Conrad Mission about 7km east of Harding. 9. Weathered granite suitable for road building is located in the bed of the Mzimkulu River north-east of the area at Mvenyane. (Would require environmental management of the several borrow pits in the hillsides of the uMzimkhulu river area.) 10. Soils are fertile in the eastern regional of the Municipal area.		implementation process. 4. There is a LED office that coordinates LED and tourism activities 5. The "LUMS enabling Framework" addresses the entire rural area and provides extensive guidelines systematically analyzed by DAEA and agreed to as a sound an environmental base for Land Use Management in 2005. This approach can now be extended to the outdated Town Planning Scheme
WEAKNESSES	1. Heritage sites are being neglected and not accorded the value they deserve. 2. The lack of waste management and sanitations services is a weakness from an	**1.** The Municipality still experiences service backlogs. The majority of the population in the Municipality lack access to clean water, electricity, sanitation and other services. This is particularly pertinent to	1. There is no timber based value chain development or beneficiation within the Municipality. 2. Tourism is not yet addressed and developed to its full	1. High levels of crime. This affects the social fabric and erodes trust which is essential for sustainability based initiatives.	1. Planning is not conducted by registered personnel within the municipality and thus delegated authority for

UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	INFRASTRUCTURAL ENVIRONMENT	ECONOMIC	SOCIAL	INSTITUTIONAL
	ecological perspective because the land, water and air are being polluted. 3. There is a heavy reliance on natural resources. 4. There is a lack of environmental management within the area. 5. There are large tracts of degraded grasslands that need rehabilitation largely in the traditional authority areas. 6. Midlands Mist belt Grassland in the western sections of the Municipality are endangered and in need to protection. 7. Thornveld is endangered and in need of protection in the low-lying area. 8. Indigenous forests in the west arte endangered. 9. The full extent of wetlands is not known or mapped 10. There is development pressure to identify and develop an appropriate cemetery site and a landfill site relatively close to the Municipality and to acquire agreement on the location of the sites. 11. The overgrazing is causing pressure on coastal hinterland Bushveld 12. Desirable grass species i.e. Themeda Triandra and Eragrostis Capencis are very limited. 13. Unpalatable, pioneer species such as Ngongoni (Aristida junciformis) and Mshiki (Sporobolus Pyrimidalus) dominate the veld. 14. Poor veld management poses a	KwaMachi/Isibonda where approximately 30,000 people are without services this restricts investments into the area, constitutes an entry barrier to the market for the emerging businesses and leads to ill health and water borne diseases. **2.** Sanitation services are based on septic and conservancy tanks systems with Mazakhele Township using the VIP system. The "big problem with conservancy tanks are sewage overflows" (2010 IDP). Sewage overflows occur in Harding during the rainy seasons. **3.** High transport costs for existing commercial farmers (timber and cane) since road and railways are in poor condition or simply do not exist is another challenge to be addressed. **4.** Apart from the N2, other main roads such as the Harding/Bizana and the uMzimkulu/ Pietermaritzburg are in poor conditions and need to be improved and repaired. **5.** Local roads are in a poor condition but are included in the infrastructure master plan. Approximately 50% of the roads in the town are in an unacceptable condition. **6.** The topography limits development to high lying flat land east of the forested areas and calls for careful management of the visual impact of development. **7.** Unstable slopes in wet talus material, overlying the bedrock had to be stabilized by a wall held by earth anchors, in the Ingeli indigenous forest, on the N2, about 2km west of the Ingeli Forest Lodge. Similar slope instability associated with seepage continues to affect the R56 road from Umzimkulu to Kokstad, near	potential. Many initiatives are not being capitalized on. 3. The area is characterized by high unemployment rates, the majority of the population especially in the rural areas are without jobs. This remains an inter-sector concern and affects all spheres of the Municipality. 4. There is lack of people with management and technical skills in uMuziwabantu. This means that people from outside the area are employed to fill these positions. 5. The ICT sector is underdeveloped 6. Lack of financial support, mentorship, advisory services and relevant skills. Limits the ability of emerging farmers to succeed in agriculture and other sectors.	2. Drug abuse amongst the youth is of concern within the municipality. 3. There is a high incidence of HIV/AIDS particularly amongst women. (64% women to 36% men 2009) 4. There is a lack of facilities for the aged in the area.	planning approvals is not possible. All applications have to be forwarded to Ugu the Province for approvals. 2. Currently, the old Harding Municipal Area is controlled by an outdated Town Planning Scheme. 3. There is no provision in the old scheme for mixed use and densification. 4. There is no clearly defined urban edge and encroachment into agricultural land is occurring 5. There is no provision for strategic land use development. 6. Current SDF is outdated and confused with the 2002 SDF. The current SDF makes no provision for conservation or ecosystems services as does the 2005 LUMS documents. 7. The current Ugu SDF poses a threat to the uMuziwabantu LUMS work of 2005 and also threatens biodiversity with its "river base buffers". Buffering rives located in extremely steep terrain which nobody can get to is pointless and reveals a lack of empirical knowledge of the area and the daily activities of people in the

UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	INFRASTRUCTURAL ENVIRONMENT	ECONOMIC	SOCIAL	INSTITUTIONAL
	severe limitation to the potential for development of stock farming. 15. Noise and air pollution records within uMuziwabantu are not kept.	Rietvlei for about 83 km to the north of the area. **8.** In Harding, soils are clayey and the water table shallow, these problematic founding conditions need to be managed through building appropriate foundations. **9.** The current landfill site is not licensed, fenced or guarded. The site is not well managed and largely follows the trench method of operation. A detailed Waste Characterisation study needs to be performed as part of a Waste Minimization and Recycling study. **10.** Waste based informal scavengers are not formalised and are interfering with the two daily operational activities of the site.			outlying areas and located predominantly along ridge lines and not in steep, treacherous ravines.
OPPORTUNITIES	1. The Plantations could form the basis of a carbon sequestration process in keeping with the Koyoto Protocol aimed at reducing carbon emissions 1. Alternative energy sources can be investigated with a possible concentration on bio-fuels. 2. There are opportunities for managed sand and gravel extraction for road development. 3. The area has a number of ecological and cultural heritage tourism opportunities that require establishment of a strong marketing system for the tourism product development.	1. Vodacom and MTN cover 90% of the municipal area by cell phone signal and Telkom has introduced the microwave signal technology to the area and provides a telephone service to a number of inhabitants this constitutes an opportunity for the ICT development in the area. 2. There are opportunities for marketing natural and indigenous products, to co-ordinate: “clean ups”, music based education processes and recycling economies of scale. 3. The development of infrastructure to manage storm water runoff and waste removal systems will augment and strengthen the potential attraction process. 4. The dispersal of communities poses an opportunity to harness alternative community	1. There are many opportunities for the diversification of the agricultural sector through the development of niche market products such as organic vegetables, hydroponics, aquaculture, medicinal plants, aloes, essential oils, and woodlots and the use of the sawdust from the Hans Merensky Trust for sustainable agricultural development processes. 2. The business forum can also boost “green business” networking in order to augment the LA21 agenda. 3. The municipality is predominantly constituted with young people with 75% of the population under the age of 34 years. This constitutes a pool of future entrepreneurs	1. Young people are becoming more conscious of environmental management and stewardship and harbor potential leadership skills in this domain. 2. The Hans Merensky Trust uses their land for tourism where possible, for the benefit of surrounding communities. The potential for environmental education in this context needs to be harnessed. 3. Amakhosi are calling for education and training in land use management. 4. The business chamber is calling for communication between and across sectors and on	1. The SEA affords an opportunity to integrate land use management with environmental planning for sustainability 2. The SEA affords an opportunity to rectify the SDF errors and incorporate it into a reviewed IDP 3. The SEA affords the opportunity to develop and EMP which is legally binding if it is advertised correctly for public comment 4. The SEA affords the opportunity to sensitize councilors to the importance of the environment and ecological education.

UMUZIWABANTU SEA: SWOT ANALYSIS					
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	Opportunities vary in nature and include the Weza Forest, the Oribi Gorge nature reserve, Harding dam, Weza hiking and 4X4 trails, fishing, curio markets, tribal experience and overnight accommodation, and the Somseu monument. The extensive addition to this list of potential cultural and ecological assets has occurred through the SEA specialist study. Many of the sites in the rural areas were supplied with enthusiasm by the aMakhosi who are keen to see sustainable, culture based conservation and eco-tourism product development. 4. Existence of vast tracts of land lying vacant run by tribal authorities can be cultivated on a commercial scale to improve agricultural sector. This will add to the carbon sequestration process through trapping of carbon in the soils. In addition, land use management processes can be introduced so that sustainable agricultural practices are initiated. 5. Ngongoni is the habitat for a range of important medicinal plants in the area	based modes of energy development. 5. Snow falls at least once in most years on the high Ingeli range on the western boundary of the area can be used as a tourist attraction.	and that of labour for the investors. 4. The area has a large pool of semi-skilled people available for employment. The development needs to take place to employ these people. This large pool of potential employees can also be mobilized for environmental “clean ups” as has occurred with the assistance of the DAEA education section Ugu Environmental Unit, Ezemvelo Wildlife and the Hunting Association. 5. Timber and variable bee keeping development programmes could be promoted in the uMuziwabantu area with backward and forward linkages to the transport, harvesting and marketing of honey opportunities for community members. The value chain potential for linkages based on ISO 21 processes for sustainable value addition, packaging, labeling and diversification based on” green business” is vast. 6. Given the manifestation of the HIV/AIDS related deaths, the rate of HIV/AIDS became stable with a tendency of decreasing in the Municipality. 7. Opportunities for programmes based on prevention and support for affected and infected people will assist in enhancing a sustainability based approach to this pandemic.	environmental management.	

UMUZIWABANTU SEA: SWOT ANALYSIS					
	ECOLOGICAL ENVIRONMENT	INFRASTRUCTURAL ENVIRONMENT	ECONOMIC	SOCIAL	INSTITUTIONAL
THREATS	1. The five major rivers servicing the Municipal area are endangered and vulnerable (**Mtamvuna, Mzimkulu, Mzimkulwana Nkondwana and Weza).** **2.** The most transformed rivers are the Nkondwana**, Weza and Mzimkhulwana**. They are in areas where the land is transformed. These rivers are under continual pressure and are more likely to exhibit degraded water quality conditions. **The most transformed and vulnerable rivers are the Nkondwana and the Mzimkhulwana Rivers and their tributaries.** 3. There is some air pollution stemming from the Hans Merensky Saw Mill at Weza which needs to be managed. 4. Climatic conditions in the western regions limit the growing of the grass which results in lack of feed for stock during winter months. (Covering fodder with foliage is a sound carbon sequestration practice that can be harnessed to address this climate based threat) 5. In the eastern bushveld region the stock appears is more heavily infested with ticks	1. While Eskom is making substantial progress with regards to rural electrification, the dispersed nature of settlements renders provision of electricity economically unviable. 2. The extension of the Toll road along the coast from Port Edward is another negative issue. This project simply will reduce the number of tourists driving through uMuziwabantu on the N2, meaning that people will drive through without stopping and spending time in the area. Providing for signage which is appropriate will result in the reduction in current signage pollution and harness potential tourism based on eco-tourism opportunities based on fauna and flora, rare and endangered species noted in detail in the status quo report.	1. The level of education in uMuziwabantu local municipality is very low with 30% of people having no school education at all. In certain wards, some official high schools have closed down because of the low enrolments. This constitutes a threat to the future generations as well as to investors. This poses a threat to environmental education programs in the affected areas such as Kwa-Chali and Kwambotho. 2. Businesses have not developed competitive advantages. Competitive advantage based on developing a sustainability approach to projects and programs is possible with a sound SEA. 3. There is a concern about the relocation of the Hans Merensky Mill from uMuziwabantu to the Eastern Cape Province. As the Hans Mill is among the pillars of the manufacturing sector of the area, its relocation will deeply impact on the employment and GDP of the Municipality. A sound business growth and retentions strategy will prevent this and harness sustainability of jobs if managed correctly and with speed.	1. High incidence of HIV infection particularly amongst women	➢ There is a lack of understanding of environmental management issues within council and hence management is not prioritized.

UMUZIWABANTU SEA: SWOT ANALYSIS					
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	than in the Ngongoni veld areas.				

The issues that matter in Umuziwabantu is summarised in the problem framework below. It shows the main problems, potentials and driving forces that reflect the sectoral, environmental and sustainability priorities of the area.

The sections that follow provide a summary of the issues and it supplements the information with comments on information gaps and the desired state (the goal for change or the desired responses) as informed by key policy orientations and/or local stakeholder inputs/needs.

KEY PROBLEMS	KEY SENSIVITIES
ENVIRONMENTAL DEGRADATION *(Natural Resource Use)*	*NATURAL AND CULTURAL VALUES* *(Assets under a conservation status or needing conservation, cultural values, sensitive areas)*
1. Vegetation and veld degradation 2. Degradation 3. Degradation of water resources 4. Terrestrial ecosystem and biodiversity loss 5. Climate Change	1. Landscape Character. 2. Water resources 3. Agricultural land resources 4. Unique biodiversity assets 5. Cultural context and traditional governance systems
SOCIO- ENVIRONMENTAL VULNERABILITY *(Social needs)*	**KEY POTENTIALS** *(Natural and social assets with short, medium and long-term potential)*
1. Poverty, inequality, skills and access 2. Food security 3. Environment hazards **PRESSURES ON RESOURCES** (Social needs and natural resource use) • Timber production and Manufacturing • Commercial and subsistence agriculture • Rural settlements (dense vs rural) • Disordered urban development • Deficient municipal systems and infrastructure • Road network	1. Timber production and beneficiation of timber 2. Agricultural production and agroprocessing 3. Tourism associated with natural and cultural assets 4. Sustainable human settlements 5. Water resources evelopment

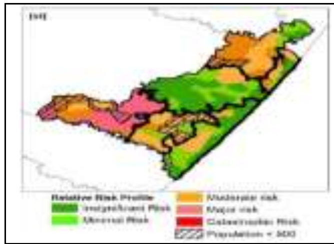
ENVIRONMENTAL DEGRADATION

ISSUE	STATUS QUO (natural resources use)	DESIRED STATE
Vegetation and veld degradation 	Forest/woodland destruction, alien invasive plant infestations and trampling patterns associated with domestic livestock are evident across the study area, while the condition of the veld in some areas is visibly deteriorating. The degradation of natural vegetation (veld) is linked to concerns about high stocking densities, uncontrolled veld fires and/or incorrect veld burning practices. **Information gaps:** Although the land cover data identifies degraded veld, there is very little data available to quantify the rate or the severity of land degradation in Umuziwabantu. No information was sourced on stocking densities, or the frequency and severity of veld fires. There is only very broad-scale data on the distribution of alien invasive plant infestations.	• Promote sustainable use of natural resources. • Implement Land Care projects. • Improve veld management practices. • Eradicate and/or control alien invasive plant infestations. • Address stocking densities. • Improve fire management practices. • Compliance and enforcement of the National Veld & Forest Fires Act (1998). • Improve access to electricity.
Soil Degradation 	Soil degradation patterns are evident across the study area in association with all land uses. It occurs in different forms and varying degrees but water erosive forms (sheet erosion/gully and donga erosion) are the most commonly observed. Non-erosive forms of soil degradation are associated with pollution. **Information gaps:** Although the land cover data identifies certain (extreme) forms of erosion, there is very little data available to quantify the extent, rate or the severity of soil degradation (erosion) patterns	• Avoid areas with high susceptibility to erosion. • Avoid loss of topsoil due to erosion. • Discourage settlements, cultivation and construction on steep slopes. • Address settlement patterns (footpaths). • Address stocking densities. • Improve access to sanitation and refuse collection. • Implement recommendations from the Ugu District Municipality's Integrated Waste Management Plan (2011)
Terrestrial ecosystem and biodiversity loss 	On a regional level there are concerns about water stress in the MVOTI to UMZIMKULU Water Management Area due to the water use being substantially more than the long-term sustainable yields of the resources, and plans are being implemented by the relevant institutions to address this situation. On a local level there are specific concerns about the ecological reserve in the Umzimkulu River Catchment and the availability of water to support further expansion of plantation forestry and irrigation (Aurecon, 2011). The condition of the water resources in the study area generally appears to be in a good condition except for the Nkondwana River which is highly modified and expected to deteriorate primarily as a result of agricultural practices. There are also local concerns about the impacts of sewerage effluent on the pollution levels of the Umzimkulwana River. Changes in the quality of local water resources could also be expected as a result of the indiscriminate use of wetlands, and groundwater contamination in Harding. **Information gaps:** Not much information is available about the conditions of local water resources and/or where local water resources may present hazards to communities. There is no fine-scaled data on the distribution of local wetlands, their quality and/or the state of wetland degradation.	• Avoid further transformation of threatened ecosystems. • Promote land uses that are compatible with biodiversity objectives. • Discourage the further planting of timber in threatened ecosystems. • Promote sustainable use of threatened ecosystems. • Address dispersed (sprawling) settlement patterns. • Develop local open space systems. • Promote eco-tourism.

ISSUE	STATUS QUO (natural resources use)	DESIRED STATE
Terrestrial ecosystem and biodiversity loss 	Significant loss of habitat has occurred over time and there are concerns about the rate of biodiversity loss, ecosystem connectivity and thresholds (i.e. four ecosystems that occur in the area have been listed as threatened and are in urgent need of protection). While the historical transformation of Eastern Mistbelt Forests is a concern, the most significant landscape change has occurred in Midlands Mistbelt Grassland and Moist Ngongoni Veld. The status of transformation informs the terrestrial biodiversity priorities of the area. **Information gaps:** There is no information about the condition of local ecosystems.	• Avoid further transformation of threatened ecosystems. • Promote land uses that are compatible with biodiversity objectives. • Discourage the further planting of timber in threatened ecosystems. • Promote sustainable use of threatened ecosystems. • Address dispersed (sprawling) settlement patterns. • Develop local open space systems. • Promote eco-tourism.
Climate change	The Ugu Climate Change Response Strategy (Aurecon, 2016 In Prep) provides information on the potential meteorological changes that are likely to occur in the region over the next four decades, and the potential impacts this may have on ecosystems, people and the economy. Based on the models used it is estimated that the region is likely to experience changes in surface air temperatures and rainfall patterns; and hot extremes, heat waves and heavy precipitation events may become more frequent. All sectors will be affected. Information gaps: Refer to Ugu Climate Change Response Strategy (Aurecon, 2016 In Prep).	• Implement effective response strategies • Adaptation and mitigation strategies. • Halt land degradation trends and protect natural abatement systems such as floodplains, wetlands and forested valleys that “absorb” the shocks of natural extremes such as floods. • Implementation of terrestrial landscape corridors.
Air Quality	The quality of the air in Umuziwabantu generally appears to be good and there are no major concerns. Some local concerns were raised about the quality of air associated with biomass burning (sugarcane and arson fires) and timber processing in Harding. The Ugu District Municipality Air Quality Management Plan (2013:22) confirms that “Umuziwabantu is associated with the highest number of fires and the highest emissions as a result of biomass burning”. A short-term air quality monitoring study in Harding (Zanokuhle Environmental Services, 2011) has confirmed that ambient concentrations of most monitored pollutants were within South African Ambient Air Quality Standards but could not draw definitive conclusions due to limited sample size. Information gaps: There is no reliable information available to report on the ambient air quality of the area.	• Ensure compliance with the permit requirements of the National Environmental Management: Air Quality Act 39 of 2004. • Implement the Ugu District Municipality Air Quality Management Plan (2013). • Ensure compliance with the National Veld and Forest Act 32 of 1998.

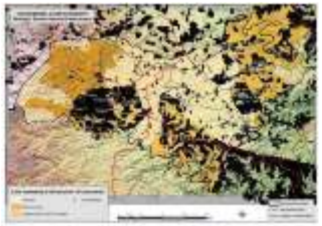
SOCIO-ENVIRONMENTAL VULNERABILITY

ISSUE	STATUS QUO (Social needs)	DESIRED STATE
Poverty, inequality, skills and access 	The current socio-economic profile of the area includes a large growing population with extreme levels of poverty and challenges such as illiteracy, unemployment, HIV/AIDS, access to basic services, and a weak economic base. There are also concerns about issues of tenure and property ownership. Despite key interventions such as social transfers to help increase the income of the poorest, inequality remains high and is likely to grow except if radical measures are employed to create good quality jobs. Human vulnerability is therefore a strategic sustainability concern in Umuziwabantu, and socio-environmental concerns are linked to the fact that the majority of the area's inhabitants: 1. Live on communally-owned land which primarily has low to moderate agricultural production potential and high erosion susceptibility; 2. Depend on natural water sources and dams for their household water needs; 3. Do not have access to waterborne sanitation; 4. Do not have adequate access to electricity and or the ability to afford it and therefore depend on natural resources for their energy needs; 5. Do not have access to refuse collection and therefore dispose of refuse on site; and 6. Heavily depends on natural resources to sustain their livelihoods. **Information gaps:** Nothing is known about the level of environmental awareness in communities.	• Implement municipal programmes. • Strategies to address issues of tenure • Implement environmental awareness programmes in communities • EPIP (green jobs)
ISSUE	**STATUS QUO (Social needs)**	**DESIRED STATE**
Food security 	Community gardens are key features of the rural landscape and most households seem to have access to land for crop production, but it cannot be assumed that subsistence agriculture alone is able to meet household food needs as production levels are not necessarily sufficient and is likely to be largely for supplementary purposes. Given that a large share of the local population is poverty stricken, rural household food insecurity is a key issue of concern. **Information gaps:** The number of individuals that experience inadequate access to food is not known.	• Implement food security projects
Environmental hazards, vulnerability and risks	The *Risk and Vulnerability Assessment* that was undertaken to inform the Umuziwabantu Disaster Management Plan (Aurecon, 2016) have identified the various hazards that are prevalent in the area and which have potential to cause significant harm to the natural environment and/or people's health or well-being. The disaster risk priorities for the area include: 1. Structural and veld fires;	• Implement Disaster Management Plan • Implement effective response strategies (adaptation and mitigation strategies). • Integrate Disaster Management and Climate Risk Management.

	2. Climate-related risks; and 3. Service delivery failure/disruption. The Ugu Climate Change Response Strategy (Aurecon, 2016 In Prep) provides information of the risks climate change poses to Umuziwabantu and its people and gives a spatial overview of the levels of vulnerability, coping capacity and hazard exposure. It rates the area's relative risk profile as 'major' and estimates that that significant climate change impacts are likely to occur over time, compounded by the prevailing socio-economic and environmental factors contributing to overall vulnerability.	• Halt land degradation trends and protect natural abatement systems such as floodplains, wetlands and forested valleys that "absorb" the shocks of natural extremes such as floods.

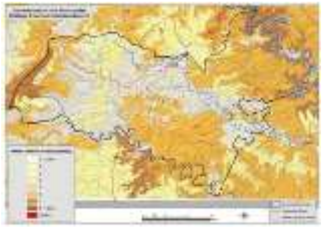
PRESSURES ON NATURAL RESOURCES

ISSUE	STATUS QUO (social needs and natural resource	DESIRED STATE
The production of timber  	The establishment of 'Exotic timber plantations' constitutes the largest land use footprint in the landscape and it has altered approximately 28% (30,937.1 ha) of the land area. The most significant alterations have taken place in Midlands Mistbelt Grassland (approximately 66% or 22,000 ha) while approximately 26% (780 ha) of the Eastern Mistbelt Forests in the area were lost due to timber plantations. The commercial growing of trees for timber has also caused large-scale interception of surface water flow (stream flow reduction) in the catchment. Other related activities from this land use which also contribute to environmental change in the landscape includes: 1. The use of steep slopes for planting of trees; 2. The compaction and/or disturbance of soil through service roads, transport and harvesting; 3. The introduction of alien invasive plant and other species (primarily by accident); 4. The use of chemicals; and 5. Forest fires (primarily by accident). **Information gaps:** No data on existing woodlots were available and local timber manufacturing were not analysed.	• Avoid further transformation of threatened ecosystems. • Improve forestry management practices and adhere to best practice guidelines. • Promote Forest Stewardship Council (FSC) certification.
The cultivation of land 	The cultivation of land for commercial or subsistence production constitutes the second largest land use footprint in the landscape and it has altered approximately 18% (19,850ha) of the land area. Only 6.63% of cultivated land is used for commercial production while the rest (11.58%) is used for subsistence purposes. Commercial and subsistence cultivation activities predominantly occur in ecosystems which have been listed as 'threatened' and on land that is classified as *Category C: Primary Agricultural Land* (i.e. land with a moderate to low agricultural potential), while some subsistence production occurs on land that is classified as *Category D: Secondary Agricultural Land* (i.e. land with a low agricultural potential). The deteriorating condition of the *Nkondwana River* is linked to commercial agricultural practices, while there are some concerns about the appropriateness of management practices to support subsistence cultivation. Agricultural-related activities which contribute to environmental change in the landscape includes:	• Avoid further transformation of threatened ecosystems. • Improve agricultural management practices by adhering to best practice guidelines. • Eradicate and/or control alien invasive plant infestations from river banks and floodplains. • Manage agricultural practices to minimise nutrient and sediment loads in the catchment.

	1. The use of river banks/riparian areas and wetlands for planting of crops; 2. The compaction and/or disturbance of soil; 3. The interception of surface water flow (rain-fed agriculture) and abstraction from water resources for irrigation; and 4. The use of chemicals (fertilizers).	
ISSUE	**STATUS QUO (social needs and natural resource)**	**DESIRED STATE**
Rural residential activities 	Rural residential activities constitute the third largest land use footprint in the landscape and it has partially transformed approximately 10% (11,000ha) of the land area. Extensive, low density and dispersed (sprawling) rural settlement patterns primarily occur on traditional land and are associated with major alterations of Moist Ngogoni Veld and Midlands Mistbelt Grassland both of which have an endangered conservation status. The most significant ecosystem alterations have taken place in Moist Ngogoni Veld (approximately 15% of the total veld type). The fragmented settlement patterns are associated with livestock rearing and grazing, as well as crop production to support livelihoods, and these activities place further pressures on the remaining 'untransformed' vegetation. Tenure plays an important role in how communities live and use land resources. The following activities which are associated with the settlement patterns contribute to environmental change in the landscape: 1. The use of steep slopes for settlements; 2. The disturbance of soil through the movement patterns of people and animals (footpaths and roads); 3. The use of land with agricultural production potential for settlements; 4. The harvesting of natural resources to support livelihoods (including wood for energy); 5. The overstocking of veld with livestock (overgrazing); and 6. The use of natural resources to compensate for deficient access to municipal services.	• Address settlement patterns. • Promote densification. • Discourage settlements and cultivation on steep slopes. • Discourage the use of high value agricultural land for non-agricultural development activities. • Promote sustainable use of natural resources. • Address traditional land allocation system.
Municipal services and infrastructure 	There are significant service backlogs in the area which place more pressures on natural resources and contribute to environmental degradation. Amongst key concerns are: 1. The use of and dependence on natural water resources in the absence of access to piped water; 2. The use of pit toilets and other forms of sanitation that have potential to cause soil and water pollution; 3. The disposal of refuse on site in the absence of refuse collection, also with potential to cause soil and water pollution; 4. Traditional on-site burial practices that may influence water quality if incorrectly located and which contributes to the sterilization of land. The status of waste management in Umuziwabantu was assessed in 2010 and recommendations to manage the environmental impacts of waste are contained in the Ugu District Municipality's Integrated Waste Management Plan (2011).	• Improve access to piped water, especially in areas with hydrological sensitivity. • Improve sanitation standards, especially in areas with hydrological sensitivity. • Encourage environmentally efficient and sustainable alternatives to sanitation options. • Implement recommendations from the Ugu District Municipality's Integrated Waste Management Plan (2011)

ISSUE	STATUS QUO (social needs and natural resource use)	DESIRED STATE
Road Network 	The road network of the area is a key driver of change. Despite the positive effects in terms of connecting communities and facilitating community access to public facilities the rural road network also drives cumulative effects in the landscape. These include habitat fragmentation that restricts the movement of species, impact on downstream watercourses and wetlands due to changes in water flow and water quality; and the dispersal of alien plants. The following activities which are associated with the local road network were flagged as more important issues of local environmental concern: 1. A poor maintenance regime, particularly in the rural areas; 2. The building of (informal) roads on steep slopes and which do not conform to standard engineering practices; and 3. Inadequate erosion and run-off control measures.	• Ensure investment in new roads consider the long-term environmental impacts (including climate change impacts). • Control access roads to individual plots and/or to riverine areas. • Implement erosion control. • Ensure compliance with standards engineering practices.
Urban development activities  	Harding is the primary service area in the region. It includes a concentration of households, important public and economic services, has experienced the highest rate of population growth in the municipal area, and is in a state of decay. While there are a range of activities within Harding that contributes to the transformation of natural processes and to environmental changes in the landscape, the following activities were flagged as more important issues of environmental concern: 1. Uncontrolled illegal dumping on vacant land (especially in the area of the old sewage works site north of Harding next to the N2 road); 2. Uncontrolled developments (such as the scrap-yard opposite the St Andrews Hospital); 3. Private properties straddling a drainage feature / water course; 4. Poor road infrastructure (including poor stormwater drainage and management); 5. Poor sanitation infrastructure (no waterborne sewerage network; most households use a septic tank system) and the uncontrolled disposal of liquid domestic (septic) waste; and 6. Encroachment into agricultural land. Weza is a small 'company' village and an important service node to the timber industry. It includes the Weza Sawmill and residential housing for workers employed in the industry. Information gaps: A full analysis of Harding and/or other nodes were not undertaken.	• Control littering and illegal dumping. • Incorporate the drainage feature in town into open space (zoned for conservation purposes). • Improve stormwater drainage and management. • Identify flood-prone areas and preclude development within vulnerable areas. • Improve sanitation infrastructure and disposal practices. • Implement recommendations from the Ugu District Municipality's Integrated Waste Management Plan (2010). • Implement the proposals contained within the Urban Renewal Framework Plan (2015) with due considerations to statutory environmental

KEY SENSITIVITIES

ISSUE	STATUS QUO (assets under conservation status or needing conservation)	DESIRED STATE
Topography and erosion susceptibility 	The study area's topography varies from high mountains and tall hills in the west where the altitude is approximately 2266m above sea level, to strong undulating plains in the east (about 169m asl). The steepness of the land creates restrictions in terms of development potential, while the erodibility of the soil increases the risk of water erosion, especially in the west within the Ingeli Mountain Range and in the prominent river valleys associated with the Umzimkulu and the Mtamvuna Rivers. The land in wards 4, 5 and 6 are also very susceptible to water erosion. The risk of topsoil loss by wind erosion is less significant than the risks associated with water but the drier areas in the north-east of Umuziwabantu can easily be affected by wind erosion. Areas with weak vegetation cover, low soil moisture and/or with extensive settlements are more susceptible to erosion in the landscape. **Information gaps:** The extent and/or severity of land degradation were not taken into account in determining erosion susceptibility.	• Avoid unnecessary interference with the character and functionality of the landscape. • Prevent adverse land transformation. • Implement restrictions on slopes that can be cultivated. • Discourage activities that would cause significant erosion in the landscape. • Promote reclamation of degraded land.
Agricultural resources 	The capability of the land to produce food are broadly categorised into groups that indicate the potential and limitations of such land for production. Based on these categories: • The largest part of the area (approximately 50,000ha) consists of land with a moderate to low agricultural potential (Category C) – significant interventions will be required to achieve viable and sustainable food production; • About 39,500ha of the area comprises land with low agricultural potential (Category D) where severe interventions will be required to enable sustainable agricultural production; • There is very little land with moderate to high agricultural potential (Category A and B). In fact just about 5,300ha of the land area comprises these categories of which the majority has already been used for timber plantations, crop production (commercial and subsistence) and rural residential (village) purposes. The broad-scale capability of the land emphasises that, although there is potential for using the land for agricultural purposes, the resource is inherently very sensitive and it would be relatively easy to inflict damage to the scarce agricultural resources in the area. Inappropriate management practices are very likely to create undesirable changes with potential significant environmental consequences. **Information gaps:** Site-specific circumstances / local soil conditions were not taken into account.	• Protect land with agricultural production potential. • Control the utilization of the natural agricultural resources of the area. • ▯ Promote sustainable agricultural land use practices.

ISSUE	**STATUS QUO (assets under conservation status or needing conservation)**	**DESIRED STATE**
Water resources 	The study area falls within the upper reaches of the Umzimkulu (tertiary catchments T51 and T52) and the Mtamvuna (tertiary catchment T40) – and therefore has an important role to play in safeguarding water supplies to the coastal sub-areas. The undammed Mtamvuna and Umzimkulu Rivers has also been recognised by the National Freshwater Ecosystem Priority Areas (NFEPA) project as spatial priorities for conserving freshwater ecosystems and supporting sustainable use of water resources in the national interest. This has implications for development and in specific for the further expansion of plantation forestry and irrigation. All water resources (including rivers, streams, wetlands etc) are considered sensitive and are protected by law. **Information gaps:** There is no fine-scaled data on the distribution of local wetlands, their quality and/or the state of wetland degradation.	• Implement an integrated water resources management approach to manage the cumulative impacts of land use practices and activities. • Avoid construction of dams in the mainstem Mtamvuna and Umzimkulu Rivers in order to achieve conservation objectives. • Adhere to the management guidelines for specific land-use practices and activities as specified in the Implementation Manual for Freshwater Ecosystem Priority Areas (Driver et al, 2011). • Adhere to statutory requirements when the use of local water resources is proposed.
Ecosystems and biodiversity resources 	There are no formally protected areas in Umuziwabantu (i.e. proclaimed under the National Environmental Management: Protected Areas Act, 2003) but two stewardship sites have been gazetted namely (1) the Weza Protected Environment and (2) the Forest Side Nature Reserve. Areas considered critical for meeting regional biodiversity targets and thresholds (Critical Biodiversity Areas (CBAs) and Ecological Support Areas (ESAs)) have been identified for the study area. These predominantly coincide with the prominent river valleys associated with the Umzimkulu and the Mtamvuna Rivers, while other smaller areas in the landscape have been identified to protect specific biodiversity features and/or habitats. **Information gaps:** There is no information about the condition of local ecosystems.	• Adhere to the land use guidelines as specified in the Ugu Biodiversity Sector Plan (EKZNW, 2014). • Promote land uses and management practices that are compatible with biodiversity objectives.

ISSUE	STATUS QUO (assets under conservation status or needing conservation)	DESIRED STATE
Vegetation and veld degradation 	Forest/woodland destruction, alien invasive plant infestations and trampling patterns associated with domestic livestock are evident across the study area, while the condition of the veld in some areas is visibly deteriorating. The degradation of natural vegetation (veld) is linked to concerns about high stocking densities, uncontrolled veld fires and/or incorrect veld burning practices. **Information gaps:** Although the land cover data identifies degraded veld, there is very little data available to quantify the rate or the severity of land degradation in Umuziwabantu. No information was sourced on stocking densities, or the frequency and severity of veld fires. There is only very broad-scale data on the distribution of alien invasive plant infestations.	• Promote sustainable use of natural resources. • Implement Land Care projects. • Improve veld management practices. • Eradicate and/or control alien invasive plant infestations. • Address stocking densities. • Improve fire management practices. • Compliance and enforcement of the National Veld & Forest Fires Act (1998). • Improve access to electricity.
Soil Degradation 	Soil degradation patterns are evident across the study area in association with all land uses. It occurs in different forms and varying degrees but water erosive forms (sheet erosion/gully and donga erosion) are the most commonly observed. Non-erosive forms of soil degradation are associated with pollution. **Information gaps:** Although the land cover data identifies certain (extreme) forms of erosion, there is very little data available to quantify the extent, rate or the severity of soil degradation (erosion) patterns	• Avoid areas with high susceptibility to erosion. • Avoid loss of topsoil due to erosion. • Discourage settlements, cultivation and construction on steep slopes. • Address settlement patterns (footpaths). • Address stocking densities. • Improve access to sanitation and refuse collection. • Implement recommendations from the Ugu District Municipality's Integrated Waste Management Plan (2011)
Terrestrial ecosystem and biodiversity loss 	On a regional level there are concerns about water stress in the MVOTI to UMZIMKULU Water Management Area due to the water use being substantially more than the long-term sustainable yields of the resources, and plans are being implemented by the relevant institutions to address this situation. On a local level there are specific concerns about the ecological reserve in the Umzimkulu River Catchment and the availability of water to support further expansion of plantation forestry and irrigation (Aurecon, 2011). The condition of the water resources in the study area generally appears to be in a good condition except for the Nkondwana River which is highly modified and expected to deteriorate primarily as a result of agricultural practices. There are also local concerns about the impacts of sewerage effluent on the pollution levels of the Umzimkulwana River. Changes in the quality of local water resources could also be expected as a result of the indiscriminate use of wetlands, and groundwater contamination in Harding. **Information gaps:** Not much information is available about the conditions of local water resources and/or where local water resources may present hazards to communities. There is no fine-scaled data on the distribution of local wetlands, their quality and/or the state of wetland degradation.	

ISSUE	**STATUS QUO (assets under conservation status or needing conservation)**	**DESIRED STATE**
Cultural heritage and landscape values 	The history of Umuziwabantu is not well recorded but an overview of historical events, heritage sites, building with heritage value, and sites that bear significance in the area are available (Martin, 2010). Three landscapes have been identified that may have heritage value: 1. Umzimkulu Complex: A special landscape that offers remote wilderness qualities, remains substantially intact, and contains dramatic topography with incised river valley with steep margins covered by dense bush. 2. Ingeli Mountain Range: Aside from being an important water yield areas, this landscape includes important biodiversity features. 3. Harding Grasslands: A landscape with intact grasslands supporting important threatened species. **Information gaps:** There is not much data available to spatially delineate sensitive heritage 'zones' and /or areas with heritage significance within Umuziwabantu. The only data is in point form and primarily consist of architectural resources in the form of built structures (mostly buildings) which are concentrated within Harding. There is no information about the 'indigenous knowledge systems' of the rural communities in the area.	• Avoid the disturbance of landscapes with potential heritage value. • Protect the landscape character and sense of place. • Improve the spatial information of heritage resources and undertake a landscape character assessment to inform future spatial planning and land use management. • Convert the cultural heritage and landscape values into economic value through tourism initiatives. • Develop an Indigenous Knowledge Systems (IKS) policy for Umuziwabantu.

KEY PRIORITIES

ISSUE	STATUS QUO (assets under conservation status or needing conservation)	DESIRED STATE
Timber production and beneficiation of timber products	The potential for expanding commercial timber plantations are primarily restricted by the availability of water in the Umzimkulu Catchment. Although no more Water Use Licenses are being issued for commercial production, provision has been made to accommodate community timber woodlots for Historically Disadvantaged Individuals. However, the potential for woodlot development in this study area is 'low to medium' (Aurecon, 2011) and it is not known how many hectares of timber land can still be accommodated. The potential for planting of trees will also be restricted by the presence of threatened ecosystem types. There is significant potential for the beneficiation of timber products. **Information gaps:** No data on existing woodlots and/or plans for expansion of the small-scale timber industry in the study area was available for this study. The timber manufacturing sector was not assessed.	• Optimise the existing timber potential whilst protecting biodiversity assets. • Promote beneficiation of timber and the manufacturing of timber-related products to stimulate the local economy. • Consider the opportunity costs associated with expanding small grower timber plantations. • Improve the information base. • Ensure that the Municipality's LED Strategy takes cognisance of the land use restrictions for expansion of the industry.
Commercial agricultural production and agro-processing	The availability of Category C land for advancing agricultural development was briefly calculated from the land cover data. It shows that just more than 50,000ha of land falls within Category C (this excludes built-up areas), and that: • Timber production has already used 46% of the agricultural potential; • Crop production (commercial and subsistence) used about 17% of the potential; and • Just over 9% of this type of agricultural land has been used by rural residential (village). If bare rock and indigenous forest land is excluded from these calculations it leaves roughly about 12,465ha or just about 24% of Category C land that may be used for agricultural purpose. However, given the threatened ecosystem status of land that coincides with Category C, the need to protect these ecosystems, and other factors that may limit the exploitation potential of land, it is more likely that the amount of land that could practically and sustainably be used for agricultural production purposes is less than half of that theoretically available (i.e. < 6000ha). These types of	•

	calculations underscore the need for more localised information to confirm the extent and production potential of the land and to help protect high value agricultural land as one of the scarcest commodities of the area.	
ISSUE	**STATUS QUO (assets under conservation status or needing conservation)**	**DESIRED STATE**
Developing Harding into a more ordered and regulated urban node 	The Municipality's SDF (ULM, 2015) underscores the potential of Harding as the primary urban settlement node for the area, and proposes a range of interventions to facilitate investment, guide land use planning and management, upgrade and improve regulation of the area. The Urban Development Framework for Harding (COGTA, 2015) which was developed as part of the COGTA Provincial Small Town Rehabilitation Programme also makes proposals for upgrading and developing Harding as the primary node for Umuziwabantu. **Information gaps:** An assessment of the drainage feature in town and/or the extent of the proposed open space system were not undertaken.	• Implement SDF strategies and interventions to improve the management of Harding. • Implement recommendations from the Ugu DM's Integrated Waste Management Plan (2010). • Implement recommendations from the Ugu DM's Air Quality Management Plan (2013). • Implement the proposals contained within the Urban Renewal Framework Plan (2015) with due considerations to statutory environmental requirements. • Improve the environmental information needed to delineate and manage the open space system to be zoned for conservation
Mining	Drennan, Maud and Partners (2010) confirmed that there are no minerals with major economic potential in the area. Minerals with some potential for exploitation include: 1. Small-scale mining of stone aggregate (dolerite rock) takes places about 4 km east of Harding (Umbogodo Mining Co: crushing and block-making plant). 2. Concrete sand (granite-derived river sand) is present in the bed of the Umzimkulu River and it is reportedly being mined locally and in an unregulated manner. 3. Weathered granite road gravel is available in a number of borrowpits in the lower hillsides of the Umzimkulu River valley. **Information gaps:** Information on the prospecting and/or mining permits for the region was not sourced or mapped.	• Sustainable exploitation of local mineral resources. • Ensure local mining activities are regulated. • Discourage mining in ecologically sensitive areas.

ISSUE	STATUS QUO (assets under conservation status or needing conservation)	DESIRED STATE
Tourism associated with natural and cultural assets.	Umuziwabantu holds cultural assets (history, heritage, indigenous knowledge) and natural assets (places with unique biodiversity features and landscapes) that could be converted to economic value through tourism initiatives. The Municipality's SDF underscores the need to optimise these resources and proposes a range of interventions to promote a range of tourism opportunities and products across the area. However, the lack of spatial information about the natural and cultural assets of the area and the current development trends may detract from the potential that do exist. **Information gaps:** There is not much data available to spatially delineate sensitive heritage 'zones' and /or areas with heritage significance within Umuziwabantu (including landscapes). The only data is in point form and primarily consist of architectural resources in the form of built structures (mostly buildings) which are concentrated within Harding. There is no information about the 'indigenous knowledge systems' of the rural communities in the area.	• Protect the inherent tourism potential of the area through a proactive approach aimed at managing landscape integrity and quality. • Implement the SDF Tourism Development Strategy. • Undertake a landscape character assessment to inform the tourism strategy. • Ensure that the Municipality's LED Strategy takes cognisance of the inherent tourism potential of the area and promote improved spatial information.
Alternative / renewable energy	The Municipality's SDF (2015) identifies the opportunity to develop the local alternative/renewable energy sector with agricultural biomass and waste from the timber production industry and according to stakeholders an application was lodged to develop a biomass energy plant in Harding to utilise sawmill waste. Information gaps: No information about the potential biomass energy plant in Harding.	• Promote renewable energy • LED Strategy
Water resources development	There may be potential for exploiting groundwater resources in the area and for developing storage (dams) in the Umzimkulu Catchment in order to mitigate the impacts of plantation forestry and increased irrigation over time, while also providing surplus yield to boost additional development in the catchment (Aurecon, 2011). **Information gaps:** Data and/or plans for developing the local water resources and/or proposals for the construction of storage dams in the catchments were not considered.	• Improve catchment management before storage (dams) is considered.

ENVIRONMENTAL OPPORTUNITIES TO OPTIMISE RESOURCE EFFICIENCY

a) A good approach would involve focusing on those areas where communities have a high dependency on natural wood resources to fulfil their energy needs and to look for opportunities to replace these with more environmentally-friendly options alternative energy options such as the roll-out of solar for heating. Wards 1, 2, 4, 8 and 9 are good candidates for such measures and it will alleviate the pressures that these communities are placing on the environment.
b) Given the scarcity of water in the landscape all areas can benefit from water harvesting but those wards that do not have adequate access levels and/or where households are still dependent on natural sources could particularly benefit from such measures.

GREEN ECONOMY SECTOR

As the green economy sector is a potential job driver the Municipality needs to start focusing on the emerging opportunities that the environmental sector presents to job creation, amongst others in:

a) Green (renewable) energy creation and green manufacturing;

b) Public employment schemes to support natural resource management; and

c) Environmental programmes including recycling and community cleaning.

The green economy sector must be advanced by:

a) Ensuring that the LED Strategy for the area is updated and that it gives pertinent attention to the green economy sector with a focus on the emerging opportunities that the environmental sector presents to job creation;

b) Taking cognisance of the emerging opportunities to develop the local alternative/renewable energy sector with agricultural biomass and waste from the timber production industry; and

c) Supporting the development of a biomass energy plant in Harding to utilise sawmill waste.

It is in light of the above that the SEA has proposes a green economy sector study to focus on the emerging opportunities that the environmental sector presents to job creation. The study is projected for the 2023/2024 financial year and will amongst others:

1) Investigate opportunities in green (renewable) energy creation and green manufacturing; public employment schemes to support natural resource management; and waste management (recycling and community cleaning);

2) Quantify ‘green job’ opportunities; and

3) Inform the LED Strategy.

CLIMATE CHANGE

The effects of climate change in South Africa are not limited to increased water scarcity in some parts of the country and drastic qualitative changes in the water supply, but extend to losses in biodiversity and rangelands, which impacts in the farming and agricultural sector, as well as possible increases in infectious and respiratory diseases. Climate change will have a significant impact on food availability, food accessibility and food systems stability. Climate change affects the large proportion of South Africa's population who have a low resilience to extreme climate events due to poverty, inadequate housing infrastructure and location.

Climate change affects the decision making processes of the vulnerable poor people in South African communities, such as; where they choose to live and which areas are sustainable for their livelihoods. In some households people survive on subsistence farming as they may not have the opportunities to access formal employment channels neither are they close to any public facilities which could enable them to access employment opportunities. Therefore in such cases subsistence farming becomes a way of life and survival.

However because of climate change, this form of livelihood is mostly threatened leaving subsistence farmers vulnerable to drought or forced to relocate from one area to another, where there is rainfall or access to water in order to survive. In some cases the inability to access potable water forces people to relocate into other areas where water is available. These patterns then directly affect settlement patterns, in terms of where most informal settlements tend to conglomerate within a Municipal area. Furthermore they determine which parts of municipal areas have the most sporadic development of informal settlements despite efforts by planners and local authorities to curb housing backlog and demand. Climate change may also influence the switch from subsistence farming as a form of livelihood to people moving closer to areas in which they can access public facilities or areas of mobility such that they have access to economic opportunities in the market.

Cities are also required to deal with the rising threats of climate change and dwindling resources. These constraints mean that cities that do not plan adequately will face higher costs to residents, a decline in welfare, and reduced economic competitiveness. Preparations for these circumstances typically require decades of forward-thinking development guidance.

The effects of climate change has been experienced in the municipal area both inland and coastal areas over the past few years. The 2022 floods destroying many houses mainly at KwaMachi and KwaJali Tribal area which happened together with the tidal surge destroying a lot of public infrastructure and private property in our Municipal area. The response on the inland has been to rebuild most of the destroyed houses and restoring public infrastructure with latest (soft) engineering requirements. Over the past 10 years the Muncipality has witnessed more than one flash of floods annually which adversely affects our communities. Damage private property and public infrastructure is experienced. Climate change is recognized as the major environmental problem facing the globe. Escalating greenhouse gas emissions contribute towards climate change and will ultimately impact on human health, food security, natural resources, land loss and coastal infrastructure. Climate change embraces far more than temperature change and may include changes in rainfall patterns and the spread of infectious disease such as malaria, increase alien vegetation invasion and loss of biodiversity.

Climate change is likely to cause a number of challenges for Umuziwabantu Municipality, linked to global impacts such as increased temperatures, extreme weather events (e.g. flooding and drought) and climate variability. As such, climate change runs the risk of undoing all of the development gains of the last one and a half decades; climate change adaptation in all sectors will have to become one of the Municipality's top development priorities.

Climate change impacts for the Umuziwabantu may include:

- An increase in the frequency and intensity of floods and droughts;
- A decrease in water availability due to changed rainfall patterns and increased evaporation; this will affect subsistence dry land farmers the most.
- An increase in erosional capacity of river courses, resulting in the loss of more top soil, thus decreasing the agricultural value of land and increasing siltation in dams.
- Infrastructural damage as a result of extreme weather events causing flooding, affecting human wellbeing and safety as well as insurance costs;
- Higher energy consumption due to increased residential cooling load;
- An increase in economic losses due to property damage and decreased tourism revenue;
- An increase in heat-related vector-borne (e.g. malaria) and water-borne (e.g. cholera) illnesses;
- An increase in heat stress, leading to dehydration, particularly for those that reside in the urban areas, as well as children and the elderly;
- Changes in the geographical distribution of plants and animals with extinction of species that are unable to move and an increase in the prevalence of alien invasive species. This will negatively affect the biodiversity of the Municipal Area and the associated goods and services;
- Further loss of critically endangered grassland habitats as they are outcompeted by woody species able to utilize the higher concentrations of CO_2 in the atmosphere.
- A reduction in yield of staple food crops, such as maize;
- Changes in the optimal planting and harvesting dates for crops as well as land suitable for crop production;
- Heat stress increasing livestock and poultry mortality rates;
- An increase in respiratory problems in the Municipal jurisdiction due to a decrease in air quality (e.g. changes in the concentration and distribution of near-surface ozone) and increased dampness; and
- Deterioration of foods leading to increased incidents of food-borne diseases.

The mitigation and adaptation work streams of the MCPP are located in the Energy Office and the Environmental Planning and Climate Protection Department respectively. The issue of energy challenges and demand to reduce use of traditional electricity thereby reducing our emissions as the country is also on the agenda for the municipality. In this regard Eskom has offered second round of distributing energy efficiency globes. The municipality is also exploring ways to switch to energy saving alternatives in its traffic and streetlights as well as all public infrastructures in the municipal area. The use of solar for heating water and lighting is being considered.

Ugu has developed a Climate Change response which states that SDF's provide key entry points for addressing pressing climate change related issues and climate change responsive spatial development planning will be critical to the long terms sustainability of the Ugu DM. Apart from support climate resilient development, failure to take climate change impacts into account could deem municipalities liable for damage and losses resulting from negligent planning decisions. The municipal SDF should consider climate change impacts on the following areas:

- Sensitive, vulnerable, highly dynamic and stressed ecosystems in the municipal area
- Vulnerable neighborhoods;
- Desertification;
- Soil loss;
- Ecologically sensitive areas;
- Drought vulnerable areas;
- Flood risk areas or low-lying areas;
- Infrastructure and facilities in close proximity to the ocean;
- Impact of deforestation and the land use changes that may result from climate change and migration;

Response Options are identified as follows:

- Map vulnerable areas (flood lines, etc.) and implement development bans in highly vulnerable zones;
- Implement land use planning and zoning to avoid building and development infrastructure in hazard prone areas;
- Relocate existing development away from areas of high risks;
- Strengthen building code requirements according to increased risks of flooding, heat waves, intense storms on building and infrastructure development projects;
- Maintain and upgrade drainage systems;
- Consider permeable pavements, green roofs and rain tanks to increase on-site retention of storm water;
- Building regulation to ensure efficiency in all new buildings – monitor and enforce and encourage best practice development;
- Densification of land use through zoning regulations to support high density living and work and mixed use;
- Development preference given to developments on priority nodes;
- Ensure thorough planning reduces incidence of unplanned population and economic growth and ensure contingency for unplanned settlements/growth; and
- "Smart growth" planning—a strategy that highlights high-density, mixed-use, transit-oriented development— also has other goals, such as maintaining open space, farmlands, and other natural areas and directing city resources toward existing communities rather than diverting them to new development in outlying areas.

Climate Change Resilience and Adaptation

Umuziwabantu currently does not have funds to formulate Climate Change Reduction Strategies and to conduct programmes, however, UGU District Municipality does have a District Climate Response Strategy that is in place and services the entire family district.

C.2.6 DISASTER MANAGEMENT

The Municipality has an established Disaster management unit, with the Disaster Management Officer the responsible personnel for this unit. The Municipality has conducted a situational analysis on the state of Disaster Management in the municipality identified the following challenges and proposed interventions:

CHALLENGES	PROPOSED INTERVENTIONS	Progress to date
The municipality does not have an adopted Disaster management Plan	Review of the Municipal Disaster Management Plan	Achieved
For many years, there has been no human resource allocated to facilitate and implement DM activities	Appointment of a Disaster management officer	Achieved
Identified threats identified in the Disaster Management Plan are outdated	Review of DMP and adoption of a DM sector plan.	Achieved
The municipality does not have a Disaster management centre	Sourcing for funding for the construction of a DM centre	In progress. The Land to have been identified, rezoned and approved by Council.
.The municipality has limited human resource.	Review and restructuring of the Municipal organisational structure to include and boost staff compliment in the DM unit.	In progress.
Lack of Disaster response and preparedness	Purchasing of Disaster response vehicles.	Achieved however not yet sufficient.

C2.6.1 Disaster Management Plan

The Constitution of the Republic of South Africa gives everyone the right to a safe environment. In section 24 it is stated that everyone has the right to an environment that is not harmful to their health or well-being.

South Africa is prone to a variety of natural and human-induced hazards, which occasionally lead to loss of property and lives. In the past decade, these hazard occurrences have become more frequent and severe.

The National Government recognised a need to establish an institutional framework that allows for risk prevention and rapid action during an occurrence and has taken certain steps towards this end, such as:

Constitution of the Republic of South Africa Act 108 of 1996

The Constitution of the Republic of South Africa, places legal an obligation on the government to ensure health and safety of its citizens. Section 41 of the Constitution clearly stipulates the principle of co-operative government and inter-governmental relations and specifically requires the three spheres of government to co-operate with one another in mutual trust and good faith by among others, fostering friendly relations; assisting and supporting one another; informing one another of, and consulting one another on, matters of common interest.

Furthermore, Section 41(1) (b) of the Constitution provides that all spheres of government are required to secure the wellbeing of its citizens. Firefighting services is a local government function with concurrent provincial and national legislative competence in terms of Schedule 4 Part B, of the South African Constitution. Notwithstanding the fact that firefighting services are rendered by the local sphere of government, both provincial and national government also have specific roles and responsibilities in terms of the Constitution, 1996.

Municipal Systems Act (Act No. 32 of 2000)

The Municipal Systems Act No. 32 of 2000 requires all municipalities (metropolitan, district and local authorities) to undertake an integrated development in planning process to produce currently relevant IDPs. Section 26 (g) of Municipal Systems Act No. 32 of 2000, requires the IDP to reflect an applicable Disaster Management Plan.

Section 78 stipulates that in case where a municipality decides to provide a service through internal mechanism, it must assess direct and indirect costs and benefits associated with the project, assess municipal capacity and its future capacity to furnish skills, expertise and resources required, as well as re-organisation of its administration and development human resource capacity. In addition, Section 79 states that if a municipality decides to provide a municipal service through an internal mechanism mentioned in section 76(a), it must-

- Allocate sufficient human, financial and other resources necessary for the proper provision of the service; and
- Transform the provision of that service in accordance with the requirements of this Act.

The National Disaster Management Framework (Notice 57 of 2005)

The National Disaster Management Framework provides guidelines for the development of the provincial and municipal disaster management frameworks. The framework classifies disaster management into four Key Performance Areas (KPAs) and three Enablers.

KPA three (3) on “Disaster Risk Reduction” (DRR) stipulates that disaster risk reduction efforts must be included into strategic integrated structures and processes. The risk related information must also be incorporated into spatial development frameworks (SDFs). Projects and initiatives that focus on disaster risk reduction must be included in IDPs to ensure budget allocation.

Policy Framework for disaster risk management in the province of KwaZulu Natal

The National Disaster management framework recognises the diversity of risk and disasters that occur in Southern Africa and give priority to developmental measures that reduce the vulnerability of disaster prone areas. Communities and households. Also, in keeping with international best practices, the national disaster management framework places explicitly emphasis on the disaster risk reduction concept of disaster prevention and mitigation as the co-principles to guide disaster risk management in South Africa, The national disaster management framework also informs the subsequent development of provincial and municipal disaster management frameworks and plans, which are required to guide action in all spheres of government.

Disaster Management Act (Act No. 57 of 2002)

Section 53 (2) (a) of Disaster Management Act No. 57 of 2002 specifies that a disaster management plan for a municipal area must form an integral part of the municipality's integrated development plan (IDP). The plan must:

- anticipate the types of disaster that are likely to occur, in the municipal area and the possible effects;
- place emphasis on measures that reduce the vulnerability of disaster–prone areas, communities and households;
- take into account indigenous knowledge relating to disaster management;
- promote disaster management research;
- identify and address weaknesses in capacity to deal with possible disasters;
- provide for appropriate prevention and mitigation measures;
- establish strategic communication links; and
- facilitate maximum emergency preparedness and response.

Disaster Management Amendment Act 16 of 2015

The section 43 of the principal Act has been amended to clearly line out the role of the local municipalities in disaster management and reads as follows.

"(3) A local municipality must establish capacity for the development and co-ordination of a disaster management plan and implementation of a disaster management function for the municipality which forms part of the disaster management plan as approved by the relevant municipal disaster management centre.

(4) A local municipality must establish a disaster management centre in consultation with the relevant district municipality in accordance with the terms set out in a service level agreement between the two parties, in alignment with national norms and standards."

Municipal Structures Act (Act 117 of 1998)

The Local Government: Municipal Structures Act, 1998 in Section 84 (1)(j) makes provision for powers and functions of district municipality to render firefighting services serving the area of jurisdiction, which includes:

i. Planning, Coordination and regulation of fire services;
ii. Specialised firefighting services such as mountain, veld, and chemical fire services;
iii. Coordination of the standardisation on infrastructure, vehicles, equipment and procedures;and
iv. Training of fire officers.

The Local Government: Municipal Structures Act, 1998 in Section 84(1) (j) read with Section 155(3) (c) of the Constitution, 1996 confers the executive authority for the provision of firefighting services to a district municipality unless an MEC has adjusted the power to a local municipality in terms of Section 85 of the Local Government: Municipal Systems Act, 2000. A district municipality, or in the case of an adjustment of the power to a local municipality by an MEC, must in terms of the Local Government: Municipal Systems Act, 2000 decide on an appropriate mechanism to perform the firefighting services.

Fire Brigade Services Act 99 of 1987

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

In terms of the FBSA, local authorities are allowed to establish and maintain a fire brigade service for the following purpose:

a. Preventing the outbreak or spread of a fire;
b. Fighting or extinguishing a fire;
c. The protection of life or property against a fire or other threatening danger;
d. The rescue of life or property from a fire or other danger;
e. Subject to the provisions of the Health Act, 1977 (Act No. 63 of 1977), the rendering of an ambulance service as an integral part of the fire brigade service;
f. The performance of any other function connected with any of the matters referred to in paragraphs (a) to (e).

White Paper on Fire Services Gazette No.43734

The fundamentals of this White Paper are derived from our Constitution and the relevant post 1994 local government legislation. In addition, and in line with international trends and practices, this White Paper seeks to establish fire safety and prevention as core elements of fire services functions to prevent fires and ensure that precautionary measures are put in place to reduce the likelihood of fires thereby reducing the loss of lives, injuries, damage to property and the environment as a result of fires. Equally important is that this White Paper recognises the critical importance of working with all social partners to deal with factors undermining the ability of fire service to deliver on their Constitutional mandate while improving their performance.

Furthermore, in line with the Back to Basics ‘s pillar on good governance and administration, this White Paper also outlines the various mechanisms must be utilised by fire services to engage with communities especially those whose assets, housing and livelihoods are vulnerable to the risks posed by fires.

The White Paper demonstrate our commitment to reposition the fire services from response-oriented fire services towards a fire risk reduction-based approach, succeed in reducing fire losses in terms of lives lost, cost to the economy, it is crucial to work closely with all our partners and stakeholders including those in the private sector involved in the provision of fire services.

National Veld and Forest Act 101 of 1998

The National Veld and Forest Fires Act, 1998 confers on land owners a responsibility to prevent veld fires through the provision of fire breaks and other means as well as the responsibility to fight fires. To achieve this, mandate the Act provides for the creation of fire protection associations, local authority is required to register and become a member of the association, which is led by the Chief Fire Officer of a municipal fire service. However, should a Chief Fire Officer decline to be appointed as Fire Protection Officer, a member of the fire protection association must be appointed to perform the function.

The Municipality has in place a newly reviewed Disaster Management Plan in place which is being implemented.

C.2.6.2 IDENTIFIED PRIORITY RISKS AND RISK REDUCTION CAPACITY

The Disaster Management Plan identifies the following risks which are prone to the Umuziwabantu Municipal area and Risk reduction and preparedness plans must be developed for all identified hazards as listed below.

- Structural Fires
- Grass Fires
- Lightning
- Strong Winds
- Heavy Rain
- Snow
- Vehicle Accidents
- Drowning in rivers and dams

The structure for risk reduction includes the Umuziwabantu disaster management, the Disaster management Advisory Forum, and the Interdepartmental disaster management committee, the nodal points for disaster management within municipal departments, departmental and municipal planning, risk reduction project teams and preparedness planning groups.

Ongoing capacity building programmes are required to ensure availability of adequate capacity for risk reduction.

The table below depicts the Disaster Management & Fire Services Risk Reduction Programmes to be implemented by Umuziwabantu Municipality.

NAME OF THE PROJECT	BUDGET	TARGETED AREAS	YEAR
Construction of Disaster Management Centre and Fire Station	R 13 000 000.00	To benefit all municipal areas	2024/25
Review of Disaster management plan	R200 000.00	To benefit all municipal areas	2023/24
Procure & issue of fire beaters to fire prone area's	R100 000.00	All municipal wards affected that are prone to fire hazard	2023/24
Capacity building	R50 000.00	All municipal wards affected that are prone to lighting and drought	2023/24
Procurement of Disaster Management Vehicle	R1 000 000.00	To benefit all municipal areas	2024/25

Development of fire Safety Plan (Master Plan)	R500 000.00	To benefit all municipal areas	2023/24
Procurement of 110 lightning conductors	R800 000.00	To benefit all municipal areas	2023/24
Disaster Management response and recovery	R1 000 000.00	To benefit all municipal arears	2023/24
Procurement of 3000 knapsacks	R100 000.00	To benefit all municipal areas	2023/24

The table below depicts the Disaster Management & Fire Services Risk Reduction Programmes to be implemented by Umuziwabantu Municipality by Stakeholders.

NAME OF THE PROJECT	BUDGET	TARGET AREAS	YEAR
Ugu Disaster Management Fire Awareness	n/a	All municipal wards	2023/24
Ugu Environment Health safety awareness	n/a	All municipal schools	2023/24
Ugu water services drought awareness	n/a	All municipal wards and schools	2023/24
Working on Fire – Community Fire Safety	n/a	All municipal wards and traditional councils	2023/24
Ugu EMS Basic First Aid	n/a	All municipal war rooms and traditional councils	2023/24

C.2.6.3 DISASTER RESPONSE AND RECOVERY

Preparedness plans

Preparedness plans have been compiled through a participative process and have been vested in terms of practical execution.

The organizational structure for preparedness within the municipality will include the satellite Disaster Management Centre, the Disaster Management Advisory forum, the interdepartmental Disaster Management Committee, the nodal points for disaster management within municipal departments and Ugu Disaster Management Centre.

The municipal planning groups, preparedness planning groups, joint response and relief teams, recovery and rehabilitation project teams and UGu Emergency Control Centre will also be involved.

The total structure of the municipality, with every member of personnel and every resource can potentially form part of preparedness capacity. Ongoing capacity building programmes will be required to ensure the availability of adequate capacity for disaster preparedness. The Emergency Control Centre once established_will be responsible for operational procedures associated with day to day operational response to emergencies by municipal departments. The Emergency Control Centre and the Disaster Management Advisory Forum will be jointly responsible for the emergency management policy framework and organisation that will be utilized to mitigate any significant emergency or disaster affecting the municipality.

During response and recovery operations the relevant disaster preparedness plans of the municipality will be executed by the disaster management structures.

DISASTER RISK PROFILE

Disaster risk is dynamic. It is driven by a combination of hazard and vulnerability processes, including changing patterns of land-use, infrastructure development/maintenance, urban growth and settlement densification. Similarly, household size and composition, health status and level of livelihood security affect household potential for loss. Some risks, particularly those triggered by climate processes, must be reviewed seasonally prior to the rainy season or hot summer months. Other risks, such as flood risk, require extensive flood hydrology investigations, and maybe undertaken once during a 20-year period. The municipality is engaging with 300 volunteers from all Wards.

Disaster Risk Assessment

Risk Assessment must be undertaken to:

- Ensure that development initiatives maximize their vulnerability reduction outcomes; and Anticipate and plan for known risks or disasters to prevent losses and limit endangering impacts.
- The design and methodology adopted for conducting disaster risk assessment for Umuziwabantu is consistent with the national guideline and standard.
- The Disaster risk assessment must determine the level of risk in Umuziwabantu by; Identifying potential hazards and/or threats assessing the conditions of vulnerability that increase the chance of loss for particular elements-at-risk (that is, environmental, human, infrastructural, agricultural, economic and other elements that are exposed to a hazard, and are at risk of loss);
- Assessing impact and coping capacity
- Determining the level of risk for different situation and conditions setting priorities for action after prioritizing the hazards according to their risk factor; and
- Continuously monitoring capabilities, risk maps and risk scenarios

There are many different methods of carrying out risk assessments. In essence, the disaster risk assessment for the municipality was based on the following methodology:

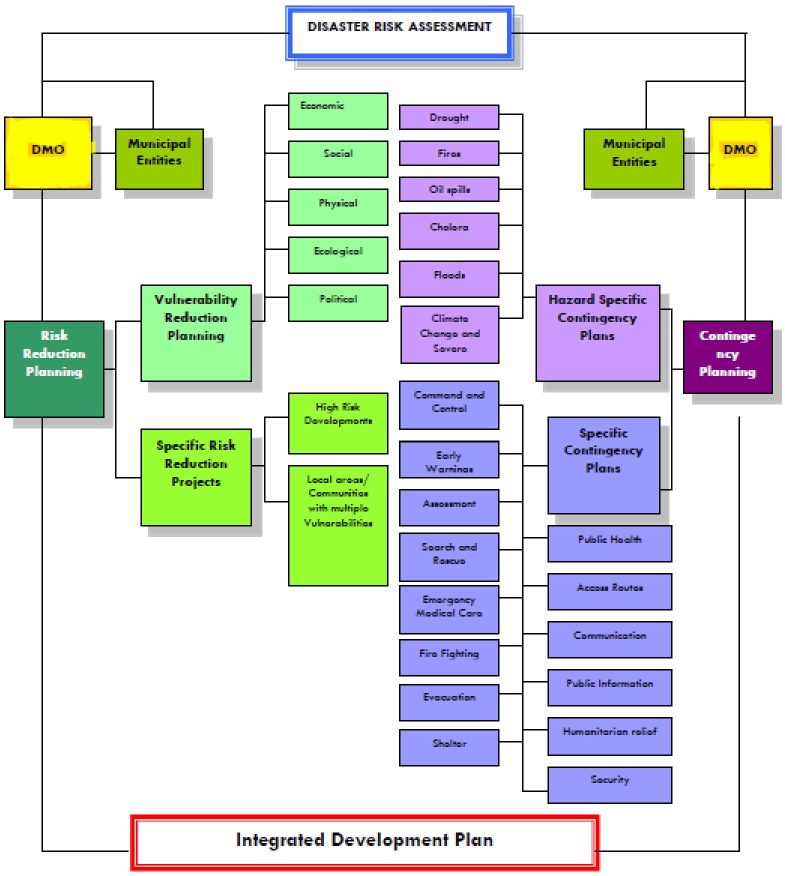
- in future assessments, it may however be necessary to deviate, amend or adapt the methodology depending on the type of hazard being assessed:
- characteristics of the area, infrastructure, service or business concerned
- The urgency of the assessment and,
- The availability of relevant hazard and vulnerability information.

Aim of the assessment is to establish:

- which hazards are the most prevalent in Umuziwabantu jurisdiction
- the frequency with which a significant event or disaster is likely to occur;
- which areas, communities or households are most at risk;
- which hazards (of certain intensities) are likely to have the most profound impact on Umuziwabantu;
- what is the probability of the identified hazards impacting on Umuziwabantu within a given time frame;

- what are the existing conditions of vulnerability and capacity (physical, social, economic and environmental) in the Umuziwabantu area;
- which vulnerabilities could be exploited by the identified hazards (of different intensity);
- what capabilities or resources exist to manage the risk;
- what are the risk priorities of Umuziwabantu;
- how are vulnerabilities being addressed through the Integrated Development Plan projects and other developmental initiatives;
- what other developmental initiatives are necessary to reduce vulnerability and therefore risk in Umuziwabantu;
- Is the risk becoming progressively greater;
- Is the risk undermining development progress in the areas, communities and households it affects and if so,
- Is the management of the risk a development priority

Illustration showing the Disaster Management Planning and Climate Change Framework:



Climate Change Risk Assessment

In many parts of the Republic of South Africa disasters caused by natural hazards have exacted a heavy toll in terms of the loss of human lives and the destruction of economic and social infrastructure, not to mention their negative impact on already fragile ecosystems. Indeed, the period between June 2021 to date witnessed a significant increase in the occurrence, severity, and intensity of disasters. This trend poses a major threat to sustainable development and therefore needs to be addressed by all sphere's government with a sense of urgency.

While natural hazards will continue to occur, human action can either increase or reduce the vulnerability of societies to these hazards and related technological and environmental disasters by focusing on socio-economic factors determining such vulnerability. For example, population growth as well as changing demographic and economic patterns, which have led to uncontrolled urbanization, together with widespread poverty has forced large numbers of people to live in disaster-prone areas and thus increasing vulnerability.

On the other hand, there is considerable scope for the reduction of risk through the application of disaster prevention and mitigation efforts based, for instance, on modern forecasting technology in terms of the development of early warning systems as well as improved land use settlements plans and building practices, provided if societies ensure the application of these practices in a manner consistent with the needs of sustainable development. The Umuziwabantu municipality is not an exception but is also vulnerable to various hazards leading to human and natural made disasters.

The effects of climate change have been experienced in the municipal area both inland and coastal are-as over the past few years. The highlights of such impact were the 2022 devastating severe floods and landslides destroying many houses mainly at KwaMachi Tribal Area which saw a number of roofing structures being blown away, some fallen apart, and some structures collapsing. The response on the inland has been to rebuild most of the destroyed houses and on the coast restoring public infrastructure with latest (soft) engineering requirements. The issue of energy challenges and demand to reduce use of traditional electricity thereby reducing gas emissions as the country is also on the agenda for the municipality. In this regard Eskom has offered second round of distributing energy efficiency globes. The municipality is also exploring ways to switch to energy saving alternatives in its traffic and streetlights as well as all public infrastructures in the municipal area. The use of solar for heating water and lighting is being explored.

Hazard analysis

Hazard analysis helps us to identify the threats and understand their nature and behaviour so that we can plan and prepare for the upcoming disasters in different locations of Umuziwabantu Municipality in the depicted in the table below:

Ward number	Village	Type of incident	Number of incidents	Period
Ward 1	• Ebozana • Enkoneni	Structural fire Strong winds Lightning	02 01 07	2023-2024
Ward 2	• Esikhulu & Esabelweni • Mbotho,Jingintaba • Mkangala	Heavy rainfall Structural fire	03 02	2023-2024

	• Nogaga	Lightning	06	
Ward 3	• Ndakeni,Mkhoba,Emathangini,Phepheni • Mazakhele & Ghost Town	Heavy rainfall Structural Fire	05 02	2023-2024
Ward 4	• Esikhulu & Nyanisweni • Nyanisweni, Esikhulu & Cingweni	Strong winds Heavy rainfall	08 07	2023-2024
Ward 5	• Engwinjini, Mbumbazi & Mbangweni • Engwinjini • Ngedle	Heavy rainfall Structural Fire Lightning	16 01 01	2023-2024
Ward 6	• Nhlanza, Mshisweni, Nyanisweni, Mthentu, Wela, Gangala & Nombengeza	Heavy rainfall	34	2023-2024
Ward 7	• Mfundeni, Ngqolo, Nkungwini & Mkhoba • Nkungwini, Ngqolo & Mkhoba • Ngqolo & Nkungwini • Ngqolo, Nkungwini & Mdansane	Strong winds Heavy rainfall Structural Fire Lightning	27 14 02 07	2023-2024
Ward 8	• Ndakeni, Nhlanjeni, Mkhoba, KwaMbuthuma, KwaNgubelanga, Phepheni, Nxexheba & Gayiga • Mkhoba	Heavy rainfall Lightning	42 01	2023-2024
Ward 9	• Esikhulu, Embizweni, Ngqolo, Nhlanjeni, Mlolweni, Bhudlu, Zwelisha, Estezi & Engeli • Molweni, Estezi, Embizweni & Esikhulu • Estezi, Esikhulu, Nhlanjeni & Engeli • Estezi, Engeli & Mlolweni	Heavy rainfall Strong winds Structural Fire Lightning	71 52 08 36	2023-2024
Ward 10	• Nhlokoyenkomo, Phumza, Mbangweni, Gangala, Bhekene, Ngqungqumeni & Madwaleni • Bhekene & Nhlokoyenkomo	Heavy rainfall	25	2023-2024

		Structural Fire	02	
Ward 11	• Esikhulu • Mazakhele	Heavy rainfall Structural Fire	12 04	2023-2024

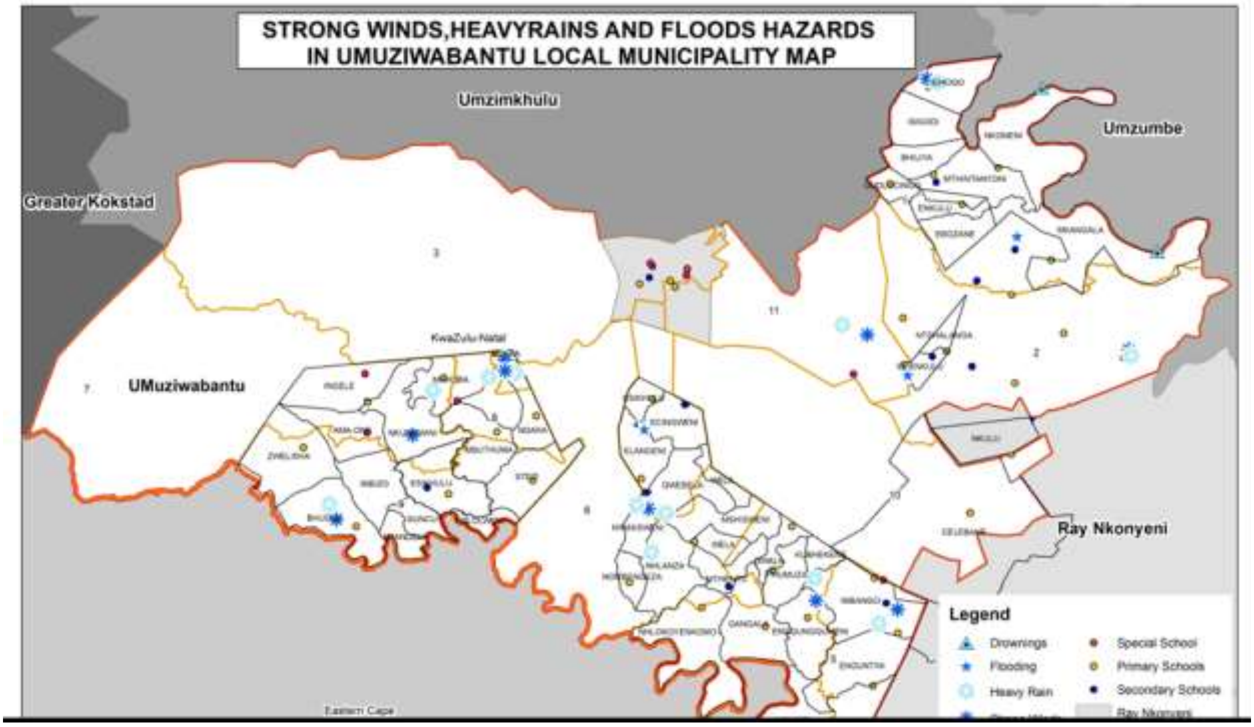
List of priority risks

List of priority risks assist in the process of studying the nature of hazards determining its essential features (hazard, vulnerability, manageability, relative risk ratings and relative risk priority impact on the area) and their relationship (see table below).

No.	***Hazard***	***Hazard Indices***	***Vulnerability Indices***	***Manageability / Capacity to Cope Indices***	**Relative Risk Rating**	**Relative Risk Priority**
		Hazard Rating	**Vulnerability Rating**	**Manageability Rating**		
1.	Heavy Rainfall	9	12	8	13.5	High
2.	Structural Fire	9	10	8	11.3	High
3.	Lightning	9	10	8	11.3	High
4.	Strong Wind	9	9	8	10.1	High
5.	Human Diseases	9	9	8	10.1	High
6.	Veld Fire	9	8	8	9.0	High
7.	Flood	9	9	14	5.8	Tolerable
8.	Road Accidents	9	7	11	5.7	Tolerable
9.	Service Delivery Failure/Disruption	4	7	8	3.5	Tolerable
10.	Overgrazing	4	6	8	3.0	Low
11.	Human Diseases	9	4	18	2.0	Low
12.	Severe Storms: Hail/Snow	1	8	8	1.0	Low
13.	Water Pollution (Surface and/or Ground)	1	8	12	0.7	Low
14	Landslide, Rockfall, Mudflow	9	11	12	0,6	low
15.	HAZMAT Road	1	5	8	0.6	Low
16.	Drought	1	4	8	0.5	Low
17.	Animal Diseases	1	4	8	0.5	Low

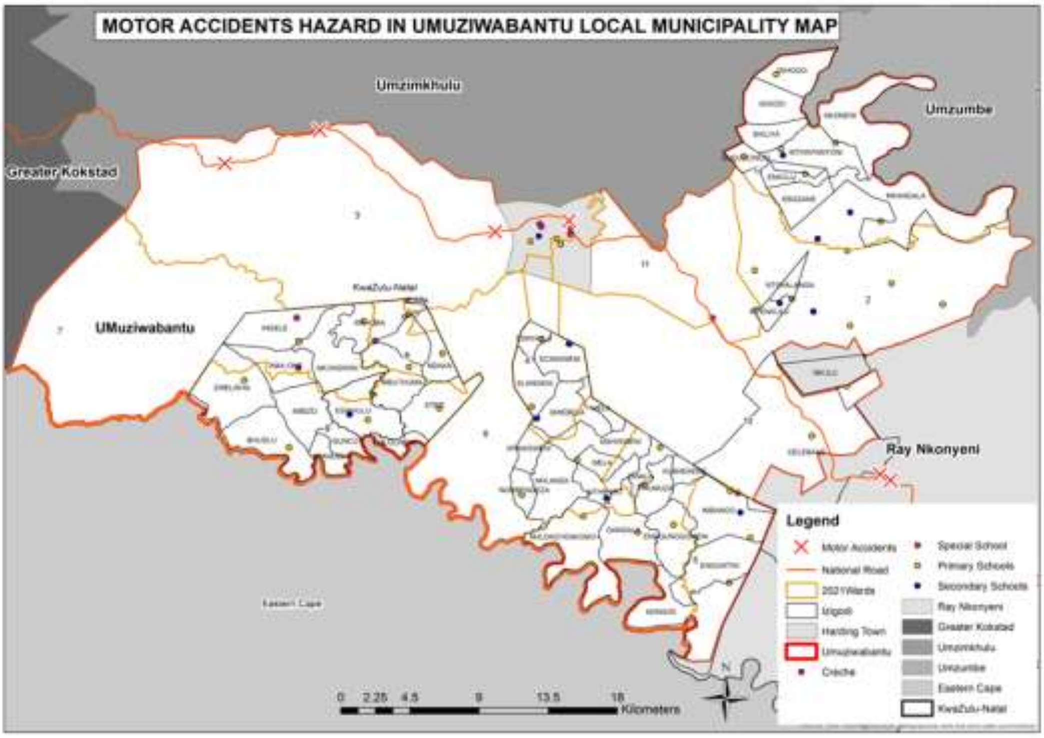
Hazard Maps

Strong winds, Heavy rainfall and Floods

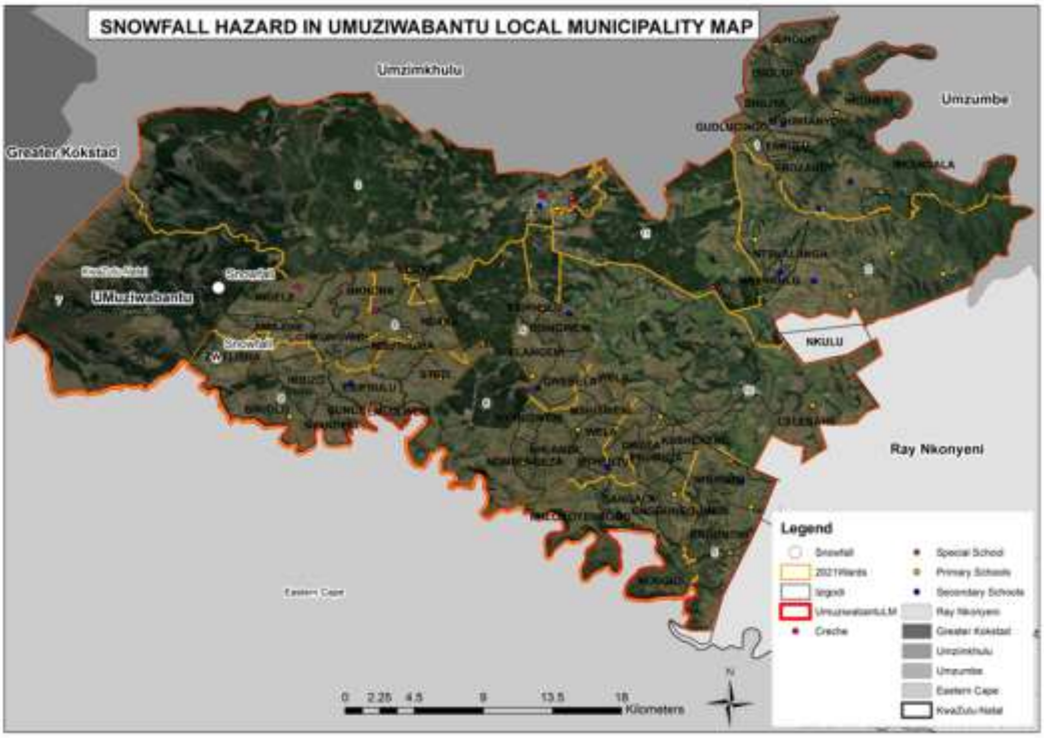


Lightning

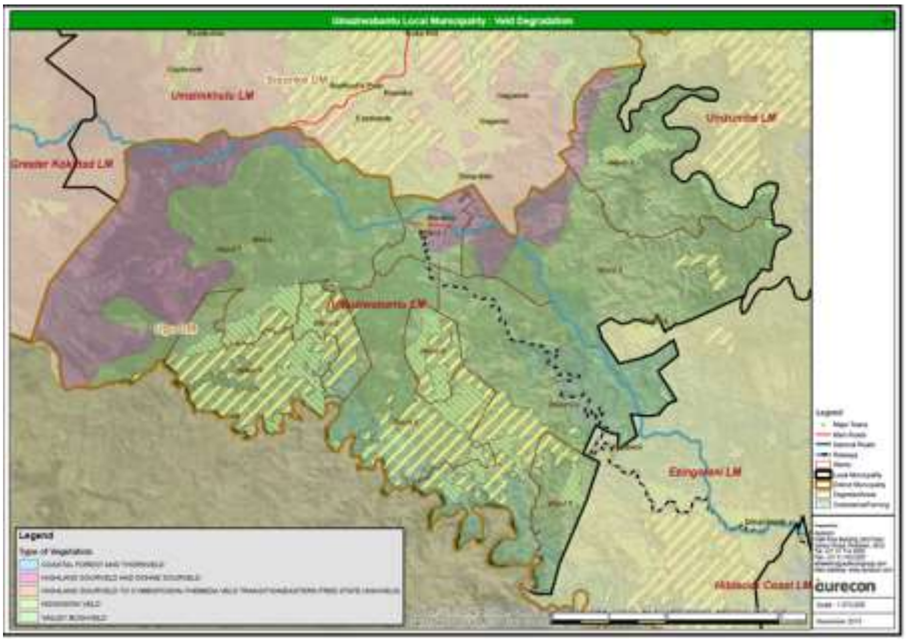
Motor Vehicle Accidents/ Collisions



Snowfall



Environmentally Sensitive Areas



Response and Recovery

- During response and recovery operations the relevant preparedness plans of the municipality will be executed by the disaster management structures.
- Declaration of a state of disaster and disaster classification –
- When a disastrous event occurs or is threatening in the area of the municipality, the DMC/Section will determine whether the event is a disaster in terms of the Act, and if so, the Head of the Disaster centre will immediately, initiate efforts to assess the magnitude and severity or potential magnitude of the disaster, alert disaster management role players initiate the implementation of the disaster response plan and inform the National Disaster Management Sector, KZN Provincial Disaster Management Centre.

C2.6.4 EDUCATION, TRAINING AWARENESS AND RESEARCH

The main objective of the education, training and awareness, is to promote a culture of risk avoidance among stakeholders by capacitating role players through integrated education, training and public awareness programmes informed by scientific research.

The Disaster Management Act states that the following concepts should form the basis of disster management awareness and training.

1) A culture of risk avoidance.
2) Promotion of education and training.
3) Promotion of research into all aspects of disaster risk management.

This is aimed at achieving the following requirements:

1) Address the requirements for the implementation of education, training and research needs.
2) The development of an integrated public awareness strategy.

3) Effective use of the media.
4) The development of education and training for disaster risk management and associated professions.
5) The inclusion of disaster risk management in schools

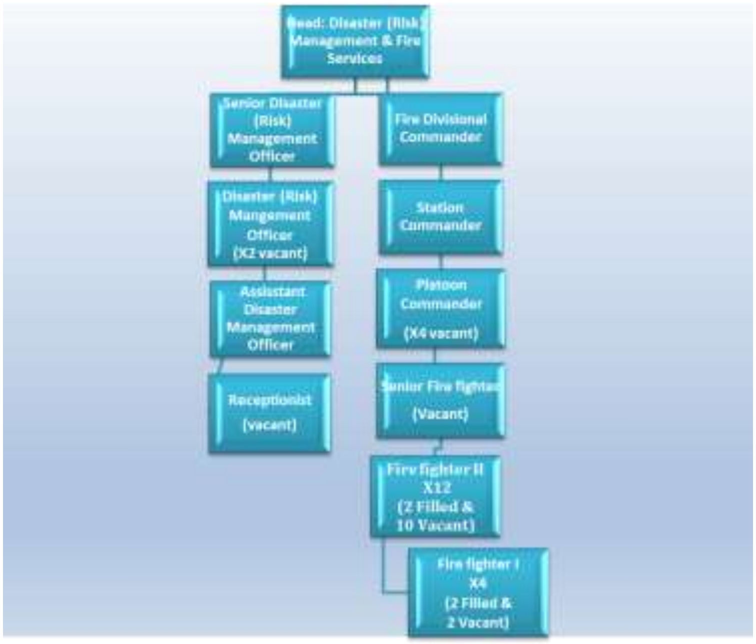
Covid-19 Risk Reduction Programme

Following the outbreak of Covid-19 Pandemic and the declaration of the National State of Disaster thereafter, all organs of state joined forces in the fight against the pandemic and in support of Department of Health. The Disaster Management teams also participated in the programs as highlighted below:

MUNICIPALITY	RNM	UMUZIWABANTU	UMZUMBE	UMDONI
Education and Community Awareness	All Wards	**All Wards**	All Wards	All Wards
Sanitizing of Informal settlements	All	**All**	N/A	All
Cleaning and Sanitizing of Public facilities & Taxi Ranks	All	**All**	All	All
Sanitizing of Shopping centre/Malls	All	**All**	All	All
Contact training	All Wards	**All Wards**	All Wards	All Wards

C2.6.5 DISASTER MANAGEMENT UNIT ORGANISATIONAL PLACEMENT OF THE FUNCTION

The current placement of the Disaster Management and Fire Services Function within the Umuziwabantu organizational structure falls within the Department of Community Services. The Umuziwabantu Municipality’s Disaster Management Office is currently situated at 7 Holman Street in Harding



Placement of Disaster Management and Fire Services unit, adapted from the DM sector plan.

Human Capital

The municipality currently has three people employed in the disaster management unit, namely the Head: Disaster Management and Fire Services, the Senior Disaster Management officer, and Assistant Disaster Management Officer. The municipality must augment the capacity of the disaster management unit whilst the other vacant posts are being filled. The disaster management unit utilizes staff members from the firefighting services. There are four(4) staff members and two (2) vacant post from Fire Fighting Services that conduct other disaster management functions and always request for assistance from the District Disaster Management Centre.

C2.6.6 Satellite Disaster Management and Fire Services Centre

The Umuziwabantu Disaster Management and Fire Services center is not yet established. However, the disaster management staff is utilizing the 07 Holman Street, municipal offices, Harding. When incidents occur, the assessments are conducted, and the assessment forms are kept on A4 lever arch files for filing purposes. The disaster relief that is issued to beneficiaries when disaster incidents occur is stored at Holman stores. There is no dedicated disaster management vehicle within the municipality. In order to augment the capacity of the disaster management unit, a vehicle from other municipal units is used as and when required.

“Umuziwabantu Disaster Management” refers to the department within the municipality which is assigned with the Disaster Management function.

The Disaster Management and Fire Services function of the Umuziwabantu Municipality aims to:

- Prevent or reduce the risk of disasters thus mitigating the severity or consequences of disasters;
- Prepare for emergencies;
- Respond rapidly and effectively to emergencies and disasters;
- Implement post-disaster recovery and rehabilitation within the municipality by monitoring, integrating, co-coordinating and directing the disaster risk management activities of all role players.

A fully established and functioning Municipal Disaster Management Centre (facility) is a key element of this plan. This centre would have to have the appropriate levels of capacities in the form of a facility, vehicles, equipment and personnel.

Umuziwabantu Municipality firefighting services currently has six (6) vehicles on its asset register namely,

- Isuzu KB 250, registration NA7020 with a 500 litres bakkie sakkie that can extinguish grass and veld fire.
- Toyota Land Cruisers (NA7826) with a 500 litres bakkie sakkie that can extinguish grass and veld fire.
- Toyota Land Cruisers (NA7827) with a 1000 litres bakkie sakkie that can extinguish grass and veld fire.
- Grass and Brush fire truck-Mercedes Benz (NA 2769); with a 2500 litres water tank that can extinguish grass and veld fire.
- Water Carrier (NA 8207) 15000 litres to replenish other fire appliances and bakkie-sakkies during fire fighting
- Fire engine 4600 litres of water and 500 litres of foam including Battery operated (heavy duty) vehicle extrication equipment.

As indicated above the municipality does not have a fully fledged Disaster Management and Fire Services Centre. However, the Department has identified a suitable area where the centre will be located and which will also allow for easy access when responding to emergencies with the CBD and surrounding areas.

C2.6.7 Disaster Management and Fire Services SWOT Analysis

STRENGTHS	WEAKNESSES
▪ Appointment of the Manager for Disaster Management and Fire Services. ▪ Appointment of the senior disaster management officer	▪ None availability of Disaster Management Centre and Fire Station ▪ Insufficient institutional capacity for disaster management and Fire Services

▪ Appointment of Fire Services Station Commander. ▪ Appointment of Fire Fighters. ▪ Procurement of Fire Fighting vehicles and advanced rescue equipment. ▪ Procurement of emergency relief material ▪ Participation in the District Disaster Management Forum ▪ Back up support from the neighbouring municipalities and the Ugu District Disaster Management ▪ Ugu Climate Change Strategy in place ▪ Availability of Draft Disaster Management Plan	▪ Non availability of 24 hour centralised communication centre ▪ No By-laws for fire services ▪ No Fire SAFEY Master Plan ▪ Outdated Disaster Management Plan & Risk Assessment ▪ Climate change and Natural Disasters ▪ Budget constraints for Disaster management and Fire Services. ▪ Unauthorised running of veld fires
OPPORTUNITIES	**THREATS**
▪ Establishment of Disaster Management Centre and Fire Station ▪ Provision of sufficient institutional capacity for disaster management and Fire Services ▪ Establishment of 24-hour centralised communication centre ▪ Promulgation of By-laws for fire services ▪ Development of Fire SAFEY Master Plan ▪ Review of Disaster Management Plan & Risk Assessment ▪ Mitigation or adaptation to Climate change and Natural Disasters ▪ Budget constraints for Disaster management and Fire Services. ▪ Establishment of a Municipal Disaster Management Advisory Forum (MDMAF) to facilitate the implementation of all development projects. ▪ Establishment of a Local Inter-departmental Disaster Management Committee (LIDMC) ▪ Creation of a communication link between Umuziwabantu local municipality, the community and the Ugu District Municipality (UDM). ▪ Implementation of a comprehensive Disaster Management Information System (DMIS) ▪ Compilation of appropriate Mutual Assistance Agreements with all the identified role players ▪ Support by other spheres of government (DDRMC, PDRMC , NDRMC) ▪ Engagement in private or public partnership (EPWP & Working On Fire)	▪ Poor compliance of non compliance with the Disaster Management legislations. ▪ Lack of comprehensive understanding of disaster risk management among other stakeholders ▪ Lack of cooperation from other sectors ▪ Loss of lives and properties ▪ Service Delivery protest

Cross Cutting Interventions Key Challenges:

KEY CHALLENGES	DESCRIPTION

1.Climate change	Due to climate change that the municipality occasionally experiences, floods occur leaving behind distraction.
2.Impoverished rural interior	Over 80% of Umuziwabantu is Rural and due to the spatial injustices of the past has resulted in the hinterlands being underdeveloped with minimal amenities
3.Insufficient environmental by-laws	Due to lack of budget, the municipality is unable to develop some environmental bylaws which has resulted to many eyesore activities
4.Time delay to call outs	The municipality currently does not have a disaster management centre not does it have a 24 hour customer call centre
5.Limited Tools	The municipality is operating with very minimal tools. There is shortage of vehicles and other essential working tools
6.Dilapidated & neglected buildings	There are a number of dilapidated & neglected buildings within the municipality which results in the buildings being occupied for illegal activities and further, restricting the municipality's attractiveness to investors
7. Poor enforcement of bylaws	Some community member are failing to comply with the Municipal bylaws and the peace officers within the municipality lack the capacity to enforce on contraventions in this regard

C.4 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

C.4.1 Council committees

Umuziwabantu Municipality is a category B municipality using an executive committee system. The Council has three portfolio committees which are:

- Finance, Budget and Corporate Services
- Planning, Housing, LED and Infrastructure
- Community Services

The municipality also has in place an IDP Forum and a Human Settlement portfolio committee which are as a result of Council resolutions which seek to ensure proper coordination and implementation of these functions.

C.4.1 Municipal Administration

The administration, as appropriately delegated, has a responsibility to support the Council in exercising its powers and functions in the followings ways:

- It has to support the political structures in performing the political functions. These include the Council itself, the offices of the Speaker, the Mayor and the Executive Committee as well as Council Committees.
- It also has a responsibility to support the functioning of community participation structures as required in Chapter 4 of the Municipal Systems Act. These include ward committees.
- Lastly, it has to ensure that services that are incidental to the exercise of the municipality's powers and functions are delivered.

C.4.2 Municipal Institutional Capacity

The municipality has expanded significantly over the past four years, with the addition of two departments within the organisation. This is as a result of an additional two departments which are, the Community Services Department and the Development planning department. This transformation is also as an implementation to coincide with the COGTA regulations released in February 2014, which guide the organisational structuring of municipalities.

Each of the department is unique in terms of its functions and key performance areas.

Internal Departments are as follows:

- Office of the Municipal Manager
- Finance Department
- Community Services Department
- Technical Services Department
- Planning and Development Department
- Corporate Services Department

C4.3 Vacancy rate

The municipality has the following current staff compliment and vacancy rate							
	DEPARTMENT						**TOTAL CORRECT/ CURRENT NUMBER**
	OMM	**CPS**	**Comm. Serv.**	**Technical Serv.**	**Finance**	**Planning & Dev**	
Number of positions in the municipal organogram	21	24	137	52	24	12	**270**
Number of total budgeted positions 2022/23 FY	**20**	**17**	**120**	**44**	**23**	**08**	**232**
Number of filled positions as at 15/05/2022	**18**	**16**	**120**	**43**	**22**	**08**	**227**
No. of total vacant posts	03	08	17	09	02	04	**43**
No. of MM and section 56 / Snr Mgt positions in the m/ organogram	1	1	1	1	1	1	**6**
No. of MM and section 56 / Snr Mgt positions in the m/ organogram filled	1	1	1	1	1	0	**5**
Total vacancy rate							16 %

The table above reflects that Umziwabantu Municipality has a vacancy rate of 16%. The 2021/2022 financial year saw the resignation of 2 Heads of Department positions being filled which has brought stability into the institution. This therefore means that 3 out of 6 Section 54/56 positions have been filled. The geographical location of the municipality has been a contributing factor to the challenge of filling the positions within the Municipality. This results in a low grading which adversely affects the Salary packages which are informed by the category of the municipality. The Director of Technical Services and the Chief Financial Officer positions are both budgeted for in the 2022/2023 Financial year and the Director Planning and Development will be budgeted in the 2023/2024 Financial year due to budget constraints.

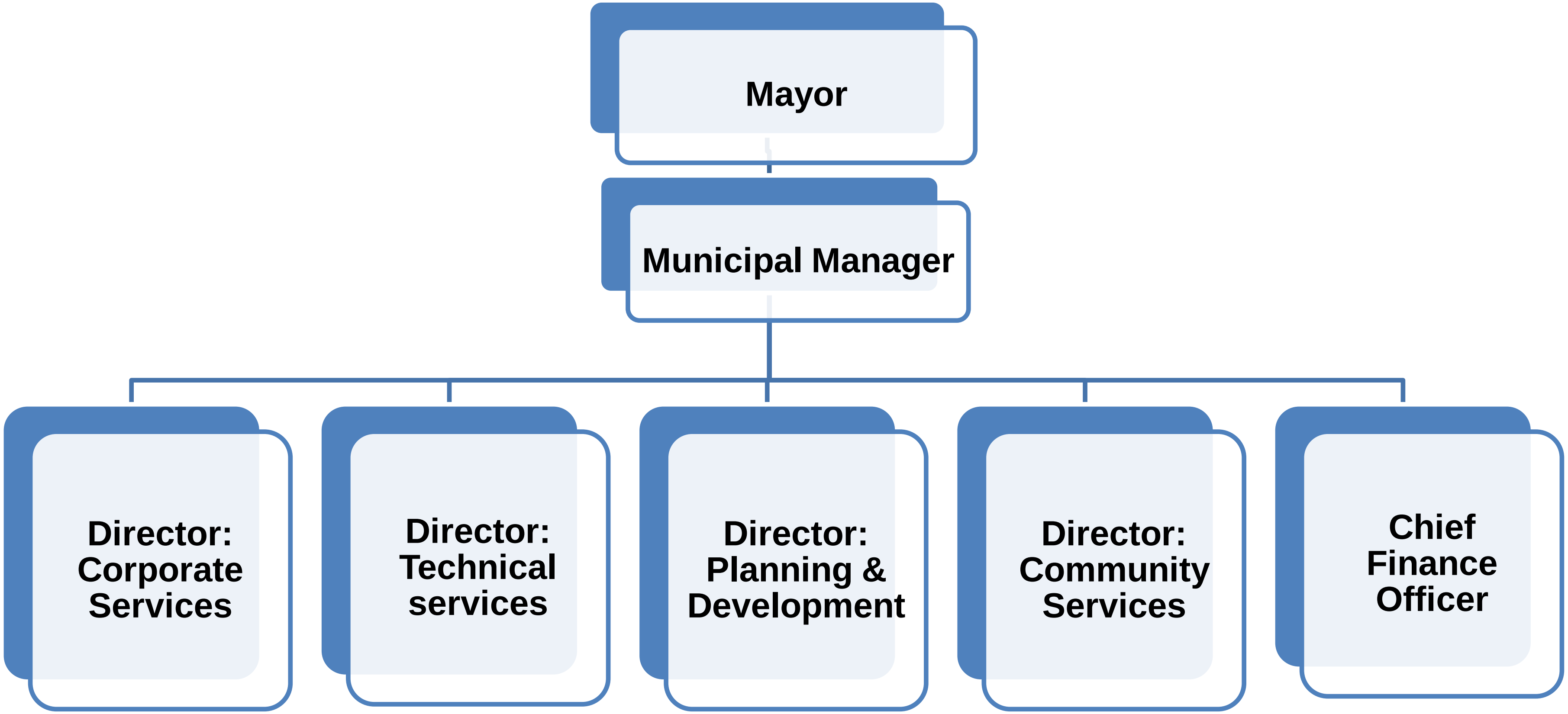
C4.4 POWERS AND FUNCTIONS OF MUNICIPALITY

The following are the powers and functions of our municipality:

- To provide community & citizen services;
- To provide & maintain existing municipal infrastructure to enable service delivery;
- The efficient management of the finances of the municipality based on the MFMA;
- To coordinate strategic planning & governance within the municipality;
- Provide corporate services auxiliary functions of a municipality.

OFFICE OF THE MUNICIPAL MANAGER	FINANCE	COMMUNITY SERVICES	TECHNICAL SERVICES	PLANNING AND DEVELOPMENT	CORPORATE SERVICES
PURPOSE					
Provide leadership to the municipality & support council in fulfilling	The efficient management of the finances of the municipality	To provide social & citizen services	To provide capital & maintain existing infrastructure	To coordinate planning activities of the municipality	Undertake corporate & administrative services
FUNCTIONS					
1. Internal audit 2. Risk Management. 3. Inter-governmental Relations 4. Public Participation 5. Contracts Management 6. Communications 7. Coordination of OSS 8. Sports, Recreation, Arts & Culture 9. Undertake special programs services 10. Municipal Health Services	1. Coordination of budget 2. Expenditure, financial control & reporting 3. Credit management & revenue collection 4. Provide Supply chain management services 5. Provide support & capacity to line functions on budgeting & treasury	2. Traffic &other By-Laws regulation & enforcement 4. Coordinate disaster & Firefighting services 6. Enforcement of municipal By-Laws 7. Facilitate community involvement Refuse removal, dumps & solid waste	1. PM Unit 2. Municipal Infrastructure maintenance 3. Storm water & sanitation management 4. Coordinate electricity	1. Coordinate development of IDP 2. Conduct town & spatial development planning 3. Coordinate municipal By-Laws 4. Facilitate local economic development 5. Coordinate housing development Building regulations & enforcement 6. Organizational performance	1. Provide HR management & HRD services 2. Employee Wellness services 3. Provide Auxiliary services 4. Provide IT services 5. Provide Council support services 6. Provide support & capacity to line functions on HR functions 7. Labour Relations

C.4.5 TOP ORGANISATIONAL STRUCTURE OF UMUZIWABNATU MUNICIPALITY



C.4.6 HUMAN RESOURCE STRATEGY & HR PLANS

The Municipality has developed its Human Resource Plan and was adopted by council on the 28th May 2022. This Human Resource Plan will be reviewed on an annual basis. Human Resources is the most important and expensive resource that the Municipality has and it is, therefore, vital that optimum use of this resource is monitored. The Municipality needs to have the right number, the right competencies and the most appropriate organisational and functional spread of human resources as well as functioning systems and structures that allow it to operate efficiently and cost-effectively. The need for these resources will change over time as priorities and budgetary constraints change, and hence the Municipality needs to update its Human Resource Management, Human Resource Plan every year to ensure its constant relevance. The plan's implementation is measured through the implementation of the SDBIP and monitored through the OPMS and IPMS.

Employment Equity Policy

The Employment Equity Policy (EEP) is a five year plan, in place, adopted by Council in 2021, reviewed after five years or when need arises. The municipality is in a planning phase to review it. Deserving females are considered first than males.

The purpose of the Employment Equity Policy is to provide:

- A framework for implementing the principles of the Employment Equity Act.
- A framework for implementing and monitoring Affirmative Action Programmes.
- Basis whereby in 2023 Umuziwabantu shall have promoted equality, diversity and transformation through elimination of unfair discrimination and the empowerment of designated groups which will reflect Umuziwabantu demographics.

To this extent, Umuziwabantu shall have an Employment Equity structure that is transparent, diverse and shall ensure empowerment through multi-skilling; and Commit itself to recruitment and selection process that is fair, non-discriminatory, culture free and accessible, thereby enabling a representative workforce The policy redresses the imbalances of the past in terms of the designated groups (black female, Coloured women and Indian Women). Umuziwabantu can proudly pronounce that it has adhered to the 2022 SONA whereby the President mentioned that SA must build a society where the injustices of the past no longer define the lives of the present.

Umuziwabantu developed and adopted its Employment Equity Policy in 2019 which clearly outlines how the municipality intends to undertake the processes of employment to address the past injustices to those deserving, which includes;

• On the gender part when shortlisting, a black female is scored higher than either a black/white male

• The disabled are given preferential attention in terms of employment if they qualify

Employment Equity Plan

Section 20 requires that a designated employer prepares and implements an Employment Equity Plan which will achieve reasonable progress towards employment equity. Umuziwabantu Municipality as a designated employer / municipality, in terms of section 20 of the Employment Equity Act No 55 of 1995, has prepared and implemented an employment equity plan which will achieve reasonable progress towards employment equity. The duration of this plan is five (5) years which is effective from 2020- 2025. The below tables summarise employment equity numerical targets including people with disabilities and disabilities only for the current financial year.

Employment Equity targets

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Senior management	3	0	0	0	2	0	0	0	0	0	5
Professionally qualified and experienced specialists and mid-management	8	1	0	0	5	1	0	0	0	0	**15**
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	34	2	1	1	30	2	1	0	0	0	**71**
Semi-skilled and discretionary decision making	18	0	0	0	2	2	0	0	0	0	**22**
Unskilled and defined decision making	63	0	0	0	30	0	0	0	0	0	**92**
TOTAL PERMANENT	125	3	1	1	69	5	1	0	0	0	**205**
Temporary employees	27	0	0	0	23	0	0	0	0	0	**50**
GRAND TOTAL	**152**	**3**	**1**	**1**	**92**	**5**	**1**	0	**0**	**0**	**255**

Numerical targets for people with disabilities only

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	0	0	0	0	0	0	0	0	0	0	0
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	0	0	0	0	0	0	0	0	0	0	0
Unskilled and defined decision making	2	0	0	0	0	0	0	0	0	0	2
Total Permanent	2	0	0	0	0	0	0	0	0	0	2

Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	0	0	0	0	0	0	0	0	0	0	2

Workforce Profile by occupational level:

The analysis is done separately for each occupational level and for each race and gender intersection in terms of African male, Coloured male, Indian male, white male, African female, Coloured male, white male, African female, Indian Female, white female, foreign national male and foreign national female

A similar analysis is done pertaining to the reorientation of people with disabilities (PWP) without the Economically Active Population (EAP). The degree of under representation of the designated groups is determined by taking into account the Economically Active Population as outlined in the EEA8 of these regulations

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
KZN EAP											100%
ACTUAL											1
%											100%
COMMENTS: At this level the municipality only have one position and there are only two options (it's either the Municipality employs a Male or a Female from which ever Population Group) but it will always be at a 100% of the employee's Population Group and Gender who is currently at the employ of the Municipality.											

Senior Management

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP											100%
ACTUAL											4
%											100%
COMMENTS: At Senior Management level African Males are within the equity target, while African female and colored's males are underrepresented as per the EAP Percentage and This therefore means that the Municipality must target African Females and Coloured Males at this level when advertising since it is the nearest highest percentages on the EAP percentages.											

Middle Management and Professionally Qualified

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP											100%
ACTUAL											18
%											100%
COMMENTS: According to the table above it really shows that African Males are within the equity target, while African females are over represented at this level. This therefore means that the Municipality has to address the overrepresentation and underrepresentation groups by bringing down the overrepresented Population Group and Genders and try to accommodate other Population Groups. The municipality should address the matter by sticking to its Employment Equity Plan or targets in each year of reporting.											

Skilled Technical

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP											100%
ACTUAL											
%											100%
COMMENTS: At this level African Males are within the equity target, while African females are over represented. This therefore means that the Municipality has to address the overrepresentation and underrepresentation by bringing down the overrepresented Population Group and Genders and try to accommodate other Population Group.											

Semi-Skilled

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP	42.3%	4.8%	0.5%	3.7%	40.1%	4.7%	0.3%	3.6%	0%	0%	100%
ACTUAL											
%											100%
COMMENTS: At this level African Males are overrepresented, Coloured Males are underrepresented, African Females overrepresented and Coloured Females underrepresented and also White Females are underrepresented. This level does not need much experience but needs a formal qualification. This therefore means that the Municipality has to address the overrepresentation and underrepresentation by bringing down the overrepresented Population Group and Genders and try to accommodate other Population Group.											

Unskilled

	MALE				FEMALE				FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	MALE	FEMALE	
EAP											100%
ACTUAL											
%											100%
COMMENTS: This is the lowest level in the municipality and it will take some time to address the gap but the municipality should follow the route of addressing the overrepresentation and underrepresentation by bringing down the overrepresented Population Group and Genders and try to accommodate other Population Group.											

Work Skills Plan

The Work place Skills Plan (WSP) is in place, reviewed annualy (March and submitted to the LGSETA annualy as required. For 2023/24 WSP, the municipality submitted in April 2022. This plan is informed by the Employment Equity. The employment equity guidelines form an integral part of planning for training as prescribed in the Skills Development Act.

The Plan is aligned to the WSP. It must be noted however, that in as much as the Plan is effective, there are constraints that come with budget. Projects not budgeted for get recommended for implementation during a financial year thus compromising the programme on the WSP.

The employment equity profile illustrates progress made towards achieving the transformation targets. The Plan reflects the progress the municipality has achieved thus far and actions to address challenges relating to enhanced demographic spread, skills development, fast-tracking, diversity management and organizational culture assessment. This plan is being implemented effectively by amongst other things, putting emphasis on job adverts as well as scoring criteria for short listing and interviews. In this regard, there are special points allocated based on race and gender. The plan amongst other things has ensured that the municipality's employees are capacitated in terms of skills training.New recruits in terms of interns are also capacitated through this plan.

Each financial year a budget is allocated to ensure a smooth plan for all allocated beneficiaries. In terms of trainings, these are conducted internally and if need be beneficiaries are allocated funding to be trained or be skilled in their field of choice in any institution. In total, there are 150 beneficiaries and budget is set aside for each financial year.

Recruitment and Selection Policy

The Recruitment and Selection Policy is in place, adopted in 2017 and is reviewed annually, (March). Its purpose is to set out policy guidelines and principles regarding the staffing Policy, more especially in terms of recruitment and selection of permanent/temporary employees and Senior Management.

The recruitment and selection policy sets out the process of recruiting the suitable candidates for the vacant posts. It starts with the department concerned identifying the vacant post and informing the Corporate Services Department to advertise the same. The Corporate Services would confirm if the post is indeed in the organisational structure as approved by council, and whether the said post is budgeted for in the current financial year.

The Municipal Manager is informed through the memorandum of the request and advised whether there are funds available to fill in that position. The Municipal Manager would then authorize the filling of the said post. The panel responsible for the shortlisting and interviews is chaired by the Head of the Department in which the vacant post has been identified and manager to whom the incumbent shall be reporting forms part of the panel and an official from HR is present throughout the process. Once the successful candidate has been identified, references as they appear in their CV are then contacted. If positive reference is received the memo seeking MM's approval of the recommended candidate is sent to him. Once MM approves the successful candidate is informed.

Retention Policy

A Retention policy is not in place in Umuziwabantu Municipality, however the municipality is in the process of developing a new Retention Plan inline with new Cogta Human Resource regulations in the 2022/2023 financial year.

C.4.7 ICT SERVICES

Umuziwabantu Municipality has 2 IT officers, and 2 full-time cyber cadets in the Municipal libraries. The IT officers, report to the Manager administration services, within the corporate services directorate as the Manager IT position is currently vacant and not budgeted for.

This position is one of the critical positions which have in the past years seen a high staff turnover. ICT services are very poor within the municipality due to the enormous burden placed on the acting personnel. The organisation experiences amongst other challenges, a high rate of cable theft in the area, which hinders with the organisational ICT. However an ICT policy framework is in place and is partially implemented.

POLICY NAME	STATUS
ICT policy	In place and implemented
Telecommunications policy	In place and is implemented
User Accounts policy	In place and is implemented
ICT Framework	Not in place
IT Master Systems Plan	Not in place

C4.8 MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT SWOT ANAYLYSIS

STRENGTH	WEAKNESSES
• Unqualified audit achievement • Registration support for tertiary • Internship programmes • Staff bursary • Skills development Opportunities • Working relations with Traditional leadership • IPMS Policy in place • New municipal offices	• Retention of management and staff • Skills shortage • Implementation of the employment equity • Shortage of staff – vacancy rate • Filling of critical posts • Cascading PMS to staff below S56 • Minimal availability of tools of trade and resources • Poor Manager and employee relations; • High Security Costs; • Poor law enforcement on bylaws
OPPORTUNITIES	**THREATS**
• Staff development • Institutional growth and expansion • SETA Learner ships	• Service delivery protest • Poor service delivery resulting from lack of staff • Poor performance

KEY CHALLENGES

The key Challenges under the Municipal Transformation and Institutional Development can be summarized as follows:

Challenges	Description	Strategies
Employee Retention	High staff turnover and filling of critical posts due salary packages not being attractive to skilled personnel.	Implement skills retention policy.
Shortage of human resources and technical skills	The municipality needs to complete its WSP expenditure	Ensure expenditure of the municipality's budget spent on Workplace Skills Plan.

Minimal availability of tools of trade and resources	The municipality has minimal tools and resources to expedite service delivery	Ensure Budget makes provision for technical equipment
Cascading PMS to staff below S56	Umuziwabantu has IPMS policy in place but has not implemented to the low levels	Implement and monitor IPMS policy
Implementation of the employment equity	The municipality has not met its target for attracting minority group in its labour	Encourage a working environment

C.4.9 AG ACTION PLAN

The action below, illustrates planned corrective actions to be effected as a means to address AG concerns.

No.	Finding	Page No.	Corrective Action				Progress to Date
			Classification	Description of Management Action	Responsible Person	Targeted Completion Date	
AOPO							
1	Indicators reported on reports not the actual impact	35		The targets on the SDBIP will be adjusted and quarterly reports will be reported on actual impact	Manager Strategic Planning	30-Mar-19	
PREPARATION OF FINANCIAL STATEMENTS							
2	Various misstatements were identified on assets	37		Assets register and General ledgar will be reconciled monthly by Manager budget and reviewed by the CFO	Budget Manager/CFO	Ongoing	
3	Trade payables-accruals not recorded on the creditors shcedule and the AFS	37		A list of accruals will be prepared by the expenditure officer and reviewed for completeness by expenditure manager.	Expenditure Manager	30-Jun-19	
4	Provision for debtors impairment was not calculated in terms of GRAP 104	37		The assessment of doubtful debtors will be performed at year end based on Grap 104 where a full assessment of each debtor will be conducted.	Income Manager	30-Jun-19	
5	Commitments were not agreeing to commitment schedule.	37		Commitments will be done by the SCM Clerk, checked by the CFO Manager and reviwed by the CFO on a monthly basis.	SCM Manager and Technical Director	Ongoing	

6	Various line items in the Cashflow statement were understated	37		The AFS will be prepared on Caseware and reviewed by a third party prior to being submitted to reduce errors and miststatements.	CFO	30-Jun-19	
7	Various material notes ommitted from the AFS, related parties, unauthorised expenditure and irregular expenditure	37		The AFS will be prepared on Caseware and reviewed by a third party prior to being submitted to reduce errors and miststatements.	CFO	30-Jun-19	
SCM							
8	Copies of BBBEE certificates awarded points	31		The BBBEE certificates will be verified by the SCM Department before award.	SCM Manager	Ongoing	
9	Less than three quotations received	33		Manager SCM will verify documents to ensure that 3 qoutes are recived as per legislation.	SCM Manager	Ongoing	
10	SCM policy not updated	39		The SCM policy has been amended and updated.	SCM Manager	Done	Copy of the SCM policy.
11	Contracts awarded to supplier who submitted documents after closing date	41		The documents are verified and documents received after closing date are disqualified as per requirement specified in the documet.	SCM Manager	Ongoing	
12	Contracts awarded to supplier in the employ of the state	43		The identified supplier during audit have not been awarded and DPSA website is being utilised to verify.	SCM Manager	Ongoing	
13	Suspected cover quoting	45		The quotations are inspected by the relevent bid committees to ensure no cover quoting.	SCM Manager	Ongoing	
EXPENDITURE							
14	Payments were made after 30 days of receiving invoice	46		All invoices will be stamped upon receipt to ensure that they are paid within 30 days.	Expenditure Manager	Ongoing	
ASSETS							
15	Overstatment of the Landfill site cost on the Asset register	48		Assets register and General ledgar will be reconciled monthly by Manager budget and reviewed by the CFO	Budget Manager/CFO	Ongoing	
INFORMATION TECHNOLOGY							
16	No IT Strategic plan in place	40		Procurement process will follow soon.	Manager: Admin and Aux Services	30-Jun-19	
17	Server room not maintained	40		Servicing of aircon is underway, order issued. The server room will be cleaned and obsolete equipment disposed off by the IT Technician.	Manager: Admin and Aux Services	30-Mar-19	

Legend

	Misstatement in financial statements
	Misstatement in annual performance report
	Non-compliance with laws & regulations
	Internal Control deficiency

C.5 BASIC SERVICE DELIVERY ANALYSIS

C.5.1 WATER AND SANITATION

In terms of delegated powers and functions, the function of water and sanitation service delivery rests with UGu District Municipality. As the Water Service Authority (WSA), UGU DM is responsible for the provision of water and sanitation access, planning of projects, regulation of projects, and overseeing water provision both effectively and efficiently, maintaining customer relations, and billing.

It is important to state from the onset that the gaps in the levels of services include a rural/urban national design standard, which affects the rural area increasingly because the level of service required in the rural area increases annually and the actual level of service cannot keep up with the demand. This trend will continue until service levels are equalised. Furthermore, aged water and sanitation infrastructure, lack of capacity of key treatment plants continues to be challenges and result in many interruptions and service delivery challenges. A turnaround strategy has been adopted by Council to turn the water and sanitation services around. This will require approximately R 2 billion and will take between 3 and six years to accomplish.

The Municipality has now developed another WSDP in 2015 which outlines water and sanitation infrastructure plans for the period 2015/2020 and further provides information on the status quo as well as future demands and projects.

The coastal areas have the highest concentration of the population and are also the main economic centres for the District. Infrastructure development in the urban and rural areas was historically done in a haphazard manner. The coastal strip consisted of several small local municipalities and each municipality functioned independently with the result that each area has its own wastewater treatment works. These wastewater treatment works do not comply with current design standards and all of them requires major upgrades.

Bulk water services in the rural areas were also done on a decentralised basis which resulted in several stand-alone rural water schemes that many times are supplied from unsustainable water sources. The master planning initiatives that were completed in 2006 addressed the fragmented planning in the rural areas and shifted the focus towards the implementation of more sustainable Regional Water schemes.

The implementation of the 2006 Masterplan was however not in accordance with the guidelines set out in the Masterplan. There were several reasons for this. The needs identified in the Masterplan far exceeded the available funding sources. An acceptable prioritisation system was not in place and projects were done based on community demands. It was more a case of fighting fires than preventing them. This is still and will remain a serious challenge.

Available funding is inadequate to address the critical projects needed to stabilise the provision of water. Finding an acceptable prioritisation model will be almost impossible. The question as to which area is the most important to address first has become even more difficult over the years. The “haves” and the ‘have-nots”.

For the last twenty years the focus was on the “have-nots” at the cost of neglecting the existing systems. This has created an impossible situation. Old infrastructure that were supposed to have been replaced years ago is now in tatters. Major Bulk services were not being upgraded due to lack of funding. New projects cannot be done because the supply lines were designed for 25 l/p/d and the consumption is now three to four times more than that. These supply lines must first be upgraded before new projects can be done.

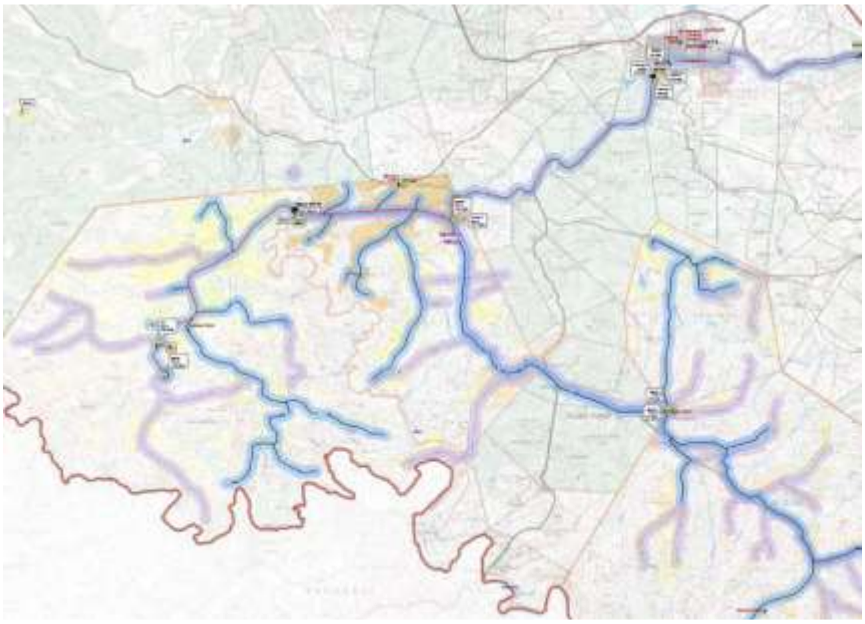
The new norms and standards require that all households be supplied with a yard connection and a meter. The standpipe system must be phased out by 2030 and replaced with a system like what is currently in the coastal strip townships. The networks in the rural area including the bulk services were however designed and constructed based on outdated Norms and Standards. These networks and bulk services must first be upgraded before the meters can be installed.

In most instances the raw water supply to these water schemes are insufficient and new regional raw water supply sources will have to be used to supply the raw water to meet future demand. The regional raw water supplies are long distances away from the end users and bringing the bulk water to the communities will take time which will delay the upgrade of many rural schemes.

The demand for water will continue to increase and the resultant effluent will also increase. Most of the Ugu area has onsite sanitation systems which will have to be upgraded to a piped water borne system in the future to reduce the impact on the environment. Piped water borne systems are however extremely costly and affordability remains a challenge. The upgrade of existing water systems will have to continue until they can be replaced with larger regional schemes.

Umuziwabantu Municipality is serviced by the Harding/Weza supply zone which includes the town of Harding as well as the rural areas of Kwajali, KwaMachi, Mthimude, Kwafodo, KwaMbotho and KwaNyuswa. There are four existing schemes within the supply area, namely the Weza, Harding, Kwafodo and Kuze water supply systems. The future planning is to incorporate the schemes into a single Harding/Weza regional supply system. A new Weza dam and WTW must be constructed to supply water for the current and future demand.

WEZA & HARDING SUPPLY AREA



Harding and surrounding areas have experienced serious drought for several years. The level of the local dam has dropped to zero percent at times..

Harding Dam 2020

Umgeni water is in the process of installing an emergency supply line to supplement the water supply to the dam. This will bring some relief but the Weza dam must be constructed as soon as possible to address the shortage of water in the area.

Existing Weza Dam

Weza Proposed Dam

Harding WTW & Weza WTW supply area has had supply challenges for several years. The lack of raw water has been the main issue. The ongoing drought in this area is an ongoing challenge. The only sustainable water source in the area is the Weza river. A new dam must be constructed to harvest the raw water from the Weza river. the dam has been designed and will be constructed as soon as funds become available. The capacity of the Weza dam will also be inadequate for the 15 to 30-year demands. A larger dam in the Umtamvuna river will be required to supply 15 to 30 year- rawwater demand. The shortage of raw water effects the entire supply area.

HARDING & WEZA WATER DEMANDS GRAPH (Demands are based on the new norms and standards).

The construction of the proposed new Weza dam and WTW will take several years to materialize. The lack of funding is currently a major obstacle. The existing Harding and Weza WTW will have to be managed at optimal capacities to supply the demand until such time as the proposed new Weza dam and WTW has been completed. Umgeni Water is in the process of installing an alternative raw water supply line that will supply raw water to the Harding dam. This will assist in meeting the required demand. This is however a short-term solution and the construction of the proposed dam and WTW must commence as soon as possible.

Ugu WSDP

Although water provision is in the UGU DM competency, planning of projects is done jointly with local municipalities and budgeted for by the district. Based on the status quo, all urban residents have water in their houses or within the RDP standards in case of Winterton (KwaMazakhele) where residents get their water from the public water stand pipes, however, the phase 3 low cost housing project in Winterton will include running water and flushing toilets within the households.

The UGU District's IDP indicates that all urban areas within the municipality have a supply that meets the minimum national requirements for water service provision. In the rural areas, bulk water reticulation is in place across sub-regions, however, a backlog of service provision still remains.A full-scale water crisis has however hit KwaZulu-Natal, with restrictions now being enforced on the North and South coasts.

The worst-hit areas are in the UGu District Municipality and iLembe District Municipality (KwaDukuza-Stanger) which incorporates the Zimbali residential and resort development.

UGu District has issued warnings and saving measures within the Harding area, and water saving strategies have been conveyed to community members.

UGu District GDS Strategic Objective 4.5 Ensures Effective Water Resource Management and Awareness, identifies water access as a key to the spatial development patterns throughout the district. A demand assessment undertaken within the UGu Infrastructure Audit identifies a need for an upgrade to current infrastructure in order to address future capacity requirements, with the cost of backlog eradication alone estimated at R3.4 billion.

3 Strategic programmes identified by UGu District GDS is as follows:

Strategic Programme 4.5.1 Ensuring Effective Water Resource Management.

Strategic Programme 4.5.2 Increase Water Infrastructure Capacity

Strategic Programme 4.5.3 Promote Awareness of Water Efficiency

(Source: UGu District Municipality Growth and Strategic Development)

Area	Estimated Population with Adequate Water Services	Estimated Population with a Backlog of Water Services
Bashaweni	982	0
KwaMachi/Isibonda	22867	27879
KwaFodo	5496	3023
KwaMmbotho	5030	2552
KwaJali/Nhlangano i	8069	6230
Dumisa/Thokozani	0	1838
TOTAL	**42444**	**41522**

Table 09: Estimated backlog per tribal authority: Adapted from UGU WSDP

Public Inputs on Water Services

- **Water backlog in rural areas*:*** all rural wards raised access to clean water as one of the key priorities. This problem is reflected on the backlog table above. In areas where the water reticulation has been implemented it is still very far from meeting the RDP standard of all households being at most 200m away from the standpipe. In many communities people still walk long distances to fetch water from the stand pipe or unsafe source.
- **Partially working water systems:** this problem is mainly experienced in rural areas where because of low pressure, it is said, certain areas end up having no water.
- **More resources needed for temporary water supply methods systems:** this refers to spring protection, borehole and water tanks.

UGu District Municipality acknowledges a single Waste Water Treatment Works Plant within the Umuziwabantu Municipality, at Harding. (Source: UGu Infrastructure Audit 2011). Table 10 below portrays access to sanitation figures, as indicated within the UGu District IDP and identified by Statistics SA Census 2011.

Currently there are three operational Water Treatment plants within Umuziwabantu Municipality namely:

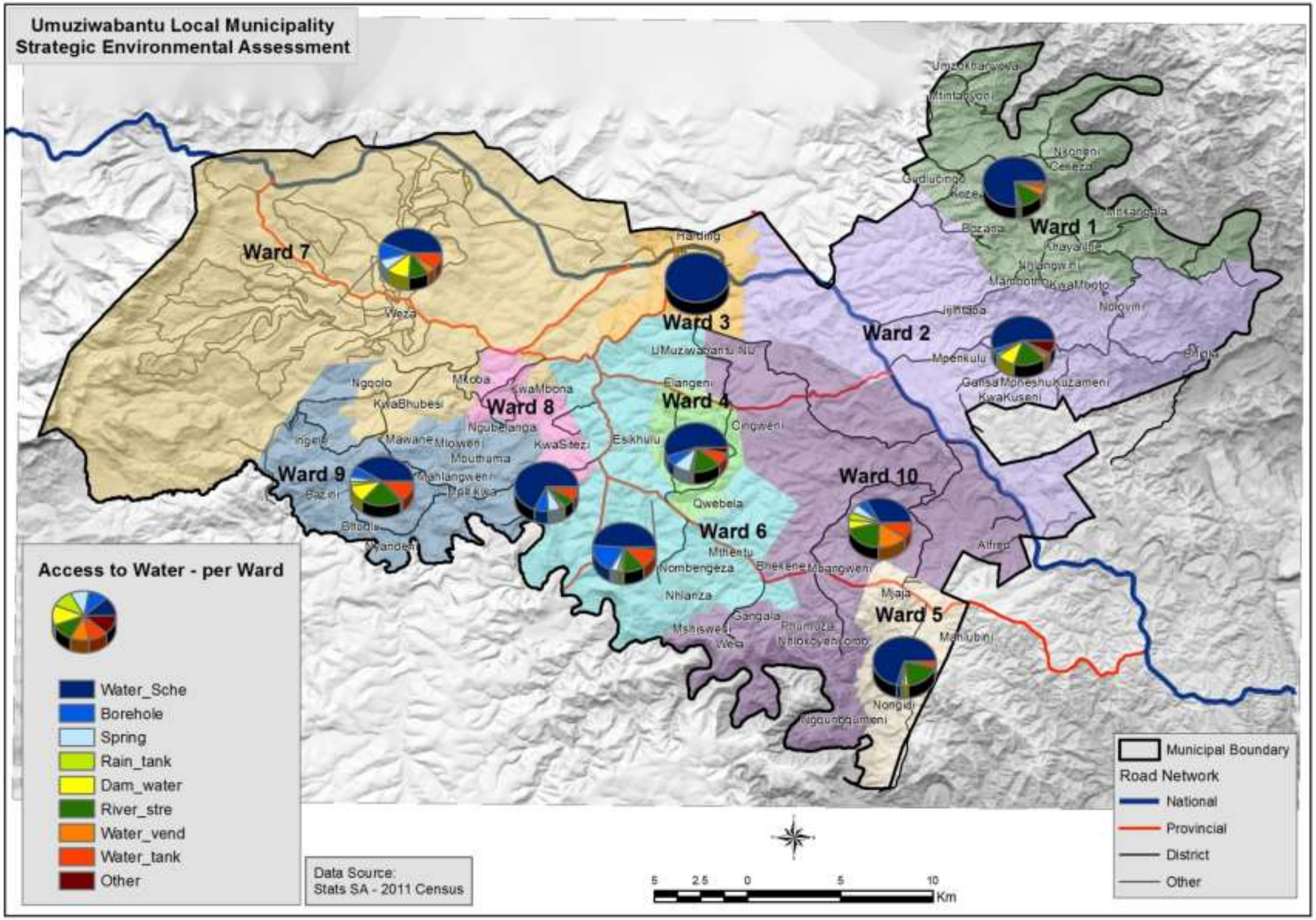
KwaMbhotho Water Treatment
Umuziwabantu Water Treatment
Mbonwa Water Treatment

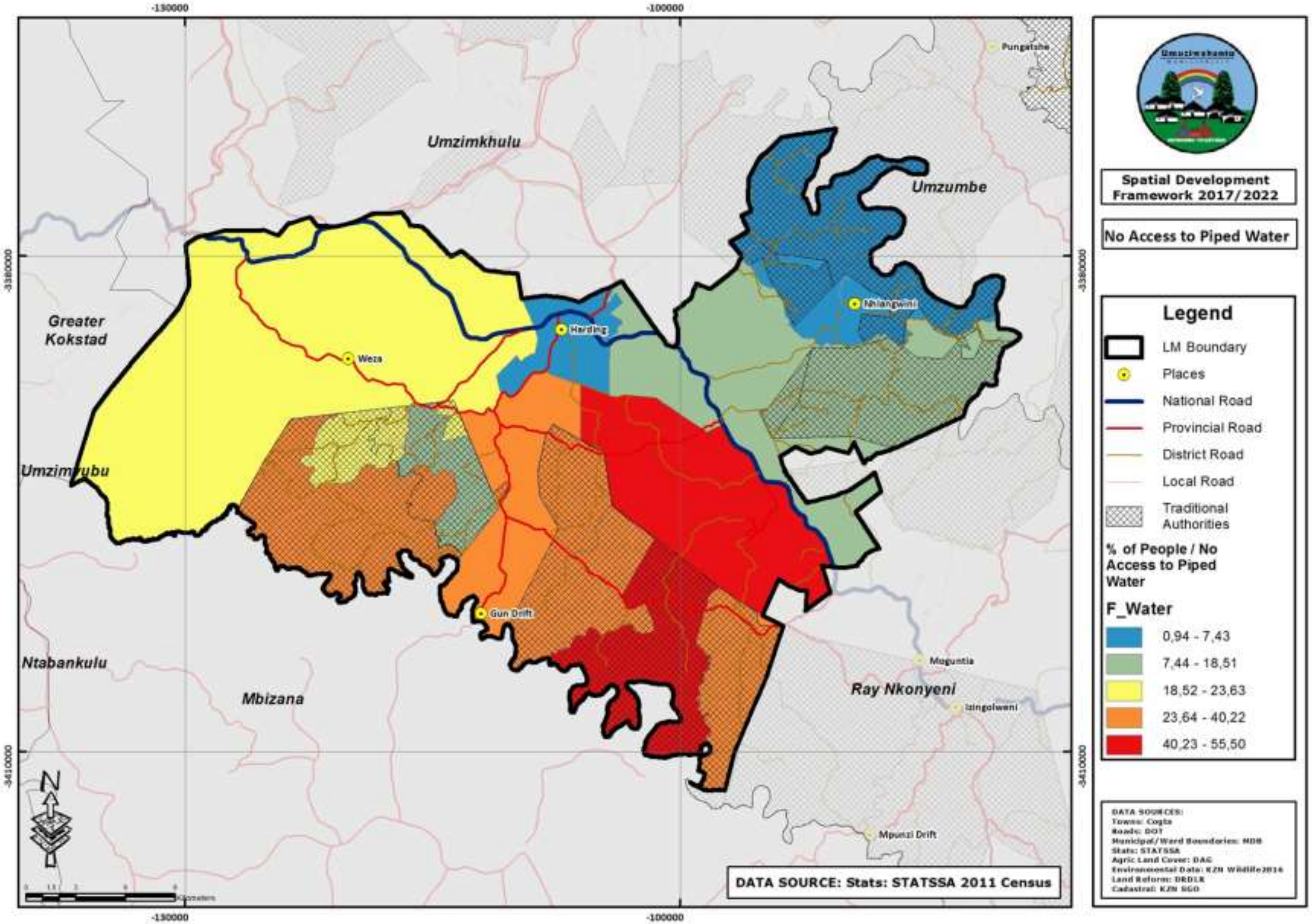
Water challenges and backlogs in Umuziwabantu Municipality are as follows:

UMUZIWABANTU WATER CHALLENGES AND BACKLOGS		
WARD	**AREA**	**SECTOR/SUB AREA**
01	Mkangala	▪ Elamonti ▪ Ezitendeni ▪ Esie
	Enkoneni	▪ Esitholeni (Nyoni yandiza)
		▪ Emthini onkhulu
	Ebozana	▪ Ezitendeni ngaka Dlamini
	Sihoqo	▪ Emzokhanyayo
	Mthintanyoni	▪ Epholaphola ▪ Wilton
	Sigodini	▪ SwaHofi ▪ Emasimini ▪ KwaSilahla ▪ KwaNyoni
02	Skhulu	▪ Ezinkawini ▪ Ekhuze ▪ KeaMboyisa ▪ Emagusheni
	Mpeshu	▪ Xambu ▪ Sabelweni ▪ Mbangweni ▪ Ekuzameni ▪ KwaMdleko ▪ Emagusheni
	Ebashaweni	▪ Shayamoya
	Ezitendeni ezintsha	▪ Marshmount ▪ E9
	Ndlovini	▪ Mhlahlane
	Sganseni	▪ Mabhungwini
11	Sutton Primary School	
04	Nyanisweni	▪ Zwelisha ▪ Wela (Nkondwana) ▪ Exhinihagu ▪ Mdulashe ▪ Qwebela ▪ KwaMvununo / Mangashuza

05	KwaMachi	▪ Mgonyeni Area ▪ New Ezitendini Area ▪ Mzukela Area
06	Nombengeza	▪ Magwala ▪ Estolo kukaNhleko
	Nhlanza	▪ KwaNzimande to Nhlanza (phansi)
		▪ Thaveli to Emagwala
	Gangala	▪ Ezimbuzini ▪ Helem ▪ Emakewini
	Mthentu	▪ KwaKheswa to Nciki
	Wela	▪ Ezimbovini
	Emshisweni	▪ Emagrawundini ▪ Ekuthuleni ▪ Ncama to Sigwebela ▪ Enkukhwini to Phondo
07	Endakeni	▪ Ehlathini and Phepheni ▪
	Ngqolo	▪ Qwarhu ▪ Nkaleni ▪ Esontweni ▪ Xhathisa ▪ Mthwazi ka Ndlangisa
	Nkungwini	▪ Disane June ▪ Cele, Masuku & Shange
	Mkhoba	▪ KwaMdunjana to KwaNdobe ▪ KwaCwele (Sishwe) to Ezitandeni ezintsha ▪ Behind Mkhoba primary school.
08	Ndakeni	Mpeshu & Dipini
	Mkhoba	▪ Soweto
	Mbuthuma	▪ Eringini
	Ngubelanga	▪ Exopo
09	Nyandeni	▪ Emantulini & Msizazwe ▪ Mjika ▪ Gubhungwini ▪ Mbelinane
		▪ Mlolweni
		▪ Mbizweni
	Esitezi	▪ Erawini & Mpofini
10	Madwaleni	▪ Bho Street ▪ Mdlazi Store ▪ Mangafi
	Phumza	▪ MaXamini and Dipini
	Ngqugqumeni	▪ Matsheketshekeni ▪ Mapei ▪ Mambeni ▪ Mazambaneni
	Nhlokoyenkomo	▪ Somsewu and Mzenga
	Gangala	▪ Mangashuza
	Nqabeni	▪ Bheyela

The map on the next page shows the access to water according to the 2016 Community Survey by Stats SA. This survey states that Umuziwabantu is currently at 20% in terms of access to piped water backlogs.


Umuziwabantu Local Municipality
Strategic Environmental Assessment
Ward 1
Ward 2
Ward 3
Ward 4
Ward 5
Ward 6
Ward 7
Ward 8
Ward 9
Ward 10
Access to Water - per Ward
Water_Sche
Borehole
Spring
Rain_tank
Dam_water
River_stre
Water_vend
Water_tank
Other
Data Source:
Stats SA - 2011 Census
5 2.5 0 5 10 Km
Municipal Boundary
Road Network
National
Provincial
District
Other


Spatial Development Framework 2017/2022
No Access to Piped Water
Legend
LM Boundary
Places
National Road
Provincial Road
District Road
Local Road
Traditional Authorities
% of People / No Access to Piped Water
F_Water
0,94 - 7,43
7,44 - 18,51
18,52 - 23,63
23,64 - 40,22
40,23 - 55,50
Umzimkhulu
Umzumbe
Greater Kokstad
Umzimvubu
Ntabankulu
Mbizana
Ray Nkonyeni
Harding
Weza
Nhlangwini
Gun Drift
Pungatshe
Moguntia
Izingolweni
Mpunzi Drift
-130000
-100000
DATA SOURCE: Stats: STATSSA 2011 Census
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAC
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO

WATER DELIVERY STANDARDS

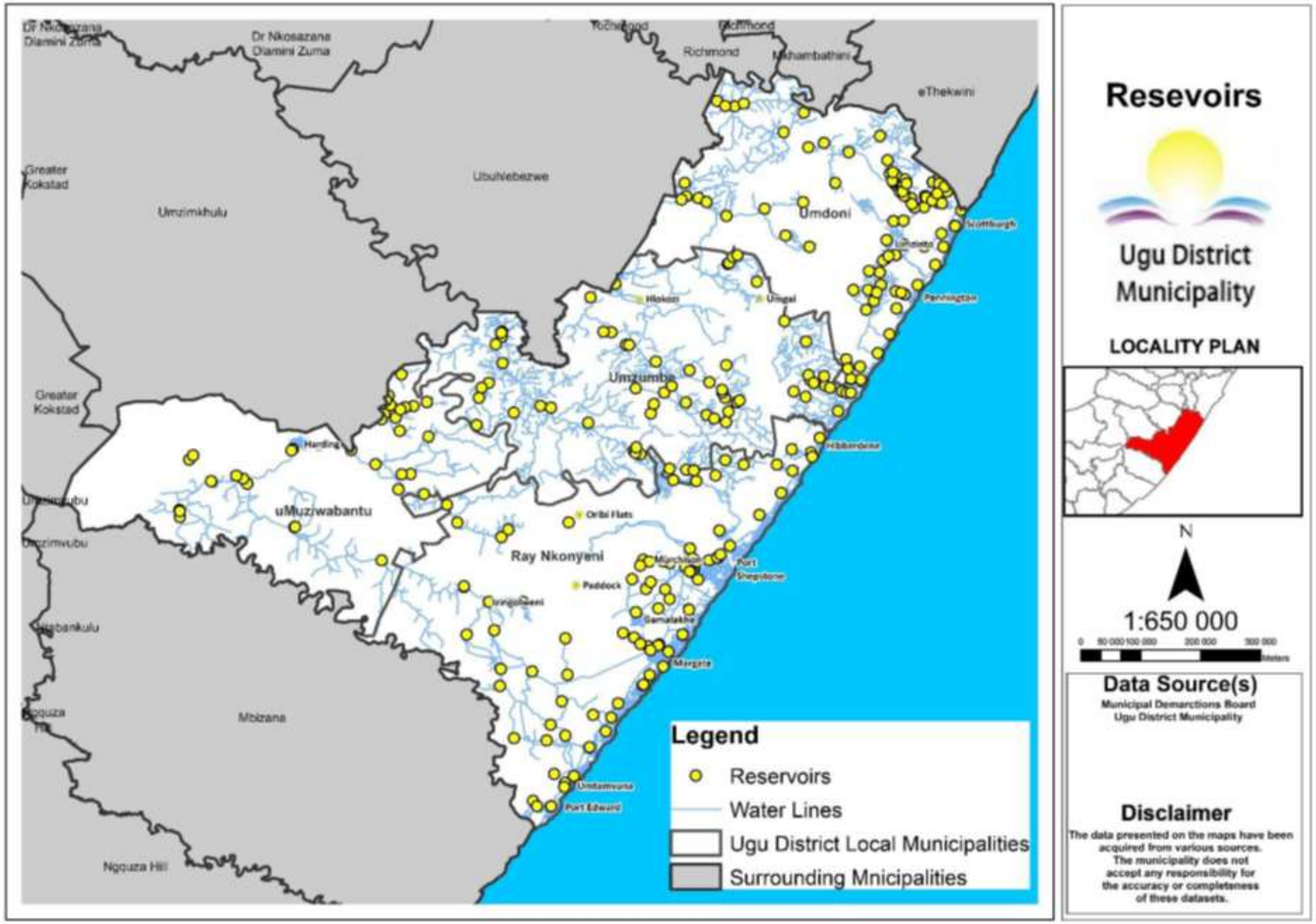
The water supply to the District is derived from dams, rivers, ground water and bulk purchases from eThekwini and Umgeni Water. The water is then treated at several treatment plants, owned by Ugu before being distributed to households. Distribution of water is done via more than 42 000 private household connections and over 5 000 communal stand taps which mainly service the inland rural areas.

The demographics of the Ugu district vary from dense formal urban settlements to scattered rural settlements and must be dealt with differently when planning for the provision of water services. Different levels of service are appropriate for each settlement category and the new Norms and Standards has been used to determine the water demands for each area. Different levels of service are appropriate for each settlement category and the "CSIR Guidelines for Human Settlement Planning and Design" was used as a guideline to determine the water delivery standards per settlement category as indicated in table All systems require upgrade to be able to supply the future demands.

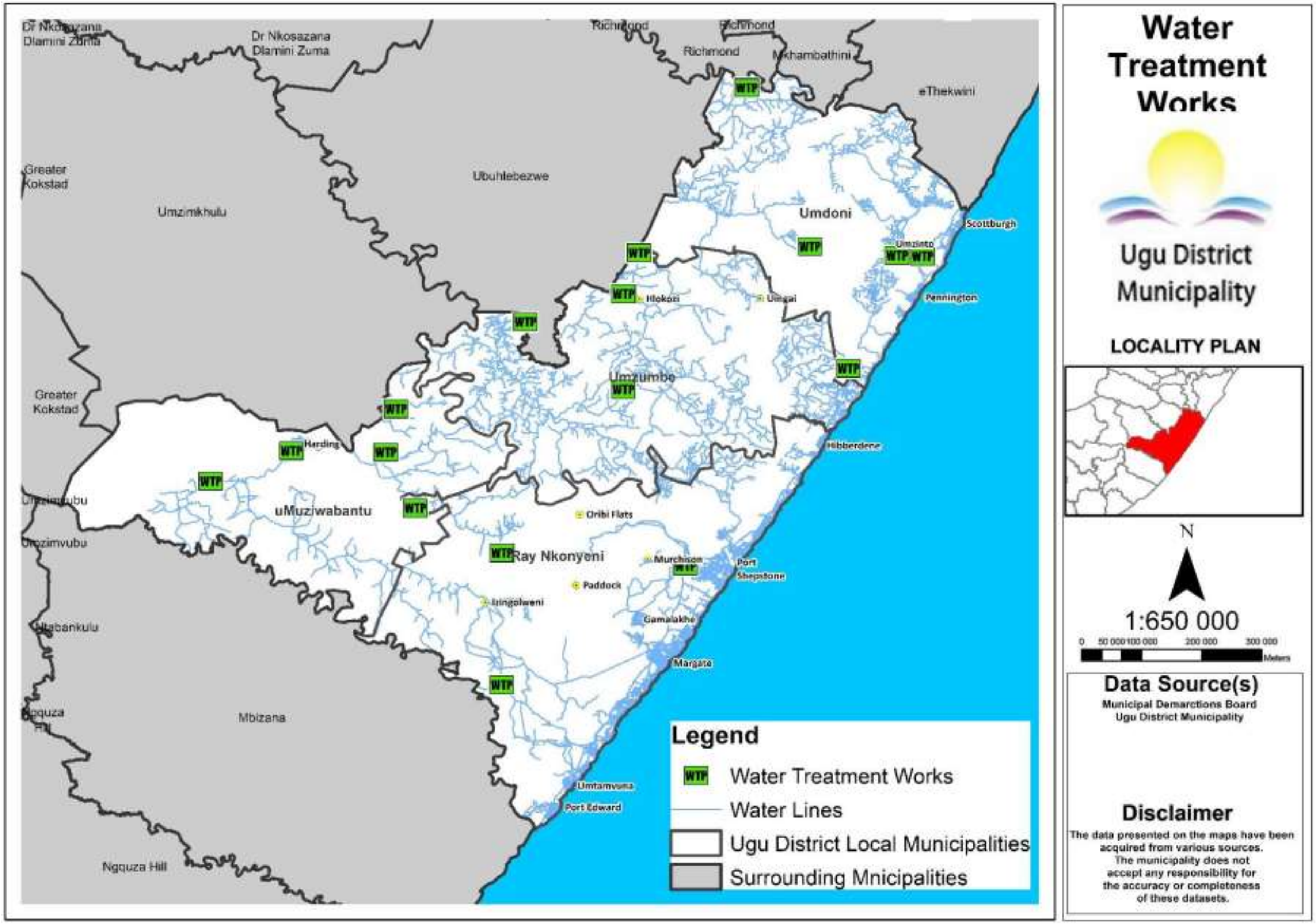
The water delivery standards were used to develop a water demand model for the district and to calculate current and future water demands per supply zone. The current level of basic service within Ugu comprises predominantly of community standpipes at 200m.

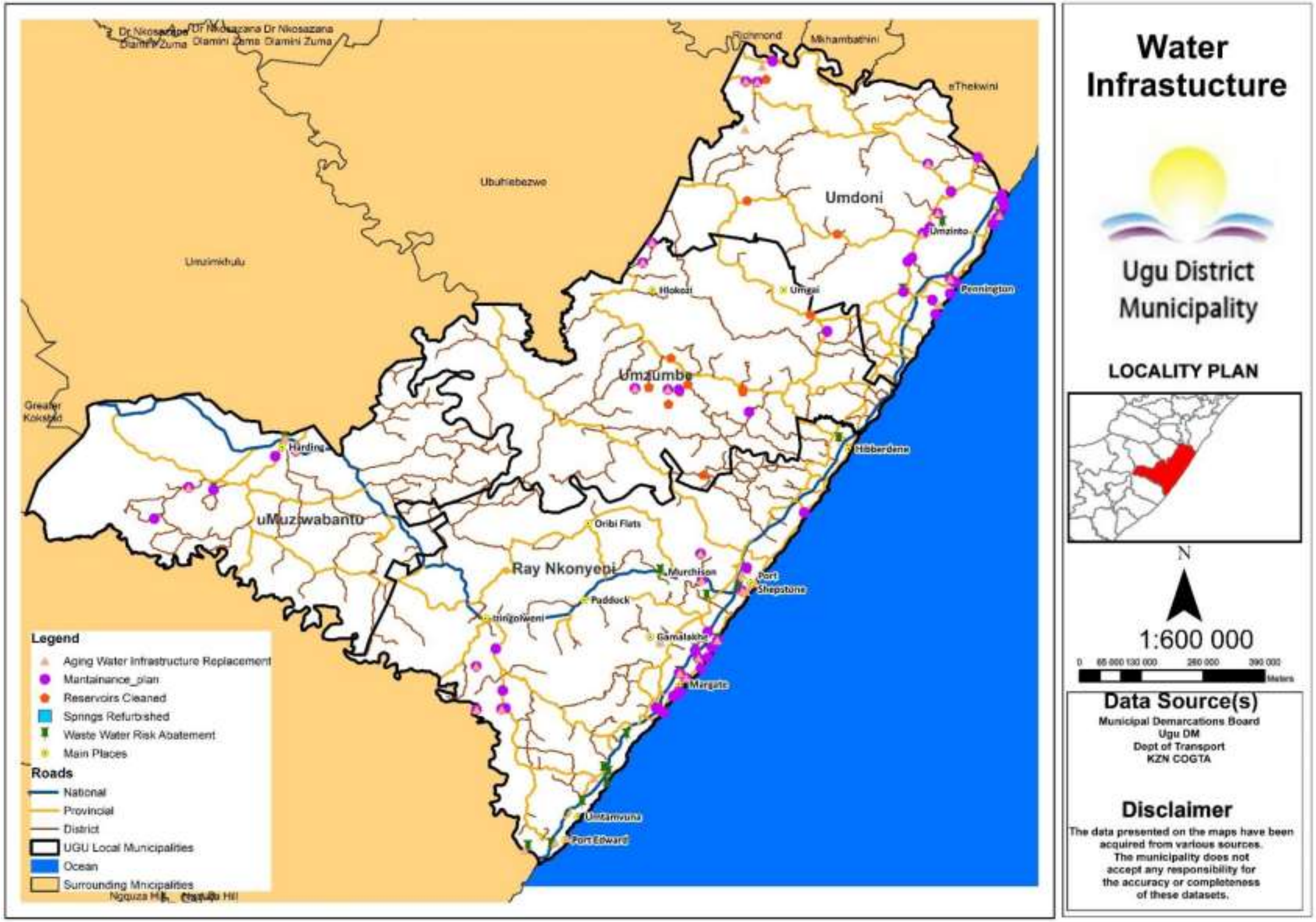
UGU CURRENT AND FUTURE WATER DEMANDS

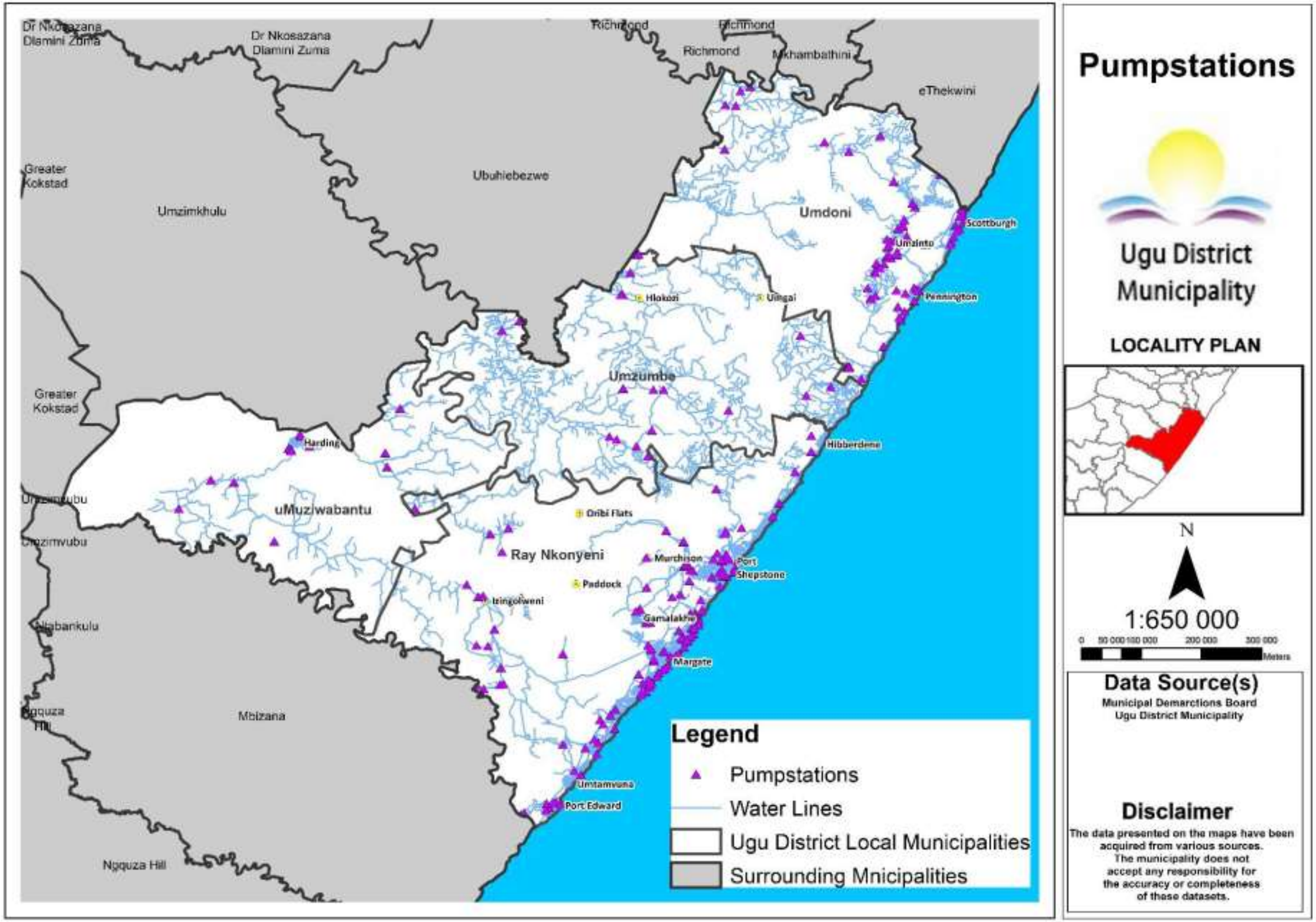
The current and future water demands for each supply zone were calculated and compared with previous studies in this regard, as well as with actual water usage figures where they were available. The actual usage figures assisted in calibrating the water demand model as best as possible. The future or "ultimate" water demands represent a scenario where backlogs have been eradicated and all households have access to at least a basic RDP level of service. Future developments that are known and "development drivers" that have been identified in the Ugu SDF have also been considered with the calculation of the future water demands. The population growth rate was assumed to be 2,3% per year for Rural Municipalities and 0,5% for urban Municipalities. Certain peak factors were also included in the calculations to determine the "Peak Week Daily Demands", which represent the average daily consumptions that can be expected during the week of highest consumption.


Dr Nkosazana Dlamini Zuma
Richmond
eThekwini
Ubuhlebezwe
Greater Kokstad
Umzimkhulu
Umdoni
Scottburgh
Pennington
Umzumbe
Harding
Hibberdene
uMuziwabantu
Oribi Flats
Ray Nkonyeni
Paddock
Port Shepstone
Margate
Port Edward
Mbizana
Ngquza Hill
Legend
Reservoirs
Water Lines
Ugu District Local Municipalities
Surrounding Mnicipalities
Resevoirs
Ugu District Municipality
LOCALITY PLAN
N
1:650 000
Data Source(s)
Municipal Demarctions Board
Ugu District Municipality
Disclaimer
The data presented on the maps have been acquired from various sources. The municipality does not accept any responsibility for the accuracy or completeness of these datasets.

	2022	2023	2024	2025	2026	2027	2028	2029	2030	2031	2032	2033	2034
Water Supply System	kl/year	kl/year	kl/year	kl/year	kl/year	kl/year	kl/year	kl/year	kl/year	kl/year	kl/year	kl/year	kl/year
Bobhoyi	19,062,533	19,378,281	19,520,693	19,715,406	19,912,117	20,091,576	20,285,571	20,471,706	20,660,276	20,848,741	21,037,030	21,225,529	21,413,633
Assisi	-32,690	-42,649	-52,535	-62,773	-72,716	-82,818	-92,885	-102,942	-113,008	-123,061	-133,142	-143,202	-153,258
Kwa-Hlongwa	81,540	81,361	81,024	80,801	80,530	80,269	80,009	79,742	79,479	79,214	78,949	78,685	78,421
Vulamehlo	1,206,573	1,300,355	1,398,633	1,494,629	1,591,237	1,687,843	1,784,478	1,881,099	1,977,590	2,074,113	2,170,854	2,267,409	2,363,922
Ndelu	196,619	153,208	115,997	75,913	36,596	-2,494	-42,113	-81,357	-120,725	-160,061	-199,474	-238,836	-278,166
KwaLembe	97,788	77,453	60,497	41,687	23,500	5,336	-13,087	-31,304	-49,602	-67,873	-86,188	-104,474	-122,746
Umtwalume	4,371,681	4,331,881	4,291,356	4,254,431	4,214,615	4,176,421	4,137,535	4,098,769	4,060,144	4,021,396	3,982,630	3,943,908	3,905,210
Willow Glen	874,325	840,359	804,143	769,464	733,833	698,679	663,333	628,001	592,763	557,471	522,119	486,829	451,551
Umzinto	4,233,335	4,048,971	3,877,361	3,702,507	3,527,445	3,353,588	3,178,429	3,004,081	2,829,644	2,655,221	2,480,434	2,305,931	2,131,528
Mshabashane	3,602,486	4,025,741	4,463,581	4,896,239	5,328,354	5,762,020	6,195,409	6,628,627	7,061,464	7,494,287	7,928,158	8,361,192	8,794,049
Harding	5,344	-122,416	-258,946	-389,588	-523,074	-655,561	-788,433	-921,304	-1,053,883	-1,186,594	-1,319,555	-1,452,282	-1,584,953
KwaNyuswa 1	91,647	102,259	112,101	122,159	132,226	142,200	152,274	162,291	172,314	182,341	192,385	202,417	212,441
KwaNyuswa 2	290,103	345,020	399,252	453,223	507,590	561,620	615,947	670,123	724,273	778,442	832,717	886,903	941,061
KwaMbotho	-89,016	-122,121	-155,428	-189,523	-222,732	-256,433	-290,018	-323,560	-357,121	-390,647	-424,269	-457,823	-491,363
KwaFodo	28,589	31,997	34,897	37,716	40,751	43,616	46,574	49,499	52,420	55,351	58,284	61,214	64,142
Weza	2,057,301	2,171,103	2,296,635	2,422,166	2,544,003	2,668,981	2,792,473	2,916,377	3,040,161	3,163,812	3,287,876	3,411,637	3,535,367
Umtamvuna	7,074,699	6,896,616	6,714,084	6,533,042	6,352,048	6,170,705	5,989,257	5,807,959	5,626,806	5,445,645	5,264,062	5,082,822	4,901,662


Water Treatment Works
Ugu District Municipality
LOCALITY PLAN
N
1:650 000
Data Source(s)
Municipal Demarctions Board
Ugu District Municipality
Disclaimer
The data presented on the maps have been acquired from various sources. The municipality does not accept any responsibility for the accuracy or completeness of these datasets.
Legend
Water Treatment Works
Water Lines
Ugu District Local Municipalities
Surrounding Mnicipalities
Dr Nkosazana Dlamini Zuma
Richmond
Mkhambathini
eThekwini
Ubuhlebezwe
Greater Kokstad
Umzimkhulu
Umdoni
Scottburgh
Umzinto
Pennington
Hlokozi
Umzumbe
Harding
uMuziwabantu
Hibberdene
Oribi Flats
Ray Nkonyeni
Murchison
Port Shepstone
Paddock
Izingolweni
Gamalakhe
Margate
Mbizana
Umtamvuna
Port Edward
Ngquza Hill
Umzimvubu
WTP


Water Infrastucture
Ugu District Municipality
LOCALITY PLAN
N
1:600 000
Data Source(s)
Municipal Demarcations Board
Ugu DM
Dept of Transport
KZN COGTA
Disclaimer
The data presented on the maps have been acquired from various sources. The municipality does not accept any responsibility for the accuracy or completeness of these datasets.
Legend
Aging Water Infrastructure Replacement
Maintainance_plan
Reservoirs Cleaned
Springs Refurbished
Waste Water Risk Abatement
Main Places
Roads
National
Provincial
District
UGU Local Municipalities
Ocean
Surrounding Mnicipalities
Umdoni
Umzumbe
Ray Nkonyeni
uMuziwabantu
Ubuhlebezwe
Umzimkhulu
Richmond
Mkhambathini
eThekwini
Umzinto
Pennington
Hibberdene
Port Shepstone
Margate
Harding
Oribi Flats
Murchison
Paddock
Izingolweni
Gamalakhe
Umtamvuna
Port Edward
Hlokozi
Umgai


Pumpstations
Ugu District Municipality
LOCALITY PLAN
N
1:650 000
0 50 000 100 000 200 000 300 000
Meters
Data Source(s)
Municipal Demarctions Board
Ugu District Municipality
Disclaimer
The data presented on the maps have been acquired from various sources. The municipality does not accept any responsibility for the accuracy or completeness of these datasets.
Legend
Pumpstations
Water Lines
Ugu District Local Municipalities
Surrounding Mnicipalities
Dr Nkosazana Dlamini Zuma
Richmond
Mkhambathini
eThekwini
Ubuhlebezwe
Umzimkhulu
Greater Kokstad
Umdoni
Scottburgh
Umzinto
Pennington
Hlokozi
Umzumbe
Hibberdene
Harding
uMuziwabantu
Oribi Flats
Ray Nkonyeni
Murchison
Port Shepstone
Paddock
Izingolweni
Gamalakhe
Margate
Mbizana
Umtamvuna
Port Edward
Ngquza Hill

Ugu District Municipality has done reasonably well in terms of Access to Piped Water backlog eradication, reducing backlog from 67% in 1996 to 13% in 2016. A key challenge for the district will be eradicating household water backlogs while at the same time ensuring that sufficient water is made available for expansion of economic activities. The ability of the district to change its current spatial development patterns will depend to a large extent on addressing water access, rights and management within rural communities. The impact of climate change on the district's water resources must be addressed, particularly on vulnerable communities within the district. For example, the provision of water services and access to the least accessible and scattered communities within Ugu is a priority concern and innovative solutions such as water harvesting units are being explored. Sufficient water for both household and agricultural use is necessary in order to facilitate sustainable livelihoods.

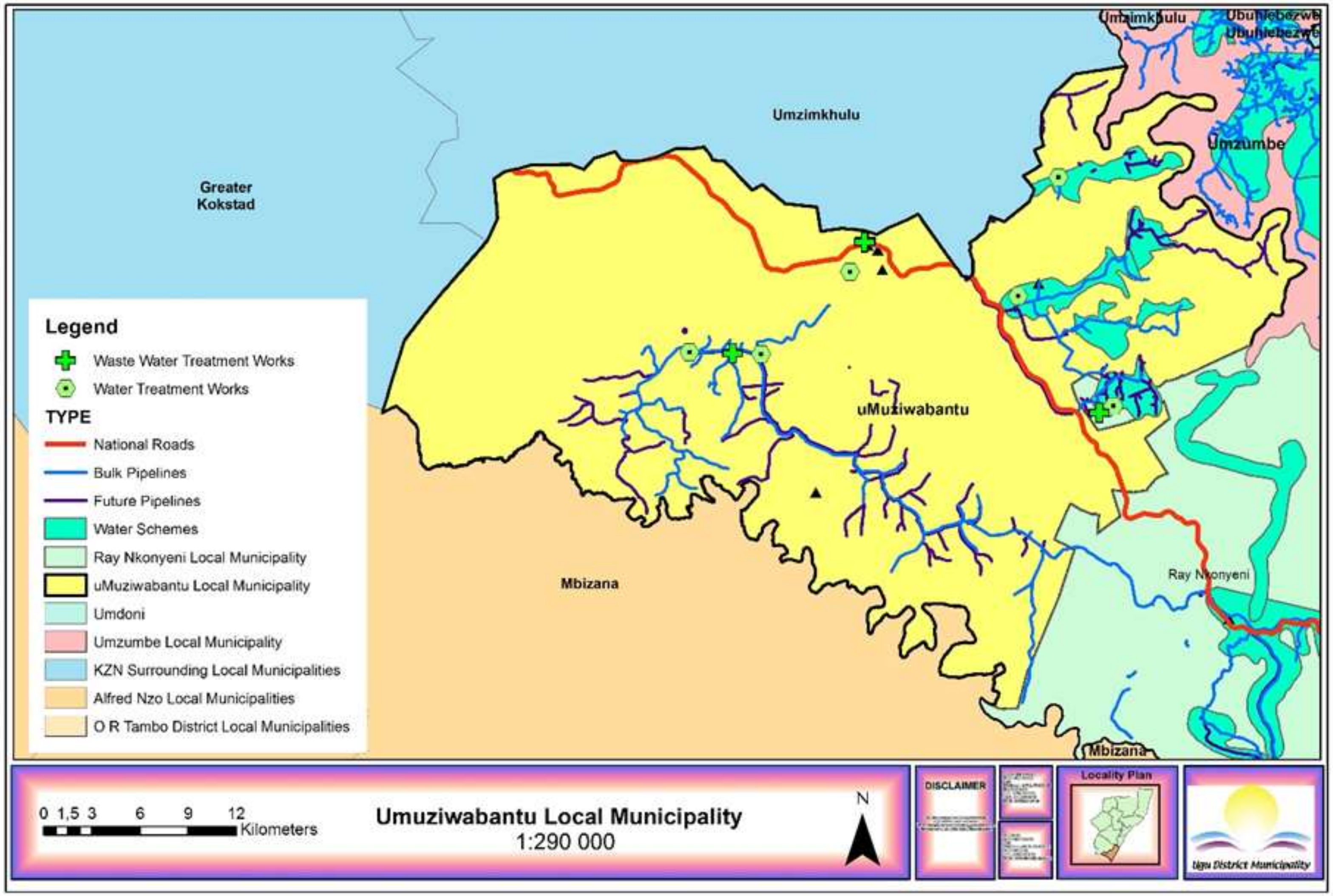
The Census 2016 Community Survey with regards to access to piped water released data in the following categories:

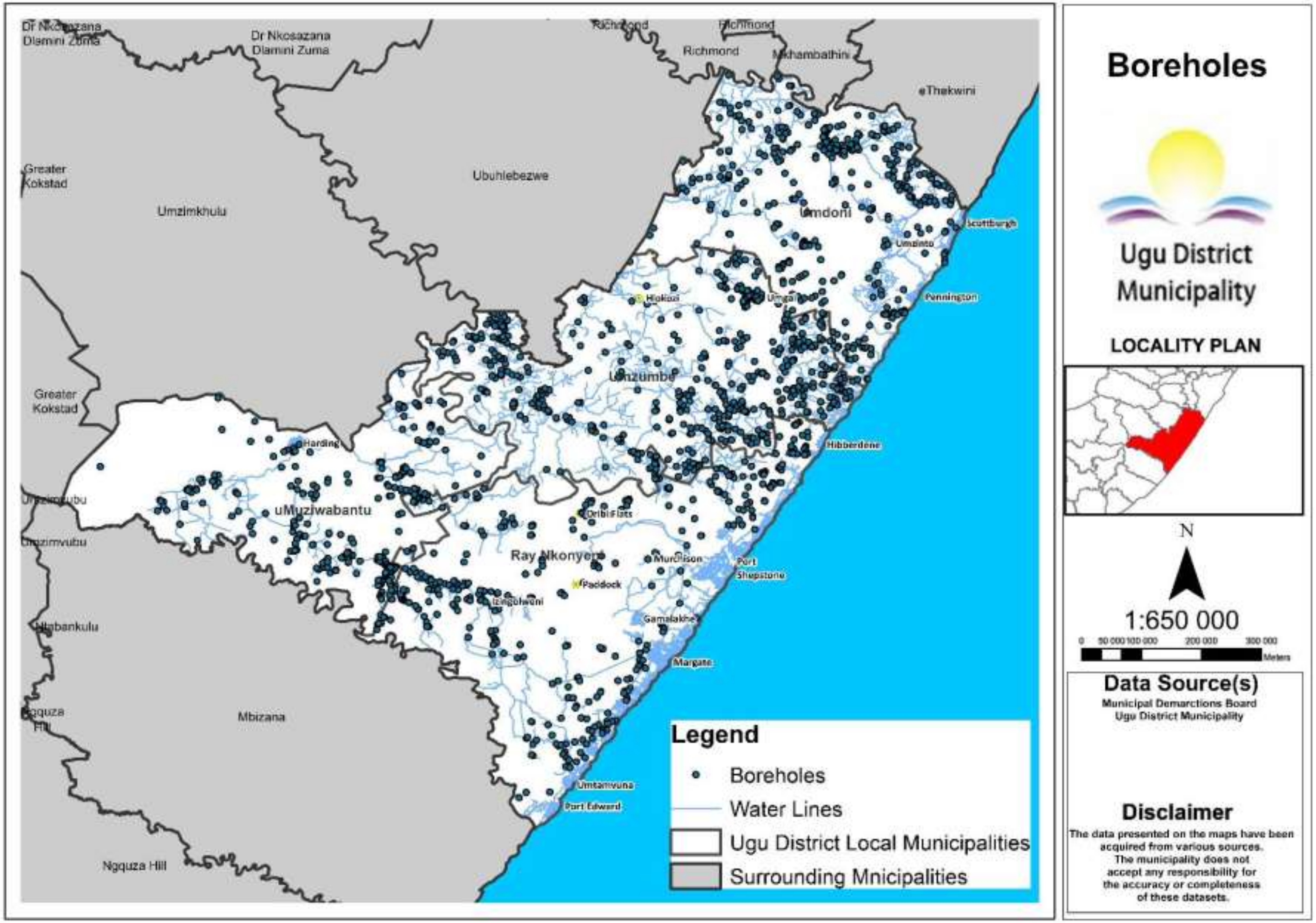
- Piped (tap) water inside the dwelling /house;
- Piped (tap) water inside yard;
- Piped water on community stand;
- Borehole in the yard;
- Rain-water tank in yard;
- Neighbours tap;
- Public/ communal tap;
- Water-carrier /tanker;
- Borehole outside the yard;
- Flowing water/ stream /river;
- Well; and
- Spring.

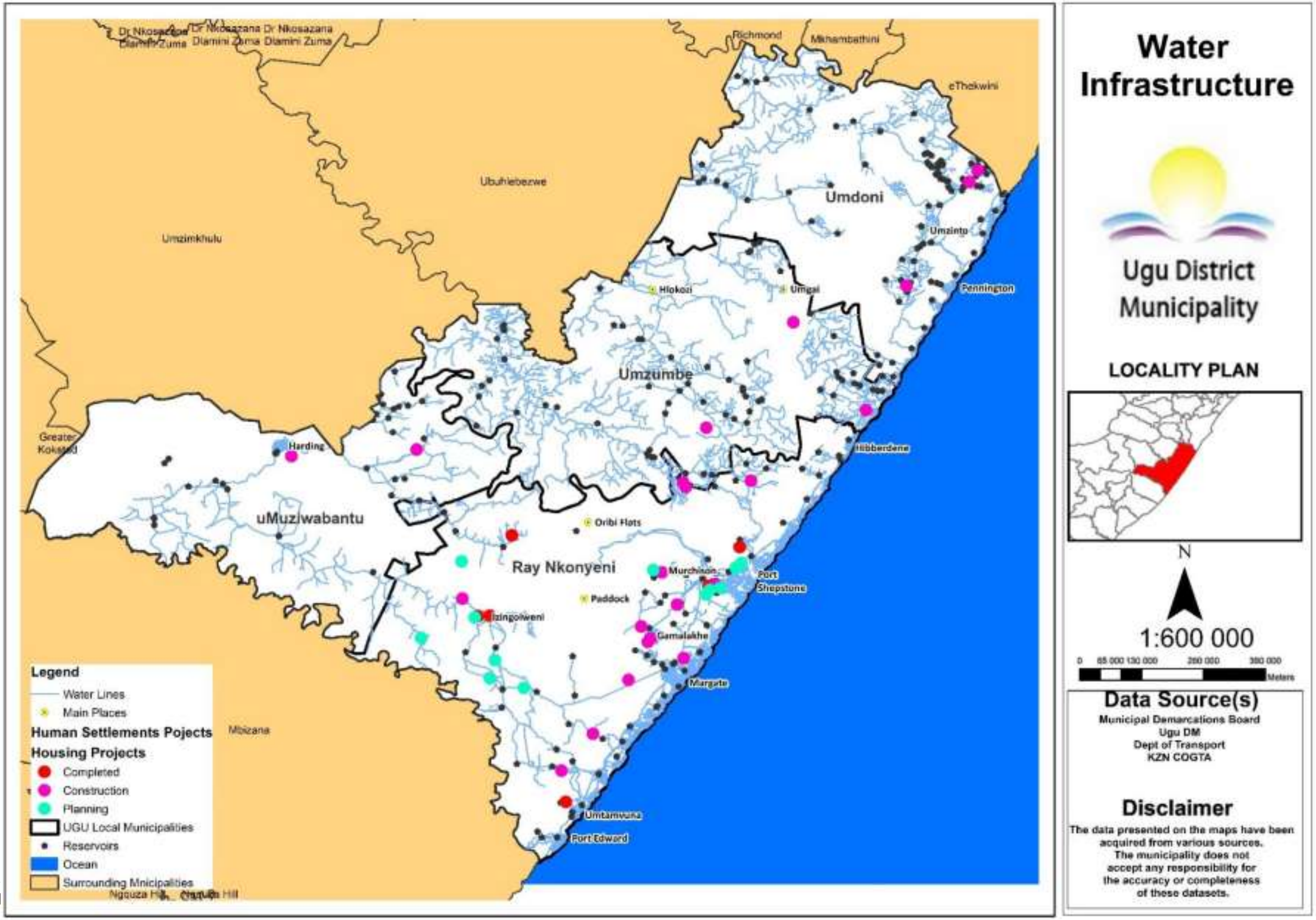
Main source of drinking water	Umdoni	Umzumbe	**Umuziwabantu**	Ray Nkonyeni	Ugu
Piped (tap) water inside dwelling	8 311	440	**1 367**	27 001	37 119
Piped water inside yard	4 792	4 874	**1 182**	10 930	21 77
Piped water on community stand	15 335	7 835	**7 345**	35 880	66 412
Borehole in the yard	138	151	**275**	362	926
Rain water in tank	381	776	**573**	351	2079
Neighbours tap	301	314	**60**	301	975
Public or communal Tap	2 680	5 595	**7 122**	12 488	27 844
Water-carrier/Tank	675	1 070	**1 100**	1 130	3 975
Borehole outside the yard	319	684	**363**	229	1 593
Flowing water/ river/ stream	2 403	6 146	**1 732**	1 381	11 662
Well	0	71	**0**	136	206
Spring	62	76	**0**	23	160
Other	38	82	**54**	237	411
Total	35 433	28 132	**21 172**	90 409	175 146
% Access to piped water	88	67	**80**	95	87
% Backlog	12	33	**20**	5	13

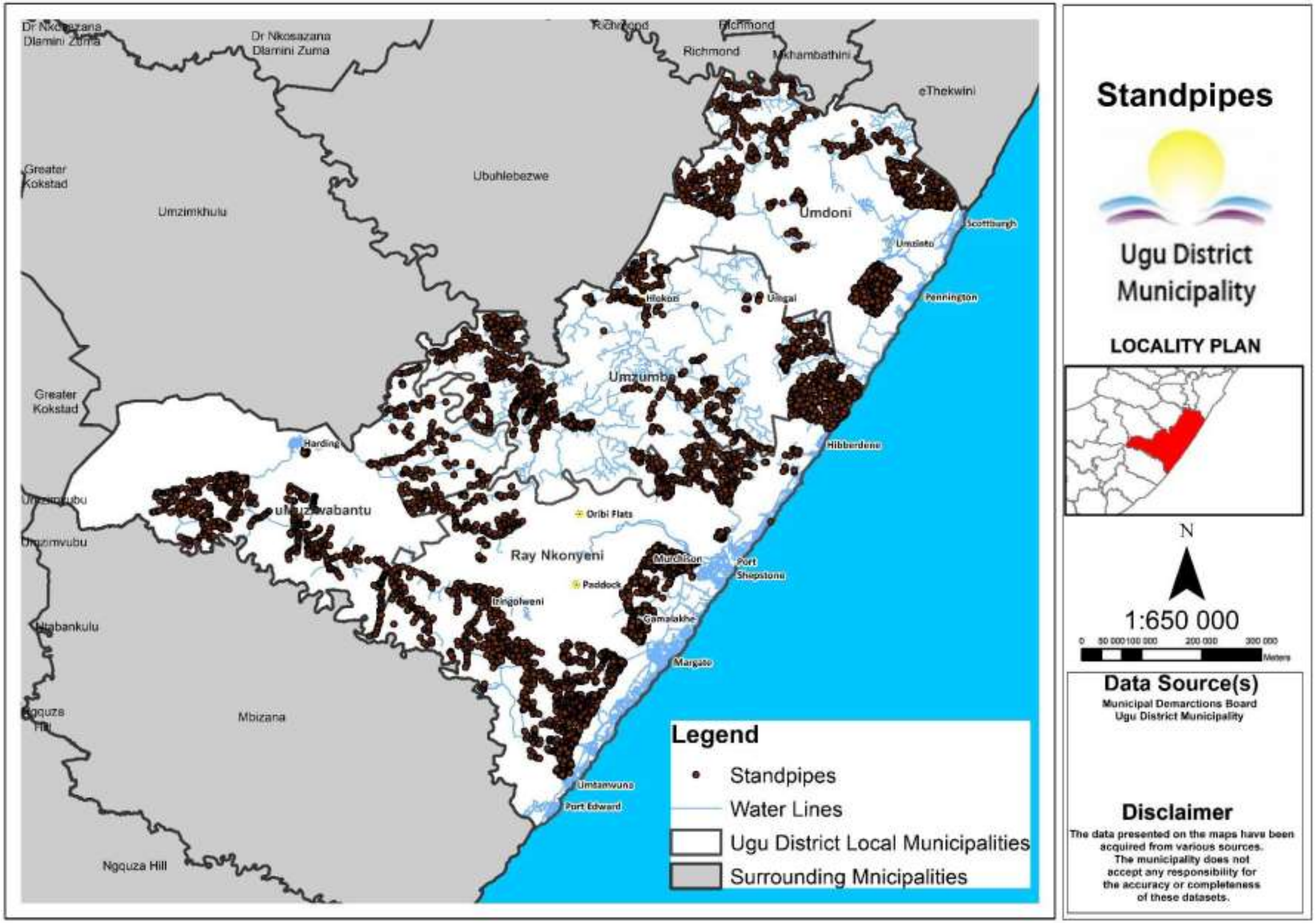
Stats SA Community Survey 2016

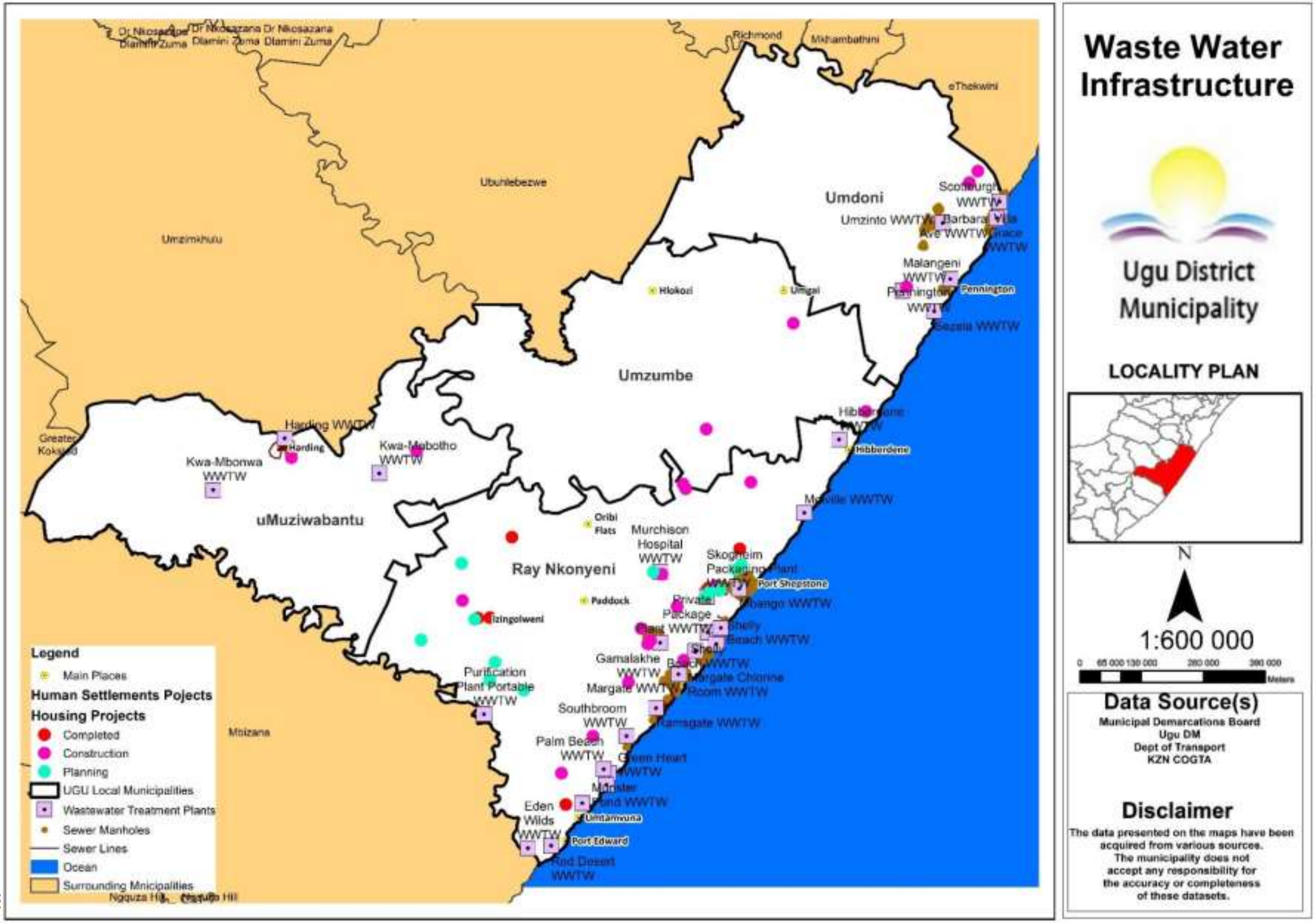
The figure below is extracted from the Ugu District Municipality IDP, and shows a basic map of planned bulk water infrastructure through the municipality. (Ugu District Municipality WSDP 2015-2020)


Umzimkhulu
Ubuhlebezwe
Umzumbe
Greater Kokstad
uMuziwabantu
Mbizana
Ray Nkonyeni
Legend
Waste Water Treatment Works
Water Treatment Works
TYPE
National Roads
Bulk Pipelines
Future Pipelines
Water Schemes
Ray Nkonyeni Local Municipality
uMuziwabantu Local Municipality
Umdoni
Umzumbe Local Municipality
KZN Surrounding Local Municipalities
Alfred Nzo Local Municipalities
O R Tambo District Local Municipalities
0 1,5 3 6 9 12
Kilometers
Umuziwabantu Local Municipality
1:290 000
N
DISCLAIMER
Locality Plan
Ugu District Municipality


Boreholes
Ugu District
Municipality
LOCALITY PLAN
N
1:650 000
Data Source(s)
Municipal Demarctions Board
Ugu District Municipality
Disclaimer
The data presented on the maps have been acquired from various sources. The municipality does not accept any responsibility for the accuracy or completeness of these datasets.
Legend
Boreholes
Water Lines
Ugu District Local Municipalities
Surrounding Mnicipalities
Umdoni
Umzumbe
uMuziwabantu
Ray Nkonyeni
Ubuhlebezwe
Umzimkhulu
Mbizana
eThekwini
Scottburgh
Pennington
Hibberdene
Port Shepstone
Margate
Port Edward


Water Infrastructure
Ugu District Municipality
LOCALITY PLAN
N
1:600 000
Meters
Data Source(s)
Municipal Demarcations Board
Ugu DM
Dept of Transport
KZN COGTA
Disclaimer
The data presented on the maps have been acquired from various sources. The municipality does not accept any responsibility for the accuracy or completeness of these datasets.
Legend
Water Lines
Main Places
Human Settlements Pojects
Housing Projects
Completed
Construction
Planning
UGU Local Municipalities
Reservoirs
Ocean
Surrounding Mnicipalities
Umdoni
Umzumbe
uMuziwabantu
Ray Nkonyeni
Ubuhlebezwe
Umzimkhulu
Mbizana
eThekwini
Richmond
Mkhambathini
Greater Kokstad
Harding
Hlokozi
Umgai
Umzinto
Pennington
Hibberdene
Oribi Flats
Murchison
Port Shepstone
Paddock
Izingolweni
Gamalakhe
Margate
Umtamvuna
Port Edward


Standpipes
Ugu District Municipality
LOCALITY PLAN
N
1:650 000
0 50 000 100 000 200 000 300 000
Meters
Data Source(s)
Municipal Demarctions Board
Ugu District Municipality
Disclaimer
The data presented on the maps have been acquired from various sources. The municipality does not accept any responsibility for the accuracy or completeness of these datasets.
Legend
Standpipes
Water Lines
Ugu District Local Municipalities
Surrounding Mnicipalities
Dr Nkosazana Dlamini Zuma
Richmond
Mkhambathini
eThekwini
Greater Kokstad
Umzimkhulu
Ubuhlebezwe
Umdoni
Scottburgh
Umzinto
Pennington
Hlokozi
Umzumbe
Harding
Hibberdene
Umzimvubu
Oribi Flats
Ray Nkonyeni
Murchison
Port Shepstone
Paddock
Izingolweni
Gamalakhe
Ntabankulu
Margate
Ingquza Hill
Mbizana
Umtamvuna
Port Edward
Ngquza Hill

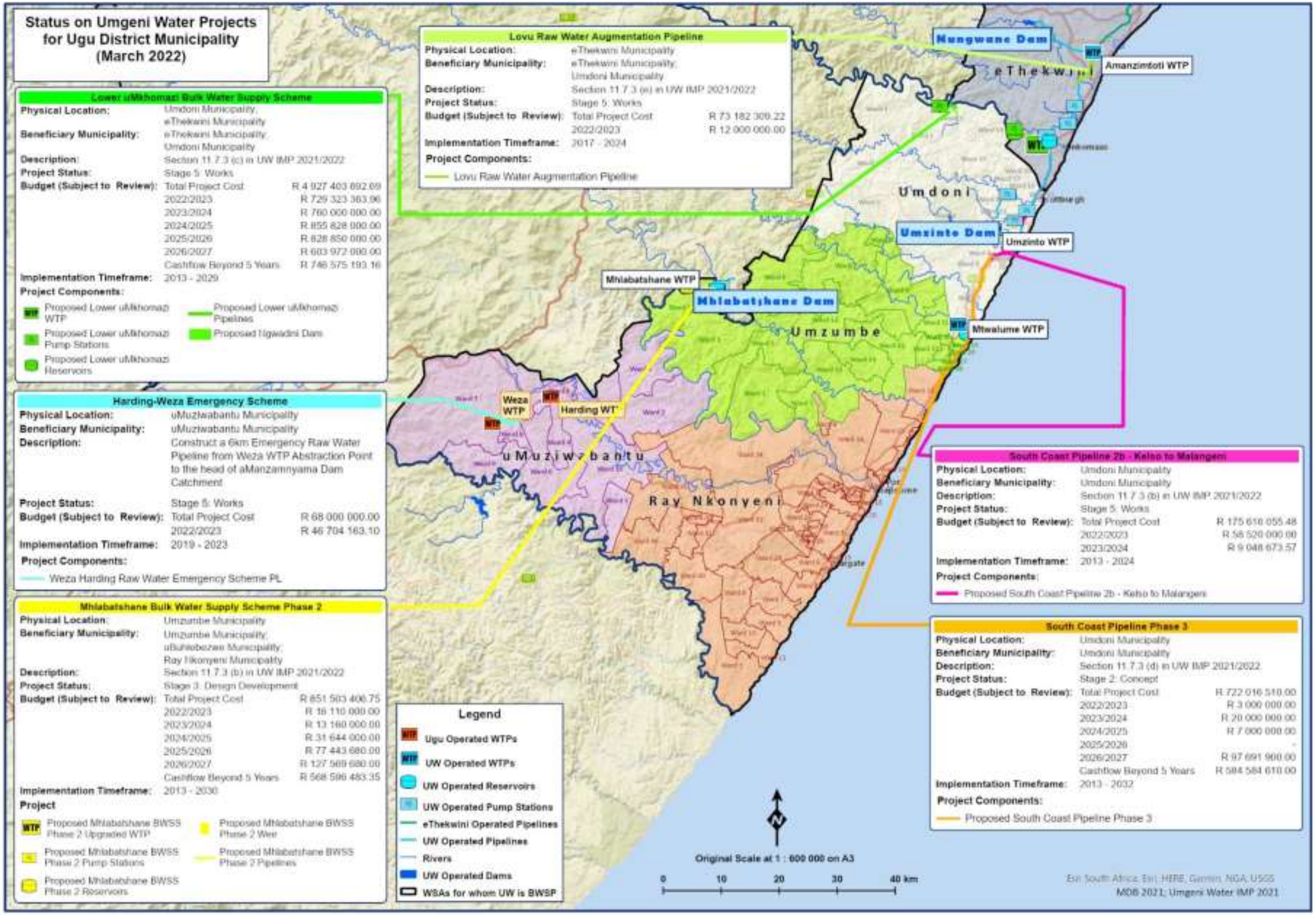

Waste Water Infrastructure
Ugu District Municipality
LOCALITY PLAN
1:600 000
Data Source(s)
Municipal Demarcations Board
Ugu DM
Dept of Transport
KZN COGTA
Disclaimer
The data presented on the maps have been acquired from various sources. The municipality does not accept any responsibility for the accuracy or completeness of these datasets.
Legend
Main Places
Human Settlements Pojects
Housing Projects
Completed
Construction
Planning
UGU Local Municipalities
Wastewater Treatment Plants
Sewer Manholes
Sewer Lines
Ocean
Surrounding Mnicipalities
Umdoni
Umzumbe
uMuziwabantu
Ray Nkonyeni
Ubuhlebezwe
Umzimkhulu
eThekwini
Richmond
Mkhambathini
Harding WWTW
Kwa-Mbonwa WWTW
Kwa-Mobotho WWTW
Murchison Hospital WWTW
Umzinto WWTW
Malangeni WWTW
Bazeia WWTW
Melville WWTW
Gamalakhe WWTW
Southbroom WWTW
Palm Beach WWTW
Ramsgate WWTW
Eden Wilds WWTW
Red Desert WWTW
Shelly Beach WWTW
Margate Chlorine Room WWTW
Purification Plant Portable WWTW
Hlokozi
Umgai
Oribi Flats
Paddock
Izingolweni
Harding
Hibberdene
Pennington
Port Shepstone
Umtamvuna
Port Edward
Mbizana

UMGENI WATER

Ugu District Municipality, as the Water Services Authority (WSA) provides potable water and sanitation services to the Umdoni, Umzumbe, Ray Nkonyeni and Umuziwabantu Local Municipalities. The Ugu WSA via the provisions of the Water Services Act, 1997 has appointed Umgeni Water as its Bulk Water Service Provider (BWSP) for certain areas within the District. The details of the contractual relationship between the Ugu WSA and Umgeni Water is captured in the Ugu-Umgeni Water Bulk Water Supply Agreement.

Due to the increasing demands for potable drinking water within Ugu District Municipality, Umgeni Water is currently implementing six projects for the benefit of the Ugu family of municipalities to meet these increasing demands and to increase the assurance of supply. The location and status of these projects is illustrated in the figure below. These projects are aligned with the planning of the Ugu family of municipalities as identified in the respective Integrated Developments Plans (IDPs) and Spatial Development Frameworks (SDFs). Further details on these projects and the bulk water supply system providing water to Ugu District Municipality is described in Volume 4 of the Umgeni Water Infrastructure Master Plan (see https://www.umgeni.co.za/infrastructure-master-plans/ for the most recent version). Funding for these projects is obtained from Umgeni Water. However, Umgeni Water is reliant on the Ugu District Municipality paying for the services provided.

Umgeni Water will assist Umuziwabantu Municipality by constructing a 6 km Emergency Raw Water Pipeline from Wez WaterbTreatment Plant Abstraction point to the head of Amanzamnyama Dam Catchment which is projected to cost R 68 000 000 with R 46 704 163.10 budgeted for the 2022/2023 financial year. The figure below contains the Umgeni Water operated infrastructure in Ugu District Municipality and status of the Umgeni Water projects for the Ugu family of municipalities (March 2022).


Status on Umgeni Water Projects for Ugu District Municipality (March 2022)
Lower uMkhomazi Bulk Water Supply Scheme
Physical Location: Umdoni Municipality, eThekwini Municipality
Beneficiary Municipality: eThekwini Municipality, Umdoni Municipality
Description: Section 11.7.3 (c) in UW IMP 2021/2022
Project Status: Stage 5: Works
Budget (Subject to Review): Total Project Cost R 4 927 403 692.09
2022/2023 R 729 323 363.96
2023/2024 R 760 000 000.00
2024/2025 R 855 828 000.00
2025/2026 R 828 850 000.00
2026/2027 R 603 972 000.00
Cashflow Beyond 5 Years R 746 575 193.16
Implementation Timeframe: 2013 - 2029
Project Components:
Proposed Lower uMkhomazi WTP
Proposed Lower uMkhomazi Pipelines
Proposed Lower uMkhomazi Pump Stations
Proposed Ngwadini Dam
Proposed Lower uMkhomazi Reservoirs
Lovu Raw Water Augmentation Pipeline
Physical Location: eThekwini Municipality
Beneficiary Municipality: eThekwini Municipality, Umdoni Municipality
Description: Section 11.7.3 (e) in UW IMP 2021/2022
Project Status: Stage 5: Works
Budget (Subject to Review): Total Project Cost R 73 182 309.22
2022/2023 R 12 000 000.00
Implementation Timeframe: 2017 - 2024
Project Components:
Lovu Raw Water Augmentation Pipeline
Harding-Weza Emergency Scheme
Physical Location: uMuziwabantu Municipality
Beneficiary Municipality: uMuziwabantu Municipality
Description: Construct a 6km Emergency Raw Water Pipeline from Weza WTP Abstraction Point to the head of aManzamnyama Dam Catchment
Project Status: Stage 5: Works
Budget (Subject to Review): Total Project Cost R 68 000 000.00
2022/2023 R 46 704 163.10
Implementation Timeframe: 2019 - 2023
Project Components:
Weza Harding Raw Water Emergency Scheme PL
Mhlabatshane Bulk Water Supply Scheme Phase 2
Physical Location: Umzumbe Municipality
Beneficiary Municipality: Umzumbe Municipality, uBuhlebezwe Municipality, Ray Nkonyeni Municipality
Description: Section 11.7.3 (b) in UW IMP 2021/2022
Project Status: Stage 3: Design Development
Budget (Subject to Review): Total Project Cost R 851 503 406.75
2022/2023 R 16 110 000.00
2023/2024 R 13 160 000.00
2024/2025 R 31 644 000.00
2025/2026 R 77 443 680.00
2026/2027 R 127 569 680.00
Cashflow Beyond 5 Years R 568 596 483.35
Implementation Timeframe: 2013 - 2030
Project
Proposed Mhlabatshane BWSS Phase 2 Upgraded WTP
Proposed Mhlabatshane BWSS Phase 2 Weir
Proposed Mhlabatshane BWSS Phase 2 Pump Stations
Proposed Mhlabatshane BWSS Phase 2 Pipelines
Proposed Mhlabatshane BWSS Phase 2 Reservoirs
South Coast Pipeline 2b - Kelso to Malangeni
Physical Location: Umdoni Municipality
Beneficiary Municipality: Umdoni Municipality
Description: Section 11.7.3 (b) in UW IMP 2021/2022
Project Status: Stage 5: Works
Budget (Subject to Review): Total Project Cost R 175 610 055.48
2022/2023 R 58 520 000.00
2023/2024 R 9 048 673.57
Implementation Timeframe: 2013 - 2024
Project Components:
Proposed South Coast Pipeline 2b - Kelso to Malangeni
South Coast Pipeline Phase 3
Physical Location: Umdoni Municipality
Beneficiary Municipality: Umdoni Municipality
Description: Section 11.7.3 (d) in UW IMP 2021/2022
Project Status: Stage 2: Concept
Budget (Subject to Review): Total Project Cost R 722 016 510.00
2022/2023 R 3 000 000.00
2023/2024 R 20 000 000.00
2024/2025 R 7 000 000.00
2025/2026 -
2026/2027 R 97 691 900.00
Cashflow Beyond 5 Years R 584 584 610.00
Implementation Timeframe: 2013 - 2032
Project Components:
Proposed South Coast Pipeline Phase 3
Nungwane Dam
Amanzimtoti WTP
eThekwini
Umdoni
Umzinto Dam
Umzinto WTP
Mhlabatshane WTP
Mhlabatshane Dam
Umzumbe
Mtwalume WTP
Weza WTP
Harding WTP
uMuziwabantu
Ray Nkonyeni
Legend
Ugu Operated WTPs
UW Operated WTPs
UW Operated Reservoirs
UW Operated Pump Stations
eThekwini Operated Pipelines
UW Operated Pipelines
Rivers
UW Operated Dams
WSAs for whom UW is BWSP
Original Scale at 1 : 600 000 on A3
0 10 20 30 40 km
Esri South Africa, Esri, HERE, Garmin, NGA, USGS
MDB 2021; Umgeni Water IMP 2021

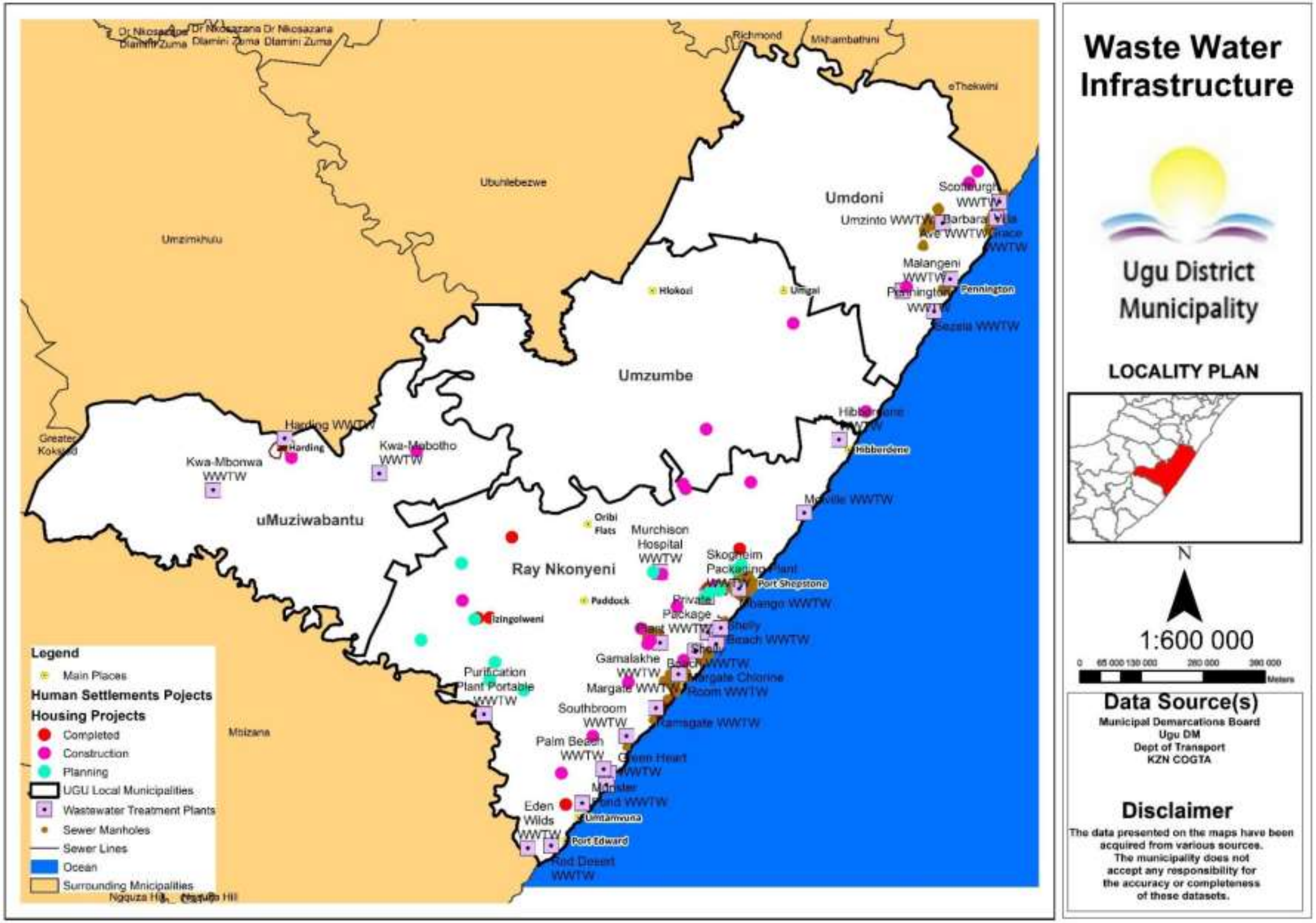
Sanitation services

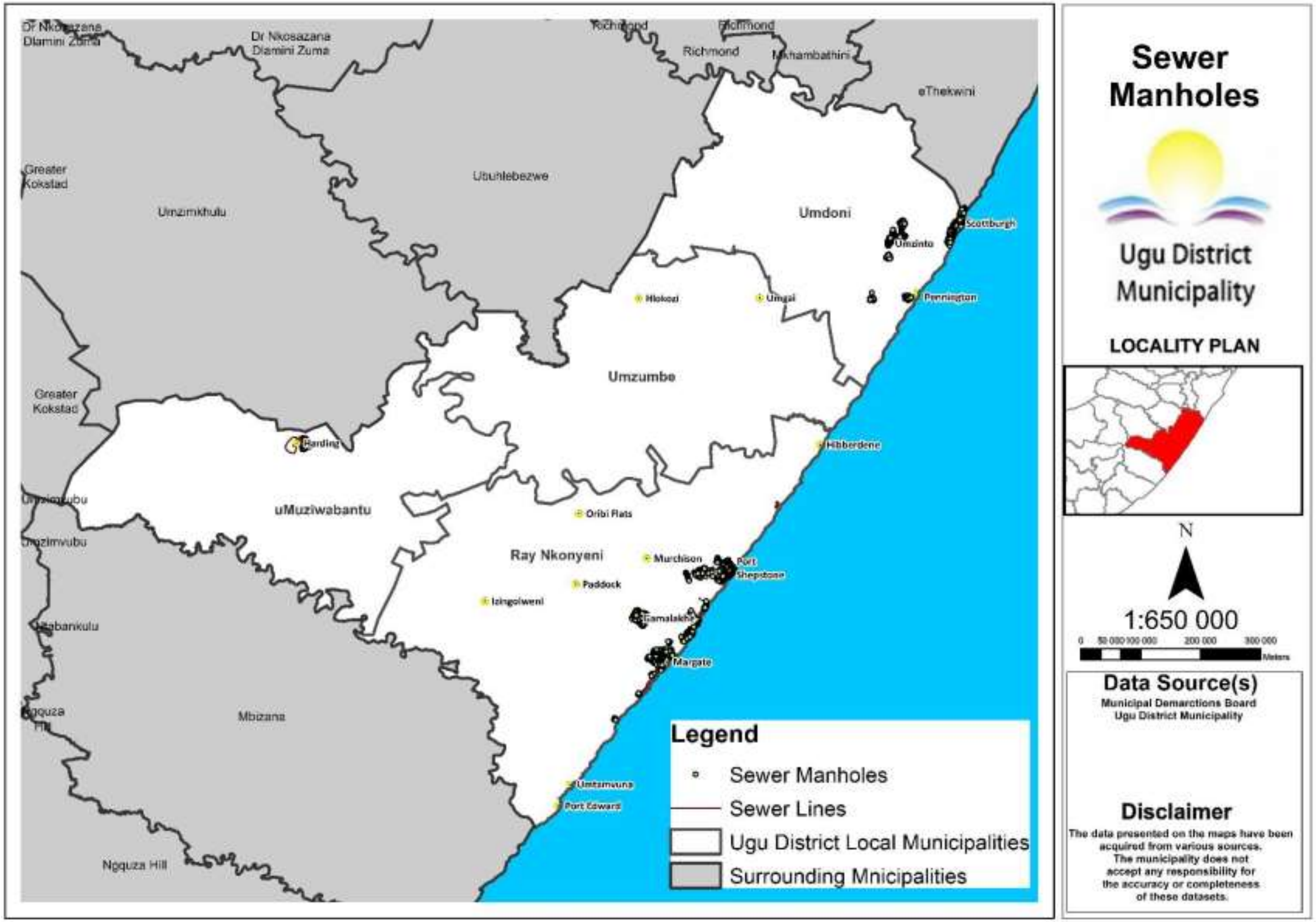
The Water and Sanitation Master Plan has been completed with a projection for 2030. The Water Services Development Plan which was last reviewed in 2015 encompasses amongst others, water, sanitation and infrastructure backlog studies, wastewater treatment studies, bulk infrastructure development studies. The WSDP is reviewed every year. Additional funding is required to eradicate the water and sanitation backlog etc.

Many households in Harding town are using septic tanks and conservancy tanks with Winterton Township using the VIP system, which is a very inappropriate system in an urban setting. These systems are not the best for both the users and the environment. A full waterborne system is required to ensure sustainable and environmentally healthy development. A big problem with conservancy tanks are sewage overflows. It is not uncommon to have sewage overflows into the storm water drainage, more especially during the rainy seasons. The table on the next page highlights that Umuziwabantu Municipality has a backlog of 21% in terms of access to sanitation.

Sanitation Service Level	Ugu	Umdoni	Umzumbe	Ray Nkonyeni	**Umuziwabantu**
Flush toilet (connected to sewerage system)	36 356	8 312	315	25 965	**1 728**
Flush toilet	6 044	1 636	428	3 774	**206**
Chemical toilet	14 590	5 615	4 309	2 328	**2 338**
Pit toilet with ventilation (VIP)	63 201	6 940	13 643	31 212	**11 406**
Pit toilet without ventilation	28 637	4 602	3 868	18 564	**1 603**
Bucket toilet (collected by Municipality)	3 613	2 737	850	26	**0**
Bucket Toilet (Emptied by Household)	2 147	504	471	736	**436**
None	7 565	1 771	689	4 787	**318**
Ecological toilet	3 853	10	1 046	1 825	**972**
Other	9 141	3 305	2 478	1 193	**2 165**
Total	175 146	35 433	28 132	90 409	**21 172**
Backlog	29	36	30	28	**21**

Statistics SA Community Survey 2016


Waste Water Infrastructure
Ugu District Municipality
LOCALITY PLAN
N
1:600 000
Data Source(s)
Municipal Demarcations Board
Ugu DM
Dept of Transport
KZN COGTA
Disclaimer
The data presented on the maps have been acquired from various sources. The municipality does not accept any responsibility for the accuracy or completeness of these datasets.
Legend
Main Places
Human Settlements Pojects
Housing Projects
Completed
Construction
Planning
UGU Local Municipalities
Wastewater Treatment Plants
Sewer Manholes
Sewer Lines
Ocean
Surrounding Municipalities
Umdoni
Umzumbe
uMuziwabantu
Ray Nkonyeni
Ubuhlebezwe
Umzimkhulu
Richmond
Mkhambathini
eThekwini
Harding WWTW
Kwa-Mbonwa WWTW
Kwa-Mabotho WWTW
Murchison Hospital WWTW
Purification Plant Portable WWTW
Southbroom WWTW
Palm Beach WWTW
Eden Wilds WWTW
Margate WWTW
Gamalakhe WWTW
Ramsgate WWTW
Melville WWTW
Sezela WWTW
Umzinto WWTW
Malangeni WWTW
Izingolweni
Paddock
Oribi Flats
Hlokozi
Umtamvuna
Port Edward
Port Shepstone
Hibberdene
Pennington
Mbizana

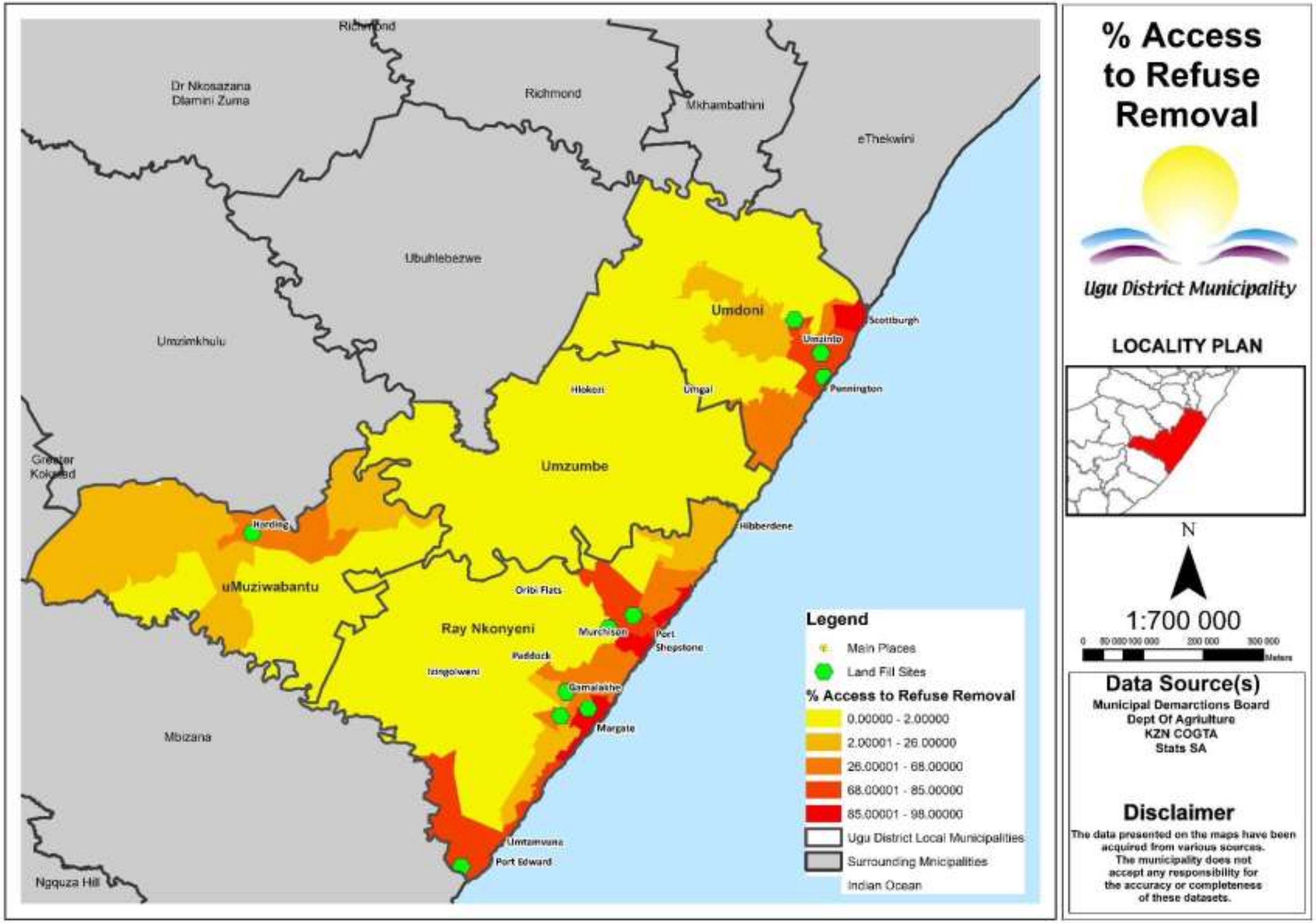

Sewer Manholes
Ugu District Municipality
LOCALITY PLAN
N
1:650 000
Meters
Data Source(s)
Municipal Demarctions Board
Ugu District Municipality
Disclaimer
The data presented on the maps have been acquired from various sources. The municipality does not accept any responsibility for the accuracy or completeness of these datasets.
Legend
Sewer Manholes
Sewer Lines
Ugu District Local Municipalities
Surrounding Mnicipalities
Dr Nkosazana Dlamini Zuma
Richmond
Mkhambathini
eThekwini
Ubuhlebezwe
Greater Kokstad
Umzimkhulu
Umdoni
Scottburgh
Umzinto
Hlokozi
Umgai
Pennington
Umzumbe
Harding
Hibberdene
uMuziwabantu
Oribi Flats
Umzimvubu
Ray Nkonyeni
Murchison
Port Shepstone
Paddock
Izingolweni
Mbizana
Margate
Ngquza Hill
Umtamvuna
Port Edward

C.5.2 SOLID WASTE MANAGEMENT

Solid Waste Management is responsible for waste collection, cleaning and disposal of waste in the Umuziwabantu Municipal Area. The objective of waste management for the Municipality is to integrate waste management services in order to provide basic services to the community and to minimise the effects of waste on humans and the overall health of the environment.

An estimated 95% of the Umuziwabantu population uses their own dump to dispose of their refuse. An estimated number of 21 172 households (estimated 5% of the total population) which benefit from the provision of municipal services of whom are the residents in and around the Harding Town. The table below depicts the access to refuse removal regards.

Refuse Removal	Ugu	Umdoni	Umzumbe	Umuziwabantu	Ray Nkonyeni
Removed by local authority at least once a week	34 454	7 375	21	**3 007**	24 053
Removed by local authority less often than once a week	1 532	475	10	**102**	946
Communal refuse dump	8 565	4 243	1 056	**470**	2 797
Communal container /central collection point	5 220	2 166	0	**0**	305
Own refuse dump	11 6354	20 432	24 765	**16 460**	54 697
Dump or leave rubbish anywhere (no rubbish disposal)	8 468	590	2 251	**1 092**	4 535
Other	550	154	28	**41**	327
Total	175 143	35 435	28 131	**21 172**	87 660


% Access to Refuse Removal
Ugu District Municipality
LOCALITY PLAN
N
1:700 000
Data Source(s)
Municipal Demarctions Board
Dept Of Agriulture
KZN COGTA
Stats SA
Disclaimer
The data presented on the maps have been acquired from various sources. The municipality does not accept any responsibility for the accuracy or completeness of these datasets.
Legend
Main Places
Land Fill Sites
% Access to Refuse Removal
0.00000 - 2.00000
2.00001 - 26.00000
26.00001 - 68.00000
68.00001 - 85.00000
85.00001 - 98.00000
Ugu District Local Municipalities
Surrounding Mnicipalities
Indian Ocean
Dr Nkosazana Dlamini Zuma
Richmond
Mkhambathini
eThekwini
Ubuhlebezwe
Umzimkhulu
Umdoni
Scottburgh
Umzinto
Pennington
Hlokozi
Umgai
Umzumbe
Greater Kokstad
Harding
Hibberdene
uMuziwabantu
Oribi Flats
Ray Nkonyeni
Murchison
Port Shepstone
Paddock
Izingolweni
Gamalakhe
Margate
Mbizana
Umtamvuna
Port Edward
Ngquza Hill

The landfill site (also known as a tip, dump, rubbish dump or dumping ground), is a site for the disposal of waste material. The Municipality took the initiative of constructing a new Municipal landfill site to which was completed in October 2017. The Landfill Site is now fully constructed, the operation side of the Landfill site is being outsourced, of which the Municipality has appointed Clive Transport to assist the Municipality operate the Landfill Site for a period of 3 years. It must be noted that Umuziwabantu Municipality was issued with the required license which permits the construction and operation of a Municipal landfill site. The Service Provider reports monthly as per the waste management license. The operations of the landfill site are audited by internal and externally audits conducted annually. A Landfill monitoring committee has been established and all Harding Landfill issues will be discussed in this committee and the municipality is in a process of rehabilitating CELL 0 in the 2022/23 financial year. The municipality has a fully functional Material Recovery Facility and tonnages are recorded monthly and municipality also reports waste tonnages to SAWIS monthly.

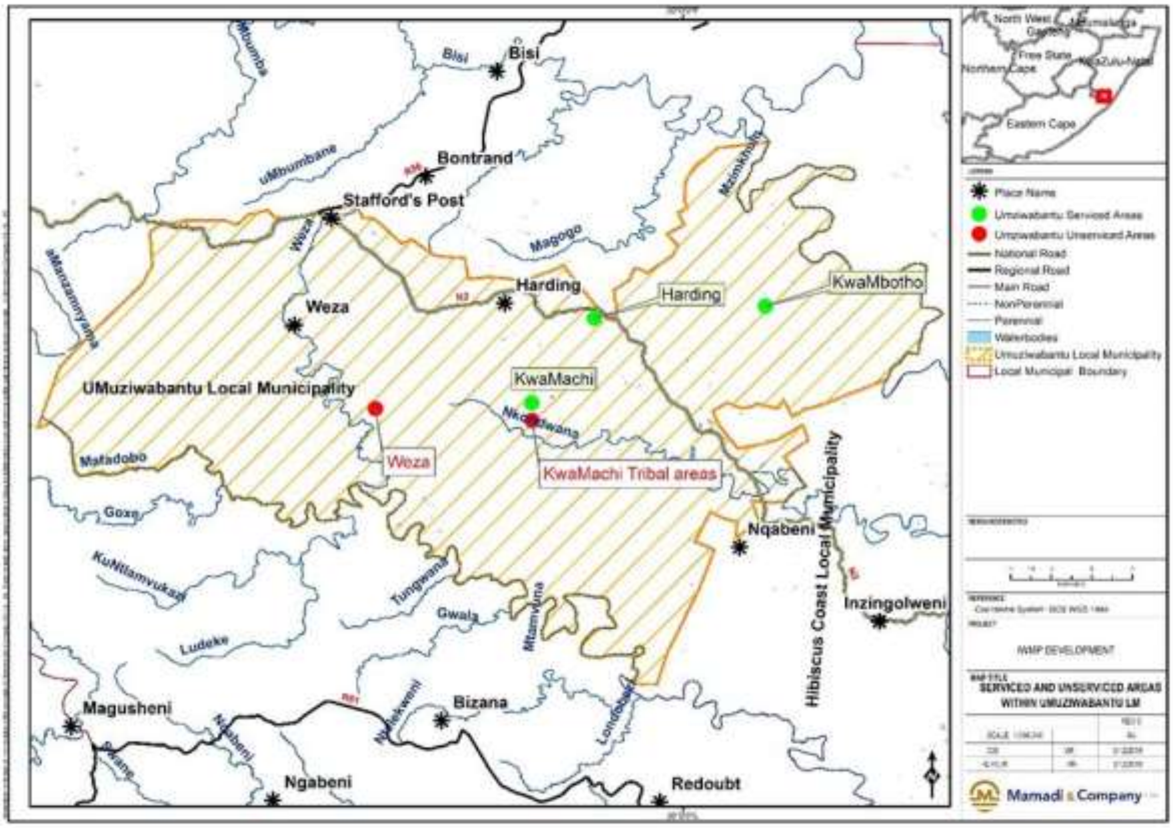
The new landfill site called Harding Landfill Site has been operational since July 2019. The landfill site is currently compliant, and leachate is monitored through internal and external audits conducted annually. All engineering activities are conducted by landfill site operator and qualified engineer, Cell construction, mining of cover material on site, maintenance of treatment plant, construction of drainage system on site and monitoring leachate dam. The site is fully fenced and is connected to the electric grid. There is a sorting facility onsite with clean water storage tanks, a tap and ablution facilities. There is a guard house at the entrance of the facility and two guards are present per shift.

Infrastructure associated with the site comprises of:

- Lined 1300m2 leachate pond
- Leachate treatment plant with volume of 159.9m2
- Administration block
- Guard house
- Ablution Facility
- Weigh Bridge
- Signage
- Board displaying the landfill site information

Disposal of hazardous and medical wastes from industries, hospitals and clinics are collected by accredited service providers. Medical wastes from clinics and private practices are temporality stored at the regional hospital where medical waste service provider (Compass wastes and Oilkol) collects them once a week and dispose it to a medical landfill site in Durban. Industrial waste from the industries around the area is mostly oil, which some industries reuse, while others utilise the service providers (OilKol) to dispose it on their behalf.

The municipality conduct basic waste management services which includes, waste collection and disposal, street cleaning, verge maintenance, plot clearing and tree felling, waste advocacy campaigns in communities and waste minimization projects. Out of the 11 Wards within the municipality, only ward three which covers Harding, part of KwaMbotho Tribal Area and Farmland, and a portion of ward eight (Kwezi) are the only three wards that receive waste collection service from the municipality. The Municipality is proposing locating skip bins centralin hot spots in the wards not receiving waste collection and introduce waste minimization/recycling initiatives. This will be regarded as extension of services to areas that are currently not receiving waste services and the exercise will be budgeted for in the 2023/2024 financial year. The Municipality currently services the Central Business District twice a day and residential areas are serviced twice a week. The municipality currently has waste management vehicles to ensure that waste is removed timeously to protect human health and the environment; 2 x compactor trucks, Skip truck, 2 x garden refuse trucks and 2 x tractors. Private vehicles are allowed to dump on site and the waste is screened at the gate, this is done so as to ensure that only the accepted waste enters the site.



Areas receiving Refuse Removal

With the recent establishment of the Community services directorate and appointment of the manager cleansing, parks and recreation, the Municipality with the assistance of the Department of Environmental Affairs has an adopted Municipal Integrated Waste Management Plan (IWMP), the next review is projected for the 2022/23 financial year.

The Manager Cleansing and Maintenance and the Environmental officer are responsible for environmental management in the Municipality and the Manager Law Enforcement is responsible for enforcing contraventions in relation to environmental management policies and bylaws with the guidance of the cleansing and maintenance unit. The Municipality is currently in the process of developing a Climate Change Strategy which will be headed by the Cleansing and Maintenance Unit together with the Disaster Management Unit. The Municipality also has a budget for Environmental Awareness campaigns which are conducted 4 times a year for both the community and in schools, this is viewed as strategic capacity building initiative for the community on environmental issues.

The municipality creates socio-economic opportunities for the green economy through recycling initiatives in the landfill site, river clean-up campaigns and removal of alien invasive species. This is used to inform existing and proposed socio-economic development which create healthy and safe environment for the community of Umuziwabantu and these areas are identified spatially in the SEA.

Table Proposed ULM Waste Management Objectives and Strategies for Priority Issues for achieving the IWMP desired end state

GOAL 1: PROMOTE INTEGRATED WASTE MANAGEMENT PLANNING AND IMPLEMENTATION

OBJECTIVES	TARGETS (SHORT TERM = 1 YR; MEDIUM TERM = 2-3 YRS; LONG TERM = 4-10 YRS)	KEY PERFORMANCE INDICATORS	INSTRUMENTS FOR IMPLEMENTATION	Progress	ESTIMATED BUDGETARY ALLOCATION
Ensure that there is sufficient institutional capacity for both human and financial resources to address integrated waste management	**IMMEDIATE TERM** Development of an IWMP by 2018.	• Endorsement of the IWMP by the MEC by 2018.	• DEA IWMP guideline	Achieved	R250 000

OBJECTIVES	TARGETS (SHORT TERM = 1 YR; MEDIUM TERM = 2-3 YRS; LONG TERM = 4-10 YRS)	KEY PERFORMANCE INDICATORS	INSTRUMENTS FOR IMPLEMENTATION	RESPONSIBILITY	ESTIMATED BUDGETARY ALLOCATION
Ensure that there is sufficient institutional capacity for both human and financial resources to address integrated waste management	**IMMEDIATE TERM** Development of an IWMP by 2018.	• Endorsement of the IWMP by the MEC by 2018.	• DEA IWMP guideline	Umuziwabantu Local Municipality has a designated Waste Management Officer. Umuziwabantu Local Municipality participates in the Local District Environmental forum.	R250 000
	SHORT TERM: • Appointment of waste management officers (WMOs) at ULM by 2019. • WMO to participate in the Local and District Environmental Forum: Waste Sub-Committee quarterly meetings . **MEDIUM TERM:** • • Conduct annual review of IWMP to monitor progress of implementation	• Appointment letters of Municipal WMOs • Produce reviewed IWMP by August 30th annually	• Dedicated waste management protocols • Environmental forum: Waste Sub-committee members – use as reviewers • Minutes of Waste Sub-Committee • IWMP annual review report • Annual review conducted by Waste Sub-committee • Industry best practice for various waste streams (e.g. metal, Papers, plastic, glass etc.) •	To be reviewed in 2023	

OBJECTIVES	TARGETS (SHORT TERM = 1 YR; MEDIUM TERM = 2-3 YRS; LONG TERM = 4-10 YRS)	KEY PERFORMANCE INDICATORS	INSTRUMENTS FOR IMPLEMENTATION	Progress	ESTIMATED BUDGETARY ALLOCATION
	LONG TERM: • Attach Waste Management to KPAs of Councilors • Review IWMP after every 5-year cycle.	• Produce reviewed IWMP (2023). • Produce reviewed all dedicated waste management protocol (2023). • Waste Management included on KPAs of New councillors	• Review of IWMP every 5 years	To be reviewed in 20223	N/A

GOAL 2: IMPROVE THE INSTITUTIONAL FRAMEWORK FOR WASTE MANAGEMENT					
• Ensure that roles and responsibilities are addressed, vacancy and gaps are filled and the is clarity of municipal structure	**IMMEDIATE TERM** • Formally appoint a dedicated Waste Management Officer (WMO) and allocate responsibilities. • LM Waste Committee must develop clear actions and allocate responsibilities. • Formulate and implement a comprehensive waste management training programme for relevant LM staff and councillors. • Ensure regular meetings of LM Waste Committee – at least quarterly where progress and challenges are addressed. **SHORT TERM TARGET** • WMO to participate in waste Management Forum and attend relevant meetings in all levels/spheres of government as per invitation. • Identify needs and gaps including vacancies in the institutional structure. **MEDIUM TERM TARGET**	• Confirmed appointment of WMO (Dec 2018). • Document highlighting the KPAs and responsibilities of each member to be produced. Hold LM Waste Committee inception meeting (Nov 2018). • Records of meeting Minutes and attendance register are kept and produced when required meetings. • Training programme and attendance register produced • Produce waste management organogram (Nov 2018) • Reviewed IWMP to be produced	• Minutes of Waste Sub-Committee • Guideline for the designation of the Waste Management Officer • WMO duties per DEA IWMP Guidelines. • Annual review conducted by Waste Sub-committee • EIP	Waste Management Officer has been allocated responsibility as per the appoint letter. Training are continuous for staff and a draft plan to train new councillors will be presented and implemented in financial year 22/23. Harding Landfill site monitoring committee.	R200 000

	• Conduct annual review of IWMP implementation progress **LONG TERM** • Review effectiveness of IWMP and implement measures to improve efficiency when necessary and at every 5-year cycle	• Report of annual review conducted by Waste Sub-committee			
GOAL 3: ESTABLISH EFFECTIVE COMPLIANCE AND REGULATORY FRAMEWORK FOR WASTE MANAGEMENT					
• Ensure waste related legal compliance within the municipality • Implement and enforce by-laws • Integrated and coordinated waste regulatory framework	**IMMEDIATE** • Review and implement waste by-laws • Identify and appoint a Peace Officer certified to enforce Waste By-laws. • Develop Waste Legal Register and initiate an internal legal compliance monitoring programme by Waste Sub-Committee • Clarify responsibility for enforcement of by-laws • **SHORT TERM** • Develop communication materials for informing and enforcing of waste management by-laws. • Conduct annual legal compliance monitoring by Waste Sub -Committee	• Gazette waste related by-laws (Dec.2019) • Appointment of Waste By-law Peace Officer (Dec 2019) • Develop Waste related legal register and legal compliance audit programme (Dec 2019) • Communication of by-laws	• Adoption of draft waste by-laws • CSIR Municipal Waste Management Good Practice • Waste Sub-Committee • EIP	ULM WMO	**N/A**
	MEDIUM TERM TARGET • Monitor effectiveness of by-law implementation • Continue to build enforcement and law-making capacity	• Annual legal compliance review conducted by Waste Sub-committee	• Legal register	• ULM WMO • Waste Sub-Committee	**N/A**

	LONG TERM TARGET • Review effectiveness of by-law implementation after every 5-year cycle • Review effectiveness of legal compliance monitoring	• Annual legal compliance review conducted by Waste Sub-committee • Produce reviewed waste by-laws (2023). • Produce reviewed legal register (2023).	**N/A**	• ULM WMO	**N/A**
GOAL 4: PROMOTE WASTE MINIMIZATION, REUSE, RECYCLING & RECOVERY					
Promote waste minimization and recycling within ULM.	**IMMEDIATE TARGET** • Identify and create a database of all existing recycling initiative (formal and informal) in ULM • recording types and quantities of waste recycled and the buyers. **SHORT TERM** • Identify opportunities to expand or replicate formal recycling initiatives. • Establish a Waste Recycling Forum (WRF) within the LM to promote recycling awareness and potential business opportunities. • Investigate recycling programmes in other DMs and LMs in the province and identify recycling business opportunities by engaging with recyclable waste producers and purchasers of scrap metal, paper, waste oil and other waste towards developing a business plan. • Collaborate with Extended Public Works Programme opportunities	• Establishment of an LM Waste Recycling Forum (WRF) • Minutes of inception meeting (Dec. 2019) • Evidence of having visited or making contact with other successful DM and LM initiatives (at least one by Dec 2018) • Database of existing recyclers (Dec 2018)	• Lessons from other existing recycling programmes within the district (e.g. scrap metal, used oils, etc.) • DEA / KZN DEDTEA Waste Forum	ULM WMO	N/A
	MEDIUM TERM TARGET • Annual update of recycling database • Identify new recycling opportunities and document. • Establish waste buy-back centres and recyclables collection points within the municipality. • Conduct annual review and report on waste buy-back centres including challenges and success factors. • Recycling target – increase recycling by 20% per annum.	• Database of existing recyclers updated annually • Evidence of the establishment of new or expansion of existing recycling initiatives • Buy-back centre annual report • Appointment of SMME contract recyclers and collectors	• Ugu District Municipality IWMP	ULM WMO	N/A

		• Recycling growth by 20% per annum.			
	LONG TERM TARGET • Review recycling initiatives in the LM after every 5-year cycle • Review Waste Information System after every 5-year cycle • Recycling target– double recycling by end of 2023	• Produce Waste Information System review report (2023). • Recycling progress report • Double recycling by end of 2023	• DEA Extended Public Works Programme (EPWP)	• LM WMO	N/A
GOAL 5: PROMOTE CAPACITY AND AWARENESS RELEVANT TO WASTE MANAGEMENT					
• Promote general awareness on waste related matters among ULM officials • Promote public awareness concerning waste management, recycling and littering • Promote clean and healthy environment • Implement anti-littering by-laws and enforcement	**IMMEDIATE TERM TARGET** • Promote awareness concerning waste management, recycling and littering • Develop waste management related training and awareness materials for LM officials and councillors. • Initiate waste management training and awareness programmes for LM officials and councillors.	• Waste management training and awareness materials and programme developed for LM officials and councillors (Feb 2019) • Record of training and public awareness events (Jun 2019).	• DEA waste training materials • Waste training Toolkit	ULM WMO	R200 000
	MEDIUM TERM TARGET • Develop waste management related awareness materials for communities. • Initiate waste management awareness programmes for wider communities. • Provide ongoing training and awareness. • Investigate whether anti-littering by-laws are adequate and properly enforced.	• Material developed for community awareness (Jan 2019) • Commencement of community awareness programme (Jun 2019) • Ensure Waste By-law Peace Officer addresses anti-littering by-laws	• DEA waste training materials • DEA model by-laws on waste management • Waste training Toolkit	ULM WMO	R150 000
	LONG TERM TARGET • Review training and awareness programme after every 5-year cycle • Review anti-littering by-laws after every 5-year cycle	• Produce reviewed programme (2023) • Produce reviewed by-laws (2023)	• Financing Elected Municipal officials and Ward council for training • Develop Information packages, posters, sign-boards, videos	ULM WMO	N/A
GOAL 6: PROMOTE EFFECTIVE AND EFFICIENT MUNICIPAL WASTE SERVICES					
• Efficient and effective services to all areas within the municipality. • Expand waste collection services in un-serviced areas	**IMMEDIATE TERM TARGET** • Develop programme to expand services to other areas within the municipality. • Development and adoption of a waste service level in line with National Domestic Waste Collection Standards (2019) • Identify all existing illegal dumps within the municipality and draw up a clean-up programme	• Compile municipal service levels in line with National Standards (Dec 2019) • Develop service expansion programme (Dec 2019) • Develop an asset database and profile	• CSIR Municipal Waste Management Good Practice	LM WMO	N/A

• Ensure waste management equipment and assets are adequate and functional • Ensure there are no illegal dumps	• Different service levels for different areas must be considered, and may vary between: ○ Kerbside collection ○ Organised transport to central collection points ○ Community transfer to central collection point (medium ○ density settlements) ○ On-site appropriate and regularly supervised disposal (applicable mainly areas with low density settlements and farms). **Assets** • WMO to develop a database of all waste management assets and assess reliability, adequacy and functionality and remaining useful life. • WMO to maintain a repair log of all assets. • Develop an asset budget replacement plan and ensure inclusion in annual IDP budgeting process	• Prepare asset replacement programme and budget • Illegal dumps clean-up programme			
	MEDIUM TERM TARGET • Continue to implement programme for expansion of services to rural and farm areas • Consider opportunities to provide an appropriate level of service to all areas	• Ongoing implementation of service expansion programme plan • Development of other areas service programme • Ongoing monitoring of illegal dumps	• CSIR Municipal Waste Management Good Practice • Expanded Public Works initiative through the appointment of service providers.	• ULM WMO	N/A
	LONG TERM TARGET • Review service level agreement after every 5-year cycle • Review extension service and tariff after every 5-year cycle	• Produce reviewed service level agreement (2019) • Produce reviewed extension service report (2019)	N/A	• LM WMO	N/A
GOAL 7: PROMOTE WASTE MANAGEMENT AWARENESS IN ALL AREAS WITHIN THE MUNICIPALITY					
• Promote general awareness of better waste management	**IMMEDIATE TERM TARGET** • Initiate community-based waste management training and awareness	• Develop rural waste awareness training	• Developed Information packages, posters, sign-boards, videos, etc.	ULM WMO	**R150 000**

practices in all informal and rural areas • Introduce recycling centres or depots at schools • Promote awareness concerning risks associated with backyard burning of waste and cooking with plastic waste	programmes for rural councillors and communities. **SHORT TERM** • Promote awareness concerning waste management, recycling and littering in informal areas	programme and materials (Jun 2019)			
	LONG TERM TARGET • Implement waste training awareness programme for the LM councillors and communities.	• Provide evidence of having commenced awareness programme by Dec 2019	• Waste awareness toolkit • CSIR Municipal Waste Management Good Practice	ULM WMO	**R150 000**
	LONG TERM TARGET • Review progress in the implementation of the training and awareness programme after every 5-year cycle	N/A	N/A	• ULM WMO	**N/A**
GOAL 8: PROMOTE EFFECTIVE MANAGEMENT OF MEDICAL, COMMERCIAL, INDUSTRIAL WASTE					
• Promote appropriate disposal of medical, commercial and industrial waste and ensure adequate management by the respective waste generators and service providers • Prevent medical waste (including diapers) from ending up in domestic landfill sites (i.e. from clinics, GPs and funeral parlours)	**IMMEDIATE TERM TARGET** • Identify and document key sources of medical, commercial and industrial wastes. • Develop a database of all: clinics, medical facilities (GPs, pharmacies, funeral parlours, etc.), commercial wholesalers, sawmills, abattoirs, vehicle repairs, scrap yards etc. • Develop a programme for drafting and implementation of relevant by-laws • For medical waste, clarify status of DoH initiatives for hospitals and clinics. **SHORT TERM** • Investigate feasibility of implementing a "returns" programme or policy for pharmacies, GPs, etc. This could also be incorporated into a medical waste by-law. • Investigate opportunities for collaborating with Home Based Caregivers for promoting awareness concerning disposal of medical waste (e.g. anti-retro-viral medication, etc.) and if feasible, develop an implementation plan.	• Development of medical, commercial and industrial waste database (Dec 2018) • Programme for development of relevant by-laws and implementation (Dec 2019) • A report on results of engaging with GPs, Pharmacies concerning a "return" policy and programme for implementation.	• Provincial DoH initiatives	ULM WMO	R275 000
	MEDIUM TERM TARGET • Develop a Waste Management Plan including quantification, collection and disposal options for the following waste sources	• Draft by-laws for important medical, commercial and industrial waste streams • Gazette relevant by-laws	• Sample by-laws from DEA • Provincial DoH initiatives	ULM WMO	R300 000

	- Medical (GPs, pharmacies, funeral parlours, etc.), - Commercial (e.g. wholesalers) - Industrial sources (e.g. mines, etc.) • Draft medical waste by-laws for private medical institutions (e.g. GPs and funeral parlours) • Draft commercial and industrial waste by-laws (e.g. wholesalers, abattoirs and mine waste, etc.) • Promote awareness of medical, commercial and industrial by-laws • Develop a programme for monitoring medical, commercial and industrial waste streams. • Provide ongoing training and awareness of medical, commercial and industrial by-laws (e.g. clinics, GPs, funeral parlours, pharmacies, wholesalers, sawmills, etc.) • Training of Peace Officer in enforcing by-laws	• Development of materials for communicating and educating on by-laws • Training of Peace Officer in enforcing by-laws			
	LONG TERM TARGET • Review success of medical, commercial and industrial waste management programme • Review medical waste By-laws after every 5-year cycle	• Review report on progress of medical, commercial and industrial waste.	**N/A**	• LM WMO	N/A
GOAL 9: ENSURE EFFECTIVE MANAGEMENT OF LANDFILL SITES					
• Ensure all landfills are permitted in terms of DWAF Minimum Requirements Landfills which comply with national and local environmental legislation. • Decreased land-filled waste by 30% volume within 5 years through the 3R´s (waste reduction, re-use, recycling) and alternative treatment.	**IMMEDIATE TERM TARGET** • Adopt DWAF Minimum Requirements for Waste Disposal by Landfill (2005), Minimum Requirements for Water Monitoring at Waste Management Facilities and the National Norms and Standards for the Assessment of Waste for Landfill Disposal (2005), Government Notice R635 of 2013 and develop landfill management protocol. • Promote compliance of existing permitted landfill sites (e.g. Harding landfill site) and close unlicensed dump sites (e.g. Old Harding Dumpsite) **SHORT TERM TARGETS**	• Landfill Monitoring Programme (Mar 2019) • First monitoring report by Waste Sub-Committee (Mar 2019) • Closure Plan for Old Harding dump site (Dec 2018) • Applications for transfer stations	• DWAF Minimum Requirements • DEA Landfill Daily Data Collection Form • Waste Sub-Committee • Landfill Compliance Monitoring Programme • Transfer stations compliance programme	• ULM WMO	**R1 000 000**

• Closure of all non-permitted dump sites Construct transfer stations in remote and conjected areas	• Develop rehabilitation plans for closed dump sites • Develop programme for the monitoring activities at existing and licenced landfill sites (i.e. New Harding Landfill) • Promote waste minimization to achieve 20% reduction in waste land-filled target • Identify areas in need of transfer station and Develop construction plan.				
	MEDIUM TERM TARGET • Conduct annual monitoring of licenced landfill sites as per prescribed Minimum Requirements • Conclude closure of Harding dump site	• Annual monitoring reports • Close or license un-permitted sites	• DWAF Minimum Requirements • DEA Landfill Daily Data Collection Form	• ULM WMO • Waste Sub-Committee	**N/A**
	LONG TERM TARGET • Review monitoring of licenced landfill sites as per prescribed Minimum Requirements	• Produce reviewed report (2023)	• Rehabilitation and closure plan for old sites	• ULM WMO • DEA	**N/A**
GOAL 10: ENSURE SOUND BUDGETTING AND FINANCING OF WASTE MANAGEMENT					
• Improve financial sustainability of waste management in ULM • Allocate more resources to waste management from existing budget and other sources of funding • Ensure there is adequate budget for new and maintenance of infrastructure for waste management	**IMMEDIATE TERM TARGET** • Develop financial planning model for waste services to include all costs associated with the provision of waste services and align tariffs with costs. Complete by June 2019. **SHORT TERM TARGETS** • Identify funding sources for capital projects (e.g. MIG) and motivation of waste projects in IDP and other budgeting processes. • Engage with DEA / KZN DEDTEA concerning funding model.	• Draft financial planning model for waste services (Jun 2019)	• DEA - User Guide for Solid Waste Tariff • National Pricing Strategy for Waste Management Charges (2014).	• ULM WMO	N/A
	MEDIUM TERM TARGET • Initiate and explore measures to increase the revenue stream • Ensure ongoing motivation of waste projects in IDP and other budgeting processes • Ensure ongoing annual review of waste services financial plan	• Annual reviewed IWMP Financial Plan	N/A	ULM WMO	N/A
	LONG TERM TARGET • Ensure IWMP review includes review of waste services financial plan	• Reviewed IWMP Financial Plan	• IDP Budget • Municipality Infrastructure Grant (MIG) Funding		N/A

C.5.3 TRANSPORTATION INFRASTRUCTURE

Umuziwabantu Municipality is responsible for all local roads within Harding. The key local roads are the urban streets within Harding. Only some of the roads are surfaced and maintenance is required. This maintenance falls under local municipality responsibility.

The municipality is responsible for the construction, maintenance and upgrading of these local and access roads within its area of jurisdiction and has in place a draft infrastructure maintenance plan which will be adopted and implemented in from the 2021/2022 financial year.

- ***District and Local Roads***

A total of **283.664 km** of district road lies within the bounds of the municipality. Very little of this road network is surfaced. A total of **27.457 km** of local road lies within the bounds of the municipality.
The conditions of these roads vary widely, with the Department of Transport having budgeted a sum of R9 500 000 for periodic maintenance to the betterment and re-gravelling of the D1033, D907, D252, D908 and D120 district roads. Various district roads which have also been earmarked for routine maintenance including; Patch gravelling, drain clearing and verge maintenance are: D904, D862, D1033, D211, D149
The Municipality has also dedicated more than R30M to upgrade roads in Harding (Town and Rehabilitation). Further to this the Department has appointed a service provider to develop an urban renewal framework, which will help the municipality in the planning and implementation of beautifying the Harding town.

- ***Provincial Roads***

Historically, there are two roads which were properly constructed: Hawkins (P59) to Bizana) and Murchison Streets. The rest of the roads were gravel roads which were covered with the blacktop to reduce dust. However, given the significant increase of traffic in the last ten to fifteen years and the lack of proper maintenance, this blacktop has deteriorated to an extent that in some roads there is more gravel surface than tar and potholes. This has resulted in the town being dusty and unpleasant to drive in.
The main provincial road which proceeds through the municipality is the P61, which intersects the N2 in two locations, linking Weza to the National road. A total of **101.635 km** of provincial road runs through the Umuziwabantu Municipality, with approximately **49.8%** of these roads being surfaced. The condition of the provincial roads within the municipality varies, with the Department of Transport budgeting for small safety maintenance works in the form of asphalt patching and road studs and routine gravel patch maintenance.

- ***National Road (N2)***

A stretch of the N2 between Durban and the Eastern Cape traverses the municipality; the total distance within the Umuziwabantu Municipality is 51.91 km. It runs from the Ray Nkonyeni Municipality to the south-east and then along the northern border and into the

Umzimkhulu Municipality. The road is single carriageway and is in good condition. The road network through the **Umuziwabantu** Municipality totals approximately **494.6 km**, of which **102.548 km** is surfaced. The complete network can be broken down as follows:

ROAD	DISTANCE (KM)	TOTAL PERCENTAGE	PERCENTAGE SURFACED
National Road network	51.91	10.49%	11.17%
Provincial Road network	101.635	20.54%	10.89%
Local Road network	57.457	11.61%	
District Road network	283.664	57.34%	
Total	**494.666**	**100.00%**	**22.06%**

Table 11: Road Network

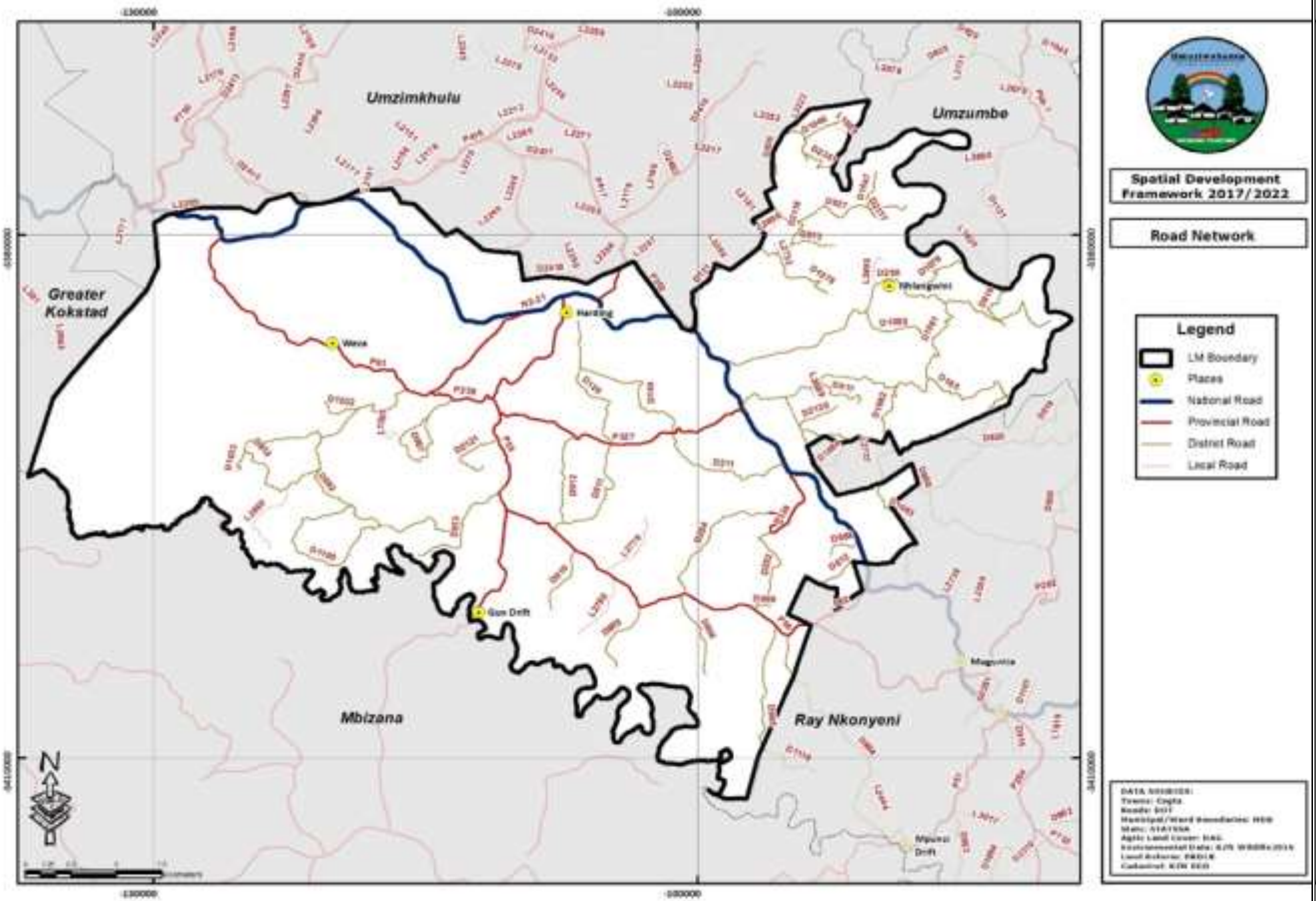
- ***Railway Line***

The inland portion of the abandoned Port Shepstone and Alfred County Railway (PSACR) runs through the municipality and for which Harding was the terminus. The line was a narrow gauge (610mm) railway used primarily for transporting agricultural produce to Port Shepstone for onward shipping. Due to actions by Transnet and the changing economics of land transport, the railway fell into disuse and operations ceased in the mid 2000's (Wikipedia, 2014).

The rail reserve is owned by Transnet Freight Rail. Though there is a moratorium on the alienation of rail reserves and associated land, the current status of this rail line remains closed with no indication of future rollout within the area. Current infrastructure is not in an operational condition.

Rail Infrastructure Upgrades

Due to the rail being of the narrow gauge type installation, it is seen to have a very limited service capability and is confined to only servicing a certain type of older transport technology. Due to this narrow spectrum capability there is a limited variety of usage for this rail and/or its expansion. As such Transnet Freight Rail has taken the stance that the continued operation of this rail is no longer economically viable. Since the closing of this rail line, maintenance has ceased and the line has fallen into disrepair, resulting in a large outlay of capital being needed if the rail was ever to be opened again. It has, however, been highlighted that this portion of network could have possible heritage rail value (Ernest Kettle, Transnet Rail Infrastructure dept.)



Infrastructure Master Plan, Current projects and Future projects

Umuziwabantu Municipality undertook a study in 2010 of Infrastructure Master Plan for Roads and Stormwater looking at the 5 year plan. This plan was used as a guide based on the findings on the situational analysis of infrastructure in Umuziwabantu. Some of the projects which were identified are being implemented.

With the National Development Plan being a guide for development of our communities, it's important for Umuziwabantu to align itself through having implementable plans to improve service delivery. Therefore there is a need to review the Infrastructure Plan.

Current Projects

There are a few infrastructure projects currently within the Umuziwabantu jurisdiction some which are managed by the Municipality, others by UGU District and Provincial Government. The Map 16 below illustrates locations of the current projects.

The identified projects in Map 16 are as per the priority list of the 2021/2022 Service Delivery and Budget Implementation Plan, and which were requested by the community of Umuziwabantu. Whilst observing these projects, the municipality acknowledges challenges faced regarding the condition of our roads.

Future Projects

The Department of Transport is currently working on upgrading P58 which links Umuziwabantu & Ray Nkonyeni Local Municipality, this project is in phases which still continues to the next few years.

There are currently 10 capital projects for Umuziwabantu Municipality and the status quo of these projects is as follows:

Item	Project Name	Ward No.	Year 2022/23 commitment	Status
1	Harding Sport Precinct Phase 1	03	R 2 645 469,52	Construction stage
2	Gayiya to Nyawo Access Road	08	R 3 482 873,37	Final Design Stage
3	Mhlwazini Access Bridge	02	R 9 303 542,47	Final Designs Stage
4	Engele Community Hall	09	R 5 178 801,21	Construction stage
5	Harding Sport Precinct Phase 2	03	R 4 798 588	Construction stage
6	Mazakhele Community Hall	11	R 566 099,83	Detailed design
7	Fantini Access Road	06	R 424 945,85	Detailed design
8	Expansion of Harding Cemetery Phase 2	03	R 5 310 000,00	Construction stage
9	Upgrading of Stafford Street	03	R 1 300 000,00	Tender stage -BAC
10	Construction of Market Stalls in Harding Town	03	R 4 600 000	Tender Stage-BAC
8	Expansion of Harding Cemetery Phase 2	03	R 5 310 000,00	Construction stage

The following projects have been prioritised for the 2023/2024 financial year:

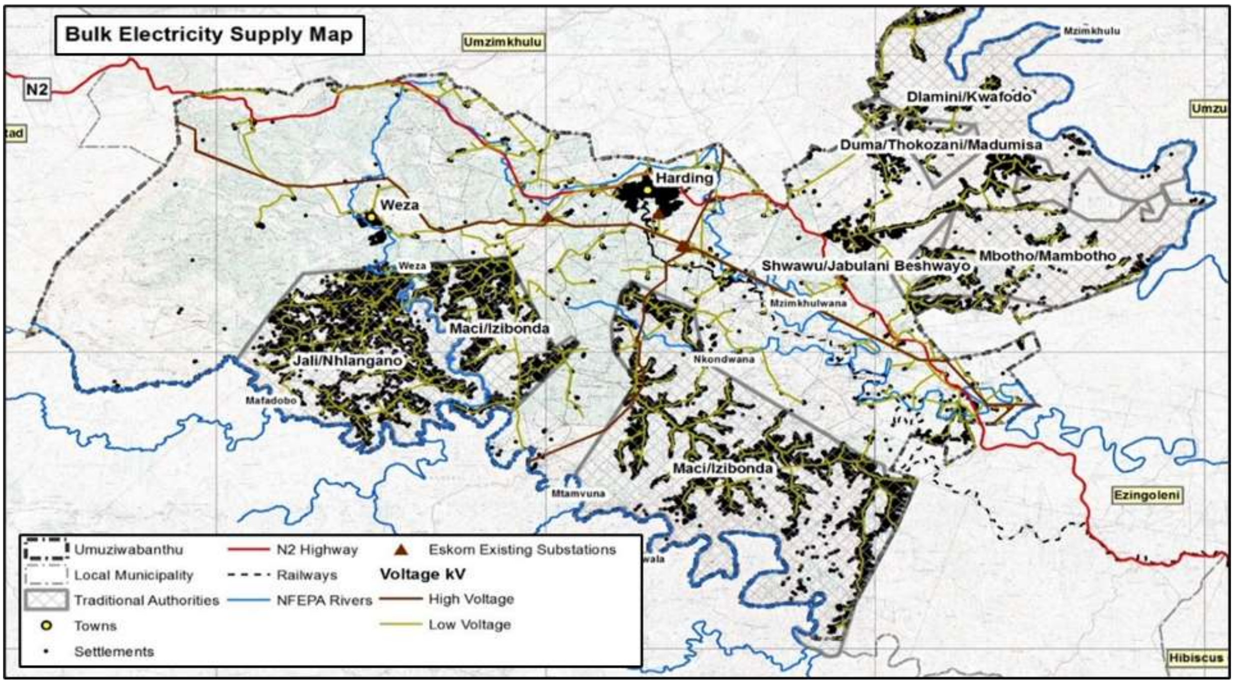
Item	Project Name	Ward	Estimate	Funder
1	Mazakhele Community Hall	11	R 9 775824,77	MIG
2	Mhlwazini Access Bridge	02	R 1 022 104,26	MIG
3	Fantini Access Road	06	R 4 490 980,45	MIG
4	Harding Sport Precinct Phase 2	03	R 10 525 240,52	MIG
5	Upgrade of Stafford Street	03	R 600 000,00	Internally funded
	TOTAL		**R 26 414 150,00**	

C.5.4 ENERGY

There are currently two licensed energy supply authorities which are ESKOM and the **Umuziwabantu** Local Municipality. It is, however, known that future distributor responsibilities have been proposed to be taken over by a singular Regional Electricity Distributor (REDs) which will see both Eskom and the **Umuziwabantu** Local Municipality handover all relevant energy infrastructure responsibilities to the new supply authority. (Government Gazette, No.31741, 19 Dec. 2008).

UGu District GDS Strategic Programme 4.4.2 Promotion of Energy Efficiency is also noted. This involves various strategies regarding the reduction of energy consumption where possible, such as providing national incentive schemes and the provision of solar lighting to rural settlements (Ugu District Municipality, 2013)

Electrical reticulation is undertaken by Eskom throughout the municipality, with the exception of Harding, for which Eskom supplies to the municipality who are then responsible for reticulation. The UGu IDP estimates the portion of energy responsibility covered by the municipality to be about 1%. The installed infrastructure, of which the majority responsibility lies with Eskom, is noted to be quite extensive throughout the municipality, providing most acknowledged settlements with power. The UGu IDP indicates that the municipality is served by sufficient substation capacity to connect all households, should the reticulation be fully rolled out. (UGu District Municipality, 2022/23 IDP.) The map below shows the Bulk Electricity Supply in Umuziwabantu.



Access to Electricity

The Community Survey of 2016 shows that 80,3% of the municipality's population has access to electricity. Some rural communities still require infrastructure connection and there is an infill backlog. The major challenge regarding electricity backlog is the capacity constraints from Eskom. Major substations are currently been upgraded to increase the supply capacity. New infrastructure development and extension put pressure on the existing infrastructure and supply capacity.

Electrification backlog

The backlog of electrification through the municipality is only dealt with by Eskom in the form of their Rural Electrification Program, which sees the identification and rollout of infrastructure within rural settlements for their electrification. The UGu IDP estimates the backlog in the electrification process to be 21.8%, but refers to Eskom's work rate and programme having the ability to achieve a national target within the municipality of 100% household electrification by the end of 2025. (UGu District Municipality, 2022/23 IDP).

Energy Sector Plan

The municipality has Electricity Master Plan that was adopted by Council on the 15th June 2022 with the IDP. The Master Plan was outsourced and conducted by A-M Consulting Engineers and the objectives of the plan amongst others include:

- Provision of the status of electricity backlogs
- Alignment with Eskom and DOE plans
- Identification of infill's
- Maintenance of electricity infrastructure
- Detailed operations plan
- Identification of electricity challenges
- Proposed electricity saving strategies

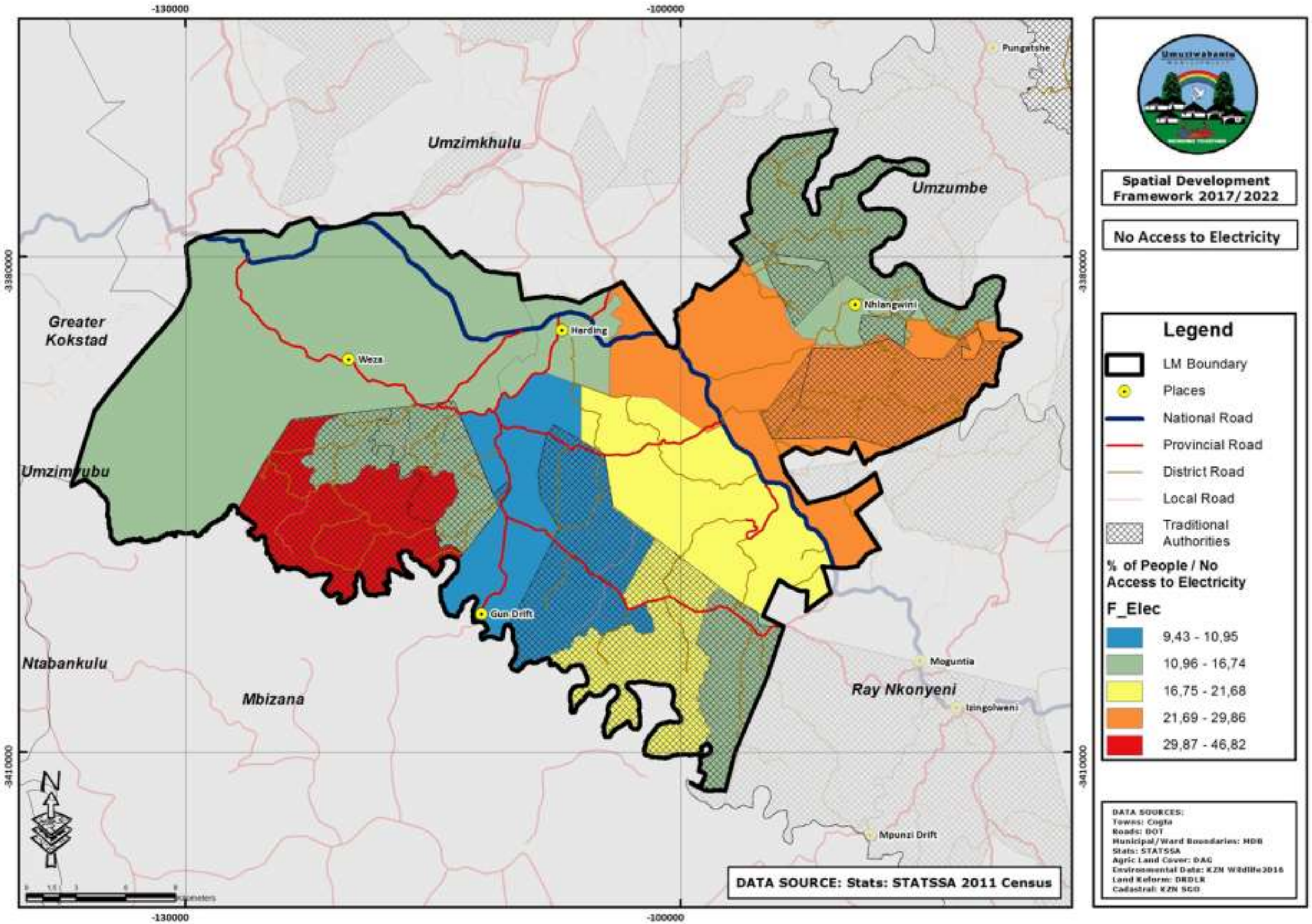
Umuziwabantu has been allocated a grant for an amount of R 15 919 000.00 by the Department of Mineral Resources and Energy, which is intended for the Municipality to implement 2023/2024 electrification projects that the Municipality applied for. The planned projects are depicted in the table below:

Project Name	Project Type	Funding Recommended	Recommended Number of Connections
Sihoqo	Households	R 1 850 000.00	88
Mshayamoya	Households	R 3 200 000.00	152
Ocingweni	Households	R 1 850 000.00	88
Shayihagu	Households	R 2 300 000.00	110
Nhlanza	Households	R 1 910 000.00	91
Nkungwini	Households	R 1 300 000.00	62
Engele	Households	R 1 700 000.00	81
Ephumza	Households	R 1 809 000.00	86
Total		**R 15 919 000.00**	**758**

Other electrical projects to be conducted by Umuziwabantu include:

PROJECT NAME	PROJECT TYPE	FUNDING RECOMMENDED	RECOMMENDED NUMBER OF CONNECTIONS	FINANCIAL YEAR
Mazakhele PHASE 3	Households	R8 578 500.00	399	2023/2024

Circuit breakers	Overhead line breakers	R1 200 000.00	4	2022/2023
Transformers	Pole & Ground	R 600 000.00	4	2022/2023


Spatial Development Framework 2017/2022
No Access to Electricity
Legend
LM Boundary
Places
National Road
Provincial Road
District Road
Local Road
Traditional Authorities
% of People / No Access to Electricity
F_Elec
9,43 - 10,95
10,96 - 16,74
16,75 - 21,68
21,69 - 29,86
29,87 - 46,82
Umzimkhulu
Umzumbe
Greater Kokstad
Umzimvubu
Ntabankulu
Mbizana
Ray Nkonyeni
Pungatshe
Nhlangwini
Harding
Weza
Gun Drift
Moguntia
Izingolweni
Mpunzi Drift
-130000
-100000
-3380000
-3410000
DATA SOURCE: Stats: STATSSA 2011 Census
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO

Map 18: Bulk Electricity supply

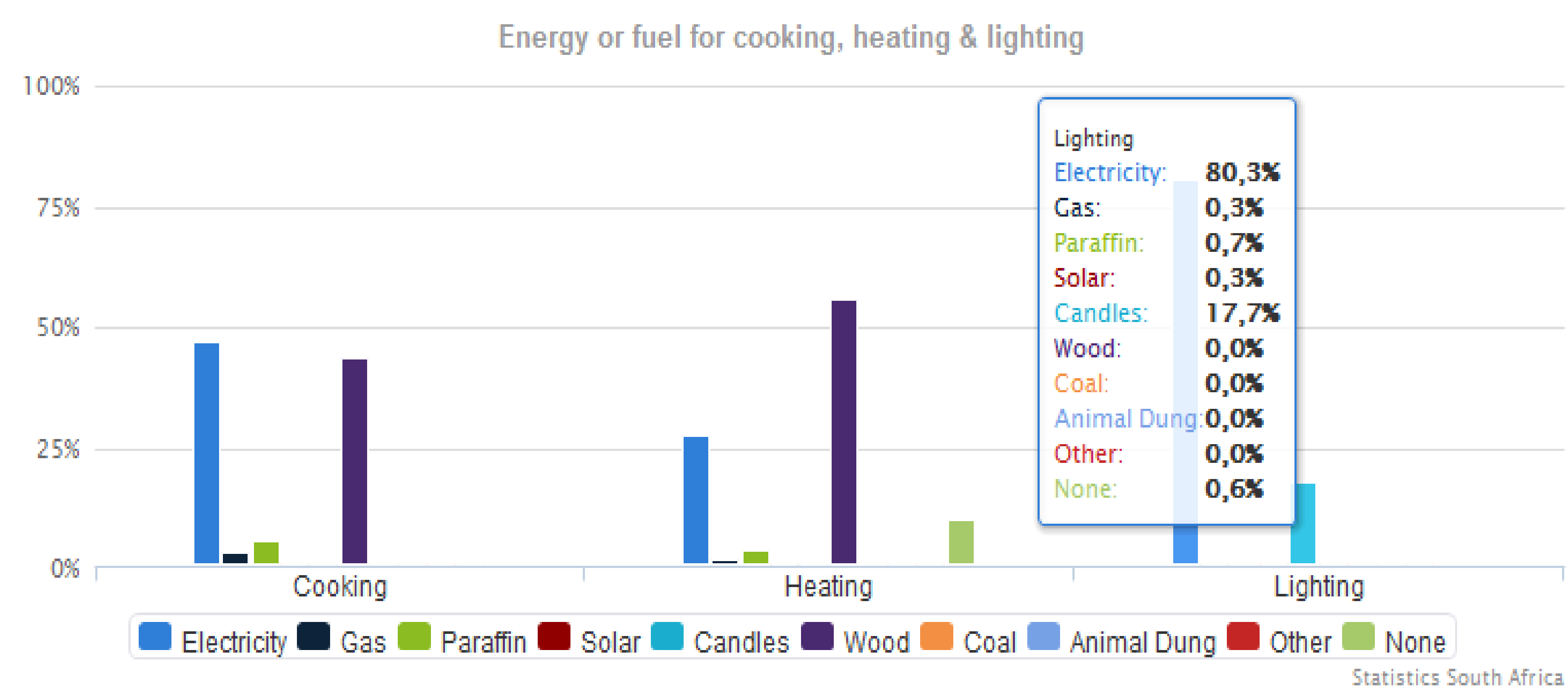


Figure 10: Energy supply

C.5.5 ACCESS TO COMMUNITY FACILITIES

Umuziwabantu has constructed numerous community halls in its area of jurisdiction, and millions of rands have been invested in the construction of these facilities. Many of our community halls are however underutilised with the exception of the Harding community hall in the CBD area. Furthermore, the municipality has been faced with the challenge of vandalism and poor maintenance with regards to its public facilities. Steps have in the recent year been taken to ensure cleanliness and maintenance of the facilities through utilising participants from the community works program and ward committees to service these centres. Proper maintenance plans are yet to be developed to safe guard these properties. The municipality currently has no management structures in place to oversee and run these facilities.

With the expansion of the municipality and the establishment of the Community services directorate, the organisational structure proposes a facilities management officer and manager to improve the maintenance of public facilities.

In light of access to community facilities, there is one functional and fully fledged community library which was built by the Department of Sports, Arts and Culture. The library is located in Harding in the municipal premises. Given the increasing number of users, it has become evident that more space or extension is required in the future.

It is worth noting that the culture of learning has been instilled in Umuziwabantu, as we see the increase in numbers of new member registrations at the library.

ADEQUECY OF PUBLIC FACILITIES

Area	Number of People	Facility	Travelling Distance to Public Facilities		
			Less than 1 km	Between 1-2 km	Beyond 2km
Harding Town	9 460	Clinic	✓		
		Primary School	✓		
		High School	✓		
		Hall	✓		
Ikhwezi	9 123	Clinic	✓		
		Primary School	✓		
		High School	✓		
		Hall	✓		
Salem	8 319	Clinic		✓	
		Primary School	✓		
		High School	✓		
		Hall	✓		
Jabulani/ Bashaweni	11 713	Clinic		✓	
		Primary School	✓		
		High School	✓		
		Hall	✓		
Phumza	10 479	Clinic	✓		
		Primary School	✓		
		High School	✓		
		Hall	✓		
Nqabeni	9 738	Clinic		✓	
		Primary School	✓		
		High School	✓		
		Hall	✓		
Nhlangwini	7 650	Clinic	✓		
		Primary School	✓		
		High School	✓		

		Hall	✓		

An application of travelling distance per areas that are prioritized for future housing reflects that these areas are served with public facilities which includes Clinics, Schools and Community Halls. The majority of the facilities are within a 1km radius within the proposed sites while very few clinics are within 1 – 2 km from the proposed sites. This indicates that the housing projects that have been proposed will be provided with the public facilities.

C.5.5.1 STATUS AND PRIORITY OF FACILITIES

The municipality has shown enormous progress in the provision of community facilities, with the construction of a number of community facilities within the municipal areas: The Community Services Directorate conducted assessments and inspections of all municipal properties within the Town. These assessments were conducted with the view to develop and enhance municipal maintenance planning. Here below is the list of all inspected buildings:

PROPERTY DESCRIPTION	STATUS	RECOMMNENDATION
Municipal Hall and Municipal Offices	Structurally strong and sound. The roof has been recentlychanged, however leaks still persist.	• Painting of internal and external walls. • Redesigning of hall stage. • Changing of doors and lockers.
Building behind Main municipal office.	Structure is in state of disrepair.	Demolish
Old house at the corner of Turner and Livingstone Street	Building is in a state of disrepair and currently occupied illegally by unknown persons.	Demolish
House on Turner Street (Occupied by accounting officer)	House is structurally sound	• Internal and external painting. • Plumbing repairs • Minor roof repairs
House on corner of Holman and Livingstone street (Occupied by Manager HR)	House is structurally strong and sound	• Internal and external painting
House on corner of Holman and Livingstone Street (Occupied by electricity personnel)	Structure is solid and strong, however is it suffers the garage must be demolished.	• Painting • Repair of roof • Repair of plumbing • Garage must be demolished
House below Harding secondary	House suffers serious roof leaks. Structure is solid and strong.	• Painting • Roof repairs
Municipal Sports Complex, the ablution facilities	Ablution facilities have been vandalised, however structure is solid.	• Repair of structure and install security fence as well as place security guard.
Building at the sport complex	Building is strong and solid	• Building must be converted into offices as it boasts with 3 potential offices.
Old swimming pool	Building is unattended. Swimming pool is filled with contaminated water that poses a health hazard.	• Demolish building structure. • Swimming pool must be filled closed off and filled with sand.
Old workshop next to swimming pool	Structure caught fire and burnt down.	• Demolish and construct a new workshop on that site.
Current workshop	The structure is strong and sound, however is not suitable to accommodate all municipal equipment.	• Ablution facility and showers must be changed. • Painting of structure

Compound behind the workshop	Structure is strong and sound, however there is a Zink structure connected to is which possess health risk to staff. There are two structures behind the compound which are in a state of disrepair.	• Zink structure must be demolished. • Structures behind the compound must be demolished. • Plumbing needs repair.

Taxi Rank

Harding currently has one taxi rank, which has become too congested and too small for the growing population of Umuziwabantu. The Municipality has begun engagements with the Harding taxi association as a platform to allow discussions to precede with regards to the public transportation services. The municipality notes that there is a need for a new and bigger taxi rank which will accommodate the current and future state of the public transport system.

Municipal Animal Pound

Umuziwabantu has a challenge with roaming animals and as a result the Municipality has committed to development of a Municipal Pound in the 2023/2024 financial year.

Cemetries

Nine (9) cemeteries are identified within the Umuziwabantu Municipality, with four of these being located within Traditional Authority areas. Currently the municipality has identified the need for an additional facility which has resulted in the development of a new Cemetery in Harding.

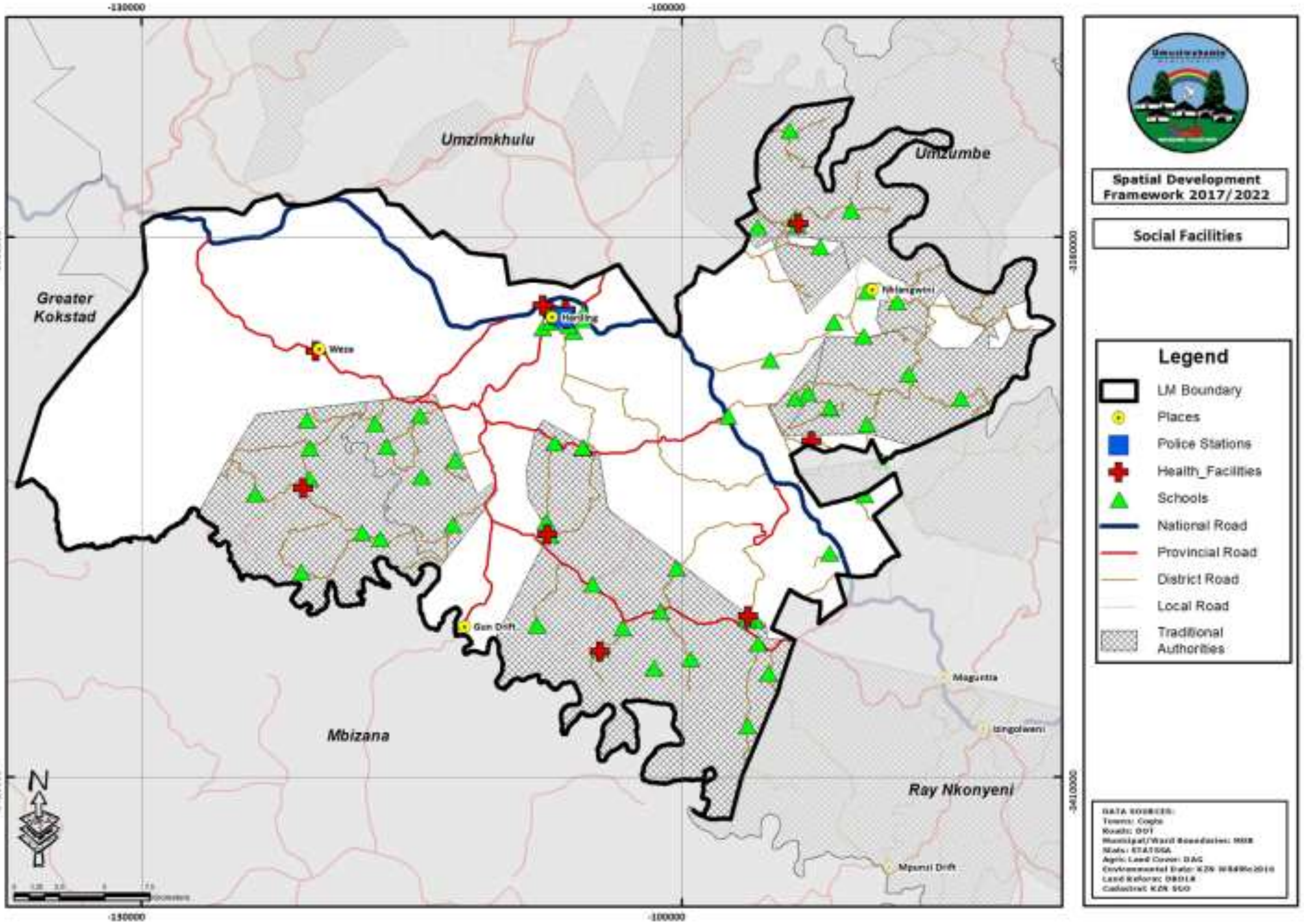
Thusong Centres and Community Halls

13 Community Halls have been identified within Umuziwabantu, of which 10 of them are within Traditional Authority areas. (Source: Ugu GIS Data).

An application of the Kwazulu-Natal Draft Norms and Standards to community halls, requires one hall for 5 000 people within a 30 minute walking time or 1.5km walking distance, reveal that approximately 46 community halls are required. As such, it would seem that there are backlogs of twenty (20) facilities.

Sports and Recreation

A total of 45 sports and recreation facilities of varying quality and size are found within the Municipality. Thirty-eight of these are located within Traditional Council areas. (Source: Ugu GIS Data.) The application of planning standards indicates that at least one sport complex is required per 50 000 people and therefore the area can be considered to be well provided with these facilities. Recreational facilities form an important aspect within a community. It provides a place for physical activity, as well as a space for social functions where people can gather and interact.



Map showing social facilities

C.5.6 HUMAN SETTLEMENTS

Like in many rural areas most houses in rural areas of Umuziwabantu are mud houses and they have a low resistance and easily collapse during storms. KwaJali and KwaMachi are areas which are susceptible to hail storms. In December 2015 a total of 4 households collapsed during the storms leaving casualties.

As far as subsidized housing projects are concerned, there are both urban and rural housing projects.

The development of sustainable settlement is one of the methods in which local government can address the socio economic rights of community members, such as security of tenure, availability of services and infrastructure, provision of accessible and affordable housing and location where housing must be in areas which allow easy access to places of work, schooling, healthcare and potential economic opportunities.

Informal Settlements

The 2009 National Housing Code's informal settlement upgrading programme 13 identifies informal settlements on the basis of the following characteristics illegality and informality, inappropriate locations, restricted public and private sector investment, poverty and vulnerability; and social stress. The processes to upgrade these using housing subsidy instruments from the Department of Human Settlements would need to be considered. The upgrading of informal settlements programme applies to all settlements that demonstrate one or more of the above characteristics, subject to certain household and individual qualifiers. A sustainable approach towards creating liveable settlement and healthy environment concurrently investigations into food security and agricultural best practise must be undertaken as part of DRDLR.

KZN Human Settlements Master Plan assumes a backlog of 716 079 units which is 17.9% of the total provincial households. The province is endeavouring to decrease this figure to 14% by the year 2020. KZN Human Settlements Master Plan identify Umuziwabantu as a Dense Rural settlement in terms of typology with more than 88% of the people who earn very low income.

Formally Established Townships

Harding is one of the two only proclaimed township within the municipality. Its function as the primary node must be maintained. Harding is one of two formally established township areas within the municipality. Harding contains important public facilities, and government services, and functions as the primary service centre within the municipality. It was established as a military outpost following the British annexation of East Griqualand in 1874. It was proclaimed a township in 1911. The town was named after Sir Walter Harding (c 1812-1874) who in 1858 became the first Chief Justice in Natal (Raper). Harding contains a total population of 9 544 people, of which 4 633 are located in Mazakhakele (Census 2016). There is a general lack of new residential/ housing products such as cluster housing within town. Services and activities that are found there do not produce or modify goods; these include education, welfare, legal and administrative functions and employment (Nagle, 2000). The most widely adopted framework for analysing the functional role and distribution of settlement of this nature is the central place theory developed by Walter Christaller in 1933 based on his study of settlements in German.

The area of KwaMbonwa, is the second formally established township area within the municipality. It is less than 5Ha in extent and contains approximately 97 residential Erven. KwaMbonwa is located on the D907, within the greater Ikwezi area, and within the Izibonda Traditional Council area. Ikwezi has been identified as a secondary node in terms of the 2023/2024 IDP and as an area where rapid densification is taking place. This node is located at the junction of the P61 and the P238. The P61 connects Weza with Harding and the P238 joins with the P59 which connects Harding and Bizana.

Rural Settlements

The majority of traditional settlements that are located within Ingonyama Trust land are nucleated and densely populated. These settlements are deeply rural with unique features such that each homestead has more than one dwelling, cattle kraal or chicken coop, home burial and on-site disposal pit. These are the practices that have persisted for a long time within the rural environment but are prohibited within the urban areas.

Farmlands

Most of the municipal area is occupied by privately owned commercial farms. These farms are primarily used for food production and breeding of livestock. There are also settlement areas for the farming community including a farmer homestead and smaller homesteads for the farm labours. Some of these farms have rural settlements which has been discussed on the previous subsection.

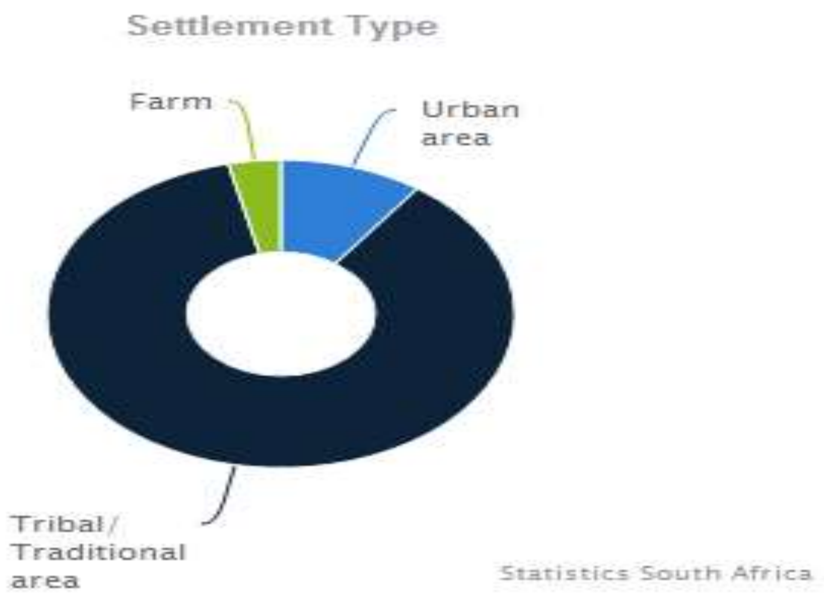


Figure 11: Human settlements

`The Umuziwabantu Housing Sector Plan is in line with the Department of Housing guidelines which outlines two primary objectives of the plan which are:

To ensure a strategic approach to housing that ultimately leads to a spatial rationale and sustainable housing development, addresses future growth needs in the area in an appropriate form and generates funds to address needs. To ensure that all housing plans in the Municipal IDP's meet, are of a certain minimum standards and are addressing the priorities of the Department of Housing.

HOUSING PROJECTS

RECENTLY COMPLETED PROJECTS

No.	Project Name	Project Type	Units
K06080007	KwaDumisa Housing	Rural	353
K06010001	Bashaweni Housing	Rural	445
K04120002	KwaJali Housing	Rural	890
K04110005	Nhlanwini/ KwaFodo Housing	Rural	1000
K04110003	Izibonda KwaMachi Housing	Rural	1000
K19970157	MazaKhele/Winterton Phase 1 & 2	Greenfields/ Urban	934
TOTAL			4 622

Umuziwabantu HSP (2018)

The past human settlement planning projects have been invested within the rural areas. This covered the projects listed above in wards 1 – 3. A total of 3 688 units were delivered which reduced the backlog that existed at the time. The total backlog was estimated based on Census 2001 which indicated that at least 12 018 units were residing in traditional, informal and backyard.

The table here below indicates Human Settlements projects for the 2023/24 financial year:

Municipality	Intervention	HSS Project Desc	Total Annual No of Units	Total Annual Unit Budget
UMUZIWABANTU MUNICIPALITY	INCREMENTAL	K04030007 Mazakhele (harding) Housing Project(New Annexure D) - Construction of 557 Top Sctructures	55	R 8 718 325,00
UMUZIWABANTU MUNICIPALITY	RURAL	K05090001 Kwambotho Rural Housing Project(New Annexure D) - Construction of 448 Units	50	R 7 925 750,00
UMUZIWABANTU MUNICIPALITY	RURAL	K16020011 Kwajali Phase 2 Rural Housing Projects - Phase 1	15	R 2 377 725,00
UMUZIWABANTU MUNICIPALITY	RURAL	K17090033 Izibonda Kwamachi Phase 2(cluster3) - Phase 1	15	R 2 377 725,00

UMUZIWABANTU MUNICIPALITY	RURAL	KwaMachi Cluster 6 Phase 2 Rural Housing Project - Phase 1	15	R 2 377 725,00
UMUZIWABANTU MUNICIPALITY	RURAL	K18090016 KwaMachi Phase 2 (cluster 1) Rural Housing Project - Phase 1	15	R 2 377 725,00
UMUZIWABANTU MUNICIPALITY	RURAL	K19060002 Kwamachi Phase 2 (cluster2) Rural Housing Project - Phase 1	15	R 2 377 725,00
UMUZIWABANTU MUNICIPALITY	RURAL	K20090003 Kwamachi Phase 2 (cluster 5)rural - 350 Units - Phase 1	15	R 2 377 725,00
UMUZIWABANTU MUNICIPALITY	RURAL	K20100001 KwaMachi Phase 2 (cluster 4) - Phase 1	15	R 2 377 725,00

Housing Demand as per the Housing Sector Plan:

Project Name	Project Type	Units
KwaJali (Phase 2)	Rural	2 000
KwaMbotho	Rural	2 000
KwaMachi (Phase 2- cluster 1)	Rural	2 000
KwaMachi (Phase 2- cluster 2)	Rural	2 000
KwaMachi (Phase 2- cluster 3)	Rural	2 000
KwaMachi (Phase 2- cluster 4)	Rural	2 000
KwaMachi (Phase 2- cluster 5)	Rural	2 000
Harding (RDP)	Urban	1 057
Harding (Middle Income)	Urban	46
Lot R Development	Urban	150
Total		**9 253**

The Municipality and the Department of Human Settlement have commenced with the process to further confront the remaining housing backlogs through the delivery of 8 000 units within the rural areas and 1 103 within the urban areas.

Home Builders Registration Council

The National Home Builders Registration Council (NHBRC) requires that all new houses be inspected during the building process to ensure that they comply with the relevant Act. There is currently no legal requirement for an inspection of second-hand houses before a sale takes place.

In South Africa there has been a fledgling property inspection industry for about 30 years but most South Africans still don’t make use of property inspectors when buying, selling, building or altering a property.

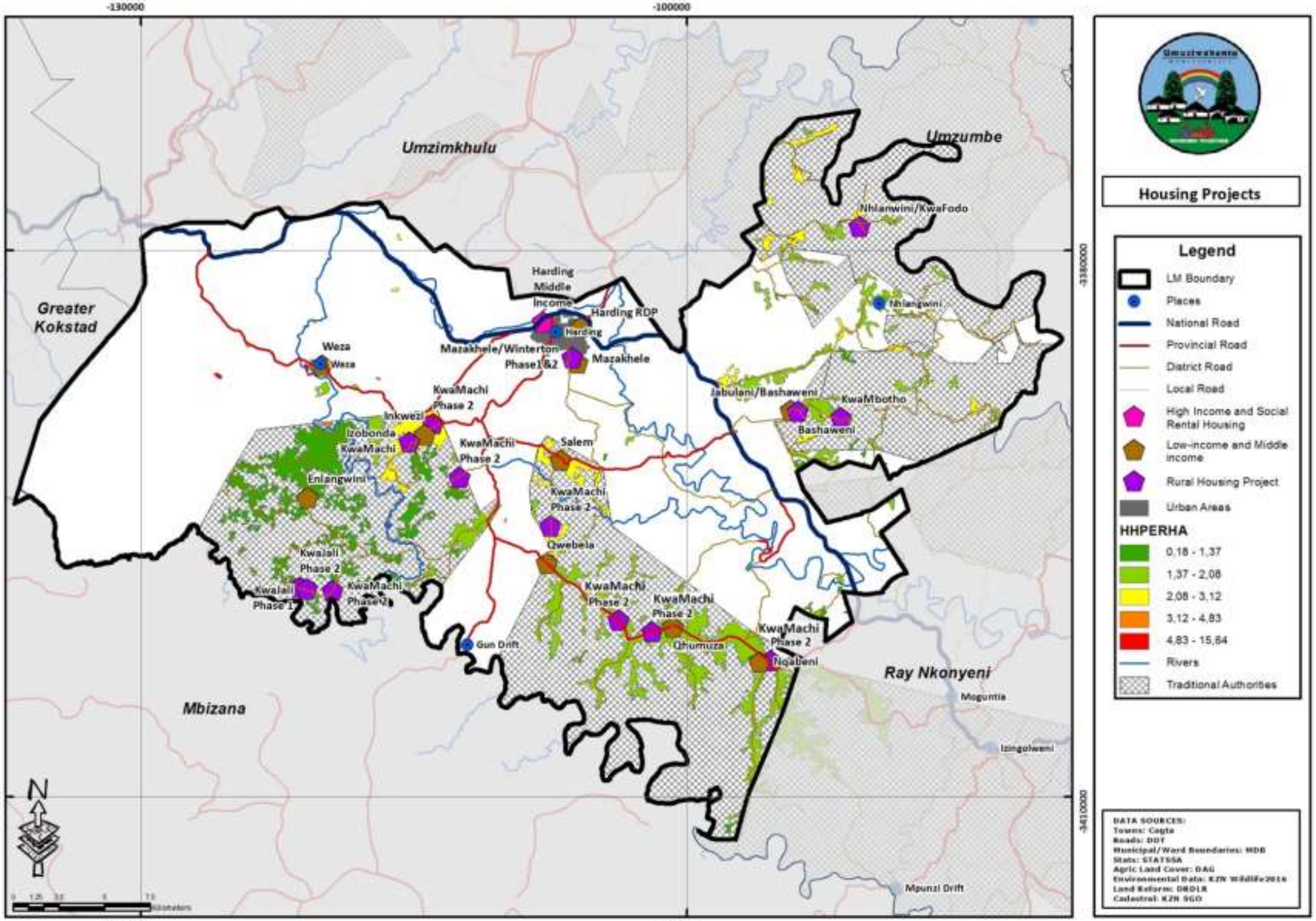
The role of the professional property inspector is to provide common sense, factual answers regarding the actual physical condition of the property. Using his/her training, extensive knowledge and experience, the property inspector will document all significant observable defects, assess and explain the significance of each defect and, where practical, provide an informed estimate as to the cost of repair

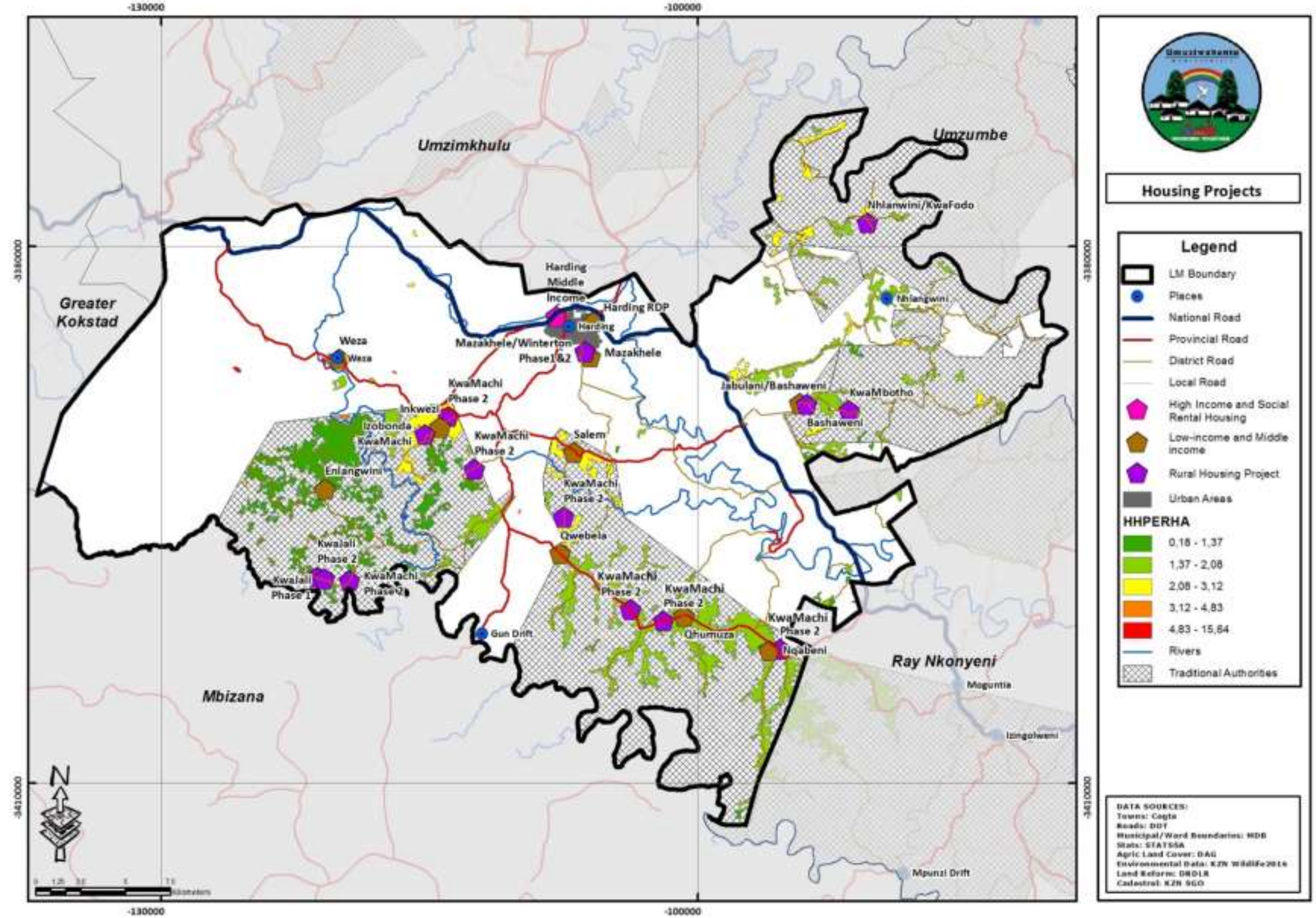
The second-hand home inspection industry in South Africa is small and unregulated at present. Home inspections are sometimes undertaken by under-trained or inexperienced inspectors and there is no standardised operating procedure to ensure quality of service.

The municipality has seen many illegal structures being erected within the CBD and residential areas of Harding. Enforcement of bylaws has been poor on the part of the municipality due to very limited human resource. However, the municipality has appointed a building inspector who is working hand in glove with the town planning unit in identifying and working towards amongst other things enforcing bylaws, educating residence on building regulation and bylaws.

Proposed Housing Projects in terms the IDP/SDF:

PROJECT TITLE	CATEGORY / TYPE	NAME OF WARD	NO. OF UNITS	FUNDER	TOTAL COSTS	FINANCIAL YEARS				
						2022/23	2023/24	2024/25	2025/ 26	2026/ 27
Harding- Kirk Street High Income Housing Project	Urban Greensfield	3	150	Private	R 52 500 000.00			X		
Harding- Kirk Street Social Housing Project	Rental housing	3	100	DHS	R 26 400 000.00			X		
Harding- Livingstone Street Inclusionary Housing Project	Urban Greensfield	3	100	Private	R 35 000 000.00				X	
Inkwezi Inclusionary Housing Project	Greensfield	8	150	Private	R 52 500 000.00				x	
Salem Inclusionary Housing Project	Greensfield	11	150	Private	R 52 500 000.00			x	x	x
Jabulani Inclusionary Housing Project	Greensfield	2	150	Private	R 52 500 000.00			x	x	x
Weza Inclusionary Housing Project	Greensfield	7	150	Private	R 52 500 000.00			x	x	X
Qwebela Low Income Housing	Greensfield	6	250	DHS	R 27 736 750.00			x	x	X
Phumuza Low Income Housing	Greensfield	10	250	DHS	R 27 736 750.00			x	X	x
Nqabeni Low Income Housing	Greensfield	5	250	DHS	R 27 736 750.00			x	X	x
Elangwini Low Income Housing	Greensfield	6	250	DHS	R 27 736 750.00			x	X	x
Sub-Total			**1 950**		**R 434 847 000.00**					


Housing Projects
Legend
LM Boundary
Places
National Road
Provincial Road
District Road
Local Road
High Income and Social Rental Housing
Low-income and Middle income
Rural Housing Project
Urban Areas
HHPERHA
0,18 - 1,37
1,37 - 2,08
2,08 - 3,12
3,12 - 4,83
4,83 - 15,64
Rivers
Traditional Authorities
Umzimkhulu
Umzumbe
Greater Kokstad
Mbizana
Ray Nkonyeni
Harding Middle Income
Harding RDP
Harding
Mazakhele/Winterton Phase1 &2
Mazakhele
Weza
KwaMachi Phase 2
Inkwezi
Izobonda KwaMachi
Enlangwini
Salem
Qwebela
Kwalali Phase 2
Kwalali Phase 1
Qhumuza
Nqabeni
Gun Drift
Jabulani/Bashaweni
KwaMbotho
Bashaweni
Nhlanwini/KwaFodo
Nhlangwini
Moguntia
Izingolweni
Mpunzi Drift
N
-130000
-100000
-3380000
-3410000
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO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Qwebela
Kwalali Phase 2
Kwalali Phase 1
Qhumuza
Ngabeni
Gun Drift
Jabulani/Bashaweni
KwaMbotho
Bashaweni
Nhlanwini/KwaFodo
Nhlangwini
Moguntia
Izingolweni
Mpunzi Drift
-130000
-100000
-3380000
-3410000

C.5.7 BASIC SERVICES DELIVERY SWOT ANALYSIS

STRENGTHS	WEAKNESSES
▪ Network tower ▪ Viable housing projects ▪ Provision of free electricity ▪ IWMP in place ▪ Housing sector Plan ▪ Eradication of illegal connections. ▪ Community facilities	▪ Lack of maintenance and management of community facilities. ▪ Lack of infrastructure in respect of Telkom lines ▪ Poor road conditions ▪ Hail storms ▪ Mud houses ▪ Cable theft ▪ Congested transport system ▪ Weakness in managements ▪ Lack of enforcement of bylaws
OPPORTUNITIES	**THREATS**
▪ Improved quality RDP houses. ▪ Awareness campaigns of proper usage of electricity ▪	▪ Vandalism of community facilities ▪ Non- usage of facilities ▪ Houses being destroyed by storms ▪ Service delivery protests ▪ Cable theft around town (Harding).

BASIC SERVICE DELIVERY KEY CHALLENGES

CHALLENGE	DESCRIPTION
Climate Change	Climate Change is one othe main reasons for the occurrence of natural disasters. These Natural Disaster result in the damage to existing infrastructure
Aging Infrastructure	Most roads are in a deteriorating state, provincial and local
Backlog on Basic Service Delivery (Water, Sanitation, Stormwater, roads	Backlogs on provision of basic service delivery i.e. sewage, water , roads, housing etc. there is a programme currently in place that talk to roads and housing backlogs. In terms of watervand sanitation, Ugu District is in a process top have plans in place to address these issues
Crime	Crime is a huge factor in restricting service delivery especially in respect to electricity as cable theft is very common in the municipality as well as tampering prepaid and conventional metre This also results in the loss of revenue by the municipality
Enforcement of bylaws	Some community members do not adhere to the municipal bylaws despite continuous awareness programs. The is unable to always enforce on the

C.6 LOCAL ECONOMIC AND SOCIAL DEVELOPMENT ANALYSIS.

C.6.1 LOCAL ECONOMIC DEVELOPMENT

Local Economic Development is an approach towards economic development which allows and encourages local people to work together to achieve sustainable economic growth and development, thus bringing economic benefits and improved quality of life for all residents in a local municipal area.

LED is intended to maximise the economic potential of the municipality and to enhance the resilience of the macro-economic growth through increased local economic growth, employment creation and development initiatives within the context of sustainable development. The “local” in economic development points to the fact that the political jurisdiction at a local level is often the most appropriate place for economic intervention as it carries alongside it the accountability and legitimacy of a democratically elected body.

The LED unit provides support in the following areas:

- Development of a strategy and guidelines on LED and alignment to National and Provincial government imperatives and policies.
- Providing direct and hands-on support to local businesses.
- Management of the Local Economic Development Fund;
- Management and Technical Support to Nodal Economic Development Planning;
- Facilitating coordinating and monitoring of donor programmes, and
- Assisting on LED capacity building processes.

Umuziwabantu municipality has, like most predominantly rural municipalities in the province and throughout the country, high levels of poverty, unemployment and inadequate economic growth to provide good quality of life to most of its residents. The N2 between Port Shepstone and Kokstad is not much of a corridor, but rather a conduit through the region as very few vehicles stop along the route. Most travellers who travel between the Eastern Cape and Durban use the main road (N2 east and west) which passes alongside Harding. This is a great opportunity (LED) as there are two petrol stations in town and a one stop shop to accommodate these travellers.

C6.1.1 LED Strategy Review

The LED Strategy Review has been outsourced to assist in developing strategies which will enhance the local economy and improve job creation. This Strategy was adopted by Council on the 24th January 2023 to become a legal municipal document and be included in the IDP as a sector plan that informs all local based economic development strategies.

Objectives of the LED Strategy

The LED Strategy's main goal is to examine the LED approach, which, among other things, will direct local economic development, incorporate current projects, encourage participatory LED, launch local economic development initiatives, form partnerships, and empower local people. In order to achieve this, the following actions will be conducted during the Strategy Review process:

- To conduct an evaluation of the Strategy in order to determine how well the LED Strategy has been used locally.
- To take into account changes in the local and regional economy's socio-economic landscape, including demographic shifts.
- To guarantee that local municipal programs, plans, strategies, and initiatives are in line with those of the district, provincial, and national governments.
- Considering recent research and initiatives that have received funding locally and have and effect on Umuziwabantu Local Municipality's economic development.
- To make sure the strategy's guiding principles are properly in line with the municipality's IDP.
- To locate LED projects that can be implemented in the local community.
- To create an elaborate implementation plan for the Umuziwabantu LED Strategy from 2022 to 2027.
- To provide a monitoring and evaluation framework to rigorously monitor the execution of the Umuziwabantu LED Strategy from 2022 to 2027 and;
- To develop a funding model/ mechanism for the prioritized projects within the strategy.

This aforementioned LED Strategy Review identifies that the Umuziwabantu area has high potential for production of maize, wheat and sugar cane, other crops and plantations. People in the community are encouraged to form groups of cooperatives in order to access these opportunities. The municipal council has decided not to renew contracts of expiring lease of lands occupied by former advantaged counterparts, in pursuit of encouraging previously disadvantaged people to use the land in future.

Stakeholder Engagement

The service provider (Gabhisa Planning & Investments) together with the Municipality had to undertake a number of stakeholder engagments to ensure that the Strategy was Participatory and spoke to the community's needs. These stakeholders included:

- Traditional Authorities
  - KwaJali TA
  - KwaMbotho TA
  - KwaDumisa TA
  - KwaZungu TA
  - KwaMachi TA
- Umuziwabantu Municipality
  - LED Office
  - Planning, LED, Housing & Infrastructure Portfolio Committee
- Government Departments

  - EDTEA
  - DOA
- Informal Traders Association
- Forestry Sector
  - Rooi Farms Harding Timber Treatment
- Farmers Association
- SMMEs
- Harding Business Forum
- Tourism Bodies
  - Ugu South Coast Tourism
  - Tourism Association

These engagements resulted in the following key findings being identified:

- Population growth rate of approximately 2,5% over 5years. It is projected that the population would be approximately 144 636 people in the next 10 years;
- Majority of the population is black africans (98%) who speak IsiZulu (88,1%) as their main language;
- The population can be characterized is being youthful with the majority of people between the age of 15-35 years;
- Household size increased from 4,3% to 5,1% and are generally headed by females (53,6%);
- Illiteracy is high (15,3%);
- High unemployment rate;
- Higher education increased to 5,6%;
- A high number of people who do not receive an income (19%) whilst a large portion of the population earns between R 9601–R19600;
- Local roads in poor condition;
- Shortage of water supply particularly in rural areas;
- Poor sanitation;
- A good electricity supply across the municipality;
- Poor telecommunications;
- Individual refuse disposal in rural areas;
- Shortage of social facilities based on the CSIR guidelines for social facility provision;
- The youth experience high HIV death rate than adults.

LED Strategic Objectives
The following are strategic objectives for local economy of the municipality emanating from the challenges that have been identified:

- To develop rural economies & support the establishment and growth of SMME‘s
- To expand local human resource development in order to capacitate local residents to partake in local economic activities.
- To stimulate value-adding activities related to the agricultural sector
- To stimulate value-adding activities related to the mining sector
- To establish Umuziwabantu municipality as a tourism destination

- To become resourceful in creating a sustainable municipality in capacity building for all
- the sectors and providing sustainable employment opportunities
- To exploit and improve the existing facilities and infrastructure available within the municipality
- To provide implementable projects that will seek to provide job opportunities within the municipality

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In order to accomplish the objectives of the LED Strategy, this sub-section of the strategic framework offers a variety of goals as well as some suggested tactics, projects, and activities. It is critical to make sure that the current obstacles are converted into prospective opportunities while the current opportunities are strengthened to promote LED in Umuziwabantu in order to create a strategy framework for LED that makes sense. To ensure broad and fruitful growth in the economy of the Municipality, it will be necessary to identify a strategy framework that capitalizes on the already-existing strengths, transforms the weaknesses into possibilities, and diversifies the current operations.

The goals are as follows:

GOAL 1: THE SUPPORT OF THE AGRICULTURAL SECTOR

GOAL 2: DELIVERING SUPPORT TO THE MANUFACTURING SECTOR

GOAL 3: MAKE THE TOURISM SECTOR BETTER

GOAL 4: LED PORTFOLIO AND CAPACITY IMPROVEMENT

GOAL 5: BUILDING AN ECONOMIC INFRASTRUCTURE

GOAL 6: SUPPORT SMALL ENTERPRISES

GOAL 7: PROMOTE A GREEN ECONOMY AND ICT SECTOR

Each of the goals above is unpacked below.

GOAL 1: THE SUPPORT OF THE AGRICULTURAL SECTOR

The most important obstacles that the agricultural sector in Umuziwabantu must overcome are:

- One of the major issues facing the industry is climate change, which means that:
  - Seasons are no longer predictable
  - The cycle and patterns of the weather are continually shifting
  - The dry season has increased in length
  - Rainy season is brief and takes place late in the cycle
- Trade war between China and USA affects the market
- Emerging farmers lack strong platforms such as AGriSA, Agricare, etc. that can organise them
- Lack of technical skills amongst emerging farmers

- Limited small-scale farmer support and assistance, a lack of diversity, a need for greater linkages between stakeholders, underinvestment in large-scale infrastructure (mostly road infrastructure), and the need for redevelopment/regeneration of unoccupied farms are all factors.

A number of strategic initiatives are needed to particularly address the main issues that both commercial and developing farmers confront in order to overcome these concerns. In order to do this, strategic programs are developed; opening the door for the discovery of associated projects intended to address the problems. The following lists the tactics used to achieve this goal, omitting those chosen for the Agri-Parks Masterplan:

Strategy 1: Agricultural Stakeholders Improvement of coordination

Through a farmer's activity clusters and a formal forum for regular communication between agricultural associations, officials, and other key stakeholders, this model intends to facilitate collaboration among agricultural participants. The initiatives included in this plan are:

1. Encourage regular interaction between agricultural players from the public and private sectors.
2. To aid in the formation of agricultural cooperatives and activity clusters
3. Conduct a yearly audit of the municipality's agriculture operations
4. Conduct the survey of farmers' needs, which will be featured in a monthly municipal agri-newsletter.

Strategy 2: Improve agro-processing and diversify commodities

For the agricultural sector to expand, agricultural goods need to be more diverse. Therefore, in collaboration with the Department of Rural Development and Land Reforms (DRDLR) and the Agricultural Development Agency (ADA), the recommendations for Agri-parks as well as the farmers support programs need to be prioritized. The initiatives included in this plan are:

1. Promote aquaculture businesses through community outreach
2. Encourage interest from the private sector and investment in projects to produce essential oils
3. Facilitate the drafting of the Umuziwabantu Agri-Parks Master Plan.
4. Accelerating the implementation of the agricultural initiatives
5. Make it easier to install boreholes so that irrigation water can be provided for ploughing projects.

Strategy 3: Encourage the development and expansion of the agriculture sector

This program promotes chances for press engagement to raise buyer and seller awareness as well as to foster networking opportunities for business owners through participation in food events, etc. Food and beverage sales are on the rise, particularly for specialized goods that are accessible and may meet the evolving tastes of modern consumers. Numerous businesses in rural areas rely on these specialized goods to boost their tourism offerings and generate additional revenue. Additionally, they have a great deal of potential to help producers from outside the region build their supply chains and earn money.

The plan also emphasizes how crucial land and other property assets are to maximizing the economic potential of rural areas. Many of the goals for tourism and food and drink are built on the strength of these resources. To create a local food map and strengthen connections with the municipal food supply chain, financing needs to be sought. Investigate the construction of a microbrewery, agro-processing facility, etc. Investigate the possibility of substantial regional food initiatives, and arrange for role players to meet at buyer gatherings for nearby food producers to promote networking opportunities. The initiatives included in this plan are:

1. Establish a networking platform for nearby farms, food manufacturers, and eateries
2. Collaborate with the neighbourhood to spread the word about the advantages of local food production
3. Create a municipality-wide agricultural development plan or strategy.
4. In areas where agricultural methods are practiced, encourage and support understanding of sustainable use of natural resources (water, power - solar).
5. Ensure that productive land is set aside for agricultural purposes (i.e. ensure that not for other land uses such as housing or other activities)
6. Identify potential locations for future agricultural ventures

GOAL 2: DELIVERING SUPPORT TO THE MANUFACTURING SECTOR

The manufacturing sector in Umuziwabantu continues to face a variety of difficulties, the most important of which are a lack of sectoral diversification, a lack of industry support in terms of advocating with provincial and national government and SOEs, a lack of investment in new technology, and a lack of technical expertise by local SMMEs to participate in the manufacturing sector. The following tactics were discovered in order to overcome these difficulties:

Strategy 4: Manufacturing sector policy support

Investment in manufacturing takes place on an ad hoc basis in Umuziwabantu, with no direction in terms of specific priority industries that will capitalize on the comparative and competitive advantages of the Municipality. In order to direct the growth of the manufacturing sector, including that of Umuziwabantu Municipality, a number of industrial policies have been devised at the national and provincial levels. The initiatives under this strategy are:

1. Carry out research to revive and/or develop mills that produce goods.
2. Expansion of the industrial zone to cover the automotive sector
3. Choose the right incentives for manufacturers of new products.
4. Help SMMEs package financing requests for available funding for manufacturing opportunities.
5. Make it easier for current manufacturers to take advantage of available national incentives

Strategy 5: To promote investment and boost the local economy

Through a business retention program and a business aftercare program, this plan seeks to ensure that investment promotion is maintained within the Municipality. It is crucial to make sure that all of the needs of the existing businesses are met and that they are content with the business environment. This includes ensuring that issues and limitations faced by businesses are addressed as well as that their voices are heard by the government. A program for business expansion and retention must put a strong emphasis on identifying the major problems and difficulties that businesses face as well as tracking changes in how they are perceived. The initiatives included in this plan are:

1. Create a program for business retention and expansion as part of an SMME Development Strategy.
2. Shorten processing times for municipal administrative procedures and bureaucracy
3. Create an Investment Promotion and Facilitation Strategy.
4. Promote collaborations between local SMMEs and the government for the benefit of procurement and incubation initiatives.
5. Create an aftercare program for both new and established businesses.

GOAL 3: MAKE THE TOURISM SECTOR BETTER

This goal seeks to develop the tourism industry to its greatest potential. Umuziwabantu should be a popular tourist attraction in KwaZulu-Natal due to its rich cultural history and historical knowledge. The lack of a clear tourism vision that paves the way for how to solve all tourism demands and issues, such as the need for sector diversification, the need for marketing the region, and the need for tourism infrastructure upgrades, are among the challenges facing the industry. The initiatives included in this plan are:

Strategy 6: Diversification of the tourism activities

Although some of the tourism-related items in Umuziwabantu have not yet reached their full potential, there are plenty of them. It is recommended that the Municipality create a set of guidelines for events that can serve as a reference for event organizers. Products like ecotourism, business tourism, and event tourism in particular have the potential to draw a wide range of tourists to the area throughout the year. Additionally, the current cultural and historic tourist options should be increased, as well as adventure tourism and rural excursions pushed. The initiatives included in this plan are:

1. Create a municipality-specific tourism development plan or strategy.
2. Produce a clear tourist events calendar or action plan to serve as a reference for event planners.
3. Diversifying the tourism industry by fostering the growth of rural and adventure tourism
4. Accelerating the execution of tourism initiatives
5. Consider the possibility of pop-up eateries or bars revitalizing local cuisine and beverages in rural areas.
6. Regional promotion at fairs and exhibitions at home and abroad in cooperation with TIKZN
7. Determine possible SMME chances in the travel and tourism industry as well as fresh travel goods for the adventure tourism market.
8. Establish a Tourism Forum and CTOs (Community Tourism Organisations)

9. To accelerate the tourist sector's transformation through new ownership and management, skill development, tourism markets, awareness-raising, and information dissemination targeted towards black people.
10. To create tourism transformation support unit (TTSU) within the Municipality to assist newly developing African tourist stakeholders.

Strategy 7: Provision of Tourism Support Infrastructure

Infrastructure upgrades are urgently required for a number of Umuziwabantu tourist destinations. The emphasis of this program is on these attractions. Additionally, a big element of making sure that tourist routes and sites are simple to find is signage. The initiatives under this strategy are:

1. To revitalize and boost marketing for Cultural Centers
2. Construction of a one-stop information center and creative hub in Harding
3. Improvement of public spaces at Harding Central to accommodate commuters and street vendors
4. Creation of a botanical garden and outdoor picnic space near Harding Central
5. Creation of the Harding Museum (buildings, equipment and furniture)
6. Improvement and upkeep of the park (including ablution block, and braai facilities)
7. Improvement and upkeep of Harding Cemetery, including site fence
8. Improvement and upkeep of Harding Dam infrastructure
9. Create and maintain the Harding Playground amenities.
10. Identifying new tourism signage and advocating for funding

GOAL 4: LED PORTFOLIO AND CAPACITY IMPROVEMENT

Although Umuziwabantu has a functional LED unit, it struggles to carry out its mission due to a lack of funds and other factors. The effective project and financial management for LED initiatives, the lack of public-private partnerships, and the need for a program to keep and grow businesses, as well as red tape and a heavy administrative load are some of the institutional issues facing the LED unit. The following tactics have been created to deal with these issues and achieve the main objective:

Strategy 8: Coordination of LED stakeholders and funding

A forum should be created as a formal platform for regular interaction between government representatives and the local business bodies in order to increase cooperation and communication between LED stakeholders. Additionally, it is important to support the development of intergovernmental ties so that the municipality may strengthen its LED capacity by forming strategic alliances with EDTEA and COGTA. Opportunities will be opened through public-private sector collaboration. By sharing information on a frequently updated database, this project within this plan attempts to ease communication and cooperation across both sectors.

Additionally, funding the deployment of LEDs is a significant problem on a national and provincial level. It will be crucial to compile all available funds for LED projects into a single database and make an intentional effort to tap into these sources rather than solely relying on public support. Include previous instances of grant requests as well. Officials need to continue packaging LED initiatives on a regular basis. The initiatives included in this plan are:

1. Ensure information exchange, coordination, and alignment of investment promotion, business retention, and business expansion efforts within the LED Unit.
2. Increase the capacity of the officials to support the economy by connecting them with other organizations, civil society, religious, sporting, and other pertinent governmental agencies.
3. Encourage the creation of a Municipality LED Forum.
4. Promote better intergovernmental connections in all areas by exchanging information and receiving project feedback.
5. Hold technical training sessions with officials and council members to define their responsibilities and limitations in order to minimize political meddling.
6. Create a database with all possible investment options for LED deployment and past funding application models.

Strategy 9: Improving the LED capacity

The implementation of the LED unit's economic mandate will be difficult if it is under capable. Ineffective project and financial management for LED initiatives, a lack of competence to handle green economy, agriculture, and other associated LED special assignments in the Municipality are some of the institutional problems that the LED units must overcome. In order to fulfil its constitutional obligation to serve its inhabitants effectively, it is necessary to capacitate the LED portfolio. The initiatives included in this plan are:

1. Filling the vacant posts of LED portfolio in Umuziwabantu
2. If necessary, review the Umuziwabantu LED organogram.
3. Establish a Project Management Unit (PMU) to track the advancement of initiatives.
4. Conduct a skills demand audit to see whether educational institutions' curricula are in line with market demands.

GOAL 5: BUILDING AN ECONOMIC INFRASTRUCTURE

Infrastructure development is essential to maximizing the potential of the many economic sectors in each municipality. The construction of access roads helps the agricultural sector flourish, while the manufacturing industry's performance depends on the availability of reliable bulk services, robust road infrastructure, and connectivity. In light of this, this strategy concentrates on finding solutions to infrastructural problems. The particular tactics created are listed below.

Strategy 10: Provision and maintenance of bulk infrastructure

The effectiveness of LED depends on the transportation infrastructure having adequate capacity. Local governments have minimal power over national and provincial roads, nevertheless. The municipality must make sure there are effective channels of communication with the pertinent departments in this regard (DOT, Public Works, etc.).

Bulk services are especially crucial for ensuring not only LED but also regional growth and development in general. There are currently issues with the availability of water to assist the agricultural sector, not only in Umuziwabantu but also across the province and the entire nation. The development of bulk water capacity is a priority of this initiative to guarantee that there is enough water available both now and in the future for growth and development. Furthermore, the growth of the manufacturing sector depends on the establishment of a bulk electrical supply. The initiatives included in this plan are:

1. Building the Umtavuna Dam alongside the Umtavuna River
2. Promote the development of mixed-use facilities to make it easier to dispose of unused state land near Harding Town.
3. Analyze the transportation requirements of manufacturers and the potential for expanding the network of roads for freight traffic.
4. Encourage the Municipality to strengthen its public transportation system.
5. Work with other important stakeholders to advocate for the provision of bulk infrastructure, such as water supply, electricity supply, etc.
6. To create more affordable electricity generation techniques, such as wind farms and solar illumination.

Strategy 11: Facilitating easy access to land for development and housing

One of the difficulties for investment in the Municipality has been cited as access to land. The availability of various support resources for urban development in the economic sectors of manufacturing, housing, retail, etc. may be limited by land concerns. In order to boost the population of villages, even those where services are deteriorating or being threatened, there is also a need for the construction of new dwellings in environmentally friendly areas. In order to draw and keep residents in the region and ensure the viability of neighbourhood businesses, new housing and a high quality of life are important.

In important rural areas, new housing developments should be created. These new home developments must be reasonably priced and include all essential utilities like water, sanitization, garbage collection, etc. A live-work strategy to home developments should be investigated for financial opportunities. The initiatives included in this plan are:

1. Promote the construction of Harding Mixed Use Development
2. Extension and Revitalization of Harding CBD
3. Umuziwabantu Middle Income Housing Development
4. Project along the Umtavuna River (Agrivillage development)
5. Make it easier for Harding to offer a one-stop truck shop
6. Collaborating with local authorities and landowners to provide land for development
7. Create a database of land parcels made accessible for housing, businesses, and other developments, as well as make sure that zoning procedures are well stated.
8. Assist in reducing all backlogs in rural housing development.
9. Create a plan to cut red tape for new home applications.

Strategy 12: Improved safety and wellbeing

To ensure a prosperous, alluring, healthy, and safe community for everyone to enjoy, it is important to examine how we live, how we can incorporate active and healthy lifestyles into our lives, how we can make the most of people's skills, community assets, and diversity, and how we can support people in improving their life chances by acquiring new skills and finding employment. Actions like primary prevention, which aims to prevent the onset of particular conditions by reducing risk through altering behaviours or exposures, such as increased levels of physical activity, better promotion of available activities, and better nutritional education, are necessary to address ill health and its impact on the economy.

As more individuals become aware of how important healthcare is to overall personal productivity, this technique should lessen the pressure on public hospitals. The initiatives included in this plan are:

1. Conduct surveys of customer satisfaction to evaluate the quality of service provided by the Municipality.
2. Support the establishment of mobile clinics in rural areas
3. Encourage the construction of a private hospital in Harding Central.
4. Promote the creation of collaborations between the community and SAPS to lessen crime

GOAL 6: SUPPORT SMALL ENTERPRISES

Putting money into enterprise development is crucial to overcoming obstacles like unemployment and other problems associated with poverty. The majority of the working population is absorbed by the micro-enterprise sector in many nations, particularly those in Africa and Asia. The people with the lowest incomes frequently use small companies as a means of accessing economic opportunities and overcoming economic obstacles. The word "small enterprise" encompasses a variety of economic classifications, including co-operative and micro-, small-, and medium-sized businesses. The following list includes the specific tactics determined.

Strategy 13: Assistance and support for small enterprises

As a starting point, this approach envisions the growth of both formal and informal economy enterprises. The approach should then include plans for building a trade center with the necessary amenities. It is crucial that the Municipality supports the organization of participants in the informal economy as a means of collective bargaining under this policy. This platform will serve as the cornerstone for ongoing communication between the Municipality and traders in the informal sector. The initiatives included in this plan are:

1. Create a database that tracks informal businesses and other economic activities happening within the municipality.
2. Create a plan to organize, control, and advance the informal economy.
3. Establish uniform principles for business plans to aid SMMEs in creating them, obtaining funding, and meeting other needs.
4. Establish uniform criteria to help new businesses with business registrations.

5. Establish container information centers so that rural SMMEs can access SEDA, SEFA, and other services.
6. Put emphasis on giving local SMMEs preferential treatment so they can take advantage of local tenders

Strategy 14: Small enterprise development of innovation

Creating and promoting chances for entrepreneurship and innovation is a crucial aspect of helping SMMEs and the informal sector in Umuziwabantu. An annual corporate innovation fair is one of the projects that need to be undertaken in collaboration with EDTEA. Giving out innovative awards may also encourage entrepreneurship. The initiatives included in this plan are:

1. To encourage and promote the creation of a municipal-wide business association or forum
2. To organize a yearly fair for small business innovation
3. Assist in the facilitation of an SMME business skills development program.
4. Facilitate training for informal businesses
5. Create a database for SMMEs and cooperatives, and encourage large corporations to support SMMEs.
6. SMMEs should register with municipal databases for a variety of benefits.

GOAL 7: PROMOTE A GREEN ECONOMY AND ICT SECTOR

Every region faces significant challenges from climate change, and recognizing our obligation to safeguard the environment for future generations involves building more sustainable, energy-efficient communities. This involves lowering energy use by creating alternative energy sources, making sure buildings use resources more effectively, and having an effect on ultimately lowering the ecological footprint of the borough.

Additionally, the government has acknowledged the issue of the country's lack of fast broadband availability and is working to remedy it through a number of initiatives. To establish a more productive work environment for companies and entrepreneurs who will need to access market data in order to differentiate their company activities, internet connectivity must be improved throughout rural areas.

Strategy 15: Support the development of the green economy sector

In order to meet their environmental, social, and economic needs, sustainable local communities must have a high-quality natural environment and green infrastructure. Supporting the growth of these as well as cultural and heritage assets creates a welcoming environment for both people and wildlife to flourish. Open space and recreation facilities make a significant contribution to an area's quality for both residents and visitors alike.

To reduce the burden on electricity, funding must be secured for the installation of solar photovoltaics on rural dwellings. Although a solar energy system is more expensive up front, its environmental benefits and long-term expenses make up for this. Therefore, it is advised that research into large-scale solar photovoltaics be done. Interventions that focus on flood mitigation and land enhancement for biodiversity and recreation help to preserve the environment's quality and provide broader economic advantages. The initiatives included in this plan are:

1. Develop Green Economy Guidelines in collaboration with the Environmental Services Units, with a particular emphasis on Green Energy, Green Industry, Green Property, Green Landscape, Green Agriculture, Green Jobs, and Green Skills Development.
2. Look into the possibility of biogas green energy projects related to agricultural operations carried out in the Municipality
3. Look into possibilities for producing renewable green energy from garbage for use locally.

Strategy 16: Support the development of the ICT sector

A key element in luring outside investment into the Municipality is broadband access. Therefore, funding must be secured to expedite the installation of broadband in the Municipality in order to guarantee that businesses have better access to information and students have greater access to educational resources, among other things. The initiatives included in this plan are:

- Create an ICT Strategy that will emphasize:
  - Improvement of ICT Skills
  - Coordinating ICT research and development
  - Establishing joint ventures with other ICT industry companies to promote economic growth
  - Access to technology and the internet should be made more affordable.

C6.1.2 LED Policy and regulations

The informal economy is one of the top economic drivers of the local community. The informal trading is currently not regulated as such the municipality is busy developing a plan and policy to ensure control of this sector. The informal trader's forum has been set up and the municipality uses this structure to put in place a regulatory plan which will be accepted by all affected stakeholders. The informal Trading Policy was adopted by council in May 2021.

However this structure is yet to be revived, as it has become dysfunctional. The high influx of traders from neighbouring towns necessitated the need for control measures to be created through the establishment of informal trading policy and bylaws. However, adherence to such is proving unsuccessful due to the lack of proper infrastructure for the Informal economy within Harding. The Department of Small Business has made an attempt to assist in this regard by providing funding for the Establishment of the Informal Traders Market Square. The Informal Traders Market Square has been completed and handed over to the community, however, it was not enough for all the informal traders in the Municipality.

Below is a table illustrating the current status and challenges of our informal economy.

Area	Status	Interventions
Regulation of municipal bylaws	Informal trading bylaw and advertisement bylaw are in place	Workshop and capacitate informal traders on the municipal bylaws.

Zoning of trading areas	Town planning in process of zoning trading areas.	Complete zoning of trading areas by 28 May 2022
Regulation of municipal bylaws	The municipal informal Trading Policy draft has been completed and is awaiting adoption	Adoption of informal trading policy by 30 July 2021.
Regulation of municipal bylaws	Lack of law enforcement on transgressors.	Liaise with the community services department (Law enforcement).
Trading in areas that are inappropriate and hazardous.	There is currently a huge challenge of traders who erect illegal semi permanent structures all over the CBD area.	The municipality has received an approval for funding to construct new trading stalls.
Informal trader's Association	Informal traders association has been elected.	Capacity building of members of the association.
Database for land ownership	In place	Due to be updated.
Database for active cooperatives and SMME's	In place	Due to be updated.

The Municipality is in the process of developing its Investment Policy in house and it envisaged to be complete by the end of the 2022/23 financial year. It is worth noting that the LED unit is currently limited in terms of staff, however it is expected to improve once the LED Manager is appointed.

C6.1.3 LED UNIT CAPACITY

The LED unit has been established with one LED officer, who reports to the Manager Local Economic Development. The unit is situated within the Planning and Development Department.

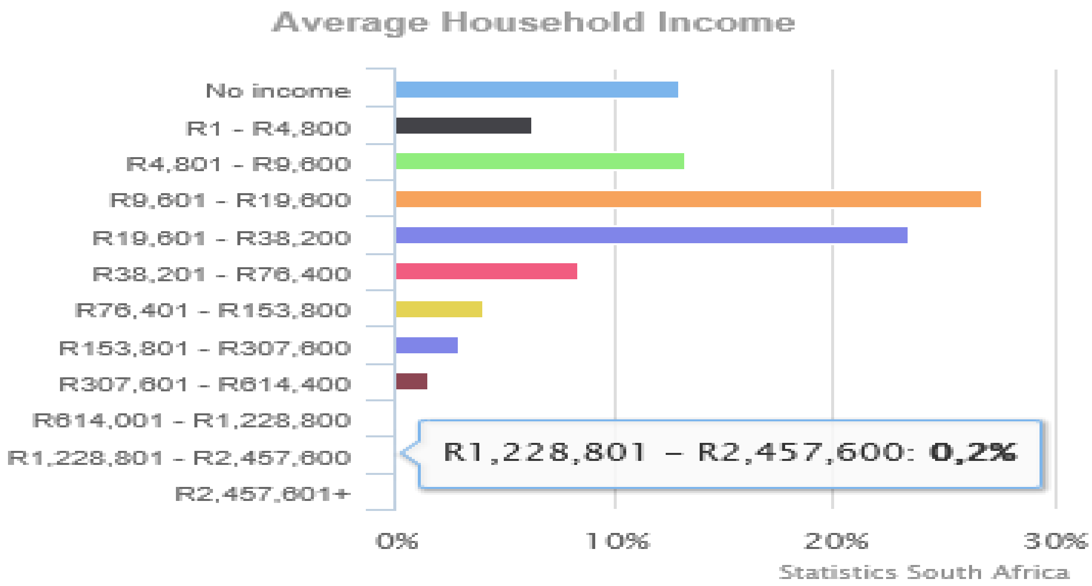
Due to the towering work load, the LED unit was unable to function to its full capacity as there was only one officer who does all the LED work. This resulted in the poor performance of some tasks and responsibilities within the unit. Umuziwabantu Municipality has appointed the Manager Local Economic Development and has identified the following backlogs in areas such as:

- Managing the Informal economy
- Managing business licensing
- Identification of illegal structures erected by vendors etc.

C.6.2 EMPLOYMENT AND INCOME LEVELS

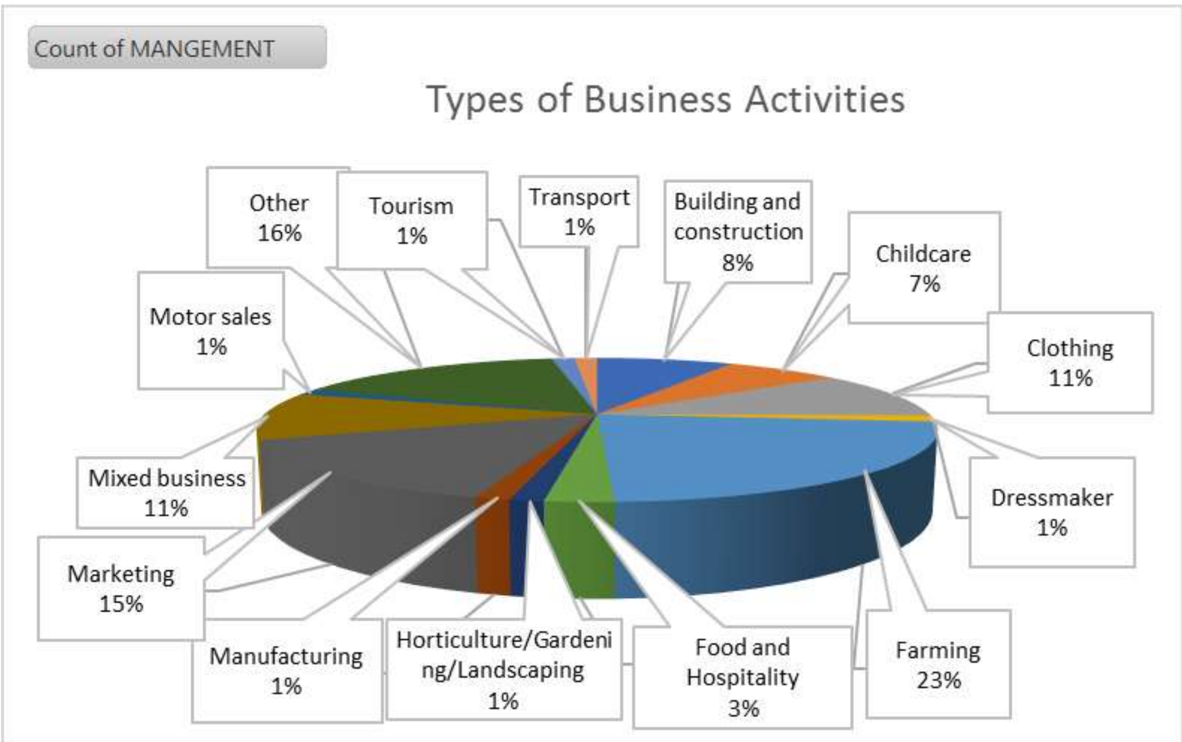
Household Income

Household income is one of the most important determinants of poverty levels in the municipal area. The ability to meet basic needs is largely determined by the level of income earned by the households. Poverty is often defined as the lack of resources to meet the basic needs.



C.6.3 MAIN ECONOMIC CONTRIBUTORS

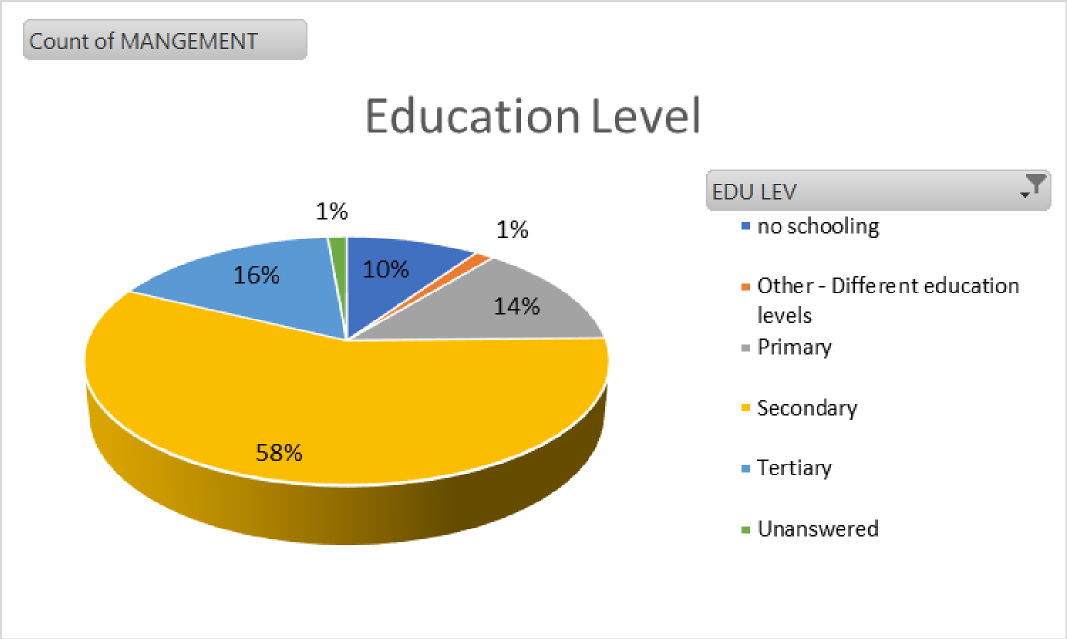
There are different business activities in the municipality and most of them are concentrated in Harding town. The majority of businesses interviewed were mainly in the farming sector (21%), followed by marketing (15%), clothing (11%) and mixed business i.e. groceries, small goods, etc. (11%) and Tourism (1%). Business activities that fall within the category of “Other” made up 16% include business activities such as mechanical, motor and repair services; bottle store; tavern; creative art; funeral service; hair and beauty salon and carpentry.



LED Strategy 2019

Business Management/ Ownership & Level of Education

Approximately 58% of businesses interviewed are managed/owned/operated by people with Secondary education followed by 16% with Tertiary education, 14% with primary education and 10% with no schooling. This suggests that any training and business management programmes introduced would be received well by business owners/managers who have a fair level of education.



Economic Resource Profile

The main economic activity in the Umuziwabantu Municipality is farming, subsistence farming and retail businesses. The retail business which is the core of Harding town is showing very slow growth.

Agriculture

In the agricultural sector, there is a marked division between the commercial sector (first economy) and the subsistence sector (subsistence agriculture). Furthermore, the commercial sector involves both primary production and agro-processing activities.

Agricultural strategies

Agricultural strategies will focus on the need to establish on training and human development programme, which will focus on small-scale agricultural development, appropriate technology, marketing and business skills. The following provides strategies that relate to agriculture:

Increase opportunities for commercial farming

In areas of good agricultural potential, given the variability of conditions, it is recommended that commercial farming enterprises occur primarily on a small-scale, intensive basis.

This activity will provide a greater number of opportunities for small-scale and emergent farmers and will promote the most productive use of the natural resource base in designated areas.

Promote sustainable subsistence farming
By increasing the number of community gardens to ensure food security among poorer households. Food security is a key issue for the local municipality to attend to poverty alleviation.

Provide necessary training for basic agricultural skills
By teaching local youth of applicable agricultural skills so as to be able to create jobs opportunities and contributes towards local economic development.

Increase opportunities for Agric-industry
To create further economic opportunities for residents, and to strengthen the inherent advantages of the area for the growth of this sector, the twin location advantages of excellent transport linkages and extensive vacant and underdeveloped land create opportunities for increased agric-industrial activity in the area.

Timber

Forestry is an important crop serving the furniture and pulp industries. Large commercial plantations are located mainly in the high rainfall areas near Harding. Timber is grown for hardwoods (for poles, pulp and bark – wattle and gum), and softwood (for logs - pine). Small and medium scale growers focus on hardwood for pulp production.

The Ugu Agricultural sector plan indicted that there are various growers that are involved in Umuziwabantu Municipality and they can be summarized as private farmers (Harding), Mondi (Harding), Sappi Forests (Harding), Masonite (Harding) and NCT Forestry Co-op (Harding). Sappi and Mondi have promoted small-scale growers with access to communal traditional land but the long time period between planting and harvesting means that the benefits are not readily evident.

Subsistence *Agriculture*

With the exception of small scale maize growing, limited small-scale woodlots, the traditional authority areas are generally characterised by subsistence agriculture. This comprises livestock raising (mainly cattle, goats and household chickens), dry land cropping and homestead gardening. Many rural people have multiple livelihood strategies. They are involved in a range of agricultural activities but also rely largely on social grants (pension and child support grants), salaries and remittance.

Inland, the density of housing is reduced and grazing land is more available for livestock. While livestock keeping is not primarily for commercial purposes, livestock do play important roles in rural communities. While generating some cash through sales in time of need, they are also a source of food (eggs, meat and milk), draught power for ploughing and a range of social benefits (e.g. *lobolo*).

KZN Department of Economic Development - GIJIMA Fund

The list below summarizes some of the projects that have received funding through the Gijima Programme.

Port Shepstone – Ugu Market Depot System - Capacitate emerging rural farmers by linking them with the Ugu Fresh Produce Market Development – create infrastructure including bulk bins, forklifts and refrigeration (as a pilot collection depot is proposed to be established –one at Umuziwabantu). The LED Strategy and SMME Development.

Manufacturing

Agric-processing

According to the Ugu Agric Sector Plan 2007, this sector is well-developed in Umuziwabantu most notable various timber mills and processing plants primarily in the areas around Harding. High employment numbers in these sectors stresses the importance of the sector for Umuziwabantu. It's also anticipated that Hans Merensky will be expanding its plant in the next 5 years, the expansion will contribute positively to the economy of the municipality.

Timber and Timber Products

This sector covers a whole range of activities from logging and stripping to sawing and finally the manufacture of items such as construction materials (doors, window frames and others), furniture and other household items. There is however, a lot that still needs to be done for timber beneficiation before it leaves the region.

Trade and Commerce

This provides an overview of the economy for Umuziwabantu municipality. It is evident that the trade and commerce sector contributes a significant portion of the overall economy in the municipalities. It accounts for around 50% of GDP in the

Umuziwabantu municipality as stated in the UGu Trade and Commerce sector plan.

Competitiveness

The information provided in the above tables is by no means exhaustive as various factors impact on the profitability of businesses and industries. Amongst others, competition is influenced by the following:

Factor endowments – the availability of resources and their level of development.
Distance to markets – transport costs has a huge impact on unprocessed primary products such as timber, mining and other agricultural products.

Infrastructure – poor infrastructure impacts negatively on the profitability and viability of industries. Provision of roads and electricity and other specific infrastructure requirements are critical for the survival and growth of existing industries and growth of new ones. Within this context government action can play a strategic role in mitigating these costs.

- Rivalry of competition – competition may facilitate or inhibit the emergence of new industries. The shortage of timber supplies and scramble for new forestry resources is a good thing for economies such as Umuziwabantu. This makes it because of easy access to markets and available support and partnerships from established forestry companies such as Mondi, SAPPI, NCT and Hans Merensky.

- Government Action – by developing appropriate support strategies for industry to invest in depressed local economies such as Umuziwabantu new businesses can emerge. Through incentives, appropriate by-laws and other support mechanisms government can play a positive or negative role in attracting new investments and the expansion of existing ones.

C6.4 COMPARATIVE ADVANTAGE AND ECONOMIC PROFILE

The table below provides a breakdown of the Municipality's Strengths, Weaknesses, Opportunities and Threats (SWOT). The Strengths and weaknesses are based on the present situation while the Opportunities and Threats consider the future implications of various factors. It should be noted that SWOT analysis leads to the understanding of strengths to be worked upon as well as weaknesses to be counteracted in the Municipality.

STRENGTHS	WEAKNESSES
✓ Gateway to Eastern Cape Province via the N2 and P58; ✓ The location of Harding alongside the N2 is strategically important for the development of a number of sectors including tourism, manufacturing and agriculture. ✓ Amenities within Harding town including schools, FET, shopping mall, hospital, police station etc. which is essential for investors, youth and skills development. ✓ Timber plantations and cane farming of Umuziwabantu are among the largest of the commercial agricultural enterprises of the province and they constitute the pillars of the agriculture sector of Umuziwabantu. ✓ The agriculture, Informal Economic and manufacturing sectors are the great contributors to the GDP of the economy of the Municipality. ✓ The infrastructure in Harding is still relevant and available to attract new investors and to allow current formal and informal businesses to grow. ✓ The bigger sawmilling of the Municipality remains Hans Merensky supplying products worldwide. ✓ The climate is excellent for both subsistence and commercial agriculture as well as for tourism development. The area is described as the Drakensberg escarpment with warm temperatures and summer rainfall. Mean annual rainfall for Umuziwabantu ranges between 574 and 1728 mm (per quaternary catchments) ✓ Eskom electrical installation program which includes substantial areas of Umuziwabantu is a major advantage to attract investors and to allow new and emerging enterprises. ✓ Existence of business forum in the Municipality is a major advantage for boosting business to-	✓ The area is characterised by high unemployment rates, majority of the population especially in the rural areas are without jobs. ✓ High Illiteracy rate ✓ Infrastructure backlogs in terms of access to clean water, electricity, sanitation and other services. ✓ High prevalence of HIV/AIDS ✓ Limited number of people with management and technical skills in Umuziwabantu. ✓ Weak or almost non-existing ICT sector. ✓ High transport cost for existing commercial farmers (timber and cane) since road and railways are in poor condition or simply do not exist is another challenge to be addressed. ✓ Tourism is underdeveloped and no tourism strategy in place. ✓ Lack of financial support, mentorship, advisory services and relevant skills limit the ability of emerging farmers to succeed in agriculture and other sectors as well as to lower income groups in enter into the agricultural sector. ✓ As per other areas of the country, Umuziwabantu has been also challenged by the issue of crime ✓ People dependent on government for agriculture development ✓ Lack of abattoirs critical for stock farmers

business networking and access to other supports. ✓ LED office coordinates tourism activities of the Municipality.	
OPPORTUNITIES	**THREATS**
✓ The municipality is predominantly constituted with young people. This constitutes a pool of future entrepreneurs and labour. ✓ The area has a large pool of semi-skilled people available for employment. ✓ Vodacom and MTN cover 90% of the municipal area by cell phone signal and Telkom have introduced the microwave signal technology to the area and provides a telephone service to a number of inhabitants this constitute an opportunity for the ICT development in the area. ✓ There are many opportunities for the diversification of the agricultural sector through the development of niche market products such as organic vegetables, hydroponics, aquaculture, medicinal plants, aloes, essential oils, and woodlots. ✓ The sand and gravel pits and bauxite found within the Weza Forest are possibilities that require further investigation for the development of the mining sector in the area. ✓ The area has a number of tourism opportunities that require establishment of a strong marketing system for the tourism product development. Opportunities vary in nature and include the Weza Forest, the Oribi Gorge nature reserve, Harding dam, Weza hiking and 4X4 trails, fishing, curio markets, tribal experience and overnight accommodation, the Somseu monument and opportunities for community-based tourism initiatives in rural environments. ✓ The Hans Merensky Trust undertakes to use their land for tourism where possible, for the benefit of surrounding communities. ✓ Existence of vast tracts of land lying vacant run by tribal authorities can be cultivated on a commercial scale to improve agricultural sector. ✓ Given the manifestation of the HIV/AIDS related deaths, the rate of HIV/AIDS became stable with a tendency of decreasing in the Municipality. ✓ Schools with agriculture and tourism subjects ✓ New appointment of SMME & Agriculture Officers ✓ Proposed maize mill at Umuziwabantu ✓ Furntech incubator for training and incubation to small scale furniture manufactures ✓ There is room for trade and business	✓ Youth not interested in agriculture activities ✓ Theft of livestock ✓ Frequent Veld fires due to negligence & ignorance about environmental impact and its beauty destroyed ✓ Pollution and improper waste disposal of both domestic and business waste ✓ Land invasion a major problem in terms of land tenure ✓ The level of education in Umuziwabantu local municipality is very low. This constitutes a threat to the future generations as well as to investors. ✓ While Eskom is making substantial progress with regards to rural electrification, the dispersed nature of settlements renders provision of electricity economically unviable. ✓ Businesses have not developed competitive advantages. ✓ The extension of the Toll road along the coast from Port Edward is another negative issue. This project simply will reduce the number of tourists driving through Umuziwabantu on the N2, meaning that people will drive through without stopping and spending in the area. ✓ There is a concern about the illegal occupation of land in some tribal areas of the municipality. This problem needs to be looked with an urgent attention since it is possible of generating conflict between land claimers. ✓ Currently, the old Harding Municipal area is the only area controlled by a Town Planning Scheme. It is imperative that the remainder of the municipal area also be controlled in some way or another by means of land use controls. Otherwise this can generate conflicts in the near future. ✓ Degradation of the climate limits the growing of the grass which results in lack of feed for stock during winter months. ✓ There is a concern about the relocation of the Hans Merensky Mill from Umuziwabantu to the Eastern Cape Province. As the Hans Mill is among the pillars of the manufacturing sector of the area, its relocation will deeply impact on the employment and GDP of the Municipality.

✓ Potential to practice agriculture; ✓ Attract tourism/related activities.	

LED KEY CHALLENGES

Challenge	Description
High Unemployment Rate	The area is characterised by high unemployment rates, majority of the population especially in the rural areas are without jobs.
Basic Service Delivery Backlogs (Water, Electricity,Sanitation, etc)	Infrastructure backlogs in terms of access to clean water, electricity, sanitation and other services.
Poor ICT Sector	There is a weak or almost non-existing ICT sector. There are still areas with little/ non cellular network access
Skills Shortage	There is a limited number of people with management and technical skills in Umuziwabantu.
Transportation Costs	High transport cost for existing commercial farmers (timber and cane) since road and railways are in poor condition or simply do not exist is another challenge to be addressed.
Tourism is underdeveloped and no tourism strategy in place.	The tourism sector is under utilised in the municipality
Lack of financial support, mentorship, advisory services	Lack of financial support, mentorship, advisory services and relevant skills limit the ability of emerging farmers to succeed in agriculture and other sectors as well as to lower income groups in enter into the agricultural sector.
Crime	As per other areas of the country, Umuziwabantu has been also challenged by the issue of crime
Government Dependency	People dependent on government for agriculture development

C6.4.1 Location

Umuziwabantu Local Municipality provides an attractive reference point and essential socio-economic amenities and facilities to its inhabitants. It's in close proximity to the Eastern Cape Province which gives the municipality an opportunity to expand its sphere of influence in terms of attracting trade and bigger thresholds for both service provision and economic development.

C6.4.2 Linkages

The spine road (N2) connects Umuziwabantu Municipality with Ezinqoleni and Port Shepstone on the east and the Eastern Cape on the south east; connected to the N2 is the R56 road which passes through UMzimkhulu; Ixopo and ultimately Pietermaritzburg. P58 on the eastern side link the municipality to the Eastern Cape Province. These linkages provide a good connectivity network both for general travel and trade.

C6.5 Main Economic Sectors

This section of the report provides an analysis of the main sectors operating within Umuziwabantu which will assist in understanding the dynamics and needs of these sectors so as to plan forward. As such, the main sectors operating in Umuziwabantu include:

- Agriculture;
- Manufacturing sector;
- Tourism sector;
- Transport;
- ICT sector;
- Mining sector;

- Retail and service sector;
- SMME and Skills development; and
- Informal sector

The Umuziwabantu Municipality's economy is divided between agriculture and manufacturing as the mainstay. Both agriculture and manufacturing have a similar contribution to the GDP and employment of the Municipality. The contribution of manufacturing to the municipal GDP amount 21.1%, and that of agriculture is about 20.2%. In addition, agriculture provides 20.7% of the municipal employment while manufacturing provides 14.3%. Thus, both sectors constitute the pillars of Umuziwabantu economy.

The tourism sector is present but is under-developed to its true potential. This sector presents many opportunities for future development, which are discussed later in this section. However, the transport sector is developed in urban area mainly the in Harding than in rural areas. The ICT and mining sectors both are also underdeveloped.

Agriculture

The agriculture sector is one of the key drivers for Umuziwabantu local economy. Agricultural practices are mainly subsistent for survival. There are mainly two factors that favour agriculture uMuziwabantu. Firstly the soil types mainly are favourable for different crops to be harvested. Thus the farming region ranges from extensive, semi-extensive, and semi-intensive to intensive. Secondly the climatic conditions also favour crop farming as well as tourism. The area is described as the Drakensberg escarpment with warm temperatures and summer rainfall. Mean annual rainfall for Umuziwabantu ranges between 574 and 1728mm (per quaternary catchments).

The Ugu Rural Development Plan (2015) highlights that the KZN Department of Agriculture and Rural Development (DARD) developed 5 agriculture land use categories. These are as follows:

- Category A – Irreplaceable - very high potential agricultural land that should be retained exclusively for agricultural use.
- Category B – Threatened - high potential agricultural land.
- Category C –Primary Agricultural Land Use - moderate agricultural potential
- Category D – Secondary Agricultural Land Use - low agricultural potential; and-
- Category E –Mixed Land Use - limited to very low potential for agricultural production.

The majority of the municipality is covered by Category C and D. Commercial agricultural activities in the area include livestock farming (goats, sheep and beef); crop farming (maize, irrigated crops and horticulture) and forestry (silviculture, harvesting and timber)

Manufacturing is the first and significant sector in the Umuziwabantu economy contributing with 21.1% to GDP and 14.3% to the total employment of the municipality.

Manufacturing

As per agricultural sector, manufacturing in Umuziwabantu Municipality is polarised between highly developed manufacturing enterprises and subsistence manufacturers. Manufacturing in the form of timber processing is significant in Umuziwabantu. Hans Merensky (Weza) and Harding Treated Timbers (Harding) are two examples of plants operating within the municipalities which will be discussed further. the big company of the Municipality remains Hans Merensky. For its products, Hans Merensky sources timber from its own plantations which are relatively self-sufficient for the capacity of the demand.

Tourism

The warm temperatures; summer rainfall; scenic beauty and environmental significance of the areas make the climate excellent for tourism in Umuziwabantu Municipality. The area is described as the Drakensberg escarpment containing a number of scenic attractions and unique experiences that require establishment and aggressive marketing. For instance, the existence of the successes of the Weza Forest and the Oribi Gorge Nature reserve are indications of the potential that the area possesses for tourism development.

The Ugu South Coast Tourism Strategy 2017-2021 refers to the Ugu South Coast Tourism (Pty) Limited (USCT) as the de facto municipal entity functioning in the main as a Destination Management Organisation/Community Tourism Organisation responsible through its mandates to grow, promote and develop tourism within the area of jurisdiction of the Ugu District Municipality (UGST, 2017: 2013). There is a local area committee affiliated to USCT comprising of members of our organization. UGST has conducted an initial product audit from which they have established that tourism markets mainly from:

- Business tourism (reps)
- Government meetings and visitation to the Hospital and law courts
- Sport/eco adventure activity in Harding (e.g. golf) and Ingeli Forest
- Events (cultural) at Mount Nebo and Ingeli Show at Harding Country Club and peripherally the Maidens Ceremony

Other prospects are:

- Harding Dam could be developed into a recreation facility.
- Weza Hiking and 4X4 trails,
- Fishing,
- Industry tours (e.g. forestry)
- Curio markets,
- Tribal experience and Overnight Accommodation,
- The Somseu monument, and
- Other existing dams and sites of interest that could be relatively easily developed as tourism attractions.
- CSI related projects at Weza via Hans Merensky Holdings
- Kwa Fodo Cultural site (accessed through Umuziwabantu LM)
- The Old prison site as a community and cultural museum.
- Certain religious sites could be utilized as heritage attractions (e.g. St James Parish Church)
- N2 Roadside retail (e.g. Bongwana) could be established along the N2.

The Hans Merensky Trust undertakes to use their land for tourism where possible, for the benefit of surrounding communities. The strategic location of the Municipality alongside the N2 is another major advantage contributing tourism sector since the stretches from St Lukes Mission in the east to Ingeli Forest Lodge in the west. Many Bread & Breakfast (B&B) facilities in Harding are owned and operated by Historically Disadvantaged Individuals (HDI). UGST is in the process of establishing a visitor information outlet at the town's municipal library. Umuziwabantu Municipality has a LED office that coordinated tourism activities of the Municipality

Transport

Transport sector in Umuziwabantu is not significant and its contribution to the GDP and employment as well is low. Both transport and communication sectors contribute with 5.9% and 1.5% respectively to the GDP and Employment.

The Umuziwabantu transport system consists of some major road system on one side. These include the primary transportation corridor, secondary transportation corridors, tertiary transportation corridors, and the East/West linkage transport corridors.

Information Communication & Technology

Information Communication Technology (ICT) and its" growth in the country has been noted as one of the most significant key factors stimulating the growth of the economy. In the same light the importance of this sector has been recognised by the KwaZulu-Natal province, which has been translated into the Provincial Growth and Development Strategy and the Industrial Development Strategy. This sector has been acknowledged for its importance in the creation of a knowledge economy and as a contributor to social development and participation of the wider community through ICT enabled activities.

Experience from other parts of the world, and the country have shown that stand-alone telecentres have not had a high success rate. The approach of standardising the services and infrastructure (one size fits all) has not worked effectively. The concentration of establishing small pilot projects has not had the required impact in terms of making ICTs more widely accessible. Experience suggests that there is a need for a much broader and integrated approach, which aligns various ICT-related initiatives more effectively and explores ways in which a range of partners can be involved from the private and public sectors, as well as non-governmental organisations. As such, the KZN Department of Economic Development (DED) is presently developing a strategy for digital hubs in the province. This strategy will promote access by a wide range of KZN citizens including those from Umuziwabantu to the advantages and opportunities that access to ICT offers.

Presently, the Umuziwabantu Municipal area does not have a developed ICT sector. There is one Internet Café in the area which has a limited number of services. However, it has recently been indicated by Vodacom and MTN that 90% of the municipal area is covered by cell phone signal. Further, Telkom has also introduced the microwave signal technology to the area and provides a telephone service to a number of inhabitants within the rural areas.

Mining

The mining sector in Umuziwabantu Municipality is done at a small scale and contributes with 0.7 % to the GDP and 0.4 % to the employment. The sand and gravel pits and bauxite found within the Weza Forest constitute so far, the mineral potentialities of Umuziwabantu. These potential opportunities need further exploration and investigation. The only South African deposits of bauxite that are well developed are those found in the high rainfall areas of the

KwaZulu-Natal Midlands and are all situated on high-lying and well-drained plateau underlain by Karoo dolerite.

In May 2018, it has been widely reported in the media that "gold" was discovered in the rural village of Kwa Machi. This resulted in what is termed a "gold rush" where local people spent nights and days on the local site digging the gold. This gold was discovered when a by a construction company appointed to dig up and quarry stones for paving of a gravel road in the area. The mineral that was discovered is still undergoing tests and the area has returned to normality (Mngadi, 2018).

Retail and Service Sector

The retail and service sector are concentrated within Harding town. It ranges between small corner shops and supermarkets to offices and workshops. The Harding corner mall has also introduced a number of stores as well as banking facilities. Some of the retail and banking outlets in the mall include:

HARDING CORNER STORES AND BANKING FACILITIES		
➢ Shoprite ➢ Debonairs ➢ Ackermans ➢ Mr Price ➢ Furniture shop	➢ IThala Bank ➢ Nedbank ➢ Absa (ATM) ➢ Capitec ➢ Clothing	➢ Standard Bank (ATM) ➢ Surgery ➢ Funeral Services ➢ Car Wash ➢ Salon

The following are key findings within the SMME sector:

- Various retail activities which are concentrated in Harding town;
- Existing infrastructure in Harding town

Challenges include:

- Poor road infrastructure
- Dilapidated buildings
- Lack of clean water
- High electricity tariffs
- Poor cell phone/network coverage
- Littering in Harding town
- Lack of signage in Harding town
- Lack of marketing
- Parking
- Crime

SMMEs and Skills Development

The small business sector plays a crucial role in the national economy. SMME is more vital in the developing economies providing the balance between the supply and demand on the job market, bringing the competition among the businesses that leads to the more efficient utilisation of the resources, development of skills and technology, and thus overall development of the economy. It is considered to be one of the major sources for employment creation and community growth (ULM LED, 2008). According to the IDP (2017: 139) one of the municipality's core functions is to create conducive environment for local economic development in the area. The municipality has invested over R1.5 million in the development of SMME's in the past four year, and continues to aid such as:

- Provision of machinery;
- Aid in development of business plans;
- Provision infrastructures (as per requests);
- Capacity building workshops for SMME's and Coops.

The SMME sector in the Umuziwabantu Municipality includes wholesalers and retail trade as well. Its contribution to GDP is about 15.8 % and 14.1 % to the employment of the municipality. Majority of businesses are concentrated in the town of Harding as a result of the strategic location of Harding at the intersection of a number of main roads. This makes the town an important commercial and service centre for the surrounding areas, including parts of the former Transkei.

As mentioned above, Harding is well serviced in terms of access to water, electricity, waste removal, sanitation, and roads as well; this eases the running of SMME activities in the area. The existence of shops such as Spar, PEP, and Checkout is another opportunity for the small retailers and hawkers to buy from. In addition, there are other stores to cover the basic needs of the residents such as a chemist, hardware stores, banks, corner shops, and a furniture store.

Under the initiative of the KZN department of economic development (DED) in partnership with Ugu District Municipality and the local small enterprises development agency (SEDA); the Municipal business forum was established. The intention of Business forums in the province is to organise and assist all members from formal established businesses to co-operatives within the Municipality to access various governments' supports including advisory, financial, skills development, mentorship, and the like.

From the land use survey organised in Umuziwabantu, it should be noted that SMMEs in this Municipality need funding institutions, information centres and training facilities.

Informal Economy

The informal economy makes an important contribution to the economic and social life of most South Africans, including most residents in Umuziwabantu. It developed rapidly in the 1990s due to deregulation of the economy and the transition to a democratic political system. In the second decade of democracy government has planned to play an active role in the economy by increasing the productivity of the first economy and developing the second economy. The gains of the first economy must be used to create quality income opportunities for the masses of people trapped in the second economy.

The informal economy in Umuziwabantu as per other Municipalities is heterogenic, ranging from street traders and shebeen owners to child carers and domestic workers. It is often characterized by its flexibility, creativity, resilience to absorb shocks, and its ability to adapt to changing external environments. However, by its very description it falls outside the regulatory environment in which all formal businesses and their workers operate, increasing the risks faced by informal economy workers and enterprises, and reducing the support and protection these workers and enterprises can receive from government. The development of the taxi rank and adjoining retail facilities in the Harding city centre play a significant role in promoting small business development and prevention of leakage of buying power to neighbouring towns. The services of the informal economy in Umuziwabantu not only address selling of food and beverages but also extend to tertiary services such as plumbing and catering. The issue of lack of finance and appropriate business skills hinder entrepreneurs from developing their businesses into fully-fledged formal operations.

The characteristics of the informal economy in Umuziwabantu have ensured that it will never disappear, but instead continues to grow in size and importance. A problem facing local government in Umuziwabantu is that informal economy activities are spread throughout the municipality, with many of its activities taking place in rural areas where monitoring is difficult. In addition, by its very nature, the informal economy is hard to manage and, more importantly, to support its development. Given that the informal economy supports the livelihoods of thousands of mostly poor, vulnerable and marginalized people in Umuziwabantu, there exists a need to develop a dedicated informal economy policy that incorporates the various characteristics of the informal economy in Umuziwabantu.

Congestion and influx of informal traders in unlawful spaces is continuing in the CBD resulting in the deuteriation of infrastructure. Umuziwabantu has 532 registered informal traders with only 65 trading stalls established in the CBD, therefore 467 traders do not have proper spaces to trade in. The unavailability of adequate facilities has costed the municipality to work hard to control the influx of traders in wrongful trading spaces. This situation has caused CBD infrastructure to collapse day by day. The current situation its very dial and the quick intervention is required. It is in light of the aforementioned, that Umuziwabantu wishes to Construct new Trading Stalls as means to provide descent trading facilities for informal trading economy in Harding CBD as part of COVID 19 intervention.

C6.5.2 KEY ECONOMIC PARTNERS

The economy of Umuziwabantu is dependent on the investors, NGOS / Community Organizations and government departments. These stakeholders have contributed to the growth and development of the municipal economy in different levels. Below is a list of economic partners that have been very active in Umuziwabantu.

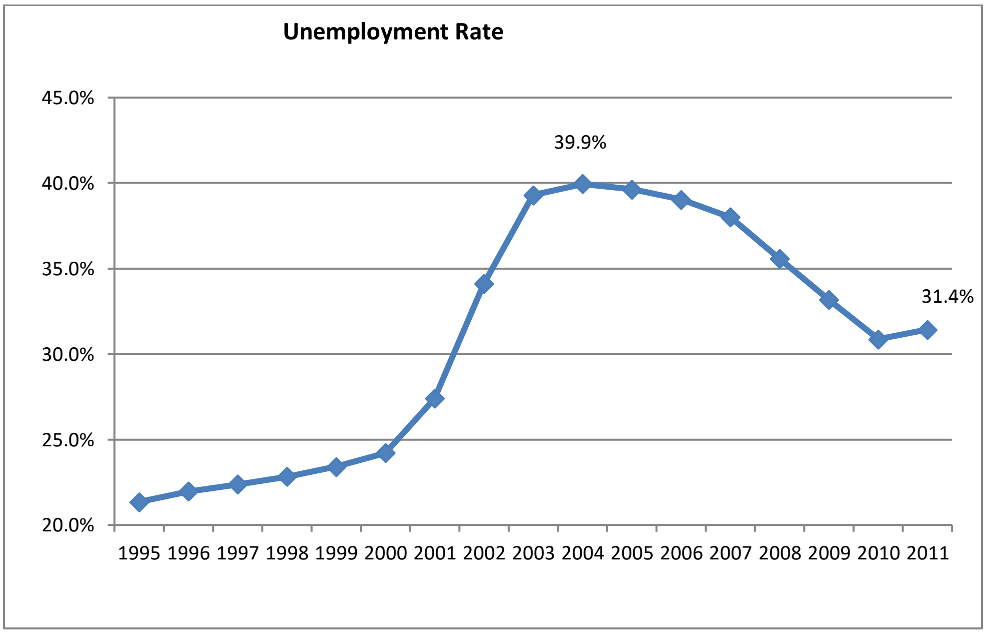
No.	Name of partner	Relationship
1.	KZN Economic Development, Tourism & Environmental Affairs	Very Good
2.	KZN Corporative Governance & Traditional Affairs	Very Good
3.	Ugu Development Agency	Very Good
4.	Ugu Tourism	Very Good
5.	Harding Business Chamber	Very Good
6.	Ugu DM	Very Good
7.	Umuziwabantu Informal Traders Chamber	Very Good
8.	Department of Rural Development	Very Good
9.	Harding Farmer Association	Very Good

C.7 Unemployment

The figure below shows the unemployment rate (According to the broad definition) in Umuziwabantu LM, between 1995 and 2011.

Unemployment in the area steadily increased between 2001 and 2004, peaking at 39.9% in 2004. Where after, unemployment steadily decreased, stabilising in 2010 at approximately 31%

Figure 1: Unemployment rate



The key employment sectors during have been Agriculture, Forestry and Fishing, followed by the Wholesale and Retail sector and thirdly the Manufacturing sector. In 2011 the above changed with the Government sector being the major employer in the municipality, followed by the Manufacturing sector and Wholesale and Retail. (Data Sources: SDF status quo report)

Post COVID 19 Pandemic

A nationwide lockdown that restricted the movement of people, businesses, and services was introduced after the South African government declared the country to be in a state of disaster. The South African government was obliged to give resources, advice, and recommendations on how other spheres should aid compliance on their level of government as a result of the proclamation of the state of national disaster.

Since the lockdown, the South African government has supported businesses by deferring taxes, granting grants or loans for working capital, implementing credit guarantee programs, and loosening competition regulations. Through the use of its monetary policy lever, the South African Reserve Bank has assisted the government's efforts. Additionally, the government has given households social assistance programs aimed at the aged, physically handicapped, children, unemployed, and destitute.

Therefore, the pandemic has opened up a fresh window of opportunity for all Umuziwabantu stakeholders to collaborate on creating the ideal economic future. The stakeholders in Umuziwabantu are making a bold announcement through the recovery plan to increase economic activity with a renewed feeling of urgency. The crisis has a silver lining in that all parties, civil society, the private sector, and the government are now on the same page.

The Umuziwabantu LED plan acknowledges the necessity for Umuziwabantu LM to adopt a progressive, practical, and collaborative strategy. The LED strategy therefore includes a socio-economic recovery plan, which is a deliberate and risk-based approach in considering residents' requests and needs without jeopardizing its liquidity, ability to provide basic services while preserving the majority of the existing companies and jobs. It is essentially a short-term plan, but it is flexible to enable extension depending on the situation.

As a result, the prescriptive, policy, plan, and pandemic contexts are where the strategy for Umuziwabantu is established. A short-term/immediate socio-economic support plan is also included. The situational analysis of Umuziwabantu is covered in the part (section 3) that follows, along with a sectoral potential analysis that leads to a SWOT analysis and the identification of factors to take into account when formulating a plan.

Principles

The following nine guiding principles, which seek to lessen the negative effects of COVID 19, will serve as the plan's foundation:

1) Promoting Business & Job Retention
2) Provision of timely, measured and targeted support
3) Advancing Radical Socio-Economic Transformation
4) Monitoring & Protecting the Umuziwabantu LM Rates Base
5) Complementing National Covid-19 Support Initiatives
6) Rewarding By-Law Compliant Businesses
7) Supporting Township and Informal Economies
8) Supporting SMME's
9) Enabling Business Transition to a New Normal

Eligibility

Businesses must fulfil all of the following prerequisites in order to be eligible for Post COVID 19 Socio-Economic support:

- Businesses that have endured financial hardship as a result of the COVID 19 Pandemic's effects on commerce
- Businesses that were never designated by the national government as vital service providers or businesses during the initial and subsequent extensions of the disaster
- Companies that have three (3) or more employees and are members of the Unemployment Insurance Fund (UIF)
- Businesses where 90% of the employees are South Africans.
- Before March 26, 2020, the municipal accounts of the companies and their owners shall not be more than 90 days overdue

- The National Building Regulations, the eDumbe Municipality Land Use Management Scheme, and any other applicable municipal bylaws must all be complied with by business locations
- There shouldn't be any court rulings or legal challenges involving the company's rates, town planning, or building control issues
- Municipal accounts that have already been paid in the past must comply with the Credit Control Policy's terms and conditions
- Not have a history of tampering with electrical meters or supplies, or making unauthorized electrical connections
- A current informal trading and/or business license is required

Type of Business Support Offered by Umuziwabantu Local Municipality

- Non-Financial Support

Businesses can get a variety of non-financial supports from Umuziwabantu LM either collectively, by industry, or individually. These will be directly related to streamlining company procedures (efficiency) or cutting red tape, and they will offer administrative and technical help to companies collaborating with different partners to ensure sustainability.

- Business Financial Relief Support

The municipality will employ a variety of tools under this area of incentives to assist the COVID 19-affected companies. These incentives include, among other things, the granting of specific fee exemptions, the deferral of payments for specific months, the lowering of some fees, and the provision of grants whenever possible and appropriate.

C.8 SMME DEVELOPMENT

The Umuziwabantu LED Strategy aligns to the District Strategy as far as economic development is concerned, but also align to the Provincial Strategy that is aimed at promoting prosperity and improving quality of life in a sustainable manner. The Umuziwabantu LED Strategy responds to the NSDP, the PGDS and the District LED Strategy by focusing on localities of economic growth and economic potential in order to encourage private sector investment, stimulate sustainable economic activities and create long-term employment opportunities.

One of the municipality’s core functions is to create conducive environment for local economic development in the area. The municipality has invested over R1.5 million in the development of SMME’s in the past four year, and continues to provide assistance such as:

- Provision of machinery
- Aid in development of business plans
- Provision infrastructures (as per requests)
- Capacity building workshops for SMME’s and Coops

Through applications for assistance, walk-ins and assessments, the LED unit has identified the following prospective projects which are in need of assistance from the municipality and other sectors.

Name of Co-operative	Production type	Location	Ward
Poverty Fighters 2017	Poultry	Mshisweni	06
Mshisowela Primary Co-operative	Agricultural	Mshisweni	06
Isibane Soluntu Pty Ltd	Poultry	Phumza	10
Manothy's Nursey	Nursery	Mbangweni	05
Mixed Farming Learnership Co-operative	Agricultural	Mkhoba	07
Smiling Club Primary Co-operative	Agricultural	Hafuleni	09
Masizithuthukise Co-operative	Arts and Culture	Nhlanjeni	09
Da King Construction	Poultry	Lot R (D1080)	01
Ngwanelihle Trading	Toilet paper	Santombe	01
Intathakusa Agricultural Co-operative	Agricultural	Greenfields, Harding	03
Mathousand Co-operative	Piggery and Poultry	Harding	03
Yamkela Funeral Services	Funeral Services	Harding	03
Ushikishi Irrigation Scheme	Agricultural	KwaMbonwa	04
Houston Timber & Transportation Pty Ltd	Timber Manufacture	Harding	03
Kusakusa Co-operative	Agricultural Project	Mkhoba	07
Simosokhuhle Fashion Designer	Sewing and Designing	Mkhoba	07
Linda Okumnandi Co-operative		KwaDumisa	01
Sasthule Ngamabom Co-operative	Agricultural	Ward 2	02
Spatanisi Trading	Agricultural & HIV Awareness	Ward 1	01
Thembisa Poultry Production	Poultry	Ward 4	04
Amandla Ethu Honey	Agricultural	Ward 2	02
Mzonsundu Primary Co-operative Ltd	Agricultural		
Ingadi Yokukhala Pty Ltd	Plantation	Ward 5	05
Vumane Talented Project	Carpenter	Ward 10	10
DJ Thandiwe Catering and Bakery	Catering	Ward 9	09
Mkangala Agricultural Primary Co-operative	Agricultural	Ward 2	02

LED STRATEGY IMPLEMENTATION PLAN

PROGRAMME	PROJECTS	FUNDING SOURCES (POTENTIAL)	YEAR 1 KPI: OUTPUT BUDGET	YEAR 2 KPI: OUTPUT BUDGET	YEAR 3 KPI: OUTPUT BUDGET	YEAR 4 KPI: OUTPUT BUDGET	YEAR 5 KPI: OUTPUT BUDGET
Agricultural Production, Growth & Development	Niche/Specialty Crops	ULM, UDM, DoA, ADA, COGTA	Feasibility Report 250 000	500 000	600 000	700 000	800 000
	Agricultural Commercialisation	ULM, UDM, DoA, ADA, COGTA	Plan 150 000	300 000	400 000	500 000	600 000
	Agriculture Market Infrastructure (fresh produce, & livestock)	ULM, UDM, DoA, ADA, COGTA	Plan 500 000	600 000	700 000	800 000	900 000
Agricultural Beneficiation/Value-Add	Timber Saw Milling (all value-add considered then split)	EDTEA, ULM, UDM, ADA, Private Sector Investors, COGTA	Feasibility Report 250 000	500 000	600 000	700 000	800 000
	Maize Milling	EDTEA, ULM, UDM, ADA, COGTA	Feasibility Report 250 000	350 000	450 000	550 000	650 000
	Meat Processing	EDTEA, ULM, UDM, ADA, COGTA	Feasibility Report 250 000	500 000	600 000	700 000	800 000
	Vegetable Processing & Packaging	EDTEA, ULM, UDM, ADA, COGTA	Feasibility Report 250 000	450 000	500 000	550 000	600 000
	Honey Processing & Packaging (Hluku)	EDTEA, ULM, UDM, ADA, COGTA	Feasibility Report 250 000	400 000	450 000	550 000	600 000
	Essential Oils/Herbal Products Processing & Packaging (KwaMbotho/KwaFodo)	EDTEA, ULM, UDM, ADA, COGTA	Feasibility Report 250 000	400 000	500 000	600 000	700 000
	Agri-Park/Agri Hub Concessions (KwaJali/KwaMachi)	EDTEA, ULM, UDM, ADA, COGTA	Feasibility Report	600 000	700 000	800 000	900 000

			500 000				
Agricultural Production Support	Production Support Partnerships	Commodity Organisations, Jobs Fund, Agri-SETA, Vumelana Advisory Fund, SAFDA	150 000	250 000	350 000	450 000	500 000
Develop, diversify and market the tourism sector	Tourism Marketing	ULM, UDM, KZN Tourism, EDTEA, TIKZN, National Tourism, Private Sector/Investors	200 000	250 000	300 000	350 000	400 000
	Tourism Product Development	ULM, UDM, KZN Tourism, DEDT, TIKZN, National Tourism, Private Sector/Investors	500 000	600 000	700 000	800 000	900 000
	Tourism Infrastructure	ULM, UDM, KZN Tourism, EDTEA, TIKZN, National Tourism, Private Sector/Investors	450 000	550 000	650 000	750 000	850 000
	Tourism Incentives & Levies	ULM, UDM	Policy R250 000	0.00	0.00	0.00	0.00
	Tourism SMME Formation & Growth	Existing Operators Provincial Govt. SEDA, SEFA	75 000	150 000	250 000	350 000	450 000
	Tourism Institutional Arrangements.	Internal ULM Funds	0.00	0.00	0.00	0.00	0.00
Investment Promotion & Support	Business Retention and Attraction	Provincial Govt Funds, Ugu South Coast Development Agency	150 000	250 000	350 000	450 000	550 000
	Business Support	EDTEA, ULM, UDM, SEDA, SEFA, COGTA	250 000	300 000	350 000	400 000	450 000
	LED Institutional Arrangements	Internal ULM Funds	0.00	0.00	0.00	0.00	0.00
Mining & Quarrying	Mining & Quarrying	District Funds (district level assessment)	150 000	250 000	350 000	450 000	550 000
Green LED	Green Energy	SEDA, SEFA, ULM, Green Funders	75 000	150 000	300 000	450 000	600 000
	Recycling	SEDA, SEFA, ULM, Green Funders,	75 000	175 000	250 000	450 000	500 000
	Food for Waste	Government & Private Sector Investors	500 000	600 000	700 000	800 000	900 000

Government LED Job Creation	EPWP	DPW, DoL, ULM, UDM	350 000	450 000	550 000	650 000	750 000
	CWP	COGTA, ULM, UDM	350 000	450 000	550 000	650 000	750 000
	ECDP	DPW, ULM, UDM	350 000	450 000	550 000	650 000	750 000
	Mixed-use Facility	COGTA, DPW, ULM, Private Investors	Feasibility report R250 000	500 000	600 000	700 000	800 000
SMME Support	SMME/Entrepreneurial Support	ULM, UDM, SEDA, SEFA	250 000	300 000	350 000	400 000	450 000
	B-BBEE	ULM, UDM, SEDA, SEFA	250 000	350 000	450 000	550 000	650 000
New Technologies & Infrastructure	Internet Connectivity	Dept Telecom & Postal, Dept Education, UDM, ULM, Private Sector	300 000	400 000	500 000	600 000	700 000
	School Infrastructure	Dept Telecom & Postal, Dept Education, UDM, ULM, Private Sector	500 000	650 000	750 000	850 000	950 000
Sectoral Skills Plans	Sectoral Skills Plans	Own Sector Funding ULM, UDM, SEDA, SEFA, SETAs	300 000	450 000	550 000	650 000	750 000
Skills Enhancement	Youth Skills Enhancement	Dept Higher Education, SEDA, SETAs, DRDLR, Commodity Organisations, Private Sector	250 000	300 000	350 000	450 000	500 000
	AET	Dept Higher Education, SEDA, SETAs, DRDLR, Commodity Organisations, Private Sector	250 000	300 000	350 000	450 000	500 000
Food Security	Local Markets Infrastructure	ULM, UDM, Private sector.	250 000	300 000	350 000	400 000	450 000
	Informal Economy Support	ULM, UDM, Private sector.	250 000	300 000	350 000	400 000	450 000
	Food Security/Subsistence Agriculture	DARD, DRDLR, ULM, UDM, ADA	250 000	300 000	350 000	400 000	450 000
Sustainable Land Use	Land Care	DARD	500 000	600 000	700 000	800 000	900 000
	Alien Vegetation	EDTEA	500 000	600 000	700 000	800 000	900 000
Renewable Energy	Alternative Energy Demonstration Projects.	Green Technical Assistance Funding	500 000	600 000	700 000	800 000	900 000
Biodiversity	Spatial Biodiversity Planning, Decision Support Tool	ULM, UDM, COGTA	500 000	600 000	700 000	800 000	900 000

Development Framework	Framework Development & Implementation	ULM Existing Operating Costs	0.00	0.00	0.00	0.00	0.00
Government Capacity	Human Resource Development	LG SETA, ULM	As per Workplace Skills Plan	As per Workplace Skills Plan	As per Workplace Skills Plan	As per Workplace Skills Plan	As per Workplace Skills Plan
	LED Performance management	ULM Existing Operating Costs	0.00	0.00	0.00	0.00	0.00
Corruption Free	Fraud Prevention Project	ULM Existing Operating Costs	0.00	0.00	0.00	0.00	0.00
	Integrity Management	ULM Existing Operating Costs	0.00	0.00	0.00	0.00	0.00
	Clean Audit	ULM Existing Operating Costs	0.00	0.00	0.00	0.00	0.00
Spatial Equity	Spatial Planning and Implementation	ULM Existing Operating Costs	0.00	0.00	0.00	0.00	0.00
Ward Plans	Ward Plans	ULM Existing Operating Costs/ COGTA GRANT	0.00	0.00	0.00	0.00	0.00

Red Tape Reduction

Reducing The Red tape is seen as a strategic intervention by the municipality. The municipality has identified interventions to challenges posed by the red tape in terms of unlocking business potential. It has engaged with all units with red tape problems whereby recommendations have been put in a report to utilize when developing measures of reducing it. Business licence processes is one example that is a big challenge for businesses to operate, and this is being looked at to identify the red tape and eliminate it to improve processes. The municipality wants to ensure that it will expedite and expand an incubation programme for small businesses, do its best to reduce “red tape” for small business and support access to funding through soft loans and grants. The municipality is looking at exploring the option of signing up for the KZN Automated Business licencing and information management system (2019) in the quest to reduce red tape and efficiency.

C.6.6 Social Cohesion

C.6.6.1 Youth Development

The Umuziwabantu Youth Development Unit was established in 2008 by Umuziwabantu Council mandated by the National Youth Development Agency (NYDA) Act No. 58 of 2008. The fundamental objective of the establishing of the unit was to champion the socio-economic interest of the young people within the jurisdiction of Umuziwabantu local municipality. The unit thus is responsible to identify socio-economic challenges affecting young people and come with possible remedies, thus creating an enabling environment for youth development.

Institutional structure of the youth development unit

The Unit is located in the Office of the Municipal Manager for administratively purpose and executively located in the office of the mayor. Thus, the office report direct to the accounting officer, with two officials responsible for daily activities of the office.

The administrative side of the unit comprise of the Manager: Youth Development and Youth Development Practitioner with a recently proposed position of the Sport Officer. The executive side of the unit consist of two political champions which are Youth Development Champion and Sport Development Champion who report direct to the Council and are full time members of the Council. The office also adhere to the principles enacted on the NYDA Act No. 58 of 2008 and Chapter four of Structures Act which emphasis the participatory democracy. Thus, two Youth structures are in place to encourage the participation of youth people in the matters of governance which are Youth Council and Sport Council. Below is the institutional structure of the office.

CHALLENGES FACING YOUNG PEOPLE

Since our municipality is 90% rural, various challenges affect young people. These challenges are socio-economic and cultural related and have a huge negative impact in youth development. Since the office was established number of socio-economic challenges had been identified which are:

- High rate of Youth unemployment
- Lack of economic opportunities for young people (economic inactive youth)

- High rate of drug and substance abuse among young people both in-school and out of school youth.
- High rate of teenage pregnancy.
- High rate of pupil drop out in secondary education.
- High rate of young people with secondary education only, then by not have enough skills to be hired in a job market.
- Most of the young people are involved in criminal activities.
- Lack of access to tertiary education and skills colleges.
- School violence as a result of factional fighting's and cultural related ceremonies based on manhood and womanhood (amaguburha)
- Forced marriages and abductions (ukuthwala).

MUNICIPAL INTERVENTION AND PROGRAMMES IN PLACE

A number of activities and programmes had been implemented to deal / curb with this socio-economic stigmas. The programmes which are currently running are as a result of youth consultative sessions which include Youth Summits, Community IDP Roadshows (izimbizo) and Community inputs in government implemented consultative sessions. The programmes which are in place to address these challenges are:

- Provision of school uniforms to primary and secondary learners in every financial year.
- Provision of Tertiary Registration fees to need potential students.
- Drug and Substance abuse awareness campaigns.
- Career exhibition and school visitation programmes.
- Annual Mayoral Cup tournament
- Youth Entrepreneur skills development workshop.
- Forty (40) peer educators had been trained to deal with peer pressure.
- Assisting young people to form clubs and non-profit organisations and how to access funding (Harding Youth Society).

Formation of youth structures from ward level to municipal level with an aim of discussing and recommending programmes to deal with socio-economic related issues.

C.6.6.2 Health Services

Umuziwabantu Municipality currently has one hospital, St Andrews Hospital; nine permanent clinics, and 3 mobile clinics.

There are two newly constructed clinics at KwaMbotho and Santombe (KwaFodo), with an additional cross border clinic (because of its location in both jurisdictions of Umuziwabantu and Ray Nkonyeni municipalities), the Koneke Clinic. Weza clinic which was built in partnership with private company is subject to review of the contract between the owners and stakeholders. Given the population of Umuziwabantu this number of health service points is not sufficient; due to the big influx of patients of the neighbouring villages e.g. Umzimkhulu to the health service centres in town also adding strain to the services is the neighbouring province Eastern Cape Bizana in particular

Below are some of the projects and programmes which are currently being rolled out by the Department of health.

St. Andrews IDP / Capital projects:

Fencing of parking area for Govt. vehicle	R99356.70
Upgraded fencing in and around the hospital	R59650.00
Changed the heating system in female ward to heat pump	R46715.06
Renovated doctors' rooms and changed doors in pharmacy to aluminium	R14044.808

St. Andrews operational projects:

- HIV/AIDS management programme and awareness campaigns (Condom distribution).
- Mother and child programme
- Male medical circumcision outreach programmes
- Phila Mtwana centres
- TB awareness campaigns.

PRIMARY HEALTH:

The Phila Mtwana centres were established by the Department of Health as a means to overcome the devastating cases of child deaths. The main objectives of the Phila Mtwana Centres are to curb the scourge of Malnutrition, and to encourage immunisation of young children.
The table above lists all the operating Phila Mtwana Centres within Umuziwabantu jurisdiction

WARDS	CENTER	CLINIC LINKED TO
2	Mpeshu	Meadow Sweets
4	Nobantu	Pisgah
5	Ubuntabande	Elim
6	Ntlanza Bakery	Pisgah
7	Sowing center hall	Weza
8	OSS Office	Mbonwa
9	Bhudlu	KwaJali clinic
10	Bakery	Xhamini

Source: KZN Department of health – Harding PHC report

Services offered in all primary health clinics

- 2 School Health Teams based: KwaJali and Elim Clinics.
- 2 Tracing Team – tracing clients that default taking their monthly medication.

- 1 Multi Drug Resistant TB injection Team (MDR) Team – outreach team to households giving injections to MDR patients on daily injections that are weak to go to the nearest clinic or far away from the clinic to ensure that they do not miss their treatments.

UMUZIWABANTU CLINICS

WARDS	NAME OF CLINICS	HOURS OF OPERATION
01	• Santombe • Mbotho	8 hours, 6 days per week
02	• Meadow Sweet	8 hours, 6 days per week
03	• Harding PHC • Gateway	8 hours, 6 days per week
04	• Pisgah	8 hours, 6 days per week
05	• Elim	24hours, 7 days per week
06	*None – serviced by Mobile, Xhamini and Pisgah Clinics*	
07	• Weza	8 hours, 5 days a week
08	• Mbonwa	8 hours, 6 days a week
09	• Kwajali	8 hours, 7 days a week.
10	• Xhamini	8 hours, 6 days a week
3 Mobile Clinics		

Source: KZN Department of health – Harding PHC report

C.6.6.3 Special Programs

The Municipality currently has an operation special programs unit. The units is Managed by the Manager: Special Programs with the assistance of the newly appointed special programs clerk.
Like the Youth Development office, the Special Programs Unit is located under the Office of the Municipal Manger. The unit currently comprises of 3 persons who are, the Manager special programs, SP clerk and CLO.

The main functions of the special programs unit are:

- Facilitating elderly programs – senior citizens
- Facilitating women's programs – Gender
- Facilitating children's programs – Rights of a child
- Facilitation of HIV and AIDS programs
- Facilitation and management of OSS (Operation Sukuma Sakhe).

C.6.6.4 Safety and Security

- **South African Police Services**

There is currently one police station in the whole of Umuziwabantu jurisdiction, which is situated in town. The entire community is depending on this police station's services. In pursuit to reduce crime, the establishment of Community Police Forums (CPF) and emergency zoning of villages need to be an area of focus.

The Community Justice programme must be structured and strengthened to resolve on small cases. In addition to the inadequacy of this service, the existing Police Station lack equipment and vehicles. The municipality within the ensuing financial year will be engaging the Provincial Department of Safety Liaison and the Police Commissioner regarding the possibility to improving accessibility of this service in terms of building new police stations, equipping the existing ones and strengthening of partnership especially in terms of sharing the available resources.

The lack of or shortage of safety and security services, leads to community confusion whereby other communities e.g. Ward 5 are serviced by Ezinqoleni police station.
It was strongly felt by almost all stakeholders that decentralization of social services operations to MPCCs will be an answer to their problems. This is in line with the new thinking of the municipality to move away from provision of community halls into building multi-purpose facilities which in terms of this plan the South African Police Service could access space from such facilities.

Umuziwabantu Traffic Service Department

The municipality has one traffic services department whose main mandate is to manage the following:

I. Learner and driver licensing processes
II. Roads and traffic laws
III. Bylaws law enforcement

This department currently does not have an adopted safety plan in place

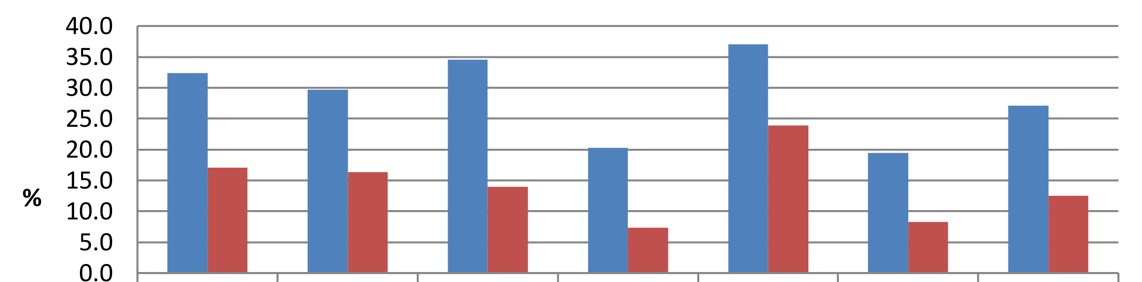
C.6.6.5 Education

Access to educational opportunities is a human right. This is why Goal 2 of the Millennium Development Goals(MDGs) aims to achieve universal primary education and ensure that by 2015, children everywhere, boys and girls alike, will be able to enrol and complete a full course of primary schooling. Quality education encourages technology shifts and innovation that are necessary to solve present-day challenges.

This chapter focuses on school attendance and educational attainment in 2008, 2009, 2010, 2011 and 2012. A comparative overview of educational attainment and attendance by contributory factors such as population group, age group, sex and province are examined. The statistics of 2001 estimated that 35.8% of Umuziwabantu population was attending schools and that less than 8% of the population had completed grade 12. The Standard of

Living Assessment Survey estimated that 58% of this number travel on foot to school with 10% of these taking more than an hour to get to school. There is only one library in the municipality located in municipal offices in town. Needless to say that one small library cannot cope with more than 33 000 learners. Access to libraries is still the privilege of the few that resides in town or can afford to travel to town access the services.

Umuziwabantu currently has 60 schools. 45 of these are primary schools and 15 secondary schools. One is a special school catering for children living with disabilities. The overall Provincial achievement rate for 2012 is 73.1. In terms of the pass rate, the KwaZulu Natal Department of Education is demonstrating an increasing trend since the first NSC examination in 2008. The Province has shown an improving performance by more than 14% since 2008, reaching a historical mark of 73.1% in 2012. This is an increase of 5% compared to 2011.



	Umzumbe	UMuziwabantu	Ezingoleni	Hibiscus Coast	Vulamehlo	Umdoni	Ugu
2001	32.3	29.7	34.6	20.3	37.0	19.4	27.1
2011	17.1	16.3	13.9	7.4	23.9	8.3	12.5

Percentage of the population aged 20 and above in each Local Municipality with the UGU district with no education. **Source of information: Census KZN 2011 Municipal report No. 03-01-53**

The department of education has prioritised the establishment / construction of ECD (early childhood development) class rooms in schools. The table below illustrates Infrastructure projects which have been prioritised in Umuziwabantu.

Ward	School Name	Scope of Work	Implementing agent
1	Ekhuza P	1 ECD classroom and a block of 4 toilets	COEGA
1	Ghabhamanzi P	1 ECD classroom, toilet block, fencing & Jungle gym	IDT
1	Umzokhanyayo P	Painting & repairs (door, frames, windows, roof and ceiling).	IDT
1	Mbambuya P	1 ECD classroom and block of 4 toilets.	COEGA
1	Sibutha S	Admin block, 4 store room, 1 multipurpose, 3 class roooms, 1 computer room, 1 media centre, 2	COEGA

		physical labs, 1 garden store, 14 girls toilets, 13 boys toilets, 1 disabled toilet.	
2	Emaweleni P	1 ECD class room, block of 4 toilets.	COEGA
2	Ekuzameni P	1 ECD class room, block of toilets, jungle gyme and fencing.	COEGA
2	Marshmount P	Construction of support centre and repairs, renovation & upgrade.	COEGA
2	Mkhandi P	10 seats	
2	Siyephu P	9 seats	
3	Harding P	Replacement of septic tank	DOPW district
3	Harding P	Admin block, 4 store room, 1 counselling unit, 3 multi purpose, 25 classroms, 1 computer room, 2 physical lab, 1 garden store, 1 SNP kitchen, 14 girls toilets, 13 boys toilets, 1 disabled toilet.	IDT
4	Emjalisweni P	17 seats	
4	Siyaphambili	Flooring repairs	DOPW
5	Mvuyo LP	3 ECD classrooms, block of 4 toilets.	COEGA
5	Mzukela P	23 seats	
6	Mjika P	25 seats	
6	Inkanyezi KaMachi P	Double story building, 1 computer room, 1 media centre, 2 store rooms, 1 work room, 1 server, 5 standard classrooms, 3 HOD offices, 1 waiting room, 1 interview room, 3 teachers work room, 3 grade R classrooms, Admin block.	IDT
8	ST Theresa P	2 ECD class rooms and a block of 4 toilets	
9	Incabhela P	Minor repairs and renovations	DOPW
10	Enyandeni P	2 ECD classrooms, fencing, jungle gym and block of toilets. And 13 seats	IDT
10	Maqakala P	1 ECD classroom and block of 4 toilets	COEGA

C.6.6.6 SOUTH AFRICAN SOCIAL SECURITY AGENCY (SASSA) STATISTICS

The South African Social Security Agency offices are currently located in the Harding CBD area, next to the taxi rank and Harding clinic. These offices are shared with the Social development department. These government departments are currently working under dreadful conditions as there is no proper infrastructure to accommodate them. The following challenges hinder with service delivery:

Challenges	Proposed Interventions	Responsible Departments
No offices, currently utilising park homes.	Identification of land, leasing out and construction of Government Department offices.	SASSA, DSD, Municipality

The following table illustrates the budget expenditure of the SASSA:

GRANT TYPE	BENEFICIARIES	CHILDREN	AMOUNT
Old Age	4499		6043537
Old Age (75years +)	1810		2 476 187
War Veteran			
Permanent Disability	1942		2 618 951
Temporary Disability	232		311 779
Foster Care	1 408	2 080	1 726 400
Care Dependency	504	534	720 900
Child Support	(0-1 year)	1541	477 710
Child Support	(1-2 years)	1989	616 590
Child Support	(2-3 years)	2226	690 060
Child Support	(3-4 years)	2405	745 550
Child Support	(4-5 years)	2181	676 110
Child Support	(5-6 years)	2374	735 940
Child Support	(6-7 years)	2143	664 330
Child Support Total	(Total 0-7 years)	14 859	4 606 290
Child Support	(7-8 years)	2 272	704 320
Child Support	(8-9 years)	2 115	655 650
Child Support	(Total 7-9 years)	4 387	1 359 970
Child Support	(9-10 years)	1 960	607 600

Child Support	(10-11 years)	1 649	511 190
Child Support	(Total 9-11 years)	3 609	1 118 790
Child Support	(11-12 years)	1 492	462 520
Child Support	(12-13 years)	1 507	467 170
Child Support	(13-14 years)	1 489	461 590
Child Support	(Total 11-14 years)	4 488	1 391 280
Child Support	(14-15 years)	1 566	485 460
Child Support	(15-16 years)	1 534	475 540
Child Support	(16-17 years)	1 400	434 000
Child Support	(17-18 years)	1 394	432 140
Child Support(Total 0-18 years)	16 235	33 237	10 303 470

SECTION D. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

D.1 FINANCIAL VIABILITY AND MANAGEMENT ANALYSIS

Umuziwabantu Municipality strives to be a municipality that is financially viable by creating an environment that is resilient and has a sustainable economic base supported by reliable municipal services in all forms. The municipality's operating budget is funded mainly from the municipality's grants for the 2022/2023 financial year. Own resources income drivers of the municipality are property rates revenue, electricity revenue, refuse removal and investments.

D.1.1 MODELS USED FOR PRIORITIZATION OF RESOURCES

Community participation is an effective method of identifying priorities, but it is also critical to develop an IDP Prioritisation/Project Evaluation model for determining budget allocations. This model would take into account community needs, project profiles and assessment, available resources, strategic planning, national, provincial and local policy and good municipal management. Development and approval of Financial Planning and Annual IDP Review Guidelines will also assist this process.

D.1.2 CONSULTATION

In accordance with the Municipal Systems Act and the Municipal Financial Management Act, consultation was undertaken with the local community primarily through public meetings in all wards.

Copies of the draft budget were provided to other levels of government for their comment. The budget was further presented to communities during the IDP/ Budget roadshows.

The municipality has a fully-fledged and functioning Finance department which is headed by the CFO supported by four managers, being Budget and Reporting, SCM, Expenditure and Revenue.

Table below reflects percentage spent on Capital Budget for the last three financial years

2019/2020		2020/2021		2021/2022	
Total Budget	**Actual**	**Total Budget**	**Actual**	**Total Budget**	**Actual**
74 385	**n/a**	**56 226**	**n/a**	**63 999**	**n/a**
RNIL Expenditure, as we have not finalised the year-end.		**RNIL Expenditure**		**RNIL Expenditure**	

NB: Capital Budget for all these three conservative years has been funded by MIG and Internal funding (cash backed reserves).

D.2 BUDGET FORECAST

The five year plan reflects the municipality's ongoing effort to provide the highest quality of service in daily operations. Thus the municipality recognized that in order for the services to be provided at the best level possible the Integrated Development Plan (IDP) must be linked to a financial plan. Furthermore, it was acknowledged that without the financial plan, the IDP would be incomplete since the financial plan will give an indication of the financial viability of the municipality.

The financial plan together with the IDP is reviewed annually as per S21 of the Municipal Finance Management Act no. 32 of 2000 and in terms of S34 of the Municipal Systems Act no. 32 of 2000 taking into account the realistic revenue and expenditure projections for future years. This annual review is as a result of the relevant regulations and the financial commitments and priorities which differ from year to year.

The Umuziwabantu Municipality budget has been prepared in terms of Chapter 4, section 24 of the Municipal Finance Management Act, no 56 of 2003, as well as outcomes and outputs based on the following IDP priorities:

- Basic Service Delivery
- Municipal Institutional Development and Transformation
- Local Economic Development and Social Development Issues
- Municipal Financial Viability and Management
- Good Governance and Public Participation
- Cross Cutting (Spatial Analysis, Environmental Management, Disaster Management).

D.2.1 OPERATING AND CAPITAL BUDGET ESTIMATES

The five year financial plan includes an Operating Budget as well as the Capital Investment Programmes per source of funding for the Medium Term Revenue and Expenditure Framework ending June 2022 (5 years starting from 2017/2018 to 2021/2022). The estimates are guided by a National Treasury Circular 86 and 89.

Choose name from list - Table A1 Budget Summary

Description	2016/17	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
R thousands	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
Financial Performance										
Property rates	–	27 221	26 609	25 904	25 904	25 904	–	27 187	28 437	29 745
Service charges	–	33 179	33 472	43 282	43 282	43 282	–	45 402	47 491	49 676
Investment revenue	–	11 158	13 539	13 587	13 587	13 587	(0)	14 252	14 908	15 594
Transfers recognised - operational	–	80 198	87 229	96 416	97 906	97 906	–	113 488	122 786	120 519
Other own revenue	–	4 834	5 869	5 418	15 511	15 511	–	14 245	14 900	15 585
Total Revenue (excluding capital transfers and contributions)	–	156 590	166 719	184 606	196 190	196 190	(0)	214 575	228 522	231 119
Employee costs	–	49 486	62 360	67 114	68 989	68 989	–	75 541	79 324	83 605
Remuneration of councillors	–	8 569	8 529	10 825	10 950	10 950	–	12 965	13 665	14 403
Depreciation & asset impairment	–	(143)	15 005	8 923	17 923	17 923	–	18 801	19 817	20 887
Finance charges	–	4	440	135	450	450	0	450	474	500
Materials and bulk purchases	–	27 470	29 494	39 138	39 582	39 582	1 891	38 980	41 061	43 278
Transfers and grants	–	6 531	100	7 692	6 455	6 455	–	3 474	3 662	3 860
Other expenditure	–	38 923	43 280	56 225	64 031	64 031	8 006	69 639	71 532	72 500
Total Expenditure	–	130 840	159 209	190 052	208 380	208 380	9 898	219 851	229 535	239 033
Surplus/(Deficit)	–	25 750	7 510	(5 446)	(12 190)	(12 190)	(9 898)	(5 276)	(1 013)	(7 914)
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	–	36 712	28 225	23 340	23 340	23 340	–	23 207	24 914	26 163
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	–	–	4 020	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions	–	62 462	39 755	17 894	11 150	11 150	(9 898)	17 931	23 901	18 249
Share of surplus/ (deficit) of associate	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	–	62 462	39 755	17 894	11 150	11 150	(9 898)	17 931	23 901	18 249
Capital expenditure & funds sources										
Capital expenditure	–	(15 019)	(563)	98 562	74 385	74 385	8 699	56 226	59 262	62 462
Transfers recognised - capital	–	(12 712)	4 199	23 340	22 173	22 173	4 388	22 047	23 237	24 492
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	–	(4 339)	(9 026)	75 222	52 212	52 212	4 311	34 179	36 025	37 970
Total sources of capital funds	–	(17 051)	(4 827)	98 562	74 385	74 385	8 699	56 226	59 262	62 462
Financial position										
Total current assets	**758**	176 378	203 937	132 202	158 635	158 635	12 555	196 590	173 894	142 990
Total non current assets	**200 231**	280 661	314 219	382 496	349 319	349 319	459 105	343 460	348 689	354 060
Total current liabilities	**14 547**	9 444	40 236	18 875	18 875	18 875	(23 732)	22 683	22 466	22 701
Total non current liabilities	**3 673**	4 480	11 260	11 260	11 260	11 260	(11 260)	11 766	11 890	12 014
Community wealth/Equity	**218 409**	348 652	469 585	484 564	477 820	477 820	(476 667)	505 601	488 227	462 334
Cash flows										
Net cash from (used) operating	–	93 536	46 933	18 721	21 771	21 771	484 370	29 562	35 667	30 722
Net cash from (used) investing	–	(53 842)	(47 819)	(98 562)	(74 385)	(74 385)	27 134	(56 226)	(59 262)	(62 462)
Net cash from (used) financing	–	(184)	(407)	–	–	–	0	–	–	–
Cash/cash equivalents at the year end	**108 676**	168 981	163 059	83 698	110 926	110 926	440 525	144 235	120 640	88 900
Cash backing/surplus reconciliation										
Cash and investments available	–	164 352	163 529	83 698	110 926	110 926	–	144 235	120 640	88 900
Application of cash and investments	**13 045**	(6 389)	(25 441)	(47 652)	(46 662)	(46 662)	(1 605)	(46 517)	(47 774)	(48 524)
Balance - surplus (shortfall)	**(13 045)**	170 741	188 970	131 351	157 588	157 588	1 605	190 752	168 413	137 424
Asset management										
Asset register summary (WDV)	**170 860**	251 125	267 913	336 203	257 623	257 623	257 623	343 460	348 689	354 060
Depreciation	–	152	15 005	8 923	17 923	17 923	17 923	18 801	19 817	20 887
Renewal and Upgrading of Existing Assets	–	9 688	34 395	–	15 805	15 805	15 805	970	1 022	1 078
Repairs and Maintenance	–	–	392	–	8 360	8 360	8 360	5 920	7 154	7 546
Free services										
Cost of Free Basic Services provided	–	–	–	–	–	–	–	–	–	–
Revenue cost of free services provided	–	–	–	–	–	–	–	–	–	–
Households below minimum service level										
Water:	–	–	–	–	–	–	–	–	–	–
Sanitation/sewerage:	–	–	–	–	–	–	–	–	–	–
Energy:	–	–	–	–	–	–	–	–	–	–
Refuse:	–	–	–	–	–	–	–	–	–	–

D.3 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

Description	Ref	2017/18	2018/19	Current Year 2019/20				2020/21 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23

Total Capital Expenditure - Functional	3	–	(15 019)	(563)	98 562	74 385	74 385	8 699	56 226	59 262	62 462
Funded by:											
National Government		–	(12 712)	4 199	23 340	22 173	22 173	4 388	22 047	23 237	24 492
Provincial Government		–	–	–	–	–	–	–	–	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations) (National / Provincial		–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital	4	–	(12 712)	4 199	23 340	22 173	22 173	4 388	22 047	23 237	24 492
Borrowing	6	–	–	–	–	–	–	–	–	–	–
Internally generated funds		–	(4 339)	(9 026)	75 222	52 212	52 212	4 311	34 179	36 025	37 970
Total Capital Funding	7	–	(17 051)	(4 827)	98 562	74 385	74 385	8 699	56 226	59 262	62 462

Umuziwabantu Municipality funds its capital projects from MIG and own revenue. The Overall Capital Budget for 2020/21 is R56 225 million, of which R 24 046 million is (MIG), R870 thousand is Disaster Relief grant and R 33 309 million is funded by Own revenue for the 2020/2021 financial year. The municipality has appointed a panel of consulting engineering firms over a period of 3 years to assist with the project management for all capital projects.

Expenditure on capital projects increased gradually from 2017/2018 as well as in 2018/2019 and 2019/2020 financial year. Some of the challenges faced with the spending of the capital budget in 2019/2020 included:

- Cash flow problems experienced by some of the contractors which caused delays in completion of projects;
- Delays were experienced due to Objections raised in awarding of Capital projects;
- Delays were experienced due to Covid-19 pandemic, which led to the Lockdown of the country;
- Internal delays in meeting deadlines of the procurement processes due non-availability of Bid members at all times.

The infrastructure unit is losing staff due to more attractive remuneration offered in the cities and in other municipalities. However, most of the capital projects are outsourced to consultants and contractors, monitored by the infrastructure unit. The infrastructure unit and finance unit work closely together to address any delays on capital projects arising from outstanding procurements or outstanding payments to contractors.

The performance of all capital projects is an ongoing process and will be monitored and reported to the Planning and Finance Committees on a regular basis to intervene and take necessary action where required to ensure that all capital projects are implemented and managed efficiently and effectively.

D.4 INDIGENT SUPPORT (INCLUDING FREE BASIC SERVICES)

The social packages are assisting households that are poor or destitute and those that are having limited ability to pay for services .To receive these free services households are required to register in terms of the Municipality Indigent Policy. During 2019/2020 financial year the municipality reviewed indigent register as required by the indigent policy. The number of indigents on the indigent register is: **6 645 .**The cost of the social package of the registered indigent households is largely financed by national government through the local government equitable share received in terms of the annual Division of Revenue Act.

The Financial system indicated the cost for the last three financial years, the cost stratify Indigents per service.

The actual costs of free basic services for the last three years are as follows:

SERVICE CATEGORY	2017/2018	2018/2019	2019/2020
RATES	R 9 133 129.53	R 20 268 632.20	R 23 064 002.78
REFUSE	R 3 083 113.35	R 3 253 236.07	R 5 969 779.93
ELECTRICITY	R 430 038.56	R 1 110 963.31	R 1 407 123.25
TOTAL	**R 12 646 281.44**	**R 24 632 831.58**	**R 30 440 905.96**

NB: Indigent support is gradually increasing each year as per the above table clearly showing that increase.

D.5 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

The financial policy of Umuziwabantu Municipality is to provide a sound financial base and the resources necessary to sustain a satisfactory level of the municipal services for the community of Umuziwabantu. It is the goal of the Municipality to achieve a strong financial position with the ability to survive local and regional economic impacts, adjust effectively to the community's changing service requirements, and manage the municipality's budget and cash flow to the maximum benefit of the community and provide a high level of protective services to assure public health and safety.

Umuziwabantu Municipality's financial policies will address the following goals:

- To keep the municipality in a financially sound position in both long and short term.
- Maintain sufficient financial liquidity through regular reviews and adjustments to meet normal operating and contingent obligations.
- Apply credit control policies which maximize collection while providing relief for the indigent; and recognizing the basic policy of customer care (service level standards) and convenience.
- Maintaining existing infrastructure and other capital assets.

Umuziwabantu Municipality has developed its own Revenue Enhancement Strategy. This Strategy was developed in house and was adopted by council on the 28th May 2022.
The purpose of the revenue enhancement strategy is to increase or improve the collection rate from debtors. It must be noted that implementing a revenue enhancement turnaround strategy can only be achieved by critically reviewing the current revenue management business models and processes being applied within the municipality.

To effectively deal with the current challenges, the municipality must plan and implement effective and integrated revenue enhancement strategies. Revenue enhancement is a process focused on the holistic improvement of municipal business model. To improve on the current business model it is important to identify all the critical elements that currently affect the municipality's revenue performance. This review process will provide a sound platform for effective planning. The need for an integrated approach should not be taken lightly. Isolated projects that focus on symptoms like debt and access to services, rather than the root cause further compound the current crisis.

For example, the implementation of the MPRA resulted in the further accumulation of debt from increased billing and non-payment as well as increased operational costs. In addition, debt collection in poor communities has not been successful because of the economic status of the individual debtors and the political implications of aggressive debt collection in these areas. The strategy is relatively new and began to be implemented in the 2021/22 financial year.

D.6 FINANCIAL MANAGEMENT POLICIES

BUDGET POLICY

The annual budget is the central financial planning document that entails all revenue and expenditure decisions. It establishes the level of services to be provided by each department. The accounting officer confirms the municipality's priorities in the formulation of the draft and the final budget document.

A budget, as per S71 of the MFMA, is subject to monthly control and reporting to Council with recommendations of action to be taken to achieve the budget's goals. The budget is also subject to a mid-term review which might result in a revised budget, thereby resulting in the adjustments budget, which is in terms of S28 of the MFMA. Unfinished capital project budgets shall not be carried forward to future fiscal years unless the project expenditure is committed or funded from grant funding, which will require the rolling over of those funds together with the project.

CREDIT CONTROL POLICY

This policy together with the relevant work procedure manuals provides direction in areas of credit control, collection of amounts billed to customers, procedures for recovery of arrear accounts, etc. Umuziwabantu Municipality annually revises policy as well as the related bylaws and approved the revised policy together with the annual budget approval.

The principles supported in this policy are:

The administrative integrity of the municipality must be maintained at all costs. The democratically elected councilors are responsible for policy making, while it is the responsibility of the accounting officer to ensure the implementation of these policies. Consumers are required to fill in an application form, requesting the municipality to connect them to the main service supply lines.

INDIGENT POLICY

The criteria for benefits under this scheme are part of the credit control policy. An indigent register is maintained in order to administer indigent support. The application forms to qualify for the indigent support must be completed annually. The Municipality may annually, as part of its budgetary process, determine the municipal services and levels thereof which will be subsidized in respect of indigent customers in accordance with the national policy, but subject to principles of sustainability and affordability.

An indigent customer shall automatically be deregistered if verification concludes that the financial circumstances of the indigent customer have changed to the extent that he/she no longer meets the qualifications. The indigent customer may at any time request deregistration.

This process is done through SUKUMA SAKHE (War Rooms) where all the applicants are profiled.

RATES POLICY

This has been implemented with the Municipal Property Rates Act with effect from 1 July 2009. Policy is reviewed annually when the draft budget is submitted for public comments.

FREE BASIC SERVICES

Indigent households receive 50 KWH of electricity free each month. Refuse charges for these low income areas are raised and credited from equitable share. Rates on properties below a certain value receive a 100% rebate.

INVESTMENT POLICIES

Every municipal council is required in terms of Section 13(2) of the Municipal Finance Management Act (MFMA) no 56 of to approve a Cash and Investments Policy for the council. The primary objective of the investment policy is to gain the highest possible return, without unnecessary risk, during periods when excess funds are not being immediately required. For this to be achieved, it is essential to have an effective cash flow management program. Before any monies can be invested, the chief financial officer or his/her delegate must determine whether there will be surplus funds available during the term of the investment. The term of the investment should be fixed and in order to do this it is essential for the cash flow estimates to be drawn up.

Investment shall be made with care, skill, prudence and diligence. Investment officials are required to adhere to written procedures and policy guidelines, exercise due diligence and exercise strict compliance with all legislation. The minister of finance may identify by regulation in terms of Section 168 of the MFMA instruments or investments other than those referred to below in which the Municipality may invest:

a) Deposit with banks registered in terms of the Banks Act, 1990 (Act No.94 of 1990);
b) Securities issued by the National Government;
c) Investments with the Public Investment Commissioners as contemplated by the Public Deposits Act, 1984 (Act No. 46 of 1984);
d) A Municipality’s own stock or similar type of debt;
e) Bankers, acceptance certificates or negotiable certificates of deposits of banks; Long term securities offered by insurance companies in order to meet the redemption.

The following are some of the more significant programs that have been identified:

a) Ensure continued compliance with GRAP
b) Audit /inspection of electricity meters
c) Replacement of faulty meters
d) Maintain and update valuation roll
e) Management of prepaid data base
f) Efficient vending of prepaid electricity
g) Annual Reviewing of budget related policies
h) Updating of Fixed Assets Register
i) Enable a greater awareness of the Municipal Property Rates Act

j) Accurately Billing customers on a regular basis(Data Cleansing exercise, Indigent register maintenance, Improved Debt Collection procedures, Affordable Tariff Setting, disconnections)
k) Expenditure analysis and reduction

D.7 MUNICIPAL CONSUMER DEBT POSITION

The data cleansing exercise has assisted the municipality in improving its debt collecting through easing the ability to trace debtors to initiate credit control procedures.

CREDIT CONTROL AND DEBT COLLECTION

2019/2020 Debtors Age Analysis summary by service

TYPE_OF_SERVICE	30 Days	60 Days	90 Days	120 Days	150 Days	180 Days	Total
RATES	1054571.49	867202.8	580389.97	510262.73	465393.37	8976536.51	12454356.87
INTEREST	160 429.74	159 060.82	155 502.46	154 609.34	149 775.71	2 469 737.53	3249115.6
ELECTRICITY	1 875 360.26	737 748.02	283 523.11	149 915.83	118 739.91	647 236.12	3 812 523.24
REFUSE	232 546.66	153 278.67	82 818.92	59 825.46	51 257.99	424 997.57	1 004 725.28
TOTAL	**3 322 908.15**	**1 917 290.31**	**1 102 234.46**	**874 613.36**	**785 166.98**	**12 518 507.73**	**20 520 720.99**

2020/2021 Debtor Age analysis summary by service

TYPE_OF_SERVICE	Current	30 Days	60 Days	90 Days	120 Days	150 Days	180 Days	Total
RATES	1 024 423.46	679 975.09	557 880.90	462 671.44	461 689.17	457 735.26	11 107 319.43	14 751 694.75
INTEREST	199 680.63	196 949.80	192 683.70	187 286.39	182 549.37	179 889.17	3 371 750.16	4 510 789.22
ELECTRICITY	1 911 800.08	758 455.73	300 473.56	137 933.30	151 932.41	111 058.10	990 821.94	4 362 475.11
REFUSE	259 324.83	137 593.75	90 023.43	71 399.52	64 764.97	57 073.36	612 998.27	1 293 178.14
TOTAL	**3 395 229.00**	**1 772 974.37**	**1 141 061.59**	**859 290.65**	**860 935.92**	**805 755.89**	**16 082 889.80**	**24 918 137.22**

2021/2022 Debtor Age analysis summary by service

TYPE_OF_SERVICE	30 Days	60 Days	90 Days	120 Days	150 Days	180 Days	Total
RATES	917 106.01	893 001.43	726 804.84	641 070.03	446 273.08	13 220 561.30	16 844 816.69
INTEREST	231 425.32	229 539.60	224 191.05	220 399.41	218 933.30	4 492 684.47	5 617 173.15
ELECTRICITY	1 739 109.00	1 279 431.92	859 323.45	359 953.94	256 025.36	1 833 187.78	6 327 031.46
REFUSE	247 417.41	192 979.79	133 482.68	104 020.95	89 837.81	936 794.91	1 704 533.54
TOTAL	**3 135 057.74**	**2 594 952.74**	**1 943 802.02**	**1 325 444.33**	**1 011 069.55**	**20 483 228.46**	**30 493 554.84**

D.8 GRANTS AND SUBSIDIES

For financial year 2020/2021 this municipality will receive R140 695 000 for Government grants and subsidies.

Choose name from list - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2016/17	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		76 693	79 670	86 763	94 330	92 320	92 320	115 320	120 027	118 169
Local Government Equitable Share		73 739	79 670	83 650	91 211	87 711	87 711	96 882	108 127	108 269
		1 825	–	–	–	–	–	4 000	–	–
Finance Management		1 129	–	1 900	1 900	1 900	1 900	1 900	1 900	1 900
Integrated National Electrification Programme			–	–	–		–	10 000	10 000	8 000
Municipal Systems Improvement			–	–	–			–	–	–
			–	–	–	1 490	1 490	1 490	–	–
Other transfers/grants [insert description]			–	1 213	1 219	1 219	1 219	1 048	–	–
Provincial Government:		738	771	1 153	1 686	1 686	1 686	1 768	2 783	2 939
Community Library Services Grant			–	–	–	–	–	863	924	989
Provincialisation of Libraries		559	–	–	–	–	–	905	1 859	1 950
		179	–	–	–	–	–		–	–
		–	–	–	–	–	–	–		–
Other transfers/grants [insert description]		–	771	1 153	1 686	1 686	1 686	–	–	–
District Municipality:		–	528	–	400	400	400	400	400	400
[insert description]		–	–	–	–	–	–	–	–	–
Ugu District Municipality		–	528	–	400	400	400	400	400	400
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]		–	–	–	–	–	–	–	–	–
		–	–	–	–	–	–	–	–	–
Total Operating Transfers and Grants	5	77 431	80 969	87 916	96 416	94 406	94 406	117 488	123 210	121 508
Capital Transfers and Grants										
National Government:		22 275	33 810	27 564	23 340	23 340	23 340	23 207	24 914	26 163
Municipal Infrastructure Grant (MIG)		22 275	33 810	27 564	23 340	23 340	23 340	23 207	24 914	26 163
Total Capital Transfers and Grants	5	22 275	33 810	27 564	23 340	23 340	23 340	23 207	24 914	26 163
TOTAL RECEIPTS OF TRANSFERS & GRANTS		99 706	114 779	115 480	119 756	117 746	117 746	140 695	148 124	147 671

Grants as at January 2023

GRANT	OPENING BALANCE	CORRECTION OF ERROR	RESTATED BALANCE	AMOUNT RECEIVED	AMOUNT SPENT	AMOUNT WITHHELD	BALANCE	BALANCE PER GL	%SPENT YTD
	GRANTS REGISTER								
Small Town Rehabilitation Grant	1 805 465.94	-	1 805 465.94	-	-	-	1 805 465.94	1 805 465.94	0%
Land Use Management Systems Grant	73 000.00		73 000.00	-	-	-	73 000.00	73 000.00	0%
Government Expect Grant	7 889.70		7 889.70	-	(7 889.70)	-	-	-	-100%
Electrification Grant	954.18		954.18	-	-	-	954.18	954.18	0%
Disaster Management Grant	400 000.00		400 000.00	-	-	-	400 000.00	400 000.00	0%
Financial Management Grant	-		-	1 900 000.00	(1 437 689.95)	-	462 310.05	462 310.05	-76%
Provincialisation of libraries (Cyber Cadet) Grant	-		-	-	-	-	-	-	0%
Library Subsidy Grant	-		-	1 686 000.00	(570 754.83)	-	1 115 245.17	1 115 245.17	-34%
EPWP Grant	-		-	305 000.00	(305 000.00)	-	-	-	-100%
MIG	-		-	18 336 000.00	(11 234 614.89)	-	7 101 385.11	7 101 385.11	-61%
sports & recreation	45 680.00		45 680.00	-	(21 600.00)		24 080.00	24 080.00	-47%
Housing Grant	2 498 905.64		2 498 905.64		-		2 498 905.64	2 498 905.64	0%
	4 831 895.46	**-**	**4 831 895.46**	**22 227 000.00**	**(13 577 549.37)**	**-**	**13 481 346.09**	**13 481 346.09**	-50%

Most of the grants will be 100% spent at the end of June 2020.

DETAILED SCHEDULE OF INVESTMENTS AS AT JANUARY 2020

Investments by maturity Name of institution & investment ID R thousands	Ref	Period of Investment Yrs/Months	Type of Investment	Expiry date of investment	ACRUED INTEREST	Received interest for the month	Yield for the month 1 (%)	Market value at beginning of the month	Change in market value	Market value at end of the month
Municipality										
FNB-61240006266		N/A	UNSPECIFIED	NO MATURITY DATE		1 658.36	3.7%	545 577.17	-17.50	547 218.03
FNB-62618238655		N/A	UNSPECIFIED	NO MATURITY DATE		3 478.52	6.4%	657 529.95	-17.50	660 990.97
FNB-62605479767		N/A	UNSPECIFIED	NO MATURITY DATE		125 485.00	6.4%	23 719 330.82		23 844 815.82
FNB-62766746542		N/A	UNSPECIFIED	NO MATURITY DATE		39.67	6.6%	7 513.89	-17.50	7 536.06
STANDARD BANK-258884908-001		N/A	CALL ACCOUNT	NO MATURITY DATE				-0.00		-0.00
STANDARD BANK-258884908-003		N/A	NOTICE DEPOSIT	NO MATURITY DATE		728 035.07		17 400 000.00		18 128 035.07
NEDBANK-037165015337/01		N/A	CALL DEPOSIT	NO MATURITY DATE	2 051.05	2 079.50	6.6%	385 600.46		387 679.96
NEDBANK-037165014802/01		N/A	CALL DEPOSIT	NO MATURITY DATE	51 349.09	52 065.45	6.6%	9 654 008.27		9 706 073.72
NEDBANK-037165014802/16		N/A	CALL DEPOSIT	NO MATURITY DATE	2 461.29	2 495.50	6.6%	462 727.44		465 222.94
NEDBANK-037165018956/01		N/A	CALL DEPOSIT	NO MATURITY DATE	70.26	71.01	6.6%	13 183.40		13 254.41
NEDBANK-037165018956/18		N/A	CALL DEPOSIT	NO MATURITY DATE	3 993.99	4 049.82	6.6%	750 897.48		754 947.30
NEDBANK-037165013008/77		N/A	CALL DEPOSIT	NO MATURITY DATE	379.22	384.69	6.6%	71 318.14		71 702.83
NEDBANK-037165013415/03		N/A	CALL DEPOSIT	NO MATURITY DATE	893.38	905.84	6.6%	167 980.97		168 886.81
NEDBANK-037165026169/01		N/A	CALL DEPOSIT	NO MATURITY DATE	35 947.00	59 981.73	6.6%	6 734 748.59		6 794 730.32
NEDBANK -037165026169/13		N/A	FIXED DEPOSIT	18/03/2020	204 954.65			31 177 980.15		31 177 980.15
NEDBANK -037165013008/78		N/A	FIXED DEPOSIT	06/03/2020	254 794.52		7.9%	40 000 000.00		40 000 000.00
INVESTEC-1100529803452		N/A	FIXED DEPOSIT (YIELD)	2019/04/12			8.1%	-		-
INVESTEC-1100529803500		N/A	CALL DEPOSIT	NO MATURITY DATE		181 228.22	6.6%	34 255 982.17		34 437 210.39
						1 161 958.38		R 166 004 378.90	-52.50	167 166 284.78
Entities sub-total						-		-	-	-
TOTAL INVESTMENTS AND INTEREST	2					1 161 958.38		166 004 378.90	-52.50	167 166 284.78

NB: Cash and cash equivalents for 2017/2018 was R164 834 205 and for 2018/2019 was R164 627 811 and currently as at January 2020 our cash and cash equivalents amounts to R167 166 284.78 million. Investments do generate interest how ever the municipality also spends money in rendering service delivery.

D.9 MUNICIPAL INFRASTRUCTURE ASSETS AND MAINTENANCE

The Municipality must ensure that the asset management system is fully implemented and functional. There is a need for the municipality to identify all the unutilized assets so that they can be disposed of. The status of the asset register review process and asset verification starts towards the end of January every financial year. This is an ongoing process that is now done in-house by Umuziwabantu Municipality and consultants are only called in for a review to ensure we comply with required standards. The municipality has an asset clerk and has advertised a vacancy for an asset officer.

The Municipality is utilizing computerized asset management software and is already in the process of investigation, identification and implementation of suitable integrated asset management system. This will also include the capture of all assets onto the system, the maintenance of this system and the production of a complete asset register in terms of GRAP requirements.

All assets are maintained through repairs and maintenance budget. Also we have insured all municipal Infrastructural assets. 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. During the compilation of the 2018/2019 MTREF operational repairs and maintenance was identified as a strategic imperative owing to the aging of the Municipality's infrastructure. Repairs and Maintenance is sitting at 4% percent in the 2019/2020 financial year whereas the norm is 8%. This is due to scarce resources that we have, however the municipality is working towards achieving the 8% . Again the municipality has capitalized in buying Plant & Equipment so that more repairs and maintenance will be facilitated internal than outsourcing the services. So as much as the percentage is below the norm of 8% but more of our infrastructure assets especially roads and sports fields maintenance will be done internal through the purchasing of the Plant and Equipment. The budget allocated for repairs and maintenance is R6, 551 million for 2022/23 financial year.

2020/21 MEDUIM TERM EXPENDITURE AND REVENUE FRAMEWORK			
DESCRIPTION	**BUDGET YEAR 1**	**BUDGET YEAR 2**	**BUDGET YEAR 3**
R '000	**2020/2021**	**2021/2022**	**2022/2023**
REPAIRS AND MAINTENANCE			
ROADS	R 1 998 800.00	R 350 000.00	R 368 904.00
ELECTRICITY	R 647 494.00	R 350 000.00	R 368 904.00
LANDFILL SITE	R 3 000 000.00	R 3 012 000.00	R 3 174 648.00

OTHER ASSETS	R 2 714 151.00	R 2 839 040.00	R 3 906 612.00
TOTAL	R 8 360 445.00	R 6 551 040.00	R 7 819 068.00

D.10 CURRENT AND PLANNED BORROWINGS

None

D.11 EMPLOYEE RELATED COSTS (INCLUDING COUNCIL ALLOWANCES)

The Employee related costs for 2021 financial year is estimated at R 88 510 million, which the remuneration of councilors accounts for R 12 964 million of the total budget.

COUNCILLOR ALLOWANCES AND EMPLOYEE BENEFITS FOR 2020/2021 FINANCIAL YEAR

Summary of Employee and Councillor remuneration	Ref	2017/18	2018/19	Current Year 2019/20			2020/21 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2020/21	Budget Year +1 2021/22	Budget Year +2 2022/23
	1	B	C	D	E	F	G	H	I
Councillors (Political Office Bearers plus Other)									
Basic Salaries and Wages		6 623	6 578	8 226	8 351	8 351	10 215	10 766	11 347
Pension and UIF Contributions		–	–	–	–	–	–	–	–
Medical Aid Contributions		–	–	–	–	–	–	–	–
Motor Vehicle Allowance		944	856	1 038	1 038	1 038	1 107	1 167	1 230
Cellphone Allowance		901	885	934	934	934	1 017	1 072	1 129
Housing Allowances		–	–	–	–	–	–	–	–
Other benefits and allowances		99	211	626	626	626	626	660	696
Sub Total - Councillors		**8 569**	**8 529**	**10 825**	**10 950**	**10 950**	**12 965**	**13 665**	**14 403**
% increase	4	**–**	**(0.5%)**	**26.9%**	**1.2%**	**–**	**18.4%**	**5.4%**	**5.4%**
Senior Managers of the Municipality	2								
Basic Salaries and Wages		616	271	5 866	5 991	5 991	4 184	4 409	4 648
Pension and UIF Contributions		0	0	11	11	11	9	9	10
Medical Aid Contributions		–	–	–	–	–	–	–	–
Overtime		–	–	–	–	–	–	–	–
Performance Bonus		–	–	–	–	–	–	–	–
Motor Vehicle Allowance	3	45	15	477	477	477	996	1 049	1 106
Cellphone Allowance	3	6	2	107	107	107	127	134	142
Housing Allowances	3	–	–	–	–	–	–	–	–
Other benefits and allowances	3	0	–	1	1	1	1	1	1
Payments in lieu of leave		–	–	–	–	–	–	–	–
Long service awards		–	–	–	–	–	–	–	–
Post-retirement benefit obligations	6	–	–	–	–	–	–	–	–
Sub Total - Senior Managers of Municipality		**668**	**287**	**6 461**	**6 586**	**6 586**	**5 316**	**5 603**	**5 906**
% increase	4	**–**	**(57.0%)**	**2 148.7%**	**1.9%**	**–**	**(19.3%)**	**5.4%**	**5.4%**
Other Municipal Staff									
Basic Salaries and Wages		30 868	40 170	37 691	39 441	39 441	43 226	45 560	48 020
Pension and UIF Contributions		5 695	6 512	4 856	4 856	4 856	9 140	9 588	10 106
Medical Aid Contributions		2 295	2 511	7 185	7 185	7 185	4 862	5 122	5 395
Overtime		–	–	–	–	–	–	–	–
Performance Bonus		1 404	333	2 741	2 741	2 741	6 160	6 245	6 582
Motor Vehicle Allowance	3	2 072	2 415	2 514	2 514	2 514	2 071	2 183	2 301
Cellphone Allowance	3	379	319	354	354	354	350	369	389
Housing Allowances	3	536	517	1 829	1 829	1 829	522	550	579
Other benefits and allowances	3	4 054	5 483	2 822	2 822	2 822	3 233	3 408	3 592
Payments in lieu of leave		889	1 427	662	662	662	662	697	735
Long service awards		156	609	–	–	–	–	–	–
Post-retirement benefit obligations	6	470	1 776	–	–	–	–	–	–
Sub Total - Other Municipal Staff		**48 819**	**62 072**	**60 653**	**62 403**	**62 403**	**70 225**	**73 721**	**77 699**
% increase	4	**–**	**27.1%**	**(2.3%)**	**2.9%**	**–**	**12.5%**	**5.0%**	**5.4%**
Total Parent Municipality		**58 055**	**70 889**	**77 939**	**79 939**	**79 939**	**88 506**	**92 989**	**98 008**
		–	**22.1%**	**9.9%**	**2.6%**	**–**	**10.7%**	**5.1%**	**5.4%**

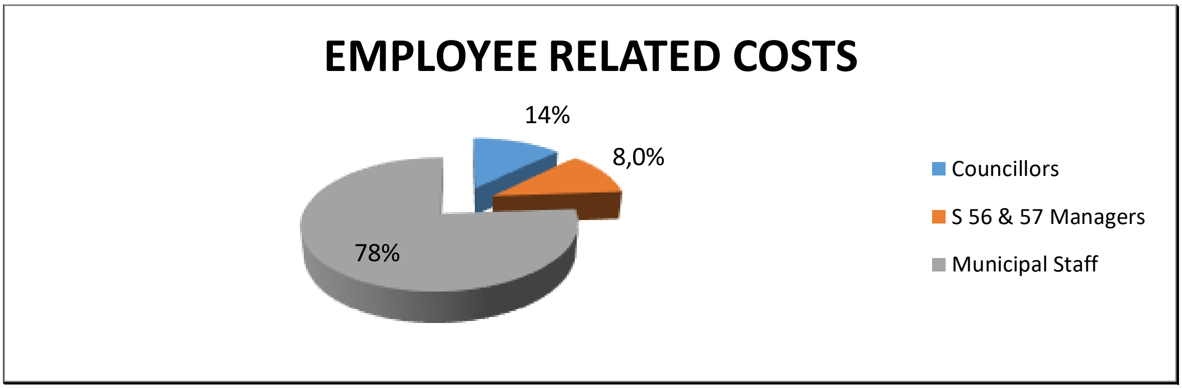


Figure: Employee related costs

D.12 BUDGETS

National Treasury has published budget and reporting regulations in accordance with the relevant provisions of the MFMA. This resulted in the organogram changes of finance directorate in order to effectively deal with those budget regulations. Umuziwabantu Municipality has comply in terms of MSCOA and we are currently transacting in all seven segment as per the regulations.

mSCOA as part of the mSCOA classification process perfect alignment between the Municipal Budget and Reporting Regulations and specimen annual financial statements will facilitate the compilation of an appropriation statement and ensure compliance to the Standards of GRAP 24.

The following are additional benefits of mSCOA
Improve LG sphere's ability to deliver basic services to all through:

a) Improved financial sustainability
b) Facilitation of medium term planning and policy choices on service delivery

The SCOA shall achieve this by formalizing financial classification norms and standards. This shall, in turn, improve:

a) Credibility, Sustainability, Transparency, Reliability, Relevance; and
b) Comparability of budgets and in year reports of municipalities and municipal Entities

Forms part of MFMA financial management reforms and is directly aligned to the

MBRR and in-year reporting framework (Section 71 and 72 reporting)

a) Contributes to evidence-based financial management and decision-making
b) More predictable financial classification system for financial practitioners

D.13 AUDITOR-GENERAL'S REPORTS

For any investor that wants to invest, they need to see that the municipality is financially disciplined. They want assurance that their investments will be protected and then obviously profitable. In order to achieve this, the municipality strives to demonstrate adherence to statutory requirements, to ensure that the financial statements are prepared timeously and good overall administration is maintained.

In the 2020/2021 financial year, Umuziwabantu Municipality received an unqualified audit opinion. However the municipality is working towards improving the 2021/2022 audit opinion. The audit action plan attached below details how the municipality will address issues that arose from the auditor general in the previous financial year.

AUDIT ACTION PLAN

No.	Classification	Audit Finding	Management action	Responsible person	Targeted completion Date	Status	AC Comments (Ashley Gonzalves)
INTERNAL CONTROL DEFICIENCY							
1	Internal control deficiency	Internal Audit Quality Assessment	The internal audit division of Umuziwabantu Municipality will exercise oversight in ensuring that the independent external quality assessment is performed once every 5 years to ensure that this division remain relevant and able to add value in the municipality compliance with relevant regulations including financial reporting standards.	**Internal Audit Manager**		In-Progress	
NON-COMPLIANCE WITH LEGISLATION							
2	Non-compliance with legislation	Prevention of irregular and fruitless and wasteful expenditure	Irregular Expenditure: Management revised SCM policies and filled critical posts ie Contract Management within SCM to improve compliance with SCM regulations. Irregular expenditure identified in prior year audits has been disclosed on ongoing contracts which were for 3 year periods. Current year irregular expenditure will occur until contracts have expired.	**Manager Expenditure**	**30-Jun-22**	In-Progress	

3	Non-compliance with legislation	Awards to suppliers in which partners or associates of employees, and POB/ members of AA has an interest	The procument process will continue to verify suppliers through CSD and request suppliers to complete MBD forms with their bids	**Mnager SCM**		In-Progress	
4	Non-compliance with legislation	Awards to Suppliers in which persons in service of other state institutions have an interest	The procument process will continue to verify suppliers through CSD and request suppliers to complete MBD forms with their bids	**Mnager SCM**		In-Progress	
MISSTATEMENTS IN ANNUAL PERFORMANCE REPORT							
5	Misstatement in annual performance reports	Indicator not well defined or relevant	The annual performance report and supporting evidence will be reviewed to ensure that the reported performance is reliable and to ensure that the planned and reported performance indicators represent what relates to the current years achievements.	**Manager Strategic planning**		In-Progress	
6	Material misstatement	Receivables from non exchange transaction reconciliation note for nett debtors corrected	It is recommended that the annual performance report be adjusted to ensure that the planned and reported performance indicators represents what relates to the current years achievements.	**CFO**	**15-Aug-22**	In-Progress	

D.14 SWOT ANALYSIS

Supply Chain Management (SCM)

The municipality has established all three SCM Bid committees and is fully functional. However there are slight challenges in frequency of sittings in order to facilitate the procurement processes timorously, as there is a limitation in number of personnel. SCM Policy has been reviewed and approved by Council.

Financial Viability and Management: SWOT Analysis

Strengths	Weaknesses
▪ Fully established and functional Supply Chain Management Committees ▪ Political Stability ▪ Unqualified audit reports ▪ Implementation of free basic services(refuse, electricity) ▪ Sound reserves and liquidity ▪ Adoption of financial related policies ▪ Availability of a Audit Committee and Internal Audit unit ▪ Availability of the Revenue Enhancement Strategy	▪ Shortage of staff ▪ Limited sources of funding and revenue ▪ Delayed implementation of SCM Processes due to the shortages of staff. ▪ Slow turn-around time with SCM Bid Committees. ▪ Inability to attract and retain adequately skilled and experienced staff due to non-availability of funds. ▪ Dependency on government grant funding ▪ Non-payment of rates and service charges (Low debt recovery rate)
Opportunities ▪ Implementation of Municipal Property Rates Act ▪ Internship program made available through funding from Financial Management Grant(FMG). ▪ Implementation of enabling legislation (Municipal Systems Act, National Credit Act)	**Threats** ▪ Unfunded mandate (e.g. library, landfill site & Disaster management)(note to strategy: In terms of Constitution library functions does not fall within the ambit of local municipalities) ▪ High staff turnover ▪ Economic Recession

Details of Budget and Treasury staffing

- The total number of staff in BTO (Finance department) is 22 competent employees (including 5 interns).
- There is Quartex and Dashing Solutions (joint venture) financial consultant which is used under Asset section due to the shortage of capacity and staff under asset section. They have a 3 year contract with the municipality, which stipulates that consultants should transfer skills on a daily basis, so that after a period of 3 years, the municipality

can take over the full management of assets without relying on consultants. Should they fail to do so the contract will be terminated

- Challenges with retaining the current staff mainly is due to the fact that Umuziwabantu salary scales are not market compatible.
- Impact of vacancies put a lot of pressure in the Finance Department in terms of timeous execution of duties.
- Skills shortages remains a challenge within finance department due to salary scales that are not market compatible, as well as not having enough funds to retain more people.
- Under line communication there is monthly finance, Budget control and Corporate Services Committee meeting where all directors are presented in those meeting. The purpose of the meeting is to discuss financial performance, projects etc.

ASSET AND INFRASTRUCTURE

- Asset policy and maintenance plan is in place however the municipality is in a process of finalizing the asset renewal plan.
- Calculation for repairs= Total Repairs and Maintenance Expenditure / Property, Plant and Equipment and Investment Property (Carrying Value) x 100
  =R 11 724 703/460 081 363*100
  = 3%

All assets are maintained through repairs and maintenance budget. Also, we have insured all municipal Infrastructural assets. 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. During the compilation of the 2021/2022 MTREF operational repairs and maintenance was identified as a strategic imperative owing to the aging of the Municipality's infrastructure. Repairs and Maintenance is sitting at 4% percent in the 2022/2023 financial year whereas the norm is 8%. This is due to scarce resources that we have, however the municipality is working towards achieving the 8%. Again, the municipality has capitalized in buying Plant & Equipment so that more repairs and maintenance will be facilitated internal than outsourcing the services. So as much as the percentage is below the norm of 8% but more of our infrastructure assets especially roads and sports fields maintenance will be done internal through the purchasing of the Plant and Equipment. The budget allocated for repairs and maintenance is R17, 893 million for 2023/24 financial year.

TOTAL MEDIUM TERM REVENUE AND EXPENDITURE FRAMEWORK

Description	Approved Adjusted Budget	Original Final Budget	Budget year + 1
	2022/23	2023/24	2024/25
Overall Budget	320,841,000	318,619,000	321,187,000
Total Operating Budget	263,928,000	271,497,000	281,187,000
Total Capital Budget	56,913,000	47,122,000	40,000,000

OPERATING REVENUE

Description	Budget Year		Budget Year + 1		Budget Year + 2	
R'000	2023/24		2024/25		2025/26	
Financial Performance						
Property Rates	26,017,000	13%	27,317,000	12%	28,863,000	12%
Service Charges	42,668,000	21%	49,644,000	22%	54,723,000	24%
Investment Revenue	6,576,000	3%	7,955,000	3%	8,352,000	4%
Transfer Recognised Operational	122,726,000	60%	137,568,000	60%	134,198,000	58%
Other Own Revenue	6,190,000	3%	6,573,000	3%	6,383,000	3%
Total Revenue (Excluding Capital)	**204,177,000**	**100%**	**229,057,000**	**100%**	**232,519,000**	**100%**

- Revenue to be generated from property rates is R26 017 mil in the 2023/2024 financial year and increase to R 27 317 mil by 2024/2025 which represents 13 per cent of the operating revenue base of the municipality. The Municipality has extended the property valuation roll by 1 year.

- Service charges relating to electricity, and refuse removal constitutes the second biggest component of the revenue basket of the municipality totalling R42 668 mil for the 2023/2024 financial year and increasing to R 49 644 mil by 2024/2025. For the 2023/2024 financial year service charges amount to 21 per cent of the total revenue base and increases by an average of 5 per cent per annum over the medium-term.

- Operational grants and subsidies amount to R 163.4 mil, R 163.7 mil and R 161 mil for each of the respective financial years of the MTREF. Grants receipts from national government are the biggest component of the revenue basket.

- Investment revenue contributes marginally to the revenue base of the municipality with a budget allocation of R 6.5 mil, R7.9 mil and R8.3 mil for the respective three financial years of the 2013/2024 MTREF. It needs to be noted that theses allocations have been conservatively estimated and as part of the cash backing of reserves and provisions.

- The actual performance against budget will be carefully monitored. Any variances in this regard will be addressed as part of the mid-year review and adjustments budget.

- Non-cash items, such as depreciation, impairment losses and contribution to provisions contribute are also recognized. For the medium-term, the funding strategy has been informed directly by ensuring financial sustainability and continuity.

- The MTREF therefore provides for a balances and cash backed budget of R92 mil, R79 mil and R52 mil in each of the financial years.

CAPITAL REVENUE

Description	Budget Year		Budget Year + 1		Budget Year + 2	
R'000	**2023/24**		**2024/25**		**2025/26**	
Capital Expenditure and Funding Sources						
Transfer and Subsidies - Operational	122,726	95%	137,568	95%	134,198	94%
Internally Generated Funds	6,576	5%	7,955	5%	8,352	6%
Total Revenue (Excluding Capital Transfers)	**129,302**	**100%**	**145,523**	**100%**	**142,550**	**100%**

- Capital grants and receipts equate to 95% of the total funding source, which represents R122 million for the 2023/2024 financial year.

2023/2024 Medium Term Expenditure and Revenue Framework

Description	Budget Year	Budget Year + 1	Budget Year + 2
Capital Assets	**2023/24**	**2024/25**	**2025/26**
Road Infrastructure	21,313,000.00	7,313,000.00	7,313,000.00
Electricity Infrastructure	1,200,000.00	1,000,000.00	1,000,000.00
Solid Waste Infrastructure	-	7,189,000.00	5,189,000.00
Community Assets	19,151,000.00	19,740,000.00	19,740,000.00
Buildings	1,650,000.00	1,500,000.00	1,500,000.00
Intangible Assets	120,000.00	120,000.00	120,000.00
Furniture & Office Equipment	888,000.00	338,000.00	338,000.00
Machinery & Equipment	2,800,000.00	2,800,000.00	2,800,000.00
Total Capital Assets	**47,122,000.00**	**40,000,000.00**	**38,000,000.00**

Detailed capital expenditure

Accessible road infrastructure is a critical component of economic growth and social development in our communities. It provides the required impetus for the quicker movement of goods and services to the people. Community facilities are directly responding to the community basic and social needs. The Municipality has allocated R21,3 million towards roads infrastructure assets; R1,2 million towards Electricity infrastructure, R 1,6 million towards Municipal Office Building and R 19,2 million has been allocated towards Community Facilities which includes Community Halls and Sport fields. The Municipality is still working towards achieving at least 40% to be allocated towards renewal of existing assets, however the resource are scarce.

NB:The Municipality has taken into account MFMA Circular No.51 which states that the Municipal Manager must submit to National Treasury the motivational letter as to why the proposed new office building is necessary.

FINANCIAL RATIOS

(a) TABLE A

DESCRIPTION	2019/2020	2020/2021	2021/2022
1.Current ratio	=151 001 321/17 503 739 =1:9	Current assets: current liabilities =161 075 271/24 973 978 =1:6	=149 313 298/31 194 876 =1:5
2.Acid test ratio	=151 001 321-737 423/17 503 739 =1:9	Current assets-inventory: current liability =161 075 271-1 605 909/24 973 978 =1:6	=149 313 298-1 679 582/31 194 876 =1:5
3.Cost coverage ratio Norm is 3 months	129 931 073-3 510 117/11 046 034 =11 months	((Cash and Cash Equivalents - Unspent Conditional Grants - Overdraft) + Short Term Investment) / Monthly Fixed Operational Expenditure excluding (Depreciation, Amortisation, and Provision for Bad Debts, Impairment and Loss on Disposal of Assets)) =133 418 215-2 302 545+129 567 696/93 785 910 =3 months	=125 442 144-675 963+119 929 373/16 189 925 =15 months

4. Cash flow position: Municipality has sound financial management system, its financially viable.

b) TABLE TWO

DESCRIPTION	2019/2020	2020/2021	2021/2022
1.Current ratio	=70 459 000/17 415 000 =1:4	Current assets: current liabilities =161 075 271/24 973 978 =1:6	=149 313 298/31 194 876 =1:5
2.Capital expenditure to total expenditure	=63 823 000/187 144 000+63 823 000X100 =30%	Total Capital Expenditure / Total Expenditure (Total Operating Expenditure + Capital Expenditure) × 100 =57 810 199/(222 799 233+57 810 199) =21%	=45 871 521/(207 160 593+45 871 521)X100 =18%
3.Debt to revenue	=565 000/210 484 000-91 102 000X100 =5%	Debt (Short Term Borrowing + Bank Overdraft + Short Term Lease + Long Term Borrowing + Long Term Lease) / Total Operating Revenue - Operating Conditional Grant =2 558 034+2 762 677/(229 948 921-13 056 680)- 140 785 766 =7%	=0+0(237 784 868-11 197 096)143 051 906 =0%
4.Collection rate	=14 179 127+46 549 252-15 793 081/46 549 252 =96.5%	Gross Debtors Opening Balance + Billed Revenue – Gross Debtors Closing Balance - Bad Debts Written Off) / Billed Revenue x 100 =(16 271 557+7 305065+52 827 754-18 622 539)/52 827 754 =109%	=6 493 143+ 11 065 161+17 558 304-16 262 557-81 64912/17 558 304 =61%
5.Remuneration(employee and Councillors)to total expenditure	=81 740 000/170 981 000X100 =47%	Remuneration (Employee Related Costs and Councillors' Remuneration) / Total Operating Expenditure x 100	=75 372 298+ 81 96 462/207 030 580 =40%

		=75 414 120+86 53160/196 940 307 =43%	
6.Distribution of losses: Electricity	=27 782 551- 26 750 216/27 782 551 =3.7%	(Number of Electricity Units Purchased and / or Generated - Number of Electricity Units Sold) / Number of Electricity Units Purchased and / or Generated) × 100 =25 783 340/24 936 245 =3%	=25 609 181-23 924 310 =7%
7.Distribution of losses:water	N/A	N/A	N/A

Budget Assumptions

This financial year saw a 5.3% general price increases as per circular 123 and a 7% salary increase.

Tariff of Charge	2022/2023	2023/2024
Refuse	4%	4.1%
Electricity	%	15.8%
Rates	0%	0%

FINANCIAL PLAN

The Municipality's financial plan is the Municipal Budget which is outlined as follows:

Tariffs:

6.	**REFUSE**		
6.1	Domestic	R 93.03	R 97.68
6.3	Commercial – Small business (>50m2)	R 265.53	R 278.80
6.4	Commercial – Office premises	R 265.53	R 278.80
6.5	Commercial – Large business (<50m2)	R 1,277.22	R 1,341.08
6.7	Industrial premises	R 1,060.60	R 1,113.63
6.9	Government Properties(Schools, PO,SAP,SAR)	R 1,030.98	R 1,082.53
6.11	St Andrews Hospital	R 1,916.37	R 2,012.19
6.13	Churches	R 64.59	R 67.82
6.14	Sport Clubs	R 265.53	R 278.80
6.15	To dump Domestic refuse at landfill site	R 83.99	R 88.19
6.16	To dump Commercial refuse at landfill site	R 186.64	R 195.97
6.19	Garden refuse removal (per tractor load)	R 403.78	R 423.97
6.2	Rubble/ top soil refuse removal (per tractor load)	R 807.56	R 847.94
6.21	Removal of dead animals - Small(Cats and Puppies)	R 161.51	R 169.58
6.22	Removal of dead animals - Large(Dogs)	R 323.02	R 339.17
	USERS DISPOSING AT LANDFILL SITE		
6.23	Garden refuse (200kg)	R 14.40	R 15.12
6.24	Builders Rubble (200kg)	R 4.60	R 4.83
6.25	Mixed Loads (200kg)	R 14.40	R 15.12
	Disposal of Clean Soil - Usable as Cover Material	R 4.60	R 4.83
	Skip Bin Hire per upliftment	R 0.00	R 214.00

Tariffs

8.	**ELECTRICITY subject to NERSA approval**		
8.1	Domestic – basic charge	307.23	353.62
8.2	Domestic - consumption - (0 - 50)	1.3523	1.5565
	- (51 - 350)	1.7388	2.0014
	- (351 - 600)	2.4471	2.8166
	- (601<	2.8778	3.3123
8.3	Office – basic charge	307.23	353.62
8.4	Office - consumption	1.8389	2.1166
8.5	Comm./Small power user – basic charge	1,450.03	1,668.98
8.6	Comm./Small power user - consumption	2.2056	2.5386
8.7	Comm./Large user(0-50) – basic charge	1,749.03	2,013.13
8.8	Comm./Large user (0-50) - consumption	2.6886	3.0946
8.9	Comm./Large user(51-75) – basic charge	4,371.94	5,032.10
8.1	Comm./Large user (51-75) - consumption	2.6243	3.0206
8.11	Comm./Large user(76-100) – basic charge	8,744.47	10,064.88
8.12	Comm./Large user (76-100) - consumption	2.5276	2.9093
8.13	Comm./Large user(101 < – basic charge	17,489.56	20,130.48
8.14	Comm./Large user (101 < - consumption	2.4685	2.8412
	Prepaid Domestic same as 8.2		
8.15	Prepaid Business	2.9247	3.3663

Tariffs:

9. RATES			
9.1	Residential	R 0.010379	R 0.010898
9.2	Commercial	R 0.018683	R 0.019617
9.3	Industrial	R 0.020759	R 0.021797
9.4	Agriculture	R 0.002595	R 0.002725
9.5	Public Service Infrastructure	R 0.001765	R 0.001853
9.6	Public Service Purpose	R 0.020759	R 0.021797
9.7	Communal Land	R 0.010379	R 0.010898
9.8	Unauthorised development use	R 0.331000	R 0.347550
9.9	Vacant Land	R 0.015569	R 0.016347
9.10	Public Benefit Organisations	R 0.002595	R 0.002725
9.11	Place Of Worship	R 0.000000	R 0.000000
9.12	Municipal	R 0.000000	R 0.000000
9.13	Protected Areas	R 0.000000	R 0.000000
9.14	Residential- Vacant land-Impermissable	-15000	-15000
9.15	Residential- Dwelling including Impermissable	-150000	-150000
9.16	Agriculture rebate	55%	55%
9.17	Rates Interest charge	11%	11%

FUNDING SOURCES FOR DRAFT BUDGET 2023/2024				
	Adjusted Budget 2022/2023	Final budget 2023/2024	Outer year 2024/2025	Outer year 2025/202026
GRANTS FROM NATIONAL				
Expanded Public Works Programme(EPWP)	-981,000.00	-1,155,000.00		
Equitable Share	-110,540,993.00	-117,131,000.00	-124,183,000.18	-120,110,000.00
Municpal Infrastructure Grant(MIG)	-26,163,000.00	-27,173,000.00	-28,249,000.00	-29,369,000.00
Finance Management Grant(FMG)	-1,850,004.00	-1,850,000.00	-1,850,000.00	-1,988,000.00
Electrification grant	-15,919,000.00	-640,000.00	-9,500,000.00	-9,926,000.00
Municipal Distaster Recovery Grant		-13,562,000.00		
	-155,453,997.00	-161,511,000.00	-163,782,000.18	-161,393,000.00
GRANTS FROM THE PROVINCE				
Provincialisation of Libraries	-1,950,000.00	-1,950,000.00		
Community Library Services				
Corridor	-4,600,000.00			
Housing development fund	-			
	-6,550,000.00	-1,950,000.00	-	-
TOTAL GRANTS	-162,003,997.00	-163,461,000.00	-163,782,000.18	-161,393,000.00
MUNICIPAL SERVICES				
Intertest on investment	-7,215,032.00	-6,575,783.60	-7,954,572.78	-8,352,301.42
Exchange Operational Collection Charges	-500,004.00	-525,004.20	-551,254.41	-578,817.13
Rental properties	-126,596.00	-132,925.80	-139,572.09	-146,550.69
Exchange Rental from Fixed Market Related:Pro	-39,544.00	-41,521.20	-43,597.26	-45,777.12
Exchange Sales of Goods and Rendering of Serv	-79,720.00	-83,706.00	-87,891.30	-92,285.87
Penalties:Property Rates	-82,408.00	-98,528.40	-91,344.33	-95,911.55
Non-exchange Fines Penalties and Forfeits:Pen	-1,516,844.00	-1,592,686.20	-1,672,320.51	-1,755,936.54
Non-exchange Property Rates:Agricultural Prop	-5,340.00	-5,607.00	-5,887.35	-6,181.72
Non-exchange Property Rates:Communal Land:	-854,536.00	-897,262.80	-942,125.94	-989,232.24
Communal Land:Business and Commercial	-4,464,080.00	-4,687,284.00	-4,921,648.20	-5,167,730.61
Indigent rebates	-9,656,322.00	-10,139,138.10	-10,646,095.01	-11,178,399.76
Non-exchange Property Rates:Other Categories	-82,852.00	-86,994.60	-91,344.33	-95,911.55
Property Rates:Public Service Infrastructure Pro	3,500,000.00	3,675,000.00	3,858,750.00	4,051,687.50
Non-exchange Property Rates:Residential Prop	-8,726.00	-9,162.30	-9,620.42	-10,101.44
Residential Properties:Developed	-1,166.00	-1,224.30	-1,285.52	-1,349.79
Non-exchange Property Rates:Public Service Inf	-7,542.00	-7,919.10	-8,315.06	-8,730.81
Non-exchange Property Rates:Residential Prop	-528.00	-554.40	-582.12	-611.23
Residential Properties:Developed	-392,118.00	-411,723.90	-432,310.10	-453,925.60
Residential Properties: Developed	-4,016,230.00	-4,217,041.50	-4,427,893.58	-4,649,288.25
Non-exchange Property Rates:State-owned Pro	-8,793,544.00	-9,233,221.20	-9,694,882.26	-10,179,626.37
Exchange Sales of Goods and Rendering of	-102,192.64	-107,302.27	-144,052.27	-151,254.89
Tech Serv Sundry IncomeL 01B1105240	-5,416.32	-5,687.14	-5,971.49	-6,270.07
Exchange Operational Request for Informatic	-200,760.96	-210,799.01	-221,338.96	-232,405.91
Exchange Service Charges:Electricity:Connectio	-406,116.00	-467,033.40	-543,281.27	-232,405.91
Connection/Reconnection:Disconnection/Reco	-1,692.00	-1,945.80	-2,263.47	-2,489.82
Exchange Service Charges:Electricity:Electricity	-17,484.00	-20,106.60	-23,389.20	-25,728.12
Electricity Sales:Commercial Conventional (3-Ph	-2,852,196.00	-3,280,025.40	-3,815,522.35	-4,197,074.58
Exchange Service Charges:Electricity:Electricity	-694,572.00	-798,757.80	-929,163.00	-1,022,079.30
Electricity Sales:Commercial Prepaid	-190,836.00	-219,461.40	-255,290.67	-280,819.73
Exchange Service Charges:Electricity:Electricity	-27,570,108.00	-31,705,624.20	-36,881,884.41	-40,570,072.85
Exchange Service Charges:Electricity:Electricity Sales:	-512,010.00	-588,811.50	-684,940.87	-1,022,079.30
Cost of Free Basic Services	2,646,000.00	3,238,704.00	3,539,683.85	3,893,652.24
Exchange Service Charges:Electricity:Electricity	-51,168.00	-58,843.20	-68,449.94	-75,294.93
Electricity Sales: Time of Use Tariffs	-3,242,626.00	-3,729,019.90	-4,337,819.69	-4,771,601.66
Exchange Service Charges:Electricity:Electricity	-2,314,104.00	-2,661,219.60	-3,095,690.31	-3,405,259.34
LG seta income	-130,275.82	-136,789.62	-143,081.94	-149,663.71
Exchange Rental from Fixed Non-market Relate	-39,734.72	-41,721.46	-43,807.53	-45,997.91
Exchange Rental from Fixed Market Related:Pro	-5,040.00	-5,292.00	-5,556.60	-5,834.43
Non-exchange Fines Penalties and Forfeits:Fine	-2,892.00	-3,036.60	-3,188.43	-3,347.85
Non-exchange Fines Penalties and Forfeits:Forf	-1,572.00	-1,650.60	-1,726.53	-1,805.95
Exchange Agency Services:Provincial:KwazuluN	-928,656.00	-975,088.80	-1,023,843.24	-1,075,035.40
Exchange Rental from Fixed Market Related:Pro	-45,432.00	-47,703.60	-50,088.78	-52,593.22
Non-exchange Fines Penalties and Forfeits:Fine	-95,676.00	-100,459.80	-105,482.79	-110,756.93
Non-exchange Fines Penalties and Forfeits:Pen	-51,108.00	-53,663.40	-56,346.57	-59,163.90
Non-exchange Licences or Permits:Road and Tra	-77,136.00	-80,992.80	-85,042.44	-89,294.56
Non-exchange Licences or Permits:Road and Tra	-1,257,108.00	-1,319,963.40	-1,385,961.57	-1,455,259.65
Landfill Revenue	-90,242.88	-94,755.02	-99,492.78	-104,467.41
INDIGENT REBATES (WASTE)	58,668.00	61,601.40	64,681.47	67,915.54
Waste Management:Refuse Removal	-18,021.12	-18,922.18	-19,868.28	-20,861.70
Exchange Service Charges:Waste Managem	-2,845,548.00	-2,987,825.40	-3,137,216.67	-3,294,077.50
Market Stalls	-54,138.24	-56,845.15	-59,687.41	-62,671.78
TOTAL INTERNAL REVENUE	-75,442,326.70	-81,551,330.24	-91,488,876.67	-98,321,082.69
Total Grants and Municipal Services	-237,446,323.70	-245,012,330.24	-255,270,876.84	-259,714,082.68

	Draft budget OPEX 2023/2024	input	Final Budget OPEX 2023/2024	Draft budget CAPEX 2023/2024	input	Final Budget CAPEX 2023/2024	Draft budget Revenue 2023/2024	input	Final Budget Revenue 2023/2024
Cemeteries	**704,815.28**	**-**	**704,815.28**	**15,000.00**	550,000.00	565,000.00	(7,016,115.27)		(7,016,115.27)
Community Halls	**20,387,883.00**		**20,387,883.00**	**168,000.00**		168,000.00	(6,950,534.46)		(6,950,534.46)
Parks & Gardens	**5,755,676.24**		**5,755,676.24**			-	(6,908,813.00)		(6,908,813.00)
Technical Services	**7,258,525.48**	**24,337.00**	**7,282,862.48**	**11,275,824.77**	150,000.00	11,425,824.77	(34,298,299.14)		(34,298,299.14)
Disaster	**9,320,586.18**		**9,320,586.18**	**12,062,000.00**	(11,462,000.00)	600,000.00	(20,470,813.00)		(20,470,813.00)
Electricity Distribution	**60,658,966.33**	**(285,413.00)**	**60,373,553.33**	**700,000.00**	200,000.00	900,000.00	(49,339,412.54)	1,498,459.74	(47,840,952.80)
Finance Services	**56,431,074.64**	**-**	**56,431,074.64**	**-**		-	(52,043,551.60)	988,000.00	(51,055,551.60)
Housing	**560,553.60**		**560,553.60**			-	(6,274,375.00)		(6,274,375.00)
Corporate Services	**11,009,044.06**		**11,009,044.06**	**50,000.00**		50,000.00	(7,045,602.62)		(7,045,602.62)
Human Resosurces	**3,700,534.00**		**3,700,534.00**			-			-
Information Technology	**2,311,870.65**		**2,311,870.65**	**120,000.00**		120,000.00	(6,908,813.00)		(6,908,813.00)
Libraries	**2,739,120.56**		**2,739,120.56**			-	(1,959,979.20)		(1,959,979.20)
Mayor & Cllr's office	**21,052,883.96**	**176,176.10**	**21,229,060.06**	**-**	-	-	(6,908,813.00)		(6,908,813.00)
Municipal Manager's Office	**17,500,836.67**	**10,000.00**	**17,510,836.67**	**-**		-	(6,908,813.00)		(6,908,813.00)
Traffic	**11,236,654.91**	**-**	**11,236,654.91**	**155,000.00**	-	155,000.00	(9,486,679.80)		(9,486,679.80)
Roads	**10,235,587.93**	**2,300,000.00**	**12,535,587.93**	**19,727,559.05**	13,410,966.18	33,138,525.23	(6,965,658.15)		(6,965,658.15)
Solid Waste	**15,445,493.55**	**1,474,556.00**	**16,920,049.55**	**-**	-	-	(11,103,709.20)	100,000.00	(11,003,709.20)
Planning & LED	**11,486,501.01**		**11,486,501.01**	**-**		-	(6,908,808.00)		(6,908,808.00)
	267,796,608.04	**3,699,656.10**	**271,496,264.14**	**44,273,383.82**	**2,848,966.18**	**47,122,350.00**	**(247,498,789.98)**	**2,586,459.74**	**(244,912,330.24)**
OPEX	267,796,608.04	3,699,656.10	271,496,264.14						
CAPEX	44,273,383.82	2,848,966.18	47,122,350.00						
TOTAL	**312,069,991.86**	**6,548,622.28**	**318,618,614.14**						

Operating Expenditure:

	Approved Adjusted Budget	Original Final Budget	Budget year + 1
EXPENDITURE	**2022/23**	**2023/24**	**2024/25**
Salaries and Wages	88,011,000	94,612,000	99,343,000
Remuneration of Councillors	10,736,000	11,542,000	12,119,000
General Expenses	165,181,000	165,343,000	169,725,000
Total Expenditure	263,928,000	271,497,000	281,187,000

SPECIAL PROGRAMMES

PROGRAMS	ADJ BUDGET 2022/2023	FINAL BUDGET 2023/2024	VARIANCE
PEOPLE WITH DISABILITIES	70,572.00	259,620.00	189,048.00
GENDER	163,452.00	298,800.00	135,348.00
ARTS AND CULTURE	171,702.00	212,892.00	41,190.00
HIV/AIDS	119,040.00	490,080.00	371,040.00
SENIOR CITIZENS	114,060.00	244,056.00	129,996.00
RIGHTS OF A CHILD	19,536.00	59,532.00	39,996.00
YOUTH PROGRAMS	1,911,980.00	2,005,608.00	93,628.00
SPORTS DEVELOPMENT	1,319,316.00	1,319,316.00	-
HERITAGE SUPPORT	60,000.00	110,004.00	50,004.00
RELIGIOUS SUPPORT	35,844.00	84,840.00	48,996.00
LED SUPPORT	2,749,992.00	2,400,000.00	-349,992.00
POPPER BURIAL		50,000.00	50,000.00

CAPITAL EXPENDITURE

EXPENDITURE	Adjusted Budget 2020/2021	Original Budget 2021/2022	Original Bugdet 2022/2023
Roads Infrastructure	30 137 883	16 845 676	11 072 856
Building - Municipal Offices	28 627 116	6 627 116.00	0
Community Facilities	13 942 113	21 957 973	13 043 716
Transport/ Vehicle	300 000	450 000	507 228
Computer Equipment	800 000	500 000	253 644
Office Furniture and Equipment	850 000	1 800 000	2 029 140
Plant and Equipment	0	300 000	300 000
Other	21 611 753	7 745 001	36 793 084
TOTAL	**96 268 865**	**56 225 766**	**63 999 668**

SECTION E: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Good Governance is described as "involving fairness, accountability, responsibility and transparency on a foundation of intellectual honesty". Good governance encourages municipal representatives and officials to collaborate with their communities in order to fulfill 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.

E.1 Batho Pele Policy and Procedural Manual

Umuziwabantu Municipality has adopted its Batho Pele Policy and Procedural Manual on the 15th June 2022. The Batho Pele Policy was primarily written for public servants employed in the national and provincial spheres of government. In addition to that, the policy is very clear and specific about the way in which public servants should perform their duties and engage the public and others, but does not engage or define the quantity or quality of said public services. While the policy may suffice for officials working in the provincial and national spheres, it does not provide enough guidance for officials employed in the local sphere, who are working there where government's plans, budgets, projects and programmes meet communities and hits the proverbial ground in the places where communities live, work, study and socialise. It is here where the public service, the format in which it is offered, the place where it is offered, and the outcomes it provides or makes possible, are directly felt. It is here where government services are most pertinently on display and where government is either viewed to be failing or succeeding in realising its national social, economic, spatial and environmental objectives, as set out in the 2030-National Development Plan.

Against this backdrop, the aim of the Manual is to assist the municipality in putting the processes, mechanisms and structures in place to facilitate the effective, efficient and sustainable provision of public services to all citizens in a manner that is compliant with the Batho Pele Principles. The Manual provides (1) the basic structure and (2) guiding principles for municipalities to consider when developing and introducing locally-specific service delivery standards.

Following are the Batho Pele Principles that uMuziwabantu Municipality's administrative and political structures strive to achieve when delivering services to the people:

Consultation: All developments in the municipality are undertaken through community participation and engagements. The municipality has engaged the community in its development through the following channels: CDW's, radio, newsletters, meetings, ward committees, suggestion boxes, izimbizo, etc.

Service Standards: The municipality is striving towards providing services to the community that are of good quality and satisfying. The Service Delivery Charter is in place and was adopted on the 24th June 2020. Our Municipal Vision and Mission is Displayed throughout the Municipality in both English and Zulu giving the direction the Municipality is embarking on.

Access: The municipality is seeking to ensure that the community has access to the basic services such as water, electricity, etc. Whilst there are challenges such as limited financial resources in realizing this aspect, a lot has been achieved thus far.

Courtesy: Our staff is encouraged to be polite and friendly to our customers. Customers should be treated with respect and consideration. Staff must always be willing to assist. Continuous Public Opinion Survey are conducted to establish if our services are helpful and provided with courtesy for the dignity for our customers.

Information: Information on municipal developments and projects is always conveyed to the community though IDP Rep Forums, newsletters, newspapers, radio, posters, Imbizo, Ward Committees, IDPs and the Annual Report etc.

Openness and Transparency: The municipality has established various structures that ensure that the public knows municipal activities. Information is made available to the public through annual reports, strategic plans, service commitment charters, IDP and Budget Roadshows etc.

Redress: Redress is making it easy for people to tell us if they are unhappy with our service. The municipality has a suggestion box that is inttended to address issues of the public. The municipality is in the process of establishing a customer care/ call centre for issues to be attended to effectively and efficiently.

Value for Money: Our municipality is striving to make the best use of its available resources, avoid wasteful expenditure, fraud and corruption and finding new ways of improving services at little or no cost.

Encouraging Innovation and Rewarding Excellence: The municipality embraces partnerships with different sectors in order to improve service delivery. The municipality has been very active in its IGR Structures and many stakeholders have been engaged in these structures to ensure that all partners participate is providing services to the people. This can be seen in how the Municipality reviews its IDP annually and how the municipality rewards its employees for their performance. i.e. Performance Evaluations for leaders such as Section 54/56 employees.

Customer Impact

The Municipality has a draft Customer Care Plan and is expected adopt and Implement this plan by the end of the first quarter in the 2022/23 financial year. The municipality has Complaints management system in place which can give awareness of the issues our customers have.

Leadership and Strategic Direction

Managers will lead by example and endeavour to ensure that the vision, mission and goals are articulated and embraced by all. This is articulated through General Meetings, Portfolio committee meetings and labour Forums.

E.2. Service Delivery Charter

The Municipality adopted its service delivery charter on the 24th June 2022 which seeks to:

- Improve service delivery programmes;
- Reinforce the partners' commitment to service delivery improvement for the benefit of all citizens;
- Clarify the rights and obligations of each of the parties;
- Acknowledge and reward excellent performance;
- Professionalise and encourage excellence in the public service;
- Enhance performance;
- Facilitate a process to define service standards in various sectors;
- Strengthen processes and initiatives that prevent and combat corruption;
- Facilitate social dialogue among the partners;
- Help government departments rise to the challenge of treating citizens with dignity and meeting expectations their demands equitably and fairly
- Ensure an effective, efficient and responsive public service.

E.3 Service Delivery Improvement Plan

The Municipality is in the process of developing its service delivery improvement plan. The Municipality undertook a Strategic Planning Session from the 15th to the 17th of March 2022 where Council identified the 3 priority services to be improved, namely:

- Water and Sanitation;
- Housing; and
- Access Roads.

The Service Delivery Improvement Plan template will comprise of the following steps:

Steps in selecting key services

Step 1: Define the roles / functions of the municipality

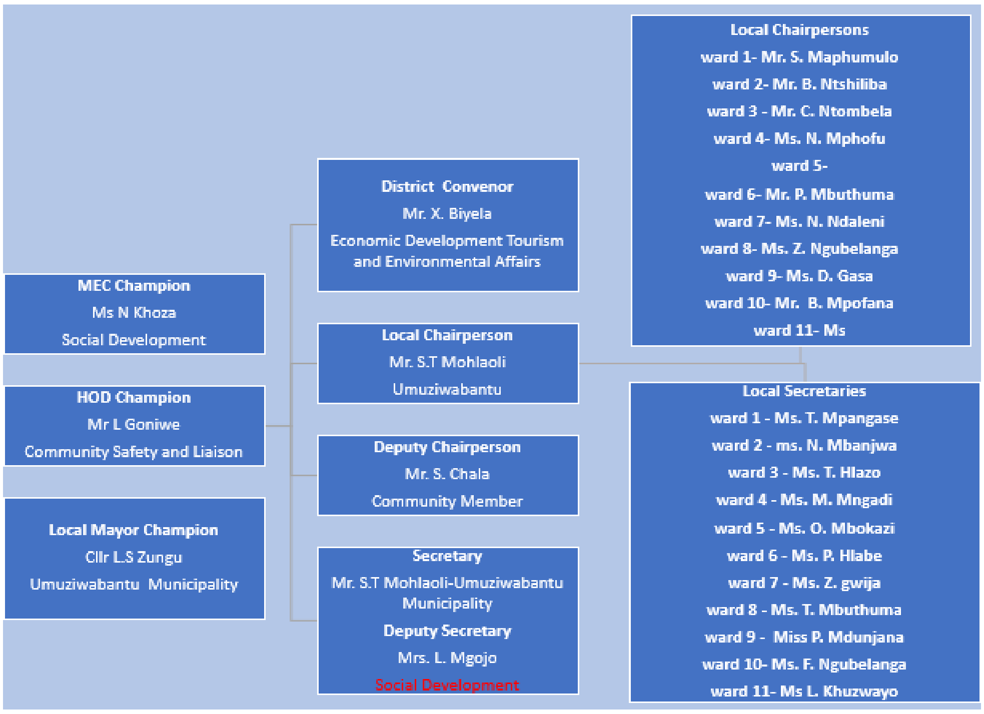
Step 2: List services offered

Step 3: Check if services correspond with mandate?

Step 4: Identify which services have the greatest impact (the most benefit to the largest no. of people)

Step 5: Priorities services on a scale (1(least important) – 10 (most important)

E.4 Operation Sakhe



The rationale behind OSS is to align with the National startegies that guide OSS. Umuziwabantu has a fully fledged OSS programme and meetings in all 11wards are held once or twice a month.

Operation Sukuma Sakhe within Ray Nkonyeni Municipality is fully functional. Community Care Givers (CCG) and representatives from the local tribal authority form part of the OSS. The chairperson is elected by the stakeholders. CCGs are foot soldiers in the community who collect information based on challenges. Once information has been gathered, it is then reported back to the war room. OSS is made up of:

- Local Task Team (LTT)
- War room Champions and mentors
- War room champions secretary
- CDWs
- NGOs

The municipality has partnered with the Ugu District Municipality as well as Provincial Departments in implementing the Sukuma Sakhe flagship programme which is aimed at creating sustainable livelihoods through the provision of integrated services to communities.

Operation Sukuma Sakhe aims to rebuild the fabric of the 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

Due to the high poverty levels in Umuziwabantu, many families depend solely on social grants for sustenance. More than 75% of households are living below the poverty line. The Umuziwabantu municipality has a high unemployment rate; only 10, % or less of the population is employed.

To address poverty and social developments, the municipalities through the Department of Community and Social Services with other government departments and NGOs have embarked on the following Operation Sukuma Sakhe Programs:

- Sukuma Sakhe Program: The municipality undertook a household profiling / needs analysis for all the wards. In those wards, “war rooms” comprising of all relevant department staff were established to implement immediate interventions. This program is recording positive response with challenges on participation of other government departments and slow pace implementation of the interventions identified;
- Community Health Clubs: The Department of health, hygiene and nutrition supports this program. To promote the nutrition of the community, the Department sponsors the establishment of community gardens in each ward within Umuziwabantu. There are currently two community gardens that are in operation and more gardens are being initiated in other wards;

- Employment and Food Parcels: The programme is also assisting needy families with employment in programmes like CPW and EPWP and provision of food parcels by service providers like SASSA, DSD, red cross, Municipality, Ugu and the office of the premier

- The programme is also aimed at reducing HIV and AIDS infection and educate community members on HIV and AIDS

Umuziwabantu Municipality consists of 11 wards. To address the issues affecting the community, the municipality decided to take the services to the community by establishing war rooms in each ward within Umuziwabantu. The table below details the war rooms per ward, their challenges and successes:

WARD	CHALLENGES	SUCCESSES
1	1. Poor attendance by departments 2. Changing of war room venue 3. Poor interventions 4. War too wide for the CCG to attend some war room meetings 5. Ward Committee members not sitting in war room meetings	**War room is functional** 1. Champion attending war room meetings 2. Successfully had teenage pregnancy and home affairs programmes
2	1. Poor attendance by departments 2. Changing of war room venue 3. Poor interventions War too wide for the CCG to attend some war room meetings 4. War too wide for the CCG to attend some war room meetings 5. Ward Committee members not sitting in war room meetings	**War room is functional** 1. Champion attending war room meetings 2. Successfully organised Home Affairs, SASSA, Department of health programmes and moral regeneration awareness campaign
3	1. Poor attendance by departments 2. Changing of war room venue 3. Poor interventions 4. Ward Committee members not sitting in war room meetings 5. Champion not recognising ward committee as he says they are volunteers 6. Lack of reporting	**War room is functional** 1. Champion attending war room meetings 2. Successfully organised home affairs, traditional leaders workshop, Male medical circumcision, create workshop for disabled people, revival of OSS structures and others
4	1. Poor attendance by departments 2. Changing of war room venue 3. Poor interventions	**War room is functional** 1. Champion attending war room meetings

	4. War too wide for the CCG to attend some war room meetings 5. Ward Committee members not sitting in war room meetings 6. Lack of corporation between the war room and war room champion 7. Lack of reporting	2. Successfully organised African renaissance campaign, HIV and AIDS counselling and testing, Career guidance and teenage pregnancy.
5	1. Poor attendance by departments 2. Changing of war room venue 3. Poor interventions 4. War too wide for the CCG to attend some war room meetings 5. Ward Committee members not sitting in war room meetings 6. Lack of corporation between the war room and war room champion 7. Lack of reporting	**War room is functional** 1. Champion not regularly attending war room meetings 2. Successfully organised Home Affairs, SASSA, Department of health programmes and moral regeneration awareness campaign
6	1. Poor attendance by departments 2. Changing of war room venue 3. Poor interventions 4. Ward Committee members not sitting in war room meetings	**War room is functional** 1. Champion attending war room meetings 2. Successfully trained Ward AIDS members,TB and HIV and AIDS awareness Campaigns ,Teenage pregnancy and others
7	1. Poor attendance by departments 2. Changing of war room venue 3. Poor interventions 4. Ward Committee members not sitting in war room meetings	**War room is functional** 1. Champion attending war room meetings 2. Successfully organised home afffairs, sassa, department of health programmes Isibaya samadoda,Boys to men and arts and culture function
8	1. Lack of oversight by Champions 2. Poor attendance by departments 3. Changing of war room venue 4. Poor interventions 5. Ward Committee members not sitting in war room meetings 6. Lack of reporting	**War room is functional** 1. Champion hardly attending war room meetings 2. Successfully anti-crime and anti-drugs awareness Campaigns,OSS houses for elders,HIV and AIDS , teenage pregnancy ect
9	1. Poor attendance by departments 2. Poor interventions 3. Ward Committee members not sitting in war room meetings	**War room is functional** 1. Champion attending war room meetings 2. Successfully organised arts and culture programmes, Home Affairs interventions,

		Luncheon clubs for elders and sewing machines for senior citizens
10	1. Poor attendance by departments 2. Poor interventions 3. Lack of reporting 4. Ward Committee members not sitting in war room meetings	**War room is functional** 1. Champion attending war room meetings 2. Successfully organised environmental workshop for community members, safety awareness Campaign, teenage pregnancy , ant drugs and others
11	New Ward 1. Poor attendance by departments 2. Poor interventions 3. Lack of reporting 4. Ward Committee members not sitting in war room meetings	**War room is functional** 1. Champion attending war room meetings 2. Successfully organised environmental workshop for community members, safety awareness Campaign, teenage pregnancy , ant drugs and others

The municipality is striving to ensure that all the war rooms in Umuziwabantu Municipality are functional and address the issues affecting the communities. However, as a municipality we still feel that funding and bureaucracy within various government departments as the general challenges and hinders implementation of many interventions that have been raised by the community.

E.5 IGR Structures

Inter-governmental relations' refers the relationships between the three spheres of government. The South African Constitution states, 'the three spheres of government are distinctive, interdependent and interrelated'. Provincial and local government are spheres of government in their own right, and are not a function or administrative implementing arm of national or provincial government. Although the three spheres of government are autonomous, they exist in a unitary South Africa and they have to work together on decision-making and must co-ordinate budgets, policies and activities, particularly for those functions that cut across the spheres.

The Intergovernmental Relations Framework Act, 2005 (Act 13 of 2005 – 'the IGR Act') establishes a framework for the national government, provincial governments and local governments to promote and facilitate intergovernmental relations, and to provide for mechanisms and procedures to facilitate the settlement of intergovernmental disputes.

The Act further provides for structural and institutional framework for national, provincial and local governments to coordinate their actions towards common goals, in particular the implementation of policy, programmes and development priorities for the country as a whole.

*CHAPTER 3**,** Section (h) of the RSA Constitution state that*:
All spheres of government and all organs of the state within each sphere must co-operate with one another in mutual trust and good faith by-

(a) Fostering friendly relations
(b) Assisting and supporting one another
(c) Informing one another of, and consulting one another on matters of common interest;
(d) Coordinating their actions and legislation with one another
(d) Adhering to agreed procedures; and
(f) Avoiding legal proceedings against one another

<u>Inter-Governmental Relations Structure and Participation</u>
Umuziwabantu municipality is participating in the following district coordinated structures:

- District Intergovernmental Relations Forum
- Speakers Forum
- Municipal Managers Forum
- Chief Financial Officers (CFOs) Forum
- HR Managers Forum: HR managers of each municipality comprise this forum
- Skills Development Facilitators forum: This forum includes HR Managers and Skills Development Practitioners of the municipalities
- Disaster management forum
- LED Chairpersons Forum
- Planners forum: this forum includes IDP managers and Development Planners
- District Technical Advisory Forum: includes IDP and PMS Managers.
- Batho Pele Forum: attended by the Human Resource Manger
- EPWP District forum: This is attended by the PMU finance control clerk and technical officer.
- District Development Model Technical Command: attended by the Mayors of the District
- District Development Model Political Command: attended by the Municipal Managers HODs, and Planners of the Districts and Sector Departments

Sector Departments are invited to participate in IGR forums however, Umuziwabantu Municipality and Ugu District are still experiencing challenges in terms of representation from Sector Departments. It is envisaged that the establishment of the District Development Model Technical command and Political Hub will improve the participation of Sector Departments.

The Provincial Co-ordinated structures that the municipality participates in are as follows:

- The Premier’s Coordinating forum (Mayor)
- COGTA Technical Munimec(Municipal Manager)

All strategic pronouncements from National and Provincial Structures are discussed in the Umuziwabantu IGR Structures as National and Provincial Structure are participants in the aforementioned IGR structures. The Municipality has found this strategy paramount in monitoring the progress of pronouncements. IGR Reports are tabled to the respective Portfolio Committees and Council subsequently as they form a basis in Council decision making.

The Manager of Administration is the dedicated IGR official within the Municipality as she is responsible for the preparation and recording of all meetings, which includes sending invitations to all stakeholders and conducting all secretarial duties.

District Development Model

Introduction to District Development Model: KwaZulu-Natal consists of 10 District Municipalities with functional Shared Services. Development Planning Shared Services (DPSS) was developed as an intervention to address skills gap in municipal planning and ensure implementation of Planning and Development Act. COGTA transfers grant to municipalities to facilitate implementation and functionality of Development Planning Shared Services (DPSS). DPSS plays a critical role in enabling adherence to establishment and functionality of Municipal Planning Tribunals (MPTs).

Purpose: To apprise the Nerve Centre Committee (NCC) about the establishment of District Development Model (DDM). To present progress pertinent to the implementation of the District Development Model in line with the draft proposed re-engineered KZN Shared Services. To present the interface between DDM and IDP process.

Objectives of the DDM: Facilitate implementation and functionality of District Development Model (DDM) through the Shared Services Model. Ensure the functionality of the District Development Model addresses skills gap and promotes functionality of IGR forums for optimal sectoral coordination and alignment. Enhance provincial support through development of MoUs between sector departments and municipalities.

E.6 Municipal Structures

Umuziwabantu has established the following structures:

SPECIAL FOCUS GROUPS

GENDER, PEOPLE WITH DISABILITIES AND YOUTH

PROGRAMME	Draft Budget	Final Draft Budget	Increase/Decrease
	2022/2023	2022/2023	
HIV and AIDS	157 800	157 800	0
Disability	147 780	147 780	0
Arts and Culture	175 717	175 717	0
Senior Citizens	331 310	331 310	0
Gender	280 030	280 030	0
Youth Programs	473 400	473 400	0
Sports and Development	542 075	542 075	0

E.7 Council Powers, functions and Portfolio Committees.

The current Municipal Council was inaugurated on the 23rd November 2021. The council has both the legislative and the executive powers. It is chaired by the Speaker, his as duties are listed in municipal delegations are: In accordance with Council resolution of 23rd November 2021, Council delegated some powers to the Executive Committee with an exception of those expressly excluded by law. Some of these exclusions include:

- The passing of by-laws;
- The approval of budgets;
- The imposition of rates and other taxes, levies and duties;
- The raising of loans.
- Setting of tariffs;
- Entering into service delivery agreements in terms of section 76(b) of the Municipal Systems Act;
- Appointment of the Municipal and section 56 managers; and
- Approval or amendment of the Integrated Development Plan

PORTFOLIO COMMITTEE	TERMS OF REFERENCE	FUNCTIONALITY
FINANCE; BUDGET CONTROL ANDCORPORATESERVICES.	Municipal finance including billing; Municipal rating and taxation; Municipal insurance; Municipal banking and investments; Loans and governmental subsidies; Grants in aid Labour Relations; Occupational Health and Safety.	Functional
COMMUNITY SERVICES	Squatting; Groups with special needs (youth; women; elderly and the disabled); Street Vending; Education, crèches, welfare in general and religious services; HIV and AIDS; Business licensing; Cemeteries and crematoria; Refuse removal, refuse dumps and solid waste disposal; Cleansing, road and storm water maintenance; and Building maintenance Disaster management Traffic services Fire fighting services.	Functional
PLANNING; LED; HOUSING AND INFRASTRUCTURE	Local economic development; Promotion of industrial development; Land matters; Rendering of basic services; Electricity and gas reticulation; Storm water management systems in rural and urban areas; Capital roads items and construction; Storm water capital items; Housing Projects; Housing development; and Housing Projects administration.	Functional

IDP FORUM	Coordinate and facilitate IDP Projects; Debates and review IDP objectives ; Integrates pectoral and other stakeholders strategic plans; Propose recommendations to both EXCO and Council; Integration and formulation of projects	Functional
HUMAN SETTLEMENT FORUM	Housing development; and Housing Projects administration	Functional
MUNICIPAL PUBLIC ACCOUNTS COMMITTEE	Examines: audit reports, reports issued by the Auditor General on the affairs of the municipality; any financial statements referred by Council; the annual report on behalf of council and make recommendations. Also the committee reports to council on the Following: develop the annual oversight report based on the annual report. Initiate any Investigation in it area of competency. Perform any function assigned to it by resolution of Council.	Functional

E.6 Internal audit and the Audit Committee

Internal Audit

The Internal Audit Activity (IAA) is in place and fully functional. Currently, the unit only has the Internal Audit Manager and one risk officer and one vacant internal audit officer position. The Internal Audit Activity has been fully functional for more than 5 years and in terms of section 165 of the Municipal Finance Management Act, the IAA has developed a risk based audit plan and an audit program for the current year.

The risk based audit plan for the current was approved by the Audit and performance Audit Committee, the plan is being implemented, and the relevant internal audit reports are tabled to the Audit and Performance Audit Committee quarterly. The reports were discussed with management and action plans to address the weaknesses identified were documented.

Audit Committee / Performance Audit Committee

The Audit and Performance Audit Committee is in place and fully functional. The Committee comprise of three independent members and performs both performance and financial oversight role in our municipality. Section 166 of the Municipal Finance Management Act (MFMA) states that the audit committee must advise council, political office bearers, the accounting officer and the management staff of the municipality on matters relating to internal financial control and internal audits, risk management, accounting policies, the adequacy, reliability and accuracy of financial reporting and information, performance management, effective governance, compliance with the MFMA, Division of Revenue Act and any other applicable legislation, performance evaluation and any other issues referred to it by the municipality.

The committee has performed its oversight role for the year under review and will be tabled to Council in the next quarter on matters relating financial management including annual financial statements, performance management and risk management.

The Audit and Performance Audit Committee Charter was reviewed and approved by Council on the 21st December 2022.

Enterprise Risk Management

Section 62(1)(c) of MFMA requires a Municipality to have and maintain effective and transparent systems of financial and risk management and internal control, hence fraud risk assessment forms part of the risk management activities and informs the risk register. The municipality has implemented appropriate risk management activities to ensure that regular risk assessments are conducted i.e. IT risk assessments, business risks assessment (operational, strategic) and risk registers are updated. The progress on Risk Management and an updated Risk Register is reported on a quarterly basis, to the Risk Management Committee and subsequently to the Audit and Audit Performance Committee.

Roles and Responsibilities

ROLE PLAYERS	RESPONSIBILITIES
Internal Audit	The internal audit activity therefore evaluates and contributes to the improvement of risk management, control and governance processes.
Governance	The Internal Audit Activity assists Executive Management in achieving the goals of Umuziwabantu by evaluating the process through which: • Goals and values are established and communicated; • The accomplishment of goals is monitored; and • Accountability is ensured and Municipal values are preserved
Risk Management	The Internal Audit assist the municipality through facilitation in identifying, evaluating and assessing significant organisational risks and provide assurance as to the effectiveness of related internal controls regarding the focus areas reviewed.
Controls	The Internal Audit activity evaluate whether the controls of the focus areas, as set out in its Internal Audit Plan which management relies on to manage the risks down to acceptable levels, are appropriate and functioning as intended (i.e. are they effective yet

	efficient) and develop recommendations for enhancement or improvement. • The Internal Audit activity is authorised to: • Have unrestricted access to all functions, records, property and personnel; • Have full and uninhibited access to the Audit Committee;
Management	Management is responsible for the establishment and maintenance of an effective system of governance to: • Establish and communicate organisational goals and values; • Monitor the accomplishment of goals; and • Ensure accountability and values are preserved. Management is furthermore responsible for the establishment and maintenance of an effective system of internal control. The objectives of the system of internal control are, inter alia, to provide management with reasonable, but not absolute, assurance that: • Risks are properly managed; • Assets are safeguarded; • Financial and operational information are reliable; • Operations are effective and efficient; and • Laws, regulations and contracts are complied with. The prevention and detection of fraud is management's responsibility. The principal safeguard against fraud, misstatement and irregularities is an effective system of internal control. It must, however, be recognised that there are inherent limitations in any system of internal control – including human error, circumventions through collusion of two or more people and management's ability to override decisions which may result in fraud or irregular transactions.

The Municipal Risk Register

There is a separate fraud risk register is in place based on an assessment initially conducted by the Department of Co-operating Governance and Traditional Affairs. The municipality also has a Fraud and Corruption Prevention Policy which was adopted by Council on the 27th March 2021.

This policy is intended to set down the stance of Umuziwabantu Municipality to "fraud", as well as to reinforce existing systems, policies, procedures, rules and regulations of Umuziwabantu Municipality aimed at deterring, preventing, detecting, reacting to and reducing the impact of fraud.

Furthermore, the purpose and spirit of this document is to confirm that Umuziwabantu Municipality supports and fosters a culture of zero tolerance to fraud in all its manifestations.

The Municipality recognises the fact that acts of fraud by its employees seriously deplete the scarce resources available to the Municipality in fulfilling its mandate.

Risk Management Committee

The Risk Committee was established and is fully functional. The members were appointed during the 2022/2023 financial year, which comprises of 20 managers and 5 Section 54/56 managers of the municipality. The Risk management framework and policy are in place. The committee meetings are held on a quarterly basis and reports are tabled to the accounting officer and the Audit Committee. The Risk management workshops are conducted annually from which a risk register is developed. The risk register is then monitored on a quarterly basis.

E.7 BID COMMITTEES

The Municipality currently has three Bid Committees which are;

BID Committee	Function	Members
Bid Specification Committee	Compiles the specifications for the procurement of goods and services by the municipality.	Chairperson: Mr K Letebele
Bid Evaluation Committee	Evaluates bids and recommends to the bid adjudication committee, regarding award of the bid.	Chairperson: Mr I Ogle SCM Practitioner: Mrs S Ngcobo Mrs H Mchunu Ms T Mhlakaza Ms E Schachinger Mr L Ngcobo Scriber: Mr M Mondweni
Bid Adjudication Committee	Considers the report and recommendations of the bid evaluation committee and makes a recommendation to the Accounting Officer (Municipal Manager) for bids above the one million rand, on how to proceed with relevant procurement of goods and services.	Chairperson: Mr SP Malinga

E.8 Status of Municipal Policies

The municipality has the following Policies in place:

Bursary policy	Adopted
Records management policy	Adopted
Employment practice	Adopted
HR policy / Attendance and punctuality	Adopted
HR Policy / EE policy	Adopted
Training and development	Adopted
ULM HRD policy	Adopted

Municipal law making	Adopted
Delegations framework	Adopted
Umuziwabantu Delegations register	Adopted
Grievance policy	Adopted
Land policy	Adopted
Lease framework	Adopted
Norm and standards	Adopted
Skills retention	Adopted
EEP Grievance	Adopted
Municipal meetings and meetings procedures	Adopted

E.7 Municipal Bylaws

Municipal bylaws are public regulatory laws which apply in a certain area of jurisdiction. The Umuziwabantu Council gets its power to pass laws through the South African Constitution, which specifies what things may be regulated through by-laws within its jurisdiction. Municipal by-laws are no different than any other law of the land, and can be enforced with penalties, challenged in court and must comply with other laws of the land, such as the country's constitution. Municipal bylaws are often enforceable through the public justice system, and offenders can be charged with a criminal offence for breach of a bylaw. Common bylaws include vehicle parking and stopping regulations, animal control, building and construction, licensing, noise, zoning and business regulation, and management of public recreation areas

The Umuziwabantu Municipality passed and reviewed the following by-laws:

REVIEWED BYLAWS	ADOPTED BYLAWS
Standing rules and orders	Pound
Outdoor advertising	Street Trading
Storm water management	Business licensing
Refuse removal and disposal	
Public amenities	
Naming and renaming of public amenities	

E.8 PUBLIC PARTICIPATION ANALYSIS

E.8.1 IDP and Budget Road shows

The Municipal Systems Act puts emphasis on the legislative obligations for municipalities in respect of community participation. The Act has dedicated Chapter four and various other references to Community participation throughout the Act.
Umuziwabantu Municipality conforms to the Municipal Systems Act No 32 of 2000 in terms of Section 16 (1) (a) which promotes public participation.

As part of the municipal public participation, the municipality held IDP focus group sessions focusing on the five National Key Performance Areas. The focus group sessions seeks to encourage public consultation and redressing of key service delivery issues thus strengthening the council's partnership with the citizens. The

Focus group sessions are hosted in conjunction with UGu District Municipality and all other sector departments which aim to advance the lives of our communities.

As part of public participation in the review of the Municipal Integrated Development Plan, the office of the Mayor, Cllr D Nciki and the Municipal Council held public meetings on social media due to the unfortunate Global pandemic of Covid 19. The Municipality used social media platforms such as Facebook, Gagasi FM and Ugu Radio with the primary goal of promoting people centred development.

E.8.2 Public Participation

The Municipal Council adopted its Public Participation Strategy and Strategy on the 27th March 2019, which is a guiding tool towards ensuring effective public participation and communication.

The municipality is currently utilising the office of the speaker to coordinate public participation functions which limit the effectiveness and efficiency of community involvement in government planning and performance monitoring. However, the Municipality has appointed a Public Participation officer to perform amongst other KPA's public participation duties.

Public Participation takes place through different forums, meetings and gatherings. The IDP Representative Forum is the main platform used to discuss developmental challenges facing the municipality and interventions for overcoming such challenges. The Municipality has concluded the Communication strategy and was also adopted by Council on the 27th March 2019 through guidance of the Communications Officer.

E.8.3 Functionality of ward committees

The Municipality under the leadership of the Speaker held ten election processes in all respective wards to elect members of the ward committees. Ward committee structures are fully functional in all wards and reports and resolutions are forwarded to the office of the Speaker on a monthly basis for implementation purposes. However, ward committee are faced with some challenges with make it difficult for them to function efficiently and effectively such as, the lack of regular capacity building initiatives and the lack of administration resources. The Municipality provides ongoing capacity building for ward committees on a quarterly basis in order to strengthen democracy and the implementation of Outcome 9.

E.8.4 Amakhosi participation in Council meetings

Section 81 (1) of the Municipal Structures Act, Act 117 of 1998 provides for the participation of traditional leaders in municipal councils. Sub-section (1) states that “Traditional authorities that traditionally observe a system of customary law in the area of a municipality, ay participate through their leaders, identified in terms of sub-section (2), in the proceedings of the Council of that municipality, and those traditional leaders must be allowed to attend and participate in any meeting of the Council.

Umuziwabantu Council currently has two traditional authority representatives participating in Council meeting

E.8.5 Establishment of the IDP Steering Committee:

Section 30 of the Local Government Municipal Systems Act, provides that:

“The executive committee or executive mayor of a municipality or, if the municipality does not have the executive committee or executive mayor, a committee of councillors appointed by the municipal council, must, in accordance with Section 29 -

(a) Manage the drafting of the municipality’s integrated development plan;

(b) Assign responsibilities in this regard to the municipal manager, and

(c) Submit the draft plan to the municipal council for adoption by council.”

Umuziwabantu Municipality has established the IDP steering committee as follow:

Composition:

1) The Municipal Manager
2) Section 56 Managers
3) Manager Strategic Planning

The IDP Steering Committee is responsible for the following function:

1) Ensure compliance with all applicable legislative requirements;
2) Ensure adherence to and/or implementation of the process plan and the provincial IDP management plan;
3) Receive, analyse and consolidate inputs from different internal departments and external stakeholders;
4) Ensure the alignment of IDP and budget;
5) Consider public comments and MEC letter;
6) Approve the first and final IDP draft for submission to municipal council, and ensure the overall credibility of the IDP.

E.9 Ward Based Planning

The Municipal Systems Act, 2000 introduced the process of municipal planning for district and local municipalities and the Integrated Development Planning process, through which Integrated Development Plans (IDPs) are developed. The country is committed to meaningful public participation which is a bottom-up participatory approach through Ward Based Planning (WBP) and contributes to the IDP. WBP process is the forerunner of the IDP.

WBP establishes a participatory process for mobilizing communities and planning around ward development issues and how they can relate to the broader municipal planning perspective. Linking WBP and IDP creates the opportunity for further grounding the IDP in the local context and gives greater meaning to the participatory requirements of the Municipal Systems Act.

Ward Based Planning empowers communities to interact and engage on ward development issues in their communities and to also lead to an improved local authority and other agency plans and services. Ward-based planning is therefore a form of participatory planning designed to promote community action and to link to the Integrated Development Plan (IDP).

There are three commonly different types of reasons why Ward Based Planning is advocated, to improve:-

- The quality of plans;
- The quality of services; and
- The community's control over development.

In order to ensure effective Ward Based Planning the stakeholders in the planning process included residents of each ward, councillors, municipal officials, members of community structures such as Ward Committees and Community Based Organisations, service providers, traditional leaders, traditional council, local interest groups, local business, Community Development Workers (CDWs), Community Mobilisers (municipal), and Community Development Practitioners (DSD). Each stakeholder in the process played a role in the development of this Ward Based Plan. Ward committees under the leadership of the Ward Councillor are champions of the process, since Ward Committees are a legislated stakeholder. The Municipality had developed a Ward Based Plan for all 11 wards within the Municipality and they will be reviewed annually.

LAND USE MANAGEMENT

Umuziwabantu Municipality has a Tribunal MPT/JMPT Committee, which comprises of 6 members, and sits once a month. The appointed Municipal Planning Authorised Officer is the Manager Development Planning, who also chairs the Tribunal with Ray Nkonyeni and fully adheres to Regulation 14 of SPLUMA, which talks to the submission of land development and land use applications. The tribunal, amongst other procedures, processes land use application and also conducts site inspections for pending land use applictions and/or land developments. The Executive Council is the Appeal Authority within Umuziwabantu Municipality.

E.10 Good Governance and Public Participation SWOT Analysis

STRENGTH	WEAKNESSES
• Strong leadership • Participation in IGR structures • Political stability • Adopted bylaws in place • An adopted Public Participation Strategy and an Communication Strategy	• Poor attendance of meetings by the public • No public comments on municipal documents that require public comments • Poor communication • Poor law enforcement
OPPORTUNITIES	**THREATS**
• Public meetings for two way communication • Better allocation of scare resources	• Service delivery protests misunderstanding • Poor enforcement of Batho Pele principles

EMERGING ISSUES FROM THE ANALYSIS

- Poor socio economic development
- Lack of skilled human resource / workforce
- No communications personnel
- Poor alignment between District public participation strategy and the municipal public participation strategy which is not yet in place

SECTION F: VISION, GOALS, OBJECTIVES AND STRATEGIES

F.1 Vision and Mission statement.

UMUZIWABANTU MUNICIPAL VISION
To be a preferred investment destination with superior, sustainable and people centred service delivery.

UMUZIWABANTU MISSION STATEMENT
To create an environment that boosts investor confidence by providing strong decisive leadership, thereby creating jobs and improving the quality of life.

F.2 General Key Performance Indicators

Section 43 of the Systems Act authorizes the Minister to prescribe general KPIs that every municipality must report on. Regulation 5(1) mentions the following general KPIs:

- The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal.
- Percentage of households earning less than R1100-00 per month with access to free basic services.
- The percentage of the Municipality's capital budget actually spent on capital projects in terms of the IDP.
- The number of local jobs created through the Municipality's local, economic development initiatives, including capital projects.
- The number of people from employment equity target groups employed in the three highest levels of management in compliance with a Municipality's approved employment equity plan.
- The percentage of a Municipality's budget actually spent on implementing its workplace skills plan.
- Financial viability with respect to debt coverage; outstanding debtors in relation to revenue and cost coverage.

F.3 Umuziwabantu Strategic Objectives

The Council of Umuziwabantu Municipality reviewed and maintained the following strategic objectives at a Strategic planning session held on the 16th -17th March 2022 which are:

- Create an enabling environment for economic development
- Improve rural Development and Infrastructure
- To plan towards the development of human capital
- To create sustainable and socially cohesive communities
- To promote participative, facilitative accountable governance
- To ensure that the organizations finances are managed sustainably
- To ensure investment on infrastructure development and service delivery

PGDS identifies catalytic projects. Within Ugu DM agriculture development is identified, infrastructure development is identified in Hibberdene. Umuziwabantu will need to link itself with such developments like making available raw materials for the identified sites.

UGu District is the first district municipality within the province to develop the DGDP with a long –term vision. Since Umuziwabantu falls within the UGU District family of municipalities; it's therefore important that Umuziwabantu aligns with the District Growth Development Plan. The UGu DGDP has identified the following drivers for change:

- Sectorial development and support
- Education and skills development
- Safety and empowerment of communities
- Strategic infrastructure investment

- Institutional development
- Environmental sustainability

General challenges and priorities identified during the 2020 Strategic planning session.

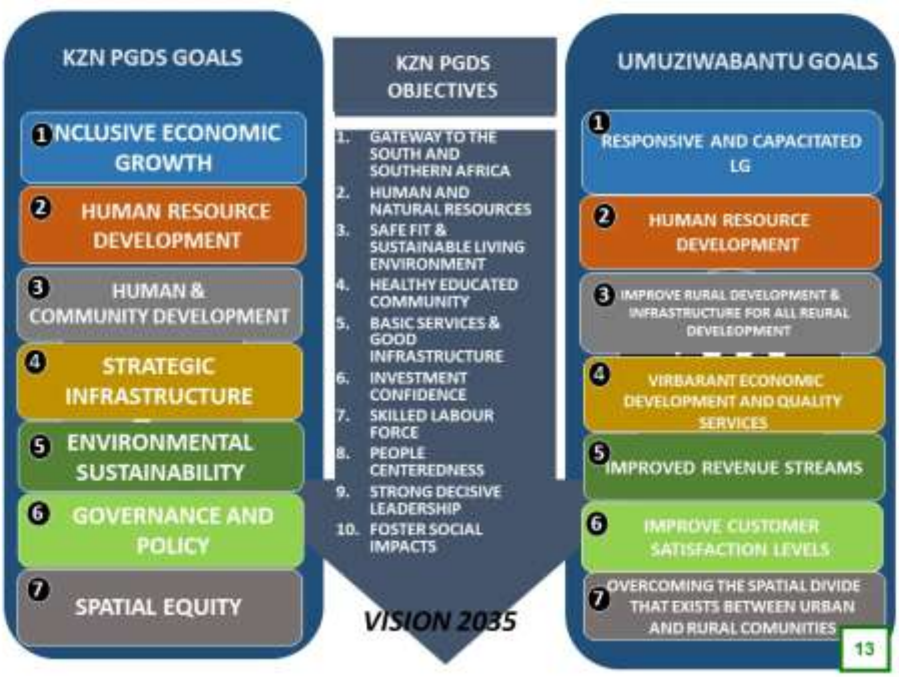
Municipal priorities per KPA		
KPA	**CHALLENGES**	**PRIORITIES**
1. Municipal Transformation and Institutional Development	✓ Lack of Human development	✓ Skills training ✓ Promotion of healthy life style ✓ Awareness creation within communities
2. Basic Service Delivery	✓ Under development and maintenance of infrastructure ✓ Low productivity	✓ Develop 5 year implementation plans (roads, human settlements and water infrastructure) ✓ Develop Asset Management Plans ✓ Budget must be bias on infrastructure development and maintenance ✓ Mobile Clinics
✓ **Local Economic Development**	✓ Unemployment ▪ Poverty ▪ skills shortage ▪ crime and substance abuse ▪ HIV/AIDS ✓ Low productivity	✓ Job creation ✓ Develop a clear LED strategy with measurable objectives ✓ Development of SMME's ✓ Support policies to encourage entrepreneurship ✓ SEDA to provide capacity building for SMME's and Cooperatives ✓ Career guidance for pupils ✓ Promote healthy lifestyles ✓ Special Rebates to be given to manufacturing factories operating within the municipality
3. Financial Viability and Financial Management	✓ Own revenue enhancement	✓ Introduction of incentives to accounts paid in advance ✓ Hold regular meetings with consumers ✓ Implementation of credit control and collection policy
4. Cross cutting interventions (Spatial Development Framework)	✓ Low productivity	✓ Leasing of strategic municipal land to investors

MUNICIPAL PRIORITIES PER KPA		
KPA	CHALLENGES	PRIORITIES
1. Municipal Transformation and Institutional Development	✓ High staff turn over ✓ Vehicles not available when needed ✓ There is no policy that protects councillors should there be security threats ✓ Lack of implementation of Bylaws	✓ There is a need for PA especially for councillors in EXCO. Also put in place a policy to minimize staff turnover. ✓ Vehicles have to be distributed as per departments ✓ Budget to be set aside for councillors under threat. ✓ Bylaws need to be implemented
2. Basic Service Delivery	✓ Lack of water resources ✓ Backlog in electricity infills	✓ Extend pipes and expand reservoirs ✓ Eskom must connect electricity musk

	✓ Access roads ✓ Poor telecommunications (cellphone network) ✓ Bridge to connect Mzumbe and Umuziwabantu ✓ Sanitation in urban areas needs upgrading ✓ Lack of community halls in most of the wards ✓ Sector departments (such as Eskom) not prioritising projects for Umuziwabantu ✓ Eskom not assisting in solar geysers ✓ Lack of Old Age home facilities	✓ Satellite and cellphone receptions must be built ✓ Community halls especially centrally in town (Ward 3) ✓ Housing projects need to be aligned with solar geysers, water tanks and toilets ✓ Old age Homes can be built strategically located to accommodate elderly people from three wards
3. Local Economic Development	✓ Officials take time to respond on projects submitted requesting for funding. ✓ Projects not sustainable ✓ Release of land for development is a long process ✓ Lack of commercial centre for SMME's	✓ Officials need to be more proactive ✓ Verify project beneficiaries before project initiation ✓ Set up monitoring mechanisms for projects ✓ Visit communities and verify projects exist with Ward committees ✓ Develop centre for SMME's ✓ Lack of facilities to facilitate employment and job creation ✓
4. Financial Viability and Financial Management	✓ Equitable share not enough ✓ People not paying rates due to lack of services delivery	✓ There is a need more support grants and funding. ✓ Leadership needs to lobby for funding.
5. Good Governance and Community Participation	✓ Existing community structures not complimenting each other ✓ Ward forums not operational ✓ Stipend for ward committee's too low which makes it hard for them to execute their responsibilities ✓ CCG's must not be directly involved with social relief ✓ Grants misused ✓ Lack of office space means councillors are not easily accessible	✓ Stipend must be raised to at least R1000 per month ✓ Improve integration between existing structures ✓ Need to monitor the use of grants ✓ Need to make available office space ✓ Put in place a policy to bind ward committees to be accountable in their areas by partaking in monthly meetings.
6. Cross Cutting interventions (Spatial Development Framework)	✓ Buildings constructed overnight with no approval from council ✓ There is a need to plan for SMME's within the town especially those that sell cattle and goats in town. ✓ Issues of safety in town for hawkers due to lack of proper pavements	✓ Need to build shelters and stalls for hawkers ✓ Identify land for SMME development ✓ Formulate proper guidelines for erection of buildings

F.5 ALIGNMENT OF KZN PGDS WITH UMUZIWABANTU GOALS AND OBJECTIVES

Umuziwabantu is aware of the KZN PGDS Goals and objectives. Whilst reviewing its IDP, the municipality developed strategic objectives and goals that were geared towards achieving the KZN PGDS and Nation goals. The projects listed in the IDP are expected to promote: (i) human & natural resources; (ii) safe, healthy & sustainable living environment; (iii) healthy educated community; (iv) basic services & good infrastructure, and (v) investment confidence. The figure below illustrates the alignment of the Umuziwabantu goals & objectives with that of the KZN PGDS.



The goals, objectives and strategies set out in the IDP are derived from the SWOT Analysis and are set to address the key challenges identified. This is further elaborated in the table that follows:

KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
GOAL: 1.1 RESPONSIVE AND CAPACITATED LOCAL GOVERNMENT		
STRATEGIC OBJECTIVE	**STRATEGY**	**KEY PERFORMANCE INDICATOR**
S.O 1.1 Promote participative, facilitative and accountable Governance.	**S 1.1** OPMS reviews and reporting	▪ Quarterly reports presented to EXCO
	S1.2 Development of the Annual Report	▪ Annual Report tabled to Council by 25 January
	S1.3 OPMS Reviews (SDBIP)	▪ Adopted Mid-Term performance report by 25 January.

	S 1.4 To ensure that the organizations finances are managed sustainably	▪ Produce Quarterly Internal Audit reports submitted to Audit Committee
	S1.5 Prepare Annual Performance Information to AG, COGTA and Treasury by 31 August.	▪ Submission of the adopted Annual Performance
GOAL: 1.2 HUMAN RESOURCE DEVELOPMENT		
S.O 1.2 Promote Participative, facilitative and accountable Governance.	**S1.5** To ensure implementation of Employment Equity Plan	▪ Review Employment Equity Plan
	S1.6 Training interventions coordinated and implemented from WSP.	▪ Number of training interventions coordinated and implemented
S.O.1.3 Plan towards the development oof human capital	**S1.7** Ensure appointment of skilled personnel	▪ Filling of all critical posts
KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE INVESTMENT		
GOALS 2.1 IMPROVE RURAL DEVELOPMENT AND INFRASTRUCTURE FOR ALL OUR COMMUNITIES.		
S.O 2.1 To ensure investment on infrastructure development and service delivery	**S. 2.1.1A** Develop and implement an Asset Maintenance and Rehabilita202tion Plan	▪ Adopted Asset, Maintenance and rehabilitation plan.
	S.2.1.1B Ensure provision of Basic services to local communities	▪ Number of community services reports submitted on provision of basic services
	S.2.1.1.C Review the Infrastructure Master Plan	▪ Date of adoption of the Infrastructure Master Plan
S.O 2.2 Improve rural development and infrastructure	**S 2.1.2** KwaMbotho rural housing.	▪ Number of houses built
	S2.1.4 MaZakhele Phase 3	▪ Number of houses built
	S2.1.5 KwaJali Phase 2 rural housing	▪ Number of houses built
	S2.1.6 KwaMachi Phase 2	▪ Number of houses built
S.O 2.3 To ensure investment on	**S2.1.7** Construction and Rehabilitation of	▪ Number of KM's of roads constructed

infrastructure development and service delivery	Tuner and Shepstone Roads	
	S2.1.8 Upgrade of municipal Land Fill site	▪ Completion date
	S2.1.9 Construction of Community Hall in Ward 5.	▪ Date of completion
	S.2.1.10 Construction of Callway Street (Ward3)	▪ Date of completion
	S.2.1.11 Erection of high masts in Ward4)	▪ Date Completion
	S.2.1.12 Construction of Bhudlu access road (ward9)	▪ Date of completion
	S.2.1.13 Ensure maximum expenditure of Capital and MIG budgets.	▪ 100% expenditure of Capital budget and MIG.
KPA: LOCAL ECONOMIC DEVELOPMENT		
GOAL 3.1 VIBRANT ECONOMIC DEVELOPMENT AND QUALITY SERVICES		
S 3.1 Create an enabling environment for economic development	**S3.1.1** Local Economic Development and promotion	▪ Date of adoption of the LED reviewed strategy by council by 30 June 2020
	S3.1.2 Review of the Informal trading policy	▪ Date of adoption of the reviewed Informal trading policy
	S3.1.3 Provide capacity building through training	▪ Number of training programmes attended SMME's/CO'OPS
	S3.1.4 Job creation & poverty alleviation	▪ The number of local jobs created through the Municipality's local, economic development initiatives, including capital projects.
	S3.1.5 EPWP	The number of local jobs created through the Municipality's EPWP programme.

KPA: FINANCIAL VIABILITY AND FINANCIAL MANAGEMENT		
GOAL: 4.1 IMPROVED AND NEW REVENUE STREAMS		
S 4.1 To ensure that the organization's finances are managed sustainably	**S4.1.1** Ensure annual cash flow management	▪ Submission of monthly statement of cash out flows and cash In- flows to Treasury by date
	S4.1.2 Implement proper Creditors & Payments Administration	▪ Percentage of invoices paid within 30 days from the receipt by creditors
	S4.1.3 The municipality ensures preparation of budget and compliance with all legislative requirements	▪ Date of approved Draft budget by 31/03/2016
S.O 4.2 To ensure that the organization's finances are managed sustainably	**S4.1.4** Generate Monthly Billing reports	▪ Number of Month end Billing Report generated by date
	S4.1.5 Improve Debt Collection (revenue Enhancement)	▪ % Reduction of the debtors book by date
S.O 4.3 To ensure that the organization's finances are managed sustainably	**S4.1.6** Continuous Update of asset register	▪ Updated GRAP compliant FAR on a monthly basis
	S4.1.7 Ensure compliance with Sec 71 & 72 Reports, National Treasury Reports & Statutory Returns.	▪ Monthly S 71 and In Year Monitoring Returns submitted by legislated deadline
	S4.1.8 Produce S72 report and submit to Council for adoption	▪ section 72 report is submitted to council not
S.O 4.4 To ensure that the organization's finances are managed sustainably	**S4.1.9** the municipality ensures preparation of budget and compliance with all legislative requirements	▪ Prepare budget for 2018/19 financial year
	S4.1.10 Preparation and submission of annual financial statements to auditor general	▪ Prepare annual financial statements and submit to Auditor General
KPA: GOOD GOVERNANCE AND COMMUNITY PARTICIPATION		
GOAL 5.1: IMPROVE CUSTOMER SATISFACTION LEVELS		

S.O 5.1 Promote, participative, facilitative accountable governance	**S5.1.1** Ensure ward committees are functional	▪ Number of Ward Committee meetings reports anticipated
	S5.1.2 Mayoral led IDP/Budget IZIMBIZO	▪ 10 IDP/Budget IZIMBIZO
S.O 5.2 Promote, participative, facilitative accountable governance	**S5.1.3** Support of young people through Provision of tertiary registration.	▪ Final date of approval of beneficiary list by council/Committee. ▪ (Semester 1) ▪ (Semester 2)
S.O 5.3 Promote, participative, facilitative accountable governance	**S5.1.4** To organize Career Exhibition in partnership with DoE	▪ Number of Schools Attending Career Exhibition
	S5.1.5 Awareness campaign on Drug and Substance abuse.	▪ Number of planned campaigns
	S5.1.6 Convening of the youth seminar to properly plan youth programmes	▪ Date of the Youth Seminar
S.O 5.4 Promote, participative, facilitative accountable governance	**S5.1.7** Organise campaigns to fight the scurge of HIV and AIDS	▪ Number of planned campaigns (HIV and AIDS)
	S5.1.8 Facilitate and coordinate Gender Programme	▪ Number of planned programmes
	S5.1.9 Implementation of and monitoring of Operation Sukuma Sakhe programmes	▪ Submission of reports to DTT & LTT (Operation Sukuma Sakhe
S.O 5.5 Promote, participative, facilitative accountable governance	**S5.1.10** Approved and implemented Audit plan	▪ Number of internal audit reports for submission to Audit Committee
	S5.1.11 Internal Audit to produce performance reports and submitted to Audit Committee	▪ Number of internal audit reports on performance to be submitted to AG
S.O.5.6 Promote, participative, facilitative accountable governance	**S5.1.12** Development of a Communication Strategy	▪ Date of adoption of Communication strategy
KPA: CROSS CUTTING INTERVERNTIONS (SPATIAL, ENVIRONMENT DEVELOPMENT & DISASTER MAN.)		

GOAL: 6.1 OVERCOMING THE SPATIAL DIVIDE THAT EXISTS BETWEEN URBAN AND RURAL COMMUNITIES		
S.O 6.2 Create Sustainable and socially cohesive communities	**S6.1.2** Completion of municipal LUM SCHEME	▪ Date of completion
S.O6.3 Create Sustainable and socially cohesive communities.	**S6.1.3** Establishment of a disaster sector plan	▪ Date adoption of reviewed disaster sector plan
	S6.1.4 Review of Disaster Management Plan	▪ Date adoption or reviewed disaster management plan
	S6.1.6 Date adoption of the waste management plan by Council.	▪ Date adoption

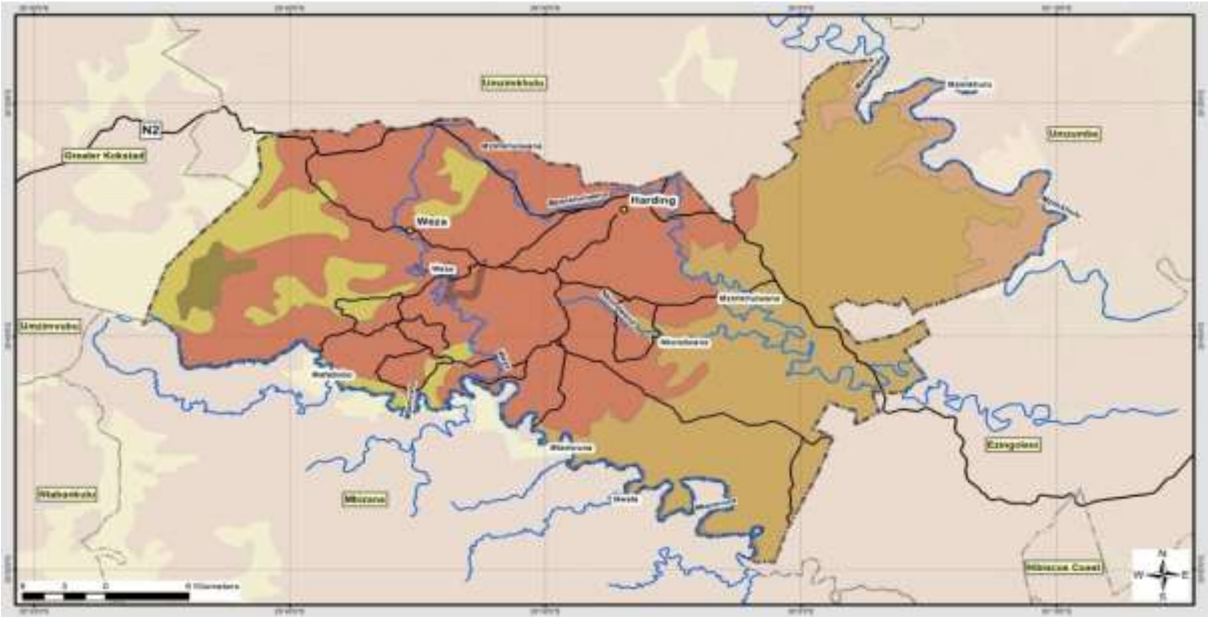
SECTION G: STRATEGIC MAPPING

G.1 ENVIRONMENTAL SENSITIVE AREAS

In order to develop a strategic planning strategy for the Umuziwabantu Municipality, it is required that environmental considerations are integrated into the development formulation process.

Geology & Typology

The geology of Umuziwabantu Municipality is diverse and these geology types such as basalts, granites, sandstones, shale and tiilities influence the topography and scenary of the area. The shales are usually strong and are easily erodible once exposed which is a problem.

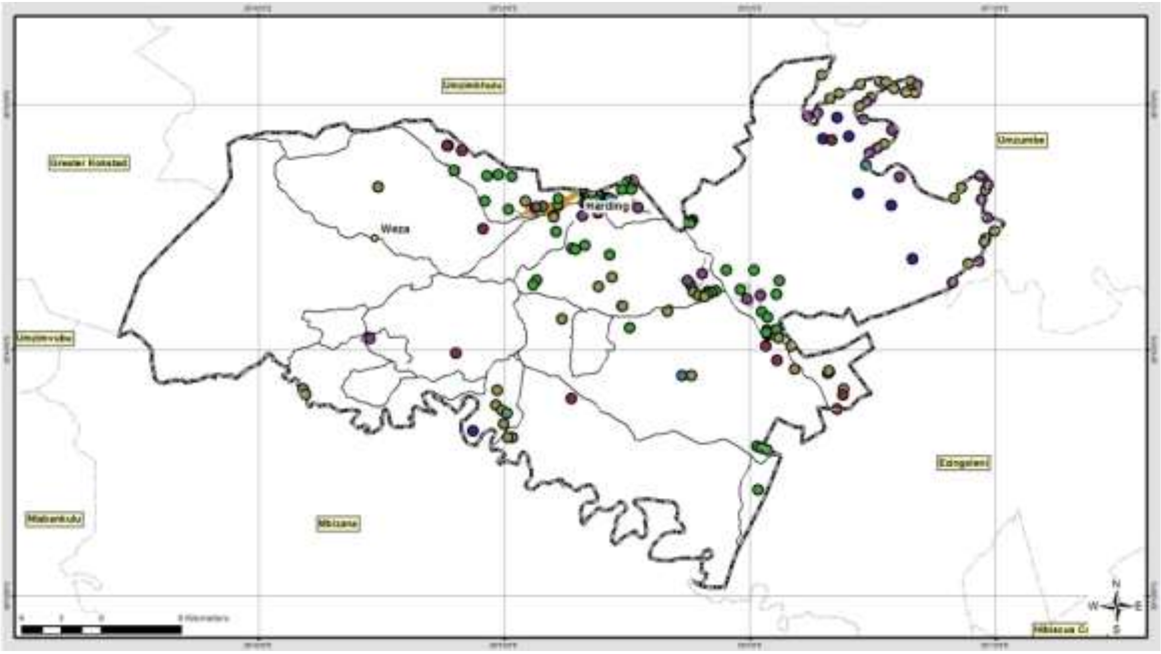


Map 19: Drainage & Surface Water Features

Umuziwabantu Municipality has five major rivers viz. Umtamvuna, Umzimkulu, Mzimkulwana River, Nkondwana and Weza River. The proximity and susceptibility of anthropogenic intereference from irrigated agriculture and commercial forestry and subsequent the industries such as the saw and sugar mills, pulp and paper factories have cause the conditions of the rivers to be degraded.

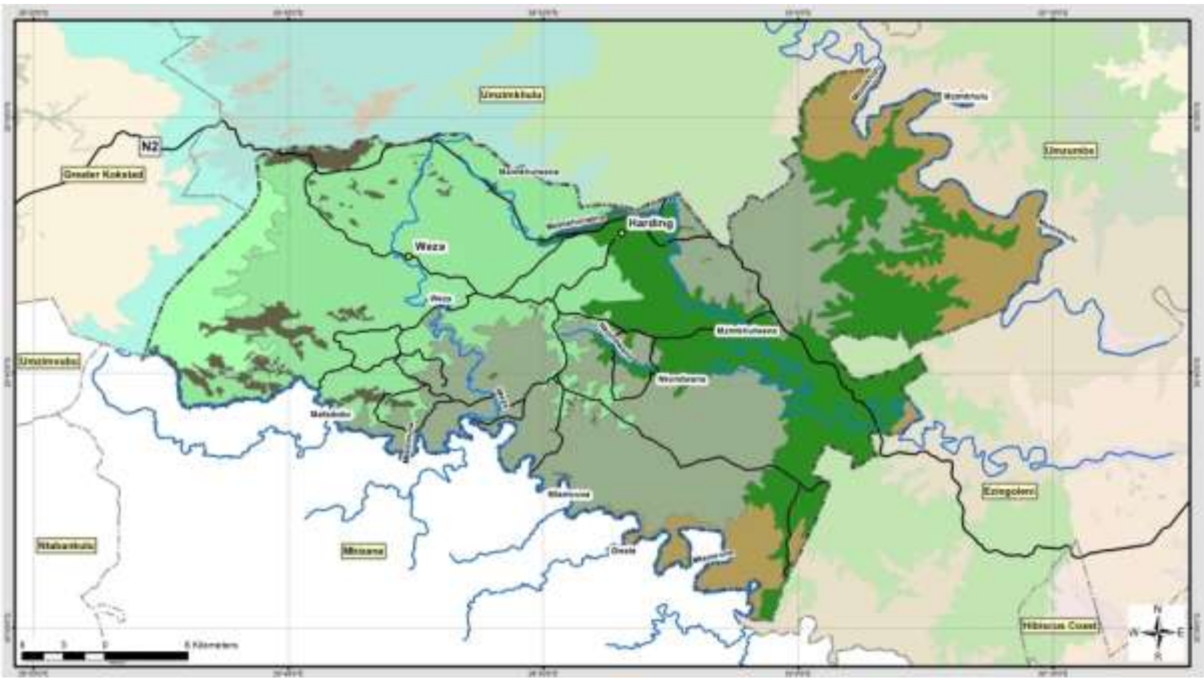
Wetlands

There are a number of wetlands which have been identified across the municipal jurisdiction as per map below:



Map 20: Vegetation Types

Due to heavy rainfall in the area and the diversity in landscape features have created a variety of moisture environments and vegetation types in Umuziwabantu. The vegetation type map is shown below and is described in a Table.



MBSP Vegetation Types 2006 Source: SANBI

VEG TYPE NAME	SANBI CODE	BIOME	CONSERVATION STATUS	DISTRIBUTION
Drakensberg Foothill Moist Grassland	GS 10	Grassland	Least Threatened	Gently sloping valley bottoms.
Dry Coast Hinterland Grassland	GS 19	Savanna	**Vulnerable**	Undulating plains and hilly landscape mainly associated with drier coast hinterland valleys.
Midlands Mistbelt Grassland	Gs 9	Grassland	**Endangered**	Hilly and rolling landscape mainly associated with a discontinuous east-facing scarp formed by dolerite intrusions.
Moist Coast Hinterland Grassland	Gs 20	Grassland	**Endangered**	Rolling and hilly landscape.
Eastern Valley Bushveld	SVs 6	Savanna	Least Threatened	Steep north-facing slopes.
Eastern Mistbelt Forest	FOz 3	Forrest	**Endangered**	Low-altitude scarps.
Freshwater Wetlands: Eastern Temperate Wetlands	AZf 3	Wetland	**Vulnerable**	Flat landscape of shallow depressions.
Freshwater Wetlands: Subtropical Freshwater Wetlands	AZf 6	Wetland	**Vulnerable**	Along edges of often seasonal pools in Aeolian depressions as well as fringing alluvial backwater pans or artificial dams.
Alluvial Wetlands: Temperate Alluvial Vegetation	Azo	Wetland	**Vulnerable**	Shallow depressions, often found on old alluvial terraces of rivers.

Land Degradation

The land degradation in Umuziwabantu is impacted by the settlement patterns, farming and commercial plantation activities. Supplementary factors contributing to land degrading is according to SEA Status Quo Report – August, 2010.

G.2 DESIRED SPATIAL OUTCOMES

The Municipality as looked at a long-term strategic framework which will give guidance in the direction to take for the development of the municipality for the next twenty five years. This is will then give guidance to the short-meduim term development programme outlined in the IDP. The long term development framework has a strategic intent to describing the municipal desired special outcomes by identifying various concepts which will contribute in shaping this vision.

In unpacking the Umuziwabantu's vision its people's centred through ensuring that high level of service delivery is required in order to attract investment and economic development as a result improving employment rate and quality of life.

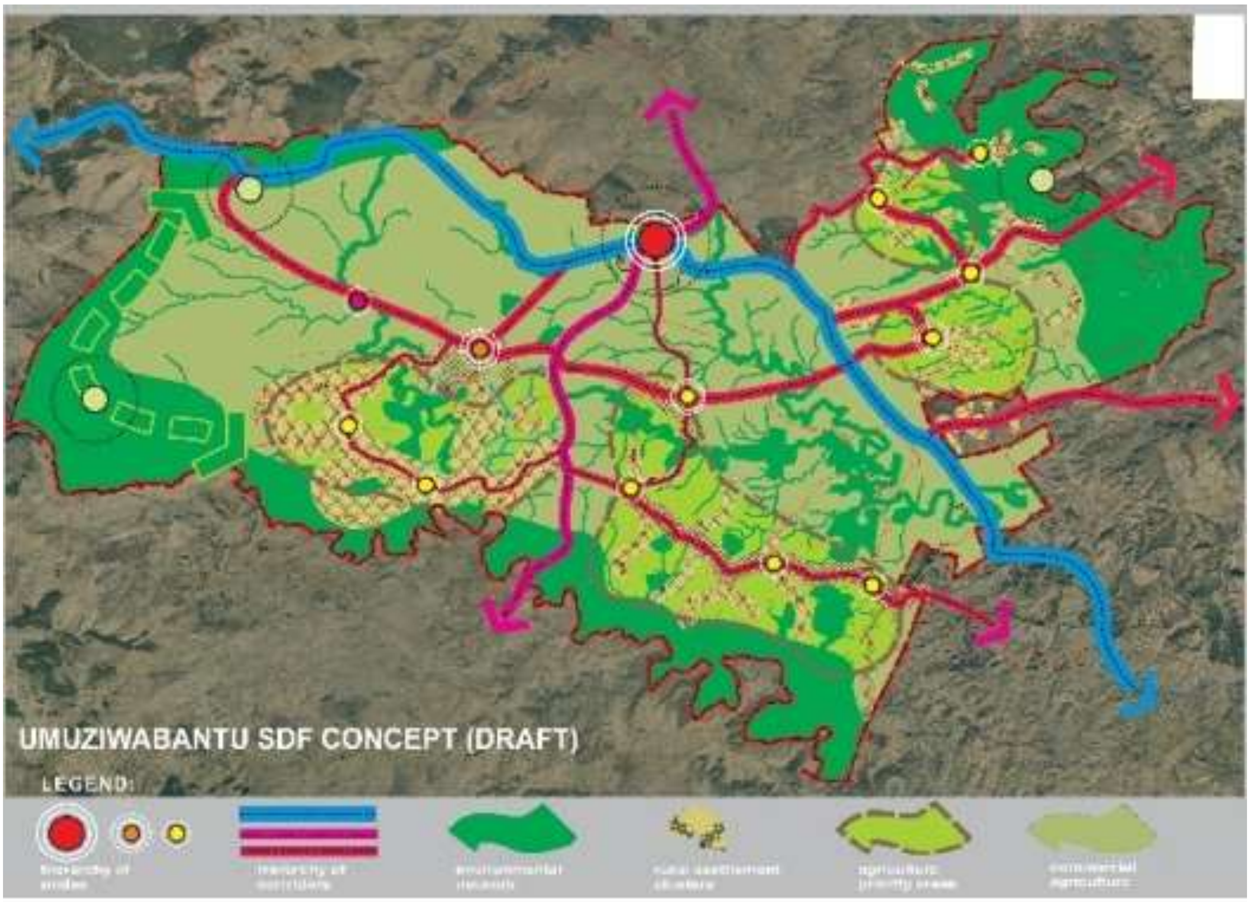
Primary goal of SDF

There are four primary goals that have been identified which form the mainframe of strategy framework. These are informed by a set of normative principles and spatial planning concepts . These four goals are as follows:

Long Term Spatial Development Concept

The concept has been inform by a number of principles identified and expresses the key spatial structuring components to inform the spatial strategies and therefore being transformed to a detailed Spatial Development Framework. The core principles were:

- Hierarchy of nodes
- Hierarchy of corridors
- Environmental Network
- Commercial /Intensive Agriculture
- Urban Area
- Rural Settlements
- Agricultural Priority Areas



Map 22: SDF concept

G.3 DESIRED SPATIAL FORM AND LAND USE

The desired special forma and land use is informed by the core strategies which inform the SDF. As mentioned the four primary goals were as follows:

- Goal 1 : Environmental Sustainability
- Goal 2: Sustainable Human Settlements
- Goal 3: Inclusive Economic Development
- Goal 4: Effective Land Administration

We are then going to look at each goal which will have a set of objectives and interventions identified.

Goal 1:Environmental Sustainability

The strategic goal of the environmental strategy is ***“The management, protection and enhancement of the municipality’s environmental resource base in order to maintain***

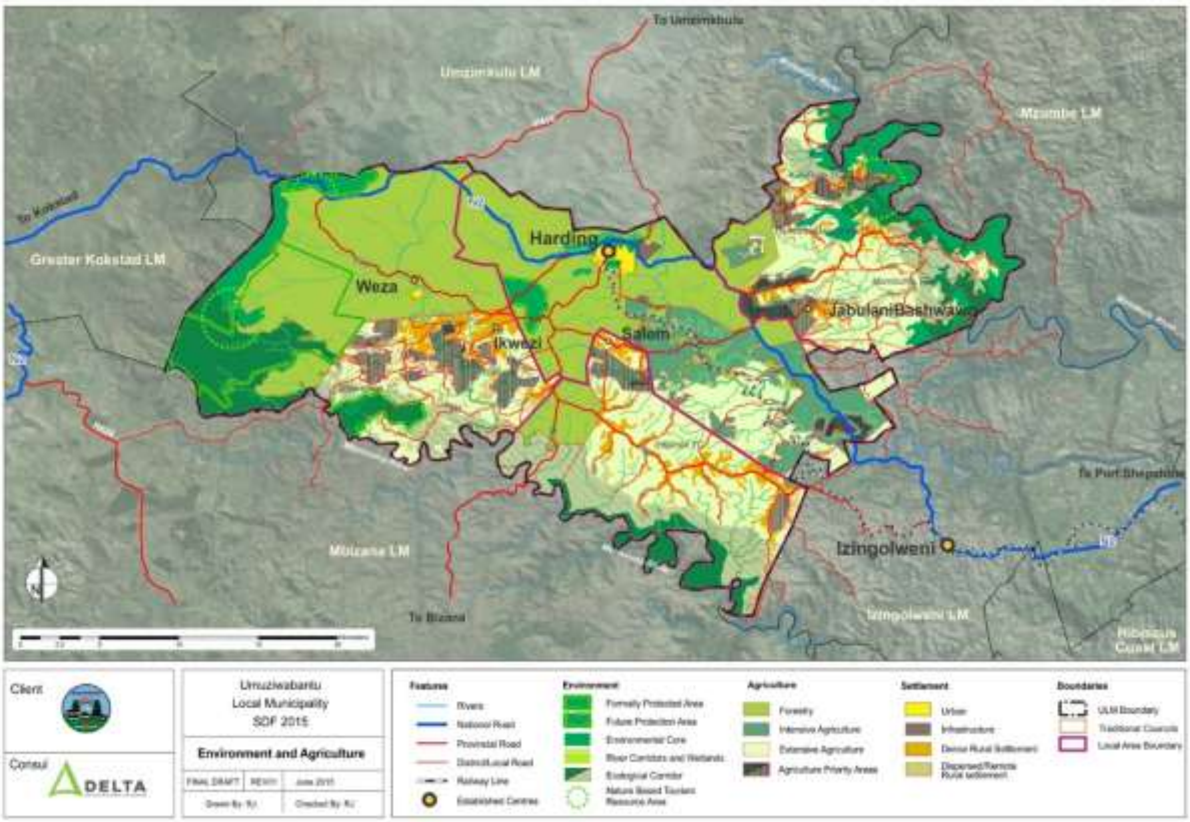
biodiversity, efficient ecological function, and to support healthy human settlements and sustainable economic practices."

The objectives of the Goal 1 as follows:

GOAL 1: ENVIRONMENTAL SUSTAINABILITY

- **Objective 1.1**: Biodiversity across the municipality is managed, protected and enhanced
- **Objective 1.2**: Water resources and catchments are managed to protect the supply of clean, healthy water for extraction and to ensure health of river systems
- **Objective 1.3**: Land is utilised more optimally, and where necessary, rehabilitated
- **Objective 1.4**: The municipality and its communities have the expertise and knowledge required to manage and protect the environment in the areas under their direct jurisdiction

Below is a Map showing the Agriculture and Environmental Strategy, it shows were intensive and extensive agriculture should take place, it depicts the ecological corridors and where should we protect our areas.



Map 23: Sustainable Human Settlement

The second primary goal consist of development of sustainable human settlement system across the municipality which will create a linkage between urban and rural areas. The goal for this strategy area is:

"A diverse human settlement network of nodes and corridors connecting rural and urban areas and people with goods and services, while addressing spatial inequalities, developing economic opportunity and preserving environmental resources."

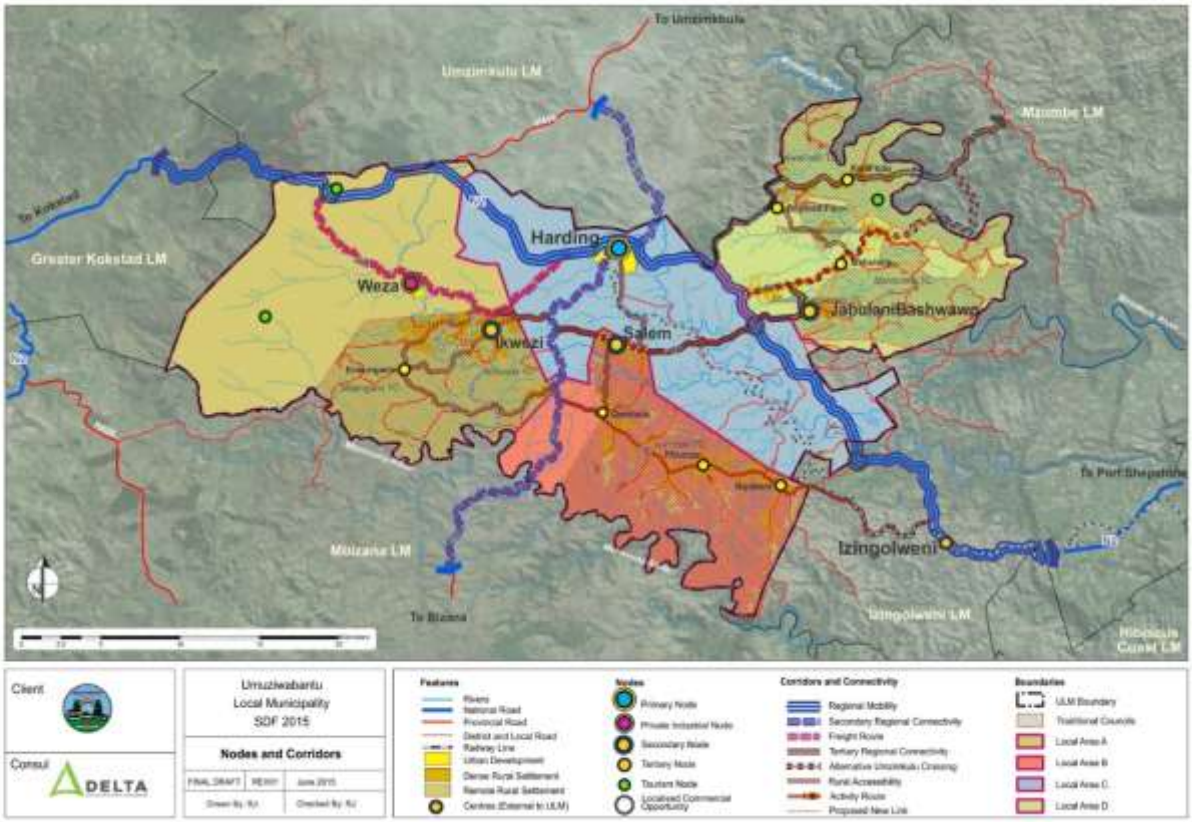
The network of nodes and corridors will re-structure Umuziwabantu through directing growth and investment across the municipality in order to develop an efficient, dynamic and sustainable long-term future for the municipality.

The following strategic objectives respond to the overarching goal of this goal area:

GOAL 2: SUSTAINABLE HUMAN SETTLMENTS

• **Objective 2.1**:	A built environment structured around an investment network of **nodes and corridors** to allow for the more efficient and sustainable provision of services and more diversified economic activity.
• **Objective 2.2**:	The development and maintenance of **Harding** as the primary urban settlement node supporting high order land use and economic activity and services to the region.
• **Objective 2.3**:	The development of a sustainable and diversified **continuum of human settlements** from compact urban towns to dispersed rural settlement all providing for a range of lifestyle and housing opportunities.
• **Objective 2.4**:	The provision of municipal **services** which enhance the quality of life of Umuziwabantu citizens, are affordable, sustainable and promote economic advancement.
• **Objective 2.5**:	The development of an efficient **transport and connectivity network** with appropriate infrastructure and services to allow for the efficient movement of people and goods connecting across the municipality and connecting the municipality with the broader region.
• **Objective 2.5**:	The identification and preservation of **heritage** resources.

Below is the SDF Nodes and Corridors:



Map 24: Inclusive Economic Development

The SDF wants to promote the conducive conditions to ensure more equitable wealth generation through the expansion of economic opportunities for all communities in the municipality. The primary goal for this strategy:

"An economy in which all the citizens of Umuziwabantu are afforded equitable access to opportunities associated with the resources base of the municipality through more efficient and effective linkages, communication and use of resources."

The following strategic objectives respond to the overarching goal of this strategy:

GOAL 3: EQUITABLE ECONOMIC DEVELOPMENT

- **Objective 3.1**: The more optimal utilisation of agricultural land resources in community owned land through more centralised farming methods, diversification and beneficiation
- **Objective 3.2:** Development and expansion of local industry through local beneficiation of agricultural and timber products.
- **Objective 3.3**: Expansion of local skills and human capital through development of centres of enterprise, research, and training focused on identified opportunity areas related to the local resource base.
- **Objective 3.4:** The development of an integrated body of tourism products based on yielding the best benefit from the municipality's natural and cultural heritage resources.

Goal 4 – Effective Land Administrative

It's imperative that Umuziwabntu develops an effective capacity in land administration in order for the spatial vision to be achieved. The strategies identified within the SDF must be implemented systematically as per the spatial and timing priorities determined herein. Thus, establishment of an effective system for land use management and spatial planning. The primary strategic goal of the land administration strategy will be:

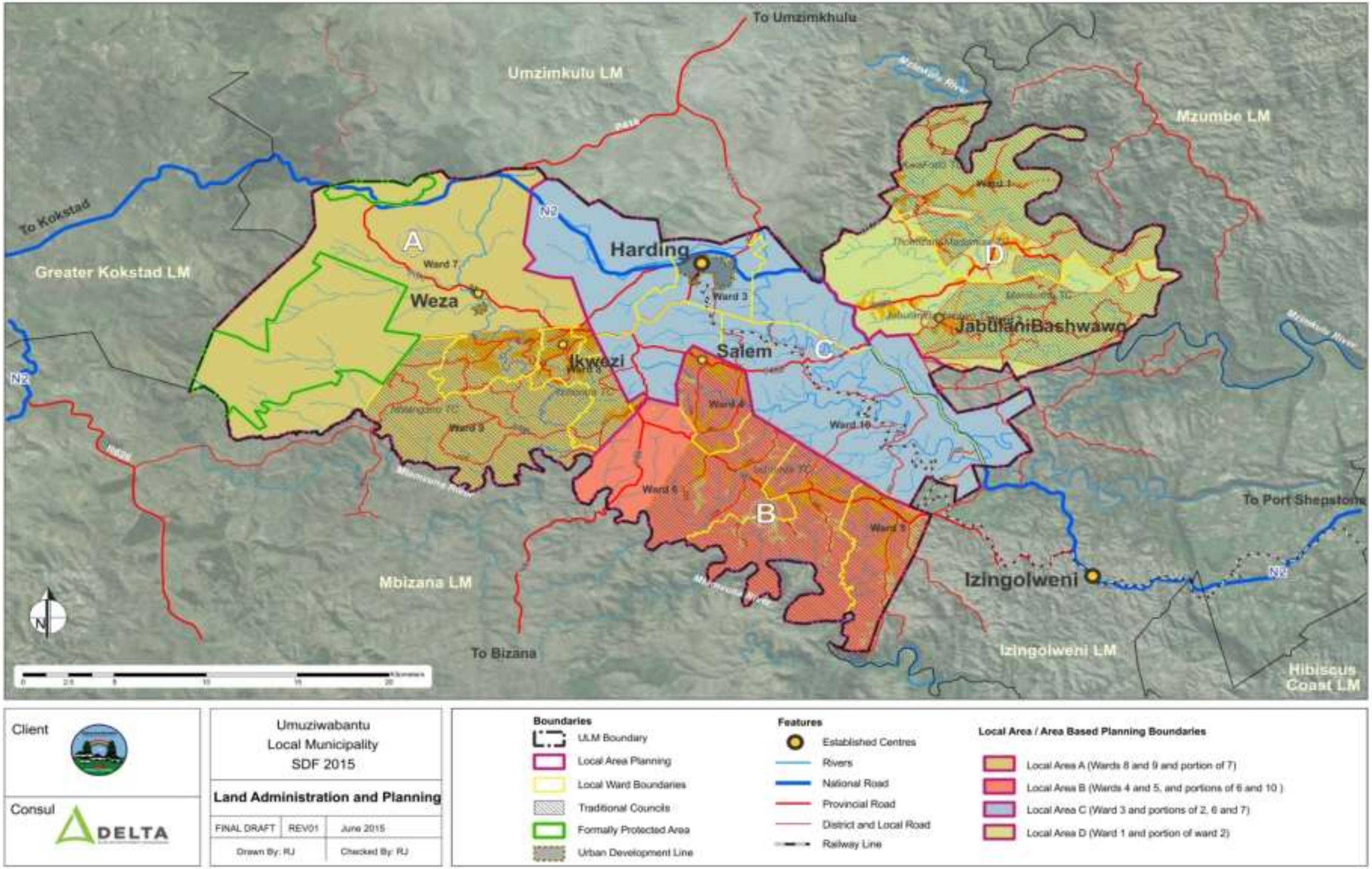
"A just, inclusive and effective land administration that enables the advancement of communities, and provides for improvements to the quality of life of communities while ensuring the protection and optimum use of the environmental and land resources."

The strategic objectives are as follows:

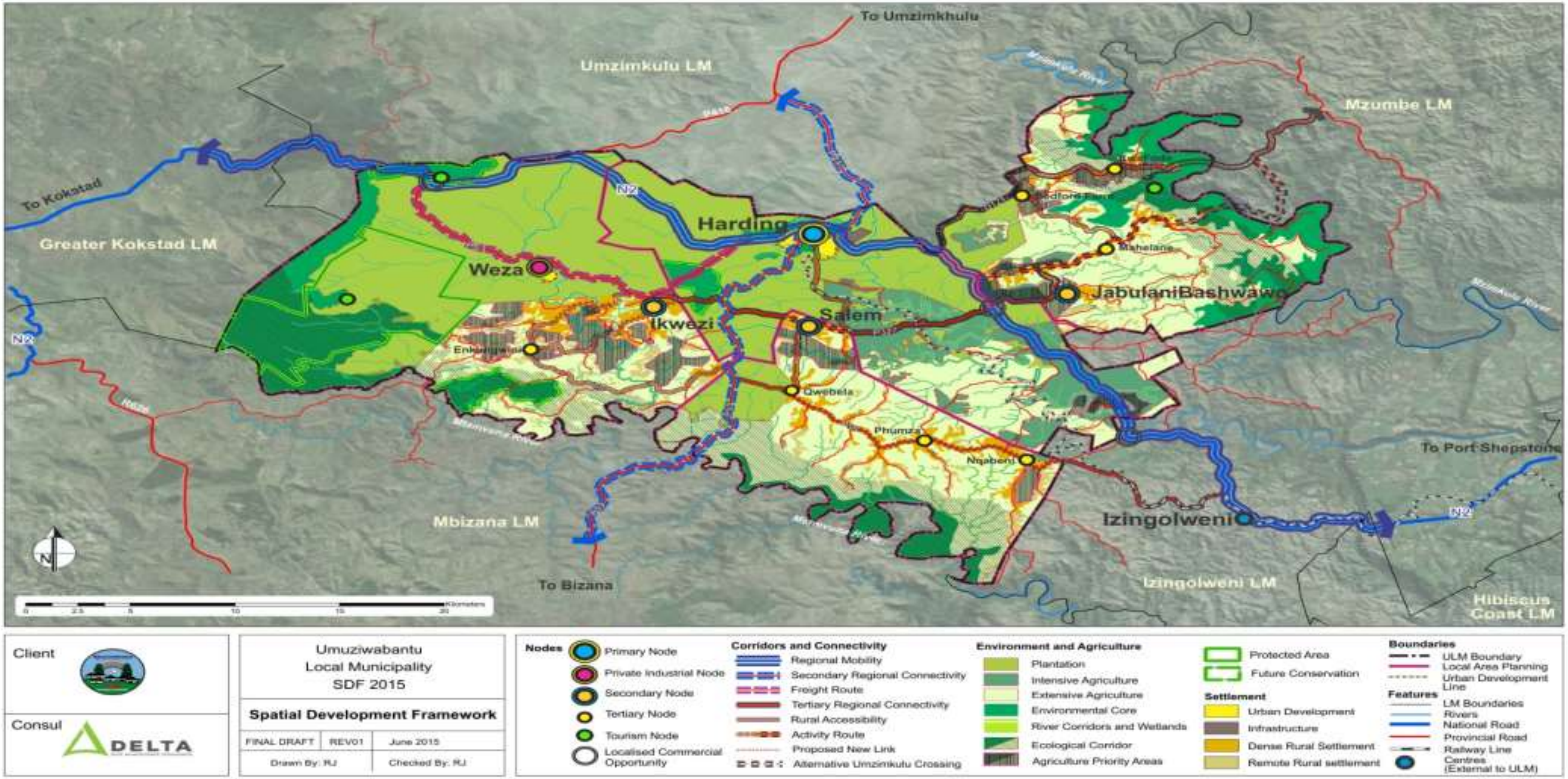
GOAL 4: EFFECTIVE LAND ADMINISTRATION

- **Objective 4.1**: The deeper involvement of local communities within applied planning systems though development of an area-based planning strategy and an improved communication and participation structure.
- **Objective 4.2:** The development of spatial intelligence, knowledge and effective spatial planning tools required for more sophisticated local planning and management.
- **Objective 4.3**: The establishment of a hierarchy of plans approach to address more detailed planning required for different areas within the municipality.

The Map below depicts the Land Administration and Planning



Map 25: Land Administration and Planning



Map 26: Spatial Development Framework (SDF)

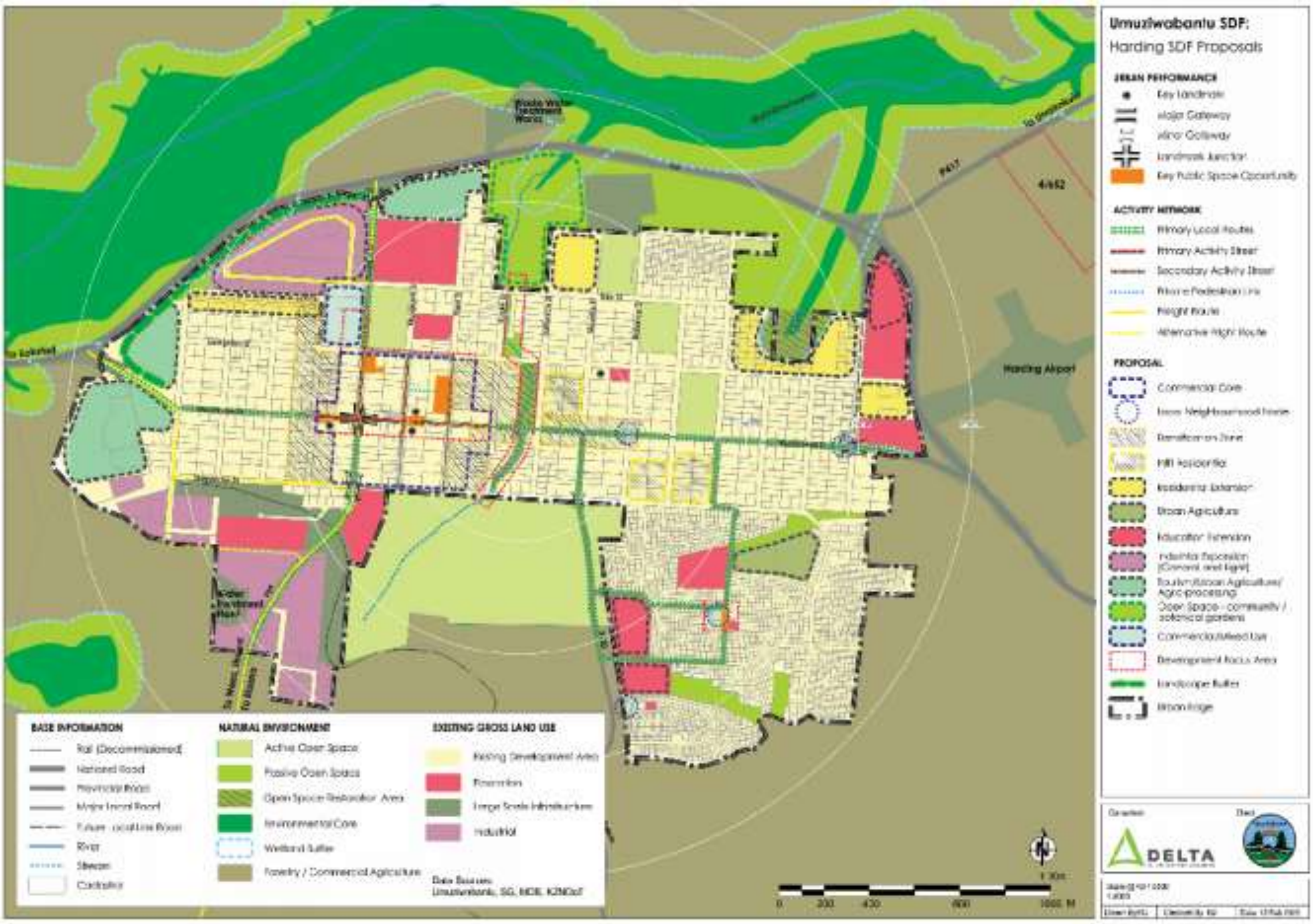
G.4 SPATIAL RESTRUCTURING OF THE MUNICIPALITY

In this section deals with spatial (re) structuring and development guidelines. The guidelines have assisted in providing a conceptual detail specifically to spatial planning and urban design consideration implied in the strategy to guide interventions required.

This section provides a guideline for Harding Development Proposals and Areas under Transition from Rural to Urban Settlement.

Harding Development Proposals

As identified in strategy 2.2 Harding functions as the primary economic and services node in the municipality. Its function in this regards must be supported and strengthened although Harding demonstrates a fairly vibrant economy, it suffers a number of functional problems which must be addressed in order to attract investment and to deepen levels of economic activity and community development. Accordingly, development proposals have been generated for Harding and captured below on Map 27.



.Map 27: Harding development proposals

Areas Under Transition From Rural To Urban

SDF promotes the development of a system of nodes and corridors as a primary tool for shaping human settlement across the municipality. These include several nodal points in areas which can be classified as rural settlement. However, due to the overall scale of these settlements, the continuing expansion of these areas, and the need to manage growth appropriately, a number of these nodal points can be considered as areas which are transitioning from rural to urban settlement and which in the longer term will achieve more formalised development with a higher level of services within their core areas. The transition from rural settlement to urban settlement must support the objectives of increased efficiently, ecological and social sustainability, greater economic opportunity and also increased choice around lifestyle and livelihoods within areas which are currently considered to be rural.

In order to achieve these objectives, various strategies are required and include the following:

- **Compaction and densification**: compaction and densification refer to processes which support more intensive development and results in increased population within a given area. Compaction involves increasing the density of development through more effective use of space. This could for instance involve subdivision of properties, designing smaller site sizes, allowing increased building bulk and height, and reducing the area required for road reserves and other facilities through more careful design.

- **Containment:** an urban edge is a tool for containing the horizontal expansion of urban settlements. The delineation and application of an urban edge defines an area within which urban standards of services will be provided and is based on population and land use growth projections over a period of time. Development must not be allowed to leapfrog this edge.

- **Resource Protection:** areas which are identified as either important areas of biodiversity or are required to support ecological function, as well as areas which demonstrate relative significance for agricultural production, must be identified and protected. Such areas must be protected from the impact of housing, and related land uses and development. These areas can be protected through conservation measures and through zoning in the municipality's scheme.

A hierarchy of nodes must develop over time with the role of each node developing in relation to the proposed size of the node, the scale of the catchment area, the complexity of land uses promoted, and the range of facilities proposed. Nevertheless, all nodes are targeted for more compact development in order to promote a more efficient settlement form, provide housing variety, and to develop the thresholds to support higher order economic uses. The development of compact cores at different scales supports the formation of centres which

Conventionally are identified as towns, villages and hamlets.

The areas of Ikwezi, Salem and Bashaweni all suggest settlement areas which are transitioning from rural settlements towards small rural towns. Compaction within the core will promote the conditions appropriate for the delivery of urban standards of municipal services, the development of higher order economic and social services and greater variety of housing choices.

Challenges to Compaction

Achieving these conditions has a number of challenges.

- **Tenure:** ideally freehold tenure within defined areas should be achieved if households or businesses are to be encouraged to invest in these nodes. Alternatively, long-term lease agreements should be generated.
- **Redevelopment:** compaction will require the redevelopment of land within the identified urban edge. This will involve reducing the size of existing plots to allow densification
- **Land use:** this process will require careful rationalisation of land use. The layouts should be generated for these areas and general plans with individual subdivisions established.
- **Cultural Practise:** existing traditional cultural practises will need to adapted to accommodate compaction and densification. A compact, denser environment (smaller plots and attached housing) may not accommodate all aspects of traditional culture. Nevertheless, a greater variety of housing options will provide for a wider range of needs including short to medium-term housing, housing for doctors, nurses and other community-related service professionals who need short tenure accommodation.

SECTION H: SECTOR INVOLVEMENT / SECTOR PLANS

SECTOR PLANS

The municipality realises the need for integration of sector plans in order to achieve cross sectional development that is informed from all spheres of government the following has list is hereby outline below with status quo of the plans development.

PLAN	COMMENTS/PROGRESS	RESPONSIBLE DEPARTMENT/ROLE PLAYER
Workplace Skills Development Plan	Completed and was done internally	Municipality
Waste Management Plan (WMP)	Council has been work shopped on the Integrated Waste Management Plan	Municipality & DEAT, DAEA & UGu
Disaster Management Plan	Completed	Municipality
Land Use Management Scheme	Complete. Funds required for review and implementation of the scheme.	Municipality
Local Economic Development (LED)n Strategy	LED strategy is in place and is being reviewed to be adopted in 2018/2019 financial year.	Municipality;
LED Funding policy	Policy has been adopted	Municipality
Spatial Development Framework	SDF has been developed by DELTA (consultant) and COGTA.	Municipalities, DELTA and COGTA
Housing Sector Plan	Complete	DOHS and Municipality
HIV & AIDS strategy.	Adopted plan used by St. Andrews	Department of Health
Risk Management Plan	Has been developed	Municipality
Internal skills Audit	Complete	Municipality
Skills Development Plan.	Reviewed Annually	Municipality
Property Rates Policy	Reviewed Annually	Municipality
Credit control and debt collection policy.	Reviewed Annually	Municipality

PLAN	COMMENTS/PROGRESS	RESPONSIBLE DEPARTMENT/ROLE PLAYER
Supply Chain Management Policy.	Reviewed Annually	Municipality
Preferential procurement policy	Reviewed Annually	Municipality
HR Policies	Reviewed Annually	Municipality
Town Planning By-laws	Developed out for public comments	Municipality and UGu shared services
Indigent Policy	Reviewed Annually	Municipality
Asset Management Policy	Reviewed Annually	Local municipality
National TB Management guidelines 2014	In place	DOH
Sexually transmitted infections guidelines 2015	In place	DOH
ART Consolidated guideline	In place	DOH
St. Andrews Operational Plan	Adopted and is been implemented	DOH

SECTION J: IMPLEMENTATION PLAN

IDP Objective	Performance Indicator	Backlog	Baseline	Overall Target (5-year tim eframe)	5 Year Targets Annual Progress					Budget (R)	Expenditure	Implementing Agent	Challenge	Remedial Action
					Year 1 (2022/23)	Year 2 (2023/34)	Year 3 (2024/25)	Year 4 (2025/26)	Year 5 (2026/27)					
PLANNING AND ECONOMIC DEVELOPMENT														
Review of LED Strategy	Review LED Strategy by date			Review LED Strategy by 30 June 2023		30 June 2023				450 000		Umuziwabantu Municipality	Outdated LED Strategy	
Conduct Business Breakfast	Conduct Business Breakfast by date			30 June 2023		30 June 2023				100 000		Umuziwabantu Municipality/ EDTEA/ COGTA	Slow in	
Construction of Harding Market Stalls	Construction progress of Harding Market Stalls			100% by 30 June 2024		30%	100%			4 600 000		Umuziwabantu Municipality	Poor management of informal trading	
Agriculture Market Infrastructure (fresh produce, & livestock)	Establishment of Agriculture Market Infrastructure (fresh produce, & livestock) by date			Establishment by 30 June 2025		Feasibility Study	Submission of business plan and approval	30 June 2025		1 000 000		DARD	Need to unlock local economy through agriculture development	
Support SMMEs	Number of SMMEs supported			Support 25 SMMEs	5	5	5	5	5	4 500 000		Umuziwabantu Municipality	Slow growth of SMMEs	
Tourism Marketing Plan	Development of Tourism Marketing plan by date			Develop by 30 June 2024			30 June 2024			200 000		Umuziwabantu Municipality	Need to unlock Tourism Sector	
Conduct Annual Tourism EXPO	Number of Tourism EXPOs conducted			3 EXPOs			1	1	1	300 000		Umuziwabantu Municipality	Need to attract investors	

Procure agricultural equipment for small holding farming	Procure agricultural equipment by date			30 June 2024			30 June 2024			800 000		Umuziwabantu Municipality/ DARD	Improve agricultural infrastrucure	
Implement LED Technical Support report for land disposal	Implement LED Technical Support report for land disposal by date			30 December 2023			30 December 2023					Umuziwabantu Municipality	Development of vacant land	
Development of Taxi Rank	Development of Taxi Rank by date			30 June 2026			Development of Business Plan	Construction		20 000 000		DOT	Slow implementation of Urban Renewal Framework	
Reconfiguration of road network	Reconfiguration of road network by date			30 December 2023			30 December 2023			500 000		Umuziwabantu/ DOT	Traffic Congestion of in the Harding CBD	
Harding CBD beautification	Harding Beautification by date			30 June 2024			30 June 2024			2 000 000		Umuziwabantu municipality/ COGTA	Need to attract investors through Beautifying the CBD	
Land disposal for Harding middle income Development	Land disposal for Harding middle income Development by date			30 June 2024			30 June 2024					Umuziweabantu municipality/ HDA	Housing Demand in Harding	
Mazakhele (harding) Housing Project(New Annexure D) - Construction of 557 Top Sctructures	Mazakhele (harding) Housing Project(New Annexure D) - Construction of 557 Top Sctructures			55 Units			55 Units	160 Units	160 Units	8 718 325,00		Department of Human Settlements	Housing Demand	
Kwambotho Rural Housing Project(New Annexure D) - Constructio	Kwambotho Rural Housing Project(New Annexure D) - Construction of 448 Units			50 Units			50 Units	130 Units	130 Units	7 925 750,00		Department of Human Settlements	Housing Demand	

n of 448 Units														
Kwajali Phase 2 Rural Housing Projects - Phase 1	Kwajali Phase 2 Rural Housing Projects - Phase 1			15 Units by 30 June 2024			15 Units			2 377 725,00		Department of Human Settlements	Housing Demand	
Izibonda Kwamachi Phase 2(cluster3) - Phase 1	Izibonda Kwamachi Phase 2(cluster3) - Phase 1			15 Units by 30 June 2024			15 Units			2 377 725,00		Department of Human Settlements	Housing Demand	
KwaMachi Cluster 6 Phase 2 Rural Housing Project - Phase 1	KwaMachi Cluster 6 Phase 2 Rural Housing Project - Phase 1			15 Units by 30 June 2024			15 Units			2 377 725,00		Department of Human Settlements	Housing Demand	
KwaMachi Phase 2 (cluster 1) Rural Housing Project - Phase 1	KwaMachi Phase 2 (cluster 1) Rural Housing Project - Phase 1			15 Units by 30 June 2024			15 Units			2 377 725,00		Department of Human Settlements		
Kwamachi Phase 2 (cluster2) Rural Housing Project - Phase 1	Kwamachi Phase 2 (cluster2) Rural Housing Project - Phase 1			15 Units by 30 June 2024			15 Units			2 377 725,00		Department of Human Settlements		
Kwamachi Phase 2 (cluster 5)rural - 350 Units - Phase 1	Kwamachi Phase 2 (cluster 5)rural - 350 Units - Phase 1			15 Units by 30 June 2024			15 Units			2 377 725,00		Department of Human Settlements		
KwaMachi Phase 2 (cluster 4) - Phase 1	KwaMachi Phase 2 (cluster 4) - Phase 1			15 Units by 30 June 2024			15 Units			2 377 725,00		Department of Human Settlements		
FINANCIAL VIABILITY														
Review of Revenue enhanceme nt Strategy	Review of Revenue enhancement Strategy by date			To be reviewed and approved by 31 May 2023		31 May 2023						Revenue Manager		Review Strategy

Cost Drivers for Fuel expenditure	Number of vehicle reports			60 Monthly vehicle reports to be submitted to portfolio	12 reports	12 reports	12 reports	12 reports	12 reports	R3 602 538	R 3 12 6096	Fleet officer	High expenditure on fuel costs	Purchase lowbed trailer for plant Fleet managem ent to be improved to reduce many vehicles going to same place
To reduce expenditure on guards	Number of reports on the expenditure on guards			60 monthly	12 Reports	12 Reports	12 Reports	12 Reports	12 Reports			Manager Community facilities		To educate communit y on safe guarding halls The usage of EPWP to safe guard assets
Cost drivers Repairs and maintenanc e	Number of reports on Cost drivers Repairs and maintenance			Monthly report to be submitted to portfolio	12 Reports	12 Reports	12 Reports	12 Reports	12 Reports			Technical Department and SCM		Employ Diesel Mechanic Purchase lowbed trailer
Cost Drivers for Overtime expenditure	Number of reports on the Cost Drivers for Overtime expenditure			To reduce expenditure on overtime	12 Reports	12 Reports	12 Reports	12 Reports	12 Reports			Expenditure Manager/		Logging & recording of all customer care complaint s and issuing of reference numbers
Reduce expenditure of landfill site	Number of reports on expenditure of landfill site			For the municipality to carryout tasks performed by service provider					Do functions internally			Cleansing and maintenance Manager		Employ Engineer and do the functions internally
Cash coverage	Cash coverage		1-3	5 Months	5 Months	5 Months	5 Months	5 Months	5 Months	N/A		All		

Employ the service of debt collector	Employ the service of debt collector by date			Reduce the debtors book and enhance revenue collection	Commencment in new financial year							Revenue Manager/ Service provider	Attorneys are too costly to collect outstanding debt	Reduce the debt owed by customers by assistance of debt collection service provider
Loss of Electricity	Number of reports on the Loss of Electricity			Submit monthly report to electricity department for investigations of customers low consumptions	12 Reports	12 Reports	12 Reports	12 Reports	12 Reports			Revenue Manager	Theft of electricity	Providing reports to electricity department for further investigation
Improve Expenditure and maximise the economies of scale and value for money	Poor Revenue Collection			Reduce Debtors book by 30%	12 Reports	12 Reports	12 Reports	12 Reports	12 Reports			All	Poor collections and cashflow problems	Ensuring disconnections are continually done -Service delivery is properly maintained e.g. grass cutting/pothole repairs to ensure less public dissatisfaction
Improve Expenditure and maximise the economies of scale and value for money	Unplanned Expenditure included in Budget			Minimise the inclusion of unplanned expenditure		Monthly	Monthly	Monthly	Monthly			Council	Result is increased UIFW and Eroding of funds	Avoid approving unplanned expenditure
GOVERNCANCE														
To promote participative , facilitative accountable governance	Establishment of a customer care unit			Established (touch – point) Fully fledged Customer Care	Review of organisational structure to	Acquisition of tools of trade	Fully fledged 24 HR Customer Care					Mayoralty & communications manager	Communities do not have one central point to report complaints.	

					include customer care									
To promote participative, facilitative accountable governance	Develop system to coordinate stakeholders and their engagements	Stakeholder Management	Decentralised municipal stakeholders	Managed and well-coordinated stakeholders	Development of stakeholder database							Mayoralty & communications manager	Unco-ordinated stakeholder participation	
To promote participative, facilitative accountable governance	Continuous Public Participation capacity building for ward committees	Capacity building		Effective public participation systems	Two trainings	Two trainings	Two trainings	Two trainings				Mayoralty & communications manager		
To promote participative, facilitative accountable governance	100% ward committee functionality	Ward Committee functionality	27%	100% functionality of ward committees	100%	100%	100%	100%				Mayoralty & communications manager	Poor functionality of ward committee.	
INFRASTRUCTURE DEVELOPMENT														
MIG Performance	MIG expenditure	100%	100% By June	100%	100%	100%	100%	100%	R 26 163,00	21 163 095		Umuziwabantu	Due to delays in advertising and awarding of service providers, we had challenges in meeting the Risk Adjusted Targets	Sourcing of panel of service providers
Roads Routine Maintenance	Filling of Vacant Position		Position filled by June 2024	Request submission and budget approval	100%	100%	100%	100%				Umuziwabantu	Unavailability of a diesel mechanic results in unnecessary delays during plant breakdown	Budgeting and filling the Diesel Mechanic post for the 2023/2024 financial
EPWP	Unemployment & Poverty	Increase work opportunities	45 WO by June 2023										Municipality been non-compliant and has been receiving minimum IG allocation as a result	Approval of the EPWP data capture and Coordinator post will assist to improve coordination,

														compliance, and subsequently increased IG allocation
Electrification of Ward 1 & Ward 4	Construction progress	90%	100% by June 2023	Energising of connections					7 500 000,00	7 500 000,00		Umuziwabantu Municipality	Delays in procurement of split meters due to having 2 suppliers recommended by Eskom	Meters will be received by end March 2023 as confirmed by the supplier
Electrification of various ward (1,4,2,5,6,7, 9,& 10/	Construction progress		100% by June 2023	Planning & Eskom Approval	100% by June 2024				15 919 000,00	3 600 000,00		Umuziwabantu Municipality	Delays in obtaining Eskom approvals	Planning process must start before the beginning of financial year
Construction of Fantini Assess Road Ward 6	Construction progress		100% completion by 30 June 2024	Planning & Design	100% by June 2024				4 768 819,47	424 945,84		Umuziwabantu Municipality	N/A	N/A
Mazakhele Community Hall	Construction progress		100% June 2024	Planning & Design	100%				10 173 753,30	544 739,01		Umuziwabantu Municipality	Harding Sport Precinct Phase 2 which within close proximity, includes the construction of a Multi-Purpose Hall. This is a duplication services	Another project be reprioritised and a portion of budget is injected on completing Sport Precinct which will serve the same purpose
Harding Sport Precinct Phase 2	Construction progress	40%	100% by June 2024	40%	100%				19 532 580,23	5 996 808		Umuziwabantu Municipality	Limited budget for capital and depending on grants	Project has been split over multi financial years

Construction of Mhlwazini Access Bridge	Construction progress	85%	100% by June 2024	85%	100%				10 652 893,12	5 598 792,78		Umuziwabantu Municipality	The project had a delayed start due to SCM process taking longer to conclude,	The project will fall into the next financial year
Enduveni and Edolophini Access Road	Construction progress		100% by June 2025		Planning & Design	100%			4 500 000.00	0,00		Umuziwabantu Municipality		
Upgrade of eMazibukweni (D862) access road to KwaShabane (D914)	Construction progress		100% by June 2025		Planning & Design	100%			6 500 000.00	0,00		Umuziwabantu Municipality		
Kwa-C Access Road	Construction progress		100% by June 2025		Planning & Design	100%			4 500 000	0,00		Umuziwabantu Municipality		
Upgrade of Field Street	Construction progress		100% by June 2025		Planning & Design	100%			8 500 000	0,00		Umuziwabantu Municipality		
Upgrade of Malini Access Road	Construction progress		100% by June 2026			Planning & Design	100%		4 500 000	0,00		Umuziwabantu Municipality		
Ekhuze Access Road	Construction progress		100% by June 2026			Planning & Design	100%		4 500 000	0,00		Umuziwabantu Municipality		
Upgrade of Mdlangathi Access Road	Construction progress		100% by June 2026			Planning & Design	100%		5 500 000	0,00		Umuziwabantu Municipality		
Mayela Access Road	Construction progress		100% by June 2026			Planning & Design	100%		4 500 000	0,00		Umuziwabantu Municipality		
Ghost Town Roads Upgrade	Construction progress		100% by June 2027				Planning & Design	100%	8 500 000.00	0,00		Umuziwabantu Municipality		

Gugwini Access Road	Construction progress		100% by June 2027				Planning & Design	100%	4 500 000.00	0,00		Umuziwabantu Municipality		
Road from Bhidla to Sabelweni	Construction progress		100% by June 2027				Planning & Design	100%	4 500 000.00	0,00		Umuziwabantu Municipality		
Access Road from Madamini to Clinic	Construction progress		100% by June 2027				Planning & Design	100%	4 500 000.00	0,00		Umuziwabantu Municipality		
Tarring of Mazakhele Phase 2	Construction progress		100% by June 2027				Planning & Design	100%	8 500 000.00	0,00		Umuziwabantu Municipality		

SECTION K: PROGRAMS AND PROJECTS FOR SERVICE DELIVERY

In line with the Municipal Systems Act, the Municipal Council engaged all communities within the Municipality in a public participation process of reviewing the IDP through IDP and Budget Road shows. The Road shows provide an opportunity to all members of the community a platform to give inputs in the IDP. Here below are the projects and programmes provided by the communities of Umuziwabantu.

NATIONAL KEY PERFORMANCE AREA			INFRASTRUCTURE AND SERVICE DELIVERY						
CODE	**PROJECT NAME**	**WARD**	**RESPONSIBLE DEPARTMENT**	**22/23 BUDGET ALLOCATION**	**23/24 BUDGET ALLOCATION**	**24/25 BUDGET ALLOCATION**	**25/26 BUDGET ALLOCATION**	**26/27 BUDGET ALLOCATION**	**NATURE**
LM1	Esikhizeni access road to C	1	Umuziwabantu Municipality						
LM2	KwaLinda access road	1	Umuziwabantu Municipality						
LM3	Ekhuzeni access bridge	1	Umuziwabantu Municipality						
LM4	Kwasihoqo sports field	1	Umuziwabantu Municipality						
LM5	Mahelani sports field	1	Umuziwabantu Municipality						
LM1	Exambu to Murshmount access road	2	Umuziwabantu Municipality						
LM2	Esabelweni Nlovini access road	2	Umuziwabantu Municipality						

LM3	Shlwathi to Mpeshu access road	2	Umuziwabantu Municipality						
LM4	Nciya to Esiganseni farm access road	2	Umuziwabantu Municipality						
LM5	Mnukwa hall roof	2	Umuziwabantu Municipality						
LM1	Edabulini access road	3	Umuziwabantu Municipality						
LM2	Field street	3	Umuziwabantu Municipality						
LM3	Gallaway street	3	Umuziwabantu Municipality						
LM4	Wema street access road	3	Umuziwabantu Municipality						
LM5	Keate street	3	Umuziwabantu Municipality						
All 1	Harding Sports Precinct	All	Umuziwabantu Municipality						
All 2	Municipal Pound	All	Umuziwabantu Municipality						
All 3	Extension of Harding Cemetery	All	Umuziwabantu Municipality						
LM1	Mdumukweni access road	4	Umuziwabantu Municipality						
LM2	Xinihagu access road	4	Umuziwabantu Municipality						

LM3	Dolophini access road	4	Umuziwabantu Municipality						
LM4	Enduveni access road	4	Umuziwabantu Municipality						
LM5	Matendeni	4	Umuziwabantu Municipality						
LM1	Access road from D908 to kwa-Mayela	5	Umuziwabantu Municipality						
LM2	Access road from Ngunjini to Mzinhlanga	5	Umuziwabantu Municipality						
LM3	Sports Field	5	Umuziwabantu Municipality						
LM4	From kwaMemela to Ntonga river	5	Umuziwabantu Municipality						
LM5	Skills Centre	5	Umuziwabantu Municipality						
LM1	Fantini (Mavetheni road)	6	Umuziwabantu Municipality						
LM2	Ntunjini access road	6	Umuziwabantu Municipality						
LM3	Hall	6	Umuziwabantu Municipality						
LM4	Clinic	6	Umuziwabantu Municipality						
LM5	Hhelem access road	6	Umuziwabantu Municipality						

LM1	Emazibukweni road to Shabane	7	Umuziwabantu Municipality						
LM2	Sport complex	7	Umuziwabantu Municipality						
LM3	Hall	7	Umuziwabantu Municipality						
LM4	Ndaka access bridge	7	Umuziwabantu Municipality						
LM5	Road next to Ntaba P.S	7	Umuziwabantu Municipality						
LM1	Gayiga to Nyawo bridge	8	Umuziwabantu Municipality						
LM2	Madami to Clinic access road	8	Umuziwabantu Municipality						
LM3	Ikhwezi youth and Art center	8	Umuziwabantu Municipality						
LM4	Gayiga road	8	Umuziwabantu Municipality						
LM5	Khwezi main road and Hall	8	Umuziwabantu Municipality						
LM1	1.Esikhulu access road & Nhlanjeni	9	Umuziwabantu Municipality						
LM2	2.Emlolweni access road & access bridge	9	Umuziwabantu Municipality						
LM3	Emlolweni access road & access bridge	9	Umuziwabantu Municipality						

LM4	Esikhulu access road & Nhlanjeni	9	Umuziwabantu Municipality						
LM5	Guncwini access road & Mbizweni	9	Umuziwabantu Municipality						
LM1	Mangashuza access road	10	Umuziwabantu Municipality						
LM2	Maxamini access road	10	Umuziwabantu Municipality						
LM3	Madwaleni access road	10	Umuziwabantu Municipality						
LM4	Bhekene access road	10	Umuziwabantu Municipality						
LM5	Diphini access road	10	Umuziwabantu Municipality						
LM1	High must phase 2&3 and Mbotho	11	Umuziwabantu Municipality						
LM2	Hall renovation kwa-Mbotho	11	Umuziwabantu Municipality						
LM3	Access Road phase 1,2,3, Grinfield and Mbotho	11	Umuziwabantu Municipality						
LM4	Water phase 1 , 2 & 3	11	Umuziwabantu Municipality						
LM5	Sewage phase 1 , 2 & 3	11	Umuziwabantu Municipality						

2023/2024 IDP/ BUDGET ROADSHOW: PUBLIC COMMENTS

The Umuziwabantu Council under the leadership of the Mayor Cllr LS Zungu and the District Mayor visited all the municipal wards to present the IDP and Budget for the 2023/2024 financial year. The following are the comments received from the communities.

Ward 03

1. **Nomanene Manqanda**
    - Requested for maintenance of the Ehlathini House of Prayer.
    - Requested the upgrade of Access roads in the ward.

Ward 04

1. **Siyanda Sikhahlane**
    - Requested a water monitor.
    - Requested assistance for the development of co-ops.

Ward 05

1. **Mkhize Ronnie**
    - They need stand pipes at Shayihhangu.
    - They are Complaining about job opportunity.
    - They are complaining about water.

Ward 06

1. **Mokoena Siyanda**
    - Requested a community hall
    - Complained about street kids in the ward
    - Requested an upgrade of Fantini access road
    - Requested a Budget adjustment in favour of Faith Based Organisations
    - Highlighted the need to create job opportunities
    - Requested the upgraded of Ntshangwe access road

2. **Manelisi Dlomo (emshisweni)**
    - Requested boreholes and Jojo tanks in the area.

3. **Thobile Sukude (Ntlanza)**
    - Highlighted the need for network tower due to poor cellular reception.
    - Requested that the municipality must extend the date of matriculant registration fee support.
    - Requested that the municipality purchase generator to assist electricity to pump water.
    - Requested support in their co-operations in agriculture.
    - Complained about dirty water.
    - Requested support in games and reed dance.

4. **Nontuthuzelo Machi**
   - Requested water tank in the area

5. **Muzi Machi (Emshisweni)**
   - Complained that water comes out at night rather than the day.

6. **Mr Gavu (Emshisweni)**
   - Complimented the condition of access roads.
   - Requested for TEBA offices.

7. **Zandile Nciki (Emjika and Magwala)**
   - Complained that water is only available when there is a meeting.
   - Requested for RDP houses.
   - Complained about lack of job opportunities.

8. **Thembelani Sikhahlane (Nhlanza)**
   - Complained about the lack of water.
   - Enquired about the Municipality's selection process for hiring/job opportunities.
   - Requested for nearby colleges or in the community.

9. **Bongiwe Mkani (Emthentu)**
   - Requested that a bridge be built in Xhamini near her house as the water flows of heavy rainfalls destroys and demolishes her home.

10. **Siyanda Sikhahlane**
   - Requested for further training for ward committees.

Ward 07

1. **Zanempilo Memela**
   - Requested for an increase in the youth development budget.
   - Requested for Jojo tanks.
   - Requested for employment opportunities for the youth.
   - Requested for a Sport Office.

2. **Mr Ntozakhe**
   - Requested for Mazibukweni access road to be extended.

3. **Siphelele Xaba**
   - Requested for Ndaka access road to be fixed.
   - Enquired if is it possible to decrease the gender budget and add to the youth office.
   - Requested an increase in the budget of the special programmes unit.
   - Requested that the Mayoral cup must include all the wards in the form of a soccer league that will run throughout the year.
   - Requested that the Municipality study assistance money must not be specific for the matriculant only.

- Requested a borehole at Elubala.

Ward 08

1. **Pastor Nkomo**
   - Requested that Pastors be included in the planning of the Faith Based Organisations and religious budget.

Ward 09

1. **Elfas Mtshezi**
   - Request that Home Affairs and SASSA offices must be build near to their community so that elders and disable people can get help.

2. **Bhekuyise Mtshezi**
   - Requested stones in access road from eSivivaneni to Mancwaneni.
   - Requested a bridge eMthavuna to be fixed.
   - Requested water.
   - Requested free Wi-fi in Engele community hall.

3. **Thabile Phungula**
   - Requested for Nhlanjeni bridge to be fixed.
   - Requested for employment opportunities for the youth

4. Khumalo Rosewell
   - Requested for lightening conductors.
   - Requested for job opportunities for disabled persons.
   - Requested water in Bhudlu.
   - D1100 from Ntuli to Jiyajiya access road to be fixed and Mjika and Stezi road.

5. **Azile Mbuthuma**
   - Requested for budget adjustment from the HIV and Aids budget to the Youth office budget.

6. **Thamsanqa Mbuthuma**
   - Requested RDP houses and access roads in Engele.

7. **Luxolo Xolo**
   - Requested for Access roads in Engele

Ward 10

1. **Thembekile Ncayane Ntlokoyenkono**
   - Complained about the state of water.

Ward 11

1. **Wendy Jama**
   - She suggests that the youth office must implement programmes such as a drivers license program and computer certificates.
   - Requested for school buses at Maweleni primary school.

2. **Wiseman Mbotho**
   - Requested the upgrade of access roads in the Mount Nebo area and a community hall.
   - Requested a sportsfield

3. **Alfios Sikhosana**
   - Enquired about the criteria the municipality uses to employ people.
   - Requested for Jojo tanks at Ekhuze.

4. **Zanele Mbulu(D250)**
   - Requested for RDP houses,water and access roads.
   - Requested for school transport/bus at Marshmount.

5. **Zandile Mkhize**
   - Enquired about the status electricity infills.

PUBLIC PARTICIPATION ANALYSIS

The purpose of this section is to discuss public participation as an integral part of the IDP development and implementation process. The section also outlines principles, processes and structures to ensure effective public participation in the development and implementation of an IDP.

This function falls under the office of Mayoralty and Communications and the Manager reports directly to the Municipal Manager. Public participation is encouraged through the Mayoral Izimbizo and Budget Road shows. Umuziwabantu has a Community Participation Strategy that is reviewed when a need arises. The strategy commits itself to use community to ensure communities even the marginalized are involved in the development from the initial phases of development projects. A public participation forum has been established to effectively deal with public participation structures and issues thereof.

As per the Back to Basics approach, municipalities must develop affordable and efficient communication systems to communicate regularly with communities and disseminate urgent information. The basic measures to be monitored include:

• The existence of the required number of functional Ward Committees;

• The number of effective public participation programmes conducted by Councils

• The regularity of community satisfaction surveys carried out.

To the above mentioned, Umuziwabantu Municipality takes pride in announcing that it fully adheres to the Back to Basics approach, all is in place and fully functional.

Umuziwabantu encourages public participation of local communities through various mechanisms including but not limited to ward committees. Ward committees have been established in all 11 wards and are fully functional with a 100% rating. A number of community report back meetings are held every month.

Public Participation Cluster Meetings

The municipality introduced cluster meetings that sit quarterly to ensure that all issues received from communities are responded to timeously. These cluster meetings are chaired by Portfolio Committee Chairs (Political Champions). HoDs are Administrative Champions. All Stakeholders participate in these meetings. Amongst other responsibilities these committees undertake, they deliberate on SDBIP progress, responses on service delivery issues raised during the previous quarter, deliberate on new issues if any and report on Ward Committee functionality.

Public participation by various stakeholders e.g. Traditional Authorities have also been involved. It must be further noted that public participation reports are submitted to Council on regular basis. The Mayor ensures that she meets at least once quarterly with Amakhosi and Council resolved that Amakhosi should sit on all council meetings as per Section 81.

Participation Analysis

The mechanisms that the municipality uses for its public participation are as follows:

• **IDP Representative Forum (IDP Rep Forum)**

This forum represents all stakeholders and is as inclusive as possible. Efforts have been made to bring additional organisations into the Representative Forum and ensure their continued participation throughout the process.

• **Media**

Local newspapers are used to inform the community of the progress of the IDP Review.

• **Information Sheets**

This will be prepared in English and IsiZulu and be distributed via the Representative Forum; Council and Ward Committees.

• **Road Shows / Izimbizo**

Road shows are held twice a year, April and November in all the wards within the municipality.

• **Radio Slots**

These are mainly used by the political leadership. These are recommended where possible if they suit the municipality's programme financially and otherwise. A budget of R1.550M has been set aside for radio slots for this current financial year.

Amakhosi Participation

The Municipal Structures Act, Section 81 stipulates that Traditional Authorities may participate in the proceedings of the Council. This is carried out to enable the traditional leaders to partake in development issues or any facing their jurisdiction. Ray Nkonyeni Municipality has adhered to this section of the Act. There are two Traditional Authoritatives in Council who represent the all traditional leaders within the municipality.

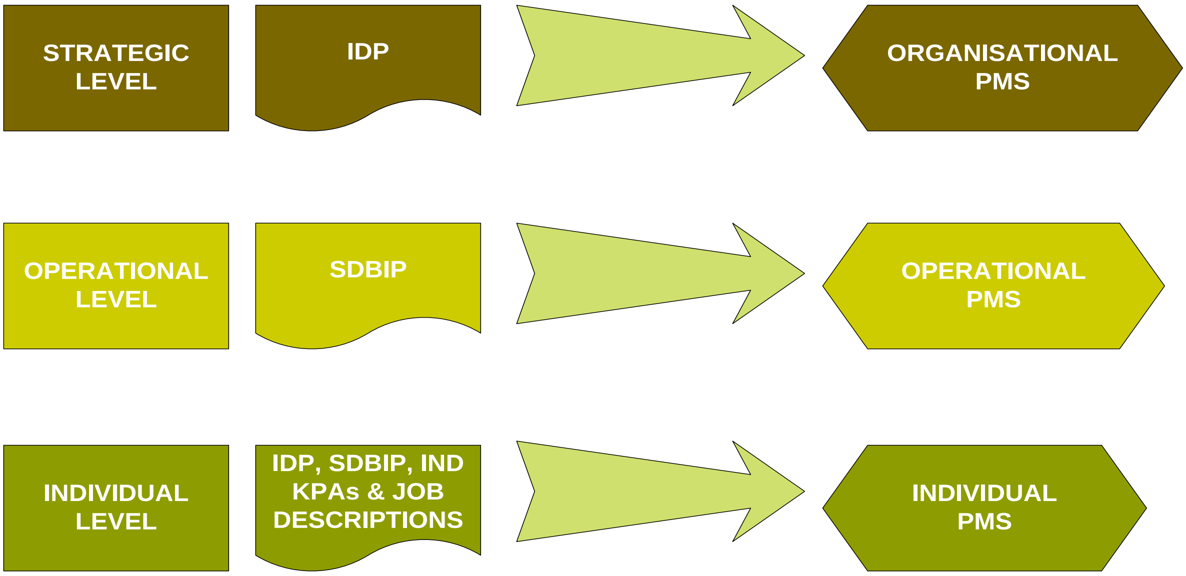
SECTION L: PERFORMANCE MANAGEMENT SYSTEM

The Municipal Planning and Performance Management Regulations stipulate that a Municipality's Organisational Performance measurement (OPMS) must entail a framework that sets out how the municipality's cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organized and managed, including determining the roles of the different role players.

In line with the said legal requirements, this framework should be seen as a policy document that sets out:

- The requirements that the Municipality's OPMS will need to fulfill.
- The principles that must inform its development and subsequent implementation
- The preferred performance management model of the municipality
- The process by which the system will work
- The delegation of responsibilities for different roles in the process and
- A plan for the implementation of the system.

The municipality has developed a performance management system which is being used to monitor and measure progress on municipal performance in terms of service delivery as per adopted programmes and projects in the IDP.
PMS is linked to the Municipal IDP and budget to ensure that whatever the municipality is doing articulates the Municipal vision, objectives and community aspirations. The performance of the Municipality is being reviewed quarterly and corrective measures are being implemented where necessary.



The Municipality has developed a performance management system which will be used to monitor and measure progress on municipal performance in terms of service delivery as per adopted programmes and projects in the IDP. The performance management system is linked to the Municipal IDP and budget to ensure that whatever the municipality is doing articulates the municipality's vision, objectives and community aspirations. The performance of the municipality will be reviewed quarterly and corrective measures be implemented where necessary.

Additionally the municipality ensures that all section 57 employees sign performance contracts aligned to the municipal IDP and objectives. The municipality will also ensure that employees reporting directly to Head of Departments have performance plans to enable a focused performance of the municipality.

PMS KEY ELEMENTS PROGRESS AND STATUS

ELEMENTS	PROGRESS
Performance Management System Framework	(2023/2024) In place and reviewed annually
Section 57 employees Performance contracts 2023/2024	In Place and signed annually
Performance Audit Committee	In place
Employee performance appraisal system	2006 Regulations and adopted PMS policy
Annual Report 2021/2022	Annual report tabled to Council and publicised for comments.

Quarterly Reports	Conducted on quarterly bases
Public Participation	Conducted
Customer satisfaction surveys	Not done

ANNEXURES		
NO.	**SECTOR PLAN**	**STATUS OF PLAN**
01	Spatial Development Framework	Reviewed annually
02	Infrastructure Master Plan	Outdated, To be reviewed
03	Housing Sector Plan	Adopted
04	Strategic Environmental assessment	Adopted
05	PMS policy Framework	Reviewed annually
06	SDBIP	Approved by Mayor
07	IDP/Budget Process Plan	Reviewed annually
08	DM sector plan	Reviewed annually