UMKHANDLU
UMSHWATHI
MUNICIPALITY

INTEGRATED DEVELOPMENT PLAN
IDP REVIEW FOR 2024/2025

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FOREWORD BY THE HONOURABLE MAYOR

Image 1: His Worship, The honourable Mayor: Cllr G.M Zondi

I wish to take this opportunity to introduce the IDP 2024/2025 to the community of uMshwathi. In the same vein, I would also like to take this opportunity to welcome the new councillors of uMshwathi and I would like to appreciate all the contributions of ward councillors and constituencies for their commitment which has been phenomenal. I am humbled by the fact that not a single ward was left out in the allocations of funds that has been affected equitably characterised by the promotion of service delivery to all the wards of the municipality.

The 2024/2025 IDP process has enjoyed adequate public participation. We started with the need's identification of each ward, whereby all the communities identified their needs as per municipal priorities. During the budget process a municipal wide *Imbizo* was conducted to present the proposed budget to the community congruent with the Batho Pele principles of consultation. During consultation meetings it became evident that community needs are invariably continuous. Whilst the provision of infrastructure such as community access roads, community halls, crèches, sport fields, taxi ranks, etc. are critical, we have also seen an emphasis with regards to the socio-economic issues besieging our community: the rate of unemployment within our municipality is shockingly to high, yet we appreciate that it would be grossly ill-advised to perpetuate the culture of dependency through the misconception that our people are poor and that therefore they cannot endeavour to claw their way out of poverty. On the contrary, our people would be assisted to realize their potential and capitalize on their strengths and the opportunities that are available in uMshwathi through our LED initiatives and programmes. Moreover, previously, COGTA introduced the Back-to-Basics initiative with a view to ensure that the municipality, working in conjunction with other spheres of government, will ensure that critical issues that require urgent attention shall indeed be addressed.

As uMshwathi Municipality, we have taken cognisance of this great initiative and have been working jointly political and administrative components as well as the community members in improving service delivery. We are striving to create a favourable environment that is conducive for attracting and enabling investors to invest in our towns and surrounding areas. In our endeavour to create an investor-friendly climate, we are guided by our competitive and comparative advantage. In this regard we are conscious of the fact that we are largely an eco-tourism and agricultural oriented economy and consequently we need to build on this strength whilst we simultaneously gradually diversify same through value adding mechanisms. It is also crystal clear to us that we need to enhance our tourism and agricultural sectors as the key economic drivers of our local economy. Accordingly, we need to prioritize capacity building of emerging tourism practices, SMME's, Co-ops and we should mitigate against all risks that might derail our resolve in this regard. We take this opportunity to express our appreciation and gratitude to all stakeholders for being tolerant of one another's expectations and doing their part of the bargain when due processes require of them to do so.

A review of an organogram has been approved by the council to render it to be congruent with our strategic goals as a municipality. It follows, therefore, that there is a need for restructuring and human resource capacity building if we are to achieve our objectives as a municipality. Pertaining to our Financial Viability and Management, we aim to cut down on unnecessary expenditure and enhance our revenue base through proper and appropriate rating system and effective credit control.

The municipality has also played a crucial role in addressing the social ills that are embedded in our communities. To this end, our community service unit together with other stakeholders conducted several campaigns. The HIV/AIDS and Substance Abuse Strategy were reviewed, and an action plan developed. These shall be communicated with other stakeholders for their inputs and actions in addressing some of the issues that have identified. I take this opportunity to also record that I have also successfully chaired the Local Aids Forum after which reports were submitted to the District Aids Council for further action. The municipality has also revived the gender-based forums such as Men's, Women's and Senior citizens and the disability forum. At this juncture we are in the process of reviewing youth forum.

In synchronizing the inter-governmental relation activities, the municipality has combined the ward committee meetings together with war rooms for effectiveness. To further enhance the development of our municipality, the Spatial Development Framework and the Land Use Management Scheme were approved by the council in line with the Spatial Planning and Land use Management Act. The Local Economic Development Strategy which forms part of the above-mentioned plans was adopted to promote local economic development in the area.

It will be remiss of myself not to emphatically appreciate the contribution of our communities and various stakeholders to the IDP and having largely made uMshwathi a liveable municipality.

Thank you.
Cllr. G. M ZONDI
His Worship the Mayor of uMshwathi Municipality.

MUNICIPAL OVERVIEW BY MUNICIPAL MANAGER

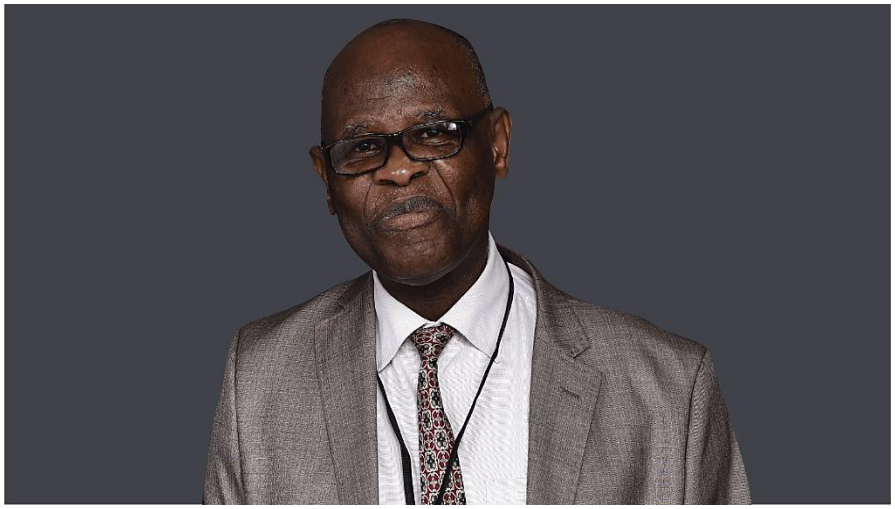


Image 2: Municipal Manager: Mr N.M. Mabaso

I am pleased to present uMshwathi Municipality 2024/2025 IDP to our community and to all other stakeholders, which sets out a clear vision for our future. The plan goes beyond the mere fulfillment of legal requirements and presents a collective and clear strategy to continue with the momentum of changing the lives of our communities. The plan is a synopsis of our community aspirations for development, and it is underpinned by national development goals as contained in the NDP. During the previous financial year, the municipality laid a solid foundation for a growth-enabled environment. As part of the municipality's proper and well-guided development initiative, I am happy to announce that the process of conducting a Land Audit that was undertaken will assist the municipality in enhancing revenue, and a new GIS system that has been developed will assist the municipality in monitoring the Land use management system that will be linked to the valuation roll. The development of the Bhamshela, Trustfeed, Mpolweni, Dalton and New Hanover Local area plan is another project that the municipality is currently developing. Bhamshela is a rural economic node that has the potential to be the largest commercial node that will see further development surrounding wards 5, 4 and 14 of UMshwathi Municipality and ward 6 of Ndwedwe Municipality as well as promoting cooperative governance within the two municipalities.

A pronounced reality of limited financial resources, lack of land for development and a high level of unemployment in the face of scarce economic opportunities unfortunately remains unabated. Our optimism for a bright future rests on our intent to increase the rate of debt collection, reduce high vacancy ratio, and sustain good performance on set objectives. Furthermore, several Human Resource capacities, building internal and external have been done to improve skills and to continue in the innovation of identifying additional sources of revenue for the municipality. I am delighted to have it placed on record that the municipality has made a smooth and successful transition to mSCOA, which is a new financial management and reporting regulation applicable to the entire local government. In recent months, corporate image symbols that are utilised by the municipality to aid and promote

public recognition have come under the spotlight, and a strong consensus emerged for their review owing to the passage of time.

The review process has since commenced, and the end results will be defined in the subsequent public consultations. I am encouraged by the road map charted in the Integrated Development Plan, as it fundamentally outlines what we need to achieve in partnership with our community and to take advantage of opportunities and avert hurdles that lurk ahead of us. Our IDP is a key tool in making wide progress in the delivery of sustainable services and the general improvement of the lives of our community. I do trust that you will find our IDP to be as stimulatingly informative as intended. I welcome any thoughts or ideas you have on our long-term plan.

Thank you.

MR N. Maxwell Mabaso

Municipal Manager

Figure 1: Composition of Council

POLITICAL AND ADMINISTRATIVE GOVERNANCE STRUCTURE

The Municipality has a total of 27 Councillors comprising 14 Ward Councillors, and 13 Proportional Representatives (PR's). Each of the 14 Wards have fully functional Ward Committees that serve to enhance public participation in municipal affairs. Figure 1 below shows the list of councillors in uMshwathi Municipality. The administrative structure of the Municipality as approved by the Council has 5 main Departments namely, Office of the Municipal Manager (headed by the Municipal Manager), Department of Finance Services (headed by the Chief Financial Officer) and the Department of Corporate Services, Community Services and Technical Services (all headed by the General Managers). All the Departmental Heads, thus the general managers are appointed in terms of Section 54 of the Municipal Systems Act No 32 of 2000 and report directly to the Municipal Manager.

Figure 2: Municipal departments

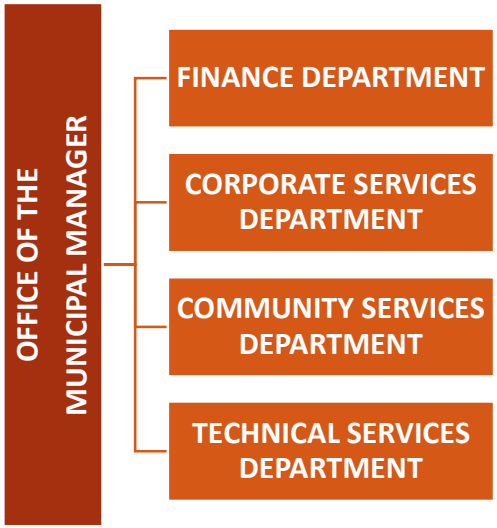
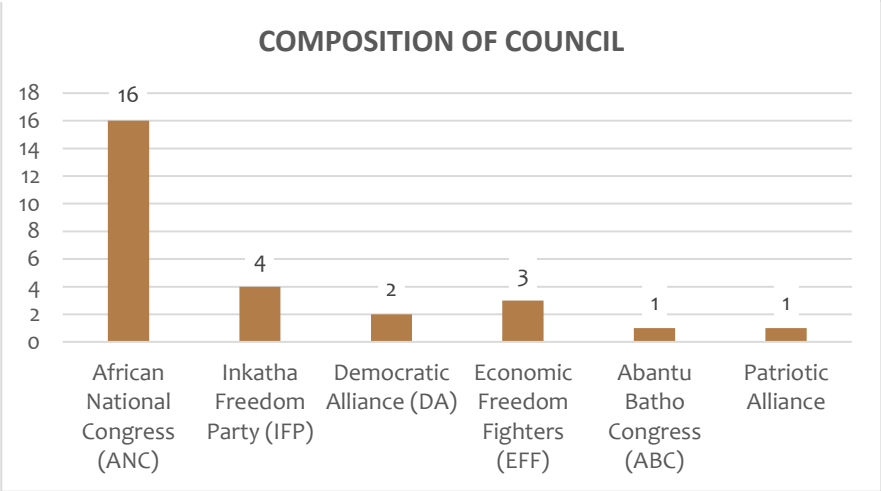


Figure 3: Composition of Council



The primary role of the municipal council is that of political oversight of the municipality's functions, programmes, and the management of the administration. All the powers of local government are vested in the municipal council. The functions of municipal governments include the following: Provision of state-run home services and basic unmet needs regarding health, education, environmental cleanliness, drinking-water in homes, recreation and sports. Essentially, Municipal councils take important decisions on behalf of the communities they represent. From the table above, it is clear that the Composition Council of uMshwathi is led by the African National Congress as the controlling party, followed by the IFP and DA and then latter the EFF. Below is a table illustrating the municipal departmental units and designation head.

Table 1:		
DEPARTMENT	**UNITS**	**HEADED BY:**
Office of the Municipal Manager	▪ Internal Audit ▪ Communications ▪ Monitoring and Evaluation ▪ Risk and Customer Care ▪ Legal and Council Support ▪ IGR ▪ Integrated Development Planning ▪ Development Planning	Municipal Manager (MM)
Finance Department	▪ Revenue and debt management ▪ Procurement and stock management ▪ Expenditure management ▪ Financial administration ▪ Budgeting ▪ Supply Chain Management ▪ Stock control ▪ Asset Management	Chief Financial Officer (CFO)
Corporate Services Department	▪ Administration ▪ Record management ▪ Facilities management ▪ Legal support ▪ Secretariat function ▪ Information Technology ▪ Personnel management services ▪ Staff transformation ▪ Training and development ▪ Labor relations ▪ Fleet management ▪ Occupational health and safety co-ordination	General Manager: Corporate services

Technical Services Department	▪ Building regulations ▪ Project management ▪ Municipal parks and recreation ▪ Municipal roads ▪ Pounds ▪ Public places ▪ Infrastructure maintenance ▪ Human settlement	General Manager: Technical Services
Community Services Department	▪ Economic Growth and Development ▪ Gender and disability ▪ Special Projects ▪ Childcare facilities ▪ Community facilities (halls & sports) ▪ Health Care Services ▪ Protection Services ▪ Motor licensing bureau ▪ Youth development Affairs ▪ Cemetery management ▪ Disaster management ▪ Refuse removal, solid waste disposal ▪ Cleansing services	General Manager Community Services

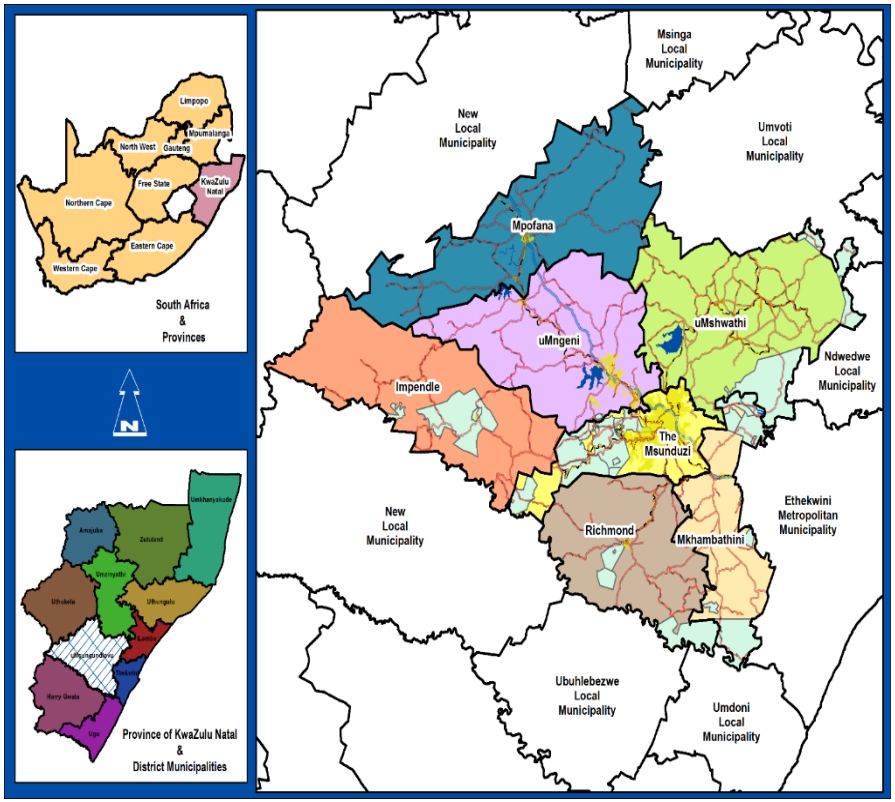
Executive summary

Introducing UMshwathi Local Municipality

1. EXECUTIVE SUMMARY

1.1 WHO ARE WE?

Map 1: uMshwathi spatial location within KwaZulu-Natal



The uMshwathi Local Municipality (LM), (KZN221), is strategically located within the uMgungundlovu District Municipal area, to the north of Msunduzi Municipality (Pietermaritzburg/ Capital City of KwaZulu Natal). UMshwathi is sharing a common boundary with Msunduzi, uMngeni, Mpofana, uMvoti, Ndwedwe, eThekwini, and Mkhambathini Local Municipalities. Covering a land area of approximately 1867.9km², the uMshwathi Municipality has 118 478 people living in according to Stats SA, census 2022.

The Municipality covers an area of approximately 1811 square kilometres in extent. The provincial positioning of uMshwathi accommodates secondary movement systems, which aim at providing efficient and effective access e.g., the R33 (Old Greytown Road) serves as the major/ main movement corridor between the N3 and the capital Msunduzi Municipality, to some of the surrounding local Municipalities towards the north such as UMvoti, Msinga, and Endumeni. Hence, due to these as well as many other characteristics, there is a clear reflection of the R33 being a primary development and access corridor offering a range of opportunities for investment in relation to the province.

The advantage of uMshwathi Municipality's close proximity to Pietermaritzburg (Msunduzi Municipality), opportunity exists for positive spin-offs for Local Economic Development (LED). The local economy can also be diversified through, the development of tourism infrastructure and middle to high-income residential and commercial developments that may be limited in Msunduzi.

1.1.1 SPATIAL SETTING

uMshwathi LM sits in the KwaZulu-Natal province as a local municipality of uMgungundlovu District Municipality. The uMshwathi Municipality features transportation networks such as the R33 (Old Greytown Road) and the R614 (Wartburg Road) which provide linkages from main centres such as Durban and Pietermaritzburg, to the interior of the province such as Greytown and Dundee. At a local level, both the R33 and the R614 have been identified as primary corridors that have the potential to become key development routes within the Municipality and Province by linking markets, places and people.

The land within the Municipality is dominated by agricultural landscapes (timber and sugar-cane) and rural-residential settlements. The four main urban centres within the Municipality are New Hanover, Wartburg, Dalton and Cool Air. While each of these centres vary in terms of the services they offer, the Primary Centre/ Node is New Hanover that serves as the Administrative Hub of the Municipality. Wartburg serves as the main Commercial Centre while Dalton is the main Service Industrial Hub within the Municipality. Outside of these main urban areas, are various other nodes which boast thriving economic activities, high concentrations of people, mixtures of land use and the availability of goods and services essential for the communities living around these nodes e.g., Bhamshela, Swayimane, Appelsbosch, Crammond, etc. Throughout the Municipality, there is a broad spectrum of services, facilities, amenities, and other opportunities which aim to improve the Municipality‘s economic, social, political and environmental status.

1.2 NUMBER OF WARDS AND TRADITIONAL AUTHORITY AREAS

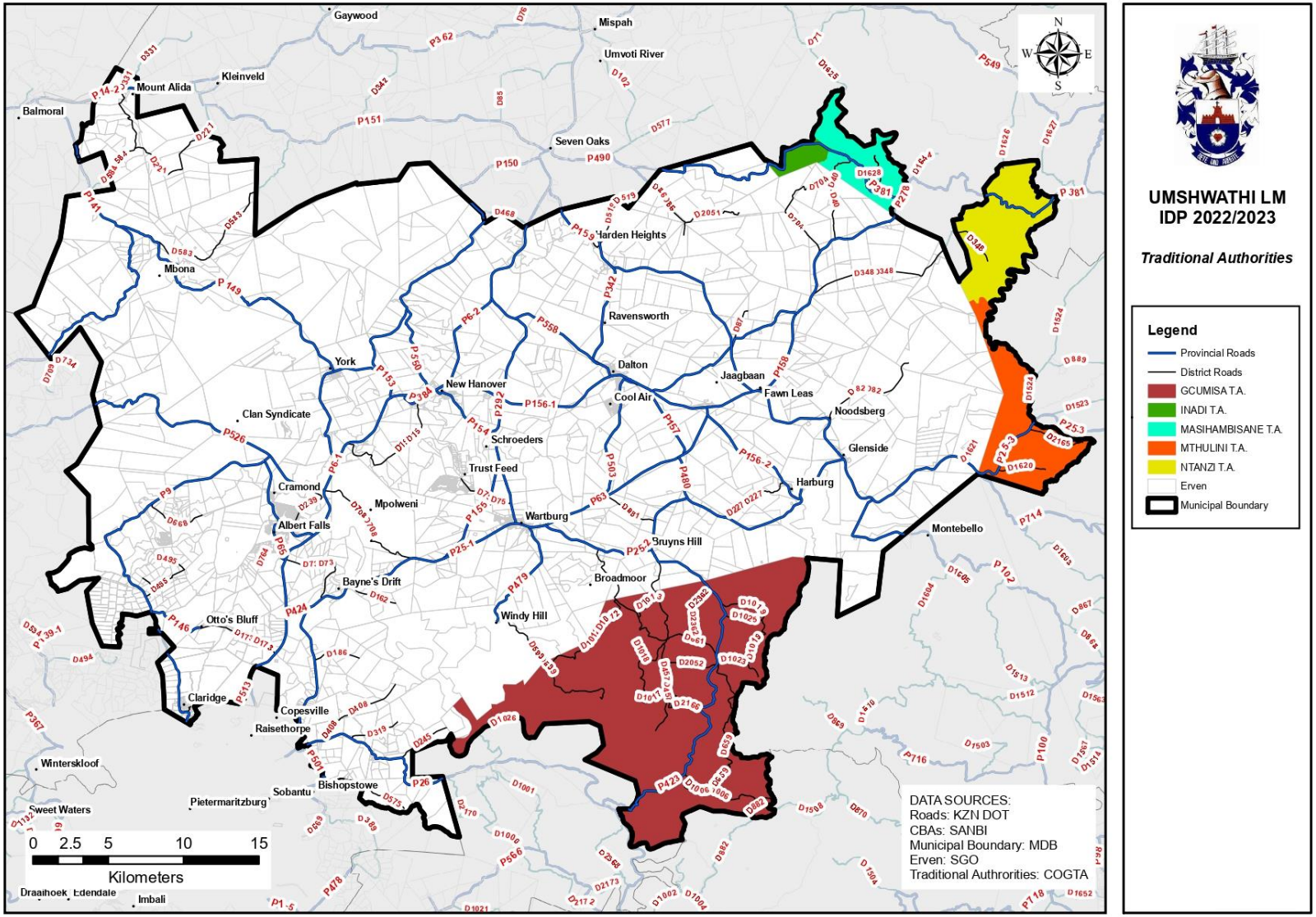
The UMshwathi Municipality recently launched a campaign named "Know your councillor," as shown in the figure below. The uMshwathi Municipality's Deputy Mayor, Cllr Nokuthula Mdunge, joined the Mayor, Cllr Mandla Zondi, to introduce council members to the Inkosi Gcumisa-led KwaSwayimane Traditional Council.

Figure 2: Launch on Know Your Councillor

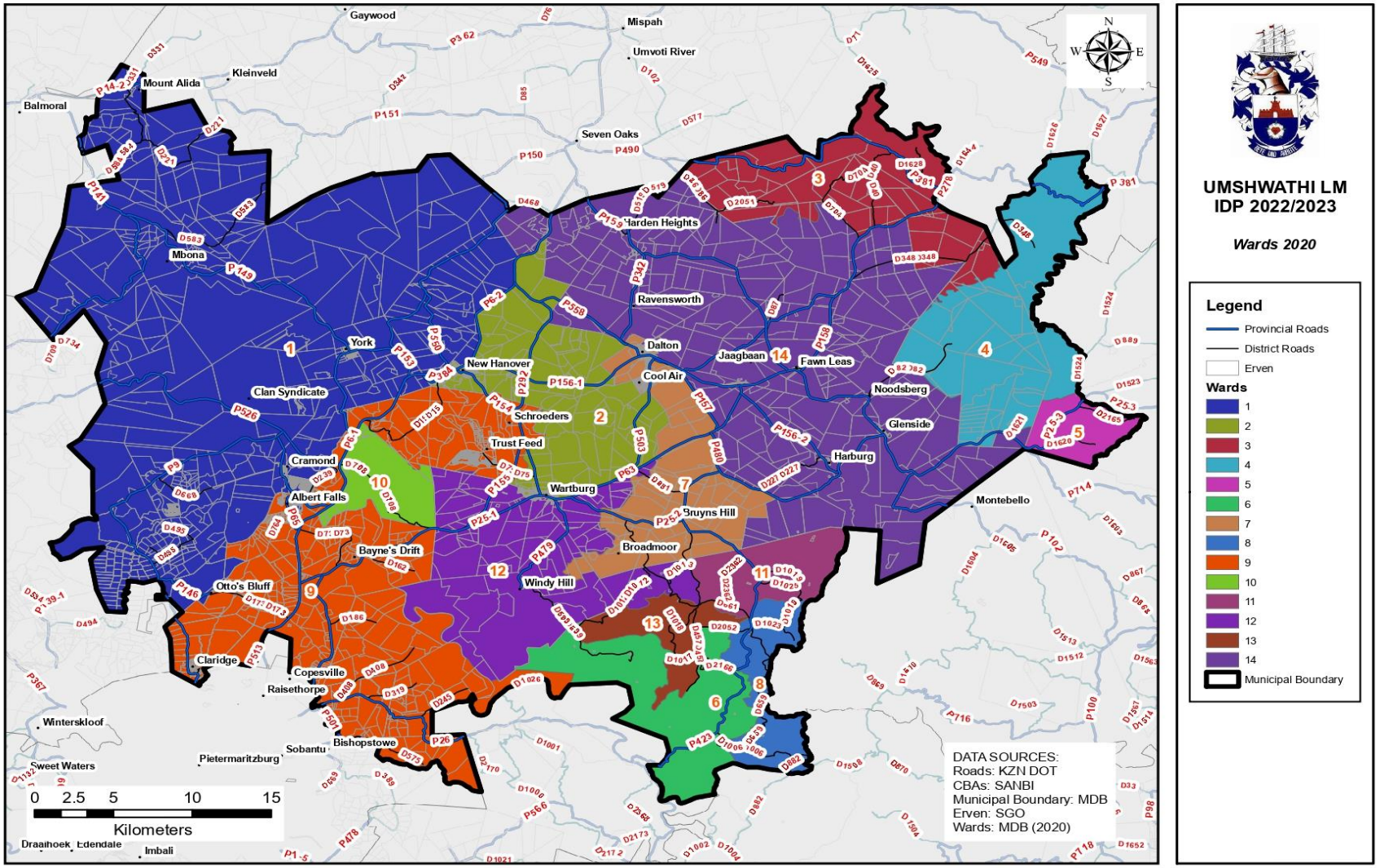
The maps below indicate the number of wards and traditional authority areas within uMshwathi Municipality. There are seven Traditional Council which exist within the municipal jurisdiction of UMshwathi, and these include Gcumisa, Inadi, Masihambisane, Mthulini, Gwamanda, Ndlovu and Ntanzi as illustrayed on the map above. Gcumisa being

located south of UMshwathi holds the dominant land compared to the rest of the other Traditional Authorities, whilst Inadi holds the least. In order to access such land for any economic initiative that would not only stimulate economic growth but also provide social development, Amakhosi would need to work with the government and the private developers by obtaining PTO of the land or be willing to explore PPP on economic development for the benefit of attaining the vision of UMshwathi.

Map 2: Traditional Authorities



Map 3: Wards


UMSHWATHI LM
IDP 2022/2023
Wards 2020
Legend
Provincial Roads
District Roads
Erven
Wards
1
2
3
4
5
6
7
8
9
10
11
12
13
14
Municipal Boundary
DATA SOURCES:
Roads: KZN DOT
CBAs: SANBI
Municipal Boundary: MDB
Erven: SGO
Wards: MDB (2020)
0 2.5 5 10 15
Kilometers
Gaywood
Mispah
Umvoti River
Mount Alida
Kleinveld
Balmoral
Seven Oaks
Harden Heights
Mbona
Ravensworth
Dalton
Jaagbaan
Fawn Leas
York
New Hanover
Cool Air
Noodsberg
Clan Syndicate
Schroeders
Glenside
Trust Feed
Harburg
Cramond
Albert Falls
Wartburg
Bruyns Hill
Montebello
Broadmoor
Bayne's Drift
Windy Hill
Otto's Bluff
Claridge
Copesville
Raisethorpe
Wintersklоof
Bishopstowe
Sobantu
Pietermaritzburg
Sweet Waters
Draaihoek
Edendale
Imbali

1.2 HOW WAS UMSHWATHI MUNICIPALITY 2024/2025 IDP DEVELOPED?

In developing this plan, the municipality took cognisance of the process plan that was adopted by council in terms of the Municipal Systems Act, 32 of 2000 to embark on extensive consultative process. The plan adopted clarified the roles and responsibilities, organisational arrangements and as well scheduled timeframes and alignment with other processes at different level (sector departments and public engagement. The plan also establishes a firm foundation for the alignment of the IDP, budget preparation and performance management processes. The following table elaborates the various consultations and processes that were followed in the development of this IDP.

Table 2: Summary of the IDP Process Plan with Activities and Meeting Dates

NUMBER	ACTIVITY	PROPOSED DATES	ACTUAL DATES
1.	Preparation of Draft Process Plan for the IDP 2024/2025 and submission to CoGTA for assessment.	31 July 2023	31 July 2023 Submitted Draft Process Plan to CoGTA for comments
2.	Adoption of Process Plan by Council (with or without recommendations from CoGTA)	31 August 2023	31 August 2023
3.	Advertising of Process Plan and commencement of IDP 2024/2025	01– 23 August. 2023	01– 23 August 2023
4.	Submission of adopted Process Plan to KZN CoGTA	1-31 August 2023	1-31 August 2023
5.	First IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss shortfalls of IDP/ Review Status quo/ Needs analysis/ inclusions of certain plans/ reviews/ requirements and way forward for each municipal department/ each department to give an overview of their relevant plans required for inclusion or review in the IDP.	1 September 2023	September 2023
6.	uMshwathi Ext. MANCO to work on requirements as per the 1st IDP Steering Committee meeting as well as submit all comments to Office of the Municipal Manager by end September 2023	September 2023	September 2023
7.	Second IDP Steering Committee Meeting (uMshwathi Ext. Manco): to discuss IDP progress and continuation measures/ Review objectives and strategies/ etc.	29 September 2023	October 2023
8.	uMshwathi Ext. MANCO to work on requirements as per the 2nd IDP Steering Committee meeting as well as submit all comments to Office of the Municipal Manager by October 2023 Project Identification and prioritisation	1 October 2023	October 2023
9.	1st REP-FORUM Meeting with Govt. Departments: Proposed Council Workshop: (i.e., to present the IDP 2024/25, provincial plans, programmes, and inputs)	27 October 2023	September 2023

NUMBER	ACTIVITY	PROPOSED DATES	ACTUAL DATES
10.	Third IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss IDP progress/ feedback from government Departments and Council Workshop/ any additional inputs from Municipal internal Departments/ Progress on relevant Plans and Chapters in the IDP/ etc.	4 November 2023	October 2023
11.	uMshwathi Ext. MANCO to work on requirements as per the 3rd IDP Steering Committee meeting as well as submit all comments to Office of the Municipal Manager by end November 2023	3 November -30 November 2023	November 2023
12.	2nd REP FORUM - PUBLIC PARTICIPATION meeting with Local Stakeholders (i.e., to present IDP progress and obtain inputs from ratepayers/ resident's associations/ business sectors/ local organisations/ Amakhosi/ LED groups/ etc.)	26 November – 3 December 2023	6 December 2023
13.	Fourth IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss IDP progress and intervention measures to be put in place to ensure all plans and programmes are completed before finalisation of the IDP	1 December 2023	January 2024
14.	uMshwathi Ext. MANCO to work on requirements as per the 4th IDP Steering Committee meeting as well as submit all comments to Office of the Municipal Manager by January 2023	1 December 2023 -January 2024	January 2024
15.	3rd REP FORUM meeting: To align Sector Department projects/ programmes prior to IDP public participation meetings.	April 2024	10 April 2024
16.	PUBLIC PARTICIPATION MEETINGS IN WARDS	November 2023 February 2024	February 2024
17.	Fifth IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss IDP progress, public meetings inputs or problems and gear IDP towards finalization	March 2024	March 2024
18.	Submit draft 2024/2025 IDP and draft 2024/2025 SDBIP to COGTA	31 March 2024	29 March 2024
19.	Sixth IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss Draft IDP 2024/2025 and any further changes/ inputs before the draft tabled at EXCO	March 2024	

NUMBER	ACTIVITY	PROPOSED DATES	ACTUAL DATES
20.	EXCO and Council approval of draft IDP	30 March 2024	30 March 2024
21.	Submission of draft IDP to KZN CoGTA for Provincial Assessments	31 March 2024	30 March 2024
22.	Seventh IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss Provincial Assessments on IDP and any further amendments prior to final adoption	April 2024	April 2024
23.	ADVERTISEMENT of Draft IDP for public comments/ objections/ inputs (minimum 21 DAY PERIOD)	1 April 2024	April 2024
24.	4th REP-FORUM Meetings/ Workshops (Govt. Departments/ Ratepayers/ Amakhosi/ Businesses/ Organizations/ etc.	21 May 2024	May 2024
25.	Mayoral budget/IDP Izimbizo	April 2024	15 April 2024
26.	Draft IDP and Budget tabled at EXCO	May 2024	May 2024
27.	Full Council meeting to approve the IDP and Budget	May 2024	Budget – IDP May 2024
28.	Newspaper Notice of Approved IDP and Budget	June 2024	June 2024
29.	Submission of final IDP to KZN CoGTA	30 June 2024	10 July 2024
30.	Implementation of IDP 2024-2025	1 July 2024	1 July 2024

1.3 IDP PUBLIC PARTICIPATION PROCESS

1.3.1 PUBLIC PARTICIPATION CONTEXT

It appears in Chapter 4 of the Municipal Systems Act (Act 32 of 2000) that a Municipality must encourage and create conditions for the local community to participate in the affairs of the Municipality, including the preparation, implementation and review of its Integrated Development Plan. In this context, the municipality is committed to a participatory process of IDP Review whereby the community will play a meaningful role. Four major functions can be aligned with the public participation process namely:

- *Needs identification;*

- *Identification of appropriateness of proposed solutions;*
- *Community ownership and buy-in; and*
- *Empowerment.*

IDP Structures, Activities and Meetings Held for 2024/2025 IDP

Refer to table 2 above.

1.3.2.1 IDP STEERING COMMITTEE

The Municipality's Department Heads form the technical working group known as the IDP Steering Committee. This group is chaired by the municipal manager. Managers reporting to the Heads of Departments form part of the IDP Steering Committee meetings. The IDP Steering Committee members serve as the representatives who prepare technical reports and information, formulate suggestions, and prepare any other documents needed for the IDP process compilation. Every month, the IDP Steering Committee convenes as MANCO and Extended MANCO to discuss all matters pertaining to the IDP.

1.3.2.2 IDP REPRESENTATIVE FORUM

This forum aims to be as inclusive as possible and represents all parties involved. An attempt was made to include more organizations in the IDPRF and ensure their ongoing involvement during the entire process. The IDP Representative Forum was consulted throughout the composition of the IDP review for 2024–2025.

1.3.2.3 WARD COMMITTEES

Ward Committees are legal institutions created according to the Municipal institutions Act that serve as a conduit for communication between the Municipality and Communities regarding the status of the execution of the Integrated Development Plan. The ward committees meet once a month and are operational. They were involved in the 2024–2025 IDP review's drafting.

1.3.2.4 NEWSPAPERS

To inform the local community of the progress made on the IDP/PMS/Budget 2024–2025, local and national newspapers were used for publication of the associated activities.

1.3.2.4 MUNICIPAL WEBSITE

Public information on the IDP/PMS/Budget as well as basic municipal information, including, among other things, IDP and budget advertisements, were uploaded to the Umshwathi website. The approved budget, departmental scorecards, SDBIP, 2024–2025 IDP, and PMS papers were uploaded on the municipal website.

1.3.2.5 MUNICIPAL NOTICE BOARD

Municipal Notice Boards can be seen in a number of municipal offices. Stakeholders were notified of crucial IDP/PMS/Budget meetings and other essential notifications via the municipal notice boards.

1.3.2.6 COMMUNITY ROAD SHOWS

The Umshwathi Municipality held community road shows in March 2024 to make public the adoption of the draft IDP and Budget and in May 2024 to notify the approval of the final IDP and Budget. The media and the IDPRF both made announcements about the locations of these meetings.

1.3.2.7 INFORMATION SHEET/BROCHURES/PAMPHLEST

An information sheet in the two most common languages, isiZulu and English, is prepared upon the conclusion of each Sector Plan and the IDP/PMS/Budget Review. Copies of these fact sheets were provided to the Representative Forum members, officials, and council members, who assisted in their distribution. In addition, ward committees were utilized to disseminate and clarify information that must be made available to the general public.

1.3.2.8 MEC COMMENTS

The Umshwathi Municipality acknowledges the MEC's comments about the 2023/2024 IDP assessments in order to improve 2024–2025 IDP review. The feedback was very helpful in improving both the process for producing and analyzing the content of this IDP review.

1.3.2.9 AUDITOR GENERAL'S FINDINGS

The Umshwathi Municipality accepts the findings and recommendations issued by the Auditor General for 2022/2023. The comments improved the process for compiling and creating the content of this IDP. In order to address every finding brought up in the Audit Outcomes Report, an AG action plan has been created.

1.3.2.10 COUNCIL APPROVED BUDGET/FINANCIAL PLAN 2024/2025

An annexure with the Council-approved Budget/Financial Plan for the 2024–2025 financial year is included. The IDP, PMS, and Budget processes of the Umshwathi Municipality have made sure that the MSCOA requirements—including the SDBIP and scorecard templates—have been incorporated.

1.3.2.11 UMGUNGUNDLOVU DDM

The preparation and submission of Umgungundlovu DDM Quarterly Reports has helped in improving the following:

- *Functionality of the DDM Hubs and Clusters*
- *Implementation of the One-Plan*
- *Monitoring of the projects contained in One Plan*

- *Procedural/Operational matters with convening of meetings and to co-ordinate the sector departments participation at structures*

Umgungundlovu DDM Quartely Reports 2023/2024 are attached as annexure.

1.3.2.12 CROSS BORDER MUNICIPAL PLANNING ENGAGEMENTS

IDP STRUCTURES	ACTIVITIES FOR 2024/2025 IDP PROCESS (DATES ARE INDICATED IN THE TABLE ABOVE)
IDP Steering Committee	▪ First IDP Steering Committee Meeting - (uMshwathi Ext. MANCO): to discuss shortfalls of IDP/ Review Status quo/ Needs analysis/ inclusions of certain plans/ reviews/ requirements and way forward for each municipal department/ each department to give an overview of their relevant plans required for inclusion or review in the IDP. - UMshwathi Ext. MANCO to work on requirements as per the 1st IDP Steering Committee meeting as well as submit all comments to Office of the Municipal Manager by end September 2024. ▪ Second IDP Steering Committee Meeting (uMshwathi Ext. Manco): to discuss IDP progress and continuation measures/ Review objectives and strategies/ etc. - uMshwathi Ext. MANCO to work on requirements as per the 2nd IDP Steering Committee meeting as well as submit all comments to Office of the Municipal Manager by October 2024. - Project Identification and prioritisation. ▪ Third IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss IDP progress/ feedback from government Departments and Council Workshop/ any additional inputs from Municipal internal Departments/ Progress on relevant Plans and Chapters in the IDP/ etc. - uMshwathi Ext. MANCO to work on requirements as per the 3rd IDP Steering Committee meeting as well as submit all comments to Office of the Municipal Manager by end November 2024. ▪ Fourth IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss IDP progress and intervention measures to be put in place to ensure all plans and programmes are completed before finalisation of the IDP - uMshwathi Ext. MANCO to work on requirements as per the 4th IDP Steering Committee meeting as well as submit all comments to Office of the Municipal Manager by January 2024. ▪ Fifth IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss IDP progress, public meetings inputs or problems and gear IDP towards finalization. ▪ Sixth IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss Draft IDP 2024/25 and any further changes/ inputs before draft, tabled at EXCO.
IDP Representative Forum	▪ The IDP Representative Forum is representative of all stakeholders and endeavours to be as inclusive as it possibly could. - 1st REP-FORUM Meeting with Govt. Departments: o Proposed Council Workshop: - 2nd REP FORUM - PUBLIC PARTICIPATION meeting with Local Stakeholders (i.e. to present IDP progress and obtain inputs from ratepayers/ residents' associations/ business sectors/ local organisations/ Amakhosi/ LED groups/ etc.) - 3rd REP FORUM meeting: o To align Sector Department projects/ programmes prior to IDP public participation meetings. - 4th REP-FORUM Meetings/ Workshops o (Govt. Departments/ Ratepayers/ Amakhosi/ Businesses/ Organisations/ etc.
Ward Committees	Ward Committees and Ward Councillors are formal structures established as per the provisions of the Municipal Structures Act. Accordingly, these structures are utilized as a link between the Municipality and Communities, for the purposes of obtaining information pertaining to the IDP implementation

1.4 PLANNING ISSUES WITH BORDERING MUNICIPALITIES

Table 3: Summary of Planning Issues with Bordering Municipalities

DISTRICT MUNICIPALITY	**LOCAL MUNICIPALITIES THAT SHARE A BORDER WITH EMA**	**CROSS BORDER ISSUES**
UMgungundlovu Municipality Local municipalities are: ▪ uMshwathi ▪ uMngeni ▪ Mpofana ▪ Impendle ▪ UMsunduzi ▪ UMkhambath ▪ Richmond	uMkhambathini ▪ Has always been considered as rural and traditional Municipality. ▪ Mainly focusing on agriculture and tourism development. ▪ Between the years 1996 and 2007 this Municipality has experienced an increase in population mainly because of its proximity to Pietermaritzburg and Durban which are the main centers of economy. ▪ Unauthorised industrial development has taken place along the eastern boundary of Mkhambatini and is the subject of High Court action for demolition. ▪ The Umlaas Road development has adequate water supplies from the Umgeni Water pump station and reservoirs in that area, ▪ Although a sewage works has already been constructed to accommodate immediate development pressures in Umlaas Road, a new works of R60 million has been funded (in part), designed and reticulations plans finalised to accommodate the developable area identified in the SDF expansion plans which commences in the Camperdown locality.	Umkhambathini ▪ The eastern boundary of Umkhambathini is set aside as commercial farms and agri.ecotourism which reflects the actual land use and is compatible with the proposed land uses on the western extremity of the eThekwini Municipality. ▪ Cognisance needs to be given to the Big 5 Mayibuye Game Reserve on the north western boundary of Cato Ridge. Development which impinges on the skyline of this resource requires monitoring. ▪ Greater emphasis needs to be placed on the Umbumbulu region with its rapid urbanisation and impact on the R603 which serves as an alternative major route through the region ▪ Further ad hoc meetings are proposed to engage around development applications that may impact on both municipalities ▪ Need to collaborate on the SIP2 N3 Corridor Planning Initiative. N3 is the primary economic corridor to Gauteng, need for coordinated and integrated development. **General Planning Issues to Emerge are as Follows:** ▪ The need to establish one forum: consisting of the IDP, SDF and GIS representatives from Department of COGTA and

	Development approved to date centres on Provincial main roads and are considered sufficient. ESKOM has not placed any restrictions on the supply of electricity to any proposed projects.	relevant municipalities. ▪ The need for a Terms of Reference for the forum ▪ Cross border mapping ▪ Special meetings needed to discuss development applications and proposals along N3 corridor and/or encroaching the boundary of the municipalities. Specific emphasis is on Umlaas Road, Camperdown, Cato Ridge and Umbumbulu. This will also consider housing and bulk infrastructure projects as well as act 70 of 70 agricultural land. It is also proposed that joint site inspections be undertaken on the identified strategic projects that could be a point of integration between the two Municipalities, with the aim of analysing and making possible land use adjustment to ensure sustainability and also to ensure that these projects will benefit the wider communities. It will also be important to also look at how the linkages between the two Municipalities can be improved to facilitate better access to the economic and social services between the communities of the two Municipalities.
ILembe Municipality Local municipalities are: KwaDukuza Ndwedwe Maphumulo Mandeni	KwaDukuza ▪ Is the strongest local municipality in iLembe economically, ▪ Houses the towns of Ballito and KwaDukuza (Stanger), ▪ Has a mix of coastal tourism, commercial, light industrial and agricultural activities. Shares northern border with EM. Ndwedwe: ▪ One of the rural/traditional/ agricultural Local Municipalities ▪ Has poor level of services and infrastructure, ▪ Has high unemployment, ▪ shares north western border with eThekwini Municipality	KwaDukuza Vision of an economic corridor along N2 & R102, Degree of unregulated economic and residential development may lead to conflict and competition between the municipalities. Ndwedwe Large proportion of residents in Ndwedwe employed in EM and cross boundary issues almost inseparable. Poverty, unemployment, unregulated development all threatens the UDL and the environmental sensitivity of EM's northwestern border.

		Identified the need for a cooperative agreement on the sharing of infrastructure and services. General planning issues to emerge: ▪ The need to establish a common communication and co-ordination platform. ▪ The need for alignment of a common development concept at a regional scale and translate this into a binding spatial planning document. ▪ Establish a cross border urban-rural management committee to address a wide range of issues including climate change with the private sector involved where applicable. ▪ Enter into MoU regarding servicing, socio-economic and any other pertinent issues that may arise resulting from Cross Border Spatial Planning ▪ Factor in political leadership and buy-in for cross border planning issues. ▪ Factor in geo-political aspects inclusive of socio-economic aspects which can and may influence development realized. ▪ Cross border mapping (to include terminology of nodes, corridors and uniform colour coding) ▪ To consider the areas proposed for demarcation ▪ To hold special meetings to discuss development applications and proposals with specific reference to:- ▪ Conservation Areas:-KDM Biodiversity and Open Space Plan and eThekwini DMOSS; Future developments in eThekwini to consider KDM and iLembe environmental layers as development proposals in eThekwini may have adverse effect on KDM and iLembe natural environment and vice versa. ▪ New Planned Projects: The provision of bulks could influence influx of PDA submissions to the south of KDM where Tongaat Hullet is a major land owner ▪ Infrastructure Development: Alignment of land use planning to iLembe services provision. Possible scenarios where for example major WTW or WWTW plants are located on either municipality but

		service the other. This could also have an effect as such infrastructure could be susceptible to development pressures in either municipality. ▪ Role of settlements: Housing plans vs housing subsidies ▪ Key Development Proposals: Wewe Driefontein Mixed Use Development and Tongaat Hullet Compensation Area ▪ Influence of Catalytic Projects: Dude Trade Port at its current state of development, DTP at 2035 and 2060 development horizon and rail transport ▪ Corridors and Linkages-PSEDS and PGDS: Role of the North South corridor in the context of the eThekwini- Umhlathuze corridor. Influence on space economy with regard to release of industrial. Need to ensure the sustainable management of industrial and residential land development between eThekwini and KwaDukuza Municipalities as well as R102. Need to strengthen East ▪ West Corridors.

1.5 KEY DEVELOPMENT CHALLENGES AND STRATEGIC INTERVENTIONS

As per the adopted 2024/2025 IDP Process Plan, the development of UMshwathi Municipality IDP encompasses co-operation between the municipality and various stakeholders internally and externally. Throughout the experiences of the previous terms, the municipality conducted 2024 strategic planning sessions as well as Izimbizo meetings with the communities. The Mayoral IDP/Budget Imbizo were held in an endeavour to gather information from the public challenges regarding the service delivery. Various service delivery key challenges and interventions in uMshwathi Municipality were identified in the table below:

1.5.1 THE IMPACT OF COVID 19 PANDEMIC

During the year 2020, the Global pandemic, COVID-19 changed the economic outlook of the global economy. The pandemic spread with alarming speed, infected millions and brought economic activities to a near-standstill as countries imposed tight restrictions on movement to halt the spread of the virus. The June 2020 Global Economic Prospects describes both the immediate and near-term outlook for the impact of the pandemic and the long-term damage it has dealt to prospects for growth. The baseline forecast envisions a 5.2 percent contraction in global GDP in 2020, using market exchange rate weights—the deepest global recession in decades, despite the extraordinary efforts of governments to counter the downturn with fiscal and monetary policy support. Over the longer horizon, the deep recessions triggered by the pandemic are expected to leave lasting scars .Through lower investment, an erosion of human capital through lost work and schooling, and fragmentation of global trade and supply linkages.

The President of the Republic of South Africa, on 15 March 2020 declared the spread of Covid-19 as a National State of Disaster in terms of the National Disaster Management. This declaration was made after the World Health Organisation had also declared the Covid-19 outbreak as an international pandemic.

On the 23 March 2020, the President further announced the 21 days of nation-wide lockdown. Subsequently, the Regulations in terms of National Disaster Management Act, No. 57 of 2002 and several circulars were issued. These came with measures among which included, confining people in their place of residence unless they perform essential service, obtaining an essential service or goods, collecting social grants, or performing other essential activities.

- The implications of the Nation-wide lockdown to businesses and community at large was not business as usual since.
- All businesses and other entities had to cease operations, except for any business or entities that were providing essential goods or services.
- Retail shops and spaza shops had to close, except where essential goods are sold but operate under strict conditions.
- The retail shops, spaza shops and informal traders selling authorised goods were prohibited from selling any other goods.
- Retail shops, spaza shops and informal traders authorised to operate needed to obtain permits or temporal permits from the municipality.

Figure 4: The Covid-19 Virus

The UMshwathi Covid Recovery Plan outlines that the great challenge of the recent COVID-19 Pandemic and the fight to prioritise the health and lives of our communities whilst trying to balance the health of the economy. As a District, we continue to acknowledge the needs of our communities through the public participation mechanisms used in our local communities even though alternative means of participation had to be engaged this time in finalising these key documents. A key feature of this IDP review is the extensive chapter on Disaster management considering COVID 19 and how we as UMshwathi are responding to this pandemic through various programmes and initiatives.

1.5.2 KEY CHALLENGES AND INTERVENTIONS

Table 5 below outlines the key challenges and interventions of Umshwathi Municipality.

Table 4: uMshwathi Municipal Key Challenges and Interventions

CROSS CUTTING KEY CHALLENGES	
KEY CHALLENGES	**INTERVENTIONS**
▪ Lack of Information management and communication system ▪ Lack of warehouse to store emergency relief material ▪ Lack of Policy Framework ▪ Lack of DM Interdepartmental Committee ▪ Lack of preparedness measures ▪ Mutual Aids Agreements with certain stakeholders ▪ Environmental degradation ▪ Climate change impacts ▪ Spatial inefficiency ▪ Lack of access to services and infrastructure ▪ Lack of municipal EMP ▪ Unknown land use and ownership ▪ Climate change poses significant challenges to our municipality, including extreme weather events and rising sea levels.	▪ Review bylaws; ▪ Appoint or capacitate property valuer; ▪ Review and update the enforcement structures. ▪ Building resilience and implementing adaptation measures to mitigate these risks. ▪ Developing climate action plans, promoting sustainable practices, and seeking funding for projects that enhance our community's resilience to climate change.
MUNICIPAL TRANSFORMATION KEY CHALLENGES	
KEY CHALLENGES	**INTERVENTIONS**
▪ Insufficient Office space ▪ Lack of proper training facilities ▪ Job Evaluation not completed	▪ Finalizing work-study and implementation of recommendations ▪ Review organizational structure; placement of staff.

▪ Lack of adequate financial resources ▪ Lack of proper administrative and computerized systems ▪ Ineffective and inefficient HR systems ▪ PMS not cascaded to all staff ▪ Lack of management involvement in the development of staff ▪ Lack of commitment by staff on training ▪ Poor work ethic and organizational culture	▪ Restructuring; Implementation of code of conduct; disciplinary policy and collective agreement; ▪ Roll out PMS Policy to all staff ▪ Review Recruitment Policy.
GOOD GOVERNANACE AND PUBLIC PARTICIPATION KEY CHALLENGES	
Key Challenges	**Interventions**
▪ The Public Participation Unit does not have vehicle to support Public Participation meetings. ▪ There is still reliance on particular Municipal Department or Unit to conduct its own public participation regarding a certain aspect (e.g. the IDP). ▪ The Unit does not have adequate budget to develop and formalize all required plans and systems as per COGTA's guidelines. ▪ The unit only relies on two officials to facilitate public participation matters.	
BASIC SERVICE DELIVERY KEY CHALLENGES	
Key Challenges	**Interventions**
▪ Ageing Infrastructure and backlogs ▪ Lack of budget for the implementation of infrastructure projects as well as the operations and maintenance plan	▪ Recruitment of compliance officers to ensure bylaws are implemented ▪ Sourcing funding from sector departments; ▪ Develop a policy self-sustaining infrastructure;

▪ Vast rural area of the municipality imposes a burden on the cost-effectiveness of delivering services to these areas ▪ Insufficient compliance officers to ensure bylaws are regulated. ▪ Lack of funding from sector departments; ▪ Poor policy self-sustaining infrastructure; ▪ Poor/Inefficient Private-Public Partnership initiatives for infrastructure development and maintenance; ▪ Lack of maintenance plan for infrastructure; develop master plans for infrastructure and review annually; ▪ Lack of clear prioritisation plan; develop a capital project investment framework as part of part of SDF.	▪ Develop Private-Public Partnership for infrastructure development and maintenance; ▪ Develop a maintenance plan for infrastructure; develop master plans for infrastructure and review annually; ▪ Develop clear prioritisation plan; develop a capital project investment framework as part of part of SDF.

LED KEY CHALLENGES	
KEY CHALLENGES	**INTERVENTIONS**
▪ Vast areas of land are not utilized for farming ▪ Most sugarcane fields & gardens belonging to indigenous people are not fenced ▪ The communal ownership of grazing lands is a stumbling block to improved productivity of livestock production. ▪ The lack of investment in agricultural infrastructure and human resources ▪ There is a relatively low level of value adding to the local agricultural produce. ▪ Most people do not have adequate supply of water for irrigation	

▪ There is a general lack of agricultural management skills that are needed for the growth of this sector ▪ There is no formal local market where local people can sell their produce ▪ The municipality is not getting the full benefit from tourists that visit the two dams for events because there is a shortage of tourism infrastructure. As a result, visitors do not stay overnight in uMshwathi. ▪ The participation of indigenous people in the tourism business in uMshwathi is very limited. ▪ The areas visited by tourists do not have proper facilities for selling artwork ▪ The road network is not developed sufficiently to support tourism ▪ The local tourism is not integrated to the tourism activities and plans of adjacent municipalities. ▪ The lack of electricity in some areas is both a threat and a constraint to the local economy. ▪ Low level of employment opportunities ▪ Local SMMEs are not geared to take advantage of emerging business and tender opportunities offered ▪ Impediments to SMME development in UMshwathi Municipality include low levels of education and productive skills of access to finance, inadequate infrastructure, lack in effective demand and communication ▪ Limited commercial development.	

▪ Limited development budget. ▪ Lack of reliable economic data ▪ Capacity and skills amongst staff to enhance excellent performance ▪ Lack of identification of potential EPWP projects and poor reporting ▪ Lack of integrating EPWP in all municipal programmes ▪ LED unit understaffed ▪ Lack of investors for attract tourism development ▪ Lack of Town identity (which promote sense of destination) ▪ High rate of unemployment, poverty, and crime ▪ High illiteracy rate and shortage of skills ▪ Tedious process for conveyancing and land acquisition ▪ Developable land falls under ITB, and is not readily available ▪ High dependency ratio, people not encouraged to create their own employment ▪ There is a shortage of economic infrastructure e.g. market stalls, mini factories ▪ The availability of developed land for future industrial development within the municipality is limited. ▪ Very little agro-processing of local agricultural produce takes place in uMshwathi. This deprives the municipality of job opportunities that would accrue from local value adding.	

▪ The municipality still does not have an Industrial Growth Plan that will provide a guide to potential investors. ▪ The municipality does not have statistics for local sand mining ▪ The budget allocation to the LED Unit is too restrictive ▪ There is very little if any integration of the plans of the various units of the municipality ▪ The implementation of economic bylaws is poor. ▪ The Informal Trade Bylaw has not been finalized ▪ There is a shortage of market stalls in the towns. ▪ There no demarcated trading spaces outside the market stalls in the local towns ▪ The road infrastructure is poor, and the rail network is grossly underutilized ▪ The prevalence of HIV/AIDS is unacceptably high ▪ The frequency of natural disasters and road accidents is unacceptably high ▪ The opportunity of encouraging communities to plant fruit trees through events such as Abhor Day is not utilized. ▪ The farm dwellers are not organized, and this is a source of many challenges that they encounter	
FINANCIAL VIABILITY AND MANAGEMENT KEY CHALLENGES	
KEY CHALLENGES	**INTERVENTIONS**
▪ Critical posts not filled	▪ Review the Revenue Enhancement Strategy. ▪ Identify additional sources of income; Introduce driver's testing ground.

▪ Ineffective Contract management ▪ Inadequate training on the Municipal Property Rates Act ▪ Financial system not fully functional ▪ Grant dependent Municipality ▪ Requested training needs not addressed	▪ Negotiate with DOT to have weigh bridge; ▪ Review lease agreements for all municipal properties, Implement/ review, Credit control and debt collection policy. ▪ Appoint dedicated Attorney to pursue debt collection beyond the final demand process, ▪ Take legal action against government departments owing monies to the municipality, ▪ Capacitate finance staff on revenue collection, and ▪ Carry out Land audit.

1.6 UNLOCKING OUR CHALLENGES

Through the public engagement meetings held with the communities followed by the Strategic Planning Session in March 2024, the main key challenges were categorised and identified per Key Performance Area with the intension of formulating the interventions, which will become strategies. The table below summarises the key challenges and interventions per KPA.

Table 5: Alignment of the key challenges, interventions with KPA's

KEY PERFORMANCE AREA	KEY CHALLENGES	INTERVENTIONS
▪ Municipal Transformation & Institutional Development	▪ Poor work ethic and organizational culture	Review organizational structure and placement of staff; Restructure the organization; Implement code of conduct and disciplinary policy and collective agreement; Roll out PMS Policy to all staff; Review Recruitment Policy.
▪ Basic Service Delivery	▪ Aging Infrastructure and backlogs	Sourcing funding from sector departments; Develop a policy self-sustaining infrastructure; Develop Private-Public Partnership for infrastructure development and maintenance; Develop a maintenance plan for infrastructure; develop master plans for infrastructure and

KEY PERFORMANCE AREA	KEY CHALLENGES	INTERVENTIONS
		review annually; develop clear prioritization plan; develop a capital project investment framework as part of part of SDF.
▪ Local Economic Development	▪ High unemployment, poverty & inequality	Develop a Grant-in-Aid Policy & Programmes; Implement capacity building programs for women, youth; SMME's and Cooperatives; Improve access to EPWP and CWP job opportunities to the most needy; Promoting greater procurement from local cooperatives and SMME's; Providing incentives to local businesses for the use of local labour; Develop a programme to roll out agrarian projects; Forming partnerships with business; Reskilling of retrenched workers; Providing support to local SMME's, cooperatives; Setting minimum targets for the use of labour intensive methods in infrastructure projects & develop a clear program for small contractor development.
▪ Municipal Financial Viability & Management	▪ Lack of funding/ revenue collection	Review the Revenue Enhancement Strategy; Identify additional sources of income; Introduce driver's testing ground; Negotiate with DOT to have weigh bridge; Review lease agreements for all municipal properties, Implement/ review, Credit control and debt collection policy, Appoint dedicated Attorney to pursue debt collection beyond the final demand process, Take legal action against government departments owing money's to the Municipality, Capacitate finance staff on revenue collection, Carry out Land audit.
▪ Good Governance & Public Participation	▪ Undue political interface	Review and workshop delegations; develop communication protocol.
▪ Cross Cutting Issues	▪ Unknown land use and ownership ▪ Climate change poses significant challenges to our municipality, including extreme weather events and rising sea levels.	Review bylaws; Appoint or capacitate property valuer; review and update the enforcement structure. Building resilience and implementing adaptation measures to mitigate these risks. We are working on developing climate action plans, promoting sustainable practices, and seeking funding for projects that enhance our community's resilience to climate change.

1.7 HOW IS THE SDF UNLOCKING THE CHALLENGES?

The uMshwathi SDF 2017-2040 Framework has identified nine (3) categories of development nodes, which are: desirable to a particular community) and, "promoting equal development across all 14 wards within the Municipality".

Table 6: SDF Unlocking Challenges

CRITERIA	NODE CATEGORY	UMSHWATHI MUNICIPALITY NODE
▪ It must offer a full range of Social, Community and other Services and facilities. ▪ It will be the focus of urban employment opportunities. ▪ The full range of permanent residential options will be encouraged, keeping in mind the existing character, natural attributes, and attractions. ▪ Inside the node, mixed use corridors and areas of a more flexible and general land use nature are proposed, as opposed to only agriculture and residential. The intention is to encourage non-polluting, environmentally friendly urban employment opportunities. ▪ While it is acknowledged that the Primary Corridor (R33) offers development opportunities, these are to be restricted to suitable mixed uses within the Primary Nodes. ▪ Agriculture should be seen as an integral part of the urban node and offers opportunities for high intensity agricultural activity. ▪ Urban Transition areas offer opportunities for Residential Estates, Tourism and Recreation provision. Smallholdings are the dominant present land use in these areas, and agricultural activities are encouraged to continue in these areas.	Primary Nodes	Wartburg and New Hanover

▪ Residential expansion possibilities at scale are restricted by topographical and other physical considerations, as well as high potential agricultural land. Dependent on impact and servicing possibilities, these are intended to offer as high a density. ▪ Infill and the densification of existing residential areas are encouraged where this is shown to not impact on the amenity of the area		
▪ The primary aim is consolidation and upgrading. ▪ They are lower order Service Centers to serve the surrounding rural community. Services such as a schools, hospital, clinics, and pension pay-out point are provided.	Secondary Node	Dalton, Cool Air, Bhamshela, Trustfeed)

1.8 COMBINED SWOT ANALYSIS

The Combined SWOT Analysis is presented below:

Table 7: The Combined SWOT Analysis

Cross Cutting SWOT Analysis	
Disaster Management & Fire Fighting Services	
Strengths • Well-functioning DM Advisory Form • Disaster Management Plan aligned with IDP • Disaster Management Volunteers – 2 per Ward • Cooperative relationship with Ward Councilors • Staff training and development • Consultative decision making to ensure ownership of decisions • Funding mechanism through IDP • Political buy-in • Provincial and District support	Weaknesses • Lack of Information management and communication system • Lack of warehouse to store emergency relief material • Lack of Policy Framework • Lack of DM Interdepartmental Committee • Lack of preparedness measures • Mutual Aids Agreements with certain stakeholders
Opportunities • Training and development; and • Capacity building workshops	Threats • Lack of technical resources (cameras, GPS devices, risk assessment tools/templates/questionnaire
Spatial Transformation Agenda and Environmental	
Strengths • Municipal development nodes are easily accessible from major access roads and are the administrative and economic centres of the municipality • Far proximate to capital of KZN • Easy access to National Road (N3)	Weaknesses • Environmental degradation • Climate change impacts • Spatial inefficiency • Lack of access to services and infrastructure • Lack of municipal EMP
Opportunities • Institution of environmental rehabilitation programmes • Implementation of mitigation and adaptation measures • Implement Albert Falls EMF • Conserving agricultural land • Introduction of urban renewal/ small town rehabilitation • Creation of self-sufficient settlements	Threats • Lack of stringent agricultural stringent measures and protection • Lack of integration of services within nodes • The majority of the land is privately owned infringing on future development

• Infrastructure development and creation of job opportunities	

MUNICIPAL TRANSFORMATION & INSTITUTION SWOT ANALYSIS	
STRENGTHS	**WEAKNESSES**
▪ Organizational structure has been reviewed to reflect the new challenges being faced by the municipality. ▪ Critical policies have been reviewed and aligned to the Collective Agreements ▪ Strong efficient and effective management capabilities and leadership qualities. ▪ Staff recruitment and retention policy has been adopted to retain scarce skills ▪ HR Policies and Plans are in place (To include EEP, Recruitment and Selection Policy, Retention Policy, ICT Policies and Workplace Skills Plan. ▪ Bursary policy in place	▪ Insufficient Office space ▪ Lack of proper training facilities ▪ Job Evaluation not completed ▪ Lack of adequate financial resources ▪ Lack of proper administrative and computerized systems ▪ Ineffective and inefficient HR systems ▪ PMS not cascaded to all staff ▪ Lack of management involvement in the development of staff ▪ Lack of commitment by staff on training ▪ Poor work ethic and organizational culture
OPPORTUNITIES	**CONSTRAINTS**
▪ Development of previously disadvantaged members of the community in order for them to be employable ▪ Trained learners could be employed by the Municipality. ▪ Large pool of unemployed human resources who are youth and women (As informed by the database of the unemployed) ▪ Investment opportunities in youth development, allocation of bursaries. ▪ Establishment of a training and development centre	▪ Non commitment of managers to various programmes. ▪ Confidential information compromised ▪ Employees working without job descriptions and employees not being paid in accordance with their right salary levels. ▪ No proper systems in place to administer leave. ▪ No forfeiture of leave days takes place and employees do not see the need to take leave days. ▪ Lack of budgetary leave provisions

GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS	
STRENGTHS	WEAKNESSES
▪ Municipality has informed a specific unit dedicated to Public Participation. Municipality promotes and encourages though various mediums, the participation of communities in the decision-making e.g. at Council meetings. Municipality complies with all legal requirements for its most important responsibilities such as the processes of the IDP and BUDGET (i.e. advertisements and public consultation workshop are done) ▪ Approved scheduled Council meetings and functioning effectively ▪ Section 79 and 80 committee established and functioning effectively	▪ The Public Participation Unit does not have vehicle to support Public Participation meetings. ▪ There is still reliance on particular Municipal Department or Unit to conduct its own public participation regarding a certain aspect (e.g. the IDP). ▪ The Unit does not have adequate budget to develop and formalize all required plans and systems as per COGTA's guidelines.

▪ War room established in all wards and functioning effectively ▪ Established audit committee and fully functional ▪ Sitting of bid committees as per schedule ▪ Participation of Amakhosi in council meetings	▪ The unit only relies on two officials to facilitate public participation matters
OPPORTUNITIES	**THREATHS**
▪ The existing and functioning and functioning ward committee structures offer opportunities for further engagement between the Municipality and the public. ▪ The existing good relationships with local stakeholders (e.g. Amakhosi and Ratepayers) are sound foundations for more comprehensive communication and participation.	▪ Failure to report back to communities and address community complains might cause damage to property, illegal and legal protests. ▪ Lack of constant and thorough public participation may cause confusion amongst the public regarding municipal affairs (e.g. a project being implemented) and therefore the Municipality could face protest action. ▪ Failure to promote public participation particularly with the Municipality's remote communities may result in the public not feeling part of the Municipality and therefore not supporting development initiatives.
BASIC SERVICE DELIVERY SWOT ANALYSIS	
STRENGTHS	**WEAKNESSES**
▪ Recent acquisitions of plant and equipment to improve ▪ service delivery and infrastructure development ▪ Competent and highly skilled team of individuals within the Technical Services Department ▪ New infrastructure built in the last year and Critical post filled ▪ Housing Unit established (facilitation) ▪ Support from DoHS (funding) and Support from DRDLR (land acquisition) ▪ Support from ITB (rural areas in relation to DRA)	▪ Ageing Infrastructure and backlogs ▪ Lack of budget for the implementation of infrastructure projects as well as the oprations and maintannce plan ▪ Vast rural area of the municipality imposes a burden on the cost-effectiveness of delivering services to these areas ▪ Insufficient compliance officers to ensure bylaws are regulated. ▪ Lack of funding from sector departments; ▪ Poor policy self-sustaining infrastructure; ▪ Poor/Inefficient Private-Public Partnership initiatives for infrastructure development and maintenance; ▪ Lack of maintenance plan for infrastructure; develop master plans for infrastructure and review annually;

	▪ Lack of clear prioritisation plan; develop a capital project investment framework as part of part of SDF.
OPPORTUNITIES	**THREATS**
▪ Increased sources of funding for infrastructure development through LOTTO and other donors ▪ Completed development of the Thusong Centre improves service delivery and interaction with community members. ▪ Farmers are supportive in making land available for housing sites. ▪ Project Steering Committees (Public Participation). ▪ Site Meetings (Public Participation) ▪ EPWP Programme ▪ Housing Consumer Education Programme (Education for beneficiaries)	▪ Vandalism to Municipal property by local communities ▪ Illegal dumping occurs from time to time ▪ EIA 's takes too long before approvals ▪ Mushrooming of slums/informal settlements. ▪ Land invasion by illegal occupants ▪ Illegal/Informal tenants (resistance in paying rents) ▪ Shortage of housing sites at wards 1, 2, 7 and 9. ▪ Land ownership issue at ward 3. ▪ Poor quality of emerging contractors
LED SWOT ANALYSIS	
STRENGTHS	**WEAKNESS**
▪ Excellent soil & climatic conditions for sugarcane production. 40% of District production of sugarcane ▪ The proximity to N3 and N2 presents the municipality with opportunities for producing for the local & international markets. ▪ The area has well-established tree plantations. ▪ The area hosts one of the biggest feedlots in the country. ▪ Poultry farming is growing rapidly. ▪ There are three crocodile farms in the area, one with an abattoir (slaughterhouse) ▪ There are a number of water sports events that take place in uMshwathi on an annual basis. These events draw many people to uMshwathi.	▪ Vast areas of land are not utilized for farming ▪ Most sugarcane fields & gardens belonging to indigenous people are not fenced ▪ The communal ownership of grazing lands is a stumbling block to improved productivity of livestock production. ▪ The lack of investment in agricultural infrastructure and human resources ▪ There is a relatively low level of value adding to the local agricultural produce. ▪ Most people do not have adequate supply of water for irrigation ▪ There is a general lack of agricultural management skills that are needed for the growth of this sector ▪ There is no formal local market where local people can sell their produce

▪ The Spatial Development Framework and the Environmental Management Framework for a section of the land area have been developed and these instruments indicate areas that have potential for tourism and other developmental. ▪ There are several game farms with a potential to develop into tourism outlets. ▪ The Amble is well-established and does a lot to promote local tourism businesses Some areas have rich deposits of clay & shale that is suitable for the manufacturing of bricks & tiles. ▪ The Municipality has developed an Environmental Management Framework for the area incorporating Albert Falls Dam and the intersection of R33 and R614. This instrument will guide potential investors and assists the municipality in decision making when processing development applications. ▪ A feasibility study aimed at stimulating economic development has been completed by the municipality. This is the R33/R614 Corridor Study. ▪ The Spatial Development Framework and the Land Use Management Plan are in place for the whole area of uMshwathi. These tools are important for direction and management of decision making towards sustainable development. ▪ Proximity to strategic N3 (advantage to Durban & Gauteng haulage) and the provincial capital city of Pietermaritzburg ▪ Strategies are in place to inform polices (Agriculture and Tourism Strategies) ▪ Various government sectors in UMshwathi Town ▪ Vacant land for development ▪ EPWP Policy and other policies are in place ▪ Informal traders support in place (trading stores) ▪ Relatively good rainfall in some areas ▪ Existing institutional structures for LED (LED forum and Agricultural forum) ▪ Most areas are good arable land	▪ The municipality is not getting the full benefit from tourists that visit the two dams for events because there is a shortage of tourism infrastructure. As a result, visitors do not stay overnight in uMshwathi. ▪ The participation of indigenous people in the tourism business in uMshwathi is very limited. ▪ The areas visited by tourists do not have proper facilities for selling artwork ▪ The road network is not developed sufficiently to support tourism ▪ The local tourism is not integrated to the tourism activities and plans of adjacent municipalities. ▪ The lack of electricity in some areas is both a threat and a constraint to the local economy. ▪ Low level of employment opportunities ▪ Local SMMEs are not geared to take advantage of emerging business and tender opportunities offered ▪ Impediments to SMME development in UMshwathi Municipality include low levels of education and productive skills of access to finance, inadequate infrastructure, lack in effective demand and communication ▪ Limited commercial development. ▪ Limited development budget. ▪ Lack of reliable economic data ▪ Capacity and skills amongst staff to enhance excellent performance ▪ Lack of identification of potential EPWP projects and poor reporting ▪ Lack of integrating EPWP in all municipal programmes ▪ LED unit understaffed ▪ Lack of investors for attract tourism development ▪ Lack of Town identity (which promote sense of destination)

▪ The Informal Chamber has been formed and it is fairly functional ▪ There are sawmills and two sugar mills in uMshwathi ▪ There is a hospital and several clinics within the boundaries of uMshwathi. ▪ There is a Further Education & Training College in uMshwathi ▪ There is a prison in New Hanover ▪ New Hanover is growing as a services Centre	▪ High rate of unemployment, poverty, and crime ▪ High illiteracy rate and shortage of skills ▪ Tedious process for conveyancing and land acquisition ▪ Developable land falls under ITB, and is not readily available ▪ High dependency ratio, people not encouraged to create their own employment ▪ There is a shortage of economic infrastructure e.g. market stalls, mini factories ▪ The availability of developed land for future industrial development within the municipality is limited. ▪ Very little agro-processing of local agricultural produce takes place in uMshwathi. This deprives the municipality of job opportunities that would accrue from local value adding. ▪ The municipality still does not have an Industrial Growth Plan that will provide a guide to potential investors. ▪ The municipality does not have statistics for local sand mining ▪ The budget allocation to the LED Unit is too restrictive ▪ There is very little if any integration of the plans of the various units of the municipality ▪ The implementation of economic bylaws is poor. ▪ The Informal Trade Bylaw has not been finalized ▪ There is a shortage of market stalls in the towns. ▪ There no demarcated trading spaces outside the market stalls in the local towns ▪ The road infrastructure is poor, and the rail network is grossly underutilized ▪ The prevalence of HIV/AIDS is unacceptably high ▪ The frequency of natural disasters and road accidents is unacceptably high ▪ The opportunity of encouraging communities to plant fruit trees through events such as Abhor Day is not utilized.

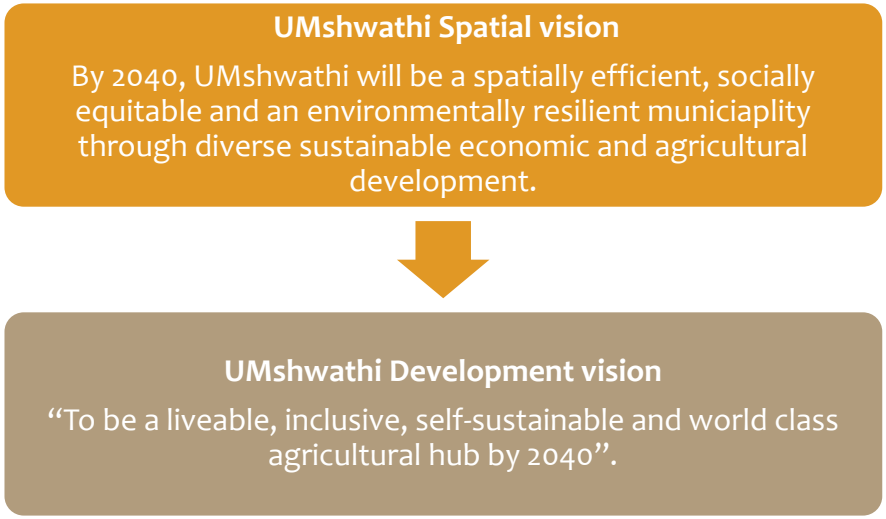
	The farm dwellers are not organized, and this is a source of many challenges that they encounter
OPPORTUNITIES	**THREATS**
▪ uMshwathi has a huge demand to create jobs in uMshwathi through the processing of agricultural produce within the municipality ▪ The local crafters produce excellent products that have won awards in the District and Provincial competitions ▪ uMshwathi has a rich cultural, historical heritage and a beautiful landscape for tourism ▪ The two local dams namely Albert Falls & Nagle Dam present the area with opportunities for the growth of the tourism sector ▪ There are opportunities for agro-processing of the local agricultural produce ▪ Availability of animal waste and lots of wood material for the production of electricity. ▪ The two dams also present the municipality with opportunities for hydro-electric power generation. ▪ The availability of vast quantities of animal waste, alien plants and wood in the municipality provide opportunities for generating electricity from these materials. ▪ Opportunity for the establishment of renewable energy projects in Appelsbosch area ▪ There are opportunities for the establishment of new brick & tile manufacturing plants ▪ There are no restaurants that provide African Cuisine Dishes ▪ R33 Provincial Road ▪ Young energetic human capital ▪ Strong agricultural base and potential to developing agriculture to new high value product ▪ Desire for development ▪ Existence of strong Cooperatives ▪ Availability of agricultural land	▪ The overreliance on sugarcane and timber plantations poses a threat to the long-term sustainability of the local economy. ▪ The slow pace of the land restitution processes is both a weakness threat and a threat to the development and sustainability of local agriculture. ▪ The high rate of crime, including stock theft is a constant hazard to stock farmers. ▪ The use of agricultural land for housing purposes is an increasing threat ▪ The ever-increasing number of households in tribal authority areas resulting in decreasing size of small-scale farms ▪ The water quality is deteriorating due to agricultural activities within and outside of uMshwathi. ▪ The lack of a Resource Management Plan for the two local dams renders these important resources vulnerable to unscrupulous developments that threaten their long-term sustainability. ▪ The high rate of crime poses a threat to the long-term sustainability of the tourism sector ▪ Additional posts in the LED Unit have been identified ▪ The rate of unemployment, poverty and inequality are unacceptably high ▪ Agricultural land is lost to non-agricultural activities ▪ The increase in conflicts amongst local people and foreigners who are employed by the farm owners. ▪ There is no particular emphasis on gardening and efficient use of water in the local schools. These skills are important for ensuring food security in the local communities.

▪ Proposed fibre cabling to enhance network connectivity ▪ Proposed Waterborne sewer project	▪ Climate Change ▪ There is increasing incidence of foreigners taking over local businesses ▪ There is very little circulation of money within the municipal boundaries
FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS	
STRENGTH	**WEAKNESSES**
▪ Experienced; qualified and dedicated officials ▪ Sound procedures and processes in place ▪ Compliance to all financial policies ▪ Functioning and web-based supplier database ▪ Fully functional SCM, Expenditure, Budget & Reporting and Income units ▪ Teamwork and Good Interpersonal Relations ▪ Creditors are paid timeously ▪ 100% compliance to all legislative requirements ▪ Strong cash flow ▪ Well established communication with Ratepayers associations ▪ Collaborative relationship with Government Departments: COGTA, Provincial Treasury, Provincial Treasury, Human Settlements (in the recovery of Government debt) ▪ No loans or borrowings ▪ Cash coverage is above the required norm	▪ Critical posts not filled. ▪ Ineffective Contract management ▪ Inadequate training on the Municipal Property Rates Act ▪ Financial system not fully functional ▪ Grant dependent Municipality ▪ Requested training needs not addressed
OPPORTUNITY	**THREATS**
▪ Contribution to local service provider development through promotion of local procurement	▪ Change in legislation which governs local government

▪ Reduction in local unemployment rate (ensuring that contractors as part of their social contribution employs local people) ▪ Eradication of poverty (working with suppliers in helping those that are in need by giving out donations) ▪ Flexibility of finance system to ensure adequate control and monitoring of financial processes ▪ Collaborative working relationship with Building Compliance and Waste Management Units, to ensure service delivery is consistently maintained, encouraging debtors to pay for services rendered	▪ Cartels or collusion of suppliers to raise the price and dominate the market ▪ Threat of some supplier accounts being put on hold due to delay in payments

1.9 LONG TERM MUNICIPAL VISION LINKED TO SDF VISION

Figure 5: Long-term Municipal Vision



1.9.1 VISION

The municipality's vision is, as follows.

"To be a liveable, inclusive, self-sustainable and world class agricultural hub by 2040".

The spatial vision of the municipality according to the 2017-2040 SDF, is as follows, "*By 2040, UMshwathi will be a spatially efficient, socially equitable and an environmentally resilient municipality through diverse sustainable economic and agricultural development*".

The spatial development strategy combines the vision, strategies and spatial transformation rationale described in the preceding sections into one coherent spatial plan to guide and direct decision-making in the IDP as well. This municipal-level planning tool will follow the district-scale informants and principles to ensure that the future form of growth and development is contextually appropriate, supported by the necessary infrastructure, and does not generate unacceptable or undesirable impacts on surrounding land uses. The strategy brings together the development concepts of movement, networks, nodes, hierarchies, and surfaces. It takes cognizance of the development perspective and preferred scenarios.

1.9.2 MISSION

In the interim, the mission is expressed as follows.

"To promote sound, transparent and good governance in order to enhance self-sustaining community and social development through equitable infrastructure investment"

1.9.3 GOALS OF THE MUNICIPALITY

In summary, the goal of the municipality are as enlisted;

- Improved quality of life;
- Improved administrative, legal and advisory support;
- To provide safe, secure, and self-sustainable communities;
- Sound financial management;

- Strengthened democracy;
- Sustainable development practices;
- Credible IDP aligned to community needs; and
- Inculcating an environmental ethos within the Municipality.

1.9.4 Objectives of the Municipality

The objectives of the above-mentioned goals are enlisted as follows. There are basically the strategies in line with all the goals for the municipality, and they include.

- Facilitate access to basic electricity services.
- Provide Free Basic Electricity to Indigent Households
- Provide access to community facilities.
- Provide access to sporting facilities.
- Provide access to roads and storm water
- Plan implement and monitor infrastructure projects.
- Maintain municipal infrastructure
- Provide Indigent burial support and maintain cemeteries
- Improve emancipation of youth development through economic participation, sport development and promotion of cultural activities
- Empowerment of women, children HIV positive, youth and elderly through skills development programmes and addressing social and structural drivers to HIV/AIDS
- Coordination of ward-based structures, in addressing poverty related issues
- Assist in Grant- in- Aide application that deal with ECD, Libraries in order to reduce school drop out
- Development and Implementation of plan of action to reduce road accident and ensure the safety of all road users
- Provide waste and refuse removal services to the residents of uMshwathi
- Recruit, develop, train and retain competent service delivery workforce
- Provide legal and compliance to legislation and collective agreement
- Implement an effective Performance Management System
- Ensure the availability, stability, security and integrity of ICT services
- Implement the Employment Equity Plan of the municipality
- Develop and maintain sound ethics and organizational culture
- Maintain a working environment that is risk free and compliant with the OHS Act.
- Maintain a positive cash flow of 3 months cost coverage
- Avoid incurring Irregular, Unauthorised, Fruitless and wasteful expenditure
- Have a realistic budget in place and report regularly on progress
- Implement all the requirements the SCM policy
- Thriving & Transformed local Tourism Sector
- Promote the development of prioritised groups (HDI's, woman, people living with disabilities)
- Poverty alleviation
- Promotion SMMEs and Cooperatives' development
- Increased investment and retention of businesses in uMshwathi
- Promote Inter-governmental Relations (IGR) and public participation

- Ensure institutional integrity
- Ensure functionality of oversight committees
- Ensure a functional Ward committee structure
- Promote awareness and facilitate disaster management.
- Establish integrated institutional capacity to enable effective implementation of the disaster risk management legislation.
- Eliminate or reduce the probability of disaster occurrences
- Developing awareness for environmental, households and other waste categories
- Develop and implement a credible IDP
- Ensure development of strategies and programme for economic hubs to address social cohesion and economic viability
- Develop 14 credible Ward Based Plans

1.9.5 Core values

In all its deliberations, uMshwathi Municipality will strive to operationalise the Batho Pele principles by:

- Putting people first
- Openness and transparent
- Excellence and best practice
- Ethical behaviour
- Fairness
- Exemplary Leadership
- Accountability
- Professionalism

1.10 HOW WILL OUR PROGRESS BE MEASURED?

The uMshwathi Municipality has a Performance Management System (PMS) in place. The SDBIP gives effect to the Integrated Development Plan and Budget of the Municipality. This necessitates each of the Departmental Heads to sign performance agreement linked to the objectives of the IDP and meeting the service delivery needs of the community. This is in the form of Scorecards aligned to the functions and responsibilities of each Department. The Monitoring and Evaluation Unit using manual means i.e., Excel Spreadsheet enables quick and easy monitoring of progress within the Municipality and compiles quarterly reports. This in essence contributes to the Organisational Performance Management System, which the Municipal Manager is responsible for.

1.11 ECONOMIC PROFILE

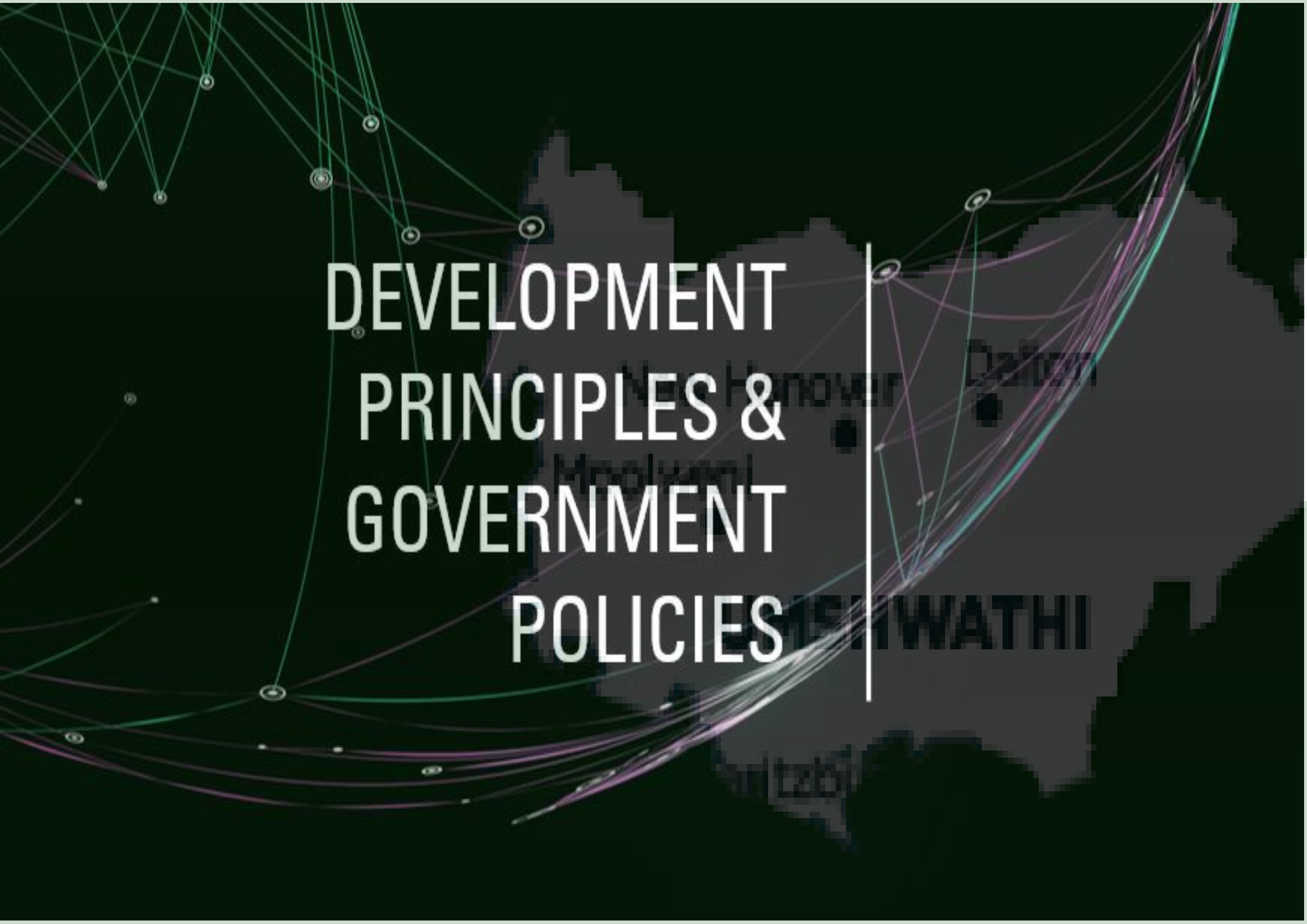
The land is mostly agricultural, although urban development is to be found in the main towns. The communities living in the underdeveloped areas have extremely limited access to basic physical and social requirements and very few economic opportunities. The present authority structures are, as yet, unable to provide for the improvement of basic living conditions urgently required by the rural inhabitants. The main towns are Cool Air, Dalton, New Hanover, and Wartburg. The main economic sectors are 9agriculture, manufacturing and tourism.

1.12WHAT TO EXPECT FROM UMSHWATHI MUNICIPALITY IN THE NEXT 5 YEARS

Table 8: Municipal goal and strategic objectives

NKPA	IDP GOAL	BACK TO BASICS	STRATEGIC OBJECTIVE
Municipal Transformation & Institutional Development	*Improved administrative, legal, and advisory support*	Pillar 5: Building capable local government institutions	▪ *To provide quality support services to the Municipality enabling other departments to operate efficiently for them to achieve their targets.*
Basic Service Delivery	*Improved the quality of life of our citizens*	Pillar 2: Basic service delivery	▪ To respond to the service delivery backlogs by planning, developing and maintain Municipal infrastructure. ▪ To execute the road traffic law enforcement by reducing the risk of death or injury to users of the road network. ▪ *To upscale Social Empowerment of Vulnerable Groups.*
Local Economic Development	*Self-sustainable communities*	Pillar 2: Basic service delivery	▪ *To promote and support local economy*
Municipal Financial Viability and Management	*Sound financial management*	Pillar 4: Sound financial management	▪ *To ensure complete and accurate accounting of all transactions, and to report all financial information in accordance with the MFMA and applicable regulations*
Good Governance and Public Participation	*Strengthened democracy*	Pillar 3: Good Governance	▪ *To instil the principles of good governance in all municipal operations and promote effective public participation*
Cross Cutting Issues	*Credible IDP*	Pillar 2: Basic service delivery	▪ *To develop a credible IDP in line with provincial guidelines*
	Safe and secure environment	Pillar 2: Basic service delivery	▪ *To reduce the probability of disaster occurrences and take effective action during disasters*

NKPA	IDP GOAL	BACK TO BASICS	STRATEGIC OBJECTIVE
	Inculcating an environmental ethos in the municipality	Pillar 2: Basic service delivery	▪ To develop Spatial Development Framework that informs the development direction of the municipality ▪ *To promote a sustainable environmental management system, through open space management (parks, cemeteries); b. Municipal health (waste management) c. Environmental compliance facilitation*


DEVELOPMENT
PRINCIPLES &
GOVERNMENT
POLICIES

2 PLANNING AND DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES AND IMPERATIVES

2.1 INTRODUCTION

Integrated development planning is a key tool in South Africa's new developmental local government system, acting as a catalyst to transform municipalities into inclusive, responsive, strategic, and performance-driven entities. As such, the IDP serves as the primary tool for strategic planning, directing and influencing all planning, budgeting, decision-making, management, and development activities that take place inside the municipal boundaries. Because it is a direct representation of the municipality, once established, it is considered the plan that takes precedence over all others within the municipality.

In addition to being the municipality's strategic planning tool, the Integrated Development Plan (IDP) aims to integrate and balance the economic, ecological, and social pillars of sustainability within the uMshwathi municipal area while maintaining the institutional capacity necessary to implement and coordinate the necessary efforts across sectors and relevant spheres of government. The IDP is prepared within the first year of the newly elected Council's appointment and will be reviewed annually during the Council's term of office. The priorities and actions identified in this IDP will inform the municipality's structure, service delivery standards, all-financial planning and budgeting, as well as performance reporting. Municipalities operate under a broad legislative and policy framework that establishes rules and regulations for the implementation of municipal goals, plans, and initiatives that are in keeping with those tasks.

2.2 GLOBAL POLICY DIRECTIVES

The Local sphere of government continues to play a fundamental role in improving the quality of life for the people and towards providing development opportunities in the country. The uniqueness of the local sphere of government stems from local government being closest to the people. Whilst the Municipality has a good track record in delivering goods and services effectively to citizens, one must recognize that there are challenges that we face, and these challenges must be addressed in a strategic manner.

The following principles are derived from various development and planning policies or pieces of legislation and are adapted from the schedule provided by COGTA. They are adopted as overarching concerns and will guide implementation of the IDP in UMshwathi Municipality.

2.9.1 SUSTAINABLE DEVELOPMENTAL GOALS

Figure 7: Sustainable Development Goals

The sustainable Development Goals summarize the development goals agreed on at international conferences and world summits during the 1990s. At the end of the decade, world leaders distilled the key goals and targets in the Millennium Declaration (September 2000). The targets set were to be reached by 2015 and now the international world is deliberating on the post 2015 MDG Goals. However, South Africa has already pledged to take MDG Goals forward, which are:

- *Halving extreme poverty and hunger.*
- *Achieving universal primary education.*
- *Promoting gender equality.*
- *Reducing under-five mortality by two-thirds.*
- *Reducing maternal mortality by three-quarters.*
- *Reversing the spread of HIV/AIDS, malaria, and TB.*
- *Ensuring environmental sustainability; and*
- *Developing a global partnership for development, with targets for aid, trade, and debt relief.*

In addressing the above sustainable goals, the municipality has initiated poverty eradication programmes that are part of the plan for the financial year. These programmes include assisting the local community to plant vegetables for sustenance of the families. The municipality is in the process of reviewing its Local Economic Development Plan thus aligning it to the Agri- Business strategy. The review of the LED will provide the current and a true reflection of the economy thereby assist in the identification of economic opportunities within uMshwathi that can unlock to create economic growth and job opportunities.

Table 9: Sustainable Development Goals & Alignment

GOAL	Sustainable Development Goal	Umshwathi Municipality's Response
1	No poverty	• Develop a stronger working relationship with Umgungundlovu DM and make sure SMMEs are supported and take part in programs. • Expand the range of economic opportunities available to women and other marginalized groups. • Create LED revenue-generating techniques. • Encourage more people to take part in War Rooms and Sukuma Sakhe to identify the households who are experiencing hunger and poverty. • Establish networks of collaboration with the relevant NGOs and other parties.
2	No hunger	Facilitate collaborations between the business sector and the relevant government agencies on the aforementioned programs: • *Create food security programs.* • *Increase interaction with combining farmers.* • *One home supports one garden.*
3	Good health	• To enhance cooperation on the following programs with the Department of Health, other pertinent government departments, and the private sector. • Increase the use of OSS to health-related problems. • Increase health awareness campaigns
4	Quality education	• Facilitate SETA programs and learnerships, as well as community skills audit and support initiatives. • Offer accessible mobile libraries for all pupils. • Facilitate funding support for people/scholars in need and for tertiary studies.
5	Gender equality	• Support special groups and LGBT, women, youth and people living with disabilities. • Establishment of gender forum • Facilitate youth desk, campaigns, and women parliament
6	Clean water and sanitation	• Develop a stronger working connection with the district municipality to guarantee that people have access to sanitary facilities and affordable water. • Enhance Programs for improving access to water and sanitation

7	Clean energy	• Intensify collaboration with Eskom and other energy service providers to provide access to reasonably priced and dependable energy. • Analysis of clean energy programs • Develop programs and initiatives. • Run educational campaigns
8	Good jobs and economic growth	• *Create an environment that will result in more employment opportunities.* • *Create collaborations between the public and private sectors.* • *Establish land ownership and make it accessible for construction.* • *Organize programs and support for the unorganized sector.* • Attract both domestic and foreign investment
9	Innovation and infrastructure	• Organize and execute EPWP projects. • Zoning a parcel of land to permit construction. • Promote business incentives and industrial growth. • Establish public-private collaborations. • The development and implementation of a thorough infrastructure strategy. • creating and implementing investment strategies • Make the atmosphere inviting for investment. • Draw potential industries to important locations the Council has designated for industrial development.
10	Reduce inequalities	• *Implement EEP* • *Indigent support program* • *SMME's and Co-operatives support*
11	Sustainable cities and communities	• Creation of the land use management scheme • Reduce service backlogs
12	Responsible consumption	• *Assure sustainable production and consumption habits.* • *Implementation of effective supply chain management system by employing companies in a close radius.* • *Raise awareness of sustainable development*

13	Protect Planet	• Implementation of Integrated Waste Management Plan • Implementing Buy-Back infrastructure and related programs in accordance with the feasibility study's findings. • Strengthen communication with the district regarding the selected climate change strategy, its effects, and response plan. • Carry out the Umshwathi Municipality's climate change activities and interventions. • Create mitigation and adaptation plans. • Create initiatives to raise public awareness and prevent disasters.
14	Life below water	• To effectively conserve marine resources (rivers, streams, and dams), an Integrated Waste Management Plan must be implemented. • Develop sustainable awareness efforts for rivers and streams, as littering threatens marine life by polluting the water.
15	Life on land	• Effective implementation of Integrated Waste Management Plan • Develop Strategic Environmental Assessment (SEA) • Develop Environmental Impact Assessment (EIA)
16	Peace and justice	• Implementation of anti- fraud and corruption policy • Effective and proportional risk management and external audit committees. • Put crime prevention measures into action. • Involve stakeholders in Operation Sukuma Sakhe, including Amakhosi, the South African Police, and the local community. • *Facilitate access to social and economic services*
17	Partnerships for goals	• Improve IGRs

2.9.2 THE NEW URBAN AGENDA

The New Urban Agenda (NUA) is a global commitment framework that advocates for sustainable urban development across all levels of governance. It focusses on a series of SDGs with SDG 11 being the most essential. The NUA is critical in addressing issues such as increased levels of urbanisation and creating employment opportunities. The commitments agreed to by member states in order to achieve the intentions of the NUA is depicted in figure below.

Figure 8: New Urban Agenda commitments

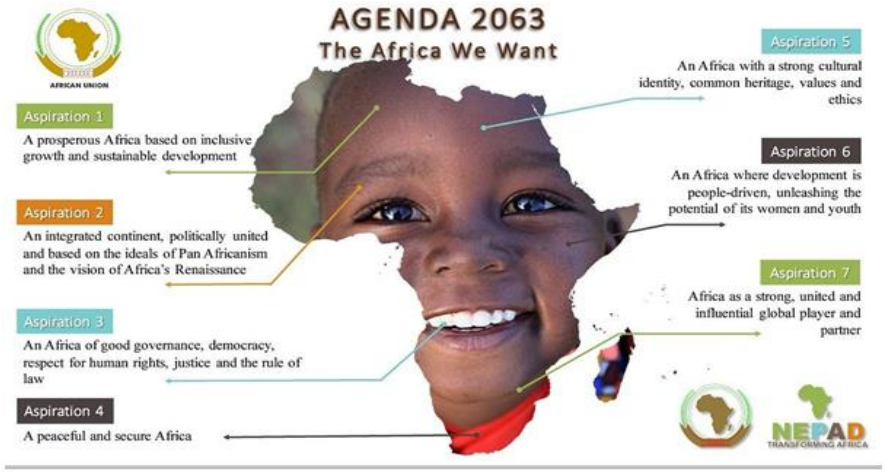
2.9.3 PARIS AGREEMENT ON CLIMATE CHANGE

The Paris Agreement builds upon the Convention and brings all nations into a common cause to undertake efforts to combat climate change and adapt to its effects, with enhanced support to assist developing countries. As such, it charts a new course in the global climate effort. The primary objective of the Paris Agreement is to strengthen the global response to the threats of climate change by sustaining a global temperature rise that is below 2 degrees in this century whilst simultaneously pursuing efforts to ensure that the temperature increase is limited to 1.5 degrees.

2.9.4 AFRICAN UNION 2063 AGENDA

The African Union (AU) has in place a comprehensive 50-year master plan to bring forth transformation in the African continent. The AU Agenda 2063 "builds on and seeks to accelerate the implementation of past and existing continental initiatives for growth and sustainable development". Achieving this will realise the AU vision of "An integrated, prosperous and peaceful Africa, driven by its own citizens and representing a dynamic force in international arena". The AU Agenda 2063 comprises of seven (7) Aspirations that evoke African Patriotism and solidarity amongst member states of the AU as indicated in figure 6 below.

Figure 9: African Union Aspirations



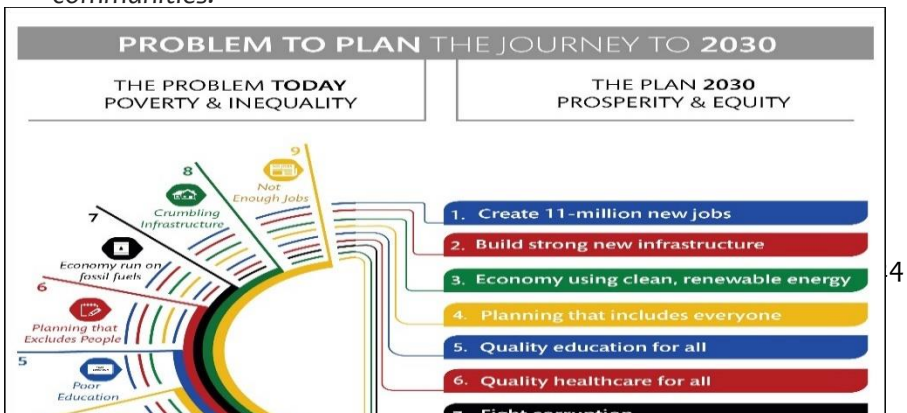
2.10 NATIONAL GOVERNEMNT IMPERATIVES

2.6.1 CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA ACT NO. 108 OF 1996

The Constitution of the Republic of South Africa stipulates the role that the local government should play in deepening democracy and promoting of socio-economic and environmental development. Furthermore, the municipality provides basic services and conduct its business in accordance with the Municipal Structures Act 1998, Municipal System Act 2000, Municipal Finance Management Act 2003 and Municipal Property Rates Act 2004. Section 34, Chapter 5 of the Local Government Systems Act, 32 of 2000 makes provision for the Integrated Development Plan review process. Hence, uMshwathi Local Municipality has engaged in a consultative process to comply with legislative mandate regulating the review process.

Chapter 7 of the Constitution of the Republic of South Africa provides the primary legislative framework for the establishment of local government structures. Section 152 (1) lists the local government objectives as follows:

- *To provide democratic and accountable government for local communities.*



- *To encourage the involvement of communities and community organizations in the matters of local government.*

As such, these are the primary objectives of UMshwathi Municipality as a local government structure. As stipulated in Section 152 (2) the municipality will strive, within its financial and administrative capacity, to achieve the objects set out in subsection (1). The powers and functions allocated to the municipality as opposed to the other spheres of government in this regard are stipulated in Part B of Schedule 4 and Part B of Schedule 5 of the Constitution

2.6.2 NATIONAL DEVELOPMENT PLAN

The country has developed the draft national plan, released in November 2011. Building on the diagnostic, the plan added four thematic areas: rural economy, social protection, regional and world affairs, and community safety. The plan focuses on the critical capabilities needed to transform the economy and society. Achieving these capabilities is not automatic, nor will they emerge if the country continues its present trajectory. Rising levels of frustration and impatience suggest that time is of the essence: failure to act will threaten democratic gains. South Africa must find ways to urgently reduce alarming levels of youth unemployment and to provide young people with broader opportunities.

Progress over the next two decades means doing things differently. Given the complexity of national development, the plan sets out six interlinked priorities:

- Uniting all South Africans around a common programme to achieve prosperity and equity.
- Promoting active citizenry to strengthen development, democracy, and Accountability.
- Bringing about faster economic growth, higher investment, and greater labour Absorption.
- Focusing on key capabilities of people and the state.
- Building a capable and developmental state.
- Encouraging strong leadership throughout society to work together to solve problems.

While the achievement of the objectives of the National Development Plan requires progress on a broad front, three priorities stand out:

- Raising employment through faster economic growth
- Improving the quality of education, skills development, and innovation
- Building the capability of the state to play a developmental, transformative role.

A sustainable increase in employment will require a faster-growing economy and the removal of structural impediments, such as poor-quality education or spatial settlement patterns that exclude the majority. These are essential to achieving higher rates of investment and competitiveness and expanding production and exports. Business, labour, communities, and government will need to work together to achieve faster economic growth.

Social cohesion needs to anchor the strategy. If South Africa registers progress in deracialising ownership and control of the economy without reducing poverty and inequality, transformation will be superficial. Similarly, if poverty and inequality are reduced without demonstrably changed ownership patterns, the country's progress will be turbulent and tenuous. Longer term interventions from the local authority need to take cognizance of the following:

- Promote mixed housing strategies and more compact urban development to help people access public spaces and facilities, state agencies, and work and business opportunities.
- Invest in public transport, which will benefit low-income households by facilitating mobility.

For infrastructure that supports human settlements (housing, water, sanitation, roads, parks and so on) the picture is unnecessarily complicated. The planning function is located at local level, the housing function is at provincial level, and the responsibility for water and electricity provision is split between those responsible for bulk services and reticulation. In practice, these arrangements do not work. In general, human settlements are badly planned, with little coordination between those installing water reticulation infrastructure and those responsible for providing bulk infrastructure.

Responsibility for housing should shift to the level at which planning is executed: the municipal level. The plan sets out recommendations for effective urban development. Local government faces several related challenges, including poor capacity, weak administrative systems, undue political interference in technical and administrative decision-making, and uneven fiscal capacity. The Commission believes that within the framework of the Constitution, there is more room for the asymmetric allocation of powers and functions and for more diversity in how developmental priorities are implemented. To achieve this, longer-term strategies are needed, including addressing capacity constraints,

allowing more experimentation in institutional forms and working collaboratively with national and provincial government.

Reshaping South Africa's cities, towns and rural settlements is a complex, long-term project, requiring major reforms and political will. It is, however, a necessary project given the enormous social, environmental, and financial costs imposed by existing spatial divides. The Commission proposes a national focus on spatial transformation across all geographic scales. Policies, plans and instruments are needed to reduce travel distances and costs, especially for poor households. By 2030, a larger proportion of the population should live closer to places of work, and the transport they use to commute should be safe, reliable and energy efficient. This requires:

- *Strong measures to prevent further development of housing in marginal places*
- *Increased urban densities to support public transport and reduce sprawl*
- *More reliable and affordable public transport and better coordination between various modes of transport Incentives and programmes to shift jobs and investments towards the dense townships on the urban edge*
- *Focused partnerships with the private sector to bridge the housing gap market*

Rural areas present particular challenges. Policies are required to bring households in these areas into the mainstream economy.

2.6.3 MUNICIPAL SYSTEMS ACT NO. 32 OF 2000

The Municipal Systems Act (MSA), (Act No. 32 of 2000) plays a crucial role in the preparation of IDPs; Chapter 5 of the Municipal Systems Act specifies that each municipal council must, within a prescribed period after the start of its elected term, adopt a single, inclusive, and strategic plan for the development of the municipality, which:

- *Links, integrates and co-ordinates plans and takes into account proposals for the development of the municipality.*
- *Aligns the resources and capacity of the municipality with the implementation of the IDP.*
- *Forms the policy framework and general basis on which annual budgets must be based; and*
- *Is compatible with national and provincial development plans and planning requirements binding on the municipality in terms of the legislation.*

The Act also requires municipalities to review the IDP annually.

2.6.4 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT 2013

Spatial Planning and Land Use Management in the context of South African planning and development is administered by the Spatial Planning and Land Use Management Act No.16 of 2013 (SPLUMA). SPLUMA will ensure that all spatial and development imbalances within the urban and rural context are addressed accordingly in order to ensure inclusive spatial and socio-economic growth. UMshwathi Municipality has an adopted wall-to-wall town planning scheme which enforces all development principles and receives development application which are assessed according the SPLUMA in conjunction with UMshwathi Spatial Planning and Land Use Management By-laws.

2.6.5 MEDIUM TERM STRATEGIC FRAMEWORK: OUTCOMES 9, 13 AND 16

The Medium-Term Strategic Framework (MTSF) is Government's strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the National Development Plan (NDP). The MTSF sets out the actions Government will take and targets to be achieved. It also provides a framework for the other plans of national, provincial, and local government. The aim of the MTSF is to ensure policy coherence, alignment and coordination across government plans as well as alignment with budgeting processes. Performance agreements between the President and each Minister will reflect the relevant actions, indicators and targets set out in this MTSF. The 2014-2019 electoral mandate focuses on the following priorities:

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

2.6.6 NATIONAL SPATIAL DEVELOPMENT FRAMEWORK (2020)

Figure 10: NSDF objectives

The vision of the NSDF is "All Our People Living in Shared and Transformed Places in an Integrated, Inclusive, Sustainable and Competitive National Space Economy". The accompanying Mission statement reads as follows: "Making our Common Desired Spatial Future Together Through Better Planning, Investment, Delivery and Monitoring". The vision and the objectives of the NSDF are illustrated and depicted in the figure below.

UMshwathi LM is a very diminutive municipality, and it is not enticed nor recognized on the National Spatial Development Framework (2020) which is still a draft version. However, it falls under the National Resources Risk Areas, whereby only Dalton is recognized as a Rural Service Centre, and a rural service node serves a specific geographical

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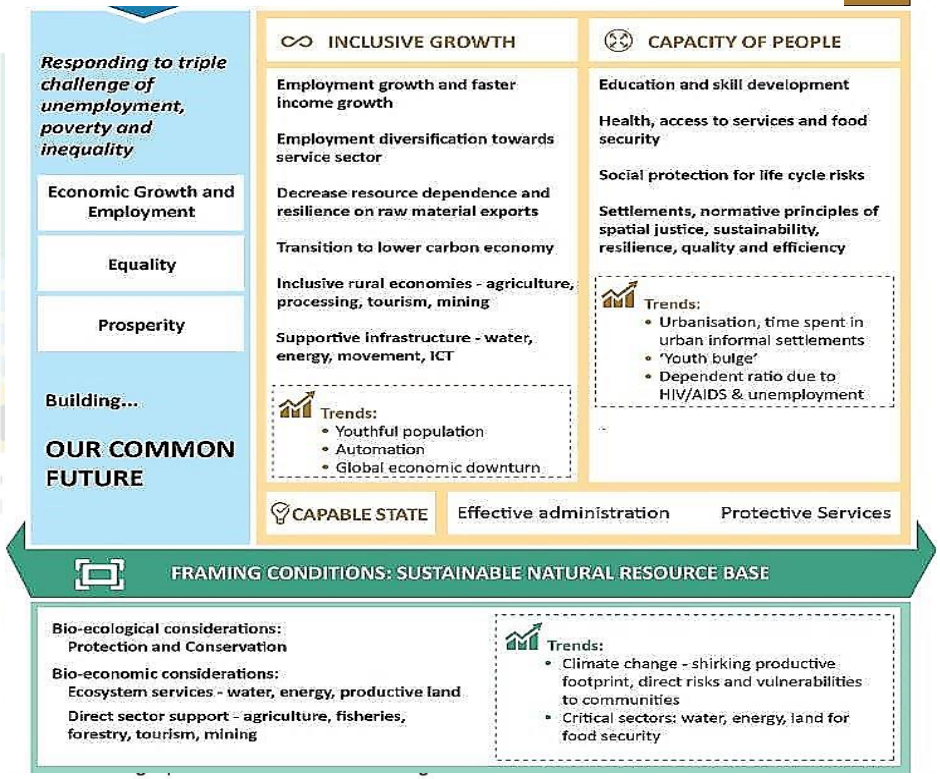
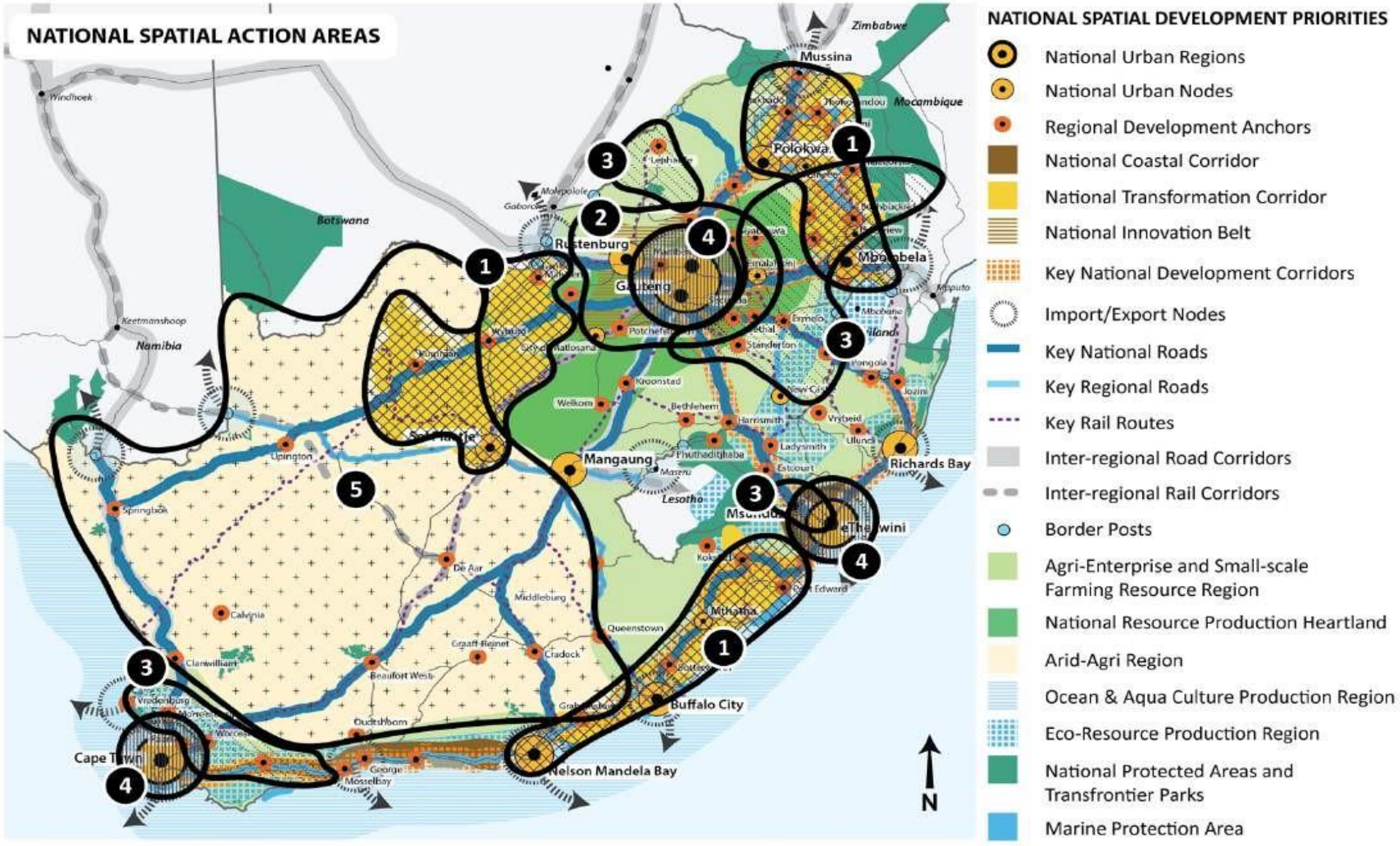
Map 5: UMngeni River Catchment



surrounding cluster of settlements within a specific neighbourhood and would include low order public, shopping and small business enterprise facilities. It serves as a link between the local communities and the major towns as such they should locate in accessible areas along or at the intersection of public transport routes



1. National Transformation Corridors:
(1) Coastal Transformation Corridor; (2) Escarpment Transformation Corridor; and (3) Northwestern Transformation Corridor

2. Central Innovation Belt: Emalahleni – Siyabuswa – Rustenburg – City of Matlosana - Sasolburg

3. National Resource Risk Area: (1) Upper Vaal, (2) Olifants, (3) Waterberg, (4) uMngeni, and (5) Berg and Breede

4. National Urban Regions

5. Arid Innovation Region

2.6.7 THE 5 NATIONAL PRIORITIES

Government's priorities affect all South Africans, the majority of whom are women and girls. Particularly black women and girls suffer multiple forms of discrimination and are among the most socioeconomically disadvantaged groups in South Africa. This review gauges how government's priorities set fo2012 in President Jacob the President's State of the Nation Address (SONA 2012) will affect the social, political and economic status of women, and measures the advances made with regards to the five priorities the president set in the 2009 SONA, namely:

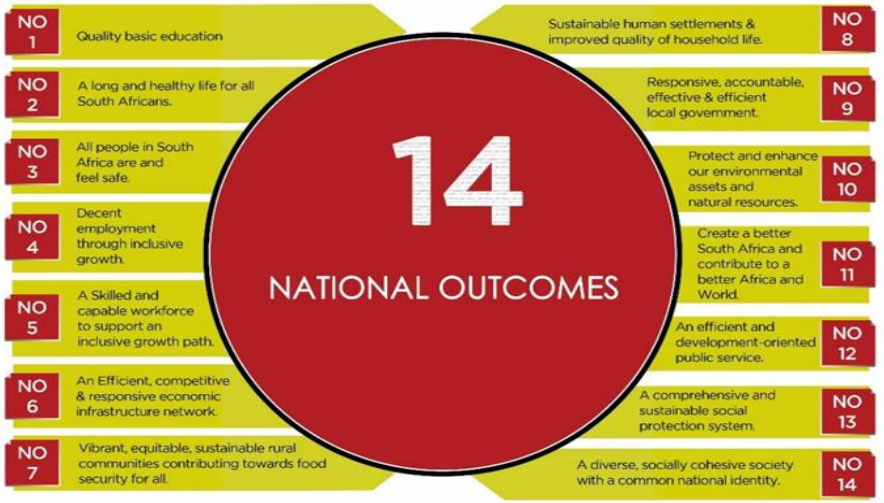
Figure 11: National Priorities

NATIONAL PRIORITIES

- DECENT WORK
- EDUCATION
- CRIME
- HEALTH
- RURAL DEVELOPMENT AND AGRARIAN REFORM

UMshwathi Local Municipality through its social and economic development initiatives has played a catalytic role and continue to do so in assuring that all Capital Projects are more labour intensive in order to create an opportunity for the Local communities to acquire necessary skills and employment opportunities as well as ensuring self-sustainability and efficiency. Furthermore, direct programmes and awareness campaigns in agriculture, land restitution, HIV/AIDS, Youth, Tourism, Co-operatives and SMMEs are the effective tools to create jobs opportunities and combat crime actions and transmittable deceases.

2.6.8 THE 14 NATIONAL OUTCOMES



In January 2010, Cabinet adopted 14 outcomes within which to frame public-service delivery priorities and targets. Cabinet ministers have signed performance agreements linked to these outcomes. More detailed delivery agreements have since been developed to extend targets and responsibilities to national and provincial departments, agencies, and municipalities. UMshwathi Local Municipality is attempting to comply with the 14 outcomes by taking them into consideration in the budget and IDP process. Taking place in the absence of effective land-use management and urban governance. These require urgent interventions. Agreements have since been developed to extend targets and responsibilities to national and provincial departments, agencies, and municipalities. UMshwathi Local Municipality is attempting to comply with the 14 outcomes by taking them into consideration in the budget and IDP process.

Table 10:

OUTCOME NUMBER	OUTCOME	OUTPUT	IMPLICATIONS TO UMSHWATHI LOCAL MUNICIPALITY
1.	*Improve the quality of basic education*	▪ Improve quality of teaching and learning. ▪ Regular assessment to track progress. ▪ Improve early childhood development. ▪ A credible outcome focused. ▪ Accountability system; and ▪ Improve quality of teaching and learning.	▪ Within the municipality, staff is being trained and attend workshop as per the area of individual's expertise ▪ Attempts are being made to reduce the pregnancy through collaborations with the government departments and non-government organizations. ▪ Educating learners on sexual reproductive health is upscale through engaging key role players, and ▪ Skills Audits are conducted on an annual basis
2.	*Improve health and life expectancy*	▪ Increase life expectancy to 58 for males and 60 for females ▪ Reduce maternal and child mortality rates to 30-40 per 1000 births ▪ Combat HIV/Aids and TB ▪ Strengthen health services effectiveness	▪ The local aids council is established and functional and have linkages with operation Sukuma Sakhe 's Local Task Team ▪ The multi sectoral representation includes departments, non-government organizations and sectors at a ward level ▪ The establishment of SMME's and cooperatives in order to deal with the issues of poverty as one of the key objectives of the Millennium Goals has been achieved
3.	*All people in South Africa protected and feel safe*	▪ Reduce overall level of crime ▪ An effective and integrated criminal justice system ▪ Improve perceptions of crime among the population ▪ Improve investor perceptions and trust ▪ Effective and integrated border management ▪ Integrity of identity of citizens and residents secured ▪ Cyber-crime combated	▪ UMshwathi has formulated programmes and awareness campaigns in agriculture, land restitution, HIV/AIDS, Youth, Tourism, Co-operatives and SMMEs as tools to create jobs opportunities and combat crime actions and transmittable deceases through government state departments, police stations have been well located in uMshwathi. ▪ Safety Plan is currently being formulated
4.	*Decent employment through inclusive economic growth*	▪ Faster and sustainable inclusive growth ▪ More labor-absorbing growth Strategy to reduce youth unemployment ▪ Increase competitiveness to raise net exports and grow trade ▪ Improve support to small business and cooperatives ▪ Implement expanded public works programme	▪ Proposition of providing small business stalls ▪ Agri-Business strategy has been formulated together with the Local Economic Development Strategy to formulate programmes and projects which will eventually provide jobs for citizens of uMshwathi. ▪ The Municipal Environmental Framework for business development (private sector facilitation) aimed at making uMshwathi Municipality an Agri-hub and agro-processing

5.	*A skilled and capable workforce to support inclusive growth*	▪ A credible planning institutional mechanism ▪ Increase access to intermediate and high-level learning programmes ▪ Increase access to occupation specific programmes (especially artisan skills training) ▪ Research, development, and innovation in human capital	▪ The municipality under Local Economic Development aims at promoting SMMEs and Cooperatives such as the programmes introduced through the LED Strategy: Drought Resilience project located in Swayimana
6.	*An efficient, competitive, and responsive economic infrastructure network*	▪ Improve competition and regulation ▪ Reliable generation, distribution, and transmission of energy ▪ Maintain and expand road and rail network, and efficiency, capacity, and competitiveness ▪ Maintain bulk water infrastructure and ensure water supply Information and communication Technology Benchmarks for each sector	▪ The municipality has formulated all infrastructure masterplans which will therefore guide the municipality in terms of provision and budget for the provision of infrastructure. These master plans have been included in the IDP as annexures
7.	*Vibrant, equitable and sustainable rural communities and food security*	▪ Sustainable agrarian reform and improved access to markets for small farmers ▪ Improve access to affordable and diverse food ▪ Improve rural services and access to information to support livelihoods ▪ Improve rural employment opportunities ▪ Enable institutional environment for sustainable and inclusive growth	▪ An investment and business retention plan have been included in the LED Strategy to support sustainable job creation in uMshwathi; and ▪ Proposition of Agricultural businesses to be done by cooperatives is being explored.
8.	*Sustainable human settlements and improved quality of household life*	▪ Accelerate housing delivery ▪ Improve property market ▪ More efficient land utilization and release of state-owned land	▪ The Municipality is embarking in the process of identifying new sites to eradicate Informal Settlements, through consultation with the Department of Rural Development & Land Reform and Department of Human Settlements, the municipality engages these departments regarding the Land Acquisition ▪ UMshwathi housing pipeline has been included as part of the prioritized service delivery
9.	*A response and, accountable, effective, and efficient local government system*	▪ Differentiate approach to municipal financing, planning and support ▪ Community work programme Support for human settlements	▪ The municipality is currently in support of the EPWP Programme which mainly provides jobs for the community residents ▪ The municipality has developed a revenue enhancement strategy which is currently being reviewed for Council Adoption

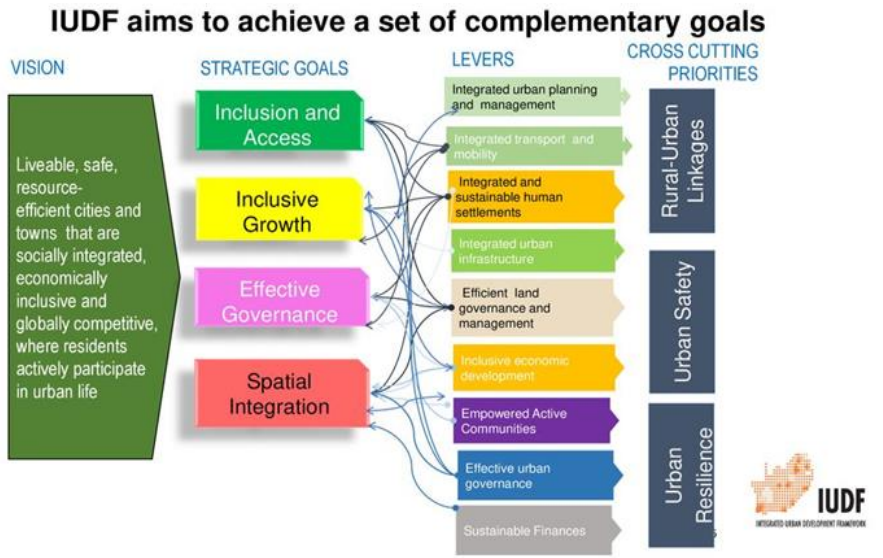
		▪ Refine ward committee model to deepen democracy ▪ Improve municipal financial administrative capability ▪ Single window of coordination	▪ The municipality ensures that tariffs 2016/17 and rates policy 2016/17 which is undertaken
10.	*Protection and enhancement of environmental assets and natural resources*	▪ Enhance quality and quantity of water resources ▪ Reduce greenhouse gas emissions. ▪ mitigate climate change impacts. ▪ Improve air quality ▪ Sustainable environment Management ▪ Protect biodiversity	
11.	*A better South Africa, a better and safer Africa and world*	▪ Enhance the African agenda and sustainable development ▪ Enhance regional integration Reform global governance institutions ▪ Enhance trade and investment between South Africa and partners	▪ To promote celebrating cultural diversity, the municipality under the Local Economic Development has a competitive festival which is done yearly to bring citizens of UMshwathi together
12.	*A development-orientated public service and inclusive citizenship*	▪ Improve government performance ▪ Government-wide performance monitoring and evaluation ▪ Conduct comprehensive expenditure review ▪ Information campaign on constitutional rights and responsibilities ▪ Celebrate cultural diversity	▪ To promote celebrating cultural diversity, the municipality under the Local Economic Development has a competitive festival which is done yearly to bring citizens of UMshwathi together
13.	*An inclusive and responsive social protection system*		▪ Disaster Management plan has been formulated for the purpose of promoting safe and security within uMshwathi Communities. ▪ Community Development and LED departments have compiled different programmes which ultimately aim at providing food security, community safety and learnerships to promote cohesion and safety.
14.	*Nation building and social cohesion*		▪ HIV and Aids unit has multiple committees and programmes which bring about all people. ▪ In addition, the LED and Sports unit have implemented and still growing on developing on its current local programmes in sports and local economic development.

2.6.9 INTEGRATED URBAN DEVELOPMENT FRAMEWORK (IUDF)

The Integrated Urban Development Framework (IUDF) is a response to our urbanisation trends and the directive by the National Development Plan (NDP) to develop an urban development policy that will cater for the increasing numbers by ensuring proper planning and necessary infrastructure to support this growth. In other words, it is government's policy position to guide the future growth and management of urban areas. The vision of the IUDF is liveable safe resources sufficient cities and towns that are socially integrated, economy inclusive, and globally competitive where residents actively participate in urban life.

The framework has four strategic goals: (1) Spatial integration, (2) inclusion and access, (3) growth and (4) governance. These strategic goals are further interconnected with nine policy livers for strategic priorities, and they include Integrated urban planning and management, Integrated transport and mobility, integrated sustainable human settlements, integrated urban infrastructure, Efficient land governance and management, Inclusive economic development, Empowered active communities, Effective urban governance, and Sustainable finances.

Figure 13: Core elements of the IUDF



The IUDF responds to the post-2015 Sustainable Development Goals (SDGs), in particular to Goal 11: Making cities and human settlements inclusive, safe, resilient and sustainable. It also builds on various chapters of the National Development Plan (NDP) and extends Chapter 8 'Transforming human settlements and the national space economy' and its vision for urban South Africa; "By 2030 South Africa should observe meaningful and measurable progress in reviving rural areas and in creating more functionally integrated, balanced and vibrant urban settlements". For this to happen the country must:

- *Clarify and relentlessly pursue a national vision for spatial development.*
- *Sharpen the instruments for achieving this vision; and*

- *Build the required capabilities in the state and among citizens.*

The IUDF's overall outcome – spatial transformation – marks a New Deal for South African cities and towns, by steering urban growth towards a sustainable growth model of compact, connected and coordinated cities and towns.

2.6.10 Comprehensive rural development programme (CRDP) principles

This is a national strategy focusing on dealing effectively with rural poverty through the optimal use and management of natural resources. The programme focuses on a three-pronged strategy covering the following:

- *Agrarian transformation.*
- *Rural development emphasising:*
  - *Improved economic infrastructure; and*
  - *Improved social infrastructure.*
- *Land reform:*
  - *Increase the pace of land redistribution.*
  - *Increase the pace of land tenure reform; and*
  - *Resolving outstanding land restitution claims.*

The CRDP Principles stipulate the following:

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

UMshwathi IDP will attempt to ensure that the elements of rural development, sustainability and integration are taken into account and should also promote investment in the rural parts of the municipality. The plan should aim at promoting public participation to gain consensus on decision making regarding the development needs proposed by the community or municipality in order to achieve a credible IDP for the municipality. The IDP alongside with SDF have addressed land reform issues for UMshwathi e.g., rural areas which fall under the Ingonyama Trust, it is therefore required that the municipality has to liaise with the Ingonyama Trust Board in order to proclaim the land. PDA/ SPLUMA Application for development within these areas may be required for the purpose of following the stipulated regulations.

2.7 PROVINCIAL POLICIES AND IMPERATIVES

This section provides brief explanation on Provincial policies and imperatives purpose and goals which ultimately act as guiding tool towards uMshwathi development. The table provided in section 2.1 illustrates how each of the principle of the policy and legislation implies/ relevant in the jurisdiction of uMshwathi. It further indicates plans and programmes designed in achieving alignment with policy principles. UMshwathi IDP has further ensured that even though some of the critical plans are not yet in place, strives to achieve in developing these plans such as a detailed SDF.

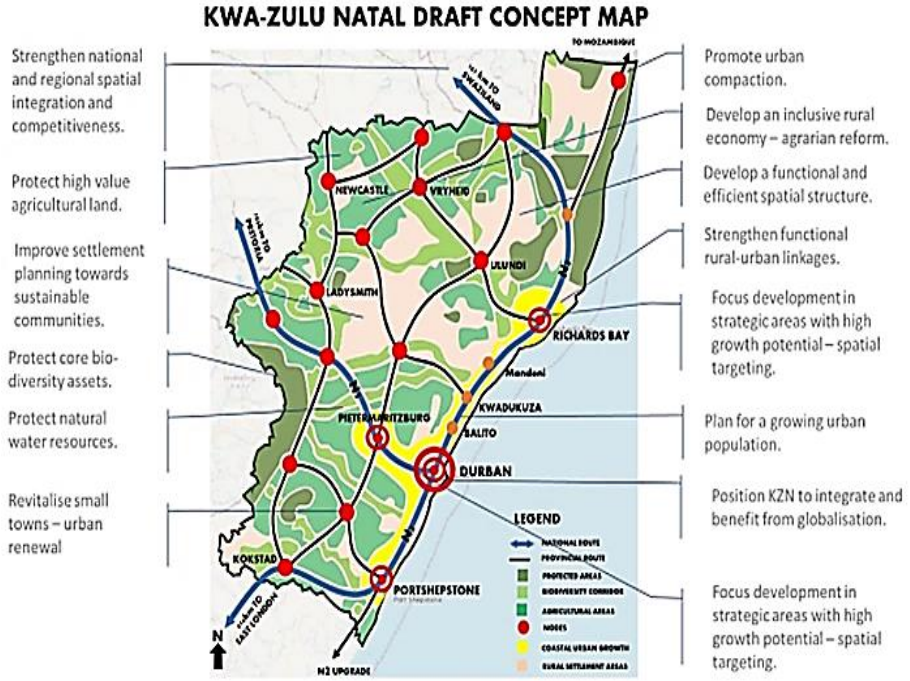
2.7.2 PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK

The KZN Spatial Development Framework is a plan brought about the KZN Planning Commission on the spatial analysis and desired outcome of the spatial mechanisms of the province. To achieve the goals and objectives of the PGDS, the provincial SDF has been developed and adopted for the 2016 year to spatially express the PGDS and provide spatial context to the proposed strategic interventions. It further provides principles to guide the province in dealing with socio-economic issues manifested spatially; provide mapping guidance for future spatial development and prioritizes investment and development initiative. Overall, this strategy guides municipal IDP's, SDF's and other municipal framework plans. The envisaged spatial vision for KwaZulu-Natal is summarized as follows, "*Optimal and responsible utilisation of human and environmental resources, building on addressing need and maximising opportunities toward greater spatial equity and sustainability in development*".

It is currently a Draft Plan with no legal status as such the 2016 KwaZulu-Natal Provincial Growth and Development Strategy (KZN PGDS) is still a relevant point of reference in terms of the spatial direction of KwaZulu-Natal (KZN) as a "Prosperous Province with a healthy, secure, and skilled population, living in dignity and harmony, acting as a gateway by 2035. However, the from the concept map, UMshwathi is situated where focus development in strategic areas with agricultural potential – spatial targeting whilst protecting core biodiversity and water resources.

UMshwathi is aware that the Provincial Government is under the preparation of developing a new PSDF. Furthermore, the PSDF provides guidance to municipal development tools such as the Integrated development plan and the Spatial Development Frameworks. UMshwathi Municipal IDP and SDF needs to be aligned to the PSDF.

Map 6: KZN SDF



Emphasis should be paid to the Strategic Objective 7 which emphasises a need to enhance the resilience of new and existing cities, towns, and rural nodes, ensuring equitable access to resources, social and economic opportunities. This objective also extends to raise the importance of ensuring integrated land management use across the province, ensuring equitable access to goods and services, attracting social and financial investment. Strategic Objective 1 is also important as it raises to develop

and promote the agricultural potential of KZN, enhance sectoral development through trade investment and business retention, enhance spatial economic development, improve the efficiency, innovation, and variety of government-led job creation programmes, promote SMME and entrepreneurial development and enhance the knowledge economy.

2.7.3 CoGTA KZN Planning Development Principles

The 2022-2027 5th Generation Integrated Development Plan aims to address the development principles contained in different National and Provincial legislations and programmes. Amongst other things, the following are the principles that the IDP will adhered to:

Table 11: Planning Development Principles

DEVELOPMENT PRINCIPLE	*SOURCE*	*IMPLICATIONS*
Development / investment will only happen in locations that are sustainable	*(NSDP)*	Private development applications, which aim at boosting investment and rates base of the Municipality. The investment potential/ nodes intervention areas have been identified in the 2018-2040 SDF (Framework) and will be discussed in the detailed Review of the Spatial Development, which will be undertaken during the 2020/2021financial year. The development of the SDF will therefore unlock private development applications to commence with greater prospects.
In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres.	*(NSDP)*	The detailed SDF to be developed will discourage urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification and compaction.
In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training,	*(NSDP)*	▪ The municipality is embarking on a position to establish SMME's and cooperatives in order to deal with the issues of poverty as one of the key objectives of the Millennium Goals. ▪ Youth Development Implementation Plan to respond to socio-economic needs of young people in uMshwathi Municipality through Cooperative Business Programme which mainly focuses on agricultural projects or programmes

DEVELOPMENT PRINCIPLE	SOURCE	IMPLICATIONS
social transfers such as grants and poverty-relief programmes		
Providing basic services that enable people to develop capabilities to take advantage of opportunities around the country, enabling them to contribute to their communities through remittances and skills transfer	*NDP*	Through the development of LED plan, and Agri-Business Strategy, which ultimately identify local economic opportunities within uMshwathi, will therefore ensure improvement of economic growth and creation of job opportunities.
If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity ("Breaking New Ground": from Housing to Sustainable Human Settlements)	*BNG*	Through the adopted Housing Sector Plan, current and planned housing projects in close proximity to areas of opportunity have been reflected on the plan.
Furthermore, the principle is underpinned by an assessment of each area's unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency	*(KZN PGDS)*	To be addressed in the detailed SDF to be developed which will mainly unpack into detail the relationship between human skills, environment and infrastructure.
This policy identified the following key pillars which every local municipality that each local municipality should aim at achieving: ▪ Basic Services: Creating decent living conditions, ▪ Good Governance, and ▪ Public Participation.	*Back to Basics*	The municipality embarked on reporting on back-to-basics programme. The reporting requirement has been clarified with all stakeholders and reporting is done a monthly basis to DCOG and quarterly to Provincial COGTA. The support plan and responses of the municipality to all pillars has been addressed in the content of the IDP.
To provide a framework for spatial planning and land use management in the Republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for the inclusive, developmental, equitable and efficient spatial	*SPLUMA*	The IDP has given effect to the Act particularly to all private development applications being submitted to the municipality and the SDF 2017-2040 framework has outlined and aligned with the Act. The detailed SDF to be developed will also give detail alignment concerning the spatial desired outcomes of the municipality.

DEVELOPMENT PRINCIPLE	SOURCE	IMPLICATIONS
planning at the different spheres of government; norms and standards for spatial development planning and land use management; to address past spatial and regulatory imbalances.		
Development must optimize the use of existing resources and infrastructure in a sustainable manner;	*CRDP*	To avoid loss of agricultural land to non-agricultural activities, Council recognized the need to actively support agricultural projects and ensure their long-term viability. This is done through promoting Business Cooperative Programme to maintain sustainable development within agricultural land.
In January 2010, Cabinet adopted 14 outcomes within which to frame public-service delivery priorities and targets	*OUTCOME 1-14*	The Operational Performance Management System (OPMS) through development of the Service Delivery Budget Implementation Plan (SDBIP) illustrates targets and performance by ensuring alignment with outcomes and key performance areas, key performance indicators and strategies

2.7.4 PROVINCIAL GROWTH AND DEVELOPMENT PLAN (PGDP)

The Provincial Growth and Development Plan (PGDP) is the implementation framework for the PDGS and therefore has the same strategic goals. The plan develops a theory of change for the implementation of the PGDS outlining broad actions to be undertaken and guide resource allocation. In this transition from strategy to plan, the focus is on driving implementation in a coordinated and integrated manner, where progress can be measured against predetermined targets and where roles and responsibilities have been confirmed within established lines of accountability.

This encompasses the monitoring, evaluation, reporting and review of components and brings together all the relevant key indicators, targets and interventions required to achieve the strategic objectives. The PGDP is a strategic management tool for the province to ensure that it is a concerted and measured effort to achieve the 2035 Vision, which the province of KwaZulu-Natal is planned to maximize its position as a gateway to South and Southern Africa, as well as its human and natural resources so creating a safe, healthy and sustainable living environment. The main purpose of this PGDP is to translate the PGDS into an implementation plan which will provide a sound platform for departmental, sectoral and stakeholder annual performance planning and therefore to guide resource allocation. In this transition from strategy to plan, the focus is on driving implementation in a coordinated and integrated manner, where progress can be measured against predetermined targets and where roles and responsibilities have been

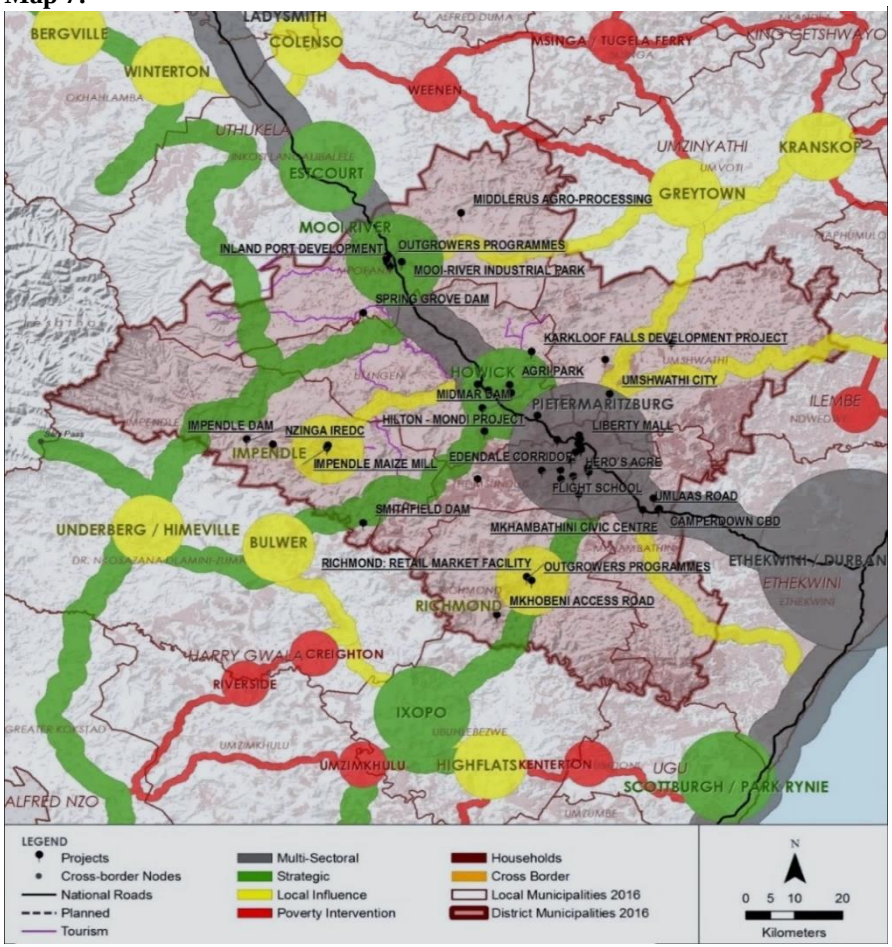
confirmed within established lines of accountability. The PGDP clearly indicates:

- The desired 2035 outcomes in the 7 goals and 31 objectives, with a focus on 2020.
- A set of indicators that will be applied to measure the progress being made to achieve the desired outcomes.
- The targets and the KZN growth path for 2020, 2025, 2030 and 2035 in respect of each of the indicators.
- The strategic interventions required to achieve the set targets.
- The catalytic projects in support of the PGDP Goals.
- The institutional framework for the implementation of the PGDP.
- The monitoring, evaluation, reporting and review framework of the plan; and
- Technical indicator descriptors.

The PGDP has 30 objectives that are mentioned as follows:

- *Industrial Development through Trade, Investment & Exports*
- *Government-led job creation*
- *SMME, Entrepreneurial and Youth Development*
- *Enhance the Knowledge Economy*
- *Early Childhood Development, Primary and Secondary Education*
- *Skills alignment to Economic Growth*
- *Youth Skills Dev & Life-Long Learning*
- *Poverty Alleviation & Social Welfare*
- *Health of Communities and Citizens*
- *Sustainable Household Food Security*
- *Promote Sustainable Human Settlement*
- *Enhance Safety & Security*
- *Advance Social Capital*

Map 7:



- *Development of Harbours*
- *Development of Ports*
- *Development of Road & Rail Networks*
- *Development of ICT Infrastructure*

- *Improve Water Resource Management*
- *Develop Energy Production and Supply*
- *Productive Use of Land*
- *Alternative Energy Generation*
- *Manage pressures on Biodiversity*
- *Adaptation to Climate Change*
- *Policy and Strategy Co-ordination & IGR*
- *Building Government Capacity*
- *Eradicating Fraud & Corruption*
- *Participative Governance*
- *Promoting Spatial Concentration*
- *Integrated Land Man & Spatial Planning*

2.7.5 PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS) 2017

PSEDS sets where government directs its investment and development initiatives, capitalise on complementarities, facilitate consistent, focused decision making, bring about strategic co-ordination, interaction and alignment. The strategy recognizes the agriculture, tourism, manufacturing and service sectors as the four key drivers of the KZN economy. The focus areas of the strategy are then mapped out showing the areas of highest existing and future development potential for each of the four-key economic drivers of the economy.

The implications for UMshwathi IDP are to ensure alignment to the provincial principles, which are:

- *Strengthening governance and service delivery,*
- *Economic development and job creation.*
- *Integrating investment in community infrastructure; and*
- *Fighting poverty and protecting vulnerable groups in society.*

  - *The municipality will establish a high-quality environment with associated required physical and infrastructure through development planning mechanisms. The municipality is committed to work with DRDLR in ensuring that Land Reform contributes to economic development and poverty alleviation, particularly in rural areas.*

Figure 13: KZN PGDS Strategic Framework

- *Educational support in a form of bursaries is being provided to citizens of UMshwathi.*
- *The municipality has taken a principal position that it will continue encourage and promote social development programmes; and*
- *The municipality has established Peace Officers. The municipality will develop an anti-fraud and corruption policy.*

The IDP has identified all the sectors within the municipality which mainly contribute to the economic growth in order to provide opportunities; and possibly achieve some of its economic and financial needs by focusing on agriculture and manufacturing sectors.

2.7.6 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (PGDS)

The Revised 2016 KwaZulu-Natal Provincial Growth and Development Strategy (KZN PGDS) bolsters the province's commitment to achieving the vision of KwaZulu-Natal (KZN) as a "Prosperous Province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the world". The plan recognises that environmental vulnerability, social need and economic development are not evenly distributed, and spatial disparities will always exist due to the spatial distribution of natural resources, historical imperatives and cultural factors. The PGDS provides a long-term vision for KZN, presenting the situational overview along with the strategic analysis of the province. This strategy focuses on sustainable growth and development through addressing social, economic, environmental, infrastructural, governance and spatial issues.

The Kwazulu-Natal (KZN) Province to maximize its position as a gateway to South and Southern Africa, as well as its human and natural resources so creating a safe, healthy, and sustainable living environment by 2035. Abject poverty, inequality, unemployment, and the current disease burden should be history, basic services must have reached its entire people, domestic and excellent infrastructure and a skilled labour force attract foreign investors. The people shall have options on where and how they opt to live, work and play, where the principle of putting people first and where leadership, partnership and prosperity in action has become a normal way of life. The PGDP has seven goals that the province aims to achieve by 2035.

The strategy is built on seven strategic goals (inclusive economic growth, human resource development, human and community development, environmental sustainability, infrastructure development, governance and policy and spatial equity) along with thirty-one objectives, of which new amendments of strategies have occurred such as to enhance spatial economic development, waste management capacity and expand the application of green technologies to achieving this. The vision is aimed to be achieved by the year 2035. PGDS also underscores the general spatial intentions of the strategy and serves as provincial guiding principles which should, ideally, be pursued within all levels of spatial planning at district and local level in alignment with the provincial spatial development strategy. The implications for UMshwathi IDP are to ensure alignment to the provincial principles, which are:

- Strengthening governance and service delivery,
- Economic development and job creation.
- Integrating investment in community infrastructure; and
- Fighting poverty and protecting vulnerable groups in society.
- The municipality has established Peace Officers. The municipality will develop an anti-fraud and corruption policy.

Table 12: PGDS Implications to uMshwathi IDP

GOAL	FOCUS AREAS
1. Inclusive economic growth	▪ Agriculture, ▪ Manufacturing, ▪ Tourism & EPWP Programmes
2. Human Resource Development	▪ Primary, Secondary and Tertiary Education, ▪ Skills Development ▪ To Support Economy
3. Human Community Development	▪ Poverty, Health, Food Security & Human Settlement
4. Strategic Infrastructure	▪ Airport, Road & Rail, Water, Sanitation, Energy, ICT, Health, Education & Human Settlement
5. Environmental Sustainability	▪ Productive Use of Land, Renewable Energy, Biodiversity & Climate Change
6. Governance and Policy	▪ Public / Private Sector Relations, Capacity Constraints, Fraud & Corruption
7. Spatial Equity	▪ Rural Development Imperatives & Land Use Planning Controls, New Emerging Towns

2.8 ALIGNMENT OF GOVERNMENT IMPERATIVES WITH UMSHWATHI GOALS

UMshwathi LM is devoted to aligning all its goals, objectives, and strategies with those of the international and the three (3) Levels of government namely: MDG; NDP; PGDP; DGDP; DM IDP.

Table 13: Alignment of Government Imperatives with uMshwathi Goals

NKPA	*IDP GOAL*	*NDP*	*SUSTAINABLE DEVELOPMENT GOALS*
▪ Municipal Transformation & Institutional Development	▪ Improved administrative, legal, and advisory support	▪ Building a capable and developmental state. ▪ Focusing on key capabilities of people and the state. ▪ Improving the quality of education, skills development, and innovation ▪ Building the capability of the state to play a developmental, transformative role	▪ Achieving universal primary education.

NKPA	*IDP GOAL*	*NDP*	*SUSTAINABLE DEVELOPMENT GOALS*
▪ Basic Service Delivery	▪ Improve the quality of life of our citizens	▪ Invest in public transport, which will benefit low-income households by facilitating mobility	▪ Reducing under-five mortality by two-thirds;
▪ Local Economic Development	▪ Self-sustainable communities	▪ Bringing about faster economic growth, higher investment, and greater labor Absorption.	▪ Halving extreme poverty and hunger;
▪ Municipal Financial Viability and Management	▪ Sound financial management	▪ Raising employment through faster economic growth	▪ Developing a global partnership for development, with targets for aid, trade, and debt relief
▪ Good Governance and Public Participation	▪ Strengthened democracy.	▪ Encouraging strong leadership throughout society to work together to solve problems. ▪ Uniting all South Africans around a common programme to achieve prosperity and equity. ▪ Promoting active citizenry to strengthen development, democracy, and Accountability.	▪ Promoting gender equality.

NKPA	*IDP GOAL*	*NDP*	*SUSTAINABLE DEVELOPMENT GOALS*
▪ Cross Cutting Issues	▪ Credible IDP ▪ Safe and secure environment ▪ Sustainable development ▪ To reduce the probability of disaster occurrences and take effective action during disasters. ▪ To promote a sustainable environmental management system, through open space management (parks, cemeteries); b. Municipal health (waste management) c. Environmental compliance facilitation.	▪ Promote mixed housing strategies and more compact urban development to help people access public spaces and facilities, state agencies, and work and business opportunities.	▪ Ensuring environmental sustainability

2.9 STATE OF THE NATION ADDRESS 2023

Figure 14: SONA Priorities 2024

The State of the Nation Address describes initiatives to open development interventions for the upcoming fiscal year, acknowledges achievements, flags obstacles, and outlines the government's key policy objectives and deliverables for the year ahead. On February 8, 2024, Mr. Matamela Cyril Ramaphosa, President of the Republic of South Africa, gave the State of the Nation Address 2024 (SoNA). The following are the key areas where the National Development Plan provides direction:

- Growing the economy and jobs

The State of the Nation Address, 2024

- Building better lives
- Fighting corruption
- Making communities safer
- Making government work

COMMENTS ON 2024 SONA	RESPONSE
Addressing load shedding	A national state of disaster has been declared to address the social and economic effects of the electricity crisis and to reduce the severity of load shedding. The key proposals are the (i) appointment of a Minister of Electricity in the Presidency, (ii) Add new generation capacity to the grid as quickly as possible, (iii) Roll out solar panels and invest in new transmission lines and substations, especially in areas of high concern, (iv) Adjust the bounce-back loan scheme to enable small businesses to invest in solar equipment, (v) Amend the bounce-back loan scheme requirements to allow banks and development finance institutions to expedite the leasing of solar panels to their clients and (vi) Buy excess power from private generators to capacitate the national grid.
Growing the economy and jobs	Government to create work opportunities using the capability of organisations beyond government, in areas such as urban agriculture, early childhood development, public art and tackling gender-based violence. The key proposals are (i) Recruit a further 50 000 participants for the next phase of the Social Employment Fund to undertake work for the common good, (ii) Recruit a further 36 000 participants for the National Youth Service to enable young people to contribute to their communities, develop their skills and grow their employability, (iii) Recruit the remaining 10 000 young people for the digitisation of paper records, (iv) Scale up production input vouchers to reach a combined 250 000 smallscale farmers, (v) Introduce amendments to the Businesses Act to reduce regulatory impediments for SMMEs and co-operatives, (vi) Strengthen the bounce-back loan scheme to assist SMMEs and informal businesses, (vii) Provide financing to SMMEs through SEFA, (viii) Establish R10 billion SMME growth fund with SA SME Fund, (ix) Supporting women-owned businesses, (x) Cutting red tape, (xi) Making and buying local, (xii) Structural reforms and (xiii) Skills for a growing economy
Building better lives	Government recognises that education is an investment in the future of our country, and our objective is to provide quality education that prepares young people for current challenges and future opportunities. Key proposals are (i) Improving education though ECDC, Rolling out of sanitation infrastructure and expanding access to voca tional education, (ii) Fighting hunger and poverty through extending the Social Relief of distress Grant to end March 2024, ensure that existing social grants are increased to cushion the poor against rising inflation and develop a longer-term alternative for targeted basic income support to replace the SRD Grant and (iii) Building infrastructure through processing the backlog of title deeds, investing in major water infrastructure projects across the country and infrastructure SA to expand support for project preparation in rural and under-resourced areas.
Making communities safer	Strengthening the police to prevent crime. This includes putting more police on the streets and setting up specialised teams that will focus on specific types of crime. Key targets are Gender-based violence, Fighting crime and Strengthening the fight against corruption

2.10 STATE OF THE PROVINCE ADDRESS 2024

The State of the KZN Province Address, 2024

On 28 February 2024, the Premier of KwaZulu-Natal, Ms Nomusa-Dube Ncube delivered the State of the Province Address (SOPA). The priority areas are as follows:

- Provision of basic services-immediate challenge being water,
- Job creation
- Growing the economy
- Growing small businesses and co-operatives
- Education and skills development
- Human settlements and sustainable livelihood
- Build a peaceful province
- Build a caring and incorruptible government

2.11 THE LOCAL GOVERNMENT IMPERATIVES AND INTERVENTIONS

Towards achieving efficient service delivery, the municipal vision is translated into all the operational programs and plans within the municipality together with sector departments. At an operational level, the municipality is informed by various plans, which includes the Long-term Development Plan, the five-year IDP and SDF and the Service Delivery and the Budget Implementation.

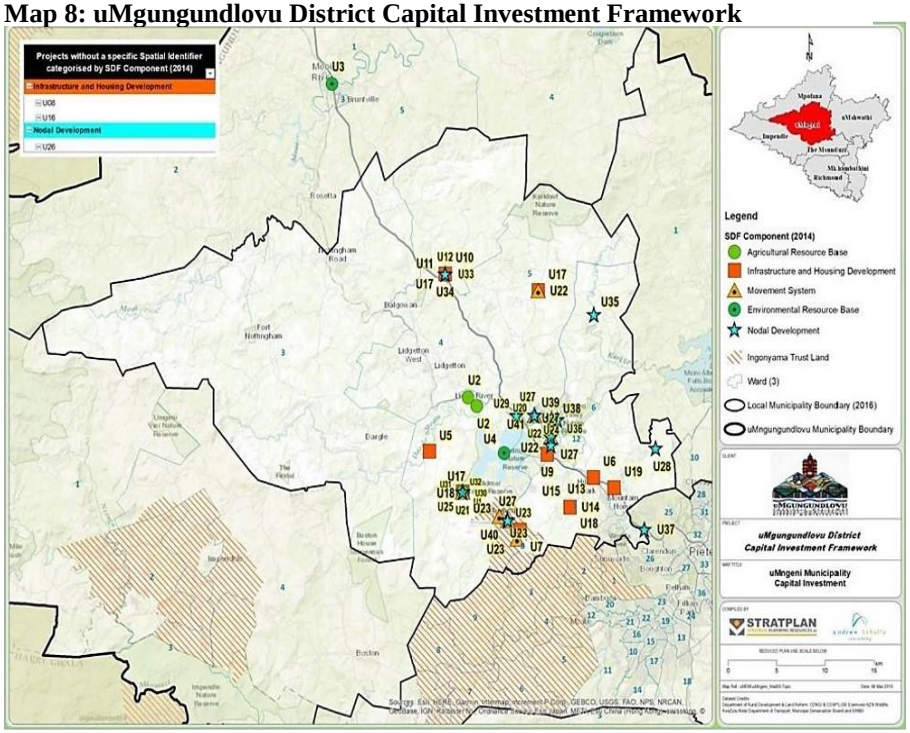
2.12 UMGUNGUNDLOVU REGIONAL AND SPATIAL DEVELOPMENT PLAN

The uMgungundlovu District Spatial Development Framework is the primary spatial strategy response to the development context, needs and vision of the district municipality as described in the IDP. Through the package of plans, the strategic intent of the SDF has been translated into lower order plans that contains geographically specific physical development proposal and land use management guidelines that will ultimately inform the preparation of local municipal SDF and wall to wall schemes.

2.13 DISTRICT DEVELOPMENT MODEL (DDM)

The uMgungundlovu District Development Model has been established and fully operational. It is benchmark mark for the UDM which serves as a baseline and priorities for developing a one plan for the district. This model is anchored in the current legislations and policies. It brings to action the Khawuleza approach which is a call for acceleration service delivery. Under this model, district municipalities will be properly supported and adequately resourced to speed up service delivery. The Model takes forward key government plans and reinforces the existing policies geared to ensuring service delivery. The new model contributes

Map 8: uMgungundlovu District Capital Investment Framework



to the achievements of the seven Apex Priorities announced by the President in the SoNA. The model signals a shift from using more 139 (1) to section 154 of the constitution emphasizing closer support to Local Government by both National and Provincial spheres. DDM made use of

CIF project which were identified within UMshwathi area, and these are spatial illustrated in the map below.

2.14 UMGUNGUNDLOVU DISTRICT GROWTH AND DEVELOPMENT PLAN (DGDP)

uMgungundlovu District Municipality Growth and Development Plan (UMDM GDP) is intended to focus and coordinate activities of all stakeholders in order to attain the envisaged vision for growth and development of the district. Additionally, the intent of UMDM GDP is also directed towards assisting the district municipality to align to the Provincial Growth and Development Plan (PGDS) strategic goals and to direct long term growth and development strategy. UMDM GDP proposes a developmental vision which is divided into two separate but dependent sections. The two sections of this vision are as follow:

- Prosperity and equity: for successful realization of this part of the vision, the following aspects are seen as crucial as identified by UMDM GDP:
    - *Job creation.*
    - *Quality education.*
    - *Quality healthcare.*
    - *Expand infrastructure.*
    - *Inclusive planning; and*
    - *Safe, Health and Sustainable Living Environments.*

The success of this sphere of the vision relies heavily on the following aspects as identified by UMDM GDP:

- People cantered development.
- Sustainable use of resources.
- Health and educated communities.
- Strong and decisive leadership.
- Basic service delivery; and
- World class infrastructure.

To successfully achieve this vision, the plan set out seven strategic focus areas; these are economic growth and development, human resource development, human and community development, governance and policy, strategic infrastructure, environmental sustainability, and spatial equity. Strategic Goal 1 focuses on growth and development with much emphasis placed on job creation. In addition, it acknowledges that primary sector agriculture and forestry dominate the economy. Furthermore, these two sectors are seen as largest contributors to formal sector employment and hold a significant role in the economy as a result of its tendency to have multiplier effects on the economy (processing and packaging of produce). The area within UMshwathi Municipality is regarded as highest potential agricultural land along with areas of Mpofana and UMngeni municipalities.

2.15 UMSHWATHI MUNICIPALITY'S ROLE IN CABINET LEKGOTLA

Umshwathi Municipality will maintain relationships with other sector departments, particularly State-Owned Enterprises (SOEs).

Furthermore, the municipality has considered all significant national development plans, such as the National Development Plan (NDP), which the Cabinet Lekgotla has also approved, including its aims and targets.

Lastly, through the Integrated Development Plan, the municipality will guarantee that government priorities like as health, fighting crime and corruption, job creation, rural development, local government and basic services, and education and skills development are met within Umshwathi Municipality. In most cases, the municipality will act as a facilitator and, in some cases, will execute programs that are consistent with the assigned authorities and functions.

2.16 INTEGRATED DEVELOPMENT PLANNING IN UMSHWATHI MUNICPALITY

Chapter 5 and Section 25 of Local Government Municipal Systems Act (32 of 2000), requires that the municipal council must, within a prescribed period after the start of its elected term, adopt a single, all-inclusive and strategic plan for the development of the municipality, and that the plan be reviewed annually. Accordingly, Umshwathi Municipality has initiated a process towards the preparation of a credible Integrated and Development Plan (IDP) as a five-year strategic plan to guide service delivery and investment (both private and public sector) within the area.

Umshwathi Municipality IDP will serve as a strategic guide during the term of office of the current councillors (refer to Box 1). It is based on the issues articulated by the stakeholders and is aligned with the national and provincial development imperatives such as the National Development Plan and the Provincial Growth the Development Strategy (PGDS). Its objectives are as follows:

- To guide decision making in respect of service delivery and public sector investment.
- To inform budgets and service delivery programs of various government departments and service agencies.
- To coordinate the activities of various service delivery agencies within Umshwathi Municipality area of jurisdiction.
- To engage communities and other key interested and affected parties in municipal affairs, particularly continuous integrated development process.
- To position the municipality to make a meaningful contribution towards meeting the district and provincial development targets and priorities.

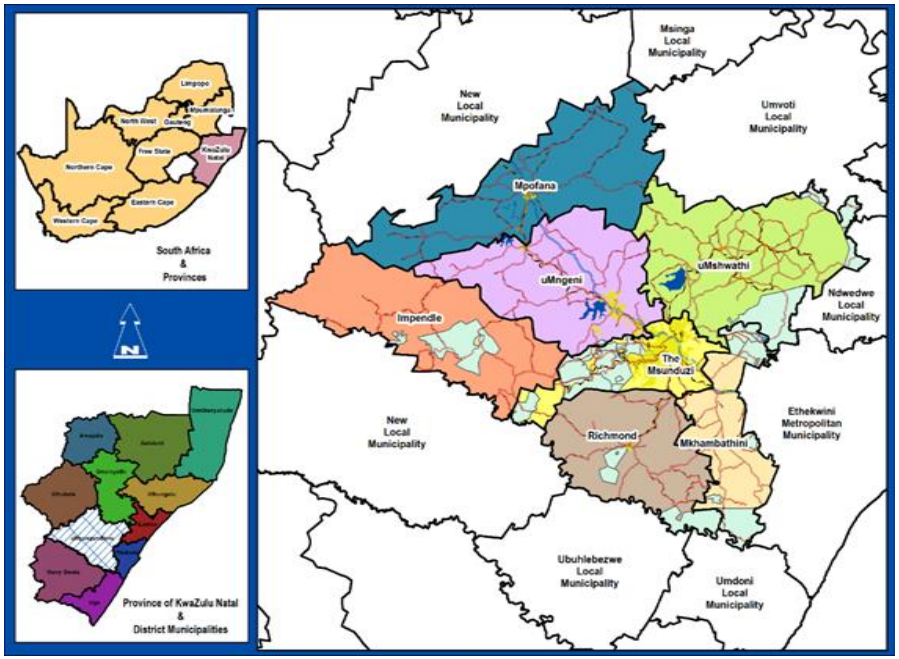
SITUATIONAL
ANALYSIS
WHERE IS UMSHWATHI IN TERMS OF DEVELOPMENT

3. UMSHWATHI MUNICIPALITY DEMOGRAPHIC PROFILE

In the process of profiling, the demographic characteristics of uMshwathi Local Municipality demographic elements, including the geographic distribution of the population, estimates of economic activity, and employment patterns and locations are visually illustrated through graphs and maps. The Stats SA census 2022 and 2016 Community Survey, Mid-Year Population Estimates are the most recent official data sources used in the situational analysis. The Department of Social Development-Population Development and Stats SA's cooperation in updating the demographic information section for 2024 is acknowledged and appreciated by the municipality. The following section analyses some key demographic indicators and their implication to the municipal's economy.

One of the main goals of the development process is Umshwathi Municipality's population. The essential components of economic growth and development are people, who supply labour and entrepreneurial spirit for production as well as consume the goods produced. Analyzing the population's size, composition, and growth pattern as well as changes in these numbers is crucial to painting a complete picture of the socioe-conomic situation in the Umshwathi Municipal region. A few important demographic variables and how they affect the municipality's economy are examined in the section that follows. Map 9

Map 10: uMshwathi spatial location within KwaZulu-Natal



uMshwathi Local Municipality is located within uMgungundlovu District Municipal, to the north of Msunduzi Municipality (Pietermaritzburg/

Capital City of KwaZulu Natal). UMshwathi is sharing a common boundary with Msunduzi, uMngeni, Mpofana, uMvoti, Ndwedwe, eThekwini, and Mkhambathini Local Municipalities. Covering a land area of approximately

The provincial positioning of uMshwathi accommodates secondary movement systems, which aim at providing efficient and effective access e.g., the R33 (Old Greytown Road) serves as the major/ main movement corridor between the N3 and the capital Msunduzi Municipality, to some of the surrounding local Municipalities towards the north such as uMvoti, Msinga, and Endumeni. The advantage of uMshwathi Municipality's close proximity to Pietermaritzburg (Msunduzi Municipality), opportunity exists for positive spin-offs for Local Economic Development (LED).

3.1 POPULATION AGE STRUCTURE OF UMSHWATHI

According to Census 2022, the total population of uMshwathi Municipality is 118 478.

Table 14: Census 2011 and Census 2022 Population Comparison

Total Population	
Census 2011	96 793
Census 2022	*118 478*

Source: Stats SA, Census 2022

3.1.2 UMSHWATHI MUNICIPALITY POPULATION BY GENDER COMPARISON

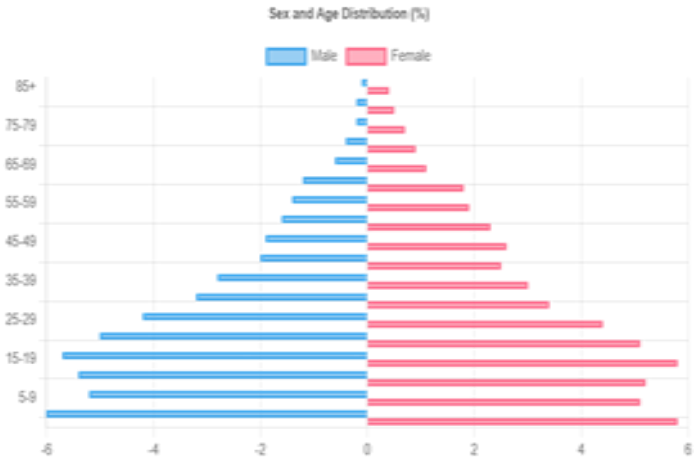
Table 15: Umshwathi Municipality Population by Gender Comparison

Umshwathi LM population by Gender: census 2022	CENSUS 2011		CENSUS 2022	
	NUMBER	%	NUMBER	%
MALE	50 484	47,5%	55 837	47,1%
FEMALE	55 890	52,5%	62 641	52,9%

Source: Stats SA, Census 2022

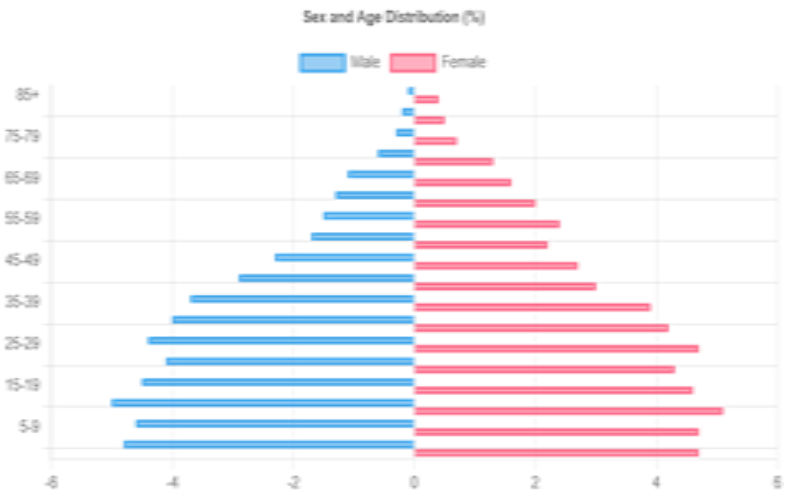
3.1.2 SEX AND AGE DISTRIBUTION COMPARISON

Figure 4:Umshwathi LM Sex and Age Distribution Census 2011



Source: Stats SA, Census 2011

Figure 5: uMshwathi LM Sex and Age Distribution Census 2022



Source: Stats SA, Census 2022

The pyramids for Umshwathi, census 2011 and 2022 depicts positive growth where population from young people is transitioning to youthful population of economic active age cohorts. A decrease in fertility also notable. The transition simply means the LM has shifted from stage 2 of census 2011 to stage 3 in census 2022 characterised by rising share of youth. Because of this status quo, the LM in order to reap from this demographic transition need to prioritise education, health, skills development.

Moreover, the Sexual Reproductive Health intervention remain critical so as to ensure that unplanned pregnancies and early pregnancies are prevented.

In terms of the responsive programmes and budget allocation, the LM must respond as per this population growth trend, the Population Age Structure information illustrated above is crucial for planning and plans must respond according to: Age, Gender, each group has different needs including vulnerable groups (elderly, disability, youth, women, children, LGBTIQA+) ensuring gender mainstreaming is considered and this cut-across.

- **Population size:** is linked directly to demand for services (size of population determine feasible interventions e.g provide secondary education opportunities etc)
- **Geographic distribution of population**: allows for resources to be directed to where they are most needed.

3.2 OVERALL CENSUS INFORMATION COMPARISON

Table 16: Overall Census Information Comparison 2011 and Census 2022

	Census 2022	Census 2011
Total population	118 478	96 793
Young children (0-14 years)	28,9%	33,3%
Working age population (15-64 years)	64,3%	61,4%
Elderly (65+ years)	6,8%	5,3%
Dependency ratio	55,4	62,8
Sex ratio	89,1	89,3
No schooling (20+ years)	11,0%	15,9%
Higher education (20+ years)	6,0%	4,4%
Number of households	24 987	24 826
Average household size	4,7	3,9
Formal dwellings	80,9%	62,3%
Flush toilets connected to sewerage	32,1%	20,5%
Weekly refuse disposal service	28,1%	14,0%
Access to piped water in the dwelling	29,4%	20,7%
Electricity for lighting	95,0%	72,7%

Source: Stats SA, Census 2022

3.3 DEMOGRAPHIC DIVIDEND

Demographic dividend refers to the additional increase in growth per capita income arising from the growing number of people in the workforce relative to the number of dependents. This is about the balance between the two groups, those who are dependent and those who are not. If the population age structure is going to be favourable, what should this balance look like?

UN says that the demographic window of opportunity is open when "the proportion of youth under 15 falls below 30 per cent and the population of people 65 years and older is still below 15 per cent"

South Africa and the province of KwaZulu-Natal have entered a transition period of embracing the phenomenon of Demographic Dividend. This concept refers to the accelerated economic growth that can result from a rapid decline in a country's fertility and the subsequent change in the population age structure.Demographic dividend is governed by 5 phases Pre-Dividend, Early-Dividend, Late-Dividend and post-dividend.

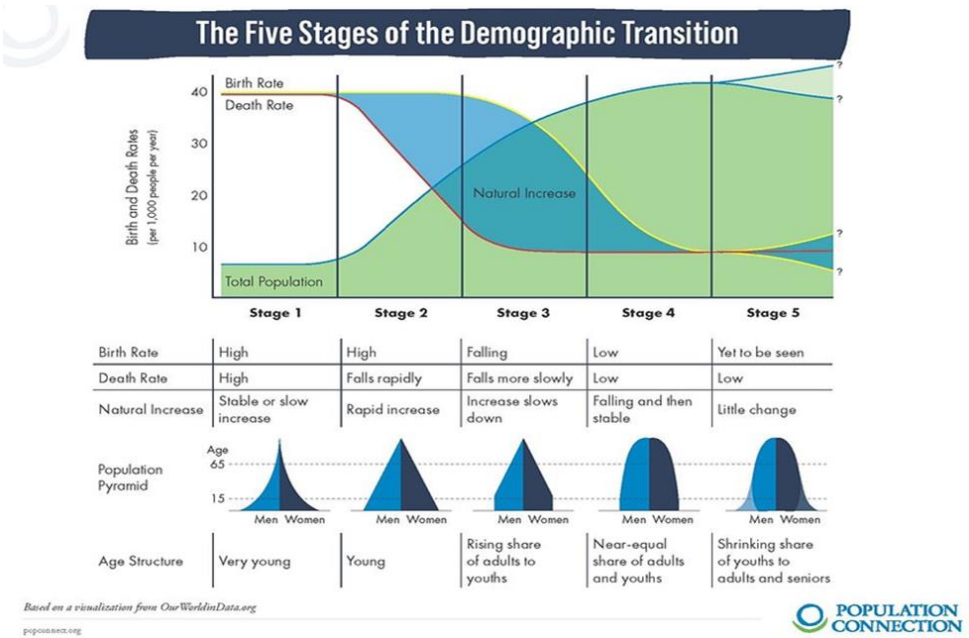
Mshwathi LM, like many other KZN local municipalities is at the Pre-Dividend stage as depicted in the above pyramid, whereby the fertility rate remains high. However, utilising the current status quo of the population age structure and investing in children and youth will assist in benefiting good results of this transition. Such investment incorporates high quality education, ECDs, healthcare programmes, nutrition programmes.

Stages of demographic dividend

- ***Pre-Dividend**, Sparking the demographic transition. Improving human development outcomes to accelerate the fertility decline.*
- ***Early-Dividend**, Accelerating job creation.*
- ***Late-Dividend**, Sustaining productivity growth.*
- ***Post-Dividend**, adapting to aging.*

The graphs below show the stage population transitioning and where it is apparent for Umshwathi that it's in stage 2/early transition / pre-dividend with characteristics of stage 2 depicted in the graph below in terms of birth, death rate.

Figure 6: The five stages of the Demographic Transition



With figure 7 portrayed above, it is imperative that the Muniipality continues and plan prioritizing investing in youth, children, BUT also mainstreaming vulnerable group responsive intervention across board.

• Such investment must incorporate high quality education, ECDs, healthcare programmes, skills development, employment prospects.

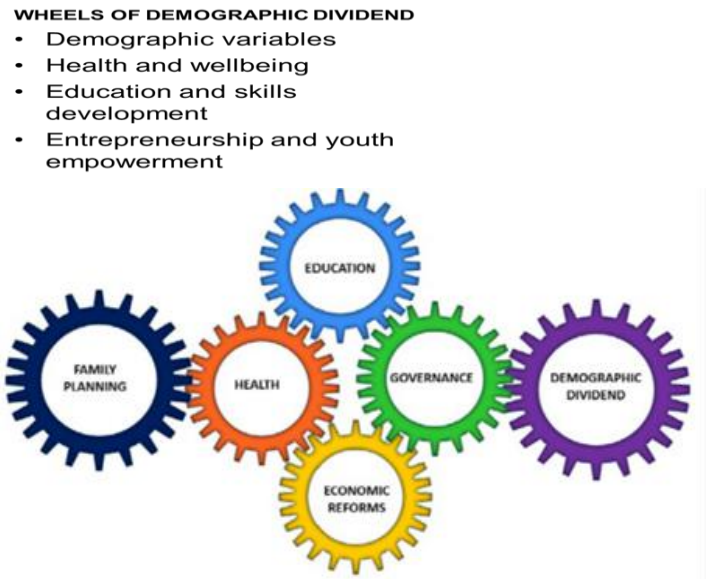
• Other Services that are beneficial to youth include; health services, sexual reproductive health and rights services.

• Retaining youth means: economic empowerment, skills development, education, employment and entrepreneurship opportunities must be made available; this consequently addresses dependency in the LM. Hence the wheels of the demographic dividend are critical to achieve this transition.

It is imperative that the LM also cater for youth ensuring to retain them, this is an economic active group and their needs encompass; education, economic/employment opportunities, health services including sexual reproductive health and rights services, sports, recreation services.

The potential for economic gains can be enormous, provided the right policies are in place and investments in human capital, particularly among young people, are substantial and strategic. Therefore, Demographic Dividend will be realised at uMshwathi LM as mortality and fertility rates decline, the working-age population increases substantially in relation to the non-working-age population, indicating that more people have potential to contribute to growth of the economy for a limited period of time. Demographic dividend is not automatic and this Local municipality need to take cognizance of the challenges posed by not taking advantage of this phenomenon.

Figure 7: Wheels of demographic dividend



3.4.1PILLARS OF DEMOGRAPHIC DIVIDEND

The table below provides critical multi-sectoral pillars of the demographic dividend that are crucial for integration in all programmes/projects implemented at Umshwathi LM by all stakeholders.

Table 17: Critical Multisectoral Pillars of the Demographic Dividend that are Crucial for Integration in All Programmes/Projects to be Implemented

Demographic variables	Health and wellbeing	Education and skills development	Employment and entrepreneurship, and youth empowerment
Situation analysis			
1. Disaggregation of the population by age and sex 2. Is the dependency ratio/working age ratio presented? 3. Are population projections presented? - are they disaggregated by age and sex? 4. Youth population analysed? 5. Is DD mentioned in the IDP? -outline how the DD is mentioned 6. Is fertility analysis part of the plan? - teenage childbearing 7. Analysis of disability **Gap analysis** Were gaps assessed for each indicator? - List gaps indicated	1. Poverty levels -are these disaggregated by demographic characteristics? - are these disaggregated by small geographic location? 2. Mortality analysis - by age and sex - infant mortality - causes of death 3. Which health measures were used? 4. Youth health - extent of analysis - were health gaps identified 5. Health access in the district - sexual and reproductive health 6. Provision of basic services: water and sanitation **Gap analysis** Were gaps assessed for each indicator? - List gaps indicated	1. Inclusion of educational information 2. The extent of inclusion of educational assessment: - by age-groups - by sex/gender - by level of education - extent of school drop-outs - by geography 3. Inclusion of skills assessment - extent of the analysis **Gap analysis** Were gaps assessed for each indicator? - List gaps indicated	1. Inclusion of unemployment analysis 2. Extent of employment analysis - by sex/gender - by sector (formal/informal) 3. Assessment of entrepreneurship activities in the district 4. Are youth involved in entrepreneurship activities? - which activities are listed? 5. Is youth empowerment mentioned in the IDP? - how is it operationalized? **Gap analysis** Were gaps assessed for each indicator? - List gaps indicated
Identified programs			

1. Do programs align with the age-structure? 2. list programs according to the indicators identified in the situation analysis 3. Which indicators/gaps identified don not have programs/plans?	1. Extent of engagement with the department of Health 2. Extent of engagement with the department of Social Development 3. list programs according to the (alignment with) indicators identified in the situation analysis 4. Which indicators/gaps identified in the situation analysis do not have programs/plans?	1. Engagement with the department of education and other relevant sector dpts 2. list programs according to the indicators identified in the situation analysis 3. Which indicators/gaps identified don not have programs/plans?	1. Extent of engagement with other sector departments 2. Economic generation programs/activities? 3. Programs that engage unemployed youth 4. Youth training activities through workshops, etc 5. list programs according to the indicators identified in the situation analysis 6. Which indicators/gaps identified don not have programs/plans?
Budget			
Does the budget align with demographic indicators/gaps and programs ?	Assessment of budget alignment with programs and gaps identified	Assessment of budget alignment with programs and gaps identified	Assessment of budget alignment with programs and gaps identified

3.4 FAMILY STRUCTURE INFORMATION

Table 18: Missing Fathers

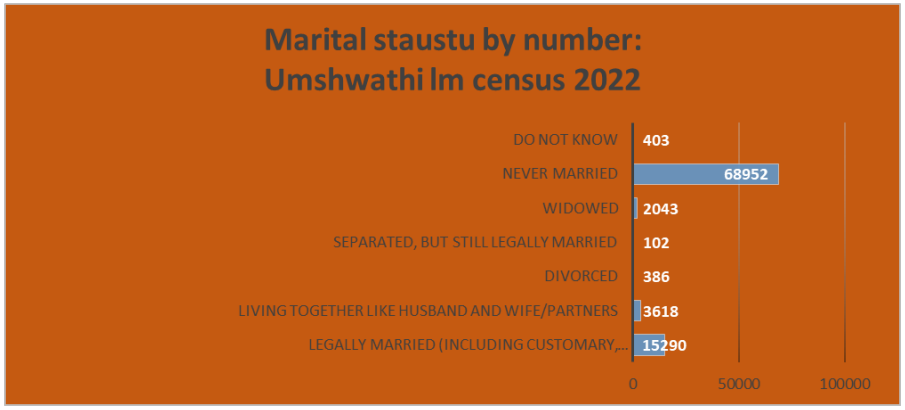
Municipality	0-14 year olds	Father alive "Yes", father part of household "No"	Father alive "Yes", father part of household "No" (%)
Umgungundlovu	362 985	213 143	58,7
uMshwathi	42 639	28 618	67,1
uMngeni	32 570	18 445	56,6
Impendle	12 933	9 416	72,8
The Msunduzi	213 706	116 592	54,6
Mkhambathini	19 666	13 466	68,5
Richmond	28 449	19 101	67,1
Mpofana	13 022	7 506	57,6

Community Survey 2016

Table 19: Household Information and Family Arrangements

Type of main dwelling: Umshwathi census 2022	Number
Formal dwelling/house or brick/concrete block structure on a separate stand or yard or on farm	19384
Traditional dwelling/hut/structure made of traditional materials	4223
Flat or apartment in a block of flats/flat or apartment in a block of flats in a complex	140
Cluster house in complex	30
Town house (semi-detached house in complex)	13
Semi-detached house	160
Formal dwelling/house/flat/room in backyard/servants' quarters/granny flat/cottage	488
Informal dwelling/shack in back yard	170
Informal dwelling/shack not in backyard, e.g. in an informal/squatter settlement or on farm	320
Caravan/tent	14
Other	47

Figure 8: Marital Status by Number



3.5 EDUCATION STATUS

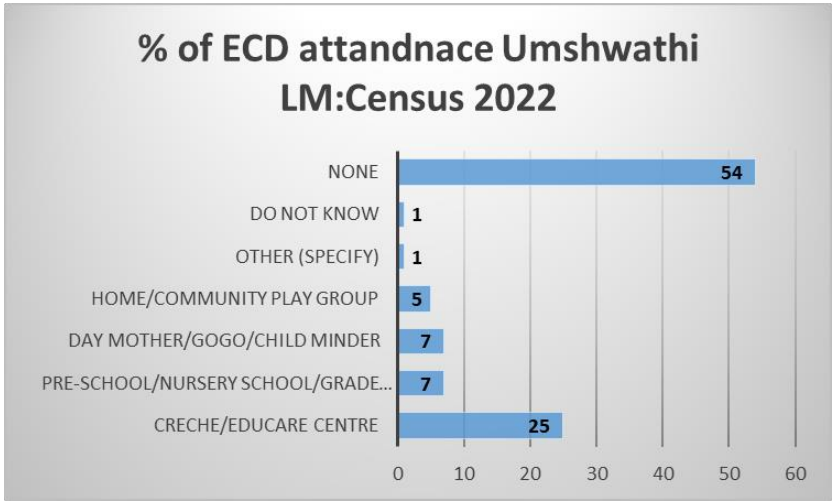
Table 20: Highest level of Education, Umshwathi LM, Census 2022

Highest level of Education, Umshwathi LM, census 2022	Number
Grade R/o	2568
Grade 1/ Sub A/ Class 1	2899
Grade 2/ Sub B/ Class 2	3141
Grade 3/ Standard 1/ ABET/ AET 1	3387
Grade 4/ Standard 2	4108
Grade 5/ Standard 3/ ABET/ AET	3904
Grade 6/ Standard 4	4769
Grade 7/ Standard 5/ ABET/ AET	6005
Grade 8/ Standard 6/ Form 1	6032
Grade 9/ Standard 7/ Form 2/ ABET/ AET 4/ Occupational Certificate NQF Level 2	6573
Grade 10/ Standard 8/ Form 3/ NCV Level 2/ Occupational Certificate NQF Level 2	8147
Grade 11/ Standard 9/ Form 4/ NCV Level 3/ Occupational Certificate NQF Level 3	9758
Grade 12/ Standard 10/ Form 5/ Matric/ NCV Level 4/ Occupational Certificate NQF Level 4	24740
NTC I/N1	33
NTC II/N2	45
NTC III/N3	83
N4/NTC 4/ Occupational Certificate NQF Level 5	143
N5/NTC 5/ Occupational Certificate NQF Level 5	70
N6/NTC 6/ Occupational Certificate NQF Level 5	187
Certificate with less than Grade 12/ Standard 10	76
Diploma with less than Grade 12/ Standard 10	216
Higher/ National/ Advanced Certificate with Grade 12/ Std10/ Occupational Certificate NQF Level 5	238
Diploma with Grade 12/ Standard 10/ Occupational Certificate NQF Level 6	1216
Higher Diploma/ Occupational Certificate NQF Level 7	397
Bachelors Degree/ Occupational Certificate NQF Level 8	1226
Honours Degree/ Postgraduate Diploma/ Occupational Certificate NQF Level 8	376

Masters/ Professional Masters at NQF Level 9	108
PHD (Doctoral Degrees)/ Professional Doctoral Degree at NQF Level 10	72
Other	587

Source: Stats SA, Census 2022

Figure 9: % of ECD attandance Umshwathi LM: Census 2022



Source: Stats SA, Census 2022

Table 21: Total Learners Reported Pregnant by District in 2021

DISTRICT	2016	2017	2018	2019	2020	2021
AMAJUBA	396	192	128	134	30	60
HARRY GWALA	146	58	113	57	6	1
ILEMBE	362	261	204	194	119	68
KING CETSHWAYO	203	252	244	111	41	44
PINETOWN	436	222	133	113	60	85
UGU	84	294	316	278	55	145
UMGUNGUNDLOVU	457	167	173	187	70	29
UMKHANYAKUDE	80	416	259	143	69	58
UMLAZI	323	227	164	120	41	100
UMZINYATHI	311	147	74	75	22	67
UTHUKELA	0	107	134	95	19	18
ZULULAND	0	279	160	142	62	40
TOTAL	**3024**	**2622**	**2102**	**1649**	**594**	**715**

Source: KZN Department of Education

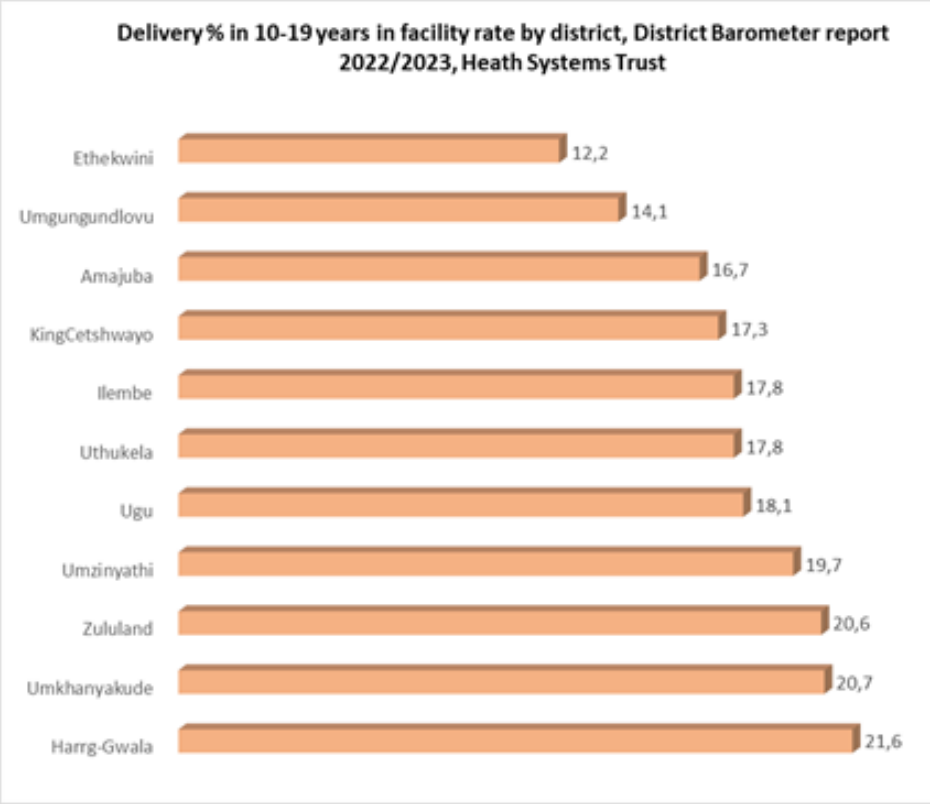
Table 22: Learners Reported Pregnant by School 2021

DISTRICT	CMC	CIRCUIT	NATEMIS	INSTITUTION_NAME	Total Learners
Umgungundlovu	Umngeni	Howick	500164428	Injoloba Secondary School	6
Umgungundlovu	Umngeni	Mkhambathi	500190254	Mabomvini Combined School	1
Umgungundlovu	Umngeni	Mshwathi	500128945	Ekupholeni Secondary School	3
Umgungundlovu	Umngeni	Swayimane	500173752	Kharina Secondary School	8
Umgungundlovu	Umngeni	Wartburg	500242831	Oebisfelde Intermediate School	1
Umgungundlovu	Umsunduzi	Edendale	500241906	Nyonithwele Secondary School	2
Umgungundlovu	Umsunduzi	Imbali	500269619	Siyahlomula Secondary School	1
Umgungundlovu	Umsunduzi	Imbali	500299774	Zibukezulu Technical High School	1
Umgungundlovu	Umsunduzi	Mid-Illovo	500147445	Gcewu High School	1
Umgungundlovu	Umsunduzi	Pmb Central	500227069	Newton Special School	1
Umgungundlovu	Umsunduzi	Richmond	500493580	Mzwandile Mbongwa High School	3
Umgungundlovu	Vulindlela	Elandskop	500181337	Kwamncane High School	1

Source: KZN Department of Education

3.4.1 HEALTH RELATED INFORMATION

Figure 10: Delivery % in 10-19 years in facility rate by district, District Barometer report 2022/2023, Heath Systems Trust



Source: DISTRICT HEALTH BAROMETER 2022/2023, HST

The challenge of delivery in 10 to 19 years which translates to early pregnancies in the province as shown in the table above requires ongoing interventions that addresses:

a) Social determinants of teenage pregnancy and the socio-economic environment of children and adolescents

b) Empowering young boys and girls, adolescents through effective life skills and sexual and reproductive health education.

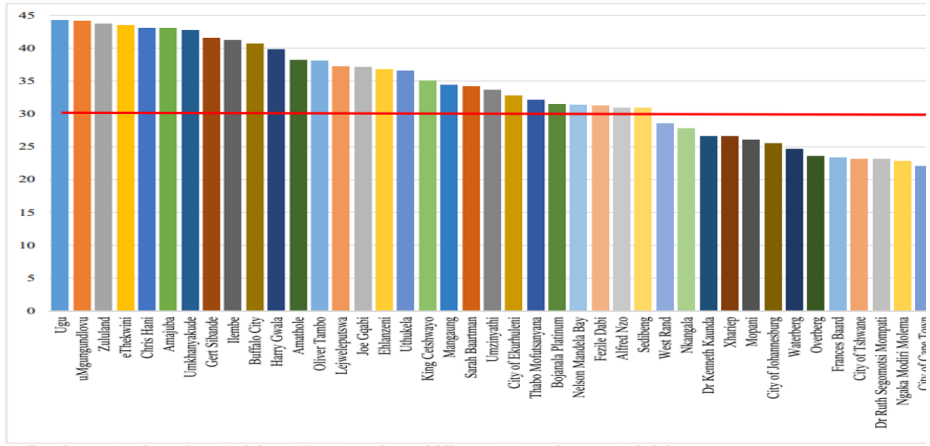
c) Strengthening access to appropriate sexual and reproductive health services through better implementation of adolescent- and youth-friendly health services at the primary health care level and its inclusion in the integrated school health programme.

3.4.1 HIV/AIDS INFORMATION

2021 AND 2022 REPORT

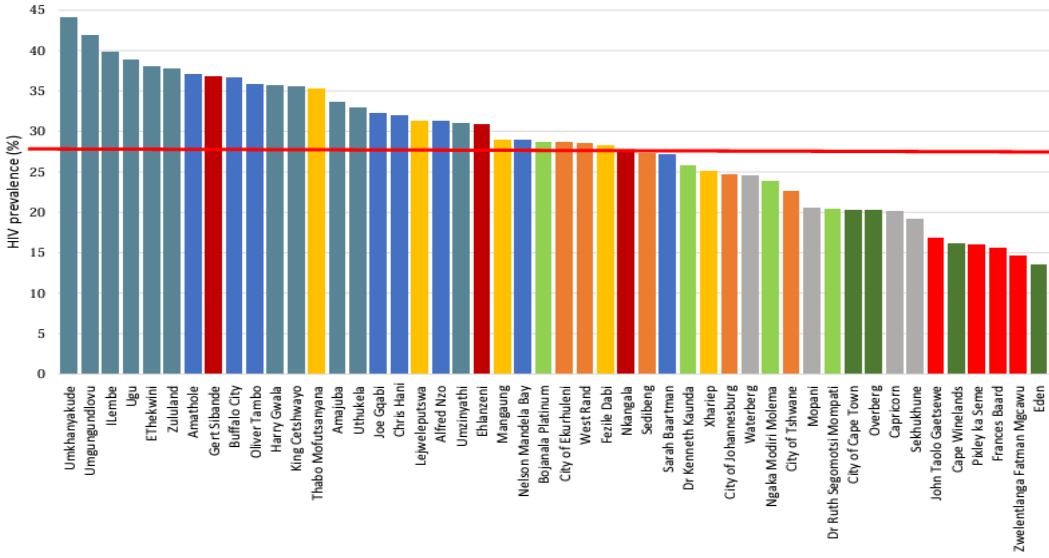
The graphs below illustrate HIV/AIDS district prevalence trends for the 02 reports published 2021 and latest 2022 of National Sentenel HIV & Syphillis Survey. UMgungundlovu according to the 02 reports remain on the second position, meaning this youthful district requires that all its local municipalities should continue and provide intensive interventions to address the causal factors, the new infections the allocation of resources for responsive programmes is utmost imperative. Contributing factors to the current situation can be addressed collectively, hence it is encouraged that in the IDP all sector plans be incorporated with budget implications.

Figure 11: HIV/AIDS INFORMATION



Redline shows national prevalence, Both first-ANC-visit attendees and follow-up visit attendess were included.

Source: 2019 National Antenatal Sentinel HIV & Syphilis Survey Report Published 30 April 2021



The red line indicates the national HIV prevalence (27.5%)

Figure 8: HIV prevalence among pregnant women by district (2022), Antenatal HIV Sentinel Survey, South Africa

IDP to show responsive programmes, budget allocation with regards to this and ensuring its sustainable interventions not once off events.

Figure 12: Disability Status by %

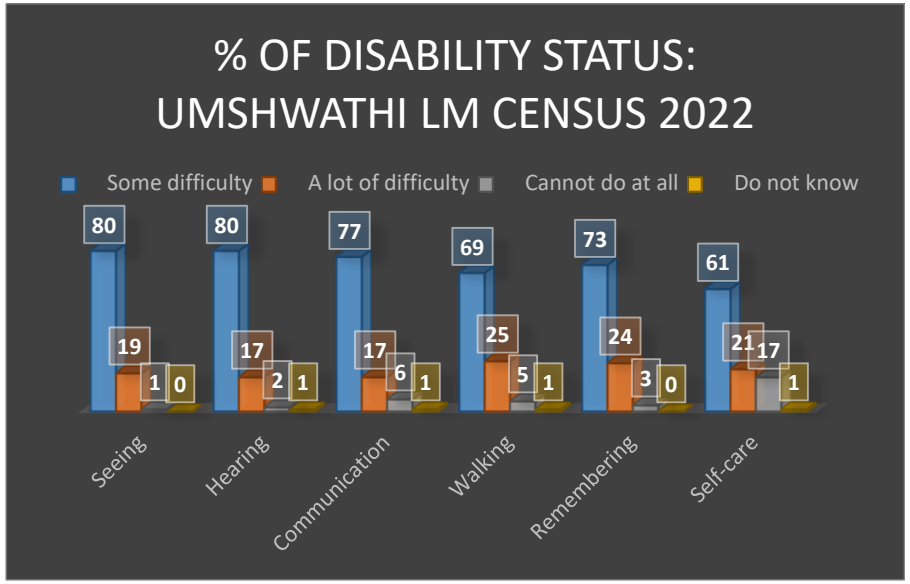


Table 23: Household Density Per KM Squared

1996	14.32
2001	15.41
2011	15.53
2021	17.80

Source: Quantec (1996, 2001, 2011 & 2021)

Figure 11 below outlines the type of household present within the municipality. It is evident that there has been a shift in the type of dwelling present in the municipality. Households located in very formal dwelling units have increased decreased from 2011 to 2021, formal dwelling units have increased exponentially since 1996 to 2021, traditional dwelling units have decreased since 1996 and there has been a sharp increase of households using informal dwellings units, an increase of 1517 units from 2011 to 2021.

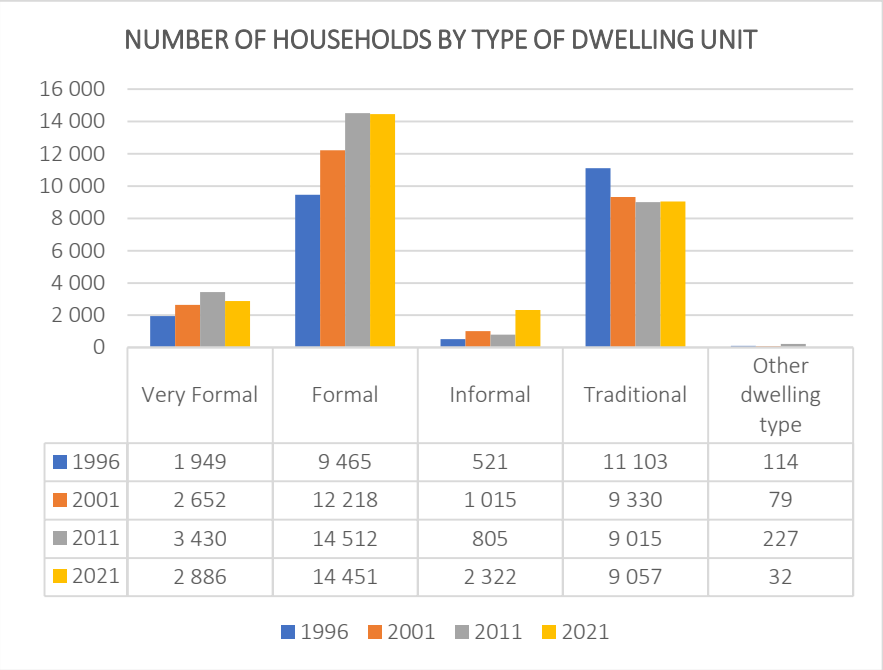
3.5 SOCIO-ECONOMIC INDICATORS

3.5.1 HOUSEHOLDS AND SERVICES

Household is defined as any related or non-related members sharing a housing unit. According to the Quantec data (1996, 2001, 2011 &2021) the average household size for UMshwathi Municipality has remained stagnant during the past years, remaining at 4 persons per household.

TThe table below also illustrate the household density per km^2. According to the Quantec data it is evident that densities are increasing since the year 1996 to 2021.

Figure 13: Number of households by type of dwelling unit



Source: Quantec (1996, 2001, 2011 & 2021)

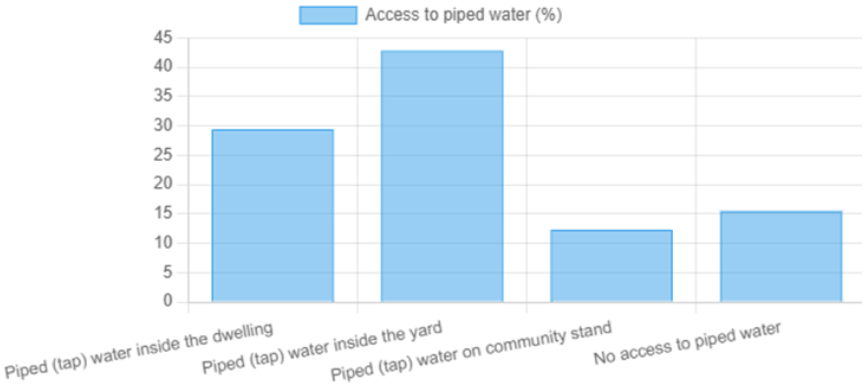
The table below outlines the number of households with access to water. The level of access to water has increased since the years. More households are getting access to water whether through piped water inside the dwelling, piped water in the yard, and through communal piped water. The number of households with no formal piped water has decreased from 14295 in 1996 to 8464 in 2021.

Table 24: Number of households with access to water

Access to Piped Water	Number	%
Piped (tap) water inside the dwelling	7 338	29,4%
Piped (tap) water inside the yard	10 693	42,8%
Piped (tap) water on community stand	3 077	12,3%
No access to piped water	3 879	15,5%

Source: Stats SA Census 2022

Figure 14: Access to Piped Water



Source: Stats SA, Census 2022

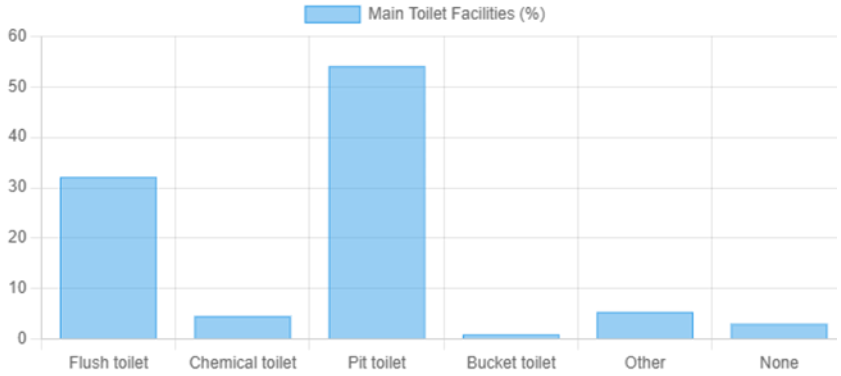
Table 25: Toilet Types

Type of a toilet	Number	%
Flush toilet	8 009	32,1%
Chemical toilet	1 142	4,6%
Pit toilet	13 507	54,1%

Bucket toilet	236	0,9%
Other	1 344	5,4%
None	749	3,0%

Source: Stats SA Census 2022

Figure 15: Main Toilet Facilities



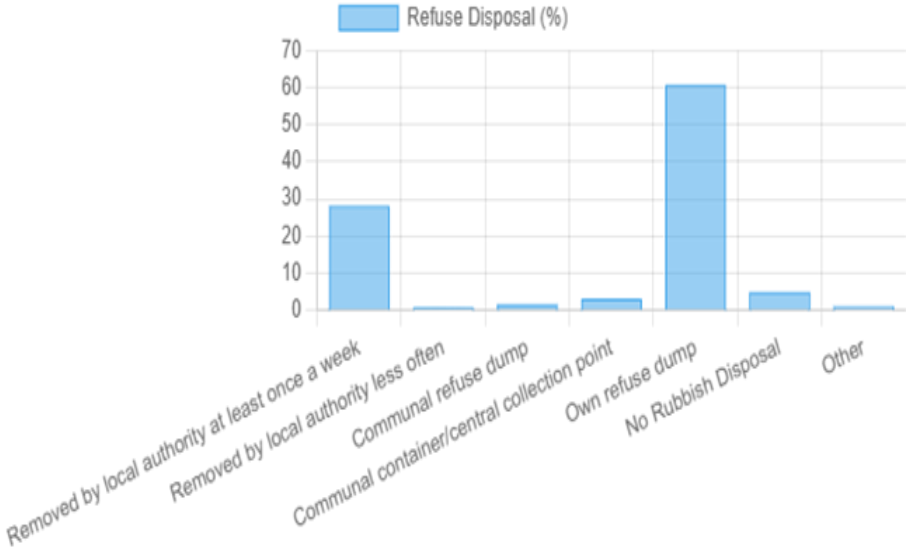
Source: Stats SA Census 2022

Table 26: Access to Refuse Removal

Refuse Removal	Number	%
Removed by local authority at least once a week	7 025	28,1%
Removed by local authority less often	162	0,6%
Communal refuse dump	405	1,6%
Communal container/central collection point	772	3,1%
Own refuse dump	15 160	60,7%
No Rubbish Disposal	1 219	4,9%
Other	244	1,0%

Source: Stats SA, Census 2022

Figure 16: Refuse Disposal (%)



Source: Stats SA, Census 2022

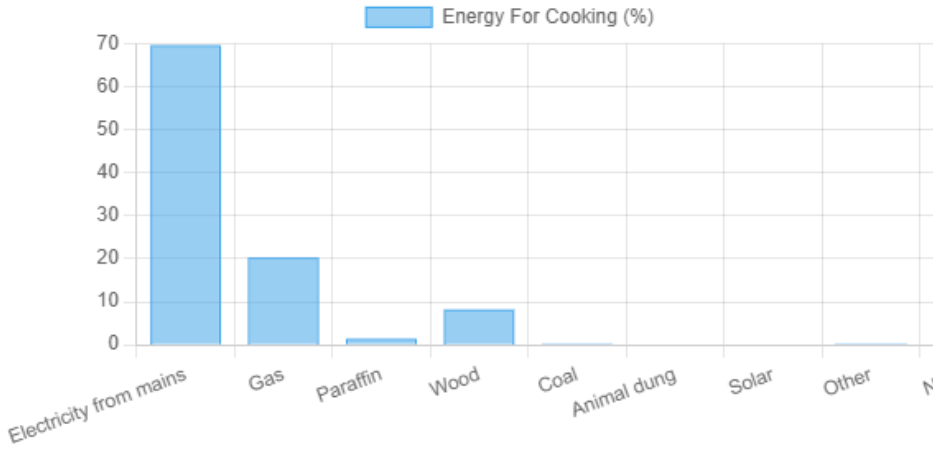
Table 27: Energy for Cooking

Energy for cooking	Number	%
Electricity from mains	17 391	69,6%
Gas	5 061	20,3%
Paraffin	348	1,4%
Wood	2 061	8,2%
Coal	36	0,1%
Animal dung	1	0,0%

Solar	11	0,0%
Other	20	0,1%
None	58	0,2%

Source: Stats SA, Census 2022

Figure 17: Energy for Cooking %



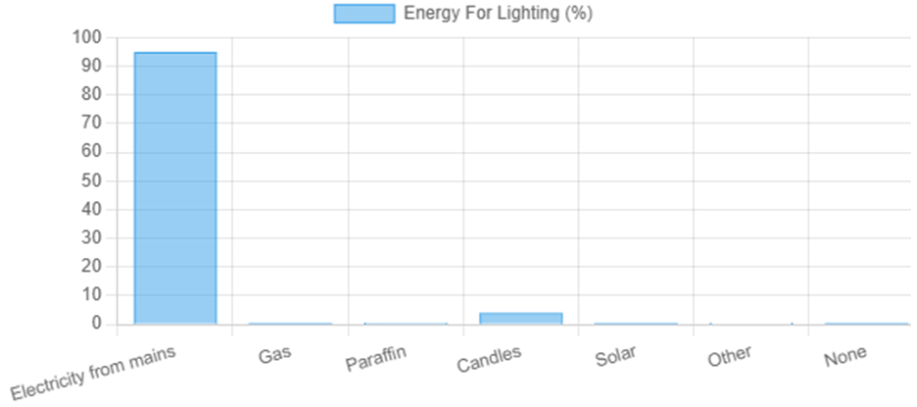
Source: Stats SA, Census 2022

Table 28: Energy for Lighting

Energy for Lighting	Number	%
Electricity from mains	23 732	95,0%
Gas	53	0,2%
Paraffin	125	0,5%
Candles	963	3,9%
Solar	47	0,2%
Other	17	0,1%
None	50	0,2%

Source: Stats SA, Census 2022

Figure 18: Energy for Lighting (%)



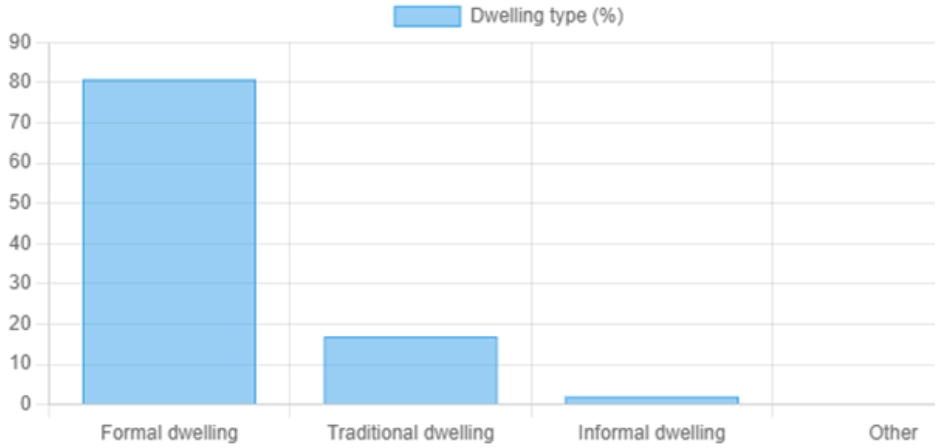
Source: Stats SA, Census 2022

Table 29: Dwelling Type

Dwelling Type	Number	%
Formal dwelling	20 215	80,9%
Traditional dwelling	4 223	16,9%
Informal dwelling	489	2,0%
Other	60	0,2%

Source: Stats SA, Census 2022

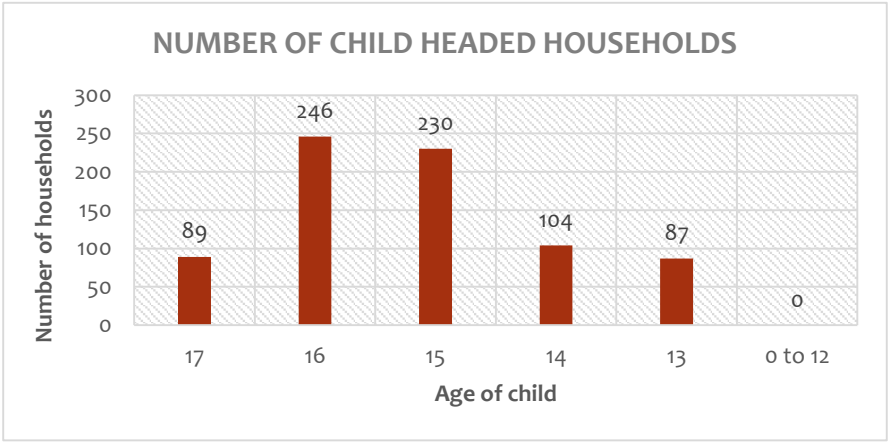
Figure 19: Dwelling Type



Source: Stats SA, Census 2022

The figure below illustrated the number of child-headed households within the municipality. According to the StatsSA Community Survey (2016) data, the highest number of households recorded was 246 households headed by children at the young age of 16 years followed by children at the age of 15 with 230 households. The youngest age for child headed household was the age of 13 years heading 87 households.

Figure 20: Number of Child-Headed Households

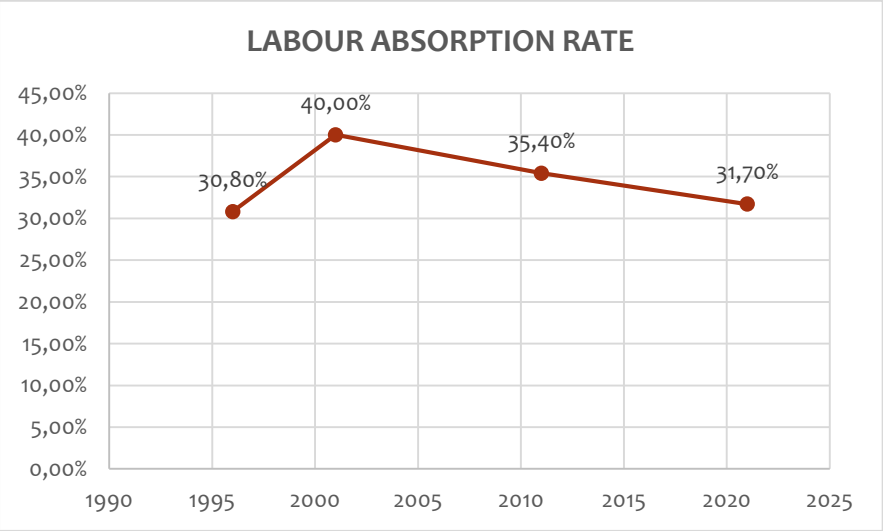


Source: StatsSA CS 2016

3.5.2 EMPLOYMENT STATUS

The labour absorption rate provides an alternative indication of the unemployment rate regarding the lack of job opportunities in the labour market. The labour absorption rate is the proportion of the working-age population aged 15-65 years that is employed. The highest labour absorption rate recorded for UMshwathi municipality was 40% in 2000. It has thus decreased in 2011 and recorded even lower in 2021 with 31.70%.

Table 30: Labour Absorption Rate



Source: Quantec (1996, 2001, 2011 & 2021)

The unemployment rate is the percentage of the economically active population which is employed. The unemployment rate was recorded at 29.50% in 2021. The table below outlines the unemployment rate from 1996 to 2021 in the years. There has been an increase in the unemployment rate from 17% in 2011 to 29.50% in 2021. The vast increase in 2021 is assumed to also be impacted by the covid 19 pandemic which resulted in closure of businesses and lay off of employees in many businesses.

Table 31: Unemployment rate

Unemployment Rate - Official Definition	
1996	27.90%
2001	28.70%
2011	17.00%
2021	29.50%

Source: Quantec (1996, 2001, 2011 & 2021)

The table below outlines the unemployment rate by gender within the municipal space. There are more female unemployed when compared to males. The rate has thus decreased from 1996 when compared to 2021, however it is still higher when compared to the number of unemployed males.

Table 32: Unemployment Rate by Gender

Unemployment Rate by Gender		
	Male	Female
1996	23.80%	32.30%
2001	27.10%	30.20%
2011	15.80%	18.50%
2021	29.30%	29.60%

Source: Quantec (1996, 2001, 2011 & 2021)

The table below outlines the unemployment rate of youth, the ages of 15 to 24 by gender. It is evident that there is a very high number of youth unemployment within the municipal area. There has been a high rate when recorded from 1996 to 2021.

Table 33: Unemployment rate by youth (aged 15-24)

Unemployment Rate by Youth (Aged 15 - 24)			
	Male	Female	Total
1996	42.60%	40.70%	41.50%
2001	45.10%	42.20%	43.60%
2011	30.70%	35.30%	32.90%
2021	57.10%	62.10%	59.40%

Source: Quantec (1996, 2001, 2011 & 2021)

The labour force participation rate is an estimate of the economy's active workforce. The table below outlines the labour participation rate within the municipal

Table 34: Labour Force Participation Rate

Labor Force Participation Rate	
1996	42.70%
2001	56.00%
2011	42.70%
2021	44.90%

Source: Quantec (1996, 2001, 2011 & 2021)

The table below outlines the number of people formally employed in each sector. The majority of people are employed in the Agricultural sector, which is the key economic sector of the municipality. However, there has been a decrease in the number of people employed in this sector in 2021 when compared to 1996. Overall, the formal employment has increased from 13996 in 1996 to 17484 in 2021.

Table 35: Number of Formally Employed by Sector

Number of Formally Employed People by Broad Sector				
	1996	**2001**	**2011**	**2021**
Agriculture	6,073	8,056	5,093	5,987
Mining	86	27	206	164
Manufacturing	1,610	1,252	2,159	1,553
Electricity	55	43	70	34
Construction	361	238	832	641
Trade	916	950	1,590	1,714
Transport	300	191	531	383
Finance	739	603	1,443	1,384
Community services	1,321	1,202	2,833	2,896
Households	2,534	3,482	2,805	2,728
Total	**13,996**	**16,042**	**17,561**	**17,484**

Source: Quantec (1996, 2001, 2011 & 2021)

The table below outlines the number of people informally employed in each economic sector.

Table 36: Number of People Informally Employed in Each Sector

Informal Sector Employment				
	1996	**2001**	**2011**	**2021**
Manufacturing	1,150	1,299	1,109	633
Construction	658	723	916	1,049
Trade	1,413	3,251	2,268	2,040
Transport	907	710	563	661
Finance	218	370	283	350
Community services	425	903	603	728
Total Informal Sector	**4,772**	**7,255**	**5,742**	**5,460**

Source: Quantec (1996, 2001, 2011 & 2021)

3.5.3 INCOME STATUS

The table below illustrates the income status of households within the municipal area.

Table 37: Number of Households by Income

Number of households by income category (R0-R2400)	
1996	560
2001	714
2011	21
2021	1

Source: Quantec (1996, 2001, 2011 & 2021)

The annual disposal income is the amount of money that an individual or household has to spend or save after income taxes have been deducted. The table below outlines the total annual disposable income from 1996 to 2021.

Table 38: Annual Total Disposable Income

Annual total disposable income (R million, constant 2015 prices)	
1996	2,039
2001	2,071
2011	2,989
2021	3,530

Source: Quantec (1996, 2001, 2011 & 2021)

The Gini coefficient is a measure of statistical dispersion intended to represent the income inequality of the wealth inequality within a social group. An increase in the Gini coefficient suggests that income is becoming more unevenly distributed. In 2021 the Gini coefficient was recorded at 0.6 which suggests an income gap.

Table 39: Gini Coefficient

GINI Coefficient	
1996	0.53
2001	0.6
2011	0.56
2021	0.6

Source: Quantec (1996, 2001, 2011 & 2021)

Social deprivation is the reduction or prevention of culturally normal interaction between an individual and the rest of society. Signs of social deprivation include poverty, lack of access to jobs, exclusion of services and denial of social supports to mention a few. The table below outlines the social deprivation index from 1996 to 2021.

Table 40: Social deprivation index

Social Deprivation Index (KZN)	
1996	N/A
2001	N/A
2011	30
2021	N/A

Source: Quantec (1996, 2001, 2011 & 2021)

3.6.4 ESTIMATES OF ECONOMIC ACTIVITY AND EMPLOYMENT TRENDS AND LOCATION

The assessment of the proposed economic activities as also cited on the LED plan for ULM suggests that there would be jobs that will be created within a short and medium term.

The LED plan enlists numerous ways of how the economics of UMshwathi is mandated to stimulate. The strategic objectives pursued by UMshwathi Local Municipality are aimed at a diverse challenge faced by the Municipality based on the SWOT analysis of the local region. These are primarily:

- The reduction of inequality.
- Economic transformation; and
- Economic diversification.

The employment creation opportunities that could be pursued cut across four sectors namely:

Year	Economic Activity	Estimated no. of jobs to be created	
2021	Intensive Crop Farming in Swayimane	100	50
	Intensive Crop Farming in Applesbosch	100	50
	Intensive Crop Farming in Albert Falls	50	20
	Skin/ Hide Leather Processing Plant in Swayimane	100	60
	Block and Brick Making Workshop in New Hanover	100	50
	Construction of storm water drainages.	100	50
	Development of street furniture and storage facilities	50	5
	Construction of roadside walks	100	50
	Erection of road signage	10	0
	Other EPWP: Infrastructure Construction and Housing Projects	1000	5
2031	Waste Tyre Product Workshop in Mpolweni	50	30
	Waste Tyre Product Workshop in Dalton/ Cool Air	50	30
	Skin/ Hide Leather Processing Plant in Appelsbosch	100	60
	Renovation of existing market stalls and provision of services	20	2
	Construction of Gateways	5	0
	Construction of Public Transport off-loading facilities	5	0
	Establish youth entrepreneurship programmes & Business skills development Centre	40	10
	Other EPWP: Infrastructure Construction and Housing Projects	1000	5
2041	Other EPWP: Infrastructure Construction and Housing Projects	1000	5
	Construction of Craft Market Facilities.	20	2
	Woodworking Workshop in Trustfeed	100	40
	Woodworking Workshop in Harburg	100	40
	Woodworking Workshop in Noorsburg	50	40
	Construction and maintenance of local access roads	100	5
TOTAL		4 350	609

- Manufacturing.
- Construction.
- Retail; and
- Agriculture.

Unfortunately, the proposed job initiatives do not seem to be accommodating the amount of people who are unemployed. Out of 47 004 people who are unemployed, only 609 may be absorbed permanently, while only 4 350 could only be accommodated temporally.

3.6.5 SAFETY AND SECURITY

The Municipality has a Council approved Municipal Safety Plan and is attached as an annexure. During the drafting process there were several engagements with relevant structures such as community structures, business/private sector and public sector with an aim of incorporating their inputs into the plan. The plan aims to promote awareness about safety and security, crime rate across the Municipality, etc.

The plan defines crime prevention and community safety and describes several commonly used, crime prevention and community safety models. Achieving a safer community requires a combined approached from both Municipality and community. Since uMshwathi Municipality did not have a crime safety plan and only started with the Safety Plan towards the end of 2017, action plan will be developed that will shape uMshwathi Municipality work into the future around crime prevention and community safety. Therefore, the Action Plan relies upon for going partnerships with key community role players in crime prevention and safety, including all stakeholders of uMshwathi Municipality which is all five (5) police stations within our Municipality, the Department of Community Safety, government department and NGOs to ensure the

ongoing work towards a safer community for our Municipality continues. The office of Safety within the uMshwathi Municipality manage to gather some information from the Municipal stakeholders e.g., Wartburg SAPS

The Wartburg SAPS have the existing sub forum within wards, and they are functional and also linked with the school within their jurisdiction. One of the main Safety and Security mechanisms in the Municipality is the Traffic Management Unit (within the Department of Community services). In line with keeping the community safe within the Municipalities jurisdiction, the Traffic Management Unit conducts roadblocks testing for drunk-driving, ad-hoc driver and vehicle fitness inspections. Emphasis is placed on the usage of seat belts, talking on cellular phones whilst driving and speed violations. The emphasis on a particular violation changes during the course of a calendar year depending on the season (e.g., Christmas season) as well as to coincide with the Municipality's stance on prosecuting those road users who evade fines and associated warrants of arrest.

School Crossing Patrol Services (SCPS) forums are being established within the municipality. This entails municipal –wide and community-based policing [even down to ward level]by the partnership between the south Africa police services (SAPS) and the uMshwathi municipality's traffic management and protection services. The scholar crossing patrol services is a pilot initiative started by the KZN provincial department of transport (DOT) and uMshwathi municipality approximately three years to date. A Memorandum of Understanding [MOU] was signed on the basis of the funding arrangement between the municipality and KZNDOT although funding is limited and a concern, the municipality will endeavour to extend this project beyond the initial ten schools and eight wards, to include all 14 wards particularly the poorest of the poor. The schools crossing patrol services project will be monitored with the co-operation of the schools and the producing of quarterly reports.

This pilot project is essence has following four key principles when employing persons to participate in the programme: -

- Preference given to women
- Preference given to women headed household
- Preference given to households with no income; and
- The applicants must live within the vicinity of the crossing point.

The traffic management services have prepared the traffic management plan and the draft is already in place and waiting for the approval by council structures. uMshwathi traffic department conducts campaigns within uMshwathi jurisdiction such as School safety campaigns and crime prevention, whereby uMshwathi Traffic officials visit schools and teach children who are using public roads to schools about road safety.

uMshwathi traffic together with SAPS stations within uMshwathi jurisdiction are working together in conducting crime prevention campaigns in different wards. The main purpose of these campaigns is to share information with the local community on how to prevent crime as well as traffic related issues, hence several roadblocks are conducted especially during the busy days of the month and this initiative is conducted in collaboration with the South African Police Services staff. The municipality has not yet developed a safety plan; however, the municipality has embarked on developing this plan and hopefully the draft will be ready by the end of this financial year.

3.6.6 Poverty Assessment

The rate of poverty within UMshwathi are relatively high, and they are adjoined by other social ills such as unemployment and to some extent illiteracy. The rural communities of UMshwathi are characterized by poverty, high level of health problems such as tuberculosis and HIV/ AIDS. These communities suffer high levels of unemployment, poverty, illiteracy and to some extent lack access to clean drinking water and improved sanitation. Despite the efforts over the past 21 years to improve health services in rural areas, access to adequate health services remains difficult for rural communities. Poverty is often defined in absolute terms of low income of less than US$1 a day or typically the state of being inferior in quality or insufficient in amount, however in actuality, the magnitude of poverty happens on a comparative scale. The experience of poverty is multi-dimensional. While the inability to access income remains one of the most obvious expressions of poverty, definitions of poverty typically refer to the absence of capital such as land, access to natural resources, or importance of social, intellectual capital and even the climate of democracy as well as security necessary to enhance the capabilities of the poor and excluded. Furthermore, there is an additional institutional dimension of poverty that recognizes that the poorest in the nation are those who are unable to access state assistance designed to provide a social safety net because of institutional failure. Poverty is located across the full range of settlement types from deep rural areas to inner cities. It is therefore the concern of all municipalities

Certain wards within the UMshwathi area are serviced by mobile clinics which come once or twice a week. UMshwathi municipality has created poverty eradication programmes and strategies to attempt and mitigate the severity of this social ill through adopting National, Provincial to the local context of developing LED plan that are mandated to tackle this social issue. Part of these programmes include a poverty alleviation training that was recently conducted to vulnerable groups i.e. (People with Disabilities, Senior citizens and Women coops) in order for them to be self-employed.

3.7 STATUS OF BASIC MUNICIPAL SERVICES

The status of municipal basic services has been comprehensively outlined on the KPA for basic services delivery, and with regards to demographics linkage with basic municipal services, much is discussed on section 3.2.1.

3.8 SERVICE DELIVERY PRIORITY AREAS

3.8.1 WATER PRIORITY AREAS

The areas that still lag behind in terms of portable water supply include Swayimana, Ozwathini, Efaye and Ndwedwe. These and other hinterland were not connected to the bulk water supply and were supplied variously by boreholes and small-scale river abstraction works equipped with package water treatment plants. There is currently a shortage of portable water in both rural and the urban areas. The existing infrastructure is designed such that it has to be upgraded to improve the supply of water to these areas first before the rural areas can receive water.

3.8.2 ANITATION PRIORITY AREAS

The towns of Dalton, Wartburg, Crammond, Albert Falls and New Hanover are still small in terms of service threshold and density as such these make use of septic tanks. However, the septic tanks will not be sustainable over a long term as the towns grow in terms of population density so a need will exist to invest in bulk sewerage infrastructure that includes waterborne sanitation.

3.8.3 ECONOMIC INFRASTRUCTURE PRIORITY AREAS

- Road infrastructure and agricultural priority areas: R33, R614 and P279 are important agricultural corridors. These are currently tar and need regular maintenance.
- Road Infrastructure for Tourism opportunity areas: P 423 - Route to Swayimane; P 154 - Route from New Hanover to Wartburg; and P526 - Route from Crammond unto are considered to be important tourism routes.
- Road infrastructure for trade and mobility: R33, R614 and P279 are secondary corridors. These provide vital linkages to service nodal points and communities within the municipality and ensure connectivity with neighbouring municipality and Dube Trade Port. Along these corridors, there should be increased intensity of development that will be naturally attracted, and this development should be encouraged.

3.9 CROSS-CUTTING ISSUES

3.9.1 NARRATIVE AND ASSOCIATED MAPPING

3.9.1.1 AGRICULTURE POTENTIAL AREAS

A significant portion of land within UMshwathi Municipality falls under Subdivision of Agricultural Land Act, 1970 (Act 70 of 1970) (herein referred to as "SALA"). Considering this reality, agriculture remains a crucial aspect in resource considerations. The SALA, which has not been repealed by SPLUMA (Spatial Planning and Land Use Management Act), holds particular relevance in the development of the Housing Sector Plan.

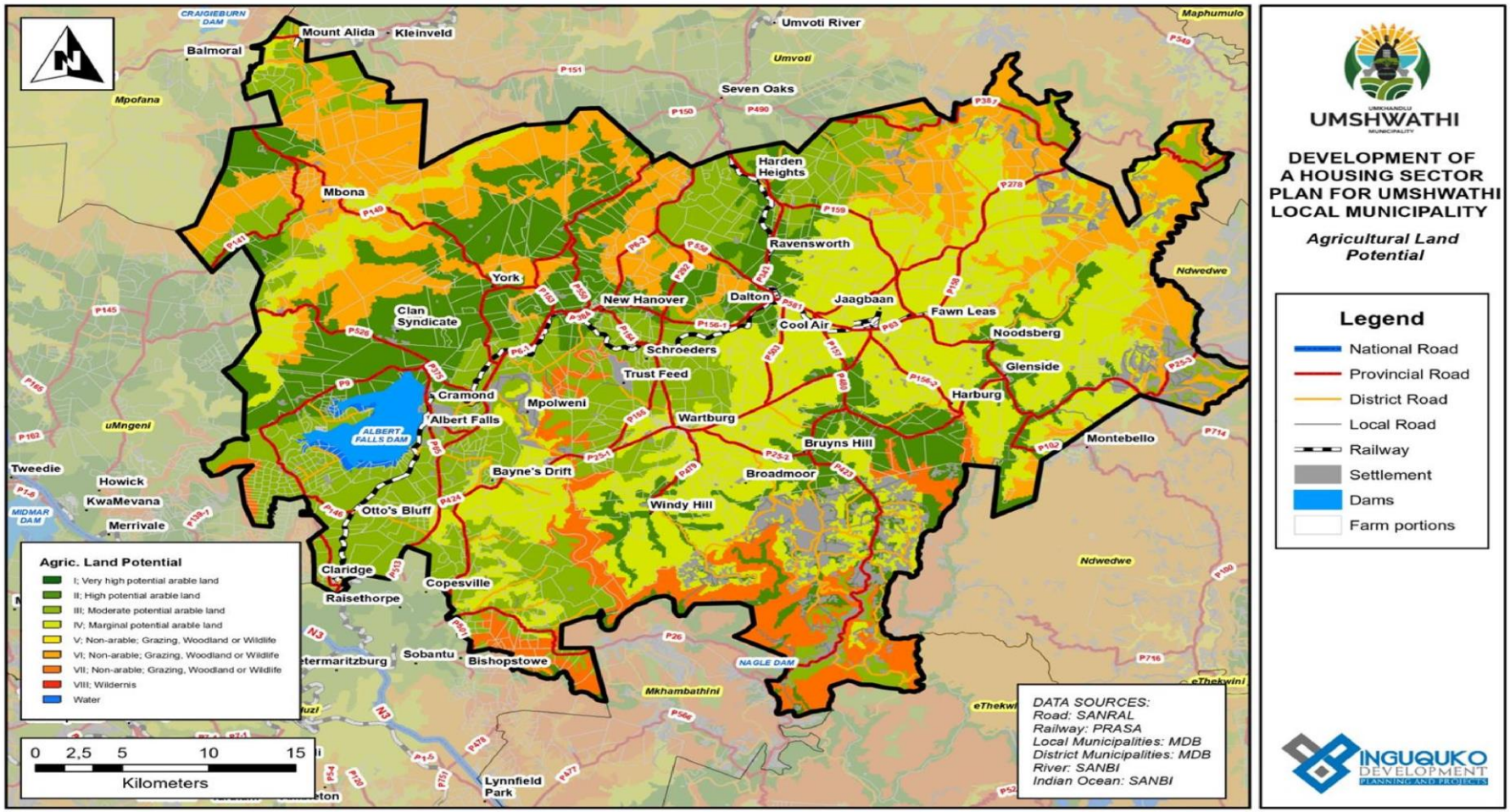
UMshwathi Municipality is situated in the Midlands area, known for its abundant agricultural potential and high-value outputs, granting it a competitive advantage at both provincial and national levels. Agriculture encompasses various land uses and structures associated with farming activities such as crop production, livestock farming, forestry, and horticulture. The municipality possesses a well-established agricultural primary sector, focusing on industries like forestry and sugarcane.

Additionally, remnants of subsistence farming can be observed, particularly in rural areas, although it currently lacks a unified on the agricultural sector to drive its economy. Agriculture dominates the municipality, serving as the largest economic sector and primary source of income. Consequently, UMshwathi is responsible for safeguarding and managing high-value agricultural land. As part of this responsibility, the municipality has developed an agricultural potential map.

The majority of agricultural land in the municipality is identified as "Very High Potential, Arable" to "Moderate Potential Arable Land". Most of the land considered to be non-arable is situated on the outskirts of the municipality in the traditional authority areas. Preserving high potential agricultural land offers several benefits, including:

- Ensuring opportunities for food production
- Facilitating the development of commercial agricultural ventures that contribute to local economic development (LED), such as agri-industry, transportation services, and the provision of agricultural equipment.
- Furthermore, the protection of good agricultural land should adhere to the following policy principles:
- Good quality agricultural land holds special importance and should not be developed upon unless there is a compelling need supported by public benefit, and no other suitable site is available for the intended purpose.
-

Map 11: Agricultural Land Potential



3.9.1.2 ENVIRONMENTAL SENSITIVE AREAS

CRITCAL BIODIVERSITY AREAS: Another crucial environmental aspect pertains to land that warrants preservation due to its significant biodiversity value. The provided map offers insights into the number of households that have settled on land regarded as possessing considerable conservation value. There are approximately 1 066 households located in areas identified as critically bio diverse. Tabulated below are the number of households located in Critical Biodiversity Areas (herein referred to as "CBA"):

CRITICAL BIODIVERSITY AREA	NO. OF HOUSEHOLDS
KZN CBA: Irreplaceable	792 Households
KZN CBA: Optimal	148 Households
KZN ESA	126 Households
TOTAL	1 066 Households

Tabulated below are the number of households located on vegetation that is environmentally sensitive:

VEGETATION STATUS	NO. OF HOUSEHOLDS
Critically Endangered	10 572 Households
Endangered	4 453 Households
Less Threatened	3 293 Households
Vulnerable	5 302 Households
TOTAL	23 620 Households

The presence of households built in areas of high or critical biodiversity can have several implications:

Habitat Destruction: Building houses in areas with high biodiversity can result in the destruction or fragmentation of natural habitats. The clearing of land, construction activities, and associated infrastructure development can disrupt ecosystems and displace native flora and fauna. This loss of habitat can have detrimental effects on wildlife populations, leading to declines in biodiversity.

Species Displacement and Extinction Risk: When households are constructed in areas of high biodiversity, it can displace or fragment species populations. Wildlife may be forced to relocate or adapt to new and often suboptimal habitats. This can increase the risk of species extinction, particularly for those with specific habitat requirements or limited ranges.

Disruption of Ecosystem Services: Ecosystems provide essential services such as clean air, water purification, pollination, and climate regulation. When households encroach upon areas of high biodiversity, these ecosystem services can be disrupted or compromised. This can have far-reaching impacts on human well-being, including reduced water quality, decreased agricultural productivity, and increased vulnerability to natural disasters.

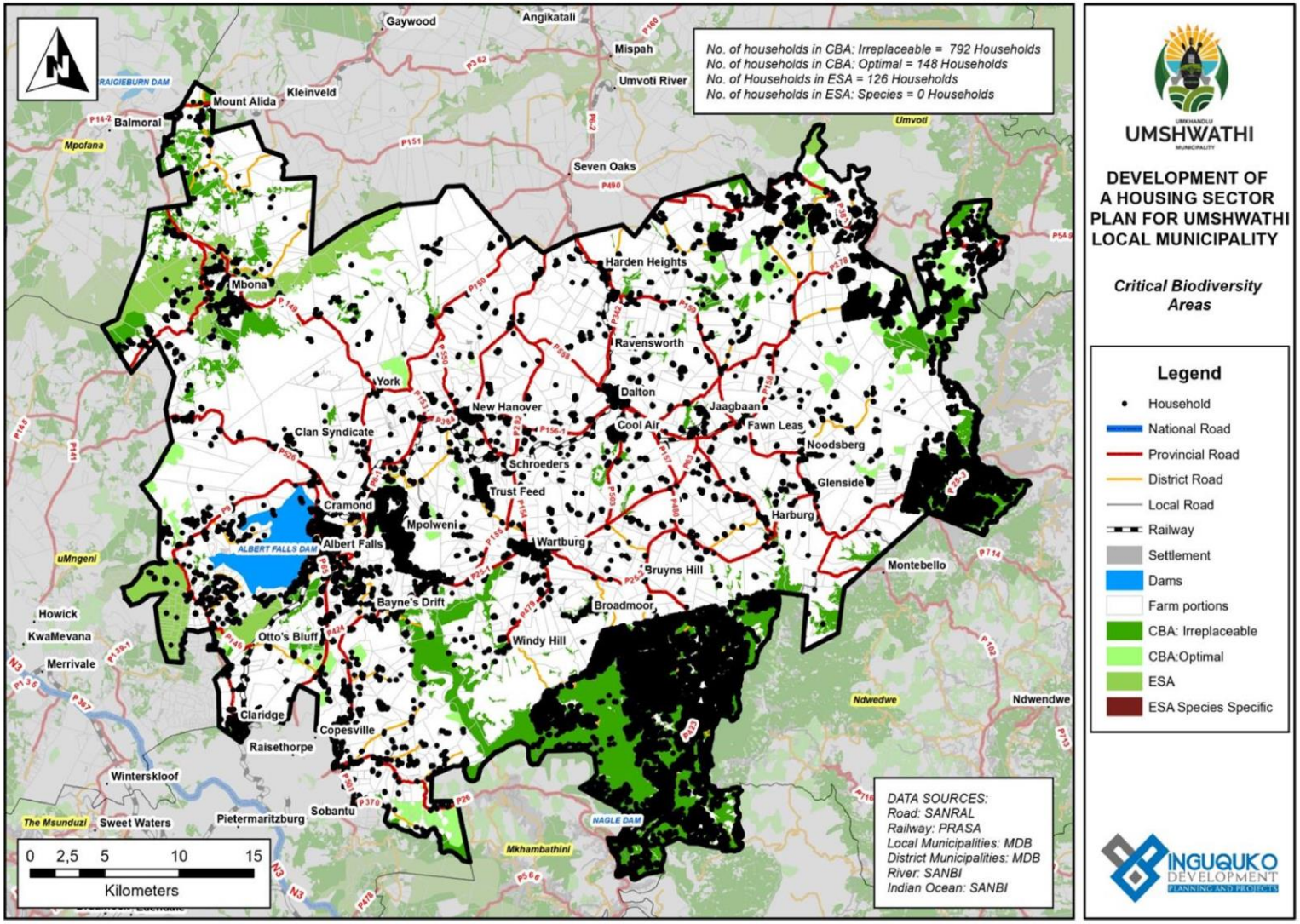
Loss of Cultural and Traditional Values: Areas of high biodiversity often hold cultural and traditional significance for local communities. The construction of households in these areas can lead to the loss of cultural heritage, as ecosystems and landscapes that hold cultural value are

altered or destroyed. This can have profound impacts on the identity, spirituality, and well-being of indigenous and local communities.

Increased Human-Wildlife Conflict: Building households in areas of high biodiversity can bring humans into closer proximity with wildlife. This proximity can lead to increased instances of human-wildlife conflict, as animals may encroach upon human settlements in search of food or territory. This conflict can pose risks to human safety and livelihoods, as well as negatively impact wildlife populations through retaliatory killings or habitat degradation.

Challenges for Conservation Efforts: The presence of households in areas of high biodiversity can pose challenges for conservation

Map 12: Critical Biodiversity



3.9.1.3 HYDROLOGY

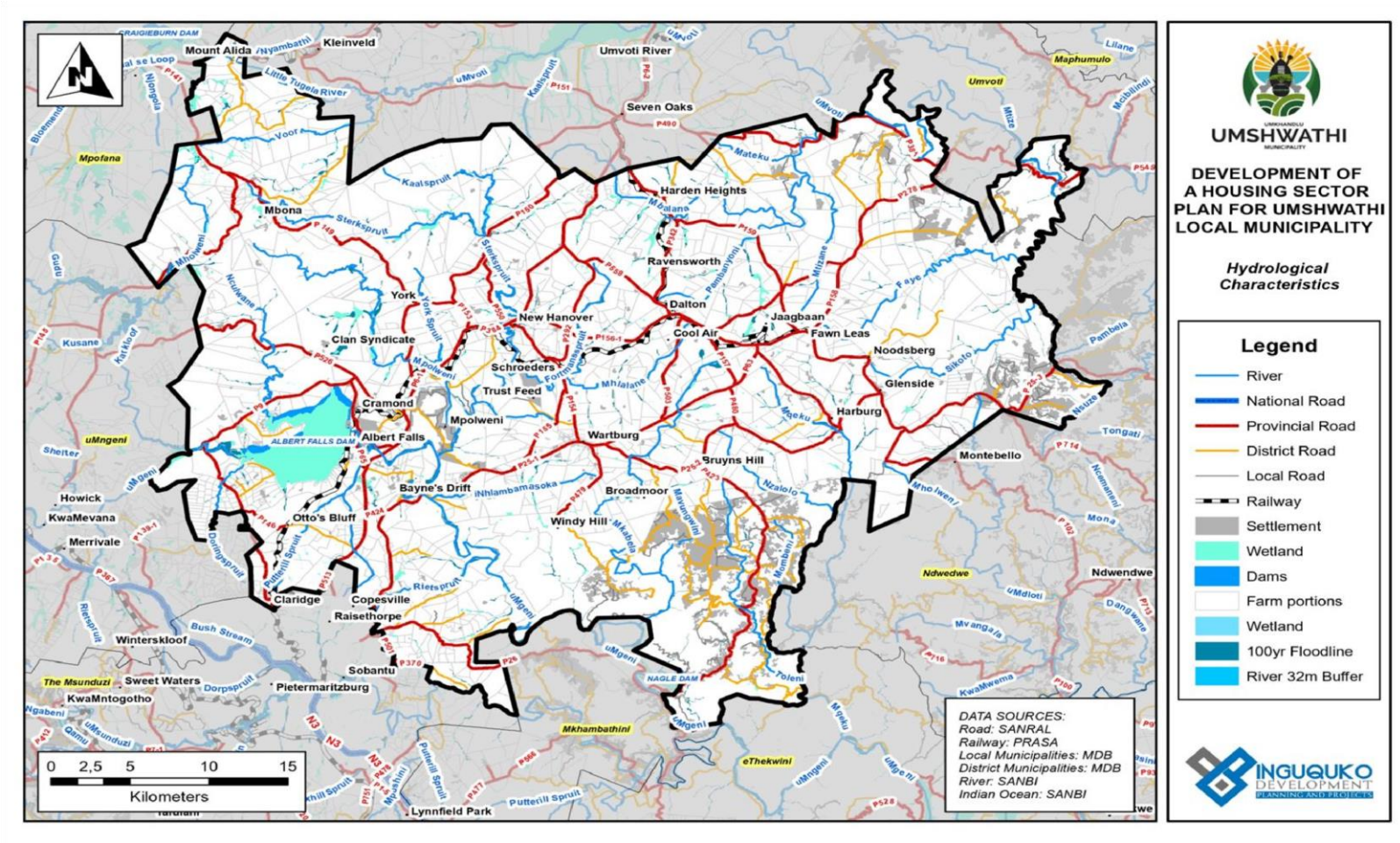
Within the uMshwathi Local Municipality, there are two main rivers: the Mdloti River and the Mvoti River. The Mdloti River is home to the Hazelmere Dam, which serves as the primary water source for the north coast. The Albert Falls and Nagle Dams are part of the UMngeni Water System and are located within the ULM boundaries. The UMngeni River flows over the Howick Falls and into the UMngeni Valley, where it is joined by the Karkloof tributary before reaching the Albert Falls Dam. From there, the UMngeni

River winds its way through the western edge of the Valley of a Thousand Hills until it reaches the Nagle Dam. However, the upper sections of these dams are affected by plantation forests and invasive trees, which reduce the water velocity in the river.

The Albert Falls Environmental Management Framework (EMF) of 2013 highlights a significant loss and degradation of wetlands and river systems, leading to water quality issues within the catchments. This degradation is primarily attributed to the spread of alien species resulting from land disturbance during transformation and reduced natural flow due to afforestation. Additionally, the practice of draining and planting sugar cane and timber on valuable topsoil for agricultural purposes has further contributed to the decline in water quality. The deteriorating state of the wetlands and river system has potential socioeconomic consequences for the ULM, including increased costs of water treatment and a diminished quality of life for those already facing challenging socio-economic conditions.

To address these issues, it is essential for the municipality to implement programs that improve wetland and river management, with a focus on enhancing functionality. Key areas of concern include ensuring a basic level of sanitation infrastructure, as a significant percentage of households in the ULM still rely on inadequate facilities such as pit latrines or lack toilet facilities altogether. Furthermore, a holistic approach should be taken to manage tourism and recreational facilities near Albert Falls, considering their impacts on the surrounding environment. Lastly, sustainable agricultural practices within the catchment area should be promoted to mitigate negative effects on water quality and ensure long-term viability. By addressing these challenges, the ULM can work towards improving sanitation, water quality, and the overall well-being of its communities.

Map 13: Hydrological Characteristics



3.9.1.4 BIODIVERSITY AND CONSERVATION AREAS

While the ULM does not have a large number of protected areas apart from the Blinkwater Nature Reserve, it is located within the UMgungundlovu District, which encompasses several "formally" protected areas. One notable example is the Ukhahlamba Drakensberg Park World Heritage Site, recognized internationally for its significant biodiversity and ecosystem assets. This site is also designated as a Ramsar Site, highlighting the importance of its wetlands on a global scale. The ULM possesses valuable biodiversity in various systems that are considered irreplaceable. Critical Biodiversity Areas (CBAs) and Ecological Support Areas are the two primary categories used to identify and manage critical biodiversity. CBAs are highly sensitive areas that are typically not formally protected, and any changes in land use could have a detrimental impact on biodiversity. Ecological Support Areas, on the other hand, support and sustain the ecological functioning of core biodiversity areas, including protected areas and CBAs.

CONSERVATION STATUS OF FAUNA AND FLORA

The conservation status of ULM's flora and fauna is assessed according to the International Union for Conservation of Nature (IUCN, 2012) standards, which evaluate the relative risk of species extinction. Red lists are produced as a result of these assessments, categorizing species as Critically Endangered (CR), Endangered (EN), or Vulnerable (VU). Activities involving the clearing or harvesting of natural vegetation in these areas could lead to the destruction or loss of plants and animal species with conservation significance. The impact depends on the presence of these species in the affected areas. Mitigation measures can include translocating plants to suitable grassland habitats to minimize the impact on local populations. The grassland ecosystem is home to numerous individual Hypoxis hemerocallidea (Starflower, African potato) plants, and their presence could negatively affect the local population of this provincially protected species, which is classified as "Declining" due to overharvesting for medicinal purposes and the development of grassland habitats in the region. Translocating these plants to adjacent suitable grassland habitat can help mitigate the loss and reduce the impact on the local population of this species to a low level of significance. Critical biodiversity areas are found in the Swayiname and Mboma regions, while areas of environmental sensitivity (ESA) exist south of the Blinkwater Nature Reserve. Extensive agriculture practices can be compatible with CBAs and ESAs.

Table 41: Conservation Status Implications

CONSERVATION CATEGORY	CATEGORY DETERMINANT	IMPLICATIONS
Critically Endangered	Remaining unmodified vegetation has an area less than or equal to the required conservation target,	Any further loss will result in the conservation target not being met & persistence of vegetation type uncertain.
Endangered	Remaining unmodified vegetation has an area less than or equal to the required conservation target plus 15%,	Further loss will result in the category being upgraded to CR and may result in the conservation target not being met & persistence of vegetation type uncertain.
Vulnerable	60% or less of the original extent of the ecosystem remains	Caution required.
Least Threatened	More than 60% of the original extent of the ecosystem remains	Sustainable development approach to be in place

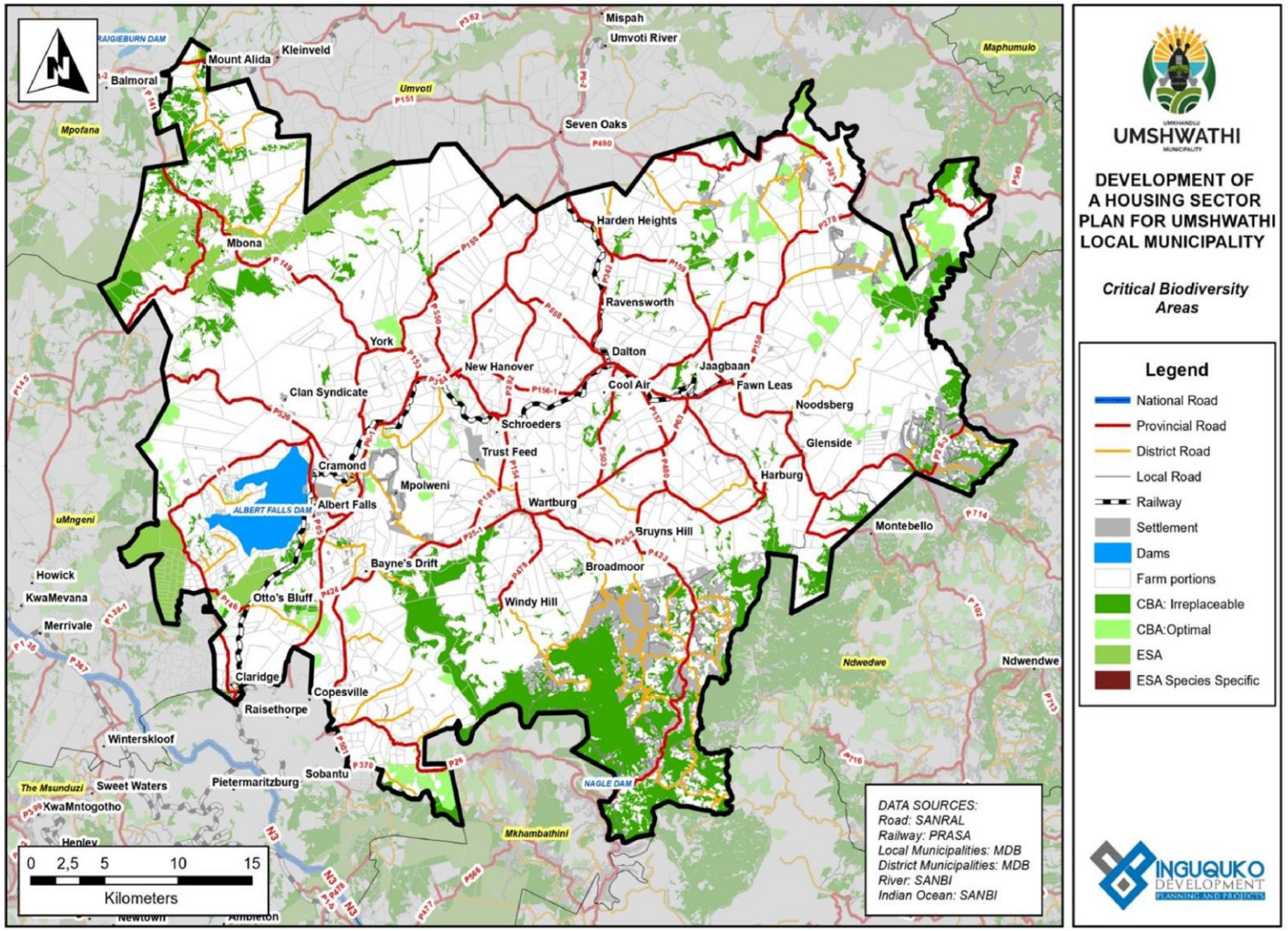
CRITICAL BIODIVERSITY AREA IMPLICATIONS AND LAND USE GUIDELINES

Table 42: Critical Biodiversity Area Implications and Guidelines

CATEGORY	COMPATIBLE LAND USES	LAND USE GUIDELINES
CBA Irreplaceable: Areas which are required to meet biodiversity conservation targets, and where there are no alternative sites available. (Category driven by species and feature presence)	• *Open space* • *Low impact ecotourism or recreation*	Maintain in a natural state with limited to no biodiversity loss.
CBA Optimal: Areas that are the most optimal solution to meet the required biodiversity conservation targets while avoiding high-cost areas as much as possible (Category driven primarily by process).	• *Open space* • *Low impact ecotourism or recreation*	Maintain in a natural state with limited to no biodiversity loss
CBA Optimal: Areas that are the most optimal solution to meet the required biodiversity conservation targets while avoiding high-cost areas as much as possible (Category driven primarily by process).	• *Open space* • *Low impact ecotourism or recreation*	Maintain in a natural state with limited to no biodiversity loss

ESA: Areas that support the ecological functioning of protected areas or CBAs. These areas are identified as influencing land-use management that is not derived based on biodiversity priorities alone but also address other legislation/agreements which the biodiversity sector is mandated to address, for example triggers for EIA Regulations.	• Low impact ecotourism or recreation • Sustainably managed rangelands • Certain forms of low-density housing	Further intensification of land use is discouraged. Influencing land-use management that is not only derived based on biodiversity priorities alone, but also address other legislation / agreements which the biodiversity the sector is mandated to address, e.g., WHS Convention, triggers for EIA Regulations, etc.

Map 14: Critical Biodiveristy Areas



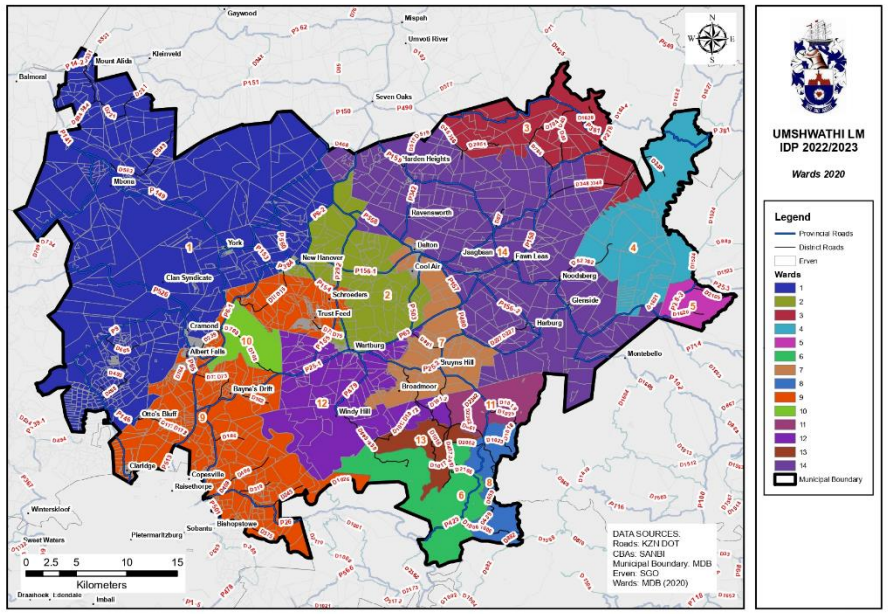
3.9.2 REGIONAL CONTEXT

Within a regional, uMshwathi LM sits in the KwaZulu-Natal province as a branch local municipality of uMgungundlovu District Municipality. The uMshwathi Municipality features transportation networks such as the R33 (Old Greytown Road) and the R614 (Wartburg Road) which provide linkages from main centres such as Durban and Pietermaritzburg, to the interior of the province such as Greytown and Dundee. At a local level, both the R33 and the R614 have been identified as primary corridors that have the potential to become key development routes within the Municipality and Province by linking markets, places, and people.

The land within the Municipality is dominated by agricultural landscapes (timber and sugarcane) and rural-residential settlements. The four main urban centres within the Municipality are New Hanover, Wartburg, Dalton and Cool Air. While each of these centres vary in terms of the services they offer, the Primary Centre/ Node is New Hanover that serves as the Administrative Hub of the Municipality. Wartburg serves as the main Commercial Centre while Dalton is the main Service Industrial Hub within the Municipality. Outside of these main urban areas, are various other nodes which boast thriving economic activities, high concentrations of people, mixtures of land use and the availability of goods and services essential for the communities living around these nodes e.g., Bhamshela, Swayimana, Appelsbosch, Crammond, etc. Throughout the Municipality, there is a broad spectrum of services, facilities, amenities and other opportunities which aim to improve the Municipality's economic, social, political and environmental status.

3.9.3 ADMINISTRATIVE ENTITIES

With regard to the administrative entities of uMshwathi Municipality, there are fourteen (14) wards with the total of 55 851 registered voters in 2016 across the entire municipal area. Of those registered voters 68.1% voted according to Municipal Elections 2016. The Municipality has a total of 27 Councillors comprising 14 Ward Councillors and 12 Proportional Representatives (PR's). Each of the 14 Wards has fully functional Ward Committees that serve to enhance public participation in municipal affairs.



Map 15: Administrative wards

3.9.4 SETTLEMENT TYPOLOGIES

3.9.4.1 FORMAL SETTLEMENT

An urban settlement can exist in a rural area. The urban settlements which are found within UMshwathi include Wartburg, New Hanover and Dalton/Cool Air. According to StatsSA, formal dwellings in UMshwathi Municipality grew to 62, 7% in 2011 from 52,7% in 2001. This may imply that the municipality is encouragingly addressing the housing backlog in the municipal area. In terms of size, character and performance these function as small towns which are associated to service provision for the town itself and the surrounding countryside (cater, 1990). There is a general abundance of current, planned and future new residential/ housing projects within different areas within the municipality. 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). Therefore, it is possible to examine whether each unit consists of one community of several settlements, and the degree of political or social interaction between the settlements through an examination of the social forces involved in the spatial relationships of the different residential units (Tringham, 1972). Settlements, therefore, form a series of complex interrelated places which are key to the economic, social and political organization of regions and nations.

3.9.4.2 INFORMAL SETTLEMENTS

The National Department of Human Settlements defines informal settlement on the basis of illegality and informality, inappropriate locations, restricted public and private sector investment, poverty and vulnerability and social stress. The semi-urban areas, viz: Wartburg, Dalton, Cool Air, New Hanover, Trustfeed, Mpolweni, Crammond and surrounding areas are negatively impacted by Informal Settlements i.e. Slums. These areas are mostly not suitable for Human Settlements Development. Therefore, they cannot even be recommended for upgrading, rather relocation. Most of these dwelling units for households within UMshwathi local municipality represent realm of countryside in nature by character. This exemplifies that there is a percentage from the community which lives in shacks.

3.9.4.3 PERI-URBAN SETTLEMENTS

The interface between the towns and countryside of the municipality is visible in areas such as Windyhill, Broadmoor, Ravensworth and Baynes Drift since they tend to surround the towns of the study area. Peri urban areas are those extents that are close to urban settlements. They can be described the rural-urban transition zone where urban and rural uses mix and often clash.

3.9.4.4 RURAL SETTLEMENTS

Most of traditional settlements that are located in traditional councils within Ingonyama Trust land are populated fairly in different wards including 3, 4, 5, 6, 8, 11, and 13. These settlements are characterized with a high population density, but with limited number of public facilities. 53, 3% of the houses occupied by populates within ULM are owned/paid off, and over 60% of these dwellings are formal, meaning that the rest of settlement structures may be informal in a form of traditional, hut or a

structure made from traditional matter or other. In UMshwathi, these settlements are situated within the following traditional areas:

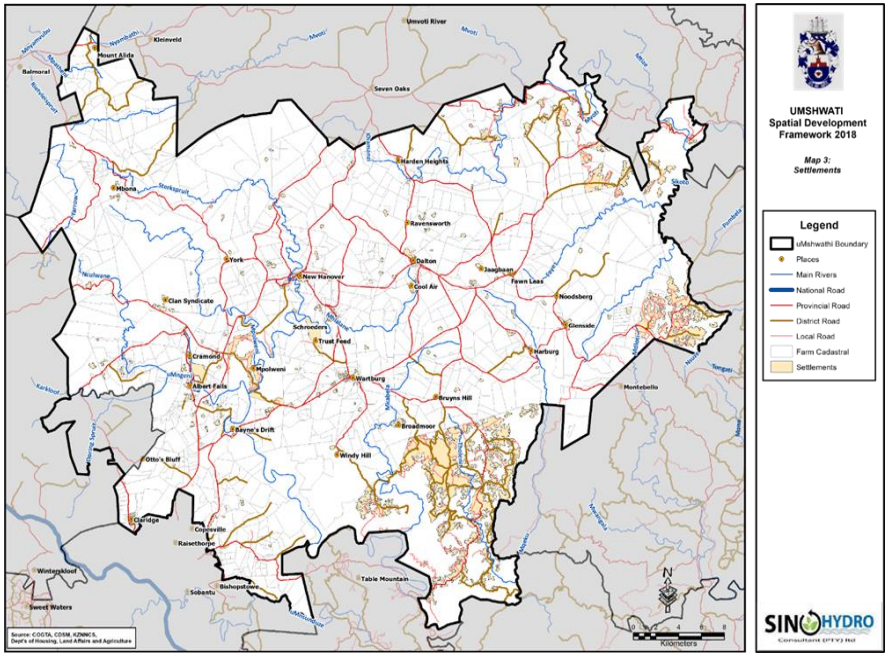
- Ntanzi;
- Ndlovu/Masihambisane;
- INadi;
- Mathulini;
- Bomvu/Faye
- Gcumisa
- Gwmanda (landless); and
- Madlala (landless). This TC is currently finalizing a land claim application.

The Municipality is also characterized by large tracts of land under traditional authority/Ingonyama Trust Board. The Municipality ensures that Traditional leaders participate fully and contribute to the development's initiatives and decision-making processes. UMshwathi Municipality has a Council approved SDF Framework 2017-2040 for the purpose of aligning with the Spatial Planning and Land Use Management Act and the 2023/2024 IDP. The developed SDF illustrates the following structuring elements which make up the municipality:

- Development Nodes: Areas of attracting investment
- Rural Settlements Nodes: Areas promoting rural economic development and settlement area (Traditional Areas)
- Anticipated Spatial form UMshwathi: Illustration in a form of a conceptual plan the desired look for uMshwathi municipality
- Corridors: mobility corridors where in development nodes are strategically located to attract private/ public and infrastructure investment
- Tourism link corridor: Corridor which directly links with the tourism node
- Tourism Node: To promote tourism development within uMshwathi to attract outside and internal tourists
- Commercial Agriculture: The primary objective of the SDF in this area is therefore to provide opportunities for both this sector while minimizing mutually negative impacts.
- High Potential Agriculture: Areas where high potential agricultural land exists, and where non-agricultural development which would detract from the production potential of these areas should be discouraged.
- Housing Projects (Current, planned housing projects): Projects implemented and to be implemented om assistance with the Department of Human Settlements
- Strategic Water Production areas: areas contain the strategic headwater areas of the major water courses within the district. Land transformation in these areas within the municipality should not be allowed unless it can be shown that it would improve water quality.
- Regional Water Bulk Supply

▪

Map 16: Settlements



3.9.5 EXISTING NODES AND CORRIDORS

3.9.5.1 PRIMARY SERVICES NODES: WARTBURG AND NEW HANOVER – ADMINISTRATIVE AND ECONOMIC CENTRES

Wartburg and New Hanover are the major centres within the uMshwathi Municipality. These areas also have formal/ adopted town planning schemes for land use management purposes. These areas have largely urban settings and incorporate the major economic and administration activities of the Municipality. It accommodates the municipal offices, Provincial Government offices, major schools, police stations, a magistrate 's court and a large variety of commercial and retail outlets. These nodal areas are linked by good transportation/ road networks which all link to the major transportation routes or corridors within the Municipality i.e. the R33 (Greytown Road) and the R614 (Wartburg Road). Typical activities or uses within the Primary Node are as follows:

- Municipal Offices
- Hospital
- Welfare Offices
- Primary - High Schools
- Tertiary Training Facility
- Permanent Information Centre
- Post Office + Post Boxes
- Banks
- Bus and Taxi Terminals
- Police Station
- Magistrates Court
- Home Affairs Offices
- Municipal Hall
- Wholesalers/Stores/Shops
- Primary Corridor- R33

R33 is the primary corridors within the Municipality. R33 provides a high degree of accessibility between the nodes and also with the surrounding Municipalities of UMvoti, Msinga and Endumeni (within the uMzinyathi District). The R33 through uMshwathi Municipality provides a linkage with the capital of KwaZulu Natal (Pietermaritzburg) therefore enhancing the significance of the R33 as a Primary Transportation Corridor. This corridor also presents the opportunity for future

development at certain key points, one being the proposed commercial development at the Wartburg/ Greytown Roads intersection. This corridor centres on tourism and Agriculture and link the primary nodes with neighbouring municipalities. This primary corridor facilitates stronger cross border economic flows and economic development

3.9.5.2 SECONDARY SERVICE NODES: (SATELLITE: - SUPPORT CENTRE DALTON, COOL AIR, TRUSTFEED)

In aligning the uMshwathi SDF with the District SDF as well as general planning terminology, with specific reference to the PSEDS, the Dalton / Cool Air and Trustfeed is regarded as a secondary node. These areas constitute large residential settlements and have existing social and economic activities occurring. These areas further provide a smaller range of commercial and social services than what is offered in the Primary Node. In this instance it should also be noted that potential exists for the development of limited industrial activity in order to provide employment opportunities to the residential component of the town. Typical activities or uses within the Secondary Node are as follows:

- Police Station
- Clinic
- Primary - High Schools
- Rural Service Information Centre
- Post Boxes
- Regular Bus Service
- Community Halls
- Stores/Shops
- Weekly Mobile Clinic
- Regular Bus Service
- Meeting Places
- Routine Police Patrol
- Weekly Mobile Welfare Services
- Banks
- Bus and Taxi Terminals
- Welfare Offices
- Home Affairs Offices

3.9.5.3 TERTIARY NODES: SWAYIMANE, BHAMSHELA/ APPELSBOSCH, MPOLWENI, CRAMOND

Existing tertiary service nodes within UMshwathi include areas such as Appelsbosch/Bhamshela, Fawn Leas, Mpolweni, Cramond and Swayimane/ Etsheni. This is due to the spatial location of the areas being strategically located within the rural areas and yet developing economic trend or pattern. These tertiary service nodes are developing to attract governmental sector or services. This would be an opportunity for the municipality to promote or direct development towards these areas to serve poor residents who do not have access to primary nodes.

Appelsbotch rural service node is developing to attract governmental sector or services as it is located in the boundaries of iNdwedwe municipality. This would be an opportunity for the municipality to promote or direct development towards these areas to serve poor residents who do not have access to primary nodes.

Typical activities or uses within the Secondary Node are as follows:

- Tribal Court (where applicable)
- Rural Service Information Centre

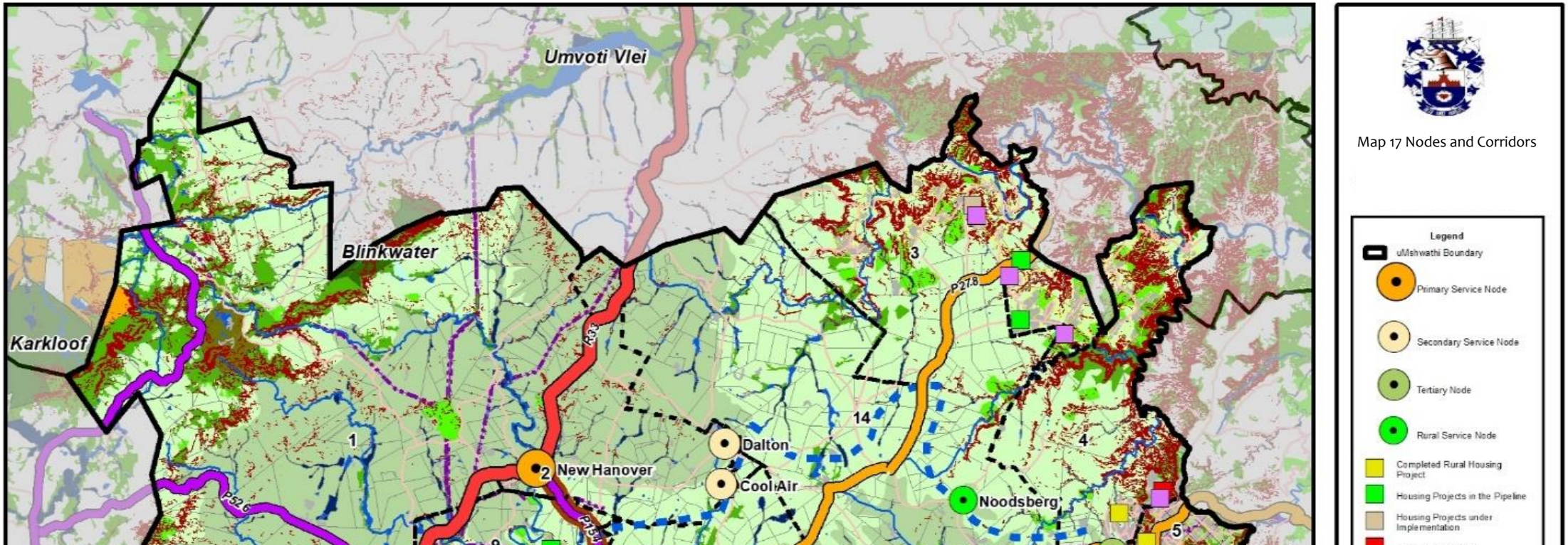
- Post Boxes
- Regular Bus Service
- Community Halls
- Stores/Shops
- Weekly Mobile Clinic
- Weekly Mobile Welfare Services
- Satellite Police Station
- Primary - Secondary Schools

3.9.5.4 RURAL SERVICE NODE: HARBURG AND NOODSBERG

These areas are anchor for agriculture and tourism development and these area's character is not currently maximised. In these nodes' tourism is the attraction point with mainly agricultural usage. This node should be strengthened in line with the NSDP principle of encouraging development in competitive areas. Due to the spatial location of the with the capital city of KwaZulu Natal (Pietermaritzburg) therefore enhancing the significance of the R33 as a Primary Transportation Corridor. This corridor also presents the opportunity for future development at certain key points, one being the proposed commercial development at the Wartburg/ Greytown Roads intersection. This corridor centres on tourism and Agriculture and link the primary nodes with neighbouring municipalities. This primary corridor facilitates stronger cross border economic flows and economic development.

3.9.5.6 SECONDARY CORRIDOR – R614 AND P279

R614 and P279 are secondary corridors identified in the SDF. These provide vital linkages to service nodal points and communities within the municipality and ensure connectivity with neighbouring municipality/ Town (Tongaat) and Dube Trade Port. Along these corridors, there should be increased intensity of development that will be naturally



Map 17 Nodes and Corridors

3.9.6 Broad Land Uses

Derived from the SDF Map, uMshwathi has been analysed to having a potential for the following development nodes:

- Primary Nodes: Wartburg and New Hanover
- Secondary Nodes: Dalton, Cool Air, Trustfeed
- Tertiary Nodes: Swayimana, Bhamshela/ Appelsbosch, Mpolweni, Cramond
- Rural Service Nodes: Harburg and Noodsberg

3.9.6.1 URBAN EDGE DELINEATION

The concept of delineating the urban edge is used to identify the development limitation of the Municipal urban area. In summary, the urban edge defines the boundary where the shift from urban area to peri-urban and rural development is seen to be desirable involving different land use characteristics and density or intensification of land use development. As part of uMshwathi, it is proposed that an urban edge to be defines for Wartburg and New Hanover. It should be noted that the delineation of the urban edge defines zone/s within which the municipality will promote upgrade and refurbishment of infrastructure based on the availability of the resources in order to able to support any proposed development. It is foreseen that beyond the urban edge the development occurring will utilise basic infrastructure and social facilities.

3.9.7 Land Ownership

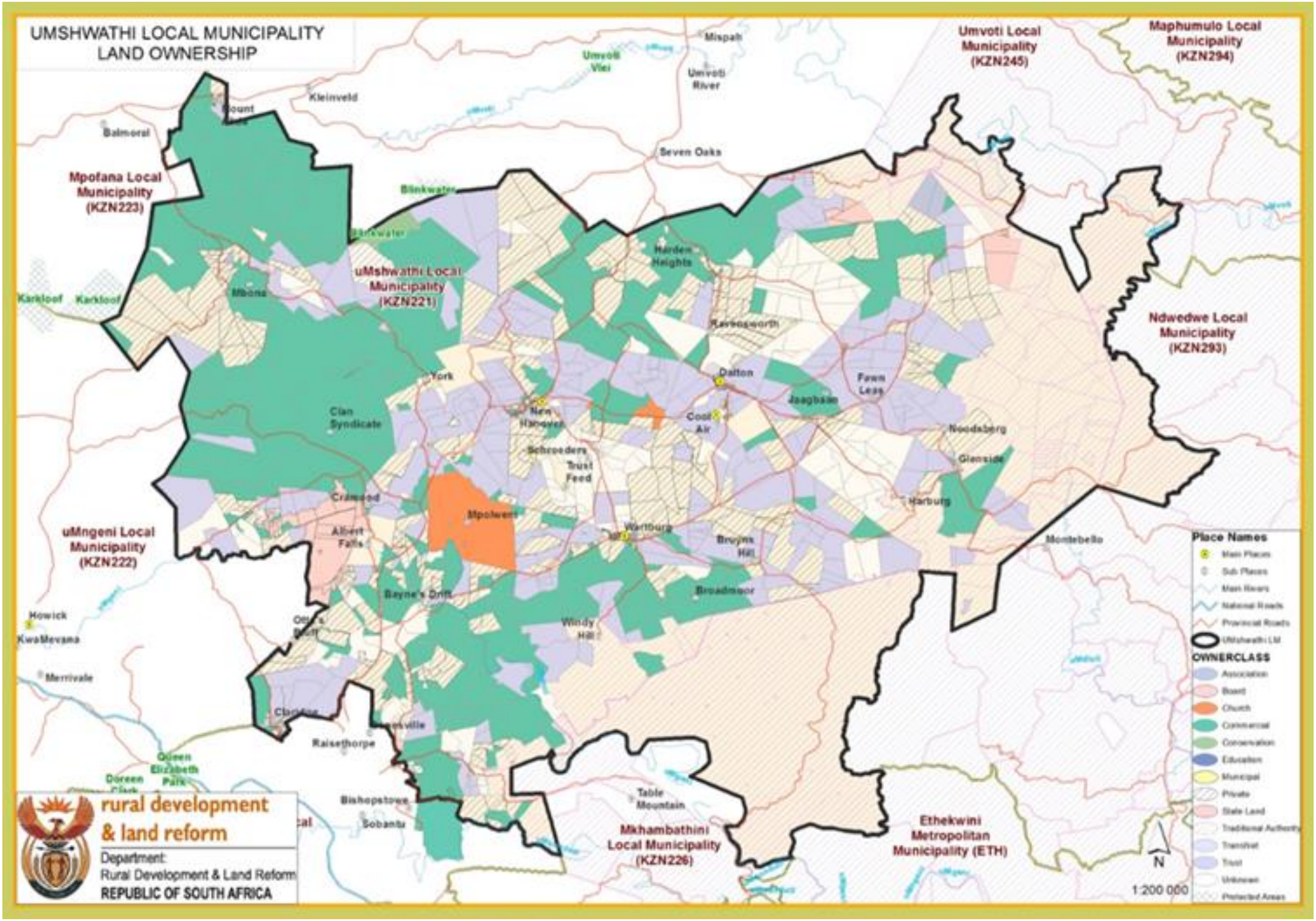
The Municipality has an updated Valuation Roll (administered by the Finance Section) which contains land ownership and other property information. This is available to the public and other stakeholders. It is important to note that the majority of lands within uMshwathi Municipality are privately owned. For example, Mpolweni settlement is a Church land. The mapping below indicates the land ownership within uMshwathi LM.

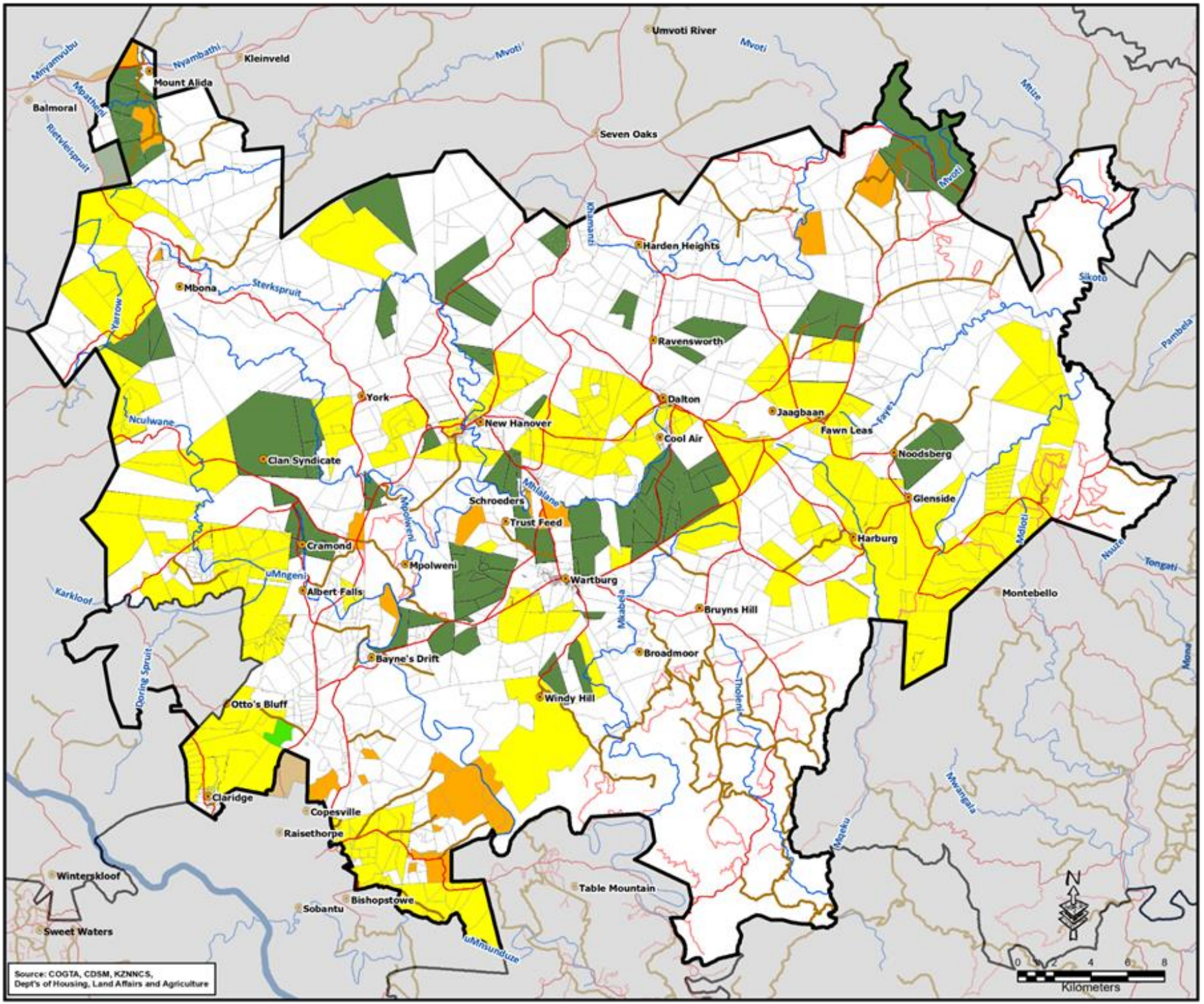
3.9.8 Land Reform

Land reform projects and claims currently registered with the Department of Rural Development and Land Reform are shown in the strategic mapping section. The municipality requires to engage with the Department in exploring options of formulating partnership in land reform projects and explore options of dealing with land claims so as to enhance economic growth and open job opportunities for uMshwathi people. Furthermore, Council has also recognized the need to actively support these projects and ensure their long-term viability, in order to prevent the loss of productive agricultural land to non-agricultural uses. In addition, there are a number of Labour Tenant claims, which have been registered and are to be processed by the Department

3.9.9 Private Partnerships

Currently there is a private partnership in place for the development of Bhamshela. A Local Area Plan has been adopted by council for the area. The private investor is currently developing a SPLUMA Application for the development of a commercial shopping centre for the area sponsored by the Department of Economic Development Tourism and Environmental Affairs (EDTEA).

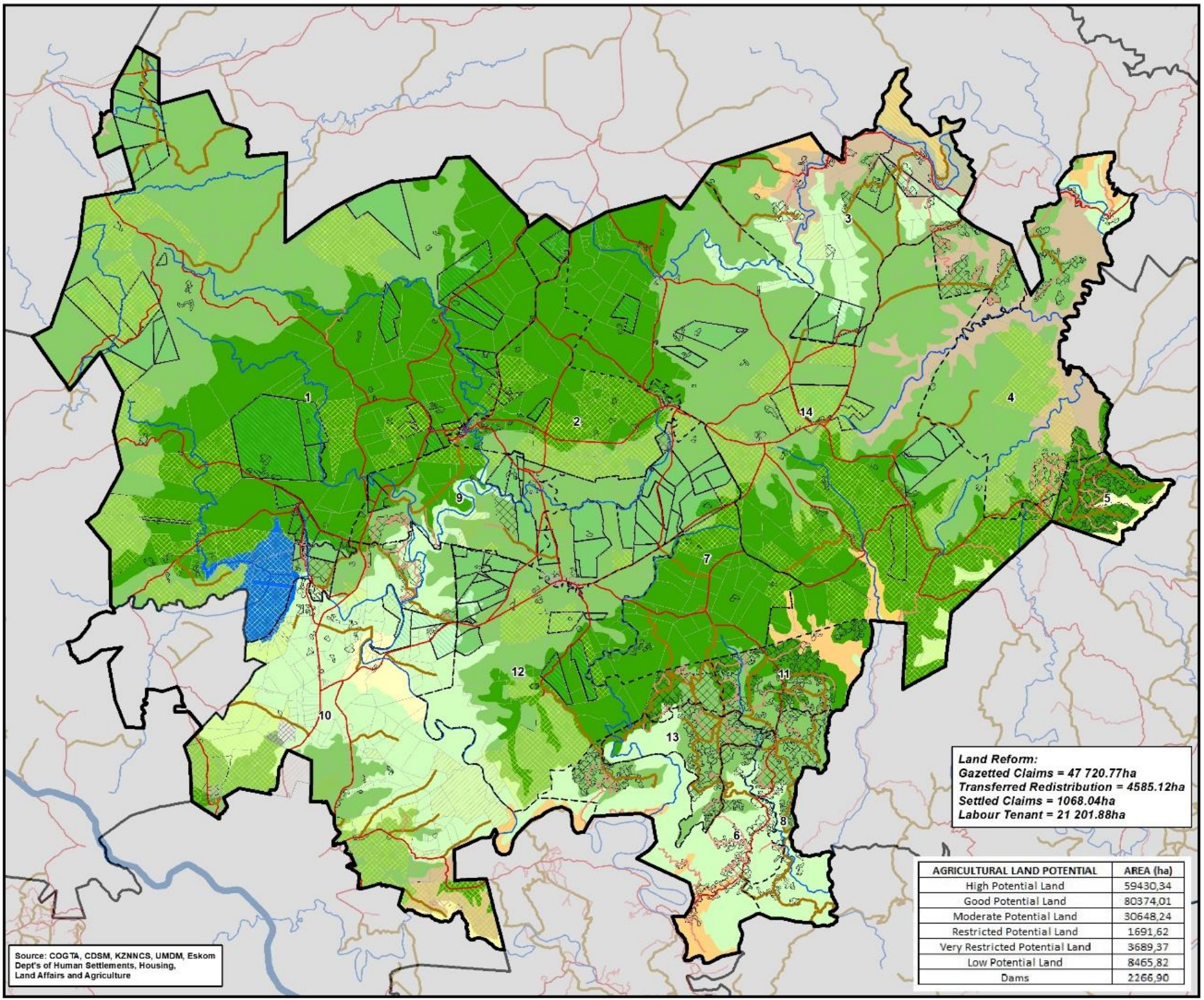

UMSHWATHI LOCAL MUNICIPALITY
LAND OWNERSHIP
Umvoti Local Municipality (KZN245)
Maphumulo Local Municipality (KZN294)
Mpofana Local Municipality (KZN223)
uMshwathi Local Municipality (KZN221)
Ndwedwe Local Municipality (KZN293)
uMngeni Local Municipality (KZN222)
Mkhambathini Local Municipality (KZN226)
Ethekwini Metropolitan Municipality (ETH)
Umvoti River
Seven Oaks
Kleinveld
Balmoral
Blinkwater
Karkloof
Mbona
Harden Heights
Ravensworth
Dalton
Fawn Leas
Jaagbaan
New Hanover
Coed Air
Noodsberg
Glenside
Schroeders Trust Feed
Clan Syndicate
York
Crawood
Mpolweni
Albert Falls
Wartburg
Bruyns Hill
Broadmoor
Bayne's Drift
Windy Hill
Harburg
Montebello
Howick
KwaMevana
Merrivale
Raisethorpe
Bishopstowe
Sobantu
Table Mountain
Queen Elizabeth Park
Doreen
rural development & land reform
Department:
Rural Development & Land Reform
REPUBLIC OF SOUTH AFRICA
Place Names
Main Places
Sub Places
Main Rivers
National Roads
Provincial Roads
Uthshwathi LM
OWNERCLASS
Association
Board
Church
Commercial
Conservation
Education
Municipal
Private
State Land
Traditional Authority
Transfrat
Trust
Unknown
Protected Areas
N
1:200 000



Map 19: Land reform

Legend

- uMshwathi Boundary
- Places
- Main Rivers
- National Road
- Provincial Road
- District Road
- Local Road
- Farm Cadastral
- Gazetted Claims
- Transferred Redistribution Projects
- Settled Claims
- Labour Tenant Applications



AGRICULTURAL LAND POTENTIAL	AREA (ha)
High Potential Land	59430,34
Good Potential Land	80374,01
Moderate Potential Land	30648,24
Restricted Potential Land	1691,62
Very Restricted Potential Land	3689,37
Low Potential Land	8465,82
Dams	2266,90

Map 20: Land Reform and Agricultural Potential

Legend

- uMshwathi Boundary
- Wards
- Main Rivers
- National Road
- Provincial Road
- District Road
- Local Road
- Farm Cadastral
- Settlements
- Gazetted Claims
- Transferred Redistribution Projects
- Settled Claims
- Labour Tenant Applications
- High Potential Land
- Good Potential Land
- Moderate Potential Land
- Restricted Potential Land
- Very Restricted Potential L
- Low Potential Land
- Dams

N

0 1 2 4 6 8
Kilometers

SINOHYDRO
Consultant (PTY) ltd

3.9.10 LAND CAPABILITY

UMshwathi Municipality is vastly dominated by agricultural land which illustrates three categories which mostly are dominating. Areas located in the western and eastern side of the municipality is predominately high agricultural land and where non-agricultural development which would detract from the production potential of these areas should be discouraged. The main economic driver in the rural component of the municipality is agriculture (forestry and sugarcane). The primary objective in this area is therefore to provide opportunities for both this sector while minimizing mutually negative impacts.

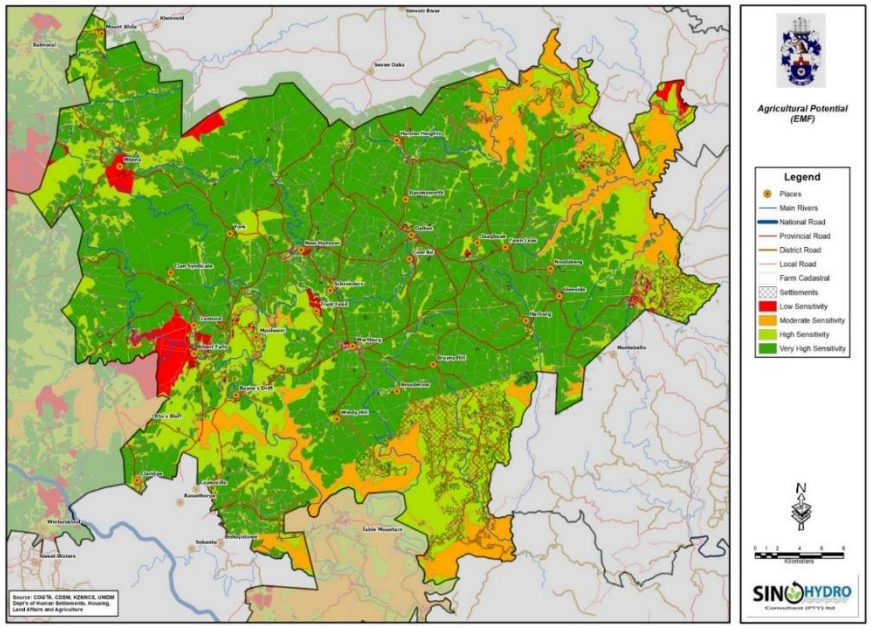
Commercial agriculture and tourism (where the potential exists) are the main economic drivers, and the needs of both sectors need to be accommodated. The map bellow illustrates the dominant agricultural setting of uMshwathi municipality.

Furthermore, uMshwathi Municipality comprises 43 Bio resource Units (BRUs) which have been defined by the Department of Agriculture, Forestry, and Fisheries as part of the Bio Resource Programme. A BRU represents an area of land, which has been classified as having similar topographical, vegetation, soil, and climatic characteristics. As a result, BRUs are utilised for conservation and agricultural planning purposes and the basis for making land management decisions. A BRU is further classified into smaller units termed ecotopes. An ecotope is delineated on the basis of common soil properties such as type, form, texture, depth, presence of rock, ground slope and landform aspect. However, information currently pertaining to ecotopes is generalised and mostly based on estimations of the soils found within a BRU rather than extensive ground surveys.

Ecotopes are classified as being either identified as crop or veld 'in terms of land potential and can be used to determine what types of farming enterprises can be supported and estimates of associated potential yields. The identification of high potential agricultural land, which is categorised as Agricultural Priority Areas in the SDF and should be conserved accordingly, is based on the highest combined rating of the land, soil and climatic characteristics of the BRUs. However, this categorisation should be viewed as only providing a broad guideline of the land potential as land located outside of the boundaries of the Agricultural Priority Areas may also be found to constitute high potential agricultural land and may not be released by the Department of Agriculture Forestry and Fisheries for non-agricultural uses.

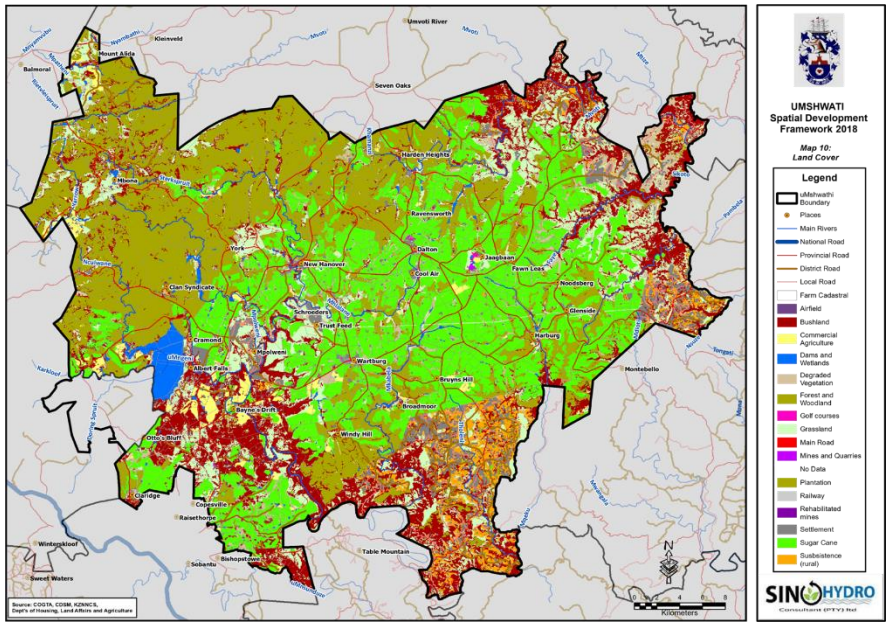
Under these circumstances, it should be noted that the information on land potential reflected in the SDF would need to be supplemented by detailed investigations in order to identify the ecotopes and more accurately assess the potential, limitations and management needs of each property or area of land under consideration.

While the Municipality has not conducted a specific Land Capability Assessment, there is information on the agricultural potential of land in the Municipality, as well as other information such as population per ward etc. These assist to provide an overview of land capability in uMshwathi Municipality and hence inform development applications, housing developments and other infrastructural needs. It is important to note again, that the majority of land use activities are agricultural in nature and range mostly between sugar, timber, and animal farming. The Rural nodal areas are largely residential in nature with some economic activities supporting these.



3.9.11 LAND COVER

UMshwathi municipality is mostly dominated by commercial agriculture (sugarcane). There are three urban components (New Hanover, Wartburg, and Dalton) and residential areas such as Schroeders and Cool Air. In addition, the municipality to the south-eastern area is made up of rural areas which is mainly dominated by subsistence farming. To the north-western area, the municipality is made up of plantations (forestry) which is the second of the most dominating land cover within uMshwathi.

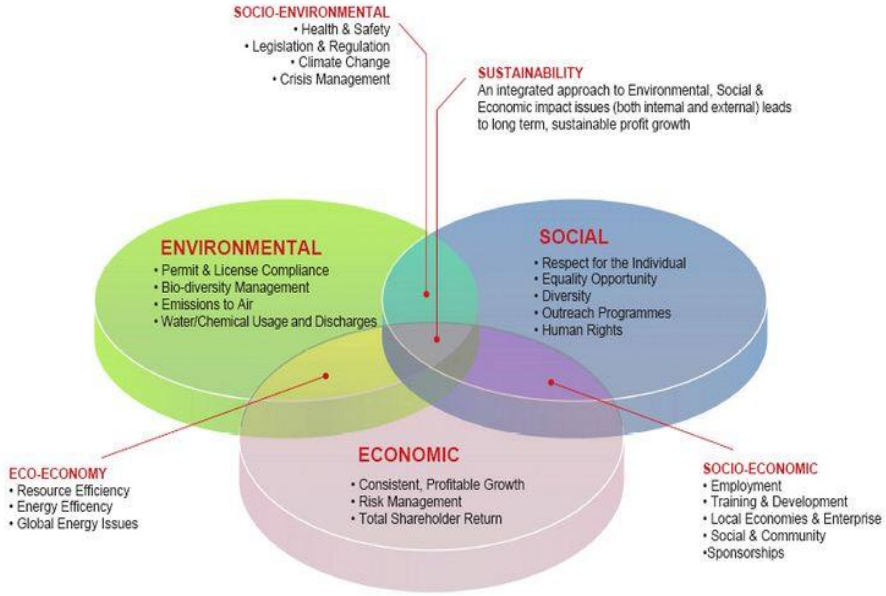


3.10 ENVIRONMENTAL ANALYSIS

Environment is the complex interplay between the political, social, economic and biophysical life support systems, in which the environment plays a central function in ensuring that the long- term interests and well-being of people and humanity is secured as reflected in the diagram below. uMgungundlovu DM environmental Management Framework (EMF 2017) provides insightful information for the environmental section of this IDP. The EMF has two components: 1) the desired state of the environment and 2) the environmental Management Plan. it is also worth noting that, according to uMgungundlovu EMF

(2017), this Municipality does have an existing environmental planning tool.

Figure 21: Environmental assessment



3.10.1 Topography

ULM is located in the north-eastern part of uMgungundlovu District Municipality. The local topography is well surrounded by gradual sloping plateaus. UMshwathi covers an area of about 1 811 km^2 (StatsSA, 2011). The elevations across the district rage from 53m above sea level in the southeast, to 3 320m at the Drakensburg escarpment along the western of the boarder.

3.10.2 Soils

ULM is surrounded by a range diverse soil forms that are largely associated with Drakensburg Group basalts, Stormberg Group sandstones, Beaufort Group mud and sandstones and the Ecca Group shale and sand stones (Irwin, 1992).

3.10.3 Rivers and Wetlands

There are two primary rivers that are located in the ULM: Mdloti River and the UMvoti River. The river has the Hazelamere Dam located on it, which is the primary source for water for the north coast. Albert Falls and Nagle Dam form part of the UMngeni River flows over the Howick Falls and into the UMngeni Valley, the Karkloof tributary joins the UMngeni and flows into the Albert Falls Dam. UMngenu water course meanders through western edge of valley of a Thousand Hills into the Nagle Dam.

The upper, reaches of these dams are under plantation forests and invasive trees which reduce velocity of the water to the river. According to Albert Falls EMF, 2013, there is a high level of loss and degradation that has reduced the capacity of the wetlands and river system. This has led to the serious water quality issues within the catchments. This is mainly due to the increased infestation of alien species due to the disturbance with land transformation and the reduction of natural low from afforestation. Furthermore, the increased practice of draining and planting sugar cane and timber on viable topsoil for agricultural purposes. The rapid decline in water quality of wetlands and river system has potential socio-economic effects to ULM. The increasing cost of treating water and quality of life at risk for those who are already living

under adverse socio-economic conditions. In this respect, programmes for improving wetland and river management and functionality are encouraged. The municipalities will have to address the following to ensure that adequate sanitation and water quality is improved in the areas.

- Basic level of sanitation infrastructure 17.3% of the total households used pi latrines with no ventilation, whilst 6.3% had no toilet facilities at all (SastSA, 2011).
- Address holistically the tourism and recreational facilities within the immediate periphery of Albert Falls and their impacts; and
- Adequately sustainable agricultural activities within the catchment area.

3.10.4 Flood Risks

Preparation of flood lines serves as a tool for planning and management of flood impacts.it allows for developments along rivers and within the 1:100yr flood line to be managed. The source of water whch produce floods include:

- Groundwater (saturated groundwater);
- Vadose (water flowing the ground in an unsaturated state);
- Surface water (burst water mains, canals or reservoirs);
- River, streams or watercourses
- Sewers and drains; and
- Flooding of low-lying regions due to sea level rise.

For each of the sources of water, different hydraulic intensities occur. Floods can occur because of a combination of sources of flooding, such as high groundwater and an inadequate surface water drainage system. The topography, hydrogeology and physical attributes of the existing or proposed development need to be considered. A flood risk assessment should be an evaluation of the flood risk and the consequences and impact and vulnerability. Non-professional flood risk assessments can be produced by members of the public, Architects, environment assessors, or others who are not specifically professionally qualified in this field. However, it is a complex evaluation and such assessments they can be rejected by Authorities as inadequate or could be considered as negligent in the event of a flooding event, damage and a claim to insurers being made.

3.10.5 Water Quality

UMngeni catchment is the major feeder for prominent dams within the ULM ambient, it provides water to the Pietermaritzburg-Durban node. The increase in the declining water quality due to high generation of nutrients and bacterial levels throughout the UMngeni River catchment is negatively impacting the people's health, increasing costs for water treatment. Water quality sensitivity levels are categorized against whether the Department Water and Sanitation (DWS) Water quality guidelines. Should the sensitivity levels exceed stated thresholds this could affect the Municipality as a whole. The guidelines are governed by two standards, sensitivity levels and their thresholds. The threshold speaks mostly to the bacteria (Faecal Coliforms) and nutrients (Ph). Sensitivity levels range according to the following:

- High Sensitivity (Red);
- Medium Sensitivity (Orange);
- Low Sensitivity (Yellow); and
- Very Low Sensitivity (Light Green).

The threshold is determined by the following:

- DWS targets exceed by significant levels on a regular basis (Red);
- DWS targets met for the majority of the time but exceeded infrequently.
- Levels within the DWS targets all the time; and
- Levels well within DWS targets.

Given the need to improve the situation and avoid adding cumulative impact, specialist investigations are necessary for any new development type that ads nutrients and or bacterial inputs to the system. These investigations need to analyse the effectiveness of the proposed technology and other mechanisms (biological/natural systems) for treating and disposing of bacteria and nutrients from both point and non-point sources

3.10.6 Climate Change

ULM is characteristic of the subtropical climate of the drier interior regions of KwaZulu-Natal. The area experiences generally warm summers and cool, dry winters. The winters can produce very cold spells, with frost common overnight. Most of the rainfall is experienced during mid-summer, with significantly drier winters. ULM receives lowest rainfall in June and highest rainfall in January.

The average midday temperatures range from 20.1°C in June to 26.8°C in February. The region is the coldest during winter June when the mercury drops to 5.3°C on average during the night.

Climate change is an important reflection in assessing poor air quality issues that have been localized in the Msunduzi and N3 corridor area. Climate change has resulted in increased human health and wellbeing risk. Greenhouse gas emission also contributes to the global climate change. A decrease in natural capital diminishes the ability for the Municipality to mitigate of the losses due to climate change. While climate change response strategy has been developed for uMgungundlovu District has been an important consideration within the ULM.

Climate change is an important reflection in assessing poor air quality issues that have been localized in the Msunduzi and N3 corridor area. Climate change has resulted in increased human health and wellbeing risk. Greenhouse gas emission also contributes to the global climate change. A decrease in natural capital diminishes the ability for the Municipality to mitigate consequences of the losses due to climate change. While climate change response strategy has been developed for uMgungundlovu District is has been an important consideration within the ULM. The connectivity of the ecological network within the ULM has been distinguished to determined measures to decrease carbon and mitigate predicted climate change impacts. The maintenance of the ecological network includes species migration, seasonal and altitudinal dispersal, and range of displacement. Biodiversity assets and ecosystems contained within ULM have been impacted by climate change and thus mitigation measures have to be instituted to ensure their resilience to extreme events such as droughts and floods. The biodiversity assets and ecosystems should furthermore be maintained and enhanced to retain ecological functionality.

Secondary impacts of climate change such as increased fire risk and spread of exotic species place increased pressure on biodiversity. Corridors linking CBAs across the landscape and buffer adjacent to CBAs

promote a healthy ecosystem. Altitudinal connectivity via ESAs is paramount in the context of climate change enabling species pattern to respond freely to a changing climate. Assessing the connectivity and ecosystem processes, the more resilient the biodiversity and ecological support areas will be to climate change impacts. Biodiversity planning and management needs to take account of the findings of climate change risk assessments (Laros and Jones, 2010). The South African National Climate Change Green Paper (Government Gazette Notice no 1083 of 2010) details the following findings regarding the impacts of climate change on biodiversity and ecosystem services in South Africa, Impacts of climate change on the biodiversity:

- A majority of endemic species may be at an increasingly high risk of extinction by the latter half of this century of climate change is unmitigated.
- Summer and all-year rainfall biomes (savanna, grassland and forest) may be susceptible to change in tree/grass and shrub/grass balance and changes in fire regime, with likely substantive but poorly quantified implications for biodiversity and ecosystem process and services.
- Rising atmospheric CO_2 levels may be increasing the cover of shrubs and trees in grassland and savanna biomes at least, with mixed effects on biodiversity, and possible positive implications for carbon sequestration.
- Additional stress to biodiversity that will interact with climate change include free frequency (which appears already to show climate change-related increases in the Fynbos biome within the Cape) and invasive alien species. The combined effects of theses and stresses relating to land use and fragmentation of habitats will further increase the vulnerability of biodiversity to climate change; and
- With respect to invasive species, if climate change projections are borne out even more serious invasions ae expected with tropical species becoming a more significant component of the invasive biota, the distributions of many species currently limited by water availability expanding into previously drier areas and CO_2 fertilization effects possibly increasing the impact of invasive woody plants. Furthermore, the future efficacy of biological control agents (one of the key interventions to control invasive alien species) under altered climates is an uncertainty that poses a major risk for future management and control.

3.10.7 HYDROLOGY

The role of the hydrological cycle in contributing to the livelihoods of rural communities at uMshwathi is often said to be important, clear evidence of this is evident by the farmlands sugar fields and small and emerging farmers in Swayimana. Furthermore, where such aspects are considered, they are largely focussed on the use of water from rivers, boreholes, or some form of storage (jojo tanks).

The hydrological cycle is considered in its entirety and links rural livelihoods, land use and the goods and services provided by the evaporation and transpiration components of the hydrological cycle, which are assessed through analyses of rural livelihoods in the uMshwathi region.

3.10.8 BIODIVERSITY

Although ULM does not hold quite a number of protected areas besides the Blinkwater Nature Reserve, the municipality is situated within uMgungundlovu District that contains a number of "formally" protected areas. uKhahlamba Drakensberg Park World Heritage Site being one of them, an area with international recognition supporting important biodiversity and ecosystems assets. This area has been listed as a Ramsar Site, thereby supporting wetlands of international importance. The ULM has high value biodiversity (habitats and species) occurring in several systems rated as irreplaceable. There are two primary categories used in mapping critical biodiversity management:

Critical Biodiversity Areas (CBAs)-these are areas that are highly sensitive. They are generally not formally protected and any losses due to altering of the land use could have a detrimental impact on the biodiversity. Ecological Support Areas: include areas that support and sustain the ecological functioning of the core biodiversity areas (i.e., protected areas and CBAs). The ULM flora and fauna conservation status is defined by the International Union for Conservation of Nature (IUCN, 2012). These assessments are designed to determine the relative risk of a particular species becoming extinct. Red lists are produced as an outcome of the conservation assessments. Species fall within the following:

- Critically Endangered (CR).
- Endangered (EN); and
- Vulnerable (VU).

Activities involving the clearing/harvesting of natural vegetation could result in the destruction or loss of plants and animal species of conservation significance. This depends on whether these species are present in these areas. Loss of plants can be mitigated by translocation plants to suitable grassland habitat, reducing the impact on the local population of species to a low. The presence of numerous individual Hypoxis hemerocallidea (Starflower, African potato) plants within the grassland ecosystem is likely to negatively affect the local population of this provincially protected species which is classified as "Declining" (due to overharvesting for medicinal use and agriculture/development of grassland habitats in the region). Loss of these plants can be mitigated by translocating these plants to suitable adjacent grassland habitat, reducing the impact on the local population of this species to a low significance level. Swayiname and Mboma areas have critical biodiversity areas. South of the Blinkwater Nature reserve has areas of environmental sensitivity (ESA). Extensive agriculture is compatible with CBA's and ESA's.

The Municipality farmlands and its large component of Agriculture and wildlife on all are component of biodiversity. Some old crop varieties have and are suited for future changes in the climate. Private dams on the farmlands are harvesting the natural biodiversity of the rivers. The Peaties Lakeside Resort, Broughton Luxury Home Development, Bird Valley Estate are amongst the elite developments which contribute to Sustainable Urban Drainage Systems because vegetated areas can act as a store for rainwater; reducing the amount of water which burdens the sewer system and which can contribute to flooding, Increase biodiversity. Established green areas are home to an abundance of wildlife in farmland game reserves and nature parks. Reducing the urban heat island effect through evaporative cooling and help to reduce air

pollution and the large trees in these developments are especially useful in capturing pollutants present in the local atmosphere.

3.10.9 Comparison of winter means of daily minimum temperature over southern Africa between 1950 - 1970 and 1980 – 2006

The main design issues affected by climate change which developers and their design teams have been requested to consider are:

- Location; Site layout; Ventilation and cooling; Drainage; Water; Structural integrity of buildings; Outdoor spaces.
- Energy Efficiency Through Part X of The South African National Standards 10400 Of 2011

Since the introduction of SANS 10400 Part XA of the National Building Regulations, which deals with energy efficiency in buildings, the Municipality endeavoured to ensure that its employees and Architectural professionals acquaint themselves with the requirements through attendance of workshop to ensure the required accreditation is attained and upheld. Training initiatives undertaken country wide was pioneered by the South African Institute of Architectural Technologist (SAIAT).

The SANS 10400-XA, was published in August 2011 and SANS 204 was incorporated as part of the South African Standard for environmental sustainability and energy usage in buildings, and it now forms part of the National Building Regulations, in an effort to ensure compliance, the Municipality devised the under-mentioned control sheet which is scrutinized against the requirements.

15% final energy demand reduction attained	Hot water supply & demand requirements
Climate zone into SANS 10400 provided & complies	Building envelope, orientation correct
Shade windows from direct sun rays provided	Floors
Fenestration calculations per room provided/correct	External walls
Building naturally ventilated or artificial	Roof assembly
Provide Double glazed windows	Electrical layout
Water supply, drainage of building & harvesting	Incorporation of green design principles

3.10.9.1 ORIENTATION

All buildings are required to be orientated facing north, the western walls shaded by screens, verandas or vegetation, the use of roof overhangs promoted to provide protection from harsh sunlight and heat gain in the summer and encouraging sun filled rooms during the winter month.

3.10.9.2 WATER HEATING:

Water heating is only derived from using nonelectrical elements and architectural professionals are required to provide expertise to satisfy some of the more technical aspects of buildings. Solar generated energy, lagging of pipework and the use of water saving devices.

3.10.9.3 WATER HARVESTING:

- Water storage tanks, preferably 5000 litres, non-consumable usage.

- Tank to be roofed to prevent contamination for consumable usage.
- Roof materials to contain zero contaminants particularly at housing projects.

Note: Department of Human Settlement has structured their subsidies and fractioned water harvesting into Low Income Housing.

3.10.9.4 ELECTRICAL LAYOUT:

- Show 15% reduction in energy usage.
- Electrical layout and calculations to be submitted with proof of total savings.
- Harvesting of electricity, rechargeable devices and use of energy saving bulbs.
- The Municipality has started with the training and education around the use of; SANS 10400-XB which will cover water-efficiency in buildings. SANS 10400-XC which would cover the recycling of building materials are additions to the standards that are planned for the future.
- Mechanisms are well in place to ensure that the Municipality remains in the forefront of ever-changing cost saving technologies, and that it moves with the current and latest trends insofar as SANS 10400 Part X of the National Building Regulations and Building Standards Act of 1977, as amended are concerned.
- The municipality intends to extend the building inspection services to rural communities, but this will be based on the affordability of the municipality.

3.10.10 STRATEGIC ENVIRONMENTAL ASSESSMENT

The Municipality has approved the preparation of a strategic environmental assessment for its municipal area however due to the extensive jurisdiction, it was only viable to commence with feasibility studies of certain areas under development pressure. This includes the area around the Albert Falls Dam and along the R33 Old Greytown Road at the intersection with the P614 Wartburg Road. There have been various development applications in this particular vicinity therefore necessitating an environmental assessment of the area in order to guide the Council's decision-making processes. The Municipality also encourages the preparation of environmental assessments (if deemed necessary) in private developments, building plan submissions and other development initiatives. The few aspects overleaf serve as aspects for consideration in strategic environmental assessments:

Table 43: Strategic Environmental Assessment

ENVIRONMENTAL ASSESSMENT ASPECTS FOR CONSIDERATION	
Landscaping	▪ *Being nominated as one of 3 finalists for category 3 Municipalities in 2011 and 2012, landscaping will continue to be included as part of its development strategies which contributes to providing green environment, spaces, this includes the provision of garden areas, trees, grassed areas, etc.* ▪ *Providing green structures and spaces within development design helps the Municipality combat climate change. Green spaces help to lessen the negative effects associated with hotter summers (buildings overheating) and wetted winters (flooding, etc.) likely to be worsened through climate change.*

ENVIRONMENTAL ASSESSMENT ASPECTS FOR CONSIDERATION	
Tree Planting/Retention and Provision of Garden Areas	▪ *Accommodating trees and gardens within new developments have aesthetic benefits as well as contributing to environmental sustainability objectives.*
Green Roofs (and Green Walls)	▪ *Green Roof (also known as Eco Roof or Living Roof) which is a roof space that is partially or completely covered with vegetation and soil (or another growing medium) planted over a waterproof membrane, is a concept which has not seen the light of day in the Municipality due to the undesirable landscape & developer investment in such schemes* ▪ *Additional benefits through Green Roofs and Green Walls (similar but less effective results obtained through utilization of the South African National Standards):-* ▪ *Improved thermal insulation of buildings by reducing the loss of heat through the roof spaces during the winter.* ▪ *Reduce over-heating of buildings and the immediate surrounding areas during hot summer days. The vegetated layer shields the main building structure from direct solar gain helping to keep it cooler*
Water	▪ *Water is a precious resource. As levels of development increase in the future, demands for water will also increase. This demand for water may be unsustainable, especially considering the likely impacts of climate change.* ▪ *The following are ways the Municipality has reduced water consumption in new developments: -* ▪ *Water Conservation achieved through careful design and the use of water efficient utilities at very low financial costs.*

ENVIRONMENTAL ASSESSMENT ASPECTS FOR CONSIDERATION	
	▪ *Wastewater recycling - reusing grey-water (e.g. bath and sink water) for toilet flushing water, etc.* ▪ *Rainwater harvesting - collecting rainwater and utilizing it in the new development*
Energy efficiency through the South African National Standards 10400 of 2011	▪ *Green principles have been tastefully incorporated into developments within the Municipal boundary in some developments to lessen and eliminate the greenhouse effect on buildings.* ▪ *Reducing the overall use of energy within developments and generating on-site renewable forms of energy have a considerable impact on both climate change and cost savings.* ▪ *A wide range of measures from passive solar design to good insulation has been incorporated and used to reduce energy demand in new developments*

3.10.11 AIR QUALITY

Industrial farms, also called factory farms or CAFOs (confined animal feeding operations) pollute the air in many ways, emitting foul odours, airborne particles, greenhouse gases, and numerous toxic chemicals. Air pollution from industrial farms cause health problems in agricultural workers, in residents of neighbouring communities, and in farm animals.

3.10.11.1 CAUSES IDENTIFIED BY THE MUNICIPALITY

3.10.11.1.1 MOUNTAINS OF MANURE

These storage facilities are often located next to animal confinement facilities at uMshwathi, with the livestock and the people who work with them continually exposed to harmful gases. Additional air pollution is caused when huge amounts of stored manure are sprayed onto sugar

cane fields and in other fresh produce gardens. Hydrogen sulphide, methane, ammonia, and carbon dioxide are the major hazardous gases produced by decomposing manure. Methane emissions from manure increase annually in the farming community, due primarily to larger, more concentrated dairy cow and swine facilities.

3.10.11.1.2 Air Pollution and Feed

While manure is the largest contributor to air pollution from factory farms, a huge amount of man-made methane production results from livestock digestion, primarily cows, which on factory farms are kept alive with low-quality grain-based feed that their bodies were not designed to digest. This feed fattens animals cheaply but causes chronic indigestion that contributes to higher methane emissions.

3.10.11.1.3 Environmental Effects

Air pollution from farms within the Municipality directly affects the environment, chiefly through the production of gaseous nitrogen and some of the greenhouse gases responsible for global warming. Through the production of greenhouse gases—primarily methane and nitrous oxide—the agricultural industry is directly responsible for contribution to global warming.

3.10.11.2 REMEDIES AND REGULATIONS ADOPTED BY THE MUNICIPALITY

Through the monitoring process adopted by the municipality in collaboration with the Department of Agriculture, a number of techniques are used to reduce the emissions and effects of air pollutant from industrial farms, including better storage of manure, air-breaks positioned near farms, and increased attention to the nutritional needs of specific types of livestock. There is little regulatory incentive to reduce pollution from factory farms; hence mitigation at this point is seen as the best solution going forward.

3.10.11.3 PLAN OF ACTION AS A MUNICIPALITY

Citizen advocacy and consumer demand is critical to reducing the pollution and other problems caused by industrial farming. As consumers, we can use our economic power by purchasing sustainably produced meat, eggs, dairy products and produce, thereby supporting farmers who work to minimize harm to the environment and human health.

3.10.12 Spatial & Environmental Trends & Analysis

It is noted that a majority of the population within uMshwathi reside in the south-eastern part of the jurisdiction under Gcumisa Tribal Authority of KwaSwayimani rural settlement (with sub-places such as Oqaqeni, KwaBhisi, eMpethu, Eskhaleni, Mbhava and Tholeni. The KwaSwayimani rural settlement area is the most highly dense settlement within uMshwathi Tribal Land areas. North of the Eastern side of the municipality is Emathulini Tribal Athority of Bhamshela rural settlement area which is densely populated. To the north of Emathulini Tribal Authority is Ntanzi, Masihambisane and Nadi Tribal Authority which is scarcely populated due to parcels of the land being degraded and mostly not economically and environmentally viable.

3.11 AGRICULTURAL ANALYSIS

The agricultural sector in UMshwathi is dominated by sugarcane and forestry with the bulk of the land under sugarcane. The sugar industry makes an important contribution to the local and national economy, given its industrial and agricultural investment, foreign exchange earnings and high employment linkages with major suppliers, support industries and customers. The sugar industry makes an important contribution to direct employment in cane production and processing and provides indirect employment for numerous support industries. Other agricultural ventures include the farming of fruits and grains.

In line with agriculture being the main economic driver in the municipality, commercial farmlands are the mainland-occupants followed by forestry and residential use. The agricultural land is in private ownership ranging from individual farmers and agricultural companies such as Illovo, Mondi, SAPPI, and Rainbow. Tribal land is situated in the peripheral areas of the municipality and mainly used for residential purposes and subsistence farming. Consequently, tribal areas are densely populated. The majority of the land in the centrally located area is privately owned. Therefore, it would require that the municipality acquires the private land if it wants to develop it for low-cost housing purposes. The Department of Land Affairs Data reflects that about 60% of the land in UMshwathi is earmarked for Land Reform, Land Tenure Reform in the form of labour tenant claims being the most common.

Comprehensive or agricultural protection planning that includes growth management and more direct farmland protection activities should be the foundation of agricultural land protection efforts. Protection and rehabilitation of natural agricultural resources should seek to achieve the control over the subdivision and change of use of agricultural land and prime- and unique agricultural land. Sub-division and change of land use on agricultural land is governed in terms of the Sub-division of agricultural Land Act, Act No. 70 of 1970, and is administered nationally. At present, there is no coherent provincial policy that guides assessment of Act 70 of 70 applications, and it is critically important for the district to develop its own guidelines for managing development on agricultural land.

The agricultural sector contributes 41.5% to the local GDP (Statistics SA 2011). Sugarcane and timber plantations contribute the most to this GDP. Chicken houses are playing an ever-increasing role as well. The concentration of the local economy on mono crops of sugarcane and timber makes the economy very vulnerable to market fluctuations. Further agroindustry opportunities should be investigated to diversify the economy. The commercial agricultural sector is already well developed. This is particularly true in the sugar industry where expansion potential on commercial farms has been exhausted, as there is no higher, frost-free ground. The potential for expansion is directly linked to the development of emergent farmers from rural and tribal communities. A survey that was conducted several years ago revealed that there is approximately 800ha of land ideal for agricultural production has been identified in the Swayimana / Gcumisa tribal area. To expand agricultural production within the municipality, particular attention would have to be given to developing and supporting emergent farmers particularly in terms of accessing finance (Lima, 2005). The potential for establishing economic development partnerships between communities, the municipality, and commercial farmers, the Department of Agriculture, the Department of Land Affairs, and the Department of Housing should be explored.

The agricultural sector in UMshwathi is characterized by large-scale commercial sugarcane plantations and timber plantations on the one hand and small-scale unsophisticated farming in tribal lands. The sugarcane farms are owned mainly by private individuals with many of them belonging to Union Cooperative (UCL). Most timber plantations are owned by SAPPI and MONDI. UMshwathi has the biggest cattle abattoir in KwaZulu-Natal and there is an increase in the number of poultry farms. There are three legal crocodile farms. One of the farms has an abattoir. Some cases of illegal crocodile farming have been reported recently but there is no evidence at this stage. All the skins are exported, and the meat is either fed to crocodiles or sold for human consumption. There have been complaints of crocodiles found outside the three farms, but investigations have not yielded any positive results.

The emerging farmers face many challenges. These include lack of access to water and markets, and they lack funds funding the operations of their farms. Another big challenge is that most of the farming fields are on sloping ground, which makes it impossible for them to mechanize their operations. The lack of markets makes the farmers vulnerable to abuse by shrewd businessperson that buy the produce for ridiculously low prices. UMshwathi economy is focused on the agricultural sector and other economic activity is primarily related to this sector. It is not surprising then, that sectorial employment trends mirror these economic trends, with the greatest percentage of people being employed in the farming sector. Agriculture is the cornerstone of the local economy. The development of the economy should therefore be linked to the development of this sector. Beneficiation of raw agricultural produce is one of the key activities that should be focused on, as well as the expansion of feed stock industries and the dairy production industry. (DEDT Comparative Advantages report, 2012).

3.11.1 COMMERCIAL AGRICULTURE

The main economic driver in the rural component of the municipality is agriculture (forestry and sugarcane). The primary objective of the IDP in this area is therefore to provide opportunities for both this sector while minimizing mutually negative impacts. The following general planning principles should apply in the rural component of the municipality.

(i) Commercial agriculture and tourism (where the potential exists) are the main economic drivers, and the needs of both sectors need to be accommodated.

(ii) Small tourist developments (e.g. bed and breakfast establishments aimed at supplementing farming income may be considered throughout the rural component of the municipality).

(iii) In view of the potential negative impact which commercial forestry has on water quality and quantity and landscape quality, it should be restricted to areas where permits have already been awarded.

(iv) The loss of high-quality agricultural land is to be avoided.

(v) Section 42 of the Planning and Development Act read in conjunction with SPLUMA lists the matters to be considered in determining the merits of the proposed development of land situated outside the area of a scheme. This includes any local practice to land use management.

In the case of the rural component of the municipal area, it is suggested that the following should be also considered when considering

development proposals considering application for a change of land usage:

- The extent to which the proposal will have a positive impact on the local economy and the area of employment, and its sustainability.
- Preferred and Non-Preferred land uses proposed for these areas are also provided in the table below:

Table 44: Agricultural consideration development proposals

PREFERRED ACTIVITIES	NON-PREFERRED ACTIVITIES
▪ *Amenity planting within non-invasive species* ▪ *Extensive agriculture* ▪ *Commercial afforestation* ▪ *Intensive agriculture* ▪ *Nature and culture-based tourism* ▪ *Nature and resource conservation* ▪ *Small scale tourism development* ▪ *Small scale agriculture* ▪ *Subsistence agriculture* ▪ *Trails*	▪ *Agri- Industry* ▪ *Industrial development* ▪ *Intensive or semi-intensive human settlement* ▪ *Large scale infrastructural projects* ▪ *Large scale tourism development* ▪ *Mines and Quarries* ▪ *New Roads* ▪ *Subdivision of land*

3.11.2 Land Suitable for Agriculture

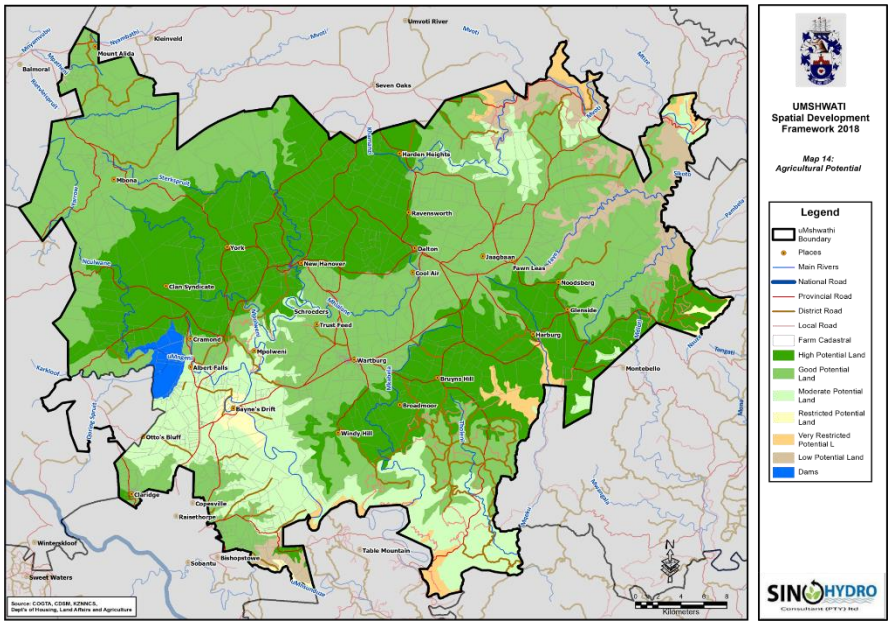
Areas with high potential agricultural land must be protected at all costs, the map below illustrates agricultural potential. These include areas that offer unique opportunities for cultivation and food security and should ultimately not be developed for purposes other than agriculture and should retain the opportunity for future agricultural production. It is recommended that activities that will result in the loss of agricultural potential such as the subdivision of land, settlement and extensive infrastructure development should not be undertaken in these areas. It is also important to identify land uses that may achieve both objectives in areas with high agricultural potential that also have high biodiversity value. UMshwathi Municipality displays a high level of agricultural potential. Of particular interest is the high to relatively good land potential in the Ntanzi, Mthuli and Gcumisa tribal areas. Although Nadi and Ndlovu/ Masihambisane areas show low to poor land potential, there is a natural water source in the area, which would make above ground cropping a possibility.

3.11.3 Development Proposals and Applications

Various proposals and applications have been and are currently being submitted to the Municipality for decisions. Whilst previously, applications were submitted via the Town Planning Ordinance of 1949, the Development Facilitation Act of 1995, the KwaZulu Natal Planning & Development Act No 6 of 2008, current development application process follows the Spatial Planning and Land Use Management Act no. 16 of 2013. Applications are submitted for proposed subdivisions, consolidations, development of land within or outside of Town Planning Scheme areas, housing developments, etc. A number of applications are received by the municipality on monthly basis. The turnaround time for all the applications is 6 – 8 months including advertising and JMPT

sitting. The municipality has a joint Planning Tribunal with uMgungundlovu district municipality.

Map 21: Agricultural Potential



3.12 DISASTER MANAGEMENT ANALYSIS

Disaster Management Sector Plan is a core component of the integrated development plan (IDP). Section 26 (g) of municipal systems act no. 32 of 2000 requires the municipal IDP to reflect an applicable Disaster Management Sector Plan (DMSP). Furthermore, section 53 (2) (a) of Disaster Management Act no. 57 of 2002 stipulates that a Disaster Management Sector Plan for a municipal area must form an integral part of the Municipality's IDP. uMshwathi Local Municipality has therefore developed a Disaster Management Plan for integration in the 2019/20 IDP.

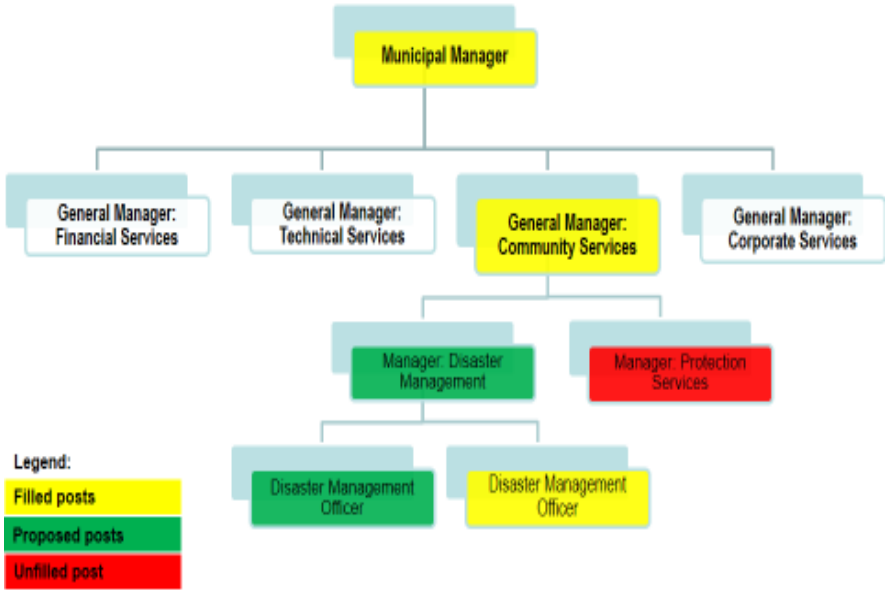
3.12.1 STATUS OF THE MUNICIPAL DISASTER MANAGEMENT CENTRE/OFFICE

Section 43 (4) of the Disaster Management Act no. 57 of 2002 as amended states that a local municipality may 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.

Currently, there is no disaster management centre at uMshwathi Local Municipality. However, the uMshwathi Local Municipality, established the disaster management office by creating the post of the disaster management officer and subsequently filling it during the 2012/2013 financial year. The Disaster Management Officer was employed on full time basis from December 2012 to establish capacity for the implementation of a disaster management function for the municipality. Furthermore, during the 2017/ 2018 financial year the municipality enrolled 2 disaster management volunteers per ward to augment the existing capacity.

The Disaster Management Advisory Forum recommended that the Council creates the post of Disaster Manager who will report directly to the General Manager: Community Services and the second post of the Disaster Management Officer to strengthen the capacity of the Municipality in dealing with the disaster management issues. Proposed location of the Disaster Office and structure is shown in figure below:

Figure 22: Proposed Disaster Unit Organogram



3.15.1 Status of Fire & Rescue Services

The uMgungundlovu District Municipality is responsible for the co-ordinating and regulation of fire services within its area of jurisdiction in line with the Local Government Municipal Structures Amendment act 33 of 2000.

3.15.2 Status of Municipal Disaster Management Policy Framework

Section 42 of the Disaster Management Act (Act 57 of 2002) states that each metropolitan and each district municipality must establish and implement a framework for disaster management in the municipality aimed at ensuring an integrated and uniform approach to disaster management in its area. The uMshwathi Municipality applies both the National and Provincial Disaster Management Policy Frameworks to ensure integrated and uniform approach to disaster risk management in its area.

3.15.3 Status of Municipal Disaster Management Plan

Section 53 (1) of the Disaster Management Act 57 of 2002 assign each municipality with the responsibility to:

(a) Conduct risk assessment for its municipal area.

(b) Identify and map risks, areas, ecosystems, communities, and households that are exposed or vulnerable to physical and human-induced threats; and

(c) prepare a disaster management plan setting out-

(i) the way in which the concept and principles of disaster management are to be applied in its municipal area, including expected climate change impacts and risks for the municipality.

(ii) its role and responsibilities in terms of the national, provincial or municipal disaster management framework.

(iii) its role and responsibility regarding emergency response and post-disaster recovery and rehabilitation.

(iv) its capacity to fulfil its role and responsibilities.

(v) particulars of its disaster management strategies.

(vi) contingency strategies and emergency procedures in the event of a disaster, including measures to finance strategies; and

(vii) *specific measures taken to address the needs of women, children, the elderly and person with disabilities during the disaster management process.*

The Disaster Management Plan of uMshwathi Local Municipality was developed and adopted by Council on 29 June 2016, however the plan is reviewed annually and tabled to Council for approval. Moreover, there are three critical outcomes that should be achieved to reach a Level 1 Disaster Risk Management Plan. The achievement of these outcomes provides the foundation for a Level 2 Disaster Risk Management Plan. To complete a Level 2 Disaster Risk Management Plan, four critical outcomes need to be achieved.

Once they are achieved, the work towards the preparation of a Level 3 Disaster Risk Management can begin. Again, three critical outcomes form the basis of the Level 3 Plan. The different levels of disaster risk management plans and the specific outcomes for each level of plan are summarized in table 1 below as per guiding framework for the development of the plan (a progression /evolutional approach).

In terms of the below guiding framework for the development of the plan (a progression / evolutional approach), uMshwathi Local Municipality need to achieve all four critical outcomes to complete a Level 2 Disaster Risk Management Plan.

LEVEL OF PLAN	CRITICAL OUTCOMES		Achieved (tick √) Not achieved (tick ×)
1.	1.	Establish foundational institutional arrangements for disaster risk management	√
	2.	Develop the capability to generate a Level 2 Disaster Risk Management Plan	√
	3.	Develop and implement plans for known priority risks	√
2.	1.	Establish process for comprehensive disaster risk assessments	√
	2.	Identify and establish consultative mechanism for specific priority disaster risk reduction projects	√
	3.	Develop a supportive information management system	X
	4.	Develop emergency communication capabilities	X
3.	1.	Establish specific institutional arrangements for coordinating and aligning disaster risk management plans	X
	2.	Establish mechanisms to ensure informed and ongoing disaster risk assessments	X
	3.	Institute mechanism to ensure ongoing relevance of disaster risk management policy frameworks and plans	X

3.12.2 Municipal Disaster Management Inter-Departmental Committee

The uMshwathi Local Municipality decided not to establish a Municipal Inter-Departmental Committee because senior representatives of the designated line function departments within the municipality are members of the uMshwathi Disaster Management Advisory Forum.

3.12.3 Municipal Disaster Management Advisory Forum

The Disaster Management Advisory Forum of uMshwathi Local Municipality was established on 15 November 2013. It is composed of representatives from several relevant organizations who are properly delegated to make decisions on behalf of their organizations. There is commitment and consistency of membership. The roles and functions of the uMshwathi Disaster Management Advisory Forum are listed below:

- Be the point of coordination for all the role players.
- Facilitate cooperation between District, Local and key role players.
- Develop the capacity and understanding about disaster management amongst the key roles players.
- Develop resource sharing arrangements around financing including the delivery of emergency services and responding to emergencies or disasters; and
- Report to key stakeholders including the municipal council, province and national on matters of disaster management.

3.12.4 Vulnerability Matrix

After the completion of hazard, vulnerability and capacity assessment, risk analysis was conducted. The risk analysis enabled the community and the local authorities to understand the potential impact of various hazard events. A hazard can impact many elements at risk in different manners. Risk analysis seeks to identify what kind of impact a hazard will have on various at-risk-elements, e.g., people, houses, crops, buildings, roads, schools etc.

Certain communities may be exposed to more than one hazard. In such areas it will be important to identify the potential losses from the various kinds of hazards. Different hazards may have differential impact upon various elements- at risk. For example, lightning can be very dangerous in terms of killing and injuring the people, while floods may not be. On the other hand, lightning has very little impact upon crops, while floods have very severe impact, depending upon the cultivation season.

Table 45: Vulnerability Matrix Outlining Exposure of Key Weather Elements

Vulnerability of various elements to different hazards within the area of jurisdiction of uMshwathi Municipality								
Climate risks	Elements at risk							
	People	Households and community structures	Lifelines (Roads and bridges)	Livelihood and economic activities			Ecosystem	Consequences
				crops	livestock	Forestry		
Flooding	low	moderate	high	high	low	Low	high	Flooding often results in stagnant water and increases the risk of water borne diseases such as Cholera. Floods cause severe damages to roads and wash away bridges.
Structural fires	high	high	no	no	no	No	no	Structural fires burn and cause serious damages mainly to household structures.
Veld/forest fires	moderate	moderate	no	moderate	moderate	High	high	Wildfires are frequent occurrences within uMshwathi Municipality. They destroy pastures and burn plantation forest.
Drought	high	no	no	High	High	Moderate	moderate	Drought result in crops failing. Crop failure results in farm labour lay-offs, increased farm debt and farm closures and causes knock on effects for households that depend on the agricultural sector.
Heavy rainfall	moderate	high	moderate	moderate	low	No	High	Extreme rainfall can result in soil erosion, land degradation, loss of ecosystem services. Heavy rainfall also results in the destruction of households and community structures and cause damages to livelihood and economic activities such as crops. Extreme weather events such as hail, lightning and strong winds causes damages to household and community structures resulting in costly repairs. Lightning has resulted in a number of injuries and deaths in the area of uMshwathi Municipality.
Hail	high	high	low	high	low	No	low	
Lightning	High	High	no	no	low	Low	no	
Strong winds	High	High	no	low	low	Low	no	
Snow	low	no	low	low	low	Low	low	Snow could result in road closures resulting in minor disruptions.

3.15.4 Capacity Map

Capacity, in this context are the qualities which increase the ability of an individual or community to cope with a threatening event or process.

3.15.5 Analysis of Climate Change Risks

Changes in climatic patterns are natural phenomena. However, there are concerns about the impact of climate change that results from human activities, such as burning fossil fuels for energy and the use of motor vehicles. Human-induced changes in climate have been acknowledged as a current reality and are the subject of significant global attention. Several changes in the climate system have already been tentatively linked to climate change, such as increases in average and extreme temperatures; high intensity weather events (e.g., flooding and droughts); and rainfall variability, to which society and natural systems will need to adapt. Climate change is likely to have severe impacts on the residents of uMshwathi Municipality, as it is characterized by many vulnerable communities which are heavily dependent on natural resources. Both rural and urban areas are frequently affected by extreme weather events, which cause damage to infrastructure and pose risks to human safety. Commercial and subsistence agriculture furthermore forms a vital part of the economy of uMshwathi and is reliant on rainfall and temperature for continued yields and viability.

Based on statistical downscaling of four Global Climate Models (GCMs), the UMDM Status Quo Assessment on Climate Trends and Projections[1] found that whilst to a greater extent UMDM experiences moderate climate (15 - 20°C), there is a clear divide between the higher altitude western region of Impendle, uMngeni and Mooi Mpofana which tend to be cooler, and the warmer eastern regions of the district. The UMDM Status Quo report presents the mean annual temperature for the modelled "present" time period (1971 – 1990) in figure above. The scale ranges from < -5°C (dark blue) to > 35°C (dark red). The UMDM Status Quo Assessment also found that projections indicate an increase of 1.75 to 2.5°C in mean annual temperatures across the UMDM by the middle of this century (see Figure 3). The report further found projected increases in maximum and minimum temperatures across the district.

The historical (1971 – 1990) mean annual rainfall is presented in Figure 4. The scale ranges from 0 – 250 mm (red) to 2,250 – 2,500 mm (dark blue). The lower rainfall regions can be seen in northern portions of Mooi Mpofana, eastern regions of Mkhambathini and uMshwathi, and in the southern regions of Richmond. Higher rainfall regions were observed in central and western portions of the district, including regions within uMshwathi, uMngeni, Msunduzi and Impendle. The mean annual rainfall average projection into the intermediate future (2045-2065) is presented in Figure 5. The average projections indicate an overall increase in rainfall across the district, particularly in the uMngeni and Impendle Municipalities.

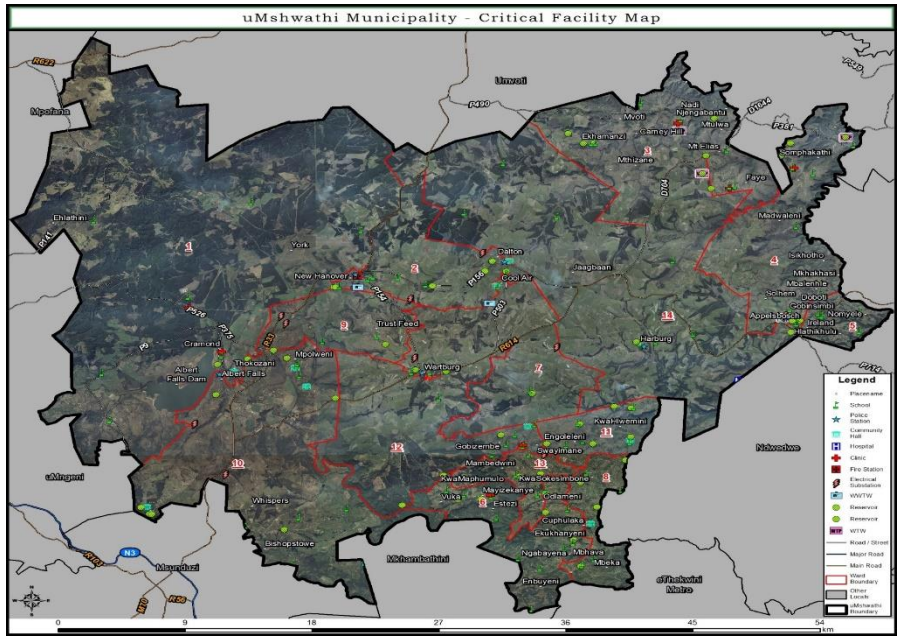
Poor people tend to be more susceptible to droughts, heavy rainfall, lightning, hail, strong winds and floods due to their inability to cope with these environmental stresses. Changes in the prevailing climate (e.g., more extreme events) will exacerbate the situation. uMshwathi is

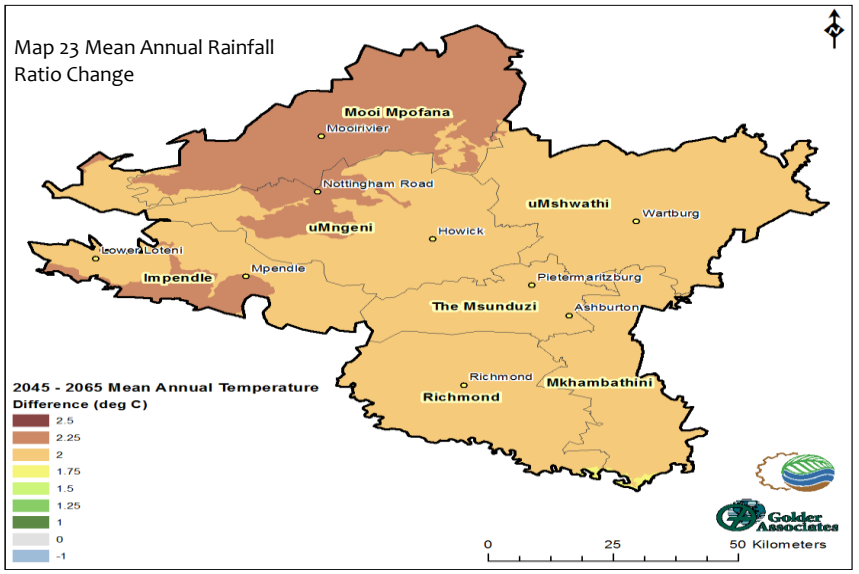
[1] Golder Associates. 2011. Status Quo Assessment: Climate Change Trends and Projection. uMgungundlovu Climate Change Response Strategy and Plan. Report Number: 1161595710991-3.

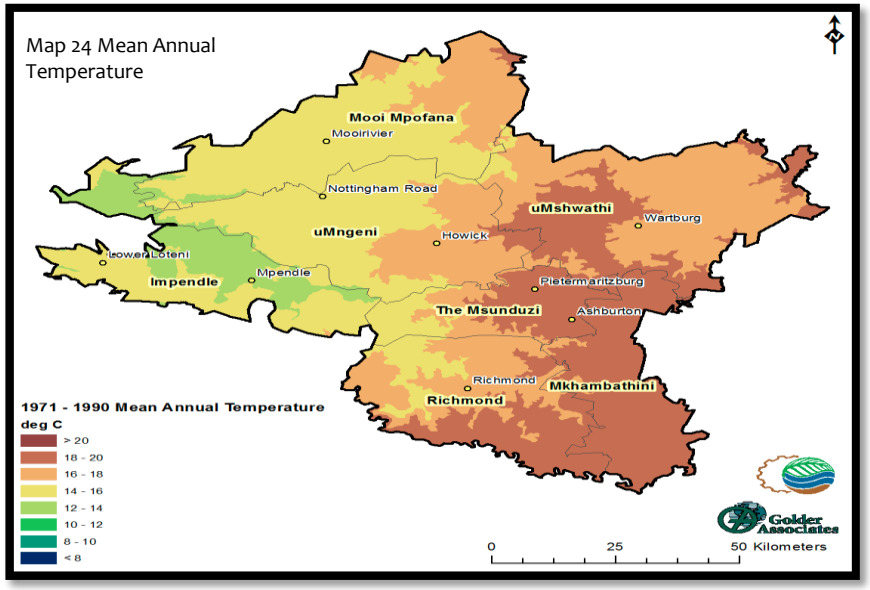
therefore inherently vulnerable to climate change due to its social profile.

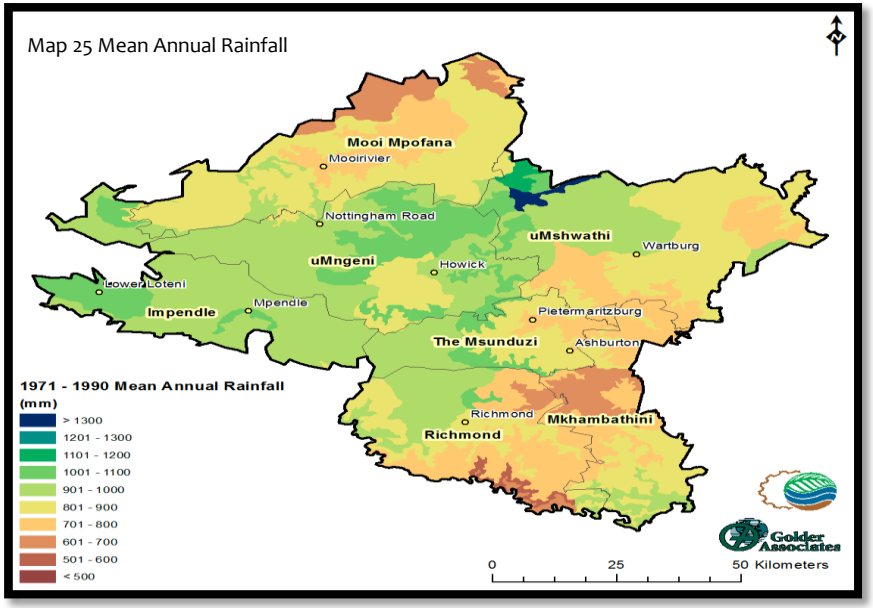
In order to build a climate-resilient and low-carbon economy and society that is resilient to the effects of climate change, the uMshwathi Municipality should reduce greenhouse gases by promoting the planting of indigenous trees, recycling, saving of electricity, switching to energy-saving lightbulbs and changing the way we travel.

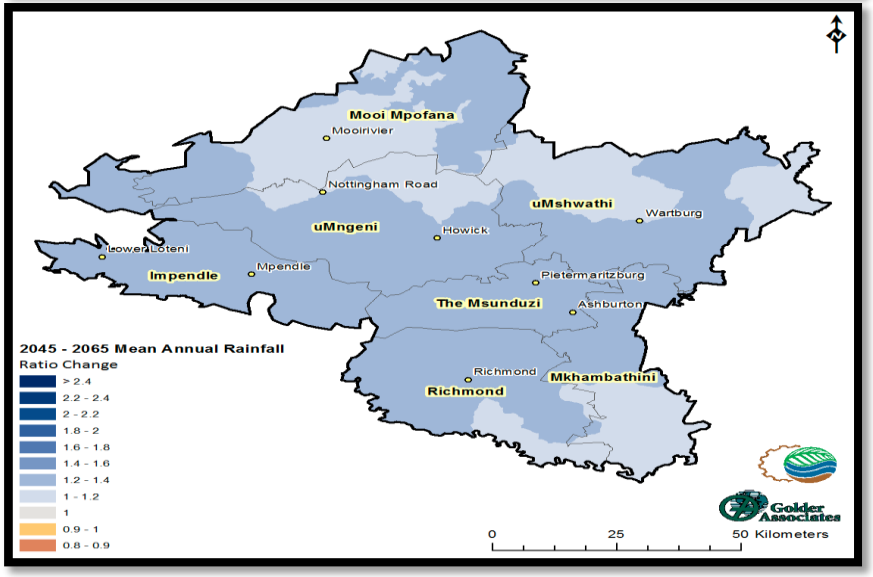
Map 22: Critical Facility Map











3.15.6 DISASTER RISK REDUCTION FOR DISASTER MANAGEMENT

3.15.6.1 IDENTIFYING THE MOST VULNERABLE AREAS, COMMUNITIES AND HOUSEHOLDS

Not all areas, communities and households face the same disaster risks, hence, in undertaking disaster risk management planning, priority must be given to those areas, communities and households that are exposed to natural or other threats and have the least capacity to resist and recover from the resulting impacts. These are called at-risk areas, communities, or households (section 3.2.3 of the NDMF).

3.15.6.2 PRIORITIES FOR FOCUSING DISASTER RISK PROTECTION EFFORTS

According to section 3.2.4 of the NDMF, for disaster risk management planning purposes, organs of state, must, according to their functional area or area of jurisdiction, give priority to protecting:

- Strategic infrastructure or lifeline services whose damage or disruption in disaster events would result in serious and widespread consequences.
- Critical economic, commercial, agricultural, and industrial zones or sites whose damage or disruption would have serious and widespread consequences.
- Fragile natural ecosystems and environmental assets that offer protective environmental services and which, if damaged or destroyed in a disaster event, would result in serious natural and economic losses.

- Communities in areas exposed to extreme weather and/or other natural and technological hazards and which are therefore likely to sustain serious human and property losses in the event of a disaster.
- Poor and underserved rural and urban communities, including informal settlements, especially those located in fragile ecological areas that sustain repeated losses from recurrent small, medium, and large disaster events, and that lack insurance coverage to facilitate recovery.
- Highly vulnerable households in at-risk areas with limited capacity to resist or recover from external shocks, particularly child-headed households or those headed by the elderly or household affected by chronic illness.

3.15.6.3 DISASTER PREVENTIONS

The NDMF (section 3.2.5.1) state that disaster prevention refers to actions that provide 'outright avoidance' of the adverse impact of hazards and related environmental, technological, and biological disasters. uMshwathi Municipality will through effective land-use planning, basic public works and effective municipal services that factor in the frequency and severity of natural or other hazards as well as human actions prevent disasters. This will include planting indigenous grasses and trees and carefully positioning of storm-water drainage and its ongoing maintenance.

3.15.6.4 DISASTER MITIGATION

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

The disaster mitigation efforts of uMshwathi Local Municipality will target people who are at risk, by reducing their vulnerability to specific threats. This will include promoting risk-avoidance behaviour and attitudes such as promoting community responsibility for controlling fire risks in an informal settlement.

3.15.6.5 PREPAREDNESS

Preparedness includes measures taken in advance to ensure effective response to the impact of hazards, including timely and effective early warning and the temporary evacuation of people and property from threatened locations.

Preparedness enables organs of state and other institutions involved in disaster risk management, the private sector, communities, and individuals to mobilize, organize, and provide relief measures to deal with an impending or occurring disasters, or the effects of disaster.

Preparedness actions include:

- Planning for seasonal threats, such as heavy rainfall, flooding, strong winds, veld/forest fires or informal settlements fires, and communicable disease outbreaks

- Anticipate and planning for the potential dangers associated with large concentration of people at sporting, entertainment or other events.
- Establishing clear information dissemination processes to alert at-risk communities of an impending seasonal threat, such as a potential outbreak of cholera during the rainy season.
- Specifying evacuation procedures, routes and sites in advance of expected emergencies, including the evacuation of schools in areas exposed to flash floods.
- Defining in advance clear communication processes and protocols for different emergency situations, including the dissemination or an early warning for an impending extreme weather threat to isolated or remote communities.

These actions are key components of the contingency plans that should be developed for specific threats as part of municipal disaster risk management plan.

3.15.6.6 INCLUSION OF DISASTER RISK REDUCTION EFFORTS IN THE STRUCTURES AND PROCESSES

Disaster risk is driven by both hazards and vulnerability factors reflected in spatial development framework. Efforts should be made to establish mechanisms in association with spatial planners to ensure that relevant spatial information informs disaster risk reduction planning. Furthermore, verified risk information should be incorporated into spatial development plans and maps.

Efforts should be made to ensure that the risk reduction activities that have been identified are approved and integrated into the IDP so that they get funded. These plans should be incorporated into the sector plans / strategic plans in order to ensure improved service delivery. Possible risk reduction projects have been identified through analysis of information collected during consultations with various stakeholders and community members. The risk reduction activities are given in the figure 49 below.

NB: The implementation of these projects as a complete unit might not be possible, hence they can be restructured in such a way that smaller project within the larger scope of a project can be identified and implemented.

OBJECTIVES / OUTCOMES	STRATEGY	KPIS	PROJECTS	MEASURABLE OUTPUTS	RESPONSIBLE AGENT/PERSON
KP1: Institutional Readiness	To reduce the probability of disaster occurrences and take effective action during disasters	% of volunteers and Ward based structures trained	Training of volunteers and Ward based structures	Training conducted resulting in well-equipped personnel responsible for facilitation and co-ordination of the disaster risk management planning and implementation	Community Services
KPA 3: Mitigation		No. of community and awareness campaigns conducted to raise public awareness about the prevailing hazards (Drought, structural fires, floods, heavy rainfall, strong winds, hail, and lightning)	Community awareness campaigns to raise public awareness about the importance of not lighting fires on dry veld, not leaving lit candles unattended at night etc	Awareness campaigns conducted resulting in increased community awareness and capacity to respond to prevailing hazards	Community Services
		No. of grounded lightning rods installed	Installation of grounded lightning rods to protect houses and buildings built in lightning prone areas	Lightning rods installed resulting in decreased exposure and less vulnerability of houses and buildings to lightning.	Community Services
		No of firebreaks prepared and burnt to help protect houses and structures built in or near veld and forest fire prone areas.	Preparation and burning of fire breaks in fulfillment of requirements of National Veld and Forest Fire Act 101 of 1998 which stipulates responsibilities of people in control of the land.	Fire breaks prepared where there is reasonable risk of veld fire	Community Services, WoF and Fire and Rescue (uMDM)

3.15.7 DISASTER RESPONSE AND RECOVERY

Response: The aim of emergency response is to provide immediate assistance or intervention during or immediately after a disaster to maintain life, improve health and meet the basic subsistence needs of those affected. Such assistance may range from providing specific but limited aid, such as assisting displaced people with temporary shelter and food, to establishing semi-permanent settlement in camps and other locations. It also may involve initial repairs to damaged infrastructure. The focus in the response phase is on meeting the basic needs of the people until more permanent and sustainable solutions can be found. Humanitarian organizations are often strongly present in this phase of the disaster management cycle.

Recovery: The aim of the recovery phase is to restore the affected area to its previous state. It differs from the response phase in its focus. Recovery efforts are concerned with issues and decisions that must be made after immediate needs are addressed. Recovery efforts are primarily concerned with actions that involve restoration of lives and livelihoods, rebuilding destroyed property, re-employment, and the repair of other essential infrastructure and natural environment. Disaster recovery includes rehabilitation and reconstruction. Each Agency should have detailed response plan in place for each type of disaster. The actions to be taken at different times and the responsible person within the uMshwathi

Municipality should be identified in the response plan. The response actions for such disasters that can be forewarned (e.g. flood) will start from 72 hours before the occurrence. The response actions for such disasters that cannot be forewarned (e.g. structural fire) will start immediately after the occurrence of the disaster. The response planning should be prepared for each type of disaster. The response and recovery activities are given in the figure above according to KPA 4.

3.15.8 Municipal Capacity in terms of Response and Recovery

The organisational structure of uMshwathi Local Municipality provides for 1 post of a Disaster Management Officer. The Disaster Officer was employed on 3 December 2012. The Disaster Management Advisory Forum recommended that the Council creates the post of Disaster Manager who will report directly to the General Manager: Community Services and the second post of the Disaster Management Officer to strengthen the capacity of the Municipality in dealing with the disaster management issues. In order to meet the response and immediate relief requirements in the event of a disaster the Municipality approved a budget of R600 000 for 2023/2024 Financial Year. The capacity of uMshwathi Local Municipality is reinforced by the support from the 28 Ward Based Volunteers as well as support from both the Provincial and District Disaster Management Centres.

3.15.9 List of relevant stakeholders in Response and Recovery

If a major incident or disaster occurs, the Disaster Management Officer will perform a response co-ordination role, ensuring that multi-disciplinary co-ordination is in place and communication between responding agencies is efficient. The Disaster Management Officer will ensure that a Joint Operation Centre (JOC) or Venue Operations Centre (VOC) is put in place.

Table 46:List of relevant stakeholders in response and recovery

STAKEHOLDER	ROLE
uMshwathi Local Municipality – Technical Services	Ensure constant provision of essential services
Eskom	Repair of electricity network.
uMgungundlovu District Municipality – Technical Services	Ensure constant provision of essential services
District Fire and Rescue Services	Firefighting and general rescue
uMshwathi Municipality – Protection Services	Provide road traffic management Identify safer/alternate routes
South African Police Services	Responsible for security, law and order.
uMgungundlovu District Disaster Management Centre	Provide support to uMshwathi Local Municipality by co-ordinating response and recovery activities.
Emergency Medical Rescue	Provide first aid, medical care and ambulance arrangements.
uMshwathi Local Municipality – Disaster Management	Implement measures to respond and recover to local disasters Compile required reports
Department of Home Affairs	Speedy provision of lost/damaged official documents

Department of Social Development	Provision of social relied on and psycho-social support
Department of Human Settlement	Provision of emergency housing

Refer to the 2024/2025 SDBIP for the Disaster Management Programmes/Projects by the Municipality.

3.15.10 Projects/programmes for risk reduction, response and recovery

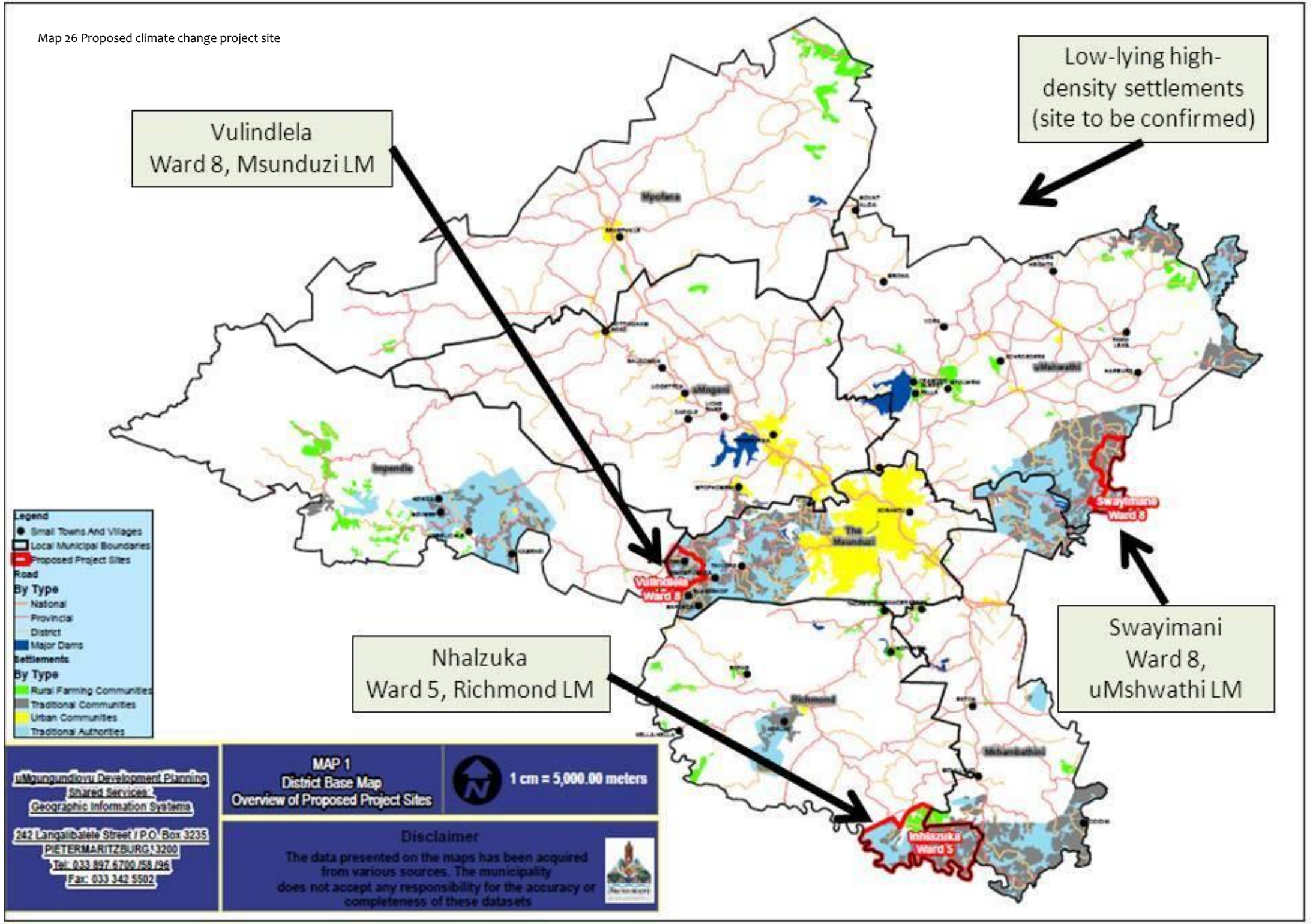
3.16 Specific Climate Change Adaptation Programmes

The overall objective of the uMngeni Resilience project is to reduce the vulnerability of these communities and small-scale farmers in the UMDM to the impacts of climate change. This is to be achieved by increasing climate resilience and adaptive capacity by combining traditional and scientific knowledge in an integrated approach to adaptation. This will be enabled through implementing a suite of complementary gender-sensitive project interventions, focussing on: i) early warning and ward-based disaster response systems; ii) ecological and engineering infrastructure solutions specifically focused on vulnerable communities, including women; iii) integrating the use of climate-resilient crops and climate-smart techniques into new and existing farming systems; and iv) disseminating adaptation lessons learned and policy recommendations, to facilitate scaling up and replication. A number of sites were identified by the uMDM as demonstration sites for the project. Four sites were selected, based on the results of a vulnerability assessment, stakeholder consultations, and subsequent short-listing and ground-truthing through site visits. The sites are: i) low-lying high-density settlements; ii) the rural area of Ward 8 of Vulindlela, Msunduzi Local Municipality; iii) the rural farming area of Ward 8 of Swayimane, uMshwathi Local Municipality; and iv) the rural area of Ward 5 of Nhlazuka, Richmond Local Municipality.

Livelihoods in the Ward 8, Swayimane area is largely derived from subsistence farming. The farming system includes cropping and animal husbandry on gently sloping ground. Crops dominate the agrarian system while animals are mainly used for land preparation, with low levels of milk production from cattle. Farmers grow maize, beans, amadumbe (taro), sweet potato and sugarcane. The area is characterised by good rainfall (500 to 800 mm/annum), predominant fog and deep soils. However, there are potential challenges with respect to the quality of the soils. The current short-term droughts and shortages of key mineral elements have a significant impact on crop performance to the extent of causing total crop loss any time from emergence to reproductive stage of plant development. The predicted increase in intensity and frequency of such dry spells, as well as intense rainfall periods which will likely result in brief periods of flooding, threaten food security and long-term livelihoods for the community. Climate change has resulted in seasonal shifts, which farmers have not yet responded to. Whilst there is a perception that crops can be grown

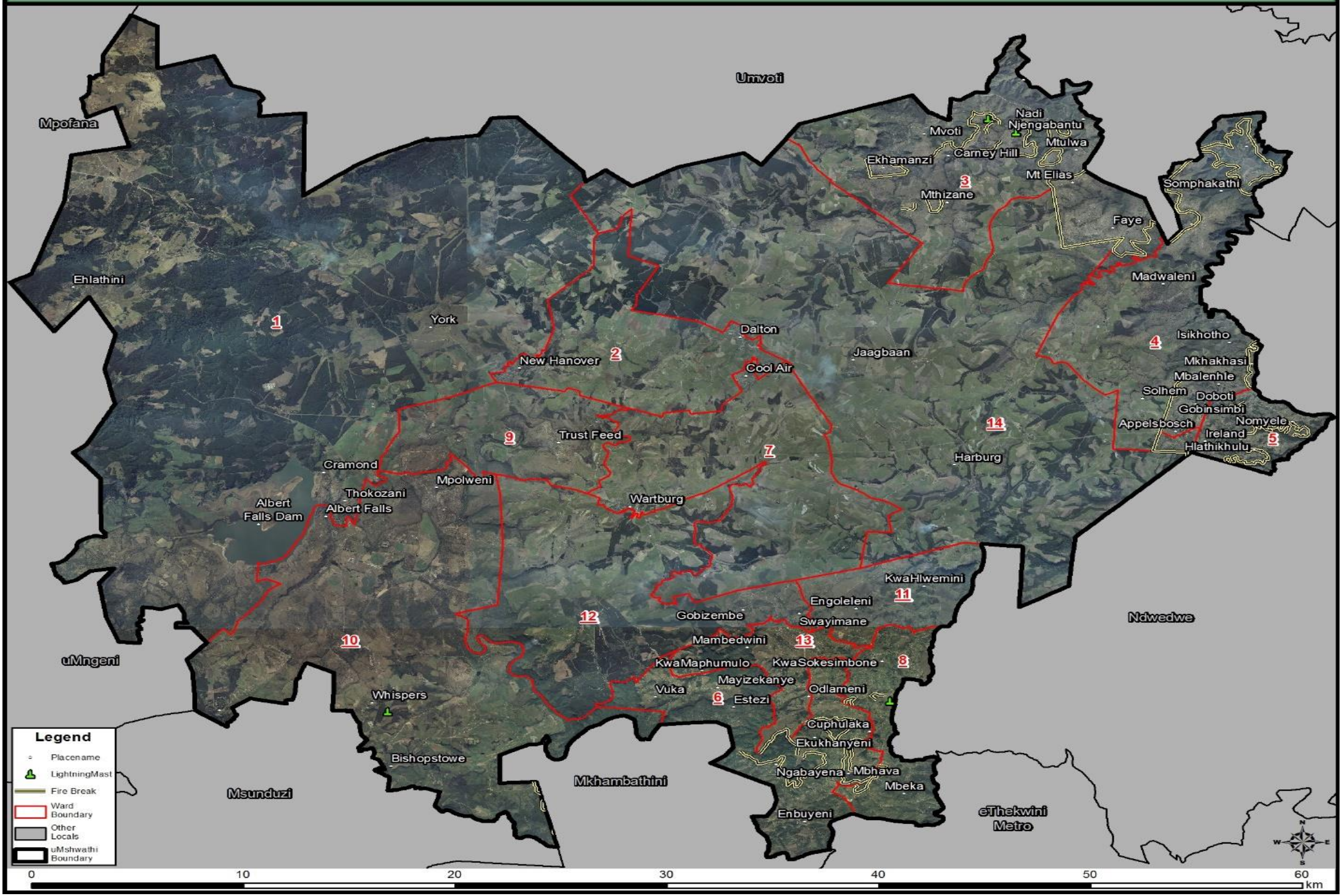
all year round, UKZN SAEES crop trial results indicate that the risk of current crop failure during the winter period is now very high. This threat to farmers also represents a threat to the food security of surrounding communities, as surplus agricultural produce is sold at local markets, benefiting many people in the ward. Institutional and community level capacity is low. This is apparent in that while there are isolated uses of best practices, including the use of climate-smart agricultural techniques to conserve topsoil, these practices are not known, at times, to adjacent farmers, indicating there is no mechanism to share knowledge locally.

Map 26 Proposed climate change project site



Map 27: Disaster Risk Reduction

uMshwathi Municipality - Disaster Risk Reduction



3.16.1 Information management and communication

3.16.1.1 Information management

The Municipality does not have an information management software. Hard copies of disaster related correspondence and documents are stored in registry.

3.16.1.2 Communication system

The Municipality does not have an Information Management and Communication System. The Disaster Management Officer makes use of the bulk SMS system and email platform to communicate, send invitations and notices to Disaster Management Stakeholders. There are plans to optimise the utilization of the Bulk SMS system and explore other platforms such as the WhatsApp to communicate with relevant stakeholders when disasters threaten to occur or when disasters occur (during and post disaster phase).

3.16.1.3 Early warning strategy

Currently, the Municipality does not have mechanisms for dissemination of early warning messages to communities at risk, however, plans are afoot to employ the bulk short message system to disseminate early warning messages to communities as risks. Such short messages shall be directed to targeted community leaders or sectors e.g., School Principals from the Education Sector.

3.16.2 Education, training, public awareness and research

3.16.2.1 Planned capacity building programmes

At least 1 (one) Disaster Management Capacity Building Workshop is planned for 2022/2023 Financial Year for Members of the Disaster Management Advisory Forum. The Traditional Council and Disaster Management Volunteers are members of the Disaster Management Advisory Forum.

3.16.2.2 Planned public awareness campaigns

In an effort to promote a culture of risk avoidance, through education, training and awareness programmes to communities no less than 4 (four) awareness campaigns will be conducted, at least 1 (one) per quarter. The budget required for this exercise is R210 000.00

3.16.2.3 Research

Currently, there is no planned commissioning of disaster related scientific study.

3.16.3 Funding Mobilization Strategy

The Disaster Management Sector Plan is developed for incorporation to the IDP in compliance with section 26 (g) of the Municipal Systems Act No. 32 of 2000.The budget allocated for Disaster Management programmes/projects will be included in the Service Delivery and Budget Implementation Plan (SDBIP).

3.16.4 Disaster risk profile per ward

Below is the definition of ratings which was used when assessing the disaster risk profile per ward within UMshwathi Local Municipality.

- Very High Risks: These risks are classed as primary or critical risks requiring immediate attention. They may have a high or probable likelihood of occurrence and their potential consequences are such that they must be treated as a high priority. This may mean that strategies should be developed to reduce or eliminate the risks and that mitigation in the form of (multi-agency) planning; exercising and training for these hazards should be put in place and monitored on a regular basis. Consideration should be given to specific planning to the risk rather than generic.
- High Risks: These risks are classed as significant. They may have high or low likelihood of occurrence, however their potential consequences are sufficiently serious to warrant appropriate consideration, after those risks classed as 'very high' are addressed. Consideration should be given to the development of strategies to reduce or eliminate the risks, and that mitigation in the form of (multi-agency) generic planning, exercising, and training should be put in place and monitored on a regular basis.
- Medium Risks: These risks are less significant, however may cause upset and inconvenience in the short-term. These risks should be monitored to ensure that they are being appropriately managed, and consideration given to their management under generic emergency planning arrangements.
- Low Risks: These risks are both unlikely to occur and not significant in their impact. They should be managed using normal or generic planning arrangements and require minimal monitoring and control unless subsequent risk assessments show a substantial change, prompting a move to another risk category.

3.16.5 FUNDING ARRANGEMENTS FOR DISASTER RISK MANAGEMENT

Table 47: Funding arrangements for Disaster Risk Management

STRATEGIC OBJECTIVES	STRATEGIES	PROGAMME/ PROJECT/ MEASURABLE OUTPUT	REQUIRED BUDGET	RESPONSIBLE SECTION
To reduce the probability of disaster occurrences and take effective action during disasters.	▪ *Reduce the probability of disaster occurrences by installing lightning rods*	Install lightning rods resulting in decreased exposure and less vulnerability of houses and buildings to lightning.	R400 000	Community Services
	▪ *Prepare and burn fire breaks where there is reasonable risk of veld fire as per section 12 (1) of the National Veld and Forest Fire Act 101 of 1998 which stipulates responsibilities of people in control of the land.*	Implement Fire preventative measure to manage or eliminate the risks of veld and forests fires	R10 000	Community Services
	▪ *Promote culture of risk avoidance, through education, training and awareness programmes to communities*	Conduct awareness campaigns	R50 000	Community Services
	▪ *Ensure effective and appropriate disaster response and recovery*	Provide immediate assistance to the victims of disaster events	R350 000	Community Services
TOTAL			R810 000	

No.	Risk description	Hazard index	Vulnerability index						Capacity Index						Resilience	Risk score	Risk Profile
RISK SUMMARY SHEET – WARD 1																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	9.1	medium
2	Veld/forest fires	2.8	1	3	2	3	4	2.6	1	1	1	1	2	1.2	2.2	6.0	low
3	House fires	2.3	1	2	2	4	1	2.0	1	1	1	1	2	1.2	1.7	3.8	Low
4	Floods	2.5	1	2	2	4	2	2.2	1	1	1	1	1	1.0	2.2	5.5	Low
6	Wind	3.3	1	3	3	3	3	2.6	1	1	1	1	1	1.0	2.6	8.5	Medium
7	Hail	3.3	1	3	3	3	2	2.4	1	1	1	1	1	1.0	2.4	7.8	medium
8	Lightning	2.0	1	1	2	1	1	1.2	1	1	1	1	1	1.0	1.2	2.4	Low
9	Snow	2.8	1	3	2	1	2	1.6	1	1	1	1	1	1.0	1.6	4.4	Low

No.	Risk description	Hazard index	Vulnerability index						Capacity Index						Resilience	Risk score	Risk profile
RISK SUMMARY SHEET – WARD 3																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	9.1	Medium
2	Veld/forest fires	2.5	1	2	2	3	4	2.4	1	1	1	1	2	1.2	2.0	5.0	Low
3	House fires	2.8	1	3	4	3	1	2.4	1	1	1	1	2	1.2	2.0	5.5	Low
4	Floods	2.3	1	2	2	3	3	2.2	1	1	1	1	1	1.0	2.2	5.0	Low
5	Heavy rainfall	2.8	1	3	3	3	2	2.4	1	1	1	1	1	1.0	2.4	6.6	Medium
6	Wind	3.5	1	2	2	2	2	1.8	1	1	1	1	1	1.0	1.8	6.3	Medium
7	Hail	3.3	1	3	2	3	2	2.2	1	1	1	1	1	1.0	2.2	7.2	Medium
8	Lightning	3.8	1	3	5	3	2	2.8	1	1	1	1	1	1.0	2.8	10.5	High

No.	Risk description	Hazard index	Vulnerability index						Capacity Index						Resilience	Risk score	Risk profile
RISK SUMMARY SHEET – WARD 2																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	9.1	Medium
2	Veld/forest fires	2.8	1	2	1	2	2	1.6	1	1	1	1	2	1.2	1.3	3.7	low
3	House fires	3.5	1	3	3	3	1	2.2	1	1	1	1	2	1.2	1.8	6.4	Medium
4	Floods	3.0	1	1	1	1	2	1.2	1	1	1	1	1	1.0	1.2	3.6	low
5	Heavy rainfall	3.3	1	3	3	3	2	2.4	1	1	1	1	1	1.0	2.4	7.8	Medium
6	Wind	3.3	1	3	3	3	2	2.4	1	1	1	1	1	1.0	2.4	7.8	Medium
7	Hail	3.3	1	2	2	2	2	1.8	1	1	1	1	1	1.0	1.8	5.9	low
8	Lightning	3.5	1	3	3	3	2	2.4	1	1	1	1	1	1.0	2.4	8.4	Medium

No.	Risk description	Hazard index	Vulnerability index						Capacity Index						Resilience	Risk score	Risk profile
RISK SUMMARY SHEET – WARD 4																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.8	1	3	4	1	3	2.4	2	1	1	1	1	1.2	2.0	7.5	Medium
2	Veld/forest fires	2.8	1	3	2	2	4	2.4	1	1	1	1	2	1.2	2.0	5.5	Low
3	House fires	3.3	1	3	3	3	1	2.2	1	1	1	1	2	1.2	1.8	6.0	Low
4	Floods	2.3	1	3	2	3	3	2.4	1	1	1	1	1	1.0	2.4	5.4	Low
5	Heavy rainfall	3.0	1	3	1	3	3	2.2	1	1	1	1	1	1.0	2.2	6.6	Medium
6	Wind	3.3	1	2	3	3	2	2.2	1	1	1	1	1	1.0	2.2	7.2	Medium
7	Hail	3.0	1	3	3	3	1	2.2	1	1	1	1	1	1.0	2.2	6.6	Medium
8	Lightning	3.8	1	3	5	3	2	2.8	1	1	1	1	1	1.0	2.8	10.5	High

No.	Risk description	Hazard index	Vulnerability index					Capacity Index						Resilience	Risk score	
RISK SUMMARY SHEET – WARD 5																
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	Risk profile
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	9.1	Medium
2	Veld/forest fires	3.0	1	2	2	2	3	2.0	1	1	1	1	2	1.2	1.7	5.0	Low
3	House fires	3.3	1	3	3	3	2	2.4	1	1	1	1	2	1.2	2.0	6.5	Medium
4	Floods	2.5	1	1	2	2	2	1.6	1	1	1	1	1	1.0	1.6	4.0	Low
5	Heavy rainfall	2.8	1	3	3	3	2	2.4	1	1	1	1	1	1.0	2.4	6.5	Medium
6	Wind	3.3	1	3	2	2	2	2.0	1	1	1	1	1	1.0	2.0	6.5	Medium
7	Hail	3.3	1	3	2	2	2	2.0	1	1	1	1	1	1.0	2.0	6.5	Medium
8	Lightning	3.8	1	3	5	3	2	2.8	1	1	1	1	1	1.0	2.8	10.5	High

No.	Risk description	Hazard index	Vulnerability index						Capacity Index						Resilience	Risk score	Risk profile
RISK SUMMARY SHEET – WARD 6																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.5	1	2	2	2	3	2.0	1	1	1	1	1	1.0	2.0	7.0	Medium
2	Veld/forest fires	3.3	1	2	2	2	4	2.2	1	1	1	1	2	1.2	1.8	6.0	Low
3	House fires	3.3	1	3	3	3	2	2.4	1	1	1	1	2	1.2	2.0	6.5	Medium
4	Floods	3.3	1	2	2	2	3	2.0	1	1	1	1	1	1.0	2.0	6.5	Medium
5	Heavy rainfall	3.3	1	2	2	3	3	2.2	1	1	1	1	1	1.0	2.2	7.2	Medium
6	Wind	3.3	1	2	2	3	3	2.2	1	1	1	1	1	1.0	2.2	7.2	Medium
7	Hail	2.5	1	2	2	4	2	2.2	1	1	1	1	2	1.0	2.2	5.5	Low
8	Lightning	3.8	1	3	5	3	2	2.8	1	1	1	1	1	1.0	2.8	10.5	High

No.	Risk description	Hazard index	Vulnerability index						Capacity Index						Resilience	Risk score	Risk profile
RISK SUMMARY SHEET – WARD 7																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	9.1	Low
2	Veld/forest fires	2.0	1	1	1	1	2	1.2	1	1	1	1	2	1.2	1.0	2.0	Low
3	House fires	1.8	1	2	4	2	1	2.0	1	1	1	1	2	1.2	1.7	2.9	Low
4	Floods	2.5	1	1	2	2	2	1.6	1	1	1	1	1	1.0	1.6	4.0	Low
5	Heavy rainfall	3.5	1	3	3	3	2	2.4	1	1	1	1	1	1.0	2.4	8.4	Medium
6	Wind	3.5	1	2	2	2	2	1.8	1	1	1	1	1	1.0	1.8	6.3	Medium
7	Hail	3.3	1	3	1	2	2	1.8	1	1	1	1	1	1.0	1.8	5.9	Low
8	Lightning	3.0	1	2	2	2	2	1.8	1	1	1	1	1	1.0	1.8	5.4	low

No.	Risk description	Hazard index	Vulnerability index						Capacity Index						Resilience	Risk score	Risk profile
RISK SUMMARY SHEET – WARD 8																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	9.1	Medium
2	Veld/forest fires	2.8	1	2	2	2	3	2.0	1	1	1	1	2	1.2	1.7	4.6	Low
3	House fires	2.8	1	2	2	2	1	1.6	1	1	1	1	2	1.2	1.3	3.7	Low
4	Floods	2.8	1	2	1	1	2	1.4	1	1	1	1	1	1.0	1.4	3.9	Low
5	Heavy rainfall	3.0	1	2	3	2	2	2.0	1	1	1	1	1	1.0	2.0	6.0	Medium
6	Wind	3.0	1	2	3	2	2	2.0	1	1	1	1	1	1.0	2.0	6.0	Medium
7	Hail	2.8	1	2	2	1	2	1.6	1	1	1	1	1	1.0	1.6	4.4	Low
8	Lightning	3.0	1	2	2	2	2	1.8	1	1	1	1	1	1.0	1.8	5.4	Low

No.	Risk description	Hazard index	Vulnerability index						Capacity Index						Resilience	Risk score	Risk profile
RISK SUMMARY SHEET – WARD 9																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	9.1	Medium
2	Veld/forest fires	3.0	1	3	2	2	4	2.4	1	1	1	1	2	1.2	2.0	6.0	Medium
3	House fires	3.3	1	3	2	2	3	2.2	1	1	1	1	2	1.2	1.8	6.0	Low
4	Floods	2.8	1	2	2	2	3	2.0	1	1	1	1	1	1.0	2.0	5.5	Low
5	Heavy rainfall	2.8	1	3	3	3	3	2.6	1	1	1	1	1	1.0	2.6	7.2	Medium
6	Wind	2.8	1	3	3	3	3	2.6	1	1	1	1	1	1.0	2.6	7.2	Medium
7	Hail	3.0	1	3	3	2	2	2.2	1	1	1	1	1	1.0	2.2	6.6	Medium
8	Lightning	2.8	1	1	2	2	1	1.4	1	1	1	1	1	1.0	1.4	3.9	Low

No.	Risk description	Hazard index	Vulnerability index						Capacity Index						Resilience	Risk score	Risk profile
RISK SUMMARY SHEET – WARD 10																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	9.1	Medium
2	Veld/forest fires	3.0	1	2	2	1	3	1.8	1	1	1	1	2	1.2	1.5	4.5	Low
3	House fires	3.5	1	3	3	3	1	2.2	1	1	1	1	2	1.2	1.8	6.4	Medium
4	Floods	2.5	1	2	2	2	2	1.8	1	1	1	1	1	1.0	1.8	4.5	Low
5	Heavy rainfall	3.5	1	3	3	2	2	2.2	1	1	1	1	1	1.0	2.2	7.7	Medium
6	Wind	3.5	1	3	3	2	2	2.2	1	1	1	1	1	1.0	2.2	7.7	Medium
7	Hail	2.8	1	2	2	2	2	1.8	1	1	1	1	1	1.0	1.8	5.0	Low
8	Lightning	3.5	1	3	2	3	2	2.2	1	1	1	1	1	1.0	2.2	7.7	Medium

No.	Risk description	Hazard index	Vulnerability index						Capacity Index						Resilience	Risk score	Risk profile
RISK SUMMARY SHEET – WARD 11																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	9.1	Medium
2	Veld/forest fires	3.0	1	3	3	2	4	2.6	1	1	1	1	2	1.2	2.2	6.5	Medium
3	House fires	2.8	1	2	2	2	2	1.8	1	1	1	1	2	1.2	1.5	4.1	low
4	Floods	3.0	1	2	3	2	4	2.4	1	1	1	1	1	1.0	2.4	7.2	Medium
5	Heavy rainfall	3.0	1	3	3	2	2	2.2	1	1	1	1	1	1.0	2.2	6.6	Medium
6	Wind	3.0	1	3	3	2	3	2.4	1	1	1	1	1	1.0	2.4	7.2	Medium
7	Hail	3.0	1	3	2	3	2	2.2	1	1	1	1	1	1.0	2.2	6.6	Medium
8	Lightning	2.8	1	2	2	2	2	1.8	1	1	1	1	1	1.0	1.8	5.0	low

No.	Risk description	Hazard index	Vulnerability index						Capacity Index						Resilience	Risk score	Risk profile
RISK SUMMARY SHEET – WARD 12																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	9.1	Medium
2	Veld/forest fires	3.0	1	3	3	2	3	2.4	1	1	1	1	2	1.2	2.0	6.0	Medium
3	House fires	2.8	1	1	2	1	1	1.2	1	1	1	1	2	1.2	1.0	2.8	Low
4	Floods	2.5	1	2	2	1	2	1.6	1	1	1	1	1	1.0	1.6	4.0	Low
5	Heavy rainfall	3.3	1	3	3	2	2	2.2	1	1	1	1	1	1.0	2.2	7.2	Medium
6	Wind	3.5	1	3	3	2	2	2.2	1	1	1	1	1	1.0	2.2	7.7	Medium
7	Hail	2.8	1	2	3	2	2	2.0	1	1	1	1	1	1.0	2.0	5.5	Low
8	Lightning	3.3	1	3	3	2	2	2.2	1	1	1	1	1	1.0	2.2	7.2	Medium

No.	Risk description	Hazard index	Vulnerability index						Capacity Index						Resilience	Risk score	Risk profile
RISK SUMMARY SHEET – WARD 13																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.3	1	4	2	4	3	2.8	1	1	1	1	2	1.0	2.8	9.1	Medium
2	Veld/forest fires	3.3	1	3	3	2	4	2.6	1	1	1	1	3	1.2	2.2	7.0	Medium
3	House fires	3.0	1	2	2	2	1	1.6	1	1	1	1	2	1.2	1.3	4.0	Low
4	Floods	2.3	1	3	2	3	2	2.2	1	1	1	1	3	1.0	2.2	5.0	Low
5	Heavy rainfall	3.3	1	3	3	3	2	2.4	1	1	1	1	2	1.0	2.4	7.8	Medium
6	Wind	3.3	1	3	3	3	2	2.4	1	1	1	1	2	1.0	2.4	7.8	Medium
7	Hail	2.5	1	2	2	4	2	2.2	1	1	1	1	2	1.0	2.2	5.5	Low
8	Lightning	3.8	1	3	5	3	2	2.8	1	1	1		2	1.0	2.8	10.5	high

No.	Risk description	Hazard index	Vulnerability index						Capacity Index						Resilience	Risk score	Risk profile
RISK SUMMARY SHEET – WARD 14																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard x Resilience	
1	Drought	3.8	1	4	2	4	3	2.8	1	1	1	1	1	1.0	2.8	10.5	High
2	Veld/Forest Fires	3.0	1	2	2	1	3	1.8	1	1	1	1	2	1.2	1.5	4.5	Low
3	Structural Fires	2.8	1	3	3	3	1	2.2	1	1	1	1	2	1.2	1.8	5.0	Low
4	Floods	3.0	1	2	2	2	2	1.8	1	1	1	1	1	1.0	1.8	5.4	Low
5	Heavy rainfall	3.0	1	3	3	2	2	2.2	1	1	1	1	1	1.0	2.2	6.6	Medium
6	Strong winds	2.8	1	3	3	2	2	2.2	1	1	1	1	1	1.0	2.2	6.1	Medium
7	Hail	3.0	1	2	2	2	2	1.8	1	1	1	1	1	1.0	1.8	5.4	Low
8	Lightning	3.0	1	3	2	3	2	2.2	1	1	1	1	1	1.0	2.2	6.6	Medium

3.17DISASTER MANAGEMENT & FIRE FIGHTING SERVICES SWOT ANALYSIS

The uMgungundlovu District Municipality is responsible for the co-ordinating and regulation of fire services within its area of jurisdiction in line with the Local Government Municipal Structures Amendment act 33 of 2000. The Disaster Management SWOT Analysis is shown in table 2 below:

Table 48: Disaster Management SWOT Analysis

Strengths • Well-functioning DM Advisory Form • Disaster Management Plan aligned with IDP • Disaster Management Volunteers – 2 per Ward • Cooperative relationship with Ward Councilors • Staff training and development • Consultative decision making to ensure ownership of decisions • Funding mechanism through IDP • Political buy-in • Provincial and District support	Weaknesses • Lack of Information management and communication system • Lack of warehouse to store emergency relief material • Lack of Policy Framework • Lack of DM Interdepartmental Committee • Lack of preparedness measures • Mutual Aids Agreements with certain stakeholders
Opportunities • Training and development; and • Capacity building workshops	Threats • Lack of technical resources (cameras, GPS devices, risk assessment tools/templates/questionnaire

3.18SPATIAL TRANSFORMATION AGENDA AND ENVIRONMENTAL SWOT ANALYSIS

The spatial transformation agenda and environmental swot analysis is represented in the table below:

Table 49: Spatial Transformation Agenda and Environmental Swot Analysis

Strengths • Municipal development nodes are easily accessible from major access roads and are the administrative and economic centers of the municipality • Far proximate to capital of KZN • Easy access to National Road (N3)	Weaknesses • Environmental degradation • Climate change impacts • Spatial inefficiency • Lack of access to services and infrastructure • Lack of municipal EMP
Opportunities • Institution of environmental rehabilitation programmes • Implementation of mitigation and adaptation measures	Threats • Lack of stringent agricultural stringent measures and protection • Lack of integration of services within nodes

• Implement Albert Falls EMF • Conserving agricultural land • Introduction of urban renewal/ small town rehabilitation • Creation of self-sufficient settlements • Infrastructure development and creation of job opportunities	• The majority of the land is privately owned infringing on future development

3.19 CROSS-CUTTING KEY CHALLENGES

Table 50: CROSS-CUTTING KEY CHALLENGES

KEY CHALLENGES	KEY CHALLENGES INTERVENTIONS
• Lack of Information management and communication system • Lack of warehouse to store emergency relief material • Lack of Policy Framework • Lack of DM Interdepartmental Committee • Lack of preparedness measures • Mutual Aids Agreements with certain stakeholders • Environmental degradation • Climate change impacts • Spatial inefficiency • Lack of access to services and infrastructure • Lack of municipal EMP ▪ *Unknown land use and ownership* Climate change poses significant challenges to our municipality, including extreme weather events and rising sea levels.	▪ Review bylaws; ▪ Appoint or capacitate property valuer; ▪ Review and update the enforcement structures. ▪ Building resilience and implementing adaptation measures to mitigate these risks. ▪ Developing climate action plans, promoting sustainable practices, and seeking funding for projects that enhance our community's resilience to climate change .

MUNICIPAL
TRANSFORMATION
AND INSTITUTIONAL
DEVELOPMENT
IS UMSHWATHI TRANSFORMING AS AN
INSTITUTION?
New Hanover
Dalton
UMSHWATHI

4 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

UMshwathi Municipality recognises that transformation is key to maximising service delivery. Improving service delivery is the ultimate goal of the Municipality and the Human Resources Section plays a lead role in organisational transformation. In order to ensure that the Municipality as an organization has adequate number of people, the required professionals and in the right places, at the right time doing things that are economically efficient and most useful for the municipality, the Municipality renders a professional support service that is well aligned to the Municipality 's Integrated Development Plan (IDP).

The Human Resources section performs the following functions:

- Personnel Management,
- Job Evaluation,
- Employment Equity,
- Employee Relations,
- Skills Development,
- Organisational Development,
- Occupational Health and Safety,
- Systems and Remuneration,
- Employee Assistance and
- Human Resources Management Services.

The Human Resources Section formulates policies and procedures that are aligned to the Integrated Development Plan that is compliant with legislation and the collective agreements of the South African Local Government Bargaining Council. The Human Resources Section is responsible for implementation of relevant Human Resources Legislation so that all Departments are able contribute to the fulfilment of the following constitutional mandate: -

- Provide democratic and accountable government for local communities.
- Provide services to the communities in a sustainable manner.
- Promote Social and Economic Development.
- Promote safe and healthy environment; and
- Encourage the involvement of the Community and community organization in local matters.

4.1 HUMAN RESOURCE STRATEGY AND HUMAN RESOURCES PLAN

The Human Resources Strategy is reviewed on an annual basis in order to ensure alignment with the strategic objectives of all other departments within the Municipality. The Human Resources Strategy of uMshwathi Municipality is currently under review and will be adopted by the end of June 2024 in order to align with the strategic objectives of the 2024/25 financial year. The Human Resources Strategy is reviewed on an annual basis in order to ensure alignment with the strategic objectives. The Human Resources Section sets meaningful annual performance management targets that supports the Human Resources Strategy and organisational SDBIP, and therefore utilises the Performance Management System, i.e. the scorecard of the Human Resources Section as a plan to implement the Human Resources Strategy.

4.2 ORGANISATIONAL STRUCTURE/ ORGANOGRAM

The organisational structure has been reviewed to align with the Municipal Staff Regulations 2021 and it was adopted by the Council on 23 May 2024 and is attached as an annexure. The aim of this organogram is to ensure that the strategic objectives of the Municipality as displayed in the Integrated Development Plan are fulfilled. The reviews are done in consultation with organized labour and all relevant structures of Council. A copy of the approved organogram is attached. In addition, the administrative structure of the Municipality as approved by the Council has 5 main Departments namely:

a) Office of the Municipal Manager
b) Department of Financial Services
c) Department of Corporate Services
d) Community Services, and
e) Technical Services

All the Departmental Heads (appointed in terms of Section 56 of the Municipal Systems Act No 32 of 2000) and report directly to the Municipal Manager appointed in terms of Section 54A. The vacancy rate within the Municipality is 29% as per 29 June 2024 organisational structure. The Municipality is working hard to reduce its vacancy rate to increase its ability to perform its powers and functions. In light of this, the organisational structure is reviewed on an annual basis to also address the issue of the vacancy and as such is currently under review. During 2023/24 IDP Assessments, the Municipality was commended by the MEC for employing people living with disability (currently employed 3). However, the MEC recommended the municipality for attracting more people living with disabilities to attain 1%. As at the end of June 2024, the Municipality had 1.5% of people living with disabilities. The decrease was informed by the resignation of one male employee in a management position living with a disability.

Map 28: Critical Positions Filled

Position	Incumbent
Municipal Manager	Mr NM Mabaso
Chief Financial Officer	Mr VE Mdlalose
Director Community Services	Mr SNT Zondi
Director Technical Services	Mrs SM Ndebele
Director Corporate Services	Mrs TT Mathenjwa

4.3 FILLING OF CRITICAL POSTS AND PROGRESS WITH APPOINTMENTS

The Municipality has fulfilled its obligation of ensuring that all critical positions of Section 54A/56 managers are filled, and the process was done in accordance with the municipal systems and procedures contemplated in Section 54A, 56 and 57 and 67 of The Municipal Systems Act 32 of 2000.

Table 51: Senior Managers in the Municipality

4.3.1 Staff Complement within the Municipality

Table 52: Staff Complement within the Municipality.

CRITERIA	NUMBER
Total Number of Staff Employed	203
Total number of vacancies	82
Total number of positions in the staff structure	278
Vacancy Rate	29%

4.3.2 Powers and Functions of Municipality

Table 53: Municipal powers and functions

MUNICIPAL POWERS AND FUNCTIONS	
▪ Air, Noise and Broadband Pollution	▪ *Licensing and Control of Undertakings that Sell Food to the Public*
▪ Amusement Facilities	▪ *Licensing of Dogs*
▪ Billboards and Display of Advertising in Public Places	▪ *Local Amenities*
▪ Building Regulations	▪ *Markets*
▪ Cemeteries, Crematoria and Funeral Parlours	▪ *Local Sport Facilities*
▪ Child Care Facilities	▪ *Local Tourism*
▪ Cleansing	▪ *Municipal Parks and Recreation*
▪ Control of Nuisances	▪ *Municipal Planning*
▪ Control of Undertakings that Sell Liquor to the Public	▪ *Municipal Roads*
▪ Facilities for Accommodation and Care and Burial of Animals	▪ *Municipal Health Services*
▪ Fencing and Fences	▪ *Pounds*
▪ Licensing and Control of Undertakings that Sell Food to the Public	▪ *Public Places*
▪ Licensing of Dogs	▪ *Municipal Public Works*
▪ Local Amenities	▪ *Public Transport*
▪ Markets	▪ *Refuse Removal, Refuse Dumps and Solid Waste Disposal*
▪ Local Sport Facilities	▪ *Storm Water*
▪ Local Tourism	▪ *Street Lighting*
▪ Trading Regulations	▪ *Street Trading*
▪ Traffic and Parking	

4.4 VACANCY RATE FOR THE ORGANISATION

The vacancy rate within the Municipality is 29% as per 29 June 2024.

4.4 COUNCIL APPROVED PLANS

4.5.1 EMPLOYMENT EQUITY PLAN (EEP)

The municipality has a 5 year Employment Equity Plan (EEP) 2020-2025 in place. The EEP was adopted by the Council in February 2020 as required by the Employment Equity Act and is reviewed annually. The purpose of the EEP is to assist all designated employers in preparing and implementing same to achieve reasonable progress towards Employment Equity in the workplace. The EEP is being implemented and EEP Committee is appointed and fully functional to ensure the implementation and monitoring of the EEP as well as ensuring compliance with the plan.

According to the Department of Labour, employers are required to employ a total of 2% people with disabilities. The municipality mandated to employ people with disabilities, positions which are suitable for the

people with disabilities must be identified and will be stated as such in the job advertisement. The plan is attached as an annexure.

EMPLOYMENT EQUITY PLAN OBJECTIVES

- Eliminating unfair discrimination in the workplace;
- To identify all barriers which prevent or hinder in anyway the advancement of the designated groups;
- Ensure the implementation of Employment Equity to redress the effects of discrimination;
- Achieving a diverse work force with regard to race and gender which reflects the demographics of the region of uMshwathi Municipality;
- Promote economic development and efficiency in the workforce;
- Prohibiting and combat unfair discrimination and harassment among employees; and provide reasonable facilities to designated groups, in particular people with disabilities;
- Preparing the ground for effective change through appropriate and ongoing investment in training and development;
- To make special effort to accommodate the disabled where possible; and
- To achieve all of the above by means of an Employment Equity Plan, which focuses on the development of present staff and affirmative action programmes, aimed at specially addressing the training and advancement needs of previously disadvantaged groups.

Table 54: EEP Targets in terms of implementation

DETAILED SPREADSHEET INDICATING COMPLIANCE WITH THE EMPLOYMENT EQUITY PLAN IN ALL OCCUPATIONAL LEVELS AND DISABILITY					
OCCUPATIONAL CATEGORY	Male	Female	Number of posts in 1st 3 categories	Number of Employees	PWD
Top Management	1	0	1	1	0
Senior Management	2	2	4	4	0
Mid Management	8	8	16	16	0
Supervisory Level	42	31		73	1
Semi - Skills and discretionary decision making	34	29		63	1
Unskilled and defined decision making	21	25		46	1
TOTAL PERMANENT	108	95		203	3 / 1%
Non-permanent	1	6		7	0
Total (Permanent and Non permanent)	109	101		210	0

uMshwathi Municipality is committed in fulfilling the purpose of the Skills Development Act 97 of 1998 by using the Municipality as an active learning environment for both its employees and the unemployed members of its community. The Municipality recognizes the importance of investing in its human capital through prudently planned skills development initiatives and activities.

The skills audit/s are conducted on an annual basis with a view to identifying the skills needs within the Municipality to develop the workplace skills plan. The process is conducted to address the skills and competency needs of the employees and Councillors. The 2024/2025 WSP was adopted by Council in April 2023. The 2024/2025 WSP was adopted by Council in April 2024 Moreover, the 2024/2025 WSP and Training Plan was submitted submitted to LGSETA on 30 April 2024.

A Skills Development Sub Committee is in place and is established in terms of the South African Local Government Bargaining Council: Main Collective Agreement where all issues relating to training and development of employees are discussed. The Skills development supports the Municipality to enhance and achieve the Municipality's Employment Equity agenda. Although skills development is aimed at benefiting all employees, however people of the designated groups (blacks, women, and the disabled) take preference in advancing their development. In line with the Municipality's Employment Equity targets as this will be addressing the imbalances of the past through affirmative action. The skills development is linked to other human resource processes and provides valuable information for recruitment and promotion processes.

In terms of the WSP Implementation, the municipality allocated R 1000 000.00 for all the training programmes for 2023/2024 financial year. At the end of 2023/2024 financial year 100% of the allocated amount was fully utilized in the training programmes.

Furthermore, five (5) year training plan was developed and adopted in consultation with the Local Labour Forum and is being implemented for the next five (5) financial years. The Municipality places a lot of focus on the training and development of the Community of uMshwathi Municipality; this is evident from the trainings that have been carried out within the Community thus far.

The Municipality is successfully creating a learning organisation and a learning Community by placing significant value on the education, training and development of its workforce, and by encouraging employees to grab appropriate learning opportunities aimed at advancing their skills and competency levels.

4.5.2 COMMUNITY DEVELOPMENT

Through the Local Government Sector for Education and Training Authority (LGSETA) uMshwathi Municipality is also addressing the imbalances of the past by developing the unemployed members of its community through education so that the Community members of the Municipality could be employable in future and to enable self-employment amongst the Community members. The Municipality

recognizes that education is a tool that could alleviate poverty for its community.

The Municipality also provides bursaries to all its permanent employees who wish to pursue part-time studies towards formal tertiary qualifications through reputable tertiary institutions. The said bursary opportunities are also afforded to the unemployed members of the Community who have completed matric and wish to obtain recognized qualifications through reputable institutions. The Municipality complies with the *Skills Development Levies Act No. 9 of 1999* and pays a monthly skills levy of 1% of its salary bill to the South African Revenue Service, in line with the provisions of the Skills Development Levies Act. Part of this money is claimed back in the form of grants from the Local Government and Sector Education and Training Authority (LGSETA), on compliance with applicable grant disbursement criteria.

RECRUITMENT AND SELECTION POLICY

The Municipality has a Council approved Recruitment and Induction Policy and is being implemented. A copy of the policy is attached. The purpose of the policy is to:

- Lay the basis for the recruitment and selection of existing and new employees to vacant positions on the approved establishment of the uMshwathi Municipality,
- Provide access which will lead to effective and professionalism recruitment and selection process,
- To ensure that the Municipality's recruitment and selection practices are fair and equitable, meeting the requirements of the constitution and labour legislation,
- To ensure the appropriate calibre of staff are recruited, placed, and promoted in the municipality
- Allow all prospective and current employees a fair opportunity for applying and progressing through the selection process, and
- Provide meaningful guidelines to managers to ensure an effective and efficient approach to recruitment and selection.

The policy does not apply to Section 54/56 employees, as the appointment of such employees is regulated by the Government Gazette No.37245 which came into effect on 17 January 2014.

SCARCE SKILLS AND RETENTION POLICY/STRATEGY

The Municipality has a Council approved scarce and Critical Skills Retention Policy and is being implemented. A copy of the policy is attached. The purpose of the policy is to provide suitable incentives and recognition to employees in order to facilitate the provision of a working environment which is conducive to meeting the needs of the employees and which will ensure that the required talent is sourced, acknowledged and retained. The objectives of the policy are as follows:

- To facilitate employee retention, provision of incentives and a working environment, this fosters the employer-employee relationship; and
- To reduce the current skills shortages through the provision of employee attraction and retention strategies, designed to attract, develop and retain staff with critical and necessary skills.

4.6 ICT POLICY FRAMEWORK

ICT services refer to the various services related to Information and Communication Technology. The department aims to enhance technological infrastructure, improve service delivery, ensure cyber security and data protection, foster collaboration, and outline future plans to further advance the municipality's ICT capabilities.

The ICT systems and infrastructure remained stable throughout the 2023/2024 financial year, without any significant incidents or security events that had a negative impact on service delivery. The concern for information security remains constant, necessitating ongoing assessment and improvement.

The primary objective of the ICT function is to deliver a service that is secure, fast, and dependable for the users. Allocation of resources has been made to support the achievement of these performance targets. Continuous attention will be given to addressing progressive improvements. The virtualization of ICT servers and storage has been upgraded to meet the current technological standards. The public internet network in all libraries and community halls has also been upgraded.

The objectives of the Unit are as follows:

- *To offer dependable and efficient technology services that aid in the smooth functioning of the municipality.*
- *To improve citizen engagement and encourage digital innovation.*
- *To offer network services to the uMshwathi community, along with comprehensive ICT support to the Municipal offices and their officials.*
- *To establishi IT policies, implementing SLAs, upgrading the IT infrastructure, procuring new switches, developing a website upgrade, and implementing internal email facilities.*

The responsibilities of ICT Unit include user access and termination control which delas with the processes and measures to manage and oversee the granting and revoking of user access to systems, applications, and data. IT Security Management involves the effective management of email and internet security, as well as the maintenance of servers and the installation of software. Licencing Management: - Managing licences for desktop and laptop software. - Maintaining and installing software on desktop and laptop devices.

The ICT unit provides support to computer users within the municipality and the following:

- *The management of Uninterruptible Power Supply (UPS) is handled throughout the municipality.*
- *The IT department is responsible for the creation and maintenance of the municipality's website.*
- *The department provides telephone support and network management services.*
- *The Municipal ICT Department is responsible for the management and maintenance of the municipality's information and communication technology infrastructure.*

During the 2023/2024 year, the ICT Unit achieved the following targets:

- *Kept the network infrastructure of the municipality stable.*
- *Improved digital services for both citizens and businesses.*
- *Enhanced the cyber security measures to safeguard sensitive data.*
- *Promoted the digital literacy and inclusion within the community.*

- *Implemented a fibre optic network that spans across the entire area. This network ensures high-speed internet connectivity for municipal offices, public facilities, and residents.*
- *The launch of new mobile application. This app is designed to provide citizens with easy access to municipal services, allowing them to report issues and receive important updates.*
- *Implemented the secure online payment systems for various municipality services has greatly enhanced convenience and efficiency for both residents and businesses.*

The ICT policies were reviewed and approved by the Council on 23 May 2024 and are being implemented. The approved policies are listed below:

- Cell phone Policy
- ICT Monitoring Policy
- ICT Security Policy
- ICT Asset Management Policy
- ICT Governance Plan
- ICT Master Plan
- Mobile Device Management Policy
- ICT Framework

Public Internet: The public Wi-Fi network is available across all municipality's wards. There are many reasons for providing public Internet access. Usually, this access is provided for the convenience of visitors, or for local community members who cannot access high-speed Internet at home. Public Internet access is also an important part of Digital Literacy initiatives, giving people an opportunity to practice their computer skills before starting their own Internet subscription.

The servers and internet services have been upgraded to the latest technology as well as upgrading of PABX system. An ICT Steering Committee is in place to ensure the implementation and monitoring of the ICT Policies and plans.

Table 55: Members of the ICT Steering Committee

Member	Designation
Sibusiso Lunga – Chairperson	Senior Manager office of the MM
Vani Gounder – Deputy Chairperson	Manager: Revenue
Zinziswa Shandu	Manager: Development Planning
Sibusiso Mkhithi	Manager: Communications
Bheki Zondi	Manager: LED
Thenjiwe Mkhulisa	Manager: Budget
Vusi Mdunge	Manager: IT
Andile Mkhize	Manager: HR
Joseph Memella	Manager: Waste Management
Winston Robson	Manager: Human Settlement
Mandla Ndlovu	Superintendent Traffic

4.7 *MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT SWOT ANALYSIS*

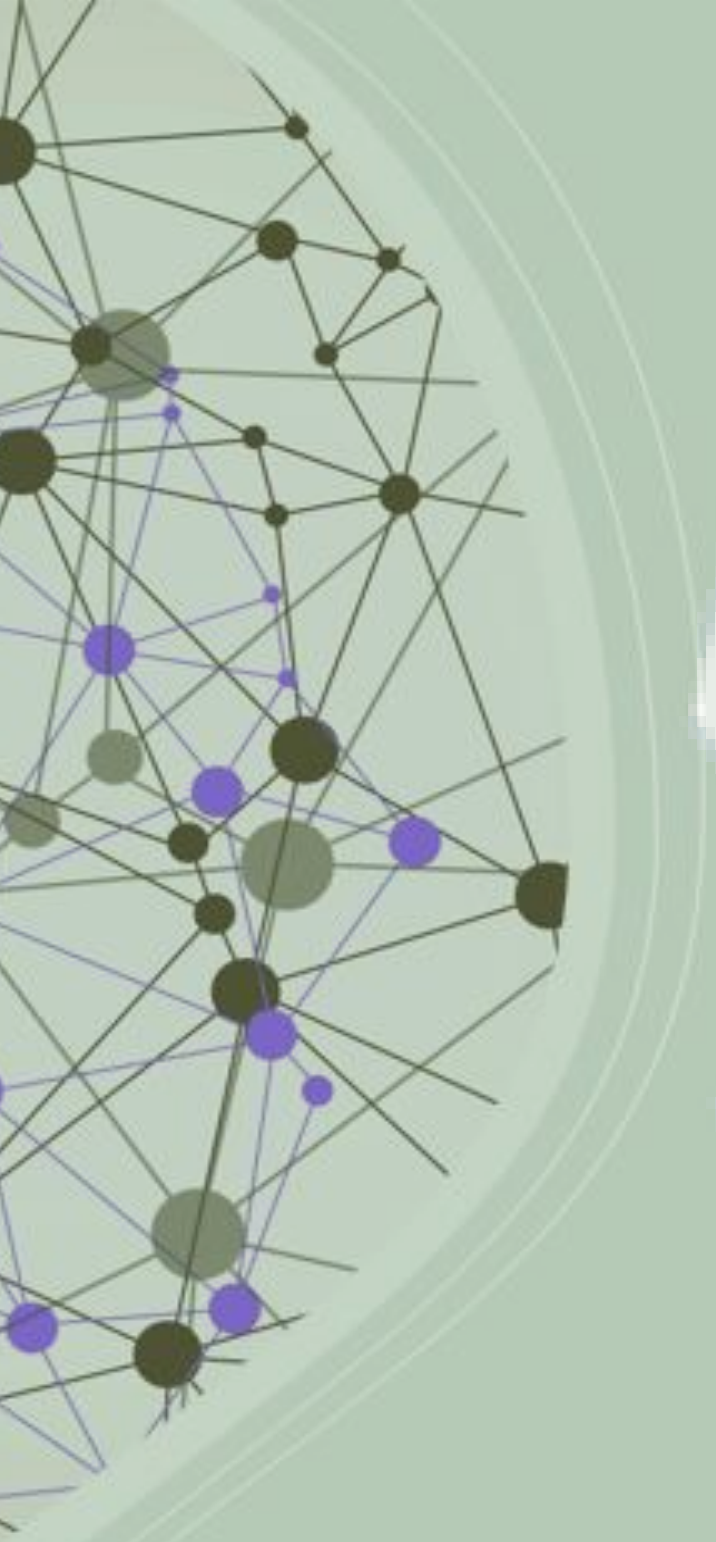
Table 56: Municipal Transformation & Institutional Development SWOT Analysis

STRENGTHS	WEAKNESSES
▪ Organizational structure has been reviewed to reflect the new challenges being faced by the municipality. ▪ Critical policies have been reviewed and aligned to the Collective Agreements ▪ Strong efficient and effective management capabilities and leadership qualities. ▪ Staff recruitment and retention policy has been adopted to retain scarce skills ▪ HR Policies and Plans are in place (To include EEP, Recruitment and Selection Policy, Retention Policy, ICT Policies and Workplace Skills Plan. ▪ Bursary policy in place	▪ Insufficient Office space ▪ Lack of proper training facilities ▪ Job Evaluation not completed ▪ Lack of adequate financial resources ▪ Lack of proper administrative and computerized systems ▪ Ineffective and inefficient HR systems ▪ PMS not cascaded to all staff ▪ Lack of management involvement in the development of staff ▪ Lack of commitment by staff on training ▪ Poor work ethic and organizational culture
OPPORTUNITIES	**CONSTRAINTS**
▪ Development of previously disadvantaged members of the community in order for them to be employable ▪ Trained learners could be employed by the Municipality. ▪ Large pool of unemployed human resources who are youth and women (As informed by the database of the unemployed) ▪ Investment opportunities in youth development, allocation of bursaries. ▪ Establishment of a training and development centre	▪ Non commitment of managers to various programmes. ▪ Confidential information compromised ▪ Employees working without job descriptions and employees not being paid in accordance with their right salary levels. ▪ No proper systems in place to administer leave. ▪ No forfeiture of leave days takes place and employees do not see the need to take leave days. ▪ Lack of budgetary leave provisions

4.8 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT CHALLENGES

Table 57: Municipal Transformation & Institutional Development Challenges

KEY CHALLENGES	INTERVENTIONS
▪ Insufficient Office space ▪ Lack of proper training facilities ▪ Job Evaluation not completed ▪ Lack of adequate financial resources ▪ Lack of proper administrative and computerized systems ▪ Ineffective and inefficient HR systems ▪ PMS not cascaded to all staff ▪ Lack of management involvement in the development of staff ▪ Lack of commitment by staff on training ▪ Poor work ethic and organizational culture	▪ Finalising work-study and implementation of recommendations ▪ Review organizational structure; placement of staff. ▪ Restructuring; Implementation of code of conduct; disciplinary policy and collective agreement; Roll out PMS Policy to all staff ▪ Review Recruitment Policy.



GOOD GOVERNANCE AND PUBLIC PARTICIPATION

IS UMSHWATHI GOVERNING ITS PEOPLE DEMOCRATICALLY ?

5 GOOD GOVERNANCE AND PUBLIC PARTICIPATION

5.1 BATHO PELE POLICY AND PROCEDURE MANUAL

A Sotho word meaning 'People First'. In government Batho Pele is an inclusive concept that refers to all government policies, strategies and programmes aimed at transforming public service delivery. Batho Pele especially targets public servants to be service-oriented, to strive for excellence in service delivery, and commit to continuous service delivery improvement.

Purpose: To support the Umshwathi Municipality Departments with the delivery of public services in line with the basic values and principles for public administration as outlined in section 195 (1)(ai) of the constitution (Act 108 of 1996), and the service delivery transformational agenda of the Batho Pele policy (1997).

Functions: Minimum standards for Batho Pele will ensure the following:

- *That public services are rendered in a specific, effective and efficient manner;*
- *Minimum standards for Batho Pele allows departments to identify contexts pecific developmental areas and make the appropriate modifications.*
- *Minimum standards for Batho Pele will ensure that service delivery are monitored effectively, and in a manner which promotes the basic values and principles for public administration as outlined in chapter 10 of the constitution;*
- *The minimum standards for Batho Pele in conjunction with the Operations Management Framework (OMF) will generate behavioural and systemic changes that are essential for continuous service delivery improvement.*

Table 58:Minimum Standards

SERVICE	STANDARD/S
OFFICE OF THE MUNICIPAL MANAGER	
Communicate with public	Weekly
Acces to information (PAIA)	48 hours
Community satisfaction survey	Once in every two years
Mobilization of communities for meetings	48 hours
Mayoral Izimbizo/ Councilor's report back meetings	Quarterly
Regular sitting of ward committee	Monthly
Complaints received	Acknowledged within 48 hours
Proof of residence	Same time
Approval and advertisement of the annual performanceagreements for senior managers (MM and Directors)	Within 28 days of the approval of the SDBIP(Service Delivery Budget Implementation Plan)
CORPORATE SERVICES	
SMS rate payers about the planned interruption of service	24 hours
SMS ratepayers about unplanned interruption of service	Within an hour
Telephones	Within 3 ringtones
Enquiries	Acknowledge within 48 hours
	90 days
	30 days after interviews

	Once a week
	Once week
Hold council meetings	At least once a quarter
Hold the employer and organized labour meetings	At least monthly
Maintenance / repairs to old age homes/ municipalbuildings	Within 72 hours
FINANCE	
Enquries	Acknowledge within 48 hours
Meter reading	Once in every two months
Reconnection of services	Within 24 hours
Activation of new service	Within 24 hours
Rates transfers/registrations	Acknowledge within 48 hours
General valuation roll	Every four years
Supplementary valuation roll	Twice a year
Registrations/renew of indigents	Monthly
Issuing of statements of accounts	Monthly
Payments of service providers/suppliers accounts	Weekly/Monthly
Submission and capturing of Umshwathi Municipality databaseforms (SCM)	Acknowledge within 48 hours
Notification of the successful and unsuccessful bidder/sincluding appeals	14 days
Debt acknowledgement arrangements	Acknowledge the request same time
COMMUNITY SERVICES AND PUBLIC AMENITIES	
Removal of waste	Twice a week
Clean of illegal dumping	Clean within a week after reporting
Street cleaning	Daily
Removal of dead stray animals	Within 24 hours (after systemic processes arein place)
Traffic response time to accidents	10- 15 minutes
Traffic/Crime /Fire / library/ Youth outreach programmesto communities	Quarterly
Verge maintenance	Monthly
Garden refuse tree falling removal	Once a week
Sports field maintenance	Once a month
Maintenance of public halls/ ablution facilities	Daily
Issuing of burial permit	Same day
Application renewal of membership for access to libraries	Same day
Access to library internet (free)	1 hour per person
Hall bookings	Same day
Collection of hall refunds	7 working days
COMMUNITY SAFETY	
Registration of vehicles (with all supporting documentation)	Within 30 minutes
Registration of vehicles (without all necessary document)	2-3 weeks
Handling of licenses	15 – 20 minutes per case
Testing of vehicles/ trucks	30 – 60 minutes per case
ECONOMIC DEVELOPMENT AND PLANNING	

Plans applications and approval	30 days
Finalization of SPLUMA processes (rezoning, subdivisionsetc)	3-6 months
Applications for outdoor advertising	Acknowledge within 24 hours
GIS printout maps	Same time
Removal of illegal buildings	Acknowledge within 48 hours
Facilitate the registration of informal traders	Acknowledge within 48 hours
Plans applications and approval	30 days
TECHNICAL SERVICES	
Maintenance of potholes/storm water	Monthly
Maintenance of reported pathless/storm water	Within a week
Grading of gravel roads	Quarterly
ELECTRICITY	
Maintenance of streetlights	Monthly
Attending to outages	Within 24 hours
Testing of a meter	Within a week
Reporting illegal connection	Within 24 hours
Scheduled maintenance	Inform public 5 days before
Maintenance of reported streetlights	Within a week
Applications and terminations of services in general	In line with NRA

5.1 BATHO PELE POLICY, SERVICE DELIVERY CHARTER AND STANDARDS AND SDIP-PLAN

The Umshwathi Municipality reviewed and adopted the Batho Pele Policy and Service Delivery Improvement Plan on 23 May 2024. The Batho Pele Policy and the SDIP copies are attached as an annexure. The nominated a dedicated official to ensure the implementation and monitoring of the policy and its requirements. The Service Delivery Improvement Plan (SDIP), Service Delivery Charter and Standard has been developed. Below is the list of the ***Batho Pele Principles*** that the Municipality adheres to:

5.1.1 CONSULTATION

It is a directive of the Batho Pele Policy, 1997 that "*Citizens should be consulted about the level and quality of public services they receive and, wherever possible, should be given a choice about the services that are offered.* "It follows therefore that in line with the above, uMshwathi Municipality must view itself as a primary point of engagement with communities on the ground. Therefore, extensive consultation processes are prescribed in the Municipal Systems Act (2000) with regards to:

- The preparation, implementation and review of Integrated Development Plans (IDPs).
- The establishment, implementation, and review of performance management systems.
- The monitoring and review of municipal performance.
- The preparation of budgets; and
- The nature, level and quality of municipal services to be provided.

The Municipal Systems Act (2000) further specifies that it is the responsibility of local government to enable local communities to participate in a meaningful way in these planning and monitoring processes through:

- The development and use of community participation methods and processes that respond to unique local conditions and specific community needs; and
- The planning for, budgeting of and building of the capacities of all stakeholders involved in these processes, including local community members and representatives, councillors, and municipal officials.

5.1.2 Service Standards

It is a directive of the Batho Pele Policy, 1997 that: "Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect". According to the above directive, both uMshwathi Municipality and the community it serves will be enabled to assess the quality of the services that are being provided. The Municipality shall be able to develop and make public precise and measurable service standards. The Municipal Finance Management Act (2003) prescribes the development of a Service Delivery and Budget Implementation Plan (SDBIP), which is a detailed 'work-plan' for the implementation of its IDP and covers aspects which include the following: the provision of municipal services, the construction, maintenance and upgrading of municipal infrastructure, and the roll-out of targeted developmental programmes. Consequently, the SDBIP needs to:

- specify projections for each month in terms of municipal revenue and expenditure of both an operational and a capital nature.
- set out service delivery targets and performance indicators for each quarter; and
- be made public no more than 14 days after its approval.

The SDBIP is essentially a powerful tool that should enable communities to assess the standard and/or quality of service that is rendered to them, monitor the performance of their municipality with regards to service provision, and gauge the implementation of their municipality's IDP.

5.1.3 Access

It is a directive of the *Batho Pele* Policy, 1997 that: "All citizens should have equal access to the services to which they are entitled". The Constitution 1996 specifically provides that services should be provided impartially, fairly and equitably. Hence, the *Batho Pele* principle of 'Access' has its focus not only on providing equal access to basic services, such as water and sanitation, but also refers to the accessing of information at local municipal contact points and electronically via the Internet. Every member of the public, once they are at a municipal contact point, whether visually impaired, wheelchair-bound, and illiterate, should have access to the municipal building and assistance from municipal officials in an acceptable manner and language they are able to understand.

5.1.4 Courtesy

It is a directive of the *Batho Pele* Policy, 1997 that: "Citizens should be treated with courtesy and consideration". Initially instigated by the Constitution yet elucidated and given effect in terms of 'Schedule 2: Code of Conduct for Municipal Staff Members' in the Municipal Systems

Act (2000), this directive provides that citizens have the right to be treated with courtesy and consideration. So, to speak, this goes beyond a polite smile and the words: "please" and "thank you." Instead, UMshwathi Municipality officials shall need to have empathy on the public and to treat them with as much consideration and respect as they would like for themselves. Courtesy and consideration at uMshwathi Municipality do not solely pertain to the treatment of local community members. Rather, it also relates to officials in the same or other organs of State, as it is only through co-operation and collaboration as well as the integration of plans, programmes, and strategies, that the developmental goals for uMshwathi Municipality will be reached.

5.1.5 INFORMATION

It is a directive of the *Batho Pele* Policy, 1997 that: "Citizens should be given full, accurate information about the public services they are entitled to receive." (The *Batho Pele* Policy, 1997). Access to information is more than the mere provision of information at points of delivery. It is also about developing alternative methods of communication in areas where users are far from the point of delivery, or where low levels of education or disabilities limit access or understanding. Pieces of legislation such as the Municipal Systems Act (2000), the Promotion of Access to Information Act (2000) and the Municipal Finance Management Act (2003) set out extensive requirements pertaining to the provision of information to local communities in terms of:

- the methods to be used.
- the information to be provided; and
- the timelines associated with access to specific sets of information.

It is hereby reiterated that the *Batho Pele* principle is not just related to the local communities served by local government, but also to other government departments and organisations involved in pursuit of community development. The timeous provision of accurate information within the bounds of the law does not only enhance relations amongst government departments, but also assists government in achieving its developmental objectives.

Whereas communities do have rights with regard to access to information, they also have rights that relate to the protection of their personal information, as provided for in the Protection of Personal Information Act (2013). This Act requires that individuals should be informed of, and are given permission for, the use and/or distribution of their personal information with specific processes set out in the Act when dealing with personal information.

APPLICABLE LEGISLATION & POLICY:

- The Municipal Systems Act, 2000. Sections 16-22 and 69–70 and Schedule 2: The Code of Conduct for Municipal Staff Members
- The Municipal Finance Management Act, 2003. Section 53(3)(a)
- The Promotion of Access to Information Act, 2000. Part 2: Access to Records of Public Bodies
- The Protection of Personal Information Act, 2013. Chapter 3 and 8.

5.1.6 OPENNESS AND TRANSPARENCY

It is a directive of the *Batho Pele* Policy, 1997 that: "Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge. The key active and constructive engagement with local government by citizens is whether or not they have a clear

understanding of the roles and responsibilities of local, provincial and national departments. Such an understanding can only be achieved through:

- The provision of relevant, accurate and understandable information at municipal access points, on the Internet and in community participation and feedback sessions; and
- *Capacity-building of community members and representatives, municipal officials and councillors.*

5.1.7 Redress

It is a directive of the Batho Pele Policy, 1997 that: "If the promised standard of service is not delivered, citizens should be offered an apology, a full explanation and a speedy and effective remedy; and when complaints are made, citizens should receive a sympathetic, positive response". Key to ensuring a functioning democracy is that government is held accountable for its actions. At UMshwathi Municipality this shall be enabled by:

- A complaints management system that is accessible, timely, confidential, responsive and fair; and
- A capable body of municipal officials who are responsive and sympathetic to the needs and complaints of the public.

Accordingly, in terms of legislation:

- The Promotion of Administration Justice Act (2000) confirms every citizen's right to consultation and redress if his or her rights are adversely affected by maladministration, or if he or she is dissatisfied with public services;
- The Consumer Protection Act (2008) promotes and protects the economic interest of consumers and ensures effective means of redress for consumers. According to the decision in Afriforum vs Minister of Trade and Industry and Others (469/13) [2013] ZASCA all South African municipalities must comply with the Act and are open to liability if fail to comply, thus allowing dissatisfied individuals and communities to take municipalities to court owing to shoddy or unsatisfactory service.
- The Municipal Systems Act (2000) states that a performance management system must be put in place, and that an annual report that clearly reports on municipal performance and spending must be made public so as to promote accountability to the local community.

5.1.8 Value for Money

It is a directive of the *Batho Pele* Policy, 1997 that: "Public service should be provided economically and efficiently in order to give citizens the best possible value for money". In terms of this directive, value for money at uMshwathi Municipality should mean the effectiveness and efficiency of the processes that have been put in place and the services that are being provided including the attitude, responsiveness, and competency of municipal officials. For all intents and purposes with regard to value for money in favour of citizens the eleven *Batho Pele* Principles need to be implemented, and the legal requirements regarding co-operative government, the division of powers and functions, the delegation of authorisation, and capacity-building also need to be respected. This would, amongst others, find expression in:

- Focused, appropriately tailored, in-depth stakeholder engagement to clearly establish and define community needs;

- Proper research regarding alternative ways of providing municipal services to satisfy these needs;
- Diligence and care in the provision of services;
- Monitoring of performance;
- Openness and transparency regarding the outcomes of performance monitoring;
- Timeous adjustments to remove inefficiencies and enhance effectiveness; and
- Management of information and record keeping through effective ICT governance principles.

5.1.9 Encouraging Innovation and Rewarding Excellence

It is a directive of the *Batho Pele* Policy (as revised) that there must be innovation using new ways of doing things. Encourage partnership with different sectors in order to improve service delivery. Rewarding excellence is also about rewarding the staff who go an extra mile in making it all happen. To this end, uMshwathi Municipality will ensure that an environment conducive to the delivery of services is created to enhance the capacity of their personnel to deliver good services. Hence, the management of the municipality will put in place mechanisms that:

- Encouraging innovation and creativity;
- Facilitate the sharing of best practices.
- Recognize and reward performance;
- Identify new ways of rewarding excellence;
- Keep track of the number of contributions made (ideas, suggestions innovations) by each employee and how many were implemented and the impact thereof, and
- Link the Mayor's Service Excellence Awards scheme to Operation Sukuma Sakhe.

5.1.10 Service Delivery Impact

It is a directive of the *Batho Pele* Policy (as revised) local government should endeavour to enhance service delivery always. Thus, if uMshwathi Municipality could put all the *Batho Pele* Principles into practice, it would thus be in a position to increase the chances of improvement in respect of municipal service delivery. This in turn would have a positive impact on the municipal customers themselves. It is about how the eleven principles are linked together to show how the Municipality shall have improved its overall service delivery. In this instance, it focuses on the benefits that it shall have given to its customers both internally and externally.

The Municipality shall measure and report regularly, using the sum total of all *Batho Pele* initiatives, the impact of the *Batho-Pele* service delivery on the lives of the citizens of KwaZulu-Natal at the end of each financial year.

5.1.11 Leadership and Strategic Direction

It is a directive of the *Batho Pele* Policy (as revised) that the Municipal leaders must create an atmosphere which allows for creativity. Management must ensure that goals are set, and that planning is done. All the leaders in the service delivery chain will need to provide direction, create alignment, engage staff, create effective partnerships and demonstrate ethical and sound values. uMshwathi Municipality shall commit itself to the following new arrangements for leadership development:

- Customer focused, effective, user friendly and aligned strategic plans to be in place and published immediately after being finalized;
- Develop mechanisms by which leaders obtain feedback from subordinates, peers, superiors, and customers on their leadership style, conflict and/or dispute resolution skills, communication, motivation, decision making and inter-personal skills;
- All senior management levels to participate in the IDP and the Operation Sukuma Sakhe as a service delivery model for uMshwathi Municipality.
- Leaders to have personal development plans in place at the beginning of each financial year in line with performance agreements.

A Service Delivery Improvement Plan has its own vision:

VISION:

To provide affordable quality services through good governance

MISSION:

uMshwathi Municipality will strive to deliver an appropriate level of service to all of its citizens by the year 2025 and alleviate poverty by promoting sustainable development through good governance and accountability.

5.1.12 SERVICES TO BE IMPROVED PER WARD

Table 59: Top 3 Priorities per Ward

WARD	PRIOIRTY 1	PRIORITY 2	PRIORITY 3
1	Pedestrian Bridge to Albert Falls Primary Schools	Tarring of internal/access Roads Thokozani Area	Outdoor Gym
2	Wartburg Taxi Rank Renovation	Storm Water Drainage	High Mast Light
3	Skills Centre Efaye/ Library	Makeni Sports field	Mtulwa Sportsfield
4	Tarring of Doboti Road	Tarring of Mbalenhle Road	Mbalenhle Hall
5	Upgrading/Renovation of Mathulini Hall	Nomyele Road	Tarring of Makhubu Road
6	Tarring of L1839 (Empethu) Road	Maphumulo Estezi Sportfields	Mbhava Skills Development Centre
7	Resealing of Roads	Upgrading of Cool Air Hall	Outdoor Gym
8	Tarring of L2504 (Nazo) Road Phase 2	Tarring of KwaBhisi Road (L2331)	Tarring of D1006 Road
9	Upgrading of Main road Phase 2 (Trustfeed Road)	Phase 2 Extension of Gudlucingo Main Road	
	Skills center		
10	Tarring of L714 And 715	Completion of D708	Upgrading of Mpolweni Sportfield
11	Tarring of Okhasini Road	Gqugquma Main Road	Upgrading of Mehlenkosi Sportfield
12	Tarring Of D1012	Construction of Inkululeko Hall	Mshayizafe Access Road
13	Upgrading of Ntinda (Nyandeni) Sports field	Extention of Emambedwini Hall	Ngoje Bridge
14	Appelsbosch Sportsfield	Pedestrian Bridge (Next to Zack)	Tarring (Concrete) of access Road

5.2 THE STATUS AND PROGRESS OF OPERATION SUKUMA SAKHE

In order to improve the way services are delivered in partnership with communities, the Province of KwaZulu-Natal developed and continues to use the OSS integrated model of service delivery. Integral to OSS model are War Rooms, which are supported by Task Teams at each governance level. To support OSS implementation, the province initially

developed an Implementation Model (for ease of reference, the full English and isiZulu manual can be found on http://www.kznonline.gov.za). It provides an introduction to OSS governance structures and guide stakeholders in the basic principles of OSS, it also provided a road map to establishing War Rooms and co-ordinating service delivery using the OSS model.

The above notwithstanding, the Implementation Model does not focus on the day-to-day operations of the War Room. The OSS Operations Handbook serves to fill the gap, using the lessons learned since 2008. It further identifies the roles and responsibilities of various stakeholders within OSS. The OSS Operations Handbook is therefore a continuation of the initial Implementation Model. The underlying principles and practices remain unchanged and intact. The Operations Handbook assists and guides existing and new stakeholders with knowledge of all OSS processes to co-ordinate and deliver integrated services. It offers the perspectives of all levels of implementation, including province, district, local municipality and ward with the focus being at ward level. The OSS Operations Handbook has been compiled with information from interviews with key stakeholders at each level of government departments, social partners, War Room stakeholders and community members themselves.

5.2.1 Objectives of Operation Sukuma Sakhe

- Create and maintain functional Task Team at Provincial, District, Local and Ward Levels to Deliver Integrated Services.
- Profile individuals, households and communities at ward level and build a database of the different services required by communities.
- Develop and implement stakeholder engagement and advocacy plan.
- Monitor, evaluate, provide feedback and track service delivery.
- Establishment and Functionality of War Rooms.
- Since the commencement of the new administration (council) not all War Rooms has been re-established. The action plan is being developed to assist the new War Room Champions to establish War Rooms accordingly.
- A workshop is planned for clarification of the role and responsibilities of each stakeholder in the War Room.
- Schedule of meetings of all War Rooms is in place.

5.2.2 Implementation of Operation Sukuma Sakhe in Umshwathi

Operation Sukuma Sakhe ("Rise and Build" in Zulu) was launched in 2009, Operation Sukuma stands as a beacon of hope for South African communities. This government initiative tackles complex challenges like poverty, crime, healthcare, and education through a powerful combination of integrated service delivery and active citizen participation. The operation exists at both provincial and local levels, it unites diverse stakeholders: government departments, NGOs, and, most importantly, the community itself.

This collaborative spirit shines through in local "war rooms," forums held twice monthly in each ward. Diverse voices gather here to discuss pressing needs identified through household profiling, a process that

ensures interventions are targeted and effective. From mobilizing community participation and prioritizing local issues to connecting residents with needed resources, the Local Task Team (LTT) plays a crucial role in ensuring smooth operation.

The success story of UMshwathi Municipality serves as a testament to the program's potential. Regular war room meetings, customized identification tools, and close collaboration with key departments are just some of the highlights that exemplify its effective implementation. Ultimately, Operation Sukuma Sakhe offers a powerful model for tackling community challenges by empowering citizens and fostering collaboration, making it a beacon of hope for a brighter future. In essence Operation Sukuma Sakhe breathes life to municipality IDP and helps to facilitate community participation.

At the heart of Operation Sukuma Sakhe's (OSS) lies the Local Task Team (LTT). This structureis established at the municipality level and act as the engine driving the program's implementation. The LTT's core mission remains constant as a coordinator of OSS, empoweringand uniting the community. They wear many hats, serving as both mobilizers and coordinators, bringing together residents to actively participate in Operation Sukuma Sakhe activities. Their keen understanding of local needs and challenges is crucial, as they play a vital role in identifying and prioritizing the issuesthat matter most to their community. This requires close collaboration with residents, ensuring their voices are heard and represented.

But the LTT's reach extends beyond the community. They act as vital bridges, connecting residents with the support they need by forging partnerships with relevant government departments and NGOs. Whether it's securing access to healthcare services, tackling unemployment, or addressing concerns about safety, the LTT leverages these partnerships to bring resources and solutions directly to the community's doorstep.

However, their responsibility does not end there. The LTT diligently monitors the progress of Operation Sukuma Sakhe within their area, constantly evaluating its effectiveness and identifying areas for improvement. This information is then fed back to other stakeholders, ensuring adjustments are made to better serve the community.

Most importantly, the LTT fosters a sense of ownership and responsibility within the community.Through their tireless efforts to raise awareness and encourage participation, they empower residents to take charge of their own development. This collaborative spirit, nurtured by the LTT, is the true foundation of Operation Sukuma Sakhe's success.

Table 60: List of Ward Cllrs

WARD CLLRS	SURNAME	INITIALS	CONTACT
1	MLOBELI	PM	0824195378
2	NXUMALO	SK	0636453180
3	MBUTHU	BA	0636453418
4	CEBEKHULU	NE	0826120553
5	CHAMANE	HN	0636453449
6	JALI	S	0636453501
7	MBATHA-NTULI	SM	0824797396
8	GASA	NW	0826120561
9	MBONGWE	EB	0824797630
10	NGUBANE	H	0636453433
11	MBHELE	MA	0636453642
12	LUTHULI	SJ	0824797644
13	KHANYILE	NR	0824797521
14	MBEWANA	MZ	0826120606

Table 61: War Room Functionality

DISTRICT MUNICIPALITY	FUNCTIONALITY			
Total No. of wards	Fully Functional as per Quarter 3 Report 2024	Non Functional as per Quarter 3 Report 2024	Poorly Functional	Not Functional/Not Established
uMshwathi	9	5		0
Actual wards	2,6,7,9,10,11,12,13 &14	1,3,4,5&8		

Table 62: Local Structure Champion and Executive

Name	Position	Institution	Contact number
His Worship the Mayor, Cllr Mandla Zondi	LTT Champion	uMshwathi Municipality	0836043911S
Sibusiso Mkhithi	LTT Chairperson	uMshwathi Municipality	0828084923
Rev. Ndlovu	Deputy Chairperson	uMshwathi Municipality	0769027527
Zandile Chamane	Secretary	uMshwathi Municipality	0832030119
Ms Xolile Shange	Deputy Secretary	uMshwathi Municipality	0721028563

Table 63: LTT Deployment to War-Rooms

Ward number	LTT Deployees	Contact numbers
06	▪ *Department of Transport- N Ngubo* ▪ *Department of Health -B Thusi* ▪ *Department of Education- Mzomusha Ngubane* ▪ *Department of Sport and Recreation- Nkosikhona Nene* ▪ *Department of Agriculture – Sandile Hadebe* ▪ *Department of Social Development- Gwala Philisiwe* ▪ *Department Safety and Security- Meluleli Ngcobo*	0726149473 0823472054 0730946086 0725245353 0769257125 0824238412 0827941411
11	▪ *Department of Safety and Security- Sipho Ngcobo* ▪ *Department of Transport- Sipho Radebe*	0793630963 0720413192 0664291916 0723592351 0723493546

Ward number	LTT Deployees	Contact numbers
	▪ *Department of Agriculture- Zakhele Mkhize* ▪ *Department of Education – Nokuthula Gwala* ▪ *Department of Social Development- Luthuli Nonhlanhla* ▪ *SAPS- TP Gwala*	0790944386
12	▪ *Department of Transport- Sya Khanyezi* ▪ *SAPS- Thobile Gwala* ▪ *Department of Agriculture- Lamulile Ndlovu* ▪ *Department of Safety and Security- Sibusiso Msomi* ▪ *Department of Education- NG Duma* ▪ *NPO- Thulisile Ndimande* ▪ *Department of Social Development- NN Bhengu* ▪ *Department of Health- Gcina Mhlongo* ▪ *Department of Sport and Recreation- Halalisani Nxele*	0820407312 0790944386 0829229741 0722985216 0834528633 0723301001 0335022160 0714532002 0727459140
14	▪ *Department of Education- Makhosazane Thusi* ▪ *Department of Health- Thembi Bhengu* ▪ *Department of Transport- D Shabalala*	0661125950 0661125950 0761403335

Table 64: Ward Profiles

Ward No.	No of Households Profiled	No of Households Outstanding
01		2964
02		2369
03	19	2239
04	8	1514
05		1771
06		1658
07		1628
08	11	1342
09		2386
10	14	2592
11	10	1403
12		1886
13		1117
14		3504

Table 65: Challenges and Interventions

WARD	ISSUE /CHALLENGE	INTERVERNTION
All wards have war room meetings	*Poor attendance by some government departments*	*Departments are edged to send a representative*
Ward 3	▪ *Operation MBO was conducted in Ward 3. SASSA, DSD, and Home Affairs attended.* ▪ *Special interviews for the identified children were arranged. This intervention was interrupted by lockdown.*	*About 150 School Children not having birth Certificates and Parents do not have identity documents*
Ward 10 *Ward 10 and 7* *All wards*	▪ *Kamel Hoek P School had infrastructure and uniforms challenge.* ▪ *Schools uniform Challenge* ▪ *Matric future guidance*	▪ *Classes were built.* ▪ *Mayor and NPOs donated uniforms to the needy children* ▪ *Career Expo was conducted to support matriculants*

WARD	ISSUE /CHALLENGE	INTERVERNTION
Ward 1 to 14	*There are community members who are staying in muddy houses and need housing support*	• *households were profiled.* • *Engagement with Department of Human settlement was initiated. Those members were profiled.*

5.3 INTER-GOVERNMENTAL RELATIONS

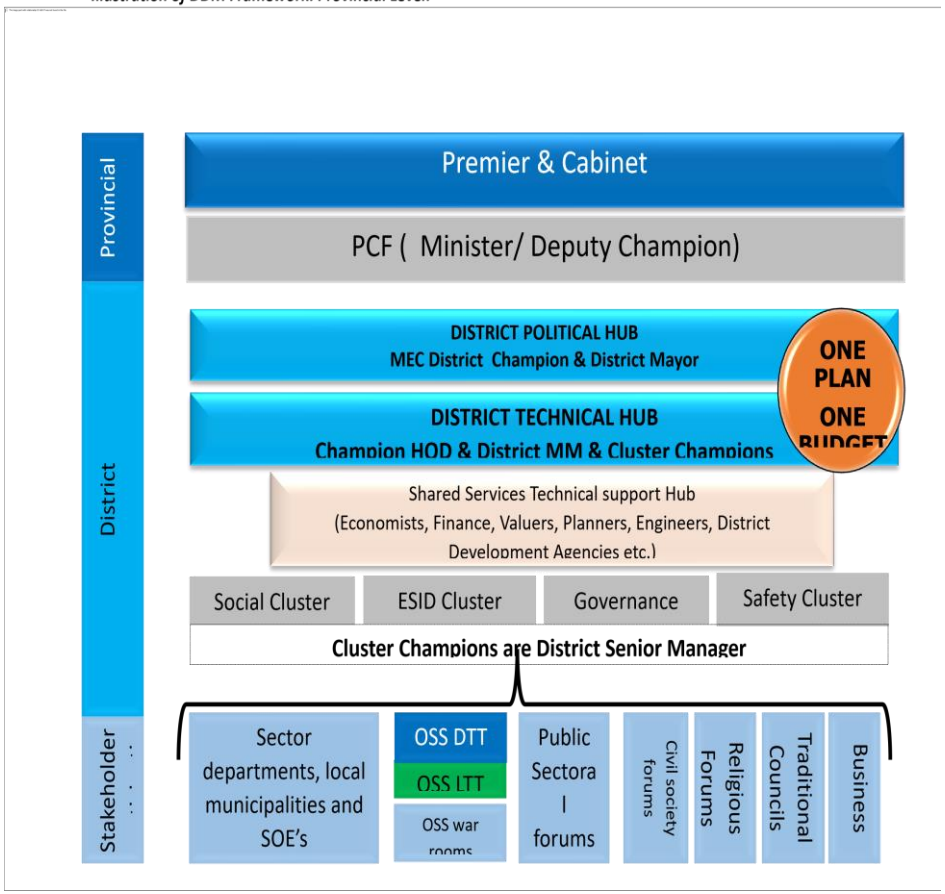
5.3.1 ESTABLISHMENT OF IGR STRUCTURES WITHIN THE DISTRICT

The White Paper on Local Government, South Africa's IGR has the following strategic purposes:

- To promote and facilitate co-operative decision making;
- To co-ordinate and align priorities, budgets, policies and activities across interrelated functions and sectors;
- To ensure smooth flow of information within government, and between government and communities, with the view to enhancing the implementation of policy and programmes;
- The prevention and resolution of conflicts and disputes.
- Intergovernmental Relations Participation.

Umgungundlovu District Municipality IGR structures are established and are fully functional. The operation of these structures is through DDM Structures. Please refer to Umgungundlovu DDM Quarterly Reports (Q1, Q2 & Q3 of 2023/2024) attached as annexures. Umgungundlovu DDM/OSS structures has been assessed on a quarterly basis by CoGTA IGR Unit. All sub-clusters, together with the Technical and Political Hubs are fully functional. Currently all Clusters and Hubs convene on a bi-monthly basis to accommodate various stakeholders and availability.

Illustration of DDM Framework: Provincial Level:



The Umgungundlovu DDM is in place and adopted for implementation by all municipalities in the district. The objectives of the DDM are to achieve coherent governance, the President announced: -

- A **co-ordinated District & Metro level approach to business by all 3 spheres**- "we are going to do away with this fragmented approach to development."

- 44 Districts and 8 Metros will be the high impact zones for the country.
- **Redirect and confirm Co-operative governance & Intergrated collaborative planning and implementation** undertaken at a District and Metro level by all 3 spheres.
- Institutionalized Long term co planning in ONE PLAN per District & Metro towards Sustainable Development and Spatial Transformation & Equity.
- Integrated Services
- Strengthened M&E
- **DDM is a practical Intergovernmental Relations (IGR) mechanism for all three spheres of government & SOE's to work jointly and to plan and act in unison**
- Ensure that we **bring to life the aspirations** of The People Shall Govern & **Bring government closer to the people.** Developmental change is shaped and owned at district level in partnership with communities, citizens and social partners.

Figure 23: The Roles and Responsibilities

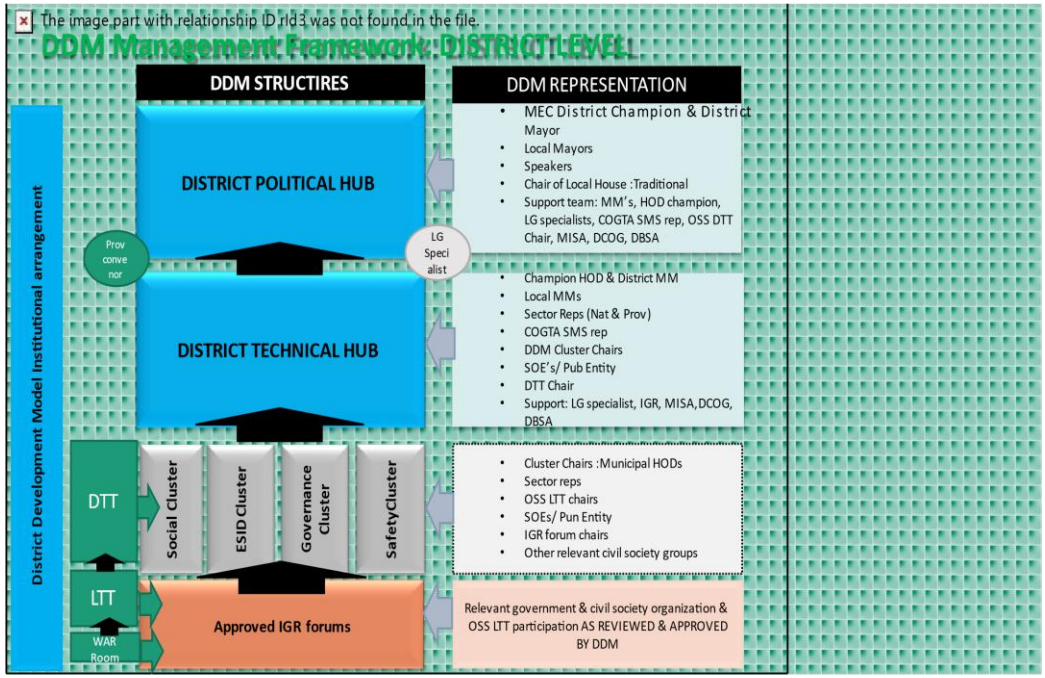


Illustration of DDM Framework: District Level

Position	Function
District Mayor	Chairs and gives oversight to DDM functionality, implementation & impact Intervenes where Spheres and municipalities are not co-operating Accounts to PCF with Champion MEC Champions the OSS issues in the DDM supported by DTT
MEC Champion	Co-chairs and gives oversight to DDM functionality, implementation & impact Intervenes where spheres – province & national are not co-operating in DDM Intervenes for province where sectors are not participating in local OSS Accounts to PCF with District Mayor Elevates issues to provincial clusters where required
District MM	Chairs technical Hub Ensures LG management participation & integration of issues Supports Mayor in DDM functionality & oversight Oversees implementation of plan and actions
HOD champion	Co-chairs technical hub Intervenes where province sectors are not co-operating Supports MM to ensure implementation Supports MEC to report into provincial structures
LG Specialist &IGR rep	Establish a DDM secretariat support team from COGTA and Municipality Support the MEC champion and the District mayor to prepare for and hold meetin Support HOD and MM to prepare for & hold meetings Identify and support interventions in challenges arising Monitor the DDM IGR forums for functionality
COGTA Rep in DDM	Support LG specialist in ensuring Co-operative Governance Represent the Departments interests, and actions in the DDM ONE PLAN and stru

DDM POLITICAL HUB FUNCTION:

- Ensure that all three spheres of government are operating in planning, budgeting & implementation unison thus enabling coherent, seamless and sustainable service delivery and development with integrated impact on the quality of life and quality of living spaces at municipal level.
- Oversee the development & approval of ONE PLAN & ONE BUDGET
- Promote greater accountability;
- Ensure inclusion of community needs and closer monitoring of government by community through active engagement with OSS structures – facilitated by Mayor and DTT chair
- Account to province for DDM functionality and impact

DDM TECHNICAL HUB FUNCTION:

- Oversee the development and recommendation of the ONE PLAN and ONE BUDGET of the agreed plan, according to district and local strategic objectives, national and provincial priorities and towards district/metro developmental impact;
- Ensure all 3 spheres of government are accountable & participating in the district sphere.
- Identify and approve required clusters, sub committees and other IGR forums needed to enable DDM to achieve objectives.
- Identify areas requiring shared services and oversee the establishment of such 5. Monitor and prepare reports for DDM Political hub

CONVENTIONAL IGR STRUCTURES/MERGED WITH DDM STRUCTURES

The conventional IGR Structures have been merged with the DDM structures. In addition, the IGR Structures are fully operational and meet quarterly informed by the Umgungundlovu DDM annual calendar. All the IGR structures operate through the DDM structures respectively. The DDM structures have been established and are fully operational (please refer to the quarterly reports attached). The international and/or twinning relations has not yet taken place. A memorandum of understanding has been signed with Umgungundlovu DDM with Umgeni Water, SANBI and UKZN.

5.3.2 Umshwathi Municipality's Support and attendindance of IGR Structures established within the District

The political leaders, the Municipal Manager, Heads of Departments and the Manager IGR do support the IGR structures in the district as well as the attendance of meetings planned (please refer to the DDM Quarterly Reports for participation). A planned annual calendar of meetings for Umgungundlovu DDM political structure, DDM Hubs, Technical Cluster is presented in table 66.

5.3.3 The Operation of DDM Structures

Table 66 below details the functionality of the Umgungundlovu DDM structures. Quarterly reports are prepared to report on the functionality of the DDM structures, the number of meetings held, monitoring the participation by all the stakeholders, if there are any disputes and resolutions as well as the monitoring of the implementation of the One Plan. Quarterly reports are prepared and submitted to CoGTA and are attached as annexure.

Table 66: DDM Hubs and Technical Clusters Functionality

DDM Structures	**Dates**	**Dates**	**Dates**
Indicator/s	**Quarter-1 (2023)**	**Quarter 2 (2023)**	**Quarter 3 (2024)**
Political Structure	11 & 25 July 2023 11 August 2023	13 October 2023 07 December 2023	21 February 2024
DDM Hubs & Technical Clusters Functionality	11 & 25 July 2023 11 August 2023 07 September 2023	13 October	21 February 2024 26 February 2024 07 March 2024
Social cluster	23 August 2023	11 October 2023	18 January 2024
Justice & Crime Prevention Security	12 September 2023	07 December 2023	19 March 2024
Governance, State Capacity, Institutional Development	12 September 2023		26 February 2024
Economic Sector, Infrastructure Development	19 July 2023	19 October 2023	06 March 2024
DDM Shared Services Technical Forums	JMPT	JMPT	JMPT

5.3.4 The Functionality of IGR Structures

Umshwathi Municipality holds the IGR particularly significant due to its involvement in the interaction and coordination between municipalities, provincial governments, and national government departments. To uphold the principles of intergovernmental relations (IGR), a range of

structures and mechanisms have been established in Umshwathi. These include intergovernmental forums, joint planning processes, and cooperative governance frameworks. These platforms enable regular communication, consultation, and coordination among various levels of government to effectively address shared challenges and identify mutually advantageous solutions. The Budget, IDP and PMS public participation events were held in cooperation with the district municipality to address the community on the challenges relating to water services delivery and general infrastructure development.

The IGR Structures are fully operational and meet quarterly informed by the Umgungundlovu DDM annual calendar. All the IGR structures operate through the DDM structures respectively. All DDM clusters are provided with a tool to monitor the implementation of the catalytic projects as it is incorporated in the One Plan. A dashboard is created to monitor the implementation of the projects included in the One Plan.

5.3.5 Participation at Sector Departments in IGR Forum/ DDM Structures

The sector department do participate in the IGR Forum/ DDM structures within the district (please refer to the DDM quarterly reports attached).

5.3.6 Strategic pronouncements, discussion and progress monitoring from national & provincial structures

The strategic pronouncements are processed through the DDM clusters and IGR reports are tabled to Council.

5.3.7 Tabling of IGR reports at Council Meetings.

UMshwathi Municipality tables its IGR reports to the Council meetings which are held on quarterly basis for approval, adoption and implementation.

5.3.8 Dedicated IGR Official

The municipality has a dedicated IGR official, namely Manager IGR and post is also on the organogram. The Manager has a Performance Plan which clearly indicates the activities as well timeframes and its monitored quarterly.

5.4 THE STATUS OF THE FUNCTIONALITY OF WARD COMMITTEES

uMshwathi Municipality has complied with the provisions of Chapter 4 of Municipal Systems Act by establishing ward committees in all 14 wards. During the elections of the new ward committee members, the applicable provisions of the Municipal Structures Act of 1998 were taken into cognisance. uMshwathi Municipality currently has 140 Ward Committee members. The Municipality conducted an induction workshop in February 2021 to improve their skills in carrying out their daily activities and continues to hold a number of workshops in order to capacitate them further.

Furthermore, the Municipality has set resources aside to assist with the operational costs of the Ward Committee to enrich public participation. The main operational costs relate to monthly stipends of the ward committee members. The IDP systems have also been put in place to deal with Ward Committee issues efficiently and cost-effectively. The Speaker's Office is responsible for conducting monthly Ward Committee meetings that provide augmented support and ensure that issues that are deliberated upon at such meetings are service delivery based and that Council addresses the issues raised at such meetings. From 2016 to date four additional workshops have been conducted towards capacity building of Ward Committees.

5.4.1THE FUNCTIONALITY OF WARD COMMITTEES

All 14 municipal wards are functional. Ward Committees meet regularly, submit monthly reports, and actively participate in municipal activities across various ward-level sectors. Party affiliation is irrelevant within these committees, ensuring independent operation from the Council. Each ward committee comprises ten members, excluding ward councillor who acts as the chairperson. Selection prioritizes residents within the ward and ensures diverse representation of various community interests. Ward committee performance statistics which cover the period from July 2022 to 30 June 2023appears below.

Quarter	Total No. of Wards	No Of Ward Committee Meetings	%	No. of Community Meetings	No of Sectoral Reports
1	14	42	92%	24	381
2	14	42	88.3%	20	371
3	14	42	89%	19	375
4	14	42	91%	17	383

5.5 WARD BASED PLANS

UMshwathi municipality has reviewed 14 Ward based Plans. The plans were adopted by Council on the 23 May 2024. The plans are attached as an annexure. The ward priorities are presented in table 59 of the IDP 2024/2025.

5.6 PARTICIPATION OF AMAKHOSI IN COUNCIL MEETINGS

Amakhosi do participate in Council meetings that sit quarterly as per Council schedule and calendar. It is compulsory for Amakhosi to attend Council and portfolio committee meetings. They receive an out-of-pocket expense for each meeting that they attend. The role of Amakhosi in public participation, seek to achieve community goals and fairly represent the interest of their areas in municipal structures they sit in. In addition, the aim is also to establish and maintain good working relationship with other relevant stakeholders/ councillors and municipal

officials to ensure effective implementation of the service delivery within uMshwathi Municipality

5.7 ESTABLISHMENT & FUNCTIONALITY OF IDP STEERING COMMITTEE

The IDP Steering Committee is established and fully functional. The Committee consists of MANCO (which comprises of all Heads of departments and the Municipal Manager) and Extended MANCO (which comprises of Manco as well as line Managers). The Committee ensures the implementation and monitoring of the IDP Process Plan.

5.8 FUNCTIONALITY OF MANAGEMENT STRUCTURES

There are management structures in place and are fully operational with bi-weekly management meetings conducted. Thus, Manco (which comprises of all Heads of departments and the Municipal Manager), Extended Manco (which comprises of Manco as well as line Managers). All critical vacancies are filled (please refer to the organogram attached).

5.9 COMPOSITION OF WARD COMMITTEES

A ward committee consists of the Councillor representing a particular ward in the council who is also the chairperson of the committee, and not more than ten other persons. In the process of election of Ward Committee, we also take into account the need for women to be equitably represented in a ward committee and for a diversity of interests in the ward to be represented. Gender equity was also pursued by ensuring that there is an even spread of men and women on a ward committee.

The following are the functions and powers of uMshwathi Municipal Ward Committees through the Municipal Policy in Line with the Provisions of Section 59 of the Municipal Systems Act:

- To serve as an official specialized participatory structure in the municipality.
- To create formal unbiased communication channels as well as cooperative partnerships between the community and the council. This may be achieved as follows:
- Advise and make recommendations to the ward councilor on matters and policy affecting the ward;
- Assist the ward Councilor in identifying challenges and needs of residents;
- Disseminate information in the ward concerning municipal affairs such as the budget, integrated development planning, performance management system (PMS), service delivery options and municipal properties;
- Receive queries and complaints from residents concerning municipal service delivery, communicate same to Council and provide feedback to the community on council's response;
- Ensure constructive and harmonious interaction between the municipality and community through the use and co-ordination of ward residents meetings and other community development forums; and Interact with other forums and organizations on matters affecting the ward;
- To serve as a mobilizing agent for community action within the ward. This may be achieved as follows:

- Attending to all matters that affect and benefit the community;
- Acting in the best interest of the community;
- Ensure the active participation of the community in:
  - Service payment campaigns;
  - The integrated development planning process;
  - The municipality's budgetary process;
  - Decisions about the provision of municipal services;
  - Decisions about by-laws;
  - Decisions relating to implementation of Municipal Property Rates Act (MPRA); and
  - Delimitate and chair zonal meetings.

STRATEGIC PRONOUNCEMENTS, DISCUSSION AND PROGRESS MONITORING

5.10 COMMUNICATION POLICY, COMMUNICATION STRATEGY AND PLAN FOR PUBLIC PARTICIPATION

The Municipality has a Communition Policy, Communication Strategy and Plan for Public Participation and these are being implemented. The plans were adopted by Council on 23 May 2024 and are attached as annexure. Public participation plays a pivotal role in service delivery and is one of the key sound governance principles that uMshwathi Municipality is using to bring about good and effective governance. During the IDP process, the Municipality had a regular engagement with local communities through their Ward committee structures as well as through the IDP Public meetings.

The aim is to ensure that the people's needs are considered and catered for in the IDP. The municipality employs all means available at its disposal to enhance broader community participation in municipal activities and processes. As can be seen in the table below, some of the modes of communication utilized are the community structures (Ward committees), print Media (newspapers and various other publications), radio station updates, Municipal Website (www.uMshwathi.gov.za) and public meetings and gatherings e.g., Izimbizo. After the 2016 elections, Ward Committees were established, and they hold meeting monthly as prescribed. COGTA assesses the functionality of the Ward Committees quarterly. The figure below provides an overview of the Public Participation Structures.

Table 67: Public participation mechanism

Structure	*Stakeholder*	*Objective*	*Frequency*
Ward Committee Meetings	Ward councillors (Chairpersons) Ward committee members Community Municipal representatives	Community communicates with the Municipality through Ward Committee structures and the Ward Councillor Informing the community of Council decisions, municipal activities etc.	Monthly
Public Meetings/Izimbizo	Mayor and councillors Community Municipal representatives	Informing the community of council decisions, community rights and duties, municipal affairs etc. Community informing Councillors and officials of their issues.	Annual
Council meetings (open to public)	Mayor and councillors Municipal representatives	To formulate policy decisions Exercise oversight role	Quarterly

		Consider community contributions Make informed decisions on development direction of the Municipality	
IDP and budget engagement	Mayor and councillors Community Municipal representatives	Obtaining community input on the content of IDP and proposals Informing the community of IDP and budget- related matters Publicising the municipality 's intentions for development in the next financial years as well as giving feedback on current projects	Annual
Notices	Community Municipal representatives	Informing the general public and personnel on municipal matters Calling for representations into IDP and other municipal processes	As frequently as required

5.11 INTERNAL AUDIT, AUDIT AND PERFORMANCE COMMITTEE

A functional audit committee has been constituted by Umshwathi Municipality and meets quarterly.

5.12 FUNCTIONALITY OF INTERNAL AUDIT UNIT

The Internal Audit Unit was set up by the Municipality. The municipality has hired HTB Consulting for support with auditing service-related issues.

5.13 ESTABLISHMENT AND FUNCTIONALITY OF AUDIT AND PERFORMANCE COMMITTEE

The Audit Committee is established in accordance with sections 166(2) and 166(6)(b) of the Municipal Finance Management Act, No. 56 of 2003 (MFMA). The Audit Committee serves as an autonomous advisory entity responsible for providing guidance to the Council of uMshwathi Municipality, the Accounting Officer, and the management team of uMshwathi Municipality. The Senior Manager in the Office of the Municipal Manager is responsible for providing ongoing administrative support to the committee.

The Audit Committee adopted formal terms of reference, hereafter referred to as the Charter which was subsequently approved by Council. The Audit Committee executed its duties in accordance with the Charter during 2023/2024 financial year.

TERMS OF REFERENCE FOR THE AUDIT COMMITTEE: The Audit Committee duties are guided by the Audit Charter which served as its formal terms of reference as approved by Council. It advises on matters relating to:

- *Internal Control*
- *Internal Audit*

- *Risk Management Processes*
- *Financial Reporting*
- *Performance Management*
- *Governance*
- *Compliance with Laws and Regulations; and*
- *Any other issues referred to by the Municipality*
- *ICT Risk management*
- *Prevention of fraud and corruption*

The Audit Committee is in place and is fully functional. Following all due processes, Council revised the members and approved the appointment of the three (3) members to serve for a three (3) year term.

The committee acts in accordance with written terms of reference as confirmed by the Council, which sets out authority and duties. The primary mandate of the committee is to evaluate the municipality's systems of internal controls, to review accounting policies and financial information to be issued to the public and, to review the effectiveness of the performance management system. The committee reviews the financial statements before they are submitted to Council and discuss these results with external auditors.

The Senior Manager in the office of the Municipal Manager is responsible for co-ordinating the meetings. The Municipal Manager and the Chief Financial Officer attend meetings of the committee as invitees when required.

The Audit Committee comprises of the following members:

- Prof B Stobie (Chairperson)
- Ms SK Narshai
- Ms PP Sithole

The function of internal Audit is outsourced, and audit reports are submitted to the Audit Committee, which in turn the Chairperson of the Audit Committee presents a report to Council quarterly.

5.14 ENTERPRISE RISK MANAGEMENT

The municipality has a Risk management Framework and Policy. The documents were audited and are now under review, The Risk Management Strategy has been developed, workshopped, and approved by the Council. The Municipal Manager appointed an independent Chairperson for the Risk Management Committee, and it meets quarterly and submit reports to Audit committee.

5.15 RISK REGISTER

The risk assessment was conducted, and Risk Register was then developed. The current risk register include fraud risk and Anti-Fraud and Anti-Corruption Strategy.

5.15.1 ADOPTION OF ANTI-FRAUD AND ANTI-CORRUPTION STRATEGY

The constitution sets out the basic values and principles that govern public administration. In chapter 10, section 195, these values are mentioned to be the following:

- *A high standard of professional ethics.*
- *Efficient and economic use of resources.*

- *Services provided impartially, fairly, equitably, and without bias. Public administration must be accountable; and*
- *Transparency must be fostered.*

In support of these constitutional imperatives several pieces of legislation, including MFMA, PFMA and so on, were promulgated. To give effect to these noble values and principles, municipality guidelines that regulate the conduct of both Councilors and Officials are in place. These guidelines cover areas such as procurement, selection and recruitment, expenditure related decision and so on.

To help the Council to deal with fraud and its allegations MPAC exists and meets regularly. All fraud allegations received are also dealt with promptly. UMshwathi Municipality adopted a Fraud and Anti-corruption Strategy on 23 May 2024 to improve the awareness of our employees, was approved by Council. This document is reviewed annually.

WHISTLE BLOWING: The uMshwathi Municipality is committed to upholding the highest standards of ethical conduct. We encourage our employees, stakeholders, and the general public to report any suspected wrongdoing through our confidential whistle-blowing hotline. This policy protects whistleblowers from retaliation and ensures all reports are investigated thoroughly and impartially. By working together, we can maintain transparency and accountability within the municipality

5.16RISK MANAGEMENT COMMITTEE

The Risk Management Committee has been established by the municipality to assist the Accounting Officer in fulfilling their risk management responsibilities and business continuity management in accordance with prescribed legislation, corporate governance principles and guidelines.

The primary objective of the Committee is to assist the Accounting Officer and Council in discharging their accountability for risk management by reviewing the effectiveness of the Municipality's risk management systems, practices, and procedures, and providing recommendations for improvement.

The Committee is chaired by an independent chairperson. Standing invitees to the Committee include the Chief Audit Executive, Compliance Officer, Health and Safety Officer, Dister Management Office Senior Management, ICT manage and any other person who may be co- opted to provide specialist skills, advice, and counsel.

Table 68: Risk Management Committee

Chairperson	Dr Thabethe
Members:	Municipal Manager
	General Manager: Corporate services
	General Manager: Community services
	General Manager: Technical services
	Chief Financial Officer
	Manager: Administration
	Manager: IT
	Manager: Maintenance
	Disaster Management Officer
	HIV/AIDS Coordinator

The Committee has the authority to request management to appear before it to account for their delegated responsibilities in respect of risk management. The Committee meets at least four times per annum and additional meetings may be convened as circumstances dictate. In terms of the structure, the committee is supervised by the Audit and Performance Committee and forms part of the municipality combined assurance.

Table 69: Risk and Fraud Memebrs Attendance at Meetings

RISK AND FRAUD COMMITTEE MEMBERS ATTENDANCE AT MEETINGS				
Details	**Responsibility**	**Meetings Held**	**Meetings Attended**	**Attendance %**
Dr A.M Mdletye	Chairperson	4	4	100%

5.17 COUNCIL ADOPTED MUNICIPAL POLICIES

Table 70: Council Adopted Municipal Policies

No.	Sector Plan	Complete? Y/N	Adopted? Y/N	Adopted Date	Date of next Review
1	Disaster Management Plan	Y	Y	23 May 2024	30 May 2025
2	H.R Strategy / Policy	Y	Y	23 May 2024	30 May 2025
3	Housing Sector Plan	Y	Y	23 May 2024	30 May 2025
4	Electrification Plan	Y	Y	23 May 2024	30 May 2025
5	LED Strategy and Plan		Y	23 May 2024	30 May 2025
6	SDF	Y	Y	23 May 2024	30 May 2025
7	ICT Strategy and Framework	Y	Y	23 May 2024	30 May 2025
8	Employment Equity Plan	Y	Y	23 May 2024	30 May 2025
9	Employment Retention Plan	Y	Y	23 May 2024	30 May 2025
10	Skills Development Plan	Y	Y	23 May 2024	30 May 2025
11	Integrated Waste Management Plan	Y	Y	23 May 2024	30 May 2025
12	Transport Plan	Y	Y	23 May 2024	30 May 2025
13	Tele Communication Plan	Y	Y	23 May 2024	30 May 2025
14	Safety Plan	Yes	Yes	23 May 2024	30 May 2025
16	WSDP Water Service Development Plan	UMDM		23 May 2024	30 May 2025
17	Operation and Maintenance Plans			23 May 2024	30 May 2025
18	Supply Chain Management Policy	Yes	Yes	23 May 2024	30 May 2025
19	Fleet Management Policy and Procedure Manual	Y	Y	23 May 2024	30 May 2025

20	Records Management policy and Procedure Manual	Y	Y	23 May 2024	30 May 2025
21	Asset Management Policy	Y	Y	23 May 2024	30 May 2025
22	Petty Cash Policy	Y	Y	23 May 2024	30 May 2025
23	Indigent Policy	Y	Y	23 May 2024	30 May 2025
24	Ward Committee Elections and operations Policy	Y	Y	23 May 2024	30 May 2025
25	Banking and Investment Policy	Y	Y	23 May 2024	30 May 2025
26	Treatment and Valuation of Inventory Policy	N		23 May 2024	30 May 2025
27	Anti-Fraud & Corruption Strategy	Y	Y	23 May 2024	30 May 2025
28	Risk Management Policy	Y	Y	23 May 2024	30 May 2025
29	Employee Wellness Policy	Y	Y	23 May 2024	30 May 2025
30	Sexual Harassment Policy	Y	Y	23 May 2024	30 May 2025
31	Occupational Health and Safety Policy	Y	Y	23 May 2024	30 May 2025
32	HIV / AIDS Policy	Y	Y	23 May 2024	30 May 2025
33	Experiential Learning Policy	Y	Y	23 May 2024	30 May 2025
34	Learner ship Policy	Y	Y	23 May 2024	30 May 2025
35	Scarce and Critical Skills Policy (Staff Retention)	Y	Y	23 May 2024	30 May 2025
36	Skills Development Policy	Y	Y	23 May 2024	30 May 2025
37	Bursary Policy	Y	Y	23 May 2024	30 May 2025
38	Cemetery Plan	Y	Y	23 May 2024	30 May 2025
39	Rates Policy	Y	Y	23 May 2024	30 May 2025
40	Tariff and levies policy	Y	Y	23 May 2024	30 May 2025
41	Bullying and Violence in the Workplace	Y	Y	23 May 2024	30 May 2025

5.18 COUNCIL ADOPTED AND PROMULGATED MUNICIPAL BY-LAWS

To ensure proper management of various sectors as well as to ensure that peoples' rights are not violated in anyway, uMshwathi Municipality is in the process of reviewing various bylaws and which will be gazetted. The bylaws are as follows:

Table 71: Municipal By-laws

UMSHWATHI MUNICIPAL BYLAWS			
BYLAW NAME	**DATE OF ADOPTION**	**CHALLENGES**	**INTERVENTION**
1. Keeping of Dogs	23 May 2024	None	N/A
2. Public Libraries	23 May 2024	None	N/A
3. Solid Waste	23 May 2024	None	N/A
4. Childcare Services	23 May 2024	None	N/A
5. Public Amenities	23 May 2024	None	N/A
6. Advertising Signs	23 May 2024	None	N/A
7. Nuisances	23 May 2024	None	N/A
8. Removal of Refuse	23 May 2024	None	N/A
9. Street Trading	23 May 2024	None	N/A
10. Funeral Undertakers	23 May 2024	None	N/A
11.Cemetery	23 May 2024	None	N/A
12. Standing Rules of Order (adopted but not promulgated)	23 May 2024	None	N/A

5.19MUNICIPAL BID COMMITTEES

The following people are appointed in terms of section 26 (2) of the Supply Chain Management policy of the Council with effect from 01 August 2018 to serve on various Bid Committees, and are as follows:

Table 72: Bid Communities.

BID SPECIFICATION AND PROCUREMENT DOCUMENTATION COMMITTEE		
01	Mr. Winston Robson (Chairperson)	Technical Services
02	Mrs. Ayanda Vilakazi (Member)	Finance Services
03	Mr. Joe Memela (Member)	Community Services
04	Ms. Zinzi Shandu (Member)	MM's office
05	Ms Andile Mkhize (Member)	Corporate Services
06	Mr. Siyabonga Nxumalo (Secretary)	Finance Services
BID EVALUATION COMMITTEE (BEC)		
01	Mr. Sbusiso Ndlovu (Chairperson)	Technical Services
02	Mr V Mdunge (Member)	Corporate Services
03	Mr. Sbusiso Mkhithi (Member)	MMs Office
04	Ms. Gounder Vani (Member)	Finance Services
05	Mr. Sbongile Luthuli	Technical Services
06	Mr. Musawenkosi Zondi (Secretary)	Finance Services (Supply chain)
BID ADJUDICATION AND TENDER COMMITTEE		
01	Mr VE Mdlalose (Chairperson)	Finance Services
02	Mr. STG Zondi (Member)	Community Services
03	Mrs. Thulile Mathenjwa (Member)	Corporate Services
04	Ms. Bongi Ntinga (Member)	Finance Services
05	Mrs. S Ndebele (Member)	Technical Services
06	Mr. Lindani Dlamini (Secretary)	Finance Services

5.20ESTABLISHMENT AND FUNCTIONALITY OF MPAC

The UMshwathi Municipal Council has established the Section 79/80 portfolio committees with the purpose of supporting the Executive Committee in the efficient decision-making and implementation of

actions. The Section 79 committee provides reports to the Council regarding matters of oversight, advice, investigation, and any other issues that are referred to them by theCouncil. Oversight is the process through which the Council assesses the administration's execution of approved decisions, policy plans, and budgets. The members of MPAC Committees are presented in the table below.

Table 73: Municipal Standing Committeeon Public Accounts (MPAC)

Members	**Designation**
Cllr. EB Mbongwe	**Chairperson**
Cllr. TP Nxumalo	Member
Cllr. BE Mncube	Member
Cllr. NW Gasa	Member
Cllr. NR Khanyile	Member
Mr. S.N. Lunga	Responsible Official: SN Lunga Snr Manager: MM's Office

MPAC is Section 79 Committee. The function of municipal oversight committee is to ensure thatthe administration performs its duties in compliance with the Council approved policies and applicable legislation. The rigorous oversight by the Council is an indicator of good governanceand ensures a balance of power and asserts its role as protector and steward of the community's interests. This further enhances good government and sound financial administration and supports the efficient and effective use of municipal resources.

The Committee meets quarterly as per the municipal Calendar of meetings.

5.21PORTFOLIO COMMITTEES

Portfolio committees were re-constituted after the 1st November 2021 elections:

Table 74: Portfolio Committees

PORTFOLIO COMMITTEE	CHAIRPERSON	MEMBERS
Financial Services	GM Zondi	HN Chamane H Ngubane MP Dumakude R Thomas iNkosi MZ Mthuli
Corporate Services	SK Nxumalo	Cllr. B A Mbuthu Member Cllr. NE Cebekhulu Member Cllr. MA Mbhele Member Cllr. BK Mkhize Member Cllr. SP Khanyile Member Ms. T.T. Mathenjwa Responsible HOD: GM: Corporate Services
Infrastructure & Community Services	NP Mdunge	P Mlobeli MZ Mbewane S Jali MP Majozi VM Mncabe KV Gwala TA Papiyana PP Shezi iNkosi LI Ntanzi

5.22 LAND USE MANAGEMENT

The uMshwathi municipality received funding from COGTA to develop it Land Use Management scheme. The scheme has been developed in line with the Spatial Planning and Land use Management Act. The scheme has been adopted by full council on the 26 June 2019. uMshwathi Municipality forms part of uMgungundlovu District Municipality Joint Municipal Planning Tribunal (JMPT). The term of office for the JMPT is awaiting approval of the members from uMgungundlovu Council. The JMPT has been functional since October 2016 and the JMPT meetings are held monthly. The Municipality has fully complied with Regulation 14 as follows:

- The Municipality has an adopted SPLUMA By-law (By-law No. 2002) which outlines the application types, processes to be followed, public consultation as well as site inspections.
- The application forms made available to applicants provides details with regards to the place of submission.
- The Council adopted Tariff of Charges provides for the development charges that apply to each application type.
- The Municipality is under the Development planning Shared Services and the municipal Authorised Officer is the Chief Planners.
- The Municipality currently has an Appeal Authorities in place which is the Executive Council of the uMshwathi Municipality.

5.23 GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS

Table 75: Good Governance and Public Participation SWOT Analysis

STRENGTHS	WEAKNESSES
▪ Municipality has informed a specific unit dedicated to Public Participation. Municipality promotes and encourages though various mediums, the participation of communities in the decision-making e.g. at Council meetings. Municipality complies with all legal requirements for its most important responsibilities such as the processes of the IDP and BUDGET (i.e. advertisements and public consultation workshop are done) ▪ Approved scheduled Council meetings and functioning effectively ▪ Section 79 and 80 committee established and functioning effectively ▪ War room established in all wards and functioning effectively ▪ Established audit committee and fully functional ▪ Sitting of bid committees as per schedule	▪ The Public Participation Unit does not have vehicle to support Public Participation meetings. ▪ There is still reliance on particular Municipal Department or Unit to conduct its own public participation regarding a certain aspect (e.g. the IDP). ▪ The Unit does not have adequate budget to develop and formalize all required plans and systems as per COGTA's guidelines. ▪ The unit only relies on two officials to facilitate public participation matters

▪ Participation of Amakhosi in council meetings	
OPPORTUNITIES	**THREATHS**
▪ The existing and functioning and functioning ward committee structures offer opportunities for further engagement between the Municipality and the public. ▪ The existing good relationships with local stakeholders (e.g. Amakhosi and Ratepayers) are sound foundations for more comprehensive communication and participation.	▪ Failure to report back to communities and address community complains might cause damage to property, illegal and legal protests. ▪ Lack of constant and thorough public participation may cause confusion amongst the public regarding municipal affairs (e.g. a project being implemented) and therefore the Municipality could face protest action. ▪ Failure to promote public participation particularly with the Municipality's remote communities may result in the public not feeling part'of the Municipality and therefore not supporting development initiatives.

5.24 GOOD GOVERNANCE AND PUBLIC PARTICIPATION CHALLENGES

Table 76: Good Governance and Public Participation challenges

Key Challenges	Interventions
▪ The Public Participation Unit does not have vehicle to support Public Participation meetings. ▪	▪ To prioritise public participation work tools to support in ensuring that the unit delivers effectively and efficiently.
▪ There is still reliance on particular Municipal Department or Unit to conduct its own public participation regarding a certain aspect (e.g. the IDP). ▪ The Unit does not have adequate budget to develop and formalize all required plans and systems as per COGTA's guidelines. ▪ The unit only relies on two officials to facilitate public participation matters.	▪ *To prepare an annual public participation programme and plan with all municipal programmes* ▪ To set aside adequate budget adequate budget to develop and formalize all required plans and systems as per COGTA's guidelines. ▪ *To prioritise adequate resources for public participation matters.*

6.BASIC SERVICE DELIVERY

6.1WATER AND SANITATION

6.1.1 ASSESSMENT OF EXISTING LEVEL OF WATER INFRASTRUCTURE DEVELOPMENT IN THE MUNICIPALITY

UMgungundlovu District Municipality is a Water Services Authority, servicing the uMshwathi, Mkhambathini, Mpofana, Impendle, uMngeni and Richmond Municipalities on water and sanitation services. The District Municipality uses grant funding, mainly WSIG and MIG to implement water and sanitation projects.

Section 26(b) of the MSA - Assessment of existing level of water infrastructure development in the Municipality

a) *Please refer to Map 24 for a map showing the raw water abstraction points; the water treatment plants; the pipelines, reservoirs and pump stations conveying the water from the water treatment plants to the municipal residents.*

b) Refer to Map 27 for a map showing the water infrastructure operated by the different water services institutions and water service providers.

c) Refer to Map 25 for a map showing the water infrastructure that: need to be decommissioned; to be replaced, to be repaired, to be upgraded, to be augmented and the new water infrastructure that are needed.

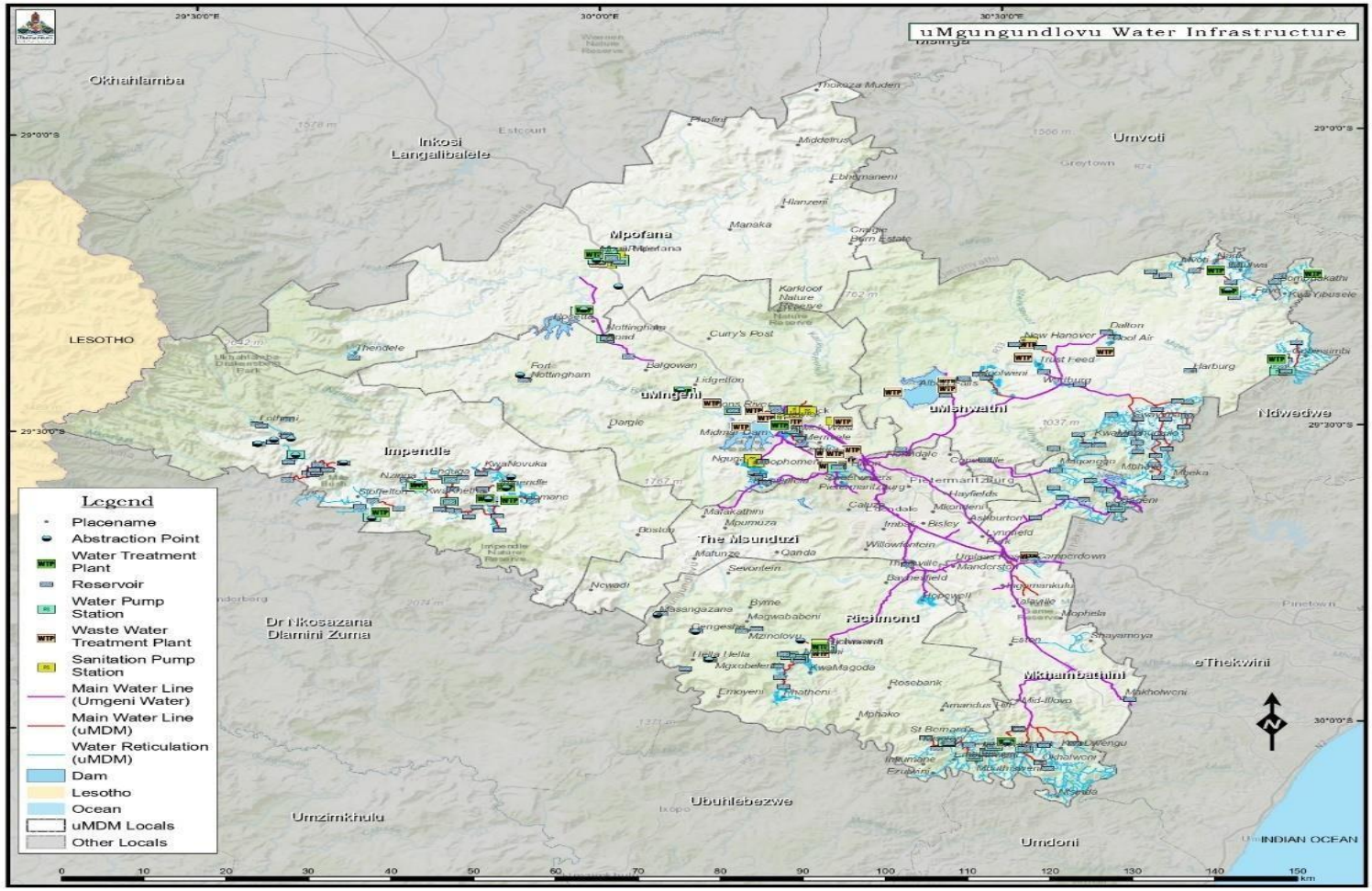
d) Refer to Map 26 for amap showing the water service levels within the municipality.

e) Sources and source dates of the information are indicated on the map presented.

6.1.1.1THE STATUS AND ADOPTION DATES FOR WATER AND SANITATION SECTOR PLANS

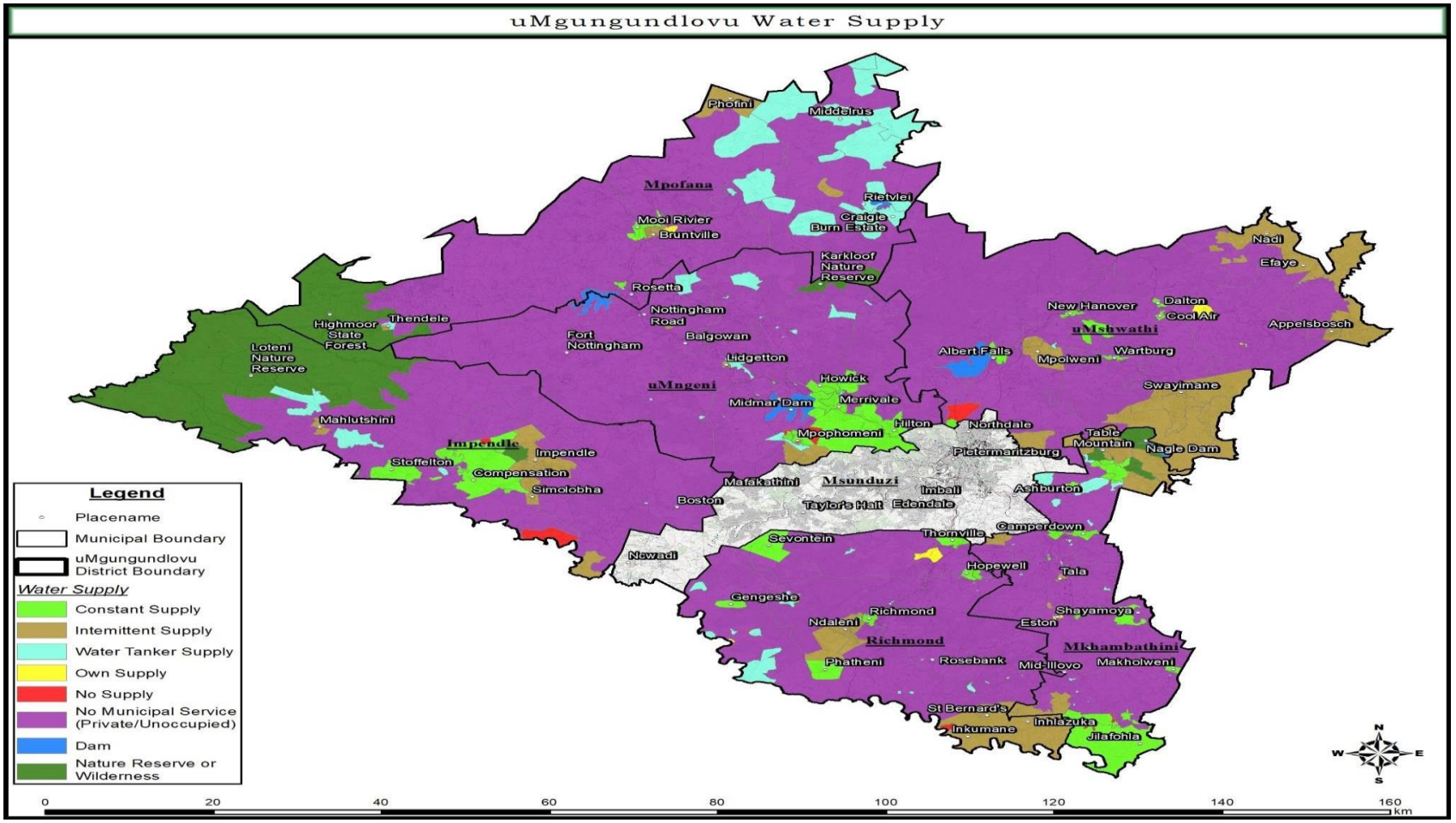
The Water Services Development Plan (WSDP) *is in place.* The WSDP has been reviewed and adopted by council on 23 May 2024. *The WSDP review process* had a rigorous public engagement process in accordance with the IDP. The DWS online portal hosts the documents that have been reviewed and adopted including the WSDP. For the next five years, the WSDP is presently being reviewed. The link to access the WSDP is:

Map 29: Umgungundlovu District Municipality Water Infrastructure Map



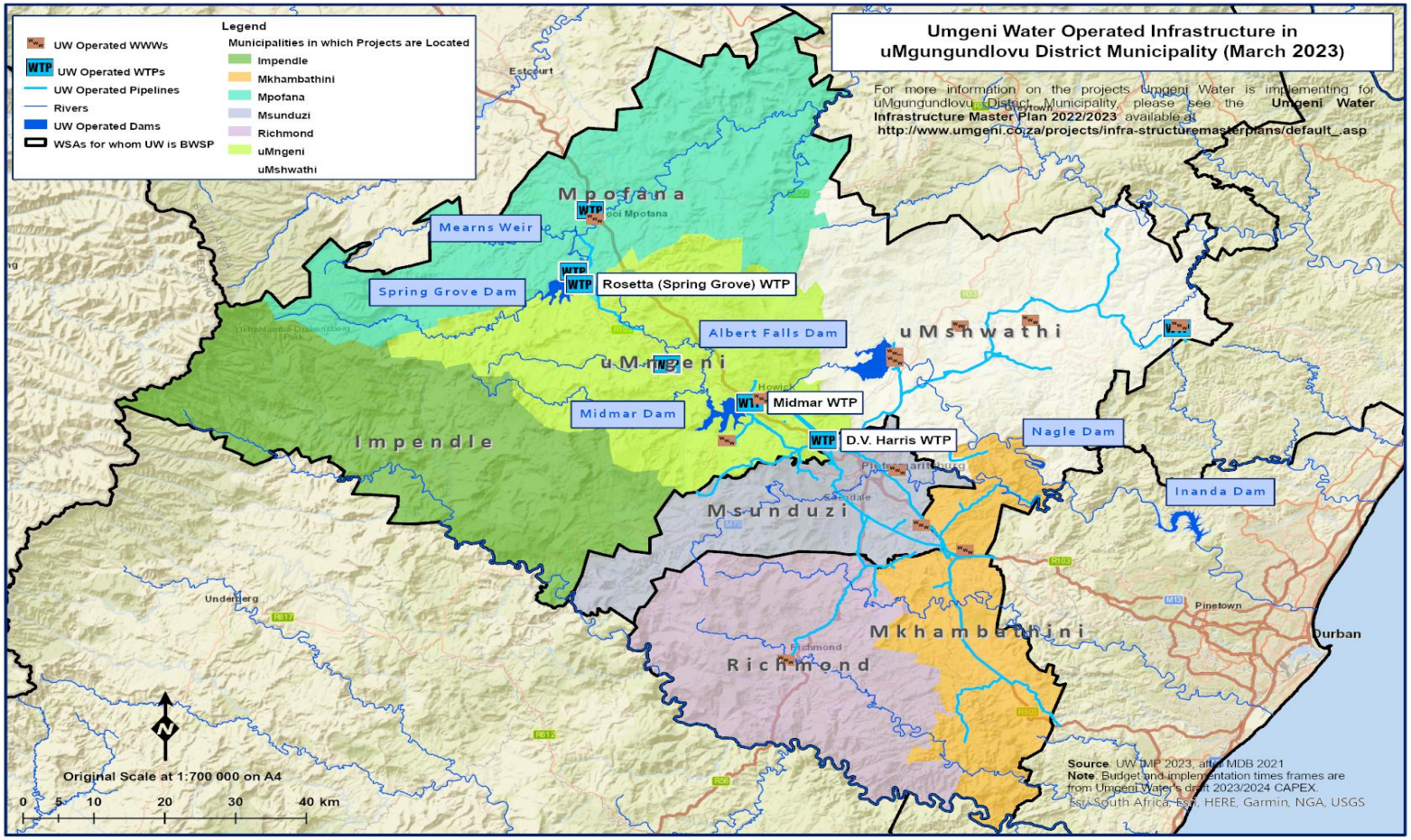
Source: Umgungundlovu Municipality IDP 2024/2025

Map 30: Water Supply



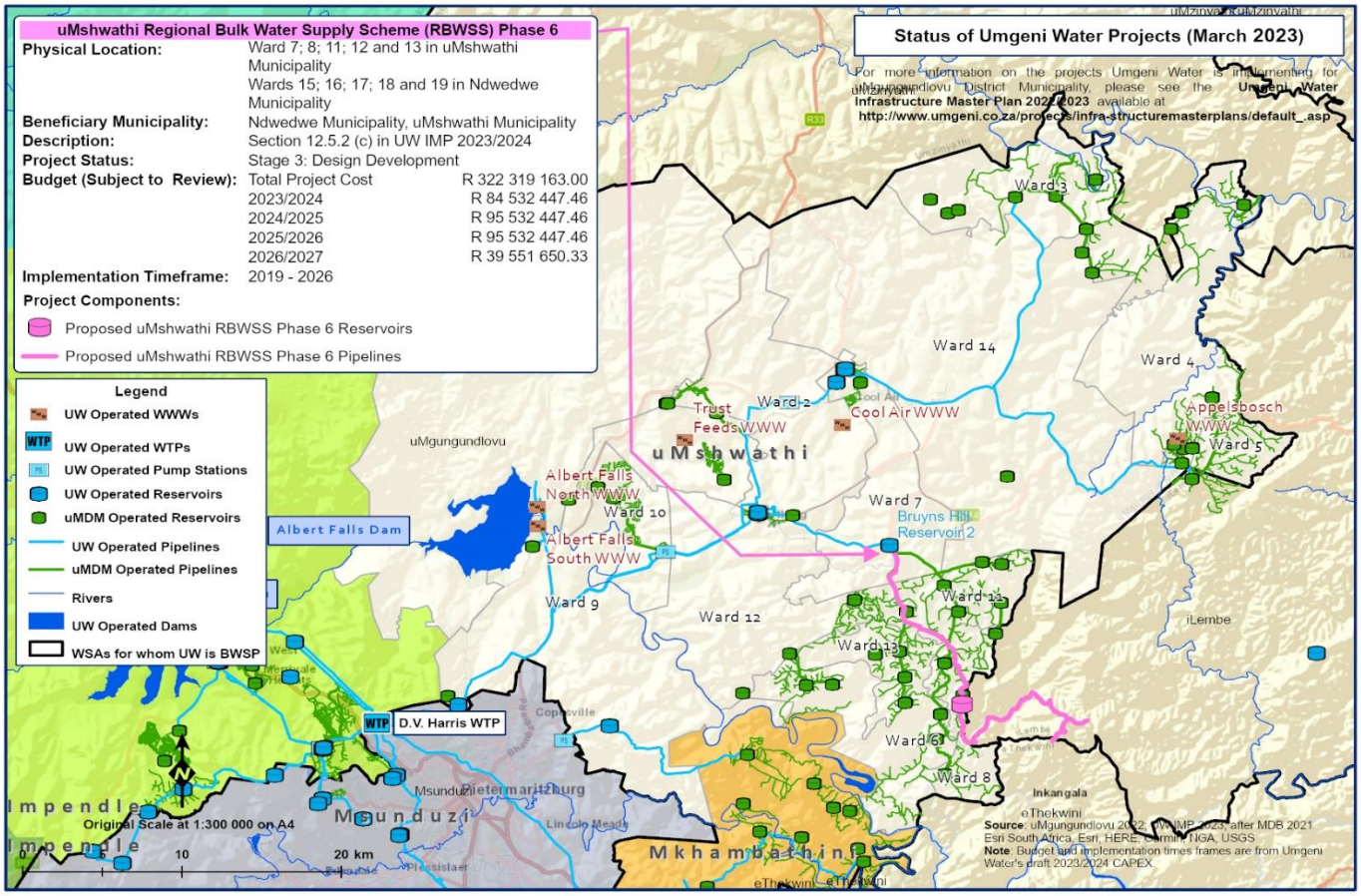
Source: Umgungundlovu Municipality IDP 2024/2025

Map 31: Water Infrastructure Operated by Different Water Services Institutions



Source: Umgungundlovu Municipality IDP 2024/2025

Map 32: Raw water abstration points, water treatment plants, pipelines, reservoirs & pump stations



Source: Umgungundlovu Municipality IDP 2024/2025

6.1.2 ASSESSMENT OF EXISTING LEVEL OF SANITATION SERVICES INFRASTRUTCTURE DEVELOPMENT IN THE MUNICIPALITY

Section 26(b) of the MSA - Assessment of existing level of sanitation infrastructure development in the Municipality.

a) Refer to Map 30 for a map showing the wastewater treatment plants, the sewer pipelines, the areas that have VIPs and the areas using conservancy tanks.

b) Refer to Map 31 for a map showing the sanitation infrastructure operated by the different sanitation institutions and sanitation service providers.

c) Refer to Map 28 for a map showing the sanitation infrastructure that: need to be decommissioned, need to be replaced, need to be repaired, need to be upgraded, need to be augmented and the new sanitation infrastructure that are needed.

d) Refer to Map 31 for a map showing the sanitation service levels within the municipality.

e) The sources and source dates of the information presented on the map.

6.1.2.1 STATUS OF SANITATION IN UMSHWATHI

Table 77: Toilet Types

Type of a toilet	Number	%
Flush toilet	8 009	32,1%
Chemical toilet	1 142	4,6%
Pit toilet	13 507	54,1%
Bucket toilet	236	0,9%
Other	1 344	5,4%
None	749	3,0%

Source: Stats SA Census 2022

The function of sanitation is currently the legislated function of the uMgungundlovu District Municipality. The District Municipality is currently implementing two projects with the Municipality. The first project is in the Mpolweni area and has a project budget of R13, 4 million and is in ward 10 of the municipality. The second project that is being implemented is in ward 11 of the Municipality and has a budget of R 5, 3 million. The projects involve the construction of concrete precast ventilated pit latrines (VIP) in conjunction with the communities in each of the wards. The state of sanitation in the Municipality has improved significantly in the recent years and the district municipality is making progress towards to eradication of the backlogs of sanitation. Map 7 below illustrates the percentage of households in UMshwathi with no sanitation.

6.1.2.2 SANITATION BACKLOG

The uMshwathi Municipality is currently using the information that is available from the 2011 census to determine the backlogs related to sanitation as it is the only verified and most recent information that is available to the Municipality currently.

Table 78: Sanitation backlog

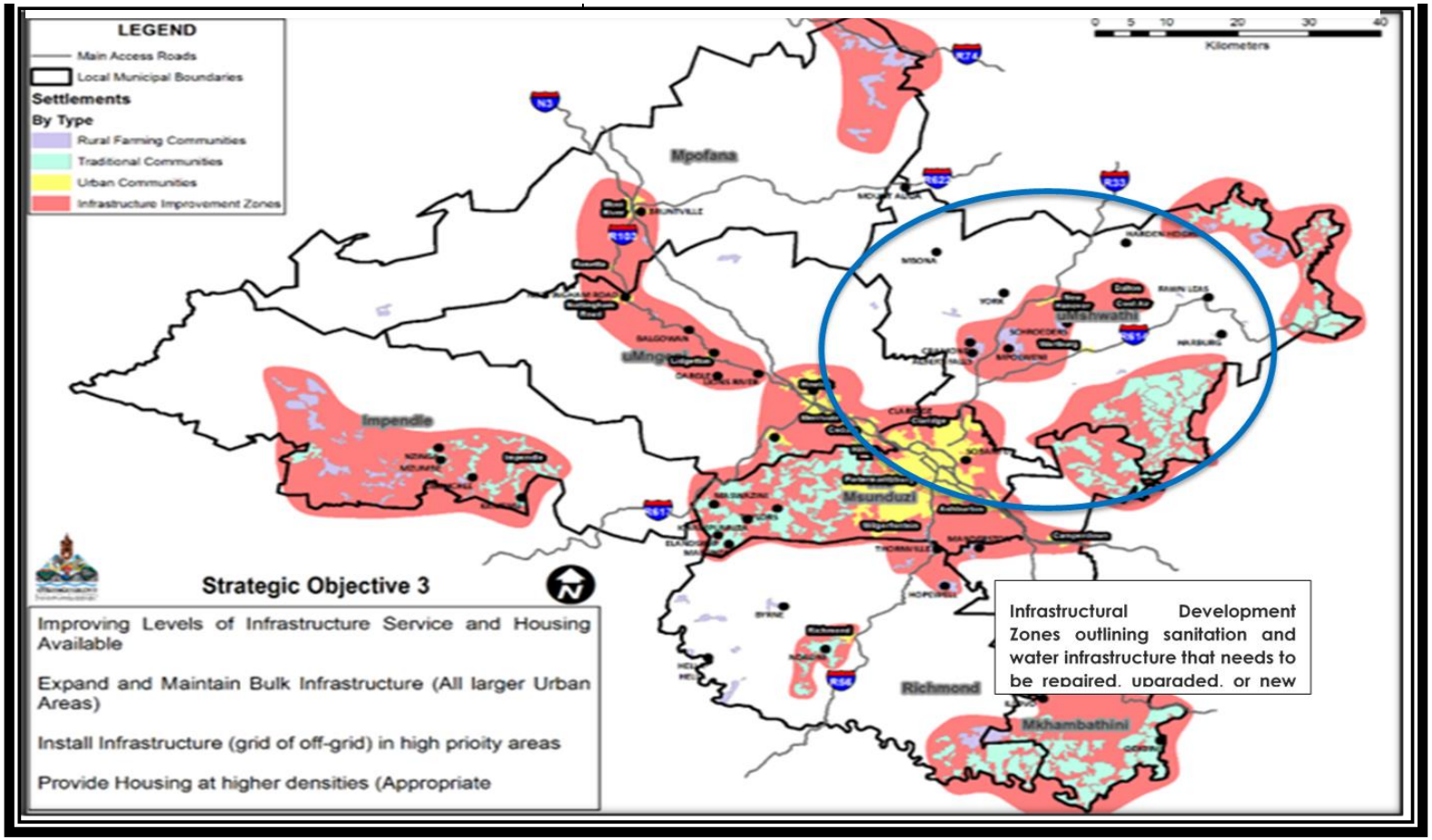
UMSHWATHI MUNICIPALITY	NO OF HOUSEHOLDS
Type of toilet	
None	1783
Flush toilet (connected to sewerage system)	3797
Flush toilet (with septic tank)	2159
Chemical toilet	3540
Pit toilet with ventilation (VIP)	10849
Pit toilet without ventilation	4862
Bucket toilet	169
Other	965
TOTAL	28124

It should be noted that although the census information indicates that there are bucket toilets in the municipality, the matter has been carefully investigated and the findings indicate that use a system does not exist in the Municipality.It should be noted that although the census information indicates that there are bucket toilets in the municipality, the matter has been carefully investigated and the findings indicate that use a system does not exist in the Municipality.

6.1.2.3 SANITATION NEEDS AND PRIORITIES

The bulk of the toilets in the municipality are VIP toilets or are of a similar nature with only 5 956 toilets being flush toilets. The toilets without ventilation will have to be converted to formal structures. The total quantity of households without sanitation that still required to be constructed is 6 814.

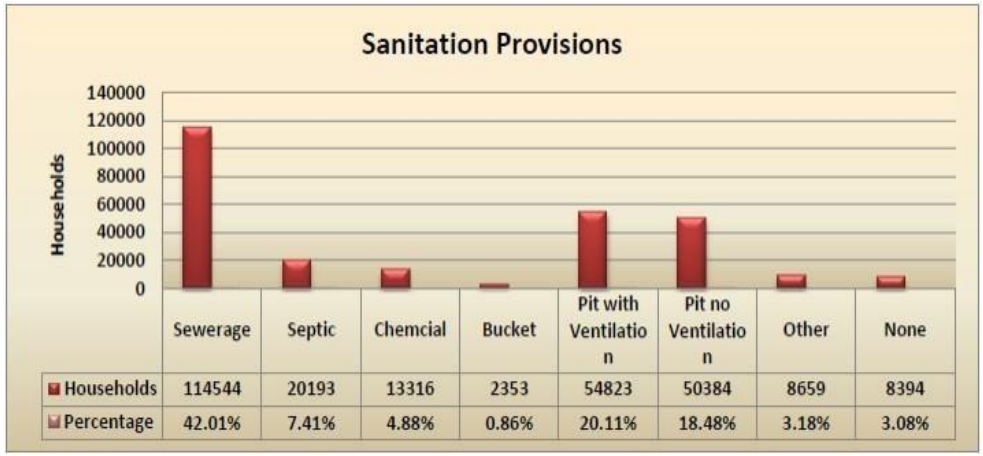
Map 33: Infrastructure Development Zones Outlining Sanitation and Infrastructure that Needs to be Repaired, Upgraded & New



Source: Umgungundlovu District Municipality IDP 2024/2025

Figure 32 below shows different level of provision of sanitation within uMgungundlovu District Municipality.

Figure 24: Sanitation Provision



No.	Local Municipality	Treatment Works Name	Design Capacity (Ml/d)
1	uMshwathi	Appelsbosch WWTW	0.5
2	uMshwathi	Cool Air WWTW	1.0
3	Mkhambathini	Camperdown WWTW	0.5
4	Richmond	Richmond WWTW	1.0
5	Umngeni	Howick WWTW	6.8
6	Mpofana	Mooi River WWTW	3.6
TOTAL WWTW CAPACITY			**13.4**

There are six wastewater treatment works for uMgungundlovu District Municipality in the following LMs:

Table 79: WWW Treatment Works

There are also new wastewater treatment plants that are being constructed within uMgungundlovu District Municiaplity, that is: Hilton N3 Corridor and Mpophomeni Wastewater Treatment Works.

The Trustfeed wastewater treatment works has been completed but is not operational yet.

6.1.2.4 WASTEWATER WORKS MONTHLY COMPLIANCE

uMgungundlovu District Municipality owns six wastewater treatment works as tabled below:

Table 80: WWTW Loading Capacity in November 2022

No.	Local Municipality	Treatment Works Name	Design Capacity (Ml/d)	Operating capacity (Ml/d)	Hydraulic Loading (%)
1	uMshwathi	Appelsbosch WWTW	0.5	0.065	13%
2	uMshwathi	Cool Air WWTW	1.0	0.60	60%
3	Mkhambathini	Camperdown WWTW	0.5	0.1	20%
4	Richmond	Richmond WWTW	1.0	0.40	40%
5	Umngeni	Howick WWTW	6.8	5.5	81%
6	Mpofana	Mooi River WWTW	3.6	2.06	57%
TOTAL WWTW CAPACITY			**13.4**	**8.725**	**45.1%**

Notes:

- Blockages
- Pumpstation breakdowns
- Load shedding

Table 81: Wastewater Treatment works quality compliance for November 2022

No.	Treatment Works Name	Overall Score%	Comments on performance
1	Appelsbosch WWTW	83%	Suspended solids OOR as a result of algal growth in the ponds
2	Cool Air WWTW	100%	N/A
3	Camperdown WWTW	100%	N/A
4	Richmond WWTW	95%	E.coli non-conformance.
5	Howick WWTW	98.9%	E,coli OOR as a result of carry-over due to high flows.
6	Mooi River WWTW	100%	N/A

Notes:

a)It be noted that the effluent compliance report for WWTW is two months behind reporting time due to the results being taking longer to be releases.

b)In terms of Green Drop System, wastewater quality compliance for the final effluent is classified as follows:

i) Bad -: <50%

ii) Poor -: 50% - 69%

iii) Good -: 70% - 89%

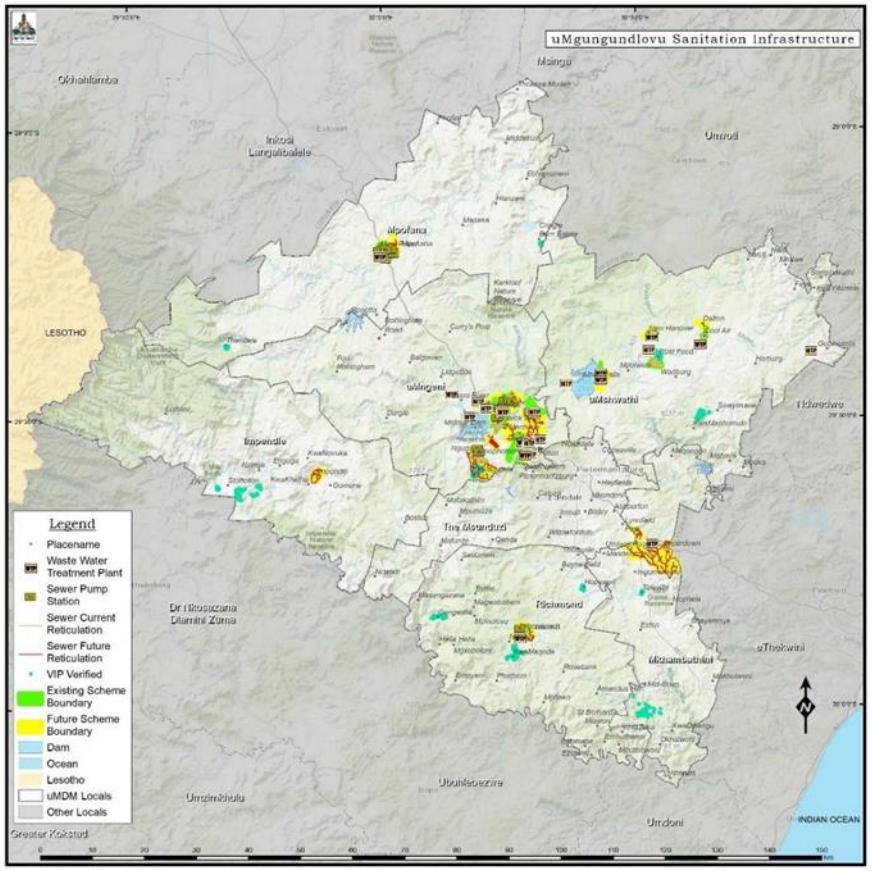
iv) Excellent -: ≥90%

c) The performance of all six wastewater treatment works was acceptable.

In line with the legal requirements, final effluent results are submitted to Department of Water and Sanitation on monthly basis via Integrated Regulatory Information System (IRIS) and can be viewed from the following website: http://ws.dwa.gov.za/IRIS.

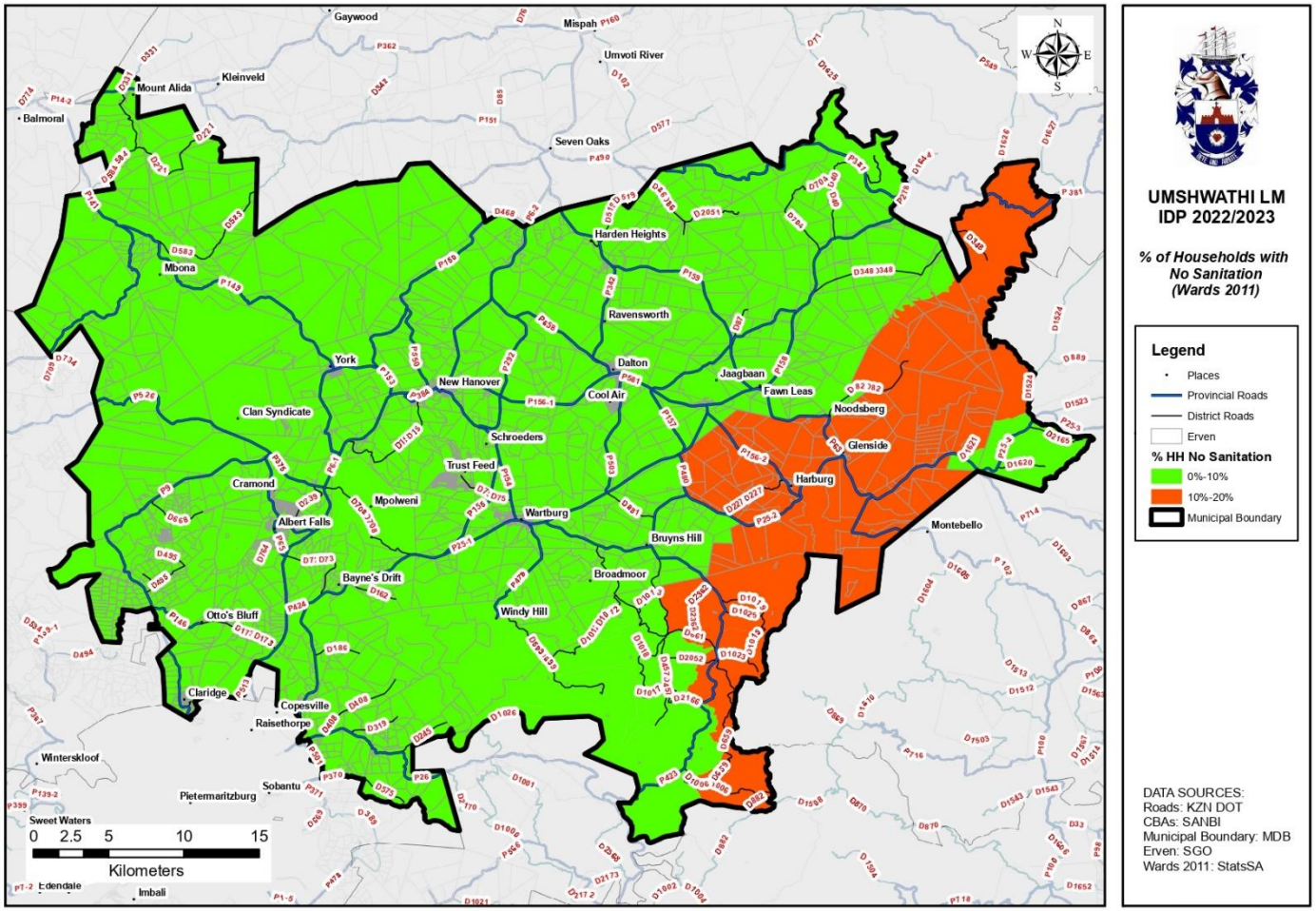
The construction of Mpophomeni WWTW will improve performance of wick WWTW as there will be less inflow going to Howick WWTW after the operational of Mpophomeni WWTW.

Map 35: Umgungundlovu Sanitation Infrastructure



Source: Umgungundlovu District Municipality IDP 2024/2025

Map 36: % Households with No Sanitation



Source: Umshwathi Municipality IDP 2024/2025

6.1.2.5 WATER PROJECTS OVER THE 5-YEAR PLANNING HORIZON

The water projects presented below are funded for implementation within the next three years.

Table 82: Water Projects Over 5-Year Planning Horizon

Project Name	Municipality	Ward	Project Description	Status
IMPLEMENTATION STAGE				
uMshwathi Slum - Trustfeed Water (02/2019)	uMshwathi LM	8	Construction of approximately: -16.065km of reticulation -381 Connections of new reticulation. -619 Connections of existing reticulation. -Meter/PRV/FC/PSV Chambers and 1*500KL reservoir.	Construction
Mpolweni Water Supply (37/2020)	uMshwathi LM	10	The Mpolweni Water Supply Scheme comprises of approximately +/-167km of HDPe/uPVC/ Steel pipeline ranging from 25mm to 355mm in diameter and includes the construction of 1№ 3Ml concrete reservoir, refurbishment of the two existing 400kl reservoirs, 1№ 200Kl elevated steel tank, and associated valves, chambers and fittings.	
uMshwathi Phase 4 – Greater Efaye Reticulation Scheme (35/2020)	Umshwathi LM	3 & 4	Construction of approximately 227km of 50mm – 315mm Ø uPVC, HDPE and GMS Roll Grooved End bulk and reticulation water pipelines, 1no. 50KL reinforced concrete reservoirs, 1no. 400KL reinforced concrete reservoirs,5 no. pressed steel water storage tanks and, associated chambers and assemblies.	Construction
Project Name	**Municipality**	**Ward**	**Project Description**	**Status**
IMPLEMENTATION STAGE				
Mbhava & Mpethu – Swayimane Water Supply Scheme Extension Phase 2 (36/2020)	Umshwathi LM	6, 12 &13	The Scope of Works includes : Construction of 110-250mm diameter uPVC/steel bulk water pipelines. Construction of inlet chambers at reservoir sites and	Construction

			pipe-work into existing reservoirs. Construction of offtake chambers. Upgrading of 2 existing booster pump stations. Upgrading of access roads to pump stations and reservoir sites.	
Upgrading of Nkanyezini water supply (06/2018)	Mkhambathini LM	3 & 5	The scheme comprises of approximately 10km of uPVC / Steel pipeline ranging from 200mm to 250mm in diameter, the construction of 1№ 10Ml Post- tensioned Reinforced Concrete reservoir and associated valves, chambers and fittings.	Construction
Enguga Phase 5 Pipeline and Civil Works (07/2020)	Impendle	1 & 2	Completion of construction of 150mm Klambon steel rising main. Completion of Air and Scour valve installations. Completion of interlinking reservoir pipework, chambers and level control. Completion of earthworks,breaching existing reservoirs and linking to already constructed reservoirs.	Construction
			Completion of all civil works: Abstraction Sump Inlet works (pipework and anchor blocks) High lift Pump Station pipework (to tie into already constructed rising and gravity bulk mains). Pre-sedimentation chamber internal pipework, access ways, outlet pipework, valves and bulk earthworks. **Completion of Electrical and Mechanical Works:** Electrical and Mechanical works with abstraction sump. Electrical and Mechanical Works with High Lift Pump Station Dosing Equipment.	
KwaMathwanya /Craigieburn (05/2020)	Mpofana	4	Construct 50 kℓ/d pump station. • Construct 1.15km long of steel rising main. • Construct 200kℓ elevated steel tank. • Construct approximately 5.5km reticulation pipelines. • 1KL BPT • Install 40 full metered household connections.	Planning

The following projects are in planning phase and require funding.

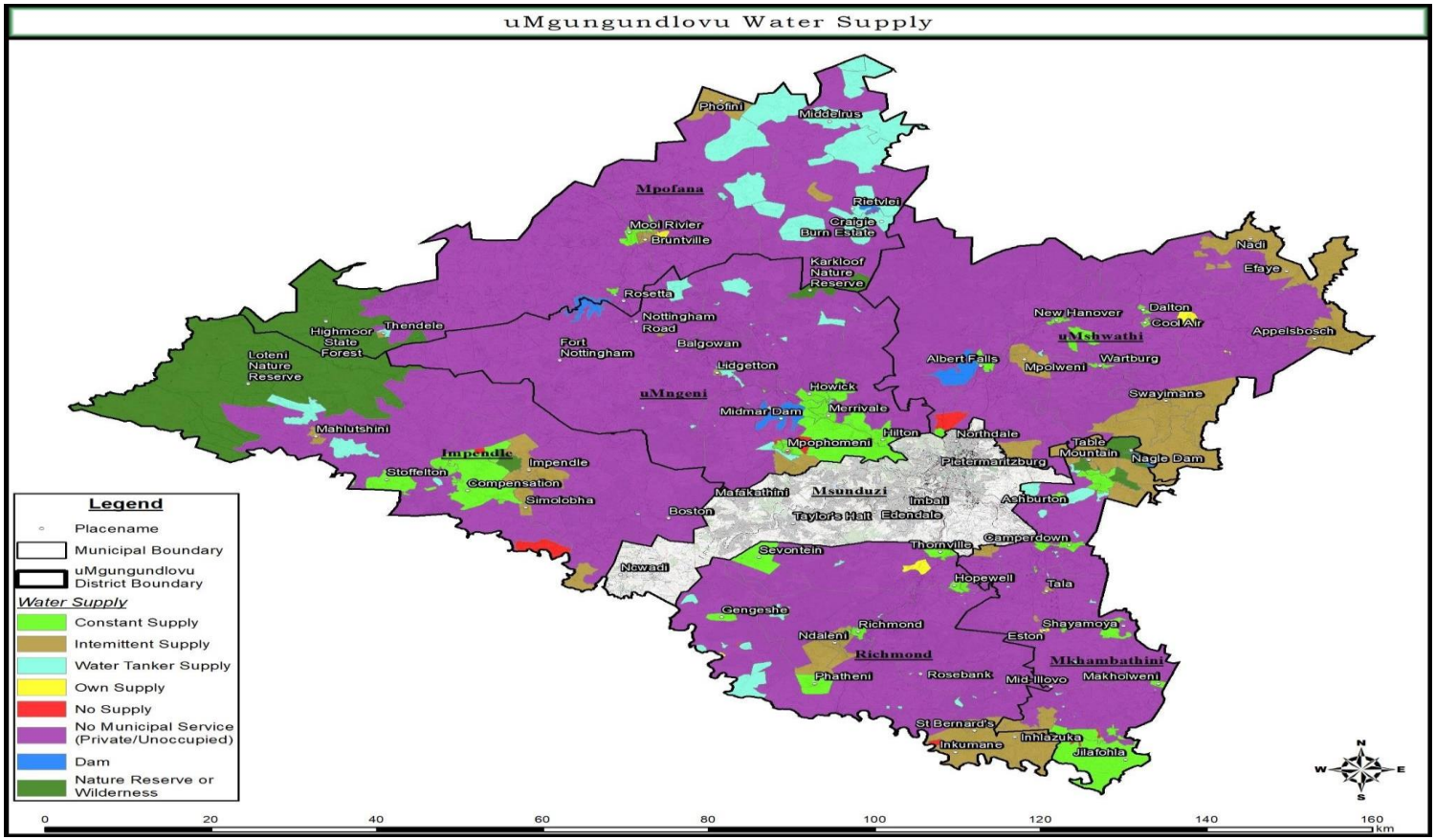
Table 83:Projects in Planning Phase But Require Funding

Project Name	Municipality	Project Description	Status
Mpofana Bulk - Mpofana Village	Mpofana	Supply and lay of pipeline from Umgeni 12 Ml reservoir to Bruntville secondary reservoir and Mpofana primary reservoir	Planning
Nkanyezeni Reticulation	Mkhambathini	supply and lay of 250km pipeline	Planning
Project Name	**Municipality**	**Project Description**	**Status**
Thokozani Retic (umshwathi	uMshwathi	supply and lay of 90 km pipeline	Planning
Nadi Ext Retic	uMshwathi	30km of reticulation and house connecctions	Planning
CLARIDGE 1Ml Reservoir and 250mm bulk	uMshwathi	Construction of reservoir and bulk	Planning
Claridge Reticulation	uMshwathi	construction of reticulation	Planning
Greater Indaleni Bulk (10mgl reservoir + rising main	Richmond	Greater Indaleni Bulk (10mgl reservoir + rising main	Planning
Thala ValleyRetic and Elevated Tank	Mkhambathini	Thala Valley Retic and Elevated Tank	Planning
Mbuthisweni Bulk Upgrade	Richmond	Upgrade of pumpstation and Rising Main	Planning
Impendle Bulk Main	Impendle	Secondary bulk pipeline	Planning
Mahlutshini/Inhlathimbe Reticulation	Impendle	reticulation	Planning
Cedara/Khanya Village (human Settlements)	Umngeni	Bulk Pipeline	Planning
Hillside	Umngeni	Bulk pipeline	Planning
Lions River	Umngeni	Bulk pipeline	Planning
St Josephs	Umngeni	Bulk pipeline	Planning
Lutchmans Farm	Umngeni	Bulk pipeline	Planning
Khayelisha	Umngeni	Bulk pipeline	Planning

Table 84: Current WSDP Projects

Project Description			Project Category	Total Cost
Project Name	Project Number	Project Description	Main Category	Total Project Cost
Asbestos Cement Pipe Replacement in Wartburg	2013MIGFDC22220449	The primary objective of the project is to provide a reliable supply of water on a continuous basis to all consumers in Wartburg in the uMshwathi LM (Ward 7); uMgungundlovu DM. To achieve this it is proposed to replace the 13.7 km AC reticulation net	Water	33 668 297
Community Water Supply to Trust Feeds and Camelhoek (UMshwathi Slump Clearance)	2013MIGFDC22216987	The project scope of work include construction of a small bulk link to the proposed reservoir of the Umgeni Water supply main from Waterburg, construction of 7.8 km bulk supply ring through the development which accommodate 712 supply take off points	Water	48 608 713
Lindokuhle / Mpolweni Water Supply (AFA) MIS 213170	2012MIGFDC22207565	The purpose of the study is to provide a safe drinking and reliable source of water to Mpolweni, Lindokuhle, Newtown Ext and Esihlabathini settlements, within the uMshwathi LM, uMgungundlovu DM. The study area is sparsely to semi-densely populated wi	Water	54 595 264
Mbhava and Mpethu Water Supply Project	2012MIGFDC22206689	Mbhava and Mpethu Water Supply project is located in the area known as Swayimane in the uMgungundlovu DM and consist of four wards which are wards 6,9,10 and 11. The area has a population of approximately 690 people and 115 households which will be s	Water	10 163 099
Mpethu in Swayimane - New Water Reticulation Scheme for the area	ZKZNUMGUN10	Construction of a new water reticulation network	Water	11 000 000
Mpolweni Sanitation Project	2013MIGFDC22216075	The project aims to provide the community of Mpolweni in UMshwathi LM with Household VIP sanitation in order to achieve 100% percentage coverage of the area. This project will provide 1641 latrines in 1517 households. 134 households were found to have	Sanitation	13 413 018
uMshwathi Bulk Water Systems	ZKZNUMGUN01	The planned upgrade will involve the upgrading of the Secondary bulk pipelines and covers the Greater Wartburg, Dalton areas, Nadi, Ozwatini/Nondabulo, Haburg, Ekhamanzi and Greater Efaye in the uMgungundlovu District Municipality.	Water	300 000 000
UMshwathi Regional Bulk Scheme	KNRNEW	Scope: Primary Bulk infrastructure	Water	772 799 000
uMshwathi Regional Bulk Water Supply Scheme (Planning Phase)	2012MIGFDC22207567	The purpose of this study is to investigate the options of a regional water supply scheme in the uMshwathi LM of uMgungundlovu DM. A number of small towns and large rural communities that are in need of secure water service. A portion of the area is	Water	5 397 090

Map 37: Current Water Projects



Source: Umgungundlovu Municipality IDP 2024/2025

6.1.2.6 ALL SANITATION PROJECTS OVER THE 5-YEAR PLANNING HORIZON

The Installation of the Pre-Cast Concrete address the backlog of approximately 9885 unserved rural households within uMgungundlovu District Municipality over 3 years, with a comprehensive health and hygiene promotion of VIP toilets construction programme. In 2021, a service provider appointed to install 1620 Pre-Cast VIP units to households in rural settlement areas within uMgungundlovu District as follows:

- Mkhambathini local Municipality 270 Ward 3 & 4
- Mpofana local Municipality 270 Ward 2 & 4
- UMshwathi Local Municipality 270 Ward 8 , 11 and 12
- Impendle Local Municipality 270 Ward 1 & 2
- Umngeni Local Municipality 270 Ward 5 & 8
- Richmond Local Municipality 270 Ward 1 & 6

Due to the high backlog in our communities, another 1100 VIP toilets are constructed that is 185 VIP unit per local municipality. In December 2021 , the Municipality has received a funding from Cogta of R18M and the additional of 1100 VIP toilets and the allocation for new project 2021/2022within uMgungundlovu District are as follows:

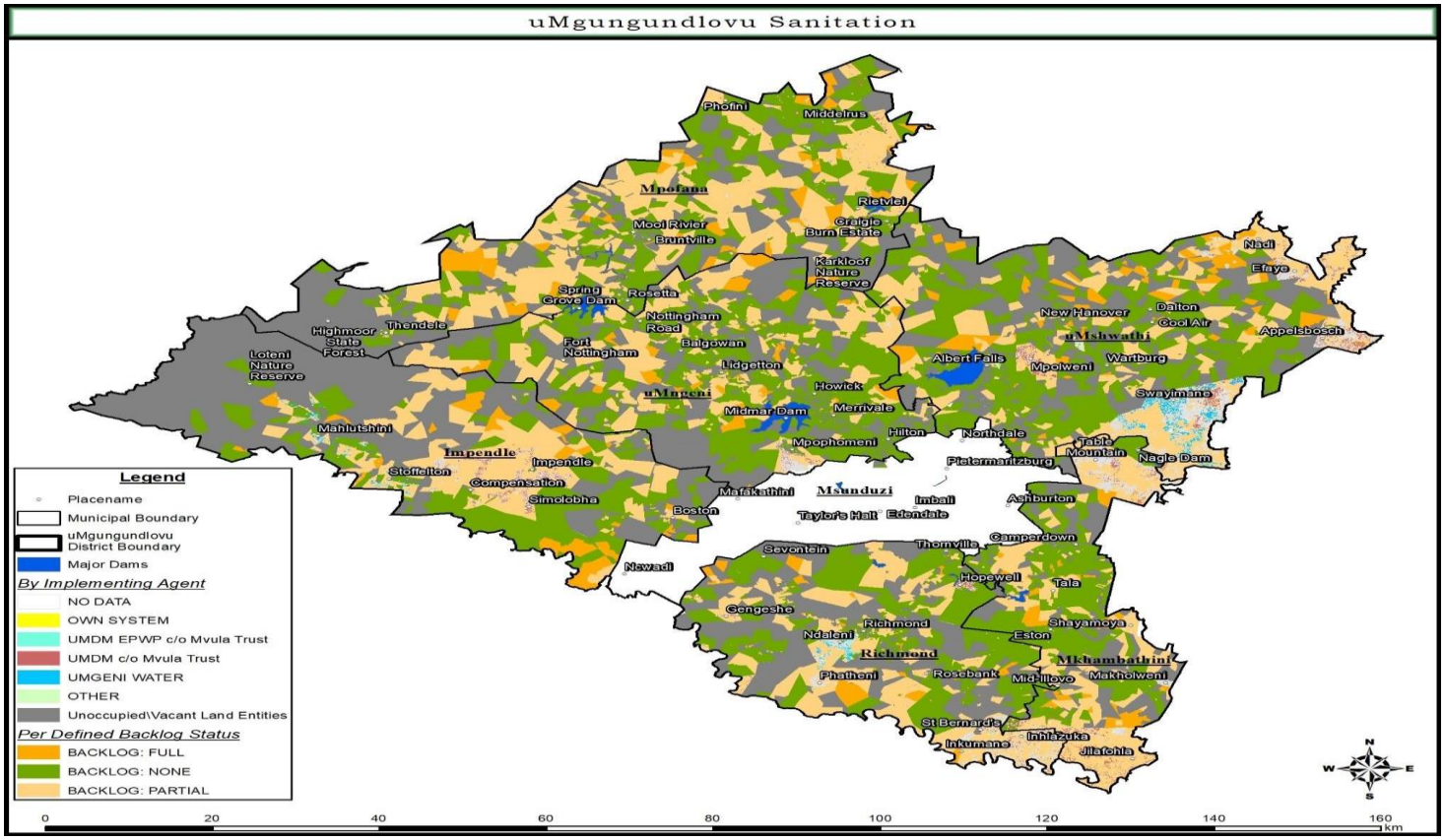
- Mkhambathini Local Municipality 185 Ward 5 & 6
- Mpofana Local Municipality 185 Ward 2 & 4
- UMshwathi Local Municipality 185 Ward 5, 13 & 14
- Impendle Local Municipality 185 Ward 1&3
- Umngeni Local Municipality 185 Ward 1& 9
- Richmond Local Municipality 185 Ward 3, 5 & 7

In the next financial years, the District Municipality will be relying on MIG and other sources of funding to continue to decrease the number of backlog within uMgungundlovu District Municipality.

Table 85: Water and Sanitation Projects

Project Description	*Project Main Category*	*Project Category*	*WSA Priority*
UMshwathi Ward 1- Sanitation backlog - 844 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 1- Sanitation replacement - 543 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 1 - Water shortage. Improved water provision	Water	Basic Supply	High
UMshwathi Ward 2- Sanitation backlog - 127 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 2- Sanitation replacement - 6 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 3- Sanitation backlog - 395 Units (waste removal to be more frequent)	Sanitation	Internal Sanitation	High
UMshwathi Ward 3- Sanitation replacement - 923 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 4- Sanitation backlog - 790 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 4- Sanitation replacement - 1759 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 5- Sanitation backlog - 457 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 5- Sanitation replacement - 1881 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 6- Sanitation backlog - 211 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 6- Sanitation replacement - 987 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 7- Sanitation backlog - 338 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 8- Sanitation backlog - 123 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 8- Sanitation replacement - 68 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 8 - Water shortage. Improved water provision	Water	Basic Supply	High
UMshwathi Ward 9- Sanitation backlog - 199 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 9 - House connection installation (Mpolweni)	Water	Reticulation	High
UMshwathi Ward 10- Sanitation backlog - 155 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 10- Sanitation replacement - 483 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 11- Sanitation backlog - 190 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 11- Sanitation replacement - 894 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 12- Sanitation backlog - 117 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 12- Sanitation replacement - 1404 Units	Sanitation	Internal Sanitation	High
UMshwathi Ward 12 - water shortage and visible leaks. Water provision improvement	Water	Basic Supply	High
UMshwathi Ward 13 - Water shortage and in need of water tanks	Water	Basic Supply	High
UMshwathi Ward 13 - Replace pit toilets (full)	Sanitation	Internal Sanitation	High
UMshwathi Ward 14 - Water shortage. Improve water supply	Water	Basic Supply	High

Map 38: Sanitation Infrastructure Operated by the Different Sanitation Institutions and Sanitation Service Providers



Source: Umgungundlovu District Municipality IDP 2024/2025

6.1.3 IDENTIFICATION OF WATER INFRASTRUCTURE NEEDS

Section 26.(b) of the MSA; Sections 2(1)(b) and 2(1)(c) of the MSA Regulations 2001 - Identification of water infrastructure needs

a) Refer to Map 40 for map representing the overlay of water infrastructure with the applications lodged in terms of the Municipal Spatial Planning and Land Use Management Bylaw and Human Settlement projects (Bulk infrastructure to support housing developments)

b) The sources and source dates of the information presented on the map.

6.1.4 IDENTIFICATION OF SANITATION INFRASTRUCTURE NEEDS

Section 26(b) of the MSA; Sections 2(1)(b) and 2(1)(c) of the MSA Regulations 2001 - Identification of sanitation infrastructure needs

a) Refer to Map 40 indicating the overlay of the sanitation infrastructure with the applications lodged in terms of the Municipal Spatial Planning and Land Use Management Bylaw and Human Settlement projects (Bulk infrastructure to support housing developments)

b)The sources and source dates of the information presented on the map.

6.1.5 PROJECTS ADDRESSING WATER INFRASTRUCTURE NEEDS

Sections 2.(1)(d) of the MSA Regulations 2001 – Projects addressing water infrastructure needs

a) Table 88 contains a list of all the water projects over the five year planning horizon from the current financial year (2024/2025 – 2029/2030) for all the water services institutions and water service providers operating in the municipality.

b)Specify the Infrastructure Delivery Management System (IDMS) project stages for each of the listed projects.

6.1.6 PROJECTS ADDRESSING SANITATION INFRASTRUCTURE NEEDS

Sections 2(1)(d) of the MSA Regulations 2001 – Projects addressing sanitation infrastructure needs

a) Table 88 contains a list of all the sanitation projects over the five year planning horizon from the current financial year (2024/2025 – 2029/2030)

for all the sanitation services institutions and sanitation service providers operating in the municipality?

6.1.7 *Evidence based planning references*

a) List all the reports and datasets used in preparing the sections on the assessment of existing level of water infrastructure development in the municipality, the identification of water infrastructure needs and the projects addressing water infrastructure needs specifying:

i) Year of publication or approval;

ii) Source organisation;

iii) Title; and

iv) How the report/dataset may be accessed e.g. website address.

b) List all the reports and datasets used in preparing the sections on the assessment of existing level of sanitation infrastructure development in the municipality, the identification of sanitation infrastructure needs and the projects addressing sanitation infrastructure needs specifying:

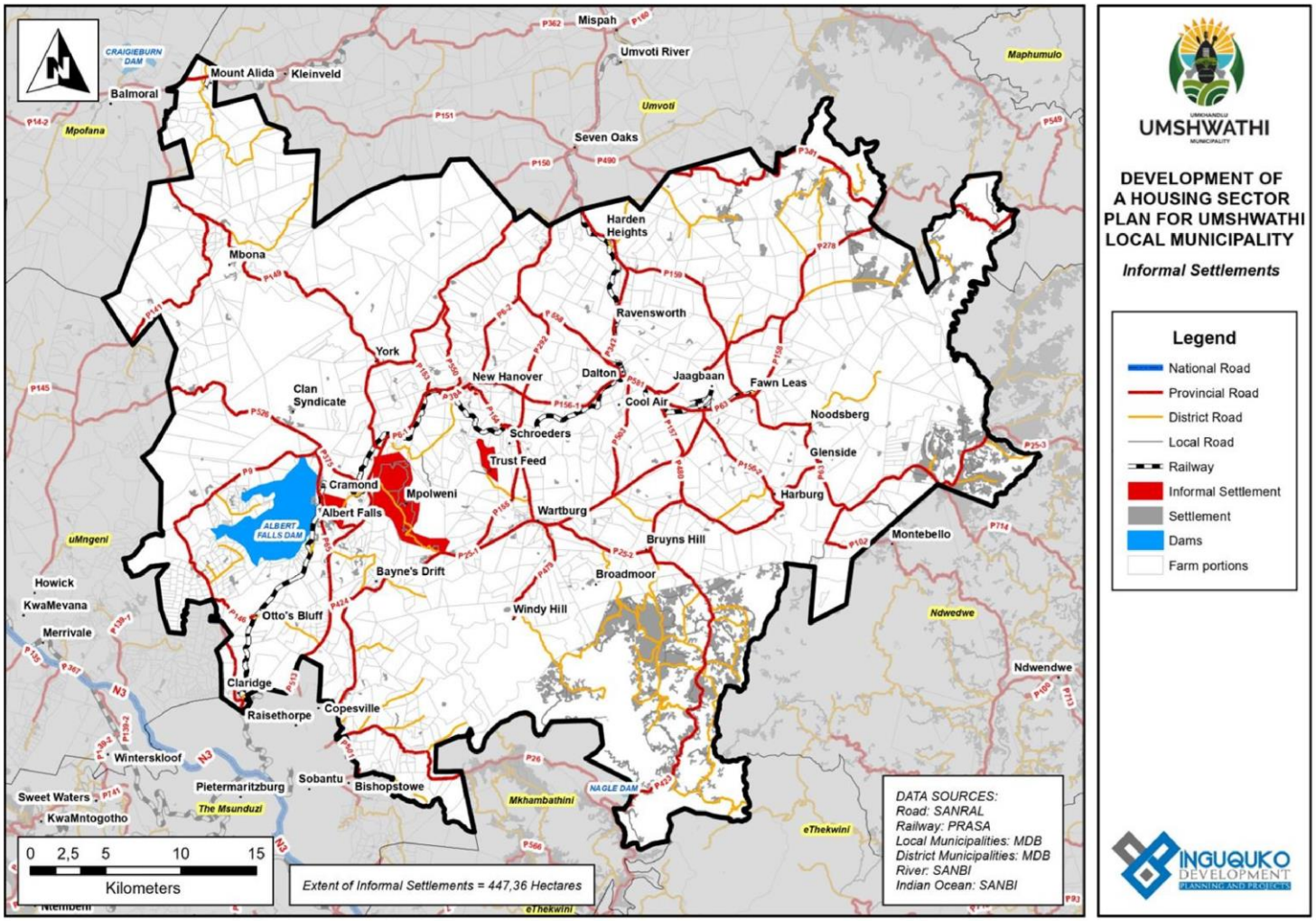
i) Year of publication or approval;

ii) Source organisation;

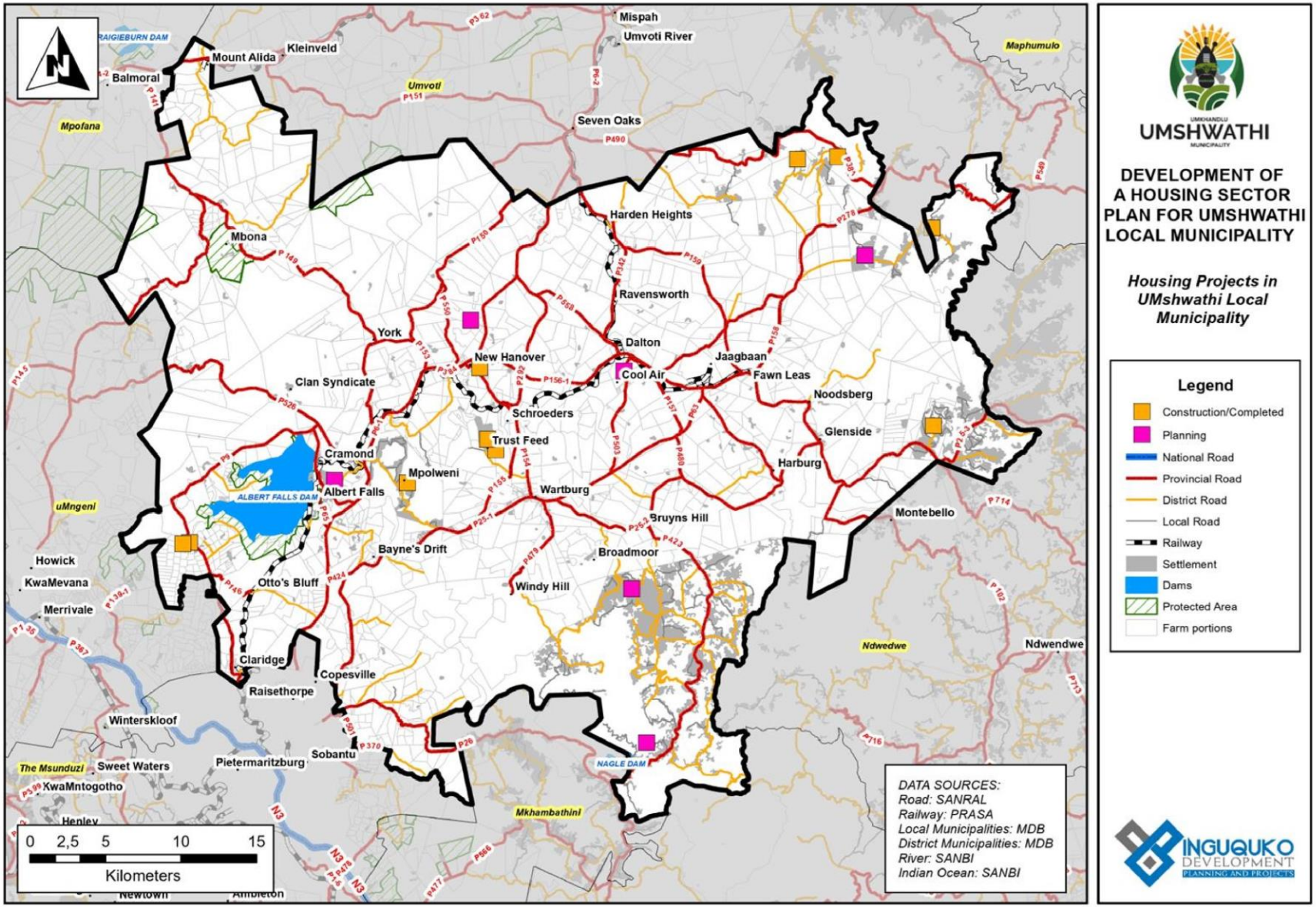
iii) Title; and

iv) How the report/dataset may be accessed e.g. website

Map 39: Informal Settlements in Umshwathi



Map 40: Existing and Planned Huousing Projects



7.2 SOLID WASTE MANAGEMENT

7.2.1WASTE COLLECTION RESPONSIBILITY

The Integrated Waste Management Planning is an important element of the framework for local government and must be carried out in accordance with the responsibilities and obligations specified for local government in the Constitution of the Republic of South Africa. The National Environmental Management: Waste Act 2008 (as amended by Act 26 of 2014) further defines the legislative requirements for local government authorities to implement Integrated Waste Management Plans to inform waste management planning and budgeting within a given Municipality. The primary purpose of this section is to ensure that waste management planning in local municipalities is aligned with national policy and standards. Furthermore, it must be long-term, feasible, implementable, and acceptable to all important players. Umshwathi Municipality is responsible for waste collection.

Umshwathi Municipality is responsible for waste collection and currently provides a refuse collection service to 4275 households which is an increase of 475 households from the previous financial year. The total number of households in the Municipality still requiring a refuse collection service is 19 457. With rural households constituting 81% of the total number of households in its jurisdiction, the uMshwathi Municipality has one of the highest rural components within District Municipal area. Therefore, the refuse collection service is currently only offered in the urban or town areas because of the clustered nature of the developments and hence, more cost effectiveness to render such service in these areas.

The function of solid waste management falls into two activities, those of litter-picking and solid waste disposal. Litter-picking is carried out within urban areas, i.e., Wartburg, Dalton, and Cool Air, by the Municipality's Technical Services Department. The areas of New Hanover and Albert Falls are serviced by contractors. The street litter is collected, bagged, and thereafter collated for disposal by the refuse removal component. This service is provided during conventional working hours during the week and supplemented by a Saturday service until 13h00 where necessary. The Municipality is investigating the feasibility of extending the refuse collection services into the rural areas.

7.2.2THE STATUS, BACKLOGS, NEEDS AND PRIORITIES OF SOLID WASTE COLLECTION, REMOVAL AND DISPOSAL

Collection and Transportation of Waste to the registered landfill site in Pietermaritzburg is costly and extending such services to rural areas will pose further resource constraints. However, the municipality is currently investigating the feasibility of providing at least a bi-monthly service to more densely populated settlement areas such as Mpolweni, Appelsbosch, Swayimane and Efaye. The extension of the service will be undertaken using tractors and trailers to transport the waste and the staff for the project would be drawn from the Municipal EPWP project or the project could be undertaken in conjunction with the community.

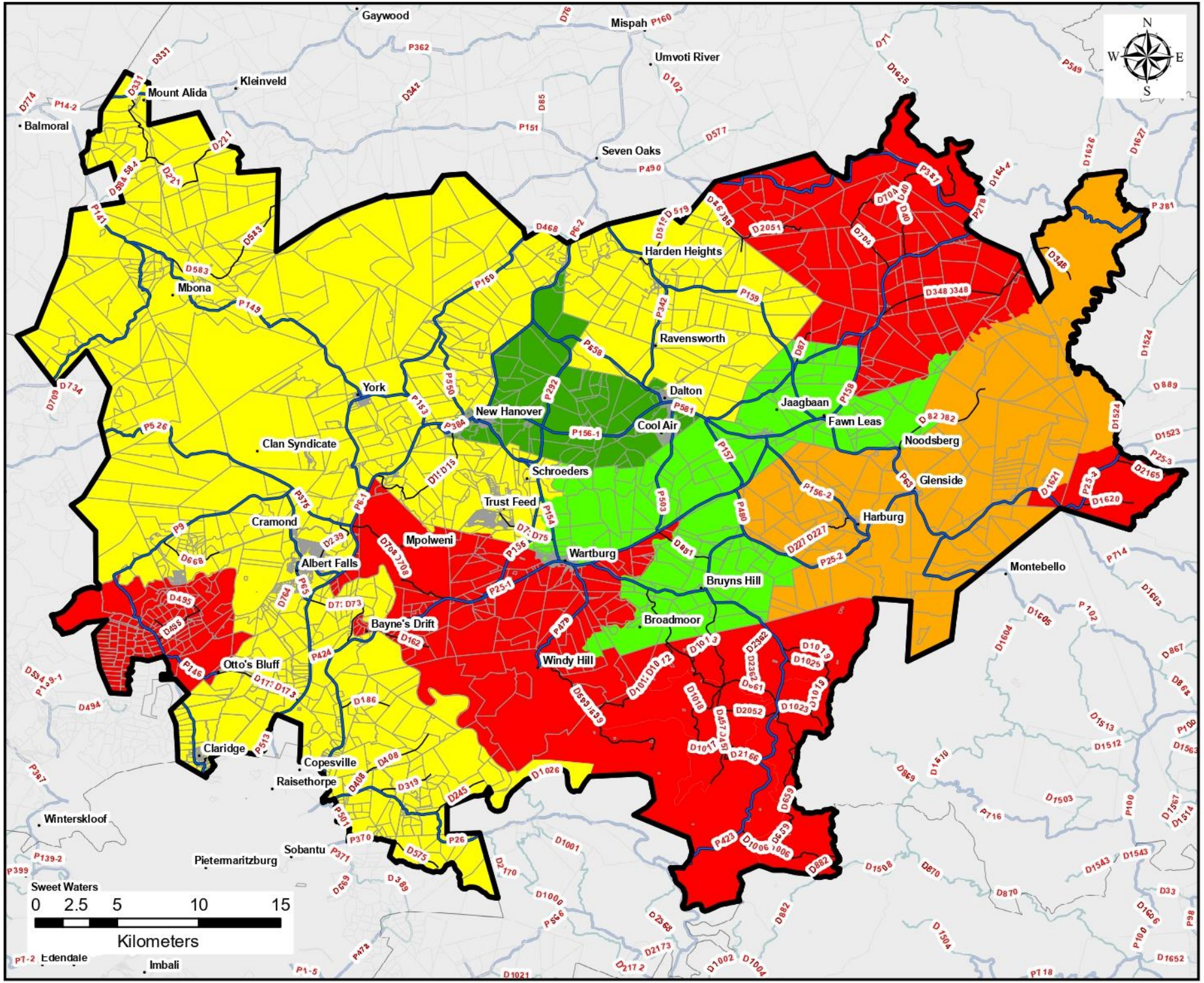
Waste Minimisation is being promoted through —pilot kerbside collection projects that encourage recycling in some of the denser urban areas e.g., New Hanover and Wartburg. The materials that emanate from these towns are valuable for and therefore have positive spinoffs for recycling projects. Recycling collectors are collecting recyclable materials on a weekly basis from these towns. The concept of recycling has to be fostered at an early age to improve the impact on both children and adults and the Municipality has assisted schools in this respect by donating five recycling bins to four schools in the Municipality with the sole condition that they be used for the purpose of recycling. The Incentives and mechanisms are further needed to promote waste-material-separation at the source in individual households.

The information that is available to the uMshwathi Municipality from the 2011 census as is detailed below is currently used to determine the backlogs related to solid waste as it is the only verified and most recent information that is available to the Municipality.

Table 86: Solid waste backlog

Municipality	No of households
Refuse Disposal	
Removed by local authority/private company at least once a week	4275
Removed by local authority/private company less often	1294
Communal refuse dump	647
Own refuse dump	20390
No rubbish disposal	1266
Other	281

The Map below illustrated the percentage of households with no refuse removal.



UMSHWATHI LM IDP 2022/2023

Map 41: Percentage with no refuse removal
Map 42: Waste sorting and recycling sites

Legend

- Places
- Provincial Roads
- District Roads
- Erven

% HH No Refuse Removal

- 30%-40%
- 40%-50%
- 60%-70%
- 80%-90%
- 90%-100%
- Municipal Boundary

DATA SOURCES:
Roads: KZN DOT
CBAs: SANBI
Municipal Boundary: MDB
Erven: SGO
Wards 2011: StatsSA

SOLID WASTE NEEDS AND PRIORITIES

Collection and Transportation of Waste: The collection of refuse is currently undertaken using a refuse compactor and a team of eight staff. Prior to the establishment of the refuse collection team the Municipality outsourced the service. The establishment of an in-house refuse collection unit has allowed the Municipality to have greater control over the efficiency and effectiveness of the service. The refuse collection service is provided in according to the following schedule on a weekly basis:

Table 87: Refuse removal schedule

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
Cool Air	*Wartburg*	*Trustfeed*	*Dalton*	*Wartburg Spar*
Dalton	*Mhalane*	*UCL Dalton*	*New Hanover School*	*New Hanover Extension*
Dalton Spar	*New Hanover CBD*	*E & C Charcoal*	*Brunfelsia*	*Crammond*
Matatane School	*Harburg*			*Thokozani*
				Albert Falls
				Claridge

Extending service delivery to rural areas is difficult. However, the municipality is currently investigating the feasibility of providing at least a bi-monthly service to more densely populated but un-serviced areas such as Mpolweni, Appelsbosch, Swayimane and Efaye.

6.2.2.2 WASTE MINIMISATION

Pilot kerbside collection projects for recyclable materials are needed in denser, urbanized areas like New Hanover and Wartburg. The qualities of the materials that can come out of these areas are worthwhile and the municipality is looking at initiating recycling projects. Incentives and mechanisms are needed to promote separation at source in households.

A pilot project is currently being initiated in which the municipality has received 100 refuse bins from the Department of Environmental Affairs. Theses bins are being used to start up a recycling project. The bins are provided to municipal buildings, and they will use them to separate the waste generated into materials that can be collected by a recycling service provider. Some of the benefits of this include:

- Less waste generated by the municipality and as result a reduced landfill charge
- Business can generate a small income to sustain the project
- Jobs will be created by the project
- It will result in local economic development

6.2.2.3 GARDEN WASTE DISPOSAL

The general domestic component of waste is taken by the Municipality to the New England Road Landfill site in Msunduzi Municipality; however, there are problems with the disposal of green waste. There is no site for the disposal or storage of the waste which means that it often ends up in being dumped in informal dump sites. An establishment of a garden waste site in each of the major town will have to be identified and prioritized.

The uMshwathi Municipality has however developed an interim mechanism to address the situation and will be rolling out refuse skips to the towns of Dalton, Cool Air, Wartburg and New Hanover. The skips

will sever a dual purpose in that it will address the green waste needs of the community as well as the needs of the local farming community who have been requesting a refuse collection service at a central point in each town.

6.2.3 *UMSHWATHI MUNICIPALITY'S ENVIRONMENTAL COMPLIANT WASTE DISPOSAL SITES*

The uMshwathi Municipality does not have a landfill site. All the waste that is generated within its area gets transported to the New England Road landfill site. The uMgungundlovu District Municipality is in the advanced process of identifying a regional landfill site which will cater for all the municipalities in the district.

The process of acquiring a new general waste landfill site has already started and is expected to reach end of life by 2023. After many mapping processes a site located within the uMshwathi LM emerged from an environmental and logistical point of view to be the most suitable. The landowners are also willing to sell, and the site could also be developed to contain a hazardous landfill site which will attract industry to the area. The current situation involves negotiating land purchase price from landowners, which is expected to be completed by end of 2018, thereafter a two to three-year EIA process that will be followed by a two-year construction period.

6.2.3.1 THE STRATEGY TO DEVELOP A DISTRICT LANDFILL SITE

The uMDM has started the process of obtaining a waste management license for a landfill site. The continuation of the contract with the appointed consulting team would need to be reviewed for compliance with current supply chain management regulations and escalations of the contract price given that the contract was awarded in 2008. An independent land valuation process would need to be undertaken and formal negotiations would need to be concluded between the uMDM and the landowners on the sale of the land. If these negotiations fail, the uMDM would need to look at other legal options to secure sites needed for the provision of waste disposal services in the uMDM.

The uMDM would also need to set aside internal funds or secure grant funding of up to R25 million over the 2021 – 2024 period to purchase the site, engage the consulting team to undertake the waste management license process and undertake legal processes to expropriate the land should the negotiations fail.

The uMDM would also need the KZN COGTA to intervene and guide the resolution of the powers and functions for solid waste disposal between the uMDM, the Msunduzi Municipality and other LMs in the uMDM. Given that the South African Human Rights Commission has started formal legal processes wherein the Msunduzi Municipality has to defend itself against charges that the New England Road Landfill Site and its operations have had a severe negative impact on human health and according to the arguments set out, the SAHRC is seeking a remedy that will ensure

remedial actions so that no further violations of people's right to clean air and a healthy living environment are allowed to happen in the routine manner that it has for more than a decade or longer at the Msunduzi landfill site

6.2.4 UPDATED COUNCIL APPROVED IWMP

An Integrated Waste Management Plan was developed during 2023/2024 financial year and was approved the the Council on 23 May 2024. A copy of the IWMP is attached.

6.2.5 PROGRESS WITH THE IMPLEMENTATION OF THE IWMP

The IWMP is being implemented and the implementation plan is contained in the table below. Other projects that will be implemented in 2024/2025 financial year are included in the Organisational SDBIP and Scorecard 2024/2025.

The action plans are listed as follows and the actions required to achieve the desired end state:

Table 88: Action Plan for IWMP

ACTION PLAN	DESIRED FORM
To develop a Waste Information System	Develop and implement a Waste Information System (WIS)
To set up Waste Minimisation Initiatives	Minimise the environmental impacts of waste disposal facilities and litter
To set up reducing, recycling and recovery initiatives	Promote separation at source, i.e., at the point of generation.
For effective delivery of waste collection and transport service	Develop recycling centres following separation at source.
To ensure sound financial management of waste function	Minimize waste management costs by optimizing the efficiency of the existing waste management systems in terms of infrastructure, labour, and equipment
For institutional arrangements of waste management	Capacitate people and create jobs.

6.2.6 SYSTEM TO DIVERT WASTE FROM LANDFILL SITE FOR RECYCLING

The facility will be situated immediately to the west of the Trust Feed Settlement, to the north of the new uMshwathi Ridge Housing project

Mixed household waste stream is expected to contain paper up to 10%, plastic up to 9%, glass up to 17%, metal up to 3%, residues including organics 60 to 65%. It is expected that a minimum of 10 % of the mixed waste stream can be recovered as recyclable material and 90 % of input material should be landfilled. Initially it is assumed that the quantity of input waste will be about 1,200 tons per with a potential expected increase up to 4.700 tons to even 10,000 tons per annum. If the collection service for waste can be extended sufficiently so that the quantity of input waste grows as envisaged, this facility could eventually employ around 30 to 35 people.

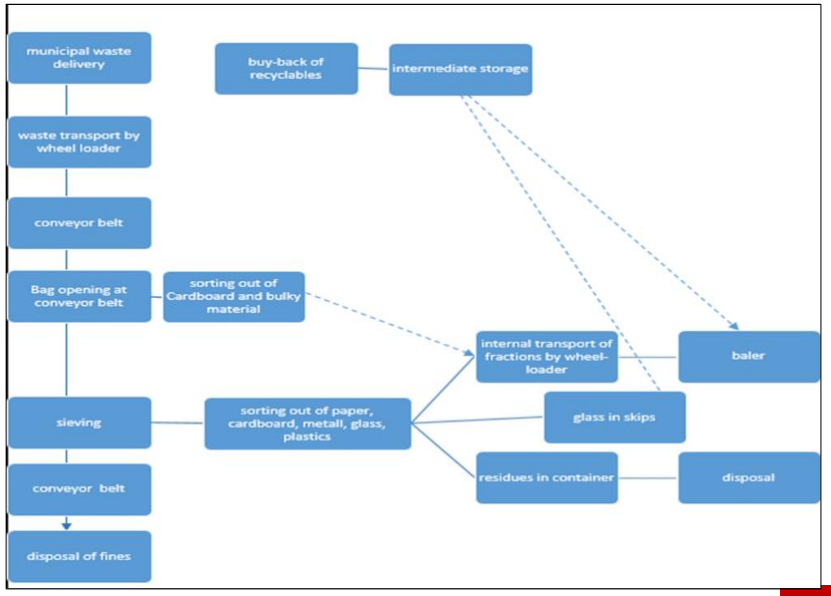
It is envisaged that the main building of the facility will be a light industrial steel framed type structure with brick infill panels with a concrete working area, male, female and paraplegic toilets, a small kitchen/social area and office. Outside of the main building a concrete

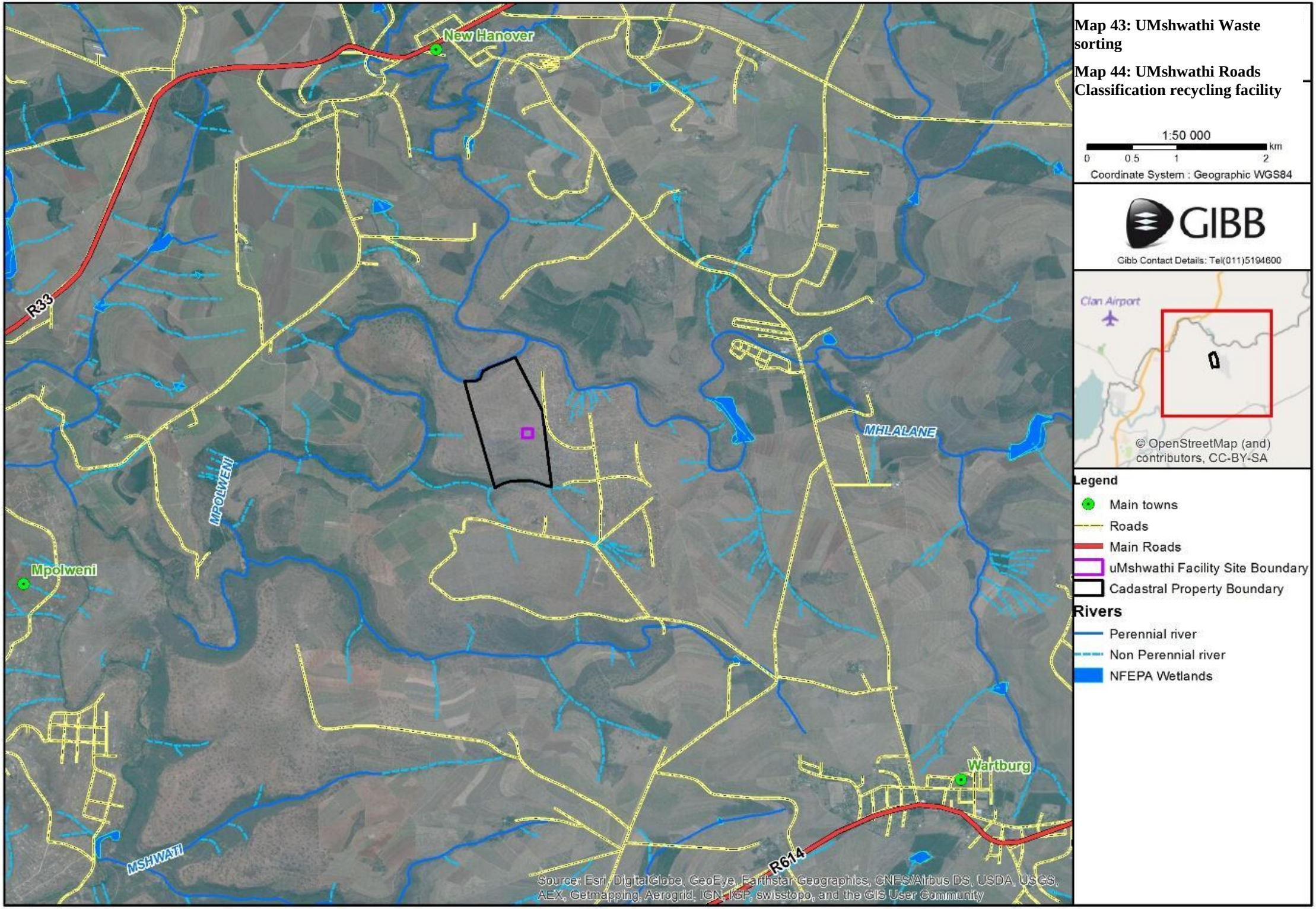
hard stand will be constructed where skips and/or containers will be placed. A weighbridge for trucks is an additional feature.

This is a middle-sized semi-automated sorting and baling facility for mixed general waste being delivered by municipal vehicles. The municipal waste collection vehicles deliver the waste to facility. The waste is weighed, and the bags loaded onto the conveyor, opened manually, and large cardboard and other bulky items are removed.

The waste passes over a sieve / screen to remove the sand, broken glass, main part of organics including faeces, leaves, ash and most of the food wastes. A conveyor belt transports them into a container ready for transportation to landfill. The larger pieces of waste consist mainly of packaging (= recyclables) and are sorted by hand from the conveyor.

The concept for this facility has been consultatively developed together with the district and local municipality, starting off with a status quo assessment followed by consideration of project alternatives and sites; feasibility study; business plan; implementation plan. The project has received its environmental approval and the Department of Environmental Affairs is currently sourcing funding for the implementation of the project.





Map 43: UMshwathi Waste sorting

Map 44: UMshwathi Roads Classification recycling facility

1:50 000

0 0.5 1 2 km

Coordinate System : Geographic WGS84

GIBB

Gibb Contact Details: Tel(011)5194600

Legend

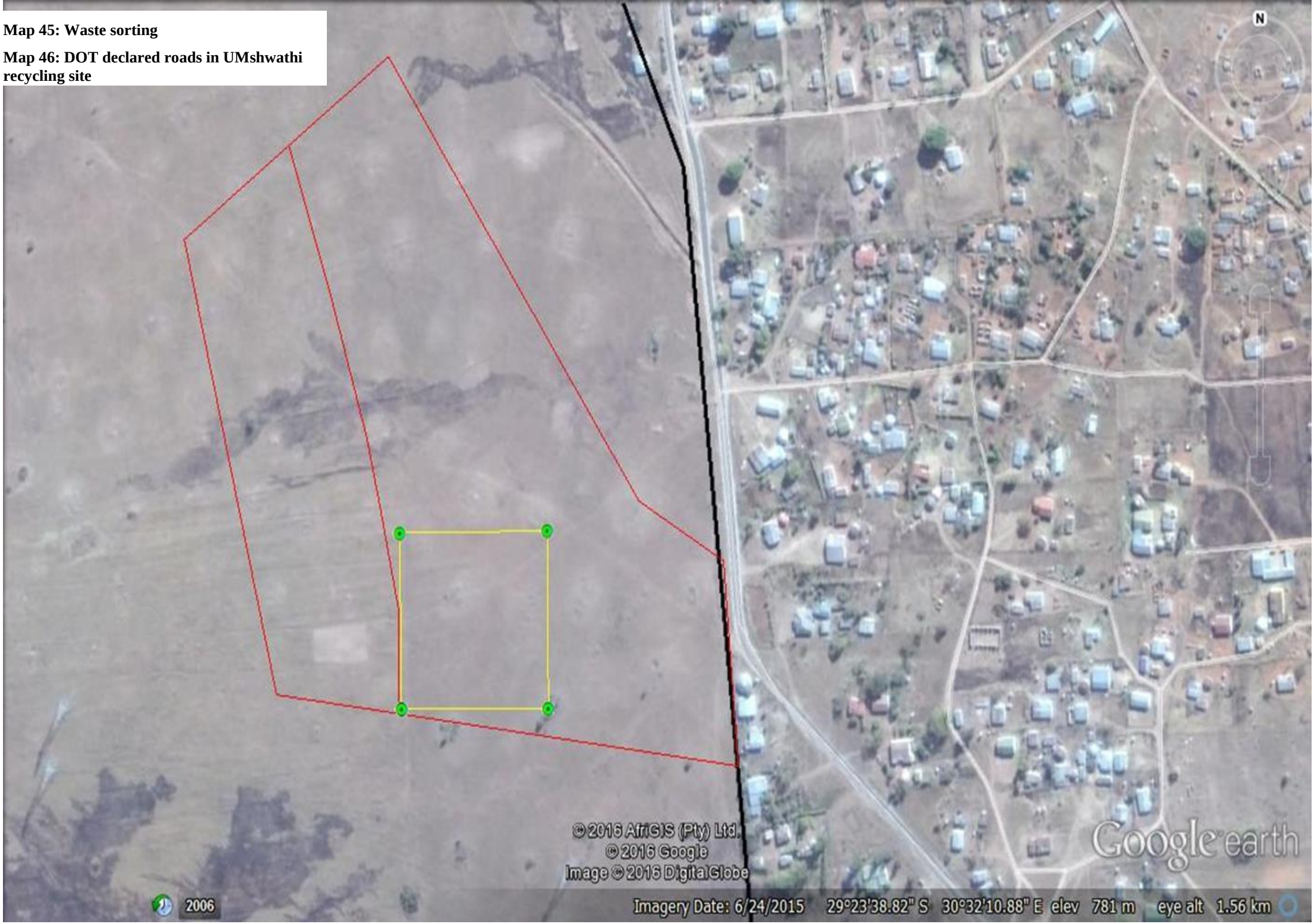
- Main towns
- Roads
- Main Roads
- uMshwathi Facility Site Boundary
- Cadastral Property Boundary

Rivers

- Perennial river
- Non Perennial river
- NFEPA Wetlands

Map 45: Waste sorting

Map 46: DOT declared roads in UMshwathi recycling site



6.3 TRANSPORTATION INFRASTRUCTURE

6.3.1 EXISTING AND FUTURE TRANSPORT INFRASTRUCTURE

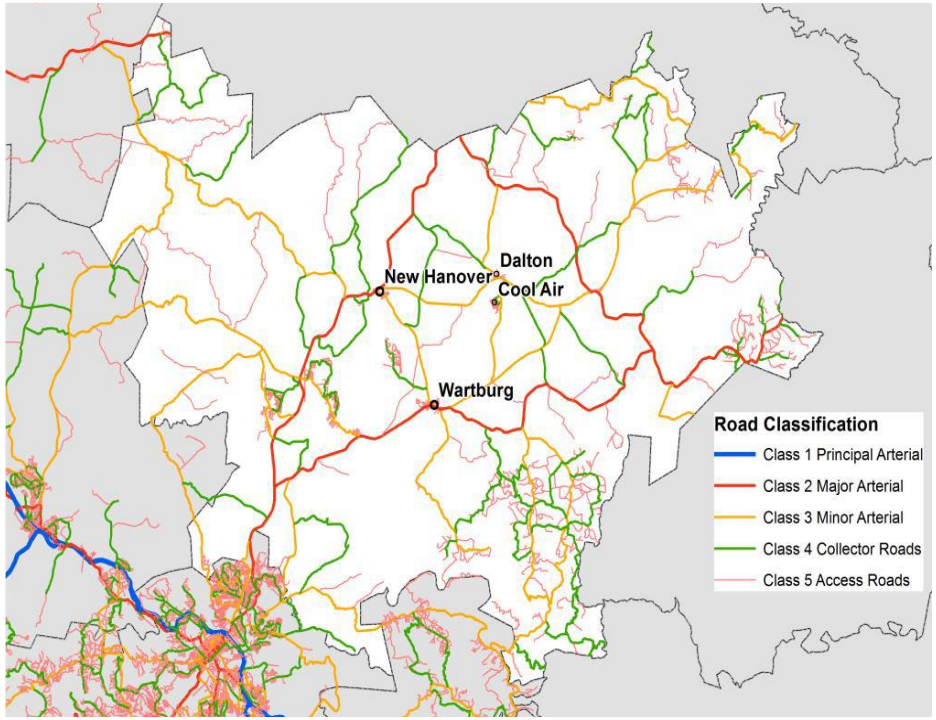
Within the boundaries of the municipality the Department of Transport is responsible for the following types of roads:

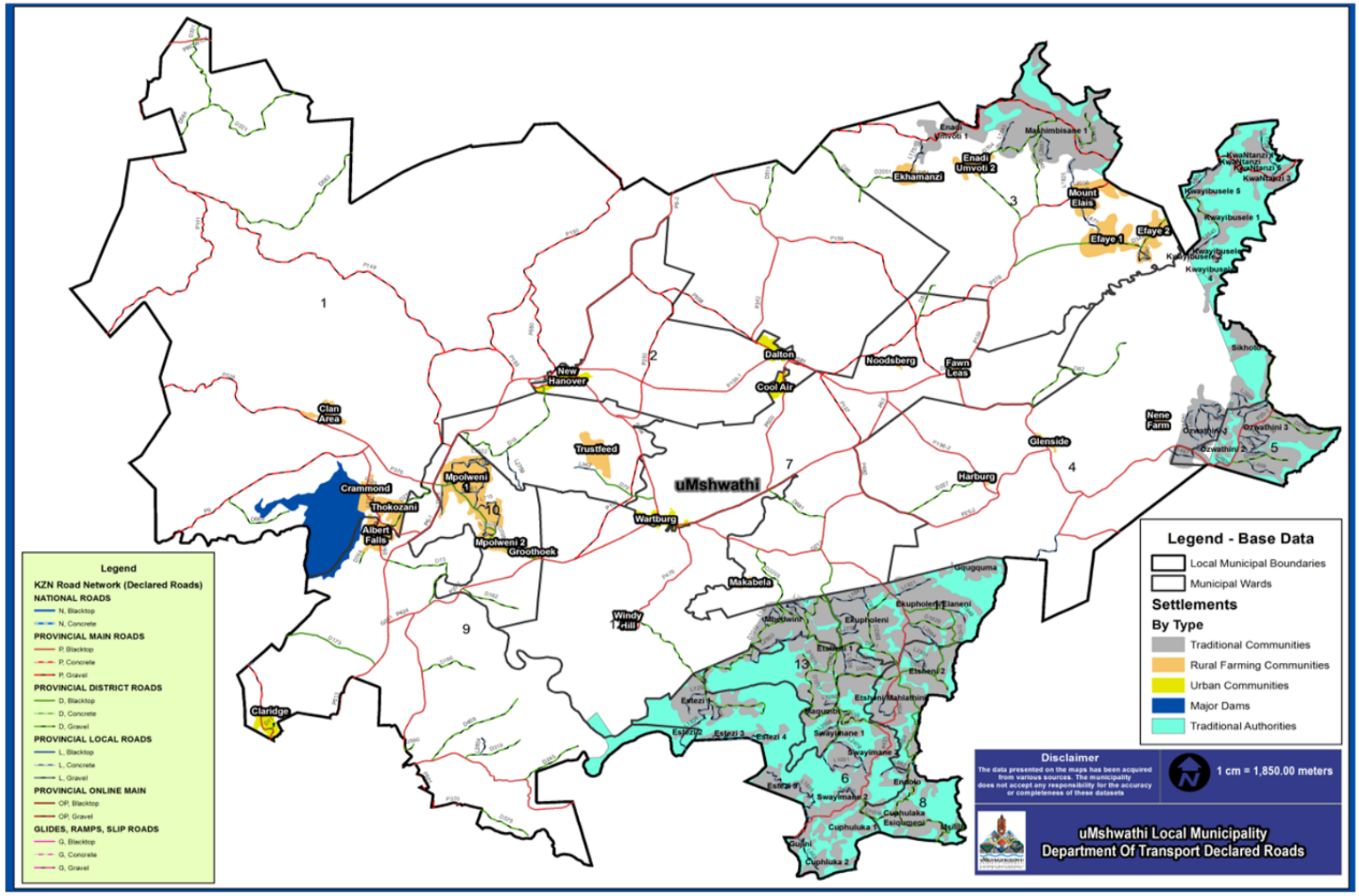
- National Roads
- Provincial Main Roads
- Provincial District Roads
- Provincial Local Roads

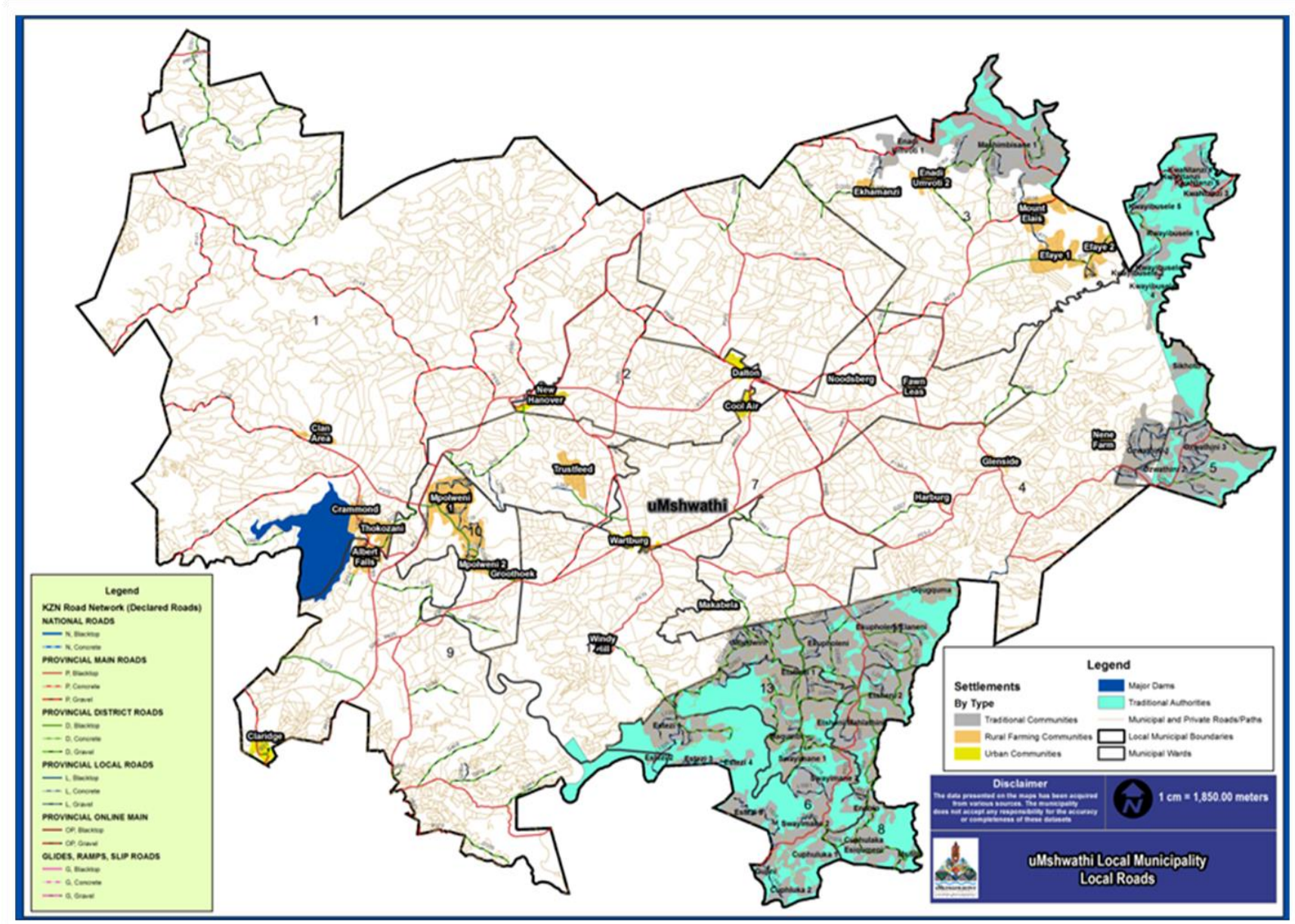
Please see the map overleaf for spatial representation of department of transport declared roads. The Municipality is unique in that the main roads that run through the towns of Dalton, New Hanover and Wartburg belong to the Department of Transport and as the Municipality has to work closely with the Department to ensure that repairs and maintenance is undertaken on these roads and permission is granted to new businesses in the CBD wanting to get access to these roads.

The local road network as shown on the attached map is extensive and the municipality is working closely with its roads master planning consultants to identify and map all of the roads with the boundaries of the municipality thereby allowing for better planning and maintenance of roads.

Map 47: UMshwathi Road Map 48: Municipal Declared Roads Classification




uMshwathi
Legend
KZN Road Network (Declared Roads)
NATIONAL ROADS
PROVINCIAL MAIN ROADS
PROVINCIAL DISTRICT ROADS
PROVINCIAL LOCAL ROADS
PROVINCIAL ONLINE MAIN
GLIDES, RAMPS, SLIP ROADS
Legend - Base Data
Local Municipal Boundaries
Municipal Wards
Settlements
By Type
Traditional Communities
Rural Farming Communities
Urban Communities
Major Dams
Traditional Authorities
Disclaimer
1 cm = 1,850.00 meters
uMshwathi Local Municipality
Department Of Transport Declared Roads
Dalton
New Hanover
Cool Air
Noodsberg
Fawn Leas
Ekhamanzi
Enadi Umvoti 2
Mount Elais
Efaye 1
Efaye 2
Sikhobe
Nene Farm
Glenside
Harburg
Trustfeed
Wartburg
Mpolweni 1
Mpolweni 2
Groothoek
Crammond
Thokozani
Albert Falls
Clan Area
Claridge
Windy Hill
Makabeta
Ekupholeni
Etsheni 1
Etsheni 2
Swaymane 1
Swaymane 2
Swaymane 3
Cuphuluka 1
Cuphuluka 2
Esiqumeni
Ensuze
Esitezi 1
Esitezi 2
Esitezi 3
Esitezi 4
Esitezi 5


uMshwathi
Legend
KZN Road Network (Declared Roads)
NATIONAL ROADS
PROVINCIAL MAIN ROADS
PROVINCIAL DISTRICT ROADS
PROVINCIAL LOCAL ROADS
PROVINCIAL ONLINE MAIN
GLIDES, RAMPS, SLIP ROADS
Legend
Settlements
By Type
Traditional Communities
Rural Farming Communities
Urban Communities
Major Dams
Traditional Authorities
Municipal and Private Roads/Paths
Local Municipal Boundaries
Municipal Wards
Disclaimer
1 cm = 1,850.00 meters
uMshwathi Local Municipality
Local Roads

6.3.1.1. TAXI RANKS

There are four formal taxi ranks in the Municipality namely:

- Dalton Taxi Rank - This is a private taxi rank with toilet facilities that have recently been upgraded for the public. The taxi rank is located close to a retail facility and consists of asphalted parking areas and covered parking bays for the taxis.
- Wartburg Taxi Rank - This is a municipal owned taxi rank with toilet facilities for the public. The taxi rank is located close to retail facilities in the Wartburg CBD and consists of asphalted parking areas and covered parking bays for the taxis. The facility also has an office for the taxi association.
- New Hanover Taxi Rank- This is a municipal owned taxi rank with toilet facilities that have recently been upgraded for the public. The taxi rank is located close to the recently constructed Thusong centre and consists of asphalted parking areas and covered parking bays for the taxis. The facility also has an office for the taxi association.
- Appelsbosch Taxi Rank - This is a municipal owned taxi rank with VIP toilet facilities for the public. The taxi rank is located close to the market stalls and consists of asphalted parking areas and covered parking bays for the taxis. The facility also has an office for the taxi association.
- Swayimane Taxi Rank- This is a municipal owned taxi rank with VIP toilet facilities for the public. The taxi rank is located close to the market stalls and consists of asphalted parking areas and covered parking bays for the taxis.

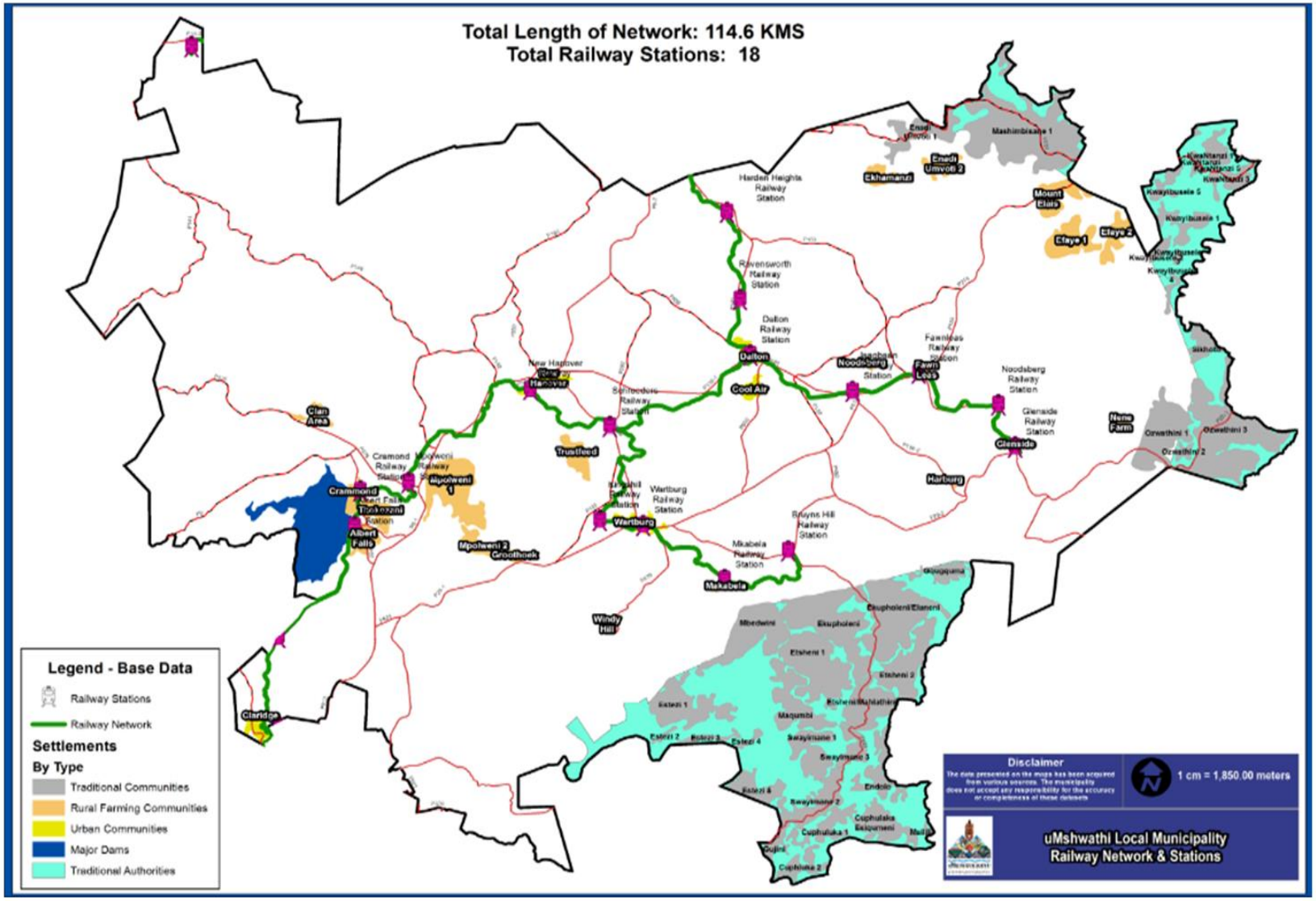
6.3.1.2 RAILWAY LINE

The railway line in uMshwathi Municipality has been used to transport goods, equipment and agricultural produce around and away from the Municipality to locations where they are required in a safe, efficient and economical way. Transnet Freight Rail is the custodian of the entire rail network in uMshwathi Municipality. The total length of rail network in the Municipality is 114kms and this consists of main line and branch lines. There is a total of eighteen railway stations in the boundaries of the Municipality

The table below outlines the railway system of the municipality:

Table 89: Railway Stations in UMshwathi

No	Railway Station	No	Railway Station
1	Haden Heights Railway Station	10	Mkabela Railway Station
2	Ravensworth Railway Station	11	Bruinshill Railway Station
3	New Hanover Railway Station	12	Noodsberg Railway Station
4	Dalton Railway Station	13	Fawnleas Railway Station
5	Crammond Railway Station	14	Glenside Railway Station
6	Mpolweni Railway Station	15	Schroeders Railway Station
7	Albert Falls Railway Station	16	Jaagbaan Railway Station
8	Wartburg Railway Station	17	Railway Station (No Name)
9	Kingshill Railway Station	18	Railway Station (No Name)


Total Length of Network: 114.6 KMS
Total Railway Stations: 18
Legend - Base Data
Railway Stations
Railway Network
Settlements
By Type
Traditional Communities
Rural Farming Communities
Urban Communities
Major Dams
Traditional Authorities
Disclaimer
1 cm = 1,850.00 meters
uMshwathi Local Municipality
Railway Network & Stations

6.3.2 RESPONSIBILITY FOR THE PROVISION OF NEW ROADS AND RELATED FACILITIES

Umshwathi Municipality is responsible for the provision of municipal local access roads (new, existing, maintenance and bridges) as well as related facilities. The municipality has plans in place for the development and maintenance of roads, storm water and related infrastructure plans and these are done during the community consultation meetings on needs and priorities. The municipality has budgeted for a plant (machinery) which will assist in delivering these services.

The Department of Transport and UMshwathi Municipality share the responsibility of providing new roads and related facilities. There are quite a number of new roads which were provided within the municipality, and these are as follows.

- Ndlavelini Roads,
- Shayibazali Roads,
- D1013 phase 3
- D239
- L714
- Nazo Road
- Ephethu Road
- D1012
- Doboti Road
- Mthizane Road
- Bus Shelter in Ward 2,5,4,14 and in Swayimane

6.3.3 PLAN FOR PROVISION OF NEW ROADS, FACILITIES AND OPERATIONS AND MAINTENANCE PLAN

The Operations and Maintenance Plan addresses both the paved and unpaved roads. The maintenance of roads is an important aspect in ensuring the optimal performance of the road. In adequate drainage of a road will result in the ponding and the erosion of the wearing course of the gravel road. Paved roads without proper drainage are easily damaged by the infiltration of water. Other factors that influence the maintenance will be the quantity of rain and volumes of traffic that a road experience. This results in potholes and uneven riding surfaces.

The Operations and Maintenance Plan has been developed which aims at addressing both the unpaved and the paved roads. The gravel roads will be systematically gravelled, and the paved roads resurfaced before they reach the end of their lifespan. The plan also targets the routine maintenance such as repair of potholes, cleaning of stormwater drains etc. The current approximate costs for road works are as follows:

Table 90: Current Cost for Road Works

CURRENT COST FOR ROAD WORKS	
Re-gravelling of P and D Roads	R 350 000.00
Construction of Local Roads (3m - 5m)	R 400 000.00
Upgrade Gravel Road to Surfaced Rd	R 10 000 000.00
Road Marking of Roads (per km	R 12 000.00
Road studs (per km)	R 7 500.00
Light Rehab of Roads (per km)	R 3 000 000.00
Heavy / Deep milling Rehab (per km	R 6 000 000.00
Resealing of roads	R 750 000.00

The following projects will be undertaken by the Department of Transport as part of the programme in the Municipality:

Table 91: DOT Projects

DISCRIPTION	TARGET
Local Roads Construction	8.80 km
Causeways	1
Re-Gravelling of P and D Roads	61.00 km
Road Marking and Road Studs	100 km
Guard Rail Repairs & Maintenance	1500 m
Blading of Gravel Roads	1500 km
Black Top Patching	14 500 m2

Below is a list of other roads that DOT is currently undertaking rehabilitation on:

- MR 6/1 – 7km to 14.5km milling and overlay in progress
- MR 6/1 – 17km to 28km milling and overlay in progress
- MR 154 – 8km rehab & overlay in progress
- MR 102 – 5 km rehab in progress
- MR 25/2 – Glenside
- MR 156/1 – Dalton to illovu sugar mill
- MR 156/2 – Harburg Areaa
- MR 278 – Mt Elias Road Design stage

The Municipality has developed comprehensive Municipal Roads Master Plan for infrastructure and maintenance of roads. The plan provides technically sound projects to be implemented under the maintenance programme. The document was workshopped and approved by council. The Master plan addresses the following issues:

- Comprehensive Asset Management Register of the entire roads network.
- Full condition Assessment of Roads
- Roads Structural Evaluation
- Pavement Rehabilitation Methods and recommendations
- Schedule of classifications of roads in KMs
- All municipal roads
- Urban and rural roads
- All surface types
- Gravel Roads
- Blacktop/ Earth roads
- Concrete Roads
- Block Paving Roads
- Price Bill of Quantity or Estimate per road
- Comprehensive Three-year Maintenance Plan
- GIS collection data and GIS system
- Testing and locating ward based borrow pit
- Proposed future traffic development
- Provision of Traffic control facilities and roads signage
- Erecting of Bus bays and Bus shelters

6.3.4MUNICIPAL ADOPTED LOCAL INTEGRATED TRANSPORT PLAN

The preparation of the LITP is the responsibility of Umshathi Municipality as outlined in the guidelines, annexure A: proforma LITP and in conjuction with the National Land Transport Act (Act 05 of 2009). The minimum requirements for the preparation of ITP as gazetted and as per the IDP guide pack as published by the Department of Provincial and Local Government. The LITP is designed to provide a vision of transport for the municipality, a transport status quo node infrastructure informant summarising the condition and issues for

transport as well as listing priority projects with an implementation plan which duly emphasise the transport requirements of the public sector of the area. Umshwathi Municipality has prepared the LITP and the plan was adopted by Council in 2023 financial year.

The methodology for assessing the transport needs (SWOT Analysis), the municipal transport needs were identified through engagement with various stakeloders, including taxi associations, municipal officials and the general public. This indicated a participatory approach to understanding the diverse perspectives and requirements with the communities.

6.3.5 *THE REVIEW OF THE LITP/ITP*

As mentioned above (6.3.4), that the Municipality has prepared the LITP that was adopted by Council in 2023 financial year. The LITP constitutes an annual review.

6.4 ENERGY

The function of electricity in the Municipality is currently the legislated function of the Eskom. The uMshwathi Municipality provides an oversight role. The Municipality does not possess an electricity license and as such the electricity service provider in the municipal area is Eskom. The Municipality performs the function of ensuring the quality and adequacy of the service that is provided by Eskom. The recent Integrated Development Plan (IDP) meetings in the thirteen wards of the municipality have revealed an urgent need for electricity infrastructure in the Municipality. Community members have expressed their concern regarding the delays in the delivery of basic electricity services and the projected timeframe for the delivery of these services. The delay in delivery of services is as a result of two factors, a lack of funding and a lack of minimum infrastructure. The uMshwathi Municipality although not an electricity license holder had to take action in recent years to alleviate the plight of the communities of Thokozane, Swayimane, Gqugquma, Inadi, Crammond and Mbava and a successful application was made to the Department of Energy for funding to implement a domestic electrification project. The Municipality successfully implemented the two projects in conjunction with the Department of Energy and Eskom. These projects electrified over 1500 homes in the Municipality however this is only a small percentage of approximately 7 678 existing homes that still require electrification.

6.4.1 ELECTRICITY PROVISION

The electricity supply in the uMshwathi Municipality is currently not at a level to support all areas in need. The Municipality has engaged with Eskom to improve the capacity in the electricity network in order to provide the additional connections required. Despite their financial constraints, Eskom has given an undertaking that the infrastructure in the Municipality will be upgraded. In the interim, the Municipality has proactively engaged with the National Department of Energy for funding to implement electrification projects. It must be noted however that new electrification projects cannot be implemented in certain areas until Eskom upgrades its network. The Municipality being able to cater for its electricity needs and priorities is therefore dependent on the upgrade of Eskom 's bulk infrastructure.

Eskom has allocated funding by the Department of Energy for the implementation of electrification projects in the Municipality during the 2024/2025 financial year. During the current financial year, the allocation for the implementation of electrification projects is R 5 000 000. The budget can be used for the both the reticulation and the bulk electrification infrastructure upgrades that are required in the Municipality. Eskom has agreed on the implementation of the following projects. The uMshwathi Municipality has implemented the following projects:

Table 92: Implemented Electricity projects

Project Name	Total Planned CAPEX	Total Planned Connections	Ward
Efaye	R10 730 708.87	550	3
Dalton SS NB15 Feeder Bay Establishment	R1 951 071.81	0	2
Dalton SS NB15 Feeder Establishment	R10 246 962.44	0	2

Table 93: Municipal Electrification projects

Electrification project	ward	Number of connections
Completed Electrification Projects		
Cool air	7	45
Applesboch electrification	4	70
Windy hill	12	93
Frazer and Condemn farm		86
In Implementation 2019/20		
Mckhenzie	1	162
Kayishana	1	162
Otto's bluff	1	30
UCL	7	23

6.4.2 ADOPTED AND IMPLEMENTED ELECTRICITY SECTOR PLAN

The Municipality has developed an Electrical Master Plan which was approved by Council in 2023. The plan is reviewed annually and therefore its review was approved by Council on 23 May 2024. The plan is being implemented and gives out guidance to the Municipality on the scope of projects and cost thereof to be undertaken by the municipality to meet the identified energy growth demands and to erase the current electrification backlog. The Electricity Master Plan is attached as an annexure. The master plan will cover the following areas with regards to electricity:

- Task 1 - Status Quo Assessment
- Task 2 - Demand Projections
- Task 3 - Options Development & Scenario Planning
- Task 4 - Costing & Viability
- Task 5 - Implementation Plan Project List: The purpose of the master plan:

According to Eskom latest information and data captured by end January 2016. There are 23257 prepaid customers' (Household users), 2233 small power users (small business, commercial users and schools etc.) and 73 large power users. The total number of customers that Eskom is supplying power within the municipality is approximately 25,563.

The master plan has undertaken a detailed analysis of the projects that will be required to sustain the current electricity network and what will be required to electrify future homes.

6.4.3 OPERATIONS AND MAINTENANCE OF ELECTRICITY MASTER PLAN

Eskom is undertaking the operations and maintenance on the electricity infrastructure since all electricity infrastructure assets belong to Eskom.

Eskom has set up a dedicated operations and maintenance unit for the Municipality which is based in Warburg. The unit consisting of a senior manager for operations and maintenance and two junior managers that provide support to him. The team also consists of 12 staff that deal with high voltage electricity lines and 14 staff members that deal with low voltage electricity lines. The operations and maintenance unit is also well equipped with specialized vans and trucks that allow then to address power outages in even the most rural of the municipality. The team at Eskom has work together with the Municipality to ensure that the power outage times have been kept to a minimum.

The other area of concern to the Municipality has always been the delivery of water to communities and in certain situations where there

is a power outage the local Eskom operations and maintenance has undertaken to ensure that the water pumps will be given priority when the electricity is being restored. Load shedding although it has affected the Municipality the occurrences have been kept to a minimum thus reducing the impact on the local economy.

6.4.4 SCHEDULE 5B PROJECTS: DOE FUNDING

- Khamanzi and Ezigqumeni electrification
- Ward 7 farm dwellers
- UMshwathi municipality in response to Mzabalaza Mshengu Court Judgement has taken an initiative to provide electricity to farm dwellers as per the conditions of the court order

6.4.5 STATUS, BACKLOGS, NEEDS AND PRIORITIES FOR ELECTRICITY/ENERGY SERVICES

The electricity supply in the uMshwathi Municipality has been of concern to the Municipality for many years and the Municipality has had several engagements with Eskom on the matter since there is insufficient capacity in the electricity network to be able to provide additional electricity connections to the area. Eskom has promised the Municipality that the infrastructure in the area will be upgraded, however, to date no improvements have been made to the network due to funding constraints.

The Municipality having run out of options has sourced funding from Department of Energy to implement an electrification project in the area. No new electrification projects can be undertaken in certain areas until Eskom has upgraded its network.

6.4.6 ELECTRICITY BACKLOGS

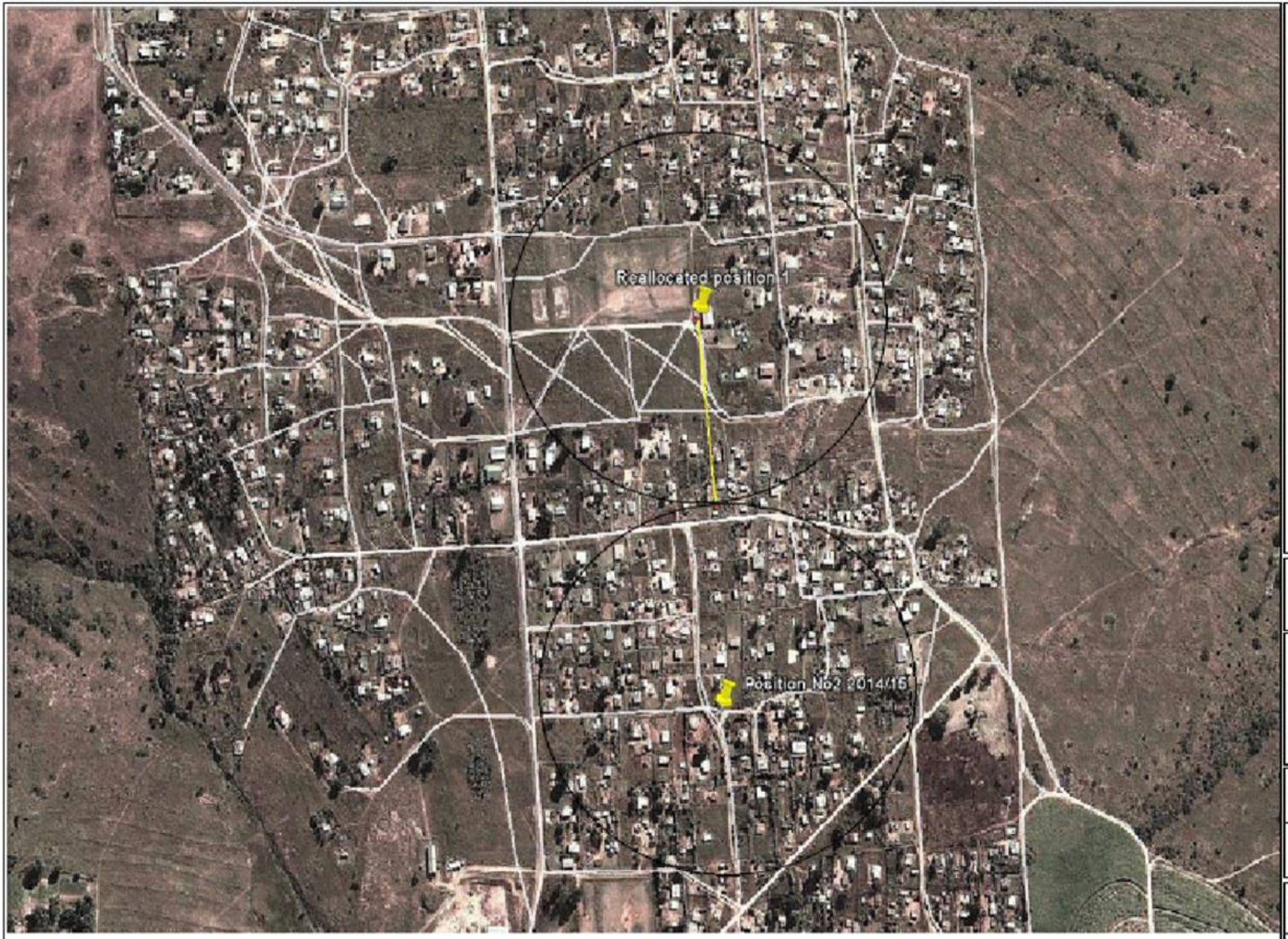
The electricity backlogs are currently estimated at approximately 7 678 households. This information is based the backlog information will be available once the master planning which was conducted in the last financial year. According to Eskom latest information and data captured by end January 2016. There are 23257 prepaid customers' (Household users), 2233 small power users (small business, commercial users and schools etc.) and 73 large power users on existing networks within municipality Area. The total number of customers that Eskom supplying power within the municipality is approximately 25,563.

6.4.6.1 ELECTRICITY NEEDS AND PRIORITIES

The needs and the priorities currently revolve around Eskom upgrading their bulk infrastructure. If they fail to improve the bulk infrastructure the chances of the communities receiving household connections and potential for economic development are extremely poor. The map below shows the potential on the Eskom network for new connections:

Immediate Connections – Grid Connections (1185 Households):

- 1 Year - connections in a year
- Year Plan – connections with in 5 years
- 5 Year Plan – Connections longer than 5 years, Enable Grid Connections (Substation Establishment)



CO-ORDINATE		
POSITION No	S	E
No 1	29 24'05.51"	30 32'41.05"
No 2	29 23'51.20"	30 32'39.84"

Map 49: PotentiaMap 50: Potential for ESKOM extensionl for ESKOM

UMSHWATHI MUNICIPALITY

Jeffares & Green

UMSHWATHI LOCAL MUNICIPALITY

HIGH MAST

3522		3522/02	

Map 51: potentiaMap 52:LED Projects in Ward 1Map 53: Settlementsl for

CO-ORDINATE		
POSITION No	S	E
No 1	29 25'56,04	30 29'10,37
No 2	29 25'44,54	30 29'02,69

UMSHWATHI MUNICIPALITY

Jeffares & Green

UMSHWATHI LOCAL MUNICIPALITY

UMSHWATHI HIGH MAST
LOCALITY PLAN
MPOLWENI WARD 10

HIGH MAST

3522 | 3522/03

Map SEQ Map * ARMap 55 Nodes and Corridors**ojMap 56: Land ownership**

CO-ORDINATE		
POSITION No	S	E
No 1	29 25'56,78"	30 26'25,39
No 2	29 25'44,54"	30 29'02,88"

UMSHWATHI MUNICIPALITY

Jeffares & Green

UMSHWATHI LOCAL MUNICIPALITY

UMSHWATHI HIGH MAST
LOCALITY PLAN
THOKOZANI WARD1

HIGH MAST

NTS	AR		MARCH 2018

3522	3522/01

6.4.6.2 HIGH MAST LIGHTNING PROJECTS

The uMshwathi Municipality has recently experienced an increase in crime in rural areas over the recent years. There have been several high-profile cases which have been reported in the newspapers and several television stations. The municipality has to develop strategies to improve the safety and security in the communities since services provided by South African Police Services are extremely limited.

The Municipality has various strategies that it can adopt to improve the safety and security of its citizens. The highest levels of crime are experienced during the night and one strategy would be to improve the lighting in high crime areas. The best way to improve lighting is to install streetlights in high crime areas. Conventional street lighting however is extremely costly to construct and requires constant maintenance from a service provider (Eskom). This form of infrastructure is also prone to vandalism from criminals. Wooden poles are cut down and light bulbs are broken, costing the municipality large sums of money for its maintenance.

High mast lighting has been used successfully in other municipalities instead of convention streetlights. This form of community lighting is significantly cheaper to implement and covers a 200m2 to 300m2 areas. The masts are constructed from steel and are less likely to be cut down. The height of the masts also makes it difficult for vandals to destroy. The average cost of a high mast is R220 000, and this includes the direct and indirect cost of the project. The direct cost of the project is related to the construction and implementation cost and the indirect costs are related to the design and tender aspects of the project.

The construction of the mast will be on a concrete foundation and base. The mast is constructed from galvanized steel and is approximately 30m in height. Each mast has a cluster of up to nine flood lights with energy saving bulbs installed inside. In the 2019/2020 financial year the Municipality has constructed an additional 4 high masts at ward 10 and 14 of the Municipality. In 2020/2021 2 high mast light will be installed in ward 13.

6.4.7 CO-ORDINATION OF ELECTRICITY BETWEEN LM AND DISTRICT

Co-ordination exists between uMshwathi LM and the Eskom on electricity. uMshwathi Municipality holds regular meetings with Eskom to address issues of the operations and maintenance and the coordination of projects that are taking place in the Municipality.

6.5 ACCESS TO COMMUNITY SERVICES

6.5.1 AUTHORISED CEMETERY SITES

The municipality is in a process of developing a cemetery master guided by Umgungundlovu District Municipality. A service provider has already been appointed by the district to undertake the plan since it is their competency. There are 5 currently used cemetery site within the municipality namely: Trustfeed cemetery, New Hanover Cemetery (has reached its full capacity), Mpolweni, Cool Air and Thokozani cemetries. However, majority of the population within uMshwathi make use of home burial as the area is mostly rural and customarily the communities prefer to bury in the yards.

The municipal cemetery land constitutes of about 70% rural areas: about 30% urban areas and about 10% farm areas. There are four types of cemeteries that are used mostly by the community of the municipality, namely, the private cemeteries; the family cemeteries; the church cemeteries and the public cemeteries. In rural areas, people use home and family cemeteries. In some rural wards, there are few community cemeteries. In urban areas, they use their own cemeteries but instances where cemeteries are full, people are requested to use the nearby municipal cemeteries located in a radius of plus or minus 4km. Farmers and different church denominations own the private cemeteries. Because people living in rural areas are not paying municipal rates, the graves are charged different prices depending on the area in which the graveyard is located. The municipality is unable to service all types of cemeteries that are within its area of jurisdiction because the cemetery personnel are not enough compared to the number of cemeteries. However, the municipality is maintaining the following cemeteries: Thokozani; Trustfeed; Cool Air; New Hanover and Mpolweni cemeteries. Although these cemeteries are operational, the environmental impact assessment had never conducted; as a result, Cool Air cemetery is waterlogged.

Although these cemeteries are operating well at present, however, in the near future the municipality will be experiencing challenges due to the high rate of death and shortage of cemetery land to establish new cemeteries. Phase one of the cemetery plan has been developed and adopted by council. The municipality developed phase two of the cemetery plan which involved community participation in all wards for site identification. The outcomes of phase 2 through consultation reached the following findings on prioritization of cemetery site development within UMshwathi Municipality:

- Priority 1 – New Hanover/ Dalton Cemetery Site Investigation.
- Priority 2 – EFAYE Cemetery Site Upgrade; and
- Priority 3 – Trustfeed New Cemetery Establishment Investigation.
- There are no pressures in the remaining ward in terms of cemetery development.

6.5.2 THE STATUS, BACKLOGS, NEEDS AND PRIORITIES FOR COMMUNITY FACILITIES

In 2017 an asset register was compiled by the Municipality to determine the status quo of the assets that belong to the Municipality. The report provides an in-depth look at each of the facilities, the state of repair, what is required to bring the building back to a suitable state and to assess if the disabled friendly access to community facilities is addressed for inclusion. The report is used for preparing maintenance budgets and to plan maintenance work in the Municipality for each financial year. During the current financial year, the Municipality is undertaking a Buildings Master Plan which will update the information that is available to the municipality and update the asset register. The Municipality regularly performs maintenance on the existing infrastructure and makes provision in the form of an operations and maintenance budget for such maintenance.

The table below outlines the backlogs, needs and priorities for community facilities within the Municipal area. As illustrated, there are

71 facilities required within UMshwathi ranging from clinics, primary schools, high schools and community halls.

Table 94: Community Needs Backlogs and Needs

Area	Number of People	Facility	Current	Backlogs	
				Type of Facility Required	Number of Facilities Required
New Hanover	3 175	Clinic	0	1 Mobile Point	1
		Primary School	3	6 Mega Primary Schools	3
		High School	1	2 Large Secondary Schools	1
		Hall	1	0	0
Wartburg	906	Clinic	0	1 Mobile Point	1
		Primary School	4	1 Large Primary School	0
		High School	1	1 Small Secondary School	0
		Hall	1	0	0
Trustfeed	6 439	Clinic	0	1 Large Clinic	1
		Primary School	2	10 Medium Primary School	8
		High School	1	6 Medium Secondary School	5
		Hall	1	1 Community Hall	0
Dalton	1 493	Clinic	1	1 Mobile Point	0
		Primary School	2	2 Large Primary School	0
		High School	1	1 Small Secondary School	0
		Hall	1	0	0
Cool Air	2 570	Clinic	0	1 Mobile Point	1

Area	Number of People	Facility	Current	Backlogs	
				Type of Facility Required	Number of Facilities Required
		Primary School	1	4 Large Primary School	3
		High School	1	2 Medium Secondary School	1
		Hall	1	0	0
Albert Falls, Cramond	4 536	Clinic	3	1 Mobile Point	2
		Primary School	1	8 Medium Primary School	7
		High School	0	4 Medium Secondary School	4
		Hall	1	0	0
Mpolweni	6 362	Clinic	0	1 Large Clinic	1
		Primary School	5	10 Medium Primary School	5
		High School	1	6 Medium Secondary School	5
		Hall	1	1 Community Hall	0
Swayimana	11 486	Clinic	2	2 Large Clinics	0
		Primary School	23	20 Large Primary School	0
		High School	5	10 Medium Secondary School	5
		Hall	1	2 Community Hall	1
Bhamshela/ Appelsbosch	6 216	Clinic	5	1 Large Clinics	0
		Primary School	3	10 Medium Primary School	7
		High School	3	6 Medium Secondary School	3
		Hall	1	1 Community Hall	0

Area	Number of People	Facility	Current	Backlogs	
				Type of Facility Required	Number of Facilities Required
Efaye	1 262	Clinic	2	1 Mobile Point	1
		Primary School	5	2 Medium Primary School	3
		High School	3	1 Medium Secondary School	2
		Hall	1	0	0
TOTAL			**89**	**127**	**71**

During the review process of the Integrated Development Plan, meetings were held in all wards wherein the community members were requested to advise the municipality on the projects that should be prioritised for implementation. The following top three priorities projects were identified per ward.

Table 95: Community Services Priorities

WARD	PRIOIRTY 1	PRIORITY 2	PRIORITY 3
1	Outdoor Gym	Tarring of internal/access Roads	Community Hall
2	High mast light New Hanover	Renovation of Wartburg Taxi Rank	STORM WATER
3	Skills Centre Efaye/ Library	Makeni Sports field	Mtulwa Sportsfield
4	Tarring of Doboti Road	Tarring of Mbalenhle Road	Mbalenhle Hall
5	Edrayeni / Ireland Crèche	Upgrading of Ireland Sport field	Library (Gobinsimbi)
6	Tarring of L1839 (Empethu) Road	Maphumulo Estezi Sportfields	Mbhava Skills Development Centre
7	Skills Centre	Resealing of Roads / Outdoor Gym	Grandstand of Regional Sports Field
8	Tarring of L2504 (Nazo) Road	Tarring of KwaBhisi Road	Construction of Sgqumeni Hall
9	Tarring of Claridge Raod	Tarring of phase 2 Upper Main Road to include storm water drainage and pedestrian walkways	Repair/ Tarring of D75 to include pedestrian walkways
10	Tarring of L714 And 715	Mpolweni Youth Centre	Completion of D708

11	Construction of Childcare Centre	Egazini Crèche	Access Roads and Bus Shelters
12	Tarring Of D1012	Inkululeko Hall	Youth Centre
13	Asamukele Crèche	Ntinda (Nyandeni) Sports field	Renovation of emambedwini hall
14	High Mast Lights	Appelsbosh Sports field	Market Stalls (Appelsbosh Area)

Table 96: Status of community facilities and maintenance

LISTS OF MUNICIPAL BUILDINGS PER WARD MAINTENANED DURING			
WARD	**PROJECT**	**PROJECT AWARDED**	**STATUS**
1	Cluster one includes the following wards: Ward 1 Thokozani ICT Office and Community center Project Completed Thokozani Community Hall Quotation Stage	▪ Thokozani. ▪ Thokozani Community Centre and ICT Office as per the asset register	Ward 01 ▪ Refurbishment, alteration, and extension to the existing shelter and close it up with brick works ▪ Installation of roof coverage and roof structures. ▪ Connection of electricity and water to the structure. ▪ Plumbing, carpentry and iron monger. ▪ Internal and external plastering of walls ▪ Painting internal and external
2	New Hanover Taxi Rank Building. Project on Planning stage	▪ New Hanover ▪ Taxi Rank Face brick Building As per the asset register	Ward 02. ▪ Extension to the existing training and skills development center ▪ Co-ordination with the LED Department.
2	Ward 2: Dalton Traffic offices and Community Library Project on Planning stage	▪ Dalton Traffic Department and Community Library.	▪ The project is on planning stage. ▪ Site investigation meeting is scheduled for Monday 17 February 2020
3	Ekhamanzi Community Hall	▪ No ▪ It should be considered when we do assets registers	▪ Repairs to the Existing toilet block ▪ Repairs to doors and windows ▪ Pressure clean the roof and close all the leaks. ▪ Paintworks ▪ Carpentry and Joinery

			▪ Metal works and iron mongery ▪ Repairs to electrical works
3	<u>MT Ellias Creche</u> Project completed	▪ YES ▪ It should be considered when we do assets registers	▪ Repairs to the existing unplasterd building to clean the blocks and plaster ▪ Paint internal and external walls ▪ Replace roof covering and roof structures ▪ Repairs to structural still and paint ▪ Repairs to concrete apron
4	▪ Ward 04: ▪ Mjele Sport field ▪ The project is on planning stage ▪ Bambanani Community Hall ▪ Project Complete	▪ YES ▪ It should be considered when we do assets registers ▪ YES ▪ It should be considered when we do assets registers	▪ Site investigation meeting is scheduled for Monday 17 February 2020 ▪ Paint internal and external walls ▪ Repairs to the internal and external doors and pain ▪ Repairs to aluminum gutters and down pipes ▪ Repairs to plumbing and electrical works, ▪ Repair to concrete apron ▪ Repairs to vehicular and pedestrian gate ▪ Installation of VIP toilets.
5	▪ Renovation of Hlathikhulu Community Hall ▪ Tile floor with first grade ceramic tiles, (350x350mm). Provide 75mm tile skirting ▪ Ensure surface is clean and free of any foreign matter; apply approved install 350 x 350mm external heavy-duty tiles (Colour to match internal floor tiles) ▪ Provide and install burglar bars to fit all windows outer frame to be 15 x 5mm mild steel flat bars. Provide 8mm round M.S bars with maximum of 100mm openings. ▪ Renovation of Nomhele Community Hall ▪ Repairs of windows and Doors ▪ Repairs of Burglar Bars ▪ Painting of Internal and External walls	▪ NO ▪ It should be considered when we do assets registers	The quotation document is with the department of SCM for Advertisement, evaluation and appointment The quotation document is with the department of SCM for Advertisement, evaluation and appointment

6	▪ Mbava, Tholeni ▪ Ntuthukweni Crèche as per the asset register ▪ Sinenhlanhla Crech as per the asset register	NO It should be considered when we do assets registers	▪ The project is on planning stage. ▪ Site investigation meeting was conduction, requisition and scope of work is prepared, the details will be finalized after generation of cost ▪ The project is on planning stage. ▪ Site investigation meeting was conduction, requisition and scope of work is prepared; the details will be finalized after generation of cost
7	Wartburg Community Library and Licensing offices.	NO It should be considered when we do assets registers	▪ Pressure clean the roof and external walls Close the roof leaks, paint external roof and match the existing. Tilling of the existing floor area ▪ Painting internal walls ▪ Repairs on damage electrical works and connection. ▪ Fixing male and female toilet. ▪ Repairs to all doors and door locks, windows and paint all the frames
8	<u>Renovation of Esgqumeni Creche</u> ▪ *Ti*lling of 200m2 floor ▪ Painting of External and internal walls ▪ Roof, replacement of fascia boards and barge boards and paint ▪ Replacement of damage ceiling boards and paint ▪ Replacement of windows and doors ▪ Installation of gutters and down pipes ▪ Concrete apron <u>Renovation of Swayimane community hall</u> Parking Shelters	NO It should be considered when we do assets registers It should be considered when we do assets registers	▪ The quotation document is with the department of SCM for Advertisement, evaluation and appointment ▪ The quotation document is with the department of SCM for Advertisement, evaluation and appointment
9	<u>Renovation of Trust Feed Old Community Hall</u> ▪ Painting of External and internal walls ▪ Roof, replacement of fascia boards and barge boards and paint	NO It should be considered when we do assets registers	▪ The quotation document is with the department of SCM for Advertisement, evaluation and appointment ▪ The quotation document is with the department of SCM for Advertisement, evaluation and appointment

	▪ Repairs of windows and doors ▪ Painting of Internal walls ▪ *Renovation of Trust Feed White* Community Hall ▪ Painting of External and internal walls ▪ Roof, replacement of fascia boards and barge boards and paint ▪ Replacement of damage ceiling boards and paint ▪ Replacement of windows and doors ▪ Installation of gutters and down pipes ▪ Concrete apron		
10	Renovation of Mpolweni community hall: ▪ Upgrading and servicing of electricity works ▪ Replacement of damage window blinds and rails ▪ Repairs and paint windows and doors ▪ Provide 3 lever lock set per door ▪ Paint internal walls and cracks repairs ▪ Floor tilling ▪ Plumbing ▪ Industrial man cooler fans ▪ Kitchen repairs Renovation of Mpolweni Community Sport field: ▪ Installation of Concrete Boulders to prevent cars at the sport field grass	NO	The quotation document is with the department of SCM for Advertisement, evaluation and appointment The quotation document is with the department of SCM for Advertisement, evaluation and appointment
11	Renovation of Nkululeko hall	NO	Site Inspection not been done but the schedule of meeting is in place
12	Renovation of Mambedwini hall ▪ Construct stage off existing floor slab provide, stage size :12000 x 3500 x 600mm, 230mm perimeter walls around stage reinforced and fill compacted at 150mm layers and 100mm 15Mpa concrete to stage	It should be considered when we do assets registers	The quotation document is with the department of SCM for Advertisement, evaluation and appointment

	▪ Close existing internal toilet. ▪ Install door shelter canopy		
14	Renovation of Applesboch market stores ▪ Installation of TB 300 Blocks retaining wall ▪ Driveway reconstruction and TAR ▪ Re-installation of pedestrian and vehicular gate ▪ Fencing ▪ Replacement of electricity globes ▪ Installation of VIP Toilet ▪ Yard removal of waste	NO	The quotation document is with the department of SCM for Advertisement, evaluation and appointment

6.5.3ADDRESSING THE ANIMAL POUND FUNCTION

Section 152 of the Constitution of the Republic of South Africa (Act 108 of 1996) read together with Schedule 4, Part B thereof, provides that the objectives of local government vest the powers and functions in a local municipality.

The functions and powers of a municipality are further assigned to it in terms of Sections 156 and 229 of the Constitution. To give effect to the provisions of the Constitution, Chapter 5 of the Local Government Municipal Structures Act (Act 117 of 1998) distinctly describe the functions and powers vested in a local community as follows:

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

In line with the above-described functions and powers in a local community, uMshwathi Municipality is responsible for the provision of pound facilities and management within its jurisdiction area. Currently the Municipality has a pound facility which has been outsourced due to lack of capacity inhouse to develop and manage the animal pound facility.

6.5.4 *Disabled friendly access in community facilities*

In 2017 an asset register was compiled by the Municipality to determine the status quo of the assets that belong to the Municipality. The report provides an in-depth look at each of the facilities, the state of repair, to assess what is required to bring the building back to a suitable state and to assess if the disabled friendly access to community facilities is addressed for inclusion. The report is used for preparing maintenance budgets and to plan maintenance work in the Municipality for each financial year. During the current financial year, the Municipality is undertaking a Buildings Master Plan which will update the information that is available to the municipality and update the asset register. The Municipality regularly performs maintenance on the existing infrastructure and makes provision in the form of an operations and maintenance budget for such maintenance. In conclusion, the Municipality took a resolution to ensure that all its community facilities accommodates access for the physically challenged people.

6.5.5 *Indication of municipal wards and communities where there is a need for new schools (Primary, Secondary and ECD/Creche*

The 2024/2025 Umshwathi Municipality IDP has indicated the municipal wards and communities where there is a need for new schools (Primary, Secondary and ECD/crèche). Refer to table 94 and 95 presented above.

6.5.6 *Approvals for township development during the 2023/204 financial year*

There were nor approvals for township development during the 2023/204 financial year.

6.5.7 THE EDUCATION ESITES FOR SCHOOLS AND ECD'S/ CRECHES INCLUSION IN THE LAYOUT PLANS

The Municipality has indicated in the IDP that sites for educational facilities including the schools and ECD'/creches are included the layout plans. In addition, this has been done within the context of a broader development vision of the UMshwathi Municipality as outlined in the Integrated Development Plan (IDP) and the associated sector plans (Spatial Development Framework) and other spatial plans such as Mpolweni LAP, Dalton LAP, New Hanover LAP, Wartburg LAP, Bhamshela LAP and Trustfeed LAP. In particular, it must advance the strategic objectives of the emerging spatial development vision and contribute to the transformation, renewal and regeneration of this core

social and economic node of the municipality. The focus of the following:

- Development of Umshwathi Municipality Urban Regeneration Plan
- Development of Local Areas Plans (LAP's) in New Hanover, Wartburg, Dalton, and Cool Air;
- Revitalization of Towns in UMshwathi; and
- Development of Rural Nodal Plans

social and economic node of the municipality. The focus of the following:

- Development of Umshwathi Municipality Urban Regeneration Plan
- Development of Local Areas Plans (LAP's) in New Hanover, Wartburg, Dalton, and Cool Air;
- Revitalization of Towns in UMshwathi; and
- Development of Rural Nodal Plans

6.5.8CO-ORDINATION OF DEVELOPMENT ACTIVITIES WITH RELEVANT DEPARTMENTS

The municipality engages and coordinates with relevant departments with regards to community facilities, and the district and provincial government is also part of such engagements.

6.5.9 THE STATUS OF EARLY CHILDHOOD DEVELOPMENT CENTRES (ECD's) IN UMSHWATHI MUNICIPALITY

Table 97: ECD status in UMshwathi

Lists of Municipal Buildings Per Ward Constructed and Maintained			
Ward	Project	Project Awarded	Status
3	Renovation of Nadi Crèche in Ward 3 Fencing of 150m Installation of vehicle gate	YES It should be considered when we do assets registers	The quotation document is with the department of SCM for Advertisement, evaluation and appointment
6	Fencing of Sinenhlanhla Crèche Fencing of 250 m of fence Provide Galvanized vehicular gate Provide Galvanized pedestrian gate	NO It should be considered when we do assets registers	The quotation document is with the department of SCM for Advertisement, evaluation and appointment
8	Renovation of Esgqumeni Creche Tilling of 200m2 floor Painting of External and internal walls Roof, replacement of fascia boards and barge boards and paint Replacement of damage ceiling boards and paint Replacement of windows and doors Installation of gutters and down pipes Concrete apron	NO It should be considered when we do assets registers	The quotation document is with the department of SCM for Advertisement, evaluation and appointment
8	Renovation of Esgqumeni Creche Tilling of 200m2 floor Painting of External and internal walls Roof, replacement of fascia boards and barge boards and paint Replacement of damage ceiling boards and paint Replacement of windows and doors Installation of gutters and down pipes Concrete apron	NO It should be considered when we do assets registers	The quotation document is with the department of SCM for Advertisement, evaluation and appointment

6.6 HUMAN SETTLEMENTS

6.6.1 HOUSING DEVELOPER FOR HUMAN SETTLEMENTS

uMshwathi Municipality is classified as a Housing Developer.

6.6.2COUNCIL APPROVED HOUSING SECTOR PLAN

The municipality conducted a major review of Housing Sector Plan and was approved by Council in June 2023. The minor review is conducted annually and therefore the 2024/2025 review was approved on 23 May 2024 for implementation. The plan provides details of the housing backlogs, challenges and other relevant information pertaining to housing needs in the Municipality. It must also be noted that to cater for the additional housing needs of the communities (as determined by the Census 2011 statistics and the Housing Backlog Survey in the uMshwathi Municipality 's Housing Sector Plan), new sites are being identified for housing projects in Wards 1, 2, 7 and 9. Studies will be undertaken to determine the suitability and appropriateness of these sites for sustainable human settlements.

6.6.3

6.6.3ALIGNMENT OF HOUSING SECTOR PLAN WITH KZN HUMAN SETTLEMENTS SPATIAL MASTER PLAN

The Housing Sector Plan for uMshwathi Municipality is aligned to the KZN Human Settlements Spatial Master Plan. Directed by the KZN Department of Human Settlements, the Spatial Master Plan involves sector officials and practitioners who ensure coherence and an all-inclusive MSP approach, particularly custom-made for the province of KwaZulu-Natal. The plan is demonstrating to be the underpinning design for all human settlements in the region. The MSP has identified key focus areas for prioritised investment based on housing needs and demands, population and infrastructure capacity of those areas.

6.6.4HOUSING CHAPTER

A Housing Chapter or Human Settlement Development Plan (HSDP) is a five-year strategic plan for the development of housing and is reviewed annually. It is required that the HSDP must cater for all social and economic categories of people within the municipal area of jurisdiction. Ideally it is developed as part of the municipal Integrated Development Planning (IDP) process and is a chapter in the IDP. The HSDP will thus augment the municipal IDP housing content.

The Department of Human Settlement requires municipalities to formulate their housing strategies and delivery goals in respect of their area of jurisdiction, as part of their IDP process. Furthermore, the municipality is expected to identify and designate land for housing development and provide required bulk engineering services to such land, through the Municipal Infrastructure Grant (MIG), to facilitate housing development.

The main objective is to develop the strategic plan for housing which provides the overall municipal housing delivery framework to advance integrated planning and improve compliance with policy and legislative requirements as well as respond to national development imperatives.

Specific objectives include the following:

- To ensure budget allocations to local and district municipalities as well as provinces are most effectively applied for maximum impact.
- To ensure that there is indicative subsidy budgeting and cash flow planning at both the municipal and provincial levels.
- Ensuring that the contents and process requirements of planning for housing are adequately catered for in the IDP process.
- Reduction of the housing backlog.
- Development of institutional capacity to perform all functions related to housing within the municipality in line with accreditation requirements.
- Promote the involvement of the private sector in dealing with the backlog to respond to Breaking New Grounds.
- Promotion of intergovernmental co-ordination in housing delivery.

There is currently substantial need for well-located land for housing development within uMshwathi Municipal area of jurisdiction. All indications are such that, the demands are increasing with time, such demands are tremendously affecting wards that are within the semi-urban areas, viz: Wartburg, Dalton, Cool Air , New Hanover, Trustfeed, Mpolweni, Crammond and surrounding areas.

These areas are negatively impacted by Informal Settlements i.e. Slums. These areas are mostly not suitable for Human Settlements Development; therefore, they cannot even be recommended for upgrading, rather relocation. The afore-mentioned areas fall under Wards 1, 2, 7, 9 and 10. There is also a dire need for the provision of Subsidized Rental Housing especially for the Middle-Income Earners, (those who do not qualify for Low Income Housing and also cannot qualify for Bonds from Financial Institutions) too. A data base of such possible beneficiaries has been and is being compiled.

The Municipality is in the process of identifying new sites in wards that are being affected by these Informal Settlements. The Municipality is also working in consultation with the Department of Rural Development & Land Reform and Department of Human Settlements regarding the Land Acquisition. The need for such sites or pieces of land can also be confirmed by the Housing Backlog that has been identified through Socio- Economic Survey by the Municipality and by Statistics South Africa 2011. A recent house-to-house survey that was conducted by uMshwathi Municipality recorded a housing backlog of 12331. All wards were included in this survey except for ward 7. To get an estimated figure of the backlog including ward 7, the municipality can be said to have a backlog of 14 473.

6.6.5HOUSING NEEDS, EXISTING AND PLANNED PROJECTS

There is currently substantial need for well-located land for housing development within uMshwathi Municipal area of jurisdiction. All indications are such that, the demands are increasing with time, such demands are tremendously affecting wards that are within the semi-urban areas, viz: Wartburg, Dalton, Cool Air, New Hanover, Trustfeed, Mpolweni, Crammond and surrounding areas. These areas are negatively impacted by Informal Settlements i.e., Slums. These areas are mostly not suitable for Human Settlements Development; therefore, they cannot even be recommended for upgrading, rather relocation. The afore-mentioned areas fall under Wards 1, 2, 7, 9 and 10. There is also a dire need for the provision of Subsidized Rental Housing especially for the Middle-Income Earners, (those who do not qualify for Low Income Housing and also cannot qualify for Bonds from Financial Institutions) too. A data base of such possible beneficiaries has been and is being compiled.

The Municipality is in the process of identifying new sites in wards that are being affected by these Informal Settlements. The Municipality is also working in consultation with the Department of Rural Development & Land Reform and Department of Human Settlements regarding the Land Acquisition. The need for such sites or pieces of land can also be confirmed by the Housing Backlog that has been identified through Socio- Economic Survey by the Municipality and by Statistics South Africa 2011. This section is addressed in page 25 and 26 of the Housing Sector Plan Composite Report.

The existing, new, future planned projects are indicated in page 25, 26 and 27 of the Housing Sector Plan.

The projects listed below are precisely the projects that are either approved for construction from 2016/17 to 2021/2022 financial year or construction has commenced already. These projects vary in context, some are being implemented in rural Ingonyama Trust land and some are being implemented in an urban context. In a rural project like Masihambisane Rural Housing Project, the form of ownership will need to be liaised with the Traditional Leaders authority. All these projects must, however, be prepared in line with the Enhanced Peoples Housing Process of the Department of Human Settlement Part 3 of the housing Code 2009 and other programmes of DHS as highlighted in 8.3.3 above. All Beneficiaries (Applicants) will qualify for the full subsidy amount; subject to meeting the predetermined DOHS criteria.

As these projects are currently in the approval and implementation phase, it is assumed that the business plan was submitted to DoHS, therefore the follow-up steps can be tracked from this stage onwards: Approval of the business plan by DOHS and Municipality and funding approval of Tranche 1 and Establishment and Facilitation Grants by the DHS KZN, particularly for the Masihambisane Rural Housing Project.

Table 98; Current Housing Projects

PROJECT NUMBER	PROJECT NAME	PROJECT AREA	SERVICE PROVIDER	NO. OF UNITS	STATUS QUO	BUDGET
K0603003	Masihambisane Rural Housing Project	Masihambisane Rural Area. (Ward 3)	uMpheme Development	241	DoHS is in the process of finalizing contract for the construction of houses.	R 5,798 00.
K0309009	Dalton/Cool Air Housing Project	Dalton Urban Area (Ward 7)	ProjeCon	439	Construction of services is in progress, including access Roads. Awaiting completion of the Bulk water System by UMDM.	R14,702 000
K12020003	uMshwathi Ridge Housing Project	Trustfeed. Urban Area (Ward 9)	Dezzo Holdings	2922	Stage two is completed. Currently the project is waiting for uMngeni Water to complete wastewater treatment before construction of houses can commence.	R 270 000
	Thokozani	Ward 1		747	Assessment of houses is currently underway.	nil
Total				**4352**		

Table 99: Current and Proposed Housing Projects

Project Name	Status	Total No. of Units 2021/2022 to 2026					
Efaye (Ward 3)	Identified	500	1,000	1,100	30,580	15,800	0
Trustfeed (Ward 9)	Identified	1000	0	1,300	0	28,500	29,225
Mpolweni (Ward 10)	Identified	1081	0	0	1,000	0	45,750
Mathulini (Ward 5)	Identified	831	0	1,000	0	0	0
Swayimani (Ward 12)	Identified	864	0	900	0	0	0
Swayimani (Ward 13)	Identified	868	0	900	0	0	0
Dalton Cool Air (Ward 7)	Construction	443	0	900	0	0	0
Masihambisane (Ward 3)	Construction	240	14,702	24,646	26,128	0	0
Umshwathi Ridge Housing (Ward 9)	Construction	2922	5,798	20,700	0	0	0
Thokozani (Ward 1)	Rehabilitation	747	0	3,010	8,580	8,580	1,053

6.6.6 *LEVEL OF SERVICES AND BACKLOGS THAT ARE AVAILABLE, AS WELL AS WHAT ARE NEEDED AT THE EXISTING SETTLEMENTS, NODES, TOWNS AND CORRIDORS*

The IDP and SDF has an indication of the level of services and backlogs for housing, water, sanitation, energy, solid waste management, roads and storm water, community facilities that are available, as well as the requirements needed at the existing settlements, nodes, towns and corridors.

6.6.7 *IDP/HOUSING SECTOR PLAN (HSP) MECHANISM AND INSTITUTIONAL CAPACITY FOR CO-ORDINATION, MONITORING AND IMPLEMENTATION OF THE HOUSING PROJECTS WITH THE SERVICE PROVIDERS / AUTHORITIES THAT SUPPLY THE SERVICES*

Table 100: Mechanism and Institutional Capacity for Co-Ordination, Monitoring and Implementation of the Housing Projects with the Service Providers / Authorities that Supply the Services

HOUSING AUTHORITIES	INSTITUTIONAL CAPACITY
The National Department of Human Settlements (NDHS	is the governing body responsible for housing delivery
KwaZulu-Natal Department of Human Settlements	To create an enabling environment based on a coordinated, integrated and intersectional approach to support human settlement infrastructure development.
Umgungundlovu District Municipality	To support housing projects through water and sanitation
UMshwathi Municipality	Manages the administration, budgeting, and planning processes to give priority to the basic needs of communities and inter alia promote the social and economic development of communities, including the delivery of sustainable human settlements
Ingonyama Trust Board	Ingonyama Trust was established in 1994 by the former KwaZulu Government in terms of the KwaZulu Ingonyama Trust Act No. 3 of 1994 to hold all the land that was previously owned or belonged to the KwaZulu Government.
Housing Development Agency	Plays a pivotal role in assisting organs of state with regards to human settlements development
National Housing Finance Corporation (NHFC)	The developmental financial focus of the NHFC is specifically about finding workable models on affordable housing finance for the low- and middleincome target market.
National Urban Reconstruction and Housing Agency (NURCHA)	Initiate programmes and take considered risks to ensure a sustainable flow of finance for the construction of low-income and affordable housing, community facilities and infrastructure. NURCHA works in partnership with all role-players in these markets to maximise the development of sustainable human settlements.

Rural Housing Loan Fund SOC NPC (RHLF)	Mandates enabling low-income earners to access small loans that they could afford to repay.
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.
Social Housing Regulatory Authority	The SHRA was established in August 2010 by the Minister of Human Settlements as per the Social Housing Act (No 16 of 2008). The SHRA is a public entity in terms of Schedule 3A of the Public Finance Management Act, No. 29 of 1999 (PFMA).

6.6.8 COMMITMENT OF FUNDING FROM SERVICE PROVIDERS / AUTHORITIES FOR THE SERVICES IN SUPPORT OF HOUSING PROJECTS

The service providers / authorities for the services in support of housing projects in Umshwathi is committed through through the signed memorandum of agreements.

6.6.9 ACKNOWLEDGE OF SERVICE DELIVERY NEEDS OF FARM DWELLERS

The municipality acknowledges the need of farm dwellers and in concurrent coordination with the KZN DoHS, since there are challenges that most farm dwellers reside on privately owned land.

6.7 TELECOMMUNICATION

6.7.1THE STATUS, BACKLOGS, NEEDS, PRIORITIES AND CHALLENGES

ICT Master Plan and Government Framework has been reviewed and adopted by Council on 23 May 2024. In addition, the municipality is developing the broadband plan, which is in line with SA Connect and NDP. The plan is covering public high-speed internet, bulk SMS communication and application development. This will enable municipality to communicate better with the public.

To date, ICT Departments in local government are still too operationally focused and given the existing resources in the ICT Department, it becomes increasingly difficult to transform strategic concepts into workable solutions within budget and within agreed time frames. The dynamic nature of Information and Communications Technology, as well as investments made in ICT related services and systems warrant a continuous re-assessment of such investments and system functionalities to ensure that value for money is achieved at all times.

Information and Communication Technology (ICT) Systems and Services are playing an ever-increasing role as a strategic enabler of organizational transformation and service delivery in the public sector. There is also a growing acknowledgement at corporate governance level that ICT services and systems form an integral part of the municipal service delivery value chain.

6.7.1.1 ICT CHALLENGES

In recent years, the business imperatives to enable ICT Departments in local government to remain constantly aligned with the strategic goals and objectives of the municipality as well as the statements of direction from National Government are vastly different from previous years.

The ability of the ICT Department to remain constantly aligned with the Municipal IDP goals and objectives in this fast-changing ICT environment are faced with three separate, but inter-dependent challenges, namely:

- Regulatory Compliance
- Disparate ICT Business Application Systems
- ICT Industry Trends
- These ICT challenges include poor infrastructure, technological illiteracy, and high costs of ICT. An assessment of ICT challenges within rural areas was done. This involved the use of qualitative research techniques such as participant observation, workshops, focus groups and individual interviews supported by document analysis.

6.7.1.2 CELLMAST APPLICATIONS

UMshwathi Local Municipality is aware of the growing number of mobile communication mechanisms being used more especially in rural areas and therefore there is a greater demand for faster more efficient telecommunication systems in these areas where network coverage is predominantly a challenge.

Thus, it is crucial to bridge the technological gap between urban and rural areas in the municipality. The municipality receives and continues

to receive numerous Cell mast applications through the Planning and Development Plan, of which have been accordingly approved where appropriate.

The Provincial Growth and Development Strategy identifies that one of the major priorities in the province is to —build on the comparative advantage of the province and further invest in positioning the province as the trade gateway into the continent. One of the interventions highlighted in the PGDS is, investing in telecommunications and ICT infrastructure (Broadband, digital community hubs and cyber ports). Therefore, it is a priority of the municipality that the applications be approved since telecommunications play a fundamental role in society as it is a form of communication for development and is regarded as being desirable.

The number of cell-mast within municipality are minimal, as the corporate not keen to invest in rural areas. The municipality is currently working with Vodacom SA to increase the coverage within municipality; they agreed to come on board to invest on the network coverage within the municipality.

6.7.1.3 BROAD BAND AND FIBRE

Currently there is one project to run a fibre along our municipality; Telkom SA is installing fibre between New Hanover, Wartburg, Dalton to Tongaat.

The fibre broadband connection, it is currently available in Pietermaritzburg, which is our nearest biggest town.

6.8 BASIC SERVICE DELIVERY & INFRASTRUCTURE SWOT ANALYSIS

Table 101: Basic Service Delivery SWOT Analysis

STRENGTHS	WEAKNESSES
▪ Recent acquisitions of plant and equipment to improve ▪ service delivery and infrastructure development ▪ Competent and highly skilled team of individuals within the Technical Services Department ▪ New infrastructure built in the last year and Critical post filled ▪ Housing Unit established (facilitation) ▪ Support from DoHS (funding) and Support from DRDLR (land acquisition) ▪ Support from ITB (rural areas in relation to DRA)	▪ Ageing Infrastructure and backlogs ▪ Lack of budget for the implementation of infrastructure projects as well as the oprations and maintannce plan ▪ Vast rural area of the municipality imposes a burden on the cost-effectiveness of delivering services to these areas ▪ Insufficient compliance officers to ensure bylaws are regulated. ▪ Lack of funding from sector departments; ▪ Poor policy self-sustaining infrastructure;

	▪ Poor/Inefficient Private-Public Partnership initiatives for infrastructure development and maintenance; ▪ Lack of maintenance plan for infrastructure; develop master plans for infrastructure and review annually; ▪ Lack of clear prioritisation plan; develop a capital project investment framework as part of part of SDF.
OPPORTUNITIES	**THREATS**
▪ Increased sources of funding for infrastructure development through LOTTO and other donors ▪ Completed development of the Thusong Centre improves service delivery and interaction with community members. ▪ Farmers are supportive in making land available for housing sites. ▪ Project Steering Committees (Public Participation). ▪ Site Meetings (Public Participation) ▪ EPWP Programme ▪ Housing Consumer Education Programme (Education for beneficiaries)	▪ Vandalism to Municipal property by local communities ▪ Illegal dumping occurs from time to time ▪ EIA 's takes too long before approvals ▪ Mushrooming of slums/informal settlements. ▪ Land invasion by illegal occupants ▪ Illegal/Informal tenants (resistance in paying rents) ▪ Shortage of housing sites at wards 1, 2, 7 and 9. ▪ Land ownership issue at ward 3. ▪ Poor quality of emerging contractors

6.9 *BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT CHALLENGES*

Key Challenges	**Interventions**
▪ Ageing Infrastructure and backlogs ▪ Lack of budget for the implementation of infrastructure projects as well as the oprations and maintannce plan ▪ Vast rural area of the municipality imposes a burden on the cost-effectiveness of delivering services to these areas ▪ Insufficient compliance officers to ensure bylaws are regulated. ▪ Lack of funding from sector departments; ▪ Poor policy self-sustaining infrastructure; ▪ Poor/Inefficient Private-Public Partnership initiatives for infrastructure development and maintenance;	▪ Recruitement of compliance officers to ensure bylaws are implemented ▪ Sourcing funding from sector departments; ▪ Develop a policy self-sustaining infrastructure; ▪ Develop Private-Public Partnership for infrastructure development and maintenance; ▪ Develop a maintenance plan for infrastructure; develop master plans for infrastructure and review annually; ▪ Develop clear prioritisation plan; develop a capital project investment framework as part of part of SDF.

▪ Lack of maintenance plan for infrastructure; develop master plans for infrastructure and review annually; ▪ Lack of clear prioritisation plan; develop a capital project investment framework as part of part of SDF.	

LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSIS

7 LOCAL ECONOMIC DEVELOPMENT SITUATIONAL ANALYSIS

7.1 LOCAL ECONOMIC DEVELOPMENT

Local Economic Development (LED) is the collaborative effort of public, private, and governmental sector partners to improve economic growth and job creation. The goal is to improve the quality of life for everyone. Thus, pursuing local economic development entails working directly to increase a local area's economic capacity in order to better its economic future.

7.1.1 LED FUNCTIONALITY AND CAPACITY

The LED Framework articulates the principles that support Local Economic Development Plans, projects, and activities in South Africa. The framework is also a point of reference for parties interested with LED, whether directly or indirectly and includes a strategic coordination of international best practices and lessons learned from past policies. There are six Core Pillars that will influence LED design, development, and implementation for the next ten years and these are:

- Building a diverse and innovation driven local economies;
- Developing inclusive economies;
- Developing learning and skilful economies;
- Enterprise development and support;
- Economic governance and infrastructure; and
- Strengthening local systems of innovation.

uMshwathi Municipality has established a fully efficient LED Unit with two employees, refer to the table below. It is the responsibility of this Unit to ensure that the LED Implementation Plan is executed accordingly with its budget.

Table 102: LED Employees

Employee	Designation
H.B. Zondi (Mr)	LED Manager
S.H. Zondi (Mr)	Tourism, Agriculture & LED Officer

7.1.1.1 ADOPTION OF LED STRATEGY

The Municipality has a Council approved LED Strategy in place. The existing LED Strategy was reviewed and adopted by Council in August 2020. The Strategy covers the period 2020-2025, therefore is not older that 5-years. Moreover, the municipality conducts minor review of the LED Strategy and LED Implementation Plan annually. The current LED Strategy and LED Implementation Plan were approved by Council on 23 May 2024. A copy of the LED Strategy and Implementation Plan are attached as an **Annexure.** The LED Implementation Plan is aligned with the IDP, Budget and SDBPI's.

7.1.1.2 LED STRATEGY UNDER REVIEW IF OLDER THAN 5-YEARS

The Strategy covers the period 2020-2025, therefore, the strategy is not older that 5-years. A major review of the LED Strategy will be conducted in 2025/2026 financial year.

7.1.1.3 ANNUAL REVIEW OF THE LED IMPLEMENTATION PLAN

The MEC for CoGTA recommended in the IDP findings for 2023/2024 that the municipality should review the LED Implementation Plan in line with LED guidelines to enable easy annual monitoring and reviewing.

The municipality has considered to conduct the annual review of the LED Implementation Plan which is an annual project action plan that is connected with the IDP, Budget, and SDBIP. The plan identifies short and long-term project goals, key performance indicators, objectives, and targets. The Council evaluated and approved the LED Implementation Plan in May 2023 for implementation.

7.1.1.4 REVISION OF THE LED STRATEGY TO ADDRESS THE MEC COMMENTS

Table 103: MEC Comments for LED and Action Plan and Progress

MEC Finding 2022	Action/Intervention	Comments	Timeframe
The Municipality should establish LED forum and ensure implementation of the strategy by even developing Social Labour Plans (SLP's) with the existing mines	Establish LED stakeholder meeting for the formation of the LED Forum & Launch. During 2025/2026 LED Strategy & Implementation Plan major review process, the municipality will develop the Social Labour Plans.	The municipality is in the process of engaging various LED Stakeholders	December 2024
The Municipality to improve communications and service level with customers.	The municipality will utilize a variety of communication channels to reach all stakeholders		March 2024
The Implementation Plan needs to be reviewed in line with LED guidelines to enable easy of annual monitoring and reviewing.	The LED Implementation Plan has been prepared for 2024/2025 f/y. The municipality was assisted by CoGTA and EDTEA in the process. The Implementation Plan is in line with the LED Guidelines.	The LED Implementation Plan has been submitted with the IDP 2024/2025. The LED Unit SDBIP and Reporting to structures of Council will be used for M&E of projects	May 2024
Provide spatial referencing for economic development projects	The LED projects have been geographically referenced	The LED, Capital and under-utilised LED Infrastructure for revival or re-purposing is completed. A report is attached	May 2024
The Council to finalise the adoption of phase 4 Expanded Public Works (EPWP) policy	Submit the Phase 4 EPWP report to Council for adoption.		June 2023
MEC Finding 2023	**Action**	**Timeframe/s**	**Responsibility**
Then Municipality is encouraged to identify any completed but under-utilised LED Infrastructure	A report on LED, Capital and under-utilised LED Infrastructure for revival	A report on LED, Capital and under-utilised LED Infrastructure for	

for Revival or Repurposing where possible	or re-purposing is completed. The above structures have been geographically referenced	revival or re-purposing is completed. A report is attached	
The Municipality is encouraged to include social labour plans in the LED Strategy and IDP	During 2025/2026 LED Strategy & Implementation Plan major review process, the municipality will develop the Social Labour Plans.	During 2025/2026 LED Strategy & Implementation Plan major review process, the municipality will develop the Social Labour Plans.	
The Municipality is encouraged to use the latest statistical data for the economic profiling of the IDP.	The Municipality has used Stats SA, Census 2022. However, the economic profile data is inadequate. In addition, the Municipality has used old stats.	The Municipality has used Stats SA, Census 2022. However, the economic profile data is inadequate. In addition, the Municipality has used old stats.	

7.1.1.6 FUNCTIONALITY OF THE LED FORUMS/SECTOR SPECIFIC FORUMS

The Municipality acknowledges the MEC finding of the need for the establishment of the Umshwathi Municipality LED Forum. Currently, the municipality is in the process of establishing the LED Forum. In addition, the Municipality participates in the Umgungundlovu District LED Forum. The establishment of the LED Forum and ensuring the implementation of the strategy by also developing Social Labour Plans (SLP's) with the existing mines, was identified by the MEC CoGTA as a finding in the IDP. The municipality has since signed SLPs with NA Xingh Bricks & Tiles and CASPECO. More SLPs will be signed by the end of 2023.

7.1.1.5 ALIGNMENT OF THE SECTOR SPECIFIC FORUMS WITH THE LED FORUM

The Sector-Specific Forums are being aligned with the LED Forum at the Umgungundlovu District level. The tourism industry, agriculture sector, arts and culture sector, trade and business sector, and manufacturing sector hold quarterly Sector Specific Forum meetings.

The municipalities with the District Economic Clusters that lead and/or advocate the LED Sector particular Forums coordinate the alignment of sector particular forums with the LED Forum. One of the duties of the uMgungundlovu District Economic Clusters is to guarantee that the sectors are operational and that meetings are held to discuss difficulties, potential economic recovery measures following the Covid19 pandemic, reporting, and monitoring progress.

KEY ECONOMIC SECTORS PRESENT IN THE MUNICIPALITY

According to the UMshwathi LED Strategy, the key economic sectors for the municipality are as follows:

- Agriculture
- Manufacturing

- Mining
- Electricity
- Construction
- Trade
- Transport
- Finance
- Community Services
- Taxes less subsidies on products

DOMINANT AND PHERIPHERAL SECTORS

The dominant sectors within the municipality are Agriculture, Manufacturing and Trade or Commerce. And contribute the most percentage to the municipal GDP. Peripheral sectors include Mining, construction and electricity. These sectors contribute less than 10% to the Municipal GDP.

7.1.1.8 PARTICIPATION IN THE DISTRICT LED FORUM/ DISTRICT COMMAND COUNCIL

The Municipality takes part in Umgungundlovu District Municipality Initiatives such as the District LED Forum, the District Command Council and other initiatives.

The District LED Forum and District Command Council are fully functional and meet quarterly to discuss socio-economic issues affecting the municipalities in the district, initiatives, programmes and projects to be implemented by all municipalities in Umgungundlovu District.

7.1.1.7 CAPACITY CONSTRAINTS IN THE LED STRATEGY

The LED capacity constraints and challenges in the strategy are:

- Minimal investment
- The budget allocation to the LED Unit is too restrictive.
- Capacity constraints and skills amongst staff to enhance excellent performance.
- Additional posts in the LED Unit have not been identified. The unit is understaffed.
- Climate change issues
- The use of agricultural land for housing purposes is an increasing threat.
- The availability of developed land for future industrial development within the municipality is limited.
- The road network is not developed sufficiently to support tourism.
- Tedious process for conveyancing and land acquisition
- Developable land falls under ITB and is not readily available.

7.1.2 ANNUAL REVIEW OF LED IMPLEMENTATION PLAN

7.1.2.1 ANNUAL REVIEW OF THE LED IMPLEMENTATION PLAN

The Municipality is undertaking the review of LED Implementation Plan annually. The plan was reviewed and adopted on 23 May 2024 for implementation.

7.1.2.2 INDICATION OF THE PROCESS OR CRITERIA FOLLOWED IN REVIEWING THE LED IMPLEMENTATION PLAN

The Municipal Council prioritises the LED projects annually using the LED Strategy and Implementation Plan. An engagement process with all councillors is undertaken where prioritised LED projects are included in the LED Implementation Plan, SDBIP and Departmental Scorecard.

7.1.2.3 INDICATION OF THE REVIEWED LED IMPLEMENTATION PLAN ON THE ACHIEVEMENTS AND SHORFALLS

This is addressed in the Annual Performance Report.

7.1.3 *POLICY/REGULATORY ENVIRONMENT AND ALIGNMENT*

7.1.3.1 ALIGNMENT TO THE NDP, PGDP & DGDP GOALS/RECOVERY PLAN

The LED Strategy has been revised to ensure alignment with the PDGP and DGDP priorities. The LED strategy is being implemented in accordance with the goals and objectives outlined in the KZN Provincial Growth and Development Plan (Vision 2035), the National Development Plan, and the District Growth and Development Plan.

Table 104: Alignment

NDP Goals	PGDS-Goals	DGDP-Goals	uMshwathi's Response
Create Jobs	Inclusive Economic Growth	Economic Growth and Job Creation	Promote investment and provide support to enterprises to promote job creation
Quality Education	Human Resource Development	Human Resource Development	The municipality provides the employees with opportunities to upskill themselves and has a bursary scheme for learners
Quality Healthcare	Human and Community Development	Human and Community Development	The municipality collaborates with the Dept of Health and NGOs on health campaigns

Expand Infrastructure	Strategic Infrastructure	Strategic Infrastructure	The municipality has an Integrated plans for bulk infrastructure
Use Resources Properly	Environmental Sustainability	Environmental Sustainability	The municipality has developed an Integrated Waste Management Strategy and is working with the UMDM on ensuring good environmental management practices
Build Capable State Fight Corruption Unite the Nation	Governance and Policy	Governance and Policy	The municipality has adopted a Fraud & Corruption Policy, has a functional MPAC and had various forums that oversee performance.
Inclusive Planning Unite the Nation Quality Healthcare	Spatial Equity	Spatial Equity	The municipality is developing economic infrastructure in towns for informal traders to promote inclusivity

7.1.3.2 ALIGNMENT OF THE MUNICIPALITY LED STRATEGY TO THE ONE PLAN

UMDM consists of seven local municipalities, namely: Msunduzi, Impendle, uMshwathi,Mkhambathini, Mpofana, uMngeni, and Richmond Local Municipality. All seven municipalities form part of the District One Plan and were involved in the development and adoption of the plan to include its vision, mission, goals, objectives, strategies and implementation plan. An Implementation Plan is attached as annexure.

The DDM is an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State. It embodies an approach by which the three spheres of government and state entities work in unison in an impact-oriented way, and where there is higher performance and accountability for coherent service delivery and development outcomes. The DDM One Plan is a 25-to- 30-year strategic plan that transcends the planning period of at least five IDP planning cycles and is anchored on the development of a 'One Plan' for the region.

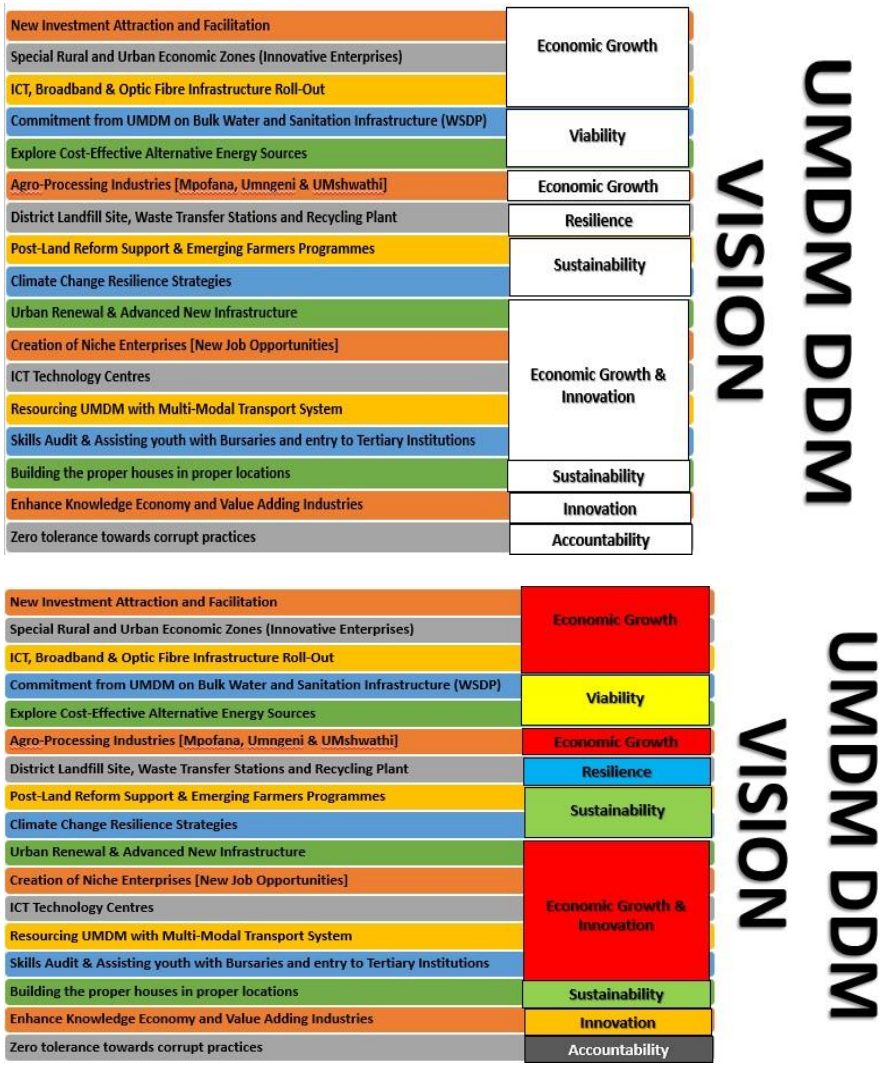


Table 105: UMDM Vision 2052, Goals and Strategies

VISION	"By 2052, UMDM shall be a viable, innovative and resilient region that is built on sustainable economic growth and accountability." Option 2: "To be a theatre for innovation, sustainable economic development, resilience and accountability by 2052"
MISSION	▪ *To create a platform for open and co-operative government;* ▪ *To uniquely brand UMDM as an attractive area for investment;* ▪ *To promote technological advancement and innovation as a new driver for the economy;* ▪ *To deliver sustainable services and infrastructure to our communities;* ▪ *To create an efficient & effective environment for sustainable development;* ▪ *To create a vibrant and viable economy using our natural resources; and*
GOAL	UMDM will evolve into a dynamic and functional economic region that boosts with a vibrant economy and improved quality of lives.
OVERALL OBJECTIVES	To have investigate the feasibility (or viability) and secure funding of identified innovative initiatives by 2022 – 2027, ensure that funding that has been secured is accounted for and initiatives are successfully and sustainably implemented between 2027 – 2037. To facilitate economic growth, employment creation and downstream beneficiation by 2052.
OVERALL STRATEGIES	To build support of open and cooperative government, by 2022, in order to ensure that by 2052, Umgungundlovu District is uniquely branded, smartly operated region, resilient; sustainable; and has growing settlements, economies and resources by undertaking innovative approaches towards diversification, community investment, public-private partnership, and technological advancements.

7.1.3.3. INDICATION OF THE CORE & ENABLING PILLARS OF THE NATIONAL FRAMEWORK ON LED

The South African National Framework for Local Economic Development gives a full knowledge of Local Economic Development as a holistic system comprised of several interrelated components. It is designed to serve as a strategic coordination, planning, and implementation guide that provides and improves a common knowledge of LED in South Africa. The following are the key hurdles for LED in South Africa:

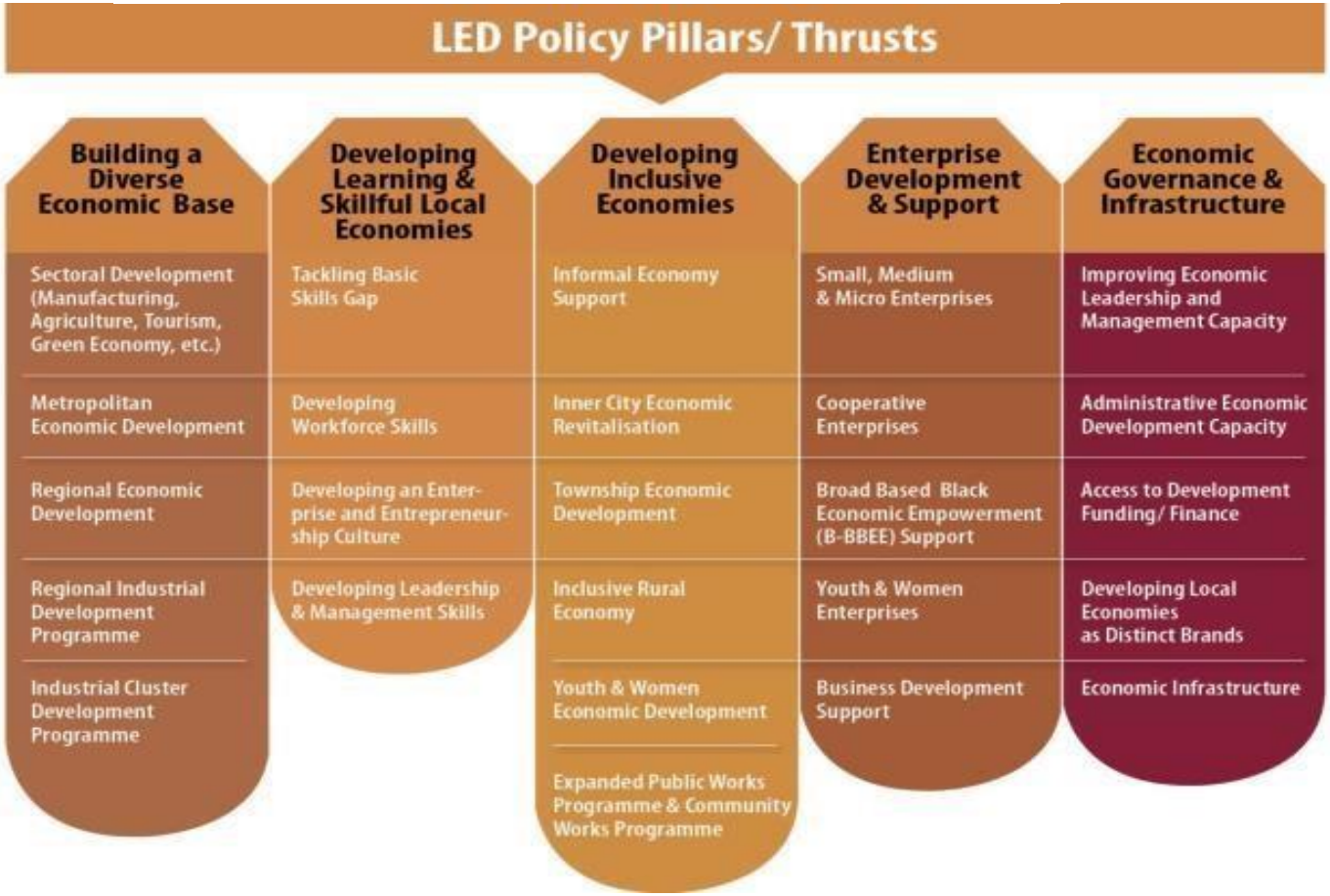
- *Lack of agreement on the meaning of Local Economic Development*
- *Poor intergovernmental relations in Local Economic Development*
- *Inabilities to develop productive partnerships to maximise local competitiveness.*
- *Lack of clear communication and knowledge sharing*
- *Local Governmental capacity constraints*
- *Differentiated approaches to LED Support between large cities and poorer and smaller municipalities.*
- *Funding for Local Economic Development Projects, particularly in municipalities that struggle for resources.*
- *Poor Investment in Economic Information and identifying the strategic competitiveness of regions.*
- *Lack of a dedicated focus on supporting the "Second Economy" .*

LED is neither a one-dimensional or sector-specific technology. The National Framework outlines the five pillars of long-term local economic development. The following are the pillars:

- *Building a Diverse Economic Base*
- *Developing Learning and Skilful Local Economies*
- *Developing Inclusive Economies*
- *Enterprise Development and Support*
- *Economic Governance and Infrastructure*

These pillars are deconstructed and explain in the figure below:

Figure 25: LED POLICY PILLARS/THRUSTS



7.1.3.4 INFORMAL ECONOMY POLICY OR INFORMAL TRADING POLICY

The municipality has an Informal Policy in place that was reviewed and adopted by the Counci of Umshwathi on 23 May 2024. A copy of the policy is attached as annexure.

7.1.3.5 REVIEW OF THE INFORMAL ECONOMY POLICY IF OLDER THAN 5-YEARS

The policy was reviewed and adopted by the Council on 23 May 2024.

7.1.3.6 IMPLEMENTATION OF EPWP PHASE 4 POLICY

The EPWP Policy is in place. The policy was reviewed and adopted by the Council in 23 May 2024 and complies with the Phase 4 Policy requirements. The policy is being implemented. The policy is attached as an annexure.

7.1.3.7 ADOPTION OF THE LATEST EPWP PHASE 5 POLICY

The Department of Public Works launched the EPWP Phase 5 Policy in May 2024 and the Municipality is currently working on drafting the EPWP Phase 5 Policy for alignment purposes.

7.1.4 STRATEGIC ECONOMIC ANALYSIS AND INTERVENTIONS

A COMPREHENSIVE ANALYSIS OF LOCAL ECONOMIC SECTORS INCLUDING COMPERATIVE AND COMPARATIVE ADVANTAGES

7.1.4.1 A COMPREHENSIVE ANALYSIS OF LOCAL ECONOMIC SECTORS INCLUDING COMPERATIVE AND COMPARATIVE ADVANTAGES

COMPARATIVE AND COMPETITIVE ADVANTAGES

In relation to markets: UMshwathi is located within relatively close proximity to the key economic development nodes of KwaZulu Natal, viz. Durban and Pietermaritzburg.

Location in relation to the N3: The R33 is considered to be secondary movement system between Pietermaritzburg and the hinterland. Further to this, Map No. 2 overleaf highlights the development quadrant between Pietermaritzburg and Zululand and the linkages between Pietermaritzburg and the future Dube Trade Port at La Mercy. uMshwathi Municipality is a central theme to both these routes; economic development strategies should capitalise on the opportunities that this provides.

Location to the capital of the Province: The pressure for residential accommodation as a result of the status of Pietermaritzburg as Capital of the Province has a ripple effect for uMshwathi Municipality. A number of housing development initiatives have been received for the south - western boundary of the Municipality.

Agricultural potential: uMshwathi Municipality displays a high level of agricultural potential. Of particular interest is the high to relatively good land potential in the Ntanzi, Mthuli and Gcumisa tribal areas. Although Nadi and Ndlovu/ Masihambisane areas show low to poor land potential, there is a natural water source in the area, which would make above ground cropping a possibility.

Existing enterprises: There already exist a number of successful manufacturing and production facilities within uMshwathi. This represents an important strength to be built on in the future.

KEY ECONOMIC SECTORS PRESENT IN THE MUNICIPALITY

According to the UMshwathi LED Strategy, the key economic sectors for the municipality are as follows:

- Agriculture
- Manufacturing
- Mining
- Electricity
- Construction
- Trade
- Transport
- Finance
- Community Services
- Taxes less subsidies on products

DOMINANT AND PHERIPHERAL SECTORS

The dominant sectors within the municipality are Agriculture, Manufacturing and Trade or Commerce. And contribute the most percentage to the municipal GDP. Peripheral sectors include Mining, construction and electricity. These sectors contribute less than 10% to the Municipal GDP.

OPPORTUNITIES IN THE DIFFERENT SECTORS

There are many key opportunities that exist within the different economic sectors of the municipality. These are explained in detail within the strategic thrust of the LED Strategy. The follow key opportunities exist in the main key economic contributing sector. Below are the opportunities as identified in the LED Strategy:

Agriculture Sector:

- Agri-Product 1: Organic Food Production
- Agri-Product 2: Macadamia Nuts
- Agri-Product 3: Cannabis Production
- Agri-Product 4: Intensive and Hydroponic Farming
- Agri-Product 5: Yellow and White Maize
- Agri-Product 6: Agriculture Infrastructure Support
- Agri- Product 7: Agro-Processing

Manufacturing Sector:

- Proposal 1: Stock Farming Value Chain
- Proposal 2: Hides and Leather Products
- Proposal 3: Bone and Horn Products
- Proposal 4: Waste Tyre Recycled Products
- Proposal 5: Brick and Block Manufacturing
- Proposal 6: Crush Stone and Rock Products

Tourism Sector:

- Proposal 1: Cultural and Community Based Tourism
- Proposal 2: Albert Falls Tourism Ancillary Products
- Proposal 3: Events Based Tourism Products
- Proposal 4: Leisure Centre
- Proposal 5: Mainstreaming SMMEs on the Sector

Trade And Business Sector:

- SMME and Second Economy Support
- Improving Business Confidence
- Procurement Processes
- Revitalization of Towns in UMshwathi (New Hanover,)
- Development of New Hanover Local Area Plan (LAP), New Hanover, Wartburg, Dalton, and Cool Air).

7.1.4.2 KEY ISSUES/CHALLENGES OUTLINED IN THE LED STRATEGY

Table 106: Challenges Outlined in the Strategy

AGRICULTURE, FORESTRY AND FISHERY
KEY FACTORS IMPACTING ON AGRICULTURE
The emerging farmers face many challenges. These include lack of access to water; land size and markets and they lack funds funding the operations of their farms. Another big challenge is that most of the farming fields are on sloping ground, which makes it impossible for them to mechanize their operations. The lack of markets makes the farmers vulnerable to abuse by shrewd businessperson that buy the produce for ridiculously low prices. UMshwathi economy is focused on the agricultural sector and other economic activity is primarily related to this sector. It is not surprising then, that sectorial

employment trends mirror these economic trends, with the greatest percentage of people being employed in the farming sector. Agriculture is the cornerstone of the local economy. The development of the economy should therefore be linked to the development of this sector. Beneficiation of raw agricultural produce is one of the key activities that should be focused on, as well as the expansion of feed stock industries and the dairy production industry. (DEDT Comparative Advantages report, 2012).

Subsistence farming has the potential to play an important role in eliminating food insecurity, reducing poverty, and improving rural livelihoods within the municipality. Numerous challenges have been identified to plague these farmers including:

Limited access to financial markets for both inputs and outputs affecting actual production.

- Limited or poor infrastructure to support farming especially climate resistant infrastructure to help curb the impact of climate change on production.
- Market facilities which make cost of production to be high and as such causing a disincentive for small scale farmers to continue and to increase production.
- Land degradation because of poor land management leading to unproductive land, alien plant invasion, over exploitation of natural resources, uncontrolled rural and urban sprawl; and
- Climate change impacts.

The challenges above accompanied by climate change vulnerability have an adverse impact on meaningful and sustainable agricultural production. Even more, the municipality currently has numerous land claims with about three land claims being processed and eight existing land claims to which have already been gazette. The claim settled involves a total of 30.92 ha which was restored to for farming purposes and 5259 ha transferred redistribution, this land along with the other successful future claims will need to be protected and put to production. Thus, several sustainable ways are proposed at which sustainable agriculture can be pursed within the municipality including the promotion of agricultural development, agricultural land care management and lastly the protection of agricultural land.

Sexual crimes directed to the most vulnerable groups, hence the place of safety under the supervision of social development has offered psychosocial support. One of the key structures that now exist at UMshwathi is an old age home, which is situated at ward 11 Swayimane. There are collaborated efforts in trying to mobilize more women to participate in the subsistence and commercial farming. Processes of identifying more access to market are continuing. Umbelethisi (African Midwife) under the independent stakeholder is currently instrumental in linking our local emerging farmers to the existing market.

7.1.4.3 SWOT ANALYSIS OF THE UMSHWATHI

Table 110: LED SWOT Analysis

STRENGTHS	WEAKNESS
▪ Excellent soil & climatic conditions for sugarcane production. 40% of District production of sugarcane ▪ The proximity to N3 and N2 presents the municipality with opportunities for producing for the local & international markets. ▪ The area has well-established tree plantations. ▪ The area hosts one of the biggest feedlots in the country. ▪ Poultry farming is growing rapidly. ▪ There are three crocodile farms in the area, one with an abattoir (slaughterhouse) ▪ There are a number of water sports events that take place in uMshwathi on an annual basis. These events draw many people to uMshwathi. ▪ The Spatial Development Framework and the Environmental Management Framework for a section of the land area have been developed and these instruments indicate areas that have potential for tourism and other developmental. ▪ There are several game farms with a potential to develop into tourism outlets. ▪ The Amble is well-established and does a lot to promote local tourism businesses Some areas have rich deposits of clay & shale that is suitable for the manufacturing of bricks & tiles. ▪ The Municipality has developed an Environmental Management Framework for the area incorporating Albert Falls Dam and the intersection of R33 and R614. This instrument will guide potential investors and assists the municipality in decision making when processing development applications. ▪ A feasibility study aimed at stimulating economic development has been completed by the municipality. This is the R33/R614 Corridor Study. ▪ The Spatial Development Framework and the Land Use Management Plan are in place for the whole area of uMshwathi. These tools are important for direction and management of decision making towards sustainable development. ▪ Proximity to strategic N3 (advantage to Durban & Gauteng haulage) and the provincial capital city of Pietermaritzburg ▪ Strategies are in place to inform polices (Agriculture and Tourism Strategies) ▪ Various government sectors in UMshwathi Town ▪ Vacant land for development ▪ EPWP Policy and other policies are in place ▪ Informal traders support in place (trading stores) ▪ Relatively good rainfall in some areas ▪ Existing institutional structures for LED (LED forum and Agricultural forum) ▪ Most areas are good arable land ▪ The Informal Chamber has been formed and it is fairly functional ▪ There are sawmills and two sugar mills in uMshwathi ▪ There is a hospital and several clinics within the boundaries of uMshwathi. ▪ There is a Further Education & Training College in uMshwathi ▪ There is a prison in New Hanover ▪ New Hanover is growing as a services Centre	▪ Vast areas of land are not utilized for farming ▪ Most sugarcane fields & gardens belonging to indigenous people are not fenced ▪ The communal ownership of grazing lands is a stumbling block to improved productivity of livestock production. ▪ The lack of investment in agricultural infrastructure and human resources ▪ There is a relatively low level of value adding to the local agricultural produce. ▪ Most people do not have adequate supply of water for irrigation ▪ There is a general lack of agricultural management skills that are needed for the growth of this sector ▪ There is no formal local market where local people can sell their produce ▪ The municipality is not getting the full benefit from tourists that visit the two dams for events because there is a shortage of tourism infrastructure. As a result, visitors do not stay overnight in uMshwathi. ▪ The participation of indigenous people in the tourism business in uMshwathi is very limited. ▪ The areas visited by tourists do not have proper facilities for selling artwork ▪ The road network is not developed sufficiently to support tourism ▪ The local tourism is not integrated to the tourism activities and plans of adjacent municipalities. ▪ The lack of electricity in some areas is both a threat and a constraint to the local economy. ▪ Low level of employment opportunities ▪ Local SMMEs are not geared to take advantage of emerging business and tender opportunities offered ▪ Impediments to SMME development in UMshwathi Municipality include low levels of education and productive skills of access to finance, inadequate infrastructure, lack in effective demand and communication ▪ Limited commercial development. ▪ Limited development budget. ▪ Lack of reliable economic data ▪ Capacity and skills amongst staff to enhance excellent performance ▪ Lack of identification of potential EPWP projects and poor reporting ▪ Lack of integrating EPWP in all municipal programmes ▪ LED unit understaffed ▪ Lack of investors for attract tourism development ▪ Lack of Town identity (which promote sense of destination) ▪ High rate of unemployment, poverty, and crime ▪ High illiteracy rate and shortage of skills ▪ Tedious process for conveyancing and land acquisition ▪ Developable land falls under ITB, and is not readily available ▪ High dependency ratio, people not encouraged to create their own employment ▪ There is a shortage of economic infrastructure e.g. market stalls, mini factories ▪ The availability of developed land for future industrial development within the municipality is limited. ▪ Very little agro-processing of local agricultural produce takes place in uMshwathi. This deprives the municipality of job opportunities that would accrue from local value adding. ▪ The municipality still does not have an Industrial Growth Plan that will provide a guide to potential investors. ▪ The municipality does not have statistics for local sand mining ▪ The budget allocation to the LED Unit is too restrictive ▪ There is very little if any integration of the plans of the various units of the municipality ▪ The implementation of economic bylaws is poor. ▪ The Informal Trade Bylaw has not been finalized ▪ There is a shortage of market stalls in the towns. ▪ There no demarcated trading spaces outside the market stalls in the local towns ▪ The road infrastructure is poor, and the rail network is grossly underutilized ▪ The prevalence of HIV/AIDS is unacceptably high ▪ The frequency of natural disasters and road accidents is unacceptably high ▪ The opportunity of encouraging communities to plant fruit trees through events such as Abhor Day is not utilized. ▪ The farm dwellers are not organized, and this is a source of many challenges that they encounter

Table 107: LED

SWOT Analysis Continues

OPPORTUNITIES	THREATS
▪ uMshwathi has a huge demand to create jobs in uMshwathi through the processing of agricultural produce within the municipality ▪ The local crafters produce excellent products that have won awards in the District and Provincial competitions ▪ uMshwathi has a rich cultural, historical heritage and a beautiful landscape for tourism ▪ The two local dams namely Albert Falls & Nagle Dam present the area with opportunities for the growth of the tourism sector ▪ There are opportunities for agro-processing of the local agricultural produce ▪ Availability of animal waste and lots of wood material for the production of electricity. ▪ The two dams also present the municipality with opportunities for hydro-electric power generation. ▪ The availability of vast quantities of animal waste, alien plants and wood in the municipality provide opportunities for generating electricity from these materials. ▪ Opportunity for the establishment of renewable energy projects in Appelsbosch area ▪ There are opportunities for the establishment of new brick & tile manufacturing plants ▪ There are no restaurants that provide African Cuisine Dishes ▪ R33 Provincial Road ▪ Young energetic human capital ▪ Strong agricultural base and potential to developing agriculture to new high value product ▪ Desire for development ▪ Existence of strong Cooperatives ▪ Availability of agricultural land ▪ Proposed fibre cabling to enhance network connectivity ▪ Proposed Waterborne sewer project	▪ The overreliance on sugarcane and timber plantations poses a threat to the long-term sustainability of the local economy. ▪ The slow pace of the land restitution processes is both a weakness threat and a threat to the development and sustainability of local agriculture. ▪ The high rate of crime, including stock theft is a constant hazard to stock farmers. ▪ The use of agricultural land for housing purposes is an increasing threat ▪ The ever-increasing number of households in tribal authority areas resulting in decreasing size of small-scale farms ▪ The water quality is deteriorating due to agricultural activities within and outside of uMshwathi. ▪ The lack of a Resource Management Plan for the two local dams renders these important resources vulnerable to unscrupulous developments that threaten their long-term sustainability. ▪ The high rate of crime poses a threat to the long-term sustainability of the tourism sector ▪ Additional posts in the LED Unit have been identified ▪ The rate of unemployment, poverty and inequality are unacceptably high ▪ Agricultural land is lost to non-agricultural activities ▪ The increase in conflicts amongst local people and foreigners who are employed by the farm owners. ▪ There is no particular emphasis on gardening and efficient use of water in the local schools. These skills are important for ensuring food security in the local communities. ▪ Climate Change ▪ There is increasing incidence of foreigners taking over local businesses ▪ There is very little circulation of money within the municipal boundaries

7.1.4.4 ANALYSIS OF THE BASE ECONOMIC RESOURCES AND ECONOMIC INFRASTRUCTURE

TOURISM

The municipality is richly endowed with a unique tourist attraction such as the Wartburger Hof that has a taste of German hospitality. There are coffee shops, craft outlets, inns, guest houses and B&B establishments in and around the village centre, including wedding and function facilities at Thorpe Lodge, on a sugar farm just 2kilometres away. The settlement of New Hanover boasts one of the province's oldest schools and one of very few to be proclaimed a National Monument beyond New Hanover, some 100-kilometres of inter-linked trails with overnight huts have been developed into the singular experience of Blink water Trails by co-operation between conservation bodies and the timber industry.

There is much of both historic and botanical interest within the municipality, with hikers skirting waterfalls and lakes while traversing scenic grasslands and indigenous forest. Furthermore, to promote transformation in the local economy through the tourism sector, the municipality is giving local Previously Disadvantaged Individuals (PDIs) increasing attention in terms of developing their tourism products and hosts an annual Festival of Beads. This event showcases the local talent and provides the PDIs with a market. The municipality is currently assisting with the feasibility studies for venture tourism projects in Appelsbosch. These projects are championed by local PDIs. The municipality intends developing the Festival of Beads into a multi-cultural annual event that is designed to promote tourism in UMshwathi. The municipality will forge partnerships with Germany and Sweden to take advantage of the historical connections between South Africa and these countries. Albert Falls Dam is situated a mere 20kms from Pietermaritzburg and is rated as one of the best bass fishing dams in the country. The area boasts an abundance of bird life. Amongst the scenic views and cultural attractions popular family activities include camping, water skiing and fishing.

The local tourism is mainly focused on the Albert Falls Dam, Nagle Dam, and the few private game reserves. The municipality is well-positioned as an tourism destination with the focus on eco-tourism, agricultural, historical, and cultural tourism. This is generally considered a growth area for tourism but not in the form of single, large developments. Demand is rather met by a dispersed, low intensity type of development with relatively small developments set within an appropriate landscape.

The Albert Falls Amble is involved in marketing portions of the municipality and developing routes and nodes within the municipality. It is important to build on these efforts and to support tourism organizations and other stakeholders. The Tourism Working Group of the newly established LED Forum should go a long way.

MANUFACTURING

The manufacturing sector contributes 19.9% to the (Statistics SA 2011). Manufacturing activities are mainly related to agricultural processing activities, notably sugar and timber processing activities, and to a lesser extent processing and manufacturing of food. In the interim, a superficial glance at the Municipality indicates the major industries such as Illovo sugar milling in Noodsberg and the sugar and maize mill and tannin producing

plant of UCL Company Limited in Dalton. Other businesses of significance include the feedlots of Triple A, Crafcor, Argyle Poultry. There is evidence of numerous downstream industries developing as a consequence of these industries. Promotion of agro-industry can generate employment opportunities within the municipality. It also offers significant opportunities for the integration of smaller scale producers and linkages with informal manufacturers. In the rural informal settlements and particularly in tribal areas, there is little evidence of manufacturing activities other than that of household activities. The newly established soya bean processing plant in Ward 3 needs to be supported. A limited degree of local manufacturing activities such as block making, sewing and craft production takes place. There is a high dependency on the road network to distribute manufactured goods to market.

The municipality is well-linked to urban market areas. There is evidence of increasing manufacturing activities in the local farms. The extent of this development will become clearer as the municipality begins to do local inspections for business licensing purposes. The project initiator for the Gasifier project and Solar Farm project planned for Appelsbosch area are still looking for investors. These projects should be pursued because of the many benefits that they will yield for the local economy. The gasifier project in Appelsbosch area needs to be supported as it has the potential of generating job opportunities; as well as releasing agricultural land which is currently covered by alien plants. Some key issues to be considered when trying to establish the future potential of industry to contribute to economic growth in UMshwathi municipal area are the availability of land, water, electricity, and the rates structure of the municipality.

The smelter project in Schroeders and the electricity generating gasifier in Appelsbosch hold tremendous benefits for UMshwathi Municipality in terms of job creation and poverty reduction. Most industries are dependent on a consistent supply of reasonably priced water. Within the Schroeders area, raw water is obtained from the Sterkspruit River. Access to purified water is available from the UMngeni water supply line, which runs through the town carrying water from the Wartburg Water Supply system to New Hanover.

TRANPORT, STORAGE AND COMMUNICATION

The manufacturing sector has increased since the year 2010. Market data on figure 26 indicate an increase in the sectoral contribution to the municipal GDP. It is however, estimated that this sector will decrease, contributing only R667 406.00 to the GDP during the year 2020. Table 19 gives a breakdown of the manufacturing sector contribution from 2010 till the year 2020. Transportation is an economic factor of production of goods and services, implying that it is fundamental in their generation, even if it accounts for a small share of input costs. This implies that irrespective of the cost, an activity cannot take place without the transportation factor and the mobility it provides. With reference to the statistical data on figure 25 and table 20 the Transport sector has shown a gradual increase since the year 2010. It is however estimated that it will decrease in 2020 to R328 908.

MINING AND QUARRYING

There exist open cast mining businesses in uMshwathi. CASPECO and Nan Xing Bricks & Tiles mine clay and produce brick, blocks, and tiles. There are other sand mining businesses that have not been documented to date. The Land Audit and the Business Licensing process will uncover more businesses that need to be documented. In terms of the Mining Law, companies that are involved in mining are expected to contribute to socio-economic development in the community in terms of their Corporate Social Investment agreements. However, according to the Census 2011, the mining sector contributes 7.2% to the municipal economy.

CONSTRUCTION

Construction is an important sector that contributes greatly in the economic growth of a nation. The Construction Industry is an investment-led sector where government shows high interest Government contracts with Construction Industry to develop infrastructure related to health, transport as well as education sector. With reference to UMshwathi municipality the construction sectors contribute 0.9% to the municipal GDP.

ELECTRICITY, GAS AND WATER

This industry makes up roughly 2.1% of South Africa's total economy. So, it is a very small part of South Africa's economy but in terms of importance water and electricity is the life blood of any country's economy. The total income for the electricity, gas and water supply industry in 2016 was R242,0 billion. The total income represents an increase of 9,8% per annum over the income reported in the corresponding survey of 2013 (R182,6 billion). 'Generation, transmission and distribution of electricity' is the only type of service which had profit margins lower than the overall profit.

TRADE

Wholesale and retail trade are defined as resale of new and used untransformed goods to the general public. This service sector is the third of the three economic sectors of the three-sector theory. The tertiary sector of industry involves the provision of services to other businesses as well as final consumers. Services may involve the transport, distribution, sale of goods from producer to a consumer, as may happen in wholesaling and retailing, or may involve the provision of a service, such as tourism, accommodation, catering, entertainment, communication, finance, insurance, real estate, business services, community, social, personnel services and general government.

UMshwathi comprises of four major urban centres (New Hanover, Wartburg, Dalton, and Cool Air). Wartburg and New Hanover are the commonly used centres within the UMshwathi Municipality. These areas have largely urban settings and incorporate the major economic and administration activities of the Municipality. It accommodates the municipal offices, Provincial Government offices, major schools, police stations, a magistrate's court, and a large variety of commercial and retail outlets. These nodal areas are linked by good transportation/ road networks which all link to the major transportation routes within the Municipality i.e. the R33 (Greytown Road) and the R614 (Wartburg Road). R33 provides a high degree of accessibility between the urban centres and also with the surrounding Municipalities of Umvoti, Msinga and Endumeni (within the

Umzinyathi District). The R33 also provides a linkage with (Pietermaritzburg) therefore making it easy for local residents to make use of commercial and social services within PMB.

FINANCE, INSURANCE, REAL ESTATE AND BUSINESS SERVICES

The R33 through UMshwathi Municipality provides a linkage with the capital of KwaZulu Natal. This corridor also presents the opportunity for future development at certain key points, one being the proposed commercial development at the Wartburg/ Greytown Roads intersection. The Council has given its support to the concept of a mixed-use corridor focusing on middle-high income residential housing, commercial and other economic and tourist-related activities. This concept is especially encouraged in the vicinity of the Wartburg/ Greytown Roads intersection but should be compatible with those existing activities surrounding the Albert Falls Dam area. More detailed planning of the corridor in the form of a local area development plan needs to be undertaken, considering other issues such as water quality, landscape quality and compatibility with the municipality's tourism objectives. Figure 28 and table 23 outline the contribution of the electricity sector to the municipal GDP. It indicates the break down contribution form the year 2010 till the estimated 2020 contribution of R428 558.

The financial sector makes a direct contribution to the economy in terms of its value-added contribution to GDP, employment and taxation paid. Insurance companies help businesses mitigate risk and protect their employees. As with consumers, helping businesses mitigate risk can have a lasting, positive impact on the economy. These actions help businesses run successfully, which translate to more jobs and an increase in economic activity. With reference to UMshwathi municipality this sector contributes 7.1% (census 2011) to the municipal GDP. This has however increased since 2011 and is estimated at R278 261 for the year 2020.

GOVERNMENT

Local government is a distinct sphere of government that is interdependent and interrelated with both the national and provincial spheres, responsible for delivering public services to communities and providing a range of functions including LED. As such, it has a developmental role to play in communities which sees to the improvement in quality of life and the standard of living of all citizens. Although significant progress has been made since the democratic government in developing communities, local government is still aggrieved by socio-economic challenges including poverty, inequality, and underdevelopment.

Municipalities are thus obliged by the Constitution to play a facilitative role in promoting LED within their locality and create ideal environments for business that attracts and promotes investment. Strengthening LED in the municipality will require improvements in the market confidence of business in local government, growing municipal capacity that allows exploitation of competitive advantage and the identification of potential opportunities as well as creating an environment conducive for business whilst also intensifying local support for small business development. Moreover, Du Plessis and Thomas (2007) highlights various roles that municipalities within the country need to play to facilitate and promote LED within their locality, including:

- "support for small and medium businesses through the provision of training and support mechanisms and creating optimal infrastructure, e.g. SMME incubators;
- improvement in infrastructure and services in general to improve economic efficiency and productivity;
- training and capacity building initiatives
- targeted investment to boost potentially growing sectors, e.g. tourism, knowledge industries;
- pro-localism procurement and servicing policies
- simplifying regulations and by-laws to stimulate, as opposed to hindering, economic development;
- place marketing to attract potential tourists and importantly, investors; and
- defining the municipality as an economic actor in the local economy with considerable clout and leverage capability" (Du Plessis and Thomas, 2007: p21).
- development of economic infrastructure and trading spaces

INFORMAL SECTOR

The informal economy is the diversified set of economic activities, enterprises, jobs, and workers that are not regulated or protected by the state. The informal sector of the economy is part of an economy that is neither taxed nor monitored by any form of government.

Unlike the formal economy, activities of the informal economy are not included in a country's gross national product or gross domestic product. Although the informal sector makes up significant portion of the economies in developing countries, it is often stigmatized as unmanageable. However, the informal sector provides critical economic opportunities for the poor and has been expanding rapidly.

The informal sector is largely characterised by several qualities: easy entry, meaning anyone who wishes to join the sector can find some sort of work which will result in cash earnings, lack of stable employer-employee relationships, a small scale of operations, and skills gained outside of a formal education. The type of work that makes up the informal economy is diverse, particularly in terms of capital invested, technology used, and income generated. The spectrum ranges from self-employment or unpaid family labor to street vendors, shoe shiners, and junk collectors. Most workers in the informal sector, even those are self-employed or wage workers, do not have access to secure work, benefits, welfare protection, or sometimes even representation.

OVERVIEW OF INFORMAL SECTOR IN UMSHWATHI

This sector is playing an ever-increasing role in UMshwathi Municipality. The decline in employment opportunities in the formal economy has led to a growth in the informal sector within the municipality. Informal trading is now playing an ever-increasing role within the Municipality although its contribution to the local GDP has not been quantified. Most trade takes place on the verges of the roads in the local towns and in the market stalls in Greengate, Swayimana Taxi Rank, SASSA and pay points. Owing to the

nonavailability of trading spaces in the local towns, informal trade takes place all over the place and this causes tensions between the formal business owners and informal traders.

ECONOMIC INFRASTRUCTURE

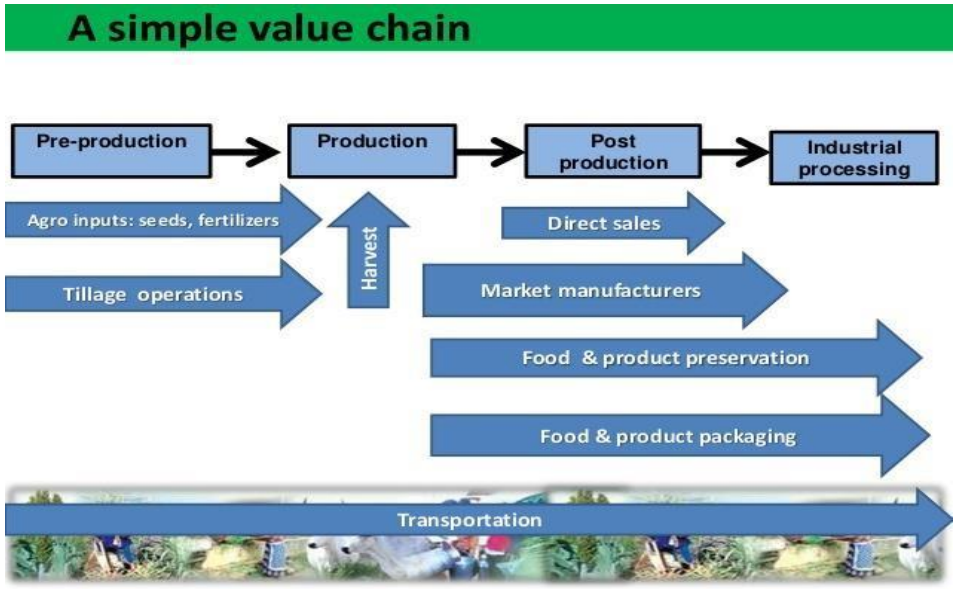
Road Infrastructure

- Road infrastructure and agricultural priority areas: R33, R614 and P279 are important agricultural corridors. These are currently tar and need regular maintenance.
- Road Infrastructure for Tourism opportunity areas: P 423 - Route to Swayimane; P 154 - Route from New Hanover to Wartburg; and P526 - Route from Crammond unto are considered to be important tourism routes.
- Road infrastructure for trade and mobility: R33, R614 and P279 are secondary corridors. These provide vital linkages to service nodal points and communities within the municipality and ensure connectivity with neighbouring municipality and Dube Trade Port. Along these corridors, there should be increased intensity of development that will be naturally attracted, and this development should be encouraged.

7.1.4.5 VALUE CHAIN ANALYSIS INDICATING CORE ECONOMIC ACTIVITIES, POTENTIAL UP AND DOWNSTREAM OPPORTUNITIES IN THE ECONOMIC SECTORS

With the ever-increasing competition for unbeatable prices, exceptional products and customer loyalty, businesses must continually evaluate the value they create. One of the most valuable tools, the value chain analysis, provides businesses an advantage over their competition. A value chain is the full range of activities – including design, production, marketing, and distribution – businesses conduct to bring a product or service from conception to delivery. For companies that produce goods, the value chain starts with the raw materials used to make their products, consists of everything added before the product is sold to consumers.

Value chain management is the process of organising these activities in order to properly analyse them. The goal is to establish communication between the leaders of each stage to ensure the product is placed in the customers hands as seamlessly as possible. A value chain analysis of the agricultural sector is an ideal approach especially in the context of UMshwathi Local Municipality since it is primary sector that the majority of households in rural UMshwathi rely upon. In UMshwathi, the primary sector of the economy consists of agriculture which contributes about 41.5% of the local economy and it bypasses all other existing sectors in the municipality.



Source: https://www.agriculturenigeria.com/research/articles

To copy a paragraph from the LED Strategy on page 150.

One of the farms has an abattoir. Some cases of illegal crocodile farming have been reported recently but there is no evidence at this stage. All the skins are exported, and the meat is either fed to crocodiles or sold for human consumption. There have been complaints of crocodiles found outside the three farms, but investigations have not yielded any positive results.

The following are some of the different activities identified in the Agricultural sector within the UMshwathi Local Municipality:

▪Sugarcane Production (sugar cane farming)

▪Animal Farming (Livestock, Crocodile, Cattle, Piggery and Poultry Production)

▪Crop Farming (Vegetable Production for cash crops such as maize, beans, potatoes, and sweet potatoes; and ▪ Forestry.

The table below shows successful value chain industries in UMshwathi. These industries are hugely supported by established commercial farmers within the municipality. This means a 95% black population of which 49% is dependent on agricultural production is not participating in this market. This disenfrachization is both a social and economic exclusion through entrance barrier mechanisms, lack of integration as well as developmental constraints on the part of black farmers.

Table 108: Value-chain industries in UMshwathi

Sugarcane	UCL
	Illovo
Poultry	Mountain Valley Chicken (Astral Foods)
	Rainbow Chicken
Piggery	Private
Crocodile	Private

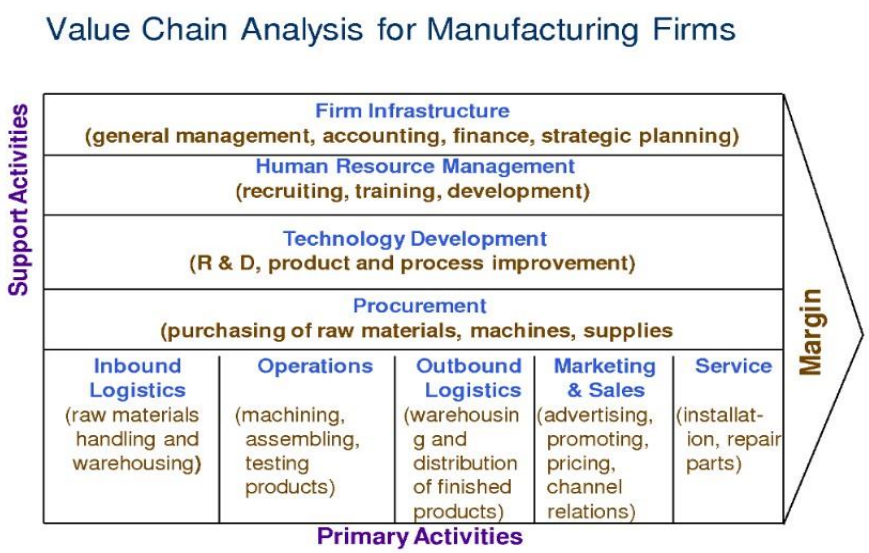
Cattle	AAA Feedlot
Maize	

The manufacturing sector contributes 19.9% to the local GDP (Statistics SA 2011). Manufacturing activities are mainly related to agricultural processing activities, notably sugar and timber processing activities, and to a lesser extent processing and manufacturing of food. In the interim, a superficial glance at the Municipality indicates the major industries as Illovo sugar milling in Noodsberg and the sugar and maize mill and tannin producing plant of UCL Company Limited in Dalton. Other businesses of significance include the feedlots of Triple A, Crafcor and Argyle Poultry as aforementioned. There is evidence of numerous downstream industries developing as a consequence of these industries.

Promotion of agro-industry can generate employment opportunities within the municipality. It also offers significant opportunities for the integration of smaller scale producers and linkages with informal manufacturers. In the rural informal settlements and particularly in tribal areas, there is little evidence of manufacturing activities other than that of household activities. The newly established soya bean processing plant in Ward 3 needs to be supported. A limited degree of local manufacturing activities such as block making, sewing and craft production takes place. There is a high dependency on the road network to distribute manufactured goods to market.

The municipality is well-linked to urban market areas. There is evidence of increasing manufacturing activities in the local farms. The extent of this development will become clearer as the municipality begins to do local inspections for business licensing purposes. The gasifier project in Appelsbosch area needs to be supported as it has the potential of generating job opportunities; as well as releasing agricultural land which is currently covered by alien plants. Some key issues to be considered when trying to establish the future potential of industry to contribute to economic growth in UMshwathi municipal area are the availability of land, water, electricity, and the rates structure of the municipality.

Within the Schroeders area, raw water is obtained from the Sterkspruit River. Access to purified water is available from the UMngeni water supply line which runs through the town carrying water from the Wartburg Water Supply system to New Hanover.



The value chain analysis model can be used to assess the manufacturing sector of the UMshwathi Municipality as it is the second dominant economic sector.

7.1.4.6 OPPORTUNITIES IN THE GREEN ECONOMY

In line with the Provincial Growth and Development Strategy, UMshwathi Municipality shall prioritise alternative energy projects and/or programmes to determine their feasibility as a reliable supply of energy. To this end, alternative energy supply or the green economy must become measurable in the PGDP with an institutional structure accountable to ensure that targets are met. To-date UMshwathi Municipality is the leading in the region in terms of applying green economy initiatives, this is apparent in the use of solar streetlights and greening initiatives that use EPWP and labourintensive programmes. UMshwathi Municipality shall commit to COP21 agreement which commits more strongly to a green growth and embrace green economy opportunities.

Outcome: Creating a sustainable economic growth through green economy

Rationale for Intervention: South Africa has committed itself in reducing its emissions below a baseline of 34% by 2020 and 42 percent by 2025. "The approach to mapping out the transition to a low-carbon economy is informed by the need to reach broad consensus on the challenges and trade-offs involved in implementing South Africa's climate policy" (NDP, Ch5). The transition to a low-carbon and resilient economy requires a capable state to lead, enforce the regulation of GHG emissions, and respond to the impacts of climate change. The transition to a lowcarbon economy depends on the country's ability to improve skills in the workforce, at least in the early phases of the transition. o Developing the Green Industries The policy framework indicates high level of willingness from South African government to transform the economy and cease the opportunity while the window is still open. Interestingly the proposals on localization of solar geysers and panel manufacturing and improvement of investment climate within the industrial set-up of the green sector are surely gaining the momentum.

Objective: To promote sustainable economic growth within the Municipal area through the introduction of green opportunities for local companies and creation of green jobs for local people.

Key Areas:

- Encourage companies and the municipality to develop a Directory of Green Products that can be produced locally and mobilize necessary investment for implementation purposes.
- Partner with Industrial Development Corporation Green Fund to implement strategic green projects.
- Prioritize local manufacturing of Solar Geysers and Solar panels to support government initiative of installing more solar geyser to low-cost housing.
- Educate and promote the development of culturally, environmentally, and economically sustainable projects relating to the protection and conservation of wildlife, eco-sensitive areas, and natural resources.

A high-quality natural environment and green infrastructure are integral to the health and wellbeing of sustainable local communities in order to meet their environmental, social and economic needs.

Open space and recreation facilities make a fundamental contribution to the quality of an area for both residents and visitors alike and supporting the development of these as well as cultural and heritage assets ensures an appealing environment for both people and wildlife to prosper. Funding needs to be acquired for the provision of solar photovoltaic on rural homes to decrease the electricity burden. Although solar energy is a costlier system upfront, the long run costs as well as the impact on the environment prove worth its initial cost.

It is therefore suggested that exploration of large scale solar photovoltaic take place Interventions which address flood alleviation and the enhancement of land for biodiversity and recreation, conserve the quality of environment and contribute to wider economic benefits. Climate change presents a major challenge for any area and acknowledging responsibility for future generations means protecting the environment by creating more energy efficient, sustainable communities. This includes reducing energy consumption by developing alternative energy sources, ensuring buildings use resources more efficiently and have an impact on ultimately decreasing the borough's ecological footprint.

GREEN JOBS

The municipality is currently supporting a proposal for a Gasifier Project for Appelsbosch area. This project will generate 2MW electricity from biomass. The successful implementation of this project will create more than 300 permanent jobs in uMshwathi. It will also reduce the incidence of alien plants in uMshwathi because they will be using alien plants. The project initiator is currently raising funds for the establishment of the plant. Over the next few months, the municipality will also be supporting a project of establishing a solar farm in Emathulini area. The municipality is also working on establishing Waste Buy Back Centre in Trustfeed. The success of this project will yield hundreds of job opportunities. Furthermore, is promoting the use of solar powered gadgets. During the 2016/17 financial year, the municipality

purchased 14 solar powered gadgets for SMMEs that are involved in hair business.

7.1.4.7 ARTICULATION OF SPATIAL PLANNING / LAND USE MANAGEMENT CONSIDERATIONS AND REQUIREMENTS FOR THE LED INTERVENTIONS

The LED Strategy outlined the spatial planning and land use management issues, as well as the LED Intervention needs. The municipality reviewed all of its sector plans and ward-based plans, as well as the alignment of strategic programs from all of the municipality's spatial strategic plans, DDM catalytic projects, 5-year project implementation plans, and the Umgungundlovu District Growth and Development Plan -Implementation Plan. Ward Based Poverty Alleviation Plan, which included all ward initiatives, was evaluated and approved by all wards in an effort to separate economic strategic interventions from poverty alleviation projects. There is a continual engagement process with many sector departments and key partners. The municipality has ensured that all of its sector plans including the projects to be implemented are geographically referenced through the GIS Unit of the municipality.

7.1.4.8 IDENTIFICATION OF THE THREE PRIORITY POVERTY WARDS WITH SPECIFIC LED INTERVENTIONS

Table 109: Three Priorities Per Ward

WARD	PRIOIRTY 1	PRIORITY 2	PRIORITY 3
1	Pedestrian Bridge to Albert Falls Primary Schools	Tarring of internal/access Roads Thokozani Area	Outdoor Gym
2	Wartburg Taxi Rank Renovation	Storm Water Drainage	High Mast Light
3	Skills Centre Efaye/ Library	Makeni Sports field	Mtulwa Sportsfield
4	Tarring of Doboti Road	Tarring of Mbalenhle Road	Mbalenhle Hall
5	Upgrading/Renovation of Mathulini Hall	Nomyele Road	Tarring of Makhubu Road
6	Tarring of L1839 (Empethu) Road	Maphumulo Estezi Sportfields	Mbhava Skills Development Centre
7	Resealing of Roads	Upgrading of Cool Air Hall	Outdoor Gym
8	Tarring of L2504 (Nazo) Road Phase 2	Tarring of KwaBhisi Road (L2331)	Tarring of D1006 Road
9	Upgrading of Main road Phase 2 (Trustfeed Road)	Phase 2 Extension of Gudlucingo Main Road	

	Skills center		
10	Tarring of L714 And 715	Completion of D708	Upgrading of Mpolweni Sportfield
11	Tarring of Okhasini Road	Gqugquma Main Road	Upgrading of Mehlenkosi Sportfield
12	Tarring Of D1012	Construction of Inkululeko Hall	Mshayizafe Access Road
13	Upgrading of Ntinda (Nyandeni) Sports field	Extention of Emambedwini Hall	Ngoje Bridge

7.1.5 *STRATEGIC PROGRAMMES RESPONSES INTERVENTIONS*

7.1.5.1 PROGRAMMES/MECHANISMS AIMED AT EXPANDING BUSINESS AND EMPLOYMENT OPPORTUNITIES IN THE KEY ECONOMIC SECTORS

ORGANIC FOOD PRODUCTION

Figure 26: Organic Peaches and Basil Crops

UMshwathi Municipality will undertake extensive research in order to reveal methods and techniques in order to assist the people in farming, and further on the community should lean toward easily farmable organic products such as pepper or basil, which are also high value crops.

Cannabis production is a new emerging market which was previously viewed negatively in the past since its production was informally driven by creating the psychoactive drugs. Nonetheless, the laws of various countries have recently accepted its production for medicinal purposes. It is recommended that the municipality explore the agricultural enterprise. Furthermore, the aspiring cannabis producers should consider the following:

- Security and traceability o Employee training and compliance standards
- Removal of waste products
- Transportation and logistics for retail, packaging, and processing
- Testing capabilities and protocols; and
- Accurate description of grow facility, operations planning, and production process (including equipment, soil, and fertilizers to be used).

There are a number of health benefits that are known for the usage of Cannabis for medicinal use, and these include relief of chronic pain, improvement of lung capacity, help lose weight, regulate, and prevent diabetes, helps treat depression and fight cancer.

MACADAMIA NUTS

The macadamia industry is relatively new to South Africa, but Macadamia nuts it is a growing market. Literature suggests that the first orchard in the country was planted in 1965. It costs approximately R100 000/ha to establish a macadamia orchard. The farmers have approximately five to seven years to get the return on their investment. This means that the farmers involved in its production must have a cash crop to sustain themselves through since it is a long-term investment.

INTENSIVE AND HYDROPONIC FARMING

Intensive farming is an agricultural intensification and mechanization system that aims to maximize yields from available land through various means, such as heavy use of pesticides and chemical fertilizers. This intensification and mechanization has also been applied to the raising of livestock with billions of animals, such as cows, pigs and chickens, being held indoors in what have become known as factory farms. Intensive farming practices produce more and cheaper food per acre and animal, which has helped feed a booming human population and may prevent surrounding land from being converted into agricultural land. Tunnel farming or hydroponic farming are one of the mechanisms used for undertaking intensive farming.

It is suggested that UMshwathi Municipality should undertake a skills development programme directed at farmers within the municipal area, whereby the municipality shares awareness of farming techniques as well as other farming attributes including tunnel farming tips. Further on, the municipality may also provide financial assistance to those small-scale emerging farmers in regarding to purchasing of substantial farming equipment. The implementation of tunnel and hydroponic farming leads to potential farmer-commercial agreements, and thereby job creation and income generation possibilities.

AGRICULTURE INFRASTRUCTURE SUPPORT

Agricultural infrastructure has the potential to transform the existing traditional agriculture or subsistence farming into a most modern, commercial, and dynamic farming system. It includes all basic services, facilities, equipment, and institutions needed for efficient functioning of food and fibre markets. Agricultural infrastructure has an impact on agricultural productivity and overall agricultural income of small and emerging farmers. Thus, access to agricultural infrastructure provides small scale emerging farmers the opportunities to not only increase productivity and income but also provides opportunity for potential commercialisation of production. There are many factors inter-linked with each other directly or indirectly that promote growth and prosperity in agricultural infrastructure. Below are a few strategic approaches that can be undertaken:

- Exploit water harvesting methods on areas with high climate potential to ensure sustainable use of water to improve irrigation systems,
- Facilitate and fast track the release of land from the Ingonyama Trust Board.
- Explore Private Public Partnerships in infrastructure for market oriented agricultural development.
- Encourage the development of an integrated agri-processing facility to facilitate successful pilot projects.
- Facilitate the development of dip tanks and dams to ensure disease control amongst livestock.
- Additionally, support through the provision of several infrastructure programmes and initiatives like:
- Comprehensive Agricultural Support Programme (CASP) o The Recapitalisation and Development Programme and
- The proposed Agri-park initiative.

AGRO-PROCESSING

The New Growth Path, together with National Development Plan, the Industrial Policy Action Plan (IPAP) and the South Africa Trade Policy and Strategic Framework acknowledges agro-processing as one of the vital sectors in accelerating the pace of industrialisation. Amid the fall in mineral commodity prices, the processing of agricultural products can help South Africa realise value added growth and support labour intensive sectors of the economy. A key characteristic of the agro-processing sector is its strong upstream and downstream linkages.

Upstream, the sector links to primary agriculture across a wide variety of

farming models and products. Downstream, agroprocessing outputs are both intermediate products (to which further value is added) and final goods that are marketed through wholesale and retail chains. The 'organic' link with primary agriculture makes agro processing critical for employment creation and poverty eradication. Moreover, the agriculture and agroprocessing value chain is defined by a sizeable labour/capital ratio which makes it an important source of labour-intensive growth. The municipality is encouraged to participate in agro-processing as the sector focuses as it contributes a significant component of total manufacturing value added as well as employment. There is also a need to budget for Research and Development. This budget can be utilised for product research and development for the transformation of local produce into value added agricultural products as well as the transfer of technology for agri-business development to improve income generation and food security.

An agro-processing and training programme has been proposed for Ward 3 within the municipal area. The Soil to Store Pilot Project is proposed to facilitate food safety and manufacturing processes of long-life products, from homegrown produce, creating sustainability and access to local and international markets. The project is aimed at benefiting emerging farmers, community gardens and cooperatives. The objective of the Soil to Store project is for these emerging farmers to gain knowledge of food safety, food processing and storage of the produce they are growing. There are many tertiary graduates who are without work. These young gems are the very people who can be mentored. Soil to Store will create champions within the communities who will be able to train others in the community, therefore increasing the pool of skills. This will create an entrepreneurial mindset in the community to encourage the youth to develop businesses. Soil to Store will increase the potential employee pool through, skills development, mentoring and create employable youth and business owners from previously disadvantaged communities in the agro processing sector. Below is a list of the impact and outcomes of the project:

Impact:

-Improved Skills to the community each attendee able to train 15 community members.
-Applied Knowledge 100% increase from field worker to factory knowledge.
-Entrepreneurships 80% increase in knowledge of business.
-Improved income generation added value to produce grown with longer shelf live allows for increased price of items at least.
-Economic development from a community-based structure to a larger market for local retail and ultimately nationwide. Going forward the products can be marketed for export Outcomes:
-Establish a shared food safe facility where the community can rent space to produce products from their own gardens.
-Create a culture of entrepreneurship, to enable the individuals to manufacture long life products and create employment and increase income.
-Market knowledge and access to take the opportunities outside of the community and into a market with a far wider reach. This will allow for access to the commercial markets nationally and internationally.

-Innovative by tapping into recipes passed down from past generations, therefore producing healthy preservative free wholesome foods, with a longer shelf- life for community consumption and broader markets

LIVESTOCK FARMING

It is broadly acknowledged that livestock farms managed by smallscale and emerging farmers in the country are significantly underutilised in terms of income generation and poverty reduction. The development of livestock value chain particularly in cattle, poultry and crocodile farming is ideal for UMshwathi Municipality and has potential to increase participation of tribal communities within the industry. This will help target smallholder farmers and rural households focused on livestock systems and practices.

Livestock farming in the municipality is characterized by commercial farming, small holder farming and household farming. The most important steps in the implementation of value chains is identifying potential key partners in the value chain that will address the needs of livestock farmers and the associated business models and risk/profit drivers of these partners. These partnerships have an advantage in that they can provide opportunities such as access to the inputs, services and finance that enable smallholder livestock producers to participate competitively in markets.

Animal feed production, livestock production, slaughtering and processing and the production of hides. This process is interrelated with the abattoir requiring a sustainable supply of livestock that could be provided by the feedlots whilst the meat processing would require the slaughter of livestock with the by-products of slaughtering livestock as hides which can be used to produce leather. The encouragement of both vertical and horizontal integration of the meat value chain is required as integration in the country is primarily driven by the feedlot industry where most of the large feedlots own their own abattoirs, or at least have some business interest in certain abattoirs.

The development of the agri-business programmes focussed on abattoir, feedlots and livestock centres along with processing plants and storage facilities is necessary. By so doing, potential to increase support for locally produced feed resources and the development of safe slaughter facilities near major consumption areas could be achieved whilst also creating employment and increasing the earning potential of participants along the entire livestock value chain from locally grown feed to processing, marketing, veterinary services and the distribution of final livestock products.

Figure 27: Hides and Leather Products

Hides and skins are a by-product of the meat industry and form part of value adding. Tanneries convert raw animal hides and skins into finished leather with three commonly used types of hides and skins in leather manufacturing including cattle, sheep, and pigs. Within the country most leather demand is from the automotive industry, footwear industry, furniture industry and clothing and textile industries. In terms of demand for hides the automotive industry surpasses the number of cattle slaughtered locally. Most of cattle slaughtered for hides come from feedlot cattle accounting for approximately 75% whilst the balance is from small scale and informal farmers.

WASTE TYRE RECYCLED PRODUCTS

A waste recycling economy has emerged in South Africa since then, but as the last official waste statistics show, the country has only been able to divert 10 percent of the waste generated away from landfill sites towards recycling. It seems that the most significant achievements in the recycling industry is in the recycling of plastics where 19.7 percent were recycled in 2015, and the sector registered an annual recycling growth rate of three per cent for plastics.

As a means for effecting job creation as well as implying economic growth within UMshwathi Municipality, the SDF has proposed the development of two waste tyre product workshops located within Mpolweni and Dalton. These yield a potential job creation of 100 temporal employments and 60 permanent employments. There is further potential income generation to be enabled by the waste tyre collection programme whereby individuals within the municipality and beyond may collect and sell waste tyre to the proposed waste tyre product workshops.

BRICK AND BLOCK MANUFACTURING

In supporting this initiative, it is proposed that the municipality must identify each of the existing block and brick makers within the municipal area and thereby provide mechanical assistance including repairs and replacements of brick machines. It is also proposed that the municipality develop a database for the internal brick and block makers in order to have them as their primary service providers despite other external service providers. Moreover, UMshwathi SDF has proposed the development of block and brick making workshop in New Hanover which yields potential employment of 100 temporal jobs and 50 permanent jobs. It is further suggested that

more similar workshops be developed within the rural informal settlements and particularly in tribal areas, as a means to provide employment and skills development for the unemployed grown youth.

In the concrete masonry unit sector, 69 manufacturers located throughout the country produce concrete bricks and slabs. As far as specialised prefabricated concrete products are concerned, there is increased demand for pre-stressed precast hollow-core slabs, which are lighter than those produced on site, and which reduce construction time by several weeks.

CRUSH STONE AND ROCK PRODUCTS

The market for gravel and crushed stones is one of the markets that UMshwathi Municipality needs to tap into. Advantages are as follows:

- Gravel - this is a product that does not need any capital to establish, and with construction and rehabilitation of roads infrastructure currently taking place in the broader KZN, gravel and G5 materials can be of value adding.
- Crushed Stone - this is also a product that requires only compliance from the Economic Development Department and Department of Labour.

7.1.5.2 GUIDANCE TO TARGETTED SUPPORT TO THE INFORMAL ECONOMY/SMMES/CO-OPERATIVES

The MEC recommended the municipality to provide support to local industries and businesses that are constrained and declining in production. The municipality was further requested to develop an Informal Economy Policy and identify specific programme targeting the Informal Economy. The Municipality is requested to develop an M&E Plan to track progress with, and the effectiveness of the LED Strategy implementation.

The informal economy is the diversified set of economic activities, enterprises, jobs, and workers that are not regulated or protected by the state. The informal sector of the economy is part of an economy that is neither taxed nor monitored by any form of government. Unlike the formal economy, activities of the informal economy are not included in a country's gross national product or gross domestic product. Although the informal sector makes up significant portion of the economies in developing countries, it is often stigmatized as unmanageable. However, the informal sector provides critical economic opportunities for the poor and has been expanding rapidly.

The informal sector is largely characterised by several qualities: easy entry, meaning anyone who wishes to join the sector can find some sort of work which will result in cash earnings, lack of stable employer-employee relationships, a small scale of operations, and skills gained outside of a formal education. The type of work that makes up the informal economy is diverse, particularly in terms of capital invested, technology used, and income generated. The spectrum ranges from self-employment or unpaid family labor to street vendors, shoe shiners, and junk collectors. Most workers in the informal sector, even those are self-employed or wage workers, do not have access to secure work, benefits, welfare protection, or sometimes even representation.

This sector is playing an ever-increasing role in UMshwathi Municipality. The decline in employment opportunities in the formal economy has led to a

growth in the informal sector within the municipality. Informal trading is now playing an ever-increasing role within the Municipality although its contribution to the local GDP has not been quantified. Most trade takes place on the verges of the roads in the local towns and in the market stalls in Greengate, Swayimana Taxi Rank, SASSA and pay points. Owing to the nonavailability of trading spaces in the local towns, informal trade takes place all over the place and this causes tensions between the formal business owners and informal traders.

TARGETTED SUPPORT TO THE INFORMAL ECONOMY/SMMES/CO-OPERATIVES

SMME and Second Economy Support:

- Improving Business Confidence;
- Procurement Processes (pro-localism procurement and servicing policies);
- Development of Umshwathi Municipality Urban Regeneration Plan
- Development of Local Areas Plans (LAP's) for New Hanover, Wartburg, Dalton, and Cool Air; and
- Development of Rural Nodal Plans
- Allow the training to be part and parcel of the SMME incubator program for those looking to set up their own companies.

EPWP and CWP Programs will form part of the farming strategy with outcome aimed at training and capacitating farm workers to be skilled in farming.

- "Support for small and medium businesses through the provision of training and support mechanisms and creating optimal infrastructure, e.g. SMME incubators;
- Improvement in infrastructure and services in general to improve economic efficiency and productivity;
- Training and capacity building initiatives;
- Targeted investment to boost potentially growing sectors, e.g. tourism, knowledge industries

Simplifying Regulations and By-Laws to Stimulate, As Opposed To Hindering Economic Development:

- Develop and expand a Speed Marketing Project to assist linking SMMEs with mainstream tourism;
- Promote the establishment of Private -Public Partnerships by strengthening the collaboration between SMMEs and core tourism related associations;
- Encourage and bridge the gap in accessibility and distribution of reliable data and statistics of SMME tourism related services and products which have a direct impact on the tourism sector;
- Enhance and strengthen market accessibility in the tourism sector for SMME enterprises;
- Increase accessibility of funding opportunities; and
- Increase the level of tourism skills development opportunities.

7.1.5.3 ECONOMIC EMPOWERMENT/SUPPORT INITIATIVES

ENTERPRISE DEVELOPMENT AND SUPPORT

The Department of Trade and Industry (DTI) provides strategic direction in the development of policies and strategies that promote enterprise growth, empowerment and equity in the economy. Various initiatives have been undertaken to implement Broad-Based Black Economic Empowerment (B-BBEE), including the establishment of B-BBEE Codes of Good Practice; the development of Sector Charters in Forestry, Tourism, Construction and Transport; accreditation of B-BBEE Verification Agencies; and establishment of the B-BBEE Advisory Council. The focus has also been on developing co-operatives, which operate in the mainly informal and marginalised sector of the economy, as well as empowering women owned businesses via the provision of financial and business development support services. These programmes involve continuous intergovernmental co-ordination and co-operation with government institutions.

FINANCIAL SUPPORT SCHEMES

Agro-Processing Support Scheme (APSS): The Agro-Processing Support Scheme (APSS) aims to stimulate investment by the South African agro-processing / beneficiation (agri-business) enterprises. The investment should demonstrate that it will achieve some of the following: Increased capacity, employment creation, modernized machinery and equipment, competitiveness and productivity improvement and broadening participation. APSS has the following benefits:

- The scheme offers a 20% to a 30% cost-sharing grant to a maximum of R20 million over a two-year investment period, with a last claim to be submitted within six months after the final approved milestone.
- The DTI may consider an additional 10% grant for projects that meet all economic benefit criteria such as employment, transformation, geographic spread and local procurement.
- The maximum approved grant may be utilised on a combination of investment costs provided the applicant illustrates a sound business case for the proposed investment activities.
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- The DTI may consider an additional 10% grant for projects that meet all economic benefit criteria such as employment, transformation, geographic spread and local procurement.

- The maximum approved grant may be utilised on a combination of investment costs provided the applicant illustrates a sound business case for the proposed investment activities.

Manufacturing Investment Programme (MIP): The MIP is a reimbursable cash grant for local and foreign-owned manufactures who wish to establish a new production facility; expand an existing production facility; or upgrade an existing facility in the clothing and textiles sector. The MIP is aimed at stimulating investment in manufacturing, increase employment opportunities and sustain enterprise growth. The MIP offers the following benefits:

- Investment grant of 30% of the investment cost of qualifying assets for new or expansion projects below R5 million.
- Investment grant of between 15% to 30% of the investment cost of qualifying assets for new or expansion projects above R5 million.
- Qualifying assets: machinery and equipment, buildings, and commercial vehicle.

The MIP also offers the following incentives:

- Qualifying Marginalised Areas Advancing Spatial Economic Activity (MIP and TSP Incentives): The Manufacturing and Tourism incentive programmes (MIP and TSP) currently stimulate industrial and tourism investment throughout the nine provinces of South Africa. To view a comprehensive list of beneficiaries.
- **Production Incentive (PI):** The Production Incentive (PI) forms part of the overall Clothing and Textile Competitiveness Programme (CTCP) and flows from the implementation, by the Department of Trade and Industry (the DTI), of customised sector programmes (CSPs) for the clothing, textiles, footwear, leather and leather goods industries. The PI Guidelines seek to enable companies to present their business cases to the CTCP Desk of the Industrial Development Corporation (IDC). They also provide a framework for the CTCP Desk to evaluate such cases.

STRATEGIC PARTNERSHIP PROGRAMME (SPP)

The Department of Trade and Industry (the DTI) initiated the Strategic Partnership Programme (SPP) to develop and support programmes/interventions aimed at enhancing the manufacturing and services supply capacity of suppliers with linkages to strategic partner's supply chains, industries or sectors. The objective of SPP to encourage large private sector enterprises in partnership with Government to support, nurture and develop SMEs within the partner's supply chain or sector to be manufacturers of goods and suppliers of services in a sustainable manner. The intention of the programme is to support Broad-Based Black Economic Empowerment (B-BBEE) policy through encouraging businesses to strengthen the element of Enter and Supplier Development (ESD) of the Codes of Good Practice. SPP will be available on a cost-sharing basis between Government and the strategic partner(s). It is available for infrastructure and business development services necessary to mentor and grow enterprises. The following costs are eligible for support from the SPP:

- Machinery, equipment and tools o Infrastructure linked to the strategic partner's supplier development initiative (owned/leased buildings, leased improvements)

- Product or service development
- Information and Communication Technology (ICT)
- Operational costs
- Business development services

SHARED ECONOMIC INFRASTRUCTURE FACILITY (SEIF)

SEIF is a 50:50 cost sharing grant available on a reimbursable basis, where the DTI contributes 50% towards qualifying infrastructure projects upon the completion of agreed project milestones. The DTI's contribution is capped at a maximum grant of R5 million (vat inclusive) per qualifying applicant.

INCUBATION SUPPORT PROGRAMME (ISP)

The Department of Trade and Industry (the DTI) initiated the Incubation Support Programme (ISP) to develop incubators and create successful enterprises with the potential to revitalise communities and strengthen local and national economies. In continuing to strengthen economic development through broadening participation in the economy, the ISP aims to ensure that small, micro and medium enterprises (SMMEs) graduate into the mainstream economy through the support provided by the incubators. The ISP is one of the support measures to encourage partnerships in which big business assists SMMEs with skills transfer, enterprise development, supplier development and marketing opportunities.

The objective of the ISP is to encourage private sector partnerships with Government to support incubators in order to develop SMMEs and nurture them into sustainable enterprises that can provide employment and contribute to economic growth. The intention of the programme is to provide funding for incubators that over time can generate revenue through the provision of services and initiatives that can be self-sustainable. The incubation support will be available on a cost-sharing basis between the Government and private sector partner(s). It is available for infrastructure and business development services necessary to mentor and grow enterprises to ensure that within 2 to 3 years the enterprises will graduate to a level of self-sustainability by providing products and services to the market.

The ISP offers a cost-sharing support of 50:50 for large businesses and a cost-sharing of 40:60 for SMMEs. After the three-year period, applicants may apply for assistance for an additional three years and must comply with the guidelines of the ISP. The following costs are eligible for support:

- Business development services (e.g. business advisory services, coaching and mentoring, training, facilitation of funding, production efficiency and improvement, quality, and standards acquisition;
- Market access o Machinery, equipment, and tools Infrastructure linked to incubator (buildings, furniture) o Feasibility studies for establishing and expanding incubators;
- Product or service development;
- Information and Communication Technology (ICT);
- Operational costs; and
- The Adjudication Panel may consider for support, any other costs related to the activities of the incubator.

THE EXPORTING MARKETING AND INVESTMENT ASSISTANCE (EMIA)

The Export Marketing and Investment Assistance (EMIA) scheme develops export markets for South African products and services and to recruit new foreign direct investment into the country. It provides marketing assistance to develop new export markets and grow existing export markets, assist with the identification of new export markets through market research, assist companies to increase their competitive by supporting patent registrations, quality marks and product marks, assist with facilitation to grow FDI through missions and FDI research; and increase the contribution of black-owned businesses and SMMEs to South Africa's economy.

CLOTHING AND TEXTILES COMPETITIVENESS PROGRAMME (CTCP)

The Clothing and Textiles Competitiveness Programme (CTCP) is a programme of the Department of Trade and Industry (the DTI's) and forms a core part of the implementation of the Customised Sector Programme (CSP's) for the Clothing, Textiles, Footwear, Leather & Leather Goods Industries. The CTCP's main objective is to assist industry in upgrading equipment, process, products and people, repositioning South Africa to compete effectively against other low- cost producing countries.

CAPITAL PROJECTS FEASIBILITY PROGRAMME (CPFP)

The Capital Projects Feasibility Programme (CPFP) is a cost-sharing grant that contributes to the cost of feasibility studies likely to lead to projects that will increase local exports and stimulate the market for South African capital goods and services. The primary objectives of the programme is to facilitate feasibility studies that are likely to lead to high-impact projects which will stimulate value-adding economic activities in South Africa as this will have greater impact on the country's industrial policy objectives. The secondary objectives of the programme include:

- Attracting high levels of domestic and foreign investments;
- Strengthening international competitiveness of South African capital goods sector and allied industries;
- Creating sustainable jobs in South Africa;
- Creating a long-term demand for South African capital goods and services;
- Stimulating project development in Africa and in particular the Southern African Development Community (SADC) countries as well as support for the objectives of the New Partnership for Africa's Development (NEPAD);
- Stimulating upstream and downstream linkages with SMMEs and BEE companies.

NON-FINANCIAL SUPPORT

Co-Operative Model: Pre-formation workshops are held with people wanting to establish co-operatives. Groups are given training on the day-to-day running of a co-operative enterprise and the roles, responsibilities, and rights of co-operative members.

Product Improvement and Quality Management: Co-operatives are given training on how to improve the quality of their products and services. Quality management training is held per sector with regard to ISO 9000. Products

are analyzed and interventions are put in place to improve the quality of the products with the aim of increased sales and profit maximization.

SABS CERTIFICATION

Co-operatives in the Arts and Craft sector are assisted in translating innovative designs to reality/prototype development.

WOMEN EMPOWERMENT PROGRAMME

B'avumile Skills Development Initiative: The B'avumile Skills Development Programme is a women's empowerment capacity-building initiative aimed at identifying talent in the arts and crafts and textiles and clothing sectors. It is a formal training programme to develop women's expertise in the production of marketable goods and the creation of formal enterprises in the creative industry. The programme places emphasis on both skills' development and the economic empowerment of women. B'avumile seeks to:

- Recruit women involved in the creative, clothing and textile industries, with skills in embroidery, sewing, weaving and beading.
- Provide specialist skills training and assist women to establish their own enterprises or co-operatives.
- on partnership with the Small Enterprise Development Agency (SEDA), provide additional training in packaging, customer service, basic bookkeeping and registering a business; and
- Provide training sessions in municipalities. The training includes training on business skills. A number of women who have undergone this training run successful businesses and have been further assisted through other products offered by the DTI.
- Each year a particular province is selected, and women enterprises are identified to participate in the process. A selection process is undertaken with the panel of experts in the sector, provincial partners, including the provincial government departments and SEDA.

TECHNOGIRLS PROGRAMME

The mandate of TWIB extends to programmes that encourage girls to pursue careers in engineering, and science and technology by facilitating access to educational information, career opportunities, and academic and extra-mural learning programmes. The current theme of the programme is "A Girl Today, a Successful Entrepreneur Tomorrow". Through the campaign the DTI aims to encourage young girls to contribute to the country's economic development and growth by becoming the creators of wealth and job opportunities. The programme, which is conducted annually in different provinces, targets 10 schools from previously disadvantaged communities and 10 learners per school are selected to participate. A total of 100 learners per province participate. Each school comes up with an entrepreneurial idea, which is measured in term of credibility and feasibility, practicality, originality and durability. Cell C is the partner in the programme. Nine provinces have participated in the South African Entrepreneurs Network (SAWEN).

SOUTH AFRICAN ENTREPRENEURS NETWORK (SAWEN)

The DTI identified and adopted SAWEN to fast-track support provided to women in addressing challenges faced when establishing, strengthening and sustaining their enterprises. SAWEN is a membership organisation with a mandate to represent and articulate the aspirations of all women entrepreneurs who operate within the South African SMME sector. Support services under the banner of SAWEN programme include:

- Effective network forums o Training and capacity-building programme;
- The provision of pertinent business information and advice that leads to business opportunities;
- Facilitating trade missions and exposure to global economy; and o Maintaining a reliable database of South African women entrepreneurs.

ISIVANDE WOMENS FUND (IWF)

Isivande Women's Fund is an exclusive fund that aims to accelerate women's economic empowerment by providing more affordable, usable and responsive finance than is currently available. It was established by the DTI. The IWF targets formally registered, that are 50%+1 share women owned and managed enterprises that have been in existence and operating for at least 6 months with a loan range of R30 000 to R2 000 000. The IWF assists with support services to enhance the success of businesses. It pursues deals involving start-up funding, business expansion, business rehabilitation, franchising and bridging finance.

OTHER INCENTIVES

SEDA Technology Programme (STP) is a division of SEDA (Small Enterprise Development Agency) focusing on technology business incubation, quality & standards and technology transfer services & support to small enterprises. STP seeks to stimulate economic growth and development through facilitating technological innovation increasing the accessibility to, and utilisation of technology and technical support for small enterprises, whilst at the same time improving the sustainability and international competitiveness of small enterprises supported through the programme. STP, as a programme of the Department of Trade and

Industry (the DTI), is therefore responsible for the provision of both financial and non-financial technology transfer, business incubation and quality support services for small enterprise.

EDTEA OPERATION VULA FUND

The newly launched Operation Vula Fund is a funding scheme initiated by the KZN Department of Economic Development, Tourism and Environmental Affairs (EDTEA) with the aim of ensuring that adequate support is provided for the establishment and promotion of sustainable emerging enterprises which include SMMEs and co-operatives. It is centred on strengthening local economies and reorienting them to become effective centres of production, information processing and spatial development. As part of this initiative the EDTEA plan to prolong money circulation in townships and rural areas, by plugging money leakages, thus forcing money to exchange more hands before it leaves the community. The fund will focus specifically on the manufacturing of the following commodities:

- Paper and Pulp (Toilet Paper) relates to funding of small enterprises (cooperatives and SMMEs) involved in the manufacturing of toilet paper, paper towels, tissues, nappies linked to public procurement.
- Chemicals and Detergents relates to the funding of small enterprises (co-operatives and SMMEs) involved in the manufacturing of cleaning detergents and chemical products linked to public procurement.
- The funding will be utilised to support existing businesses to scale up their operations and improve the state of readiness to meet Operation Vula demand.

7.1.5.4 ARTICULATION OF INTERVENTIONS FOR TOWNSHIP & RURAL ECONOMIC DEVELOPMENT

REVITALIZATION OF TOWNS IN UMSHWATHI

In the South African context, the term urban renewal generally refers to the rehabilitation of impoverished and excluded areas through large-scale renovation or reconstruction of infrastructure. In essence, it means the physical redevelopment, restructuring and revitalisation of the urban fabric, but goes beyond the physical and also addresses the social and economic aspects of development. It is highly influenced by the quest to address the legacy of apartheid, changing private sector attitude towards investing in townships, socio-political landscape and local government capacity and financial constraints.

The legacy of past planning practices establishes the need for urban renewal. The national government identified the importance of urban renewal and introduced the Urban Renewal Programme, which focuses on coordinating investment in economic and social infrastructure, poverty alleviation, enterprise development and strengthening the criminal justice system. The overall objectives of urban renewal are:

- To address poverty alleviation and underdevelopment;
- To achieve increased equity, by bringing these previously excluded communities closer to economic and social opportunities;
- To ensure integration between the spheres and sectors of government; and
- To enhance local government capacity to deliver, by building stronger, accountable, and financially healthy municipalities.

Umshwathi Municipality has realized the importance of reviving its urban centres in order to promote economic growth and as such it is taking the initiative to develop urban regeneration/renewal policy. These policies will however be aligned to the municipality's integrated development plans to ensure maximum impact. UMshwathi Municipality is developing a proposal for Umshwathi Municipality Urban Renewal Framework Plan that will enhance the performance of its towns and contribute to meeting the development needs of those who work, live and/or use the town.

This should occur within the context of a broader development vision of the UMshwathi Municipality as outlined in the Integrated Development Plan (IDP) and the associated sector plans (Spatial Development Framework). In particular, it must advance the strategic objectives of the emerging spatial development vision and contribute to the transformation, renewal and regeneration of this core social and economic node of the municipality. The focus of the following:

- Development of Umshwathi Municipality Urban Regeneration Plan
- Development of Local Areas Plans (LAP's) in New Hanover, Wartburg, Dalton, and Cool Air;
- Revitalization of Towns in UMshwathi; and
- Development of Rural Nodal Plans

7.1.5.5 ALIGNMENT OF LED STRATEGY TO PROGRAMMES/PROJECTS UNDERTAKEN BY TRADITIONAL COUNCILS

The LED Strategy outlined the spatial planning and land use management issues, as well as the LED Intervention needs. The municipality reviewed all of its sector plans and ward-based plans, as well as the alignment of strategic programs from all of the municipality's spatial strategic plans, DDM catalytic projects, 5-year project implementation plans, and the Umgungundlovu District Growth and Development Plan -Implementation Plan. Ward Based Poverty Alleviation Plan, which included all ward initiatives, was evaluated and approved by all wards in an effort to separate economic strategic interventions from poverty alleviation projects. There is a continual engagement process with many sector departments and key partners. The municipality has verified that all of these plans are geographically referenced through the GIS Unit of the other municipality.

7.1.6.2 IDENTIFICATION OF COMPLETED BUT UNDERUTILISED LED INFRASTRUCTURE FOR REVIVAL/REPURPOSING WHERE POSSIBLE

The Municipality has identified the under-utilised LED Infrastructure for revival/re-purposeing of Greengate, Swayimana Market Stalls, Wartburg Taxi Tank and Mini-Market as well as the New Hanover Taxi Rank and Building

7.1.6EASE OF DOING BUSINESS/RED TAPE REDUCTION

7.1.6.1 EASE OF DOING BUSINESS/RED TAPE REDUCTION

Red Tape affects the operation of businesses and the regulations, rules and procedures that regulate the business operation create undesirable consequences on business, the economy and individuals when not properly implemented. There are three main types of red tape in any given problem as illustrated below:

- Inefficient procedures as a result of administrative management
- Inefficiencies in communication and information exchange
- Rules that have unintended consequences, or fail to properly address problems

In the case of South African businesses, Red Tape can prove disastrous – simply registering a new business take a period of over a month, an eternity to a new entrepreneur. Aside from the difficulties in opening a new business, Red Tape also affects existing businesses, and can disrupt operations. This can have negative consequences for the business concerned, including potential loss of revenue.

The seven indicators outlined below have distinct symptoms and have been identified as common areas where Red Tape is experienced with the local sphere of government. The role of business in the Municipal space is an area of interest where business regulation and processes must be able to foster growth in support of employment and income-generating activities. To this effect, efforts are being made at all spheres of government to ensure that all bottlenecks also known as "Red Tape" which hinder business development are minimised and eventually eradicated.

Red Tape is often caused by a range of factors, which include people's values; out-dated or inappropriate policies, rules and regulations; inefficient processes and systems, poor management, and staff skills shortages.

Table 110: Red Tape Reduction Action Plan

REDTAPE ACTION PLAN								
INDICATOR 1	**Lengthy and inefficient supply chain management processes (which ultimately affects the 30-day payment system to SMMEs).**							
Key Challenge	**Ineffective and inefficient supply chain management processes and controls which result in municipal under-expenditure, which undermines service delivery. This results in irregular, wasteful expenditure and corruption. Ultimately the time stipulated to pay service providers is more than the legislated 30-day maximum period which impacts on business cash flow, sustainability, and unemployment.**							
Objective	**Red tape Challenge**	**Root Cause**	**Expected Outcome**	**Objective**				
				Action /Activity	**Start**	**End Date**	**Responsibility**	**Resources Required**
To improve Supply Chain Management processes for better service delivery	Municipality procumbent procedure does not include SMMEs into SCM policy.	No procurement process that accommodates local SMMEs.	An effective process which details the Municipality's procurement procedure.	Development of process flow for procurement processes				
The purpose of this section is to outline the support being provided by municipalities as part of implementing the Red Tape Reduction Programme. The support is based on the seven indicators contained in the "Guidelines for reducing Municipal Red Tape". As indicated in the action plan below:								

INDICATOR 2	**Percentage spend on Procurement of local SMMEs**							
Key Challenge	**Municipalities do not have SMME policies or regulations in place to promote SMME development or give preference to local suppliers of businesses**							
Objective	**Red tape Challenge**	**Root Cause**	**Expected Outcome**	**Action Plan**				
				Action /Activity	**Start**	**End Date**	**Responsibility**	**Resources Required**
No percentage stipulated on municipal procumbent set aside for local SMMEs	Municipality procumbent procedure does not include SMMEs into SCM policy.	No procurement process that accommodate local SMMEs.	Services are procured from SMMEs or Cooperatives in the area.	SCM Policy reviewed and approved.				
INDICATOR 3	**Municipal Building Plan Approvals**							
Key Challenge	**The national building regulations regarding building plan approval time frames are not being adhered to in municipalities.**							
Objective	**Red tape Challenge**	**Root cause**	**Expected outcome**	**Objective**				
				Action /Activity	**Start**	**End Date**	**Responsibility**	**Resources Required**
To improve the functioning of the Building Inspectorate for better service delivery	Minimal enforcement of building regulation in the town	Insufficient staff has resulted in the inefficiency as there is only one staff in the Building Inspectorate who is responsible for all work.	Improved enforcement and compliance with Building regulation in the Town	Council decision to recruit additional Staff within the Building Inspectorate				

		No publicized process with timeframes for each unit to assist with working towards achieving the legislated turnaround timeframes.	Improved communication on Building Plan Approval process with all business units involved in the approval process	Prepare a Process chart including commenting timelines for distribution to all Business units involved in the approval process				

INDICATOR 4	Business Registrations and Permits							
Key Challenge	The timeframe of 21 days to approve applications and permits are not adhered to in many municipalities.							
Objective	Red tape Challenge	Root Cause	Expected Outcome	Action Plan				
				Action /Activity	Start	End Date	Responsibility	Resources Required
To improve the functioning of the Licensing for better service delivery.	License and permits issued within 21 days. However, there is no system in place to track applications	No document tracking or management system in place. Insufficient staff has resulted in the inefficiency LED Manager is also is responsible for business licensing.	Efficient management of Business Licensing and permit applications	Development of a register and tracking system for all applications received.	July 2020	Ongoing	LED Unit	Automated System
				Document application process and associated timelines				

INDICATOR 5	Enforcement of Municipal By-Laws							
Key Challenge	**Several municipal policies, regulations and by-laws are often outdated, and/or their costs exceed their benefits because of the unintended impacts they have on businesses or because of the way in which they are, or are not, implemented and enforced, resulting in unnecessary costs, delays, lost business and job losses**							
Objective	**Red tape Challenge**	**Root Cause**	**Expected Outcome**	**Action Plan**				
				Action /Activity	**Start**	**End Date**	**Responsibility**	**Resources Required**
To improve Public's compliance with Municipal By-laws through efficient and effective enforcement	Insufficient capacity to enforce by-laws within the municipality. No bylaws adopted by council.	Insufficient staff to enforce compliance with by-laws	Effective and efficient compliance and enforcement of Municipal by-laws	Council decision to recruit Peace Officers	July 2020	June 2021		
				Council approval and adoption of bylaws	July 2020	June 2021		
INDICATOR 6	**Complaints Notifications System**							
Key Challenge	**There is either no known channel or means for residents or businesses to submit service delivery complaints to the municipality, OR when complaints are submitted, the municipality does not provide service-specific time frames by which complainants can expect a response from the municipality.**							
Objective	**Red tape Challenge**	**Root Cause**	**Expected Outcome**	Action Plan				
				Action /Activity	**Start**	**End Date**	**Responsibility**	**Resources Required**

To improve the handling and response time of complaints made to the Municipality for	Complaints are not managed effectively and efficiently, coupled with no turn-around	The Municipality does not implement a policy by which complaints are	An effective and efficient Complaints Management System towards	Establish Committee to develop the Complaints Management System	July 2020	June 2021	Cooperate services	N/A
better service deliver	times for addressing them	dealt with effectively and efficiently	better service delivery	Implement a Complaints Management Strategy				
INDICATOR 7	**Communication of Information**							
Key Challenge	**Lack of or poor communication systems, processes and channels resulting in difficulty in accessing municipal information relevant to residents and/or businesses.**							
Objective	**Red tape Challenge**	**Root Cause**	**Expected Outcome**	Action Plan				
				Action /Activity	**Start**	**End Date**	**Responsibility**	**Resources Required**

To improve communication to formal and informal businesses along with the public to assist with information dissemination. and create awareness.	Communication with public is limited to notice boards and public meetings. There is no communication plan to effectively communication urgent information.	No singular source of communication channel.	Improved communication to assist with service delivery and information dissemination.	Establish more than one channel of communication. Consideration of forums and committees is suggested.				

PUBLIC SECTOR PROCUREMENT

The goal for public procurement is to award timely and cost-effective contracts to qualified contractors, suppliers and service providers for the provision of goods, work and services to support government and public services operation in accordance with principles and procedures established in the public procurement rules. The public sector procurement must compromise of three major players, (i.e. Actors, Stakeholders and Beneficiaries):

- Stakeholders – this are those standing to benefit from the results of public procurement including those included in the process and who might be affected directly or indirectly by a procurement action;
- Actors/Practitioners – they are the principal actors in the public procurement processes. They are responsible for ensuring the goal of public procurement is achieved. They must gain the stakeholders trust and ensure they fully understand the procurement processes and policies. They must be directly and indirectly involved in the procurement process, from need assessment to contract close out. They must also provide advice and support during contract execution; and
- Beneficiaries of public procurement – all residents of UMshwathi Local Municipality must be beneficiaries of public procurement systems through public goods and services in any form.

EXPANDED PUBLIC WORK PROGRAMME (EPWP) AND GOVERNMENT EMPLOYMENT SYSTEMS

There is a tight but complex relationship between the skill levels of a population on the one hand, and the growth and development of the economy. Broadly speaking, an increase in global competition and to increase production output, reduce costs and stay competitive. Complex and more sophisticated production techniques in their turn require high skill levels. But, unfortunately due to shrinkage of markets that resulted in high rate of job losses, many sectors, to curb the rate of unemployment and to assist local municipalities in bettering the livelihood of its communities, went the route of Extended Public Works Programme. The Expanded Public Works Programme is one of government's key programmes aimed at providing poverty and income relief through temporary work for the unemployed. This programme is nationwide covering all spheres of government and SOEs increasing the labour intensity of government funded infrastructure projects, with the mandate of creating work opportunities in sectors, namely:

- Infrastructure; Non-State.
- Environment and Culture; and
- Social by

-Increasing labour intensity of government-funded infrastructure projects

-Creating work opportunities through the Non-Profit Organization programme and Community Work Programme; and creating work opportunities in public social programme.

7.1.6.2 KEY THREATS/CONSTRAINTS UNDER EASE OF DOING BUSINESS/RED TAPE REDUCTION

- The procurement process does not accommodate local SMMEs. Municipality procumbent procedure does not include SMMEs into SCM policy;
- Minimal enforcement of building regulation in the town;
- License and permits issued within 21 days. However, there is no system in place to track applications;
- Insufficient capacity to enforce by-laws within the municipality.
- No bylaws adopted by council.
- Complaints are not managed effectively and efficiently, coupled with no turn-around;
- Communication with public is limited to notice boards and public meetings.
- There is no communication plan to effectively communication urgent information.

7.1.6.3 IDENTIFICATION OF SPECIFIC INTERVENTIONS OR ACTIONS TO THE CHALLENGES IDENTIFIED UNDER EASE OF DOING BUSINESS /RED TAPE REDUCTION

- Development of process flow for procurement

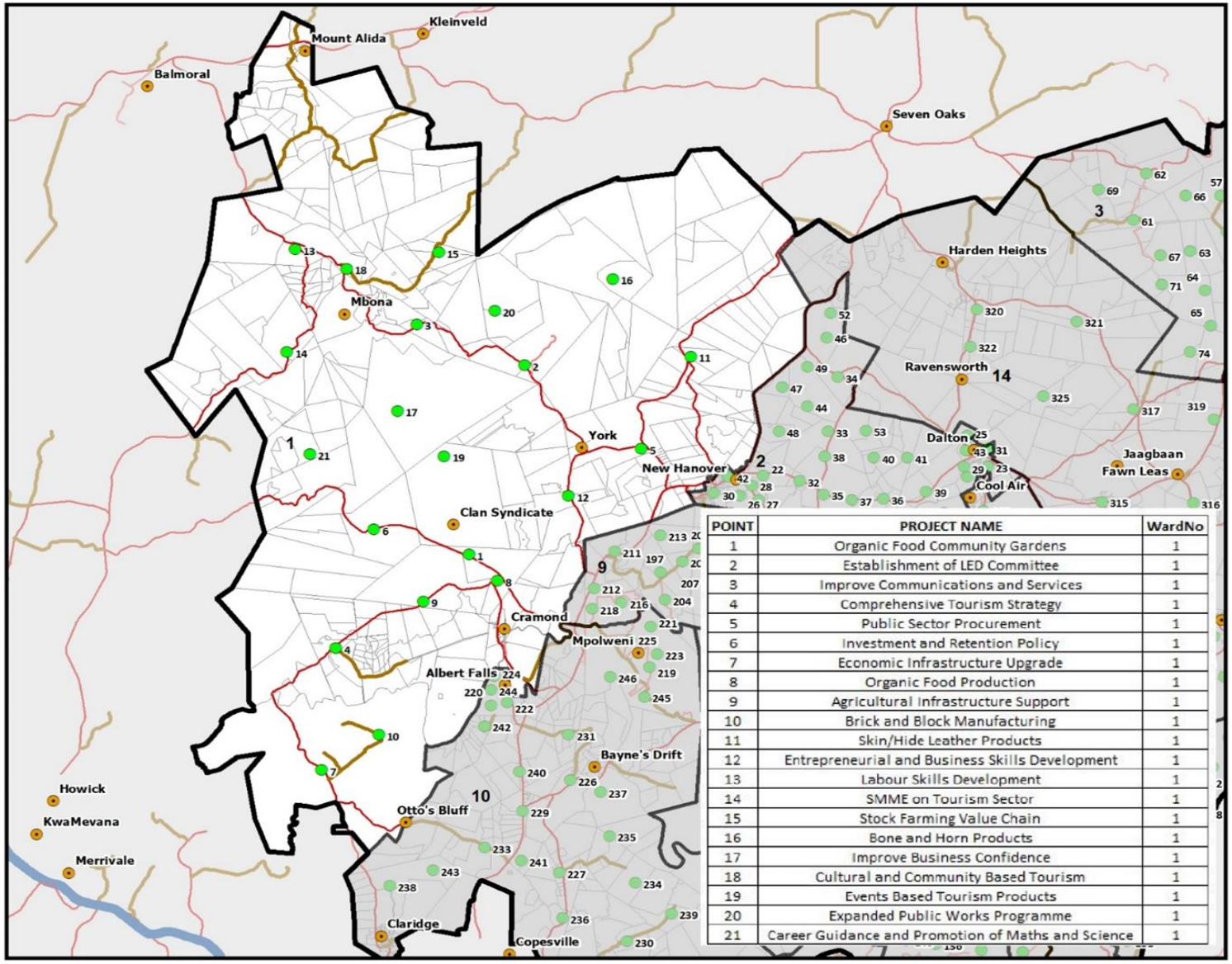
Processes;

- SCM Policy reviewed and approved;
- Council decision to recruit additional Staff within the Building Inspectorate;
- Prepare a Process chart including commenting timelines for distribution to all Business units involved in the approval process;
- Development of a register and tracking system for all applications received;
- Document application process and associated timelines;
- Council decision to recruit Peace Officers;
- Establish Committee to develop the Complaints Management System;
- Establish more than one channel of communication. Consideration of forums and committees is suggested.

Recommendation	Implementing agent	1st year budget cycle	3-year budget cycle	5-year budget cycle	10-year budget cycle	Estimated Budget
Establishment of The Led Committee and Supporting Structure	UMshwathi Municipality and existing Business Forums.	✓				R 100 000.00
Municipality to improve communications and services to customers	UMshwathi Municipality	✓				R 100 000.00
Develop a comprehensive tourism strategy	Tourism work group	✓				R 300 000.00
Public Sector Procurement	UMshwathi Municipality, LED Forum and COGTA	✓				R 10 000.00
Development of Investment and Retention Policy	LED Forum	✓				R 200 000.00
Economic Infrastructure Upgrade	DOT, uMgungundlovu District Municipality, UMshwathi Municipality.	✓				R 150 000 000.00
Agri-Product 1: Organic Food Production	KZN Department of Agriculture and UMshwathi Local Municipality		✓			R 40 680.00 [Per HA]
Agri-Product 2: Macadamia Nuts	KZN Department of Agriculture, UMshwathi Local Municipality and uMgungundlovu District Municipality		✓			R 100 000.00[Per HA]
Agri-Product 3: Cannabis Production	KZN EDTEA, UMshwathi Local Municipality		✓			TBC
Agri-Product 4: Intensive and Hydroponic Farming	KZN EDTEA and UMshwathi Local Municipality		✓			R6 500 000.00
Agri-Product 5: Agriculture Infrastructure Support	KZN Department of Agriculture, UMshwathi LM and uMgungundlovu District Municipality		✓			R 30 000 000.00
Agri- Product 6: Agro-Processing	UMshwathi LM, DARD, DTI and uMgungundlovu District Municipality		✓			R2 000 000.00
Entrepreneurial and business skills development	LED Forum		✓			R 200 000.00
Labour skills development	LED Forum		✓			R 1 000 000.00
Mainstreaming SMME on tourism sector	EDTEA, uMgungundlovu District Municipality, UMshwathi LM and SEDA		✓			R1 000 000.00
Proposal 1: Stock Farming Value Chain	KZN Department of Agriculture, UMshwathi LM and uMgungundlovu District Municipality		✓			R 500 000.00
Proposal 2: Hides and Leather Products	Agriculture Work Group		✓			R 300 000.00

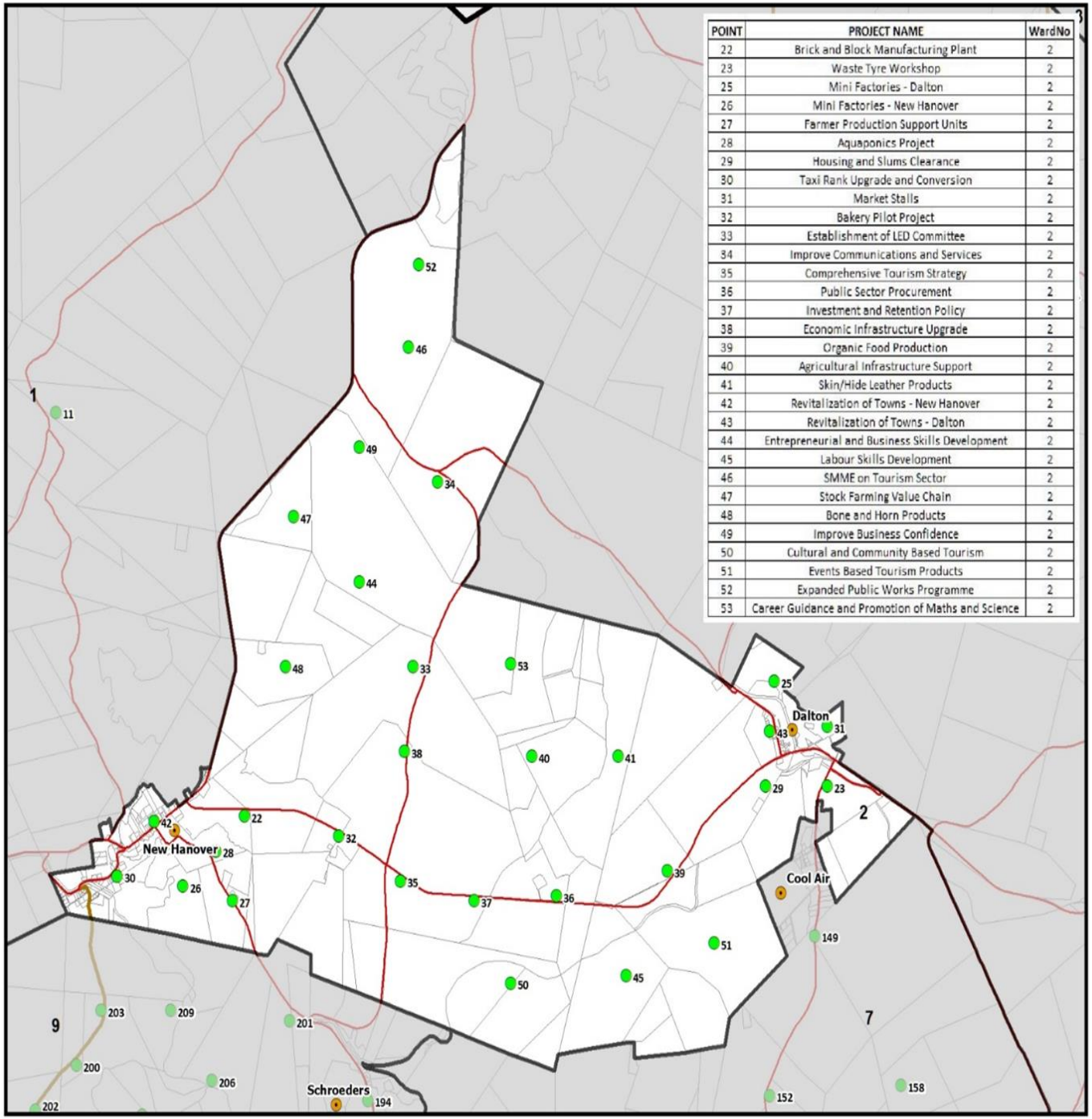
Proposal 3: Bone and Horn Products	UMshwathi Local Municipality, SEDA, DTI and EDTEA		✓			R 300 000.00
Improving Business Confidence	LED Forum and UMshwathi Municipality		✓			R 50 000.00
Revitalization of the towns in UMshwathi	UMshwathi Municipality and COGTA		✓			R 15 000 000.00
Proposal 4: Waste Tyre Recycled Products	REDISA, UMshwathi, the Department of Environmental Affairs			✓		R 8 000 000.00
Proposal 5: Brick and Block Manufacturing	UMshwathi LM & KZN DEDTEA			✓		R 6 000 000.00
Proposal 6: Crush Stone and Rock Products	UMshwathi Municipality and EDTEA			✓		R3 000 000.00
Proposal 1: Cultural and Community Based Tourism	Tourism work group, EDTEA, SEDA, LED Forum, and UMshwathi Municipality			✓		R 5 000 000.00
Proposal 2: Albert Falls Tourism Ancillary Products	EDTEA, uMgungundlovu District Municipality, UMshwathi Local Municipality and SEDA			✓		R10 000 000.00
Proposal 3: Events Based Tourism Products	UMshwathi Municipality			✓		R3 000 000.00
Proposal 4: Leisure Centre	UMshwathi Municipality			✓		R 3 000 000.00
SMME and Second Economy Support	UMshwathi Municipality and uMgungundlovu District Municipality and LED Forum			✓		R 50 000.00
Expanded Public Work Programme (PPP) And Government Employment Systems	UMshwathi Local Municipality and Department of Public Works and Infrastructure				✓	R 1 000 000.00
Career Guidance and Promotion of Mathematics and Science	LED Forum				✓	R 10 000.00
Total						**R232 760 680**

SPATIAL MAPPING OF LED PROGRAMMES AND PROJECTS



POINT	PROJECT NAME	WardNo
1	Organic Food Community Gardens	1
2	Establishment of LED Committee	1
3	Improve Communications and Services	1
4	Comprehensive Tourism Strategy	1
5	Public Sector Procurement	1
6	Investment and Retention Policy	1
7	Economic Infrastructure Upgrade	1
8	Organic Food Production	1
9	Agricultural Infrastructure Support	1
10	Brick and Block Manufacturing	1
11	Skin/Hide Leather Products	1
12	Entrepreneurial and Business Skills Development	1
13	Labour Skills Development	1
14	SMME on Tourism Sector	1
15	Stock Farming Value Chain	1
16	Bone and Horn Products	1
17	Improve Business Confidence	1
18	Cultural and Community Based Tourism	1
19	Events Based Tourism Products	1
20	Expanded Public Works Programme	1
21	Career Guidance and Promotion of Maths and Science	1

Map 57: Land reformARABMap 58: Land Reform



POINT	PROJECT NAME	WardNo
22	Brick and Block Manufacturing Plant	2
23	Waste Tyre Workshop	2
25	Mini Factories - Dalton	2
26	Mini Factories - New Hanover	2
27	Farmer Production Support Units	2
28	Aquaponics Project	2
29	Housing and Slums Clearance	2
30	Taxi Rank Upgrade and Conversion	2
31	Market Stalls	2
32	Bakery Pilot Project	2
33	Establishment of LED Committee	2
34	Improve Communications and Services	2
35	Comprehensive Tourism Strategy	2
36	Public Sector Procurement	2
37	Investment and Retention Policy	2
38	Economic Infrastructure Upgrade	2
39	Organic Food Production	2
40	Agricultural Infrastructure Support	2
41	Skin/Hide Leather Products	2
42	Revitalization of Towns - New Hanover	2
43	Revitalization of Towns - Dalton	2
44	Entrepreneurial and Business Skills Development	2
45	Labour Skills Development	2
46	SMME on Tourism Sector	2
47	Stock Farming Value Chain	2
48	Bone and Horn Products	2
49	Improve Business Confidence	2
50	Cultural and Community Based Tourism	2
51	Events Based Tourism Products	2
52	Expanded Public Works Programme	2
53	Career Guidance and Promotion of Maths and Science	2

UMS
LED

Map 33: LED projects in Ward 2

Legend
- uMshwathi Boundary
- Places
- LED Projects
- Provincial Road
- District Road
- Farm Cadastral

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Kilometers

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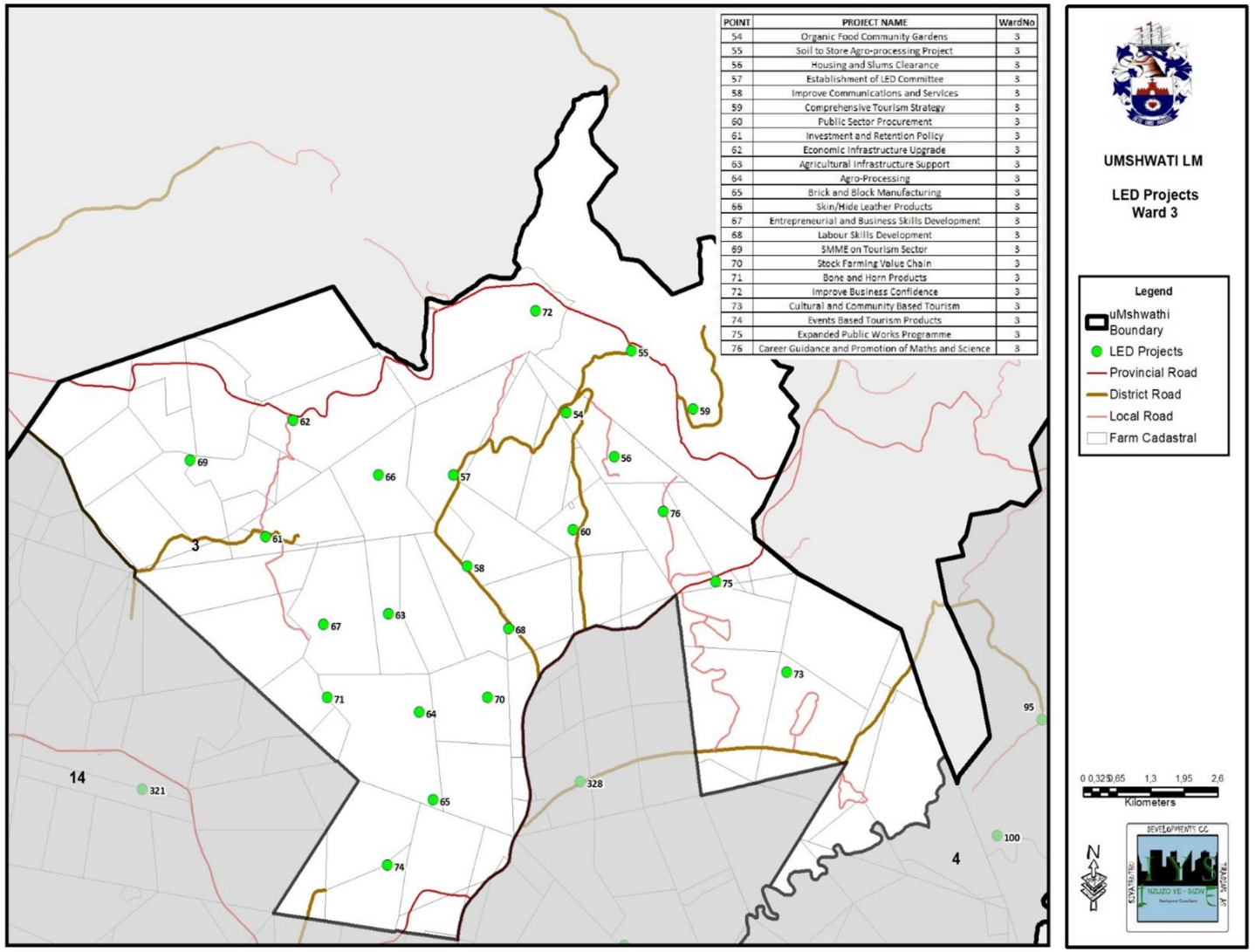
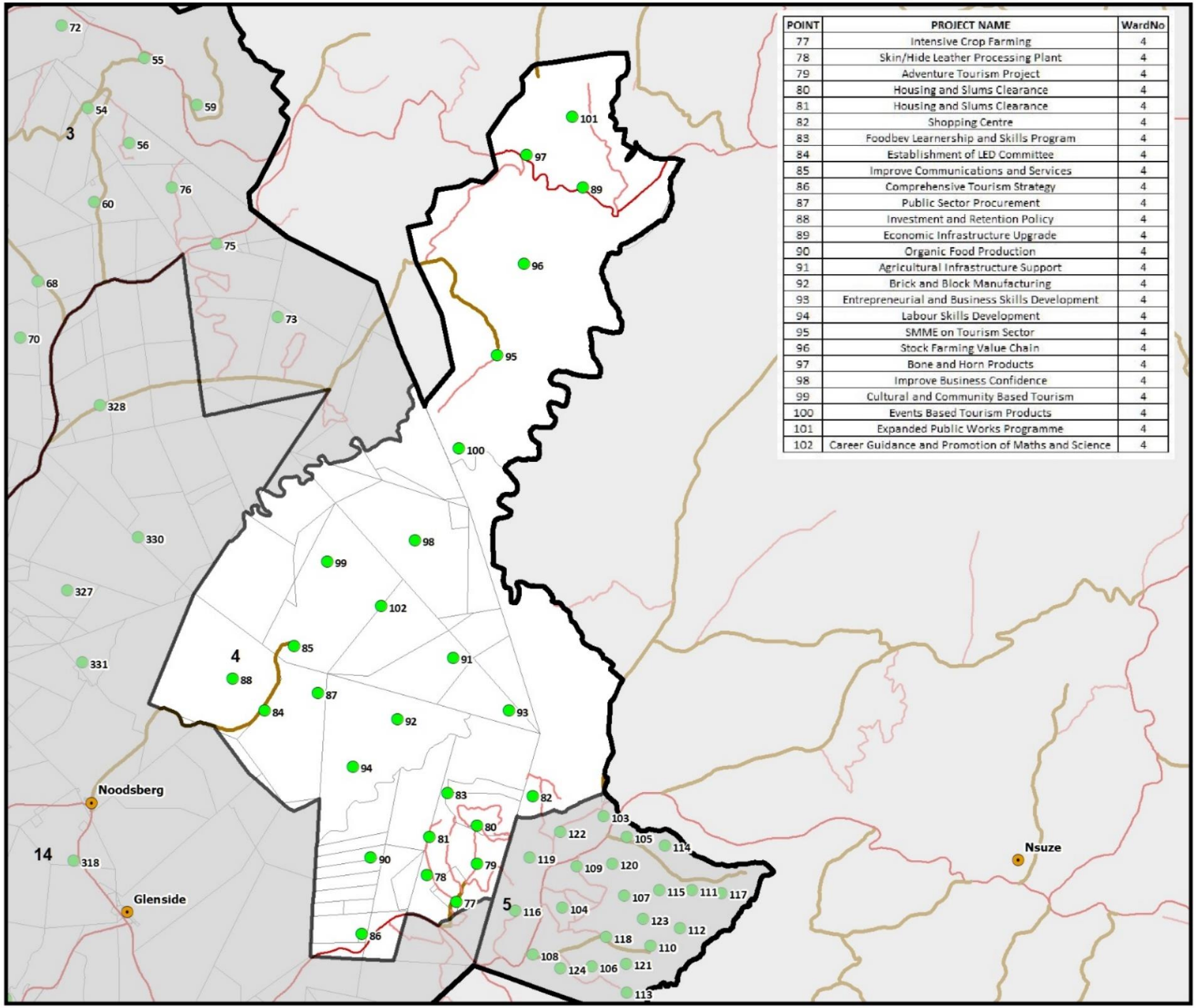


Map Error! Bookmark not defined.:Map 61



POINT	PROJECT NAME	WardNo
77	Intensive Crop Farming	4
78	Skin/Hide Leather Processing Plant	4
79	Adventure Tourism Project	4
80	Housing and Slums Clearance	4
81	Housing and Slums Clearance	4
82	Shopping Centre	4
83	Foodbev Learnership and Skills Program	4
84	Establishment of LED Committee	4
85	Improve Communications and Services	4
86	Comprehensive Tourism Strategy	4
87	Public Sector Procurement	4
88	Investment and Retention Policy	4
89	Economic Infrastructure Upgrade	4
90	Organic Food Production	4
91	Agricultural Infrastructure Support	4
92	Brick and Block Manufacturing	4
93	Entrepreneurial and Business Skills Development	4
94	Labour Skills Development	4
95	SMME on Tourism Sector	4
96	Stock Farming Value Chain	4
97	Bone and Horn Products	4
98	Improve Business Confidence	4
99	Cultural and Community Based Tourism	4
100	Events Based Tourism Products	4
101	Expanded Public Works Programme	4
102	Career Guidance and Promotion of Maths and Science	4

Map Error! Bookmark not defined.**: LED Project**Map 64 Mean Annual Rainfall**s in**

Legend

- uMshwathi Boundary
- Places
- LED Projects
- Provincial Road
- District Road
- Local Road
- Farm Cadastral

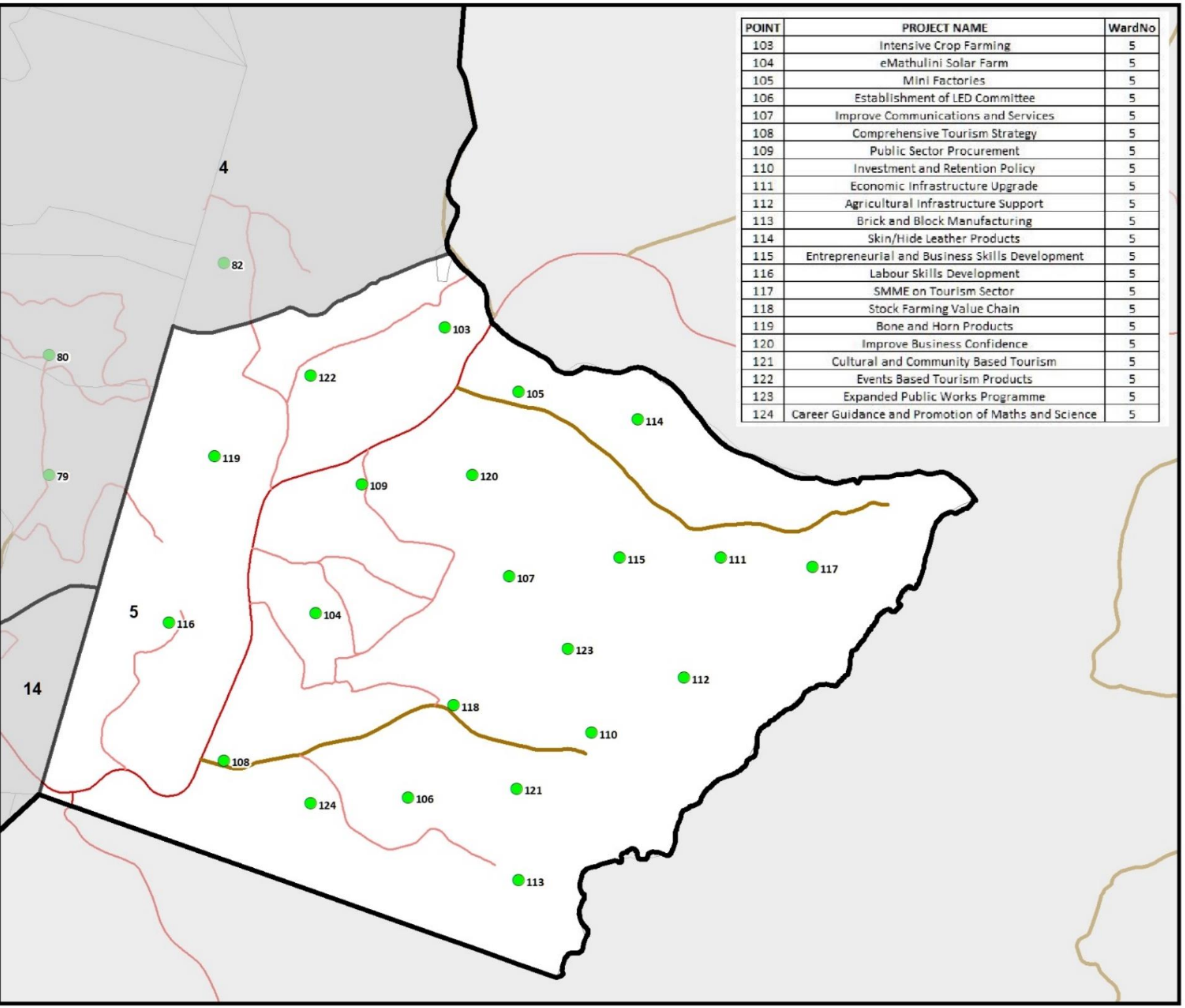
0 0,45 0,9 1,8 2,7 3,6

Kilometers

N

DEVELOPMENTS CC

NZUZO YE - SIZWE



POINT	PROJECT NAME	WardNo
103	Intensive Crop Farming	5
104	eMathulini Solar Farm	5
105	Mini Factories	5
106	Establishment of LED Committee	5
107	Improve Communications and Services	5
108	Comprehensive Tourism Strategy	5
109	Public Sector Procurement	5
110	Investment and Retention Policy	5
111	Economic Infrastructure Upgrade	5
112	Agricultural Infrastructure Support	5
113	Brick and Block Manufacturing	5
114	Skin/Hide Leather Products	5
115	Entrepreneurial and Business Skills Development	5
116	Labour Skills Development	5
117	SMME on Tourism Sector	5
118	Stock Farming Value Chain	5
119	Bone and Horn Products	5
120	Improve Business Confidence	5
121	Cultural and Community Based Tourism	5
122	Events Based Tourism Products	5
123	Expanded Public Works Programme	5
124	Career Guidance and Promotion of Maths and Science	5

Map SEQ Map * ARABIC Map SEQ Map Map 65 Proposed climate change project site**5**

Legend

- uMshwathi Boundary
- LED Projects
- Provincial Road
- District Road
- Local Road
- Farm Cadastral

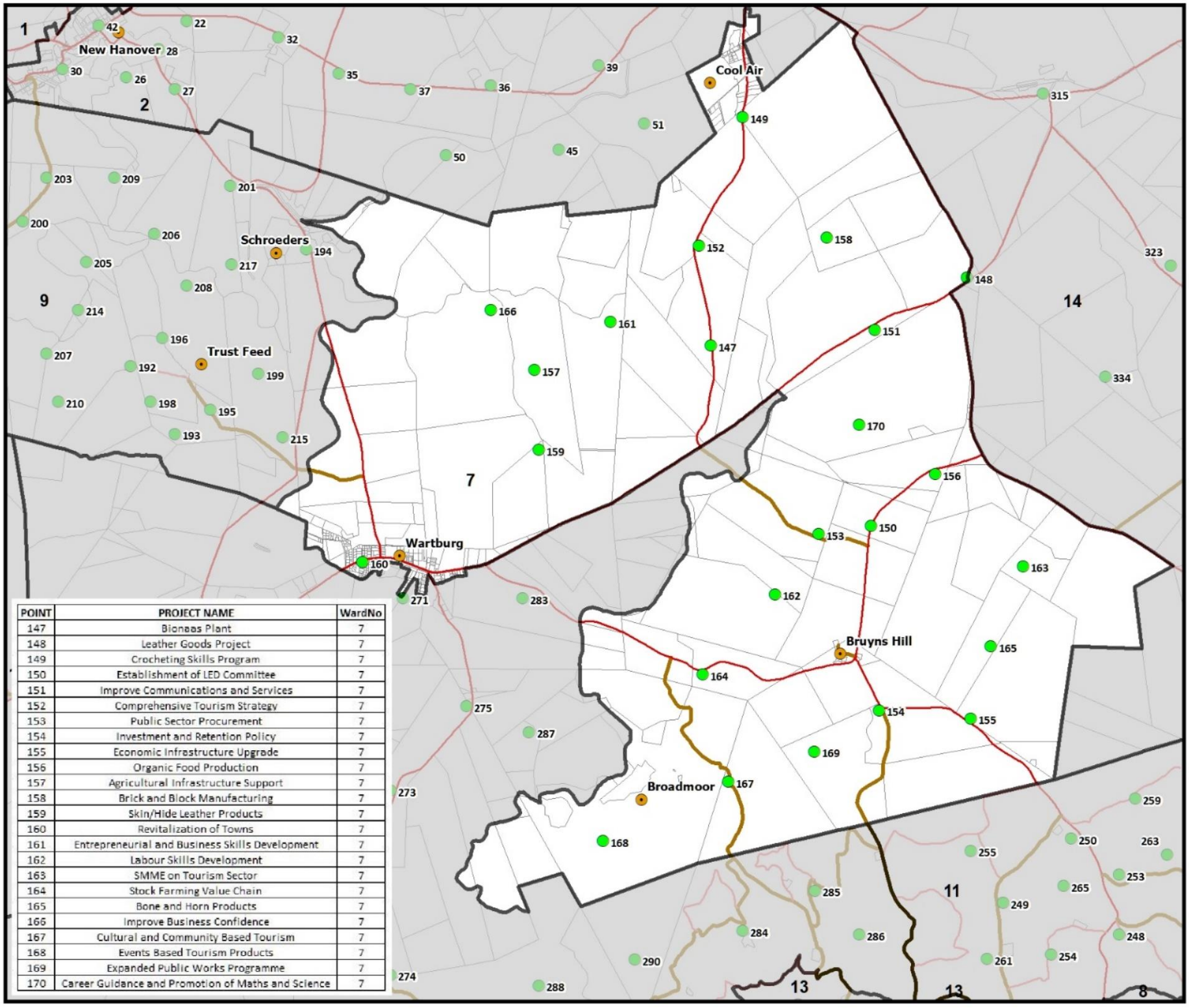
0 0,125 0,25 0,5 0,75 1

Kilometers

N

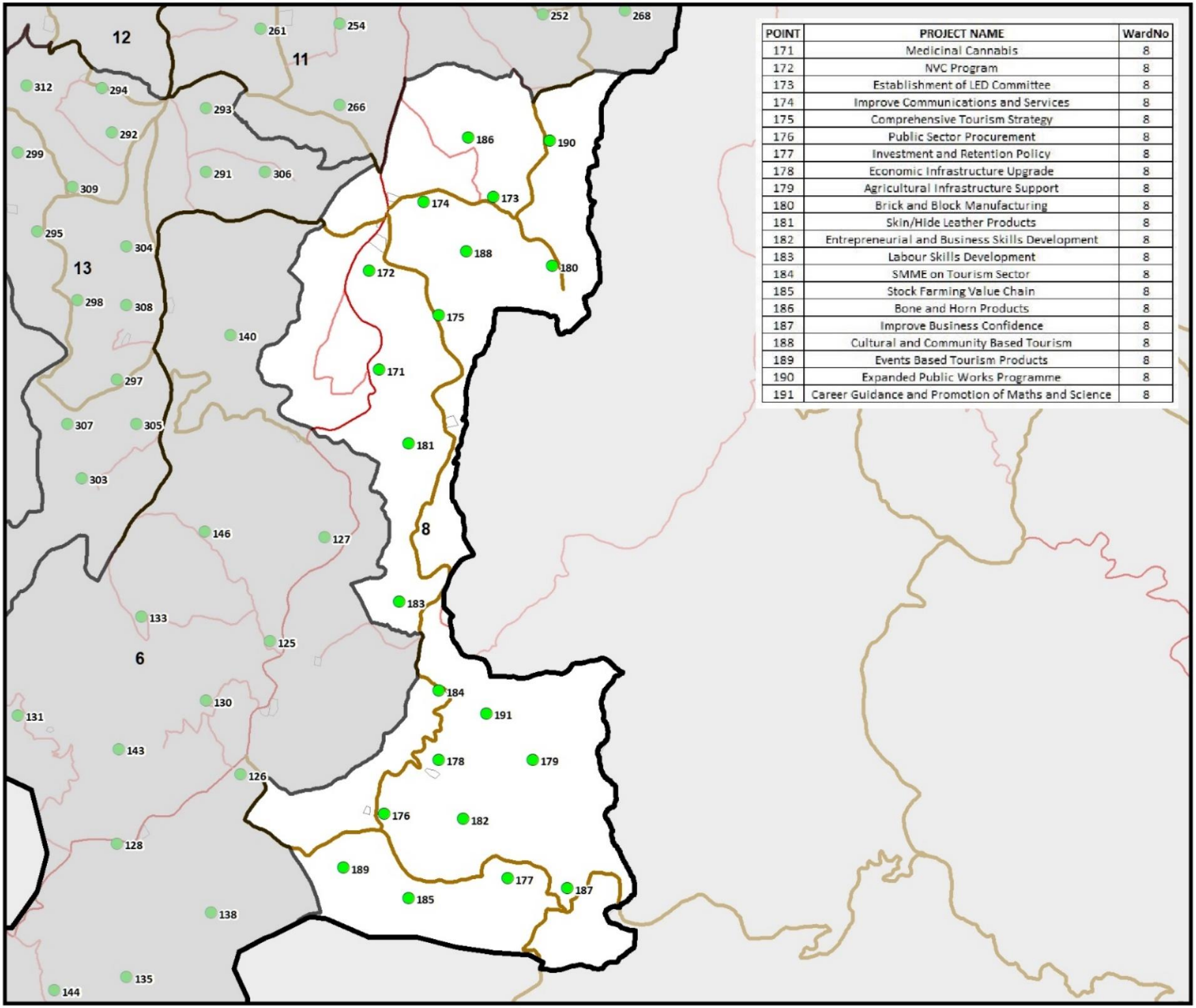
DEVELOPMENTS CC

NZUZO YE - SIZWE



Map Error! Bookmark not defined.**: LED projects in ward 7**

POINT	PROJECT NAME	WardNo
147	Bionaas Plant	7
148	Leather Goods Project	7
149	Crocheting Skills Program	7
150	Establishment of LED Committee	7
151	Improve Communications and Services	7
152	Comprehensive Tourism Strategy	7
153	Public Sector Procurement	7
154	Investment and Retention Policy	7
155	Economic Infrastructure Upgrade	7
156	Organic Food Production	7
157	Agricultural Infrastructure Support	7
158	Brick and Block Manufacturing	7
159	Skin/Hide Leather Products	7
160	Revitalization of Towns	7
161	Entrepreneurial and Business Skills Development	7
162	Labour Skills Development	7
163	SMME on Tourism Sector	7
164	Stock Farming Value Chain	7
165	Bone and Horn Products	7
166	Improve Business Confidence	7
167	Cultural and Community Based Tourism	7
168	Events Based Tourism Products	7
169	Expanded Public Works Programme	7
170	Career Guidance and Promotion of Maths and Science	7



POINT	PROJECT NAME	WardNo
171	Medicinal Cannabis	8
172	NVC Program	8
173	Establishment of LED Committee	8
174	Improve Communications and Services	8
175	Comprehensive Tourism Strategy	8
176	Public Sector Procurement	8
177	Investment and Retention Policy	8
178	Economic Infrastructure Upgrade	8
179	Agricultural Infrastructure Support	8
180	Brick and Block Manufacturing	8
181	Skin/Hide Leather Products	8
182	Entrepreneurial and Business Skills Development	8
183	Labour Skills Development	8
184	SMME on Tourism Sector	8
185	Stock Farming Value Chain	8
186	Bone and Horn Products	8
187	Improve Business Confidence	8
188	Cultural and Community Based Tourism	8
189	Events Based Tourism Products	8
190	Expanded Public Works Programme	8
191	Career Guidance and Promotion of Maths and Science	8

Map Error! Bookmark not defined.**: LED projects in ward 8**

Legend

- uMshwathi Boundary
- LED Projects
- Provincial Road
- District Road
- Local Road
- Farm Cadastral

0 0,275 0,55 1,1 1,65 2,2

Kilometers

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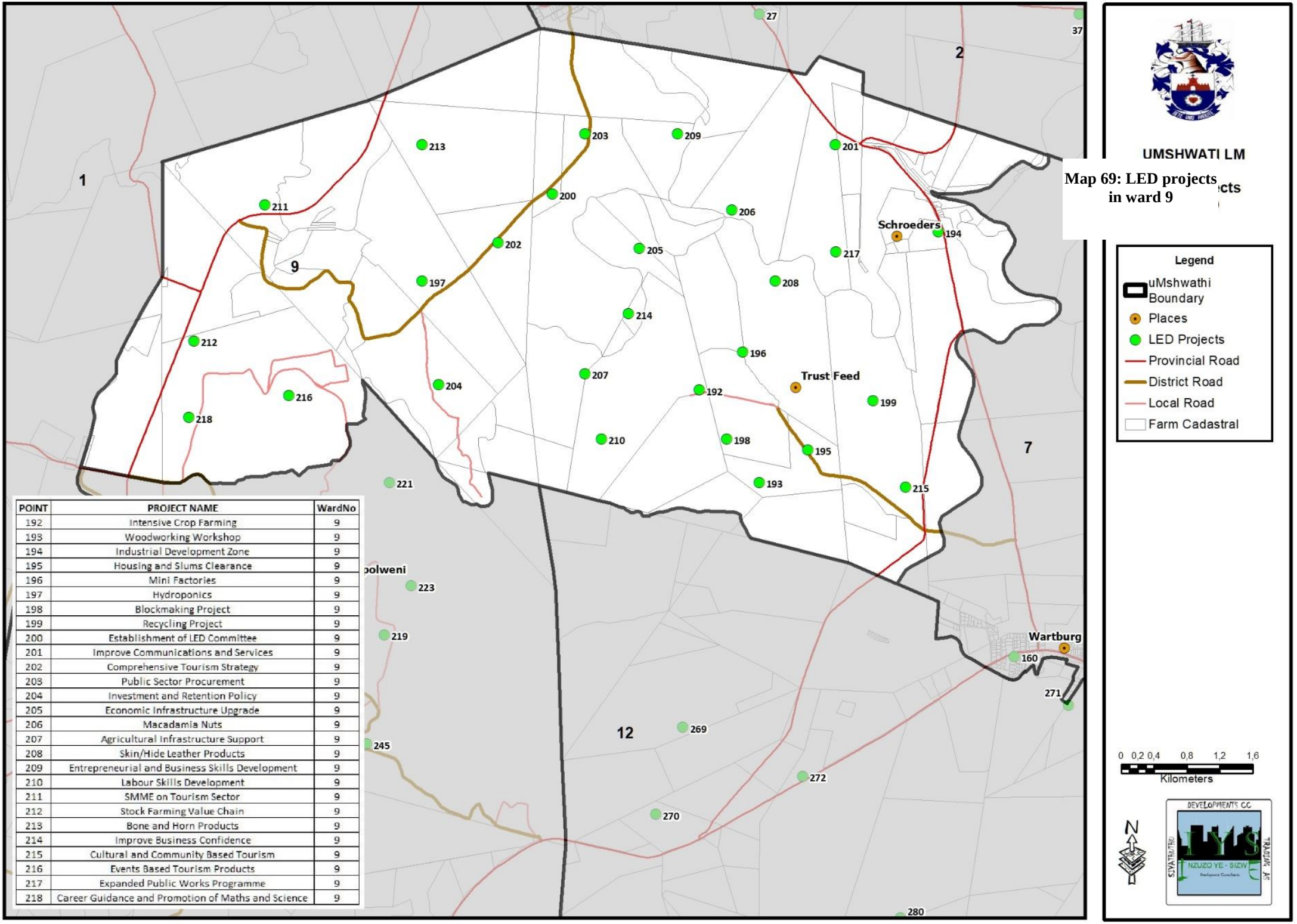
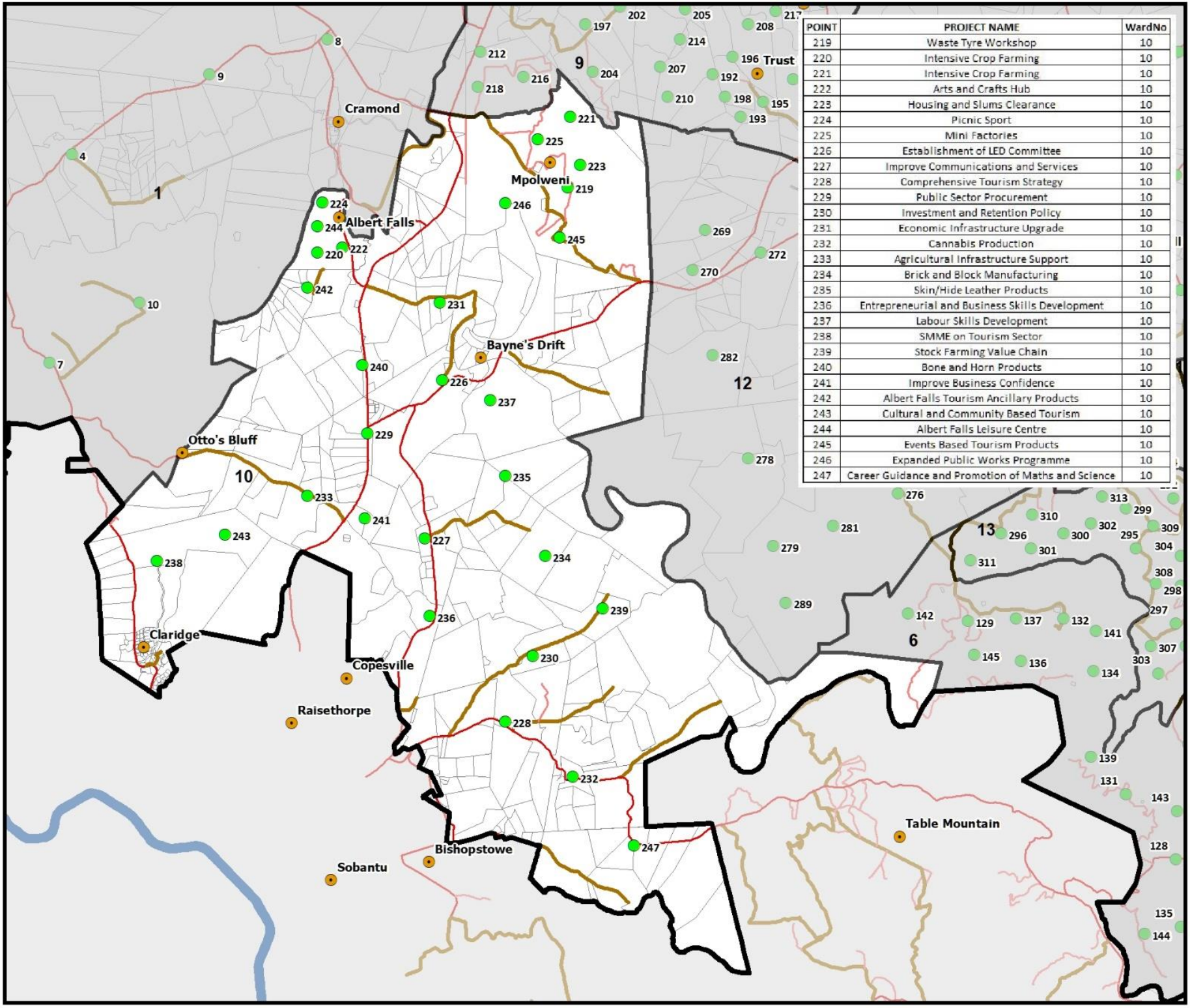
DEVELOPMENTS CC

NZUZO YE - SIZWE



POINT	PROJECT NAME	WardNo
192	Intensive Crop Farming	9
193	Woodworking Workshop	9
194	Industrial Development Zone	9
195	Housing and Slums Clearance	9
196	Mini Factories	9
197	Hydroponics	9
198	Blockmaking Project	9
199	Recycling Project	9
200	Establishment of LED Committee	9
201	Improve Communications and Services	9
202	Comprehensive Tourism Strategy	9
203	Public Sector Procurement	9
204	Investment and Retention Policy	9
205	Economic Infrastructure Upgrade	9
206	Macadamia Nuts	9
207	Agricultural Infrastructure Support	9
208	Skin/Hide Leather Products	9
209	Entrepreneurial and Business Skills Development	9
210	Labour Skills Development	9
211	SMME on Tourism Sector	9
212	Stock Farming Value Chain	9
213	Bone and Horn Products	9
214	Improve Business Confidence	9
215	Cultural and Community Based Tourism	9
216	Events Based Tourism Products	9
217	Expanded Public Works Programme	9
218	Career Guidance and Promotion of Maths and Science	9



POINT	PROJECT NAME	WardNo
219	Waste Tyre Workshop	10
220	Intensive Crop Farming	10
221	Intensive Crop Farming	10
222	Arts and Crafts Hub	10
223	Housing and Slums Clearance	10
224	Picnic Sport	10
225	Mini Factories	10
226	Establishment of LED Committee	10
227	Improve Communications and Services	10
228	Comprehensive Tourism Strategy	10
229	Public Sector Procurement	10
230	Investment and Retention Policy	10
231	Economic Infrastructure Upgrade	10
232	Cannabis Production	10
233	Agricultural Infrastructure Support	10
234	Brick and Block Manufacturing	10
235	Skin/Hide Leather Products	10
236	Entrepreneurial and Business Skills Development	10
237	Labour Skills Development	10
238	SMME on Tourism Sector	10
239	Stock Farming Value Chain	10
240	Bone and Horn Products	10
241	Improve Business Confidence	10
242	Albert Falls Tourism Ancillary Products	10
243	Cultural and Community Based Tourism	10
244	Albert Falls Leisure Centre	10
245	Events Based Tourism Products	10
246	Expanded Public Works Programme	10
247	Career Guidance and Promotion of Maths and Science	10

Map 70: LED projects in ward 10

Legend

- uMshwathi Boundary
- Places
- LED Projects
- National Road
- Provincial Road
- District Road
- Local Road
- Farm Cadastral

0 0,5 1 2 3 4

Kilometers

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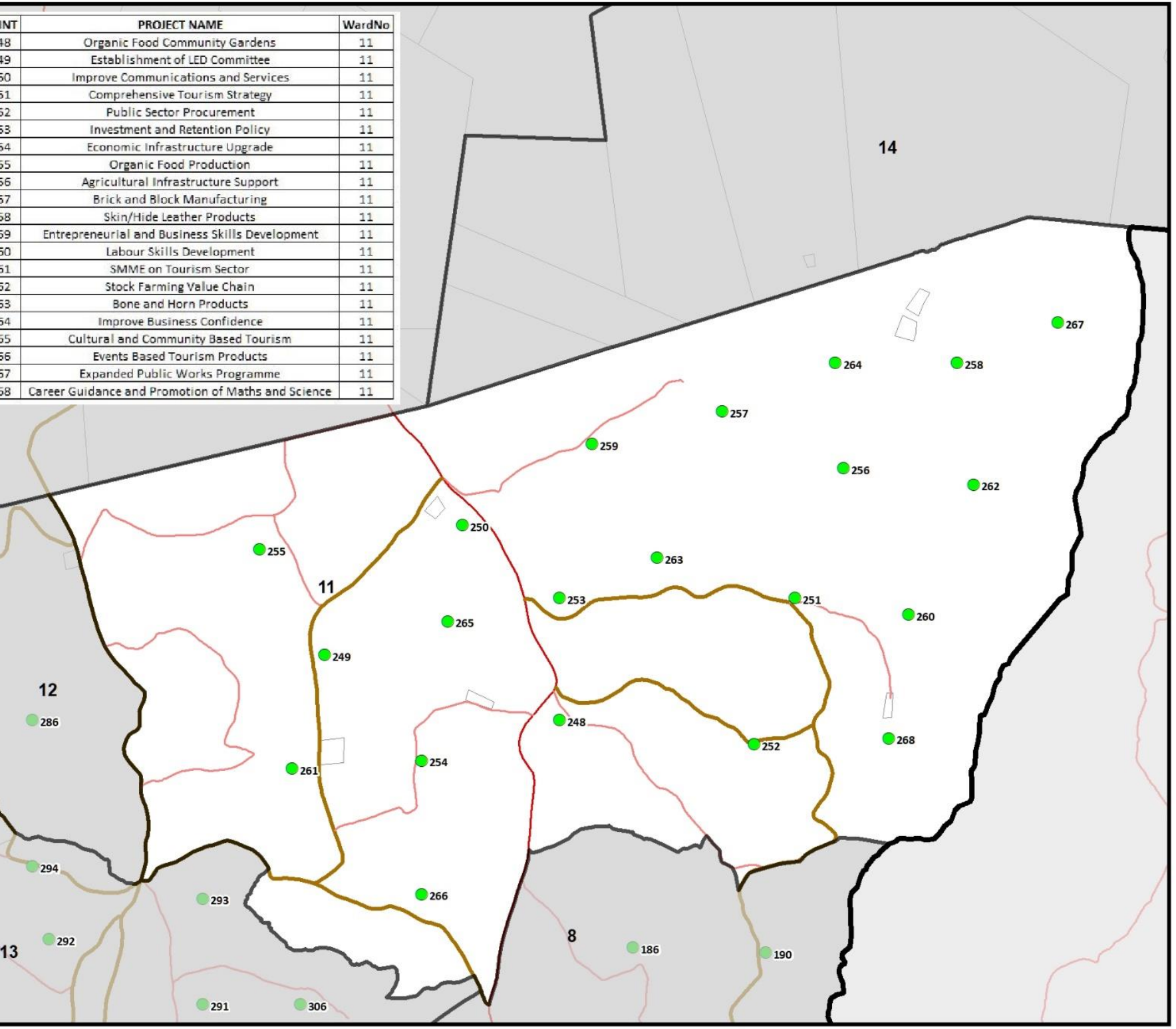
DEVELOPMENTS CC

NZUZO YE - SIZW

INT	PROJECT NAME	WardNo
48	Organic Food Community Gardens	11
49	Establishment of LED Committee	11
50	Improve Communications and Services	11
51	Comprehensive Tourism Strategy	11
52	Public Sector Procurement	11
53	Investment and Retention Policy	11
54	Economic Infrastructure Upgrade	11
55	Organic Food Production	11
56	Agricultural Infrastructure Support	11
57	Brick and Block Manufacturing	11
58	Skin/Hide Leather Products	11
59	Entrepreneurial and Business Skills Development	11
60	Labour Skills Development	11
61	SMME on Tourism Sector	11
62	Stock Farming Value Chain	11
63	Bone and Horn Products	11
64	Improve Business Confidence	11
65	Cultural and Community Based Tourism	11
66	Events Based Tourism Products	11
67	Expanded Public Works Programme	11
68	Career Guidance and Promotion of Maths and Science	11



Map 71: LED projects in ward 11

Legend

- uMshwathi Boundary
- Places
- LED Projects
- Provincial Road
- District Road
- Local Road
- Farm Cadastral

0 0,150,3 0,6 0,9 1,2

Kilometers

N

DEVELOPMENTS CC

NZUZO YE - SIZWE

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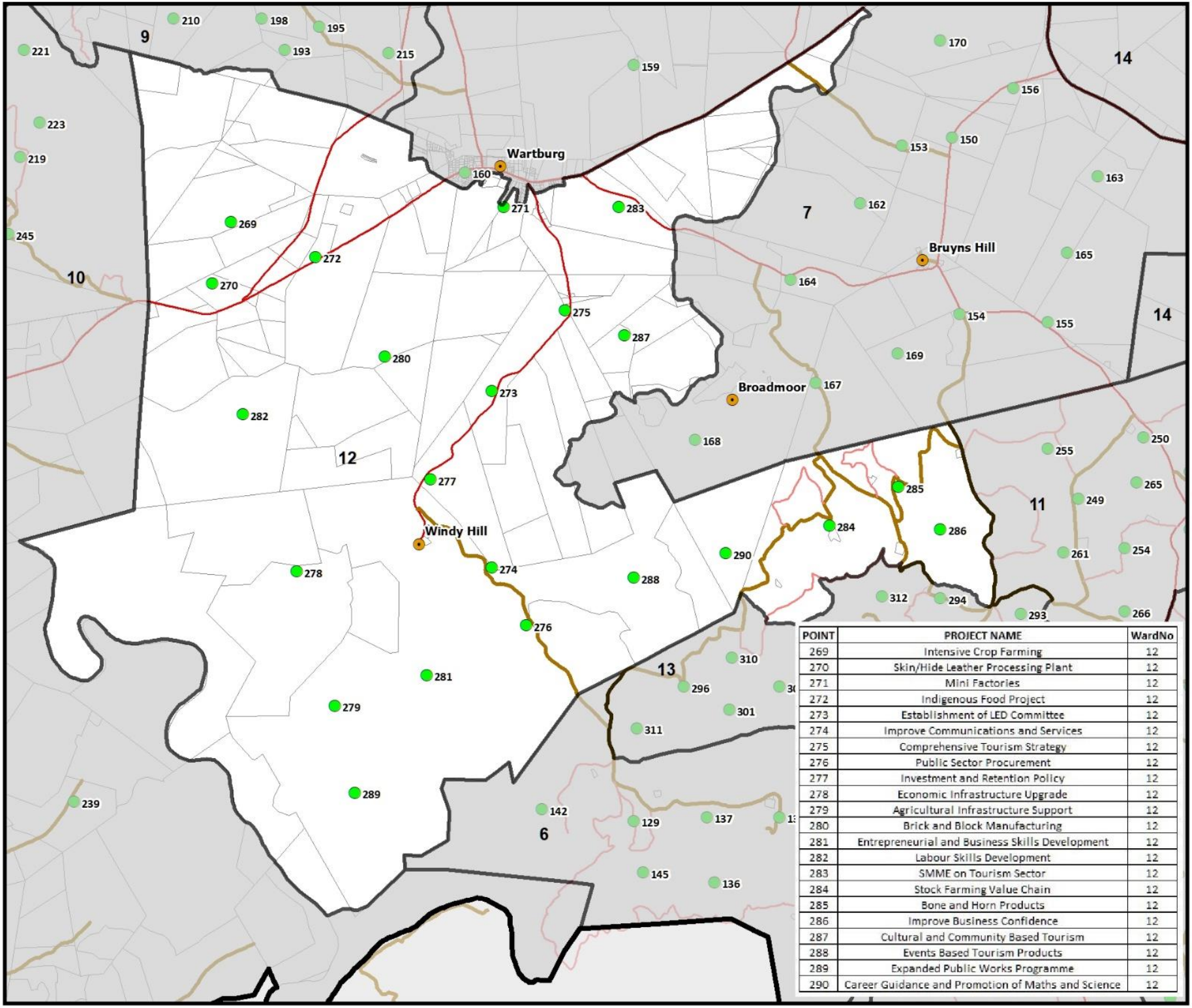
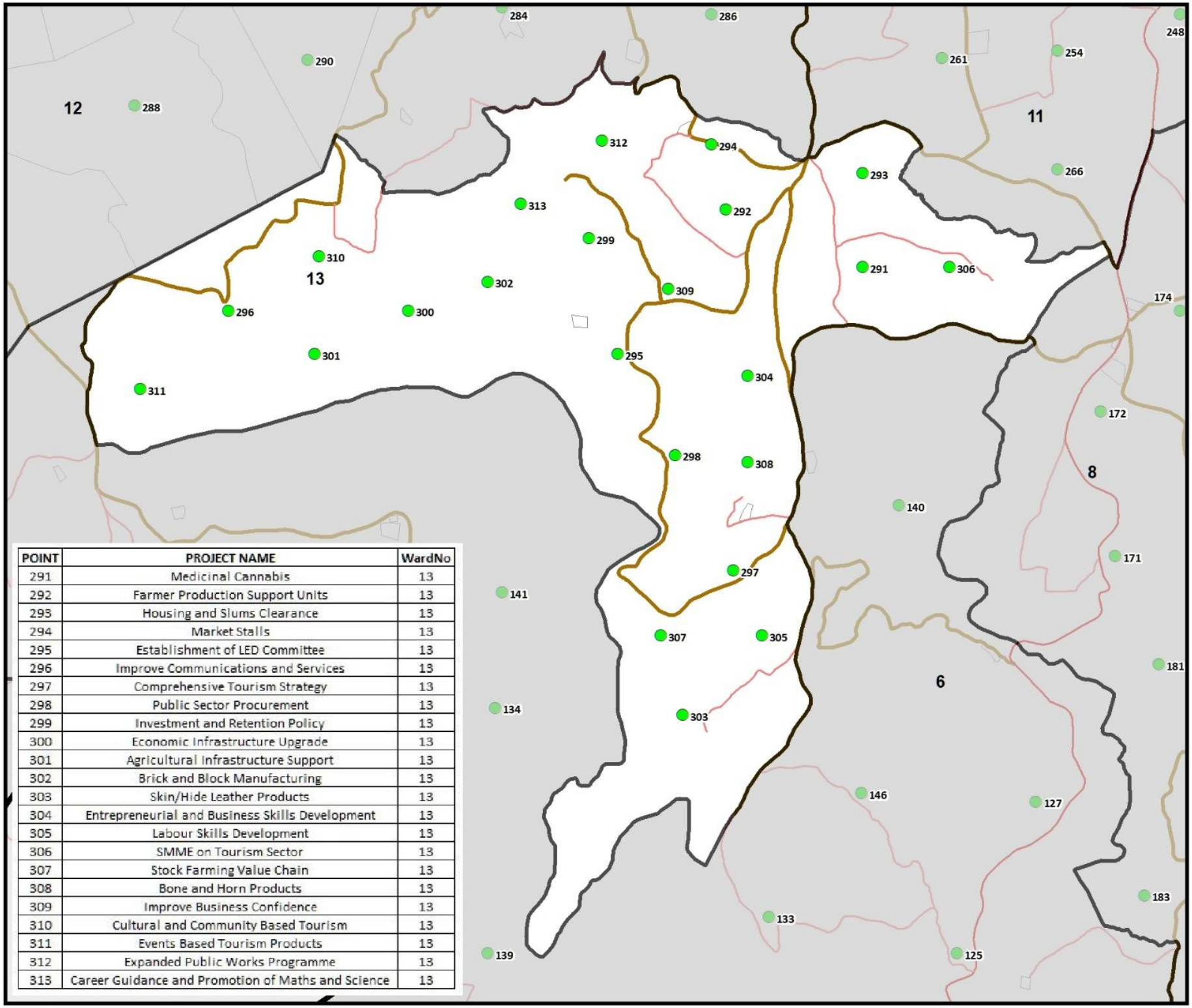


Map 72: LED projects in ward 12

POINT	PROJECT NAME	WardNo
269	Intensive Crop Farming	12
270	Skin/Hide Leather Processing Plant	12
271	Mini Factories	12
272	Indigenous Food Project	12
273	Establishment of LED Committee	12
274	Improve Communications and Services	12
275	Comprehensive Tourism Strategy	12
276	Public Sector Procurement	12
277	Investment and Retention Policy	12
278	Economic Infrastructure Upgrade	12
279	Agricultural Infrastructure Support	12
280	Brick and Block Manufacturing	12
281	Entrepreneurial and Business Skills Development	12
282	Labour Skills Development	12
283	SMME on Tourism Sector	12
284	Stock Farming Value Chain	12
285	Bone and Horn Products	12
286	Improve Business Confidence	12
287	Cultural and Community Based Tourism	12
288	Events Based Tourism Products	12
289	Expanded Public Works Programme	12
290	Career Guidance and Promotion of Maths and Science	12



POINT	PROJECT NAME	WardNo
291	Medicinal Cannabis	13
292	Farmer Production Support Units	13
293	Housing and Slums Clearance	13
294	Market Stalls	13
295	Establishment of LED Committee	13
296	Improve Communications and Services	13
297	Comprehensive Tourism Strategy	13
298	Public Sector Procurement	13
299	Investment and Retention Policy	13
300	Economic Infrastructure Upgrade	13
301	Agricultural Infrastructure Support	13
302	Brick and Block Manufacturing	13
303	Skin/Hide Leather Products	13
304	Entrepreneurial and Business Skills Development	13
305	Labour Skills Development	13
306	SMME on Tourism Sector	13
307	Stock Farming Value Chain	13
308	Bone and Horn Products	13
309	Improve Business Confidence	13
310	Cultural and Community Based Tourism	13
311	Events Based Tourism Products	13
312	Expanded Public Works Programme	13
313	Career Guidance and Promotion of Maths and Science	13

Map 73: LED projects in ward 13

Legend

- uMshwathi Boundary
- LED Projects
- Provincial Road
- District Road
- Local Road
- Farm Cadastral

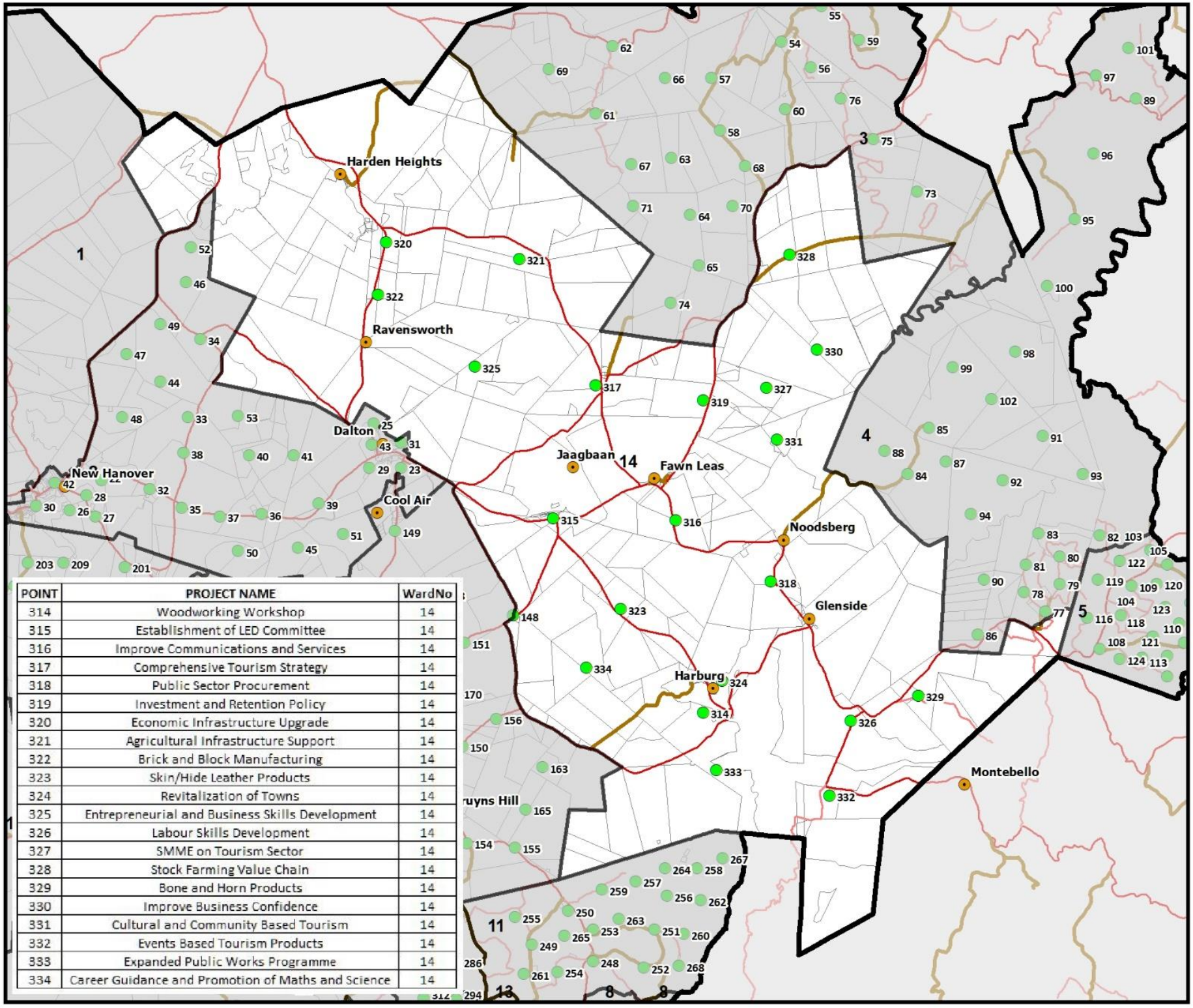
0 0,175 0,35 0,7 1,05 1,4

Kilometers

N

DEVELOPMENTS CC

NZUZO YE - SIZWE



POINT	PROJECT NAME	WardNo
314	Woodworking Workshop	14
315	Establishment of LED Committee	14
316	Improve Communications and Services	14
317	Comprehensive Tourism Strategy	14
318	Public Sector Procurement	14
319	Investment and Retention Policy	14
320	Economic Infrastructure Upgrade	14
321	Agricultural Infrastructure Support	14
322	Brick and Block Manufacturing	14
323	Skin/Hide Leather Products	14
324	Revitalization of Towns	14
325	Entrepreneurial and Business Skills Development	14
326	Labour Skills Development	14
327	SMME on Tourism Sector	14
328	Stock Farming Value Chain	14
329	Bone and Horn Products	14
330	Improve Business Confidence	14
331	Cultural and Community Based Tourism	14
332	Events Based Tourism Products	14
333	Expanded Public Works Programme	14
334	Career Guidance and Promotion of Maths and Science	14

Map 74: LED projects in ward 14

7.1.6.4 SIGNING UP FOR THE KZN AUTOMATED BUSINESS LICENSING AND INFORMATION MANAGEMENT SYSTEM

The municipality is still using the manual business licensing system because the online system had technical problems which EDTEA is yet to resolve. The system had technical challenges which have been resolved by EDTEA. In addition, a service provider has been appointed to install the system to be controlled by Umshwathi Municipality.

7.1.7 FUNDING AND IMPLEMENTATION

7.1.7.1 BUDGET FOR LED IMPLEMENTATION AND AMOUNT 2024/25

During 2023/2024 financial year, the Municipality approved R4million budget for the LED Implementation including the research and development project. In addition, for 2024/2025 financial year, the Municipality has allocated R4, 7million for the LED Implementation Plan. Refer to the SDBIP.

7.1.7.2 INTEGRATION OF SOCIAL LABOUR PLANS/PROJECTS MAINLY FOR MINING AND QUARRY SECTORS IN THE IMPLEMENTATION PLAN

Currently, the municipality is in the process of establishing the LED Forum. The establishment of the LED Forum and ensuring the implementation of the strategy by also developing Social Labour Plans (SLP's) with the existing mines, was identified by the MEC CoGTA as a finding in the IDP. The municipality has since signed SLPs with NA Xingh Bricks & Tiles and CASPECO. More SLPs were signed by the end of 2023.

7.1.7.3 NON-GOVERNMENTAL FUNDING SOURCES FOR LED IMPLEMENTATION

Currently, the municipality does not have a confirmation of NGO's that will be implementing LED Projects in Umshwathi Municipality.

7.1.7.4 EXISTING & POTENTIAL PARTNERSHIPS FOR LED IMPLEMENTATION

There has formed good working relationship with other government departments. The technical and financial support is by the sector departments is acknowledged ad appreciated. There are projects that are funded by the sector departments. Refer to 7.1.7.2 above regarding the signed agreements with with NA Xingh Bricks & Tiles and CASPECO. More SLPs were signed by the end of 2023.

7.1.7.5 RELATIONSHIP WITH THE DISTRICT DEVELOPMENT AGENCY AND THEIR MANDATE TO BE IMPLEMENTORS OF CATALYTIC

The Umgungundlovu DDM One Plan, One Budget with Implementation Plan being the catalytic projects is included in the plan. The DDM structures

are operational to monitor the implementation of the plan. So, Umshwathi Municipality is fully represented.

The municipality participates in the District Development Agency and there is a good working relationship with the agency as the implementors of catalytic projects.

7.1.7.6 INTERVENTIONS AND PROGRAMMES/PROJECTS SPATIALLY REFERENCED WHERE POSSIBLE

Please refer the maps presented above for the LED projects that are spatially referenced.

7.1.7.7 BUDGET FOR RESEARCH AND DEVELOPMENT

The budget for research and development has been made available for 2024/2025 financial year. There are no MoU'signed at the moment. The Municipality is in the process of engaging the DUT, UKZN and Mangosuthu University of Technology for the research and Development initiatives.

7.1.7 POTENTIAL EMPLOYMENT/JOB CREATION

7.1.7.1 POTENTIAL ECONOMIC SECTORS FOR JOB CREATION

In an endevour to identify the economic sectors and projects for job creation, the municipality has formulated the required information in the table below.

ECONOMIC SECTORS, PROJECTS AND JOB CREATION			
Year	**Economic Sectors and Activities**	**Estimated no. of jobs to be created**	
		Temporal	**Permanent**
2021	Intensive Crop Farming in Swayimane	100	50
	Intensive Crop Farming in Applesbosch	100	50
	Intensive Crop Farming in Albert Falls	50	20
	Skin/ Hide Leather Processing Plant in Swayimane	100	60
	Block and Brick Making Workshop in New Hanover	100	50
	Development of street furniture and storage facilities	50	5
	Construction of roadside walks	100	50
	Erection of road signage	10	0
	Other EPWP: Infrastructure Construction and Housing Projects	1000	5
	Development of macadamia field	40	100
	Establish event-based tourism products	10	20
	Establish cannabis agricultural enterprise	10	50

	Establishment and construction of tunnel and hydroponics farming	10	30
2022	Waste Tyre Product Workshop in Mpolweni	50	30
	Waste Tyre Product Workshop in Dalton/ Cool Air	50	30
	Skin/ Hide Leather Processing Plant in Appelsbosch	100	60
	Renovation of existing market stalls and provision of services	20	2
	Establish youth entrepreneurship programmes & Business skills development Centre	40	10
	Other EPWP: Infrastructure Construction and Housing Projects	1000	5
	Development of UMshwathi Leisure Centre	30	20
	Establishment of cultural heritage and community-based tourism	100	50
	Establishment of Albert falls tourism ancillary products	20	20
	Revitalisation of towns in UMshwathi	100	10
2023	Other EPWP: Infrastructure Construction and Housing Projects	1000	5
	Construction of Craft Market Facilities.	20	2
	Woodworking Workshop in Trustfeed	100	40
	Woodworking Workshop in Harburg	100	40
	Woodworking Workshop in Noorsburg	50	40
	Construction and maintenance of local access roads	100	5
	TOTAL	**4 670**	**919**

7.1.8 POTENTIAL EMPLOYMENT/JOB CREATION

During 2023/24 financial year, the municipality created 150 job opportunities through capital projects and EPWP (100 through EPWP and 50 through Capital projects = 150). In 2024/2025, 150 job opportunities through capital projects and EPWP (100 through EPWP and 50 through Capital projects = 150) will be created.

7.1.9LED SWOT ANALYSIS

Please refer to Table 110

7.1.9LED KEY CHALLENGES

Table 111: LED Key Challenges

KEY CHALLENGES	*INTERVENTIONS*
▪ *Vast areas of land are not utilized for farming* ▪ *Most sugarcane fields & gardens belonging to indigenous people are not fenced* ▪ *The communal ownership of grazing lands is a stumbling block to improved productivity of livestock production.* ▪ *The lack of investment in agricultural infrastructure and human resources* ▪ *There is a relatively low level of value adding to the local agricultural produce.* ▪ *Most people do not have adequate supply of water for irrigation* ▪ *There is a general lack of agricultural management skills that are needed for the growth of this sector* ▪ *There is no formal local market where local people can sell their produce* ▪ *The municipality is not getting the full benefit from tourists that visit the two dams for events because there is a shortage of tourism infrastructure. As a result, visitors do not stay overnight in uMshwathi.* ▪ *The participation of indigenous people in the tourism business in uMshwathi is very limited.* ▪ *The areas visited by tourists do not have proper facilities for selling artwork*	

▪ *The road network is not developed sufficiently to support tourism* ▪ *The local tourism is not integrated to the tourism activities and plans of adjacent municipalities.* ▪ *The lack of electricity in some areas is both a threat and a constraint to the local economy.* ▪ *Low level of employment opportunities* ▪ *Local SMMEs are not geared to take advantage of emerging business and tender opportunities offered* ▪ *Impediments to SMME development in UMshwathi Municipality include low levels of education and productive skills of access to finance, inadequate infrastructure, lack in effective demand and communication* ▪ *Limited commercial development.* ▪ *Limited development budget.* ▪ *Lack of reliable economic data* ▪ *Capacity and skills amongst staff to enhance excellent performance* ▪ *Lack of identification of potential EPWP projects and poor reporting* ▪ *Lack of integrating EPWP in all municipal programmes*	

▪ *LED unit understaffed* ▪ *Lack of investors for attract tourism development* ▪ *Lack of Town identity (which promote sense of destination)* ▪ *High rate of unemployment, poverty, and crime* ▪ *High illiteracy rate and shortage of skills* ▪ *Tedious process for conveyancing and land acquisition* ▪ *Developable land falls under ITB, and is not readily available* ▪ *High dependency ratio, people not encouraged to create their own employment* ▪ *There is a shortage of economic infrastructure e.g. market stalls, mini factories* ▪ *The availability of developed land for future industrial development within the municipality is limited.* ▪ *Very little agro-processing of local agricultural produce takes place in uMshwathi. This deprives the municipality of job opportunities that would accrue from local value adding.* ▪ *The municipality still does not have an Industrial Growth Plan that will provide a guide to potential investors.*	

▪ *The municipality does not have statistics for local sand mining* ▪ *The budget allocation to the LED Unit is too restrictive* ▪ *There is very little if any integration of the plans of the various units of the municipality* ▪ *The implementation of economic bylaws is poor.* ▪ *The Informal Trade Bylaw has not been finalized* ▪ *There is a shortage of market stalls in the towns.* ▪ *There no demarcated trading spaces outside the market stalls in the local towns* ▪ *The road infrastructure is poor, and the rail network is grossly underutilized* ▪ *The prevalence of HIV/AIDS is unacceptably high* ▪ *The frequency of natural disasters and road accidents is unacceptably high* ▪ *The opportunity of encouraging communities to plant fruit trees through events such as Abhor Day is not utilized.* ▪ *The farm dwellers are not organized, and this is a source of many challenges that they encounter*	

FINANCIAL VIABILITY AND MANAGEMENT
IS UMSHWATHI ABLE TO ACCOUNT FOR ITS FINANCIAL ADMINISTRATION?
UMSHWATHI

8. MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

The uMshwathi Municipality has realized that for the IDP to be successful, it must be linked to a feasible financial plan that consists of a multi-year budget created through financial modeling. It was also acknowledged that the IDP would be lacking without the financial strategy. The municipality must consider the IDP while preparing the budget, according the Municipal Finance Management Act No. 56 of 2003 (MFMA). Additionally, it mandates that the municipality take all reasonable measures to guarantee that the IDP is revised in accordance with Section 34 of the MSA, accounting for reasonable estimates of future revenue and expenses. As a result, the financial plan has been included to this phase of the IDP, extending the IDP process. The financial plan is set out as follows:

- *Financial strategies for the 5-year period*
- *Financial issues*
- *Detailed 5-year financial action plan*
- *Multi-year budgets*
- *Capital and investment program*

8.1 CAPITAL FUNDING AND EXPENDITURE TO ADDRESS SERVICE DELIVERY

The 2024/2025 IDP contains a three-year synopsis on grant funding and expenditure covering the following: funds received, spent, unspent, source of funding, variance tables and contingency plans to address challenges such as delays. Capital expenditure is funded through government grants, borrowing and internally generated funds. Capital budget performances for the previous 3 financial years (2020/2021, 2022/2023 and 2023/2024) are tabled herein-below respectively. This section contains the tables that addresses the following information:

- *3 Yr analysis on Capital Grant funding;*
- *3 Yr receipts;*
- *3 Yr expenditure;*
- *% of expenditure of Capital Budget;*
- *Is there any roll-over grants – provide details;*
- *Provide details of Investment Register to show how grants are ring-fenced.*

Table 112: Grants Performance for 2024/2025 Financial Year

SOURCE OF FUNDING	Roll-Over	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT	% Expenditure
CAPITAL GRANTS					
Municipal Infrastructure Grant	0	30 826 550	0	30 826 550	0
TOTAL CAPITAL GRANT		**30 826 550**	**0**	**30 826 550**	
OPERATING GRANTS					
Equitable Share	0	139 899 000		139 899 000	0
Financial Management Grant	0	1 900 000		1 900 000	0
Expanded Public Works Programme	0	1 760 000		1 760 000	0
Provincialization of Libraries	0	3 341 000		3 341 000	0
Municipal Infrastructure Grant	0	1 022 450		1 022 450	0
Integrated National Electrification Programme	0	2 265 000		2 265 000	0
TOTAL OPERATING GRANTS		**150 187 450**		**150 187 450**	

Table 113: Grants Performance for 2023/2024 Financial Year

SOURCE OF FUNDING	Roll-Over	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT	% Expenditure
CAPITAL GRANTS					
Municipal Infrastructure Grant	0	29 785 462	29 785 462	0	100
TOTAL CAPITAL GRANTS	0	**29 785 462**	**29 785 462**	0	
OPERATING GRANTS					
Equitable Share	0	132 526 000	132 526 000	0	100
Financial Management Grant	0	1 920 000	1 920 000	0	100
Expanded Public Works Programme	0	2 968 000	2 968 000	0	100
Provincialization of Libraries	0	3 200 000	3 200 000	0	100

SOURCE OF FUNDING	Roll-Over	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT	% Expenditure
Municipal Infrastructure Grant	0	367 538	367 538		100
TOTAL		**140 981 538**	**140 981 538**	0	

Table 114: Grants Performance for the 2022/2023 Financial Year

SOURCE OF FUNDING	Roll-Over	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT	% Expenditure
CAPITAL GRANTS					
Municipal Infrastructure Grant	0	29 515 550	29 515 550	0	100
Integrated National Electrification Programme	0	13 425 000	13 425 000	0	100
TOTAL CAPITAL GRANTS		**42 940 550**	**42 940 550**		
OPERATING GRANTS					
Equitable Share	0	123 847 000	123 847 000	0	100
Financial Management Grant	0	1 920 000	1 920 000	0	100
Expanded Public Works Programme	0	1 820 000	1 820 000	0	100
Provincialization of Libraries	0	3 200 000	3 200 000	0	100
Municipal Infrastructure Grant	0	1 553 450	1 553 450	0	100
TOTAL	0	**132 340 450**	**132 340 450**		

Table 115: Grants Performance for the 2021/2022 Financial Year

SOURCE OF FUNDING	Roll-Over	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT	% Expenditure
CAPITAL GRANTS					
Municipal Infrastructure Grant	0	28 977 000	28 977 000	0	100
Integrated National Electrification Programme	0	8 600 000	8 600 000	0	100
TOTAL CAPITAL GRANTS		**37 577 000**	**37 577 000**		
OPERATING GRANTS					
Equitable Share	0	113 010 000	113 010 000	0	100
Financial Management Grant	0	1 920 000	1 920 000	0	100
Expanded Public Works Programme	0	1 376 000	1 376 000	0	100
Provincialization of Libraries	0	3 048 000	3 048 000	0	100
Provincial COGTA – Thusong Centre	7500 000.00			The grant was for 2022/23 financial year in terms of the business plan and signed contract with COGTA however it was transferred in June 2022 therefore received in 2021/22 financial year	0
Provincial COGTA – LED	5 000 000.00			The advertising of the project was delayed due to Constitutional Court ruling regarding the PPPFA of 2017 suspension and reinstatement of these regulations	0
TOTAL	**12 500 000**	**119 354 000**	**119 354 000**	**0**	

Capital Projects Indicated in Order of Prioritization and Project Duration

The Municipality's capital projects are indicated in order of prioritization and duration of each project. Projects are indicated as either new or ongoing.

The Capital Budget is allocated towards renewal of existing assets in accordance with Circulars 55 and 66 of the Municipal Finance Management Act.

Table 116: Three- Year Capital Infrastructure Programme 2021/22 - 2023/24

Capital Budget: 2022/23			
Ward	**Project**	**Budget 2022/2023**	**Category**
	PMU TOP SLICE	1 553 450.00	
1	Skills Centre Ethokozani	1 000 000.00	Centre
1	Completion of D239	700 000.00	Roads
2	Completion of Shiyabazali roads	4 500 000.00	Roads
3	Makheni Sportfield	3 500 000.00	Sportfield
4	Construction of Doboti Road	5 500 000.00	Roads
6	Ndlaveleni Road	680 000.00	Roads
7	Skills Center	5 035 550.00	Centre
8	Construction of Nazo Road	5 000 000.00	Roads
10	Completion of L714 Road	550 000.00	Roads
11	Bus Shelters	250 000.00	Street Furniture
12	Nkululeko Hall	1 000 000.00	Hall
14	Phase 2 Socilie Hall	200 000.00	Hall
14	Applesbosch Hall	600 000.00	Hall
		30 069 000.00	

NEW CAPITAL ASSESTS

Table 117: Capital Budget 2023/24

Capital Budget: 2023/24			
Ward	**Project**	**Budget 2023/2024**	**Category**
1	Outdoor Gym	1 500 000.00	Gym
2	High mast light New Hanover	500 000.00	Highmast
3	Skills Centre Efaye/ Library	500 000.00	Centre
4	Tarring of Doboti Road	5 000 000.00	Roads
5	Ireland Sportfield	600 000.00	Sportsfield

6	Tarring of L1839 (Empethu) Road	6 000 000.00	Roads
7	Skills Centre	1 500 000.00	Centre
8	Tarring of L2504 (Nazo) Road	5 000 000.00	Roads
9	Tarring of Upper Highway Raod	6 000 000.00	Roads
10	Tarring of L714 And 715	6 000 000.00	Roads
11	Construction of Childcare Centre	0.00	Creches
12	Nkululeko Hall	4 500 000.00	Hall
13	Asamukele Crèche	100 000.00	Creches
14	High Mast Lights	500 000.00	Highmast
		37 700 000.00	

Table 118: Capital budget 2024/25

Capital Budget: 2024/25			
Ward	**Project**	**Budget 2024/2025**	**Category**
11	Construction of Okhasini Road	15 100 000.00	Roads
3	Renovation of Wartburg Taxi Rank	1 020 000.00	Taxi Rank
8	Makeni Sports field	8 800 450.00	Sportsfield
5	Upgrading of Mathulini Hall	3 000 000.00	Halls
2	Construction of Nazo Road	2 706 100.00	Roads
4	Bhekizizwe ECD facility	207,302.50	Centres
4	Mbalehle Skills Centre	383,289.25	Creches
7	Cool Air Creche	207,302.50	Creches
3	Efaye Skill Centre	383,289.25	Creches
13	Skill Centre	383,289.25	Centres
6	Mbhava Skill Centre	383,289.25	Centres
1	Pedestrial Bridge	600,000.00	Bridges
10	Mpolweni Kick About	400,000.00	Sportsfield
6	Esitezi Kick About	400,000.00	Sportsfield
7	Reasealing of Cool Air Road	2,200,000.00	Roads
4	Skills Centre / Library	900,000.00	Centres

2	Thusong Centre	1,500,000.00	Centres
2	Municipal Offices	2, 000,000.00	Offices
		40,574,312.00	

The capital spending is shown above, and the Municipality has a capital expenditure strategy in place to guarantee that grants are spent completely and efficiently. The Municipality is putting forth a lot of effort to address infrastructure backlogs.

CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

The municipality has in the past encountered challenges with completion of some projects and would follow processes to seek approval of funds rollovers. The Project Management Unit was inadequately capacitated and through the approval of 5% MIG top slice and subsequent filling of posts there's significant improvement. Contracted services are primarily high due to shortage of skills within the municipality. Technical Services Department relies heavily on consultants for both preliminary studies and implementation of the projects. The municipality has a Project Management Unit with the proper technical skills to undertake the capital projects and MISA has deployed support under these critical units. The municipality is utilising the 5% MIG slice to fund the Unit and savings derived shall be directed to repairs and maintenance.The capital expenditure emphasis for the 2023/2024 financial year is mainly community halls, roads and sports fields to be funded primarily from the MIG grant and electrification of rural households to be funded from the National electrification grant. Going forward this trend has to change where capital infrastructure is to be balanced between community infrastructure and revenue generating infrastructure as well as setting aside an allocation for infrastructure maintenance.

INVESTMENT REGISTERS

A synopsis of the funding source linked to the investment register will provide certainty that the project is capable of being executed. The investment register will also present a snapshot of whether the municipality is pooling funds for interest purposes or is using the funds as intended in the grant frameworks. Table 119 below contains a summary of short-term investments held – 31 April 2024.

Table 120: Investment Register as at 30 April 2024

Reconciliation of Investment Register with Bank Statement as at 30 April 2024				
Bank	**Balance as per Statement**	**Balance as per Investment Register**	**Balance as per Cash Book**	**Difference**
Standard				
A/C: 0536 -1443-4-14	24 825,76	24 825,76	24 825,76	0,00
FNB				
A/C: 62101572081	66 071 644,39	66 071 644,39	66 071 644,39	0,00
A/C: 62101572172	160 292,34	160 292,34	160 292,34	0,00
A/C: 62101571710	841 927,22	841 927,22	841 927,22	0,00
A/C: 62214429799	97 321,09	97 321,09	97 321,09	0,00
A/C: 74491854045	1 057 649,52	1 057 649,52	1 057 649,52	0,00
A/C: 76203471075	30 463 726,02	30 463 726,02	30 463 726,02	0,00
A/C : 63074751679	4 610 482,99	4 610 482,99	4 610 482,99	0,00
ABSA				
A/C: 20- 8116-1421	21 234 473,98	21 234 473,98	21 234 473,98	0,00
A/C: 20- 6626-0264	6 188 812,43	6 188 812,43	6 188 811,79	0,64
CLOSING BALANCES	**130 751 155,74**	**130 751 155,74**	**130 751 155,10**	**0,64**
Comments:				

8.2 REPAIRS AND MAINTENANCE

The budgeted percentage for repairs and maintenance against the carrying value of non-current assets for 2024/25 is at 10.88%:

Assets and Infrastructure: The municipality in its capital budget has made provision for repairs and maintenance during the 2024/25 financial year. Various initiatives to address the maintenance of assets were explored in the previous years; and will still be explored during the 2024/25 financial year these will include implementation of the asset management plan that is in place. The municipality also has dedicated asset management officials whose responsibility is to oversee the entire asset management function and ensuring that this function is not left to chance.

National Treasury has indicated that a minimum of 40% of the capital budget should be for renewal as opposed to new infrastructure. It is important to However, note that in the case of uMshwathi Municipality there exists enormous infrastructure backlogs where the municipality is having to almost start from scratch in the provision of the infrastructure requirements, with the development of a comprehensive asset management plan it is anticipated that it will provide a clear directive in terms of identification of assets due for renewal ensuring that the renewal of assets is not a by chance initiative but one that is deliberate one informed by a long term strategic view.

Table 121: Repairs and Maintenance

PROJECT	2024/2025	2025/26	2026/27
Repairs and Maintenance of Roads	R14 000 000	R14 756 000	R15 552 824
Repairs and Maintenance of Tools and Plants	R1 420 000	R1 495 100	R 1 574 782

Repairs and Maintenance of Tools and Machinery	R150 000	R162 041	R187 732
Repairs and maintenance of Community Creches	R1 000 000	R1 054 000	R1 110 916
Repairs and maintenance of Community Halls	R2 200 000	R2 318 800	R2 444 015
Maintenance of Sportsfiels	R 1 200 000	R 1 264 800	R1 333 099
Maintenance of Municipal Buildings	R3 000 000	R3 162 000	R3 332 748
Maintenance of Community Facilities	R 2 240 000	R2 240 000	R2 240 000
Maintenance of Cemeteries	R430 000	R290 000	R290 000
GIS Maintenance	R60 000	R35 000	R35 000
Repairs and Maintenance of Refuse Truck	R250 000	R250 410	R305 410
Repairs and Maintenance of Machinery and Equipment	R500 000	R525 000	R551 250
Plant Hire for Maintenance of Access Roads	R50 000	R52 500	R55 125
Landscaping of Municipal Offices	R250 000	R262 500	R275 625
Maintenance of Municipal Parks	R300 000	R315 000	R330 750
CCTV Maintenance	R50 000	R52 700	R55 546
TOTAL	**R27 050 000**	**R28 138 151**	**R29 619 277**

The total repairs and maintenance budget for the 2024/25 budget is R27 050 000, which is 10% of Total Asset Book Value. The repairs and maintenance will be closely monitored as the Municipality is way below the standard norm in the fiscal years 2024/25, 2025/26 and 2026/27 (budget year). A number of our non-current assets and yellow plant are still new.

Currently, the municipality is able to fulfil the standard norm of 8%, road repairs will now be done mostly internally, and the municipality has strengthened up its yellow plant, which will be currently fully operational.

GRANT DEPENDENCY

uMshwathi Municipality being in rural area and in the urge of implementing its revenue enhancement strategy so to source more on its own funds. However, this municipality is faced with a huge challenge of grant dependency for up to 66%

Table 122: Ratio of Grant Dependency

Financial Year	Operational Grant	Total Operational Revenue	Grant Dependency	Comments
YR - 2023/2024	R 140 981 538.00	R231 509 963.03	60.8%	
YR – 2024/2025	R 150 187 450.00	R228 601 798.37	65.6%	
YR – 2025/2026	R 147 615 650.00	R224 299 515.96	65.8%	
YR – 2026/2027	R 145 534 350.00	R228 686 785.75	63.6%	

It must be noted that the municipality's only source of own income is rates and refuse collection thus being highly grant dependent. The municipality is always on the lookout for other sources of income to enhance its revenue base.

Table 123: Ratio of Collection Rate

Financial Year	Collection Rate	Comments
YR - 2023/2024	90%	The collection rate is based on the age analysis report for the month of April 2024
YR – 2024/2025	88%	
YR – 2025/2026	89%	
YR – 2026/2027	88%	

Revenue Performance in the Current Year 2024/2025 and Previous Year 2023/2024. The below table illustrate the billing of the municipality and the operating grants

Table 124:Operating Transfers and Grant Receipts

		2024/25 Medium Term Revenue & Expenditure Framework		
		Budget Year 2024/25	**Budget Year +1 2025/26**	**Budget Year +2 2026/27**
	Operating Transfers & Grants			
	National Government			
	Local Government Equitable Share	139 899 000.00	140 403 000.00	137 846 000.00
	Finance Management Grant	1 900 000.00	2 000 000.00	2 200 000.00
	EPWP Program	1 760 000.00	-	-
	INEP Grant	2 265 000.00	-	-
	MIG (Top Slice)	10222 450.00	-	-
		147 046 450.00	**140 403 000.00**	**135 646 000.00**
	Provincial Government			
	Arts and Culture:Library Services	3 082 000.00	3 291 000.00	3 419 000.00
	Arts and Culture:Cyber Cadet	259 000.00	259 000.00	276 000.00
		3 341000.00	**3 550 000.00**	**3 695 000.00**
	Total	**150 187 450.00**	**147 615 650.00**	**145 534 350.00**

8.3 SUPPLY CAHIN EVALUATION

The municipality has established a fully operational Supply Chain Management (SCM) Unit under the Budget and Treasury Department. All SCM activities adhere to Chapter 11 of the MFMA (No. 56 of 2003), PPPFA (No. 5 of 2000) and its 2011 B-BBEE Regulations, Municipal SCM Regulations, and SCM Policy. The SCM Unit is responsible for the procurement of goods and services needed by the municipality to ensure service delivery. The Unit performs the Following Functions:

- Demand and acquisitions,
- Logistics,
- Disposal management,
- Contract management, and
- Asset management

The Supply Chain Management (SCM) Policy is in place. The policy was reviewed and adopted by the Council on 23 May 2024. The SCM Unit addresses delays of bid awards and execution (details on tender policy implementation and measures to improve with a definite timeline).

8.3.1 PROCUREMENT PLAN BEEN UPDATED/REVISED OR NEW PP DEVELOPED

The procurement plan for 2024/2025 financial year has been developed and is currently up to date. Respective departments are responsible for the development of their procurement plans at the beginning of each year and submit them to the Supply Chain Management (SCM) unit. The procurement plan is aligned to the SDBIP and SCM ensures that goods and services are procured in terms of the procurement plan.

8.3.2 NARRATIVE ON PERFORMANCE OF PROCUREMENT PLAN IMPLEMENTATION

The procedures for creating the Procurement Management Plan include clearly defining the roles and responsibilities, creating a schedule, identify and mitigate risks, determine costs, establish decision criteria and approval workflow, establish vendor management, review and approval processes between the departments. Effective procurement methods are crucial for financial efficiency as it assists in paying the proper amount and ensuring timely delivery while ensuring the selection of best partners to work with. An effective procurement lifecycle connects strategy and management with the municipality's regulations.

The Municipality develops the Annual Procurement Plans and Procurement schedule/calendar with timeframes after the completion of the departmental service delivery budget and implementation plans (SDBIPs). These plans are critical in the competitive bidding process because they ensure the timely completion of the procurement activities, including the appointment of bidders within the anticipated timescales. This ensures a proactive approach to project implementation, ensuring that service delivery targets are met. All

stakeholders must adhere to the procurement timelines and avoid excessive delays in the procurement process.

8.3.3 ANY CHALLENGES EXPERIENCED WITH THE SCM UNIT

The management of contracts is one of the challenges experienced by the unit, along with end user department not complying with SCM requirement. Nonetheless, poor planning and not abiding to the planned timelines leads to delays in initiation of projects, which leads to hampering of service delivery. This challenge is addressed by including the monitoring of the procurement as an indicator in the senior managers' scorecards.

8.3.4 DOES SCM MANAGEMENT DISPLAY COHESIVENESS TO ASSESS WHETHER THE PRIMARY OBJECTIVES OF SERVICE DELIVERY ARE MET?

The SCM policy has been reviewed and amended to take into account the latest requirement of the Preferential Procurement Policy Framework Act. The reports on the effectiveness of the bid committee's adherence to the procurement plans and schedule show that the SCM management is coherent in ensuring that the primary goals of service delivery are satisfied.

8.3.5 DOES IT INCLUDE STATEMENTS ON FUNCTIONALITY OF BID COMMITTEES, AS WELL AS TIMEFRAMES FROM ADVERT TO AWARD

A report on the functionality of the bid committees and adherence to the procurement plans and schedule is formulated and reported on. In addition, the functioning of bid committees is included as a performance indicator in the Chief Financial Officer's scorecard. All bids are expected to be finalised within two months of advertising and quotations are expected to be finalised within seven days of closing.

8.3.6DOES THE SCM POLICY MAKE PROVISION FOR THE DISABLED TO QUALIFY FOR TENDERS?

The SCM policy has been reviewed and amended to make provision for the disabled to qualify for tenders. All SCM activities are performed in line with Chapter 11 of the MFMA (No. 56 of 2003), PPPFA (No. 5 of 2000) and its 2011 B-BBEE Regulations, the Municipal SCM Regulations and the SCM Policy. The SCM Policy makes provision for disabled to qualify for tenders. Section 52.1 and Section 52.2 of Umshwathi Municipality SCM Policy addresses the historically disadvantage group/categories such as race, gender, youth, women, people with disabilities within the jurisdiction of Umshwathi Municipality, through the application of Preferential Procurement Policy and relevant policies.

8.4 INDIGENT MANAGEMENT

One of the primary functions of the Municipality is to deliver services to the community within its municipal area. This is impressed upon by Section 152(1) b of the Constitution that gives every citizen the right to basic services. Furthermore, in 2000 the government announced its intention to provide free basic services to poor households. In this regard, water, electricity and sanitation were identified as basic services to be supported by Government Programmes with regard to poor households. On the other hand, the Municipal Systems Act and the Municipal Finance Management Act require municipalities to levy tariffs for providing municipal services.

In terms of Section 62(1) of the Municipal Finance Management Act (MFMA) the Accounting officers of the Municipality is responsible for managing the financial administration of the Municipality. In accordance with Section 62(1), the Accounting Officer must take all reasonable steps to ensure that the Municipality has implemented a Tariff Policy referred to in Section 74 of the Municipal Systems Act of 2000. To give effect to Section 74(1) of the Municipal Systems Act the uMshwathi Municipality has adopted a Tariff Policy within which the Indigent Policy is located.

The Government Gazette Volume 457 of 4 July 2003 No. 25088 sets out free basic **electricity at 50kw**, which covers the basic electricity, needs of a household. Similarly, the Water Services Act 108 of 1997 and the Department of Water Affairs and Forestry Strategic Framework of 2003 give effect to free basic water that has been set out at 6kl.

QUALIFYING CRITERIA

To register as an indigent, the relevant property owner or account holder must personally complete and sign the registration form (Annexure 1) provided by the municipality for this purpose, and furnish such further documentation as the municipality specifies. The municipal manager will assist persons who cannot read or write.

Only registered residential consumers of services delivered by the Municipal Council who formally apply for relief on the prescribed Council application form and satisfy the qualifying criteria set by the Council.

Households where verified, total gross monthly income of all occupants over 18 years of age does not exceed R2000 with state grant being excluded for this exercise and households whose total income, including any other pension, does not exceed R 5 380.

The budget for Free Basic support for the next three years is as follows:

Free Basic Services

Table 125: Allocation of FBS

Year	2023/2024	2024/2025	2025/2026
Free Basic Services	1000 000	1 7641 421	2 328 843

Table 126: Cost of Service

Year	2022	2023
Cost of Service	1 108 994.11	923 889.98

The uMshwathi Indigent register and the uMgungundlovu District Municipality's Register are in alignment. Applications from the old Indigent Register of uMshwathi has been shared with the District municipality for the cohesion of data.

uMshwathi Municipality's previous Indigent Register had 3700 applicants, the Indigent process is currently under review for the 2023/2024 Financial year, however the number of applicants has reduced drastically.

The challenge in receiving application to identify the full context of our Indigents within the Municipality has proven difficult, in that not every Municipal Ward is submitting their applications for us to establish a credible database. Applications primarily received from the areas billed for rates and services by the Municipality. Those residents receiving Electricity from Eskom and are not part of the Municipal Billing System do not feel the need to submit indigent applications for these services that that do not affect them.

The Free Basic Electricity Register further emphasises the high number of illegal connections, as tokens not purchased regularly by the registered applicant.

The registers between the Eskom Free Basic Electricity Register, the District Free Basic Water Register and the Municipal Indigent Register requires alignment for the Municipality to respond to the Indigent needs of the Municipal communities.

A working committee between the Public Participation Unit and the Revenue unit is established to continuously update the processing systems and methodology used to reach communities and collect data to improve upon the previous years register

8.5.1 REVENUE PROTECTION AND REVENUE ENHANCEMENT

The Municipal Finance Management Act requires all municipalities to adhere to strict financial management control and processes as prescribed in the Act. Sundry receivables are therefore to be accounted for as prescribed in the Act, the sundry revenue and receivable system manages the obtaining of, management of and providing for sundry revenue resources and services as needed by the Municipality. These Sundry Revenue Sources provide support to the Municipal Budget operations and activities. UMshwathi has a number of Sundry Revenue Sources identified as:

- *Traffic Fines*
- *Motor Licence Revenue*
- *Driver License Revenue*
- *Learner Licence Revenue*
- *Building Plans*
- *Town Planning*
- *Burial Fees*
- *Hall Hire*
- *Photocopies*
- *Tender Fees*

Sundry receivables are monitored and reconciled monthly, with the necessary supporting documents. Amount of net cash in / (out) flows for the year from operating activities.

Table 127: Amount of net cash in / (out) flows for the year from operating activities

As at 30 June 2022	As at 30 June 2021
R67 357 655	R61 299 439

Table 128: Annual Rate Collection and Debt Write Off

Annual Collection Rate	2021	2022	2023
	87%	81%	88%
Annual Debt Write Off	**2021**	**2022**	**2023**
	0	0	54 538 893.10

8.5.2 DOES THE MUNICIPALITY HAVE A REVENUE ENHANCEMENT STRATEGY LINKED TO THE LED STRATEGY?

The Revenue Enhancement Strategy was reviewed and approved by the Council on 23 May 2024. The review took into account the recommendations from the workshop and developed a working strategy going forward. The following possible sources of revenue were included in the strategy:

- Effective enforcement of by-laws;
- Introduce tariffs for business licenses;
- Introduction of Driver testing facility; and
- Investigate current land use and apply correct rate randage and rebates.

The implementation of the strategy is to be included in the performance scorecards of the respective senior managers to achieve successful results. uMshwathi Municipality's significant sources of revenue are rates, refuse, building plans, rates clearances and grants. The contribution of the various streams to revenue will be subject to review. Whilst the issue of tariffs forms part of this financial plan, it is anticipated that the affected departments will be responsible for investigatory work. With rates being the main internal revenue source, the municipality is highly dependent on the grants received. The grant dependency for the past two years has been 65% and 70% respectively. Various strategies are being explored to enhance own revenue to reduce grant dependency. The immediate and short terms effect of the revenue Enhancement Strategy is to:

- *Reduce the current debtors book*
- *Encourage continuous payments by debtors, which is supported by the Debt Incentive Policy*
- *Provide Tariffs that are reflective of the services rendered*
- *Sundry Revenue Collection that will support the operational needs to the Municipality*

The Revenue Enhancement Strategy is linked to the Local Economic Development indicators for the Municipality, incentives are provided for newly established property developments within the Municipality. One of the strategies is to continuously update our data systems for debtors, the following are the elements related to this strategy:

- *Consumer database & Accuracy of consumer data base*
- *Test the standard and integrity of the existing debtors' data in order to enhance revenue management.*

The actual status will determine the required remedial actions which may be limited to some administrative actions or may need more comprehensive work like door-to-door surveys. The single most important reason for income losses is the poor standard of debtor information. Monthly accounts do not go to the correct address or correct consumer of services, resulting in high percentages of non-payment. As mentioned this matter may need a special intervention such as door-to-door surveys over and above a desktop evaluation and cleansing exercise to determine the status quo of the data. Fields that needs to be scrutinised will typically include the following:

- *Categorization of consumers (e.g. business, government, residential, highest accounts, etc.)*
- *Control over the creation of master files*
- *Correctness of names, addresses, etc.*
- *Desktop test for ID numbers etc.*
- *Availability of contact details.*

The shortfalls in the strategy is residents are not familiar of the Acts that govern the billing system, these Acts such as the Municipal Property rates Act No6 of 2004, define the rating potentials within the Municipality from the defined categories and the provisions of how customers are to be rated. Changes to the Act not be communicated effectively to the residents could result in poor collection of rates and distrust of the Municipality.

The LED Unit links their prospective business plans to the concessions and incentives the Municipality can offer to promote local business growth. Once such incentive is the phasing in of rates for newly developed businesses within the Municipality, this will offer opportunities for new businesses to invest within the Municipality and offers relief until the business stabilised and can adapt to the rates billing processes. The following sources of Revenue is explored to assess possible revenue offers:

- *Effective enforcement of by-laws*
- *Introduce tariffs for business licences*
- *Introduction of Driver testing facility*
- *Investigate current land use and apply correct rate randage and rebates*

-Introduce updated tariffs for street advertising

-Updating of Bylaws to be reflective of the current business environments

-Enforcement of Bylaws by specific Municipal Units (Compliance and Traffic)

There is currently working sessions between the Building Compliance, Waste Management and the Town Planning Units with the Revenue Unit, these sessions has provided vital linkages in that revenue from the submission of building plans, town planning changes and refuse removal is looped into a process to ensure completeness of application, service payment and invoicing.

8.6 DEBT CATEGORY

8.6.1 THREE YEAR OUTSTANDING DEBTORS AGE ANALYSIS INDICATED PER CATEGORY

Table 129: Three Year Debtors Age Analysis & 3 Year Annual Collection Rate

Annual Collection Rate	2021	2022	2023
	87%	81%	88%
Annual Debt Write Off	**2021**	**2022**	**2023**
	0	0	54 538 893.10

Newly developed rapid housing projects within the Municipality has yielded transfer of vacant land to the legal occupant, however these vacant lands are yet to be developed, the legal occupant is therefore not sensitised to the rates aspect in regards to the vacant land. The debtors books is therefore growing with the ongoing housing developments, compounded to this is that contact details (ID, cell phone, postal address and email addresses) are not provided for making the process of communication with the legal occupant challenging.

To mitigate the above the Municipal Housing Unit are requested to engage with the Implementing Agents for the Housing developments to factor in further details into their reports.

Deceased Estates of municipal debtors not declared due to financial constraints of the family's, therefore these estates continue to incur debt for rates and services having no form of contact with the families who are to inherit the properties.

8.7 FINANCIAL RATIO'S

Table 130: Financial ratios

Collection Rate	(Gross Debtors Closing Balance + Billed Revenue - Gross Debtors Opening Balance - Bad Debts Written Off)/Billed Revenue x 100	Statement of Financial Position, Statement of Financial Performance, Notes to the AFS, Budget , In-Year Reports, IDP and AR	95%		122%	Please refer to page 5 of MFMA Circular No. 71
				Gross Debtors closing balance	116 224	
				Gross Debtors opening balance	119 578	
				Bad debts written Off	-	
				Billed Revenue	15 405	

Table 131: Arrear Debt Rate March 2024

Total Debtors over 90 Days	104 932 079.58	
Less:		
Government debt over 90 Days	9 940 823.02	
		94 991 256.56
Arrear Debt Settlement	3 430 862.67	
Attorney's Payments	9 000.00	
		3 439 862.67
		4%

8.7.1IS THERE AN INDICATION OF BORROWINGS/LOANS (EVEN IF NOT APPLICABLE TO MUNICIPALITY?

The municipality has no intentions to take up any new loans in the future, therefore there is no indication for municipal capacity to repay loans it has no intentions to take.

8.7.2IS THE PURPOSE OF THE BORROWINGS/LOANS INDICATED?

The grant dependency in the budget year is 70%. The high dependency is due to the fact that the municipality only has rates and refuse collection as its main sources of income. When determining appropriate sources of funding it is important to assess the nature of projects, expected revenue streams and time frames for repayment. As a general guide, the following principles will apply:

- Statutory funds for fund specific projects (e.g., housing)
- Internal revenue for short to medium term non-strategic projects
- National and provincial government funding for medium term and long-term projects

8.7.3LEVEL OF GRANT DEPENDENCY (CALCULATION)?

As indicated above, that grant dependency in the budget year is 70% and the trend of capital expenditure over the past four years is as follows:

Table 132: Trend of Capital expenditure over the past 4 years

Vote Description	Ref	2019/20	2020/21	2021/22	Current Year 2022/23				2023/24 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2023/24	Budget Year +1 2024/25	Budget Year +2 2025/26
Capital Expenditure - Functional											
Governance and administration		25 525	28 968	34 162	512	7 302	7 302	39 803	3 010	629	630
Executive and council		–	–	–	–	–	–	–	–	–	–
Finance and administration		25 525	28 968	34 162	512	7 302	7 302	39 803	3 010	629	630
Internal audit		–	–	–	–	–	–	–	–	–	–

Community and public safety		**132 892**	**135 778**	**136 646**	**5 100**	**6 000**	**6 000**	**137 594**	**–**	**–**	**4 000**
Community and social services		132 892	135 778	136 646	5 100	6 000	6 000	137 594	–	–	4 000
Health		–	–	–	–	–	–	–	–	–	–
Economic and environmental services		**345 932**	**366 041**	**401 883**	**24 621**	**42 092**	**42 092**	**423 030**	**32 398**	**33 538**	**31 215**
Planning and development		1 028	8 514	26 074	20 328	36 071	36 071	42 952	15 303	19 000	13 640
Road transport		344 904	357 527	375 809	4 293	6 021	6 021	380 079	17 095	14 538	17 575
Environmental protection		–	–	–	–	–	–	–	–	–	–
Trading services		**–**	**–**	**70**	**–**	**600**	**600**	**70**	**200**	**–**	**–**
Energy sources		–	–	70	–	–	–	70	–	–	–
Waste management		–	–	–	–	600	600	–	200	–	–
Other		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Total Capital Expenditure - Functional	3	**504 349**	**530 788**	**572 761**	**30 232**	**55 994**	**55 994**	**600 497**	**35 608**	**34 167**	**35 845**
Total Capital Funding	7	**572 761**	**530 788**	**572 761**	**30 232**	**55 994**	**55 994**	**600 497**	**35 608**	**34 167**	**35 845**

8.7.4 INDICATION OF THE CAPABILITY OF THE MUNICIPALITY TO REPAY LOANS/BORROWINGS?

The municipality has no intentions to take up any new loans in the future, therefore there is no indication for municipal capacity to repay loans it has no intentions to take.

8.8 AUDITOR GENERALS' OPINION

8.8.1 AG'S OPINION IN THE LAST FINANCIAL YEAR

The municipality received an unqualified audit opinion for the 2022/ 23 financial year with very minimal findings from the Auditor General. The findings are mainly from Revenue management it is also important to note that the municipality did not have findings on Unauthorized, Irregular and Fruitless and Wasteful Expenditure. An action plan has been developed to address the matters raised by the Auditor General in the management letter. The action plan is attached as an annexure.

Table 133: Auditor General's Opinion

uMshwathi Municipality	**Opinion**
Type of Opinion: Current Year 2022/23	Unqualified
Type of Opinion: Current Year 2021/22	Unqualified

8.8.2 PLANS TO IMPROVE POOR AUDIT OUTCOME/SUSTAIN AUDIT OUTCOME PROVIDED

The municipality received an unqualified audit opinion for the 2022/ 23 financial year with very minimal findings from the Auditor General. The findings are mainly from Revenue management it is also important to note that the municipality did not have findings on Unauthorized, Irregular and Fruitless and Wasteful Expenditure. An action plan has been developed to address the matters raised by the Auditor General in the management letter. The AG Action plan is attached as annexure on the IDP

8.9 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT SWOT ANALYSIS

Table 134: Financial management SWOT analysis

STRENGTH	WEAKNESSES
▪ Experienced; qualified and dedicated officials ▪ Sound procedures and processes in place ▪ Compliance to all financial policies ▪ Functioning and web-based supplier database ▪ Fully functional SCM, Expenditure, Budget & Reporting and Income units ▪ Teamwork and Good Interpersonal Relations ▪ Creditors are paid timeously ▪ 100% compliance to all legislative requirements ▪ Strong cash flow ▪ Well established communication with Ratepayers associations ▪ Collaborative relationship with Government Departments: COGTA, Provincial Treasury, Provincial Treasury, Human Settlements (in the recovery of Government debt) ▪ No loans or borrowings ▪ Cash coverage is above the required norm	▪ Critical posts not filled. ▪ Ineffective Contract management ▪ Inadequate training on the Municipal Property Rates Act ▪ Financial system not fully functional ▪ Grant dependent Municipality ▪ Requested training needs not addressed
OPPORTUNITY	**THREATS**
▪ Contribution to local service provider development through promotion of local procurement ▪ Reduction in local unemployment rate (ensuring that contractors as part of their social contribution employs local people) ▪ Eradication of poverty (working with suppliers in helping those that are in need by giving out donations) ▪ Flexibility of finance system to ensure adequate control and monitoring of financial processes	▪ Change in legislation which governs local government ▪ Cartels or collusion of suppliers to raise the price and dominate the market ▪ Threat of some supplier accounts being put on hold due to delay in payments

▪ Collaborative working relationship with Building Compliance and Waste Management Units, to ensure service delivery is consistently maintained, encouraging debtors to pay for services rendered	

8.9 PRESENTATION OF THE SWOT REGARDING AREAS OF FINANCIAL MANAGEMENT

The presentation of the above heading, i.e., municipal financial viability and management has been thoroughly examined through the analysis of SWOT, and enough consideration been given to this area, however short comings could be anticipated from the threats and weaknesses that are highlighted.

8.10 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT KEY CHALLENGES

Table 135: Financial Viability and Management Challenges

KEY CHALLENGES	INTERVENTIONS
▪ Critical posts not filled ▪ Ineffective Contract management ▪ Inadequate training on the Municipal Property Rates Act ▪ Financial system not fully functional ▪ Grant dependent Municipality ▪ Requested training needs not addressed	▪ Review the Revenue Enhancement Strategy. ▪ Identify additional sources of income; Introduce driver's testing ground. ▪ Negotiate with DOT to have weigh bridge; ▪ Review lease agreements for all municipal properties, Implement/ review, Credit control and debt collection policy. ▪ Appoint dedicated Attorney to pursue debt collection beyond the final demand process, ▪ Take legal action against government departments owing monies to the municipality, ▪ Capacitate finance staff on revenue collection, and ▪ Carry out Land audit.

9. INFORMATION REFLECTED IN ANNUAL PERFORMANCE REPORT UTILIZED TO FORMULATE THE NEW IDP

9.1 ORGANISATIONAL PERFORMANCE REPORTING FOR 2022/2023 FINANCIAL YEAR

This section indicates more in detail the performance of uMshwathi Municipality for the financial year 2022/23 and refers to the supporting documentation (portfolio of evidence are on files), including the Organisational Scorecard. The performance reporting of the Municipality is done in line with the 6 national key performance arears and in line with section 46 requirements of the Municipal Systems Act and therefore reflects the performance of the Municipality for the financial year.

Background to Organisational Scorecard

- The Organisational Scorecard **Appendix 1** approach reflects the 6 national Key Performance Arear (KPA`s) and local priorities and enables a wider assessment of how the Municipality is performing.
- In the **Scorecard Model, Key Performance Areas** the performance indicators are grouped together based on the type of indicators, in other words all the input indicators are grouped together into one category and the same with the process output and outcome indicators.
- These were approved by the Mayor on 06 June 2022 as regulated and were submitted to Council on 29 June 2022. During Mid-year, targets were reviewed as per the approved PMS framework, submitted, and approved by Council in February 2023. The traffic lights system used to report performance is explained as follows:
- **Green** – Performance meets target.
- **Amber** – Target is partially achieved and is above 50% to 98%.
- **Red** – Target is not achieved and is below 50%.

The performance of 2022/23 financial year shows improvement of 0.4% as reflected below:

- *92.3% of measures have met the year-end target.*

- *92.7% of measures have improved performance compared to last year.*

The comparative summary performance of 2021/22 and 2022/23 financial years is broken down as shown on the table below

Table 136: Comparative Summary Performance of 2021/2022 and 2022/2023

Performance	2021/22	2022/23
Green – Met target	77%	86.6%
Amber – Missed target by up to 5%	15.3%	6.1%
Red – Missed Target by more than 5 %	3.3%	6.1%
No activity	1.1%	1.2%
Target Removed During Mid-Year	3.3%	0%

9.2 AMENDMENTS TO THE SDBIP EFFECTED AT MID-YEAR

Amendments, adjustments made to the SDBIP performance targets at mid-year budget adjustment, including reasons for the adjustments and Council resolution approving the adjustment.

2022/23 ADJUSTMENT OF SDBIP/ SCORECARD

- Resolution number C1988 of 28/02/2023
- The adjustment of 2022/23 SDBIP/ Scorecard be approved.
- The targets adjusted due to financial constraints.

Table 137: Municipal Transformation & Institutional Development Performance Highlights, Challenges & Measures

Performance Highlights for 2022/23	Challenges	Measures Taken to improve Performance
▪ Implemented all ICT projects as per SDBIP and Procurement plan and some before target date. ▪ Additional internet installed in wards 4 and 11. ▪ Reviewed human resources policies to align with new Staff Regulations and developed 3 more new policies. ▪ Awarded 5 bursaries. ▪ Submitted 8 Reports to EXCO & Council on HR activities. ▪ Successfully handled all disciplinary issues referred to corporate services. ▪ Submitted 11 Fleet reports. ▪ Improved fleet management controls by implementing a curfew for all municipal vehicles ▪ High uptake and utilization of virtual platform to conduct the Council business.	▪ Poor attendance in training and employee wellness programs. ▪ SCM delays in procurement of goods and services. ▪ Late submission of reports by managers for agenda compilation	SCM-related challenges were reported to the Municipal Manager. Agenda compilation challenges were reported to the Municipal Manager

Table 138: Basic Service Delivery Performance Highlights, Challenges & Measures

Performance Highlights for 2022/23	*Challenges*	*Measures Taken to improve Performance*
▪ *Submitted 10 capital reports to Council.* ▪ *Submitted 2 business plans to source funding.* ▪ *Maintained 41 kms storm water drains, Kerbing and channels.* ▪ *Maintained 21 kms of Pedestrian walkways.* ▪ *Maintained 28 kms of gravel road.* ▪ *Submitted 4 reports on low-income housing developments, building by-laws enforcement and illegal developments*	▪ *SCM delays in procurement of goods and services.* ▪ *Late submission of reports by managers for agenda compilation.* ▪ *Vacant positions of technicians in the PMU and Maintenance Unit.* ▪ *Limited funding for the proper implementation of municipal infrastructure basic servicesSCM delays in procurement of goods and services.* ▪ *Late submission of reports by managers for agenda compilation.*	▪ *SCM-related challenges were reported to the Municipal Manager.* ▪ *Business plan was approved to capacitate Project Management unit for the advertisement of PMU technician.* ▪ *The technical services department has submitted two business plans to source additional funding*

Table 139: LED Performance Highlights, Challenges & Measures

Performance Highlights for 2022/23	*Challenges*	*Measures Taken to improve Performance*
▪ *During the financial year 2022/23, Local Economic Development achieved 100% on all targets.* ▪ *60 informal traders were capacitated through R3000 vouchers from Department of Small Business Development.* ▪ *Training for 120 local youth that received stipends of R4000 for 3 months.* ▪ *Created 212 job opportunities, 150 job through in EPWP and 62 through Capital project.*	▪ *There is no LED Forum* ▪ *Delays in issuing of orders and Procument of goods and services.* ▪ *Outdated LED database and changing of information of SMME`s.*	▪ *The municipality is in the processes of forming the LED Forum.* ▪ *The LED Unit prepares requisitions in advance so that delays in approvals do not result in failure to meet targets.* ▪ *Interventions aimed at supporting SMMEs and the previously disadvantaged categories has been introduced.* ▪ *To develop a post-lockdown recovery strategy*

Table 140: Municipal Financial Viability Highlights, Challenges & Measures

Performance Highlights for 2022/23	*Challenges*	*Measures Taken to improve Performance*
▪ *During the financial year 2022/23, Municipal Financial Viability and Management achieved 92% on all targets.*	• *Outdated indigent register.* • *Poor implementation of Procument plan.* • *Poor attendance of members in bid committees.* • *Vacant position of Asset management section.* • *SCM delays in procurement of goods and services.*	• *Review and update of indigent register is underway.* • *Procument plan progress report shared with all general managers on a weekly basis.* • *Bid committees have schedule of meetings and new members have been appointed.* • *Waiting for the Job evaluation results to fill vacant position of Asset Management.* • *SCM-related challenges were reported to the Municipal Manager*

Table 141: Good Governance and Public Participation Highlights, Challenges & Measures

Performance Highlights for 2022/23	*Challenges*	*Measures Taken to improve Performance*
▪ *During the financial year 2022/23, Good Governance and Public Participation achieved 100% on all targets.* ▪ *Four radio interviews coordinated for the mayor.* ▪ *Achieved 91% attendance by Ward committee members.* ▪ *Amendment of the new municipal logo and colour scheme.*	▪ *Poor attendance by government Departments in meetings.* ▪ *Poor sitting of war room meetings.*	▪ *War room meetings schedule has been developed and shared with Council and other stakeholders including Government Departments.*

Table 142: Cross Cutting & Interventions Participation Highlights, Challenges & Measures

Performance Highlights for 2022/23	*Challenges*	*Measures Taken to improve Performance*
▪ *During the financial year 2022/23, Good Governance and Public Participation achieved 100% on all targets.* ▪ *Four radio interviews coordinated for the mayor.* ▪ *Achieved 91% attendance by Ward committee members.* ▪ *Amendment of the new municipal logo and colour scheme.*	▪ *Poor attendance by government Departments in meetings.* ▪ *Poor sitting of war room meetings.*	▪ *War room meetings schedule has been developed and shared with Council and other stakeholders including Government Departments.*

Table 143: Comparative Target Achievement Information

	ADJUSTMENT 2022/23 TOP LAYER/ ORGARNISATIONAL OPERATIONAL PLAN/SDBIP				
IDP REF/ CODE	**INDICATOR**	**2022/23 YEAR TARGET**	**ACTUAL PERFORMANCE**	**REASONS FOR VARIANCE**	**CORRECTIVE ACTION**
BSD 1.1.1	%. of households with electricity infrastructure constructed	**60% completion of electricity infrastructure for 259 households at uMshwathi Cluster 2**	60% completed for Cluster 2 for 259 households completed	None	None
		40% completion for uMshwathi Cluster 1 for 537 households	13% completed for Cluster 1 (72 households)	Scope for Cluster 1 for 537 households was reduced due, to delays experienced from Eskom as built drawing.	The application for funding has been sent to DMRE for the remaining Scope for Cluster 1 for 465 households

BSD 1.2.1	%. of beneficiaries getting free basic electricity	**Provide 95% of 1244 beneficiaries with free basic electricity**	Provided 88% of beneficiaries Registered	Community members who part-take on illegal connection do not collect the token for FBE	Consumer Awareness activities with Eskom to the various wards, review the existing indigent register.
BSD 1.2.2	%. of households earning less than R1100 per month with access to free basic services; **electricity**	**Provide 95% of 1244 beneficiaries with free basic electricity**	Provided 88% of beneficiaries registered to access Free Basic Electricity	Community members who part-take on illegal connection do not collect the token for FBE	Consumer Awareness activities with Eskom to the various wards, review the existing indigent register.
BSD 1.2.4	Adoption date of reviewed/ updated Indigent Register.	**Review, update and adoption of indigent register by 30 June 2023**	Indigent Register not reviewed and not submitted to Council.	advertisement that closed in May had the poor turnout on applications received that resulted in extending the registration programme to be closing on the 16 July 2023	Register is in the process of being send to a Service Provider for vetting.
BSD 1.3.1	No. of Community facilities constructed/ upgraded.	**Complete construction of Thokozani Skills Centre in Ward 1 by 30 March 2023**	Completed Thokozani Skills Centre	None	None
BSD 1.3.2		**Completion of Community Facility skills centre in ward 7 by 30 June 2023**	Completed Cool Air Skills Centre	None	None
BSD 1.3.3		**Appointment of contractors for Refurbishment of Masibambisane Community Hall**	Contractors not appointed for refurbishment of Masihambisane Hall	Existing as built drawings and budget shortfalls.The bid document has been approved by BSC for Masibambisane Community Hall but has not been advertised	Bid document has been approved by BSC on the reduced scope, to fast track advertisement

BSD 1.3.4		**Completion of Market stalls in Wartburg**	Practical Completed of Markets stalls in Wartburg	None	None
BSD 1.3.5		**Completion of Thusong centre extension**	Practical Completed of Extension of Thusong centre	None	None
BSD 1.3.6	No. of Sports fields constructed	**Appointment of Contractor for construction of sport field (Makeni) by 30 June 2023**	The contractor for construction of Makeni Sport field not appointed	Delays in feasibility study due to Geotechnical and Surveying to confirm correct specification.	Bid document has been approved by BSC , to fast track advertisement to SCM
BSD 1.3.7		**Preparation of tender document for Applesbosch Sports field in Ward 14**	Prepared Tender document for Applesbosch Sports field in Ward 14	None	None
BSD 1.5.1	%. of road tarred.	**60% Tarring of 1.4km Shiyabazali Road Phase 3 in ward 2 by 30 June 2023**	63% tarred for Shiyabazali Road Phase 3 in ward 2	None	None
BSD 1.5.2	No. of mms of road tarred.	**Tarring of 1 km of Doboti tarring Road in ward 4 by 30 March 2023.**	1km of Doboti road not tarred	Non performance of the appointed Contractor that leaded to the termination of the contractor	The project has been readvertised
BSD 1.5.3	No. of mms of road tarred.	**Tarring of 1.3 km Nazo Road in ward 8 by 30 March 2023**	Tarred 1.3 km Nazo Road in Ward 8	None	None
BSD 1.5.4	Completed date of designs, feasibility study and tender document	**Completion of designs, feasibility study and tender document for advertisement of Main Road in ward 9 by 30 June 2023**	Completed Designs, feasibility study and tender document for advertisement of Main Road	None	None
BSD 1.5.5	No. of mms of storm water drains and channels maintained	**Maintain 30 mms of storm water drains ,Kerbing and channels**	Maintained 41 km of storm water drains,kerbing and channels	None	None
BSD 1.5.6	No. of mms of Pedestrian walkways maintained	**Maintain 20 mms of Pedestrian walkways (New Hanover, Dalton, Wartburg, Cool Air)**	Maintained 21 km of pedestrian walkways	None	None

BSD 1.5.7	No. of kilometres of gravel road maintained	**Maintain 12kms of gravel Road (gravelled/Bladed) in Municipal Wards**	Maintalned 28 km of gravel road	None	None
BSD 1.6.1	No. of reports submitted to EXCO & Council on pothole patching.	**Submit 4 reports on pothole patching to EXCO & Council**	Submitted 4 reports to EXCO and Council on pothole patching	None	None
BSD 1.7.1	%. of approved indigent burial applications	**Approve 90% of indigent burial application received**	Approved 90% of indigent burial application were received	None	None
BSD 1.8.1	No. of reports submitted to EXCO & Council on illegal development	**Submit 4 reports on illegal developments to EXCO & Council**	Submitted 11 reports to EXCO and Council on illegal development	None	None
BSD 2.1.1	Adoption date of the reviewed Youth Strategy & Policy	**Review & adoption of reviewed Youth Development strategy by 30 June 2023**	Reviewed and adopted Youth strategy by Council on 29 June 2023	None	None
BSD 2.1.2	%. of youth supported with registration fees.	**Provide support for 90% Tertiary registration fee request received to qualifying Youth by 30 March 2023.**	Provided support to 90% tertiary registration fee request received to qualifying Youth	None	None
BSD 2.1.3	%.of local youth supported to obtain EB license code.	**Support 90% of 28 Local youth to obtain drivers license**	Supported 90% of 14 Local youth to obtain drivers license	None	None
BSD 2.1.4	Establishment date of Youth forum/council.	**Establish Youth Forum/Council by 30 September 2022**	Established Youth Council by 30 September 2022	None	None
BSD 2.1.5	Coordination date of Integrated Youth EXPO.	**Coordinate 1 Integrated Youth EXPO by 30 June 2023**	Coordinated Youth Expo in June 2023	None	None
BSD 2.1.6	No. of reports submitted to EXCO & Council on Special Programmes	**Submit 4 reports on Special Programmes to EXCO & Council**	Submitted 4 reports to EXCO and Council on Special Programmes	None	None

BSD 3.1.1	No. of reports submitted to EXCO & Council on MLB, Disaster & Traffic	**Submit 4 reports on MLB, Disaster & Traffic to EXCO & Council**	Submitted 2 report on MLB and 1 on tax Rank to EXCO and Council	The process of appointing an Acting Protection Services Manager with full authority to oversee the unit delayed.	The Acting Protection Services Manager appointed to submit report on time
BSD 4.1.1	%. of households with access to basic level of **solid waste removal;**	**Service 100% of 1150 households.**	114% of 1150 households serviced	None	None
MID&T 1.1.1	%. of polices reviewed based on the analysis	**% of polices reviewed based on the analysis**	An analysis of policies was done and same were adopted by the Full Council on 29 June 2023, father to this a policy not aligned to staff regulations was developed, i.e. New employee induction program	None	None
MID&T 1.1.2	%. of the municipality's budget actually spent on implementing its workplace skills plan	**Spend 90% on WSP implementation**	Spent 80% of the training vote	4 training programs could not be implemented due to SCM delays in the appointment of service providers	Matter reported to the Municipal Manager
	No. of training programmes to be implemented for staff	**Implement 12 training programmes for staff by 30 June 2023. (1) MFMP, (2) Disciplinary Procedures, (3) Safety measures at work stations, (4) Advanced project management, (5) Work etiquette, (6) Business/Report writing, (7) Supervisory skills, (8) Fire arm, (9) Cyber security, (10 VIP Protection & Advanced driving, (11) Brush cutting. 12 Microsoft application.**	9 programmes implemented out of 12.The MFMA program through WITS during the financial year. Disciplinary Procedure on 13/09/2022, Supervisory Skills on 24 - 26/10/2022, Workstation measures on 21-22/06/2023, work etiquette on 7 - 9 /11/2022, Business Report Writing done from 6-8/03/2023, Brush cutter on 15 - 30/11/2022 & Advanced Project Management on 12 - 13/06/2023. Further to this an advanced ICT training was done	Other trainings advertised by SCM on numerous occasion, however suitable service provider not obtained	To be carried over with budget in the next financial year

MID&T 1.1.3	Date. of submission approved 2023/24 WSP to LGSETA	**Develop, approve and submit the 2023/24 WSP by 30 April 2023 to LGSETA**	Developed WSP approved and submitted to LGSETA on 28 April 2023	None	None
MID&T 1.1.4	%. of existing internal & external bursaries maintained	**Maintain 70% of existing internal and 50% of external bursaries**	Maintained 4 internal bursaries, i.e. 90%. Maintained 4 external bursaries, i.e. 70%	None	None
MID&T 1.1.5	No. of new bursaries awarded internally & externally	**Award 4 new bursaries.**	Awarded 5 bursaries (2 external and 3 internal)	None	None
MID&T 1.1.6	Adoption date of reviewed organogram for 2023/24	**Review & Adopt the organisational structure for 2023/24 by 30 June 2023**	Reviewed and adopted on 29 June 2023	None	None
MID&T 1.2.1	Approval date of developed calendar of meetings	**Calendar of meetings for Jan - June 2023 approved by 30 Dec. 2022: Calendar of meetings for July -Dec 2023 approved by 30 June 2023.**	Calendar of meetings for Jan - June 2023 approved by Council on the 7 December 2022 and July -Dec 2023 approved by Council on the 29 June 2023	None	None
MID&T 1.3.1	%. of litigations received and attended to.	**Attend to 100% of all litigations received.**	Attended to 100% of litigation received	None	None
MID&T 1.4.1	Approval date of reviewed PMS Framework	**Review & adoption of PMS Framework by 30 June 2023**	Reviewed and adopted PMS Framework by Council on 25 May 2023	None	None
MID&T 1.4.2	No. of PA timeously concluded and signed for 2022/23 by all General Managers and MM.	**Submit 5 signed Performance agreements to the MEC by 31 July 2022**	5 Signed Performance Agreement and submitted to the MEC on 27 July 2022	None	None
MID&T 1.4.3	Submission date of APR	**Submit 2021/ 22 Annual Performance Report by 31 August 2022 to AG for auditing**	Submitted 2021/22 Annual Performance Report to AG for auditing on 31 August 2022	None	None
MID&T 1.4.4	No. of performance reviews conducted and reports submitted to EXCO and Council	**Conduct 4 quarterly reviews and submit 4 reports to EXCO & Council**	Conducted 4 quarterly reviews and submitted 4 reports to EXCO and Council	None	None

MID&T 1.4.5	Coordination date of 2021/22 Annual Evaluations.	**Coordinate 2021/22 Annual Performance Evaluation by 30 March 2023**	Coordinated Annual Performance Evaluation on 28 March 2023	None	None
MID&T 1.4.6	Adoption date of 2021/22 Annual Report	**2021/22 Annual Report adopted by 31 March 2023- MFMA 121(1)**	Annual report for 2021/22 financial year adopted by Council in March 2023	None	None
MID&T 1.5.1	No. of reports on ICT controls & asset management submitted to EXCO & Council	**Submit 2 reports on ICT controls & asset management to EXCO & Council.**	submitted to Corporate Services Committee 03/11/2022, Exco 16/11/2022 and council for adoption 08/12/2022	None	None
MID&T 1.6.1	Submission date of the EEA2/4 report to DOL	**Submit the EEA2&4 report to the DOL by the end of 30 March 2023**	EEA2&4 report submitted to the DOL o the 15th Jan 2023	None	None
MFV&M 1.1.1	Adoption date of the reviewed strategy	**Review & adoption of Revenue Enhancement Strategy and Implementation Plan by 30 March 2023**	Municipal Revenue enhancement strategy and implementation were reviewed in March 2023	None	None
MFV&M 1.1.2	%. Collection rate maintained.	**Maintain collection rate of 90%**	92.95% were collected rate.	None	`None
MFV&M 1.1.3	%. Collection rate on Arrear debt	**Achieve 5% collection on Arrear debt**	5% collection rate on arrears debt were done	None	None
MFV&M 1.2.1/ Standard indicator	**Financial viability in terms of outstanding service debtors to revenue**	**01:01**	1.01.	None	None
	Financial viability in terms of operating grants (Grant dependency	**60%**	59%	None	None
	Financial viability in terms of cost coverage	**03:01**	, 3:5.9	None	None

MFV&M 1.2.2	No. of Finance reports submitted to Council & post on the website	**Submit 4 finance reports to Council & post on the website**	Submitted 4 Finance report to Council and posted on the website	None	None
MFV&M 1.2.3	No. of Section 72 reports submitted to EXCO & Council	**Submit 1 Section 72 reports to EXCO and Council**	Submitted 1 Section 72 report to EXCO and Council	None	None
MFV&M 1.3.1	Approval date of developed Budget Process Plan & final budget	**Development & approval of Budget Process Plan by 31 of August 2022 and adoption of next financial year budget by 31 May 2023**	Approved budget process in 26 August 2022. Budget were adopted on 25 May 2023	None	None
MFV&M 1.3.2	Adoption date of reviewed Budget related policies.	**Review & adoption of the reviewed Budget Policies (Budget, credit control, cash management, investment & virement) by 31 May 2023**	Budget policies were Reviewed and adopted	None	None
General Indicator	%. of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of IDP	**Spend 100% of capital budget**	Target achieved, 100% on MIG allocation Spent	None	None
MFV&M 1.4.1	No. of deviations reports submitted to council	**Submit 4 SCM Reports (deviations) to Council**	4 deviation reports to council attached	None	None
MFV&M 1.4.2	Submission date of developed Procurement plan	**Develop & submit 2023/24 Annual Procurement Plan to Provincial Treasury by 30 June 2023**	Annual Procurement plan were submitted	None	None

MFV& M 1.4.4	No. of reports on acquired assets & those identified for disposal.	**Submit 2 reports on assets acquired and those identified for disposal to EXCO and Council**	No assets identified for disposal this financial year, however disposal process is being undertaken for the disposal list submitted and approved by Council last financial year. The delay was due to no responses on bid from auctioneers services providers. The bid process was reconducted and the services provider has been appointed. The auction process is schedule to take place on the 10 - 11 August 2023.	None	None
LED 1.3.1 /General Indicator	No. of jobs created through municipality's local economic development initiatives including capital projects (including EPWP)	**Create 150 job opportunities through capital projects and EPWP (100 through EPWP and 50 through Capital projects = 150)**	Created 212 jobs , 150 job created in EPWP and 62 on Capital project	None	None
LED 1.3.2	No. of households supported to alleviate poverty & recover from covid 19.	**Support 28 households with inputs /Equipment to alleviate poverty by 30 June 2023**	Supported 28 households with inputs/equipment to alleviate poverty	None	None
LED.1.4.1	No. of small contractors awarded	**Development of 28 Small contractors in Level 1**	Developed 28 Small Contractors in Level 1	None	None
GG & PP 1.1.1	No. of District Technical coordinating forum (DMM's) meetings attended	**Attend 4 District Technical Co-coordinating (DDM's) Forum meetings**	MM attended 4 MM`s Forum meetings	None	None
GG & PP 1.1.2	No. of LTT Meetings coordinated & reports submitted	**Coordinate 4 LTT Meetings and submit 4 reports to EXCO & council.**	Four LTT meetings coordinated and reports submitted to structures of council	None	None
	No. of Operation MBO organized with Service Providers	**Coordinate 1 Operation MBO**	One operation MBO coordinated	None	None

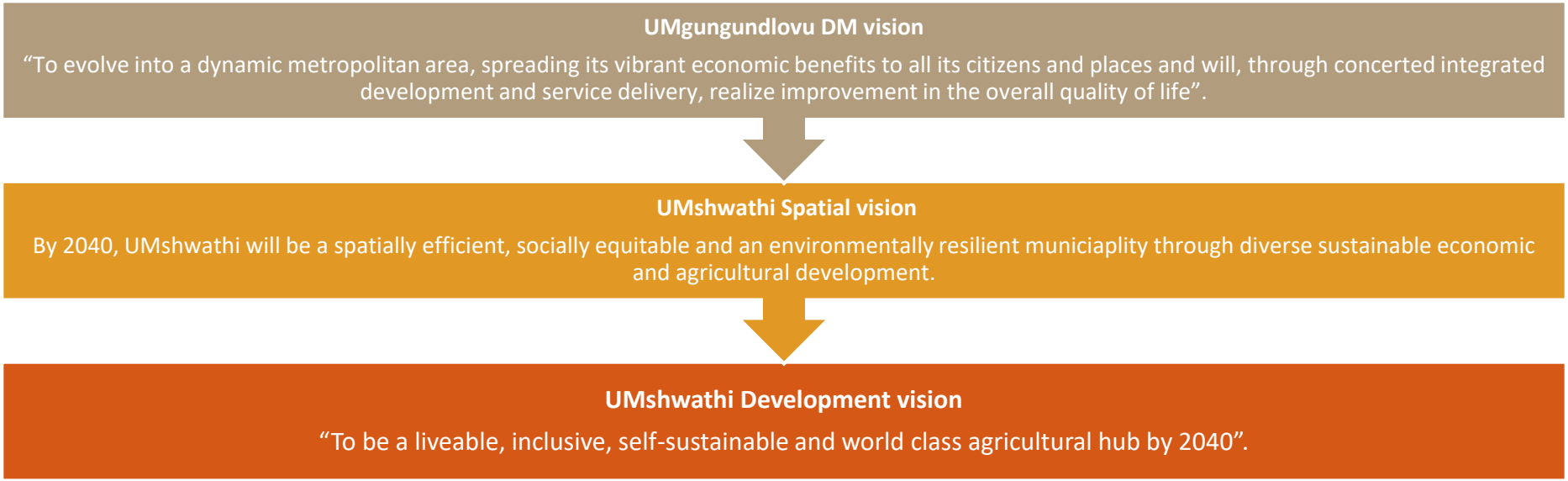
GG & PP 1.1.3	No. of reports submitted to EXCO & Council	**Compile and submit 4 statistics to Exco and Council**	Compiled and submit 4 statistics to Exco and Council	None	None
GG & PP 1.1.4	Coordinating date of IDP/Budget Imbizo .	**Coordinate Mayoral Budget/IDP Imbizo by 30 April 2023**	Coordinated 1 Mayoral Budget/IDP Imbizo	None	None
GG & PP 1.2.1	Date. of approval Internal Audit Plan	**Approval of Audit Plan by Audit Committee by 30 June 2023.**	Audit Plan approved by 30 June 2023	None	None
GG & PP 1.2.2	Review date of Risk profile/ Register	**Review Risk profile/ Register by 30 June 2023**	Risk profile reviewed by 30 June 2023	None	None
GG & PP 1.2.3	No. of Risk Management & Fraud Prevention Committee meetings coordinated.	**Coordinate 4 Risk Management & Fraud Prevention committee meetings.**	Coordinated 4 Risk Management & Fraud Prevention committee meetings.	None	None
GG & PP 1.2.4	No. of Audit Committee meetings coordinated	**Coordinate 4 Audit Committee meetings.**	Coordinated 4 Audit Committee meetings.	None	None
GG & PP 1.2.5	Type of opinion	**Strive to Improve Audit opinion from Qualified with matters to Unqualified without matters.**	unqualified Audit opinion	None	None
GG &PP 1.2.6	New logo and colour scheme implementation plan date of approval	**Develop implementation plan for new municipal logo and colour scheme and approved by Council on 30 September 2022 and submit new municipal logo & colour scheme to stakeholders for information by 30 December 2022**	Develop implementation plan for new municipal logo and colour scheme and approved by Council in September 2022. Submitted new municipal logo & colour scheme to stakeholders for information by 30 December 2022	None	None
GG & PP 1.4.1	No. of Combined Ward Committee meetings coordinated	**Coordinate 2 combined Ward Committee meetings by 30 June 2023**	Coordinated 2 combined Ward Committee meetings by 30 June 2023	None	None

CCI 3.1.1	Adoption date of reviewed IDP	**Coordinate review and adoption of 2023- 24 IDP by 30 June 2023.**	Coordinated the review and adoption of 2023- 24 IDP by 30 June 2023.	None	None
CCI 3.1.2	Submission of 1st draft of Land use scheme	**Submission of 1st draft of Land use scheme by 30 June 2023**	Service provider has been appointed and draft land use scheme was submitted	None	None
CCI 3.3.1	Completion date of phase 3 land audit	**Completion of Land Audit by 30 December 2022.**	Land audit completed on the 30th December 2022	None	None
CCI 3.2.2	Adoption date of reviewed 14 Ward base plans	**Review and adoption of ward base plans of 14 ward by 30 June 2023**	Ward base plans for 14 ward review and adoption of by 30 June 2024	None	None
CCI 3.2.3	Adoption date of LAP	**Coordinate development & adoption of Wartburg LAP by 30 June 2023.**	Coordinated the development & adoption of Wartburg LAP by 30 June 2023.	None	None
CCI 3.2.4	No. of report submitted to EXCO & Council	**Submit 4 reports on Planning Applications received and processed to EXCO & Council**	Submitted 4 reports on Planning Applications received and processed to EXCO & Council	None	None

UMSHWATHI VISION, GOALS
AND OBJECTIVES
UMSHWATHI

9 MUNICIPAL VISION, GOALS AND OBJECTIVES

Figure 28: Municipal development vision



9.1 LONG TERM VISION

The municipality's vision is, as follows. "**To be a liveable, inclusive, self-sustainable and world class agricultural hub by 2040**". The spatial vision of the municipal according to the 2017-2040 SDF, is as follows, "By 2040, UMshwathi will be a spatially efficient, socially equitable and an environmentally resilient municipality through diverse sustainable economic and agricultural development". The spatial development strategy depicts the vision, strategies and spatial transformation rationale described in the preceding sections into one coherent spatial plan to guide and direct decision-making in the IDP as well. This municipal-level planning tool will follow the district scale informants and principles to ensure that the future form of growth and development is contextually appropriate, supported by the necessary infrastructure, and does not generate unacceptable or undesirable impacts on

surrounding land uses. The strategy brings together the development concept of movement, networks, nodes, hierarchies, and surfaces. It takes cognizance of the development perspective and preferred scenarios.

9.2 *MISSION*

The mission for uMshwathi is "To promote sound, transparent and good governance in order to enhance self-sustaining community and social development through equitable infrastructure investment".

9.3 *CORE VALUES*

In all its deliberations, uMshwathi Municipality will strive to operationalise the Batho Pele principles by:

- Putting people first
- Openness and transparent
- Excellence and best practice
- Ethical behaviour
- Fairness
- Exemplary Leadership
- Accountability

9.4 *MACRO LEVEL STRATEGIC OBJECTIVES INFORMING THE MUNICIPALITY'S IDP.*

From the macro-level strategic objectives and the formulated goals of the Municipality, a set of objectives were established at a local/ micro level. These macro-levels and specific objectives for the Municipality are indicated below:

- To respond to the fight against xenophobic attacks and the vandalization of Historical Statues;
- To respond to the service delivery backlogs by planning, designing, developing and maintaining municipal infrastructure;
- To provide quality support services to the Municipality, thereby enabling its departments to operate efficiently towards achieving their specific targets;
- To promote and support the local economy;

- To ensure complete and accurate accounting of all transactions and to report all financial information in accordance with the MFMA and applicable regulations;
- To instil principles of good governance in all municipal operations and promote effective public participation;
- To develop a credible IDP in line with provincial guidelines;
- To facilitate and promote awareness of disaster management; and
- To develop a spatial development framework (SDF) that informs the development direction of the Municipality.

9.5 *GOALS OF THE MUNICIPALITY*

- Improved quality of life;
- Improved administrative, legal and advisory support;
- To provide safe, secure, and self-sustainable communities;
- Sound financial management;
- Strengthened democracy;
- Sustainable development practices;
- Credible IDP aligned to community needs; and
- Inculcating an environmental ethos within the Municipality.

9.6 GOALS, OBJECTIVES AND STRATEGIES SET OUT IN THE IDP

Table 144: Goals, Objectives, Strategies and Key Performance Indicators 2024/2025

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE REFERENCE	STRATEGIES	IDP REF CODE/ REF TO OPMS	NATIONAL OUTCOME	KZN PDGS GOALS
BASIC SERVICE DELIVERY	IMPROVED THE QUALITY OF LIFE OF OUR CITIZENS	PILLAR 2: BASIC SERVICE DELIVERY	**To respond to the service delivery backlogs by, planning, designing, developing, and maintaining Municipal infrastructure.**	**BSD 1**	**Provide free basic electricity to indigent household**	BSD 1.1	**Outcome 6**	Human & Community Development
					Provide access to community facilities.	BSD 1.2		
					Provide access to roads and storm water	BSD 1.3		
					Provide Indigent burial support and maintain cemeteries	BSD 1.4		
					Facilitate access to basic housing	BSD 1.5		
			To upscale Social Empowerment of Vulnerable Groups	**BSD 2**	**Improve emancipation of youth development through economic participation, sport development, and promotion of cultural activities**	BSD 2.1	**Outcome 2**	Human & Community Development
			To execute road traffic law enforcement by reducing the risk of death or injury to users of the road network.	**BSD 3**	**Development and Implementation plan of action to reduce road accidents and ensure the safety of all road users**	BSD 3.1		
			To promote a sustainable environmental management system, through - Municipal health, and waste management.	**BSD 4**	**Provide waste and refuse removal services to the residents of uMshwathi**	BSD 4.1		
KPA	**IDP GOAL**	**B2B**	**STRATEGIC OBJECTIVE**	**STRATEGIC OBJECTIVE REFERENCE**	**STRATEGIES**	**IDP REF CODE/ REF TO OPMS**	**NATIONAL OUTCOME**	**KZN PDGS GOALS**

MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT	**SOUND FINANCIAL MANAGEMENT**	PILLAR 4: SOUND FINANCIAL MANAGEMENT	**To ensure complete and accurate accounting of all transactions, and to report all financial information in accordance with the MFMA and applicable regulations.**	**MFV&M 1**	**Maintain a positive cash flow of 3 months of cost coverage**	**MFV&M 1.1**	**Outcome 9**	**Governance & policy**
					Have a realistic budget in place and report regularly on progress	**MFV&M 1.2**		
					Implement all the requirements of the SCM policy	**MFV& M 1.3**		
KPA	**IDP GOAL**	**B2B**	**STRATEGIC OBJECTIVE**	**STRATEGIC OBJECTIVE REFERENCE**	**STRATEGIES**	**IDP REF CODE/ OPMS**	**NATIONAL OUTCOME**	**KZN PDGS GOALS**
CROSS CUTTING ISSUES CROSS CUTTINNG ISSUES	**CREDIBLE IDP**	PILLAR 2: BASIC SERVICE DELIVERY	**To develop a credible IDP in line with provincial guidelines.**	**CCI 1**	**Develop and implement a credible IDP**	**CCI 1.1**	**Outcome 10**	**Environmental sustainability**
					Ensure effective Land use management system and land administration to give effect to development and enhance revenue	**CCI 1.2**		
					Ensure development of strategies and programme for economic hubs to address social cohesion and economic viability	**CCI 1.3**		
KPA	**IDP GOAL**	**B2B**	**STRATEGIC OBJECTIVE**	**STRATEGIC OBJECTIVE REFERENCE**	**STRATEGIES**	**IDP REF CODE/ REF TO OPMS**	**NATIONAL OUTCOME**	**KZN PDGS GOALS**
GOOD GOVERNANCE & PUBLIC PARTICIPATION	STRENGTHENED DEMOCRACY	PILLAR 3: GOOD GOVERNANCE	**To instill the principles of good governance in all municipal operations and promote effective public participation.**	**GG & PP 1**	**Promote Inter-governmental Relations (IGR) and public participation**	**GG & PP 1.1**	**Outcome 9**	**Governance & policy**
					Ensure institutional integrity	**GG & PP 1.2**		
					Ensure a functional Ward committee structure	**GG & PP 1.3**		
KPA	**IDP GOAL**	**B2B**	**STRATEGIC OBJECTIVE**	**STRATEGIC OBJECTIVE REFERENCE**	**STRATEGIES**	**IDP REF CODE/ REF TO OPMS**	**NATIONAL OUTCOME**	**KZN PDGS GOALS**
LOCAL ECONOMIC DEVELOPMENT	SELF SUSTAINABLE COMMUNITIES	PILLAR 2: BASIC SERVICE DELIVERY	**To promote and support the Local Economy.**	**LED 1**	**Poverty Alleviation**	**LED 1.1**	**Outcome 6**	**Inclusive economy growth**
					Promoting the development of SMMEs and Cooperatives	**LED 1.2**		

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE REFERENCE	STRATEGIES	IDP REF CODE/ REF TO OPMS	NATIONAL OUTCOME	KZN PDGS GOALS
MUNICIPAL INSTITUTIONAL DEVELOPMENT & TRANSFORMATION	IMPROVED ADMINISTRATIVE, LEGAL AND ADVISORY SUPPORT	PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To provide quality support services to the municipality enabling other departments to operate efficiently in order for them to achieve their targets	**MID&T 1**	Recruit, develop, train, and retain a competent service delivery workforce	**MID&T 1.1**	MUNICIPAL INSTITUTIONAL DEVELOPMENT & TRANSFORMATION	IMPROVED ADMINISTRATIVE, LEGAL AND ADVISORY SUPPORT
					Provide sufficient secretariat, records, security, fleet, and facilities management	**MID&T 1.2**		
					Provide legal support and compliance to legislation.	**MID&T 1.3**		
					Implement an effective Performance Management System	**MID&T 1.4**		
					Ensure the availability, stability, security and integrity of ICT services	**MID&T 1.5**		
					Implement the Employment Equity Plan of the municipality	**MID&T 1.6**		

9.7 ARTICULATION OF THE DIFFERENCE BETWEEN THE GOALS, OBJECTIVES AND STRATEGIES

9.7.1 DESCRIBING A GOAL, OBJECTIVES AND STRATEGIES

The Municipality has defined the distinctions between Goals, Objectives, and Strategies as follows:

GOAL: is a visible and quantifiable end result or outcome that one might set to reach within a specific timeframe. Goals in the context of an IDP Strategic Planning for a Municipality should refer to precise targets that serve as important milestones toward achieving a Municipality's vision, or the desired destination where the Municipality needs to be. To achieve a goal or goals, one must take the necessary objective steps and employ a specific approach.

OBJECTIVE/S: is a defined step that one must take in order to attain not the goal, but the strategy that is required to achieve the set goal. An aim is thus the desired step toward achieving the strategy, taking into account all connected variables that are linked with the end result. They are tools that serve as the foundation for all planning and strategic actions. It is therefore critical to recognize that a variety of objectives may be used to reach the aim. Goals and objectives are frequently misconstrued as meaning the same thing, although they are not.

STRATEGY: A method or approach that must be used in order to achieve a specific goal. In this case, the strategy primarily serves as the explanation why the Municipality must do what it must in order to attain the established goals.

9.8 LINKAGE WITH THE GOVERNMENT PROGRAMS BY THE ALIGNMENT OF MUNICIPAL GOALS AND OBJECTIVES WITH B2B, PGDS, DGDP, ONE PLAN AND KZN-KPA'S

NDP GOALS	KZN PGDP GOALS	UMGUGUNDLOVU DISTRICT DGDP	Back to Basics	UMSHWATHI GOALS	UMSHWATHI RESPONSES
Create jobs	Inclusive Economic Growth	Radical economic transformation Community partnerships	Pillar 2: Basic Service delivery	Improved quality of life of our citizens Self-sustainable communities	▪ *To promote and support local economy*
Quality Education Quality Healthcare	Human resource development	To instil a performance management culture in the municipality to improve service delivery Universal access to services	Pillar 5: Building Capable Local government institutions	Improved quality of life of our citizens Improved administrative, legal and advisory support	▪ *To provide quality support services to the Municipality enabling other departments to operate efficiently for them to achieve their targets.*
Quality Education Quality Healthcare	Human and community development				
Expand infrastructure	Strategic infrastructure	Achieving sustainable development and climate change mitigation Universal access to services To instil a performance management	Pillar 2: Basic service delivery	improved quality of life of our citizens	▪ To respond to the service delivery backlogs by planning, developing and maintain Municipal infrastructure. ▪ To execute the road traffic law enforcement by reducing the risk of death or injury to users of the road network. ▪ To upscale Social Empowerment of Vulnerable Groups.

		culture in the municipality to improve service delivery			
Use resources properly	Environmental sustainability	To promote good governance to achieve positive outcomes Achieving sustainable development and climate change mitigation	Pillar 4: Sound financial management	Sound financial management Credible IDP	▪ *To develop a credible IDP in line with provincial guidelines* ▪ *To ensure complete and accurate accounting of all transactions, and to report all financial information in accordance with the MFMA and applicable regulations*
Build a capable State Fight corruption Unite the nation	Governance and policy	Ensuring good governance in the affairs of the municipality To promote good governance to achieve positive outcomes. Sustainable IGR	Pillar 3: Good Governance	Strengthened democracy	▪ *To instil the principles of good governance in all municipal operations and promote effective public participation* ▪
Inclusive Planning Unite the nation Quality Healthcare	Spatial equity	Achieving sustainable development and climate change mitigation	Pillar	Credible IDP	▪ *To develop a credible IDP in line with provincial guidelines* ▪ *To reduce the probability of disaster occurrences and take effective action during disasters* ▪ *To develop Spatial Development Framework that informs the development direction of the municipality*

					▪ *To promote a sustainable environmental management system, through open space management (parks, cemeteries); b. Municipal health (waste management) c. Environmental compliance facilitation*

10 FIVE YEAR IMPLEMENTATION PLAN

The municipality's 5-year implementation plan provides a year-on-year overview of the capital projects that the municipality will focus their attention on, in order to improve service delivery. The Implementation Plan is also an important tool utilised to develop the municipality's One Year Operational Plan, which in essence serves as the municipality's **Top Layer Service Delivery and Budget Implementation Plan/Scorecard**. In this case, a detailed breakdown of municipal projects for 2023/2024 financial year which is related to a specific focus area is catered for in Chapter G of this report. The 5-Year Implementation Plan presents the Municipality's Top Layer Service Delivery and Budget Implementation Plan/Scorecard is presented as per the IDP Framework Guidelines containing the following:

- *Key Challenge;*
- *Objective;*
- *Strategy;*
- *Performance Indicator;*
- *Baseline;*
- *5-Year Targets*
- *Budget'*
- *Funding Source; and*
- *Responsibility*

Table 135 below outlines Umshwathi Municipality Five Year Implementation Plan.

Table 145: Five-Year Implementation Plan

5 YEAR IMPLEMENTATION PLAN													
KPA	**IDP GOAL**	**B2B**	**STRATEGIC OBJECTIVE**	**STRATEGIES**	**IDP REF/ CODE**	**PROJECT/ PROGRAMME/ MEASURABLE OUTPUT**	**INDICATOR**	**2022/23 TARGET**	**2023/24 TARGET**	**2024/25 TARGET**	**2025/26 TARGET**	**2026/27 TARGET**	**RESPONSIBLE DEPARTMENT**
BASIC SERVICE DELIVERY	IMPROVE THE QUALITY OF LIFE OF OUR CITIZENS	PILLAR 2: BASIC SERVICE DELIVERY	To respond to the service delivery backlogs by, planning, designing, developing and maintaining municipal infrastructure.	Provide Free Basic Electricity to Indigent Households	BSD 1.1.1	Provide free basic electricity to all qualifying beneficiaries	%. of beneficiaries getting free basic electricity	Provide 95% of 1244 beneficiaries with free basic electricity	Provide 95% of 1244 beneficiaries with free basic electricity	Provide 95% of 1244 beneficiaries with free basic electricity	Provide 95% of 1244 beneficiaries with free basic electricity	Provide 95% of 1244 beneficiaries with free basic electricity	FINANCE
					BSD 1.1.2		%. of households earning less than R1100 per month with access to free basic services; electricity	Provide 95% of 1244 beneficiaries with free basic electricity	Provide 95% of 1244 beneficiaries with free basic electricity	Provide 95% of 1244 beneficiaries with free basic electricity	Provide 95% of 1244 beneficiaries with free basic electricity	Provide 95% of 1244 beneficiaries with free basic electricity	
					BSD 1.1.3	Review, update & adoption of Indigent Register	Adoption date of reviewed/ updated Indigent Register.	Review, update and adoption of indigent register by 30 June 2023	Review, update and adoption of indigent register by 30 June 2024	Review, update and adoption of indigent register by 30 June 2025	Review, update and adoption of indigent register by 30 June 2026	Review, update & adoption of indigent register by 30 June 2027	
				Provide access to community facilities.	BSD 1.2.1	Construction/Upgrade of Community halls & Community Facilities	No. of Community facilities constructed/ upgraded.	Completion of 1 Skills centre in ward 7 by 30 September 2023	Completion of 1 Skills centre in ward 7 by 30 September 2023	NIL	NIL	Construction of 1 Skills centre (Mbhava Skills) centre in ward 6	TECHNICAL SERVICES

					BSD 1.2.2		No. of Sports fields constructed/ upgraded	Construction of 2 Spost fields (EMakeni Sportsfield ward 3 & Appeslbosch in Ward 14 by 30 June 2023	Construction of 2 Spost fields (EMakeni Sportsfield ward 3 & Appeslbosch in Ward 14 by 30 June 2024	Upgrading of 1 sport field (Ireland Sportfiled) and construction 4 sposrt fileds (umtulwa, estezi, ntinda-nyandeni & appelsbosch)	Construction of 1 sports field (Mtulwa Sportsfield)	Construction of grandstand of Cool Air regional sportfield	
				Provide access to roads and storm water	BSD 1.3.1	Construction/ upgrade of gravel roads to tar	No. of kms of road tarred.	Surfaced of 1km Doboti road in ward 4, Okhasini road 1.8km in ward 11,surfaced1.4 km Shiyabazali road phase 3. Surfaced 1.4 km extension of Trustfeed road , Upgrading of L714 (Storm Water Drainage System)	Surfaced of 1km Doboti road in ward 4, Okhasini road 1.8km in ward 11,surfaced1.4 km Shiyabazali road phase 3. Surfaced 1.4 km extension of Trustfeed road , Upgrading of L714 (Storm Water Drainage System)	Tarring of 1km internal/ access roads in ward 1 & upper main road 1.5km (phase 2)	Completion of tarring D708	Tarring of 1km Kwabisi road	
					BSD 1.3.2	Storm water drains and channels maintenance	No. of kms of storm water drains and channels maintained	Maintain 30 kms of stormwater drains ,Kerbing and channels	Maintain 30 kms of stormwater drains ,Kerbing and channels	Maintain 40 kms of storm water drains and channels	Maintain 40 kms of storm water drains and channels	Maintain 40 kms of storm water drains and channels	
					BSD 1.3.3	Pedestrian walkways maintenance	No. of kms of Pedestrian walkways maintained	Maintain 20 kms of Pedestrian walkways (New Hanover, Dalton, Wartburg, Cool Air)	Maintain 20 kms of Pedestrian walkways (New Hanover, Dalton, Wartburg, Cool Air)	Maintain 20 kms of Pedestrian walkways (New Hanover, Dalton, Wartburg, Cool Air)	Maintain 20 kms of Pedestrian walkways (New Hanover, Dalton, Wartburg, Cool Air)	Maintain 20 kms of Pedestrian walkways (New Hanover, Dalton, Wartburg, Cool Air)	

					BSD 1.3.4	Gravel Road maintenance	No. of kilometers of gravel road maintained	Maintain 12kms of gravel Road (regravelled/Bladed) in Municipal Wards	Maintain 12kms of gravel Road (regravelled/Bladed) in Municipal Wards	Maintain 14kms of gravel Road (regravelled/Bladed) 14 Municipal Wards	Maintain 14kms of gravel Road (regravelled/Bladed) 14 Municipal Wards	Maintain 14kms of gravel Road (regravelled/Bladed) 14 Municipal Wards	
					BSD 1.3.5	Reporting on potholes patching.	No. of reports submitted to EXCO & Council on pothole patching.	Submit 4 reports on pothole patching to EXCO & Council	Submit 4 reports on pothole patching to EXCO & Council	Submit 4 reports on pothole patching to EXCO & Council	Submit 4 reports on pothole patching to EXCO & Council	Submit 4 reports on pothole patching to EXCO & Council	
				Provide Indigent burial support and maintain cemeteries	BSD 1.4.1	Implementation of Indigent Burial policy	%. of approved indigent burial applications	Approve 90% of indigent burial application received	Approve 90% of indigent burial application received	Approve 90% of indigent burial application received	Approve 90% of indigent burial application received	Approve 90% of indigent burial application received	COMMUNITY SERVICES
				Facilitate the access to basic housing	BSD 1.5.1	Reporting on illegal developments (Vumbuka)	No. of reports submitted to EXCO & Council on illegal development	Submit 4 reports on illegal developments to EXCO & Council	Submit 4 reports on illegal developments to EXCO & Council	Submit 4 reports on illegal developments to EXCO & Council	Submit 4 reports on illegal developments to EXCO & Council	Submit 4 reports on illegal developments to EXCO & Council	TECHNICAL SERVICES
				Improve emancipation of youth development through economic	BSD 2.1.2	Support youth to obtain EB drivers license code or above	No. of youth supported to obtain EB license code.	Support 90% of 14 Local youth to obtain drivers license	Support 90% of 14 Local youth to obtain drivers license	Provide intership programme for local with teriary qualifications	Provide small business start up funding to youth lead businesses	Provide support for local artist\writer	YOUTH

				participation, sport development and promotion of cultural activities	BSD 2.1.2	Provide tertiary registration fee support to qualifying youth.	%. of youth supported with registration fees.	Provide 90% support of tertiary registration fees for requests recieved by 30 March 2024.	Provide 90% support of tertiary registration fees for requests recieved by 30 March 2024.	Provide 90% support of tertiary registration fees for requests recieved by 30 March 2025.	Provide 90% support of tertiary registration fees for requests recieved by 30 March 2026.	Provide 90% support of tertiary registration fees for requests recieved by 30 March 2027.	
					BSD 2.1.3	Coordinate Integrated Youth EXPO	Coordination date of Integrated Youth EXPO.	Coordinate 1 Integrated Youth EXPO	Coordinate 1 Integrated Youth EXPO by 30 June 2024	Coordinate 1 Integrated Youth EXPO by 30 June 2025	Coordinate 1 Integrated Youth EXPO by 30 June 2026	Coordinate 1 Integrated Youth EXPO by 30 June 2027	
					BSD 2.1.4	Provide support to 8 Youth Community base organisation to develop beneficial funding proposal	No. of Youth community base organisation supported.	Provide support to 8 Youth Community Base Organisation	Provide support to 8 Youth Community Base Organisation	Provide support to 8 Youth Community Base Organisation	Provide support to 8 Youth Community Base Organisation	Provide support to 8 Youth Community Base Organisation	
					BSD 2.1.5	Provide development training to Local Youth	No. of training provided for Local Youth	Provide 3 development training to 28 Local Youth (hair dresser, Chef and masseuse by June 202	Provide 3 development training to 28 Local Youth (hair dresser, Chef and masseuse by June 2024	Provide 3 development training to 28 Local Youth by June 2025	Provide 3 development training to 28 Local Youth by June 2026	Provide 3 development training to 28 Local Youth by June 2027	
					BSD 2.1.6	Report on Special Programmes	No. of reports submitted to EXCO & Council on Special Programmes	Submit 4 reports on Special Programmes to EXCO & Council	Submit 4 reports on Special Programmes to EXCO & Council	Submit 4 reports on Special Programmes to EXCO & Council	Submit 4 reports on Special Programmes to EXCO & Council	Submit 4 reports on Special Programmes to EXCO & Council	COMMUNITY SERVICES

				Development and Implementation plan of action to reduce road accident and ensure the safety of all road users	BSD 3.1.1	Report on MLB, Disaster & Traffic	No. of reports submitted to EXCO & Council on MLB, Disaster & Traffic	Submit 4 reports on MLB, Disaster & Traffic to EXCO & Council	Submit 4 reports on MLB, Disaster & Traffic to EXCO & Council	Submit 4 reports on MLB, Disaster & Traffic to EXCO & Council	Submit 4 reports on MLB, Disaster & Traffic to EXCO & Council	Submit 4 reports on MLB, Disaster & Traffic to EXCO & Council	
				Provide waste and refuse removal services to the residents of uMshwathi	BSD 4.1.1	Refuse removal	%. of households with access to basic level of solid waste removal;	Service 100% of 1150 households.	Service 100% of 1150 households.	Service 100% of 1150 households.	Service 100% of 1150 households.	Service 100% of 1150 households.	

MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	**IMPROVED ADMINISTRATIVE, LEGAL AND ADVISORY SUPPORT**	**PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS**	**To provide quality support services to the municipality enabling other departments to operate efficiently in order for them to achieve their targets**	**Recruit, develop, train and retain competent service delivery workforce**	**MID&T 1.1.1**	**Conduct analysis and Review and HR/SG/IT Policies**	%. of polices reviewed based on the analysis	**Review 100% of HR, ICT Policies as and when required.**	**Review 100% of HR, ICT Policies as and when required.**	**Review 100% of HR, ICT Policies as and when required.**	**Review 100% of HR, ICT Policies as and when required.**	**Review 100% of HR, ICT Policies as and when required.**	**CORPORATE SERVICES**
					MID&T 1.1.2	**Development and Implementation of WSP**	%. of the municipality's budget actually spent on implementing its workplace skills plan	**Spend 90% on WSP implementation**	**Spend 90% on WSP implementation**	**Spend 90% on WSP implementation**	**Spend 90% on WSP implementation**	**Spend 90% on WSP implementation**	

							No. of training programmes to be implemented for staff	**Implement 90% of training programmes as adentified and prioritised by management**	**Implement 90% of training programmes as adentified and prioritised by management**	**Implement 90% of training programmes as adentified and prioritised by management**	**Implement 90% of training programmes as adentified and prioritised by management**	**Implement 90% of training programmes as adentified and prioritised by management**	
					MID&T 1.1.3	**Development, approval and submission 2023/2024 WSP**	Date. of submission approved 2023/24 WSP to LGSETA	**Develop, approve and submit the 2024/25 WSP by 30 April 2023 to LGSETA**	**Develop, approve and submit the 2024/25 WSP by 30 April 2024 to LGSETA**	**Develop, approve and submit the 2025/26 WSP by 30 April 2025 to LGSETA**	**Develop, approve and submit the 2026/27 WSP by 30 April 2026 to LGSETA**	**Develop, approve and submit the 2027/28 WSP by 30 April 2027 to LGSETA**	
					MID&T 1.1.4	**Maintenance of bursaries both internal & external**	%. of existing internal & external bursaries maintained	**Maintain 70% of existing internal and 50% of external bursaries**	**Maintain 70% of existing internal and 50% of external bursaries**	**Maintain 70% of existing internal and 50% of external bursaries**	**Maintain 70% of existing internal and 50% of external bursaries**	**Maintain 70% of existing internal and 50% of external bursaries**	
					MID&T 1.1.5	**Awarding of new internal & external bursaries**	No. of new bursaries awarded internally & externally	**Award 4 new bursaries.**	**Award 4 new bursaries.**	**Nil**	**Award 4 new bursaries.**	**Nil**	
					MID&T 1.1.6	**Review & Adoption of the Organisational Structure**	Adoption date of reviewed organogram for 2023/24	**Review & Adoption of the reviewed organisational structure for 2024/25 by 30 June 2023**	**Review & Adoption of the reviewed organisational structure for 2024/25 by 30 June 2024**	**Review & Adoption of the reviewed organisational structure for 2025/26 by 30 June 2025**	**Review & Adoption of the reviewed organisational structure for 2026/27 by 30 June 2026**	**Review & Adoption of the reviewed organisational structure for 2027/28 by 30 June 2027**	

				Provide sufficient secretariat, records, security, fleet and facilities management	**MID&T 1.2.1**	**Development & approval of calendar of meetings for 2022/23**	Approval date of developed calendar of meetings	**Calendar of meetings for Jan - June 2024 approved by 30 Dec. 2023: Calendar of meetings for July -Dec 2024 approved by 30 June 2023**	**Calendar of meetings for Jan - June 2024 approved by 30 Dec. 2023: Calendar of meetings for July -Dec 2024 approved by 30 June 2024.**	**Calendar of meetings for Jan - June 2025 approved by 30 Dec. 2024: Calendar of meetings for July -Dec 2025 approved by 30 June 2025.**	**Calendar of meetings for Jan - June 2026 approved by 30 Dec. 2025: Calendar of meetings for July -Dec 2026 approved by 30 June 2026.**	**Calendar of meetings for Jan - June 2027 approved by 30 Dec. 2026: Calendar of meetings for July -Dec 2023 approved by 30 June 2027.**	
				Provide legal support and compliance to legislation and collective agreement	**MID&T 1.3.1**	**Provision of legal support**	%. of litigations received and attended to.	**Attend to 100% of all litigations received.**	**Attend to 100% of all litigations received.**	**Attend to 100% of all litigations received.**	**Attend to 100% of all litigations received.**	**Attend to 100% of all litigations received.**	**MM's Office**
				Implement an effective Performance Management System	**MID&T 1.4.1**	**Review & adoption PMS Framework in line with Chapter 6 of MSA**	Adoption date of the reviewed PMS Framework	**Review and Adoption of the PMS Framework by 30 June 2023**	**Review and Adoption of the PMS Framework by 30 June 2024**	**Review and Adoption of the PMS Framework by 30 June 2025**	**Review and Adoption of the PMS Framework by 30 June 2026**	**Review and Adoption of the PMS Framework by 30 June 2027**	
					MID&T 1.4.2	**Ensure performance agreements for S57 are signed by target date.**	No. of performance agreements concluded and signed by all G M & MM.	**Submit 5 signed Performance agreements submitted to the MEC by 31 July 2023**	**Submit 5 signed Performance agreements submitted to the MEC by 31 July 2023**	**Submit 5 signed Performance agreements submitted to the MEC by 31 July 2024**	**Submit 5 signed Performance agreements submitted to the MEC by 31 July 2025**	**Submit 5 signed Performance agreements submitted to the MEC by 31 July 2026**	
					MID&T 1.4.3	**Submit Annual Performance report to AG for auditing.**	Submission date of Annual Performance Report to AG.	**Submit 2022/23 Annual Performance Report by 31 August 2023 to AG for auditing**	**Submit 2022/23 Annual Performance Report by 31 August 2023 to AG for auditing**	**Submit 2023/24 Annual Performance Report by 31 August 2024 to AG for auditing**	**Submit 2024/25 Annual Performance Report by 31 August 2025 to AG for auditing**	**Submit 2025/26 Annual Performance Report by 31 August 2026 to AG for auditing**	

					MID&T 1.4.4	**Conduct quarterly review and consolidate reviewed reports for submission to EXCO and Council.**	No. of performance reviews conducted and reports submitted to EXCO and Council	**Conduct 4 quarterly reviews and submit 4 reports to EXCO & Council**	**Conduct 4 quarterly reviews and submit 4 reports to EXCO & Council**	**Conduct 4 quarterly reviews and submit 4 reports to EXCO & Council**	**Conduct 4 quarterly reviews and submit 4 reports to EXCO & Council**	**Conduct 4 quarterly reviews and submit 4 reports to EXCO & Council**	
					MID&T 1.4.5	**Annual Performance Evaluation of MM and Managers directly accountable to the MM**	Date. of conducting Annual Performance Evaluations.	**Conduct Annual Performance Evaluation for 2021/22 Financial year by 30 March 2023**	**Conduct Annual Performance Evaluation for 2022/23 Financial year by 30 March 2024**	**Conduct Annual Performance Evaluation for 2023/24 Financial year by 30 March 2025**	**Conduct Annual Performance Evaluation for 2024/25 Financial year by 30 March 2026**	**Conduct Annual Performance Evaluation for 2025/26 Financial year by 30 March 2027**	
					MID&T 1.4.6	**Drafting and adoption of Annual Report**	Adoption date of Annual Report	**2022/23 Annual Report adopted by 31 March 2024- MFMA 121(1)**	**2022/23 Annual Report adopted by 31 March 2024- MFMA 121(1)**	**2023/24 Annual Report adopted by 31 March 2025- MFMA 121(1)**	**2024/25 Annual Report adopted by 31 March 2026- MFMA 121(1)**	**2025/26 Annual Report adopted by 31 March 2027- MFMA 121(1)**	
				Ensure the availability, stability, security and integrity of ICT services	**MID&T 1.5.1**	**Monitoring of ICT controls & asset management**	No. of reports on ICT controls & asset management submitted to EXCO & Council	**Submit 2 reports on ICT controls & asset management to EXCO & Council.**	**Submit 2 reports on ICT controls & asset management to EXCO & Council.**	**Submit 2 reports on ICT controls & asset management to EXCO & Council.**	**Submit 2 reports on ICT controls & asset management to EXCO & Council.**	**Submit 2 reports on ICT controls & asset management to EXCO & Council.**	
				Implement the Employment Equity Plan of the municipality	**MID&T 1.6.1**	**Implementation & Monitoring of Employment Equity Plan**	Submission date of the EEA2/4 report to DOL	**Submit the EEA2&4 report to the DOL by the end of 30 March 2023**	**Submit the EEA2&4 report to the DOL by the end of 30 March 2024**	**Submit the EEA2&4 report to the DOL by the end of 30 March 2025**	**Submit the EEA2&4 report to the DOL by the end of 30 March 2026**	**Submit the EEA2&4 report to the DOL by the end of 30 March 2027**	

MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	**SOUND FINANCIAL MANAGEMENT**	**PILLAR 4: SOUND FINANCIAL MANAGEMENT**	**SOUND FINANCIAL MANAGEMENT**	**Maintain a positive cash flow of 3 months cost coverage**	**MFV&M 1.1.1**	**Review & adoption of Revenue Enhancement Strategy**	Adoption date of the reviewed strategy	**Review & adoption of Revenue Enhancement Strategy and Implementation Plan by 30 March 2024**	**Review & adoption of Revenue Enhancement Strategy and Implementation Plan by 30 March 2024**	**Review & adoption of Revenue Enhancement Strategy and Implementation Plan by 30 March 2025**	**Review & adoption of Revenue Enhancement Strategy and Implementation Plan by 30 March 2026**	**Review & adoption of Revenue Enhancement Strategy and Implementation Plan by 30 March 2027**	**FINANCE**
					MFV&M 1.1.2	**Maintain 90% Collection Rate**	%. Collection rate maintained.	**Maintain collection rate of 90%**	**Maintain collection rate of 90%**	**Maintain collection rate of 90%**	**Maintain collection rate of 90%**	**Maintain collection rate of 90%**	
					MFV&M 1.1.3	**Achieve 5% Collection on Arrear debt**	%. Collection rate on Arrear debt	**Achieve 5% collection rate on Arrear debt**	**Achieve 5% collection rate on Arrear debt**	**Achieve 5% collection rate on Arrear debt**	**Achieve 5% collection rate on Arrear debt**	**Achieve 5% collection rate on Arrear debt**	
					MFV&M 1.1.4/ Standard indicator	**Financial viability of the municipality expressed as follows: A=B-C.D"A" represents debt *coverage* "B" *represents total operating revenue received* -"C" *represents***	**Financial viability in terms of outstanding service debtors to revenue**	**1:01**	**1:01**	**1:01**	**1:01**	**1:01**	
							Financial viability in terms of operating grants (Grant dependency	**60%**	**60%**	**60%**	**60%**	**60%**	

						operating grants "D 'represents debt service payments(i.e. .interest +redemption) due within the financial year	**Financial viability in terms of cost coverage**	**3:01**	**3:01**	**3:01**	**3:01**	**3:01**	
					MFV&M 1.1.5	**Submit 100% of S71 Monthly Reports to be Treasury. Submit Quarterly Reports to Council & post on website**	No. of S71 reports submitted to Council & post on the website	**Submit 4 finance reports to Council & post on the website**	**Submit 4 finance reports to Council & post on the website**	**Submit 4 finance reports to Council & post on the website**	**Submit 4 finance reports to Council & post on the website**	**Submit 4 finance reports to Council & post on the website**	
					MFV&M 1.1.6	**Submit Section 72 reports to EXCO and Council**	No. of Section 72 reports submitted to EXCO & Council	**Submit 4 Section 72 reports to EXCO and Council**	**Submit 4 Section 72 reports to EXCO and Council**	**Submit 4 Section 72 reports to EXCO and Council**	**Submit 4 Section 72 reports to EXCO and Council**	**Submit 4 Section 72 reports to EXCO and Council**	
				Have a realistic budget in place and report regularly on progress	**MFV&M 1.2.1**	**Development , approval of Budget Process Plan: Development & adoption of final budget**	Approval date of developed Budget Process Plan & final budget	**Development & approval of Budget Process Plan by 31 of August 2023 and adoption of next financial year budget by 31 May 2023**	**Development & approval of Budget Process Plan by 31 of August 2023 and adoption of next financial year budget by 31 May 2024**	**Development & approval of Budget Process Plan by 31 of August 2024 and adoption of next financial year budget by 31 May 2025**	**Development & approval of Budget Process Plan by 31 of August 2025 and adoption of next financial year budget by 31 May 2026**	**Development & approval of Budget Process Plan by 31 of August 2026 and adoption of next financial year budget by 31 May 2027**	

					MFV&M 1.2.2	**Review Budget Related Policies**	Adoption date of reviewed Budget related policies.	**Review & adoption of the reviewed Budget Policies (Budget, credit control, cash management, investment & virement) by 31 May 2023**	**Review & adoption of the reviewed Budget Policies (Budget, credit control, cash management, investment & virement) by 31 May 2024**	**Review & adoption of the reviewed Budget Policies (Budget, credit control, cash management, investment & virement) by 31 May 2025**	**Review & adoption of the reviewed Budget Policies (Budget, credit control, cash management, investment & virement) by 31 May 2026**	**Review & adoption of the reviewed Budget Policies (Budget, credit control, cash management, investment & virement) by 31 May 2027**	
					MFV&M 1.2.2/ General Indicator	**Efficient and economical spending on MIG Grant funding**	%. of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of IDP	**Spend 100% of capital budget**	**Spend 100% of capital budget**	**Spend 100% of capital budget**	**Spend 100% of capital budget**	**Spend 100% of capital budget**	
				Implement all the requirements the SCM policy	**MFV&M 1.3.1**	**Submit SCM reports to Council (Deviations)**	No. of deviations reports submitted to council	**Submit 4 SCM Reports (deviations) to Council**	**Submit 4 SCM Reports (deviations) to Council**	**Submit 4 SCM Reports (deviations) to Council**	**Submit 4 SCM Reports (deviations) to Council**	**Submit 4 SCM Reports (deviations) to Council**	
					MFV&M 1.3.2	**Develop & submit Annual Procurement Plan**	Submission date of developed Procurement plan	**Develop & submit 2024/25 Annual Procurement Plan to Provincial Treasury by 30 June 2023**	**Develop & submit 2024/25 Annual Procurement Plan to Provincial Treasury by 30 June 2024**	**Develop & submit 2025/26 Annual Procurement Plan to Provincial Treasury by 30 June 2025**	**Develop & submit 2026/27 Annual Procurement Plan to Provincial Treasury by 30 June 2026**	**Develop & submit 2027/28 Annual Procurement Plan to Provincial Treasury by 30 June 2027**	

					MFV& M 1.3.3	**Review assets to be disposed off, list assets acquired and submit report to EXCO & Council**	No. of reports on acquired assets & those identified for disposal.	**Submit 2 reports on assets acquired and those identified for disposal to EXCO and Council**	**Submit 2 reports on assets acquired and those identified for disposal to EXCO and Council**	**Submit 2 reports on assets acquired and those identified for disposal to EXCO and Council**	**Submit 2 reports on assets acquired and those identified for disposal to EXCO and Council**	**Submit 2 reports on assets acquired and those identified for disposal to EXCO and Council**	
LOCAL ECONOMIC DEVELOPMENT	**IMPROVED THE QUALITY OF LIFE OF OUR CITIZENS**	**PILLAR 2: BASIC SERVICE DELIVERY**	**Promote & Support the Local Economy**	**Poverty alleviation**	**LED 1.1.1 /General Indicator**	**Job opportunity creation**	No. of jobs created through municipality's local economic development initiatives including capital projects (including EPWP)	**Create 150 job opportunities through capital projects and EPWP (100 through EPWP and 50 through Capital projects = 150)**	**Create 150 job opportunities through capital projects and EPWP (100 through EPWP and 50 through Capital projects = 150)**	**Create 150 job opportunities through capital projects and EPWP (100 through EPWP and 50 through Capital projects = 150)**	**Create 150 job opportunities through capital projects and EPWP (100 through EPWP and 50 through Capital projects = 150)**	**Create 150 job opportunities through capital projects and EPWP (100 through EPWP and 50 through Capital projects = 150)**	**LED**
					LED 1.1.2	**Support household with input/equipment to alleviate poverty**	No. of households supported to alleviate poverty	**Support 10 households with inputs /Equipment to alleviate poverty**	**Support 10 households with inputs /Equipment to alleviate poverty**	**Support 12 households with inputs /Equipment to alleviate poverty**	**Support 14 households with inputs /Equipment to alleviate poverty**	**Support 16 households with inputs /Equipment to alleviate poverty**	

				Promotion SMMEs and Cooperatives' development	**LED.1.2.1**	**Small contractor development in Level 1**	No. of small contractors awarded	**Development of 28 Small contractor in Level 1**	**Development of 28 Small contractor in Level 1**	**Development of 18 Small contractor in Level 1**	**Development of 20 Small contractor in Level 1**	**Development of 28 Small contractor in Level 1**	
GOOD GOVERNANCE & PUBLIC PARTICIPATION	**STRENGTHENED DEMOCRACY**	**PILLAR 3: GOOD GOVERNANCE**	**To instill the principles of good governance in all municipal operations and promote effective public participation.**	**Promote Inter-governmental Relations (IGR) and public participation**	**GG & PP 1.1.1**	**Attend IGR and Public Participation meetings**	No. of District Technical coordinating forum (DMM's) meetings attended	**Attend 4 District Technical Co-coordinating (DDM's) Forum meetings**	**Attend 4 District Technical Co-coordinating (DDM's) Forum meetings**	**Attend 4 District Technical Co-coordinating (DDM's) Forum meetings**	**Attend 4 District Technical Co-coordinating (DDM's) Forum meetings**	**Attend 4 District Technical Co-coordinating (DDM's) Forum meetings**	**MM'S OFFICE**
					GG & PP 1.1.2	**Coordination of OPERATION SUKUMA SAKHE**	No. of LTT Meetings coordinated & reports submitted	**Coordinate 4 LTT Meetings and submit 4 reports to EXCO & council.**	**Coordinate 4 LTT Meetings and submit 4 reports to EXCO & council.**	**Coordinate 4 LTT Meetings and submit 4 reports to EXCO & council.**	**Coordinate 4 LTT Meetings and submit 4 reports to EXCO & council.**	**Coordinate 4 LTT Meetings and submit 4 reports to EXCO & council.**	
							No. of Operation MBO organized with Service Providers	**Coordinate 1 Operation MBO**	**Coordinate 1 Operation MBO**	**Coordinate 1 Operation MBO**	**Coordinate 1 Operation MBO**	**Coordinate 1 Operation MBO**	
					GG & PP 1.1.3	**MANAGEMENT OF COMMUNITY SERVICE CENTRE (THUSONG)**	No. of reports submitted to EXCO & Council	**Compile and submit 4 reports on the functionality of Thusong to EXCO and Council**	**Compile and submit 4 reports on the functionality of Thusong to EXCO and Council**	**Compile and submit 4 reports on the functionality of Thusong to EXCO and Council**	**Compile and submit 4 reports on the functionality of Thusong to EXCO and Council**	**Compile and submit 4 reports on the functionality of Thusong to EXCO and Council**	

					GG & PP 1.1.4	**Coordinate Budget/IDP Mayoral Imbizo**	Coordinating date of IDP/Budget Imbizo .	**Coordinate Mayoral Budget/IDP Imbizo by 30 April 2023**	**Coordinate Mayoral Budget/IDP Imbizo by 30 April 2024**	**Coordinate Mayoral Budget/IDP Imbizo by 30 April 2025**	**Coordinate Mayoral Budget/IDP Imbizo by 30 April 2026**	**Coordinate Mayoral Budget/IDP Imbizo by 30 April 2027**	
				Ensure institutional integrity	**GG & PP 1.2.1**	**Ensure the effective functioning of internal audit and risk management unit**	Date. of approval Internal Audit Plan	**Approval of Audit Plan by Audit Committee by 30 June 2023.**	**Approval of Audit Plan by Audit Committee by 30 June 2024.**	**Approval of Audit Plan by Audit Committee by 30 June 2025.**	**Approval of Audit Plan by Audit Committee by 30 June 2026.**	**Approval of Audit Plan by Audit Committee by 30 June 2027.**	
					GG & PP 1.2.2		Review date of Risk profile/ Register	**Review Risk profile/ Register by 30 June 2023**	**Review Risk profile/ Register by 30 June 2024**	**Review Risk profile/ Register by 30 June 2025**	**Review Risk profile/ Register by 30 June 2026**	**Review Risk profile/ Register by 30 June 2027**	
					GG & PP 1.2.3		No. of Risk Management & Fraud Prevention Committee meetings coordinated.	**Coordinate 4 Risk Management & Fraud Prevention committee meetings.**	**Coordinate 4 Risk Management & Fraud Prevention committee meetings.**	**Coordinate 4 Risk Management & Fraud Prevention committee meetings.**	**Coordinate 4 Risk Management & Fraud Prevention committee meetings.**	**Coordinate 4 Risk Management & Fraud Prevention committee meetings.**	
					GG & PP 1.2.4		No. of Audit Committee meetings coordinated	**Coordinate 4 Audit Committee meetings.**	**Coordinate 4 Audit Committee meetings.**	**Coordinate 4 Audit Committee meetings.**	**Coordinate 4 Audit Committee meetings.**	**Coordinate 4 Audit Committee meetings.**	
					GG & PP 1.2.5	**Improve on Audit Opinion**	Type of opinion	**Maintain Unqualified Audit opinion without matters. CLEAN AUDIT**	**Maintain Unqualified Audit opinion without matters. CLEAN AUDIT**	**Maintain Unqualified Audit opinion without matters. CLEAN AUDIT**	**Maintain Unqualified Audit opinion without matters. CLEAN AUDIT**	**Maintain Unqualified Audit opinion without matters. CLEAN AUDIT**	

				Ensure a functional Ward committee structure	**GG & PP 1.3.1**	**Coordinate combined Ward Committee meetings**	No. of Combined Ward Committee meetings coordinated	**Coordinate 2 combined Ward Committee meetings by 30 June 2023**	**Coordinate 2 combined Ward Committee meetings by 30 June 2024**	**Coordinate 2 combined Ward Committee meetings by 30 June 2025**	**Coordinate 2 combined Ward Committee meetings by 30 June 2026**	**Coordinate 2 combined Ward Committee meetings by 30 June 2027**	
CROSS CUTTING ISSUES	**CREDIBLE IDP**	**PILLAR 2: BASIC SERVICE DELIVERY**	**To develop a credible IDP in line with provincial guidelines.**	**Develop and implement a credible IDP**	**CCI 1.1.1**	**Development & adoption of credible IDP**	Adoption date developed IDP	**Coordinate the review & adoption of 2022- 23 IDP by 30 June 2023.**	**Coordinate the review & adoption of 2023- 24 IDP by 30 June 2024.**	**Coordinate the review & adoption of 2024- 25 IDP by 30 June 2025.**	**Coordinate the review & adoption of 2025- 26 IDP by 30 June 2026.**	**Coordinate the review & adoption of 2026- 27 IDP by 30 June 2027.**	**MM'S OFFICE**
				Ensure effective Land use management system and land administration to give effect to development and enhance revenue	**CCI 1.2.1**	**Co ordinate and facilitate Thokozani extention Township establishment**	Coordinate and facilitate of SPLUMA application.	**Co ordinate and facilitate Thokozani extention Township establishment**	**Co ordinate and facilitate Thokozani extention Township establishment**	**Co ordinate and facilitate Thokozani extention Township establishment**	**NIL**	**NIL**	
					CCI 1.2.2	**Facilitate development of Swayimani Local Area Plan**	Facilitate development of Local Area Plan	**Facilitate development of Swayimani Local Area Plan**	**Facilitate development of Swayimani Local Area Plan**	**NIL**	**NIL**	**NIL**	

					CCI 1.2.3	**Reviewed and adoption of uMshwathi Land use scheme**	Adoption date of review & Land use scheme	**Reviewed and adoption of uMshwathi Land use scheme**	**Reviewed and adoption of uMshwathi Land use scheme**	**NIL**	**NIL**	**NIL**	
					CCI 1.2.4	**Report on planning applications processed.**	No. of report submitted to EXCO & Council	**Submit 4 reports on Planning Applications received and processed to EXCO & Council**	**Submit 4 reports on Planning Applications received and processed to EXCO & Council**	**Submit 4 reports on Planning Applications received and processed to EXCO & Council**	**Submit 4 reports on Planning Applications received and processed to EXCO & Council**	**Submit 4 reports on Planning Applications received and processed to EXCO & Council**	
				Ensure development of strategies and proggramme for economic hubs to address social cohesion and economic viability	**CCI 1.3.1**	**Facilitate development of Swayimani Local Area Plan**	Facilitate developme nt of Local Area Plan	**Facilitate developmen t of Swayimani Local Area Plan**	**Facilitate developmen t of Swayimani Local Area Plan**	NIL	NIL	NIL	
					CCI 1.3.2	**Co ordinate and facilitate Thokozani extension Township establishmen t**	Coordinate and facilitate of SPLUMA application .	**Co ordinate and facilitate Thokozani extension Township establishme nt**	**Co ordinate and facilitate Thokozani extension Township establishme nt**	NIL	NIL	NIL	
					CCI 1.3.3	**Report on planning applications processed.**	No. of report submitted to EXCO & Council	**Submit 4 reports on Planning Applications received and processed to**	**Submit 4 reports on Planning Applications received and processed to**	**Submit 4 reports on Planning Applications received and processed to**	**Submit 4 reports on Planning Applications received and processed to**	**Submit 4 reports on Planning Applications received and processed to**	

								EXCO & Council	EXCO & Council	EXCO & Council	EXCO & Council	EXCO & Council	

11 FINANCIAL PLAN

11.1 MUNICIPAL FINANCIAL PLAN IN PLACE

uMshwathi developed a financial plan that is currently in place, and the overview of the budget is illustrated on the table below in sub-section 11.2.

11.2 OVERVIEW OF MUNICIPAL 3-YEAR BUDGET

Table 146: Overview of the three-year municipal budget

Executive Summary		Budget 2022/23	Budget 2023/24	Budget 2024/25
Income				
	Rates	48 300 000	50 700 000	53 200 000
	Services	2 650 000	2 800 000	2 950 000
	Operational Grants	130 787 000	138 423 000	146 845 000
	Capital Grants	31 069 000	32 318 000	33 646 000
	INEP Grant	13 425 000	9 000 000	9 404 000
	Other	10 419 000	10 439 000	10 459 000
		236 650 000	**243 680 000**	**256 504 000**
Expenditure				
	Salaries	92 914 000	95 253 000	100 013 000
	General Expenses:			
	Arts and Culture	300 000	300 000	300 000
	Bursaries	700 000	600 000	600 000
	Children	200 000	200 000	200 000

Executive Summary		Budget 2022/23	Budget 2023/24	Budget 2024/25
	Consultant's Fees	600 000	600 000	600 000
	Crime Awareness	200 000	200 000	200 000
	Debt Collection	250 000	250 000	250 000
	Depreciation	17 500 000	18 000 000	18 500 000
	Disability	150 000	150 000	150 000
	Employee Assistance Program	380 000	100 000	100 000
	External Audit	1 800 000	1 900 000	2 000 000
	Free Basic Services	1 750 000	1 750 000	1 750 000
	Gender Empowerment	400 000	400 000	400 000
	HIV Aids	300 000	300 000	300 000
	Internal Audit	600 000	600 000	600 000
	Insurance	900 000	900 000	900 000
	Information Technology	5 000 000	5 500 000	6 000 000
	LED Projects	1 300 000	1 400 000	1 500 000
	Security	3 500 000	3 800 000	3 100 000
	Senior Citizens	300 000	300 000	300 000
	Disaster Management	600 000	650 000	650 000
	Special Programmes	500 000	500 000	500 000
	Sports Promotion	350 000	350 000	350 000
	Sports Development	300 000	300 000	300 000
	Training	1 500 000	900 000	900 000
	Public Participation: Ward Comm	2 000 000	1 500 000	1 500 000
	Youth Desk	1 000 000	1 000 000	1 000 000
	Other	32 725 000	32 205 000	33 765 000
	Repairs and Maintenance	14 395 000	15 430 000	15 415 000
	Capital	31 069 000	32 318 000	33 646 000
	INEP	13 425 000	9 000 000	9 404 000
	Contributions to Reserves	2 500 000	3 000 000	3 500 000
		229 408 000	**229 656 000**	**238 693 000**
	Surplus/Deficit	**7 242 000**	**14 024 000**	**17 811 000**

11.3 FINANCIAL STRATEGIES

Table 147: Financial strategies

FINANCIAL STRATEGIES	*ACTION REQUIRED*
Capital financing strategy	Dedicate one person to the function of raising revenues
	Identify, establish, maintain and update database of all grant funders
	Undertake project feasibility studies and project plans
	Approach prospective funders with IDP and Financial plan for funding
Asset management strategy	Identify and list unutilized & uneconomic assets
	Dispose of unutilized assets
	Improve the use of uneconomic assets
	Carry out asset counts and asset inspections on a quarterly basis
Financial management	Implement a cash flow monitoring system. Monitor cash forecasts and cash flow against forecasts
	Prepare meaningful monthly management reports
	Take immediate steps to minimize the use of equitable share for running expenditure. The use of this source of funding for operating expenditure to be phased out over 5 years
	Ensure business plans are prepared for projects
	Determine operational costs of new capital projects
	Implement cost cutting measures in terms of Treasury Circular 82
	Implement asset management policies and procedures for vehicles
Cost Effectiveness	Conduct cost benefit analysis of non-essential services
	Conduct a skills audit of finance staff
	Review job descriptions and align tasks accordingly
	Effective implementation of vehicle policy.
	Implement controls to monitor the use of photocopying and fax machines
	Review overtime policy
Credit control & debt collection	Set a cutoff date by when all long outstanding debtors must make arrangements to pay outstanding debt. Implement the credit control and debt collection policy to its maximum.
	Reconcile all arrear consumer accounts
	Appoint attorneys to take the debt collection process one step further
Billing	Undertake an audit of consumers postal addresses and update database

11.4 CAPITAL PROJECTS (SECTOR DEPARTMENTS) 2022/2023 TO 2026/2027

Capital Budget: 2021/22					
Ward	**Project**	**Budget 2021/2022**	**Co-ordinates**	**Category**	**Category**
2	Shiyabazali Internal Roads - New Hanover - Phase 2	6 000 000.00	**29°21'22.8"S 30°32'05.6"E**	Roads	New
4	Doboti Road	5 277 000.00	**29°21'29.5"S 30°51'46.3"E**	Roads	New
7	Skill Centre	1 600 000.00	**29°21'12.3"S 30°38'16.7"E**	Centre	New
11					
		12 877 000.00			
1	Upgrading of Construction of D329	4 000 000.00	**29°25'23.4"S 30°26'03.5"E**	Roads	Renewal
1	Completion of Thokozani skills center	1 700 000.00		Centre	
9	Tarring of L714	3 150 000.00	**29°24'44.8"S 30°28'01.6"E**	Roads	Renewal
10	Tarring of L714	3 150 000.00	**29°24'44.8"S 30°28'01.6"E**	Roads	Renewal
8	Construction of Nazo road	3 000 000.00	**29°30'11.7"S 30°39'58.4"E**	Roads	Renewal
14	Phase 2 Socilie Hall	1 100 000.00	**29°24'03.8"S 30°50'40.4"E**	Halls	Renewal
		16 100 000.00			
		28 977 000.00			
Movables					
	Acquisition of Tools and Equip - Roads	1 000 000.00			
		1 000 000.00			
	Total	**29 977 000.00**			

12 ANNUAL OPERATIONAL PLAN (SDBIP)

Annual Operational Plans 2024/2025 Top Layer SDBIP is attached as an annexure.

13 ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

13.1EXPLANATION OF HOW THE OPMS IS APPLIED IN THE MUNICIPALITY

Umshwathi Municipality has an approved O/PMS policy framework that was adopted by council in May 2023 and a copy of the policy is attached as an annexure. The Municipal Systems Act requires the municipality to develop a performance management system suitable to its own circumstances. A performance management system means a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review and reporting will happen and be organized and managed, while determining the roles of different role-players. At the strategic level, the Municipal Manager and corporate management team review the performance of departments and evaluates to what extent the strategic goals of the municipality are being achieved. They make recommendations to EXCO regarding the corrective action if necessary, and EXCO assesses the extent to which organisational performance contributes to the realisation of the vision.

DEFINITION AND OBJECTIVES OF PERFORMACNE MANAGEMENT (PMS): Performance management is defined as: "a strategic approach to management, which equips leaders, managers, employees and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organization in terms of indicators and targets of efficiency, effectiveness and impact"

OBJECTIVES OF PERFOMANCE MANAGEMENT: The objectives of performance management are inter alia to:

- *Facilitate increased accountability;*
- *The PMS should provide a mechanism for increased accountability between:*
- *The citizens of the Local municipality and the Municipal Council;*
- *The political and administrative components of the Municipality; and the office of the Municipal Manager as well as each municipal department.*

A Municipality's Performance System (PMS) is the primary mechanism to monitor, review and improve the implementation of its IDP and to measure the progress made in achieving the objectives set out in the IDP. In addition, a municipality's PMS must also facilitate increased accountability, learning, improvement, provide early warning signals and facilitate decision-making. The performance management system monitors actual performance against set targets and contractual obligations. Effective service delivery relies upon the IDP, efficient utilization of resources and the performance management system being closely integrated across all function at an organizational and individual level. Umshwathi Municipality PMS Framework sets out following:

- *The legislative mandate that the PMS needs to comply with;*
- *The definition of a PMS, its objectives and the principles that will inform its use and continuous improvement;*
- *The process proposed for reviewing and implementing organizational performance management; and*
- *The process proposed for reviewing and rolling out individual performance.*

The organizational and individual performance management are linked. Once organizational objectives and targets have been set for the municipality, municipal departments and business units have to align their business plans to that of the organization. In turn, the individuals, business units and departments by achieving their objectives and targets, contribute towards the municipality achieving the objectives of the IDP.

13.2 IMPLEMENTATION/APPLICATION OF PMS IN UMSHWATHI MUNICIPALITY

In implementing the PMS, the municipality follows the PMS Cycle presented in table 150 below.

Table 148: Performance Management Cycle

PERFORMANCE MANAGEMENT CYCLE	EXPLANATION	ROLE PLAYERS
IDP review	During the IDP process the vision, mission and strategic goals of the municipality are formulated or reviewed. This is followed by the identification of key performance areas (KPA's), development of objectives and key performance indicators (KPI's). During this process also the KPA's, objectives and KPI's are revisited and prioritized.	MM; Municipal Council
Annual Budget Preparation	After the IDP has been adopted, funds are provided to realize the specific goals set out in the IDP. This entails the preparation of the Budget. The municipal budget cycle specifies the finances available for the different development initiatives for a financial year.	MM; Municipal Council
Development of high-level scorecard for the municipality, linked to the mission and IDP objectives	Agree on the measures to be used and link/ align these with to the IDP priority areas and objectives. The scorecard sets out the detailed planning with complete sets of measure KPA's, development objectives, KPI's, performance targets, target dates and who is responsible for it. In the allocation of resources, detailed information on the cost of resources has to be provided and the standard or quality to which they must perform.	MM: Heads of departments; Municipal Council
Implementation of plans	During implementation phase the action steps related to the various projects are carried out and progress is tracked. As the projects are implemented, the municipality will have to determine whether the projects are proceeding as schedule, within the budget, quality and other specifications.	MM: Heads of departments;
Performance measurement	Measuring the performance against the key performance indicators and performance targets which continues throughout the life of the project	MM; Mayor; Heads of departments; Internal Audit;
Performance review	Review includes assessment of the system itself, the framework, targets, and performance targets of departments and performance measurements of employees. It identifies the strengths, weaknesses, opportunities and threats of the municipality in meeting key performance indicators, performance targets and general key performance indicators. It also measures the economy, efficiency, effectiveness in the utilization of resources and impact in so far as performance indicators and targets set by the municipality are concerned. Performance improvement and adjustment is based on review. The municipality should ensure that the community participates in the review process.	MM; Mayor; Heads of departments; Internal Audit;
Performance reporting	Reporting requires the municipality to take the priorities, its performance objectives, indicators, targets, measurements and analysis, and present this information in a simple and accessible format, relevant and	MM; Mayor; Municipal Council; Heads of

PERFORMANCE MANAGEMENT CYCLE	EXPLANATION	ROLE PLAYERS
	useful to the specified target group, for review. Performance management in local government is a tool to ensure accountability of the; ▪ *Municipality to Citizens and Communities* ▪ *Executive Committee to Council* ▪ *Head of Administration (Municipal Manager) to the Executive Committee* ▪ *Executive Management to the Head of Administration (Municipal Manager)* ▪ *Line/ Functional Management to Executive Management and:* ▪ *Employees to the Organization (Municipality)*	departments; Internal Audit

13.3PMS FRAMEWORK / POLICY ATTACHED AS AN ANNEXURE TO THE IDP

The PMS Framework / Policy is attached to the IDP as an annexure.

14 BACK TO BASICS

14.1IS THE OPMS (ORGANISATIONAL SCORECARD/SDBIP) ALIGNED TO THE B2B PILLARS?

Strategic (Organizational) Performance is linked to the IDP of the municipality. At this level the performance of the municipality is measured and managed against the progress made in achieving the strategic objectives as set out in IDP. This is done on the basis of the KPI's set for each of the IDP objectives. The IDP has a five-year timespan and the measures set at this level should be strategic and mostly long-term with an outcome and impact focus. The performance of the municipality is integrally linked to that of staff, so it is important to manage both at the same but separately. The legislative mandate for measuring individual performance is found in Section 57 of the Municipal Systems Act which requires the Municipal Manager and Managers directly accountable to him to sign Performance Agreements which include, inter alia:

- Performance objectives, targets and timeframes.
- Standards and procedures for evaluating performance with the intervals for evaluation being indicated.

- The performance objectives and targets must be practical, measurable and based on key performance indicators as set out in the IDP.
- At the strategic level, the Municipal Manager and corporate management team review the performance of departments and evaluates to what extent the strategic goals of the municipality are being achieved. They make recommendations to EXCO regarding the corrective action if necessary, and EXCO assesses the extent to which organizational performance contributes to the realization of the vision.

The validity of the strategy of the municipality and its implementation is also measured and managed at operational level. This is done on the basis of the service delivery measures and targets captured in the annual Service Delivery and Budget Implementation Plan (SDBIP). An SDBIP has a one-year timespan. The measures set at this level are thus operational and short to medium-term in nature with an input and output focus.

At the departmental level, Heads of departments consolidate reports received and together with their management teams, evaluate to what extent the performance targets and KPI's are impacting on the achievement of departmental objectives. At the functional level, Managers monitor the accomplishment of performance targets and submit regular reports to their respective heads of departments.

14.2IS IT CLEAR HOW THE B2B PROGRAM IS PRIORITISED AND IMPLEMENTED IN THE IDP?

The National Department of Co-Operative Governance as well as National Treasury have developed a new reporting template for B2B for preparations for piloting and/ or roll-out of local government indicators to all municipalities in the 2022/23 FY.

14.2.1PLANNING, BUDGETING AND REPORTING REFORMS – OBJECTIVES & OUTCOME

Objectives:

- To reduce the reporting burden on municipalities by bringing greater coherence and alignment between the planning, budgeting and reporting of municipalities.
- To make reporting more strategic also focusing on the Outcomes over medium term.

Process followed:

- A collaborative process followed with Steering Committee consisting of key role players and involvement of provincial CoGTA depts.

Outcome of process:

- A singular, differentially applied set of indicators for all of local government.
- The issuing of Addendum 2 to MFMA Circular Nr. 88 in December 2020 marks a further step towards realization of this outcome.
- Originated as an introduction of indicators to metropolitan municipalities in 2017 with piloting process, then expanded and revised into an indicator set for all categories of municipality.
- The piloting process in DMs, ICMs and LMs will commence in 2021/22 municipal FY.

Piloting of indicators will lead to a revision of the Municipal Planning and Performance Management regulations of 2001, as informed by Sect 43 of the MSA, providing for the ***Minister, after consultation with MECs for local government and organised local government representing local government nationally, to prescribe and regulate key performance indicators to local government***.

- The issuing of Addendum 2 to MFMA Circular No. 88 marks a further step towards the introduction of a singular, differentiated set of indicators for all of local government.
- The experience of metropolitan municipality piloting, the consultative course of engagements with M&E stakeholders in Provincial CoGTA/LG, and consultations with representatives of other categories of municipalities over the course 2022-2023 all informed the development of the indicators.
- It is about incremental improvement through the standardization of information and alignment.
- To move in the right direction with the process that started in 2017 with metros, and the rollout of the pilot to all municipalities now in 2022.

We will all learn - challenges and difficulties are part of the process to be addressed - as we **proceed and push along and find solutions towards a shared outcome.** UMshwathi Municipality's OPMS (Organisational Scorecards) is aligned to the B2B Pillars. The B2B Progress Report for 2022/2023 is attached as per Circular 88 as an attached as annexure. Performance indicators are included and fully explain how the Scorecard and Departmental SDBIP's are measured.