



**UMSHWATHI
MUNICIPAL 5th
GENERATION
INTEGRATED
DEVELOPMENT PLAN
2022 - 2027**

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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 2022/2023 to the community of uMshwathi. In the same vein, I also wish 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 2022/2023 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 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 by the Council for implementation in 2021/2022 financial year and is certain 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

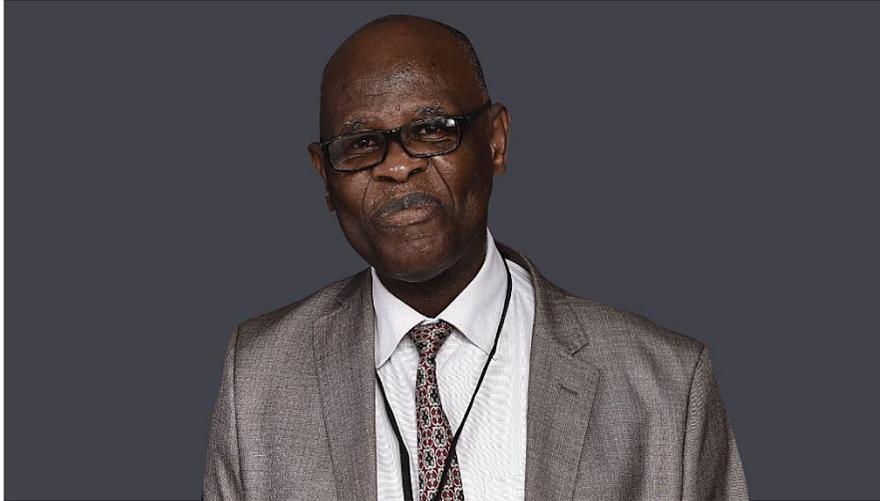


Image 2: Municipal Manager: Mr N.M. Mabaso

I am pleased to present uMshwathi Municipality 2022/2023 IDP to our community and to all other stakeholders which sets out a clear vision for our future. The plan goes beyond the mere fulfilment of legal requirements and presents a collective and a clear strategy to continue with the momentum of changing 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 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 Land Audit is being undertaken which will assist the municipality in enhancing revenue and develop a new GIS system that will assist the municipality to monitor the Land use management system that will be linked to the valuation roll. The development of the Bhamshela Local area plan is another project that the municipality is currently developing. Bhamshela is a rural economic node that has a potential of being a largest commercial node that will see further development surrounding ward 5,4 and 14 of UMshwathi municipality and ward 6 of Ndwedwe municipality and also promoting cooperative governance within the two municipalities.

A pronounced reality of limited financial resources, lack of land for development and high level of unemployment in the face of scarce economic opportunities unfortunately remains unabated. Our optimism for a bright future rest on our intent to increase the rate of debt collection, reduce high vacancy ratio, sustain good performance on set objectives. Furthermore, several Human Resources 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.

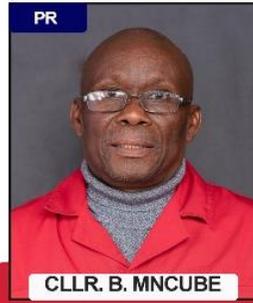
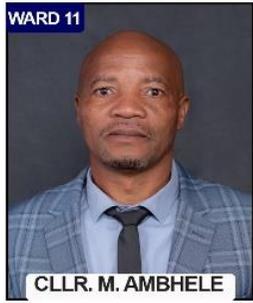
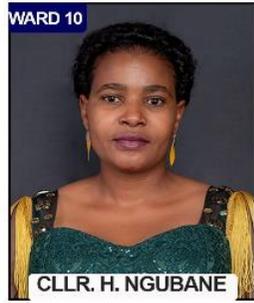
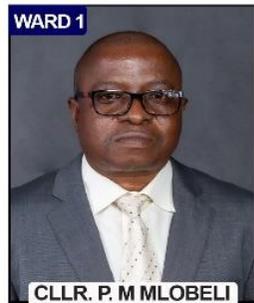
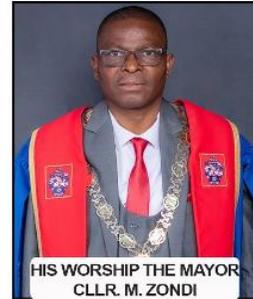
The review process has since commenced, and the end-results will be defined in the subsequent public consultations. I am encouraged by the road map charted in the Integrated Development Plan as it fundamentally outlines what we need to achieve in partnership with our community and to take advantage of 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 shall 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

UMSHWATHI MUNICIPALITY FULL COUNCIL 2021-2026



LOCAL GOVERNMENT

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 has 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 they report directly to the Municipal Manager.

Figure 1: Municipal departments

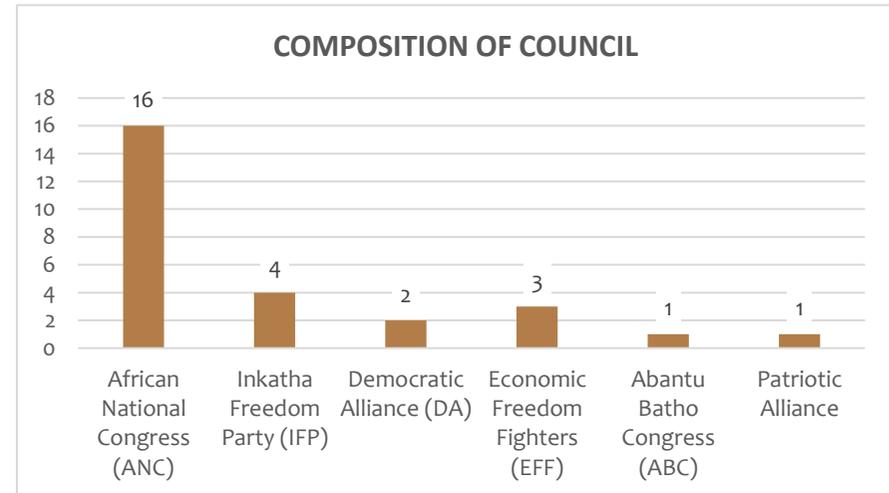
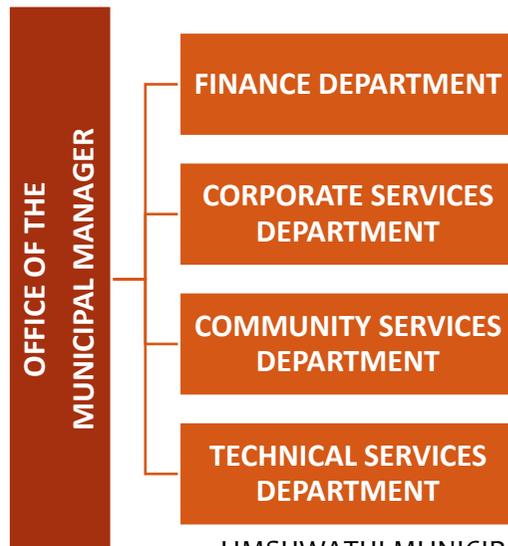


Table 1: Composition of Council

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 as regards health, education, environmental cleanliness, drinking water in homes, recreation and sport. Basically, 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.

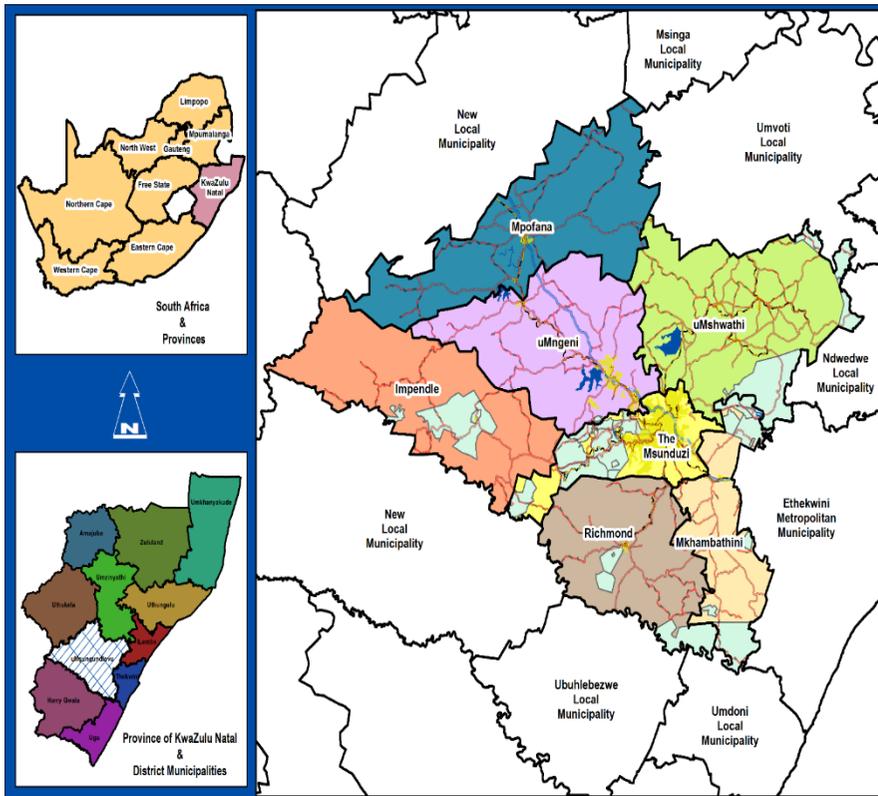
DEPARTMENT	UNITS	HEADED BY:
Office of the Municipal Manager	<ul style="list-style-type: none"> ▪ Internal Audit ▪ Communications ▪ Monitoring and Evaluation ▪ Risk and Customer Care ▪ Legal and Council Support ▪ IGR ▪ Integrated Development Planning ▪ Development Planning 	Municipal Manager (MM)
Finance Department	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ Building regulations ▪ Project management ▪ Municipal parks and recreation 	General Manager: Technical Services

	<ul style="list-style-type: none"> ▪ Municipal roads ▪ Pounds ▪ Public places ▪ Infrastructure maintenance ▪ Human settlement 	
Community Services Department	<ul style="list-style-type: none"> ▪ 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

1. EXECUTIVE SUMMARY

1.1 UMSHWATHI MUNICIPAL OVERVIEW

Map 1: UMshwathi Spatial Location



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, Mpopo, uMvoti, Ndwedwe, eThekweni, and Mkhambathini Local Municipalities. Covering a land area of approximately 1867.9km², the uMshwathi Municipality has 111 645 people living in approximately 29 083 households according to Community Survey 2016.

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.

1.2 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.

1.3 KEY CHALLENGES AND INTERVENTIONS

As per the adopted 2022/2023 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 the strategic planning sessions, 18-20 January 2022, as well as Izimbizo meetings with the communities. The Mayoral IDP/Budget Imbizo were held in January to February 2022 (provided the COVID-19 epidemic has decreased and all processes are back to normal in SA) to gather from the public challenges regarding the service delivery. Various service delivery key challenges and interventions in uMshwathi Municipality were identified in the table below:

Table 2: uMshwathi Municipal Key Challenges and Interventions

CHALLENGES	INTERVENTIONS
<i>Lack of funding/ revenue</i>	<ul style="list-style-type: none">▪ 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;

	<ul style="list-style-type: none"> ▪ Take legal action against government departments owing monies to the Municipality; ▪ Capacitate finance staff on revenue collection, and, ▪ Carry out Land audit.
<i>High unemployment, Poverty, and Inequality</i>	<ul style="list-style-type: none"> ▪ Develop a Grant-in-Aid Policy & Programmes; ▪ Implement capacity building programs for women, youth, SMME's and Co-operatives; ▪ Improve access to EPWP and CWP job opportunities to the neediest; ▪ Promote greater procurement from local co-operatives and SMME's; ▪ Provide incentives to local businesses for the utilisation 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, co-operatives; and ▪ Setting minimum targets for the use of labour-intensive methods in infrastructure projects & develop a clear program for small contractor development.
	<ul style="list-style-type: none"> ▪ Source funding from sector departments; ▪ Develop a policy of self-sustaining infrastructure,

<i>Aging infrastructure and backlogs</i>	<ul style="list-style-type: none"> ▪ Develop Private-Public Partnerships for infrastructure development and maintenance; ▪ Develop master plans for infrastructure and review annually; ▪ Develop a capital project prioritisation policy; and ▪ Develop a capital investment framework as part of the SDF.
<i>Unknown land use and ownership</i>	<ul style="list-style-type: none"> ▪ Conduct land rights and use audit; ▪ Review by-laws; ▪ Enforce compliance with bylaws; ▪ Appoint property valuer; ▪ Update and apply valuation roll using suitable property rates method; and ▪ Review and update the enforcement structure.
<i>Poor work ethic and organizational culture</i>	<ul style="list-style-type: none"> ▪ Review organisational structure and placement of staff; ▪ Restructure the organisation; ▪ Implement code of conduct and disciplinary policy and collective agreement; and ▪ Roll out PMS Policy to all staff; and ▪ Review Recruitment Policy.
<i>Undue political interface (failure)</i>	<ul style="list-style-type: none"> ▪ Review and workshop delegations; and ▪ Develop communication protocol.

to follow protocol)	
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1.4 IMPACT OF COVID 19 LOCKDOWN

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.



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 LONG TERM MUNICIPAL VISION LINKED TO SDF VISION

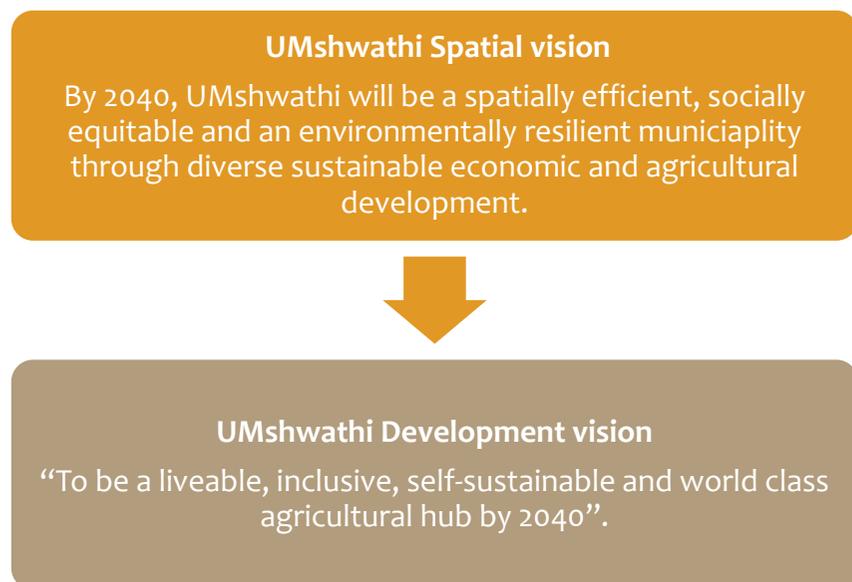


Figure 2: Long term municipal vision

1.5.1 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 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.

1.5.2 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”

1.5.3 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.

1.5.4 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

1.5.5 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

1.6 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.

1.7 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 agriculture, manufacturing and tourism.

1.8 NUMBER OF WARDS AND TRADITIONAL AUTHORITY AREAS

Below is an image of evidence when UMshwathi Municipality recently embarked on a campaign called 'Know your councillor'. The mayor of uMshwathi Municipality Mandla Zondi was accompanied by deputy mayor Nokuthula Mdunge to introduce councillors to the Traditional Council of KwaSwayimane led by Inkosi Gcumisa.



The maps below indicate the number of wards and traditional authority areas within uMshwathi Municipality. There are five Traditional Council which exist within the municipal jurisdiction of UMshwathi, and these include Gcumisa, Inadi, Masihambisane, Mthulini, and Ntanzi as illustrated 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.



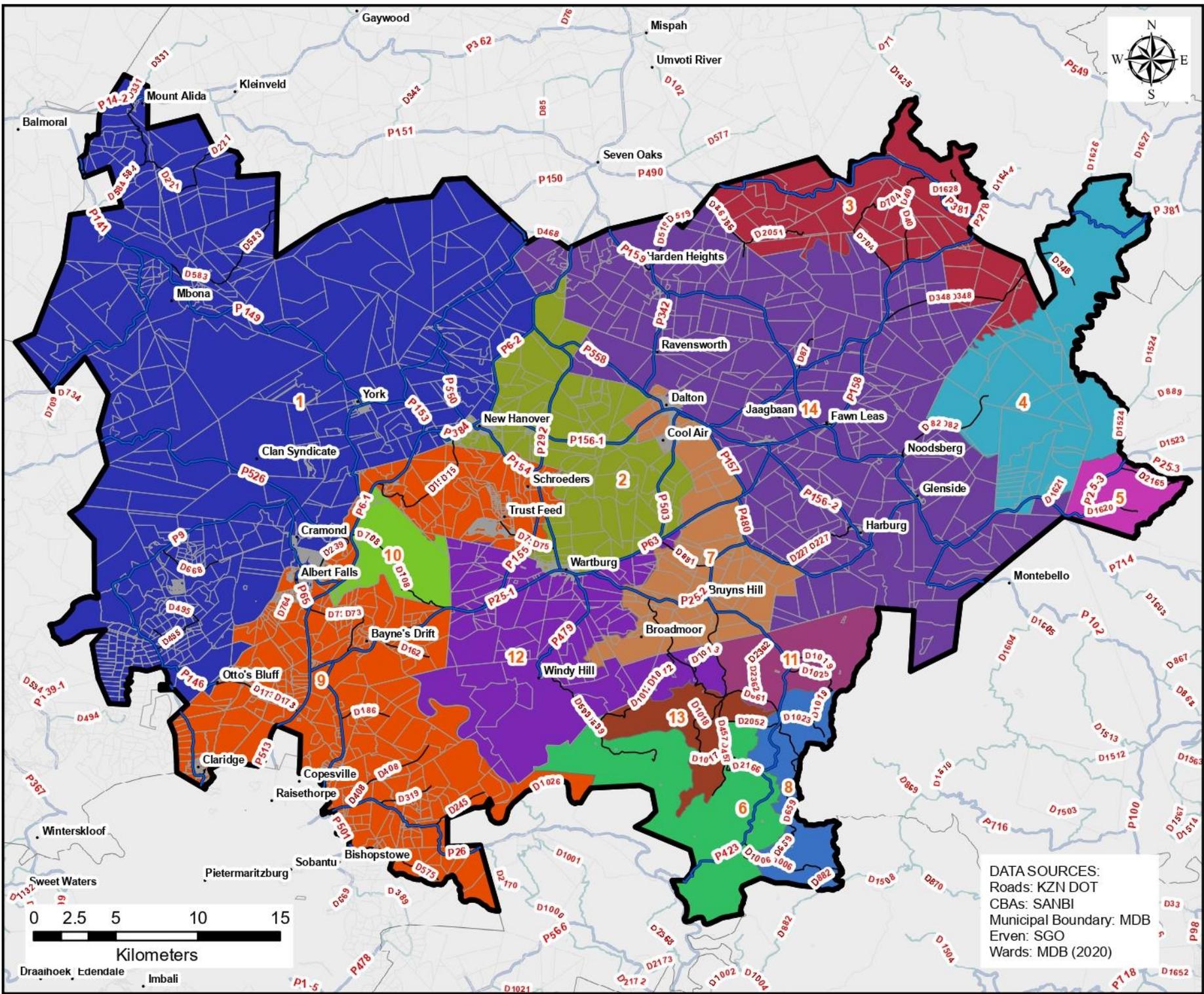
UMSHWATHI LM IDP 2022/2023

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)



1.9 HOW WAS UMSHWATHI MUNICIPALITY 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 3: 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 2022/2023 and submission to CoGTA for assessment	31 July 2021	31 July 2021 Submitted Draft Process Plan to CoGTA for comments
2.	Adoption of Process Plan by Council (with or without recommendations from CoGTA)	31 August 2021	
3.	Advertising of Process Plan and commencement of IDP 2021/2022	01– 23 August. 2021	01– 23 August 2021
4.	Submission of adopted Process Plan to KZN CoGTA	1-31 August 2021	
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 2021	September 2021

NUMBER	ACTIVITY	PROPOSED DATES	ACTUAL DATES
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 2021	September 2021	September 2021
7.	Second IDP Steering Committee Meeting (uMshwathi Ext. Manco): to discuss IDP progress and continuation measures/ Review objectives and strategies/ etc.	29 September 2021	October 2021
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 2020 Project Identification and prioritisation	1 October 2021	October 2021
9.	1st REP-FORUM Meeting with Govt. Departments: Proposed Council Workshop: (i.e., to present the IDP 2022/21, provincial plans, programmes, and inputs)	27 October 2021	September 2021
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 2021	October 2021
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 2021	3 November -30 November 2021	November 2021
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 2021	6 December 2021

NUMBER	ACTIVITY	PROPOSED DATES	ACTUAL DATES
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 2021	January 2022
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 2021	1 December 2021 -January 2022	January 2022
15.	3rd REP FORUM meeting: To align Sector Department projects/ programmes prior to IDP public participation meetings.	April 2022	10 April 2022
16.	PUBLIC PARTICIPATION MEETINGS IN WARDS	November 2021 February 2022	February 2022
17.	Fifth IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss IDP progress, public meetings inputs or problems and gear IDP towards finalization	March 2022	March 2022
18.	Submit draft 2022/2023-2024/2025 IDP and draft 2022/2023 SDBIP to COGTA	31 March 2022	29 March 2022
19.	Sixth IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss Draft IDP 2022/2023 and any further changes/ inputs before the draft tabled at EXCO	March 2021	
20.	EXCO and Council approval of draft IDP	30 March 2022	30 March 2022
21.	Submission of draft IDP to KZN CoGTA for Provincial Assessments	31 March 2022	30 March 2022
22.	Seventh IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss Provincial Assessments on IDP and any further amendments prior to final adoption	April 2022	April 2022
23.	ADVERTISEMENT of Draft IDP for public comments/ objections/ inputs (minimum 21 DAY PERIOD)	1 April 2022	April 2022

NUMBER	ACTIVITY	PROPOSED DATES	ACTUAL DATES
24.	4th REP-FORUM Meetings/ Workshops (Govt. Departments/ Ratepayers/ Amakhosi/ Businesses/ Organizations/ etc.	21 May 2022	May 2022
25.	Mayoral budget/IDP Izimbizo	May 2022	May 2022
26.	Draft IDP and Budget tabled at EXCO	21 May 2022	May 2022
27.	Full Council meeting to approve the IDP and Budget	June 2022	Budget – May; IDP- June 2022
28.	Newspaper Notice of Approved IDP and Budget	July 2022	July 2022
29.	Submission of final IDP to KZN CoGTA	30 June 2022	10 July 2022
30.	Implementation of IDP 2022-2023	1 July 2022	1 July 2022

1.10 IDP PUBLIC PARTICIPATION PROCESS

Table 4: IDP Structures, activities and meetings held for 2022/23 IDP

IDP STRUCTURES	ACTIVITIES FOR 2022/2023 IDP PROCESS (DATES ARE INDICATED IN THE TABLE ABOVE)
	<ul style="list-style-type: none"> ▪ First IDP Steering Committee Meeting <ul style="list-style-type: none"> - (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 2022 ▪ Second IDP Steering Committee Meeting (uMshwathi Ext. Manco): to discuss IDP progress and continuation measures/ Review objectives and strategies/ etc.

<p><i>IDP Steering Committee</i></p>	<ul style="list-style-type: none"> - 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 2022 - 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. <ul style="list-style-type: none"> - 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 2022 ▪ 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 <ul style="list-style-type: none"> - 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 8 January 2022. ▪ Fifth IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss IDP progress, public meetings inputs or problems and gear IDP towards finalisation ▪ Sixth IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss Draft IDP 2022/23 and any further changes/ inputs before draft, tabled at EXCO.
<p><i>IDP Representative Forum</i></p>	<ul style="list-style-type: none"> ▪ The IDP Representative Forum is representative of all stakeholders and endeavours to be as inclusive as it possibly could. <ul style="list-style-type: none"> - 1st REP-FORUM Meeting with Govt. Departments: <ul style="list-style-type: none"> ○ 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: <ul style="list-style-type: none"> ○ To align Sector Department projects/ programmes prior to IDP public participation meetings.

	<ul style="list-style-type: none"> - 4th REP-FORUM Meetings/ Workshops <ul style="list-style-type: none"> o (Govt. Departments/ Ratepayers/ Amakhosi/ Businesses/ Organisations/ etc.
<i>Ward Committees</i>	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 in pertaining to the IDP implementation.
<i>Print Media</i>	<ul style="list-style-type: none"> ▪ Newspapers (i.e., The Witness, ILanga, and other local newspapers) were used interchangeably to publish and/or inform the local community of the progress on the IDP, PMS and Budget Processes. <ul style="list-style-type: none"> - Advertising of IDP Process Plan and commencement of IDP 2022/2023 - Advertisement of Draft IDP for public comments/ objections/ inputs (minimum 21 DAY PERIOD) - Newspaper Notice of Approved IDP and Budget
<i>Municipal Website</i>	uMshwathi Municipality Website was utilized for uploading public information regarding the IDP and general municipal information which ordinarily entails the IDP and budget adverts.
<i>Municipal Notice Boards</i>	The Municipal Notice Boards are placed at various municipal buildings. The Municipal Notice Boards were used to inform the stakeholders about critical IDP meetings to be attended as well as important notices.
<i>Ward/s Izimbizo</i>	<p>Ward Izimbizo (roadshows) public participation were established in order to ensure that all residents of the municipality have an equal right to participate and inform the municipality with the existing projects and also to inform wish list per Ward. The table below highlights the public participation engagement at Izimbizo.</p> <ul style="list-style-type: none"> ▪ Mayoral budget/IDP Izimbizo
<i>District Sector Alignment Forum</i>	
<i>EXCO</i>	<ul style="list-style-type: none"> ▪ EXCO approval of draft IDP ▪ Draft IDP and Budget tabled at EXCO
<i>Council</i>	<ul style="list-style-type: none"> ▪ Council approval of draft IDP

- Full Council meeting to approve the IDP and Budget

1.11 MEC COMMENTS

uMshwathi Municipality acknowledges the comments that the MEC for KZN CoGTA made pertaining to the 2021/2022 IDP Review Assessments to include Feedback Assessment Report on 2021/2022 IDP . The comments played an important role in improving the 2022/2023 IDP drafting process towards the compilation and content of this IDP.

1.12 AG FINDINGS, RECOMMENTATIONS AND AG ACTION PLAN

uMshwathi Municipality acknowledges the findings and recommendations of the Auditor General’s that were made in respect of the 2020/2021 Financial Year. The comments were important and served to improve the process towards the compilation and content of this IDP. An AG Action Plan has been developed with a view to address all the issues that were raised in the Audit Outcomes Report and attached as an annexure.

1.13 UNLOCKING OUR CHALLENGES

Through the public engagement meetings held with the communities followed by the Strategic Planning Session in January 2022, 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
<ul style="list-style-type: none"> ▪ Municipal Transformation & Institutional Development 	<ul style="list-style-type: none"> ▪ 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.
<ul style="list-style-type: none"> ▪ Basic Service Delivery 	<ul style="list-style-type: none"> ▪ Aging Infrastructure and backlogs 	Sourcing funding from sector departments; Develop a policy self-sustaining infrastructure; Develop Private-Public Partnership for infrastructure

KEY PERFORMANCE AREA	KEY CHALLENGES	INTERVENTIONS
		development and maintenance; Develop a maintenance plan for infrastructure; develop master plans for infrastructure and review annually; develop clear prioritization plan; develop a capital project investment framework as part of part of SDF.
<ul style="list-style-type: none"> ▪ Local Economic Development 	<ul style="list-style-type: none"> ▪ 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.
<ul style="list-style-type: none"> ▪ Municipal Financial Viability & Management 	<ul style="list-style-type: none"> ▪ 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.
<ul style="list-style-type: none"> ▪ Good Governance & Public Participation 	<ul style="list-style-type: none"> ▪ Undue political interface 	Review and workshop delegations; develop communication protocol.

KEY PERFORMANCE AREA	KEY CHALLENGES	INTERVENTIONS
<ul style="list-style-type: none"> ▪ Cross Cutting Issues 	<ul style="list-style-type: none"> ▪ Unknown land use and ownership 	Conduct land rights and land use audit; review bylaws; Appoint or capacitate property valuer; review and update the enforcement structure.

1.14 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
<ul style="list-style-type: none"> ▪ 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 	Primary Nodes	Wartburg and New Hanover

<p>suitable Mixed uses within the Primary Nodes.</p> <ul style="list-style-type: none"> ▪ 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. ▪ 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 		
<ul style="list-style-type: none"> ▪ 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)

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

Table 7: Municipal goal and strategic objectives

NKPA	IDP GOAL	BACK TO BASICS	STRATEGIC OBJECTIVE
Municipal Transformation & Institutional Development	<i>Improved administrative, legal, and advisory support</i>	Pillar 5: Building capable local government institutions	<ul style="list-style-type: none"> ▪ <i>To provide quality support services to the Municipality enabling other departments to operate efficiently for them to achieve their targets.</i>
Basic Service Delivery	<i>Improved the quality of life of our citizens</i>	Pillar 2: Basic service delivery	<ul style="list-style-type: none"> ▪ <i>To respond to the service delivery backlogs by planning, developing and maintain Municipal infrastructure.</i> ▪ <i>To execute the road traffic law enforcement by reducing the risk of death or injury to users of the road network.</i> ▪ <i>To upscale Social Empowerment of Vulnerable Groups.</i>
Local Economic Development	<i>Self-sustainable communities</i>	Pillar 2: Basic service delivery	<ul style="list-style-type: none"> ▪ <i>To promote and support local economy</i>
Municipal Financial Viability and Management	<i>Sound financial management</i>	Pillar 4: Sound financial management	<ul style="list-style-type: none"> ▪ <i>To ensure complete and accurate accounting of all transactions, and to report all financial information in accordance with the MFMA and applicable regulations</i>
Good Governance and Public Participation	<i>Strengthened democracy</i>	Pillar 3: Good Governance	<ul style="list-style-type: none"> ▪ <i>To instil the principles of good governance in all municipal operations and promote effective public participation</i>
Cross Cutting Issues	<i>Credible IDP</i>	Pillar 2: Basic service delivery	<ul style="list-style-type: none"> ▪ <i>To develop a credible IDP in line with provincial guidelines</i>
	<i>Safe and secure environment</i>	Pillar 2: Basic service delivery	<ul style="list-style-type: none"> ▪ <i>To reduce the probability of disaster occurrences and take effective action during disasters</i>
	<i>Inculcating an environmental ethos in the municipality</i>	Pillar 2: Basic service delivery	<ul style="list-style-type: none"> ▪ <i>To develop Spatial Development Framework that informs the development direction of the municipality</i>

NKPA	IDP GOAL	BACK TO BASICS	STRATEGIC OBJECTIVE
			<ul style="list-style-type: none"> ▪ <i>To promote a sustainable environmental management system, through open space management (parks, cemeteries); b. Municipal health (waste management) c. Environmental compliance facilitation</i>

2. DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES & IMPERATIVES

2.1 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.

2.1.1 SUSTAINABLE DEVELOPMENTAL GOALS

Figure 3: Sustainable Development Goals



The Millennium 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 millennium 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.

2.1.2 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 4: New Urban Agenda commitments



2.1.3 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.

2.1.4 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.

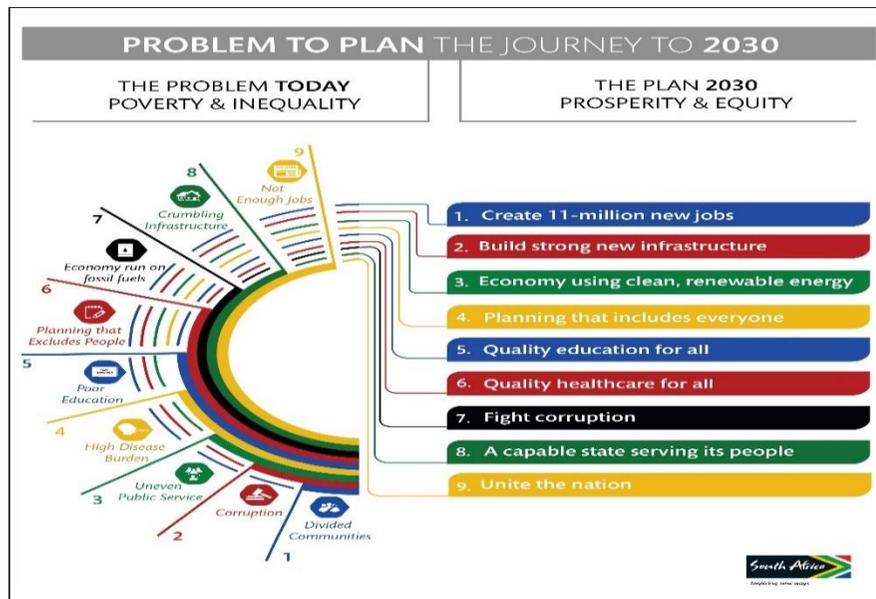
Figure 5: African Union Aspirations



2.2 NATIONAL GOVERNMENT IMPERATIVES

2.2.1 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.

2.2.2 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 ensure the 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 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

2.2.3 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.

2.2.4 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.

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

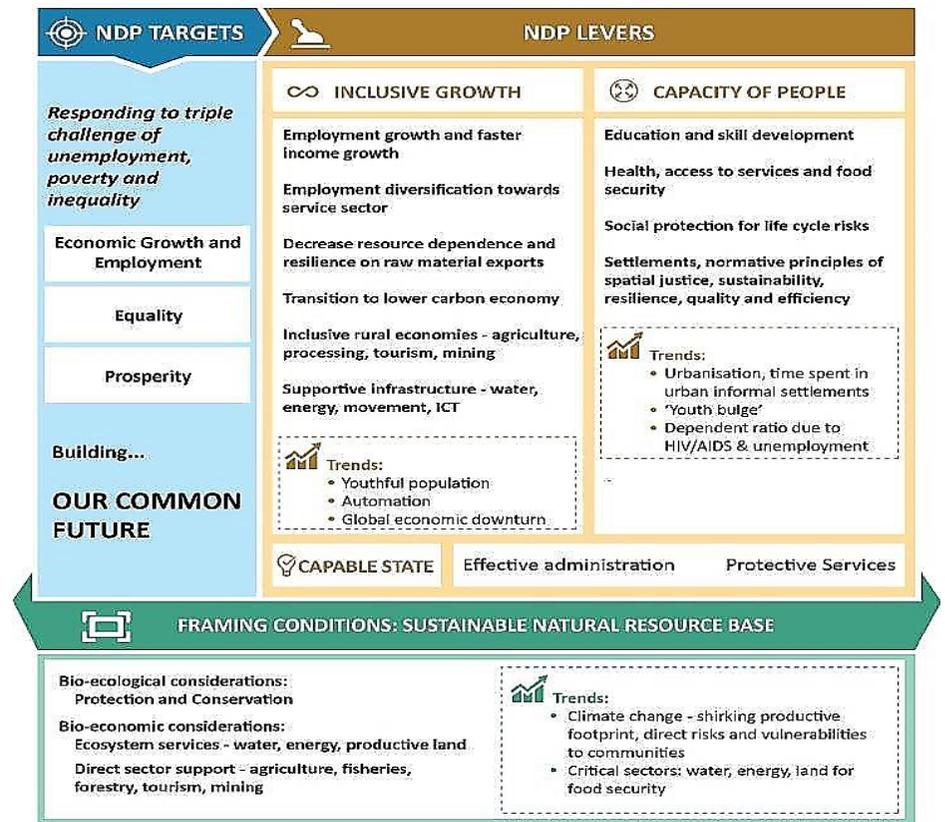
The Medium-Term Strategic Framework (MTSF) is Government’s strategic plan for the 2014-2019 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the National Development Plan (NDP). The MTSF sets out the actions Government 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.*

2.2.6 NATIONAL SPATIAL DEVELOPMENT FRAMEWORK (2020)

Figure 6: NSDF objectives

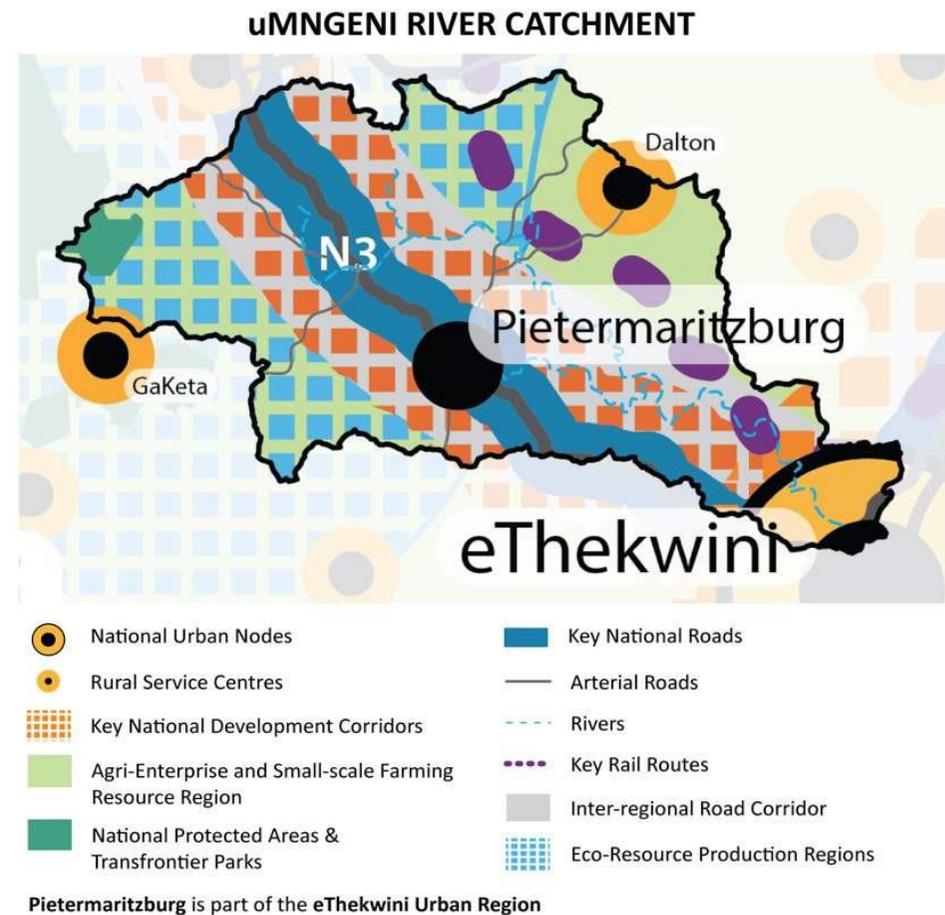


The vision of the NSDF is “All Our People Living in Shared and Transformed Places in an Integrated, Inclusive, Sustainable and Competitive National Space Economy”. The accompanying Mission Statement reads as follows: “Making our Common Desired Spatial Future Together Through Better Planning, Investment,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

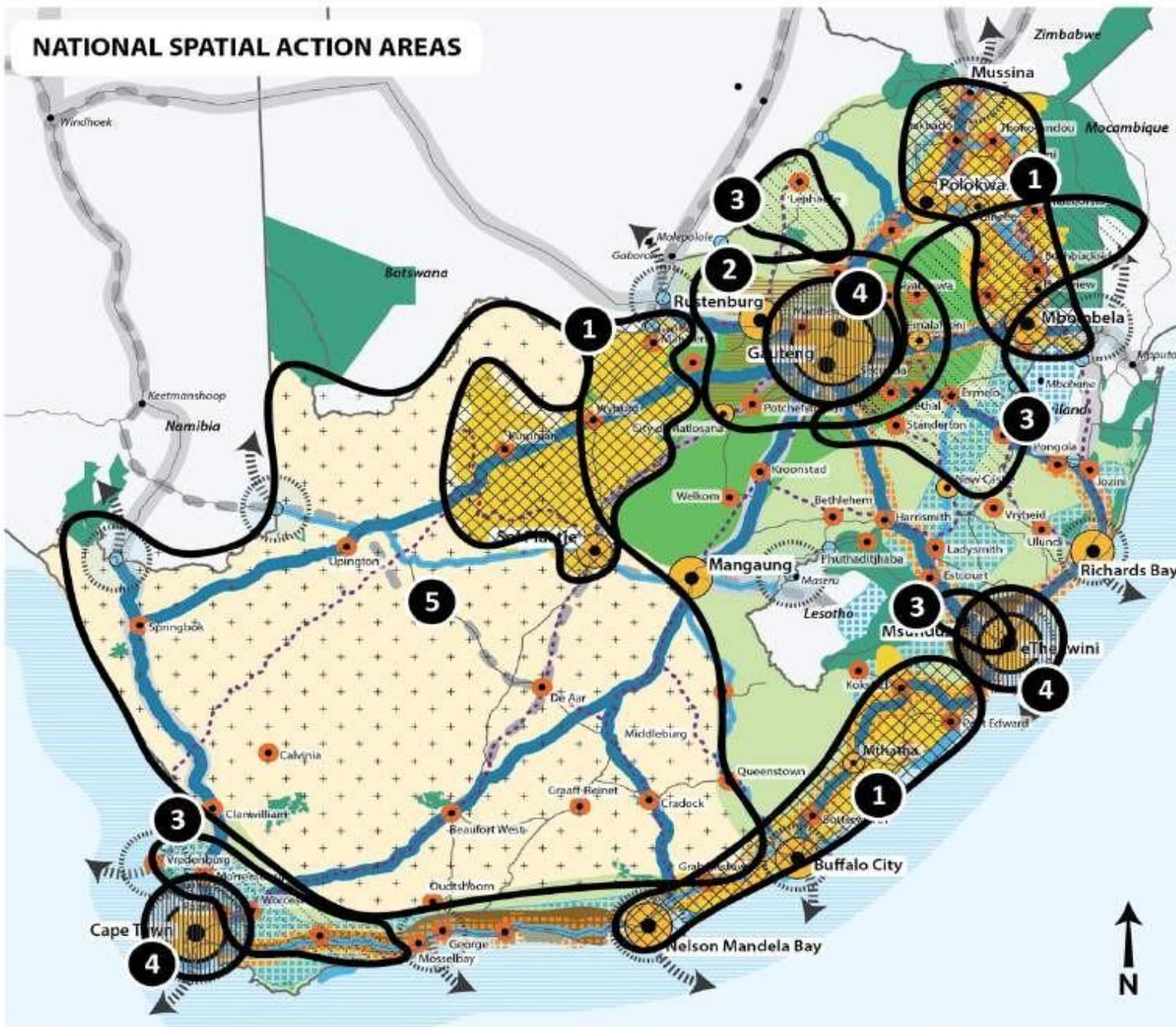


UMshwathi LM is a very diminutive municipality, and it is not enticed nor recognized on the National Spatial Development Framework (2020) which is still a draft version. However, it falls under the National Resources Risk Areas, whereby only Dalton is recognized as a Rural Service Centre, and a rural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

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



NATIONAL SPATIAL ACTION AREAS



NATIONAL SPATIAL DEVELOPMENT PRIORITIES

- National Urban Regions
- National Urban Nodes
- Regional Development Anchors
- National Coastal Corridor
- National Transformation Corridor
- National Innovation Belt
- Key National Development Corridors
- Import/Export Nodes
- Key National Roads
- Key Regional Roads
- Key Rail Routes
- Inter-regional Road Corridors
- Inter-regional Rail Corridors
- Border Posts
- Agri-Enterprise and Small-scale Farming Resource Region
- National Resource Production Heartland
- Arid-Agri Region
- Ocean & Aqua Culture Production Region
- Eco-Resource Production Region
- National Protected Areas and Transfrontier Parks
- Marine Protection Area

- 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**

2.2.7 THE 5 NATIONAL PRIORITIES

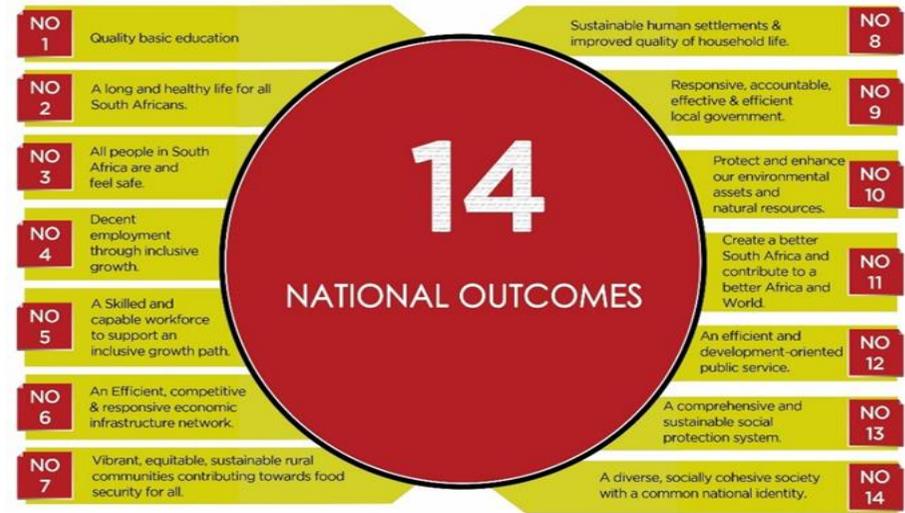
Government’s priorities affect all South Africans, the majority of whom are women and girls. Particularly black women and girls suffer multiple forms of discrimination and are among the most socioeconomically disadvantaged groups in South Africa. This review gauges how government’s priorities set fo2012 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:

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.

2.2.8 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.

OUTCOME NUMBER	OUTCOME	OUTPUT	IMPLICATIONS TO UMSHWATHI LOCAL MUNICIPALITY
1.	<i>Improve the quality of basic education</i>	<ul style="list-style-type: none"> ▪ 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. 	<ul style="list-style-type: none"> ▪ 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.	<i>Improve health and life expectancy</i>	<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ 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.	<i>All people in South Africa protected and feel safe</i>	<ul style="list-style-type: none"> ▪ Reduce overall level of crime ▪ An effective and integrated criminal justice system ▪ Improve perceptions of crime among the population ▪ Improve investor perceptions and trust 	<ul style="list-style-type: none"> ▪ 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.

		<ul style="list-style-type: none"> ▪ Effective and integrated border management ▪ Integrity of identity of citizens and residents secured ▪ Cyber-crime combated 	<ul style="list-style-type: none"> ▪ Safety Plan is currently being formulated
4.	<i>Decent employment through inclusive economic growth</i>	<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ 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.	<i>A skilled and capable workforce to support inclusive growth</i>	<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ 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.	<i>An efficient, competitive, and responsive economic</i>	<ul style="list-style-type: none"> ▪ Improve competition and regulation ▪ Reliable generation, distribution, and transmission of energy 	<ul style="list-style-type: none"> ▪ The municipality has formulated all infrastructure masterplans which will therefore guide the municipality in terms of provision and budget for the

	<i>infrastructure network</i>	<ul style="list-style-type: none"> ▪ 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 	provision of infrastructure. These master plans have been included in the IDP as annexures
7.	<i>Vibrant, equitable and sustainable rural communities and food security</i>	<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ 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.	<i>Sustainable human settlements and improved quality of household life</i>	<ul style="list-style-type: none"> ▪ Accelerate housing delivery ▪ Improve property market ▪ More efficient land utilization and release of state-owned land 	<ul style="list-style-type: none"> ▪ 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.	<i>A response and, accountable, effective, and efficient local government system</i>	<ul style="list-style-type: none"> ▪ Differentiate approach to municipal financing, planning and support ▪ Community work programme Support for human settlements ▪ Refine ward committee model to deepen democracy ▪ Improve municipal financial administrative capability ▪ Single window of coordination 	<ul style="list-style-type: none"> ▪ 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 ▪ The municipality ensured that the tariffs and rates policy was undertaken and adopted in June 2020
10.	<i>Protection and enhancement of environmental assets and natural resources</i>	<ul style="list-style-type: none"> ▪ Enhance quality and quantity of water resources ▪ Reduce greenhouse gas emissions. ▪ mitigate climate change impacts. ▪ Improve air quality ▪ Sustainable environment Management ▪ Protect biodiversity 	
11.	<i>A better South Africa, a better and safer Africa and world</i>	<ul style="list-style-type: none"> ▪ Enhance the African agenda and sustainable development ▪ Enhance regional integration Reform global governance institutions ▪ Enhance trade and investment between South Africa and partners 	<ul style="list-style-type: none"> ▪ 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.	<i>A development-orientated public service and inclusive citizenship</i>	<ul style="list-style-type: none"> ▪ Improve government performance ▪ Government-wide performance monitoring and evaluation ▪ Conduct comprehensive expenditure review 	<ul style="list-style-type: none"> ▪ 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

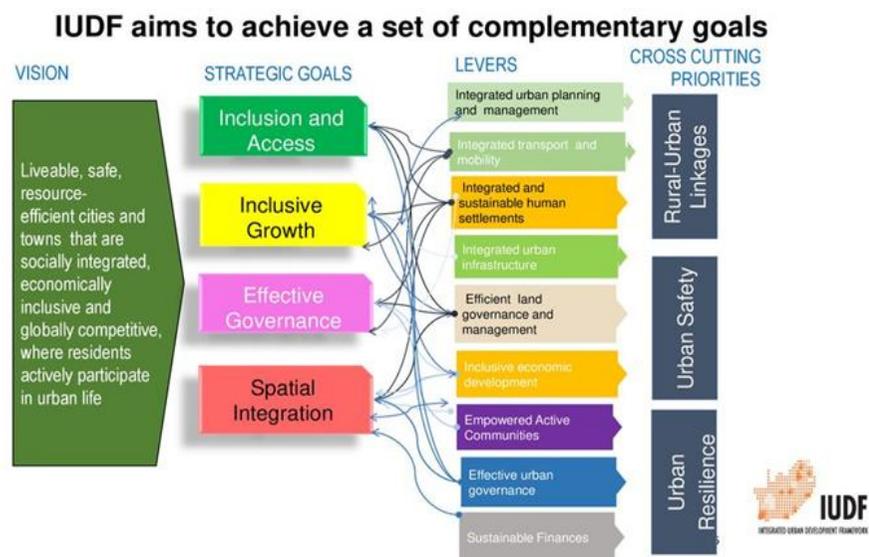
		<ul style="list-style-type: none"> ▪ Information campaign on constitutional rights and responsibilities ▪ Celebrate cultural diversity 	
13.	<i>An inclusive and responsive social protection system</i>		<ul style="list-style-type: none"> ▪ Disaster Management plan has been formulated for the purpose of 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.	<i>Nation building and social cohesion</i>		<ul style="list-style-type: none"> ▪ 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.

2.2.9 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 levers 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 7: 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.

2.2.10 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.

2.3 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.

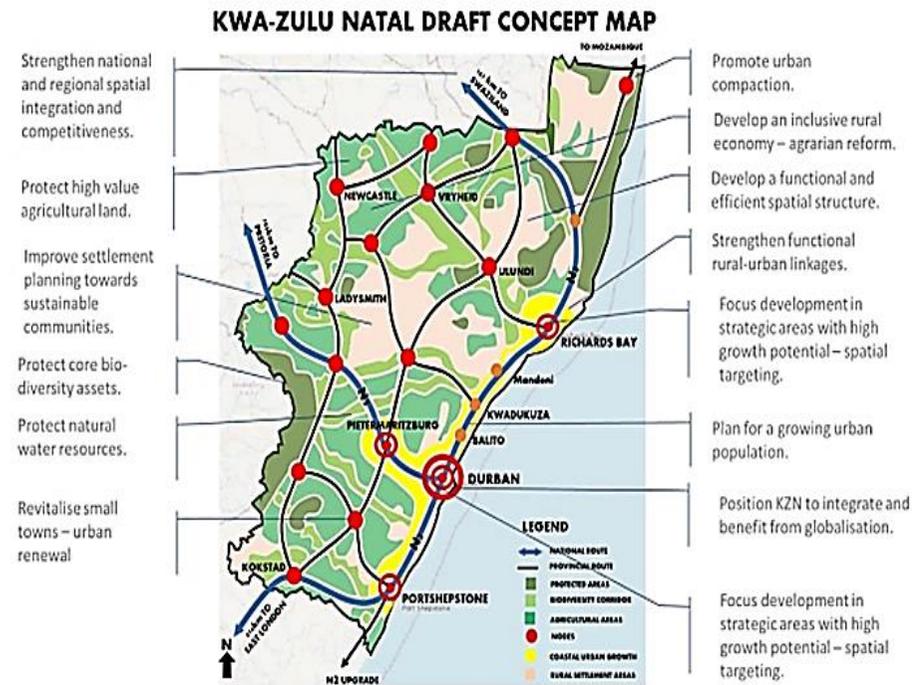
2.3.1 PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK

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.



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.

2.3.2 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 adhere to:

Table 8: 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 2020/2021 financial 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, social transfers such as grants and poverty-relief programmes	(NSDP)	<ul style="list-style-type: none"> ▪ 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
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	(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.

DEVELOPMENT PRINCIPLE	SOURCE	IMPLICATIONS
capital available to a specific area and how it could contribute to increase its self-sufficiency		
<p>This policy identified the following key pillars which every local municipality that each local municipality should aim at achieving:</p> <ul style="list-style-type: none"> ▪ Basic Services: Creating decent living conditions, ▪ Good Governance, and ▪ Public Participation. 	<i>Back to Basics</i>	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 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.	<i>SPLUMA</i>	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 must optimize the use of existing resources and infrastructure in a sustainable manner;	<i>CRDP</i>	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	<i>OUTCOME 1-14</i>	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

2.3.3 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.

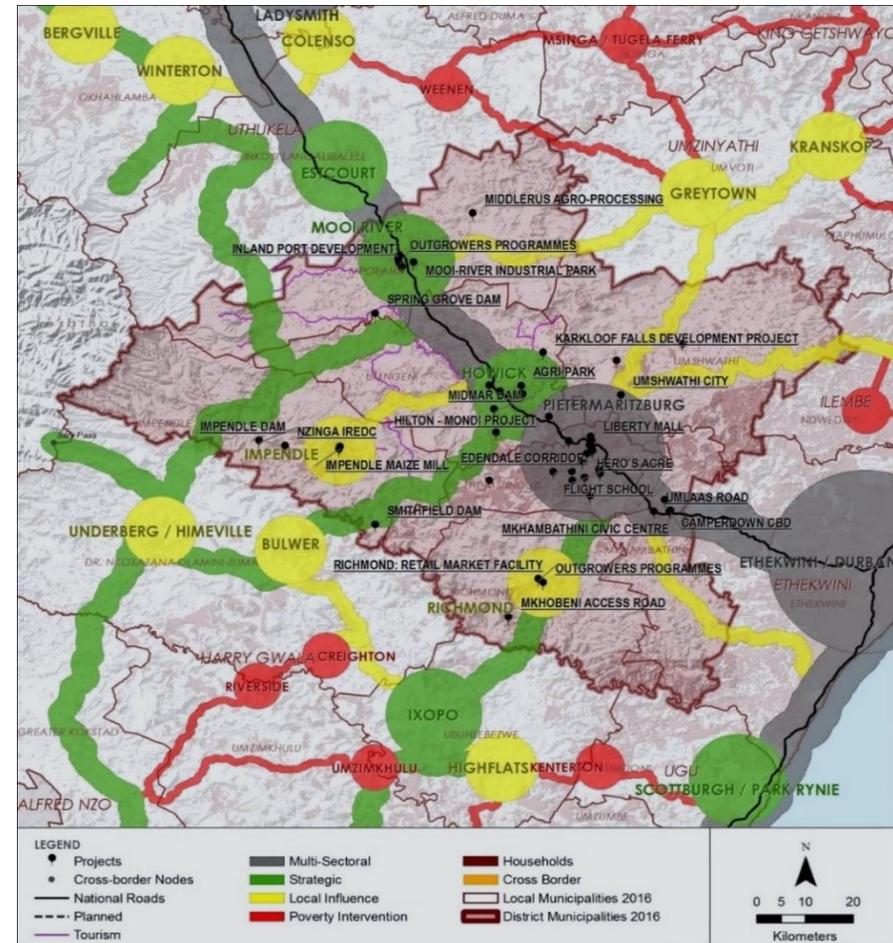
The PGDP has 30 objectives that are mentioned as follows:

- *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*

- 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

2.3.4 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.*
 - *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.

2.3.5 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 9: PGDS implications to uMshwathi IDP

GOAL	FOCUS AREAS
1. Inclusive economic growth	<ul style="list-style-type: none"> ▪ Agriculture, ▪ Manufacturing, ▪ Tourism & EPWP Programmes
2. Human Resource Development	<ul style="list-style-type: none"> ▪ Primary, Secondary and Tertiary Education, ▪ Skills Development ▪ To Support Economy
3. Human Community Development	<ul style="list-style-type: none"> ▪ Poverty, Health, Food Security & Human Settlement
4. Strategic Infrastructure	<ul style="list-style-type: none"> ▪ Airport, Road & Rail, Water, Sanitation, Energy, ICT, Health, Education & Human Settlement
5. Environmental Sustainability	<ul style="list-style-type: none"> ▪ Productive Use of Land, Renewable Energy, Biodiversity & Climate Change
6. Governance and Policy	<ul style="list-style-type: none"> ▪ Public / Private Sector Relations, Capacity Constraints, Fraud & Corruption
7. Spatial Equity	<ul style="list-style-type: none"> ▪ Rural Development Imperatives & Land Use Planning Controls, New Emerging Towns

2.4 LIGNMENT 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 10: Alignment of Government Imperatives with uMshwathi Goals

NKPA	IDP GOAL	NDP	SUSTAINABLE DEVELOPMENT GOALS
<ul style="list-style-type: none"> Municipal Transformation & Institutional Development 	<ul style="list-style-type: none"> Improved administrative, legal, and advisory support 	<ul style="list-style-type: none"> 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 	<ul style="list-style-type: none"> Achieving universal primary education.
<ul style="list-style-type: none"> Basic Service Delivery 	<ul style="list-style-type: none"> Improve the quality of life of our citizens 	<ul style="list-style-type: none"> Invest in public transport, which will benefit low-income households by facilitating mobility 	<ul style="list-style-type: none"> Reducing under-five mortality by two-thirds;
<ul style="list-style-type: none"> Local Economic Development 	<ul style="list-style-type: none"> Self-sustainable communities 	<ul style="list-style-type: none"> Bringing about faster economic growth, higher investment, and greater labor Absorption. 	<ul style="list-style-type: none"> Halving extreme poverty and hunger;
<ul style="list-style-type: none"> Municipal Financial Viability and Management 	<ul style="list-style-type: none"> Sound financial management 	<ul style="list-style-type: none"> Raising employment through faster economic growth 	<ul style="list-style-type: none"> Developing a global partnership for development, with targets for aid, trade, and debt relief

NKPA	IDP GOAL	NDP	SUSTAINABLE DEVELOPMENT GOALS
<ul style="list-style-type: none"> ▪ Good Governance and Public Participation 	<ul style="list-style-type: none"> ▪ Strengthened democracy. 	<ul style="list-style-type: none"> ▪ 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. 	<ul style="list-style-type: none"> ▪ Promoting gender equality.
<ul style="list-style-type: none"> ▪ Cross Cutting Issues 	<ul style="list-style-type: none"> ▪ 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. 	<ul style="list-style-type: none"> ▪ Promote mixed housing strategies and more compact urban development to help people access public spaces and facilities, state agencies, and work and business opportunities. 	<ul style="list-style-type: none"> ▪ Ensuring environmental sustainability

NKPA	IDP GOAL	NDP	SUSTAINABLE DEVELOPMENT GOALS

2.5 STATE OF THE NATION ADDRESS 2022

STATE OF THE NATION ADDRESS

19:00 | THURSDAY, 10 FEBRUARY 2022
Cape Town City Hall

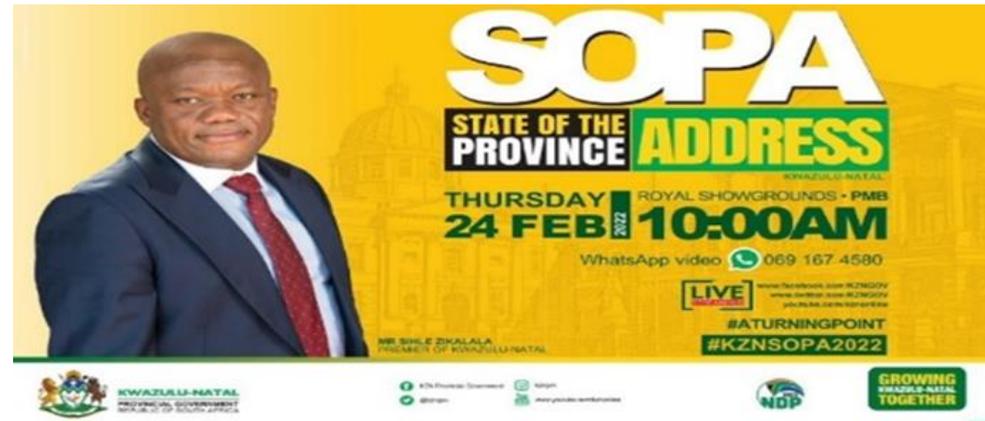
The State of the Nation Address sets out government's key policy objectives and deliverables for the year ahead, highlights achievements, flags challenges and outlines interventions to unlock development interventions for the coming financial year. During the SONA, President Ramaphosa also highlighted what has been achieved by the administration since his last address in 2022. He also reflected on government's response to fight the COVID-19 pandemic, and progress on the Economic Reconstruction and Recovery Plan which puts the creation of jobs at the heart of our economic recovery. Rebuilding the economy from the devastating impacts of the covid 19 was amongst the key priority intervention.



COMMENT OF 2022 SONA	RESPONSE
Rebuilding the economy from the devastating impacts of the covid 19	Government is working closely with financial institutions and multilateral development banks to find innovative ways of funding infrastructure investment. Government also continues to put the building blocks in place to boost our economic growth, create new businesses and industries, and ultimately create jobs, especially in the small and medium enterprise sector.
The fight against COVID-19 is not yet over	COVID-19 has not been eradicated and the risks are still very real therefore, we must continue to always wear masks, practice social distancing, and wash our hands regularly with soap and water or an alcohol-based hand sanitizer. We must also continue to be responsible and avoid large social gatherings, which carry a huge risk for transmission of the virus. Our best defense against the virus is vaccination and getting vaccinated has never been easier.
Increased local production	Another priority Intervention of the Recovery Plan is to support a massive increase in local production and to make South African exports globally competitive and encourage greater investment by the private sector in

	productive activity. The increase in local production will also play a huge role in the revival of our manufacturing industry.
Expand energy generation capacity	Restoring Eskom to operational and financial health and accelerating its restructuring process is central to this objective. Eskom estimates that, without additional capacity, there will be an electricity supply shortfall of between 4,000 and 6,000 megawatts over the next 5 years, as old coal-fired power stations reach their end of life hence the government has taken measures to introduce the system of independent power producers, sooner the government will also be initiating the procurement of an additional 11,800 megawatts of power from renewable energy, natural gas, battery storage and coal in line with the Integrated Resource Plan 2019.

2.6 STATE OF THE PROVINCE ADDRESS 2022



The State of the Province Address is a speech made by the Premier or provincial head. The event usually marks the official opening of the Provincial Parliament. The speech is delivered in front of members of the provincial executive, including the Speaker, Deputy Speaker, and the Secretary. SOPA 2022 calls on all municipalities to complete their One Budget, One Plan by the end of March 2022 to effect better service delivery as part of the District Development Model. This administration intends to be more performance driven, measurable and impactful in changing the lives of the people of KwaZulu-Natal. UMshwathi intends to comply with this call and align its goals with one enlisted.

2.7 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.

2.8 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.

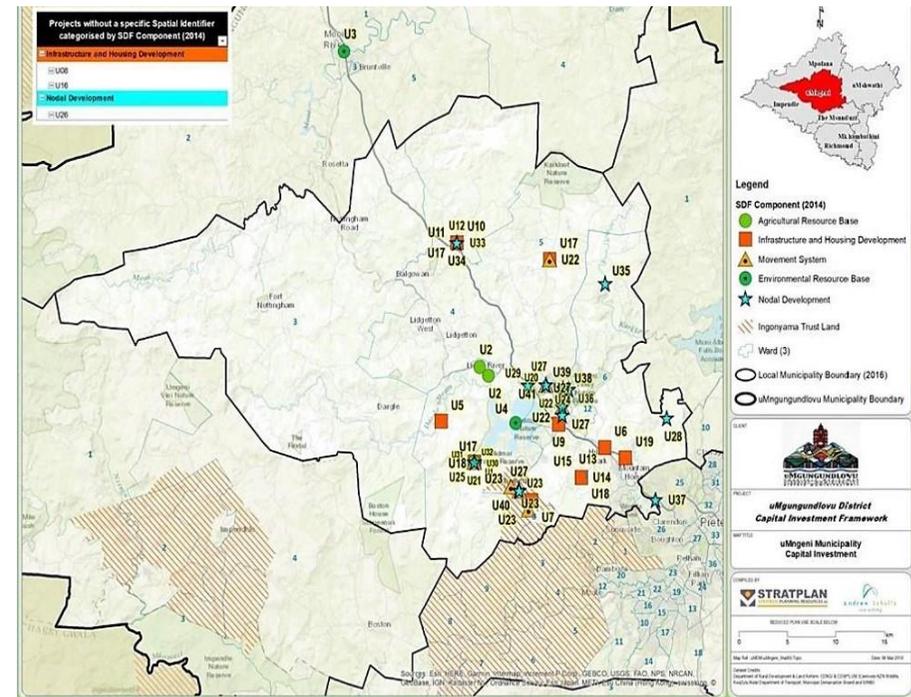
2.9 DISTRICT DEVELOPMENT MODEL (DDM)

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 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.

2.10 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

Map 2: UMshwathi within uMgungundlovu DDM



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

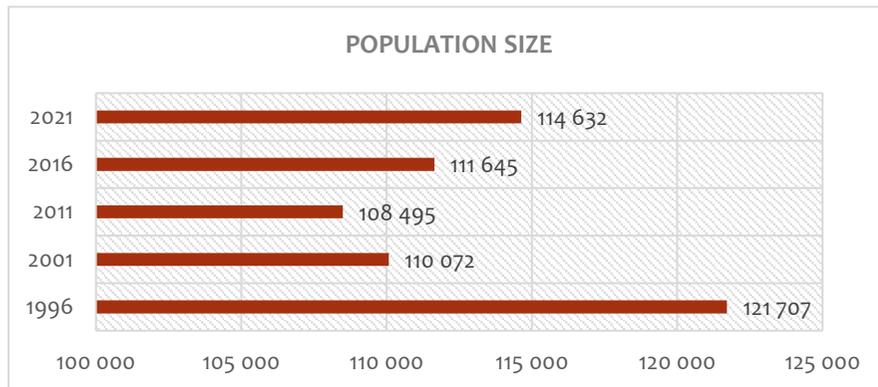
To successfully achieve this vision, the plan set out seven strategic focus areas; these are economic growth and development, human resource development, human and community development, governance and policy, strategic infrastructure, environmental sustainability, and spatial equity. Strategic Goal 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.

3. SITUATIONAL ANALYSIS

3.1 DEMOGRAPHIC INDICATORS

3.1.1 POPULATION SIZE

Figure 8: Population size



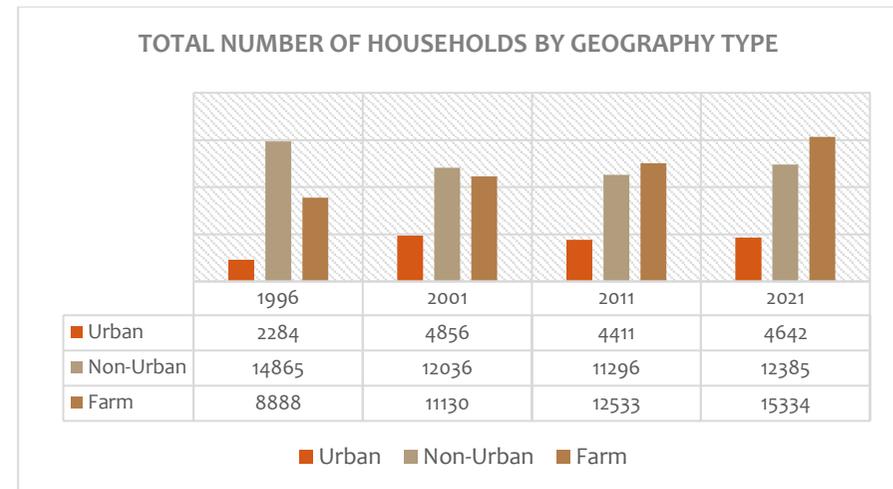
Source: Quantec (2022)

Based on the above enumerations, according to the Quantec (2022) received from Department of Economic Development and Tourism and Environmental Affairs (EDTEA), the population of uMshwathi has decreased from 121 707 in 1996 to 111 645 recorded in 2016, and in 2021 population was recorded at 114 632.

3.1.2 POPULATION DISTRIBUTION

Population distribution is a term that is used to describe how people are spread across a specific area. In other words, population distribution shows where people live and within uMshwathi distribution is observed

within farms, traditional areas (non-urban) and urban as indicated on the figure below. The 1996 enumeration records the most households located in non-urban areas, and from the year 2011 the population of farm dwellers commenced to increase and is currently where most of the population is distributed within uMshwathi.



Source: Quantec (2022)

3.1.3 POPULATION GROWTH

Figure 9: Population Growth

Year	Population Growth Rate
1996 - 2001	-2.00%
2011	0.20%
2021	0.80%

Source: Quantec (2022)

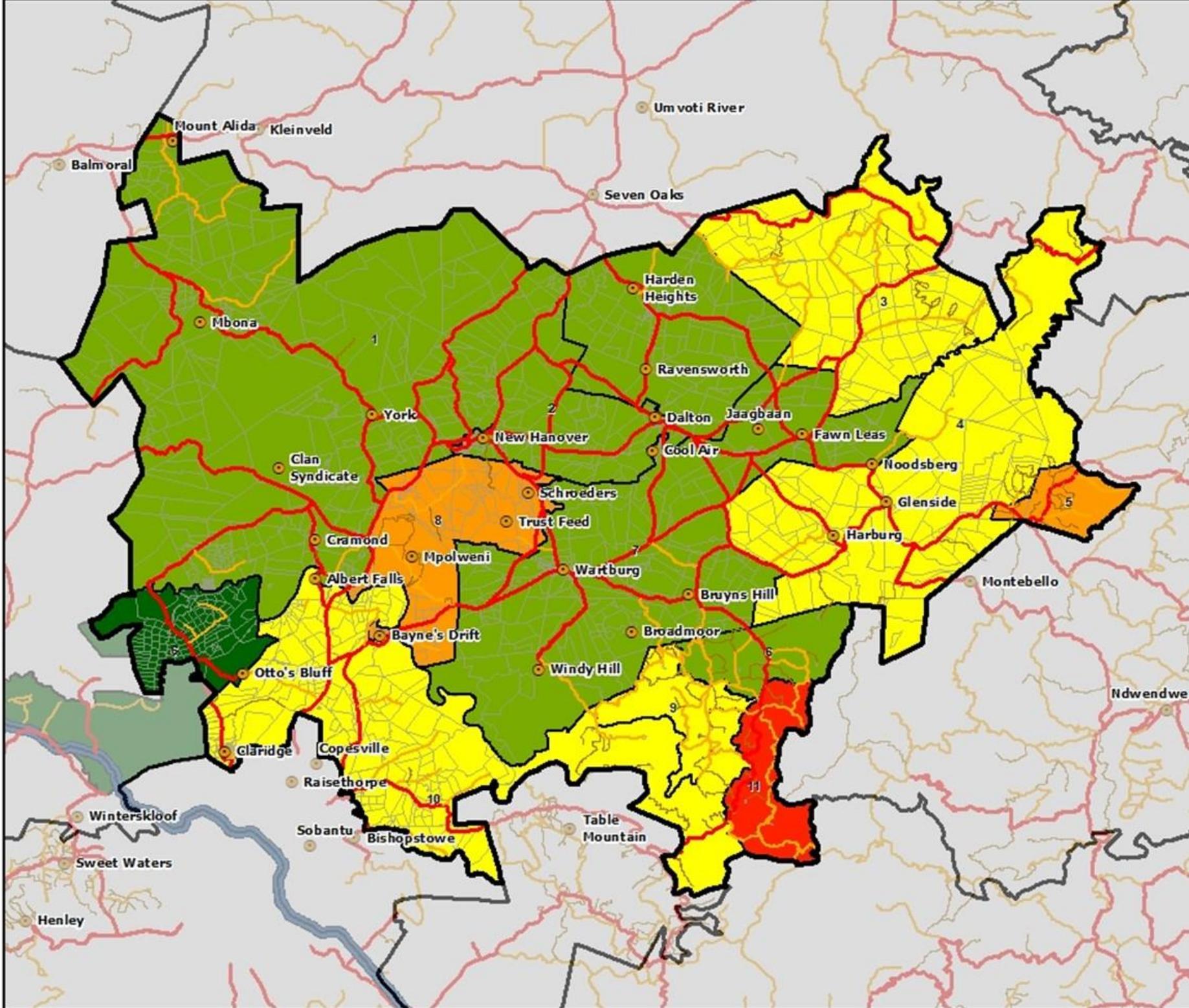


UMSHWATHI SDF: REVIEW
2022/2023

Map 3: Population
Density

Legend

- Places
- National Road
- Provincial Road
- District Road
- Local Road
- Wards
- UMshwathi Boundary
- Farm Cadastral
- 2011 Census**
- 5124
- 5125 - 8608
- 8609 - 9602
- 9603 - 11747
- 11748 - 15763





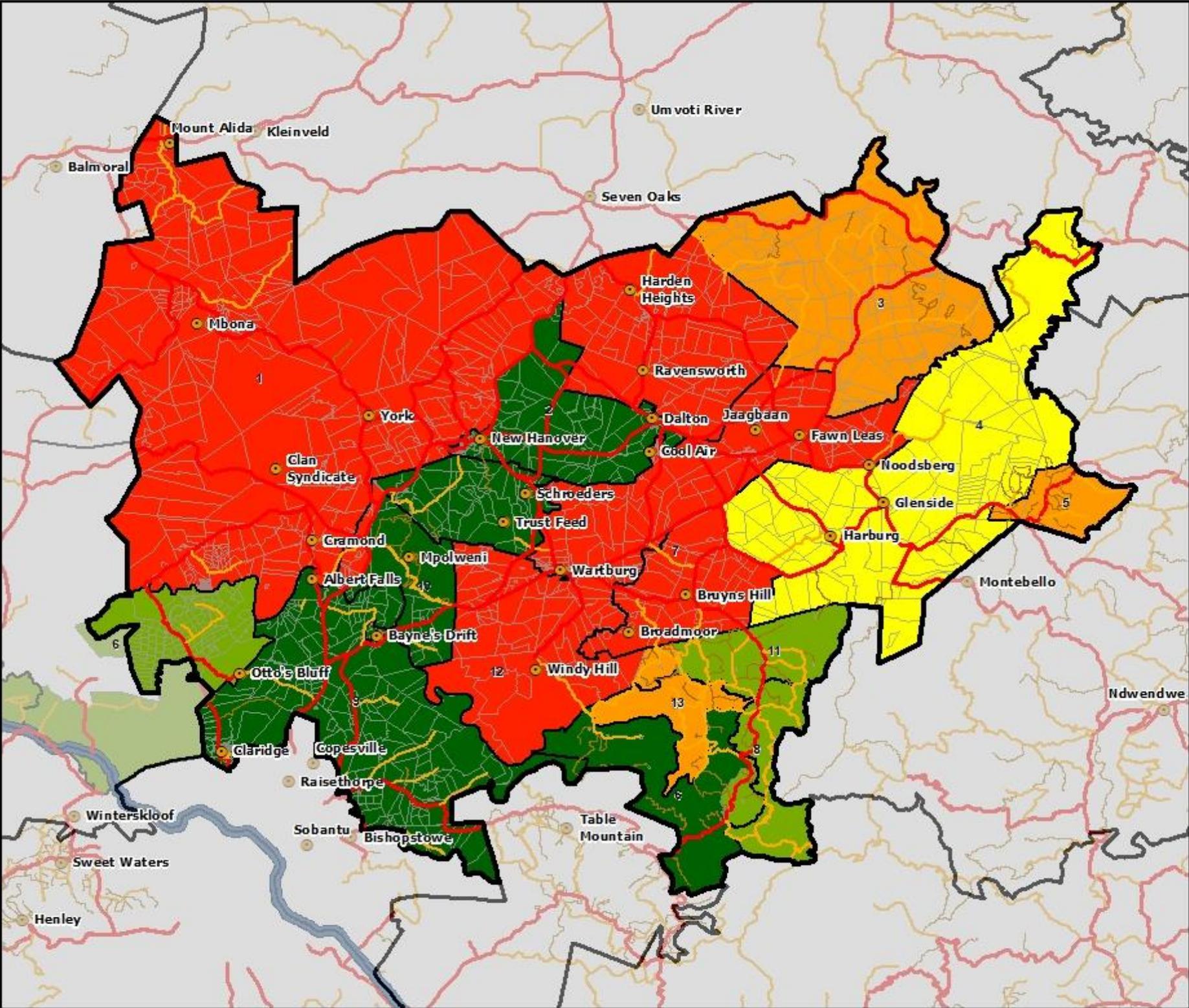
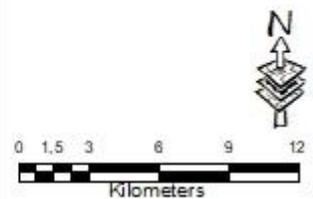
UMSHWATHI SDF: REVIEW
2022/2023

Population Density (2011)

Map 4: Population density 2011

Legend

- Places
- National Road
- Provincial Road
- District Road
- Local Road
- Wards
- Umshwathi Boundary
- Farm Cadastral
- 2011 Census**
- 5935 - 6857
- 6858 - 7560
- 7561 - 9225
- 9226 - 11157
- 11158 - 13605



3.1.4 POPULATION COMPOSITION

The arrangement of the population on the basis of sex within uMshwathi as per 2016 Community Survey stats data indicates that there are more women compared to men in overall as illustrated on the figure below. uMshwathi holds 57 980 females and 53 665 males. Females have been dominant from 2001. The highest age group is 10-14, with the total population of 14 177 for which it is estimated at 13% of the entire population.

Figure 10: Population pyramid

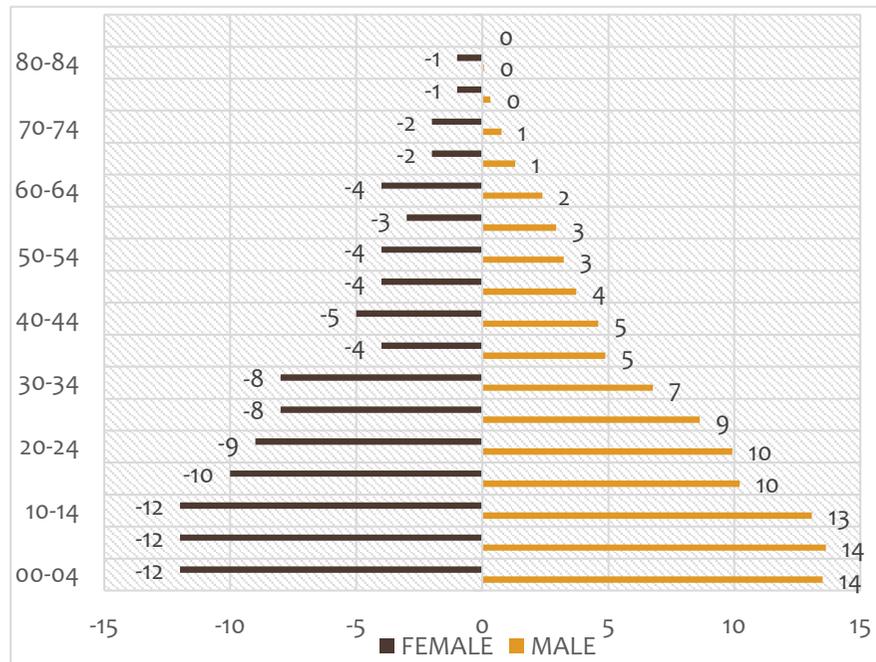


Figure 11: Population composition by Age

Population group	1996	2001	2011	2021
Young 0 - 14	49 191	41 761	35 272	35 539
Working Age 15 - 64	66 911	63 178	67 407	72 955
Elderly 65+	5 605	5 133	5 816	7 206

Source: Quantec (2022)

Figure 12: Population Composition by Gender

Gender	1996	2001	2011	2021
Female	66 026	58 427	56 725	59 627
Male	55 681	51 645	51 770	55 005

Source: Quantec (2022)

3.1.5 POPULATION GROWTH ESTIMATES

Figure 13: Population projection

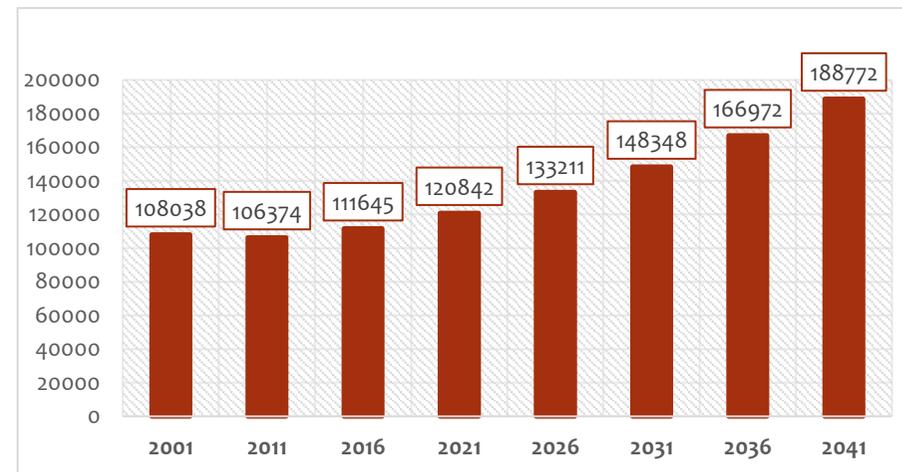


Figure 14: Population projection by age cohort

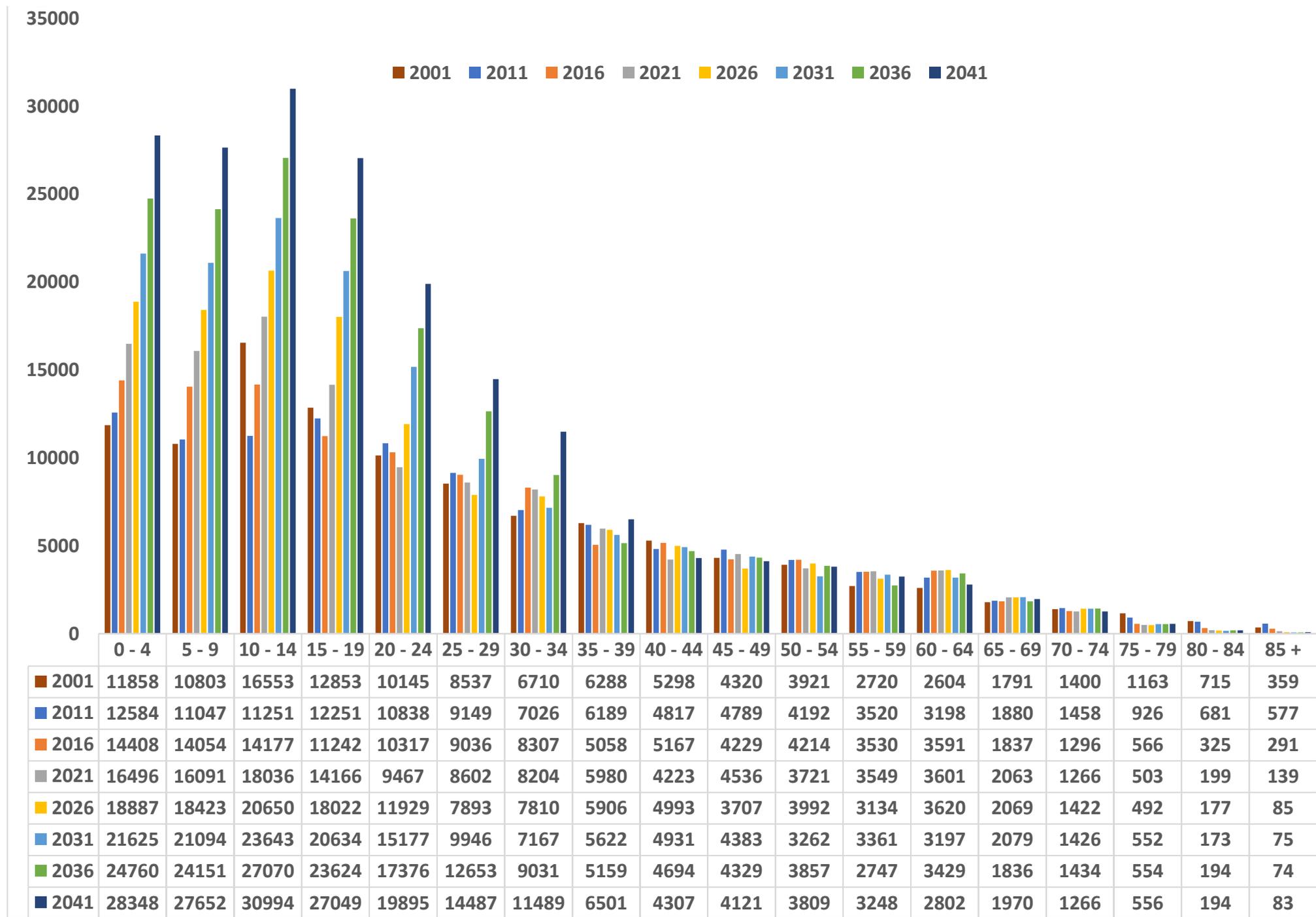


Figure 13 above presents the population projection based on the percentage change with references to the population growth trend over the past enumerations for the municipality. If the previous trends persist, the population of UMshwathi will increase. It is then assumed that by 2041 the population in UMshwathi would have been decreased by approximately 188 772 people. This implies that the population would have increased by approximately 77 127 people within 25 years from 2016 – 2041 as represented on figure 14 above.

3.1.6 FERTILITY RATES

The fertility rate at a given age is the number of children born alive to women of that age during the year as a proportion of the average annual population of women of the same age. Based on the community survey 2016 dataset, the total fertility rate for women between 15 – 49 is calculated at 3.4, meaning for 1 woman within the 15 – 49 age period, is able to conceive 3 children. Furthermore, the table below explains life expectancy at birth for uMshwathi, crude birth rate,

Figure 15: Life Expectancy at Birth

	1996	2002	2011	2021
Female	N/A	49,2	57,3	63,6
Male	N/A	45,9	50,3	57,4
Average	53	47,5	53,8	60,2

Source: Quantec (2022)

Figure 16: Crude Birth Rate (%)

2010	5,1
2012	5,8

2014	5,5
2016	5,6

3.1.7 MORTALITY RATES

Figure 17: Mortality rate

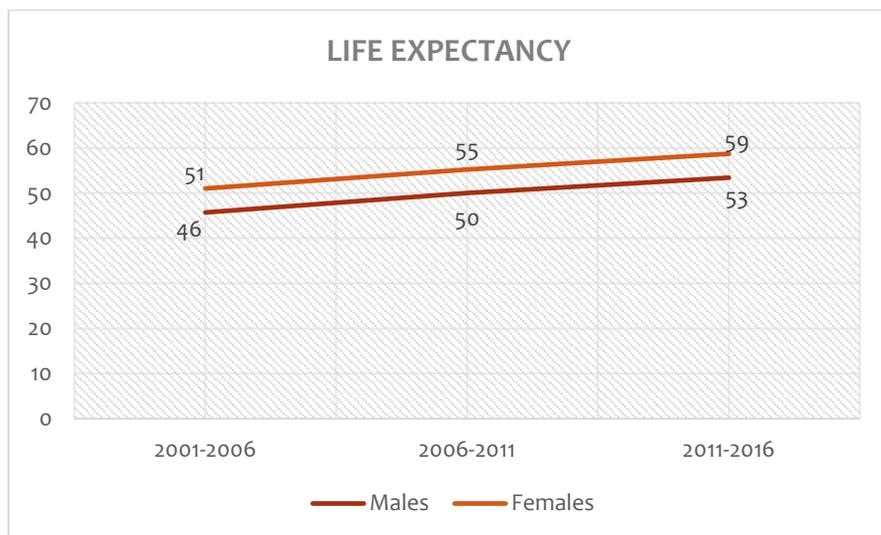
Municipality	Deaths occurred	No. death occurred	Total
uMgungundlovu	10 678	287 785	298 463
uMshwathi	1587	27 495	29 082
uMngeni	2 287	35 655	37943
Impendle	595	6417	7011
Msunduzi	4887	175582	180469
Mkhambathini	475	14985	15460
Richmond	416	17154	17570
Mpofana	431	10496	10927

The mortality rate is a measure of the number of deaths (in general or due to a specific cause) per unit of time in a population, scaled to the population's size. A mortality rate of 9.5 (out of 1,000) in a population of 1,000 means 9.5 deaths per year, or 0.95 percent of the total population. The mortality rate shown in the table above is based on the distribution of households in the uMgungundlovu region that died in 2016 but paying more particular attention to uMshwathi.

3.1.8 LIFE EXPECTANCY

Life expectancy is the average number of years a person can expect to live if in the future they experience the current age-specific mortality rates in the population. Life expectancy indicators are only available at the provincial level, not at the local level. For the years 2001-2006, 2006-2011, and 2011-2016, Figure 11 below depicts the average provincial life

expectancies for males and females. For each period, life expectancy increased incrementally for both men and women. Males have a life expectancy of 53 years, while females have a life expectancy of 59 years as of 2016, which is higher than in 1996 and 2011. Over time, female life expectancy has increased by an average of 5 years. Improvements in primary health care may have contributed to recent increases in male and female life expectancy.



Source: Statistics South Africa (Community Survey 2016 dataset)

3.1.9 POPULATION GROUPS

Figure 18: Number of Households by Race

	1996	2001	2011	2021
African	21 478	23 715	26 102	26 561
White	1 172	1 007	1 265	1 521

Coloured	40	56	66	90
Asian	463	516	556	577
Total	23 153	25 294	27 989	28 748

Source: Quantec (2022)

From 1996, Africans have been recorded as the dominant population group therein, followed whites, Asians and lastly the coloureds.

3.1.10 HUMAN DEVELOPMENT INDEX

Figure 19: HDI

1996	0,42
2001	0,4
2011	0,49
2021	0,55

3.1.11 HIV

Figure 20: HIV Prevalence

HIV Prevalence Rate (KZN)	
2002	2,3
2005	1,7
2016	0,7
2019	0,5



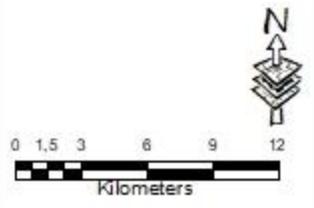
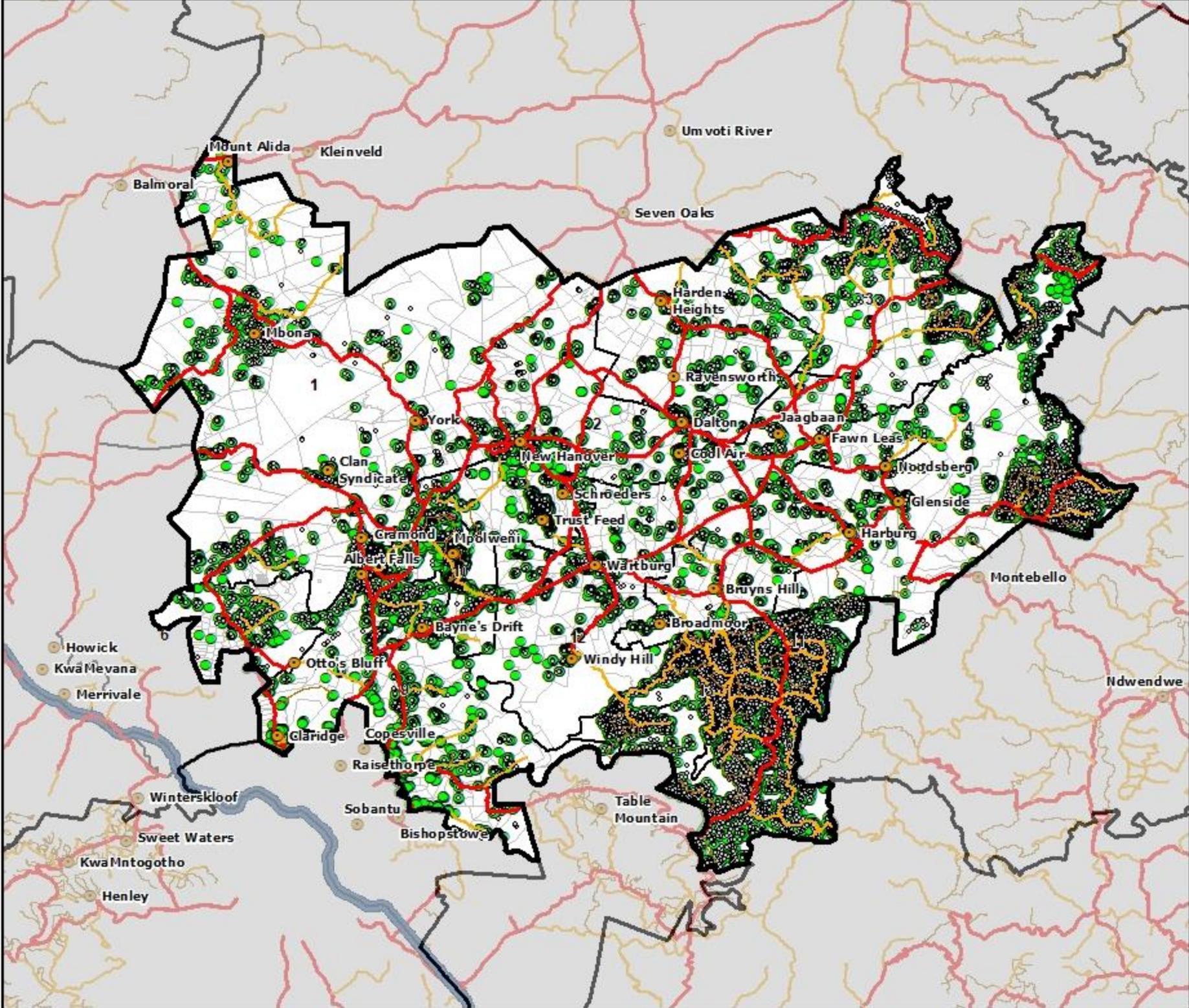
UMSHWATHI SDF: REVIEW
2022/2023

Population Growth
(2001-2011)

Map 5: Population
growth 2001 - 2013 per
Eskom HH data

Legend

- Households (2001)
- Households (2013)
- Places
- National Road
- Provincial Road
- District Road
- Local Road
- Wards
- Umshwathi Boundary
- Farm Cadastral





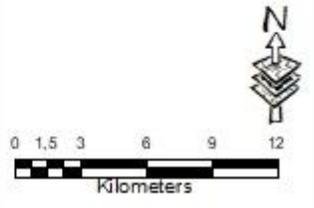
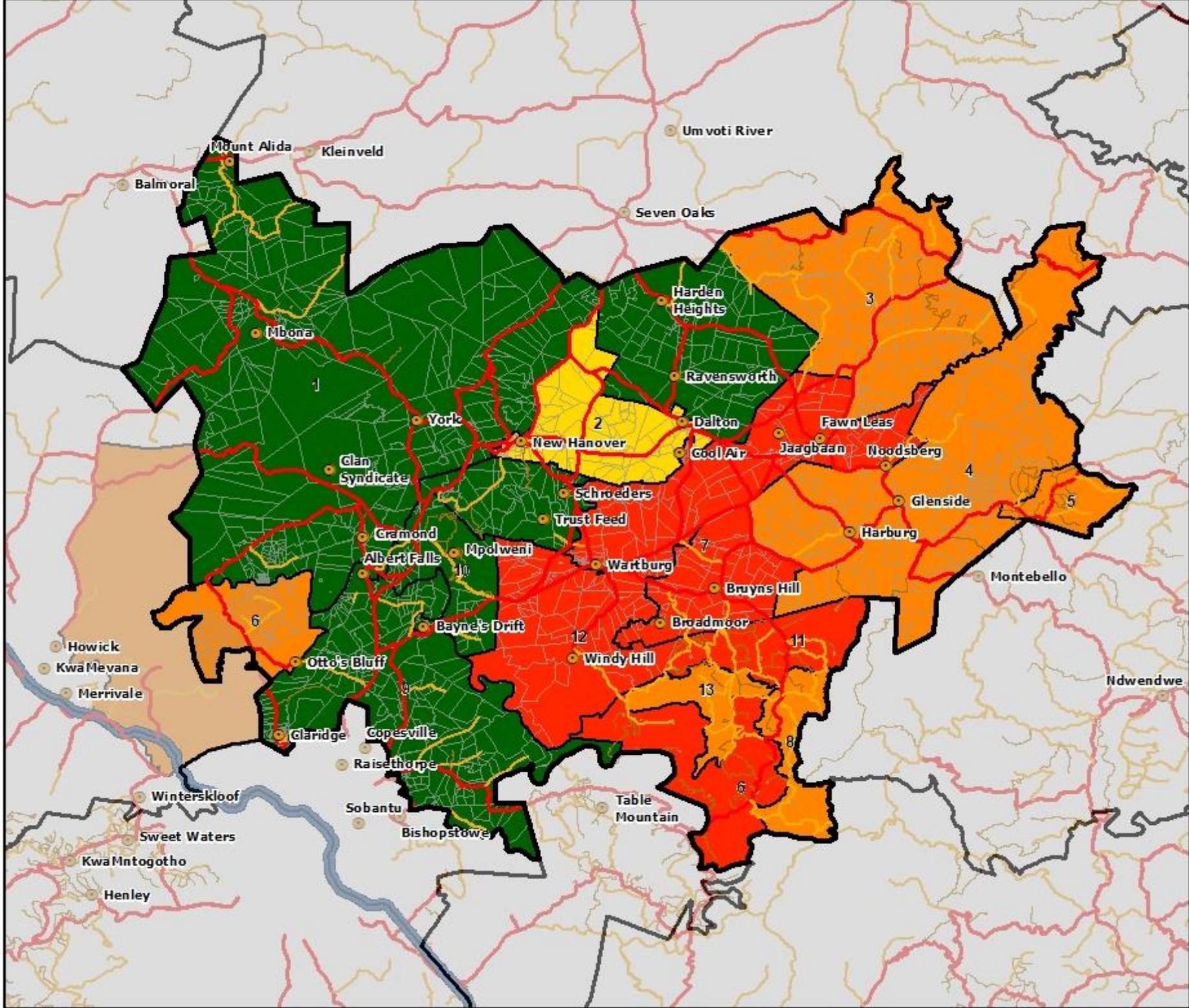
**UMSHWATHI SDF: REVIEW
2022/2023**

**Population Growth
(2001-2011)**

**Map 6: Population
growth 2001 - 2011**

Legend

- Places
- National Road
- Provincial Road
- District Road
- Local Road
- Wards
- UMShwathi Boundary
- Farm Cadastral
- Growth Values**
- 911 - 1137
- 228 - 455
- 1 - 227
- 164 - 0





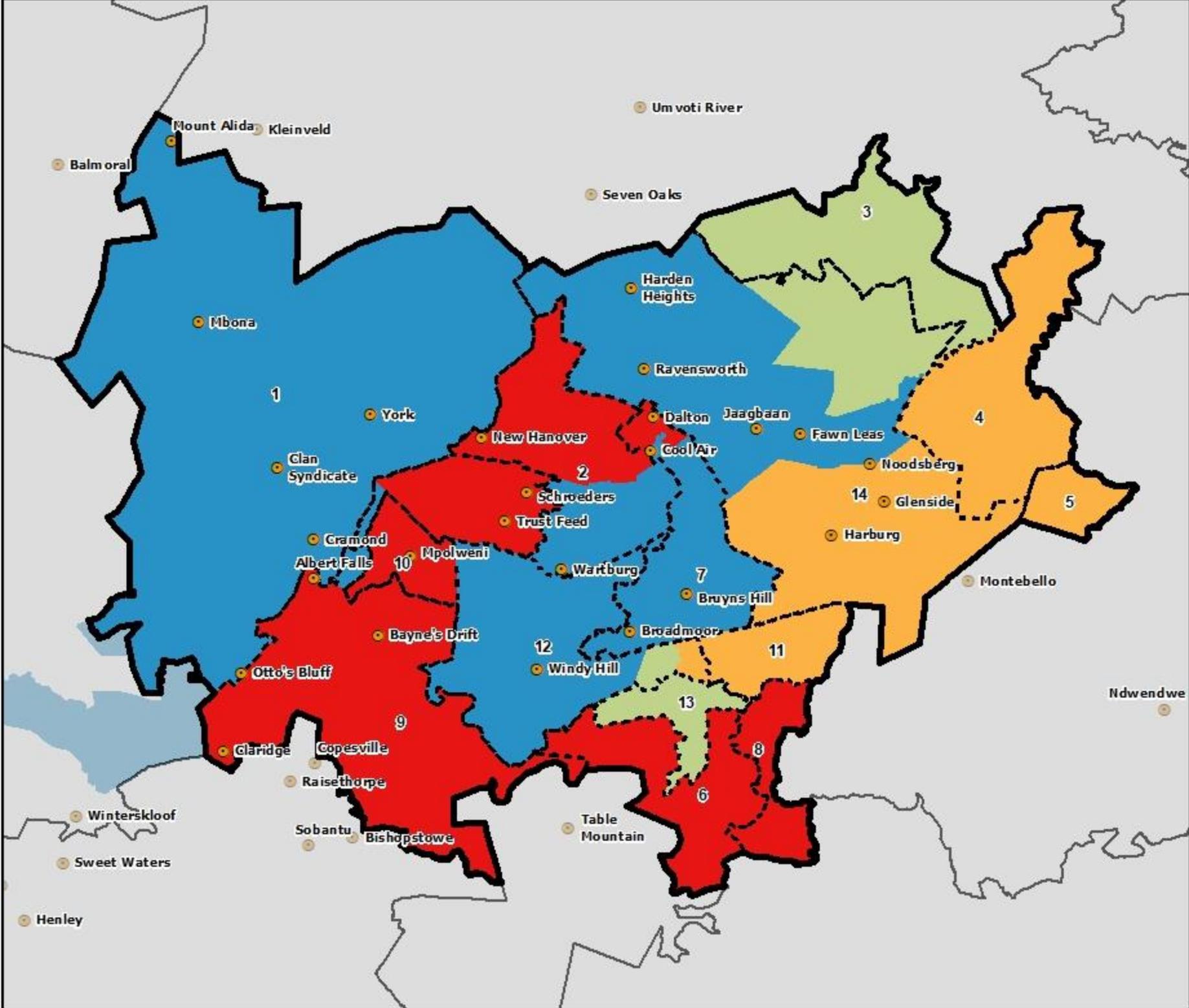
UMSHWATHI SDF: REVIEW
2022/2023

Population Growth

Map 7: Population
growth areas

Legend

- Places
- Wards2020
- Uthmaniyana Boundary
- Growth
 - Extensive Growth
 - Moderate Growth
 - Moderate Decline
 - Extensive Decline



3.2 SOCIO-ECONOMIC INDICATORS

3.2.1 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.

The table below also illustrate the household density per km². According to the Quantec data it is evident that densities are increasing since the year 1996 to 2021.

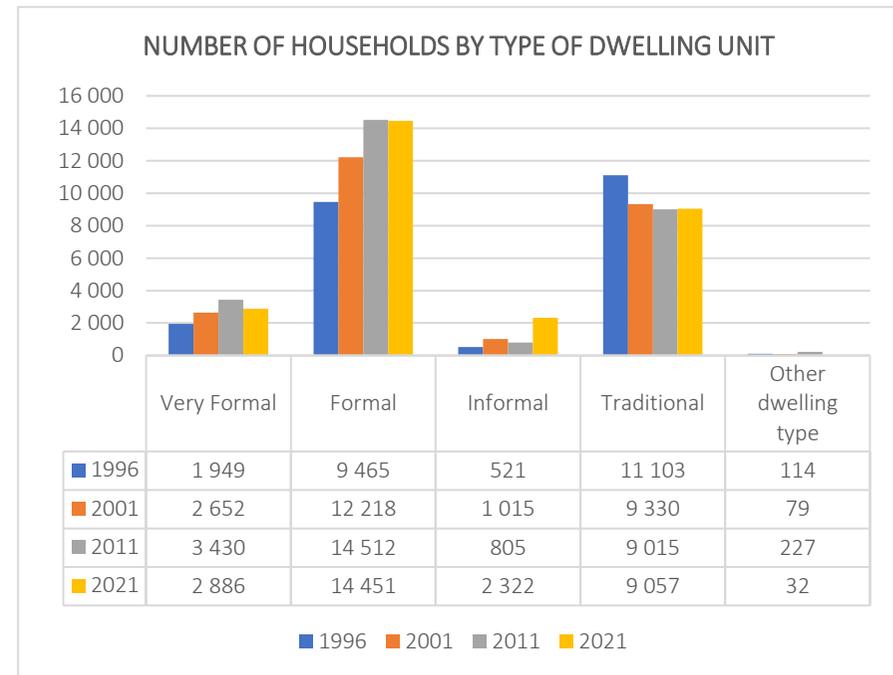
Table 11: Household density per km squared

1996	14.32
2001	15.41
2011	15.53
2021	17.80

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

The figure 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.

Figure 21: Number of households by type of dwelling unit



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

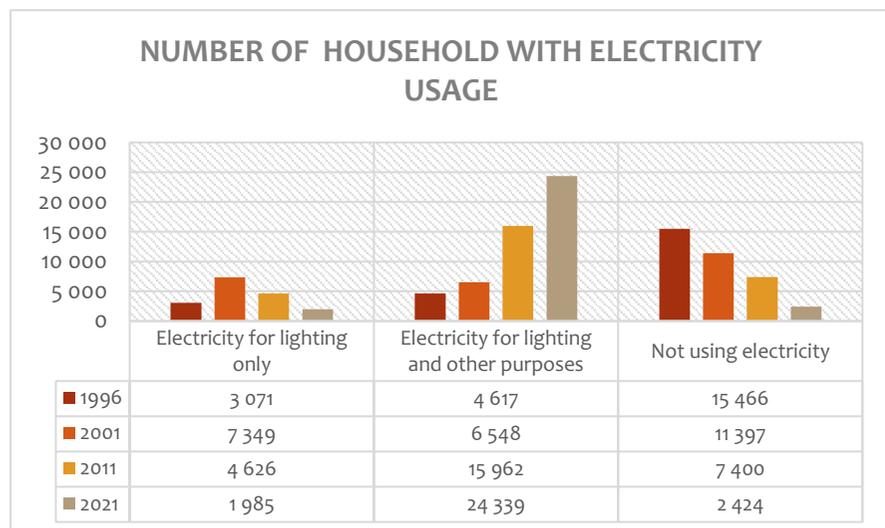
The table below outlines the number of households with access to water. The level of access to water has increased since the years. More households are getting access to water whether through piped water inside the dwelling, piped water in the yard, and through communal piped water. The number of households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

Table 12: Number of households with access to water

	1996	2001	2011	2021
Piped water inside dwelling	2,743	3,579	4,910	4,748
Piped water in yard	4,891	9,002	10,619	11,460
Communal piped water: less than 200m from dwelling (At RDP-level)	803	1,886	2,033	1,769
Communal piped water: more than 200m from dwelling (Below RDP)	420	1,042	1,160	2,307
No formal piped water	14,295	9,786	9,267	8,464
Total	23,153	25,294	27,989	28,748

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

Figure 22: Number of households with electricity usage



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

The figure above illustrates the electricity usage within each household in UMshwathi municipality. The number of people with no electricity has decreased since the 1996. Quantec has recorded that in 2021 on 2424 households had no electricity from 15466 households in 1996. It was also recorded that more households were using electricity for lighting and other purposes. The use of electricity has made lives more efficient as Municipalities and Eskom increase their electrification projects.

The tables below also outline the type of toilets used by these households and access to refuse removal. There has been an increase in the number of people with access to flush toilets and a decrease in the number of people who previously had no access to toilets since 1996 to 2021, similarly with refuse being removed less often than weekly by authority.

Table 13: Number of households with access to toilets

Number of households by type of Toilet				
	1996	2001	2011	2021
Flush toilet	4,988	5,936	8,020	7,348
Ventilation Improved Pit (VIP)	1,832	1,386	10,331	17,587
Pit toilet	11,273	12,713	8,112	3,444
Bucket system	143	309	185	25
No toilet	4,917	4,950	1,342	344
Total	23,153	25,294	27,989	28,748

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

Table 14: Number of households by access to refuse removal

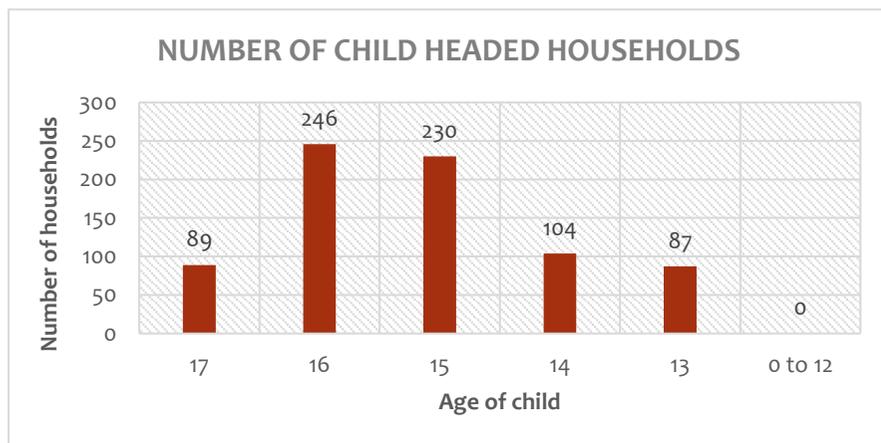
Number of households by access to refuse removal				
	1996	2001	2011	2021
Removed weekly by authority	3 351	3 977	3 767	2 805

Removed less often than weekly by authority	414	769	1 022	1 550
Removed by community members	1 074	1 404	653	936
Personal removal (own dump)	14 798	16 344	21 547	23 104
No refuse removal	3 517	2 799	999	354
Total	23 153	25 294	27 989	28 748

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

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 23: Number of child-headed households

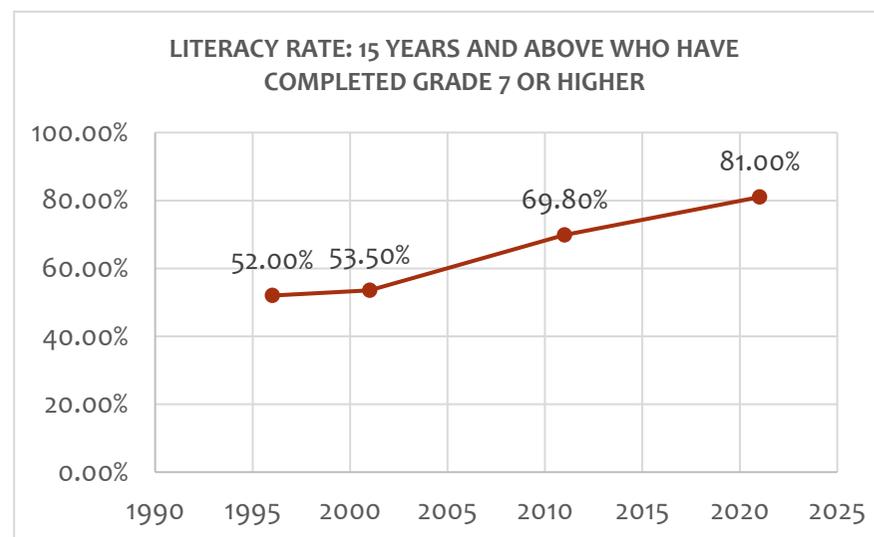


Source: StatsSA CS 2016

3.2.2 EDUCATIONAL STATUS

The literacy rate is defined as the number of people at age 15 years that can read and write. The literacy rate in UMshwathi municipality has been on the rise since recorded in 1996. In 2021, 81% of the population aged 15 years and older can read and write, a 29% increase from the 52% recorded in 1996.

Figure 24: Literacy rate

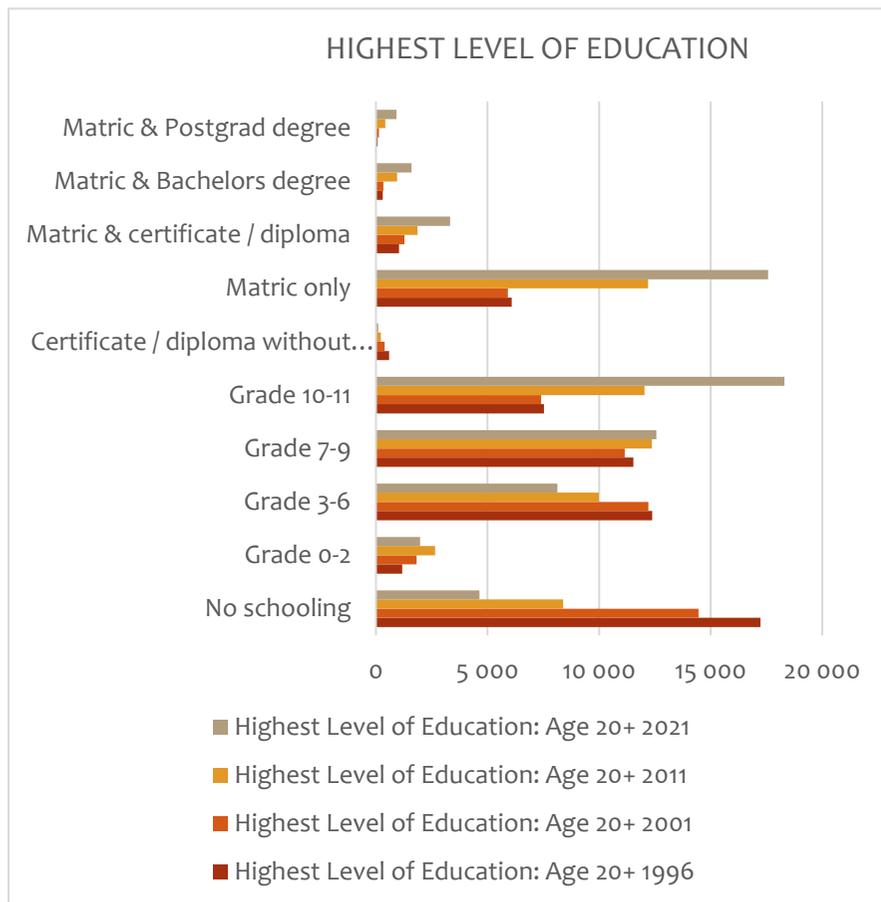


Source: Quantec (1996, 2001, 2011 & 2021)

The figure below illustrates the highest education level of people above 20 years within UMshwathi Municipality. It was recorded that 4637 people have no schooling in the year 2021. This is a huge decrease from the 17235 recorded in 1996. The number of people with certificates/diploma, bachelor's degree and postgraduate degrees has

also increased since the year 1996. More people are attending higher educational institutions to further their studies. The percentage of people with matric has also increased from 6084 people in 1996 to 17573 in 2021.

Figure 25: Highest level of education 20 years and more

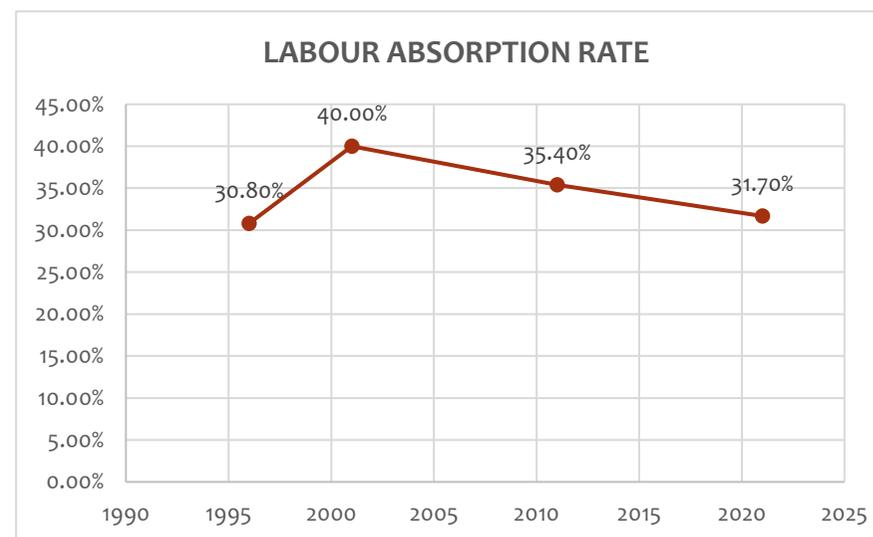


Source: Quantec (1996, 2001, 2011 & 2021)

3.2.3 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 15: 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 16: 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 17: 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 18: 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 19: 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)

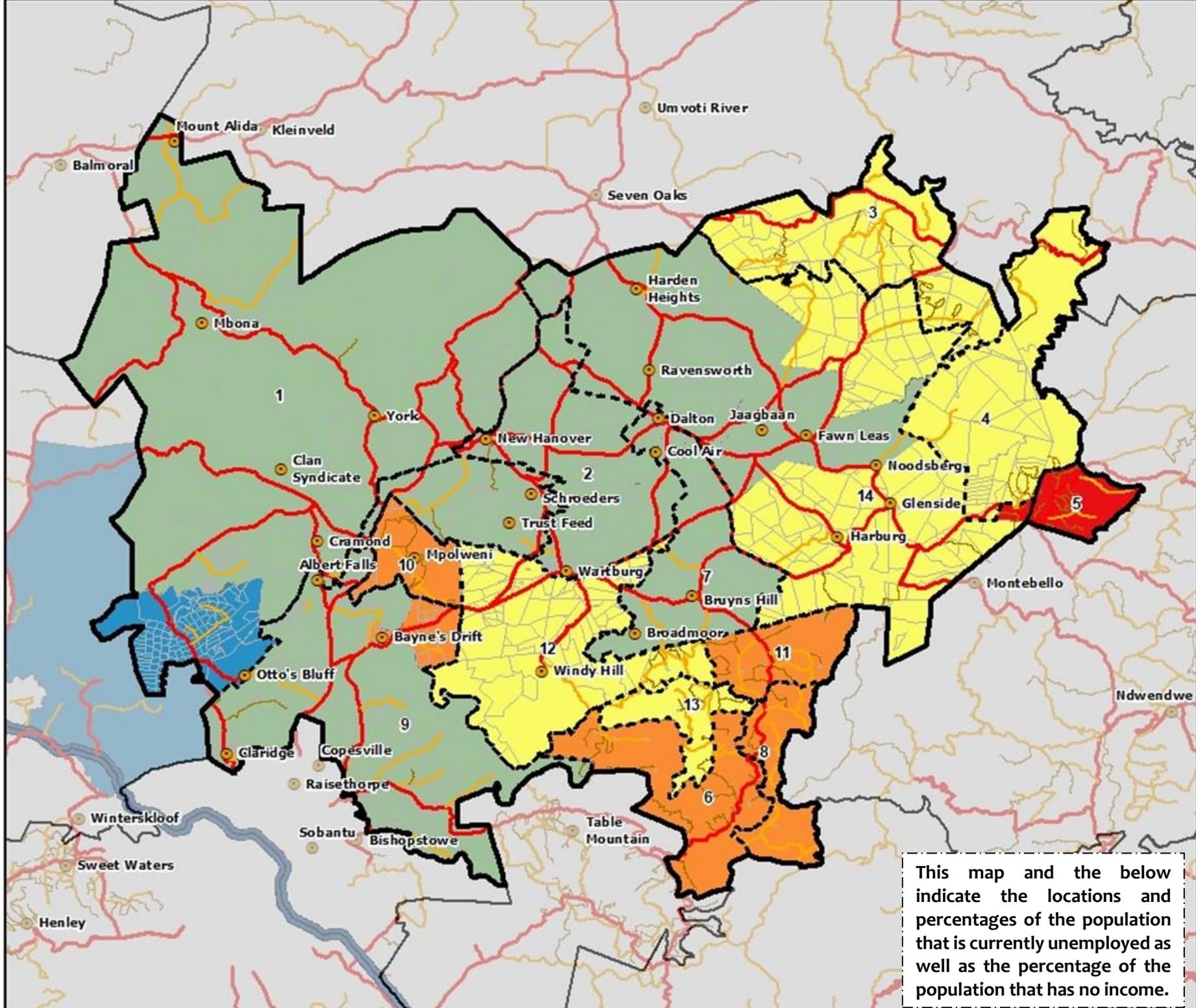
The table below outlines the number of people formally employed in each sector. The majority of people are employed in the Agricultural sector, which is the key economic sector of the municipality. However, there has been a decrease in the number of people employed in this sector in 2021 when compared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



Map 8: Unemployed population

Legend

- Places
- National Road
- Provincial Road
- District Road
- Local Road
- Wards
- Umshwathi Boundary
- Farm Cadastral
- % Unemployed**
- 21,25
- 21,26 - 33,53
- 33,54 - 41,27
- 41,28 - 47,00
- 47,01 - 53,41

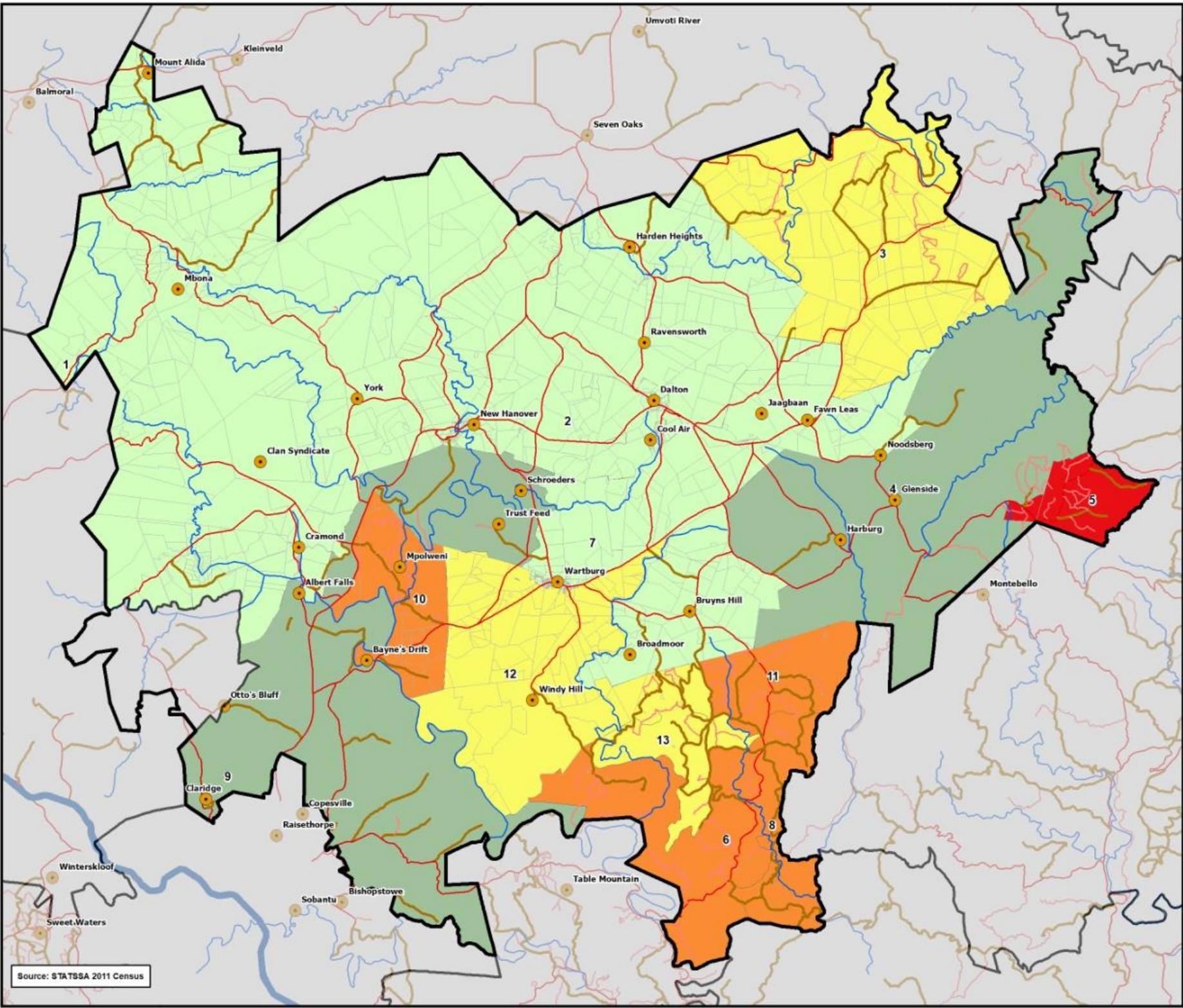


This map and the below indicate the locations and percentages of the population that is currently unemployed as well as the percentage of the population that has no income.





Map 10: Population with no income

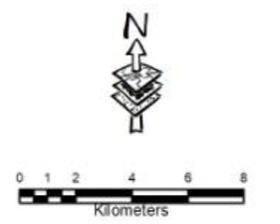


Legend

- uMshwathi Boundary
- Places
- Main Rivers
- National Road
- Provincial Road
- District Road
- Local Road
- Farm Cadastral

% No Income

- 27,19 - 29,51
- 29,52 - 36,10
- 36,11 - 41,27
- 41,28 - 47,00
- 47,01 - 53,41



Source: STATSSA 2011 Census



UMSHWATHI SDF: REVIEW
2022/2023

Map 11: Income of R3500
and less

Legend

- Places
- National Road
- Provincial Road
- District Road
- Local Road
- Wards
- Umshwathi Boundary
- Farm Cadastral
- % ≤ R3500**
- 21,25
- 21,26 - 33,53
- 33,54 - 41,27
- 41,28 - 47,00
- 47,01 - 53,41

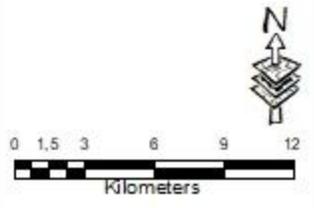
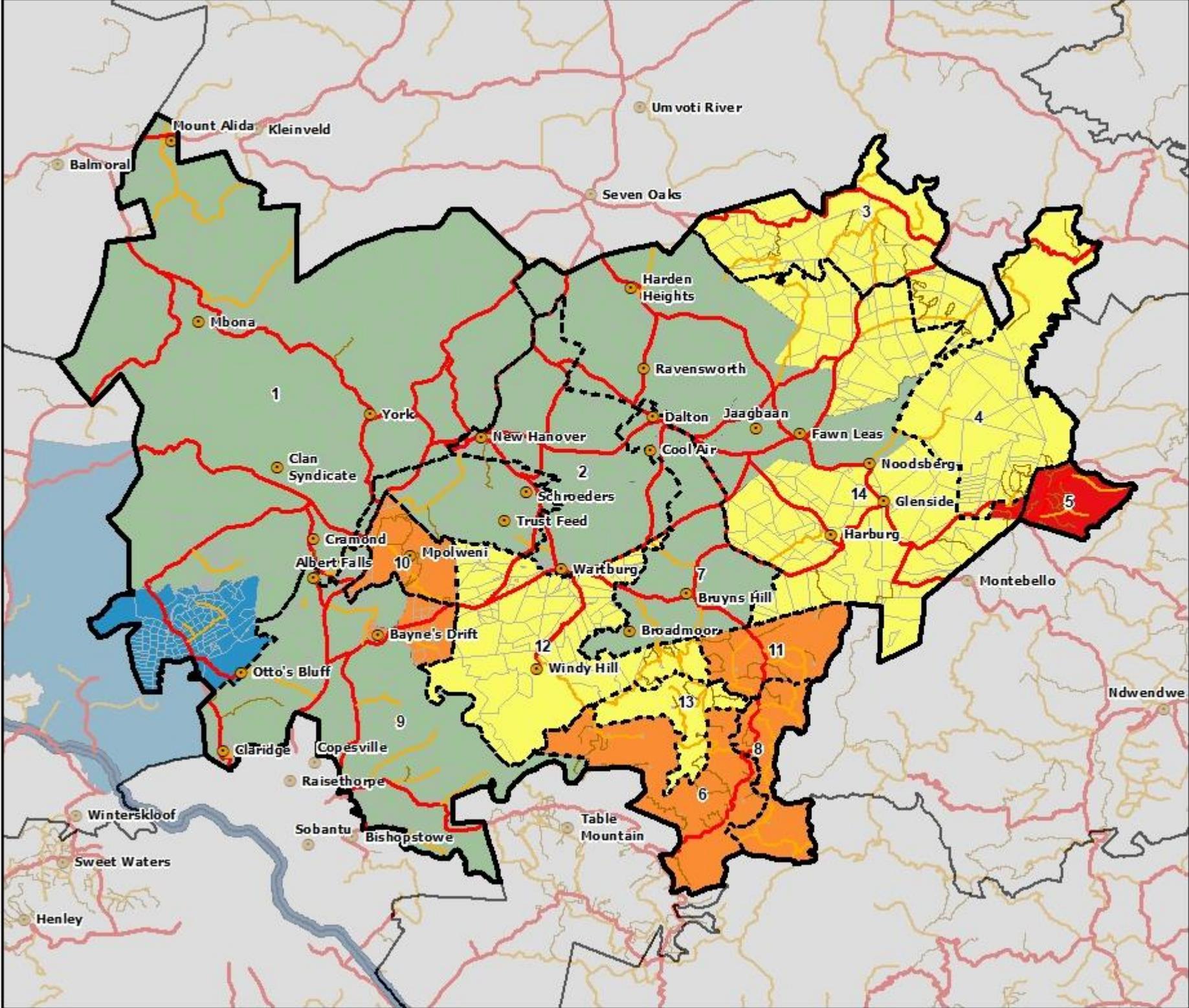


Table 20: Number of formally employed by sector

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 21: 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)

3.2.4 INCOME STATUS

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

Table 22: 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 23: 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

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

becoming more unevenly distributed. In 2021 the Gini coefficient was recorded at 0.6 which suggests an income gap.

Table 24: 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 25: Social deprivation index

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

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

3.2.5 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:

- 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.

3.2.6 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 approach 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 2016/2017, 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 change 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: -

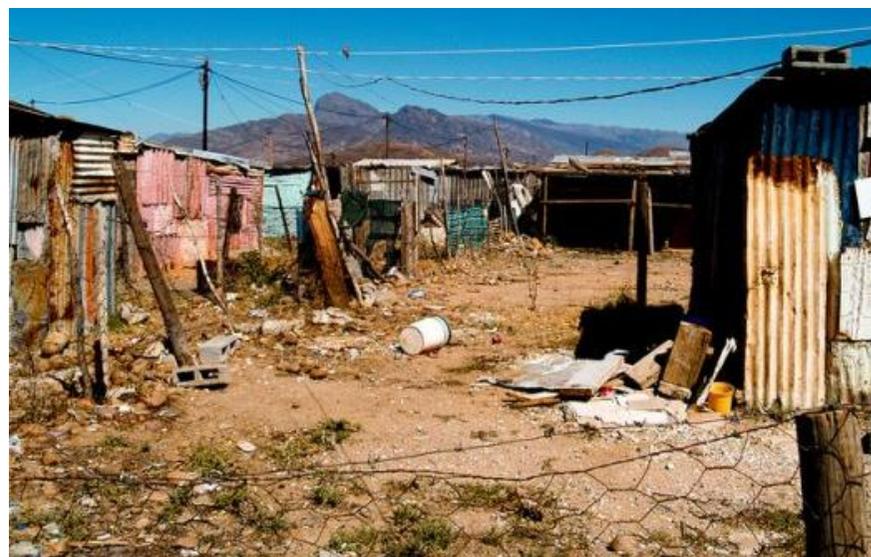
- Preference given to women
- Preference given to women headed household
- Preference given to households with no income; and
- The applicants must live within the vicinity of the crossing point.

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.

3.2.7 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.

3.3 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.

3.4 SERVICE DELIVERY PRIORITY AREAS

3.4.1 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.

3.4.2 SANITATION 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.

3.4.3 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.

3.5 CROSS-CUTTING ISSUES

3.5.1 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

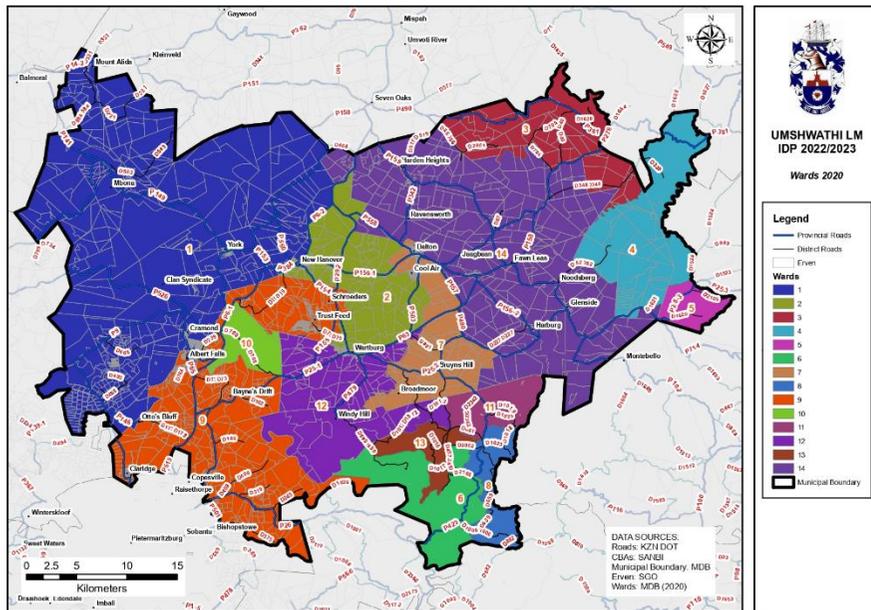
linkages from main centres such as Durban and Pietermaritzburg, to the interior of the province such as Greytown and Dundee. At a local level, both the R33 and the R614 have been identified as primary corridors that have the potential to become key development routes within the Municipality and Province 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.

3.5.2 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 28 Councillors comprising 14 Ward Councillors and 14 Proportional Representatives (PR's). Each of the 14 Wards has fully functional Ward

Committees that serve to enhance public participation in municipal affairs.



Map 12: Administrative wards

3.5.3 SETTLEMENT TYPOLOGIES

3.5.3.1 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.

3.5.3.2 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.

3.5.3.3 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.

3.5.3.4 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.

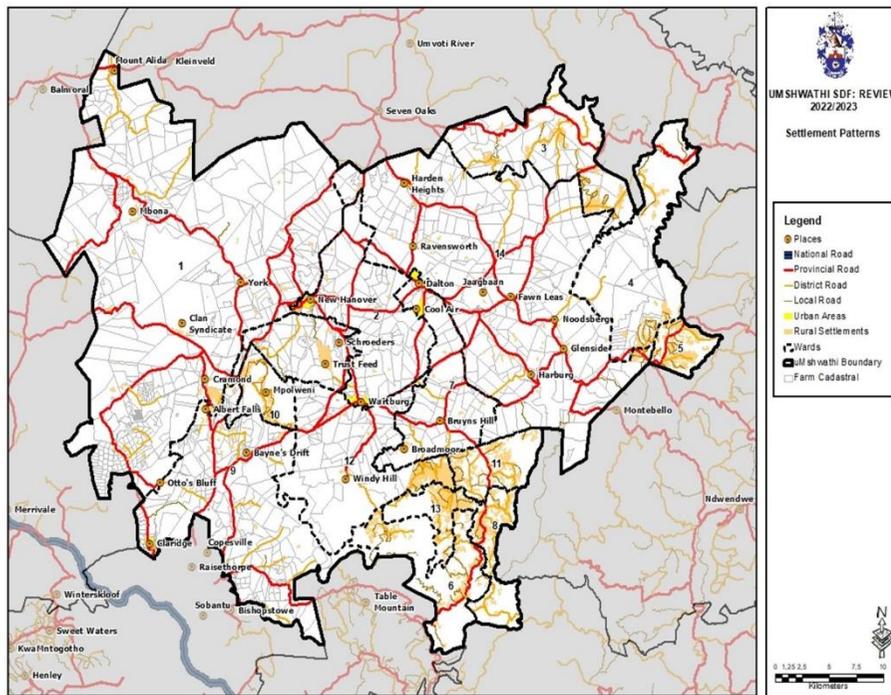
The Municipality is also characterized by large tracts of land under traditional authority/Ingonyama Trust Board. The Municipality ensures that Traditional leaders participate fully and contribute to the development's initiatives and decision-making processes. UMshwathi municipality developed an SDF Framework 2017-2040 for the purpose of aligning with the Spatial Planning and Land Use Management Act and the 2019/2020 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 on 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 13: Rural Settlements



3.5.4 EXISTING NODES AND CORRIDORS

3.5.4.1 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

3.5.4.2 SECONDARY SERVICE NODES: (SATELLITE: - SUPPORT CENTRE DALTON, COOL AIR, BHAMSHELA/ APPELSBOSCH, 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

3.5.4.3 TERTIARY NODES: SWAYIMANE, MPOLWENI, CRAMOND

Existing tertiary service nodes within UMshwathi include areas such as 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

3.5.4.4 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 areas, these areas are being strategically located within the rural areas

and yet developing economic trend or pattern. Typical activities or uses within the Primary Node are as follows:

- Tourism.
- Light Industry; and
- Manufacturing.

3.5.4.5 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 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.

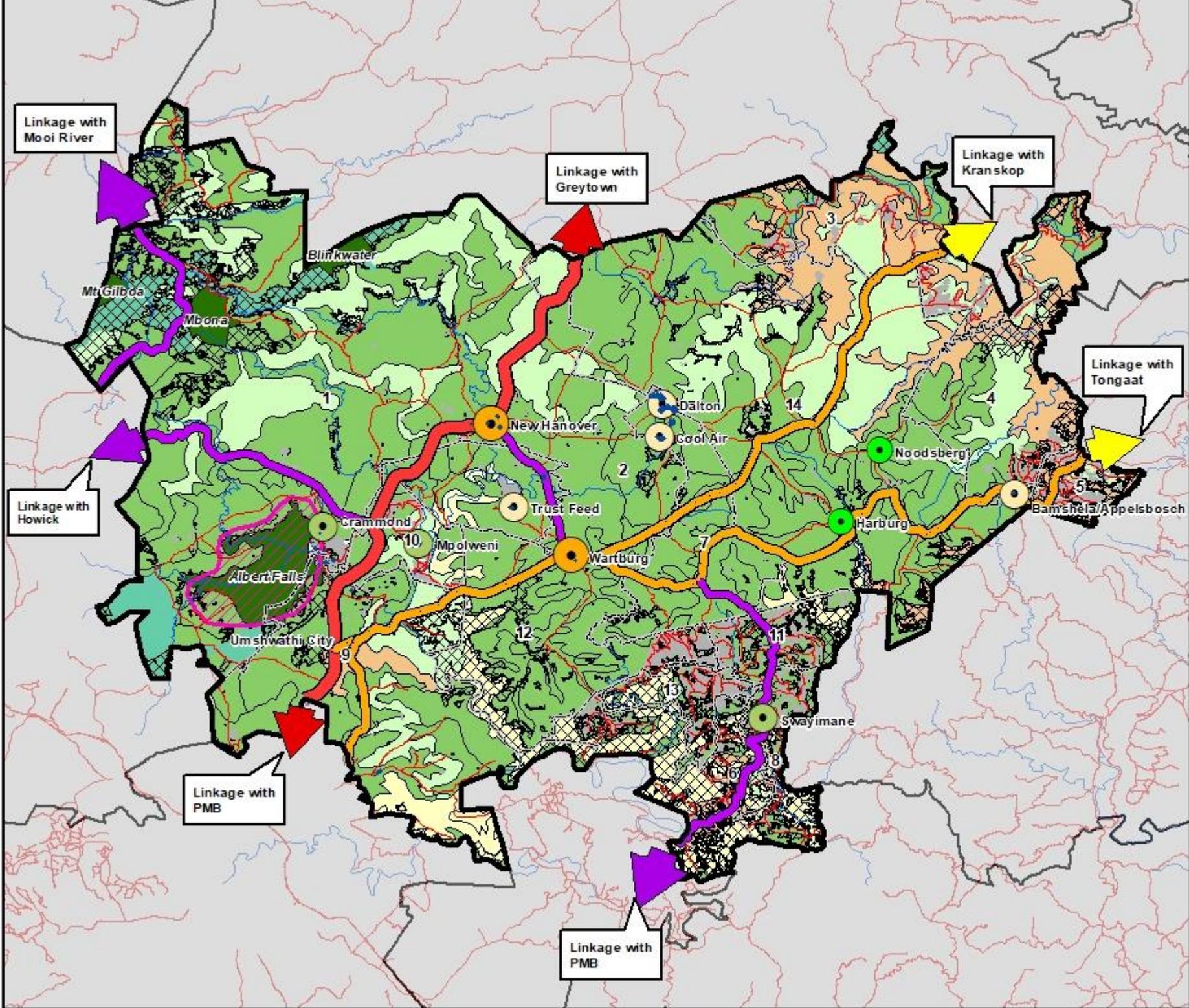
3.5.4.6 SECONDARY CORRIDOR – R614 AND P279

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 attracted, and this development should be encouraged. These encourage access to opportunities.

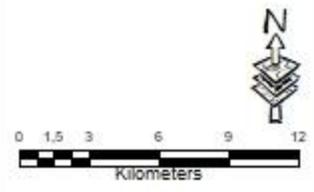


UMSHWATHI SDF: REVIEW
2022/2023

Map 14: Composite SDF



- Legend
- Primary Service Node
 - Secondary Service Node
 - Tertiary Node
 - Rural Service Node
 - DOT Road Network
 - Main Rivers
 - Primary Corridor
 - Secondary Corridor
 - Tourism Link Route Corridor
 - Tourism Node
 - Wards
 - Umshwathi Boundary
 - Protected Areas
 - KZN CBA Irreplaceable
 - KZN ESA
 - Commercial activities
 - Agricultural Development Only
 - Agriculture and Eco-Tourism Development
 - Agri-tourism Development
 - Agricultural Mixed Use Development



3.5.5 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

3.5.5.1 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.

3.5.6 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.

3.5.7 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

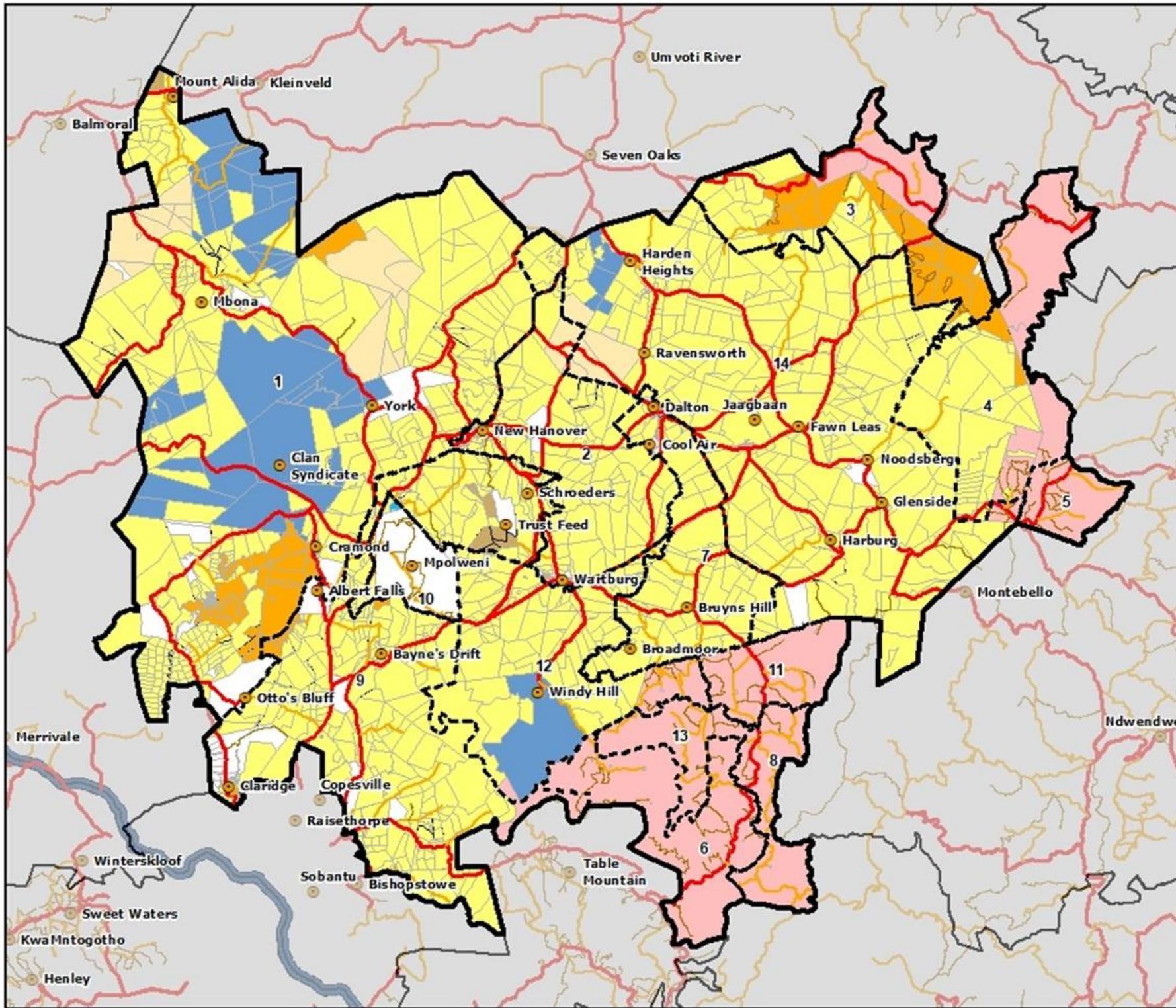
3.5.8 PRIVATE PARTNERSHIPS

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).



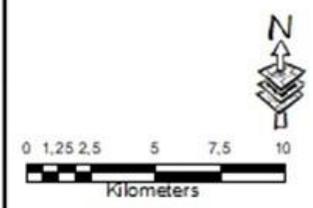
UMSHWATHI SDF: REVIEW
2022/2023

Map 15: Ownership



Legend

- Places
- National Road
- Provincial Road
- District Road
- Local Road
- Wards
- Umshwathi Boundary
- Farm Cadastral
- Eskom
- Government
- Ingonyama Trust Board
- Mondi
- Municipal
- Private
- Sappi
- Tekom
- Trans net

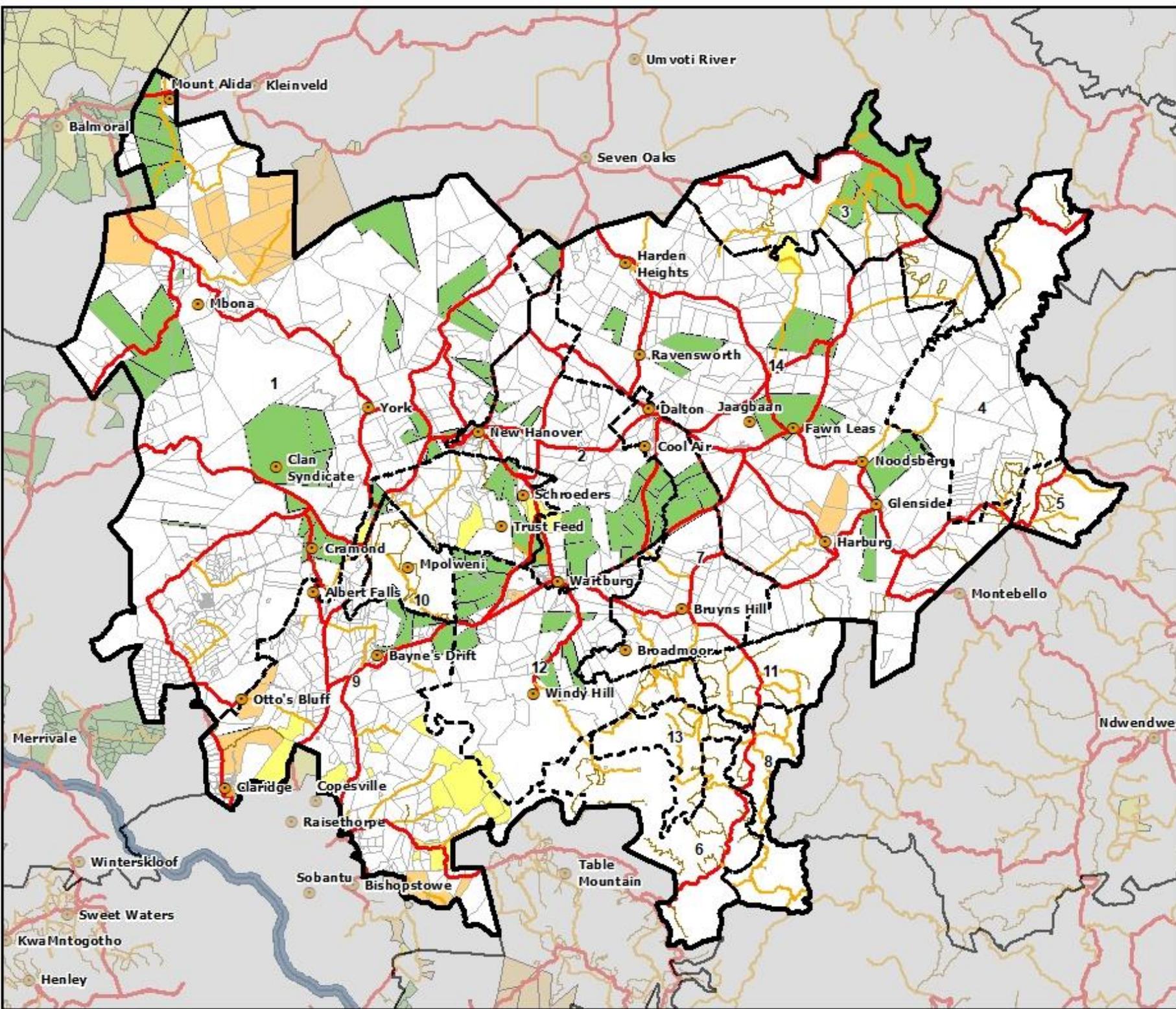
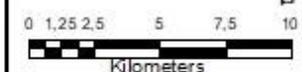




Map 16: Land Reform

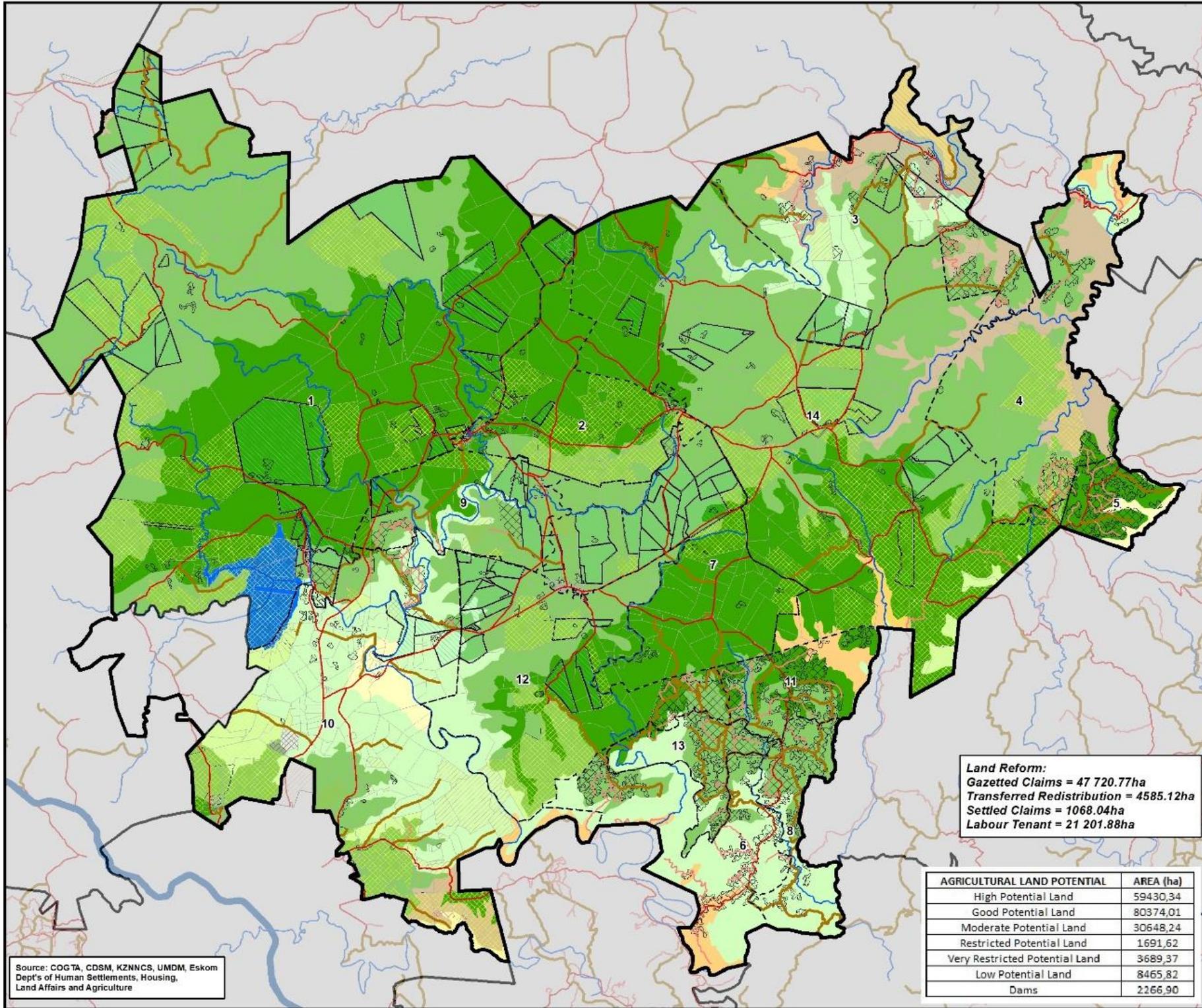
Legend

- Places
- National Road
- Provincial Road
- District Road
- Local Road
- Wards
- Umshwathi Boundary
- Farm Cadastral
- Labour Tenants
- Restitution Claims
- Transferred
- Redistribution Projects





**Map 17:
Agricultural
Potential**



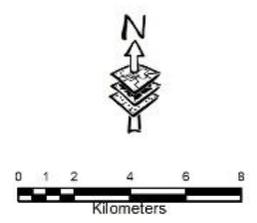
Legend

- 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

Land Reform:
 Gazetted Claims = 47 720.77ha
 Transferred Redistribution = 4585.12ha
 Settled Claims = 1068.04ha
 Labour Tenant = 21 201.88ha

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

Source: COGTA, CDSM, KZNCS, UMDM, Eskom
 Dept's of Human Settlements, Housing,
 Land Affairs and Agriculture



3.12.4 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.

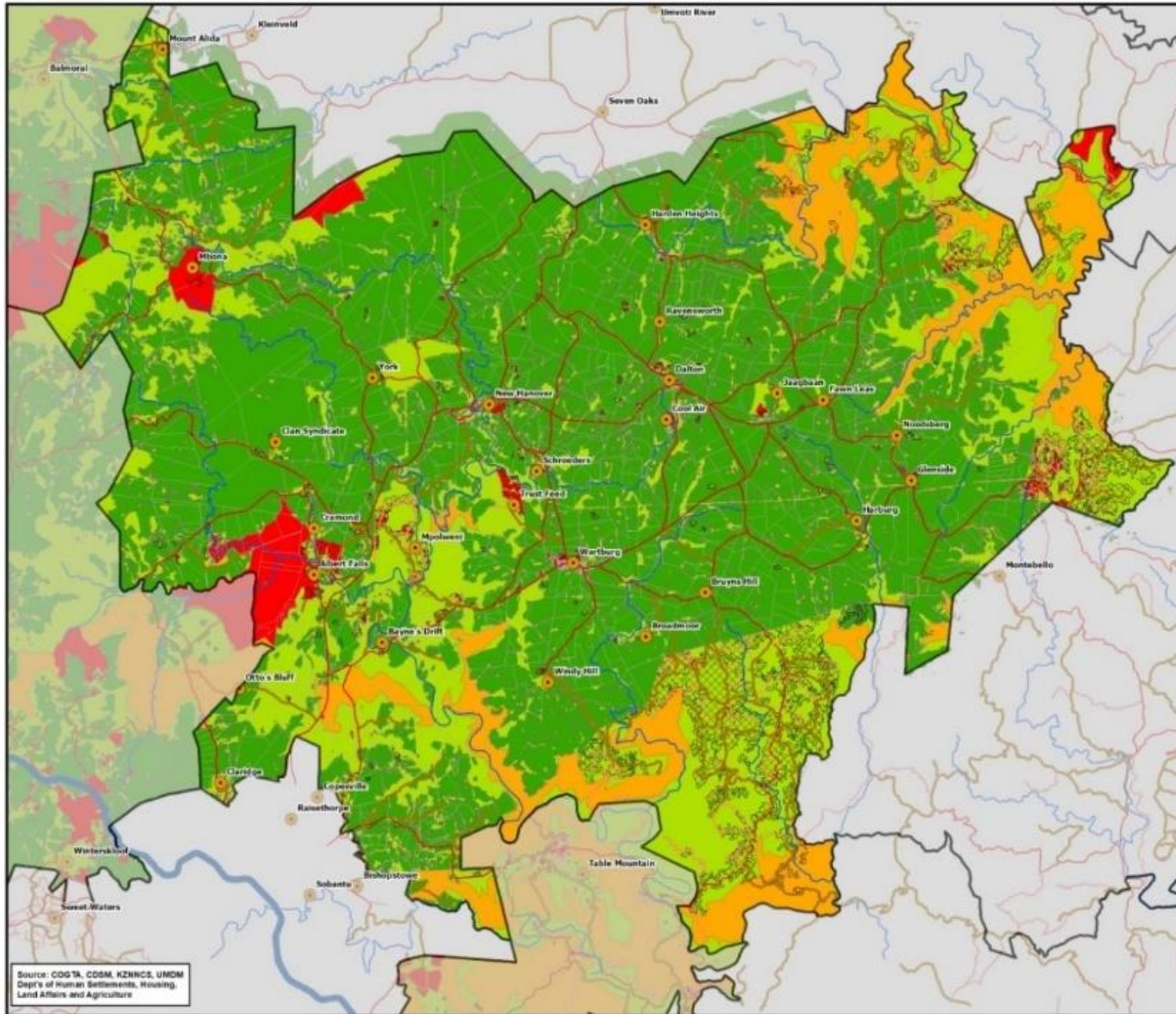
Ecotopes are classified as being either identified as crop or veld 'in terms of land potential and can be used to determine what types of farming enterprises can be supported and estimates of associated potential yields. The identification of high potential agricultural land, which is categorised as 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.



Map 18: Agricultural potential (EMF)



Legend

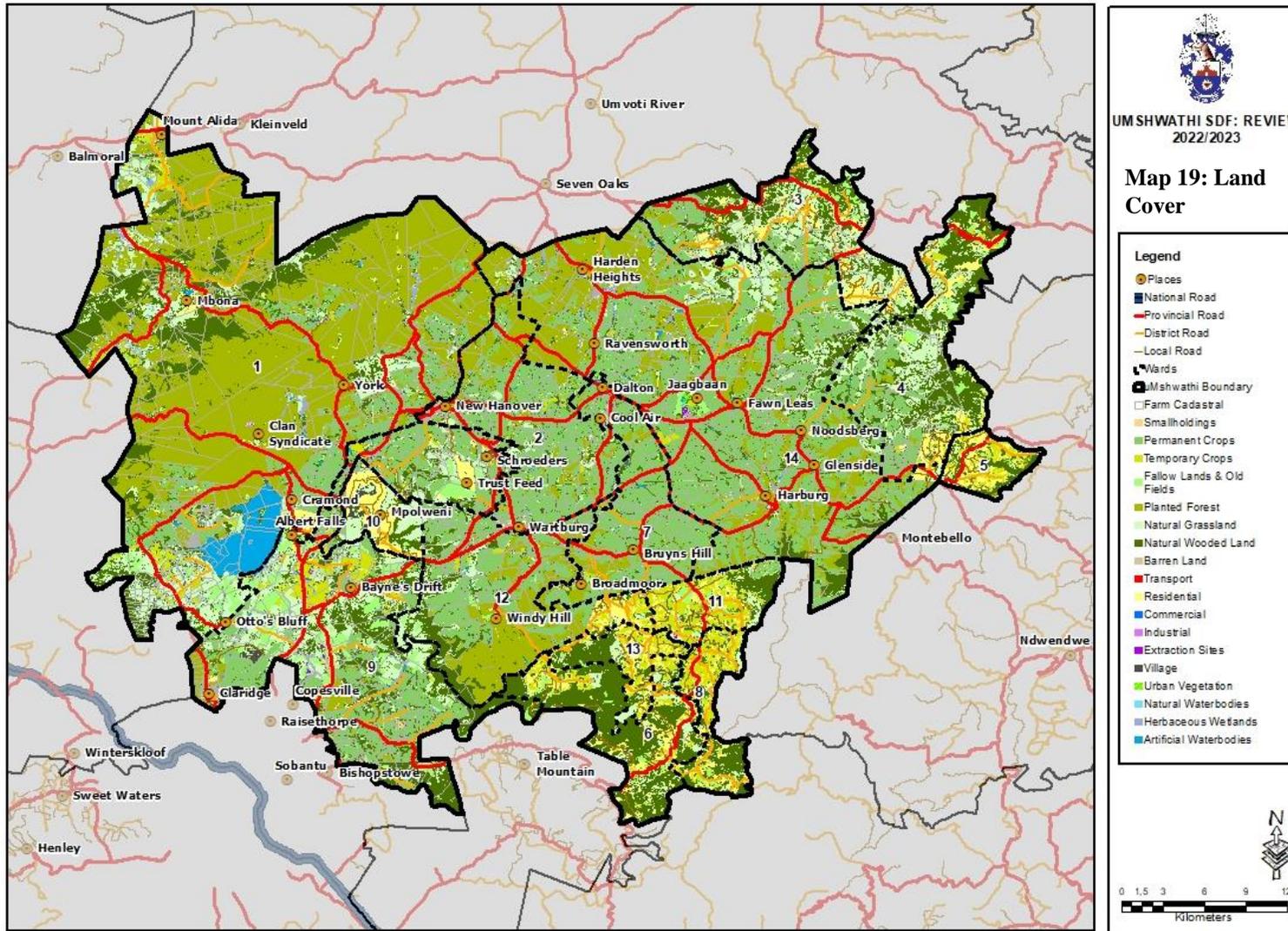
- Places
- Main Rivers
- National Road
- Provincial Road
- District Road
- Local Road
- Farm Cadastral
- Settlements
- Low Sensitivity
- Moderate Sensitivity
- High Sensitivity
- Very High Sensitivity

N

0 1 2 4 6 8
Kilometers

Source: COGTA, CDSM, KZNRC, UMDM
Dept of Human Settlements, Housing,
Land Affairs and Agriculture

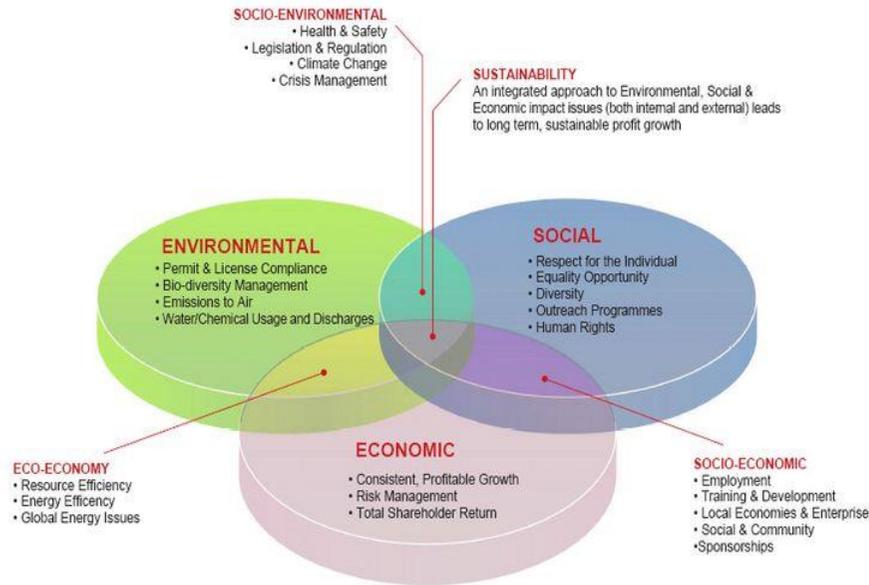
3.12.5 LAND COVER



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. Most divergent covers are in nodal areas due several services offered.

3.6 ENVIRONMENTAL ANALYSIS

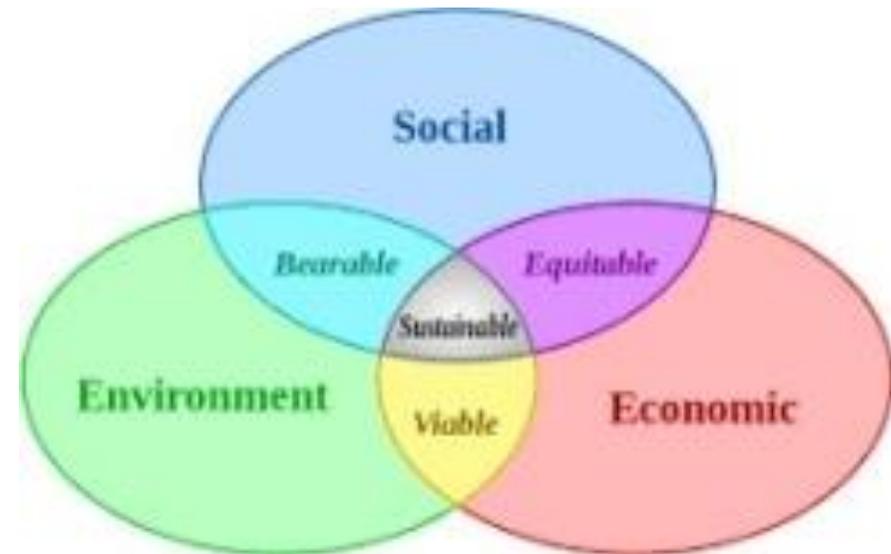
Figure 26: Environmental assessment



The environment can best be described as an interplay of the biophysical environment and the social environment. The biophysical environment covers amongst other things the water, air, soil, land, and climate. The social environment covers socio-economic, economic, social, political, cultural and heritage aspects of an area. The three circles of sustainability are social, environmental, and economic circles. When these circles are working in balance, as depicted by the central intersection, this means that our earth system is sustainable, (Vishwakarma, S.,2018).

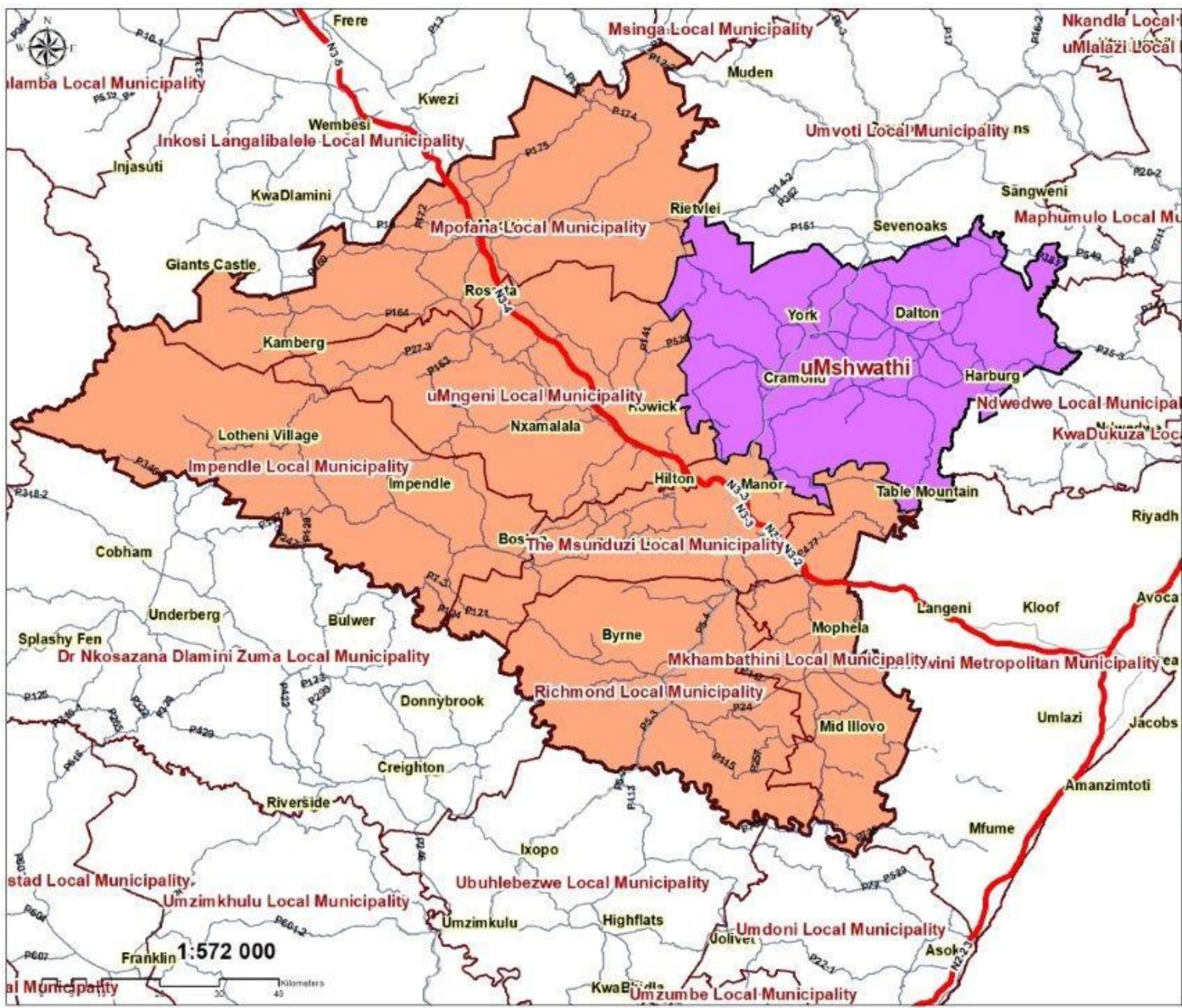
The uMshwathi Local Municipality (ULM) is located within the uMgungundlovu District Municipality (UMDM), situated in its northeast quadrant as illustrated in the map below.

Figure 27: Environmental balance



Source: Vishwakarma, S (2018)

The uMgungundlovu District Municipality (UMDM) has adopted the seven strategic goals of the Provincial Growth and Development Plan (PGDP), which includes “Goal 5: Environmental Sustainability”. One of the key pillars to the realization of this goal is the 3rd Pillar “Balanced and sustainable development, green economy and a garden city model that is in harmony with nature, (UMDM, EMF: 2017).



UMSHWATHI LOCAL MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2022/2023

REGIONAL LOCALITY MAP

- Legend**
- Municipal Boundary
 - Local Municipalities
 - uMgungundlovu DM
 - National Road
 - Provincial Road

Map 20: UMshwathi Regional Locality Map

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3.6.1 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 km² (StatsSA, 2011). The elevations across the district range from 53m above sea level in the south-east, to 3 320m at the Drakensburg escarpment along the western border.³ The terrain capability in the municipality is largely low to low-moderate.

In addition, the understanding of the municipal's topography is of vital importance as it influences settlement patterns, use of land and the cost of installing basic services. UMshwathi Local Municipality is located in the north-eastern part of uMgungundlovu District Municipality. The local topography is well surrounded by gradual sloping plateaus. The elevations across the district range from 53m above sea level in the southeast, to 3320m at the Drakensberg escarpment along the western of the border.

Table 26: Slope analysis

Slope Analysis	Area (ha)
1:3 and steeper	189523
1:3 – 1:6	39664
1:6 – 1:8	23509,9
1:8- 1:10	17808.43
1:10 and flatter	86630.35

According to the table above and the map below, UMshwathi is relatively steep with 1:3 and steeper slopes account for 189523 ha of municipal land. These areas are located at the periphery of the

municipality and are rural settlements and traditional authority areas with no agricultural potential.

3.6.2 TERRESTRIAL ENVIRONMENT

According to a 2005 land cover data for the MDM, just over 57% was considered to be in a natural state with 1.6% being degraded natural cover and just less than 41% being transformed. A conservative estimate of the current estimate may be that more than 50% of the pristine natural land cover of the UMDM may be lost to a combination of transformation and degradation.⁴ There has been a decrease in the cover of natural vegetation, primarily grasslands, and an increase in that which is considered degraded.

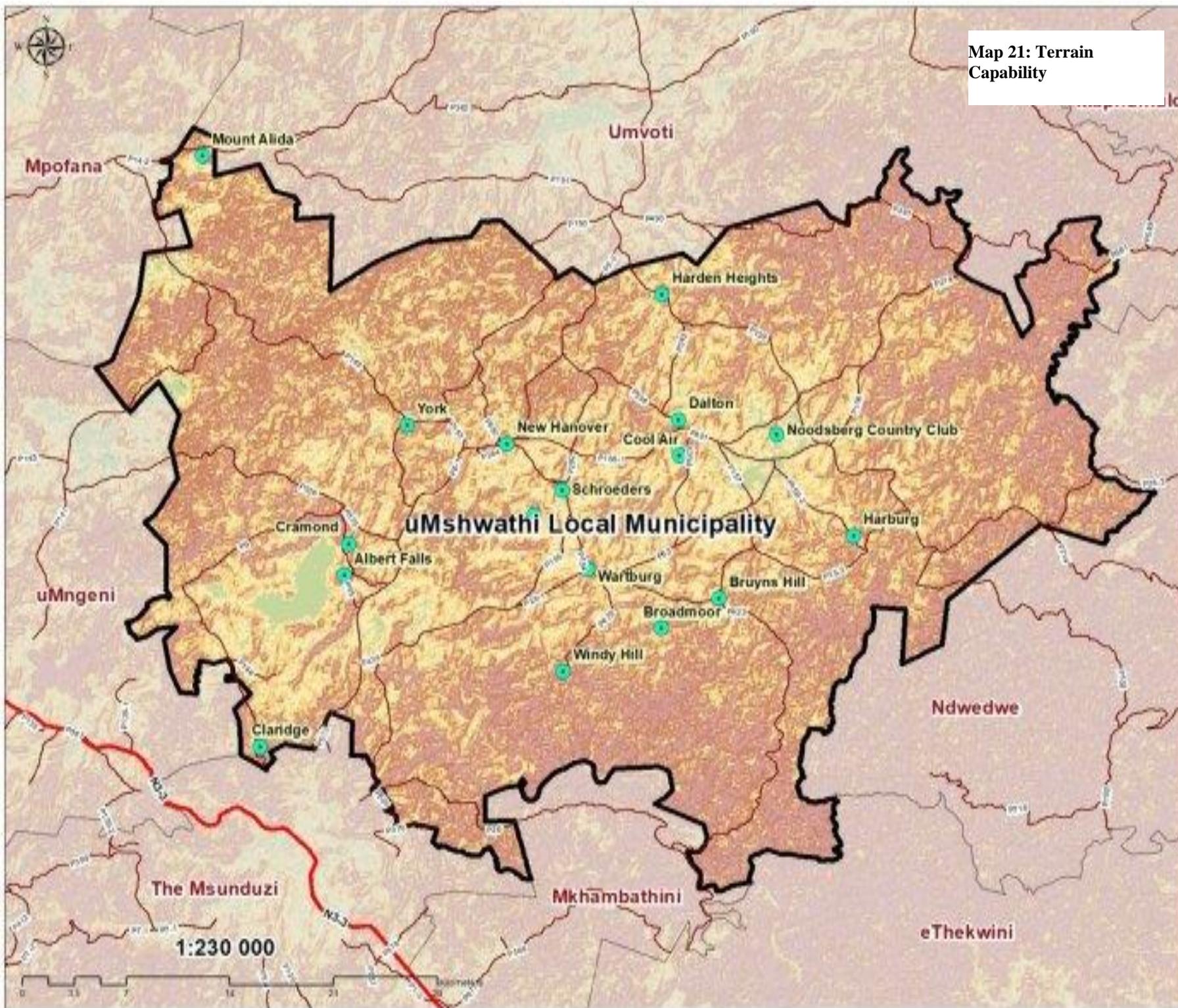
3.6.3 GEOLOGY AND SOILS

ULM is surrounded by a range of 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 sandstones (Irwin, 1992). In addition, the geological nature of an area influences the areas' ability to develop, the topography, and alignment of river channels. It also has an influence on the type of soil formations prevalent within the area.

Table 27: Geological formation and size

Geology	Hectares
Arenite	92875.89
Shale	1595.73
Tillite	18526.6
Gneiss	56842.83
Dolerite	16725.23

Map 21: Terrain Capability



UMSHWATHI
LOCAL MUNICIPALITY:
INTEGRATED DEVELOPMENT
PLAN 2022/2023

TERRAIN CAPABILITY

Legend

Terrain Capability

- 2. Low-Very low
- 3. Low
- 4. Low-Moderate
- 5. Moderate
- 6. Moderate-High
- 7. High
- 8. High-Very high

Municipal_Boundary3

Local Municipalities

National Road

Provincial Road

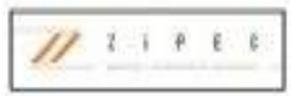
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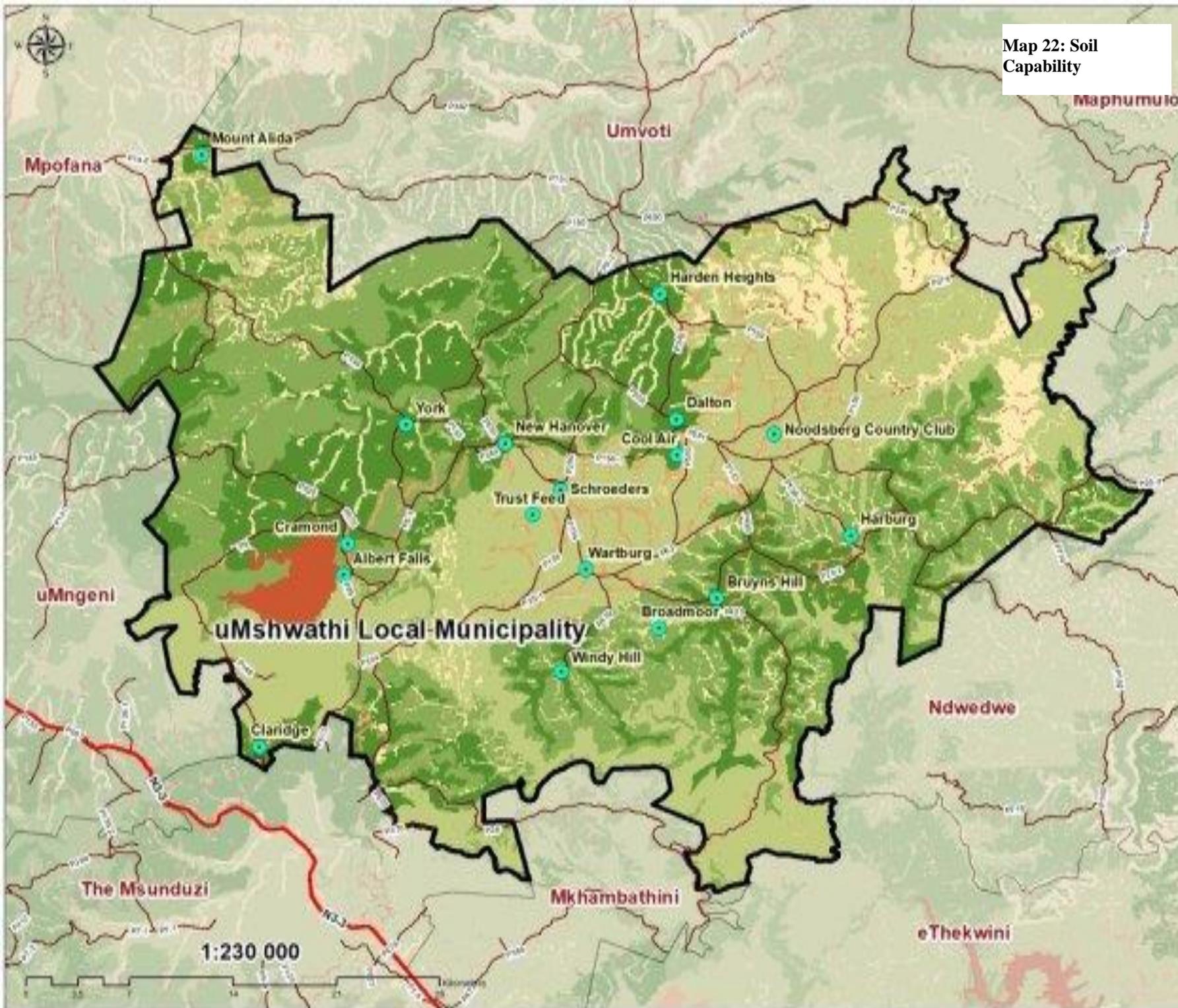


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Map 22: Soil Capability



**UMSHWATHI LOCAL MUNICIPALITY:
INTEGRATED DEVELOPMENT
PLAN 2022/2023**

SOIL CAPABILITY

Legend

- Place Names
- Soil Capability**
 - 1. Very low
 - 2. Low-Very low
 - 3. Low
 - 4. Low-Moderate
 - 5. Moderate
 - 6. Moderate-High
 - 7. High
 - 8. High-Very high
 - 9. Very high
- National Road
- Provincial Road

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Arenite and shale are the dominant geological nature found within the UMshwathi area. Arenite is a type of sedimentary rock used to make sundried bricks. Shale is commercially important. It is a source material in the ceramics industry to make brick, tile, and pottery and Portland cement. Crushing shale and heating it with limestone makes cement for the construction industry. Natural gas and petroleum may be extracted from oil shale. This is followed by tillite, gneiss and dolerite.

3.6.4 AQUATIC ENVIRONMENT

The aquatic environment within the municipality has become significantly compromised. The primary reasons for this relate to the quantity of water in the systems and the quality thereof. The aquatic systems in the municipality are extremely stressed due to the fact that the demand far exceeds the supply. According to the Environmental Management Framework for the uMgungundlovu District Municipality (2017) the following problems are evident:

- The upper reaches of the catchments in the district municipality that provide water are in a poor condition with alien plant infestations accounting for losses in water production together with incompatible land uses and degradation contributing to both a decrease in water production capacity and as well as quality.
- Intensive agricultural practices such as dairies, poultry batteries, and piggeries all contribute to releasing pollution into the system in the upper reaches of the catchment, while the urban centres all contribute to industrial and human waste.
- In the lower reaches of the catchments, other agricultural activities such as sugar cane production contribute to reduced water quality through the leaching of agricultural chemicals.

3.6.5 HYDROLOGY

The hydrology of an area is water resources, that is, surface water resources and groundwater resources; and the way it flows and reflects hydrological patterns. The hydrological pattern in the ULM reflects a dendritic pattern with primary rivers flowing in an easterly direction towards the coast, where the mouth of the rivers and estuaries occupy. The tributaries and streams originate and flow in various directions connecting to the primary rivers.

Three main rivers traverse the landscape, the Mdloti River, the Mgeni River, and the UMvoti River. The Mdloti headspring and Hazelmere Dam occupy the eastern boundary of the uMshwathi Local Municipality. The Mgeni river flows from west to east then veers south-east and enters the boundaries of the eThekweni Municipality. The UMvoti River flows from west to east in the upper north-west quadrant of the municipality flowing outside of the ULM boundary, veering southwards and entering the municipal borders again in the north-eastern quadrant.

The UMvoti River is the primary water source for the North Coast and, is situated in uMshwathi. The Albert Falls and Nagle Dams are located partly within the Municipal boundaries.

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 in the farmlands sugar fields and small and emerging farmers in Swayimana. Furthermore, where such aspects are considered, they are largely focused on the use of water from rivers, boreholes, or some form of storage (JoJo tanks).

Map 23: Hydrology

Legend

-  Municipal Boundary
-  Local Municipalities
-  Wetlands
-  Flood AGOL
-  Natural Dam
-  River

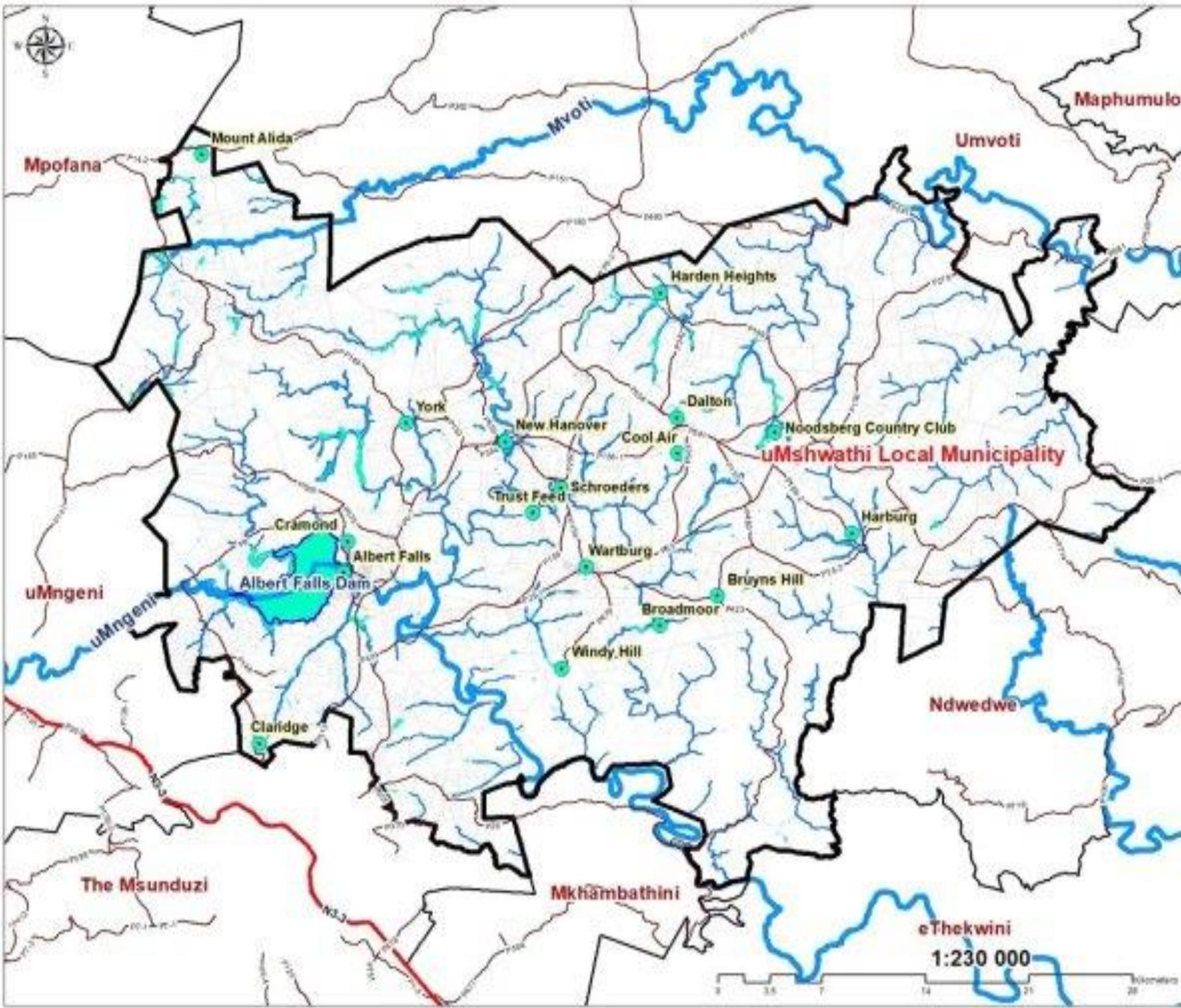
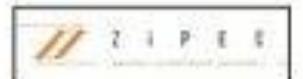
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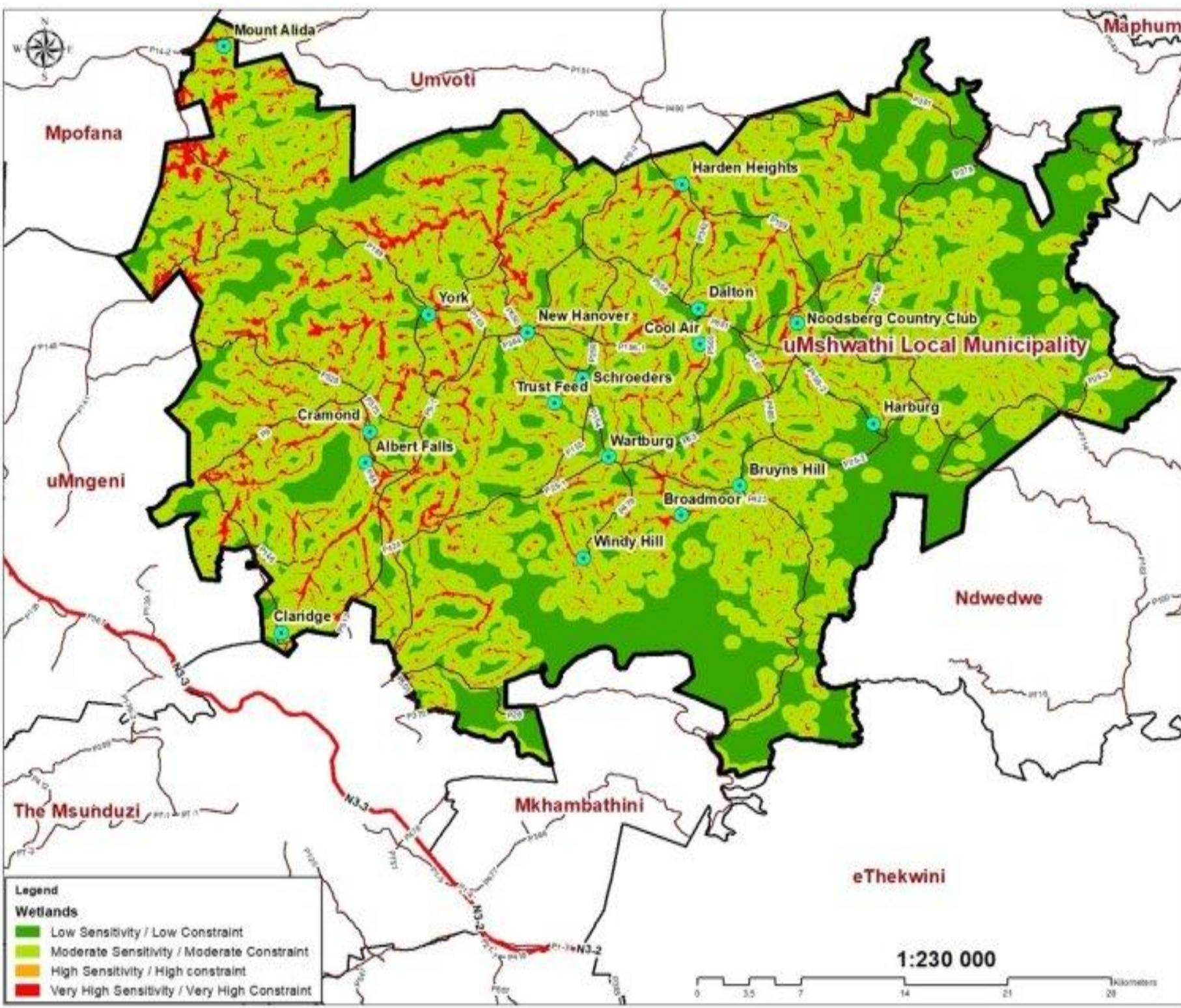
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**UMSHWATHI LOCAL MUNICIPALITY:
INTEGRATED DEVELOPMENT
PLAN 2022/2023**

WETLANDS SENSITIVITY

Legend

- Place Names
- National Road
- Provincial Road
- Municipal Boundary
- Local Municipalities

Map 24: Wetland Sensitivity

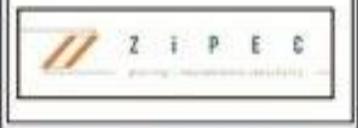
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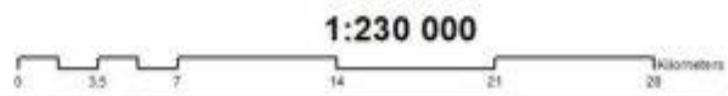
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Legend

Wetlands

- Low Sensitivity / Low Constraint
- Moderate Sensitivity / Moderate Constraint
- High Sensitivity / High constraint
- Very High Sensitivity / Very High Constraint



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. 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. uMngeni watercourse meanders through the western edge the 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 the 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 are a 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 municipality 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 pit latrines with no ventilation, whilst 6.3% had no toilet facilities at all (StatSA, 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.

The landscape comprises of largely Moderate Sensitivity/Moderate Constraint wetlands with Very High Sensitivity wetlands along the surface water bodies.

3.6.6 WATER QUALITY

The uMngeni catchment is the major feeder for prominent dams within the ULM, it provides water to the Pietermaritzburg-Durban node. The increase in the declining water quality due to the high generation of nutrients and bacterial levels throughout the uMngeni River catchment is negatively impacting the people's health and increasing costs for water treatment. Water quality sensitivity levels are categorized against 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

Map 25: Water quality

Legend

-  Place Names
-  Local Municipalities
-  Municipal Boundary
-  National Road
-  Provincial Road

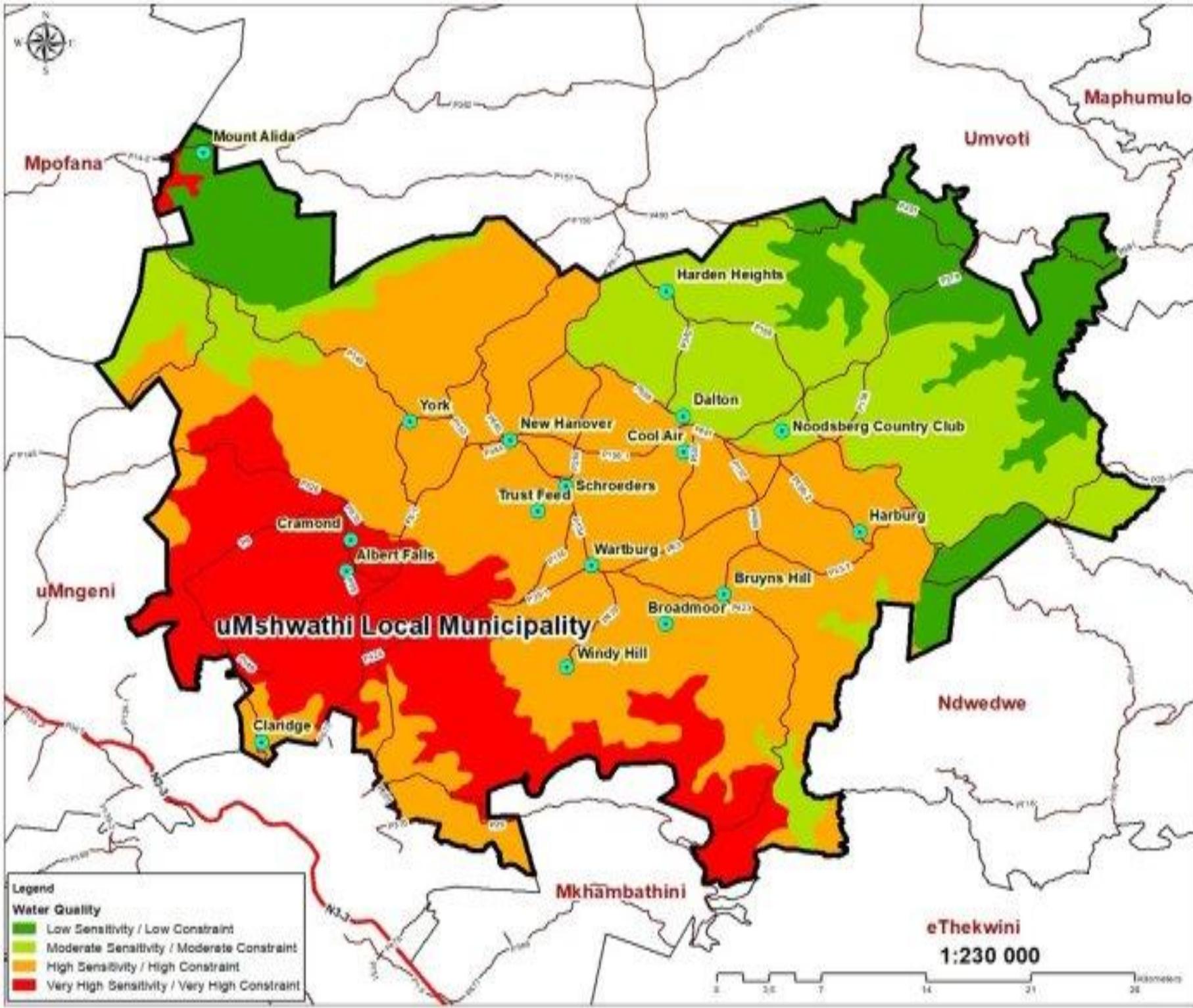
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Legend

Water Quality

-  Low Sensitivity / Low Constraint
-  Moderate Sensitivity / Moderate Constraint
-  High Sensitivity / High Constraint
-  Very High Sensitivity / Very High Constraint

Scale: 1:230 000

- 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 impacts, specialist investigations are necessary for any new development type that adds 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. The municipality encompasses a very high sensitivity zone in terms of water quality in the south- western to south portions, with a high sensitivity zone occupying the north-west, central and south- eastern portions. The north-eastern portions reflect a low to moderate sensitivity water quality.

3.6.7 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.

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.

3.6.7.1 CAUSES IDENTIFIED BY THE MUNICIPALITY

3.6.7.1.1 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.

3.6.7.1.2 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.

3.6.7.1.3 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.

3.6.7.2 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.

3.6.7.3 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.

3.6.8 FLOOD RISKS

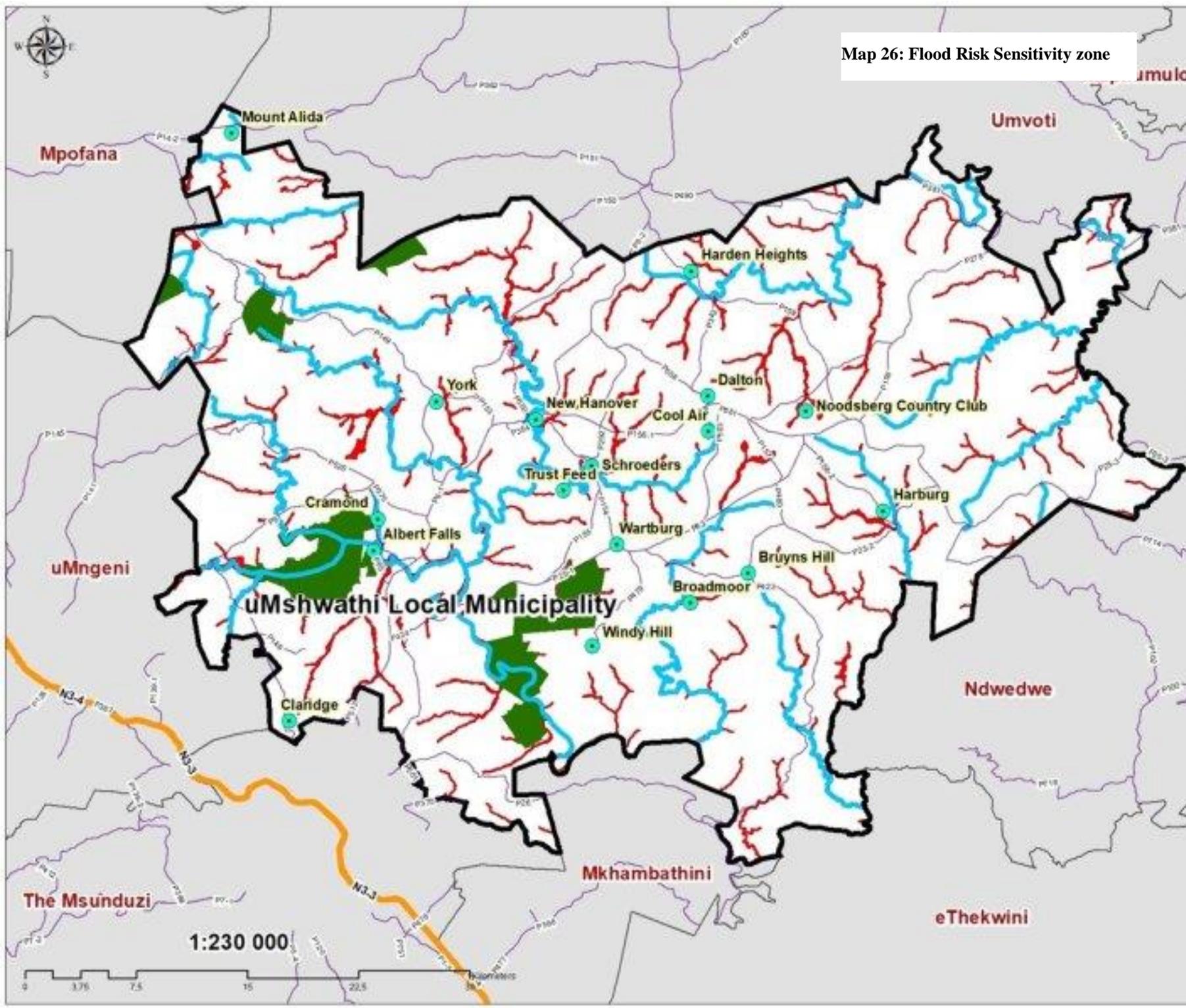
Preparation of flood lines serves as a tool for planning and management of flood impacts. It allows for developments along rivers and within the

1:100-year flood line to be managed. The source of water which produce floods include:

- Groundwater (saturated groundwater);
- Vadose (water flowing in 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.

Map 26: Flood Risk Sensitivity zone



**UMSHWATHI
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**FLOOD RISK SENSITIVITY
ZONE MAP**

Legend

- Place Names
- Municipal Boundary
- Local Municipalities
- Protected Areas
- Main Rivers
- National Road
- Provincial Road

Sensitivity Level

- Very High

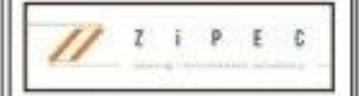
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1:230 000



3.6.9 CLIMATE CHANGE

Climate Change phenomenon, often called global warming, is caused by the release of greenhouse gases (carbon dioxide, water vapour, nitrous oxide, methane, and fluorinated gases) into the atmosphere mostly by man's activities, and to a lesser extent by volcanic eruptions. Climate change will progress over time, in terms increased severity and frequency. Climate change is triggering certain changes on planet Earth that then will lead to more climate change. It then becomes a vicious cycle. Furthermore, these feedbacks have increasingly high risk of occurring especially due to the higher the temperature level becomes. A 1.5°C change is considered likely to stabilize the climate and limit these feedbacks. It should be noted that currently a 1.1°C of global warming has already occurred and may implications of such a temperature increase have been noted. At 1.5°C, we could still expect to see more climate change. In terms of feedback, a loss of forest for an example would lead to more global warming because the barren land would become warmer. There is a need to avoid this by stabilizing the climate. Moreover, the temperature above 1.5°C, will result in losing the ability to stabilize the climate. Carbon capture is another way of managing carbon. This entails industries capturing carbon at the point where it is emitted, and then either store it underground or use it in a product. We also need to take CO₂ out of the atmosphere. The easiest way to do that is reforestation, since plants absorb carbon. Reforestation of the help reduce the CO₂.

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 well-being 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.

Map 27: Climate Potential Map

**UMSHWATHI
LOCAL MUNICIPALITY:
INTEGRATED DEVELOPMENT
PLAN 2022/2023**

CLIMATE POTENTIAL MAP

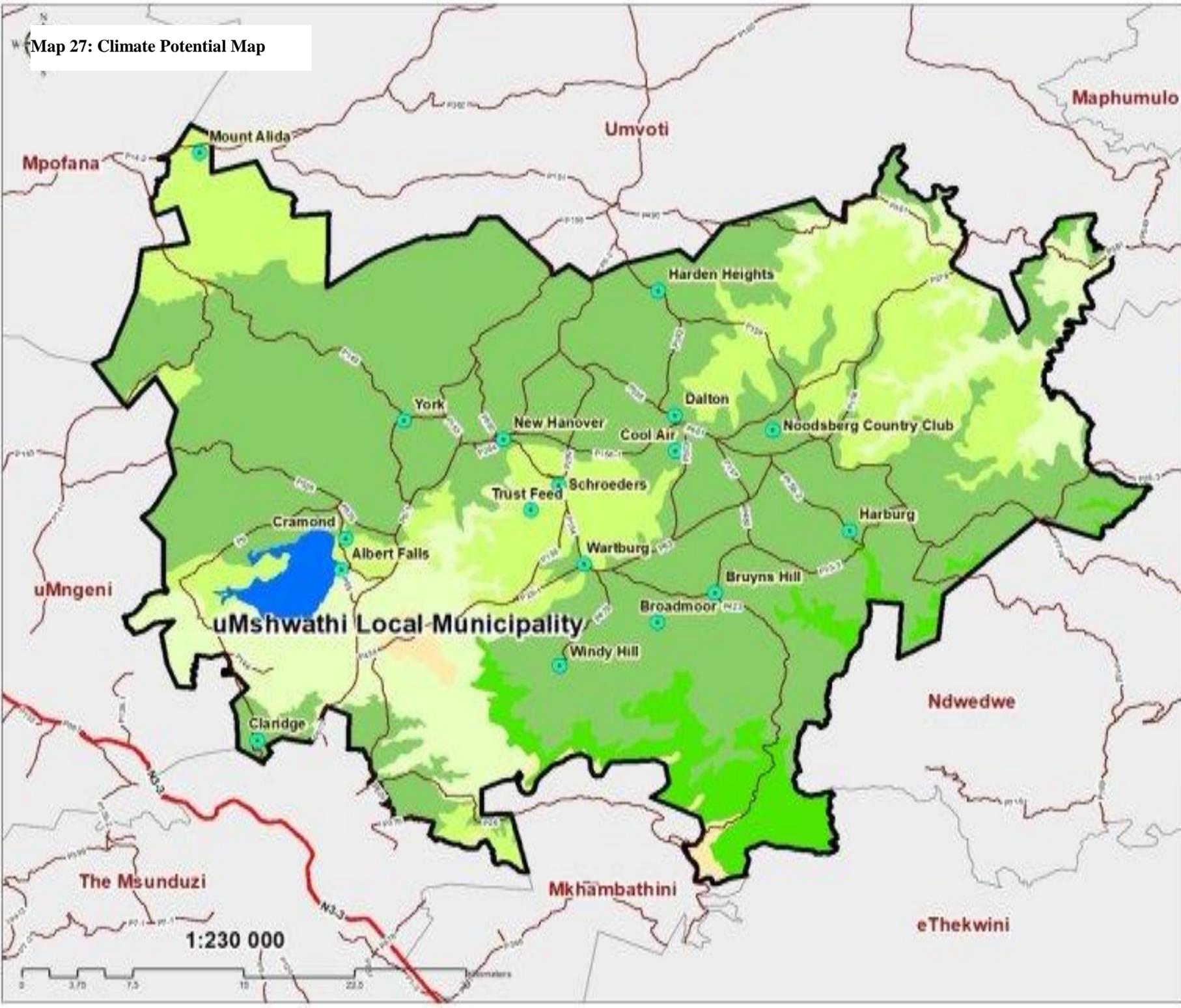
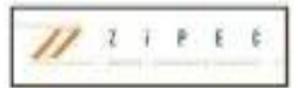
- Legend**
- Place Names
 - very high climate potential
 - high climate potential
 - good climate potential
 - relatively good climate potential
 - moderately good climate potential
 - low climate potential
 - poor climate potential
 - very poor climate potential
 - water bodies
 - Municipal Boundary
 - Local Municipalities
 - National Road
 - Provincial Road

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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 CO₂ 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 these 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 are 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 CO₂ 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.

Implications for the municipality:

- Increased cost - The cost of providing water will rise. It is estimated that just a 10% decline in run-off could double the cost of new water schemes, raising the cost to the fiscus and users of new infrastructure developments.
- Higher temperatures will increase evaporation from dams and rivers, and will reduce run-off on the ground, so that less of the water that falls reaches our rivers and dams.
- The spread of alien and invasive species and the destruction of sensitive ecosystems.
- Warm climatic condition may enhance the growth of pests and diseases with better adaptation mechanisms.

- A potential net loss of cold to moderate climatic zones with an increase in temperature under conditions of climate change. This potential loss may have a negative effect in the escarpment and interior of the province on both agricultural production (wheat, lupins, potatoes, and sheep) as well as biodiversity. These potential changes will affect growing conditions and crop selection.

3.6.10 GENERAL CLIMATIC CONDITIONS

UMshwathi Local Municipality 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 June when the mercury drops to 5.3°C on average during the night. The map below illustrates the average temperature and rainfall for UMshwathi.

3.6.11 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.

3.6.11.1 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.

3.6.11.2 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.

3.6.11.3 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.

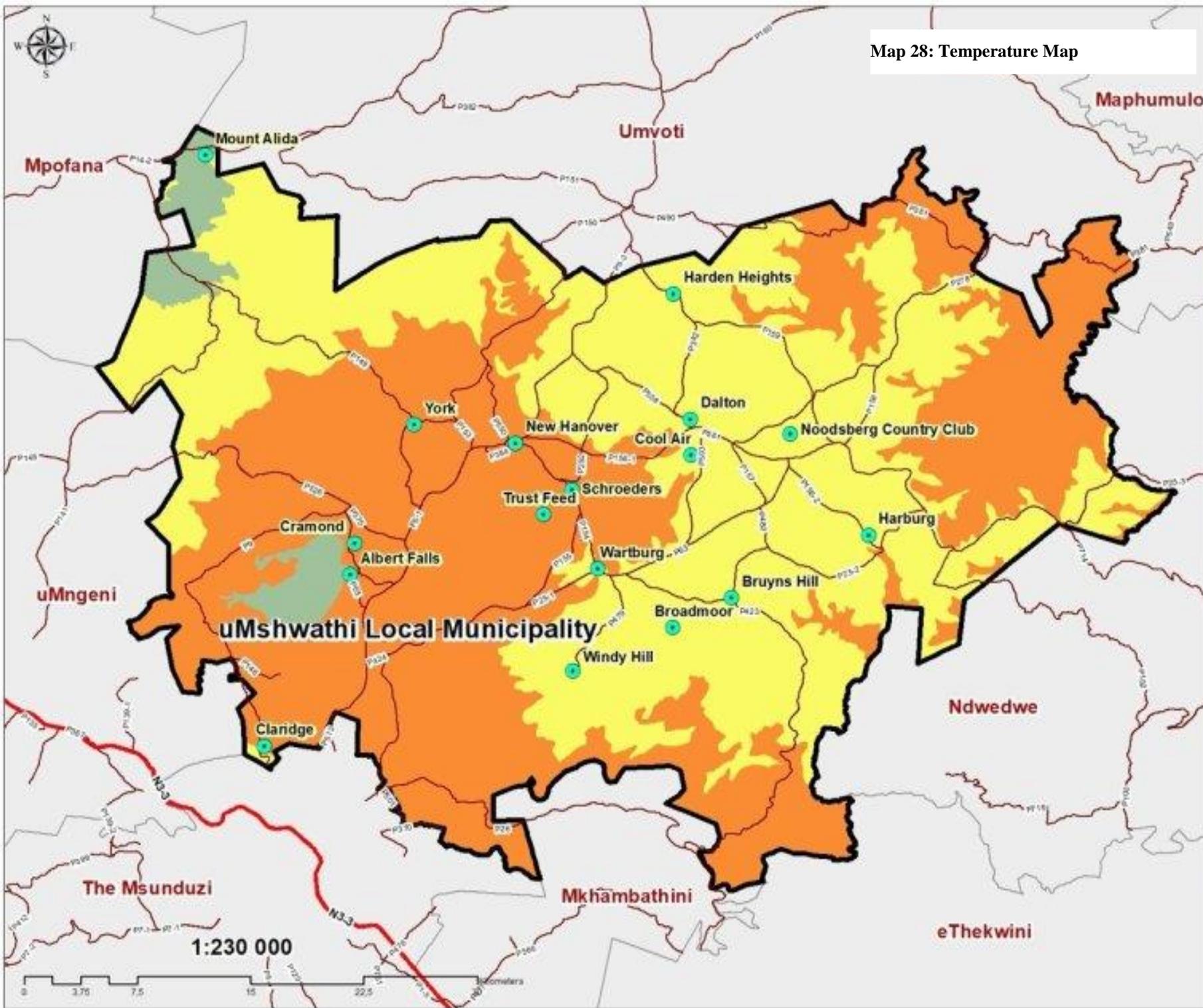
3.6.11.4 ELECTRICAL LAYOUT:

- 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.

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

Map 28: Temperature Map



UMSHWATHI LOCAL MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2022/2023

TEMPERATURE MAP

Legend

- Place Names
- 1,0
- 0,9 - 15,2
- 15,3 - 17,5
- 17,6 - 19,7
- 19,8 - 22,2
- Municipal Boundary
- Local Municipalities
- National Road
- Provincial Road

MAP PAPER SIZE: A3
MAP DATE: 06/2022
MAP NUMBER: 14/2022/UMIDP

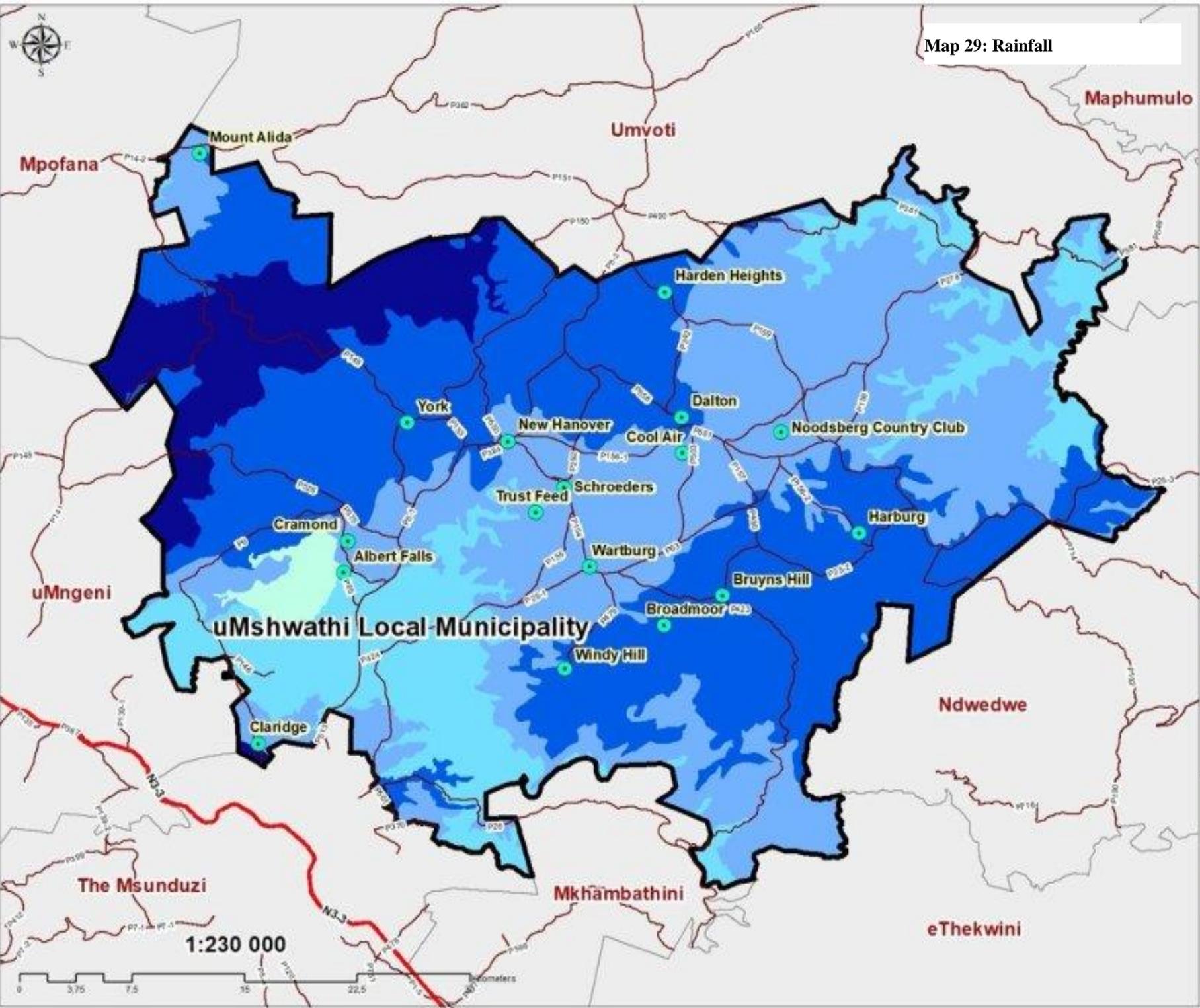
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Map 29: Rainfall

**UMSHWATHI LOCAL MUNICIPALITY:
INTEGRATED DEVELOPMENT
PLAN 2022/2023**

RAINFALL MAP

Legend

- Place Names
- Rainfall**
- RAINFALL**
- 0
- 1 - 762
- 763 - 880
- 881 - 1045
- 1046 - 1389
- Municipal Boundary
- Local Municipalities
- National Road
- Provincial Road

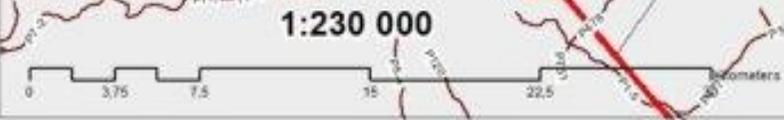
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3.6.12 BIODIVERSITY

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

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:

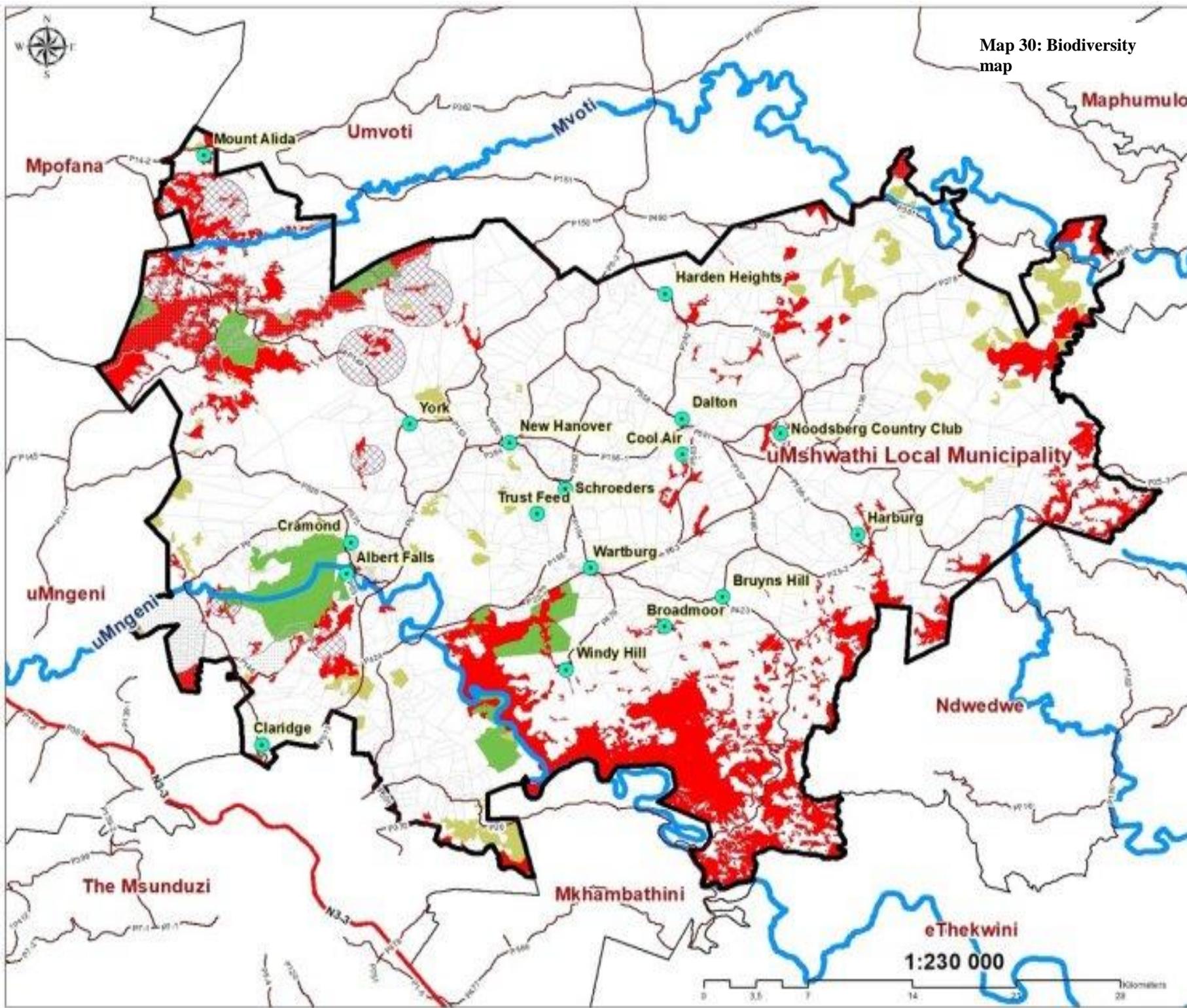
Critical Biodiversity Areas (CBAs)-these are areas that are highly sensitive. They are generally not formally protected and any losses due

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

Map 30: Biodiversity map



UMSHWATHI LOCAL MUNICIPALITY: INTEGRATED DEVELOPMENT PLAN 2022/2023

BIODIVERSITY MAP

Legend

- Place Names
- KZN ESA
- KZN CBA Irreplaceable
- KZN CBA Optimal
- KZN ESA Species
- Protected Areas
- PARCELS
- Municipal Boundary
- Local Municipalities
- National Road
- Provincial Road
- River

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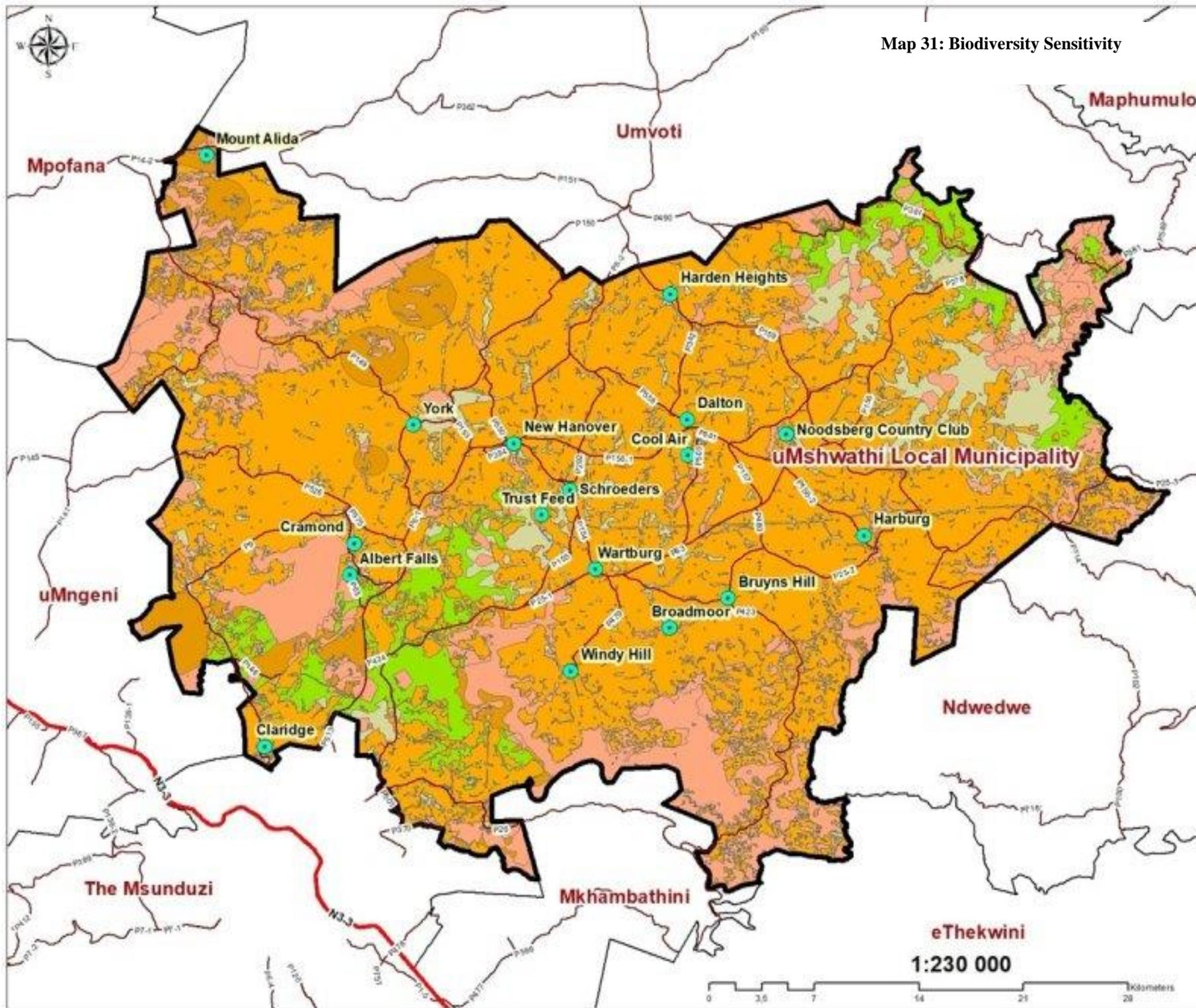
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eThekweni
 1:230 000



Map 31: Biodiversity Sensitivity



**UMSHWATHI LOCAL MUNICIPALITY:
INTEGRATED DEVELOPMENT
PLAN 2022/2023**

BIODIVERSITY SENSITIVITY

Legend

- Place Names
- Biodiversity**
 - Very High Sensitivity
 - High Sensitivity
 - Moderate Sensitivity
 - Low Sensitivity
 - Transformed
- Municipal Boundary
- Local Municipalities
- National Road
- Provincial Road

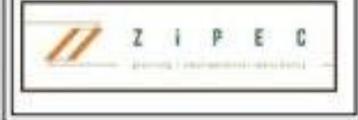
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environmental sensitivity (ESA). Extensive agriculture is compatible with CBA's and ESA's.

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.

3.6.13 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 Authority 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.

3.6.14 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 28: Strategic Environmental Assessment

ENVIRONMENTAL ASSESSMENT ASPECTS FOR CONSIDERATION	
Landscaping	<ul style="list-style-type: none"> ▪ 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

ENVIRONMENTAL ASSESSMENT ASPECTS FOR CONSIDERATION	
	(flooding, etc.) likely to be worsened through climate change.
Tree Planting/Retention and Provision of Garden Areas	<ul style="list-style-type: none"> Accommodating trees and gardens within new developments have aesthetic benefits as well as contributing to environmental sustainability objectives.
Green Roofs (and Green Walls)	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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: -

ENVIRONMENTAL ASSESSMENT ASPECTS FOR CONSIDERATION	
	<ul style="list-style-type: none"> Water Conservation achieved through careful design and the use of water efficient utilities at very low financial costs. 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	<ul style="list-style-type: none"> 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

3.7 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).

3.7.1 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 29: Agricultural consideration development proposals

PREFERRED ACTIVITIES	NON-PREFERRED ACTIVITIES
<ul style="list-style-type: none"> ▪ <i>Amenity planting within non-invasive species</i> ▪ <i>Extensive agriculture</i> ▪ <i>Commercial afforestation</i> ▪ <i>Intensive agriculture</i> ▪ <i>Nature and culture-based tourism</i> ▪ <i>Nature and resource conservation</i> ▪ <i>Small scale tourism development</i> ▪ <i>Small scale agriculture</i> ▪ <i>Subsistence agriculture</i> ▪ <i>Trails</i> 	<ul style="list-style-type: none"> ▪ <i>Agri- Industry</i> ▪ <i>Industrial development</i> ▪ <i>Intensive or semi-intensive human settlement</i> ▪ <i>Large scale infrastructural projects</i> ▪ <i>Large scale tourism development</i> ▪ <i>Mines and Quarries</i> ▪ <i>New Roads</i> ▪ <i>Subdivision of land</i>

3.7.2 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

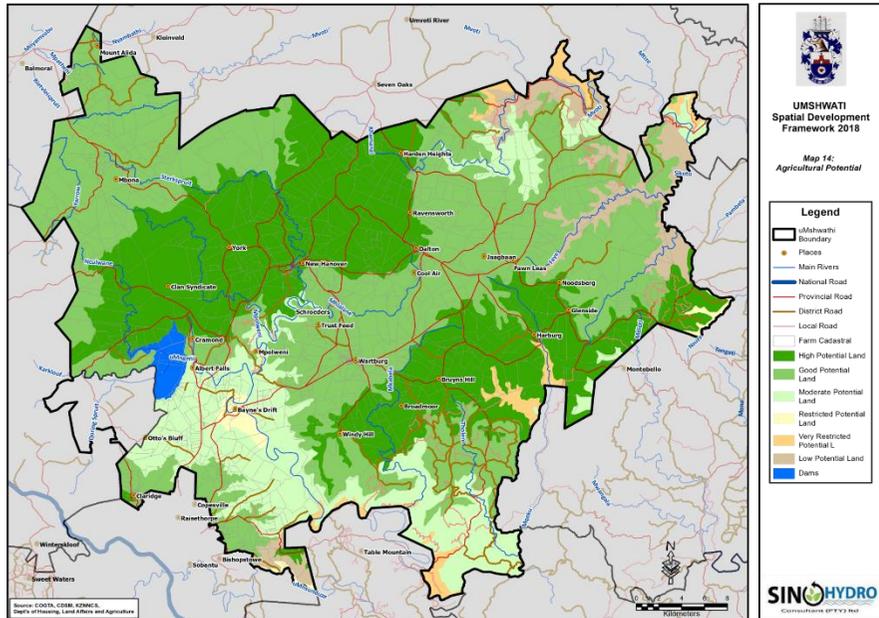
offer unique opportunities for cultivation and food security and should ultimately not be developed for purposes other than agriculture and should retain the opportunity for future agricultural production. It is recommended that activities that will result in the loss of agricultural potential such as 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.

3.13.2 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 32: Agricultural Potential



3.8 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.

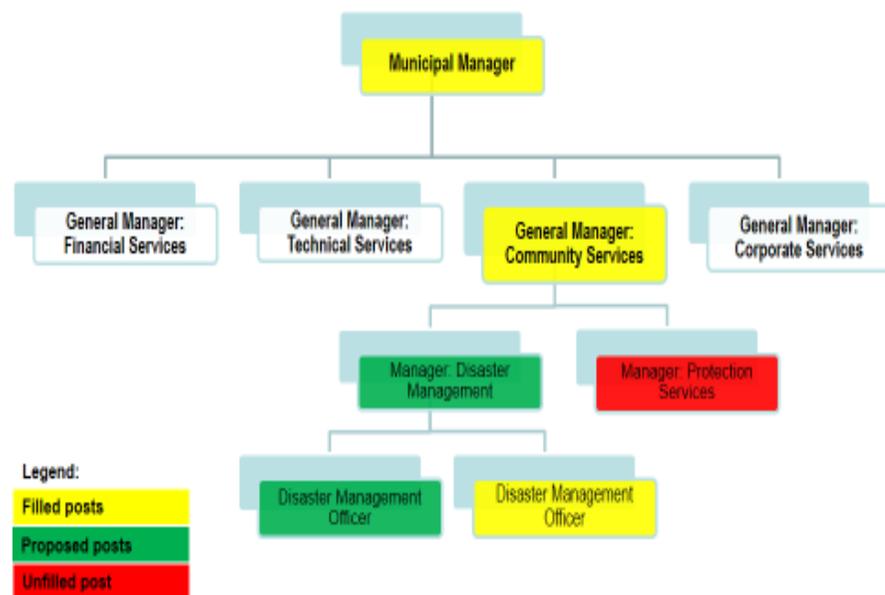
3.8.1 STATUS OF THE MUNICIPAL DISASTER MANAGEMENT CENTRE/OFFICE

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 28: 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 revised 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	×
	4.	Develop emergency communication capabilities	×
3.	1.	Establish specific institutional arrangements for coordinating and aligning disaster risk management plans	×
	2.	Establish mechanisms to ensure informed and ongoing disaster risk assessments	×
	3.	Institute mechanism to ensure ongoing relevance of disaster risk management policy frameworks and plans	×

3.8.2 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.

3.8.3 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.

3.8.4 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 30: 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		
<i>Flooding</i>	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.
<i>Structural fires</i>	high	high	no	no	no	No	no	Structural fires burn and cause serious damages mainly to household structures.
<i>Veld/forest fires</i>	moderate	moderate	no	moderate	moderate	High	high	Wildfires are frequent occurrences within uMshwathi Municipality. They destroy pastures and burn plantation forest.
<i>Drought</i>	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.
<i>Heavy rainfall</i>	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.
<i>Hail</i>	high	high	low	high	low	No	low	
<i>Lightning</i>	High	High	no	no	low	Low	no	
<i>Strong winds</i>	High	High	no	low	low	Low	no	
<i>Snow</i>	low	no	low	low	low	Low	low	Snow could result in road closures resulting in minor disruptions.

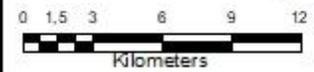
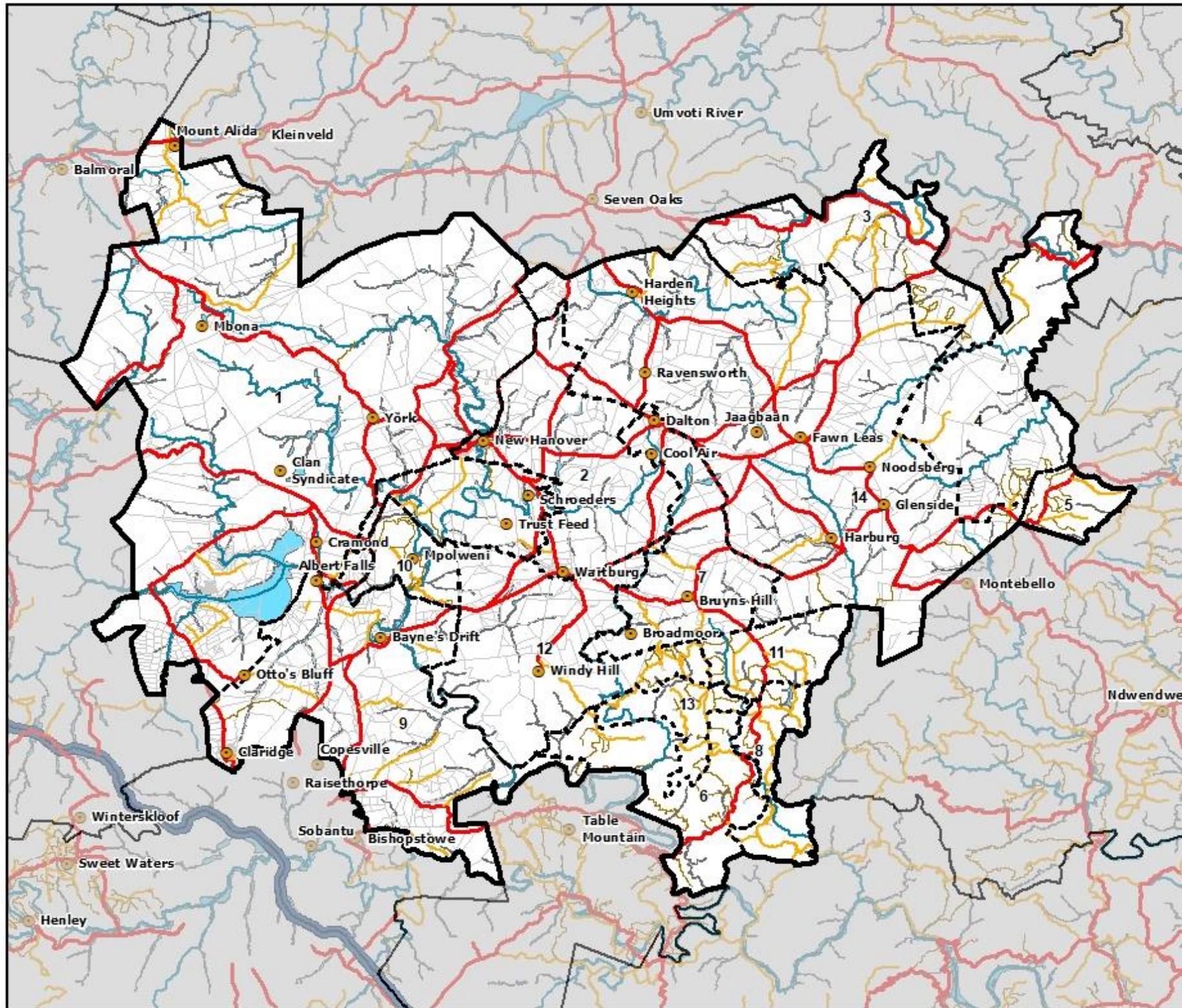


UM SHWATHI SDF: REVIEW
2022/2023

Map 33: Hazardous
Risk Areas: Floods

Legend

- Places
- National Road
- Provincial Road
- District Road
- Local Road
- Rivers_NFEPA
- Wards
- UMshwathi Boundary
- Farm Cadastral
- 1 in 20 Year Floodline
- 1 in 50 Year Floodline
- 1 in 100 Year Floodline



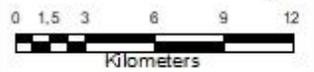
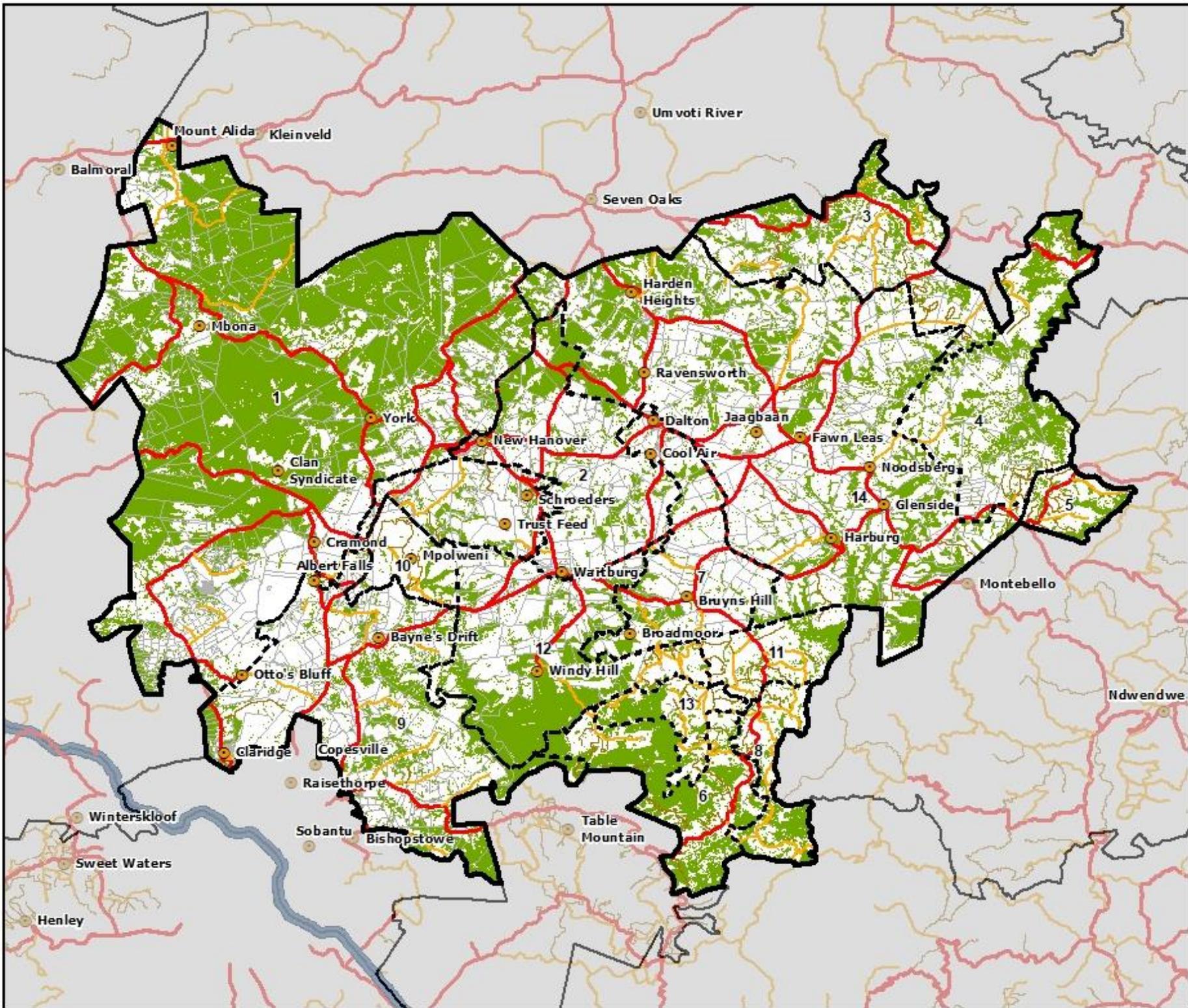


UMSHWATHI SDF: REVIEW
2022/2023

Map 34: Forestry Fire Risk Areas

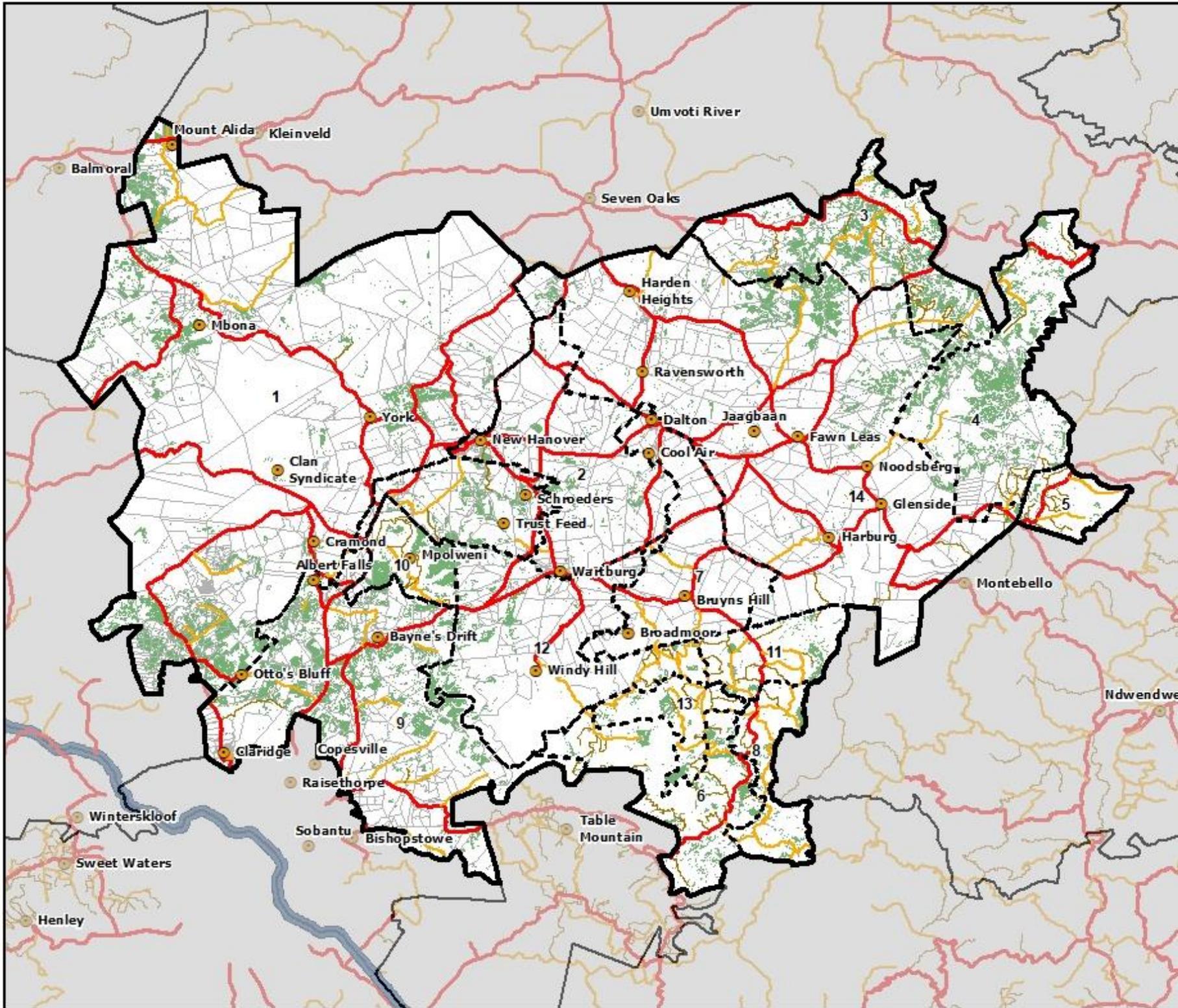
Legend

- Places
- National Road
- Provincial Road
- District Road
- Local Road
- Wards
- Umshwathi Boundary
- Farm Cadastral
- Forestry & Plantation Areas



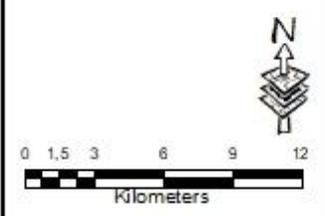


Map 35: Veld fire risk areas



Legend

- Places
- National Road
- Provincial Road
- District Road
- Local Road
- Wards
- Umshwathi Boundary
- Farm Cadastral
- Grassland



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 Projections¹

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 Mpopana 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 Mpopana, 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

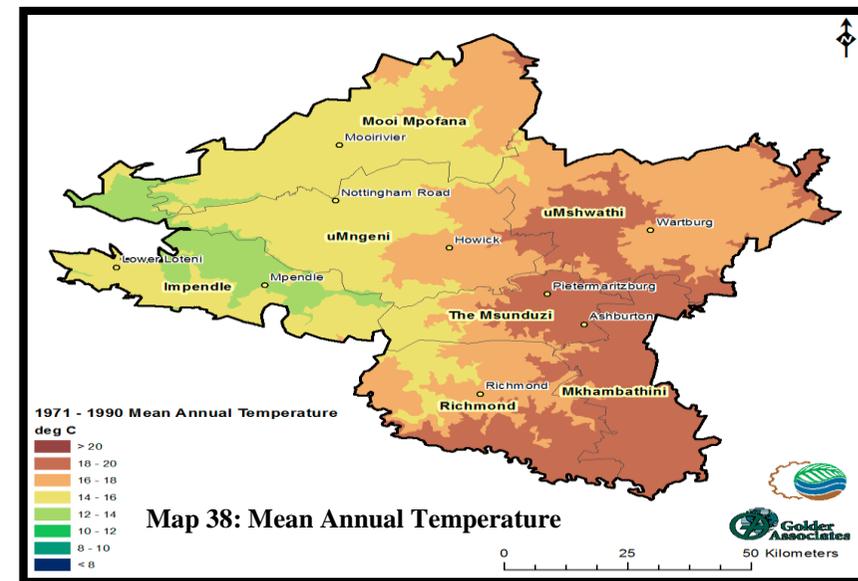
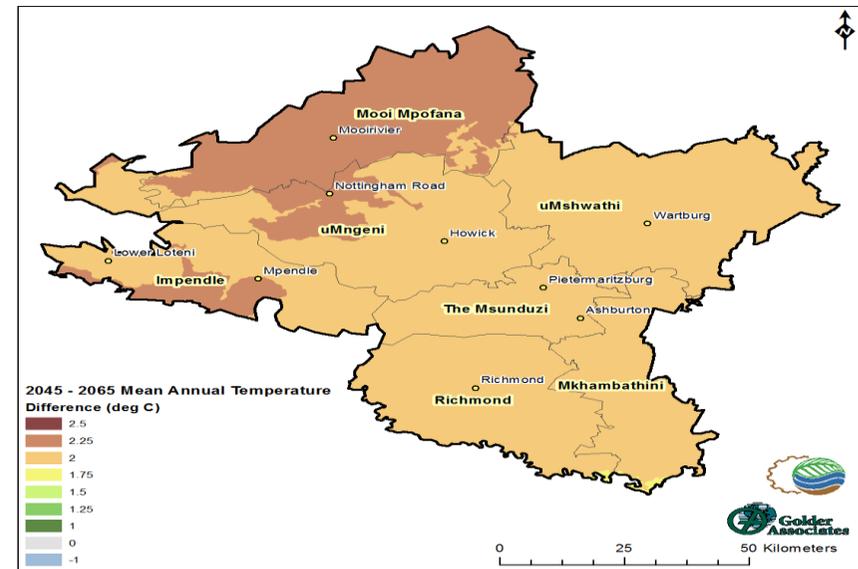
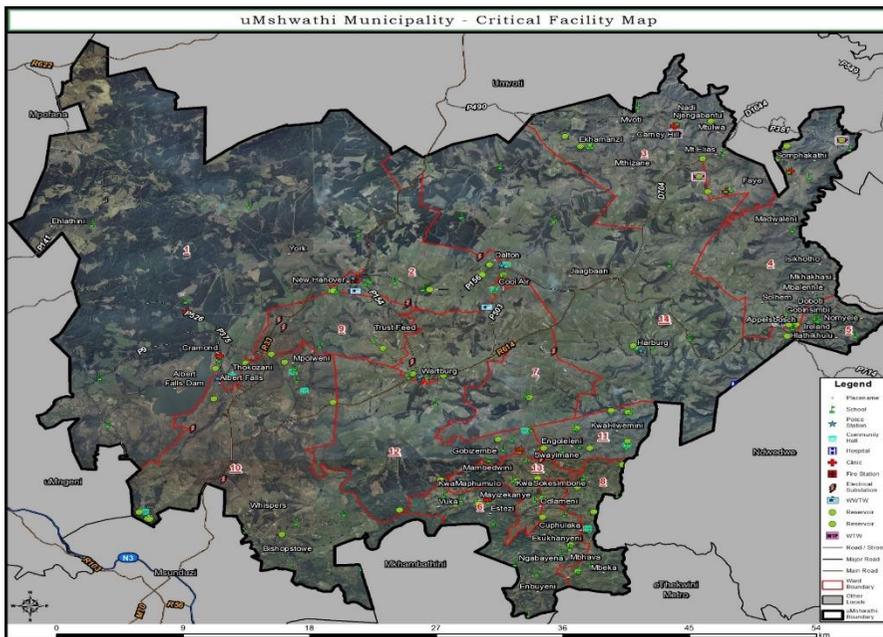
¹ Golder Associates. 2011. Status Quo Assessment: Climate Change Trends and Projection. uMgungundlovu Climate Change Response Strategy and Plan. Report Number: 1161595710991-3.

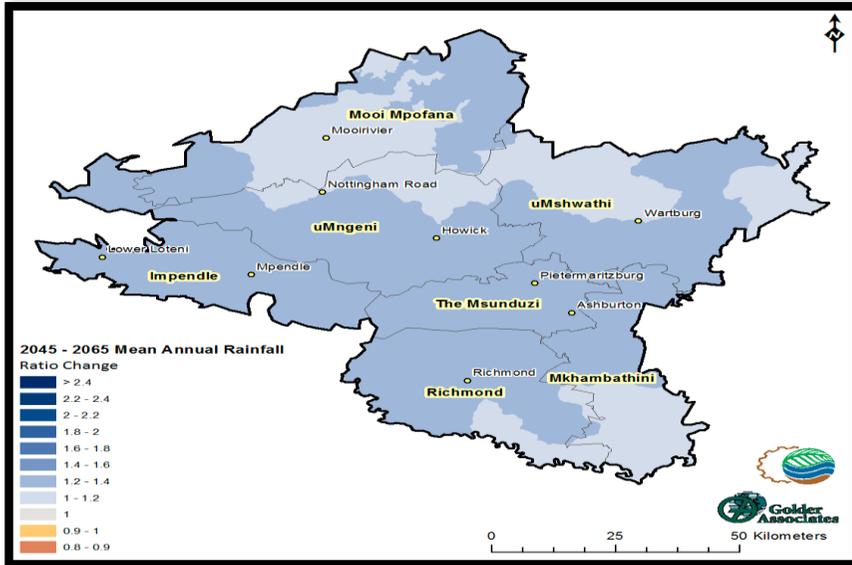
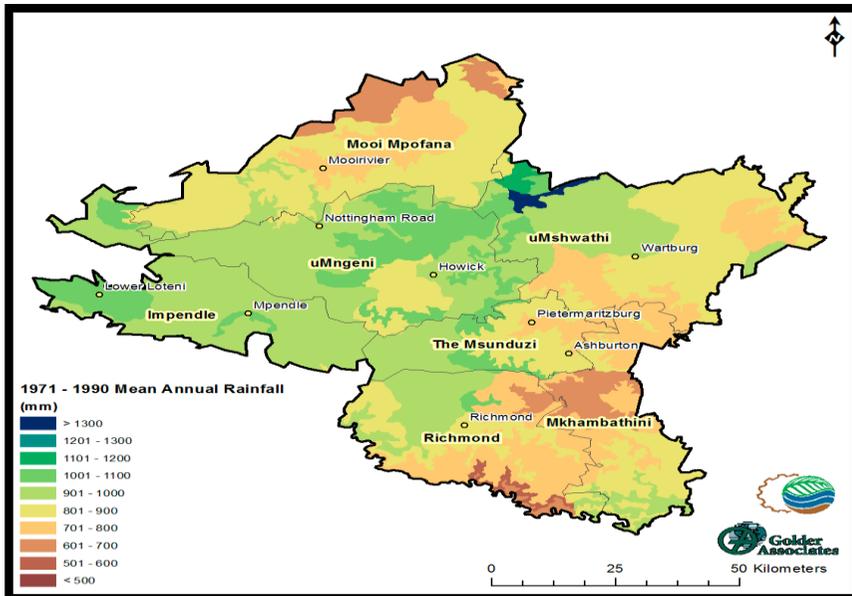
Map 37: Mean Annual Temperature

these environmental stresses. Changes in the prevailing climate (e.g., more extreme events) will exacerbate the situation. uMshwathi is 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 36: 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 of 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
<i>KP1: Institutional Readiness</i>	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
<i>KPA 3: Mitigation</i>		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)
<i>KPA 3: Preparedness</i>		% Achievement of responses and emergency relief made available in the event of disasters.	Maintenance of strategic reserve of relief material / equipment (tents, blankets, plastic sheets) to assist in cases of local catastrophes	100% achievement of responses and emergency relief made available in the event of disasters.	Community Services
<i>KPA 4: Emergency response and recovery</i>	To take effective action during disasters to provide immediate response and recovery	No of roads repaired	Rehabilitation and reconstruction of the roads eroded by flooding.	Roads affected by natural hazards rehabilitated or reconstructed	Technical Services (uMshwathi) and DOT

		No. of natural environments or areas with soil eroded by floods repaired and restored.	Rehabilitation and restoration of natural environments or areas with soil eroded by floods	Groundcover maintained to reduce soil erosion	Technical Services and EDTEA
		No. of gullies rehabilitated: <ul style="list-style-type: none"> ▪ <i>Stabilization by structural measures and accompanying vegetation</i> ▪ <i>Diversion of surface water above the gully area</i> 	Rehabilitation of gullies formed by surface run-off.	Surface run-off minimized to control the gullies	Technical Services and EDTEA

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 R300 000 for 2019/2020 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 31: 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 relief and psycho-social support
Department of Human Settlements	Provision of emergency housing

3.15.10 GRANT FUNDING ALLOCATED FOR POST-DISASTER RECOVERY

There are no grants received from the National Government.

3.15.10.1 DEPARTMENT OF COOPERATIVE GOVERNANCE AND TRADITIONAL AFFAIRS (KZN: PROVINCIAL DISASTER MANAGEMENT CENTRE)

Table 32: COGTA grant allocation

WSA	REQUIRED BUDGET	SUMMARY OF SCOPE
uMgungundlovu	R12 487 000	52 new boreholes, 31 static tanks on stands

3.15.10.2 DEPARTMENT OF HUMAN SETTLEMENTS

Table 33: MTEF Emergency Housing Grant Allocation

Provincial Departments		Municipalities	
Financial year	Budget	Financial Year	Budget
2018/19	R260 million	2018/19	R140 million
2019/20	R277 million	2019/20	R149 million
2020/21	R295 million	2020/21	R159 million

The grant is allocated to provincial administrations/municipalities on application and approval thereof by the Accounting Officer of the national DHS.

3.15.11 ECOSYSTEM-BASED DISASTER RISK REDUCTION (EcoDRR)

Ecosystems based disaster risk reduction (Eco-DRR) is defined as “the sustainable management, conservation and restoration of ecosystems to reduce disaster risk, to achieve sustainable and resilient development” (IUCN, 2013). This ecosystem-based approach for urban adaptation and resilience has been very well placed into Sustainable Development Goals 2030. The goal 11 of SDG refers to urban ecosystems and emphasizes on making cities inclusive, safe, resilient and sustainable by implementing integrated policies and plans for resource use efficiency and adaptation to climate change. SDG 13 is related to climate action, while SDG 15 talks about life on land that emphasizes integrating the ecosystem-based approach in local planning and developmental processes (UN, 2016)

The goals and strategies below illustrate UMShwathi aim to ecosystem-based disaster risk reduction:

Key area	Goal	Strategy
Development Planning	Reduce poverty and increase human well-being	Identify and reduce economic, physical and social vulnerability
Eco-system management	Resilient ecosystems support livelihood and human security	<ul style="list-style-type: none"> • Identify vulnerable ecosystems • Restore ecosystems/ natural defences • Monitor ecosystems
Disaster risk management	Save lives and protect livelihoods	Identify emergency responses, early warning, preparedness, and preventive measures
Climate change adaptation	Increase resilience of communities	<ul style="list-style-type: none"> • Identify adaptation options • Improving health, engineering measures and ecosystem-based adaptation

3.15.12 PROJECTS/PROGRAMMES FOR RISK REDUCTION, RESPONSE AND RECOVERY

Table 34: Disaster Management Programmes/Projects by the Municipality

KPA	BACK TO BASICS	IDP GOALS	IDP CODE/ REF	STRATEGIC OBJECTIVES	STRATEGIES	PROGRAMME / PROJECT/ MEASURABLE OUTPUT	INDICATOR	ANNUAL TARGET 2019/20	PROJECTED TARGET Q 1	PROJECTED TARGET Q 2	PROJECTED TARGET Q 3	PROJECTED TARGET Q 4	REQUIRED BUDGET	RESPONSIBLE SECTION
Cross Cutting	Pillar2: Basic Service Delivery	Safe and Secure Community	CCI 1.3.1.	To reduce the probability of disaster occurrences and take effective action during disasters.	Eliminate or reduce the probability of disaster occurrences	Install lightning rods resulting in decreased exposure and less vulnerability of houses and buildings to lightning.	No. of grounded lightning rods installed	Install 20 lightning rods	Install 5 lightning rods	Install 5 lightning rods	Install 5 lightning rods	Install 5 lightning rods	R500 000	Community Services
			CCI 1.3.2			Implement Fire preventive measure to manage or eliminate the risks of veld	Kilometres of fire belts or firebreaks implemented	Implement 100 kilometres of fire belts or fire breaks	No target for this quarter	No target for this quarter	No target for this quarter	Implement 100 kilometres of fire belts or fire breaks		Community Services

KPA	BACK TO BASICS	IDP GOALS	IDP CODE/REF	STRATEGIC OBJECTIVES	STRATEGIES	PROGRAMME / PROJECT/ MEASURABLE OUTPUT	INDICATOR	ANNUAL TARGET 2019/20	PROJECTED TARGET Q 1	PROJECTED TARGET Q 2	PROJECTED TARGET Q 3	PROJECTED TARGET Q 4	REQUIRED BUDGET	RESPONSIBLE SECTION
						and forests fires								
			CCI 1.1.1		Promote awareness and facilitate disaster management.	Conduct awareness campaigns	No. of awareness campaigns conducted	Conduct 5 disaster awareness campaigns	Conduct awareness campaign 1	Conduct awareness campaign 2	Conduct awareness campaign 1	Conduct 1 awareness campaign		Community Services
			CCI 1.3.3		Ensure effective and appropriate disaster response and recovery	Provide immediate assistance to the victims of disaster events	% achievement of support provided in the event of disasters.	100 % disaster incidents supported	Support 100% of the incidents		Community Services			

3.16 SPECIFIC CLIMATE CHANGE ADAPTATION PROGRAMMES

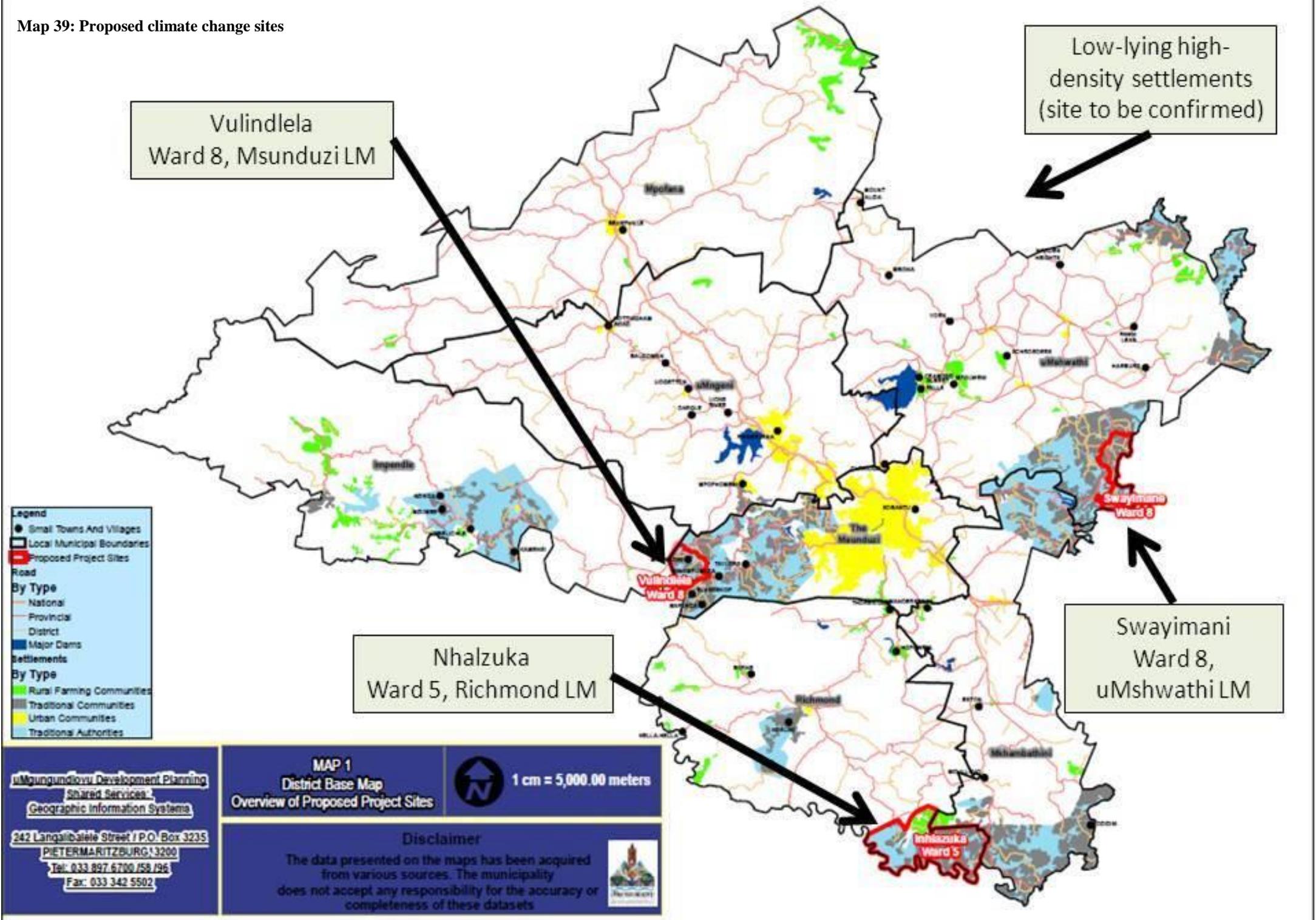
The overall objective of the uMngeni Resilience project is to reduce the vulnerability of these communities and small-scale farmers in the UMDM to the impacts of climate change. This is to be achieved by increasing climate resilience and adaptive capacity by combining traditional and scientific knowledge 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.

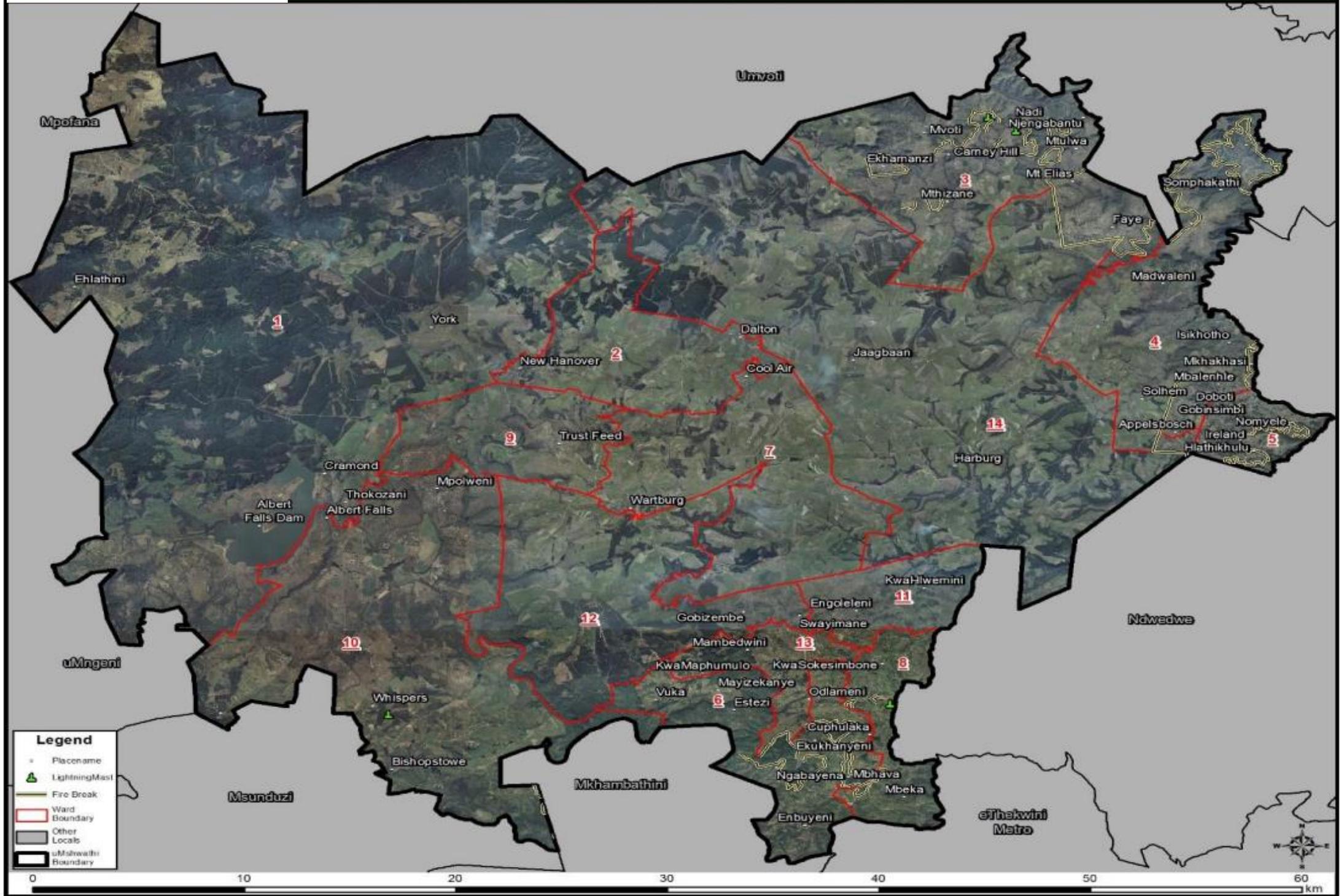
KPA	IDP Ref	B2B Ref	MTSF	IUDF	DPT Code	Strategic Objective	Expected outcome/Measurable Output	Key Performance Indicator (KPI)	Project name & description	Activity	Budget	Dem and	Annual Performance target	Q1	Q2	Q3	Q4
CROSS CUTTING	Com11	NT1/PTA	10	04	COM003_1	To effectively adapt and manage unavoidable and potential damaging climate change impacts, through interventions that build and sustain South Africa, economic and environmental resilience and emergency response capacity.	flood and fire early warning system is developed	date of implementation	Develop fire and flooding early warning systems	develop the flood and fire early warning systems			31 March 2021			31 March 2021	
CROSS CUTTING	Com17	NT1/PTA	10	04	COM003_1	To effectively adapt and manage unavoidable and potential damaging climate change impacts, through interventions that build and sustain South Africa, economic and environmental resilience and emergency response capacity.	Produce and disseminate innovative educational and awareness raising materials about climate change adaptation	Progress reports	Build the capacity of communities	Implement community capacity building programme including stage plays, learning exchanges, printed materials, workshops, schools programme			4	1	1	1	1
CROSS CUTTING	Com19	NT1/PTA	10	04	COM003_1	To effectively adapt and manage unavoidable and potential damaging climate change impacts, through interventions that build and sustain South Africa, economic and environmental resilience and emergency response capacity.	Build the capacity of staff from disaster management, the project management unit, environmental management and planning units and other stakeholders to understand the impact of climate change and appropriate responses.	Number of conferences/workshops attended	Build the capacity of identified staff and stakeholders and provide opportunities for sharing on project learnings and outcomes	Implement staff and other stakeholder capacity building programme including conference attendance, course attendance, workshops, learning exchanges			8	2	2	2	

Map 39: Proposed climate change sites



Map 40: Disaster Risk Reduction area

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 2019/2020 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 R200 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 35: Funding arrangements for disaster risk management

STRATEGIC OBJECTIVES	STRATEGIES	PROGRAMME/ PROJECT/ MEASURABLE OUTPUT	REQUIRED BUDGET	RESPONSIBLE SECTION
To reduce the probability of disaster occurrences and take effective action during disasters.	<ul style="list-style-type: none"> 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.	R200 000	Community Services
	<ul style="list-style-type: none"> 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
	<ul style="list-style-type: none"> Promote culture of risk avoidance, through education, training and awareness programmes to communities 	Conduct awareness campaigns	R50 000	Community Services
	<ul style="list-style-type: none"> Ensure effective and appropriate disaster response and recovery 	Provide immediate assistance to the victims of disaster events	R240 000	Community Services
TOTAL			R500 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 2																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard Resilience x	
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 3																	
			Political	Economic	Social	Tech	Environmental	Total ÷ 5	Institutional	Programme	Physical	People	Support	Total ÷ 5	Vulnerability ÷ Capacity	Hazard Resilience x	
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 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 Resilience x	
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 Resilience x	
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 Resilience x	
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 Resilience x	
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

3.17 AGRICULTURE & ENVIRONMENT SWOT ANALYSIS

STRENGTH	WEAKNESS
<ul style="list-style-type: none"> ▪ Good agricultural potential ▪ Agriculture constitutes one of the key drivers of local economy. ▪ All environmental sensitive areas are mapped with great value. ▪ Relatively good rainfall in some areas ▪ UMvoti River and Mdloti Rivers traversing the municipality. ▪ 	<ul style="list-style-type: none"> ▪ Vast areas of land are not utilized for farming ▪ The communal ownership of grazing lands is a stumbling block to improved productivity of livestock production ▪ Poor protection of grasslands. ▪ Poor management of the natural environment. ▪ Poor preservation of agricultural land. ▪ Difficult topography. ▪ Carrying capacity of the land/soil is poor during the winter months. ▪ Restricted agricultural potential exists in some parts especially within communally owned areas.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ Institution of environmental rehabilitation programmes ▪ Implementation of mitigation and adaptation measures ▪ Implement Albert Falls EMF ▪ Conserving agricultural land ▪ Wetlands in the municipality provide clean water (Ecosystem goods) to people downstream and irrigation for agriculture. ▪ Relocation of settlements located in high-risk areas such as floodplains. ▪ Focus environmental education initiatives initially around sensitive areas. ▪ Co-ordinate activities of water users and of water management institutions within its water management area. ▪ Invest more on land care and in agricultural education on subsistence farming. ▪ Compile guidelines for the protection of all wetland areas ▪ Immense value chain opportunities in vegetable farming, maize, and citrus. ▪ Compile an inventory of wetlands in the district. 	<ul style="list-style-type: none"> ▪ Climate Change ▪ Lack of municipal EMP ▪ Agricultural land is lost to non-agricultural activities ▪ The use of agricultural land for housing purposes is an increasing threat ▪ Loss of indigenous vegetation. ▪ Limited protection of environmental and municipal resources.

3.18 DISASTER 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:

<p>Strengths</p> <ul style="list-style-type: none"> • 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 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Lack of Information management and communication system • Lack of warehouse to store emergency relief material • Low staff morale • Lack of Policy Framework • Lack of DM Interdepartmental Committee • Lack of preparedness measures • Mutual Aids Agreements with certain stakeholders
<p>Opportunities</p> <ul style="list-style-type: none"> • Training and development; and • Capacity building workshops 	<p>Threats</p> <ul style="list-style-type: none"> • Lack of technical resources (cameras, GPS devices, risk assessment tools/templates/questionnaire)

3.19 SPATIAL TRANSFORMATION AGENDA AND ENVIRONMENTAL SWOT ANALYSIS

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

<p>Strengths</p> <ul style="list-style-type: none"> • 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) 	<p>Weaknesses</p> <ul style="list-style-type: none"> • Environmental degradation • Climate change impacts • Spatial inefficiency • Lack of access to services and infrastructure • Lack of municipal EMP
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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
- Infrastructure development and creation of job opportunities

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

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 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 pf June 2022 in order to align with the strategic objectives of the 2022/23 financial year.

4.2 ORGANISATIONAL STRUCTURE/ ORGANOGRAM

The organisational structure is under review and will be adopted in June 2022. 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. The vacancy rate within the Municipality is 30% as per 2020 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 2021/2022 IDP Assessments, the Municipality was commended by the MEC for employing people living with disability (currently employed 3). However, the MEC recommended the municipality to attract more people living with disabilities to attain 2%.

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.

Position	Incumbent	Status
Municipal Manager	Mr NM Mabaso	Filled
Chief Financial Officer	Mr R Mani	Filled
Director Community Services	Mr B T Zondi	Filled
Director Technical Services	Mrs N Mncube	Filled
Director Corporate Services	Mrs TT Mathenjwa	Filled

Table 36: Senior Managers in the Municipality

4.3.1 STAFF COMPLEMENT WITHIN THE MUNICIPALITY

Table 37: Staff complement within the Municipality

CRITERIA	NUMBER
Total Number of Staff Employed	204
Total number of vacancies	89
Total number of positions in the staff structure	293
Vacancy Rate	30%

4.3.2 POWERS AND FUNCTIONS OF MUNICIPALITY

Table 38: 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	▪ <i>Municipal Parks and Recreation</i>
▪ Control of Nuisances	▪ <i>Municipal Planning</i>
▪ Control of Undertakings that Sell Liquor to the Public	▪ <i>Municipal Roads</i>
▪ Facilities for Accommodation and Care and Burial of Animals	▪ <i>Municipal Health Services</i>
▪ Fencing and Fences	▪ <i>Pounds</i>
▪ Licensing and Control of Undertakings that Sell Food to the Public	▪ <i>Public Places</i>
▪ Licensing of Dogs	▪ <i>Municipal Public Works</i>
▪ Local Amenities	▪ <i>Public Transport</i>
▪ Markets	▪ <i>Refuse Removal, Refuse Dumps and Solid Waste Disposal</i>
▪ Local Sport Facilities	▪ <i>Storm Water</i>
▪ Local Tourism	▪ <i>Street Lighting</i>
▪ Trading Regulations	▪ <i>Street Trading</i>
▪ Traffic and Parking	

4.3.3 EMPLOYMENT EQUITY PLAN (EEP)

The municipality has a 5 year Employment Equity Plan (EEP) 2020-2025 in place that was adopted by the Council in February 2020 as required by the Employment Equity Act. The purpose of the EEP is to assist all designated employers in preparing and implementing same to achieve reasonable progress towards 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. The plan is attached as an annexure.

4.3.4.1 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 39: 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	7	19	15	1
Supervisory Level	23	26		49	
Semi - Skills and discretionary decision making	28	18		44	1
Unskilled and defined decision making	49	42		91	1
TOTAL PERMANENT	111	95		204	3 / 1%
Non-permanent	2	17		17	0
Total (Permanent and Non permanent)	113	112		225	0

4.4 WORKPLACE SKILLS PLAN

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 2022/2023 WSP was adopted by Council in April 2022. The Municipality submitted the Workplace Skills Plan (WSP) and Annual Training Report to Local Government SETA on 30 April 2022 and a copy of the Workplace Skills Plan is attached as well as the Acknowledgement Letter from LGSETA.

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, this will be addressing the imbalances of the past through affirmative action. 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 900 000 for all the training programmes for 2022/2023 financial year. At the end of 2021/2022 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.

4.4.1 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.

4.5 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 that will lead to effective and professional 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 is 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.

4.6 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.

4.7 ICT POLICY FRAMEWORK

The ICT policies were approved by the Council and are being implemented. The approved policies are listed below:

- Cell phone Policy;
- Telephone Policy;
- ICT Framework is under review

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 40: Members of the ICT Steering Committee

Member	Designation
Sbusiso Lunga – Chairperson	Senior Manager office of the MM
Vani Gounder – Deputy Chairperson	Manager: Revenue
Zinziswa Shandu	Manager: Development Planning
Phumlani Gwala	Manager: PMU
Bheki Zondi	Manager: LED
Mthembeni Mkhize	Manager: Council support
Vusi Mdunge	Manager: IT
Bongisiwe Ntinga	Manager: Supply chain
Sbusiso Ndlovu	Manager: Maintenance
Sibusiso Mkhithi	Manager: Communication
Sbusiso Lunga – Chairperson	Senior Manager office of the MM

4.8 MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT SWOT ANALYSIS

Table 41: Municipal Transformation & Institutional Development SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ Insufficient Office space ▪ Lack of proper training facilities ▪ Lack of adequate financial resources ▪ Lack of proper administrative and computerized systems ▪ PMS not cascaded to all staff ▪ Lack of management involvement in the development of staff ▪ Lack of commitment by staff on training ▪ Increase sick leave by staff
OPPORTUNITIES	CONSTRAINTS
<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ Non commitment of managers to various programmes. ▪ Confidential information compromised

4.9 MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT CHALLENGES

Table 42: Municipal Transformation & Institutional Development Challenges

KEY PERFORMANCE AREA	KEY CHALLENGES	INTERVENTIONS
Municipal Transformation & Institutional Development	Poor work ethic and organizational culture	Review organizational structure; placement of staff; Restructuring; Implementation of code of conduct; disciplinary policy and collective agreement; Roll out IPMS Policy to all staff and Review Recruitment Policy, Conducting work study.

5. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

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

The Municipality has Council approved Batho Pele Policy and Service Delivery Improvement Plan. 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.

5.1.5.1 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:

5.1.11.1 VISION:

To provide affordable quality services through good governance

5.1.11.2 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 43: Top 3 Priorities per Ward

WARD	PRIORITY 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 Road	Tarring of phase 2 Upper Main Road to include	Repair/ Tarring of D75 to include

		storm water drainage and pedestrian walkways	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)

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.
- Profiling of households and referral of issues to relevant department is at the moment done at ad hoc basis pending the finalization of the establishment process which is to be finalized by the 17th of March 2017.
- Schedule of meetings of all War Rooms is in place.

Table 44: 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 45: War Room Functionality

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

Table 46: Local Structure Champion and Executive

Name	Position	Institution	Contact number
His Worship the Mayor, Cllr Mandla Zondi	LTT Champion	uMshwathi Municipality	08360439115
Sibusiso Mkhithi	LTT Chairperson	uMshwathi Municipality	0828084923
	Deputy Chairperson	uMshwathi Municipality	
Zandile Chamane	Secretary	uMshwathi Municipality	0832030119
Nontokozo Mthethwa	Deputy Secretary	uMshwathi Municipality	0828048732

Table 47: LTT Deployment to War-Rooms

Ward number	LTT Deployees	Contact numbers
06	<ul style="list-style-type: none"> ▪ 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	<ul style="list-style-type: none"> ▪ Department of Safety and Security- Sipho Ngcobo ▪ Department of Transport- Sipho Radebe ▪ Department of Agriculture- Zakhele Mkhize ▪ Department of Education – Nokuthula Gwala ▪ Department of Social Development- Luthuli Nonhlanhla ▪ SAPS- TP Gwala 	0793630963 0720413192 0664291916 0723592351 0723493546 0790944386
12	<ul style="list-style-type: none"> ▪ Department of Transport- Sya Khanyezi 	0820407312 0790944386

Ward number	LTT Deployees	Contact numbers
	<ul style="list-style-type: none"> ▪ 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 	0829229741 0722985216 0834528633 0723301001 0335022160 0714532002 0727459140
14	<ul style="list-style-type: none"> ▪ Department of Education- Makhosazane Thusi ▪ Department of Health- Thembi Bhengu ▪ Department of Transport- D Shabalala 	0661125950 0661125950 0761403335

Table 48: Ward Profiles

Ward No.	No of Households Profiled	No of Households Outstanding
01		2964
02		2369
03	19	2239

Ward No.	No of Households Profiled	No of Households Outstanding
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 49: Challenges and Interventions

WARD	ISSUE /CHALLENGE	INTERVENTION
All wards have war room meetings	Poor attendance by some government departments	Departments are edged to send a representative
Ward 3	<ul style="list-style-type: none"> ▪ Operation MBO was conducted in Ward 3. SASSA, DSD, and Home Affairs attended. ▪ Special interviews for the identified children were arranged. This 	About 150 School Children not having birth Certificates and Parents do not have identity documents

WARD	ISSUE /CHALLENGE	INTERVENTION
	<i>intervention was interrupted by lockdown.</i>	
Ward 10 Ward 10 and 7 All wards	<ul style="list-style-type: none"> ▪ Kamel Hoek P School had infrastructure and uniforms challenge. ▪ Schools uniform Challenge ▪ Matric future guidance 	<ul style="list-style-type: none"> ▪ Classes were built. ▪ Mayor and NPOs donated uniforms to the needy children ▪ Career Expo was conducted to support matriculants
Ward 1 to 14	There are community members who are staying in muddy houses and need housing support	<ul style="list-style-type: none"> • 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

- In 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
- The municipality participates in the following IGR Structures:
 - Provincial Munimec – Mayor and Municipal Manager
 - Provincial IGR Practitioners Forum- IGR Manager
 - District Forums:
 - Mayors Forum
 - Speakers Forum
 - Municipal Managers Forum- Technical Support to Mayors Forum
 - District Clusters – Chaired by Municipal Managers from the sisters of municipalities
 - IGR Practitioners – Chaired by the district official
 - OSS District Task Team
 - District Aids Council
 - Senior Citizens/Gender Forum

5.3.2 TABLING OF IGR REPORTS AT COUNCIL MEETING.

UMshwathi Municipality tables its IGR reports to the Council meeting which are held on monthly basis. There are various IGR sector specific forums that are established between Umgungundlovu District Municipality and its local municipalities namely:

- Mayor's Forum
- Municipal Manager's Forum

- CFO's Forum
- Corporate Services Forum
- Technical Services Forum
- Planners Forum
- IDP Forum
- Economic Sector, Investment and Infrastructure Development Sub-Cluster
- District Development Model Forum

5.3.3 PARTICIPATION AT PROVINCIAL FORUM STRUCTURES

The Municipal Manager, Heads of Departments and the Manager IGR participates in the provincial & district IGR structures such as Munimec, Mayors Forum, Municipal Manager's Forum and District Social Clusters.

5.3.4 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 December 2016 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.

5.5 PARTICIPATION OF AMAKHOSI IN COUNCIL MEETINGS

Amakhosi participate in full Council meetings that sits every month as per Council schedule and calendar. It is compulsory for the 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.

5.6 IDP STEERING COMMITTEE

The IDP Steering Committee is established and fully operational. 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.

5.7 FUNCTIONALITY OF MANAGEMENT STRUCTURES

There are management structures in place, namely Manco (which comprises of all Heads of departments and the Municipal Manager), Extended Manco (which comprises of Manco as well as line Managers). The management structures are fully operational.

5.8 COMPOSITION AND FUNCTIONING 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.

5.9 COMMUNICATION PLAN/STRATEGY FOR PUBLIC PARTICIPATION

The Municipality has a Public Participation Strategy in place and is being implemented. 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 50: 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 Consider community contributions	Quarterly

		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

5.10 INTERNAL AUDIT, AUDIT AND PERFORMANCE COMMITTEE

The municipality has a functional audit committee that is functional and engages on a quarterly basis.

5.11 FUNCTIONALITY OF INTERNAL AUDIT UNIT

The Municipality has established the Internal Audit Unit. HTB Consulting were appointed in 2017 to assist the municipality in matters related to auditing services.

5.12 ESTABLISHMENT AND FUNCTIONALITY OF AUDIT AND PERFORMANCE COMMITTEE

The Audit Committee is in place and is functional. Following all due processes, Council revised the members in May 2016 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.

5.13 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.

5.14 RISK REGISTER

The risk assessment was conducted, and Risk register was then developed. Although, the current risk register does include fraud risk, but not Anti-Fraud and Anti-Corruption Strategy.

5.15 RISK MANAGEMENT COMMITTEE

The appointed committee members perform both the functions of risk and fraud management, and the members are namely:

Table 51: Risk Management Committee

Chairperson	Dr Thabethe
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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

5.16 COUNCIL ADOPTED MUNICIPAL POLICIES

Table 52: 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	29 June 2021	
2	H.R Strategy / Policy	Y	Y	8 December 2020	N/A
3	Housing Sector Plan	Y	Y	Under Review	N/A
4	Electrification Plan	Y	Y	29 June 2016	N/A
5	LED Strategy and Plan		Y	August 2020	N/A
6	SDF	Y	Y	30 May 2019	2021/2022 Financial year
7	ICT Strategy and Framework	Y	Y	30 June 2020	N/A
8	Employment Equity Plan	Y	Y	June 2020	February 2019
9	Employment Retention Plan	Y	Y	25 June 2015	February 2019
10	Skills Development Plan	Y	Y	29 June 2016	February 2019
11	Integrated Waste Management Plan	Y	Y	29 June 2016	
12	Transport Plan	Y	Y	29 June 2016	
13	Tele Communication Plan	Y	Y	May 2016	
14	Safety Plan	Yes	Yes	February 2019	
16	WSDP Water Service Development Plan	UMDM			
17	Operation and Maintenance Plans	UMDM			
18	Supply Chain Management Policy	Yes	Yes	26 June 2019	
19	Fleet Management Policy and Procedure Manual	Y	Y	30 May 2019	
20	Records Management policy and Procedure Manual	Y	Y	February 2019	
21	Asset Management Policy	Y	Y	June 2018	

22	Petty Cash Policy	Y	Y	Feb 2014	2020
23	Indigent Policy	Y	Y	June 2018	
24	Ward Committee Elections and operations Policy	Y	Y		
25	Banking and Investment Policy	Y	Y	Feb 2017	
26	Treatment and Valuation of Inventory Policy	N			
27	Anti-Fraud & Corruption Strategy	Y	Y	29 June 2016	
28	Risk Management Policy	Y	Y	June 2015	
29	Employee Wellness Policy	Y	Y	25 June 2015	
30	Sexual Harassment Policy	Y	Y	25 June 2015	
31	Occupational Health and Safety Policy	Y	Y	December 2020	
32	HIV / AIDS Policy	Y	Y	25 June 2015	
33	Experiential Learning Policy	Y	Y	25 June 2015	February 2019
34	Learner ship Policy	Y	Y	25 June 2015	February 2019
35	Scarce and Critical Skills Policy (Staff Retention)	Y	Y	25 June 2015	February 2019
36	Skills Development Policy	Y	Y	25 June 2015	February 2019
37	Bursary Policy	Y	Y	25 June 2015	February 2019
38	Cemetery Plan	Y	Y		
39	Rates Policy	Y	Y	June 2020	
40	Tariff and levies policy	Y	Y	June 2021	
41	Bullying and Violence in the Workplace	Y	Y	June 2020	

5.17 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 53: Municipal By-laws

UMSHWATHI MUNICIPAL BYLAWS	
BYLAW NAME	STATUS OF ADOPTION
1. Keeping of Dogs	Under review
2. Public Libraries	Under review
3. Solid Waste	Under review
4. Childcare Services	Under review
5. Public Amenities	Under review
6. Advertising Signs	Under review
7. Nuisances	Under review
8. Removal of Refuse	Under review
9. Street Trading	Under review
10. Funeral Undertakers	Under review
11. Cemetery	Under review
12. Standing Rules of Order (adopted but not promulgated)	23 February 2011

5.18 MUNICIPAL 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 54: 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	Mr. Vusi Mdunge (Member)	Corporate Services
06	Mr. Siyabonga Nxumalo (Secretary)	Finance Services
BID EVALUATION COMMITTEE (BEC)		
01	Mr. Phumlani Gwala (Chairperson)	Technical Services
02	Ms Andile Mkhize (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. Ramesh Mani (Chairperson)	Finance Services
02	Mr. Trevor Zondi (Member)	Community Services
03	Mrs. Thulile Mathenjwa (Member)	Corporate Services
04	Ms. Bongile Ntinga (Member)	Finance Services
05	Mrs. Nokukhanya Mncube (Member)	Technical Services
06	Mr. Lindani Dlamini (Secretary)	Finance Services

5.19 ESTABLISHMENT AND FUNCTIONALITY OF MPAC

MPAC was re-constituted after the 1 November 2021 elections and the members are currently as follows:

- Cllr EB Mbongwe (Chairperson)
- Cllr TP Nxumalo
- Cllr BE Mncube
- Cllr NW Gasas
- Cllr NR Khanyile

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

5.20 PORTFOLIO COMMITTEES

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

Table 55: 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	BA Mbuthu NE Cebekhulu MA Mbhele BK Mkhize SP Khanyile iNkosi LI Ntanzu
Infrastructure & Community Services	NP Mdunge	P Mlobeli MZ Mbewane

		S Jali MP Majozi VM Mncabe KV Gwala TA Papiyana PP Shezi iNkosi LI Ntanzi
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5.21 GOOD GOVERNANCE AND PUBLIC PARTICIPATION SWOT ANALYSIS

Table 56: Good Governance and Public Participation SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ Municipality has informed a specific unit dedicated to Public Participation. Municipality promotes and encourages through 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 ▪ Participation of Amakhosi in council meetings 	<ul style="list-style-type: none"> ▪ 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

OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> The existing 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. 	<ul style="list-style-type: none"> 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.

5.22 GOOD GOVERNANCE AND PUBLIC PARTICIPATION CHALLENGES

Table 57: Good Governance and Public Participation challenges

Key Performance Area	Key Challenges	Interventions
Good Governance & Public Participation	Undue political interface	Review and workshop delegations; develop communication protocol

5.23 WARD BASED PLANS

UMshwathi municipality has developed 14 Ward based Plans. The plans were adopted by council on the 26 March 2020.

5.24 LAND USE MANAGEMENT

The uMshwathi municipality received funding from COGTA to develop its 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.

5.25 INFORMATION REFLECTED IN ANNUAL PERFORMANCE REPORT UTILIZED TO FORMULATE THE NEW IDP

The report covered the period from 1 July 2020 to 30 June 2021 and serves to inform Executive / Council and other stakeholders of the progress made on the implementation of the Municipality's Organisational scorecard. As per the programme for implementing Performance Management System approved by Management Committee (Manco) the following process has been followed:

- The updated scorecards with the Annual actual performance reports were due to the PMS office by the 10th of July 2020. These were reviewed by the PMS office and comments were made and sent back to the Heads of Departments for further action.
- The portfolio of evidence files (POE's) was also due to the PMS office by the 15th of July 2021 and were also reviewed and feedback given to the HOD's.
- The one-on-one performance reviews between the Municipal Manager and General Managers took place between the 18th of August 2020. The General Managers were given time by the Municipal Manager to update their actual performance accordingly and also providing POE for such where it was still outstanding.
- The performance report and Portfolio of Evidence (POE) was submitted to the Internal Audit for auditing purposes on the 7th of September and draft findings were addressed. The report was also submitted to the Audit Committee.

Strategic Objectives:

There are 32 strategies contained within all 6 National KPAs and 77 performance indicators in the Organisational Scorecard/ SDBIP.

Table 58: Annual Performance-Organisational Scorecard 2020/2021

KPA	No. of Strategies	No. of Indicators	Achieved	Not Achieved	Partially Achieved	No activity
Basic Service Delivery	13	31	13	6	12	0
Municipal Institutional Development & Transformation	5	15	12	1	1	1
Local Economic Development	3	4	3	0	1	0
Municipal Financial Viability & Management	4	14	10	3	1	0
Good Governance & Public Participation	3	10	9	0	1	0
Cross Cutting Issues	2	3	2	0	1	0
TOTAL	30	77	49	10	17	1
% Achievement			63.6%	13%	22.1%	1.3%
Overall % achievement	Achieved + Partial + No activity= 87%					

5.26 HAVE CORRECTIVE PERFORMANCE MEASURES BEEN INCLUDED

The corrective measures have been included in this plan and is articulated in the sub-section below, 5.27, as responding to the services backlog.

5.27 EVIDENCE ATTACHED/INCORPORATED INTO THE IDP

KEY PERFORMANCE AREA: BASIC SERVICE DELIVERY - IDP GOAL: IMPROVE THE QUALITY-OF-LIFE OF FOUR CITIZENS

BACK TO BASICS: PILLAR 1: BASIC SERVICES

Performance Against the Organisational Strategic Objectives is Detailed in the Tables Below and Comparison with the Past Financial Year

Table 59: Strategic Objective 1: To Respond to the Service Delivery Backlogs

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME / MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT
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 maintain Municipal infrastructure	Facilitate access to basic electricity services.	BS D 1.1 .1	Construction of electricity infrastructure	No. of households with electricity infrastructure constructed	Construct electricity infrastructure for 100 households at uMshwathi Ridge Housing Phase 2 and 620 infills in all wards	Appointment of contractor & site handover	Projects must be 40% complete.	Projects must be 70% complete	Completion of uMshwathi Ridge Housing Electrification Phase 2 and infills in all wards	Completion certificate.	R13.5 m	TECHNICAL SERVICES
				Provide Free Basic Electricity to Indigent Households	BS D 1.2 .1	Provide free basic electricity to all qualifying beneficiaries	% of beneficiaries getting free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of 1200 beneficiaries with free basic electricity	Provide 95% of 1200 beneficiaries with free basic electricity	Provide 95% of 1200 beneficiaries with free basic electricity	Provide 95% of 1200 beneficiaries with free basic electricity	Eskom report	R1.75 m	FINANCE
							% of households earning less than R1100 per month with access to free	Provide 95% of beneficiaries with free basic electricity	Provide 95% of 1200 beneficiaries with free basic electricity	Provide 95% of 1200 beneficiaries with free basic electricity	Provide 95% of 1200 beneficiaries with free basic electricity	Eskom report			

						basic services; electricity									
					BS D 1.2 .4	Review, update & adoption of Indigent Register	Adoption date of reviewed / updated Indigent Register.	Review, update and adoption of indigent register by 30 June 2023	No Target for this quarter	No Target for this quarter	No Target for this quarter	Review, update & adoption of indigent register	Resolution	No financial implication	
				Provide access to community facilities.	BS D 1.3 .1	Construction/ Upgrade of Community halls & Community Facilities	No. of Community facilities constructed/ upgraded.	Complete construction of Thokozani Skills Centre in Ward 1 by 30 March 2023	Project must be 70% complete	Completion of Thokoza ni Skills Centre	No target for this quarter	Completion of Skills Center.	Completion certificate	R1m	TECHNICAL SERVICES
				BS D 1.3 .2	Construct 1 Community Facility skills center in ward 7 by 30 March 2023			Appointment of contractor & site handover	Project must be 40% complete	Project must be 70% complete	Completion of Skills Center.	Completion certificate	R 5 035 550		
				BS D 1.3 .3	Extension of Thusong center			Appointment of contractor & site handover	Project must be 40% complete	Project must be 60% complete	Completion of Thusong center	Completion Certificate	R7.5m		

					BS D 1.3 .4		No. of Sports fields constructed	Construction of 1 sport filed (Makeni) by 30 June 2023	Appointment of contractor & site handover	Project must be 40% complete	Project must be 80% complete	Completion of Makeni Sports field in Ward 3	Completion certificate	R3.5m	
				Provide access to roads and storm water	BS D 1.5 .1	Construction/ upgrade of gravel roads to tar	No. of kms of road tarred.	Tarring of 1km Shiyabazali roads phase 3 in Ward 2 by 30 June 2023	Appointment of contractor & site handover	Project must be 40% complete	Project must be 80% complete	Completion of Shiyabazali Road Phase 3 in Ward 2	Completion certificate	R4.5m	
				BS D 1.5 .2	No. of kms of road tarred.		Tarring of 1.3 kms of Doboti tarring Road in ward 4 by 30 March 2023.	Project must be 50% complete	Project must be 80% complete	Completion of Doboti Road	No target for this quarter	Completion certificate.	R5.5m		
				BS D 1.5 .3	No. of kms of road tarred.		Tarring of 1.3 km Nazo Road in ward 8 by 30 March 2023	Project must be 50% complete	Project must be 80% complete	Completion of Nazo road	No target for this quarter	Completion certificate	R6m		
				BS D 1.5 .4	Storm water drains and channels maintenance		No. of kms of storm water drains and channels maintained	Maintain 40 kms of storm water drains and channels	Maintain 10 km of storm water	Maintain 10 km of storm water	Maintain 10 km of storm water	Maintain 10 km of storm water	Signed job cards	R8.3m	

					BS D 1.5 .5	Pedestrian walkways maintenance	No. of kms of Pedestrian walkways maintained	Maintain 20 kms of Pedestrian walkways (New Hanover, Dalton, Wartburg, Cool Air)	Maintain 5 Kilometres of Pedestrian walkways	Signed job cards					
					BS D 1.5 .6	Gravel Road maintenance	No. of kilometers of gravel road maintained	Maintain 14kms of gravel Road (regravelled/ Bladed) 14 Municipal Wards	Maintain 2 Kilometres of gravel road	Maintain 3 Kilometres of gravel road	Maintain 5 Kilometres of gravel road	Maintain 4 Kilometres of gravel road	Completion certificates		
				Plan, implement and monitor infrastructure projects and	BS D 1.6 .1	Reporting on potholes patching & on Vumbuka/illegal building issues	No. of reports submitted to EXCO & Council on pothole patching.	Submit 4 reports on pothole patching to EXCO & Council	Submit 1 reports on pothole patching to EXCO & Council	Submit 1 reports on pothole patching to EXCO & Council	Submit 1 reports on pothole patching to EXCO & Council	Submit 1 reports on pothole patching to EXCO & Council	Agendas		
				Provide Indigent burial support and maintain cemeteries	BS D 1.7 .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	List of applications received and approved	R100 000	COMMUNITY SERVICES			

				Facilitate the access to basic housing	BS D 1.8 .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 1 reports on illegal developments to EXCO & Council	Submit 1 reports on illegal developments to EXCO & Council	Submit 1 reports on illegal developments to EXCO & Council	Submit 1 reports on illegal developments to EXCO & Council	Agendas		
				Improve emancipation of youth development through economic participation, sport development and promotion of cultural activities	BS D 2.1 .1	Review & adoption of Youth Development Strategy & Policy	Adoption date of the reviewed Youth Strategy & Policy	Review & adoption of reviewed Youth Development strategy by 30 June 2023	No target for this quarter	No target for this quarter	Consultation of Youth Development Strategy with Youth Council & stakeholders	Review of Youth Development Strategy & Policy	Resolution	R1.1m	
					BS D 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 received by 30 March 2023.	No target for this quarter	No target for this quarter	Provide 90% support of tertiary registration fees for requests received.	No target for this quarter	List of beneficiaries & Proof of payment		

					BS D 2.1 .3	Support local youth to obtain EB drivers license code or above	% of local youth supported to obtain EB license code.	Support 80% of Local youth to obtain drivers license	Advertise and appoint accredited driving school(s) for learner license and drivers license training	Advertise and appoint 90% beneficiaries for the programme across the municipality	80% of local youth sit for learners licenses	80% of local youth take drivers license test	Learners & Drivers license Results.		
					BS D 2.1 .4	Establishment of Youth Forum/Council	Establishment date of Youth forum/council.	Establishment of Youth Forum/Council by 30 September 2022	Establishment of Youth forum/Council	No target for this quarter	No target for this quarter	No target for this quarter	Terms of reference		
					BS D 2.1 .5	Coordinate Integrated Youth EXPO	Coordination date of Integrated Youth EXPO.	Coordinate 1 Integrated Youth EXPO by 30 June 2023	No target for this quarter	No target for this quarter	No target for this quarter	Coordinate 1 Integrated Youth EXPO	Notice of the event and registers		
					BS D 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 1 report on Special Programmes to EXCO & Council	Submit 1 report on Special Programmes to EXCO & Council	Submit 1 report on Special Programmes to EXCO & Council	Submit 1 report on Special Programmes to EXCO & Council	Agendas	No financial implication	

				Development and Implementation of plan of action to reduce road accident and ensure the safety of all road users	BS D 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 1 reports on MLB, Disaster & Traffic to EXCO & Council	Submit 1 reports on MLB, Disaster & Traffic to EXCO & Council	Submit 1 reports on MLB, Disaster & Traffic to EXCO & Council	Submit 1 reports on MLB, Disaster & Traffic to EXCO & Council	Agendas	No financial implication	
				Provide waste and refuse removal services to the residents of uMshwathi	BS D 4.1 .1	Refuse removal	% of households with access to basic level of solid waste removal ;	Service 100% of 1150 households.	Provide 100% refuse removal service to 1150 households	Provide 100% refuse removal service to 1150 households	Provide 100% refuse removal service to 1150 households	Provide 100% refuse removal service to 1150 households	Post billing	R1.4m	

KEY PERFORMANCE AREA: MUNICIPAL INSTITUTIONAL DEVELOPMENT & TRANSFORMATION - IDP GOAL: IMPROVE ADMINISTRATIVE SUPPORT

BACK TO BASICS: PILLAR 5: BUILDING CAPABLE INSTITUTIONS AND ADMINISTRATIONS

Table 60: Back to Basics: Pillar 5: Building capable institutions and administrations.

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF / CODE	PROJECT / PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT
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 policies reviewed based on the analysis	Review 100% of HR, ICT Policies as and when required.	Conduct analysis	Submit reviewed policies to Extended Manco, CSPC and LLF as and when required	Submit reviewed policies to EXCO and Full Council for adoption when required.	No target for this quarter	Resolutions	No financial implication	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	No target for this quarter	No target for this quarter	Spend 45% of the total training vote	Spend 45% of the total training vote	Finance summary Report	R1.5m	

							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) Speed typing,	Coordinate the appointment of all training service providers for the 2022/2023 training programmes on SDBIP.	Conduct 4 training programmes (Supervisory skills, MFMP, Disciplinary procedures & work etiquette (Conduct 4 training programmes. (Business/ Report writing, Speed typing, Safety at the workplace & Cyber security)	Conduct 4 training programme. (Advanced project management, Firearm, Brush cutting, & Advanced Driving	Notices of trainings and registers		
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							(11) Brush cutting, (12) Advanced Driving.							
					MID &T 1.1.3	Development, approval and submission on 2023/2024 WSP	Date. of submission approved 2023/24 WSP to LGSETA	Develop, approve and submit the 2023/24 WSP by 30 April 2023 to LGSETA	Present ation of the skills audit analysis to depart mental managers. Confirmation of outstanding trainings which still need to be implem	Submit the Skills analysis audit report to Extended MANCO, CSPC, LLF, EXCO and Full Council.	Submit WSP for 2023/24 and Annual Training Plan to CSPC, & LLF	Submit WSP for 2023/24 and Annual Training Plan to LGSETA	Email and or acknowledgement letter.	No financial implication

									ented. Disseminate skills audit for newly required training where applicable.						
					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	No target for this quarter	Send out correspondence requesting academic progress for the 2021 academic year	Maintain 70% of internal and 50% of external bursaries	No target for this quarter	Proof of payment & summary	R700 000	
					MID &T 1.1. 5	Awarding of new internal & external bursaries	No. of new bursaries awarded internally & externally	Award 4 new bursaries.	No target for this quarter	No target for this quarter	Award 2 internal bursaries and 2 external bursaries.	No target for this quarter	Award letters		

					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 2023/24 by 30 June 2023	Consult 2 departments (Office of the Municipal Manager and Corporate Services)	Consult 2 departments (Community Services and Technical Services)	Submit reviewed organisational structure to Extended MANCO, CSPC, LLF and EXCO	2023/24 Organisational structure adopted by Council	Resolution	No financial implication	
				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 2023 approved by 30 Dec. 2022: Calendar of meetings for July - Dec 2023 approved by 30 June 2023.	No target for this quarter	Submit Calendar of meetings for Jan - June 2023 approved	No target for this quarter	Calendar of meetings for July - Dec 2023 approved	Resolution	No financial implication	

				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.	Litigation received and response to it.	No financial implication	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	No target for this quarter	No target for this quarter	No target for this quarter	Reviewed PMS Framework adopted.	Resolution	
					MID &T 1.4. 2	Ensure performance agreements for S57 are signed by target date.	No. of performance agreements concluded and signed for 2022/23 by all GM & MM.	Submit 5 signed Performance agreements submitted to the MEC by 31 July 2022	Submit signed 5 Performance agreements submitted to the MEC	No target for this quarter	No target for this quarter	No target for this quarter	Proof of submission	

					MID &T 1.4.3	Submit Annual Performance report to AG for auditing.	Submission date of 2021/22 Annual Performance Report to AG.	Submit 2021/ 22 Annual Performance Report by 31 August 2022 to AG for auditing	Submit Annual Performance report to AG by 31 August	No target for this quarter	No target for this quarter	No target for this quarter	Proof of submission		
					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 1 performance review/ assessment conducted and submit 1 report to EXCO and Council	Conduct 1 performance review/ assessment conducted and submit 1 report to EXCO and Council	Conduct 1 performance review/ assessment conducted and submit 1 report to EXCO and Council	Conduct 1 performance review/ assessment conducted and submit 1 report to EXCO and Council	Notice, registers of assessments and EXCO & Council Agendas		
					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	No target for this quarter	No target for this quarter	Conduct Annual Performance Evaluation for 2021/22 Financial year.	No target for this quarter	Notice & registers		

					MID &T 1.4. 6	Drafting and adoption of Annual Report	Adoption date of 2021/22 Annual Report	2021/22 Annual Report adopted by 31 March 2023-MFMA 121(1)	Submit 2021/22 Draft Annual and oversight Report to AG 30 August 2022	No target for this quarter	Table 2021/22 Annual Report to Council / Adoption of Oversight on Annual Report	No target for this quarter	Resolution	R130, 000	
				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.	No target for this quarter	Submit 1 report to EXCO & Council on ICT controls and asset management	No target for this quarter	Submit 1 report to EXCO & Council on ICT controls and asset management	Agendas	No financial implication	
				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	No target for this quarter	Submit EEA2&4 report to the portfolio committee	Submit the EEA2&4 report to the DOL.	No target for this quarter	Proof of submission	No financial implication	

KEY PERFORMANCE AREA 3: LOCAL ECONOMIC DEVELOPMENT - IDP GOAL: SELF-SUSTAINABLE COMMUNITIES

BACK TO BASICS: PILLAR 1: BASIC SERVICES

Table 61: Strategic Objective 3: To Promote and Support Local Economy

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAM ME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET
LOCAL ECONOMIC DEVELOPMENT	IMPROVED THE QUALITY OF LIFE OF OUR CITIZENS	PILLAR 2: BASIC SERVICE DELIVERY	Promote & Support the Local Economy	Poverty alleviation	LED 1.3.1 /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 80 job opportunities (ongoing (EPWP) Create 10 job opportunities created through capital projects	Create 15 job opportunities created through capital projects	Create 15 job opportunities created through capital projects	Create 10 job opportunities created through capital projects	EPWP report with list and names of people employed	Capital project budget

					LED 1.3.2	Support household with input/equipment to alleviate poverty & recover from Covid -19 impact	No. of households supported to alleviate poverty & recover from covid 19.	Support 18 households with inputs /Equipment to alleviate poverty & recover from Covid -19 impact by 30 June 2023	Support 6 households with inputs /Equipment to alleviate poverty & recover from Covid -19 impact by 30 June 2023	Support 6 households with inputs /Equipment to alleviate poverty & recover from Covid -19 impact by 30 June 2023	Support 6 households with inputs /Equipment to alleviate poverty & recover from Covid -19 impact by 30 June 2023	No target for this quarter	Delivery note & list of beneficiaries	R140 000
				Promotion SMMEs and Cooperatives development	LED.1.4.1	Small contractor development in Level 1	No. of small contractors awarded	Development of 28 Small contractor in Level 1	No target for this quarter	Conduct workshop for 28 small contractors	Preparation of Specification and appointment of 14 developed small contractors for maintenance projects	Preparation of Specification and appointment of 14 developed small contractors for maintenance projects	Data base,attendance Register, Specifications & Progress report	R6.5 m

KEY PERFORMANCE AREA 4: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT - IDP GOAL: SOUND FINANCIAL MANAGEMENT

BACK TO BASICS: PILLAR 4 SOUND FINANCIAL MANAGEMENT

Table 62: Strategic Objective 4: To Ensure Complete and Accurate Accounting of All Transactions

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT / PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT
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 2023	No Target for this quarter	No Target for this quarter	Review and update revenue enhancement strategy and implementation plan	No Target for this quarter	Resolution	No financial implication	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%	Finance report			
					MFV &M 1.1.3	Achieve 5% Collection on	%. Collection rate on	Achieve 5% collection rate on	Achieve 5% collection rate on	Achieve 5% collection rate on	Achieve 5% collection rate on	Finance report			

					Arrear debt	Arrear debt	Arrear debt	Arrear debt	Arrear debt	Arrear debt	Arrear debt				
					MFV &M 1.2.1 / 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 operating grants “D” represents debt service payments (i.e. interest + redemp	Financial viability in terms of outstanding service debtors to revenue	1:01	1:01	1:01	1:01	1:01	Ratio Analysis		
						Financial viability in terms of operating grants (Grant dependency	60%	60%	60%	60%	60%				
						Financial viability in terms of cost coverage	3:01	3:01	3:01	3:01	3:01				

						<i>tion) due within the financial year</i>								
					MFV &M 1.2.2	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 1 S71 report to Council & post on the website	Submit 1 S71 report to Council & post on the website	Submit 1 S71 report to Council & post on the website	Submit 1 S71 report to Council & post on the website	Agendas & proof of posting on the website	
					MFV &M 1.2.3	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 1 Section 72 report to EXCO and Council	Submit 1 Section 72 report to EXCO and Council	Submit 1 Section 72 report to EXCO and Council	Submit 1 Section 72 report to EXCO and Council	Agendas	
				Have a realistic budget in place and report regularly on progress	MFV &M 1.3.1	Development, approval of Budget Process Plan: Development & adoption	Approval date of developed Budget Process Plan & final budget	Development & approval of Budget Process Plan by 31 of August 2022 and adoption of next	Approve Budget Process Plan by 31 of August 2022	No target for this quarter	Adoption of draft budget	Adoption of final budget by 31 May 2023	Resolutions	

						of final budget		financial year budget by 31 May 2023							
						MFV &M 1.3.2	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	No target for this quarter	No target for this quarter	No target for this quarter	Review Budget Policies by 31 May 2023	Resolutions	
						General Indicator	Efficient and economic spending on MIG Grant funding	% of the municipality's capital budget actually spent on capital projects identified for a particular	Spend 100% of capital budget	Spend 10% on MIG allocation	Spend 50% spent on MIG allocation	Spend 70 % on MIG allocation	100% spent on MIG allocation	Spending report from Cogta	

						report to EXCO & Council		and Council	d and submit 1 report to EXCO & Council		submit 1 report to EXCO & Council				
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KEY PERFORMANCE AREA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION - IDP GOAL: STRENGTHENED DEMOCRACY

BACK TO BASICS; PILLAR 2& 3 – GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Table 63: Strategic Objective 5: To Instil the Principles of Good

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT / PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT
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 1 District Technical Co-coordinating (DDM's) Forum meetings	Attend 1 District Technical Co-coordinating (DDM's) Forum meetings	Attend 1 District Technical Co-coordinating (DDM's) Forum meetings	Attend 1 District Technical Co-coordinating (DDM's) Forum meetings	Registers	No financial implication	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 1 LTT Meetings and submit report to EXCO & Council.	Coordinate 1 LTT Meetings and submit report to EXCO & Council.	Coordinate 1 LTT Meetings and submit report to EXCO & Council.	Coordinate 1 LTT Meetings and submit report to EXCO & Council.	Reports & Agendas	No financial implication	

						No. of Operation MBO organized with Service Providers	Coordinate 1 Operation MBO	No Target for this quarter	No Target for this quarter	Coordinate 1 Operation MBO	No Target for this quarter	Notice of the event, requisitions & registers			
					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	Submit 1 report EXCO & Council	Reports & Agendas					
					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	No Target for this quarter	No Target for this quarter	No Target for this quarter	Coordinate Mayoral Budget /IDP Imbizo	Notice of the event, & registers	R400,000.00	

				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.	No Target for this quarter	No Target for this quarter	No Target for this quarter	Audit Plan approved by Audit Committee - 30 June 2023	Resolution	No financial implication	
			GG & PP 1.2.2		Review date of Risk profile/ Register		Review Risk profile/ Register by 30 June 2023	No Target for this quarter	No Target for this quarter	No Target for this quarter	Risk profile/register reviewed.	Reviewed Risk profile/register.			
			GG & PP 1.2.3		No. of Risk Management & Fraud Prevention Committee meetings coordinated.		Coordinate 4 Risk Management & Fraud Prevention committee meetings.	Coordinate 1 Risk Management & Fraud Prevention committee meeting	Coordinate 1 Risk Management & Fraud Prevention committee meeting	Coordinate 1 Risk Management & Fraud Prevention committee meeting	Coordinate 1 Risk Management & Fraud Prevention committee meeting	Coordinate 1 Risk Management & Fraud Prevention committee meeting	Agendas & registers		
			GG & PP 1.2.4		No. of Audit Committee meetings coordinated		Coordinate 4 Audit Committee meetings.	Coordinate 1 Audit Committee meeting	Agendas & registers						

					GG & PP 1.2.5	Improve on Audit Opinion	Type of opinion	Strive to Improve Audit opinion from Qualified with matters to Unqualified without matters.	No Target for this quarter	No Target for this quarter	Strive for unqualified without matters	No Target for this quarter	AG report		
					GG & PP 1.2.6	Finalize the process of reviewing and approval of municipal logo and municipal colour scheme	Approval date of reviewed logo	New municipal Corporate identity approved by Council by 30 June 2023 (logo and Colour Scheme).	Advertise for appointment of Service Provider to develop Municipal Logo and colour scheme	Conduct public consultation meetings in 14 wards.	Draft Logo advertised for comments.	Approval of New Logo by Council	Resolution		

				Ensure a functional Ward committee structure	GG & PP 1.4.1	Coordinate combined Ward Committee meetings	No. of Combined Ward Committee meetings coordinated	Coordinate 2 combined Ward Committee meetings by 30 June 2023	No Target for this quarter	Coordinate 1 combined Ward Committee meeting	Coordinate 1 combined Ward Committee meeting	No Target for this quarter	Notice of the event & registers		
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KEY PERFORMANCE AREA 6: CROSS CUTTING ISSUES - BACK TO BASICS: PILLAR 1 BASIC SERVICES

Table 64: Strategic objective - To develop a credible IDP in line with Provincial guidelines

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF / CODE	PROJECT/ PROGRAM ME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT
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 3.1.1	Development & adoption of credible IDP	Adoption date developed IDP	Coordinate the development and adoption of 2022-27 IDP by 30 June 2023.	Approval of IDP process plan by council	Develop new municipal challenges and strategic objectives to be included in the new IDP	IDP Public participation meetings in 14 wards and adoption of Draft IDP 2022-2026	IDP 2022-2027 adopted by Council by June 2023	Resolution	R300,000.00	MM'S OFFICE

					CCI 3.1. 2	Reviewed and adoption of Land use scheme of 14 wards	Adoption date of review & Land use scheme	Review and adoption of Land use scheme of 14 wards by 30 June 2023	Appointment of service provider	No target for this quarter	Draft reviewed Land use scheme	Adoption of final Land use scheme	Resolution	R200,000.00	
				Ensure effective Land use management system and land administration to give effect to development and enhance revenue	CCI 3.2. 1	Coordinate the development of Dalton & New Hanover Local Area Plan in line with the Spatial Development Framework Plan	Date. of Adoption LAP	Coordinate development & adoption of Dalton, New Hanover LAP by 30 June 2023.	Appointment of service provider	No target for this quarter	Draft Local area Plan advertised for comments	Adoption of Final Local area Plan by 30 June 2022	Adopted LAP resolution	R200,000.00	
					CCI 3.2. 2	Reviewed and adoption of ward base plans of 14 wards	Date. of review & adoption of Ward base plans	Review and adoption of ward base plans of 14 ward by 30 June 2023	Appointment of service provider	Public participation in 14 wards	Draft ward base plans	Adoption of final ward base plans	Resolution, final ward base plan	R200,000.00	

					CCI 3.2.3	Completion of phase 3 and maintenance of GIS and cadastral set for Land Audit for the municipality	Completion & adoption date of phase 3 of land audit	Completion & adoption of land audit phase 3 of by 30 March 2023.	No target for this quarter	Maintenance of GIS: training of town planning and finance personnel	Submit Report of Phase 3 of Land Audit to EXCO & Council	No target for this quarter	Resolution	R200,000.00	
					CCI 3.2.4	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 1 report on Planning Applications received and processed to EXCO & Council	Submit 1 report on Planning Applications received and processed to EXCO & Council	Submit 1 report on Planning Applications received and processed to EXCO & Council	Submit 1 report on Planning Applications received and processed to EXCO & Council	Agendas	No financial implication	

6. BASIC SERVICE DELIVERY

6.1 WATER AND SANITATION

6.1.1 WATER SERVICE AUTHORITY

uMshwathi Municipality is not a Water Service Authority but instead uMgungundlovu District Municipality is the Water Service Authority.

6.1.2 LAST REVIEW OF WATER SERVICE DEVELOPMENT PLAN

The Water Services Development Plan was reviewed in 2020 for implementation in 2021. The review of the WSDP is conducted annually.

6.1.3 WSDP LINK

The Water Services Development Plan is attached as an annexure, along with a council resolution.

6.1.4 WATER SERVICES DEVELOPMENT PLAN ANNEXURE

The Water Services Development Plan is attached as an annexure.

6.1.5 UMGUNGUNDLOVU DM AS WATER SERVICES AUTHORITY

uMgungundlovu District Municipality is the Water Services Authority for uMshwathi Municipality.

6.1.6 LAST REVIEW OF WATER SERVICES DEVELOPMENT PLAN (WSDP)

The Water Services Development Plan was reviewed in 2020 for implementation in 2021. The review of the WSDP is conducted annually.

6.1.7 LIST OF WATER AND SANITATION INSTITUTIONS & SERVICE PROVIDERS

Umgeni Water is the water services authority provider and primary institution for the municipality. uMgungundlovu municipality is responsible for sanitation services and is the secondary institution to the municipality. However, there are water projects therein.

Table 65: Water and sanitation institutions & service providers

Entity	Roles and Responsibilities
National Department of Human Settlements	The national Department of Human Settlements is responsible for establishing and maintaining a sustainable national housing development process. It does this by developing policy and strategy, facilitation of all housing programmes, establishing a national funding framework for housing development, determining delivery goals, allocating the conditional grant funds for housing to provincial governments, and monitoring and evaluating the housing sector's performance. The following are priority focus areas that the Department has prioritized as per Outcome 8 (2014-2019 MTSF): Accelerated delivery of housing opportunities; Access to basic services; Efficient utilization of land for Human Settlements Development; An improved property market.
KwaZulu-Natal Department of Human Settlements.	The provincial Department of Human Settlements is responsible for promoting, co-ordinating and implementing housing programmes within the framework of the national housing policy. Provinces are also responsible for approving housing subsidies and projects and for providing support to municipalities for housing development.

UMshwathi Local Municipality	The primary role of the UMshwathi Municipality is to take all reasonable and necessary steps, within the framework of national and provincial legislation and policy, to ensure that the inhabitants within its area of jurisdiction have access to adequate housing. This includes planning, coordinating and facilitating appropriate housing development, in line with the priorities in the IDP. It should be noted that municipalities are able to be accredited and empowered to undertake housing functions similar to provincial government. The extent thereof is based on the level of accreditation.
Umgeni Water and uMgungundlovu District Municipality	uMgungundlovu District Municipality does not have any legislated housing related powers but performs some functions, which have serious implications for the development of human settlements. This includes the provision of bulk infrastructure which is critical in housing projects. The district assists by providing planning support.
ESKOM UMshwathi Municipality Housing (Human Settlements) Sector Plan	Eskom is responsible for the generation, distribution and provision of electricity. The norms and standards for the development of sustainable human settlement includes the provision of electricity. This establishes Eskom as a key role-player in the development of sustainable human settlement.
Department of Economic Development, Tourism And Environmental Affairs EDTEA	is the provincial lead agent for environmental management and shares its powers with national government? All housing projects take place on land and in a particular environment, thus one of the mandates of EDTEA is to facilitate environmental impact mitigation and promote sustainable environmental management development. Environmental Impact Assessments (EIAs) are a tool used by government to assist in deciding whether projects, including housing projects, should go ahead or not. The EIA process involves making submissions and applications to the EDTEA. The applications can be for environmental exemption, basic assessment, scoping, full EIA applications, depending on the nature and context of the project. This process is one of the key milestones in housing projects.

6.1.8 INFRASTRUCTURE ASSET MANAGEMENT PLAN FOR WATER & SANITATION

UMshwathi Municipality is not the Water Services Authority and therefore does not have an Infrastructure Asset Management Plan for water and sanitation infrastructure

6.1.9 INFRASTRUCTURE PROCUREMENT STRATEGY FOR WATER & SANITATION INFRASTRUCTURE

UMshwathi Municipality is not a Water Services Authority and therefore, the Infrastructure Procurement Strategy for water and sanitation infrastructure is not available

6.1.10 INFRASTRUCTURE PROGRAMME MANAGEMENT PLAN FOR WATER & SANITATION

UMshwathi Municipality is not a Water Services Authority and therefore does not have an Infrastructure Program Management Plan for water and sanitation infrastructure.

6.1.11 END OF YEAR REPORT FOR WATER AND SANITATION INFRASTRUCTURE

Based on the information tabled above, there is no end of Year Report for water and sanitation infrastructure. Therefore, there is no adoption date of this of this End of Year Report.

6.1.12 UPDATED ASSET REGISTER FOR WATER AND SANITATION INFRASTRUCTURE

Based on the information tabled above, there is no Updated Asset Register for water and sanitation infrastructure.

6.1.13 OPERATIONS MANAGEMENT PLAN FOR WATER AND SANITATION INFRASTRUCTURE

Based on the information presented above, there is no Operations and Management Plan for water and sanitation infrastructure.

6.1.14 MAINTENANCE MANAGEMENT PLAN FOR WATER AND SANITATION INFRASTRUCTURE

Based on the information presented above, there is no Maintenance Management Plan for water and sanitation. However, the UMDM has a water plan referred to as the Water Services Development Plan (WSDP) which was adopted in 2021

6.1.15 OPERATIONS & MAINTENANCE REVIEW REPORT FOR WATER & SANITATION INFRASTRUCTURE

Based on the information presented above, there is no Operations and Maintenance Review Report for water and sanitation infrastructure.

6.1.16 THE STATUS OF WSA'S INFRASTRUCTURE ASSET MANAGEMENT PLAN

UMshwathi Municipality is not a Water Services Authority and therefore does not have Infrastructure Asset Management Plan. The status of WSA's Infrastructure Asset Management Plan is presented in uMgungundlovu District Municipality IDP 2021/2022. Technical Department is advised to assist with the

development of the asset renewal plan as well as operations and maintenance plan.

6.1.17 THE STATUS OF WSA'S INFRASTRUCTURE PROCUREMENT STRATEGY

UMshwathi Municipality is not a Water Services Authority and therefore does not have Infrastructure Asset Management Plan. The status of WSA's Infrastructure Asset Management Plan is presented in uMgungundlovu District Municipality IDP 2021/2022.

6.1.18 WSA'S INFRASTRUCTURE PROGRAMME MANAGEMENT PLAN

UMshwathi Municipality is not a Water Services Authority. The District IDP does not indicate the status of the WSA's Infrastructure Procurement Strategy and adoption date.

6.1.19 STATUS OF THE WSA'S END OF YEAR REPORT

UMshwathi Municipality is not a Water Services Authority. The District IDP does not indicate the status of the WSA's end of year report.

6.1.20 STATUS OF WSA'S UPDATED ASSET REGISTER

UMshwathi Municipality is not a Water Services Authority and does not indicate the status of WSA's Updated Asset Register and adoption date.

6.1.21 STATUS OF WSA'S OPERATIONS MANAGEMENT PLAN

UMshwathi Municipality is not a Water Services Authority and the District IDP does not indicate the Operations and Management Plan and adoption date.

6.1.22 STATUS OF WSA'S MAINTENANCE MANAGEMENT PLAN

The District IDP does not indicate the status of WSA's Maintenance Management Plan and adoption date.

6.1.23 STATUS OF WSA'S OPERATIONS & MAINTENANCE REVIEW REPORT

The District IDP does not indicate the status of WSA's Operations and Maintenance Review Report and adoption date.

6.1.24 SUMMARY OF HOW PORTABLE DRINKING WATER IS PROVIDED IN THE MUNICIPALITY

6.1.24.1 RURAL WATER INFRASTRUCTURE

The 5 568 household that have been identified as not having access to piped water are all in rural areas. These households will only be able to have access to water once the later stages of the above-mentioned bulk water pipeline are complete. Until such time the District Municipality will have to continue supplying these communities with water from water tankers.

The District Municipality in preparation for the completion of the uMshwathi Regional Bulk Water pipeline is improving and strengthening the existing water networks within the rural areas. Various projects are being implemented to compliment the new bulk pipeline. A confirmed budget for phase two of the regional bulk pipeline which is essential to ensuring that the rural communities have access to water.

The areas which have been targeted include the greater Efaye area which is currently only supplied with water from boreholes have proved to be highly unreliable. An amount of R10 million has been allocated to Mbava and Mpethu which is located in ward 6 of the Municipality and a significant allocation of approximately R 54 million has been made to the Lindokuhle / Mpolweni Water Supply which is located in ward 10 of the Municipality.

6.1.24.2 UDM UMGENI WATER PROJECTS

The uMshwathi Regional Bulk Water Supply (Primary Bulk) project is uMgungundlovu District Municipality project that is being implemented by the Umgeni water on behalf of the Municipality. The total project value is close to one billion rands.

6.1.24.3 WATER TANKERS

The uMgungundlovu District Municipality is currently unable to service a large section of the Municipality due lack of water and infrastructure. The solution has been to install water tanks on stands and then supply the water tanks with water from mobile water tankers. The District Municipality has

engaged a service provider and has eight trucks that are currently servicing the wards on daily basis. The aim of the service is to fill each of the tanks at least on a weekly basis. The areas that are currently covered by the service include:

- Mpolweni, Trustfeed, Efaye, Inadi, Applesbosch and Swayimane

There are two extraction points where the water tankers are able to fill water before transporting the water to the furthest extents of the Municipality and these are in Trustfeed and in Cool Air. The fact that there are two extraction points means that water has to be transported long distances by roads to communities. In some cases, the distance the communities is almost 80km from the extraction point.

- There are a few areas of concern which the uMgungundlovu District Municipality is still addressed to improve the service:
- Increasing the number of extraction points
- The availability of water to fill the water tankers, due to water restrictions on the part of uMngeni Water.
- The ability to reach certain communities in poor weather conditions.
- The mechanical breakdown of the water trucks causes delays in the delivery of water.

6.1.25 MAP SHOWING RAW WATER ABSTRACTION POINTS, THE WATER TREATMENT PLANTS, THE PIPELINES, THE RESERVOIRS AND PUMP STATIONS CONVEYING THE WATER FROM THE WATER TREATMENT PLANTS TO THE MUNICIPAL RESIDENTS

Map 4 below spatially outlines bulk water supply infrastructure in UMshwathi.

6.1.26 MAP SHOWING THE WATER INFRASTRUCTURE OPERATED BY DIFFERENT INSTITUTIONS

Map 5 below illustrates the water infrastructure operated by different institutions.

6.1.27 MAP OVERLAYING THE WATER SANITATION INFRASTRUCTURE WITH APPLICATIONS LODGED I.T.O. SPLUMA AND HUMAN SETTLEMENT PROJECTS

Map 6 below spatially outlines the overlaying water sanitation infrastructure with applications lodged I.T.O. SPLUMA and human settlement projects. Table 40 and 41 also outlines all proposed and current WSDP Projects.

Table 66: Proposed WSDP Projects

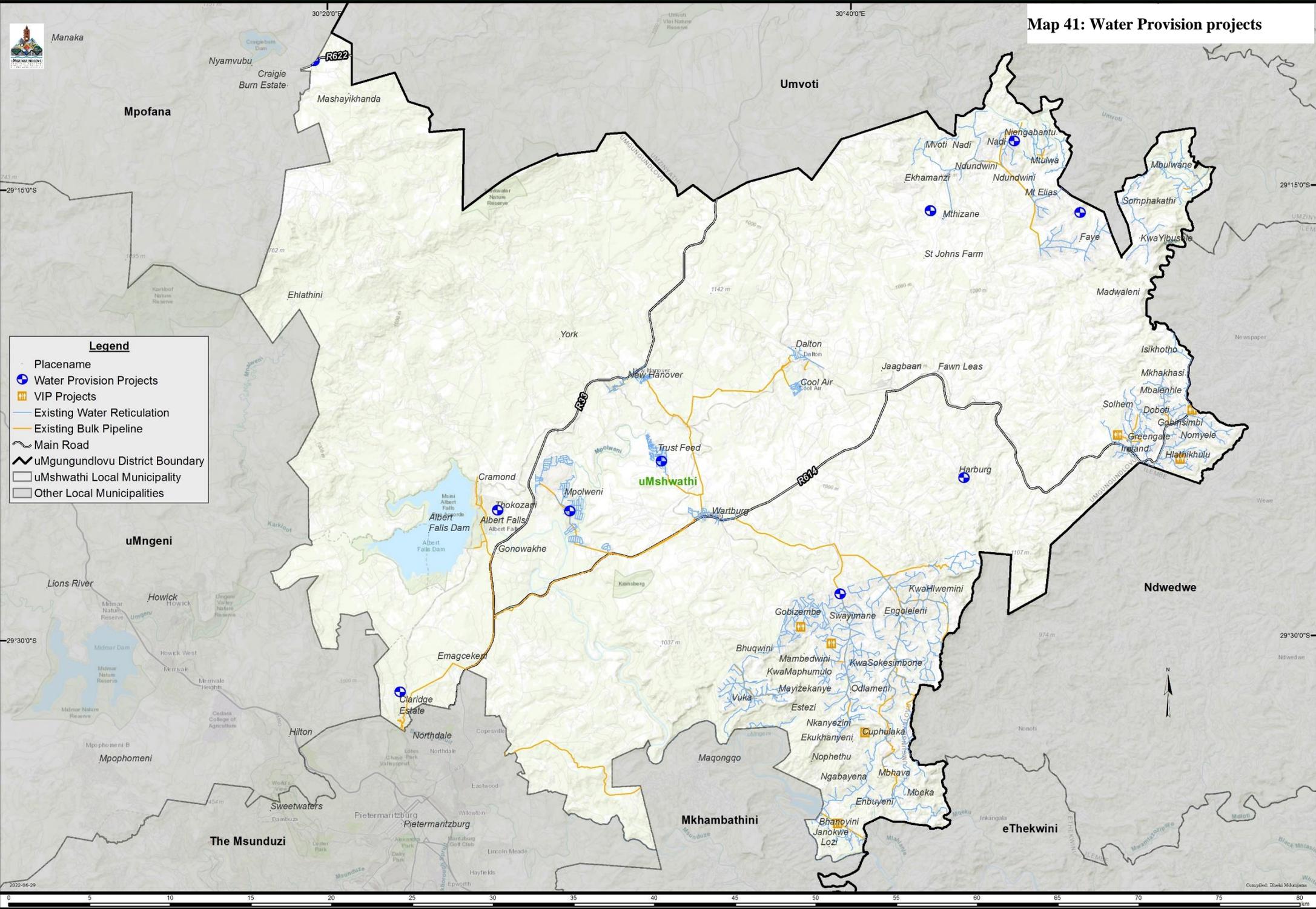
Project Description	Project Main Category	Project Category	WSA Priority
Mpolweni, Thokozani and Claridge extension water supply scheme – Construction of pipelines. Mpolweni 170km of pipeline 1BMI concrete reservoir, refurbishment of the two existing 400kl reservoirs, 1 200kl elevated steel tank.	Water	Basic Supply	High
UMshwathi Slum – Trustfeed Water Supply Scheme Phase 1: Construction of +/- 10.0km of pipelines, 200 connection, yard taps; -770 New domestic meters to existing erf connections; 1No. 50kl reservoir	Water	Basic Supply	High
Mbhava/Mpethu Community Water Supply Scheme – 100% completion of all works and commissioning and testing	Water	Basic Supply	High
Thokozani Retic (UMshwathi)	Water	Reticulation	High
Nadi ExtRetic – 30km reticulation and house connections	Water	Basic Supply	High
Claridge 1Ml Reservoir and 250mm bulk	Water	Basic Supply	High
Claridge Reticulation	Water	Reticulation	High

Table 67: Current WSDP Projects

Project Description			Project Category	Total Cost
Project Name	Project Number	Project Description	Main Category	Total Project Cost
Mpethu in Swayimane - New Water Reticulation Scheme for the area	ZKZNUMGUN10	Construction of a new water reticulation network	Water	11 000 000
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
Mpolweni, Thokozani and Claridge extension water supply scheme		Construction of 3ML Reservoir pipeline, valves, chambers and associated fittings.	Water	51 314 786 Annual budget
uMshwathi Slum – Trustfeed Water Supply Scheme Phase 1		Construction of 500kl reservoirs, chambers and associated fittings.	Water	10 770 603
Mbhava/ Mpethu Community Water Supply Scheme		Laying of pipelines and upgrading of pumpstation	Water	6 699 302
Greater Efaya reticulation water supply scheme		Laying of pipelines and construction of reservoirs and yard taps connection	Reticulation	85 000 000



Manaka

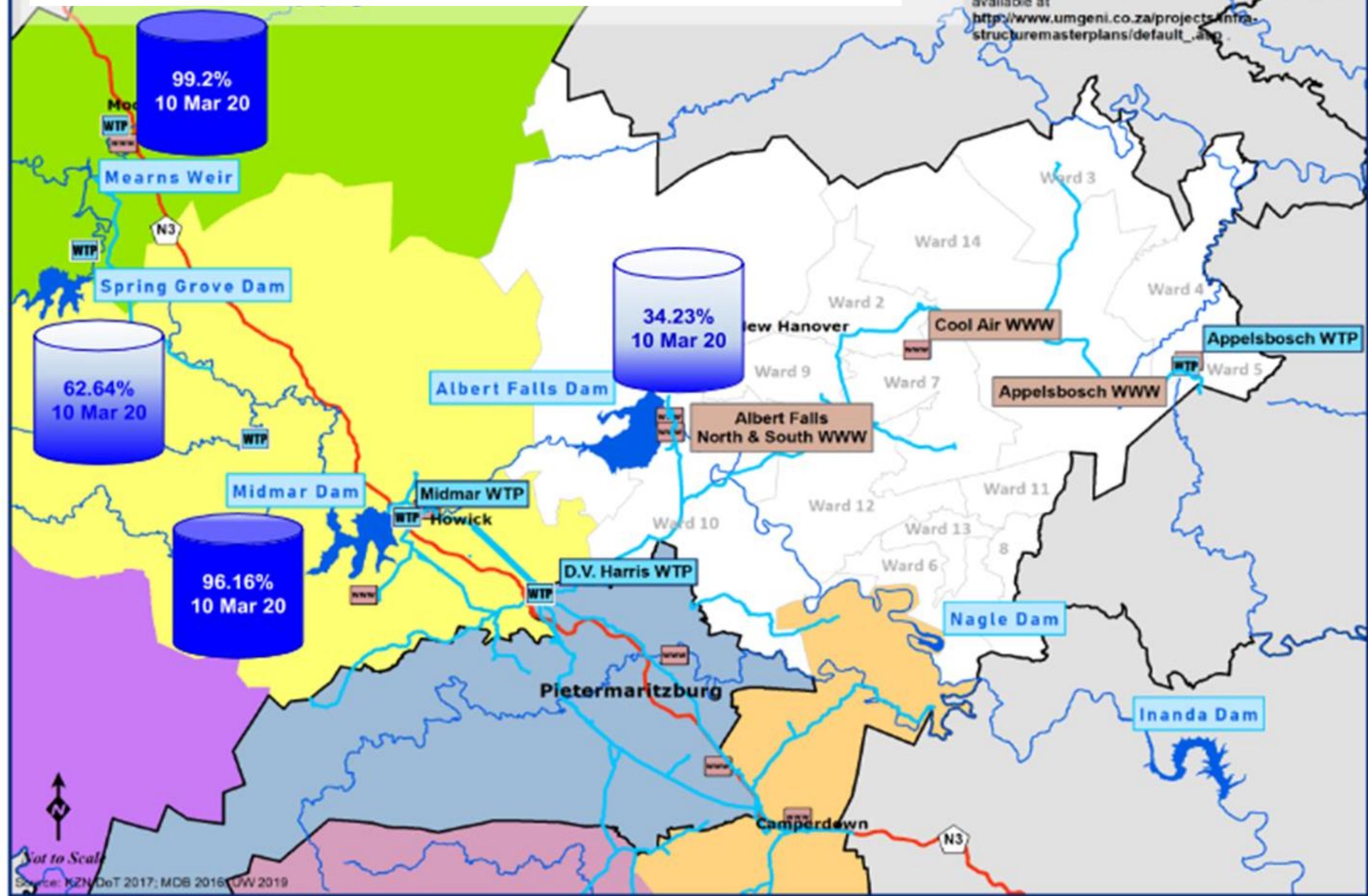


Legend

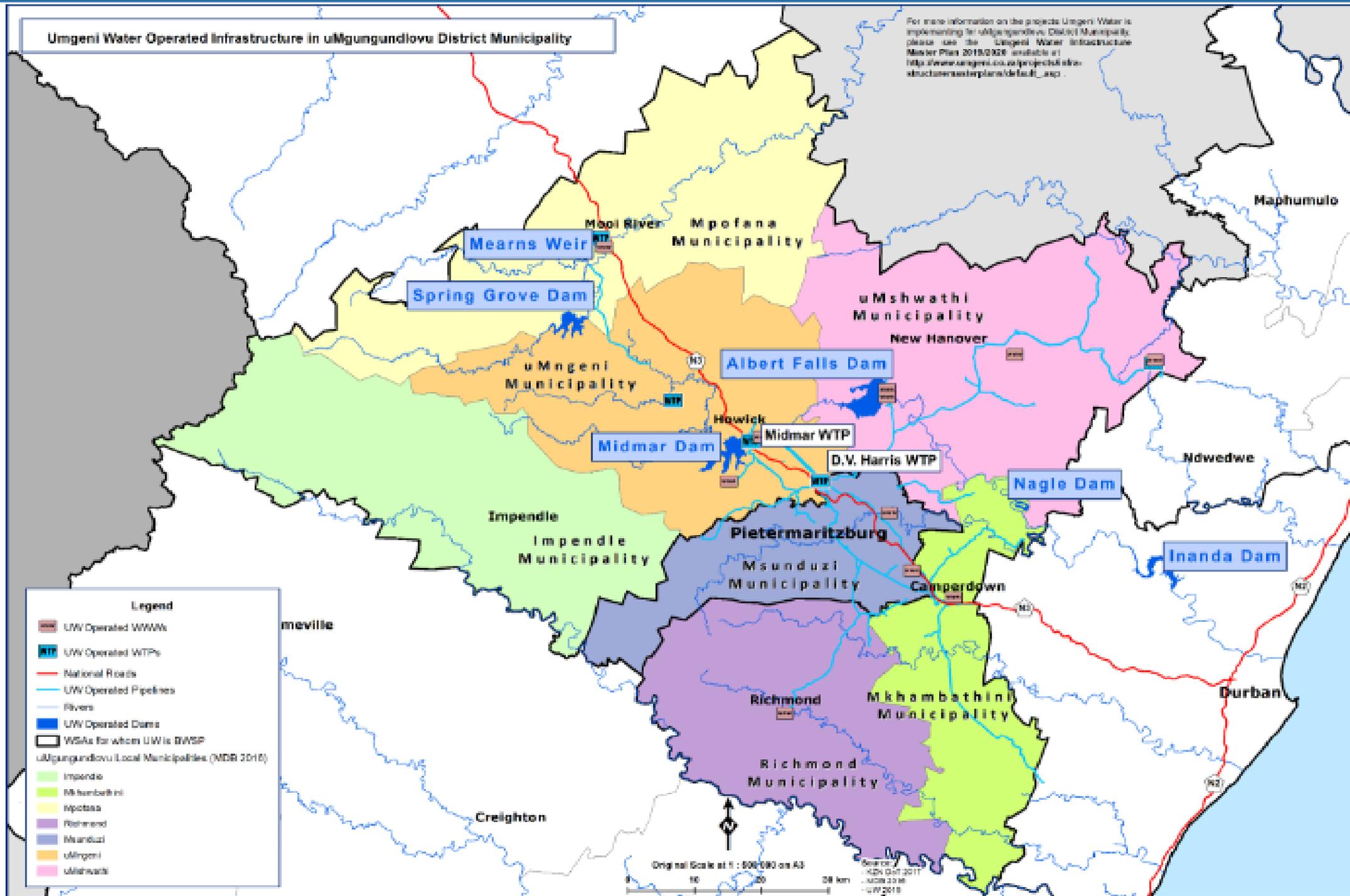
- Placename
- Water Provision Projects
- VIP Projects
- Existing Water Reticulation
- Existing Bulk Pipeline
- Main Road
- uMgungundlovu District Boundary
- uMshwathi Local Municipality
- Other Local Municipalities

Map 42: Bulk water supply infrastructure

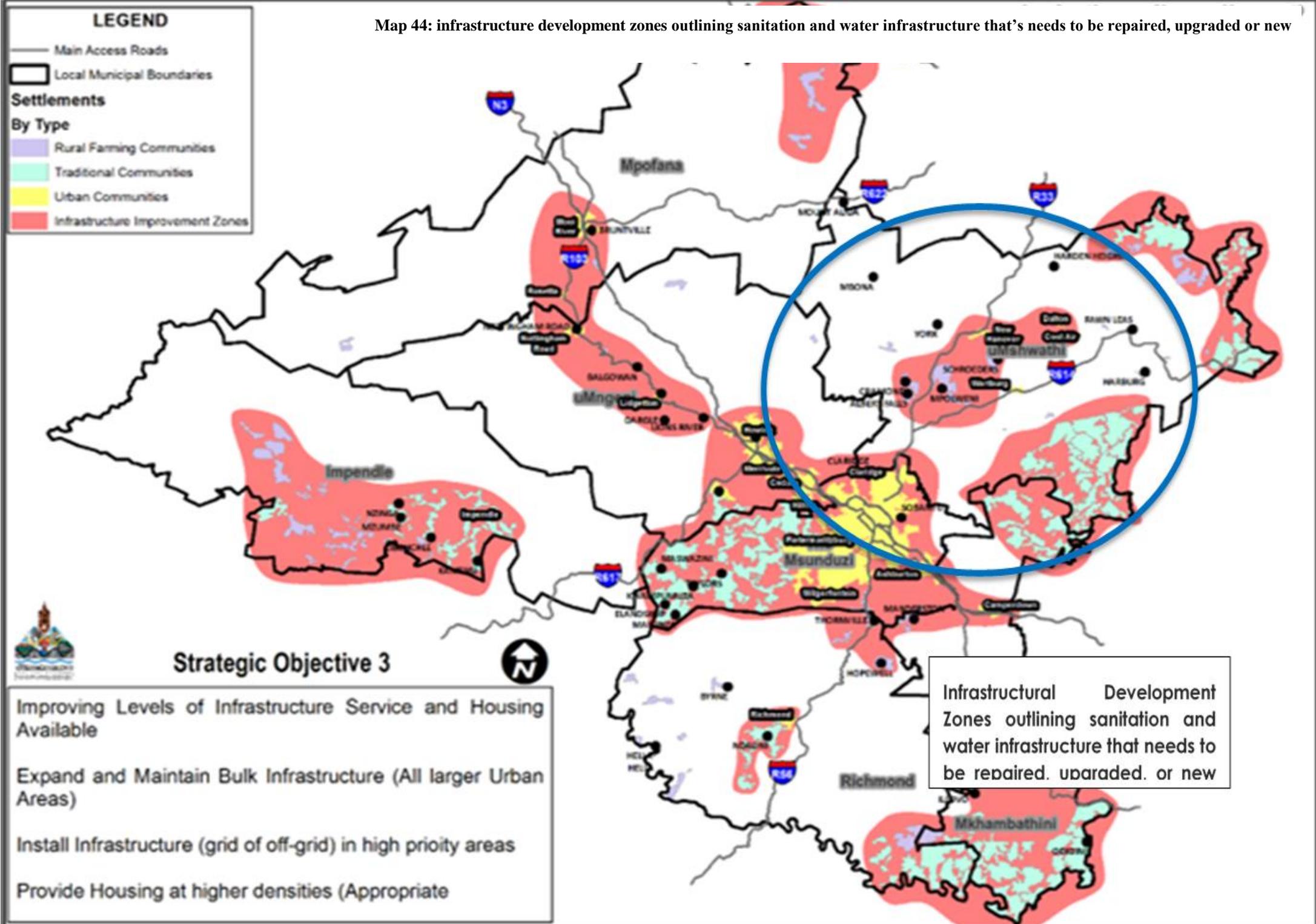
For more information on the projects Umgeni Water is implementing for uMgeni Municipality, please see the Umgeni Water Infrastructure Master Plan 2019/2020 available at <http://www.umgeni.co.za/projects/infrastructure/masterplans/default.asp>.



Map 43: UMgeni Water Operated Infrastructure in uMgungundlovu



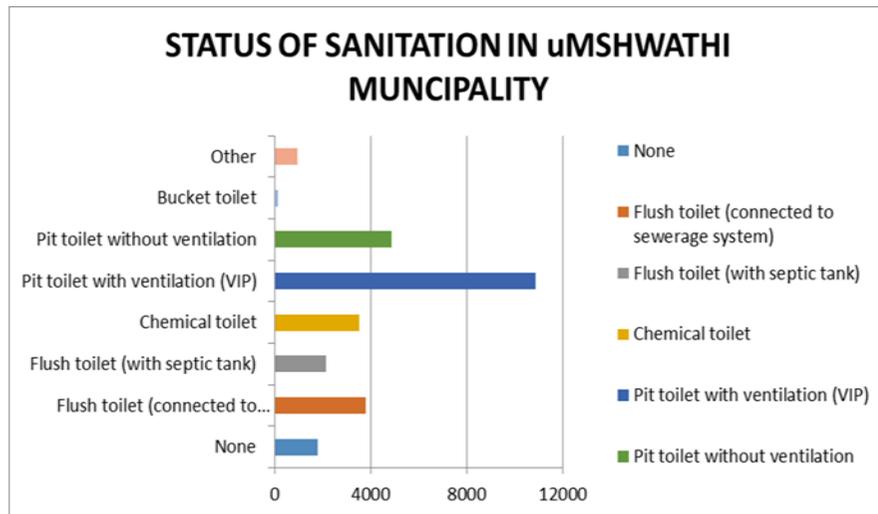
Map 44: infrastructure development zones outlining sanitation and water infrastructure that's needs to be repaired, upgraded or new



6.1.28 SUMMARY ON HOW SANITATION SERVICES ARE PROVIDED IN THE MUNICIPALITY

6.1.28.1 STATUS OF SANITATION IN UMSHWATHI

Figure 29: Status of sanitation in UMshwathi



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.

6.1.28.2 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 68: Sanitation backlog

UMSHWATHI MUNICIPALITY	NO OF HOUSEHOLDS
<i>Type of toilet</i>	
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.

6.1.28.3 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.

6.1.29 MAP SHOWING THE WASTEWATER TREATMENT PLANTS, THE SEWER PIPELINES, THE AREAS WITH VIP'S AND CONSERVANCY TANKS

Maps 4 and 5 above spatially outline the wastewater treatment plants, the sewer pipelines, the areas with VIP's and conservancy tanks.

6.1.30 MAP SHOWING SANITATION INFRASTRUCTURE OPERATED BY DIFFERENT SANITATION INSTITUTIONS AND SANITATION SERVICE PROVIDERS

Maps 4 and 5 above spatially outline the sanitation infrastructure operated by different sanitation institutions and sanitation service providers.

6.1.31 MAP OVERLAYING THE SANITATION INFRASTRUCTURE WITH APPLICATIONS LODGED IN TERMS OF SPLUMA BYLAWS AND HUMAN SETTLEMENTS

Map 6 outlines the sanitation infrastructure with applications lodged in terms of SPLUMA bylaws and human settlements.

6.1.32 CATEGORIZATION OF THE MUNICIPAL AREAS AS PER THE 2017 NATIONAL NORMS AND STANDARDS FOR DOMESTIC WATER SUPPLY SERVICES

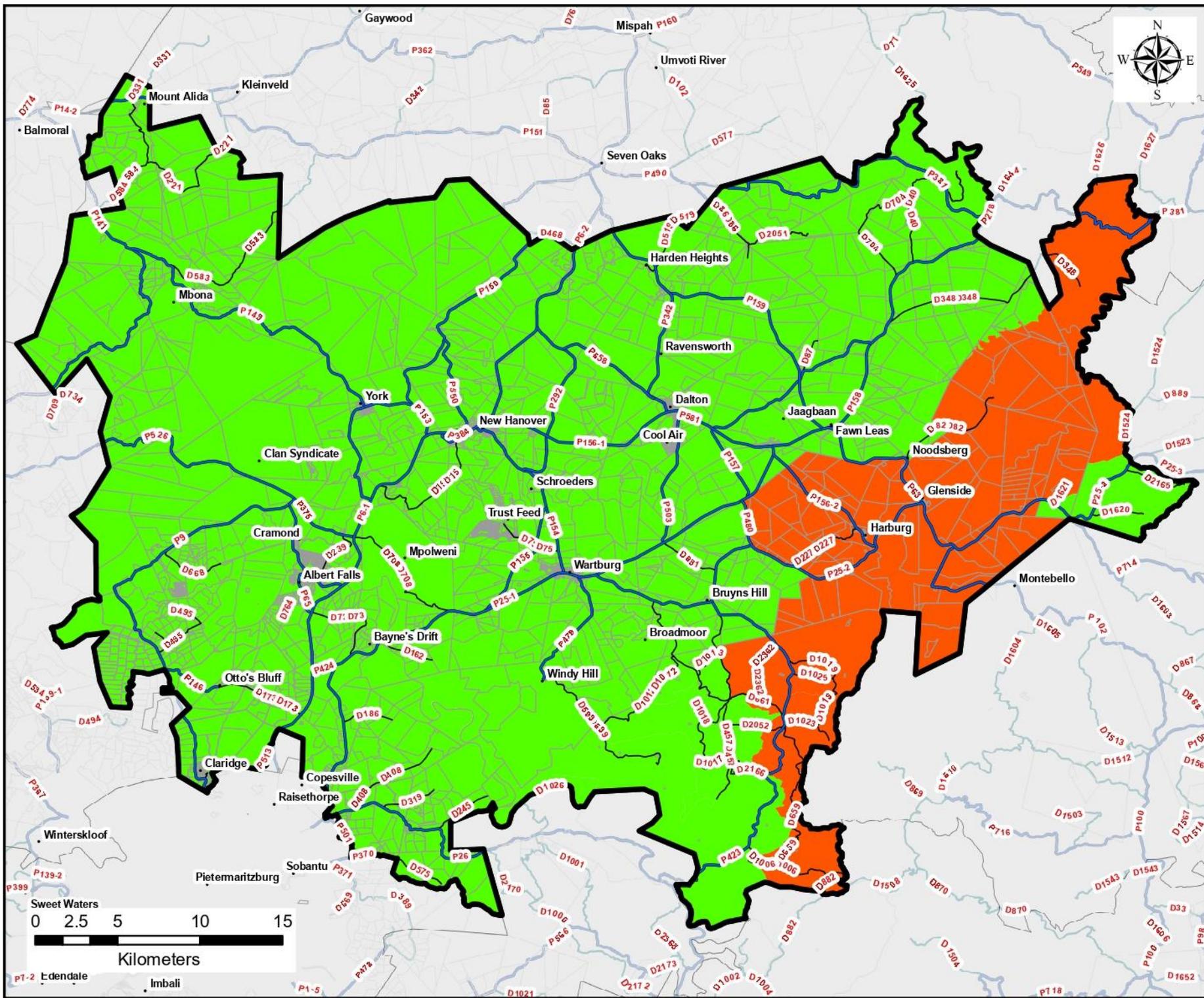
UMshwathi Municipality IDP 2022/2023 has included a categorization of the municipal areas as per the 2017 national norms and standards for domestic water supply services

6.1.33 DISCUSSIONS AND MAP SHOWING THE AREAS SUPPLIED PER THE DIFFERENT CATEGORIES IDENTIFIED IN THE 2017 NATIONAL NORMS AND STANDARDS FOR DOMESTIC WATER SUPPLY SERVICES

This is a final draft report, the map will be inserted on the final composite report for adoption.

6.1.34 CATEGORIZATION OF THE MUNICIPAL AREAS AS PER THE 2017 NATIONAL NORMS AND STANDARDS FOR SANITATION SERVICES

UMshwathi Municipality IDP 2022/2023 has included a categorization of the municipal areas as per the 2017 national norms and standards for sanitation services.



**UMSHWATHI LM
IDP 2022/2023**

Map 45: % of households with no sanitation

Legend

- Places
- Provincial Roads
- District Roads
- Erven
- % HH No Sanitation**
- 0%-10%
- 10%-20%
- ▭ Municipal Boundary

DATA SOURCES:
 Roads: KZN DOT
 CBAs: SANBI
 Municipal Boundary: MDB
 Erven: SGO
 Wards 2011: StatsSA

6.1.35 MAP SHOWING THE AREAS SUPPLIED PER THE DIFFERENT CATEGORIES IDENTIFIED IN THE 2017 NORMS AND STANDARDS FOR SANITATION SERVICES (EG. FULL LEVEL OF SERVICE, BASIC LEVEL, ETC)

This is a final draft report, the map will be inserted on the final composite report for adoption.

6.1.36 SUMMARY OF THE WATER INFRASTRUCTURE THAT NEED TO BE DECOMMISSIONED, REPLACED, REPAIRED AND TO BE UPGRADED

Consultation with the internal technical services is on-going regarding the status of the water infrastructure that needs to be decommissioned.

6.1.37 MAP SHOWING THE WATER INFRASTRUCTURE THAT NEED TO BE DECOMMISSIONED, REPLACED, REPAIRED AND TO BE UPGRADED

This map will be included once the internal engagements are finalised.

6.1.38 MAP SHOWING THE SANITATION INFRASTRUCTURE THAT NEED TO BE DECOMMISSIONED, REPLACED, REPAIRED, UPGRADED AND AUGMENTED AND NEW SANITATION INFRASTRUCTURE

Consultation with the internal technical services is on-going regarding the status of the sanitation infrastructure that needs to be decommissioned.

6.1.39 LIST OF THE WATER PROJECTS OVER THE 5 PLANNING HORIZON

Consultations with UMDM are on-going and the status of list of water projects over the five-planning horizon.

6.1.40 MAP SHOWING ALL THE WATER PROJECTS OVER THE 5 PLANNING HORIZON

Map 5,6 and 7 shows the detailed summary of water infrastructure including rural water infrastructure, uMgungundlovu District Municipality and Umgeni Water Projects, water tankers, maps showing the bulk water supply in UMshwathi Municipality and table 40 and 41 showing current and proposed water projects as per the approved Water Services Development Plan (WSDP).

6.1.41 LIST ALL THE SANITATION PROJECTS OVER THE 5 PLANNING HORIZON

The list of the above will be enlisted on the final report.

6.2 SOLID WASTE MANAGEMENT

6.2.1 WASTE COLLECTION RESPONSIBILITY

The uMshwathi Municipality 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.

6.2.2 THE 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 69: 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.

6.2.3 SOLID WASTE NEEDS AND PRIORITIES

6.2.3.1 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 70: Refuse removal schedule

MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY
<i>Cool Air</i>	<i>Wartburg</i>	<i>Trustfeed</i>	<i>Dalton</i>	<i>Wartburg Spar</i>
<i>Dalton</i>	<i>Mhalane</i>	<i>UCL Dalton</i>	<i>New Hanover School</i>	<i>New Hanover Extension</i>
<i>Dalton Spar</i>	<i>New Hanover CBD</i>	<i>E & C Charcoal</i>	<i>Brunfelsia</i>	<i>Crammond</i>
<i>Matatane School</i>	<i>Harburg</i>			<i>Thokozani</i>
				<i>Albert Falls</i>
				<i>Claridge</i>

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.

6.2.3.2 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. These 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

6.2.3.3 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.

6.2.4 MUNICIPAL WASTE DISPOSAL SITE (ENGINEERING, AUDITING, LIFESPAN, LICENCING)

The uMshwathi Municipality does not have a landfill site and transports all the waste that is generated within its area 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 started in 2008 given that the New England Road landfill site 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.

6.2.5 UPDATED COUNCIL APPROVED IWMP IN PLACE

An Integrated Waste Management Plan was developed and approved by the council. A copy of the IWMP is attached.

6.2.6 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 2022/2023 financial year are included in the Scorecard 2021/2022.

The action plans are listed as follows and the actions required to achieve the desired end state:

Table 71: 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.

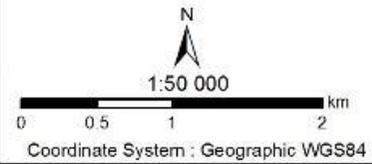
6.2.7 SYSTEM TO DIVERT WASTE FROM LANDFILL SITE FOR RECYCLING

The facility will be situated immediately to the west of the Trust Feed Settlement, to the north of the new uMshwathi Ridge Housing project and approximately 5 kilometers from the town of Wartburg. Divert approximately 10% of the waste stream from landfill, thus reducing the quantities of waste needing transport and extending the lifespan of the Msunduzi New England Road Landfill.

Map 47: Water sorting and recycling facility

UMSHWATHI WASTE SORTING & RECYCLING FACILITY

Locality Map

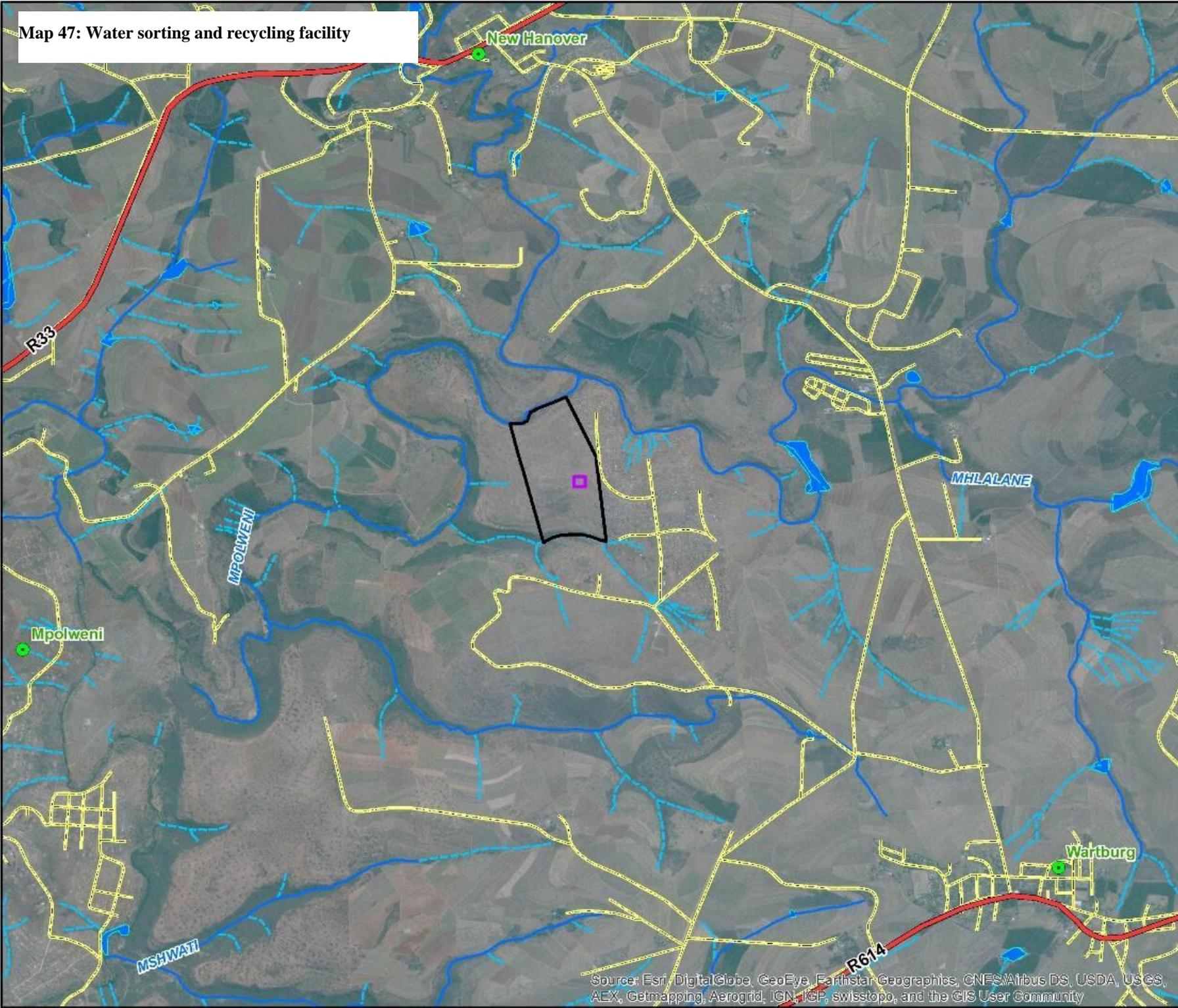


Gibb Contact Details: Tel(011)5194600



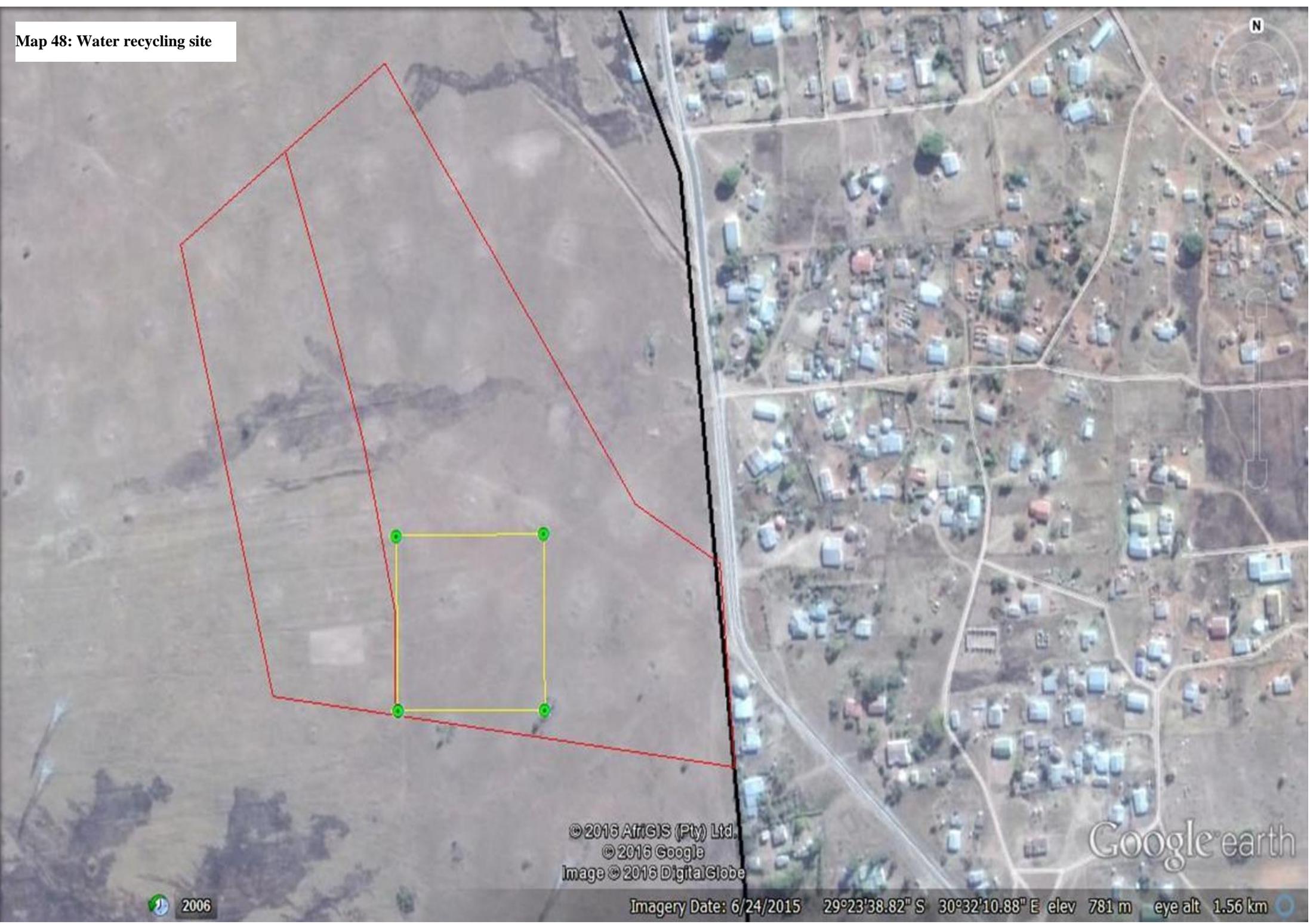
Legend

- Main towns
 - Roads
 - Main Roads
 - uMshwathi Facility Site Boundary
 - Cadastral Property Boundary
- ### Rivers
- Perennial river
 - Non Perennial river
 - NFEPA Wetlands



Source: Esri, DigitalGlobe, GeoEye, Earthstar Geographics, CNES/Airbus DS, USDA, USGS, AEX, Getmapping, Aerogrid, IGN, IGP, swisstopo, and the GIS User Community

Map 48: Water recycling site



© 2016 AfrGIS (Pty) Ltd.
© 2016 Google
Image © 2016 DigitalGlobe

Google earth

2006

Imagery Date: 6/24/2015 29°23'38.82" S 30°32'10.88" E elev 781 m eye alt 1.56 km

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

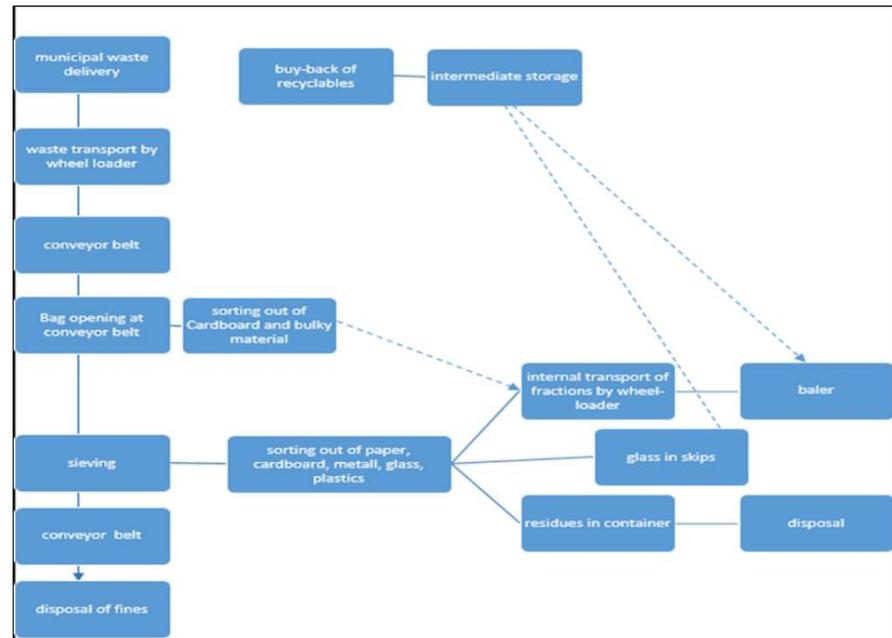
This is a middle-sized semi-automated sorting and baling facility for mixed general waste being delivered by municipal vehicles. The municipal waste collection vehicles deliver the waste to facility. The waste is weighed, and the bags loaded onto the conveyor, opened manually, and large cardboard and 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.

Paper, cardboard, metals, glass, and plastics are sorted into compartments or skips.

The residual waste is placed into containers for transport and disposal by landfill. The different fractions from the compartments are compacted and baled and moved by forklift to the bale storage area for sale to recyclers.

The facility also has a small buy-back section where waste pickers, private people, shopkeepers' etc. can sell their recyclables to the facility. The separate materials are stored in big bags and baled with similar fractions from the sorting line. The process is depicted diagrammatically in figure below.



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.

6.3 TRANSPORTATION INFRASTRUCTURE

6.3.1 EXISTING AND FUTURE TRANSPORT INFRASTRUCTURE

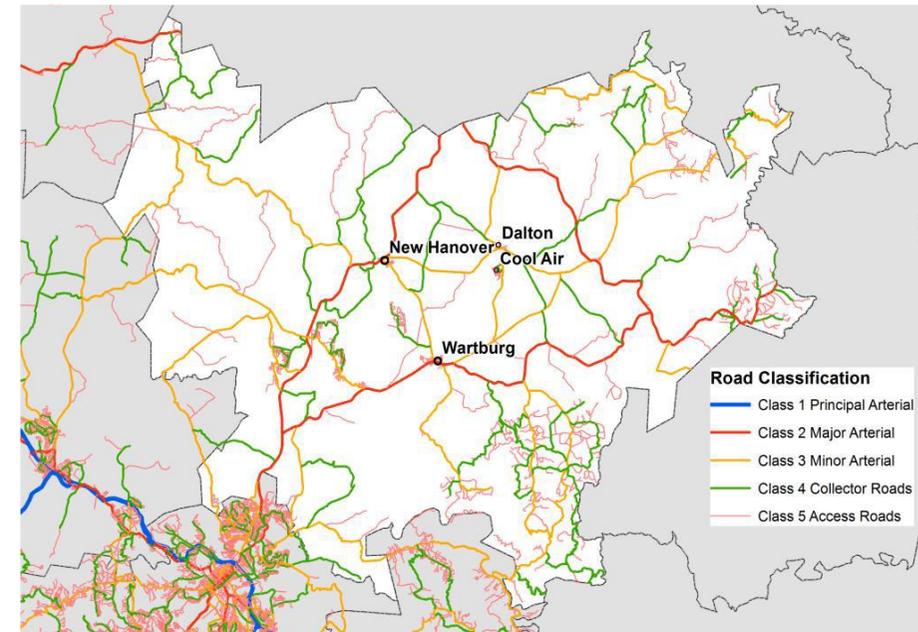
Within the boundaries of the municipality the Department of Transport is responsible for the following types of roads:

- 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.

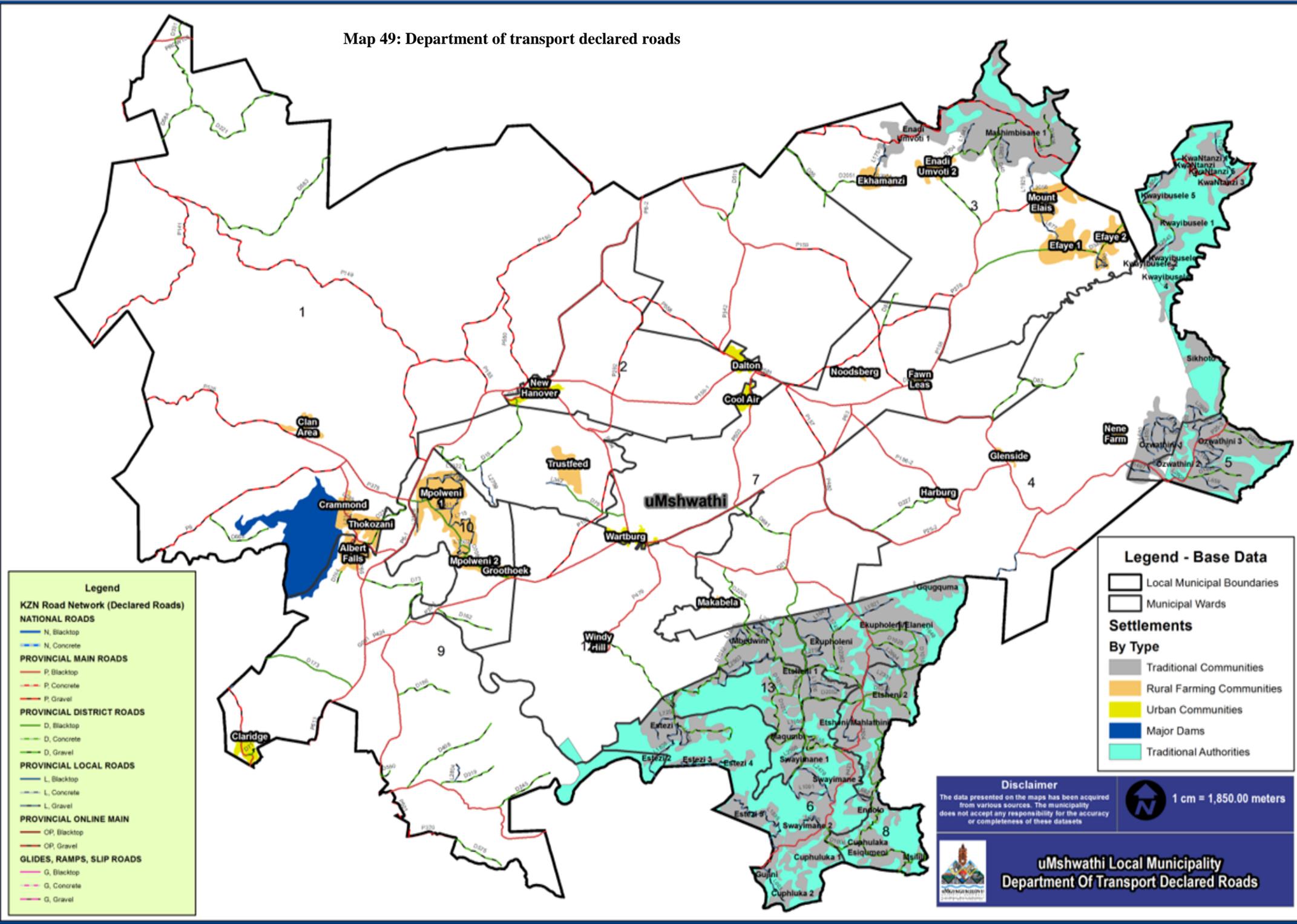


Map 49 below outlines the DOT declared roads and all local roads within UMshwathi.

6.3.2 INSTITUTIONAL RESPONSIBILITY FOR TRANSPORT INFRASTRUCTURE

The Department of Transport and UMshwathi Municipality share an institutional responsibility for transport infrastructure.

Map 49: Department of transport declared roads



6.3.3 PROVISION OF NEW ROADS AND RELATED FACILITIES

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

6.3.4 PLAN FOR PROVISION OF NEW ROADS, FACILITIES AND OPERATIONS AND MAINTENANCE PLAN

The 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. Inadequate 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.

A maintenance plan is being developed which aims to address 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 72: Current cost for road works

CURRENT COST FOR ROAD WORKS	
<i>Re-gravelling of P and D Roads</i>	R 350 000.00
<i>Construction of Local Roads (3m - 5m)</i>	R 400 000.00
<i>Upgrade Gravel Road to Surfaced Rd</i>	R 10 000 000.00
<i>Road Marking of Roads (per km)</i>	R 12 000.00
<i>Road studs (per km)</i>	R 7 500.00
<i>Light Rehab of Roads (per km)</i>	R 3 000 000.00
<i>Heavy / Deep milling Rehab (per km)</i>	R 6 000 000.00
<i>Resealing of roads</i>	R 750 000.00

The following projects will be undertaken by the Department of Transport as part of the programme in the Municipality:

Table 73: Dot Projects

DISCRIPTION	TARGET
<i>Local Roads Construction</i>	8.80 km
<i>Causeways</i>	1
<i>Re-Gravelling of P and D Roads</i>	61.00 km
<i>Road Marking and Road Studs</i>	100 km
<i>Guard Rail Repairs & Maintenance</i>	1500 m
<i>Blading of Gravel Roads</i>	1500 km
<i>Black Top Patching</i>	14 500 m ²

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

6.3.5 MUNICIPAL ADOPTED CITIES INTEGRATED TRANSPORT PLAN (CITP) / LOCAL ITP / INTEGRATED TP (DISTRICT)

The municipality is responsible for the Integrated Transport Plan. The plan is not available, and the municipality is in the process of developing the plan with assistance from the Department of Transport.

6.3.6 ITP LINK

The ITP link is not available.

6.3.7 MAP OF THE STATUS OF ROADS, RAIL, PUBLIC TRANSPORT NEEDS AND LINKAGES

6.3.7.1 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.

6.3.7.2 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.

6.3.7.3 RAILWAY LINE

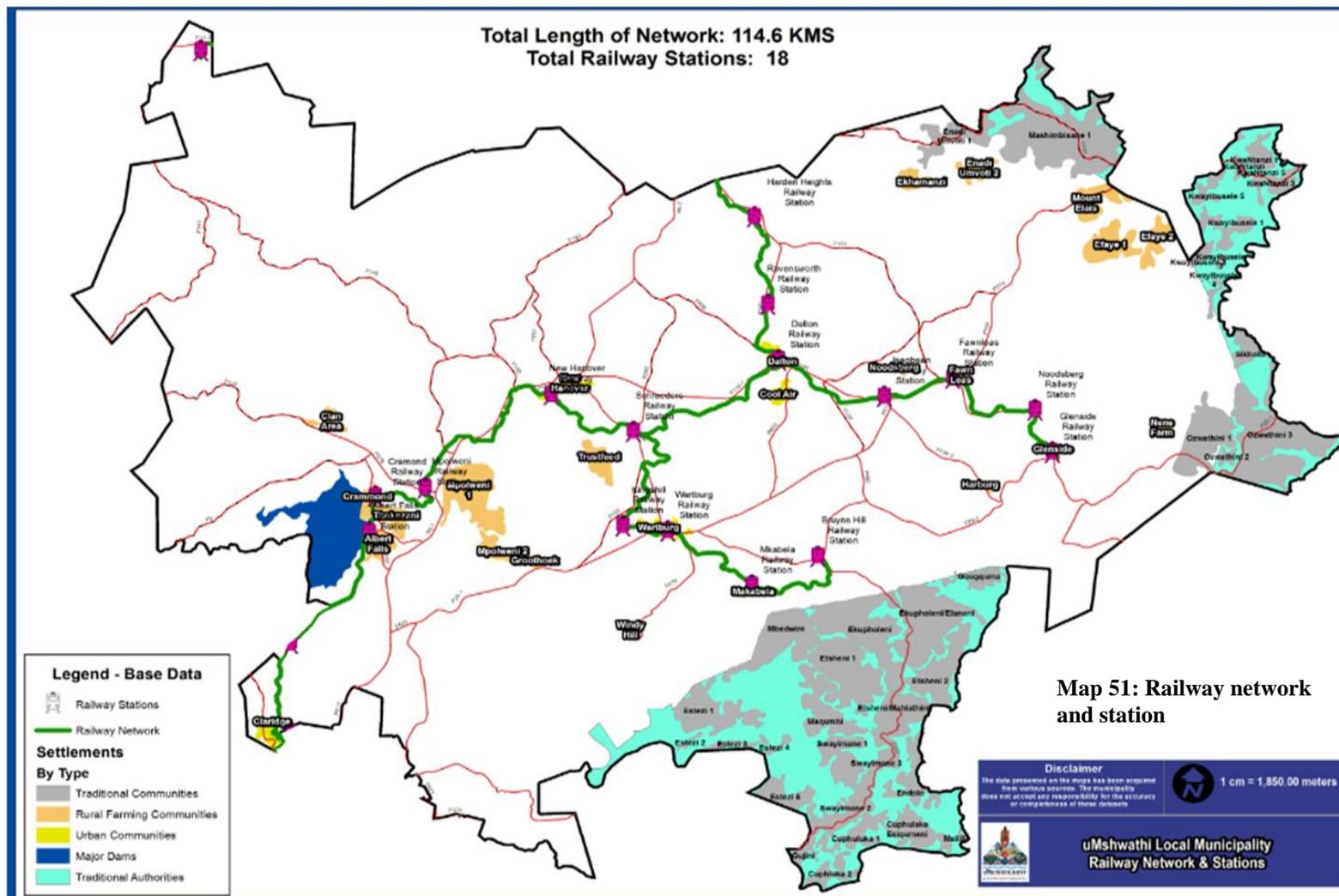
The railway line in uMshwathi Municipality has been used to transport goods, equipment and agricultural produce around and away from the Municipality to locations where they are required in a safe, efficient and economical way. Transnet Freight Rail is the custodian of the entire rail network in uMshwathi 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 74: 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)



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, Gquqguma, 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 2019/2020 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 75: 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

During the 2020/21 financial year the Municipality will receive R7m from Department of Energy for the electrification project.

Table 76: Municipal Electrification projects

Electrification project	ward	Number of connections
<i>Completed Electrification Projects</i>		
Cool air	7	45
Applesboch electrification	4	70
Windy hill	12	93
Frazer and Condemn farm		86
<i>In Implementation 2019/20</i>		
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 a Council approved Electricity Master Plan and is being implemented. 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 them 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)

FOR TENDER
PURPOSES ONLY



TEL: 033 264 4000
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WWW.JG.CO.ZA

UMSHWATHI LOCAL MUNICIPALITY

PROJECT: HIGH MAST
POSITION TO BE COORDINATED IN 2014/15 YEAR

POSITION No	CO-ORDINATE	
	S	E
No 1	29 24'06,51"	30 32'41,05"
No 2	29 23'51,20"	30 32'39,84"

DATE	BY	APP
1/1/2014
PROJECT NO
3522	3522/02	...

FOR TENDER
PURPOSES ONLY



UMSHWATH LOCAL MUNICIPALITY
UMSHWATH HIGH MAST
LOCALITY PLAN
MPOWEN WARD 10

PROJECT: HIGH MAST
PLANNED TO BE CONSTRUCTED BY 2018 YEAR

SCALE	N/A	DATE	MARCH 2010
PROJECT NO	3522	DRAWING NO	3522/03

POSITION No	COORDINATE	
	S	E
No 1	29 25'56,04	30 29'10,37
No 2	29 25'44,54	30 29'02,89

FOR TENDER
PURPOSES ONLY



UMSHWATHI LOCAL MUNICIPALITY

UMSHWATHI HIGH MAST
LOCALITY PLAN
THOKOZENI WARD1

PROJECT
HIGH MAST
POSITION TO BE CONSTRUCTED IN THIS YEAR
PROPOSED FUTURE POSITIONS

NO.	DATE
NT/1	MARCH 2018

PROJECT NO.	3522
PROJECT CODE	3522/01

CO-ORDINATE

POSITION No	S	E
No 1	29 25'56,70"	30 26'25,39"
No 2	29 25'44,54"	30 29'02,89"

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 AUTHORIZED CEMETERY SITES

The municipality is in a process of developing a cemetery master. There are 3 currently used cemetery site within the municipality namely: Trustfeed cemetery, New Hanover Cemetery and Cool Air. 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 and the state of repair and what is required to bring the building back to a suitable state. 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 is 71 number of facilities required within UMshwathi ranging from clinics, primary schools, high schools and community halls.

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
		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

Area	Number of People	Facility	Current	Backlogs	
				Type of Facility Required	Number of Facilities Required
		Primary School	1	8 Medium Primary School	7
		High School	0	4 Medium Secondary School	4
		Hall	1	0	0
		Clinic	0	1 Large Clinic	1
Mpolweni	6 362	Primary School	5	10 Medium Primary School	5
		High School	1	6 Medium Secondary School	5
		Hall	1	1 Community Hall	0
		Clinic	2	2 Large Clinics	0
Swayimana	11 486	Primary School	23	20 Large Primary School	0
		High School	5	10 Medium Secondary School	5
		Hall	1	2 Community Hall	1
		Clinic	5	1 Large Clinics	0
Bhamshela/ Appelsbosch	6 216	Primary School	3	10 Medium Primary School	7
		High School	3	6 Medium Secondary School	3
		Hall	1	1 Community Hall	0
		Clinic	2	1 Mobile Point	1
Efaye	1 262	Primary School	5	2 Medium Primary School	3
		High School	3	1 Medium Secondary School	2
		Hall	1	0	0

Area	Number of People	Facility	Current	Backlogs	
				Type of Facility Required	Number of Facilities Required
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.

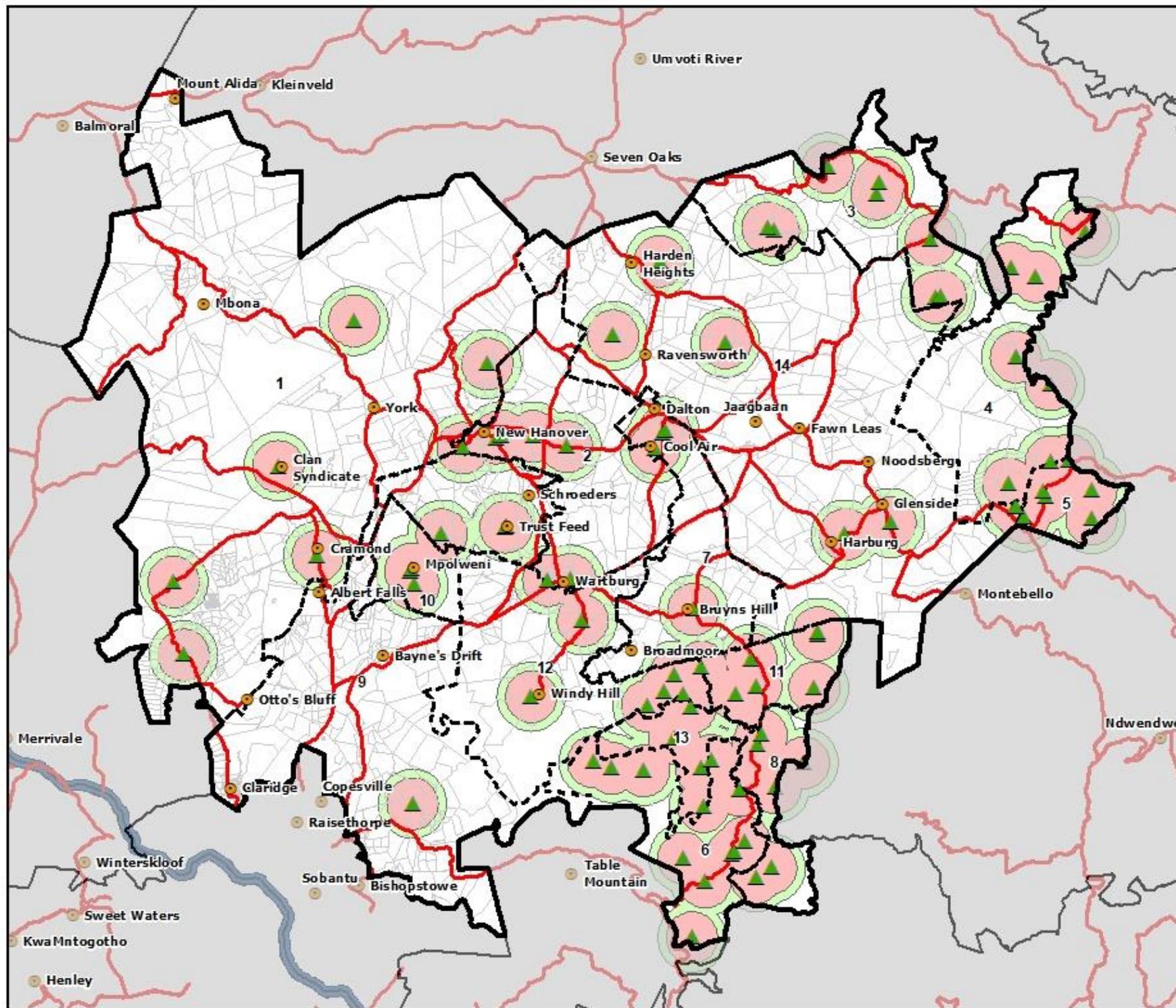
Table 77: Community Services Priorities

WARD	PRIORITY 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)



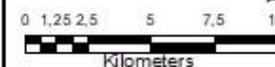
UMSHWATHI SDF: REVIEW
2022/2023

Map 52: Schools



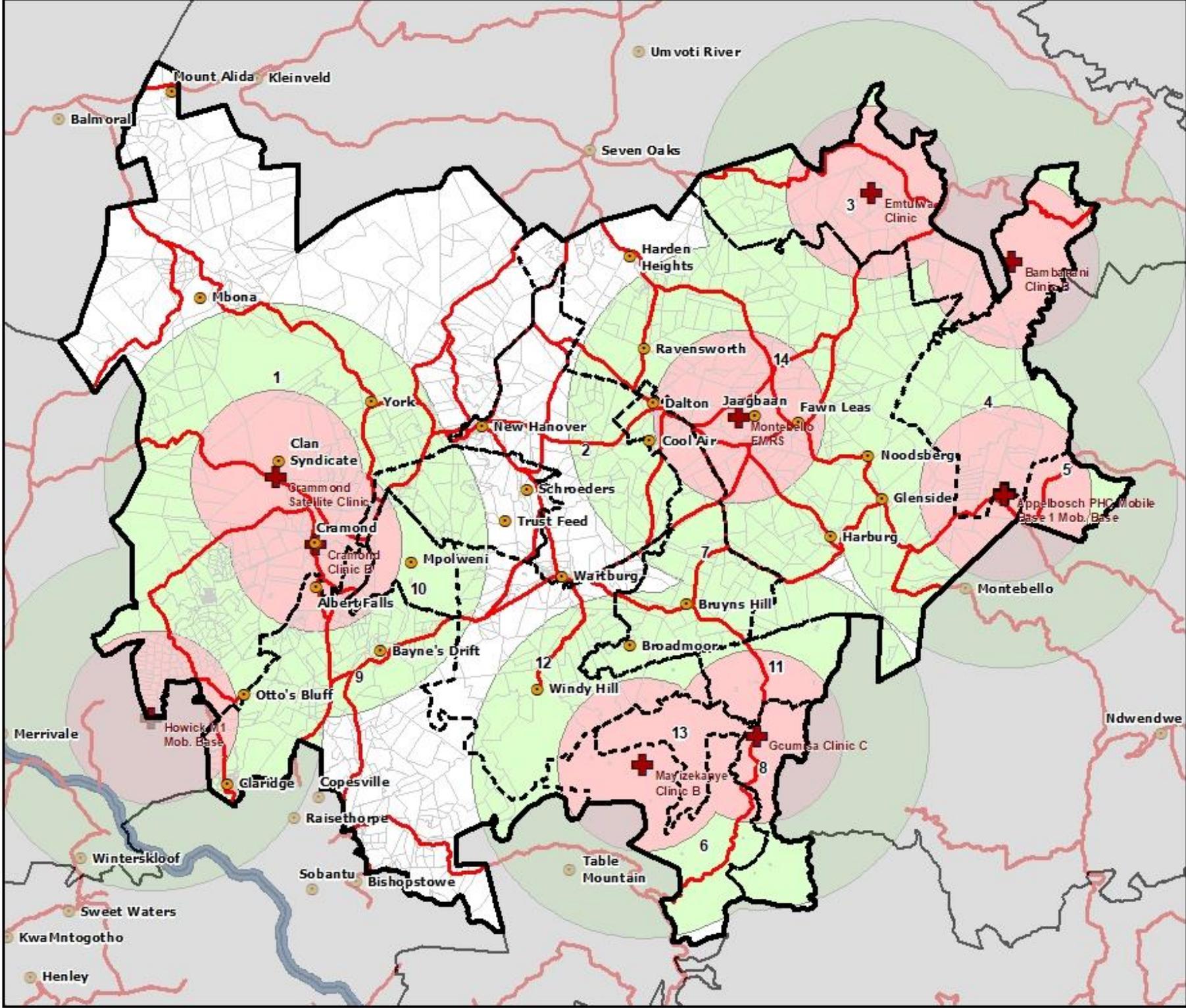
Legend

- Places
- ▲ Schools
- National Road
- Provincial Road
- - - Wards
- Umshwathi Boundary
- Farm Cadastral
- Distance
- 1,5km
- 2km





Map 53: Health facilities

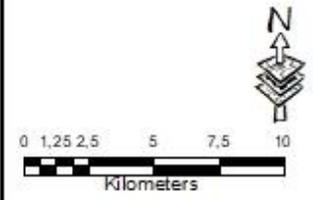


Legend

- Places
- Health Facilities
- National Road
- Provincial Road
- Wards
- uMshwathi Boundary
- Farm Cadastral

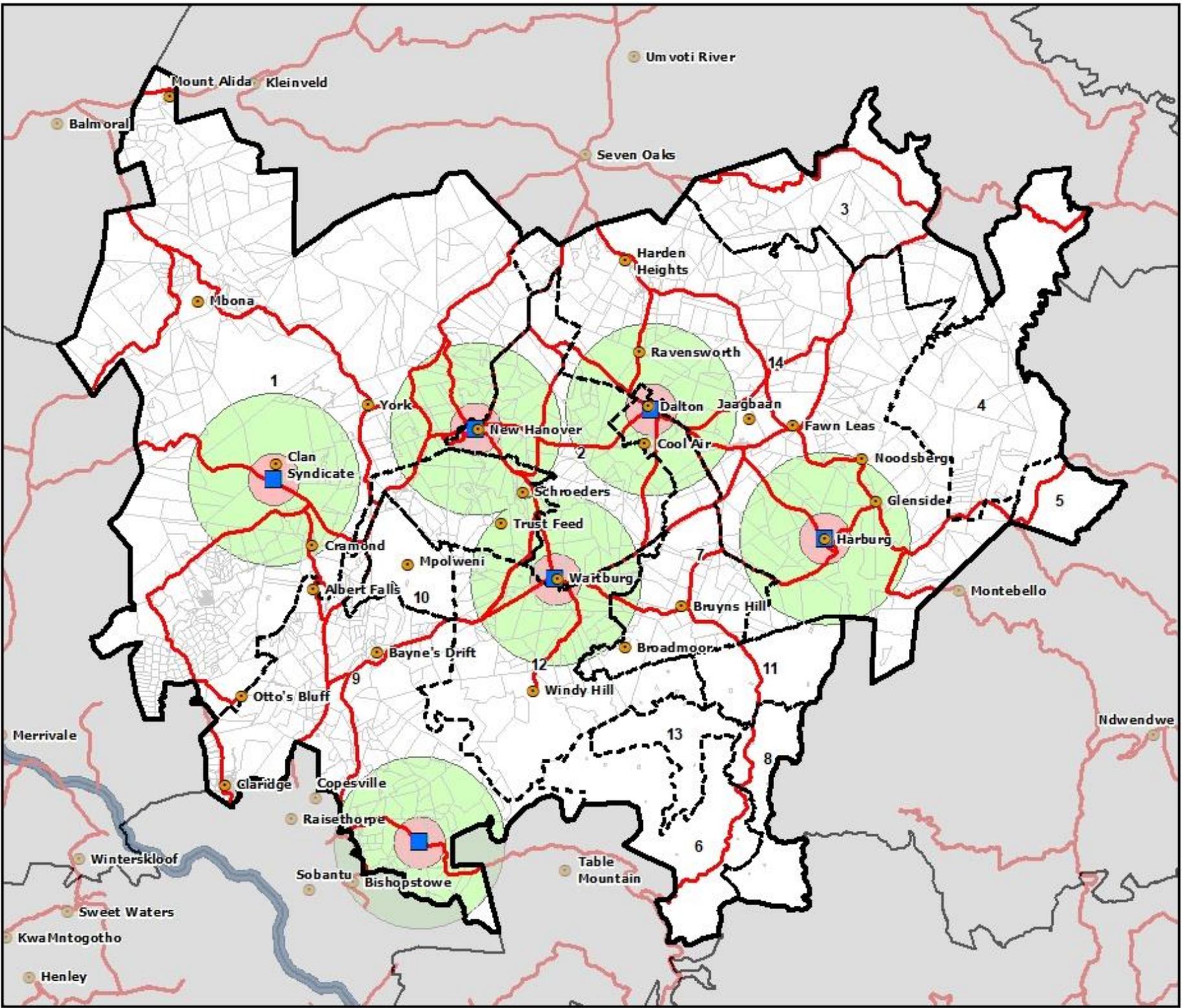
Distance

- 5km
- 10km



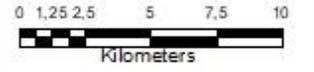


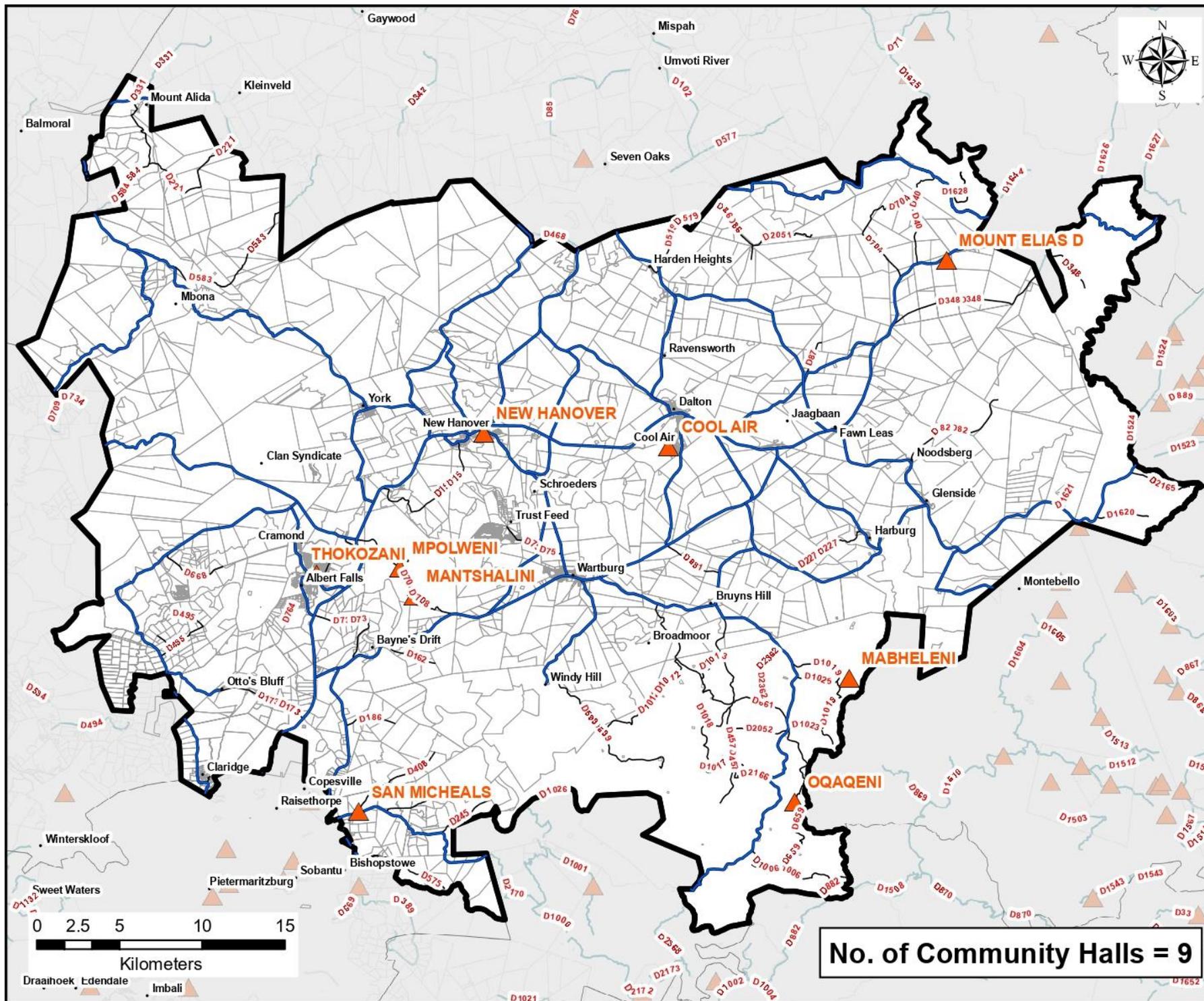
Map 54: Police Stations



Legend

- Places
- Police Stations
- National Road
- Provincial Road
- Wards
- uMshwathi Boundary
- Farm Cadastral
- Distance**
- 1,5km
- 5km



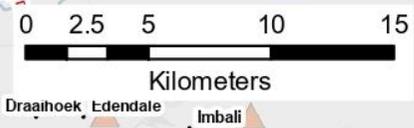


**UMSWATHI LM
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Map 55: Community Halls

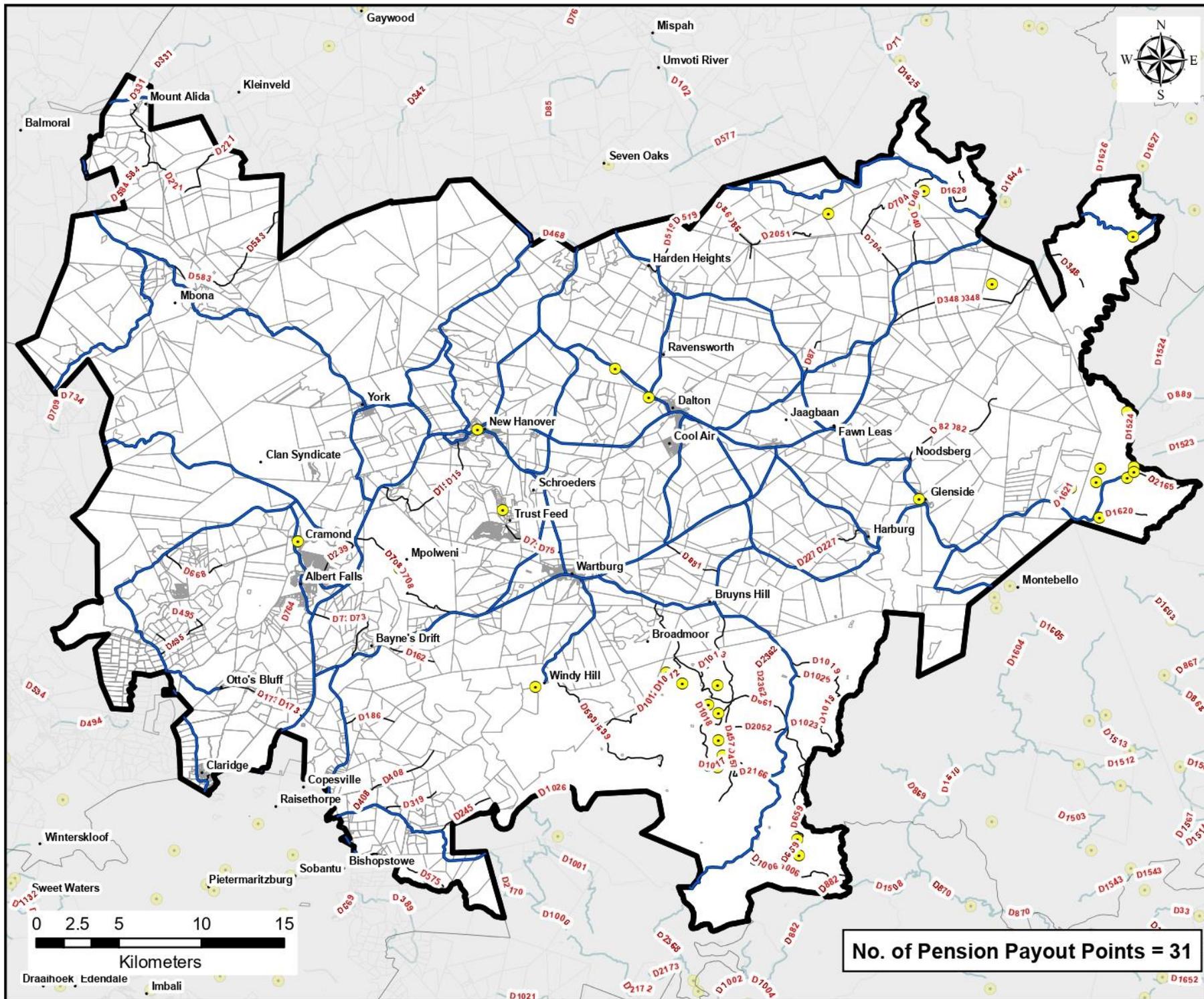
Legend

-  Community Halls
-  Provincial Roads
-  District Roads
-  Erven
-  Municipal Boundary



No. of Community Halls = 9

DATA SOURCES:
Roads: KZN DOT
CBAs: SANBI
Municipal Boundary: MDB
Erven: SGO
Health Facilities: DOH



Map 56: Pension Pay points

Legend

- Pension Payout Points
- Provincial Roads
- District Roads
- Municipal Boundary
- Erven

DATA SOURCES:
 Roads: KZN DOT
 CBAs: SANBI
 Municipal Boundary: MDB
 Erven: SGO
 Pension Payout Points: DSD

No. of Pension Payout Points = 31

Table 78: Status of community facilities and maintenance

LISTS OF MUNICIPAL BUILDINGS PER WARD MAINTENANED DURING 2020/2021			
WARD	PROJECT	PROJECT AWARDED	STATUS
1	Cluster one includes the following wards: <u>Ward 1</u> Thokozani ICT Office and Community center <u>Project Completed</u> Thokozani Community Hall <u>Quotation Stage</u>	<ul style="list-style-type: none"> ▪ Thokozani. ▪ Thokozani Community Centre and ICT Office as per the asset register 	<p>Ward 01</p> <ul style="list-style-type: none"> ▪ 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. <u>Project on Planning stage</u>	<ul style="list-style-type: none"> ▪ New Hanover ▪ Taxi Rank Face brick Building As per the asset register 	<p>Ward 02.</p> <ul style="list-style-type: none"> ▪ Extension to the existing training and skills development center ▪ Co-ordination with the LED Department.
2	<u>Ward 2:</u> Dalton Traffic offices and Community Library <u>Project on Planning stage</u>	<ul style="list-style-type: none"> ▪ Dalton Traffic Department and Community Library. 	<ul style="list-style-type: none"> ▪ The project is on planning stage. ▪ Site investigation meeting is scheduled for Monday 17 February 2020
3	<u>Ekhamanzi Community Hall</u>	<ul style="list-style-type: none"> ▪ No 	<ul style="list-style-type: none"> ▪ Repairs to the Existing toilet block ▪ Repairs to doors and windows

		<ul style="list-style-type: none"> It should be considered when we do assets registers 	<ul style="list-style-type: none"> Pressure clean the roof and close all the leaks. Paintworks Carpentry and Joinery Metal works and iron mongery Repairs to electrical works
3	<p><u>MT Ellias Creche</u></p> <p>Project completed</p>	<ul style="list-style-type: none"> YES It should be considered when we do assets registers 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Ward 04: Mjele Sport field The project is on planning stage Bambanani Community Hall Project Complete 	<ul style="list-style-type: none"> YES It should be considered when we do assets registers YES It should be considered when we do assets registers 	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> Renovation of Hlathikhulu Community Hall Tile floor with first grade ceramic tiles, (350x350mm). Provide 75mm tile skirting 	<ul style="list-style-type: none"> NO 	<p>The quotation document is with the department of SCM for Advertisement, evaluation and appointment</p>

	<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ It should be considered when we do assets registers 	<p>The quotation document is with the department of SCM for Advertisement, evaluation and appointment</p>
6	<ul style="list-style-type: none"> ▪ Mbava, Tholeni ▪ Ntuthukweni Crèche as per the asset register ▪ Sinenhlanhla Crech as per the asset register 	<p>NO It should be considered when we do assets registers</p>	<ul style="list-style-type: none"> ▪ The project is on planning stage. ▪ Site investigation meeting was conducted, 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 conducted, requisition and scope of work is prepared; the details will be finalized after generation of cost
7	<p>Wartburg Community Library and Licensing offices.</p>	<p>NO It should be considered when we do assets registers</p>	<ul style="list-style-type: none"> ▪ Pressure clean the roof and external walls Close the roof leaks, paint external roof and match the existing. Tiling of the existing floor area

	<ul style="list-style-type: none"> ▪ 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	<p>Renovation of Mpolweni community hall:</p> <ul style="list-style-type: none"> ▪ 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 <p>Renovation of Mpolweni Community Sport field:</p> <ul style="list-style-type: none"> ▪ Installation of Concrete Boulders to prevent cars at the sport field grass 	NO	<p>The quotation document is with the department of SCM for Advertisement, evaluation and appointment</p> <p>The quotation document is with the department of SCM for Advertisement, evaluation and appointment</p>
11	<u>Renovation of Nkululeko hall</u>	NO	Site Inspection not been done but the schedule of meeting is in place
12	<p><u>Renovation of Mambedwini hall</u></p> <ul style="list-style-type: none"> ▪ Construct stage off existing floor slab provide, stage size :12000 x 3500 x 600mm, 230mm perimeter walls around stage reinforced and fill 	It should be considered when we do assets registers	The quotation document is with the department of SCM for Advertisement, evaluation and appointment

	compacted at 150mm layers and 100mm 15Mpa concrete to stage <ul style="list-style-type: none"> ▪ Close existing internal toilet. ▪ Install door shelter canopy 		
14	<u>Renovation of Applesboch market stores</u> <ul style="list-style-type: none"> ▪ 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

6.5.2.1 THE STATUS OF EARLY CHILDHOOD DEVELOPMENT CENTRES (ECD'S) IN UMSHWATHI MUNICIPALITY

Table 79: ECD status in UMshwathi

Lists of Municipal Buildings Per Ward Constructed and Maintained			
Ward	Project	Project Awarded	Status
3	<u>Renovation of Nadi Crèche in Ward 3</u> 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	<u>Fencing of Sinenhlanhla Crèche</u> 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	<u>Renovation of Esgqumeni Creche</u> 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	<u>Renovation of Esgqumeni Creche</u> 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

6.5.3 ADDRESSING 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 does not have a pound facility. The Municipality is in the process of developing a pound facility is still at the early stages of development, although in the interim the municipality outsources such services.

6.5.4 CO-ORDINATION OF DEVELOPMENT ACTIVITIES WITH RELEVANT DEPARTMENTS

The municipality engages and coordinates with Devine Life with regards to community facilities, and the district and provincial government is also part of such engagements.

6.6 HUMAN SETTLEMENTS

6.6.1 HOUSING DEVELOPER FOR HUMAN SETTLEMENTS

uMshwathi Municipality is classified as a Housing Developer.

6.6.2 COUNCIL APPROVED HOUSING SECTOR PLAN

The municipality has a Council approved Housing Sector Plan, and the plan was reviewed and adopted in May 2016. 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 ALIGNMENT 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.

6.6.4 HOUSING 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.

6.6.5 HOUSING 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.

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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 80; Current Housing Projects

PROJECT NUMBER	PROJECT NAME	PROJECT AREA	SERVICE PROVIDER	NO. OF UNITS	STATUS QUO	BUDGET 2017/2018
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 81: Current and proposed housing projects

Project Name	Status	Total No. of Units	2017/2018	2018/2019	2019/2020	2020/2021	2021/2022
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



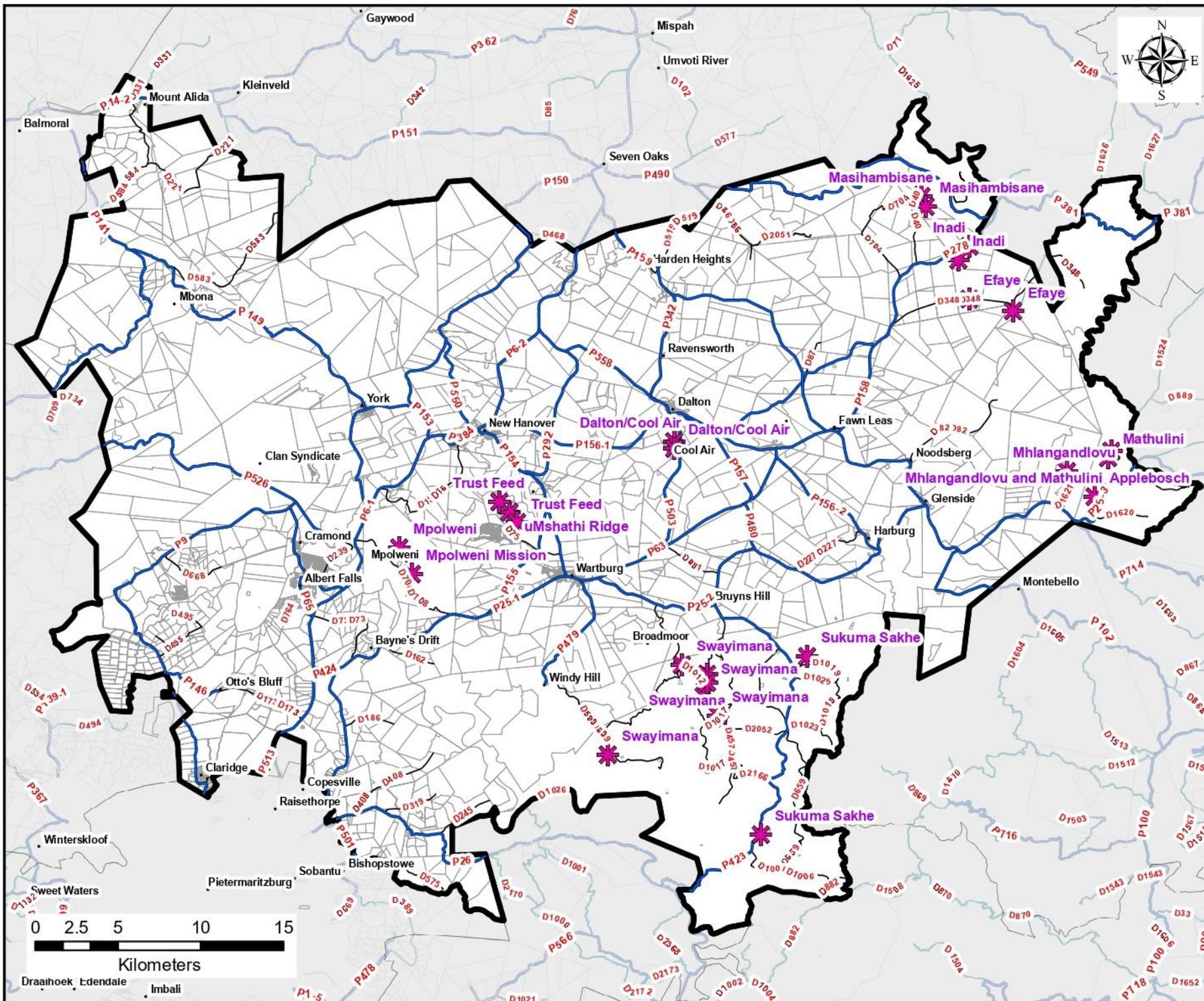
UMSHWATHI LM

Map 57: Housing Projects

Legend

- Housing Projects
- Provincial Roads
- District Roads
- Erven
- Municipal Boundary

DATA SOURCES:
Roads: KZN DOT
CBAs: SANBI
Municipal Boundary: MDB
Erven: SGO
Electricity Infra.: Eskom



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

FACTOR	NEW HANOVER	WARTBURG	DALTON	BHAMSHELA	TRUSTFEED
DIVERSITY OF ECONOMIC BASE	Administration, Commerce (general dealer and Petrol filling station), Manufacturing, retail and business, social services (Prison, Magistrate Court schools, and taxi rank).	Commercial agriculture, tourism accommodation, commerce (general dealer, petrol filling station etc) and business.	Residential (traditional), public facilities (school and hall) and agricultural land.	Residential (traditional), public facilities (school), agricultural land and businesses.	Residential (traditional) residential, public facilities (Schools), and open preserved agricultural land.
ROUTES	Regional Road (R33)	Regional Route (R614)	Provincial Road (P558)	Regional Route (R614)	Regional Road (R614)
CHANGING PATTERN OF ACCESS	Upgrading of internal access roads.	Upgrading of two internal roads which provide access to residential and tourism accommodation facilities.	Upgrading internal access to residential and public school and construction of traffic calming measures,	Upgrading and maintenance of internal access roads and construction of traffic calming measures	Upgrading of local access roads to facilitate accessibility
PROVINCIAL POLICY ENVIRONMENT	PSEDS and PSDF – Quaternary Node, located along strategic and multi-sectoral area.	KZN PGDS - areas of high growth and strategic intervention area. Municipal Secondary node.	Not recognized from a provincial level, Municipal Secondary node.	Not recognized from a provincial level, Municipal Secondary node	Not recognized from a provincial level, Municipal Secondary node.
PROPOSED PROJECTS & INFRASTRUCTURE REQUIREMENTS	<ul style="list-style-type: none"> Preparation of Urban Renewal Strategy. Environmental Education Centre. Electricity and street -light maintenance. Construction of UMshwathi ICT Innovation Hub. 	<ul style="list-style-type: none"> Active Public Open Spaces Slum clearance. Construction of bus shelter Beautification of Wartburg town 	<ul style="list-style-type: none"> Mobile Library. Active Public Open Spaces Construction of CRU housing development Rehabilitation and preservation of 	<ul style="list-style-type: none"> Construction of Post Office and Police Station Construction and maintenance of internal roads and side walks 	<ul style="list-style-type: none"> Agri-processing project Upgrade of internal roads Construction of Library Upgrade of Sports Facility

<ul style="list-style-type: none"> • Rehabilitation of existing taxi rank • Upgrade existing Library. • Construction of Agro-processing facility. • Outdoor Gymnasium • Construction of Health Facility • Active Public Open Spaces • Construction of Gateways. • Construction of Public Transport off-loading facilities. • Construction of New Hanover Recreational Park • Construction of SMME's Facilities. • Construction of Sub-Regional Inland Warehouse • Construction and maintenance of local access roads. • Maintenance of Municipal Buildings. 	<ul style="list-style-type: none"> • Construction of Public Transport off-loading facilities. • Construction of SMME's Facilities. • Construction of Tourism Facility • Rehabilitation and preservation of Environmental sensitive areas • Construction of Acro branch tourism park. • Rehabilitation of Wartburg CBD 	<ul style="list-style-type: none"> • Environmental sensitive areas. • Upgrade of existing SMME Market Facilities • Construction of Taxi rank ablution facilities • Construction of SMME's Facilities and storage • Construction and maintenance of internal roads • CBD Expansion 	<ul style="list-style-type: none"> • Construction of multi-purpose facility • Construction of Library • Upgrade of existing taxi rank • Construction of GAP housing • Construction of Public Clinic • Rehabilitation and preservation of Environmental sensitive areas • Construction of Agricultural Facilities. • Construction of Tourism facility 	<ul style="list-style-type: none"> • Construction of Small Secondary School. • Construction of Multi-purpose centre. • Construction of ECDC. • Construction of pension pay-out point.
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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

The municipal officials must administer the Housing Sector Plan, while final decision-making rest with the Council. The current, structure of UMshwathi makes provision for three positions that are responsible for the HSP, and these are:

- Manager: Planning and Development Services – is a Section 57 performance-based position.

- Town and Regional Planning Officer

6.6.8 COMMITMENT OF FUNDING FROM SERVICE PROVIDERS / AUTHORITIES FOR THE SERVICES IN SUPPORT OF HOUSING PROJECTS

The following Housing project have been initiated in the following areas with commitment funding:

- *Masihambisane Rural Housing Project - Masihambisane Rural Area (Ward 3);*
- *Dalton/Cool Air Housing Project - Dalton Urban Area (Ward 7)*
- *UMshwathi Ridge Housing Project - Trustfeed. Urban Area (Ward 9); and*
- *Operation of Sukuma Sakhe - Emergency Housing (Ward 6 & 11).*

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

6.7.1 THE STATUS, BACKLOGS, NEEDS, PRIORITIES AND CHALLENGES

ICT Master Plan and Government Framework is in place; however, 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 SERVICE DELIVERY & INFRASTRUCTURE SWOT ANALYSIS

Table 82: Basic Service Delivery SWOT Analysis

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> ▪ 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) 	<ul style="list-style-type: none"> ▪ 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.
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> ▪ 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) 	<ul style="list-style-type: none"> ▪ 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 Performance Area	Key Challenges	Interventions
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 review annually; develop clear prioritisation plan; develop a capital project investment framework as part of part of SDF.

7. LOCAL ECONOMIC DEVELOPMENT AND SOCIAL DEVELOPMENT ANALYSIS

7.1 WHEN WAS THE LED STRATEGY DEVELOPED?

The Municipality has a Council approved LED Strategy that was reviewed during 2020 financial year and adopted by the Council in August 2020. The Strategy covers the period 2020-2025, therefore is not older than 5-years.

7.2 WHEN WAS IT ADOPTED?

The LED Review Strategy was adopted in August 2020 and the LED Implemented Plan is reviewed annually.

7.3 KEY CHALLENGES FOR LED

LED capacity constraints and challenges in the strategy:

- 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.

7.4 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

7.5 DOMINANT AND PHERIPHERAL SECTOR

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.

7.6 CURRENT STATE OF SECTOR PERFORMANCE

The table below outlines the current state of sector performance and its contribution to the municipal GDP. The manufacturing sector contributes 19.9% to the local GDP (Statistics SA 2011). During the IHS Market Analysis in 2020, it is estimated that the manufacturing sector will contribute 17.4 % to the municipal GDP.

Table 83: State of municipal economic sectors

SECTOR	CONTRIBUTION		
	2011	2019	2020
<i>Year</i>			
<i>Agriculture</i>	887 616	1 027 749	1 021 828
<i>Manufacturing</i>	643 158	733 215	667 406
<i>Mining</i>	72 398	62 055	62 055
<i>Electricity</i>	56 363	54 006	50 843
<i>Construction</i>	85 065	95 766	72 315
<i>Trade</i>	400 934	470 192	428 558
<i>Transport</i>	303 780	369 701	328 908
<i>Finance</i>	236 052	290 408	278 261
<i>Community Services</i>	476 797	566 337	525 483
<i>Taxes less subsidies on products</i>	343 164	421 705	385 055
TOTAL	3505 327	4 091 133	3 819 702

7.7 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 Municipality

7.8 SWOT ANALYSIS OF THE UMSHWATHI ECONOMY

Table 84: LED SWOT analysis

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> ▪ 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. 	<ul style="list-style-type: none"> ▪ 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.

<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ 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.
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<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ 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
<p>OPPORTUNITIES</p>	<p>THREATS</p>
<ul style="list-style-type: none"> ▪ uMshwathi has a huge demand to create jobs in uMshwathi through the processing of agricultural produce within the municipality 	<ul style="list-style-type: none"> ▪ 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.

<ul style="list-style-type: none"> ▪ 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 	<ul style="list-style-type: none"> ▪ 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
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- Proposed fibre cabling to enhance network connectivity
- Proposed Waterborne sewer project

7.9 VISION FOR THE MUNICIPALITY AND HOW DOES IT TRANSLATE TO LED

The municipality’s development vision as presented in the IDP clearly elevates local economic development and commits the municipality to the use of its scarce resources and in partnership with other relevant stakeholders, to create an environment conducive to economic development and growth. Key themes that come out of the vision include the following:

- Improved quality and standard of living
- Development Opportunities & Prosperity
- Skills Development; and
- Sustainability.

7.10 STRATEGIC GOALS

The Municipality has outlined the following goals which are aligned to the NDP, PGDS/P and NLED as shown in the table in the LED Strategy:

- Reduction in rate of unemployment in UMshwathi
- Implement marketable skills development programs, baking, Food Processing, Furniture, Sewing, Blocks
- Enhance sustainable household food security

- Increased availability of economic infrastructure for PDIs in the local towns
- Increased resilience to climate change
- Develop sustainable small-scale farming operations
- Strong participation of business and NGOs in policy and program development for LED

7.11 STRATEGIC INTERVENTIONS

Based on the overall municipal development vision and the strategic intent as outline in the IDP, the municipality has further committed itself and its partners to the development of a balanced and sustainable rural economy as follows:

- To develop and grow the local economy of UMshwathi LM using local resources.
- To work in partnerships with relevant stakeholders and other development programmes to create an enabling entrepreneurial environment; and
- To stimulate economic growth, contribute to job creation thus meeting the objective of poverty alleviation.

7.12 CORRESPONDING PROGRAMMES AND PROJECTS

7.12.1 IMPLEMENTATION PLAN

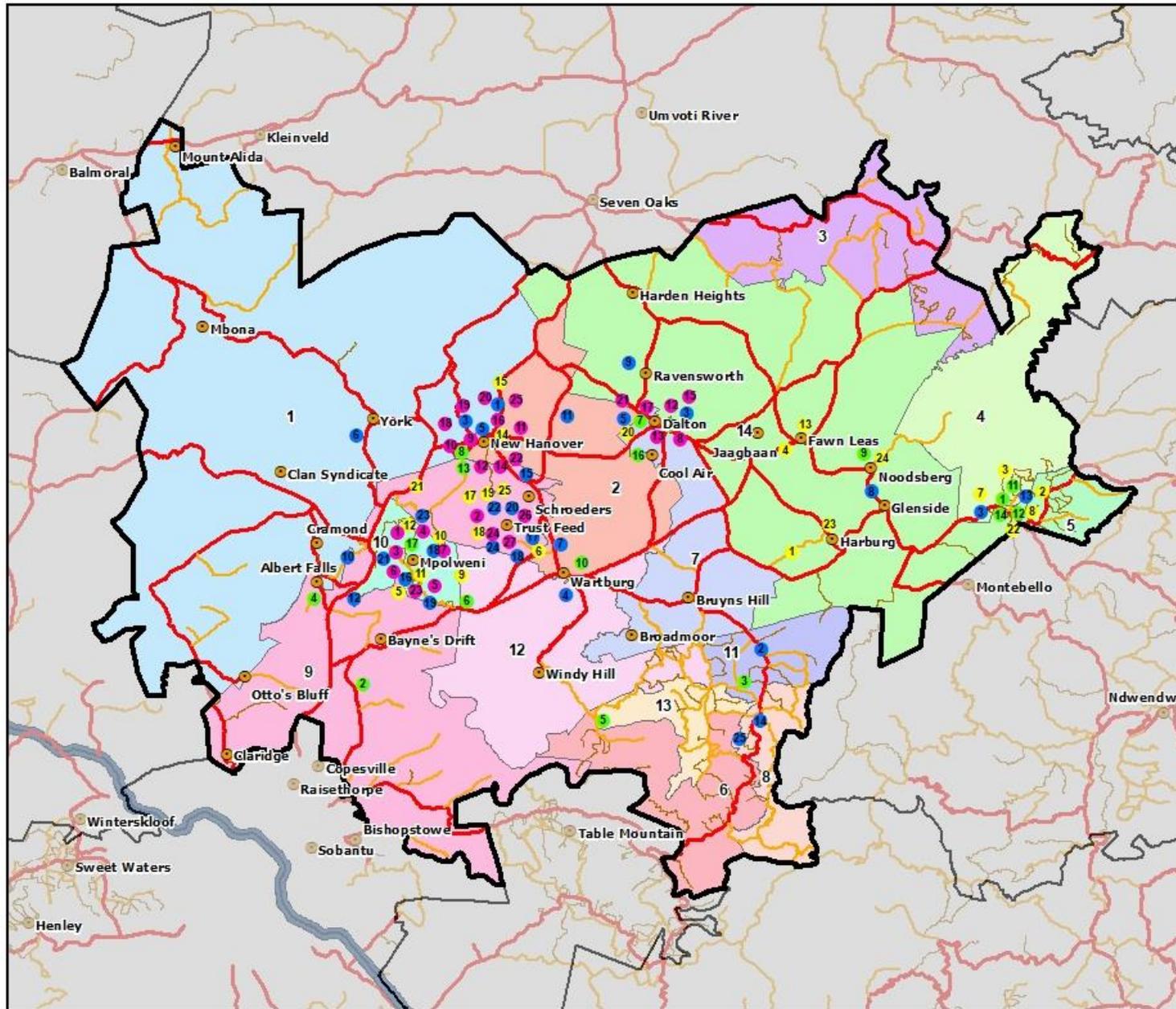
Table 85: Implementation Plan

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		✓			R 100 000.00[Per HA]

	uMgungundlovu District Municipality					
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	REDIS, 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

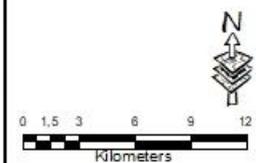
7.13 SPATIAL MAPPING OF LED PROGRAMMES AND PROJECTS



Map 58: Proposed economic projects and job creation for 2023 - 2026

Legend

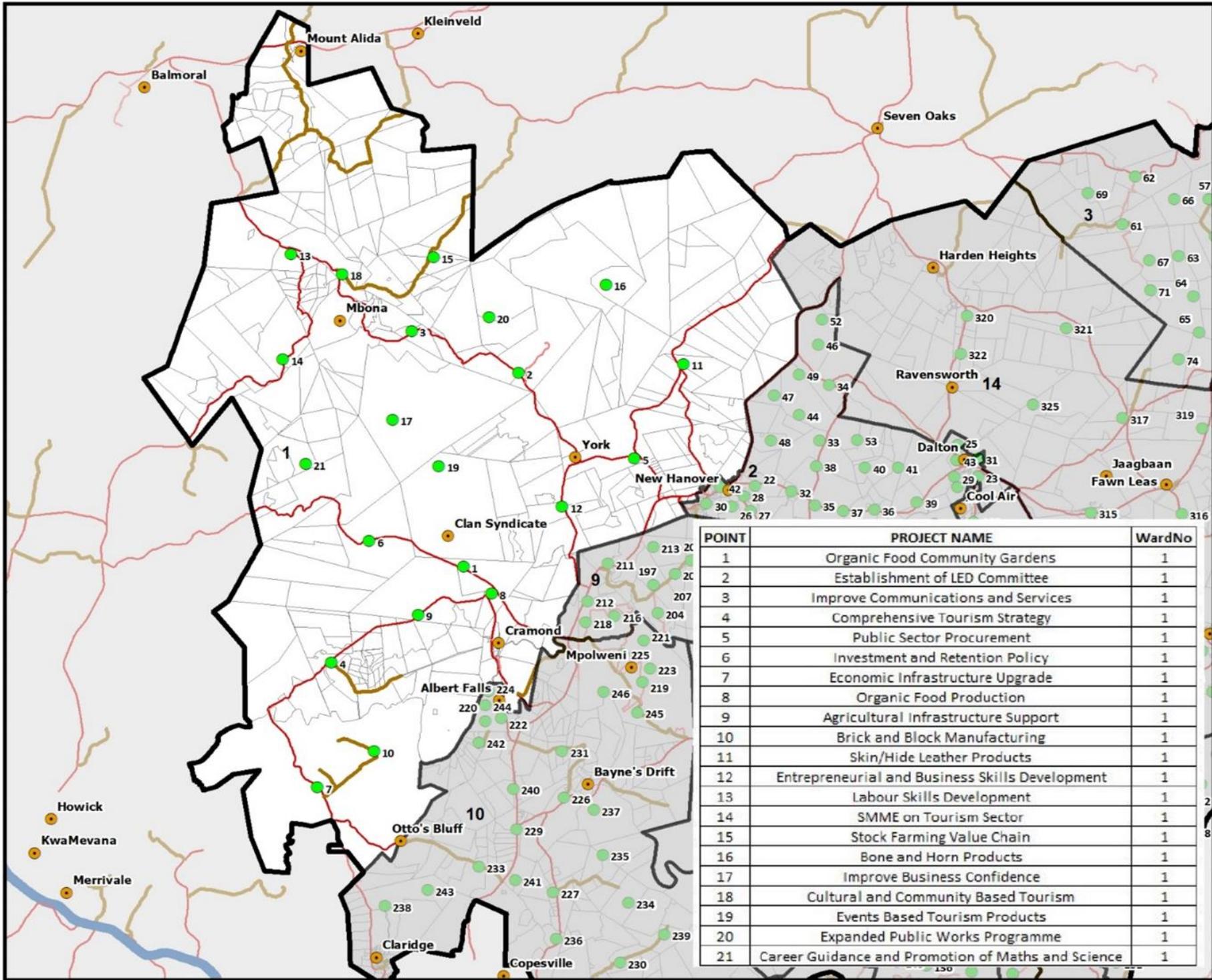
- Places
- 2023 Projects
- 2024 Projects
- 2025 Projects
- 2026 Projects
- National Road
- Provincial Road
- District Road
- Local Road
- Umshwathi Boundary
- Ward No.
- 1
- 2
- 3
- 4
- 5
- 6
- 7
- 8
- 9
- 10
- 11
- 12
- 13
- 14





UMSHWATI LM

Map 59: LED projects in ward 1



Legend

- uMshwathi Boundary
- Places
- LED Projects
- National Road
- Provincial Road
- District Road
- Local Road
- Farm Cadastral

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





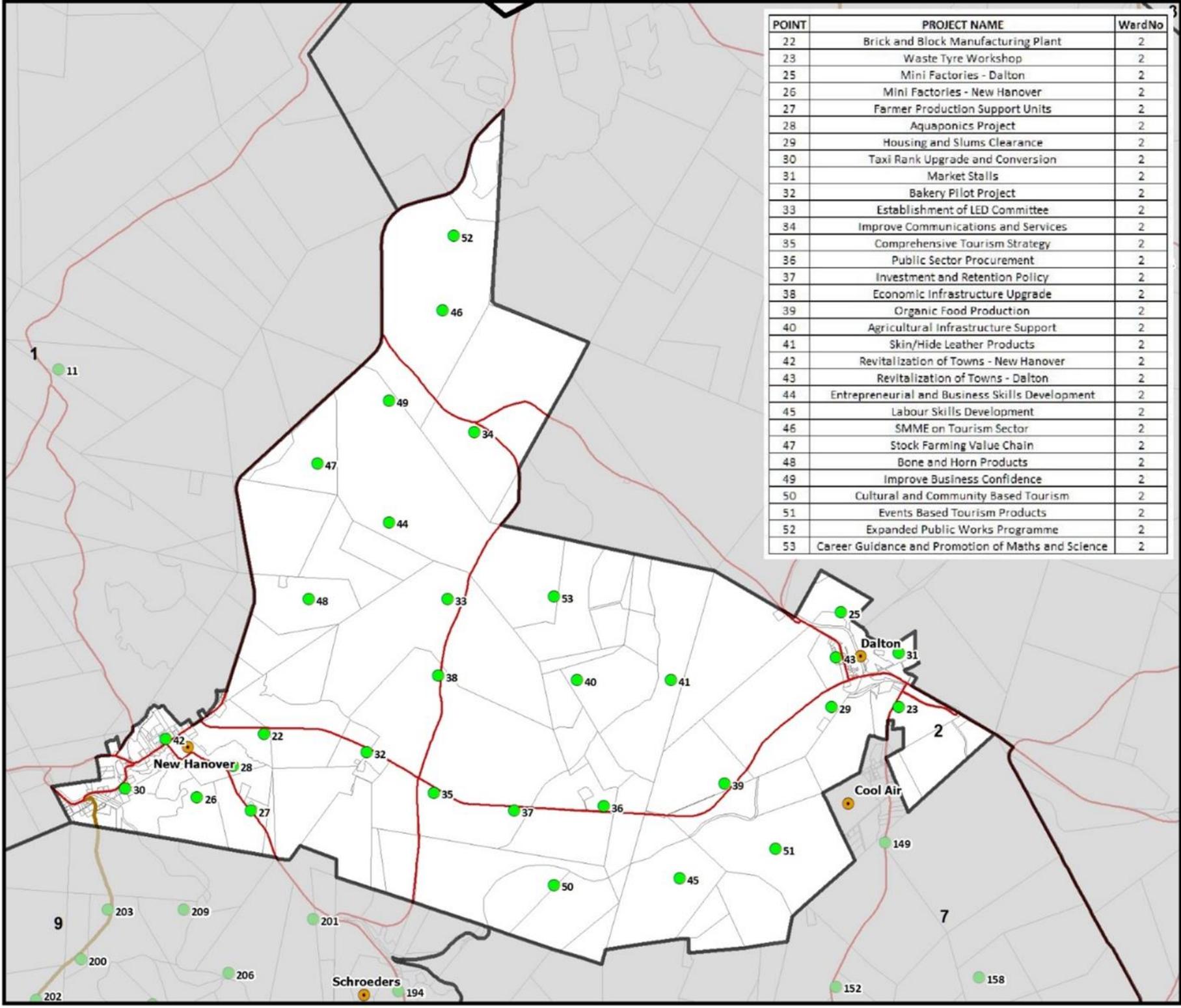
UMSHWATI LM

Map 60: LED Projects in Ward 2

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

Legend

- uMshwathi Boundary
- Places
- LED Projects
- Provincial Road
- District Road
- Farm Cadastral



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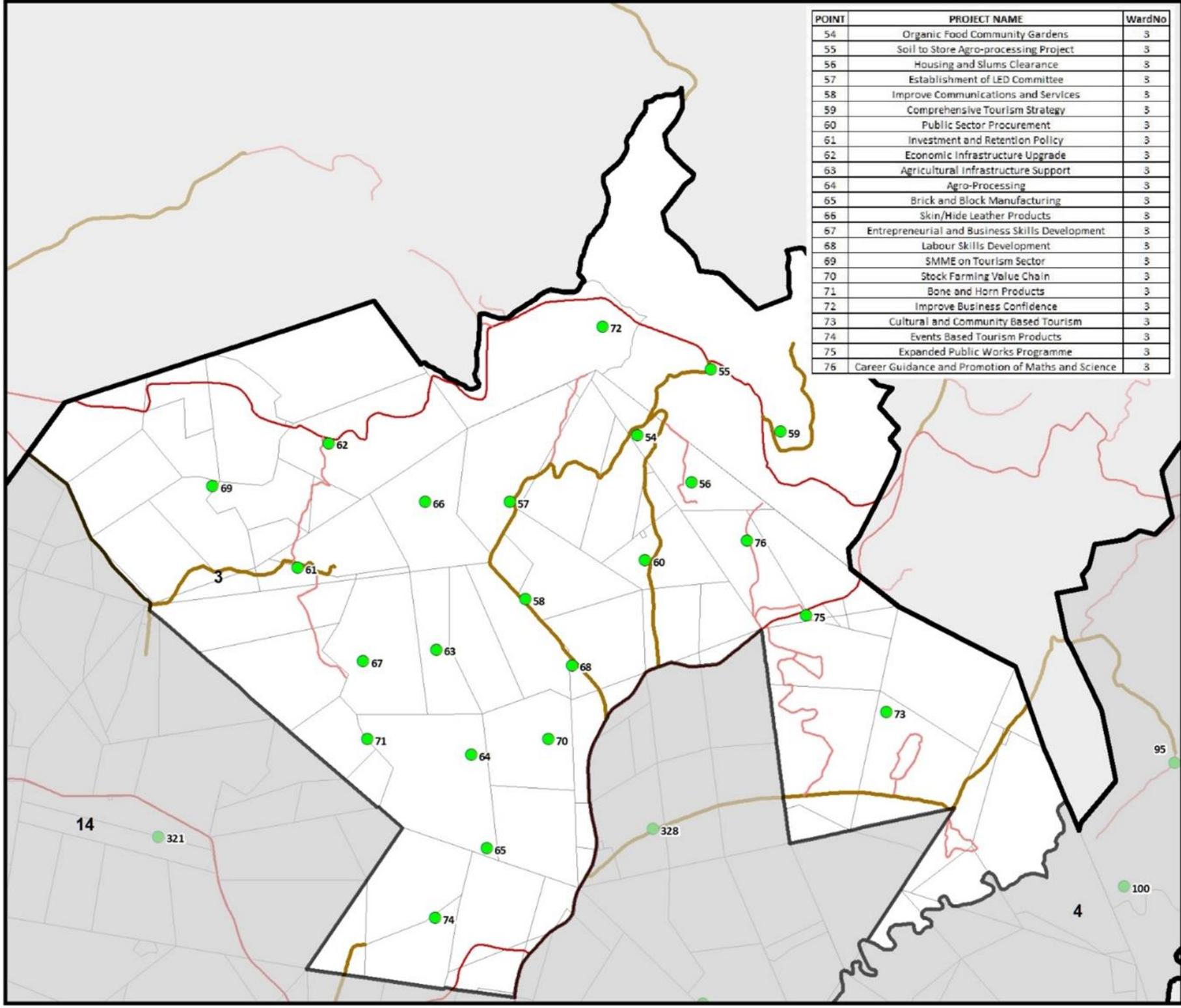
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UMSHWATI LM

Map 61: LED Projects in Ward 3

POINT	PROJECT NAME	WardNo
54	Organic Food Community Gardens	3
55	Soil to Store Agro-processing Project	3
56	Housing and Slums Clearance	3
57	Establishment of LED Committee	3
58	Improve Communications and Services	3
59	Comprehensive Tourism Strategy	3
60	Public Sector Procurement	3
61	Investment and Retention Policy	3
62	Economic Infrastructure Upgrade	3
63	Agricultural Infrastructure Support	3
64	Agro-Processing	3
65	Brick and Block Manufacturing	3
66	Skin/Hide Leather Products	3
67	Entrepreneurial and Business Skills Development	3
68	Labour Skills Development	3
69	SMME on Tourism Sector	3
70	Stock Farming Value Chain	3
71	Bone and Horn Products	3
72	Improve Business Confidence	3
73	Cultural and Community Based Tourism	3
74	Events Based Tourism Products	3
75	Expanded Public Works Programme	3
76	Career Guidance and Promotion of Maths and Science	3



Legend

- uMshwathi Boundary
- LED Projects
- Provincial Road
- District Road
- Local Road
- Farm Cadastral



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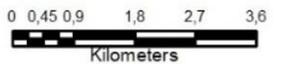
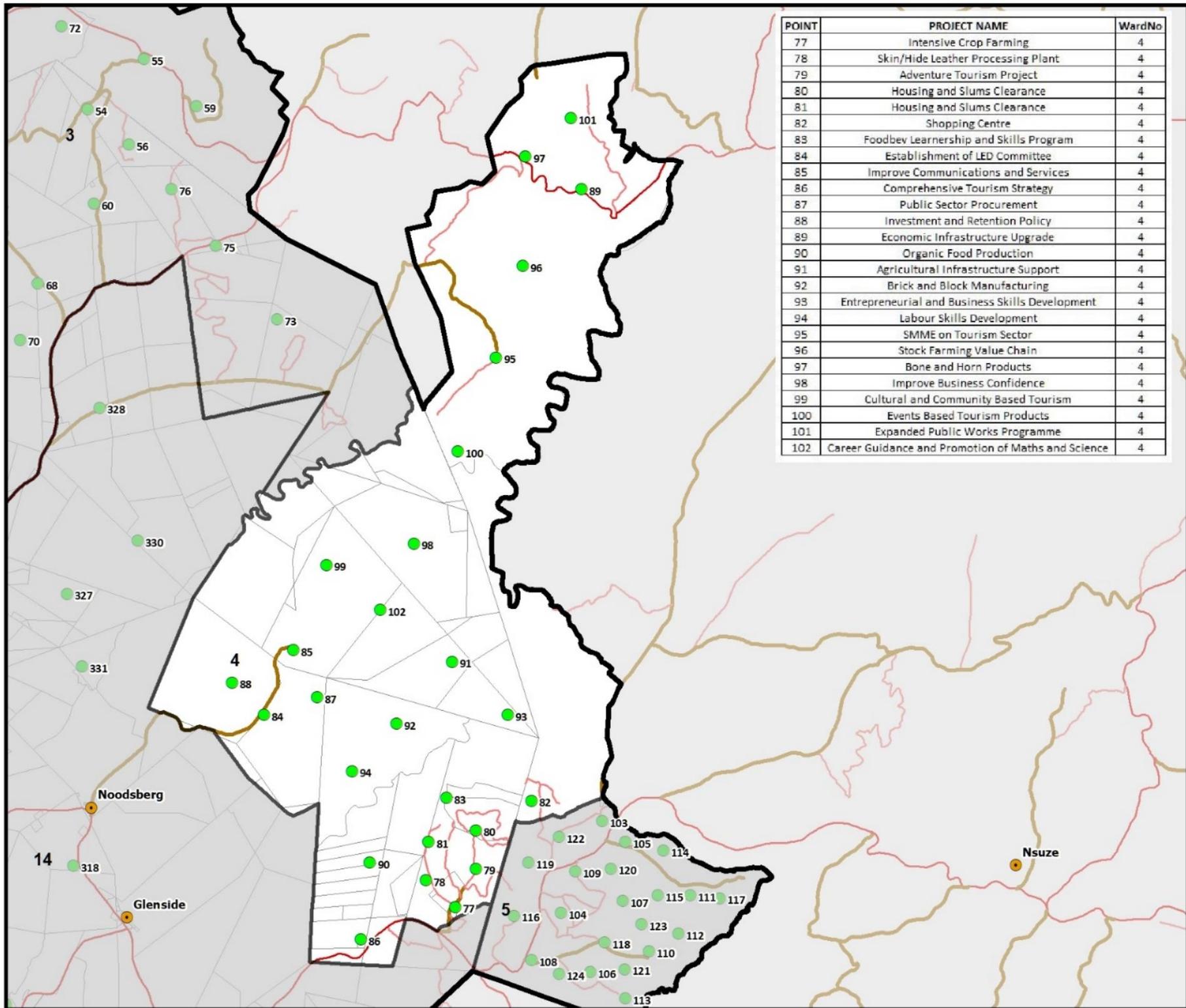
UMSHWATI LM

Map 62: LED Projects in Ward 4

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

Legend

- uMshwathi Boundary
- Places
- LED Projects
- Provincial Road
- District Road
- Local Road
- Farm Cadastral





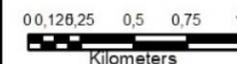
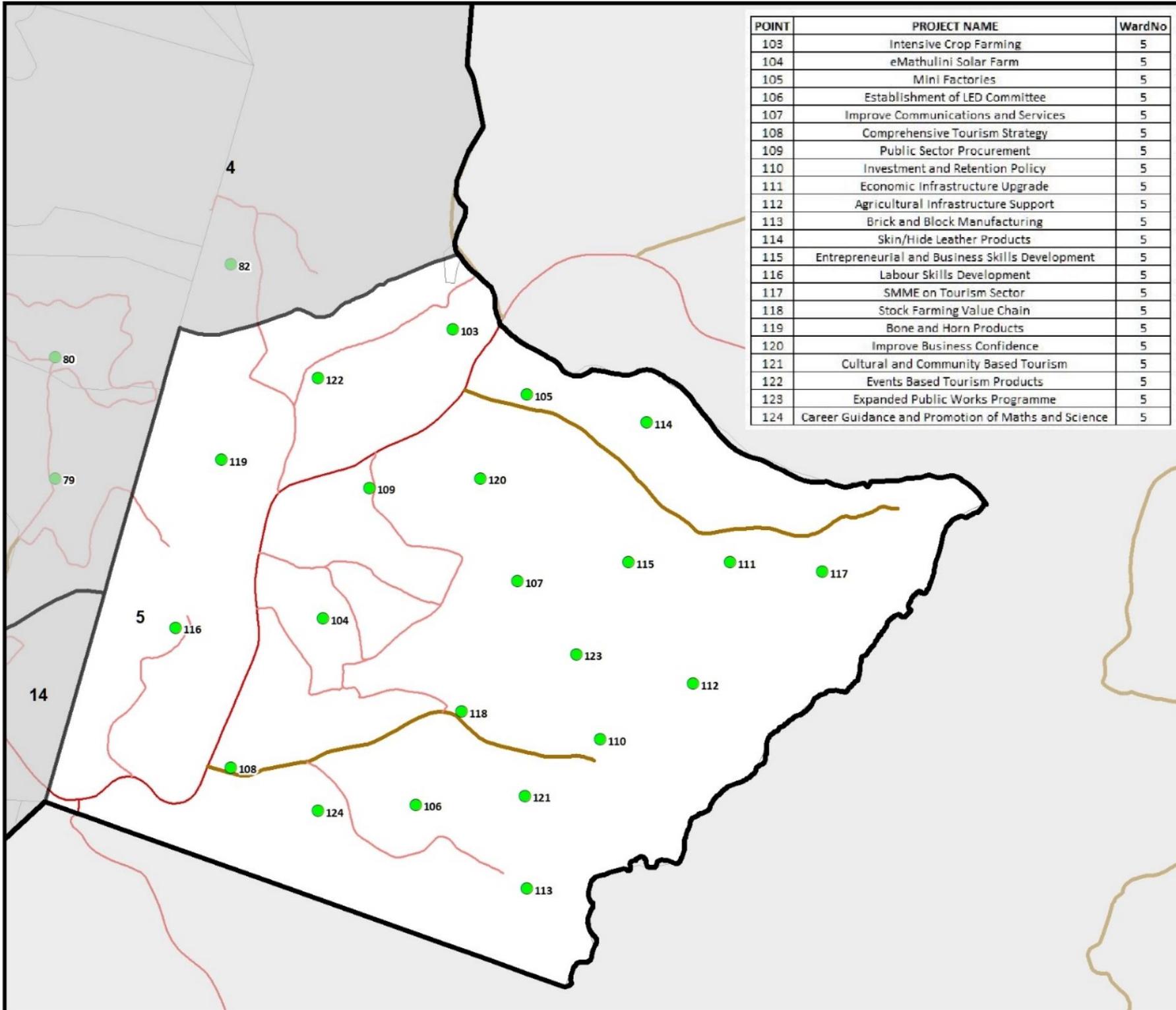
UMSHWATI LM

Map 63: LED Projects in Ward 5

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

Legend

- uMshwathi Boundary
- LED Projects
- Provincial Road
- District Road
- Local Road
- Farm Cadastral



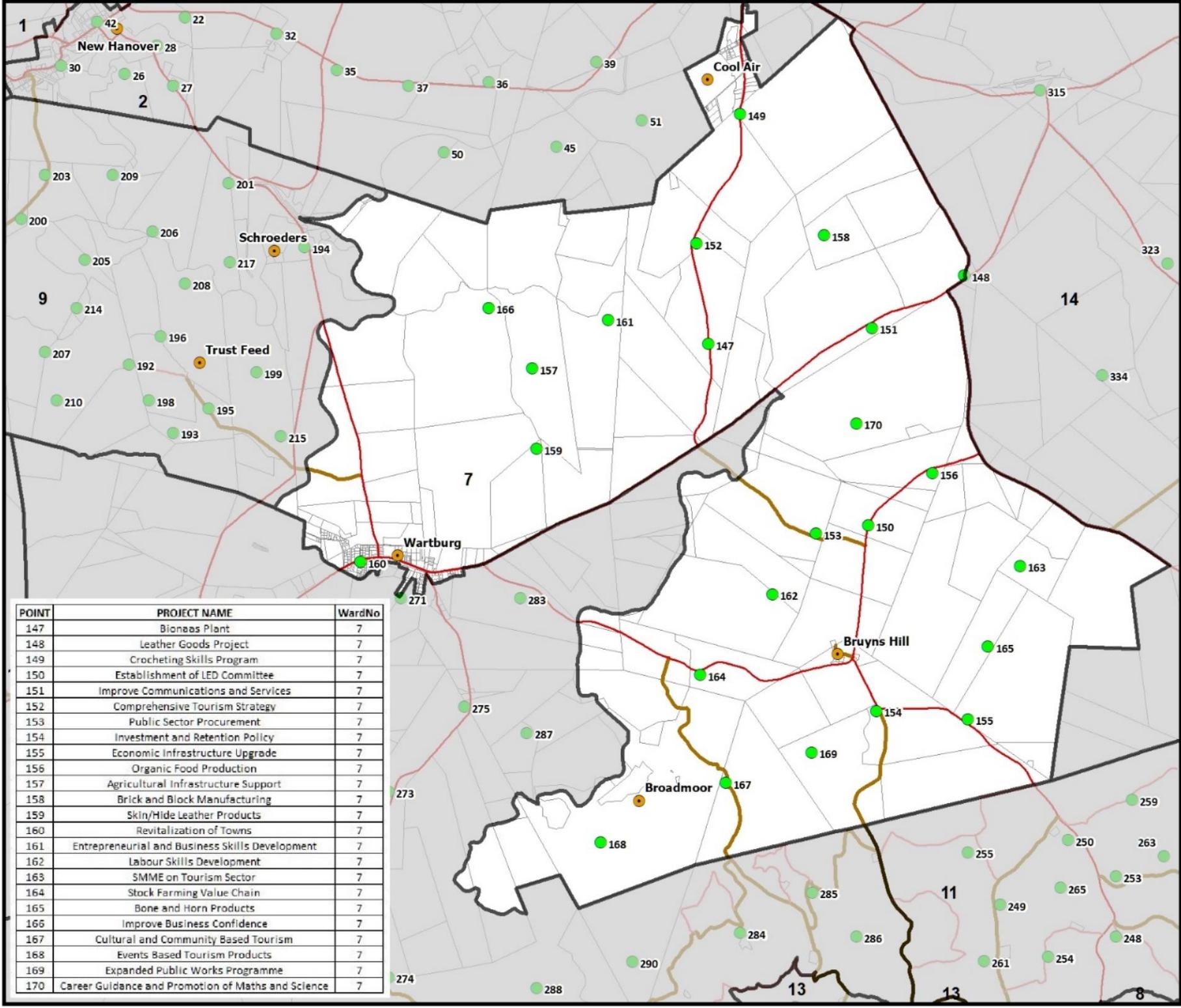


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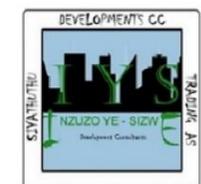
Map 64: LED Projects in Ward 7

Legend

- uMshwathi Boundary
- Places
- LED Projects
- Provincial Road
- District Road
- Local Road
- Farm Cadastral



POINT	PROJECT NAME	WardNo
147	Bionas 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





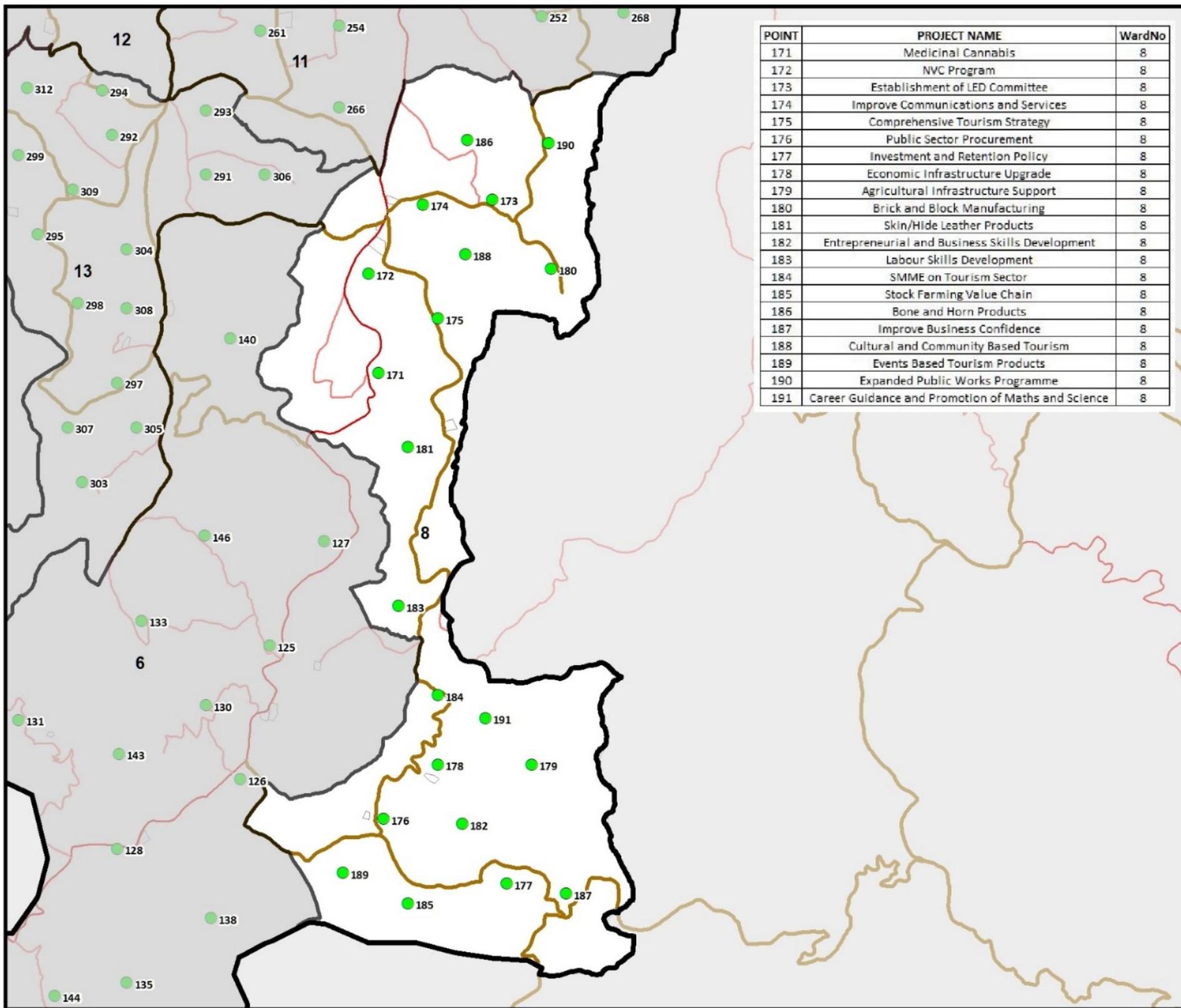
UMSHWATI LM

Map 65: LED Projects in Ward 8

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

Legend

- uMshwathi Boundary
- LED Projects
- Provincial Road
- District Road
- Local Road
- Farm Cadastral



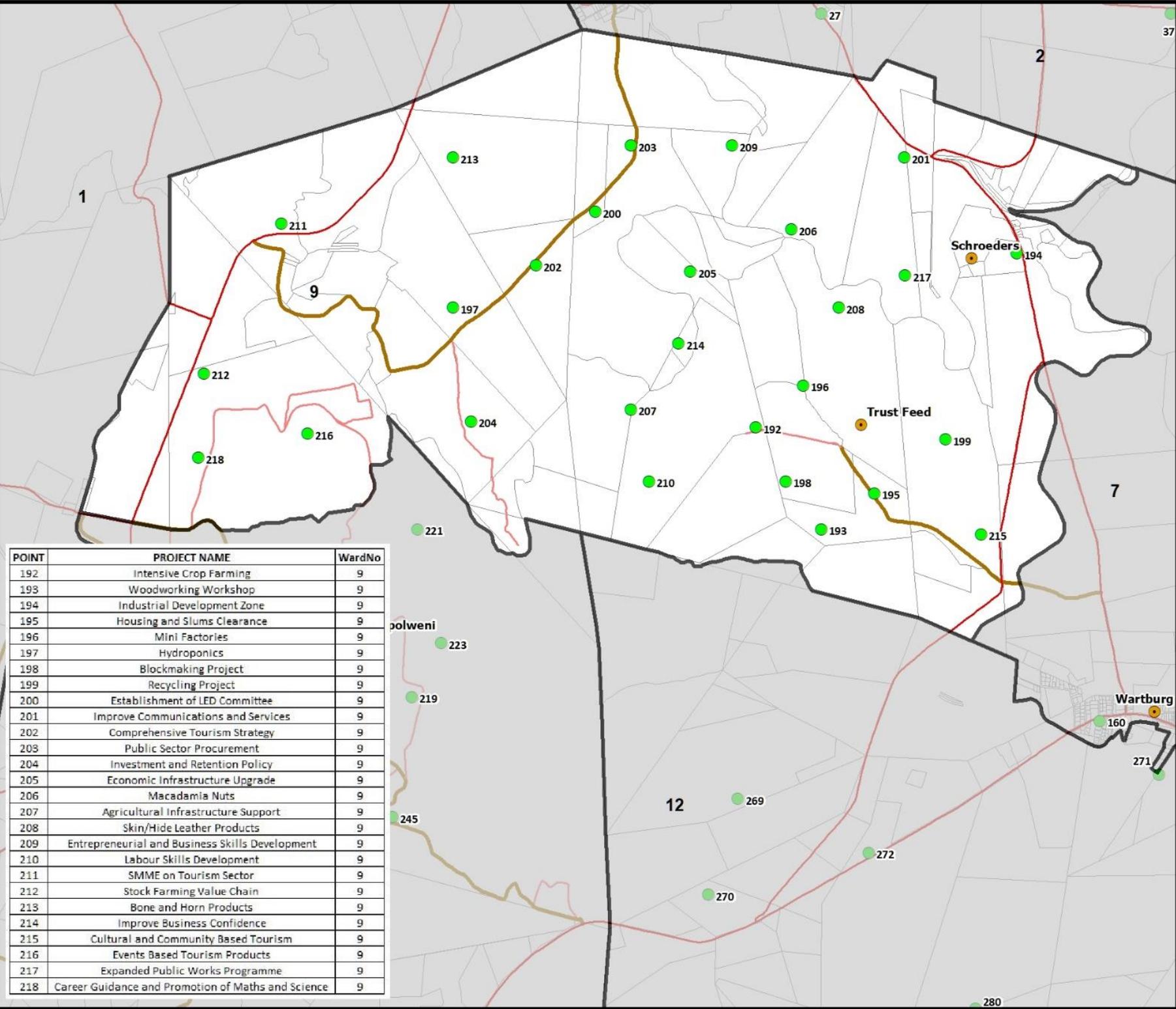


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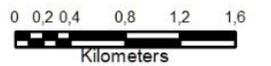
Map 66: LED Projects in Ward 9

Legend

- uMshwathi Boundary
- Places
- LED Projects
- Provincial Road
- District Road
- Local Road
- Farm Cadastral



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



DEVELOPMENTS CC

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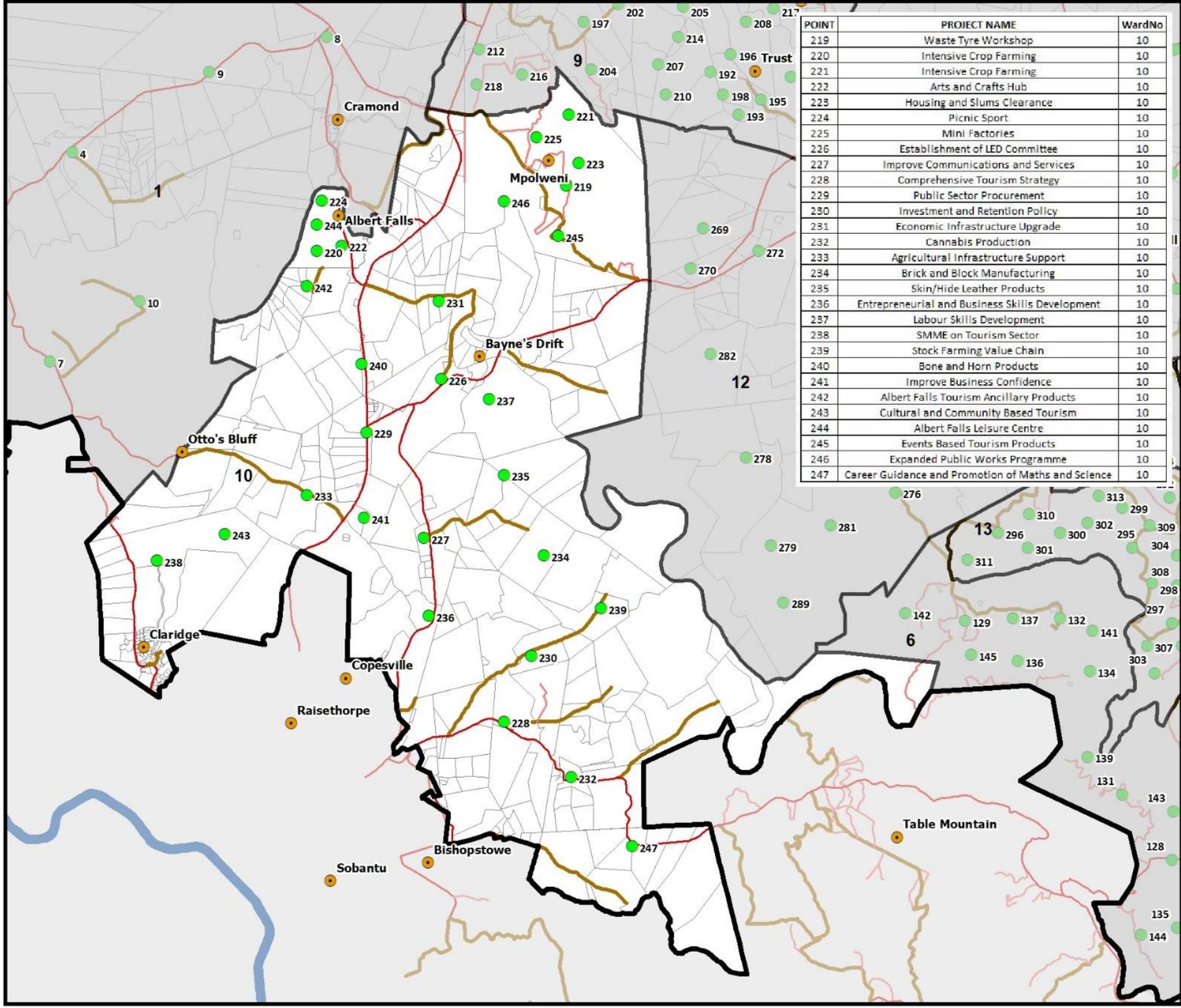
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Map 67: LED Projects in Ward 10

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

Legend

- uMshwathi Boundary
- Places
- LED Projects
- National Road
- Provincial Road
- District Road
- Local Road
- Farm Cadastral

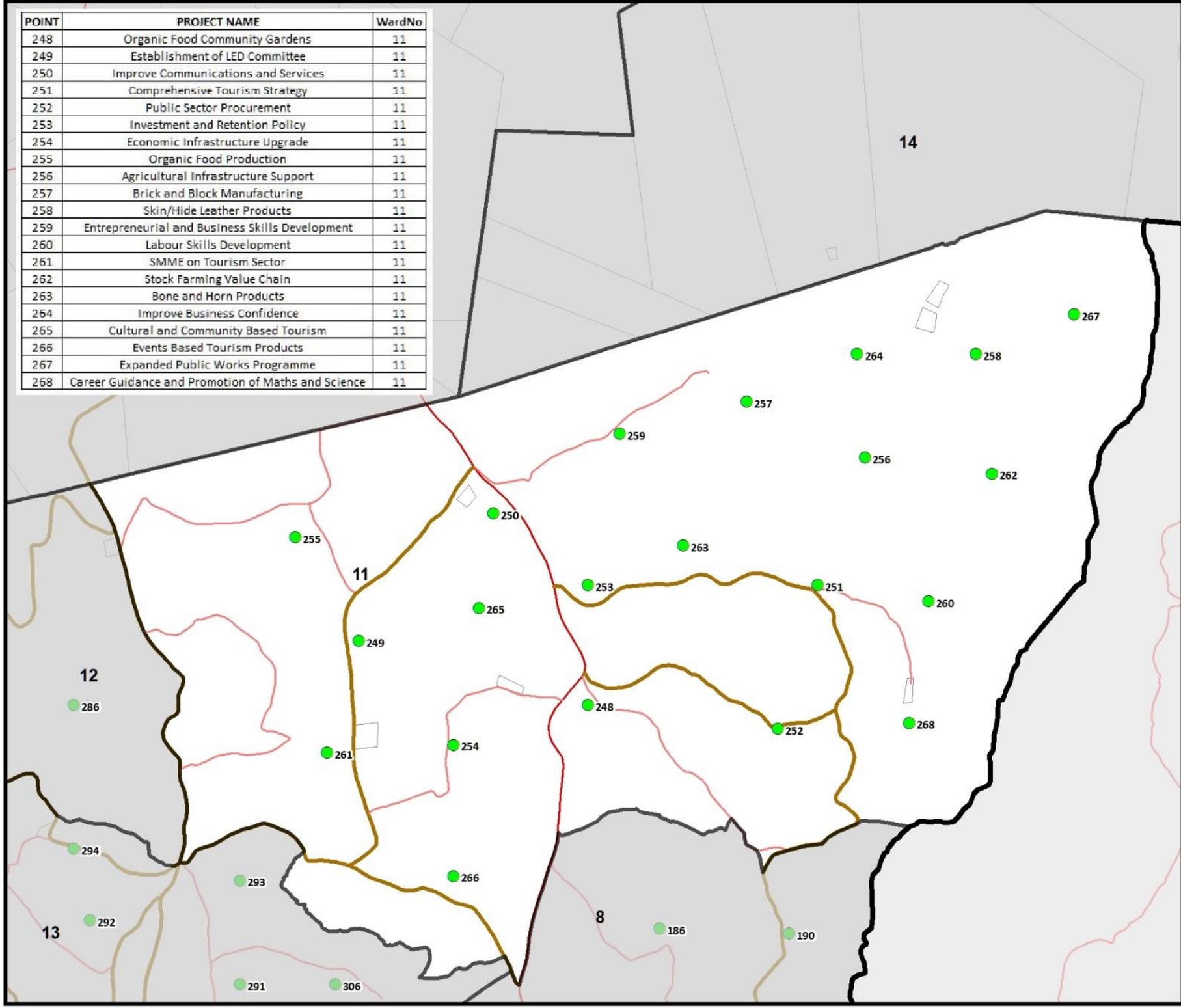


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POINT	PROJECT NAME	WardNo
248	Organic Food Community Gardens	11
249	Establishment of LED Committee	11
250	Improve Communications and Services	11
251	Comprehensive Tourism Strategy	11
252	Public Sector Procurement	11
253	Investment and Retention Policy	11
254	Economic Infrastructure Upgrade	11
255	Organic Food Production	11
256	Agricultural Infrastructure Support	11
257	Brick and Block Manufacturing	11
258	Skin/Hide Leather Products	11
259	Entrepreneurial and Business Skills Development	11
260	Labour Skills Development	11
261	SMME on Tourism Sector	11
262	Stock Farming Value Chain	11
263	Bone and Horn Products	11
264	Improve Business Confidence	11
265	Cultural and Community Based Tourism	11
266	Events Based Tourism Products	11
267	Expanded Public Works Programme	11
268	Career Guidance and Promotion of Maths and Science	11

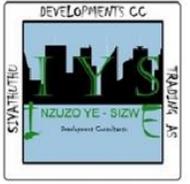
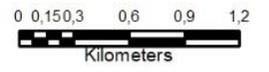


UMSHWATI LM

Map 68: LED Projects in Ward 11

Legend

- uMshwathi Boundary
- Places
- LED Projects
- Provincial Road
- District Road
- Local Road
- Farm Cadastral



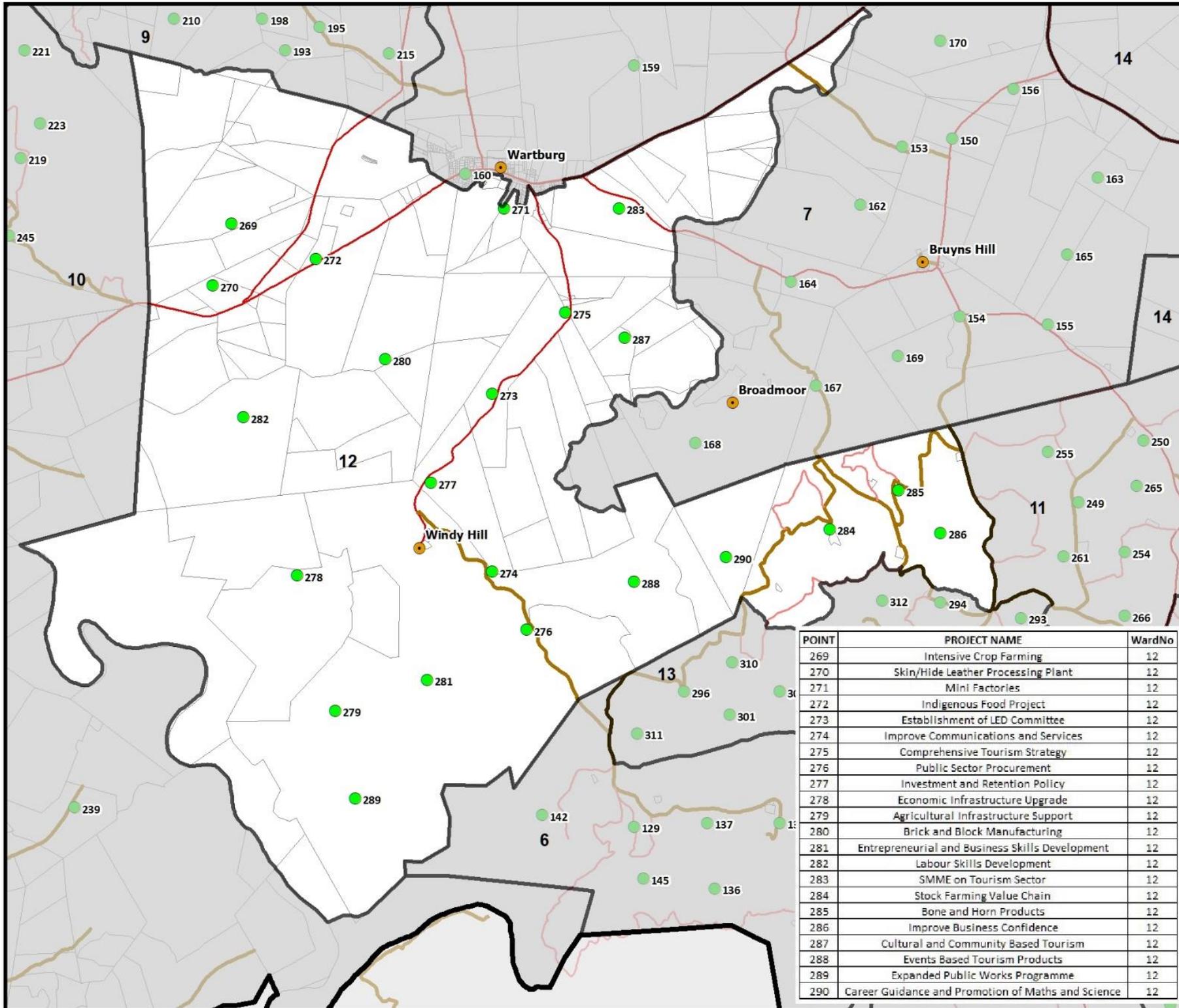


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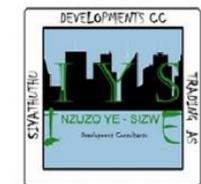
Map 69: LED Projects in Ward 12

Legend

- uMshwathi Boundary
- Places
- LED Projects
- Provincial Road
- District Road
- Local Road
- Farm Cadastral



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



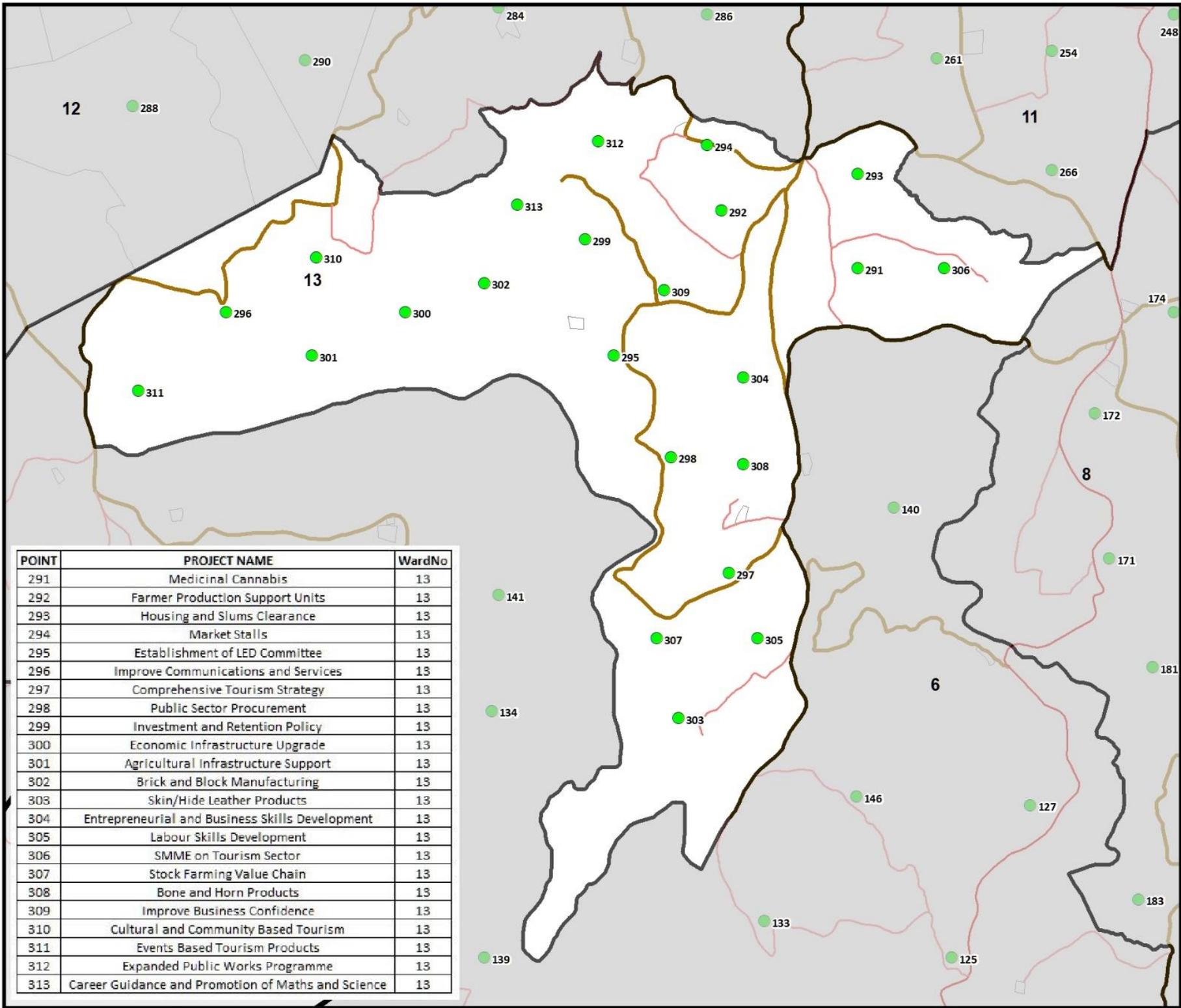
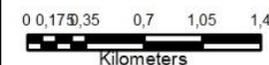


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Map 70: LED Projects in Ward 13

Legend

- uMshwathi Boundary
- LED Projects
- Provincial Road
- District Road
- Local Road
- Farm Cadastral



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

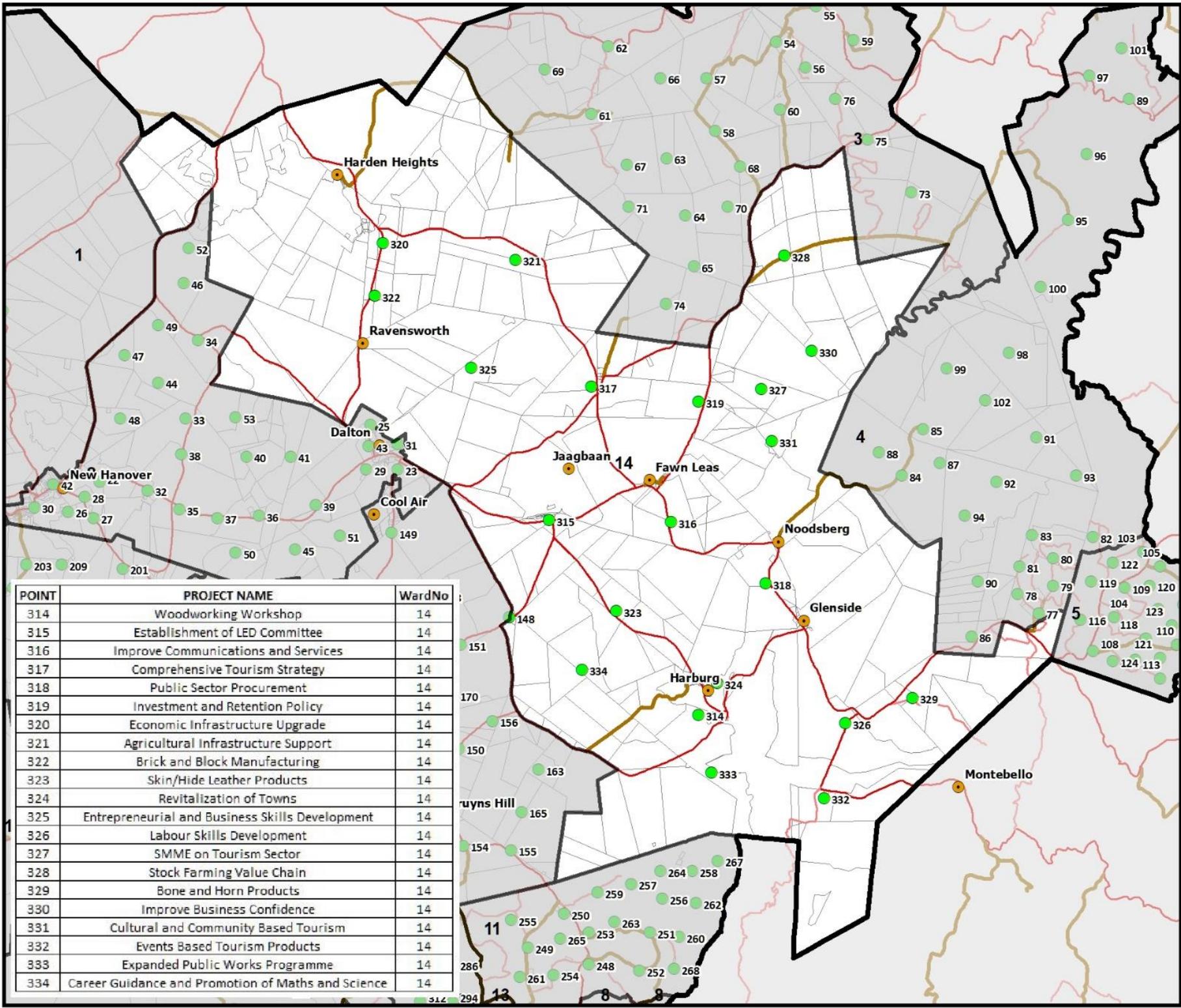


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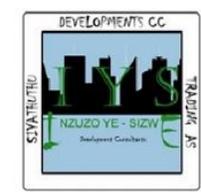
Map 71: LED Projects in Ward 14

Legend

- uMshwathi Boundary
- Places
- LED Projects
- Provincial Road
- District Road
- Local Road
- Farm Cadastral



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



8. MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

uMshwathi Municipality has recognised that to be successful the IDP must be linked to a workable financial plan, which includes a multi-year budget developed using financial modelling. Furthermore, it was recognised that without the financial plan, the IDP would be incomplete. The Municipal Finance Management Act No. 56 of 2003 (MFMA) requires the municipality to take into account the IDP during the budget preparation process. It further requires the municipality to take all reasonable steps to ensure the municipality revises the IDP in terms of Section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years. Consequently, the IDP process has been extended to include the financial plan in this section of the IDP. 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 3 THREE YEAR SYNOPSIS ON GRANT FUNDING AND EXPENDITURE

The 2022/2023 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 (2017/2018, 2018/2019 and 2019/2020) are tabled herein-below respectively:

Table 86: Grants Performance for 2017/2018 Financial Year

SOURCE OF FUNDING	Roll-Over	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT
CAPITAL GRANTS				
Municipal Infrastructure Grant	0	27 098 000	27 098 000	0
Integrated National Electrification Programme	0	10 000 000	10 000 000	0
OPERATING GRANTS				
Equitable Share	0	91 820 000	91 820 000	0
Financial Management Grant	0	1 970 000	1 970 000	0

SOURCE OF FUNDING	Roll-Over	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT
Expanded Public Works Programme	0	1 471 000	2 471 000	0
Provincialization of Libraries	0	2 711 000	2 711 000	0
TOTAL	0	135 070 000	135 070 000	0

Table 87:Grants Performance for the 2018/2019 Financial Year

SOURCE OF FUNDING	Roll-Over	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT
CAPITAL GRANTS				
Municipal Infrastructure Grant	0	27 591 000	27 591 000	0
Integrated National Electrification Programme	0	5 000 000	5 000 000	0
OPERATING GRANTS				
Equitable Share	0	91 820 000	91 820 000	0
Financial Management Grant	0	1 970 000	1 970 000	0
Expanded Public Works Programme	0	1 322 000	1 322 000	0
Provincialization of Libraries	0	2 851 000	2 851 000	0
Disaster Management	0	953 000	533 782	419 218
TOTAL	0	131 507 000	131 087 782	419 218

Table 88:Grants Performance for the 2019/2020 Financial Year

SOURCE OF FUNDING	Roll-Over	FUNDS RECEIVED	EXPENDITURE	FUNDS UNSPENT
CAPITAL GRANTS				
Municipal Infrastructure Grant	0	27 091 000	27 091 000	0
Integrated National Electrification Programme	0	7 997 000	7 997 000	0
OPERATING GRANTS				
Equitable Share	0	128 516 000	128 516 000	0
Financial Management Grant	0	1 900 000	1 900 000	0
Expanded Public Works Programme	0	1 192 000	1 192 000	0
Provincialization of Libraries	0	2 940 000	2 940 000	0
Disaster Management	0			
TOTAL	0	169 636 000	160 636 000	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 89: 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	

8.2 NEW CAPITAL ASSESTS

Table 90: 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 91: Capital budget 2024/25

Capital Budget: 2024/25			
Ward	Project	Budget 2024/2025	Category
1	Tarring of internal/access Roads	2 818 000.00	Roads
2	Renovation of Wartburg Taxi Rank	3 000 000.00	Taxi Rank
3	Makeni Sports field	4 000 000.00	Sportsfield
4	Tarring of Mbalenhle Road	1 000 000.00	Roads
5	Upgrading of Ireland Sport field	3 000 000.00	Sportsfield
6	Maphumulo Estezi Sportfields	1 500 000.00	Sportsfield
7	Resealing of Roads / Outdoor Gym	1 500 000.00	Roads
8	Tarring of KwaBhisi Road	3 500 000.00	Roads
9	Tarring of phase 2 Upper Main Road to include storm water drainage and pedestrian walkways	4 000 000.00	Roads
10	Mpolweni Youth Centre	4 000 000.00	Centre
11	Egazini Crèche	1 000 000.00	Creches
12	Inkululeko Hall	2 000 000.00	Halls
13	Ntinda (Nyandeni) Sports field	1 000 000.00	Sportsfield
14	Appelsbosh Sports field	0.00	Sportsfield
		32 318 000.00	

8.3 REPAIRS AND MAINTENANCE

The budgeted percentage for repairs and maintenance against the carrying value of non-current assets for 2022/23 is at 10.88%:

Table 92: Financial Indicators

FINANCIAL VIABILITY ASSESSMENT			
		As at 30 June 2021	As at 30 June 2020
Expenditure management			
1.1	Creditor-payment period	66 Days	30 Days
Revenue management			
2.1	Debt-collection period (after impairment)	127.9 Days	525.7 Days
2.2	Debt-impairment provision as a percentage of accounts receivable	85.3%	32.8%
	• Amount of debt-impairment provision	R 41 076 957	R41 189 457
	• Amount of accounts receivable	R 144 651 808	R125 483 516
Asset and liability management			
3.1	A deficit for the year was realized (total expenditure exceeded total revenue)	Yes	No
	• Amount of the surplus for the year	(R 24 106 415)	R 39 013 379
3.2	A net current liability position was realized (total current liabilities exceeded total current assets)	No	No
	• Amount of the net current assets / (liability) position	R 93 470 543	R 132 945 149
3.3	A net liability position was realized (total liabilities exceeded total assets)	No	No
	• Amount of the net asset position	R 348 343 744	R 372 450 157
Cash management			
4.1	The year-end bank balance was in overdraft	No	No
	• Amount of year-end bank balance (cash and cash equivalents) / (bank overdraft)	R 73 524 626	R 41 435 290
4.2	Net cash flows for the year from operating activities were negative	No	No
	• Amount of net cash in / (out)flows for the year from operating activities	R 61 299 438	R 33 820 125
4.3	Creditors as a percentage of cash and cash equivalents	15.3%	11.2%
	• Amount of creditors (accounts payable)	R 11 245 936	R 4 643 807
	• Amount of cash and cash equivalents / (bank overdraft) at year-end	R73 524 626	R 41 435 290
4.4	Current liabilities as a percentage of next year's budgeted resources **	No current liabilities/ 13%	No current liabilities/ 3,0%

	<ul style="list-style-type: none"> Amount of current liabilities Amount of next year's budgeted income ** 	R 16 987 917 R 125 438 000 00	R 9 216 926 R306 486 000
Overall assessment			
Overall, the financial viability is assessed as:		Yellow (of concern)	Yellow (of concern)

Table 89: Repairs and Maintenance

Year	2023	2024	2025
Repairs and Maintenance	27,820,000	24,430,000	25,909,000
Carrying Value of PPE	255,697,000	288,697,000	305,265,000
R&M as a % of PPE	10.88%	8.46%	8.49%

The repairs and maintenance budget are above the norm of 8% taking both cost of goods and services and labor (wages).

8.4 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.

8.5 SOCIAL AND ECONOMIC REDRESS VIA INDIGENT MANAGEMENT

Outstanding debtors per category and the past two years is as indicated below:

Table 93: Outstanding debtor per category

Category	Jan 2022	June 2021	June 2020
Organs of State	49 208 584	50 878 826	46 771 958
Commercial	34 558 500	37 409 743	28 206 182
Households	52 621 620	53 215 173	57 336 624
Total	136 388 704	141 503 741	127 410 853

The major debt owed by organs of state is that of the Department of Water and Sanitation. Interaction between the Department and the municipality has taken place with the intervention from both the Provincial Treasury and the Department of Cooperative Governance and Traditional Affairs (CoGTA). In the current year, the municipality has continued the process of handing over arrear debtors for collection in terms of the Municipality’s credit control policy. Furthermore, currently the municipality has not taken a decision to write off any debt however, a provision for doubtful debt has been created and is reviewed annually and adjusted accordingly.

8.5.1 IS THE INDIGENT POLICY ATTACHED TO THE IDP?

The subject policy is an annexure attached to the IDP.

8.5.2 INDICATION OF THE NUMBER OF REGISTERED INDIGENTS ON THE INDIGENT REGISTER

Currently the municipality is providing Free Basic Electricity to approximately 1 600 households. The indigent register is being reviewed on an annual basis. Currently there are 2 200 registered indigents. Consumers qualifying for Free Basic Electricity are being registered with Eskom on an ongoing basis. The municipality is considering the supply of alternate energy sources to communities that are not on the Eskom grid.

8.5.3 INDICATION OF HOW MUCH HAS BEEN ALLOCATED FOR INDIGENT SUPPORT FROM THE EQUITABLE SHARE

The budget for Free Basic support for the next three years is as follows:

Table 94: Free Basic Services

Year	2022	2023	2024	2025
Free Basic Services	1 750 000	1 750 000	1 750 000	1 750 000

8.5.4 CATEGORY OF INDIGENT SUPPORT WITH PROJECTED AMOUNTS INDICATED (E.G. FARM DWELLERS) (FBS)

The indigent register is being reviewed.

8.5.5 INDICATION OF THE INCREASE/DECREASE OF INDIGENT SUPPORT OVER THE LAST THREE YEARS

The indigent register is being reviewed.

8.6 REVENUE RAISING STRATEGIES

The Revenue Enhancement Strategy was reviewed after the strategic planning workshop. 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 included in the performance scorecards of the respective senior managers. The uMshwathi Municipality's significant sources of revenue are rates, refuse, motor licensing, traffic fines 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 70% and 75% respectively. Various strategies have been developed to increase own revenue to reduce grant dependency.

8.7 REVENUE PROTECTION (DEBT MANAGEMENT)

8.7.13-YEAR OUTSTANDING DEBT INDICATED PER CATEGORY

Outstanding debtors per category as of May 2020 and the past two years is as indicated below:

Table 95: Outstanding debtor per category

Category	Jan 2022	June 2021	June 2020
Organs of State	49 208 584	50 878 826	46 771 958
Commercial	34 558 500	37 409 743	28 206 182
Households	52 621 620	53 215 173	57 336 624
Total	136 388 704	141 503 741	127 410 853

The major debt owed by organs of state is that of the Department of Water and Sanitation. Interaction between the Department and the municipality has taken place with the intervention from both the Provincial Treasury and the Department of Cooperative Governance and Traditional Affairs (Cogta). In the current year, the municipality has continued the process of handing over arrear debtors for collection in terms of the Municipality's credit control policy. Furthermore, currently the municipality has not taken a decision to write off any debt however, a provision for doubtful debt has been created and is reviewed annually and adjusted accordingly.

8.7.2 DEBTORS' AGE ANALYSIS

Table 96: Debtors Age Analysis as of 31 January 2022

Customer	90 Days and Over	90 Days	60 Days	30 Days	Current	Total
Group By Group: 1804 (Government)	19 333.60	9 964.85	10 015.98	10 553.80	10 703.27	60 571.50
Group By Group: 2225 (National: Public Enterprises)	573 880.30	21 739.72	22 988.57	23 210.13	32 028.45	673 847.17
Group By Group: 2227 (National: Public Works)	10 786.41	898.85	910.88	919.09	938.48	14 453.71
Group By Group: 2228 (National: Rural Development and Land Reform)	1 130 708.12	18 785.77	18 932.02	19 078.27	23 652.05	1 211 156.23
Group By Group: 2237 (National: Water Affairs)	28 244 235.34	40 620.25	40 620.25	40 620.25	81 240.50	28 447 336.59
Group By Group: 2251 (Provincial: Education)	4 448 573.44	337 907.95	-957 111.68	244 122.79	395 679.26	4 469 171.76
Group By Group: 2252 (Provincial: Health)	0.00		-90 564.55			-90 564.55
Group By Group: 2256 (Provincial: Public Works, Roads and Transport)	2 233 121.08	133 433.34	138 420.02	140 900.27	170 358.04	2 816 232.75
Group By Group: 2257 (Provincial: Social Development)	0.00				16 793.33	16 793.33
Group By Group: 2270 (Public Institutions: Constitutional)	365 783.26	3 140.94	3 163.12	3 185.31	5 221.98	380 494.61
Group By Group: 2271 (Public Institutions: Major Public Entities)	4 033.20	4 458.32	-12 610.60	280.70	8 423.15	-209 976.63
Group By Group: 2276 (Other Municipalities)	321 511.42	8 014.84	8 079.29	8 143.73	12 119.93	357 869.21
Group By Group: 2277 (Other Traditional Authority Property)	4 043 930.20	130 508.96	131 845.79	133 182.60	166 852.86	4 606 320.41
Group By Group: 2290 (RSA)	4 979 143.63	248 562.88	266 160.86	264 086.25	334 171.92	6 092 125.54
Group By Group: 2810 (Public Service Infrastructure)	351 490.09	2 252.57	2 252.57	2 252.57	4 505.14	362 752.94
	46 726 530.09	960 289.24	-416 897.48	675 974.36	1 262 688.36	49 208 584.57
Group By Group: 2301 (Businesses: Municipal Licensed Area)	8 238 855.96	356 894.49	365 534.17	425 360.21	729 321.59	10 115 966.42
Group By Group: 2303 (Industrial: Municipal Licensed Area)	3 211 943.71	75 151.17	91 991.15	115 384.93	211 189.02	3 705 659.98
Group By Group: 4002 (Business)	755.55	96.71	1 730.81	5 683.17	7 281.97	15 548.21
Group By Group: 4502 (Rural Industrial)	667.77	222.59	229.26	239.28	8 652.59	10 011.49
	11 452 222.99	432 364.96	459 485.39	546 667.59	956 445.17	13 847 186.10

Customer	90 Days and Over	90 Days	60 Days	30 Days	Current	Total
Group By Group: 2309 (Other: Municipal Licensed Area)	17 997 782.95	436 036.95	209 597.01	700 657.42	1 252 358.16	20 596 432.49
Group By Group: 7701 (Agriculture)	53 036.37	12 671.18	13 264.11	16 162.19	18 066.91	113 200.76
Group By Group: 7708 (Agricultural Smallholdings)	0.00				1 681.16	1 681.16
	18 050 819.32	448 708.13	222 861.12	716 819.61	1 272 106.23	20 711 314.41
Group By Group: 2401 (Households: Non-indigents - Municipal Licensed Area)	51 759 586.29	271 807.15	-4 432 850.32	1 030 116.73	1 982 643.74	50 611 303.59
Group By Group: 2500 (Other)	-149 658.35	1 209.00	1 209.00	5 521.69	5 764.65	-135 954.01
Group By Group: 2800 (Municipal)	1 060 509.45	7 341.92	7 361.70	7 381.47	7 401.25	1 089 995.79
Group By Group: CASH (CASH CUSTOMER)	136 098.21	1 084.05	1 124.57	1 131.31	1 738.11	141 176.25
Group By Group: (None)	323.64	107.88	109.68	115.26	116.88	773.34
Group By Group: 1001 (Place of Worship)	0.00		119.30	142.99	148.71	411.00
Group By Group: 1006 (Public Benefit Organization)	-68 161.40				1 112.91	-67 048.49
Group By Group: 1501 (Residential)	631 813.39	42 269.83	44 488.39	45 268.70	45 798.25	809 638.56
Group By Group: 1801 (Rural Residential)	120 226.39	11 658.64	12 553.55	12 971.89	13 913.25	171 323.72
	53 490 737.62	335 478.47	-4 365 884.13	1 102 650.04	2 058 637.75	52 621 619.75
	129 720 310.02	2 176 840.80	-4 100 435.10	3 042 111.60	5 549 877.51	136 388 704.83

8.7.3 DETAILED INDICATION OF POLICY DECISIONS OF DEALING WITH DEBT

Consumers' debtors have been on the increase over the years. The main reason for the consumer debt increasing is not implementing the credit control policy to its end namely not handing over debtors to attorneys for collection. Management has resolved to appoint attorneys to take the debt collection process to the legal phase of the process. The municipality intends to embark on a data cleansing exercise of its debtors' data base and then embark on a stringent implementation of its credit control policy to reduce the consumer debt.

8.8 FINANCIAL MANAGEMENT

8.8.1 PROCUREMENT PLAN BEEN UPDATED/REVISED OR NEW PP DEVELOPED

The procurement plan has been developed and is currently up to date. Respective departments are responsible to develop 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.

8.8.2 ANY CHALLENGES EXPERIENCED WITH THE SCM UNIT

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 was addressed by including the monitoring of the procurement as an indicator in the senior managers’ scorecards

8.8.3 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.

8.8.4 DOES IT INCLUDE STATEMENTS ON FUNCTIONALITY OF BID COMMITTEES, AS WELL AS TIMEFRAMES FROM ADVERT TO AWARD

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.

8.8.5 DOES 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.

8.9 FINANCIAL VIABILITY/SUSTAINABILITY

Table 97: Financial ratios

Ratio Analysis						
Collection Rate	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24
<u>(Debtors at the beginning + Billing) - Billing Debtors Closing</u>	80.10%	95.38%	91.05%	90.00%	90.00%	90.00%

Outstanding Debtors/Revenue	124 888 577	127 410 853	126 259 719	97 500 000	100,381,000	103,392,000
	189 317 147	197 183 271	229 990 000	217 203 000	227 897 000	230,459,000
	0.66	0.65	0.55	0.45	0.44	0.45
Cost Coverage						
Available Cash	11 191 016	41 345 290	58 054 000	53 500 000	55 972 000	58 841 000
Fixed Costs	7,500,000.00	9,000,000.00	10,000,000.00	14,000,000.00	14,000,000.00	14,000,000.00
	1.49	4.60	5.81	3.82	4.00	4.20
Salaries Percentage to Total OPEX						
Salaries	76,521,466	80,004,724	84,155,000	91,766,000	95,771,000	100,449,000
Total OPEX	144,385,326	155,901,447	180,155,000	187,227,000	200,108,000	201,491,000
Percentage	52.30%	51.32%	46.71%	49.01%	47.86%	49.85
Salaries Percentage to Total Expenditure						
Salaries	76,521,466	80,004,724	84,155,000	91,766,000	95,771,000	100,449,000
Total Expenditure	174,027,169	182,693,320	212,042,000	217,204,000	231,177,000	233,809,000
Percentage	43.97%	43.79%	39.69%	42.25%	41.43%	42.96%
CAPEX to Total Expenditure						
CAPEX	29,641,843	26,791,873	31,887,000	29,977,000	31,069,000	32,318,000
Total Expenditure	174,027,169	182,693,320	212,042,000	217,204,000	231,177,000	233,809,000
Percentage	17.03%	14.67%	15.03%	13.80%	13.44%	13.82%
Current Ratio						
Current Assets	124,078,000	143,707,000	165,349,000	164,764,000	181,580,000	187,028,000
Current Liabilities	18,224,000	9,167,000	8,650,000	6,703,000	6,904,000	7,111,000
Ratio	6.81	15.68	19.12	24.58	26.30	26.30

8.9.1 EMPLOYEE RELATED COSTS INCLUDING COUNCILLOR ALLOWANCES

Employee related costs in relation to operational expenditure for the past three years has been above the benchmark of 25 to 40%. The percentage of employee related costs to operational expenditure is as follows:

FINANCIAL YEAR	PERCENTAGE
2018/2019	52.30%
2019/2020	51.32%
2020/2021	51.47%

With the employee related costs percentage being above the benchmark of 40% only critical vacant posts are filled to ensure that the percentage does drop in the future. There is a limited use of consultants for professional services within the corporate and financial services departments. However, consultants are used in the technical department for the implementation and monitoring of capital projects.

8.10 LOANS / BORROWINGS AND GRANT DEPENDENCY

8.10.1 IS 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.

8.10.2 IS 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

8.10.3 LEVEL 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 98: Trend of Capital expenditure over the past 4 years

2017/18	R 37 020 618.00	(99.7% of Budget)
2018/19	R 29 641 843.00	(87.0% of Budget)
2019/20	R 25 532 395.00	(84.2% of Budget)
2020/21	R 32 963 319.00	(88.8% of Budget)

8.10.4 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.

8.11 AUDITOR GENERALS' OPINION

8.11.1 AG'S OPINION IN THE LAST FINANCIAL YEAR

The municipality received qualified audit opinion for the 2019 financial year. The qualification was on the Assets register and the cash flow statement. 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 99: Auditor General's Opinion

uMshwathi Municipality	Opinion
Type of Opinion: Current Year 2020/21:	Qualified
Type of Opinion: Current Year 2019/20:	Unqualified

8.11.2 PLANS TO IMPROVE POOR AUDIT OUTCOME/SUSTAIN AUDIT OUTCOME PROVIDED

Table 100: AG Action Plan

Nature of Audit Query	Audit Query	Root Cause/Internal Control Deficiency	Management Response	Action to be taken	Responsible Person	Progress	Status
Annexure A: Matters affecting the audit report							
1. Infrastructure Assets not componentized	All infrastructure assets (both current year additions and existing) on the fixed assets register are not unbundled in terms of GRAP 17	The asset manager did not perform an adequate review of the fixed assets register to confirm that relevant assets	Currently a review/verification all assets being carried out. The breakdown of infrastructure assets will be investigated and	Investigate each infrastructure asset in terms of breakdown and cost and unbundle each asset update	Manager: Budget and Asset Management	Management is in the process of appointing a service provider to assist with the review of the Fixed Assets Register to	The SCM process for the appointment of service provider is underway. The advertisement

		are componentized with requirements of GRAP	unbundled accordingly.	asset register accordingly		address the matter of componentization of infrastructure assets, assessing useful lives and revaluation of assets	will be issued in February 2022. The project is expected to be completed in time to meet the year end deadline.
2. No evidence of review of useful lives and assessment of residual values of assets at year end	Contrary to GRAP 17 there was no evidence of management performing a review of useful lives and residual values of assets at year end.	The asset manager did not perform an adequate review of the fixed assets register to confirm that assets are correctly valued and accounted for in terms of GRAP.	A high-level review of the asset register has been carried out. It was established that some infrastructure assets resulted in zero values due to the current year's depreciation. The physical review of infrastructure was started however due to Covid-19 restrictions the process was not completed on time. In the meantime, a report has been submitted to Council advising council on zero value assets and	Review and assess useful lives of all assets still in use. Revalue useful lives where necessary of write-off assets accordingly	Manager: Budget and Asset Management	Management is in the process of appointing a service provider to assist with the review of the Fixed Assets Register to address the matter of componentization of infrastructure assets, assessing useful lives and revaluation of assets	The SCM process for the appointment of service provider is underway. The advertisement will be issued in February 2022. The project is expected to be completed in time to meet the yearend deadline.

			recommending the review of useful lives and residual values of all assets that are still in use and update the register accordingly.				
3. Interest was not charged and accurately reversed	The municipality did not timely obtain approval not to charge interest in the current year as well as reversing interest charged in the prior year	The revenue manager and the CFO did not adequately review the age analysis and the receivables note to ensure that the adjustments are affected correctly	The council resolution in September condoned/ratified the non-charging of the interest for the respective months. The prior year interest of R2 218 445 is part of current year's prior year adjustment of interest. The interest will be broken down between exchange and non-exchange receivables and the AFS will be amended accordingly	Review notes 7; 12 and 24 and adjust AFS accordingly	CFO	The respective notes were reviewed and the AFS were adjusted accordingly	Complete

4. Suppliers who are in the service of the auditee	The spouses of 2 employees in the service of the municipality were members/owners of suppliers that did business with the municipality. The employee and the supplier did not declare the interest and relationship	Suppliers not vetted adequately during the SCM process	The matter is noted. The matter will be investigated and the note on related party transactions will be amended.	Investigate the matter and amend related partis note in the AFS	CFO	The matter was investigated and the AFS amended accordingly	Complete
Annexure B: Other important matters							
5. Allowance on Doubtful Debts not as per GRAP 104	Audit was unable to verify the assumptions and methods adopted by management to arrive at the allowance for doubtful debts as disclosed in note 7 of the AFS	The CFO did perform an adequate review of the allowance for doubtful debt provision to confirm that it is calculated in accordance with GRAP 104	The methodology to calculate the allowance for doubtful debts is based on the methodology recommended by the Auditor General since the 2015/16 audit. This methodology was recommended since accounts over 90 days were handed over	Implement the auditor's recommendation and amended AFS accordingly	CFO	The calculation for doubtful debt provision was reviewed and the AFS amended accordingly	Complete
6. Differences noted between the Annual Financial Statements and the Fixed Assets Register	Differences were noted between the amount disclosed in AFS as per Note 5 and the amounts in the Fixed Assets Register	The CFO did not perform adequate review of the Property, Plant and Equipment disclosure note	The differences were due to Work-in-Progress included in the total for assets in the Fixed assets register	Reconcile all differences with supporting documents	CFO	The note on PPE was reviewed and amended to compare to the Asset Register	Complete

		to confirm that it agrees to the accurate and reliable information.					
7. Incomplete projects capitalised	It was noted that certain capital projects were capitalised from work-in-progress to additions in the fixed assets register whereby the assets are still in progress	The asset manager did not adequately review procedures to ensure that the fixed assets register is presented in accordance with the requirements of GRAP 17	Projects were regarded as complete as per the advice by the technical department. Upon investigation evidence to support the completion of D1013 and Nlavaleni was supplied for audit purposes.	Amend AFS and asset register to show construction of D239 as work-in-progress	CFO	The AFS and Asset Register were amended to show the construction of D239 as work-in-progress	Complete

8.12 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT SWOT ANALYSIS

Table 101: Financial management SWOT analysis

STRENGTH	WEAKNESSES
<ul style="list-style-type: none"> ▪ Experienced; qualified and dedicated officials ▪ Sound procedures and processes in place ▪ Compliance to all financial policies in place ▪ Functioning and web-based supplier database ▪ Fully functional SCM, Expenditure and Income units ▪ Teamwork and Good Interpersonal Relations ▪ Proper segregation of duties ▪ Bulk of our creditors are paid on time 	<ul style="list-style-type: none"> ▪ One or two critical posts not filled ▪ End user department not complying with SCM requirements ▪ Delay in some creditor payments due to late submission of invoices or incomplete documents ▪ Lack of Contract management ▪ Inadequate monitoring of departmental votes

<ul style="list-style-type: none"> ▪ 100% compliance to all legislative requirements ▪ Strong cash flow ▪ Monthly reporting to Finance Committee and Exco ▪ Well established communication with Ratepayers associations ▪ Adherence to timelines ▪ Collaborative relationship with Government Departments: COGTA, Provincial Treasury, Provincial Treasury, Human Settlements (in the recovery of Government debt) 	<ul style="list-style-type: none"> ▪ Inadequate training on the Municipal Property Rates Act, (highlighted as a training requirement in the Skills Audit, however no training has been provided as yet) ▪ System upgrades are not communicated effectively (CAMELSA), resulting in certain module errors only being discovered when queries are raised by debtors ▪ Cashiers not considered critical staff, resulting in monies not being collected due to staff going on leave etc., when offices are closed during month end periods
OPPORTUNITY	THREATS
<ul style="list-style-type: none"> ▪ 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 ▪ Validation of Indigents through the TransUnion system, eliminating fraud and misrepresentation of information ▪ Collaborative working relationship with Building Compliance and Waste Management Units, to ensure service delivery is consistently maintained, encouraging debtors to pay for services rendered ▪ Engagement of a Section 32 (National Credit Act) Attorney to assist in the recovery of long outstanding debt by consumers 	<ul style="list-style-type: none"> ▪ Change in legislation which governs local government ▪ Cartels or collusion of suppliers to raise the prize and dominate the market ▪ Threat of some supplier accounts being put on hold due to delay in payments ▪ Non-payment of municipal accounts due to increasing inflation ▪ Poaching of qualified and experienced staff by provincial departments and other municipalities ▪ Revenue Unit is not involved in discussions that will impact consumers, e.g., new housing development, the rates and services impact on the consumer has not been dialogued, this will hamper revenue collection and lead to possible service delivery delays / protests ▪ Requested training needs of the Revenue Unit has not been considered as per the Skills Audit questionnaires submitted, resulting in lack of understanding and slow implementation of government requirements e.g. MPRA ▪ Inadequate consumer details, lack of correct postal address, telephone numbers in order to communicate with consumers, resulting in payments being delayed to the Municipality

8.13 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.

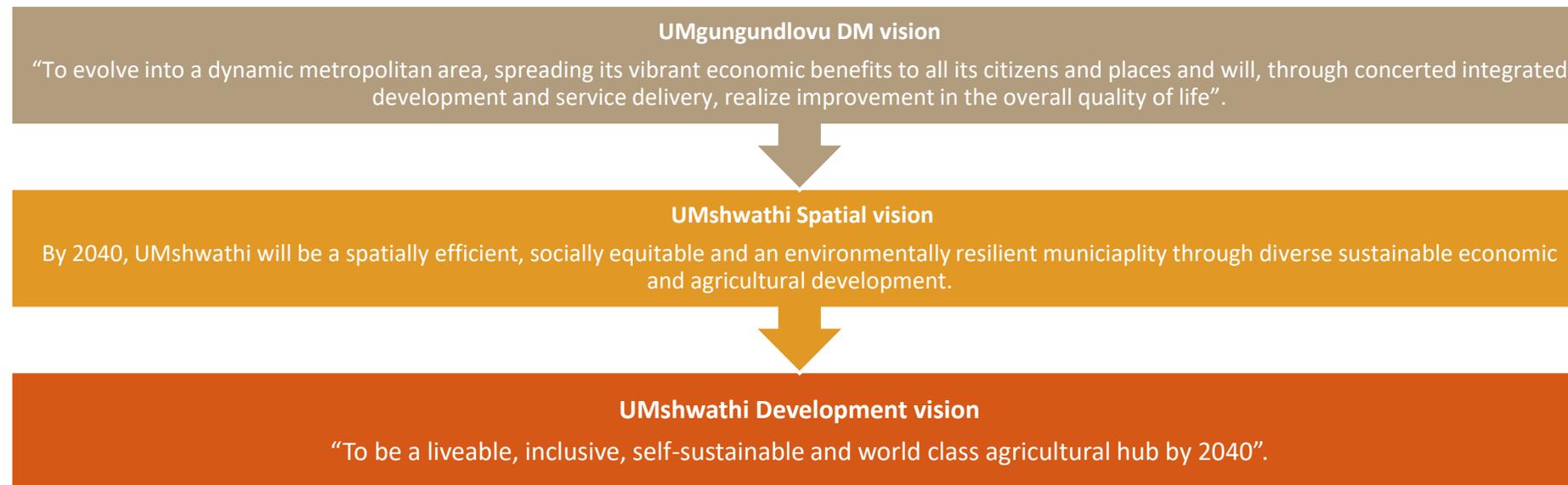
8.14 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT CHALLENGES

Table 102: Financial Viability and Management Challenges

KEY PERFORMANCE AREA	KEY CHALLENGES	INTERVENTIONS
Municipal Financial Viability & Management	Lack of funding/ revenue collection	<ul style="list-style-type: none"> ▪ 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. MUNICIPAL VISION, GOALS AND OBJECTIVES

Figure 30: 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 103: Objectives, Strategies and Key Performance Indicators 2022/23

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR
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 maintain Municipal infrastructure	Facilitate access to basic electricity services.	BSD 1.1.1	Construction of electricity infrastructure.	No. of households with electricity infrastructure constructed
				Provide Free Basic Electricity to Indigent Households	BSD 1.2.1	Provide free basic electricity to all qualifying beneficiaries	% of beneficiaries getting free basic electricity
					BSD 1.2.2		The % of households earning less than R1100 per month with access to free basic services; electricity

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR
					BSD 1.2.3	Provide relief on consolidated municipal account to community due effects of Covid Pandemic	% of applications approved
					BSD 1.2.4	Review and update Indigent Register	Review date of Indigent Register.
				Provide access to community facilities.	BSD 1.3.1	Construction/Upgrade of Community halls & Community Facilities	No. of community facilities constructed
					BSD 1.3.2		No. of community facilities constructed
					BSD 1.3.3		Completion date of phase 2 of socolile hall
				Provide access to roads and storm water	BSD 1.5.1	Construction/ upgrade of gravel roads	No. of kms of gravel road constructed.
					BSD 1.5.2		% completion of Shiyabazali road
					BSD 1.5.5		% completion of D239 road
					BSD 1.5.6		% completion of L714 road
					BSD 1.5.7	Storm water drains and channels maintenance	No. of kms of storm water drains and channels maintained
					BSD 1.5.8	Pedestrian walkways maintenance	No. of kms of Pedestrian walkways maintained
					BSD 1.5.9	Gravel Road maintenance	No. of kilometers of gravel road maintained
				Plan, implement and monitor infrastructure projects and Facilitate the access to basic housing	BSD 1.6.1	Reporting on the planning, implementation and monitoring of Infrastructure Development Maintenance & Human Settlement	No. of reports submitted to EXCO & Council on Infrastructure Development Maintenance & Human Settlement
				Provide Indigent burial support and maintain cemeteries	BSD 1.7.1	Implementation of Indigent Burial policy	% of approved indigent burial applications
				Improve emancipation of youth development through economic participation, sport development and	BSD 2.1.1	Review of Youth Development Strategy	Approval date of reviewed of Youth Strategy
					BSD 2.1.2	Provide tertiary registration fee support to	% of youth supported with registration fee.

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR
				promotion of cultural activities		qualifng youth. Three per ward, 42 in total	
					BSD 2.1.3	Coordinate 1 Business plan writing workshop for youth.	No. workshop coordinated
					BSD 2.1.4	Coordinate 1 Youth dialog	No. of Youth dialog
					BSD 2.1.5	Coordinate 1 career expo for youth.	No. of Career expo coordinated
				Empowerment of women , children HIV positive , youth and elderly through skills development programmes and addressing social and structural drivers to HIV/AIDS	BSD 2.1.4	Promote Cultural development & Heritage	No. of cultural development and heritage projects coordinated.
					BSD 2.2.1	Addressing Social Ills against Vulnerable Groups	No. of projects implemented addressing social ill.
					BSD 2.2.2	Empowerment of people with disabilities , women and senior citizens	No. of programmes coordinated for people living with disabilities
					BSD 2.2.3	Improve healthy lifestyle for Elderly	No. of support activities provided to senior citizens
				Coordination of ward based structures , in addressing poverty related issues	BSD 2.2.4	Promote recreational activities for children	No. of projects coordinated for children
					BSD 2.3.1	Addressing social & structural drivers to HAST	No. of covid-19 awareness conducted
					BSD 2.3.2	Coordination of Structural meetings (LAC	No. of LAC meetings coordinated
				Development and Implementation of plan of action to reduce road accident and ensure the safety of all road users	BSD 3.1.1	Conduct Joint law enforcement	No. of law enforcement initiatives coordinated
				Provide waste and refuse removal services to the residents of uMshwathi	BSD 4.1.1	Refuse removal	The % of households with access to basic level of solid waste removal ;
							No. of Skips provided ongoing.
							Verification date and % of farm dwellers provided

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR
							with refuse removal service
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
					MID&T 1.1.2	Strengthen the Human Resources Administrative processes (capacity building)	Date of conducting workshop
					MID&T 1.1.3		Date of conducting workshop
					MID&T 1.1.4	Filling of vacant posts	% of posts filled
					MID&T 1.1.5	Development and Implementation of WSP	The % of the municipality's budget actually spent on implementing its workplace skills plan
							No. of training programmes to be implemented for staff
					MID&T 1.1.6	Development, approval and submission 2022/2023 WSP	Submission date of approved 2022/23 WSP to LGSETA
					MID&T 1.1.7	Maintenance of bursaries both internal & external	% of existing internal & external bursaries maintained
					MID&T 1.1.8	Awarding of new internal & external bursaries	No. of new bursaries awarded internally & externally
					MID&T 1.1.9	Coordinate work study to ensure the best use of human and material resources	Date of coordinating working study
					MID&T 1.1.10	Review & Adoption of the Organisational Structure	Adoption date of revised organisational structure for 2022/23
						Provide sufficient secretariat, records, security, fleet and facilities management	MID&T 1.2.1
	Provide legal support and compliance to	MID&T 1.3.1	Provision of legal support	% of litigations received and attended to.			

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR
				legislation and collective agreement			
				Implement an effective Performance Management System	MID&T 1.4.1	Review PMS Framework in line with Chapter 6 of MSA	Approval date of reviewed PMS Framework
					MID&T 1.4.2	Ensure performance agreements for S57 are signed by target date.	No. of performance agreements concluded and signed for 2021/22 by all G M & MM.
					MID&T 1.4.3	Submit Annual Performance report to AG for auditing.	Submission date of 2020/21 Annual Performance Report to AG.
					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
					MID&T 1.4.5	Annual Performance Evaluation of MM and Managers directly accountable to the MM	Date of conducting Annual Performance Evaluations.
					MID&T 1.4.6	Drafting and adoption of Annual Report	Approval date of 2020/21 Annual Report
					MID&T 1.4.7	Submit reports on progress made in the implementation of IPMS	No.of reports on progress made in the implementation of IPMS to EXCO & Council
					Ensure the availability, stability, security and integrity of ICT services	MID&T 1.5.1	Monitoring of ICT controls & asset management
				Implement the Employment Equity Plan of the municipality	MID&T 1.6.1	Implementation & Monitoring of Employment Equity Plan	Submission date of the EE2/4 report to DOL
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 the municipality's Revenue Enhancement Strategy	Adoption date of the reviewed strategy
					MFV&M 1.1.2	Achieve 90% Collection Rate	% Collection Rate

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR
					MFV&M 1.1.3	Achieve 5% Collection Arrear debt	% Collection rate of Arrear debt
				Avoid incurring Irregular, Unauthorized, Fruitless and wasteful expenditure	General Indicator/ MFV&M 1.2.1	Financial viability of the municipality expressed as follows: A=B-C.D“A” represents debt coverage “B” represents total operating revenue received “C” represents operating grants “D” represents debt service payments(i.e. interest +redemption) due within the financial year	Financial viability in terms of outstanding service debtors to revenue Financial viability in terms of operating grants (Grant dependency) Financial viability in terms of cost coverage
					MFV&M 1.2.2	Submit 100% of S71 Monthly Reports to be Treasury. Submit Quarterly Reports to Council & post on website	No. of finance reports submitted to Council & post on the website
					MFV&M 1.2.3	Submit Section 72 reports to EXCO and Council	No. of Section 72 reports submitted to EXCO & Council
					Have a realistic budget in place and report regularly on progress	MFV&M 1.3.1	Development, approval of Budget Process Plan: Development & adoption of final budget
				MFV&M 1.3.2		Review Budget Related Policies	Adoption date of reviewed Budget related policies.
				General Indicator		Efficient and economical spending on MIG Grant funding	The % of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of IDP
				Implement all the requirements the SCM policy	MFV&M 1.4.1	Review SCM Policy	Adoption date of reviewed SCM policy
					MFV&M 1.4.2	Submit SCM reports to Council (Deviations)	No. of SCM reports submitted to council
					MFV&M 1.4.3	Develop & submit Annual Procurement Plan	Development & submission date of Procurement plan

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR
					MFV& M 1.4.4	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.
LOCAL ECONOMIC DEVELOPMENT	IMPROVED THE QUALITY OF LIFE OF OUR CITIZENS	PILLAR 2: BASIC SERVICE DELIVERY	Promote & Support the Local Economy	Poverty alleviation	LED 1.3.1/General Indicator	Job opportunity creation	The no. of jobs created through municipality's local economic development initiatives including capital projects (including EPWP)
					LED 1.3.2	Support household with input/equipment to alleviate poverty & recover from Covid-19 impact	No. of households supported to alleviate poverty & recover from covid 19.
				Promotion SMMEs and Cooperatives' development	LED.1.4.1	Small contractor development in Level 1	No. of small contractors developed
				Increased investment and retention of businesses in uMshwathi	LED.1.5.1	Review LED Strategy	Adoption date of reviewed LED Strategy
					LED 1.5.2	Facilitate Social empowerment requests recieved in each quarter	% spent of social empowerment project facilitated.
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 IGR Structures (MM's) meetings attended.
					GG & PP 1.1.2	Coordination of OPERATION SUKUMA SAKHE	No. of LTT Meetings coordinated & reports submitted
					GG & PP 1.1.3	MANAGEMENT OF COMMUNITY SERVICE CENTRE (THUSONG)	No. of Operation MBO organized with Service Providers
					GG & PP 1.1.4	Coordinate Budget/IDP Mayoral Imbizo	No. of reports submitted to EXCO & Council
				Ensure institutional integrity	GG & PP 1.2.1	Ensure the effective functioning of internal audit and risk management unit	Approval date of Internal Audit Plan
					GG & PP 1.2.2		Review date of Risk profile/ Register

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR
					GG & PP 1.2.3		No. of Risk Management & Fraud Prevention Committee meetings coordinated.
					GG & PP 1.2.4		No. of Audit Committee meetings coordinated
					GG & PP 1.2.5	Improve on Audit Opinion	Type of opinion
					GG & PP 1.2.6	Embark on a process to review and revamp municipal logo and municipal colour scheme	Approval date of reviewed logo
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 Ensure effective Land use management system and land administration to give effect to development and enhance revenue	CCI 3.1.1	Develop and implement a credible IDP	Adoption date of developed IDP
					CCI 3.2.1	Coordinate the development of Dalton & New Hanover Local Area Plan in line with the Spatial Development Framework Plan	Adoption date of LAP
					CCI 3.2.2	Completion of phase 3 and maintenance of GIS and cadastral set for Land Audit for the municipality	Completion date of phase 3 land audit
					CCI 3.2.3	Report on planning applications processed.	No. of report submitted to EXCO & Council

9.7 DO THE GOALS AND OBJECTIVES ADDRESS THE KEY CHALLENGES BY INDICATING THE LINKAGE IN THE STRATEGIC FRAMEWORK AND THE IMPLEMENTATION PLAN

uMshwathi Municipality's goals and objectives address the Key Challenges. The goals and objectives of the IDP do address the Key Challenges as outlined in Chapter One of this document. Whereas the revised KZN PGDS envision that by 2035 the Province of KwaZulu-Natal will be a prosperous province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway to Africa and the world.

9.8 GOALS AND OBJECTIVES ALIGNED WITH KZN PGDS

uMshwathi Municipality has its goals and objectives aligned to the KZN PGDS. Refer to 9.5 and 9.6 of the Chapter.

9.9 GOALS AND OBJECTIVES UNPACKED AS PER THE 6 KZN KPAS

Table 104: The goals and objectives of uMshwathi Municipality are unpacked as per the 6 KZN KPAs

KEY PERFORMANCE AREAS	UMSHWATHI MUNICIPALITY GOALS
Municipal Transformation & Institutionnel Development	Improved Administrative, Legal and Advisory Support
Basic Service Delivery and Infrastructure Development	Improved Quality of Life of Our Citizens
Good Governance & Public Participation	Strengthened Democracy
Financial Viability and Management	Sound Financial Management
Local Economic Development	Improved Quality of Life of Our Citizens
Cross-Cutting Interventions	Credible Integrated Development Plan

10. IMPLEMENTATION PLAN

Table 105: Three-year implementation plan

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2021/22 YEAR TARGET	2022/23 YEAR TARGET	2023/24 YEAR TARGET
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 maintain Municipal infrastructure	Facilitate access to basic electricity services.	BSD 1.1.1	Construction of electricity infrastructure.	No. of households with electricity infrastructure constructed	Construct electricity infrastructure for 500 households (uMshwathi Ridge)	Construct electricity infrastructure for 600 households (uMshwathi Ridge)	Construct electricity infrastructure for 700 households (uMshwathi Ridge)
				Provide Free Basic Electricity to Indigent Households	BSD 1.2.1	Provide free basic electricity to all qualifying beneficiaries	% of beneficiaries getting free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity
					BSD 1.2.2		The % of households earning less than R1100 per month with access to free basic services; electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity
					BSD 1.2.3	Provide relief on consolidated municipal account to community due effects of Covid Pandemic	% of applications approved	Provide relief to at least 60% of applications for relief due to Covid Pandemic	Provide relief to at least 60% of applications for relief on consolidated account	Provide relief to at least 60% of applications for relief on consolidated account
				BSD 1.2.4	Review and update Indigent Register	Review date of Indigent Register.	Review and update Indigent Register by 30 June 2022	Review and update Indigent Register by 30 June 2023	Review and update Indigent Register by 30 June 2024	
				BSD 1.3.1	Construction/Upgrade of Community	No. of community	Construct 2 Community	Nil	Construct 1 Community	

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2021/22 YEAR TARGET	2022/23 YEAR TARGET	2023/24 YEAR TARGET
				Provide access to community facilities.		halls & Community Facilities	facilities constructed (Skills centres	Facilities (Skills center in ward 1 & 7		Facility skills center in ward 12
					BSD 1.3.2		No. of community facilities constructed (halls)	Complete construction of phase 2 of Socolile community hall by 30 June 2022 (Councilor's office, Kitchen for the Hall and Boardroom)	Construct 2 halls (in wards 4 & 12)	Upgrading of Siquhmeni Hall in ward 8
				Provide access to sporting facilities.	BSD 1.4.1	Construction/Upgrading of sport fields	No. of sporting facilities upgraded	Nil	Construction of 1 sportfield (Ireland in ward 5)	Construction of 2 sportfields (Makeni in ward 3 and Sigxadini)
				Provide access to roads and storm water	BSD 1.5.1	Construction of tar roads	No. of kms of tar road constructed.	Construction of 5kms of tar roads (1km Doboti, 2kms D239 & 2kms L714	Construction of 5kms of tar roads	Construction of 3 kms of tar roads
					BSD 1.5.2	Storm water drains and channels maintenance	No. of kms of storm water drains and channels maintained	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 1.5.3	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)

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2021/22 YEAR TARGET	2022/23 YEAR TARGET	2023/24 YEAR TARGET
					BSD 1.5.4	Gravel Road maintenance	No. of kilometers of gravel road maintained	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
				Plan, implement and monitor infrastructure projects and Facilitate the access to basic housing	BSD 1.6.1	Reporting on the planning, implementation and monitoring of Infrastructure Development Maintenance & Human Settlement	No. of reports submitted to EXCO & Council on Infrastructure Development Maintenance & Human Settlement	Submit 4 reports on Infrastructure Development Maintenance & Human Settlement to EXCO & Council	Submit 4 reports on Infrastructure Development Maintenance & Human Settlement to EXCO & Council	Submit 4 reports on Infrastructure Development Maintenance & Human Settlement to EXCO & Council
				Provide Indigent burial support and maintain cemeteries	BSD 1.7.1	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
				Improve emancipation of youth development through economic participation, sport development and promotion of cultural activities	BSD 2.1.1	Review of Youth Development Strategy	Approval date of reviewed of Youth Strategy	Reviewal & adoption of Youth strategy by 30 March 2022	Nil	Nil
			BSD 2.1.2		Provide tertiary registration fee support to qualifng youth. Three per ward, 42 in total	% of youth supported with registration fee.	Provide 90% registration support from 42 requests received by 30 March 2022.	Provide 90% registration support from 42 requests received by 30 March 2023.	Provide 90% registration support from 42 requests received by 30 March 2024.	
			BSD 2.1.3		Coordinate 1 Business plan writing workshop for youth.	No. workshop coordinated	Coordinate 1 Business plan writing workshop	Coordinate 1 Business plan writing workshop	Coordinate 1 Business plan writing workshop	

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2021/22 YEAR TARGET	2022/23 YEAR TARGET	2023/24 YEAR TARGET
					BSD 2.1.4	Coordinate 1 Youth dialog	No. of Youth dialog	Coordinate 1 Youth dialog	Coordinate 1 youth discussion Forum	Coordinate 1 youth discussion Forum
					BSD 2.1.5	Coordinate 1 career expo for youth.	No. of Career expo coordinated	Coordinate 1 career expo for youth.	Coordinate 1 career expo for youth.	Coordinate 1 career expo for youth.
					BSD 2.1.4	Promote Cultural development & Heritage	No. of cultural development and heritage projects coordinated.	Coordinate/Support 3 cultural development projects.	Coordinate/Support 4 cultural development projects.	Coordinate/Support 5 cultural development projects.
				Empowerment of women, children HIV positive , youth and elderly through skills development programmes and addressing social and structural drivers to HIV/AIDS	BSD 2.2.1	Addressing Social Ills against Vulnerable Groups	No. of projects implemented addressing social ill.	Support 2 co-operatives from vulnerable groups to address social ill.	Support 3 co-operatives from vulnerable groups to address social ill.	Support 4 co-operatives from vulnerable groups to address social ill.
					BSD 2.2.2	Empowerment of people with disabilities, women and senior citizens	No. of programmes coordinated for people living with disabilities	Coordinate 2 programmes for people with disabilities.	Coordinate 3 programmes for people with disabilities.	Coordinate 4 programmes for people with disabilities.
					BSD 2.2.3	Improve healthy lifestyle for Elderly	No. of support activities provided to senior citizens	Provide 3 support activities to senior citizens	Provide 4 support activities to senior citizens	Provide 5 support activities to senior citizens
					BSD 2.2.4	Promote recreational activities for children	No. of projects coordinated for children	Coordinate 3 recreational activities for Children	Coordinate 4 recreational activities for Children	Coordinate 5 recreational activities for Children
				Coordination of ward based structures , in	BSD 2.3.1	Addressing social & structural drivers to HAST	No. of covid-19 awareness conducted	Coordinate 2 HIV/AIDS/ Covid-19 Awareness	Coordinate 3 HIV/AIDS/ Covid-19 Awareness	Coordinate 4 HIV/AIDS/ Covid-19 Awareness

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2021/22 YEAR TARGET	2022/23 YEAR TARGET	2023/24 YEAR TARGET
				addressing poverty related issues				campaigns to community.	campaigns to community.	campaigns to community.
					BSD 2.3.2	Coordination of Structural meetings (LAC	No. of LAC meetings coordinated	Coordinate 4 LAC meetings	Coordinate 4 LAC meetings	Coordinate 4 LAC meetings
				Development and Implementation of plan of action to reduce road accident and ensure the safety of all road users	BSD 3.1.1	Conduct Joint law enforcement	No. of law enforcement initiatives coordinated	Conduct 4 joint law enforcement initiatives with SAPS and submit reports to EXCO & Council	Conduct 4 joint law enforcement initiatives with SAPS and submit reports to EXCO & Council	Conduct 4 joint law enforcement initiatives with SAPS and submit reports to EXCO & Council
				Provide waste and refuse removal services to the residents of uMshwathi	BSD 4.1.1	Refuse removal	The % of households with access to basic level of solid waste removal;	Service 100% of 1312 households.	Service 100% of 1312 households.	Service 100% of 1312 households.
			No. of Skips provided ongoing.				Provide 20 skips plus one cage ongoing, in Dalton, Cool Air, Wartburg and New Hanover, Appelsbosch Hospital, Swayimane (W8), Thokozani, Greengate	Provide 20 skips plus one cage ongoing, in Dalton, Cool Air, Wartburg and New Hanover, Appelsbosch Hospital, Swayimane (W8), Thokozani, Greengate	Provide 20 skips plus one cage ongoing, in Dalton, Cool Air, Wartburg and New Hanover, Appelsbosch Hospital, Swayimane (W8), Thokozani, Greengate	
			Verification date and % of farm dwellers				Identify & verify farm dwellers that qualifies for	Provide 100% refuse removal	Provide 100% refuse removal	

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2021/22 YEAR TARGET	2022/23 YEAR TARGET	2023/24 YEAR TARGET
							provided with refuse removal service	refuse removal service by 30 September 2021, Purchase , allocate skips by 30 June 2022	on farm dwellers	on farm dwellers
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND TRANSFORMATION	IMPROVED ADMINISTRATIVE, LEGAL AND ADVISORY SUPPORT	PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENTS 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 policies reviewed based on the analysis	Review 100% of HR, ICT Policies as per analysis conducted.	Review 100% of HR, ICT Policies as per analysis conducted.	Review 100% of HR, ICT Policies as per analysis conducted.
					MID&T 1.1.2	Strengthen the Human Resources Administrative processes (capacity building)	Date of conducting workshop	Conduct a workshop for all staff on the organisational culture by 30 June 2022	Nil	Nil
					MID&T 1.1.3		Date of conducting workshop	Conduct a workshop for all staff on the reviewed and adopted IPMS policy by 30 September 2021.	Nil	Nil
					MID&T 1.1.4	Filling of vacant posts	% of posts filled	Process 90% of requests to fill posts received.	Process 90% of requests to fill posts received.	Process 90% of requests to fill posts received.
					MID&T 1.1.5	Development and Implementation of WSP	The % 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

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2021/22 YEAR TARGET	2022/23 YEAR TARGET	2023/24 YEAR TARGET
							No. of training programmes to be implemented for staff	Implement 8 training programmes for staff by 30 June 2022. (1) Emotional Intelligence, (2) Office Cleaning , (3) National Cemeteries and Crematorium (4) Roads Maintenance, (5) Records Management, (6) Registry Management, (7) VIP training (UIF and Tax regulations), (8) Customer Care,	Implement 7 training programmes for staff by 30 June 2023.	Implement 8 training programmes for staff by 30 June 2024.
					MID&T 1.1.6	Development, approval and submission 2022/2023 WSP	Submission date of approved 2022/23 WSP to LGSETA	Approve and submit the 2022/23 WSP by 30 April 2022 to LGSETA.	Approve and submit the 2023/24 WSP by 30 April 2023 to LGSETA.	Approve and submit the 2024/25 WSP by 30 April 2024 to LGSETA.
					MID&T 1.1.7	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
					MID&T 1.1.8	Awarding of new internal & external bursaries	No. of new bursaries awarded internally & externally	Award 4 new bursaries.	Award 5 new bursaries.	Award 6 new bursaries.

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2021/22 YEAR TARGET	2022/23 YEAR TARGET	2023/24 YEAR TARGET
					MID&T 1.1.9	Coordinate work study to ensure the best use of human and material resources	Date of coordinating working study	Coordinate work study to ensure the best use of human and material resources by 30 June 2022	Nil	Nil
					MID&T 1.1.10	Review & Adoption of the Organisational Structure	Adoption date of reviewed organisational structure for 2022/23	Review & Adopt the organisational structure for 2022/23 by 30 June 2022	Review & Adopt the organisational structure for 2023/24 by 30 June 2023	Review & Adopt the organisational structure for 2024/25 by 30 June 2024
				Provide sufficient secretariat, records, security, fleet and facilities management	MID&T 1.2.1	Development & approval of calendar of meetings for 2021/22	Approval date of calendar of meetings	Calendar of meetings for Jan - June 2022 approved by 30 Dec. 2021: Calendar of meetings for July -Dec 2022 approved by 30 June 2022.	Calendar of meetings for Jan - June 2023 approved by 30 Dec. 2022: Calendar of meetings for July -Dec 2023 approved by 30 June 2022.	Calendar of meetings for Jan - June 2024 approved by 30 Dec. 2023: Calendar of meetings for July -Dec 2024 approved by 30 June 2023.
				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.
				Implement an effective Performance Management System	MID&T 1.4.1	Review PMS Framework in line with Chapter 6 of MSA	Approval date of reviewed PMS Framework	Adoption of the reviewed PMS Framework by 30 June 2022	Adoption of the reviewed PMS Framework by 30 June 2023	Adoption of the reviewed PMS Framework by 30 June 2024
					MID&T 1.4.2	Ensure performance	No. of performance	Submit 5 signed Performance	Submit 5 signed Performance	Submit 5 signed Performance

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2021/22 YEAR TARGET	2022/23 YEAR TARGET	2023/24 YEAR TARGET
						agreements for S57 are signed by target date.	agreements concluded and signed for 2021/22 by all G M & MM.	agreements submitted to the MEC by 31 July 2021	agreements submitted to the MEC by 31 July 2022	agreements submitted to the MEC by 31 July 2023
					MID&T 1.4.3	Submit Annual Performance report to AG for auditing.	Submission date of 2020/21 Annual Performance Report to AG.	Submit 2020/ 21 Annual Performance Report by 31 August 2021 to AG for auditing	Submit 2021/ 22 Annual Performance Report by 31 August 2022 to AG for auditing	Submit 2022/ 23 Annual Performance Report by 31 August 2023 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
					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 2020/21 Financial year by 30 March 2022	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
					MID&T 1.4.6	Drafting and adoption of Annual Report	Approval date of 2020/21 Annual Report	2020/21 Annual Report approved by 31 March 2022- MFMA 121(1)	2021/22 Annual Report approved by 31 March 2023- MFMA 121(1)	2022/23 Annual Report approved by 31 March 2024- MFMA 121(1)
					MID&T 1.4.7	Submit reports on progress made in the implementation of IPMS	No.of reports on progress made in the implementation	Submit 4 reports on progress made in the implementation	Submit 4 reports on progress made in the implementation	Submit 4 reports on progress made in the implementation

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2021/22 YEAR TARGET	2022/23 YEAR TARGET	2023/24 YEAR TARGET
							of IPMS to EXCO & Council	of IPMS to EXCO & Council	of IPMS to EXCO & Council	of IPMS to EXCO & Council
				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
				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 2022	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
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 the municipality's Revenue Enhancement Strategy	Adoption date of the reviewed strategy	Review the municipality's Revenue Enhancement Strategy by 31 March 2022 and develop an implementation plan	Review the municipality's Revenue Enhancement Strategy by 31 March 2023 and develop an implementation plan	Review the municipality's Revenue Enhancement Strategy by 31 March 2024 and develop an implementation plan
					MFV&M 1.1.2	Maintain collection rate of 90%	% Collection Rate maintained	Maintain collection rate of 90%	Maintain collection rate of 90%	Maintain collection rate of 90%
					MFV&M 1.1.3	Achieve 5% Collection Arrear debt	% Collection rate of Arrear debt	Achieve 5% collection rate of Arrear debt	Achieve 5% collection rate of Arrear debt	Achieve 5% collection rate of Arrear debt
				Avoid incurring Irregular, Unauthorized, Fruitless and	General Indicator/ MFV&M 1.2.1	Financial viability of the municipality expressed as follows: A=B-C.D“A” represents	Financial viability in terms of outstanding service debtors to revenue	1:01	1:01	1:01

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2021/22 YEAR TARGET	2022/23 YEAR TARGET	2023/24 YEAR TARGET
				wasteful expenditure		debt coverage "B" represents total operating revenue received -"C" represents operating grants "D" represents debt service payments(i.e. .interest +redemption) due within the financial year	Financial viability in terms of operating grants (Grant dependency)	60%	60%	60%
							Financial viability in terms of cost coverage	3:01	3:01	3:01
					MFV&M 1.2.2	Submit 100% of S71 Monthly Reports to be Treasury. Submit Quarterly Reports to Council & post on website	No. of finance 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
					MFV&M 1.2.3	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
				Have a realistic budget in place and report regularly on progress	MFV&M 1.3.1	Development, approval of Budget Process Plan: Development & adoption of final budget	Approval date of developed Budget Process Plan & adoption of final budget	Approve Budget Process Plan by 31 of August 2021 and adoption of next financial year budget by 31 May 2022	Approve Budget Process Plan by 31 of August 2022 and adoption of next financial year budget by 31 May 2023	Approve Budget Process Plan by 31 of August 2023 and adoption of next financial year budget by 31 May 2024
					MFV&M 1.3.2	Review Budget Related Policies	Adoption date of reviewed Budget related policies.	Adoption of the reviewed Budget Policies (Budget, credit control, cash	Adoption of the reviewed Budget Policies (Budget, credit control, cash	Adoption of the reviewed Budget Policies (Budget, credit control, cash

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2021/22 YEAR TARGET	2022/23 YEAR TARGET	2023/24 YEAR TARGET
								management, investment & virement) by 31 May annually	management, investment & virement) by 31 May annually	management, investment & virement) by 31 May annually
					General Indicator	Efficient and economical spending on MIG Grant funding	The % 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
				Implement all the requirements the SCM policy	MFV&M 1.4.1	Review SCM Policy	Adoption date of reviewed SCM policy	Adoption of the reviewed SCM Policy by 30 June annually	Adoption of the reviewed SCM Policy by 30 June annually	Adoption of the reviewed SCM Policy by 30 June annually
					MFV&M 1.4.2	Submit SCM reports to Council (Deviations)	No. of SCM 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
					MFV&M 1.4.3	Develop & submit Annual Procurement Plan	Development & submission date of Procurement plan	Develop & submit 2022/23 Annual Procurement Plan to Provincial Treasury by 30 June 2022	Develop & submit 2023/24 Annual Procurement Plan to Provincial Treasury by 30 June 2023	Develop & submit 2024/24 Annual Procurement Plan to Provincial Treasury by 30 June 2024
					MFV&M 1.4.4	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 4 reports on assets acquired and those identified for disposal to	Submit 4 reports on assets acquired and those identified for disposal to	Submit 4 reports on assets acquired and those identified for disposal to

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2021/22 YEAR TARGET	2022/23 YEAR TARGET	2023/24 YEAR TARGET
								EXCO and Council	EXCO and Council	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 1.3.1 /General Indicator	Job opportunity creation	The 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)
					LED 1.3.2	Support household with input/equipment to alleviate poverty & recover from Covid -19 impact	No. of households supported to alleviate poverty & recover from covid 19.	Support 42 households with inputs /Equipment to alleviate poverty & recover from Covid -19 impact by 30 June 2022	Nil	Nil
				Promotion SMMEs and Cooperatives' development	LED.1.4.1	Small contractor development in Level 1	No. of small contractors developed	Development of 28 Small contractors in Level 1	Development of 28 Small contractors in Level 1	Development of 28 Small contractors in Level 1
				Increased investment and retention of businesses in uMshwathi	LED.1.5.1	Review LED Strategy	Adoption date of reviewed LED Strategy	Reviewal and adoption of the LED Strategy by 30 June 2022.	Nil	Nil
					LED 1.5.2	Facilitate Social empowerment requests received in each quarter	% spent of social empowerment project facilitated.	Facilitate 90% of Social empowerment requests received.	Facilitate 90% of Social empowerment requests received.	Facilitate 90% of Social empowerment requests received.

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2021/22 YEAR TARGET	2022/23 YEAR TARGET	2023/24 YEAR TARGET
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 IGR Structures (MM's) meetings attended.	MM to attend (MM's) 4 IGR Structures meetings.	MM to attend (MM's) 4 IGR Structures meetings.	MM to attend (MM's) 4 IGR Structures meetings.
					GG & PP 1.1.2	Coordination of OPERATION SUKUMA SAKHE	No. of LTT Meetings coordinated & reports submitted	Coordinate 4 LTT Meetings and submit reports to EXCO & council.	Coordinate 4 LTT Meetings and submit reports to EXCO & council.	Coordinate 4 LTT Meetings and submit reports to EXCO & council.
							No. of Operation MBO organized with Service Providers	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
					GG & PP 1.1.4	Coordinate Budget/IDP Mayoral Imbizo	Coordinating date IDP/Budget Imbizo .	Coordinate Mayoral Budget/IDP Imbizo by 30 April 2022	Coordinate 1 Mayoral Budget/IDP Imbizo by 30 April 2023	Coordinate Mayoral Budget/IDP Imbizo by 30 April 2024
				Ensure institutional integrity	GG & PP 1.2.1	Ensure the effective functioning of internal audit and risk management unit	Approval date of Internal Audit Plan	Approval of Audit Plan by Audit Committee by 30 September 2021.	Approval of Audit Plan by Audit Committee by 30 July 2022.	Approval of Audit Plan by Audit Committee by 30 July 2023.
							GG & PP 1.2.2	Review date of Risk profile/ Register	Review Risk profile/ Register by 30 June 2022	Review Risk profile/ Register by 30 June 2023

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2021/22 YEAR TARGET	2022/23 YEAR TARGET	2023/24 YEAR TARGET
					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.
					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.
					GG & PP 1.2.5	Improve on Audit Opinion	Type of opinion	Strive to Improve Audit opinion from Unqualified with matters to Unqualified without matters.	Maintain Audit opinion from Unqualified to with matters to Unqualified without matters.	Maintain Audit opinion from Unqualified to with matters to Unqualified without matters.
					GG & PP 1.2.6	Embark on a process to review and revamp municipal logo and municipal colour scheme	Approval date of reviewed logo	New municipal Corporate identity Approved by Council by 30 June 2022 (logo and Colour Scheme).	Nil	Nil
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 3.1.1	Develop and implement a credible IDP	Adoption date of developed IDP	Coordinate the development and adoption of 2022- 27 IDP by 30 June 2022.	Coordinate the review and adoption of 2023/24 IDP by 30 June 2023.	Coordinate the review and adoption of 2024/25 IDP by 30 June 2024.
				Ensure effective Land use	CCI 3.2.1	Coordinate the development of Dalton & New	Adoption date of LAP	Coordinate development & adoption of	Nil	Nil

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2021/22 YEAR TARGET	2022/23 YEAR TARGET	2023/24 YEAR TARGET
				management system and land administration to give effect to development and enhance revenue		Hanover Local Area Plan in line with the Spatial Development Framework Plan		Dalton, New Hanover LAP by 30 June 2022.		
				management system and land administration to give effect to development and enhance revenue	CCI 3.2.2	Completion of phase 3 and maintenance of GIS and cadastral set for Land Audit for the municipality	Completion date of phase 3 land audit	Completion of phase 3 of Land Audit by 30 June 2022.	Nil	Nil
				management system and land administration to give effect to development and enhance revenue	CCI 3.2.3	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

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 106: 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
	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

Executive Summary		Budget 2022/23	Budget 2023/24	Budget 2024/25
	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 107: 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

FINANCIAL STRATEGIES	ACTION REQUIRED
	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
Credit control & debt collection	Review overtime policy
	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
Billing	Appoint attorneys to take the debt collection process one step further
	Undertake an audit of consumers postal addresses and update database

11.4 CAPITAL PROJECTS (SECTOR DEPARTMENTS) 2022/2023

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. 5 YEAR OPERATIONAL PLAN 2022 - 2027

Table 108: 5 Year Operational Plans 2022 - 2027

5 YEAR OPERATIONAL PLAN													
KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF / CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	2022/23 YEAR TARGET	2023/24 TARGET	2024/25 TARGET	2025/26 TARGET	2026/27 TARGET	RESPONSIBLE DEPARTMENT
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	Facilitate access to basic electricity services.	BSD 1.1.1	Construction of electricity infrastructure.	No. of households with electricity infrastructure constructed	Construction of electricity infrastructure for 100 households at uMshwathi Ridge Housing Phase 2 and 620 infills in all wards	Construction of electricity infrastructure for 500 households at uMshwathi Ridge	Construction of 500 household infill around uMshwathi	Construction of electricity infrastructure for 500 households at uMshwathi Ridge	Construction of electricity infrastructure for 500 households at Cool Air	TECHNICAL SERVICES

			and maintain Municipal infrastructure					NIL	Construction of 2 high mast lights in wards 2 & 14	NIL	NIL	NIL	
			Provide Free Basic Electricity to Indigent Households	BSD 1.2.1	Provide free basic electricity to all qualifying beneficiaries	% of beneficiaries getting free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	FINANCE
				BSD 1.2.2		% of households earning less than R1100 per month with access to free basic	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity		

						services; electricity							
				BSD 1.2.4	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 1.3.1 Construction/Upgrade of Community halls & Community Facilities	No. of Community facilities constructed /	Complete construction of Thokoza ni Skills Centre in Ward 1 by 30	Construction of 1 Skills centre (Efaye/ Library)	NIL	NIL	NIL	TECHNICAL SERVICES	

						upgraded.	March 2023						
								Construct 1 Community Facility skills center in ward 7 by 30 March 2023	Construction of Skills centre in ward 7	NIL	NIL	Construction Mbhava Skills centre in ward 6	
								Extension of Thusong center	Construction of Childcare centre in ward 11 & Asamuk ele creche in ward 13	Construction of egazini creche in ward 8	NIL	Construction of bus shelter in ward 11	
								NIL	Construction of Nkululek	Extension of wartbur	Construction of Mbalenh	Construction of	

								o hall in ward 12	g taxi rank	le hall ward 4	Sigqume ni hall	
							No. of Sports fields constructed / upgraded	Construc tion of 1 sport filed (Makeni) by 30 June 2023	Construc tion of 1 Sportfiel d (Ireland)	Upgradi ng of Ireland Sportfile d	Construc tion of Mtulwa Sportfiel d	Construc tion of grandsta nd of Cool Air regional sportfiel d
								NIL	Construc tion of 1 outdoor Gym	Construc tion of 4 sportfiel ds (umtulwa , estezi, ntinda- nyanden i & appelsbo sch)	NIL	NIL

				Provide access to roads and storm water	BSD 1.5.1	Construction/upgrade of gravel roads to tar	No. of kms of road tarred .	Tarring of 1km Shiyabaz ali roads phase 3 in Ward 2 by 30 June 2023	Tarring of 1.5km L1839 in ward 6, Doboti 1km in ward 4, L2504 1km (Nazo Road) in ward 8, Upper Highway 1.5km in ward 9 & tarring 1.5km L715 in ward 10	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 1.5.4	Storm water drains and channels maintenance	No. of 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	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	

				Plan, implement and monitor infrastructure projects and	BSD 1.6.1	Reporting on potholes patching & on Vumbuka /illegal building issues	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 1.7.1	Implementation of Indigent Burial policy	% of approved indigent burial applications	Approve 90% of indigent burial applications received	COMMUNITY SERVICES				

				Facilitate the access to basic housing	BSD 1.8.1	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	
				Improve emancipation of youth development through economic	BSD 2.1.1	Review & adoption of Youth Development Strategy & Policy	Adoption date of the reviewed Youth Strategy & Policy	Review & adoption of reviewed Youth Development strategy by 30 June 2023	Review & adoption of reviewed Youth Development strategy by 30 June 2024	Review & adoption of reviewed Youth Development strategy by 30 June 2025	Review & adoption of reviewed Youth Development strategy by 30 June 2026	Review & adoption of reviewed Youth Development strategy by 30 June 2027	MM'S OFFICE

				participation, sport development and promotion of cultural activities	BSD 2.1. 2	Support youth to obtain EB drivers license code or above	No. of youth supported to obtain EB license code.	Support 28 youth to obtain drivers license	Provide youth with entrepreneurship development training programs	Provide internship programme for local with tertiary qualifications	Provide small business start up funding to youth lead businesses	Provide support for local artist\writer
					BSD 2.1. 3	Establishment of Youth Forum/Council	Establishment date of Youth forum /council.	Establishment of Youth Forum/Council by 30 September 2022	Establishment of Youth forum/Council	NIL	NIL	NIL
					BSD 2.1. 4	Provide tertiary registration fee support to qualifying youth.	%. of youth supported with registration fees.	Provide 90% support of tertiary registration fees for requests received	Provide 90% support of tertiary registration fees for requests received	Provide 90% support of tertiary registration fees for requests received	Provide 90% support of tertiary registration fees for requests received	Provide 90% support of tertiary registration fees for requests received

				Development and Implementation of 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	BSD 4.1.1	Refuse removal	% of households with access to basic level of solid	Service 100% of 1150 households.					

				residents of uMshwathi			waste removal;						
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	Recruit, develop, train and retain competent service delivery workforce	MI D&T 1.1.1	Conduct analysis and Review and HR/SG/IT Policies	% of police 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
					MI D&T 1.1.2	Development and Implementation of WSP	% of the municipality's budget actually spent on implementation	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	

			order for them to achieve their targets				ng its workplace skills plan						
							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 manage	Implement training programmes as identified and prioritised by management	Implement training programmes as identified and prioritised by management	Implement training programmes as identified and prioritised by management	Implement training programmes as identified and prioritised by management	

								ment, (5) Work etiquett e, (6) Business /Report writing, (7) Supervis ory skills, (8) Fire arm, (9) Cyber security, (10 Speed typing, (11) Brush cutting, (12) Advance d Driving.					
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					MI D& T 1.1. 3	Develop ment, approval and submissi on 2023/202 4 WSP	Date. of submi ssion appro ved 2023/ 24 WSP to LGSET A	Develop, approve and submit the 2023/24 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	
					MI D& T 1.1. 4	Maintena nce of bursaries both internal & external	% of existin g intern al & extern al bursar ies maint ained	Maintain 70% of existing internal and 50% of external bursarie s					
					MI D& T 1.1. 5	Awarding of new internal & external bursaries	No. of new bursar ies award ed	Award 4 new bursarie s.	Award 6 new bursarie s.	Award 8 new bursarie s.	Award 10 new bursarie s.	Award 12 new bursarie s.	

						internally & externally							
					MI D&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 2023/24 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	MI D&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 2023 approved by 30 Dec. 2022: Calendar	Calendar of meetings for Jan - June 2024 approved by 30 Dec. 2023: Calendar	Calendar of meetings for Jan - June 2025 approved by 30 Dec. 2024: Calendar	Calendar of meetings for Jan - June 2026 approved by 30 Dec. 2025: Calendar	Calendar of meetings for Jan - June 2027 approved by 30 Dec. 2026: Calendar	

				facilities management				of meetings for July -Dec 2023 approved by 30 June 2023.	of meetings for July -Dec 2024 approved by 30 June 2024.	of meetings for July -Dec 2025 approved by 30 June 2025.	of meetings for July -Dec 2026 approved by 30 June 2026.	of meetings for July -Dec 2027 approved by 30 June 2027.	
				Provide legal support and compliance to legislation and collective agreement	MI D&T 1.3.1	Provision of legal support	% of litigations received and attended to.	Attend to 100% of all litigations received	MM's Office				
				Implement an effective Performance	MI D&T 1.4.1	Review & adoption PMS Framework in line with	Adoption date of the reviewed	Review and Adoption of the PMS Framework					

				mance Manag ement Syste m	Chapter 6 of MSA	PMS Frame work	ork by 30 June 2023	ork by 30 June 2024	ork by 30 June 2025	ork by 30 June 2026	ork by 30 June 2027		
					MI D& T 1.4. 2	Ensure performa nce agreeme nts for S57 are signed by target date.	No. of perform ance agree ments conclu ded and signed by all G M & MM.	Submit 5 signed Perform ance agreeme nts submitte d to the MEC by 31 July 2022	Submit 5 signed Perform ance agreeme nts submitte d to the MEC by 31 July 2023	Submit 5 signed Perform ance agreeme nts submitte d to the MEC by 31 July 2024	Submit 5 signed Perform ance agreeme nts submitte d to the MEC by 31 July 2025	Submit 5 signed Perform ance agreeme nts submitte d to the MEC by 31 July 2026	
					MI D& T 1.4. 3	Submit Annual Performa nce report to AG for auditing.	Submi sion date of Annua l Perform ance Repor	Submit 2021/ 22 Annual Perform ance Report by 31 August 2022 to AG for auditing	Submit 2022/23 Annual Perform ance Report by 31 August 2023 to AG for auditing	Submit 2023/ 24 Annual Perform ance Report by 31 August 2024 to AG for auditing	Submit 2024/ 25 Annual Perform ance Report by 31 August 2025 to AG for auditing	Submit 2025/ 26 Annual Perform ance Report by 31 August 2026 to AG for auditing	

					Manager s directly accounta ble to the MM	Perfor manc e Evalu ations.	2021/22 Financial year by 30 March 2023	2022/23 Financial year by 30 March 2024	2023/24 Financial year by 30 March 2025	2024/25 Financial year by 30 March 2026	2025/26 Financial year by 30 March 2027	
				MI D& T 1.4. 6	Drafting and adoption of Annual Report	Adopt ion date of Annua l Repor t	2021/22 Annual Report adopted by 31 March 2023- MFMA 121(1)	2021/22 Annual Report adopted by 31 March 2024- MFMA 121(1)	2021/22 Annual Report adopted by 31 March 2025- MFMA 121(1)	2021/22 Annual Report adopted by 31 March 2026- MFMA 121(1)	2021/22 Annual Report adopted by 31 March 2027- MFMA 121(1)	
			Ensure the availa bility, stabilit y, securit y and integri ty of ICT service s	MI D& T 1.5. 1	Monitori ng of ICT controls & asset manage ment	No. of report s on ICT contr ols & asset mana geme nt submi tted to EXCO	Submit 2 reports on ICT controls & asset manage ment to EXCO & Council.					

							& Council						
				Implement the Employment Equity Plan of the municipality	MITD&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	Review & adoption of Revenue Enhancement Strategy and Implementation	Review & adoption of Revenue Enhancement Strategy and Implementation	Review & adoption of Revenue Enhancement Strategy and Implementation	Review & adoption of Revenue Enhancement Strategy and Implementation	FINANCE

						Plan by 30 March 2023	Plan by 30 March 2024	Plan by 30 March 2025	Plan by 30 March 2026	Plan by 30 March 2027			
					MF V& M 1.1. 2	Maintain 90% Collectio n Rate	%. Collec tion rate maint ained.	Maintain collectio n rate of 90%	Maintain collectio n rate of 90%	Maintain collectio n rate of 90%	Maintain collectio n rate of 90%		
					MF V& M 1.1. 3	Achieve 5% Collectio n on Arrear debt	%. Collec tion rate on Arrear debt	Achieve 5% collectio n rate on Arrear debt	Achieve 5% collectio n rate on Arrear debt	Achieve 5% collectio n rate on Arrear debt	Achieve 5% collectio n rate on Arrear debt		
					MF V& M 1.2. 1/ Sta nda rd	Financial viability of the municipal ity expresse d as follows:	Finan cial viabili ty in terms of outst andin	01:01	01:01	01:01	01:01	01:01	

					indicator	A=B-C.D“A” represents debt coverage “B” represents total operating revenue received - “C” represents operating grants “D” represents debt service payments (i.e. interest + redemption) due within the financial year	g service debtors to revenue							
							Financial viability in terms of operating grants (Grant dependency)	60%	60%	60%	60%	60%		
							Financial viability in terms of cost coverage	03:01	03:01	03:01	03:01	03:01		

					MF V& M 1.2. 2	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	
					MF V& M 1.2. 3	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	

				<p>Have a realistic budget in place and report regularly on progress</p>	<p>MF V&M 1.3.1</p>	<p>Development, approval of Budget Process Plan: Development & adoption of final budget</p>	<p>Approval date of developed Budget Process Plan & final budget</p>	<p>Development & approval of Budget Process Plan by 31 of August 2022 and adoption of next financial year budget by 31 May 2023</p>	<p>Development & approval of Budget Process Plan by 31 of August 2023 and adoption of next financial year budget by 31 May 2024</p>	<p>Development & approval of Budget Process Plan by 31 of August 2024 and adoption of next financial year budget by 31 May 2025</p>	<p>Development & approval of Budget Process Plan by 31 of August 2025 and adoption of next financial year budget by 31 May 2026</p>	<p>Development & approval of Budget Process Plan by 31 of August 2026 and adoption of next financial year budget by 31 May 2027</p>	
					<p>MF V&M 1.3.2</p>	<p>Review Budget Related Policies</p>	<p>Adoption date of reviewed Budget related</p>	<p>Review & adoption of the reviewed Budget Policies (Budget, credit control,</p>	<p>Review & adoption of the reviewed Budget Policies (Budget, credit control,</p>	<p>Review & adoption of the reviewed Budget Policies (Budget, credit control,</p>	<p>Review & adoption of the reviewed Budget Policies (Budget, credit control,</p>	<p>Review & adoption of the reviewed Budget Policies (Budget, credit control,</p>	

						polici es.	cash manage ment, investm ent & virement) by 31 May 2023	cash manage ment, investm ent & virement) by 31 May 2024	cash manage ment, investm ent & virement) by 31 May 2025	cash manage ment, investm ent & virement) by 31 May 2026	cash manage ment, investm ent & virement) by 31 May 2027			
						Gen eral Indi cat or	Efficient and economic al spending on MIG Grant funding	% of the munic ipality 's capita l budge t actual ly spent on capita l projec ts identif ied for a	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	

								Treasury by 30 June 2023	Treasury by 30 June 2024	Treasury by 30 June 2025	Treasury by 30 June 2026	Treasury by 30 June 2027	
					MF V& M 1.4. 4	Review assets to be disposed off, list assets acquired and submit report to EXCO & Council	No. of reports on acquir ed assets & those identif ied for dispos al.	Submit 2 reports on assets acquired and those identifie d for disposal to EXCO and Council					
LOCAL ECONO MIC DEVELO PMENT	IMPRO VED THE QUALIT Y OF LIFE OF OUR CITIZEN S	PILLAR 2: BASIC SERVI CE DELIV ERY	Promo te & Suppo rt the Local Econo my	Povert y allevia tion	LED 1.3. 1 /Ge ner al Indi cat or	Job opportu nity creation	No. of jobs create d throu gh munic ipality 's	Create 150 job opportu nities through capital projects and EPWP (

						local economic development initiatives including capital projects (including EPWP)	100 through EPWP and 50 through Capital projects = 150)	100 through EPWP and 50 through Capital projects = 150)	100 through EPWP and 50 through Capital projects = 150)	100 through EPWP and 50 through Capital projects = 150)	100 through EPWP and 50 through Capital projects = 150)	
					LED 1.3.2	Support household with input/equipment to alleviate poverty & recover from	No. of households supported to alleviate poverty & recover	Support 18 households with inputs /Equipment to alleviate poverty & recover	Support 18 households with inputs /Equipment to alleviate poverty & recover	Support 18 households with inputs /Equipment to alleviate poverty & recover	Support 18 households with inputs /Equipment to alleviate poverty & recover	Support 18 households with inputs /Equipment to alleviate poverty & recover

						Covid -19 impact	er from covid 19.	from Covid - 19 impact by 30 June 2023	from Covid - 19 impact by 30 June 2024	from Covid - 19 impact by 30 June 2025	from Covid - 19 impact by 30 June 2026	from Covid - 19 impact by 30 June 2027	
				Promotion SMMEs and Cooperatives development	LED .1.4 .1	Small contractor development in Level 1	No. of small contractors awarded	Development of 28 Small contract or in Level 1	Development of 28 Small contract or in Level 1	Development of 28 Small contract or in Level 1	Development of 28 Small contract or in Level 1	Development of 28 Small contract or in Level 1	
GOOD GOVERNANCE & PUBLIC PARTICIPATION	STRENGTHENED DEMOCRACY	PILLAR 3: GOOD GOVERNANCE	To instill the principles of good governance in all municipal	Promote Inter-governmental Relations (IGR) and public	GG & PP 1.1.1	Attend IGR and Public Participation meetings	No. of District Technical coordinating forum (DMM's) meeti	Attend 4 District Technical Co-ordinating (DDM's) Forum meetings	Attend 4 District Technical Co-ordinating (DDM's) Forum meetings	Attend 4 District Technical Co-ordinating (DDM's) Forum meetings	Attend 4 District Technical Co-ordinating (DDM's) Forum meetings	Attend 4 District Technical Co-ordinating (DDM's) Forum meetings	MM'S OFFICE

			operations and promote effective public participation .	participation		ngs attended							
					GG & PP 1.1. 2	Coordination of OPERATIONS ON SUKUMASAKHE	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					

					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	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	management unit	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	Coordinate 4 Audit Committee					

						coordinated	meetings.	meetings.	meetings.	meetings.	meetings.		
					GG & PP 1.2.5	Improve on Audit Opinion	Type of opinion	Strive to Improve Audit opinion from Qualified with matters to Unqualified without matters.	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	
					GG & P 1.2.6	Finalise the process of reviewing and approval of municipal logo and municipal	Approval date of reviewed logo	New municipal Corporate identity approved by Council by 30 June	NIL	NIL	NIL	NIL	

						colour scheme		2023 (logo and Colour Scheme)					
				Ensure a functional Ward committee structure	GG & PP 1.4.1	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 3.1.1	Development & adoption of credible IDP	Adopt ion date developed IDP	Coordinate the development and adoption of 2022-27 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

					CCI 3.1.2	Reviewed and adoption of Land use scheme of 14 wards	Adoption date of review & Land use scheme	Review and adoption of Land use scheme of 14 wards by 30 June 2023	NIL	NIL	NIL	NIL	
				Ensure effective Land use management system and land administration to give effect to development and	CCI 3.2.1	Coordinate the development of Dalton & New Hanover Local Area Plan in line with the Spatial Development Framework Plan	Date of Adoption LAP	Coordinate development & adoption of Dalton, New Hanover LAP by 30 June 2023.	Coordinate development & adoption of Wartburg LAP by 30 June 2024	Nil	Nil	Nil	

				enhance revenue									
					CCI 3.2.2	Reviewed and adoption of ward base plans of 14 wards	Date. of review & adoption of Ward base plans	Review and adoption of ward base plans of 14 ward by 30 June 2023	NIL	NIL	NIL	NIL	
					CCI 3.2.3	Completion of phase 3 and maintenance of GIS and cadastral set for Land	Completion & adoption date of phase 3 of	Completion & adoption of land audit phase 3 of by 30 March 2023.	Nil	Nil	Nil	Nil	

						Audit for the municipality	land audit								
					CCI 3.2.4	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	Submit 4 reports on Planning Applications received and processed to EXCO & Council		

12.12022/2023 ORGANIZATIONAL OPERATIONAL PLAN/SDBIP

Table 109: 2022/2023 Operational Plan/SDBIP

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF / CODE	PROJECT / PROGRAMME/ MEASUR	INDICATOR	2022/23 YEAR TARGET	Q 1 TARG ET	Q 2 TARG ET	Q 3 TARG ET	Q 4 TARG ET	POE REQUI RED	BUD GET	RESP ONSI BLE DEPA RTM ENT
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						ABLE OUTPUT									
BASIC SERVICE DELIVERY	IMPROVED THE QUALITY OF LIFE OF OUR CITIZENS	PILLAR 2: BASIC SERVICE DELIVERY	To respond to the service delivery backlog by, planning, designing, developing and	Facilitate access to basic electricity services.	BS D 1.1.1	Construction of electricity infrastructure.	No. of households with electricity infrastructure constructed	Construct electricity infrastructure for 100 households at uMshwathi Ridge Housing Phase 2 and 620 infills in all wards	Appointment of contractor & site handover	Projects must be 40% complete.	Projects must be 70% complete	Completion of uMshwathi Ridge Housing Electrification Phase 2 and infills in all wards	Completion certificate.	R13.5m	TECHNICAL SERVICES
			maintain Municipal infrastructure	Provide Free Basic Electricity to Indigent	BS D 1.2.1	Provide free basic electricity to all qualifying	% of beneficiaries getting free basic	Provide 95% of 1244 beneficiaries with free	Provide 95% of 1244 Registered benefi	Provide 95% of 1244 Registered benefi	Provide 95% of 1244 Registered benefi	Provide 95% of 1244 Registered benefi	Eskom report	R1.75m	FINANCE

House holds		beneficiaries	electricity	basic electricity	beneficiaries with free basic electricity					
	BS D 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	Provide 95% of 1244 Registered beneficiaries with free basic electricity	Provide 95% of 1244 Registered beneficiaries with free basic electricity	Provide 95% of 1244 Registered beneficiaries with free basic electricity	Provide 95% of 1244 Registered beneficiaries with free basic electricity	Eskom report	
	BS D 1.2. 4	Review, update & adoption of	Adoption date of review	Review, update and adoption of	No Target for this	No Target for this	No Target for this	Review, update & adopt	Resolution	No financial impl

		Indigent Register	updated/ updated Indigent Register.	indigent register by 30 June 2023	quarter	quarter	quarter	ion of indigent register		ication	
Provide access to community facilities.	BS D 1.3.1	Construction/Upgrade of Community halls & Community Facilities	No. of Community facilities constructed / upgraded.	Complete construction of Thokozeni Skills Centre in Ward 1 by 30 March 2023	Project must be 70% complete	Completion of Thokozeni Skills Centre	No target for this quarter	Completion of Skills Centre.	Completion certificate	R1m	TECHNICAL SERVICES
	BS D 1.3.2			Construct 1 Community Facility skills center in ward 7 by 30 March 2023	Appointment of contractor & site handover	Project must be 40% complete	Project must be 70% complete	Completion of Skills Centre.	Completion certificate	R 503550	

					ctor & site handover	complete	complete	ng center		
	BS D 1.3.6		No. of Sports fields constructed	Construction of 1 sport filed (Makeni) by 30 June 2023	Appointme nt of contra ctor & site handover	Project must be 40% complete	Project must be 80% complete	Completion of Make ni Sports field in Ward 3	Completion certificate	R3.5 m
Provide access to roads and storm water	BS D 1.5.1	Construction/ upgrade of gravel roads to tar	No. of kms of road tarred .	Tarring of 1km Shiyabazali roads phase 3 in Ward 2 by 30 June 2023	Appointme nt of contra ctor & site handover	Project must be 40% complete	Project must be 80% complete	Completion of Shiya bazali Road Phase 3 in Ward 2	Completion certificate	R4.5 m
	BS D 1.5.2		No. of kms of road	Tarring of 1.3 kms of Doboti	Project must be 50%	Project must be 80%	Completion of	No target for this	Completion certificate.	R5.5 m

			tarring Road in ward 4 by 30 March 2023.	complete	complete	Doboti Road	quarter			
BS D 1.5.3		No. of kms of road tarred .	Tarring of 1.3 km Nazo Road in ward 8 by 30 March 2023	Project must be 50% complete	Project must be 80% complete	Completion of Nazo road	No target for this quarter	Completion certificate	R6m	
BS D 1.5.4	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	No target for this quarter	Maintain 10 km of storm water	Maintain 10 km of storm water	Maintain 10 km of storm water	Signed job cards	R8.3 m	

	BS D 1.5. 5	Pedestrian walkways maintenance	No. of kms of Pedestrian walkways maintained	Maintain 20 kms of Pedestrian walkways (New Hanover, Dalton, Wartburg, Cool Air)	Maintain 5 Kilometres of Pedestrian walkways	Signed job cards			
	BS D 1.5. 6	Gravel Road maintenance	No. of kilometers of gravel road maintained	Maintain 12kms of gravel Road (regravelled/Bladed) in Municipal Wards	No target for this quarter	No target for this quarter	Maintain 6 Kilometers of gravel road	Maintain 6 Kilometers of gravel road	Completion certificates

Plan, implementation and monitoring or infrastructure projects and	BS D 1.6.1	Reporting on potholes patching & on Vumbuka/illegal building issues	No. of reports submitted to EXCO & Council on pothole patching.	Submit 4 reports on pothole patching to EXCO & Council	Submit 1 reports on pothole patching to EXCO & Council	Submit 1 reports on pothole patching to EXCO & Council	Submit 1 reports on pothole patching to EXCO & Council	Submit 1 reports on pothole patching to EXCO & Council	Agendas		
Provide Indigent burial support and maintain cemeteries	BS D 1.7.1	Implementation of Indigent Burial policy	% of approved indigent burial applications	Approve 90% of indigent burial application received	Approve 90% of indigent burial application received	List of applications received and approved	R100 000	COMMUNITY SERVICES			

Facilitate the access to basic housing	BS D 1.8.1	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 1 report on illegal developments to EXCO & Council	Submit 1 report on illegal developments to EXCO & Council	Submit 1 report on illegal developments to EXCO & Council	Submit 1 report on illegal developments to EXCO & Council	Agendas	
Improve emancipation of youth development through economic participi	BS D 2.1.1	Review & adoption of Youth Development Strategy & Policy	Adoption date of the reviewed Youth Strategy & Policy	Review & adoption of reviewed Youth Development strategy by 30 June 2023	No target for this quarter	No target for this quarter	Consultation of Youth Development Strategy with Youth Council & stake	Review of Youth Development Strategy & Policy	Resolution	R1.1 m

BS D 2.1. 3	Support local youth to obtain EB drivers license code or above	%of local youth supported to obtain EB license code.	Support 90% of 28 Local youth to obtain drivers license	Advertise and appoint accredited driving school (s) for learner license and drivers license training	Advertise and appoint 90% of 28 beneficiaries for the programme across the municipality	90% of 28 local youth sit for learners licenses	90% of 28 local youth take drivers license test	Learners & Drivers license Results
BS D 2.1. 4	Establishment of Youth Forum/Council	Establishment date of Youth forum	Establish Youth Forum/Council by 30 September	Establish of Youth forum/Council	No target for this quarter	No target for this quarter	No target for this quarter	Terms of reference

		/council.	ber 2022						
BS D 2.1. 5	Coordinate Integrated Youth EXPO	Coordination date of Integrated Youth EXPO.	Coordinate 1 Integrated Youth EXPO by 30 June 2023	No target for this quarter	No target for this quarter	No target for this quarter	Coordinate 1 Integrated Youth EXPO	Notice of the event and registers	
BS D 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 1 report on Special Programmes to EXCO & Council	Submit 1 report on Special Programmes to EXCO & Council	Submit 1 report on Special Programmes to EXCO & Council	Submit 1 report on Special Programmes to EXCO & Council	Agendas	No financial implication

				es to the residents of uMshwathi			of solid waste removal;		1150 house holds	1150 house holds	1150 house holds	1150 house holds			
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 department	Recruit, develop, train and retain competent service delivery workforce	MI D&T 1.1.1	Conduct analysis and Review and HR/SG/IT Policies	% of police services reviewed based on the analysis	Review 100% of HR, ICT Policies as and when required.	Conduct analysis	Submit reviewed policies to Extended Mancos, CSPC and LLF as and when required	Submit reviewed policies to EXCO and Full Council for adoption when required.	No target for this quarter	Resolutions	No financial implications	CORPORATE SERVICES

			s to operate efficiently in order for them to achieve their targets		MI D&T 1.1.2	Development and Implementation of WSP	%. of the municipality's budget that actually spent on implementing its workplace skills plan	Spend 90% on WSP implementation	No target for this quarter	No target for this quarter	Spend 45% of the total training vote	Spend 45% of the total training vote	Finance summary Report	R1.5m
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								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	Coordinate the appointment of all training service providers for the 2022/2023 training programmes on SDBIP.	Conduct 4 training programmes (Supervisory skills, MFM P, Disciplinary procedures & work etiquette(Conduct 4 training programmes. (Business/ Report writing, Speed typing , Safety at the work place & Cyber security)	Conduct 4 training programmes. (Advanced project management, Firearm, Brush cutting, & Advanced Drivin g	Notices of trainings and registers
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								etiquette, (6) Business/Report writing, (7) Supervisory skills, (8) Fire arm, (9) Cyber security , (10) VIP Protection, (11) Brush cutting, (12) Advanced Driving.						
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					MI D&T 1.1.3	Development, approval and submission on 2023/2024 WSP	Date. of submission approved 2023/24 WSP to LGSETA	Develop , approve and submit the 2023/24 WSP by 30 April 2023 to LGSETA	Presentation of the skills audit analysis is to departmental managers. Confirmation of outstanding trainings which still need to be implemented. Disseminat	Submit the Skills analysis audit report to Extended MANCO, CSPC, LLF, EXCO and Full Council.	Submit WSP for 2023/24 and Annual Training Plan to CSPC, & LLF	Submit WSP for 2023/24 and Annual Training Plan to LGSETA	Email and or acknowledge letter.	No financial implication
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					MI D&T 1.1.5	Awarding of new internal & external bursaries	No. of new bursaries awarded internally & externally	Award 4 new bursaries.	No target for this quarter	No target for this quarter	Award 2 internal bursaries and 2 external bursaries.	No target for this quarter	Award letters	
					MI D&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 2023/24 by 30 June 2023	No target for this quarter	No target for this quarter	Submit reviewed organisational structure to Extended MANCO, CSPC, LLF and EXCO	2023/24 Organisational structure adopted by Council	Resolution	No financial implication

				Provide sufficient secretariat, records, security, fleet and facilities management	MI D&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 2023 approved by 30 Dec. 2022: Calendar of meetings for July - Dec 2023 approved by 30 June 2023.	No target for this quarter	Submit Calendar of meetings for Jan - June 2023 approved	No target for this quarter	Calendar of meetings for July - Dec 2023 approved	Resolution.	No financial implication	
				Provide legal support and compliance to legisla	MI D&T 1.3.1	Provision of legal support	%. of litigations received and atten	Attend to 100% of all litigations received.	Attended to 100% of all litigations received.	Attended to 100% of all litigations received.	Attended to 100% of all litigations received.	Attended to 100% of all litigations received.	Litigation received and response to it.	No financial implication	MM's Office

				Managers and MM.					
MI D&T 1.4.3	Submit Annual Performance report to AG for auditing.	Submission date of APR	Submit 2021/22 Annual Performance Report by 31 August 2022 to AG for auditing	Submit Annual Performance report to AG by 31 August	No target for this quarter	No target for this quarter	No target for this quarter	Proof of submission	
MI D&T 1.4.4	Conduct quarterly review and consolidate reviewed reports for submission	No. of performance reviews conducted and reports	Conduct 4 quarterly reviews and submit 4 reports to EXCO	Conduct 1 performance review w/ assessment conducted	Notice, registers of assessments and EXCO & Council Agendas				

					on to EXCO and Council.	submitted to EXCO and Council	& Council	and submit 1 report to EXCO and Council	and submit 1 report to EXCO and Council	and submit 1 report to EXCO and Council	and submit 1 report to EXCO and Council			
					MI D&T 1.4.5	Annual Performance Evaluation of MM and Managers directly accountable to the MM	Coordination date of 2021/22 Annual Evaluations.	Coordinate 2021/22 Annual Performance Evaluation by 30 March 2023	No target for this quarter	No target for this quarter	Conduct Annual Performance Evaluation for 2021/22 Financial year.	No target for this quarter	Notice & registers	
					MI D&T 1.4.6	Drafting and adoption of	Adoption date of 2021/	2021/22 Annual Report adopted by 31	Submit 2021/22 Draft	No target for this	Table 2021/22 Annual	No target for this	Resolution	R130000

					Annual Report	22 Annual Report	March 2023-MFMA 121(1)	Annual and oversight Report to AG 30 August 2022	quarter	Report to Council / Adoption of Oversight on Annual Report	quarter			
				Ensure the availability, stability, security and integrity of ICT services	MI D&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.	No target for this quarter	Submit 1 report to EXCO & Council on ICT controls and asset management	No target for this quarter	Submit 1 report to EXCO & Council on ICT controls and asset management	Agendas	No financial implication

				Implement the Employment Equity Plan of the municipality	MI D&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	No target for this quarter	Submit the EEA2 &4 report to the portfolio committee	Submit the EEA2 &4 report to the DOL.	No target for this quarter	Proof of submission	No financial implication	
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 2023	No Target for this quarter	No Target for this quarter	Review and update revenue enhancement strategy and implementation plan	No Target for this quarter	Resolution	No financial implication	FINANCE

					MF V&M 1.1.2	Maintain 90% Collection Rate	%. Collec tion rate maint ained.	Maintai n collectio n rate of 90%	Maint ain collec tion rate of 90%	Maint ain collec tion rate of 90%	Maint ain collec tion rate of 90%	Maint ain collec tion rate of 90%	Financ e report
					MF V&M 1.1.3	Achieve 5% Collection on Arrear debt	%. Collec tion rate on Arrear debt	Achieve 5% collectio n rate on Arrear debt	Achie ve 5% collec tion rate on Arrear debt	Achie ve 5% collec tion rate on Arrear debt	Achie ve 5% collec tion rate on Arrear debt	Achie ve 5% collec tion rate on Arrea r debt	Financ e report
					MF V&M 1.2.1/ Standard indicator	Financial viability of the municipality expressed as follows: A=B- C.D“A” represen ts debt coverag	Finan cial viabili ty in terms of outst andin g servic e debto rs to	01:01	01:01	01:01	01:01	01:01	Ratio Analysi s

					MF V&M 1.2.2	Submit 100% of Finance Monthly Reports to be Treasury . Submit Quarterly Reports to Council & post on website	No. of Finance reports submitted to Council & post on the website	Submit 4 finance reports to Council & post on the website	Submit 1 Finance report to Council & post on the website	Submit 1 Finance report to Council & post on the website	Submit 1 Finance report to Council & post on the website	Submit 1 Finance report to Council & post on the website	Agendas & proof of posting on the website
					MF V&M 1.2.3	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 1 Section 72 report to EXCO and Council	Submit 1 Section 72 report to EXCO and Council	Submit 1 Section 72 report to EXCO and Council	Submit 1 Section 72 report to EXCO and Council	Agendas

				<p>Have a realistic budget in place and report regularly on progress</p>	<p>MF V&M 1.3.1</p>	<p>Development, approval of Budget Process Plan: Development & adoption of final budget</p>	<p>Approval date of developed Budget Process Plan & final budget</p>	<p>Development & approval of Budget Process Plan by 31 of August 2022 and adoption of next financial year budget by 31 May 2023</p>	<p>Approve Budget Process Plan by 31 of August 2022</p>	<p>No target for this quarter</p>	<p>Adoption of draft budget</p>	<p>Adoption of final budget by 31 May 2023</p>	<p>Resolutions</p>
					<p>MF V&M 1.3.2</p>	<p>Review Budget Related Policies</p>	<p>Adoption date of reviewed Budget related</p>	<p>Review & adoption of the reviewed Budget Policies (Budget</p>	<p>No target for this quarter</p>	<p>No target for this quarter</p>	<p>No target for this quarter</p>	<p>Review Budget Policies by 31 May 2023</p>	<p>Resolutions</p>

LOCAL ECONOMIC DEVELOPMENT	IMPROVED THE QUALITY OF LIFE OF OUR CITIZENS	PILLAR 2: BASIC SERVICE DELIVERY	Promote & Support the Local Economy	Poverty alleviation	LED 1.3.1 /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 100 job opportunities (ongoing (EPWP) Create 10 job opportunities created through capital projects	Create 15 job opportunities created through capital projects	Create 15 job opportunities created through capital projects	Create 10 job opportunities created through capital projects	EPWP report with list and names of people employed	Capital project budget
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					LED 1.3.2	Support household with input/equipment to alleviate poverty	No. of households supported to alleviate poverty & recover from covid 19.	Support 28 households with inputs /Equipment to alleviate poverty by 30 June 2023	Support 10 households with inputs /Equipment to alleviate poverty by 30 June 2023	Support 10 households with inputs /Equipment to alleviate poverty by 30 June 2023	Support 8 households with inputs /Equipment to alleviate poverty by 30 June 2023	No target for this quarter	Delivery note & list of beneficiaries	R220 000
				Promotion SMMEs and Cooperatives' development	LED .1.4 .1	Small contract or development in Level 1	No. of small contractors awarded	Development of 28 Small contract or in Level 1	No target for this quarter	Conduct workshops for 28 small contractors	Preparation of Specification and appointment of 14 developed small	Preparation of Specification and appointment of 14 developed small	Data base,attendance Register, Specifications & Progress report	R6.5 m

												contractors for maintenance projects	contractors for maintenance projects			
GOOD GOVERNANCE & PUBLIC PARTICIPATION	STRENGTHENED DEMOCRACY	PILLAR 3: GOOD GOVERNANCE	To instill the principles of good governance in all municipal operations and	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 Coordinating (DDM's) Forum meetings	Attend 1 District Technical Coordinating (DDM's) Forum meetings	Attend 1 District Technical Coordinating (DDM's) Forum meetings	Attend 1 District Technical Coordinating (DDM's) Forum meetings	Attend 1 District Technical Coordinating (DDM's) Forum meetings	Registers	No financial implication	MM'S OFFICE	

					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	Submit 1 report EXCO & Council	Reports & Agendas				
					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	No Target for this quarter	No Target for this quarter	No Target for this quarter	Coordinate Mayoral Budget/IDP Imbizo	Notice of the event, & registers	R400 000
				Ensure institutional integrity	GG & PP 1.2.1	Ensure the effective functioning of internal audit	Date of approval Internal	Approval of Audit Plan by Audit Committee by	No Target for this quarter	No Target for this quarter	No Target for this quarter	Audit Plan approved by Audit Com	Resolution	No financial implications

					GG & PP 1.2.4	No. of Audit Committee meetings coordinated	Coordinate 4 Audit Committee meetings.	Coordinate 1 Audit Committee meeting	Coordinate 1 Audit Committee meeting	Coordinate 1 Audit Committee meeting	Coordinate 1 Audit Committee meeting	Agendas & registers
					GG & PP 1.2.5	Type of opinion	Strive to Improve Audit opinion from Qualified with matters to Unqualified without matters.	No Target for this quarter	No Target for this quarter	Strive for unqualified without matters	No Target for this quarter	AG report

					GG &P 1.2.6	Implement the municipal new logo and colour scheme	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	Develop the implementation plan for the new municipal logo and colour scheme and submit to Council for approval.	Submit new municipal logo and colour scheme to stakeholders for information	No target for this quarter	No target for this quarter	Implementation plan and Council approval
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								information by 30 December 2022							
				Ensure a functional Ward committee structure	GG & PP 1.4.1	Coordinate combined Ward Committee meetings	No. of Combined Ward Committee meetings coordinated	Coordinate 2 combined Ward Committee meetings by 30 June 2023	No Target for this quarter	Coordinate 1 combined Ward Committee meeting	Coordinate 1 combined Ward Committee meeting	No Target for this quarter	Notice of the event & registers		
CROSS CUTTING ISSUES	CREDIBLE IDP	PILLAR 2: BASIC SERVICE	To develop a credible IDP in	Develop and implement a	CCI 3.1.1	Development & adoption of credible IDP	Adoption date of review	Coordinate review and adoption of	Approval of IDP process plan	Develop new municipal challenge	IDP Public participation meetings in	IDP 2022-2027 adopted by Council	Resolution	R300 000.00	MM'S OFFICE

		DELIVERY	line with provincial guidelines.	credible IDP		wed IDP	2023-24 IDP by 30 June 2023.	by council	nges and strategic objectives to be included in the new IDP	14 wards and adoption of Draft IDP 2022-2026	il by June 2023			
					CCI 3.1.2	Reviewed and adoption of Land use scheme of 14 wards	Adoption date of review & Land use scheme	Review and adoption of Land use scheme of 14 wards by 30 June 2023	Appointment of service provider	No target for this quarter	Draft reviewed Land use scheme	Adoption of final Land use scheme	Resolution	R200 000.00

				Ensure effective Land use management system and land administration to give effect to development and enhance revenue	CCI 3.2.1	Coordinate the review and development of Credible 5th generation IDP	Adoption date of reviewed IDP	Coordinate review and adoption of 2023-24 IDP by 30 June 2023.	Approval of IDP process plan by council	Develop new municipal challenges and strategic objectives to be included in the new IDP	IDP Public participation meetings in 14 wards and adoption of Draft IDP 2022-2026	IDP 2022-2027 adopted by Council by June 2022	IDP Process Plan & resolution	R300 000	
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					CCI 3.2. 4	Report on planning applicati ons processe d.	No. of report submi tted to EXCO & Counc il	Submit 4 reports on Plannin g Applicat ions receiv ed and process ed to EXCO & Council	Submi t 1 report on Planni ng Applic ations receiv ed and proce ssed to EXCO & Counc il	Agend as	No finan cial impl icati on					
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13. ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

13.1 EXPLANATION OF HOW THE OPMS IS APPLIED IN THE MUNICIPALITY

The municipality has an approved O/PMS policy framework that was adopted by council 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.

13.2 PERFORMANCE MANAGEMENT CYCLE FOLLOWED

Table 110: Table 116: 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

PERFORMANCE MANAGEMENT CYCLE	EXPLANATION	ROLE PLAYERS
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 useful to the specified target group, for review. Performance management in local government is a tool to ensure accountability of the; <ul style="list-style-type: none"> ▪ <i>Municipality to Citizens and Communities</i> ▪ <i>Executive Committee to Council</i> ▪ <i>Head of Administration (Municipal Manager) to the Executive Committee</i> ▪ <i>Executive Management to the Head of Administration (Municipal Manager)</i> ▪ <i>Line/ Functional Management to Executive Management and:</i> ▪ <i>Employees to the Organization (Municipality)</i> 	MM; Mayor; Municipal Council; Heads of departments; Internal Audit

13.3 PMS 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

14.1 IS 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.

14.2 IS 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 2021/22 FY.

14.2.1 PLANNING, 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 2019-2020 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.

