

Making Progress Together

UMNGENI INTEGRATED DEVELOPMENT PLAN REVIEW 2024/25

uMNGENI HOWICK City of Crafts and Folk Art

unesco Members of the Creative Cities Network

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MAYORS FOREWORD



uMngeni Local Municipality Integrated Development Plan Review 2024/2025

As the Mayor of uMngeni Municipality, it is my honour to present the reviewed Integrated Development Plan (IDP). This document outlines our strategic roadmap towards achieving a prosperous, sustainable, and inclusive future for all our residents. Our vision is clear: By 2035, uMngeni Municipality will be a beacon of excellence and efficiency, delivering quality services, building safer communities, and supporting sustainable socio-economic development. Our commitment to this vision is anchored in six key priorities:

Financial Sustainability - Ensuring the financial health of our municipality is paramount. We are dedicated to improving audit outcomes, enhancing revenue collection, and optimizing expenditure to create a resilient and financially stable municipality. This stability will enable us to fund essential services and infrastructure projects without compromising our fiscal responsibilities.

Waste and the Environment - Our natural environment is a precious asset that we must protect and preserve for future generations. We will implement robust waste management systems, promote recycling, and adopt sustainable practices to reduce our environmental footprint. By prioritizing green initiatives, we aim to create a cleaner, healthier, and more sustainable municipality.

Jobs and a Growing Economy - Economic growth is the cornerstone of prosperity. We will foster an environment conducive to business development and attract investments that create jobs. By supporting local enterprises, enhancing skills development, and promoting innovation, we strive to build a vibrant economy that benefits all residents.

Transparent and Responsive Government - Transparency and accountability are non-negotiable in our governance approach. We are committed to increasing internal stability and capacity, ensuring that our administration is efficient, ethical, and responsive to the needs of our community. An outward-facing institution, where customer service and quality service delivery are at the core, is our goal.

Infrastructure Maintenance and Investment - Quality infrastructure is essential for a thriving community. We will invest in the maintenance and development of our roads, water, and sanitation systems, ensuring they meet the highest standards. By prioritizing infrastructure, we aim to enhance connectivity, support economic growth, and improve the quality of life for our residents.

Building safer Communities - Safety is a fundamental right of every resident. We will work tirelessly to create a secure environment by enhancing law enforcement, investing in community safety programs, and fostering a culture of vigilance and mutual respect. Building safer communities is critical to ensuring that our municipality is a place where people can live, work, and thrive without fear. This IDP represents our collective commitment to making uMngeni Municipality a place of excellence and efficiency. We will achieve this by focusing on our priorities, improving audit outcomes, increasing internal stability and capacity, and ensuring that quality service delivery is at the heart of everything we do. Together, we can build a brighter, more sustainable future for all our residents.

Thank you for your continued support and partnership.

Cllr Chris Pappas (Mayor)

MUNICIPAL MANAGERS FOREWORD



uMngeni Local Municipality Integrated Development Plan Review 2024/2025

Dear Residents and Stakeholders,

This IDP Review marks a pivotal moment as we harness the latest demographic insights from the 2022 Census, providing us with updated data that underscores our municipality's dynamic changes and diverse needs. Over the past decade, uMngeni has experienced a population growth, a testament to our region's attractiveness and the vibrancy of our communities. This growth brings with it both opportunities and challenges, from expanding infrastructure and services to enhancing our economic and social development frameworks.

Our municipality now serves a population of 105,069 residents, a diverse community where each individual's well-being is integral to our plans. This diverse demographic structure demands a robust and adaptive approach to governance, ensuring that all services and developments are inclusive and equitable.

The strategic objectives outlined in this IDP are designed with a clear focus on sustainability and inclusivity, aiming to bolster economic growth while enhancing the quality of life for all our citizens. We are committed to improving service delivery, maintaining fiscal discipline, and ensuring the sustainable use of our natural and cultural resources.

This year, our plans are heavily informed by the significant demographic shifts and the diverse needs that have emerged. Our municipality's growth is supported by a strategic framework that prioritizes infrastructure development, economic revitalization, and community engagement.

Transparency and accountability continue to be the cornerstones of our governance model. We invite every resident and stakeholder to engage with this document, participate in our governance processes, and contribute to the shaping of uMngeni's future. Your insights and feedback are crucial as we strive to not only meet but exceed the expectations placed upon us.

As we move forward, our administration is energized by the potential of our municipality to become a leading example of excellence in local governance. Together, with your continued support and active participation, we can achieve the aspirations laid out in this IDP, ensuring that uMngeni remains a prosperous, resilient, and inclusive community.

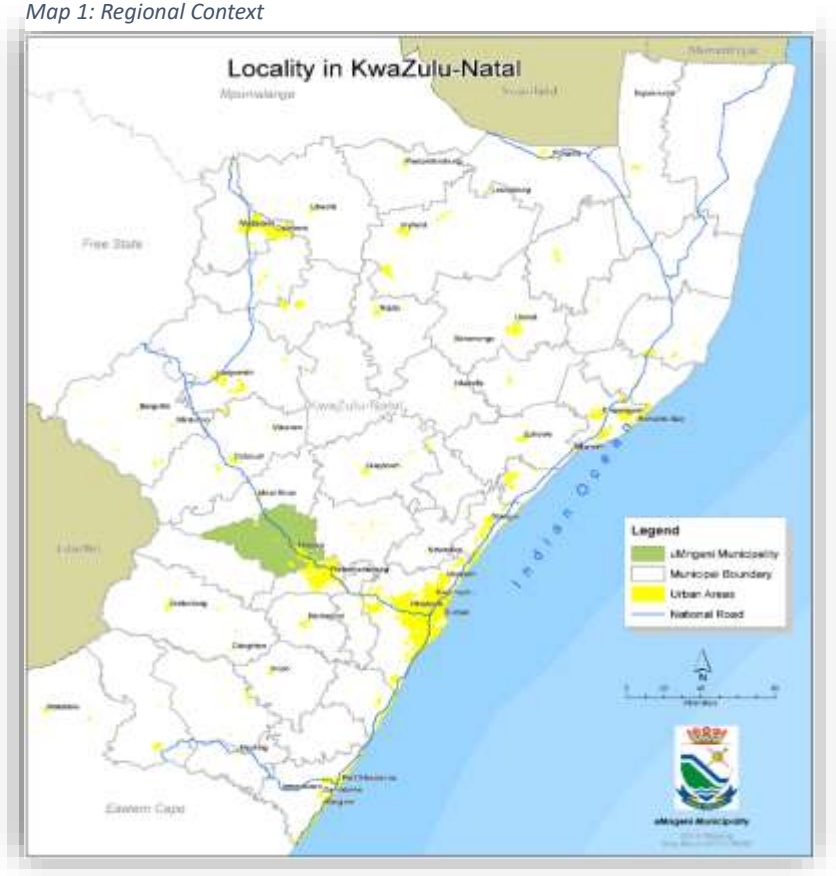
Thank you for your trust and collaboration as we continue to build a brighter and more sustainable future for all in uMngeni.

Mr Mzi Hloba (Municipal Manager)

Section A: Executive Summary

Who We Are: uMngeni Local Municipality

Map 1: Regional Context



uMngeni Local Municipality, located in the uMgungundlovu District of KwaZulu-Natal, South Africa, is a vivid portrayal of diversity, strategic location, and developmental potential. Our municipality, named after the Umgeni River, that weaves through our landscape, is a Category B local government entity deeply integrated into the fabric of the district, comprising seven municipalities.

Strategically situated along the N3 highway, a vital artery connecting Durban and Johannesburg, uMngeni enjoys both provincial and national connectivity. This advantageous positioning establishes uMngeni as a critical gateway, linking the vibrant port city of Durban—just 100 km or about a 1 hour and 10-minute drive away—and Johannesburg, South Africa's economic hub, located approximately 477.6 km or a 4 hour and 32-minute drive from us. Additionally, our proximity to the picturesque Drakensberg, which is part of a Transfrontier Development Initiative and a World Heritage Site, further elevates our strategic importance. This location not only improves our access to major markets but also places us as a pivotal hub in regional logistics and economic networks.

uMngeni encompasses the former Transitional Local Council areas of Mpophomeni, Howick, Hilton, and Worlds View Area, along with extensive farmlands. This unique blend of urban and rural landscapes

positions us centrally within uMgungundlovu District, sharing boundaries with Impendle to the southwest, Mpofana to the north, and Msunduzi to the southeast. To our east lies the uMshwathi Municipality, and to the west, the expansive Drakensberg area, part of the Transfrontier Development Initiative linked to a World Heritage Site.

According to the latest 2022 Census data provided by Stats SA, uMngeni Municipality has witnessed a significant demographic evolution with a current population of 105,069. This marks a notable increase, reflecting an annual growth rate of 11% since 2011. Our community structure comprises a diverse demographic with substantial urban areas noted for their vibrant economic and social activities.

Our wards, of which there are 13, encapsulate a mix of urban vitality and rural tranquillity, with the majority of the population residing in areas like Howick, Merrivale, and Hilton. These regions are predominantly urban and have been the focus of extensive developmental efforts. The recent ward re-demarcation reflects our commitment to responsive and adaptable governance, aiming to better meet the needs of our constituents.

Economically, uMngeni boasts a diverse portfolio. The latest census highlights our key economic sectors with community services leading at 30%, followed by manufacturing (15%), finance (18%), and trade (13%). Noteworthy is our agricultural sector, which, despite contributing 10% to the local economy, possesses vast potential due to our rich farmlands. This sector's capacity for growth through forward and backward linkages, particularly via agro processing, positions us to significantly bolster our economic landscape.

uMngeni Municipality, therefore, stands as a dynamic entity within KwaZulu-Natal, characterized by its strategic location, robust demographic growth, and a balanced economic structure. Our commitment to fostering a sustainable and prosperous community is evident in our ongoing development initiatives and strategic planning, aiming to enhance the quality of life for all residents and pave the way for a thriving future.

How was this IDP Review developed?

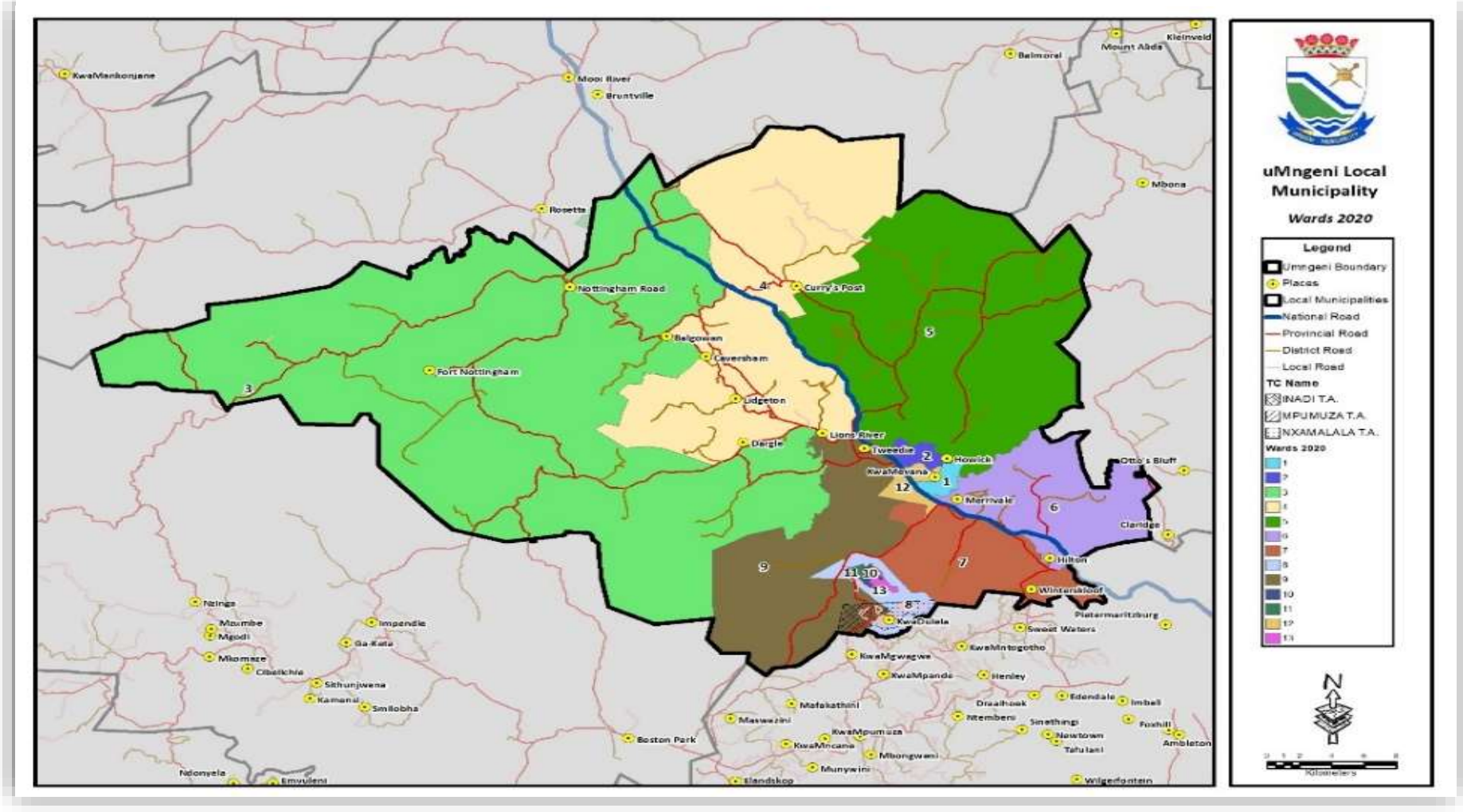
The uMngeni Local Municipality's Integrated Development Plan (IDP) for 2024/2025 was crafted through a meticulous process outlined in the IDP Review & Budget Process Plan adopted by Council on 29 August 2023. This structured approach ensured that the development of the IDP adhered to the highest standards of legislative compliance, inclusivity, and strategic alignment. Here are the key elements that shaped the development of the IDP:

1. **Legislative Compliance**: Adhering to Chapters 4, 5, and 6 of the Municipal Systems Act No. 32 of 2000, the IDP process ensured that all statutory requirements for municipal planning were met.
2. **Guidance from the Process Plan**: The development followed a specific process plan that provided a framework for planning, drafting, adopting, and reviewing the IDP. This plan included time frames for each step, mechanisms for public participation, and procedures for consultation and alignment with government priorities.
3. **Census Data**: Utilizing data from the 2022 Census provided by Stats SA, the plan incorporated updated demographic and socio-economic information to inform decision-making.
4. **MEC Feedback**: Incorporation of insights and assessment comments from the Member of the Executive Council (MEC) on the previous year's IDP Review, which guided enhancements in the current planning cycle.
5. **Organisational Self-Assessment**: Reviewing past organizational performance to identify strengths and areas for improvement, ensuring that the strategies put forward are grounded in real-world outcomes.
6. **Council and Government Alignment**: Strategies were developed in line with council priorities and broader government objectives, ensuring that the IDP resonates with both local and national development goals.
7. **Community and Stakeholder Engagement**: Through extensive community outreach programs, including IDP Roadshows, and forums such as the IDP Representative Forum, the municipality gathered valuable inputs from residents and sector departments, which were critical in shaping the final document.
8. **Sectoral Input**: The IDP also integrated priorities from various sector departments gathered through IDP Representative Forums, ensuring that all areas of municipal governance and service delivery were considered.

This comprehensive approach not only ensured that the IDP met all required legislative frameworks but also reflected the needs and priorities of the uMngeni community, thereby supporting sustainable development and improved governance.

Municipal Wards and Traditional Areas

Map 2: Municipal Wards and Traditional Areas



The uMngeni Local Municipality, enriched with cultural diversity and historical significance, is distinctly organized into 13 wards and interacts with multiple Traditional Authority areas. These traditional areas are pivotal in understanding the socio-cultural fabric of the region, fostering governance that respects both modern administrative systems and age-old traditions. Here is an overview of the wards and traditional areas that define our municipality:

Wards Overview:

- Howick: Encompasses Wards 1, 2, and 12, Howick is central to uMngeni's urban development and hosts a mix of residential and commercial zones.
- Hilton: Situated in Ward 7, Hilton is known for its scenic beauty and suburban lifestyle, attracting a diverse population.
- Mpophomeni: Includes Wards 8, 9, 10, 11, 12 and 13, this area is rich in cultural heritage and is an important site for community-driven development projects.
- Fort Nottingham and Farmlands: Covered by Ward 3, this area features a blend of agricultural lands and historical sites.
- Lidgetton West, Curry Posts, and Farms: Ward 4 covers this region known for its agricultural output and rural tranquillity.
- Karkloof and Surrounding Farms: Ward 5 is recognized for its extensive farmlands and contributes significantly to local agriculture.
- Farmlands Adjacent to Albert Falls: Comprising Ward 6, this area is crucial for agriculture and is influenced by the proximity to Albert Falls.
- Farmlands Adjacent to Midmar Dam and Mpophomeni: Ward 9 combines important water resources with agricultural and residential development.

Traditional Authority Areas:

- **Inkosi Mkhize of Amambuzane**: Recognised as the only Inkosi in the Council by COGTA, with the Royal House located in Ward 12. This area is crucial for maintaining the cultural governance and heritage of the Amambuzane people.
- **Inkosi Zondi of AmaNadi**: Although the Royal House is under Msunduzi Municipality, Inkosi Zondi has land and subjects predominantly in Ward 9 of the uMngeni Municipality, reflecting a significant cultural influence in this ward.
- **Inkosi Zuma of AmaNxamalala**: With the Royal House situated under the Impendle Municipality, Inkosi Zuma governs lands

and subjects mainly in Ward 8 of uMngeni, showcasing the cross-jurisdictional cultural ties and governance.

The delineation of these wards and traditional areas is essential for targeted development and governance. Each ward and traditional authority area has unique characteristics and needs, which are considered in municipal planning and resource allocation. This structure not only facilitates effective administration but also ensures that cultural and community identities are respected and integrated into the broader developmental goals of uMngeni Municipality.

Key challenges and opportunities

The uMngeni Local Municipality faces a variety of challenges across different sectors that are critical to address in order to ensure sustainable development and effective service delivery. Here are the key challenges as per the Key Performance Areas (KPAs):

Municipal Transformation and Institutional Development is bolstered by existing frameworks for community safety but is hindered by high vacancy rates, which affect service delivery. The opportunity here lies in enhancing recruitment drives and training programmes to build workforce capability, with the main threat being high vacancy and staff turnover, which can disrupt continuity and erode institutional knowledge.

Service Delivery & Infrastructure shows strength through ongoing housing projects but faces weaknesses due to inadequate housing for the underserved and significant infrastructure deficits. There is an opportunity to integrate sustainable development practices into housing projects, though delays and budget constraints pose threats that could escalate the housing crisis.

In **Local Economic Development**, initial steps towards enhancing ICT infrastructure represent a strength, but structural inadequacies that impede economic growth remain a weakness. Strengthening partnerships with technology companies can unlock significant opportunities, whereas lagging in technological advancements could hinder the municipality's competitive edge.

Financial Viability & Management is reinforced by initiatives to introduce metering systems aimed at reducing electricity theft—a persistent weakness that causes substantial revenue losses. Improved revenue collection systems present a significant opportunity for financial stabilization, while continued theft and fraud are critical threats that undermine financial sustainability.

In terms of **Good Governance & Public Participation**, inadequate risk management poses challenges, heightening exposure to financial, public safety, environmental, reputational, and legal risks. This can lead to severe consequences, affecting the municipality's stability and the well-being of its citizens. However, enhancing risk management strategies offers an opportunity to safeguard against these potential harms, bolster public confidence, and ensure sustainable community and economic development by mitigating risks effectively and aligning with best practices and regulatory standards.

Lastly, **Cross Cutting** challenges include managing environmental impacts and the lack of comprehensive disaster management plans. While there is a keen awareness of environmental issues, increased degradation and unregulated developments are serious threats. Robust disaster management strategies and sustainable environmental practices could serve as key opportunities for improvement.

Each of these areas requires targeted interventions to harness strengths, mitigate weaknesses, capitalize on opportunities, and counteract threats. This balanced approach is crucial for fostering a resilient, sustainable, and efficiently managed uMngeni community, ensuring that the municipality not only meets its current challenges but also positions itself for future success.

What can you expect from us?

The uMngeni Local Municipality is committed to delivering a range of services and infrastructure improvements that meet the needs of our community, potential investors, and other stakeholders. As outlined in our Implementation Plan and Capital Investment Plan, here is a comprehensive overview of what communities, investors, and stakeholders can expect from us in the coming years:

1. Building Safer Communities

- Enforcement of land use management and regulatory frameworks to control unregulated developments and preserve environmental integrity.
- Implement technology-based crime prevention solutions, including the establishment of a control room and CCTV operations center.
- Support safety programs around schools and busy areas.
- Maintain and improve safety and accident prevention infrastructure.

2. Infrastructure Investment

- Investment in low-income housing projects and infrastructure development in underserved areas to close the housing gap.
- Implement comprehensive refurbishment and maintenance programs for roads, alongside construction of walkways and enhancement of public transport facilities.
- Provide efficient and reliable energy solutions, including solar panel installations and LED streetlight upgrades.

3. Jobs and the Economy

- Development of ICT infrastructure to improve connectivity and reduce operational costs for businesses, thus fostering a competitive local economy.
- Establish an Agricultural Industrial Development Zone and support agro-based industries.
- Develop infrastructure for informal traders, prioritize local businesses in municipal procurement, and support business development through training and market access.
- Enhance economic development and employment through strategic infrastructure and local business support.

4. Financially Sustainable Municipality

- Implement advanced metering infrastructure throughout the municipality to optimize revenue management and minimize losses.
- Strengthen the credit control department to improve revenue collection and manage debtors effectively.
- Conduct thorough reviews of municipal contracts to ensure value for money and efficient service delivery.

5. Responsive and Transparent Government

- Strengthening of human resources management to reduce the vacancy rate, thereby enhancing service delivery and operational efficiency.
- Streamlined recruitment processes to ensure timely filling of vacancies, enhancing organizational capacity and efficiency.
- Strengthen relationships with residents through regular public meetings and enhance communication channels, including digital portals for service requests and feedback.
- Establish oversight committees to monitor municipal activities and ensure high performance standards across departments.

6. Waste and the Environment

- Ensure reliable waste collection services and upgrade municipal landfill sites to meet environmental standards.
- Invest in environmental projects, such as the eradication of invasive species and the refurbishment of tourism assets to promote environmental sustainability.

Long term Vision Statement

The uMngeni Local Municipality envisions a transformative future characterized by exceptional governance and operational efficiency. By the year 2035, our long-term vision is to position uMngeni as a beacon of excellence and efficiency in all facets of municipal service delivery and community engagement. Our commitment extends to delivering high-quality services that meet the evolving needs of our residents, ensuring that our communities are safe, well-managed, and vibrant. We are dedicated to fostering sustainable socio-economic development that benefits all sectors of the municipality—enhancing the quality of life, facilitating inclusive economic growth, and preserving the environmental integrity of our region. This vision encapsulates our aspirations to excel in governance, service, safety, and sustainability, driving uMngeni towards a prosperous and resilient future.

The spatial development framework (SDF) Map 2 below for uMngeni provides a comprehensive overview of the current and planned land use, connectivity, and development priorities within the municipality over the long term. This map is essential in guiding the municipality's long-term planning and development strategies. Here's an unpacking of the key elements depicted in the SDF:

Key Nodes and Linkages

Primary Nodes: These are central hubs within the municipality, such as Howick and Hilton, marked by vibrant economic and social activities. They are focal points for major infrastructure and community services.

Secondary Nodes: These include areas like Merrivale and Mpophomeni, which support the primary nodes and have considerable residential and commercial development.

Tertiary Nodes and Rural Service Centres: These areas are crucial for supporting the rural population and smaller communities, providing essential services and acting as local economic centres.

Development Corridors and Linkages

Linkage with Gauteng: This represents a major economic corridor that connects uMngeni with one of South Africa's economic powerhouses,

facilitating trade, economic integration, and access to broader markets.

Linkage to Central and Southern Drakensburg and Eastern Cape: This corridor is pivotal for tourism and ecological connectivity, enhancing the municipality's ties with these regions and supporting eco-tourism and agriculture.

Linkage with Pietermaritzburg and Durban: This corridor is crucial for economic, social, and administrative connectivity, providing uMngeni residents with access to major urban centres.

Land Use and Environmental Management

Protected Areas and Cadastral: These are clearly demarcated to ensure environmental conservation and regulated use of natural resources, aligning with sustainability objectives.

Agricultural Zones: Highlighted areas show varying intensities of agricultural use, from high to medium and limited, reflecting the municipality's strategy to optimize land use for agricultural productivity while maintaining ecological balance.

Urban, Mixed Use, and Transition Areas: These zones are designated for residential and commercial development, mixed-use settings, and transition zones, which are areas evolving from rural to more urban characteristics. These zones are critical for managing urban sprawl and encouraging balanced regional development.

Tourism and Heritage Sites

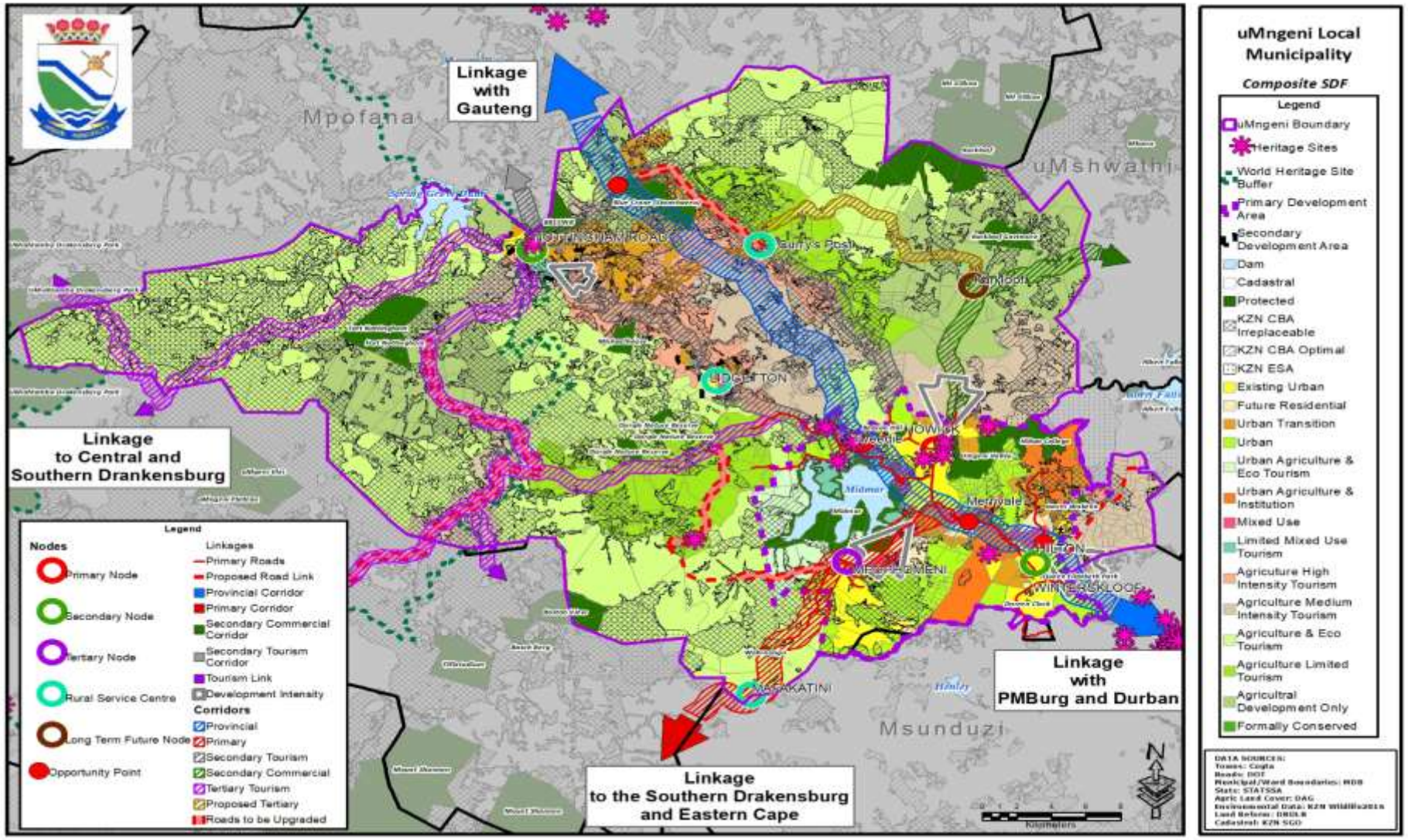
Tourism Links and Heritage Sites: Notable sites and tourism links, such as Karkloof and Curry's Post, are marked to emphasize their importance in the cultural and tourism strategies of the municipality. These sites attract visitors and serve as key points for cultural heritage preservation and eco-tourism.

Infrastructure and Future Development

Roads to be Upgraded and Future Residential Areas: The map shows planned upgrades to infrastructure, including roads and the designation of future residential areas to accommodate growth and improve connectivity and accessibility.

This spatial direction not only serves to guide developmental initiatives but also ensures that growth is sustainable, equitable, and aligned with the long-term vision and goals of the uMngeni Municipality. This strategic framework aims to harness geographic advantages, strengthen economic linkages, and enhance the quality of life for all residents by promoting balanced and inclusive development across the municipality.

Map 3: Municipal Composite SDF



How will our progress be measured ?

Progress within the uMngeni Local Municipality will be measured using Organizational Key Performance Indicators (KPIs) that are closely linked to departmental indicators. These metrics are integrated into our 5-Year Service Delivery and Infrastructure Implementation Plan, which is meticulously outlined to ensure each department adheres to specific objectives and strategies, bolstering accountability and efficiency.

For each strategic objective, corresponding performance indicators have been set, with clear baselines and targets outlined for each of the five years, running from 2024 to 2029. These targets are not just numeric but are tied directly to deliverables such as the construction of infrastructure, implementation of safety measures, or enhancements in service delivery. For instance, in the area of Municipal Transformation and Institutional Development, we measure the success of our community safety initiatives by the establishment dates of crucial infrastructure like control rooms and CCTV operations centres, and the frequency of law enforcement operations.

Financial allocations are also closely monitored, with budgets assigned to each goal to ensure financial resources are available to meet our targets effectively. This structured approach ensures that every facet of our municipal operations is geared towards not just achieving but exceeding our strategic goals.

Additionally, all initiatives and their outcomes are audited against the Municipal Standard Chart of Accounts (MSCOA) references to ensure compliance and transparency. The responsibility for each objective is clearly assigned to specific municipal directors, ensuring accountability and focused leadership in each area of service delivery and infrastructure development.

Through this rigorous KPI system, our progress is continually assessed, ensuring that uMngeni Municipality not only meets but also anticipates the needs of our community, driving towards our vision of becoming a beacon of excellence and efficiency by 2035.

Section B: Planning and Development Principles and Government Policies and Imperative

The international, national, and provincial policy directives form the cornerstone of uMngeni Local Municipality's planning and developmental efforts, guiding the execution of priorities outlined within these important documents. This segment provides an abridged account of the policies and mandates considered throughout the integrated development planning phases. Moreover, it encapsulates the municipality's approach to incorporating and operationalizing some of these directives within our jurisdiction.

International Development Priorities

G20 Leaders' Summit 2023

The G20 (Group of 20) is an international conference that brings the most industrialized and developing nations together to talk about issues affecting the world economy. The G20 was founded in 1999 and consists of the European Union and 19 nations with some of the greatest economies in the world, South Africa being the only African country with membership. The leaders adopt a declaration each year to align with national policies and legislations.

G20 leaders advise the essentiality of cooperation in determining the course the world takes. Headwinds to global economic growth and stability persist. Years of cascading challenges and crises have reversed gains in the 2030 Agenda and its Sustainable Development Goals (SDGs). Furthermore, at the New Delhi Declaration Adoption held in September 2023, the 20 leaders affirmed that together they have an opportunity to build a better future. Just energy transitions can improve jobs and livelihoods and strengthen economic resilience. No country should have to choose between fighting poverty and fighting for our planet. The leaders commit to accelerate strong, sustainable, balanced, and inclusive growth.

Global greenhouse gas (GHG) emissions continue to increase, with climate change, biodiversity loss, pollution, drought, land degradation and desertification threatening lives and livelihoods. Rising commodity prices, including food and energy prices are contributing to cost-of-

living pressures. Global challenges like poverty and inequality, climate change, pandemics and conflicts disproportionately affect women and children, and the most vulnerable. uMngeni Municipality's' IDP contains the five-year implementation plan, which outlines the Council's key performance deliverables that are outcome based that will combat similar global issues in the municipality. These global challenges align with uMngeni's strategic objective. The drive towards climate change response is key to achieving a climate-resilient municipality. Taking action to combat and adapt to climate change, uMngeni Municipality has become a signatory to the Central KZN Climate Change Compact.

New-Urban Agenda

The New Urban Agenda represents a shared vision for a better and more sustainable future. If well-planned and well-managed, urbanization can be a powerful tool for sustainable development for both developing and developed countries. The New Urban Agenda highlights linkages between sustainable urbanization and job creation, livelihood opportunities and improved quality of life, and it insists on incorporation of all these sectors in every urban development or renewal policy and strategy. UMngeni LM aligns with the principles of the New Urban Agenda as it has a vibrant urban complex that involves Howick, Hilton, and Mpophomeni as well as small satellite emerging urban hubs such as Nottingham Road. These should be well-managed using the New Urban Agenda toolkit.

Sustainable Development Goals (SDGs)

The SDGs are seventeen international development goals that all 192 United Nations member states have committed to accomplish by 2030. The SDGs seek to promote growth by improving social and economic conditions. It establishes a forum for the entire international community to collaborate against a common goal, namely ensuring that human development reaches everybody, everywhere. The SDGs emphasize three areas of human development: growing human resources, developing infrastructure, and expanding social, economic, and political rights. If these targets are fulfilled, global poverty will be minimized, lives will be saved, and people will be able to benefit from the global economy. The following SDG goals resonate with Council's development agenda:

Goal 1: No poverty - Ensure access to affordable, reliable, sustainable, and modern energy for all.

Goal 2: Zero hunger – End hunger, achieve food security and improved nutrition and promote sustainable agriculture.

Goal 7: Affordable and clean energy – Ensure access to affordable, reliable, sustainable, and modern energy for all.

Goal 8: Decent work and economic growth – Promote sustainable, inclusive, and economic growth, full and productive employment, and decent work for all.

Goal 9: Industry, Innovation, and infrastructure – Build resilient infrastructure, promote inclusive and sustainable industrialisation and foster innovation.

Goal 11: Sustainable cities and communities – Make human settlements inclusive, safe, resilient, and sustainable.

Goal 13: Climate Action – Take urgent action to combat climate change and its impacts.

Goal 16: Peace, Justice, and Strong Institutions – Promote peaceful and inclusive societies for sustainable development, the provision of access to justice for all, and building effective, accountable institutions at all levels.

Goal 17: Partnerships for the goals – Strengthen the means of implementation and revitalize the global partnership for sustainable development.



Figure 1: SDGs.

Table 1: Sustainable Development Goals and Municipal Priorities

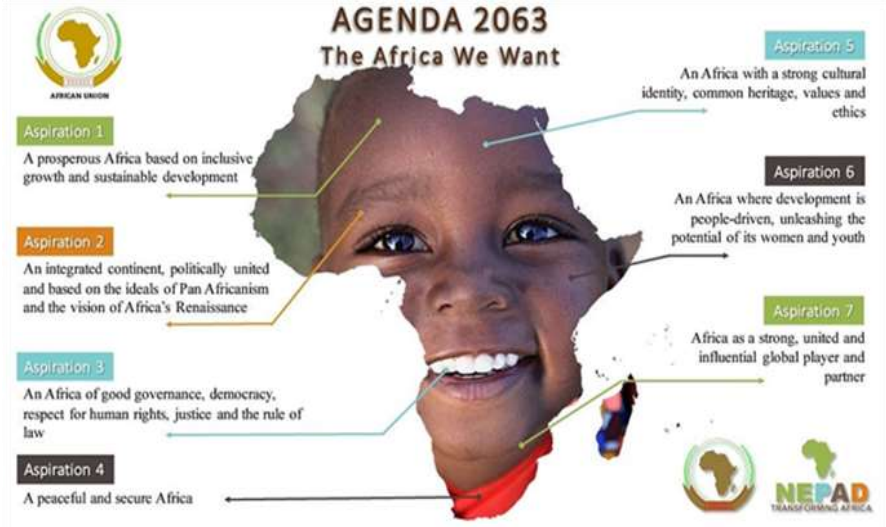
Sustainable Development Goals	Municipal Priorities in Service Delivery Implementation Plan
Goal 1 -No Hunger	▪ Regularly update the indigent register to accurately identify and assist the municipality's most vulnerable, balancing support with fiscal Sustainability
Goal 2 - Zero Hunger	▪ Support business development and local businesses
Goal 7 - Affordable and clean Energy	▪ Provide an efficient and reliable energy solutions for all residents
Goal 8 - Decent work and Economic Growth	▪ Support business development for SMMEs & informal traders ▪ Encourage youth entrepreneurship and skills development for all

	▪ Promote labour intensive economic activities.
Goal 9 - Industry innovation and Infrastructure	▪ Digitization of municipal records for enhanced access, preservation, and management
Goal 11 - Sustainable cities and Communities	▪ Deploy technology-based crime prevention solutions ▪ Strengthen partnerships with security companies, state security agencies, SAPS and community-based initiatives ▪ Foster a strong sense of community
Goal 13 - Climate Action	▪ Ensure responsive disaster management approach.
Goal 16 - Peace Justice and Strong Institutions	▪ Encourage youth entrepreneurship and skills development for all ▪ Modernise and continuous update of internal processes and systems.
Goal 17 - Partnership for the Goals	▪ Growing partnerships for research, innovation & employment

The Paris Accord Addressing Climate Change

The Paris Agreement is a legally binding international treaty on climate change. It was adopted by 196 Parties at COP 21 in Paris, on 12 December 2015. Its goal is to limit global warming to well below 2, preferably to 1.5 degrees Celsius, compared to pre-industrial levels. The pact provides a pathway for developed nations to assist developing nations in their climate mitigation and adaptation efforts, and it creates a framework for the transparent monitoring, reporting, and ratcheting up of countries' individual and collective climate goals. Yet one thing that's different in 2022 than years past is that the accord now has a completed, functioning global climate treaty. The uMngeni is involved in the Central KwaZulu Natal Climate Change Compact (CKZNCC). The municipality became a signatory and participant in the Durban Adaptation Charter in October 2015 and CKZNCC. The Municipality will attempt to strategize for sustainable development that is climate change considerate.

Agenda 2063: The Africa We Want



The uMngeni IDP aligns closely with the aspirations of Agenda 2063, which envisions a prosperous, integrated, and united Africa driven by its own citizens and representing a dynamic force in the international arena. The IDP priorities, as illustrated in the graphic, focus on fostering a financially sustainable municipality, enhancing infrastructure investment, creating jobs, and bolstering the economy, which directly support the Agenda 2063 goals of promoting inclusive growth and sustainable development.

Key aspects of the uMngeni IDP, such as building safer communities and investing in infrastructure, resonate with Agenda 2063's aim for a peaceful and secure Africa and its emphasis on good governance and democracy. These priorities ensure that development within the municipality is not only holistic but also sustainable, enhancing the quality of life for its residents while promoting environmental stewardship and social equity. Furthermore, the focus on responsive and transparent governance within the IDP supports the vision of an Africa characterized by good governance and the rule of law, ensuring that uMngeni Municipality advances these continental objectives at a local level.

Moreover, the emphasis on job creation and economic empowerment within the IDP reflects Agenda 2063's focus on a people-driven development that taps into the potential of African people, particularly women and youth. By attracting new investments and establishing new enterprises, uMngeni Municipality contributes to building a strong and influential Africa that actively shapes global dynamics and champions the Pan-African vision of self-determination and unity. Through these concerted efforts, uMngeni Municipality not only adheres to but actively champions the transformative spirit of Agenda 2063, ensuring that its local actions resonate with continental ambitions and global standards of development.

Africa Climate Summit

The call for a global reduction in greenhouse gas emissions has become more than an environmental concern. The first climate summit in Africa highlighted the importance of this, with the aim of ensuring that Africa is climate resilient. The frequency of weather-related disasters has led to great concern with the limited capacity and resources in African countries to overcome the adversity.

The Africa Climate Summit hosted its first annual conference on the 4th of September 2023, just a few months after the annual United Nations COP28 Conference. The UN COP Conference is an annual gathering of signatories to the United Nations Framework Convention on Climate Change (UNFCCC). Key objectives of the gathering are to foster action to lessen the impacts of climate change and measure progress to minimise greenhouse gas emissions. Amongst other things, the aim of the summit was to address the challenges and solutions towards a green economy.

South Africa commitment to African Heads of State Panel was for the Development of a Regenerative Blue Economy and implementation of the Great Blue Wall Initiative, aiming to mobilise at least USD 15 Billion by 2030. The Municipality can champion several key initiatives at the local government level that align with the summit's outcomes and these will be explored in future IDP Reviews.

National Government Priorities

State of the Nation Address (2024)

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. The following key issues were outlined by the President of the Republic:

- Crime and Corruption
- Unemployment
- Loadshedding and Renewable Energy
- NHI Bill
- Extension of SRD Grant

The 2024 State of the Nation Address (SONA) by president Ramaphosa, which covered the previous 30 years of democracy, current issues, and future goals. The President recognised the advancements in human rights, democracy, and economic growth that had occurred since apartheid. However, he didn't sugarcoat the fact that South Africa is still in a heated political climate, bringing up the COVID-19 pandemic,

the effects of state control, and the country's ongoing battles with unemployment, crime, and corruption.

uMngeni Council reaffirms the call by the President to choose a path that will determine the course of future generations through strengthening democracy and reaffirming commitment to a Constitution that protects all uMngeni communities. In support of the SONA (2024), the Council thus support and will implement the following key issues which includes rebuilding trust, addressing poverty and inequality, reforming the economy, attracting private sector investment, improving infrastructure, supporting local production, creating jobs, investing in alternative energy, reducing regulatory burdens and participating in public transport projects. These efforts are aimed at promoting stability, economic growth, and social development in uMngeni.

Constitution of the Republic of South Africa Act No. 108 of 1996

According to the Constitution, a municipality holds the autonomous authority to manage local government affairs of its community, always within the framework set by national and provincial legislation as outlined in the Constitution. The objectives of local government include: (a) providing democratic and accountable governance for local communities; (b) ensuring sustainable service delivery; (c) fostering social and economic development; (d) promoting a safe and healthy environment; and (e) enhancing community and organizational involvement in local government issues. A municipality must strive to achieve these goals, considering its financial and administrative capacities.

Additionally, the Constitution mandates that a municipality must organize its administration, as well as its budgeting and planning processes, to prioritize the basic needs of the community and to advance the social and economic development of the area.

In drafting this fifth generation IDP Review, we have incorporated these Constitutional mandates to forge an inclusive development agenda that upholds and respects the supreme law of the land. It is imperative that, as we continue to develop and implement the IDP uMngeni, we consistently adhere to and emphasize these Constitutional values, ensuring that every step taken aligns with the principles of justice, equity, and community welfare, thereby reinforcing the foundation of our democracy.

Municipal System Act No. 32 of 2000

In alignment with the Municipal Systems Act (MSA), Act No. 32 of 2000, the uMngeni Municipality is committed to the strategic and lawful development of its Integrated Development Plan (IDP). Chapter 5 of the MSA specifies essential guidelines that underscore our approach to IDP development. As mandated, our council has adopted a comprehensive and strategically focused IDP soon after the commencement of our elected term, ensuring the plan is:

- **Integrative and Coordinative**: Our IDP links, integrates, and coordinates various developmental plans and proposals across the municipality. This approach ensures that all developmental activities are harmonized, avoiding overlaps and maximizing the impact of resources.
- **Resource-Aligned**: The IDP aligns the municipality's resources and capacities with its implementation strategy. This alignment is critical to ensure that the objectives outlined in the IDP are achievable with the available resources, thus facilitating effective and efficient governance.
- **Policy-Driven**: Serving as the foundational policy framework, our IDP directs the formulation of annual budgets. This policy-oriented approach ensures that all financial allocations and expenditures are guided by the strategic objectives set within the IDP, promoting fiscal responsibility and strategic expenditure.
- **Compliance with Higher-Level Plans**: Our IDP is developed in compatibility with national and provincial development plans. This compliance ensures that our local plans not only meet the local community's needs but also align with broader developmental agendas, fulfilling requirements binding on the municipality under various legislations.

Additionally, in adherence to the MSA, uMngeni Municipality commits to an annual review of the IDP. This systematic review process allows us to stay responsive to evolving local needs, emergent challenges, and opportunities. By continually refining our IDP, we ensure that it remains relevant, dynamic, and effectively geared towards sustainable development. By developing and updating our IDP in accordance with these guidelines from the Municipal Systems Act, uMngeni Municipality not only fulfils its legal obligations but also reinforces its commitment to transparent, accountable, and effective local governance. This structured approach to local development planning is pivotal in our ongoing efforts to enhance the quality of life for all residents within the municipality.

National Land Transport Act No. 5 of 2009

The National Land Transport Act 5 of 2009 aims to provide further the process of transformation and restructuring the national land transport system initiated by the National Land Transport Transition Act, 2000 (Act No. 22 of 2000); and to provide for matters connected therewith. Furthermore, the NLTA is to provide for the transformation and restructuring of the national land transport system. The NLTA regulates and governs the transportation of passengers for reward. The Municipality is a strategically located and resourced with major arterial routes within the province which includes N3, R622 and R103.

The municipality will prioritise the development of an Integrated Transport Plan. The plan would work towards progressively implementing a municipal wide public transport network. In order to improve public transportation experience of the uMngeni residences, Council will ensure that (1) Bus shelters will be erected to keep commuters dry, and taxi ranks will be kept clean and functional by working with taxi associations to ensure that roads along critical routes are maintained, (2) The enhancement of and capacitating of the traffic department will be done to ensure that all public transportation vehicles, such as taxis, private vehicles and metered taxis, are roadworthy, (3) Attempt to subsidize public transportation for the unemployed and aged and (4) Partnerships with taxi groups and bus companies will be formed.

Spatial Planning and Land Use Management Act No. 16 Of 2013

The Spatial Planning and Land Use Management Act (SPLUMA), Act No. 16 of 2013, establishes a framework for spatial planning and land use management in South Africa, which is essential for guiding development within uMngeni Municipality. As part of the Integrated Development Plan (IDP), SPLUMA necessitates that all municipal planning is conducted in a manner that promotes efficient, sustainable, and orderly development. The act requires that our land use management, zoning, planning, and development policies are not only compliant with national regulations but also reflective of local socioeconomic conditions and needs.

Incorporating SPLUMA into our IDP involves establishing clear guidelines for land development and use that ensure equitable access to land, enhance spatial justice, and safeguard environmental assets. It also requires the municipality to adopt land use practices that strategically utilise available land for development while considering ecological preservation and urban-rural integration. SPLUMA's

principles support uMngeni Municipality in promoting social and economic inclusion through improved land administration and governance systems.

This legislation's integration into our IDP ensures that land-related decisions are made transparently, incorporating community participation, and align with broader municipal strategies for growth and development. It sets a legal and practical framework within which all future land development initiatives must operate, ensuring that these initiatives contribute effectively to the structured and sustainable growth of uMngeni Municipality.

National Development Plan 2030

The National Development Plan (NDP) adopted by the South African Government is a strategic framework aimed at propelling the nation towards significant socio-economic improvements by 2030. The plan's core objective is to eradicate poverty and reduce inequality through a multifaceted approach that includes stimulating an inclusive economy, building capabilities, enhancing state capacity, and fostering leadership and partnerships across all levels of society. It outlines comprehensive strategies across vital sectors such as employment, infrastructure, foreign trade, education, health, housing, social protection, and safety.

A critical component of the NDP is its employment strategy, which aims to create 11 million jobs by 2030, targeting a reduction in the unemployment rate to 6%. The plan emphasizes a transition to a low-carbon economy, transformation of urban and rural areas, and significant improvements in education, health care, and infrastructure. It also focuses on combating corruption, enhancing accountability, promoting gender equity, and addressing the needs of the youth.

For local government efficiency, the NDP outlines eight targeted actions:

- Stabilizing the political-administrative interface,
- Positioning public service and local government as careers of choice,
- Developing technical and specialist skills,
- Strengthening delegation, accountability, and oversight,
- Enhancing interdepartmental coordination,
- Proactively improving government relations across all levels,
- Strengthening local government structures,
- Clarifying governance of State-Owned Enterprises (SOEs).

For the uMngeni Municipality, the implementation of the NDP within its IDP is essential. The municipality's role has been aligning local priorities with the NDP objectives with uMngeni focussing on jobs and the economy, infrastructure investment, building a responsive and transparent government, building safer communities, waste and the environment and having a financially sustainable municipality.

Medium Term Strategic Framework: 2019 – 2024

The MTSF 2019-2024 aims to address the challenges of unemployment, inequality, and poverty through three pillars:

- Achieving a more capable state;
- Driving a strong and inclusive economy; and
- Building and strengthening the capabilities of South Africans.

The three pillars set out above underpin the seven priorities of this strategic framework. These priorities, which will be achieved through the joint efforts of government, the private sector and civil society, are as follows:

- Priority 1: A capable, ethical and developmental state;
- Priority 2: Economic transformation and job creation;
- Priority 3: Education, skills, and health;
- Priority 4: Consolidating the social wage through reliable and quality basic services;
- Priority 5: Spatial integration, human settlements, and local government;
- Priority 6: Social cohesion and safe communities; and
- Priority 7: A better Africa and world.

The uMngeni short to medium term strategic objectives are aligned to Priority 1, 2, 5 and 6 of the MTSF 2019-2024.

Breaking New Ground – Human Settlements (2011)

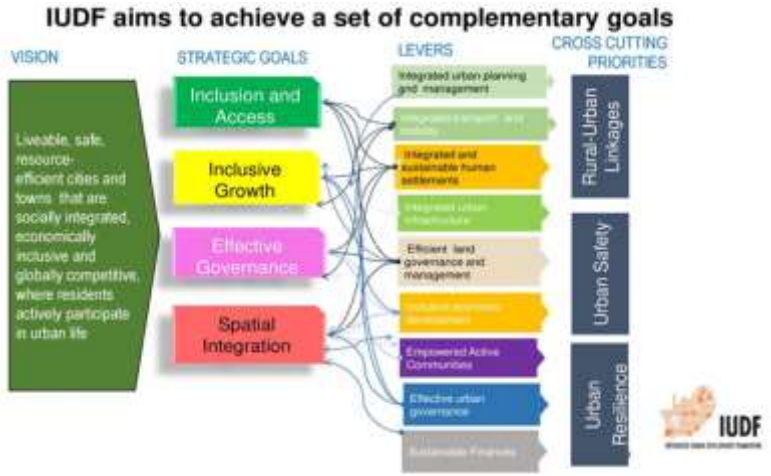
BNG is a comprehensive plan for the Development of Sustainable Human Settlement (BNG), which as published by the National Department of Human Settlements, provides guidelines in the provision of sustainable human settlements. It further provides for:

- Stimulating the Residential Property Market.
- Spatial Restructuring and Sustainable Human Settlements.
- Social (Medium-Density) Housing Programme.
- Informal Settlement Upgrading Programme.
- Institutional Reform and Capacity Building.

- Housing Subsidy Funding System Reforms; and
- Housing and Job Creation.

During this Council term, the municipality intends to strengthen collaboration with other levels of government, particularly the District Municipality, in order to provide bulk infrastructure that not only supports residential property market growth, but also improves people's living conditions through the provision of social housing.

Integrated Urban Development Framework (IUDF)



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

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

The IUDF responds to the post-2015 Sustainable Development Goals (SDGs), 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;
- Build the required capabilities in the state and among citizens; and
- 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.

The Municipality aims to resource its urban complexes into effective urban areas with sustainable infrastructure, human settlements, and economic development.

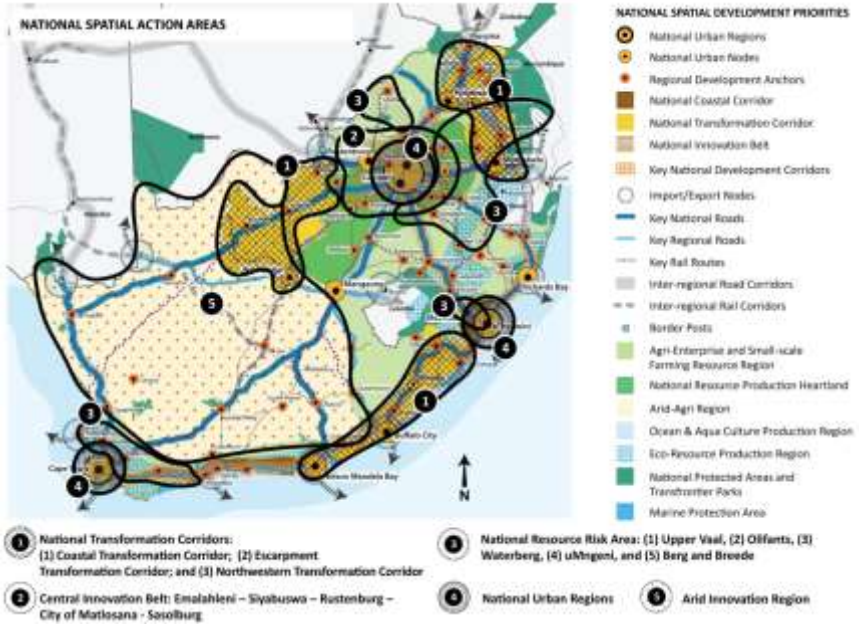
National Strategic Plan for HIV,TB AND STI: 2023-2028

The National Strategic Plan (NSP) for HIV, TB, and STIs for the years 2023 to 2028 was released at a crucial time in our public health initiatives as we approach Agenda 2030, where the international community must hold itself accountable for pledges made to end the threats that HIV and TB pose to public health. South Africa is one of the UN members that has committed to the agenda to raise the standard of living for all of its residents. The time has come for common South Africans to fully benefit from SA's commitments to other significant regional and global Declarations on HIV and TB. The nation's own National Development Plan (NDP) further demonstrates the dedication to enhancing people's lives. South Africa currently faces an immense task of battling HIV, TB and STIs while concurrently confronting a range of complex socio-economic challenges. This particular NSP is the final one to carry the nation past the year 2030. As we confront the three epidemics, it is crucial to make sure that our decisions are supported by concrete research that is inspired by global trends and rising priorities, while always purposefully taking the nation's epidemiological profile into context. According to Stats SA (2018) the second highest cause for HIV in uMgungundlovu is HIV.

Thus, in uMngeni, under the Municipal Managers office, a number of special sector programmes are supported. HIV/AIDS being at the forefront through community development and gifts and promotional items for HIV /AIDS as a municipal service. An allocated budget of R348 374 was for 2023/2024 and R365 096 for 2024/2025 which is to assist in the fight against prevalence of HIV. In uMngeni Municipality,

the life expectancy has improved significantly over the years due to the improvements in healthcare and socio-economic conditions. To combat the prevalence of HIV, uMngeni developed an HIV Strategy which will continue being implemented in the next five years and strategies to combat other health related issues.

National Spatial Development Framework (2020)



The National Spatial Development Framework (NSDF) recognises uMngeni Municipality as a critical area for managing sustainable use of resources to support and sustain national urban networks. The NSDF outlines several key directives for uMngeni, focusing on balancing competing land uses such as mining, agriculture, and ecotourism. This involves careful management to ensure that these activities coexist without compromising the ecological integrity or economic viability of the region.

Additionally, the framework emphasizes the importance of strengthening infrastructure networks within uMngeni. This is aimed at facilitating efficient regional, national, and cross-border flows that are essential for economic integration and development. Prioritizing resource management is highlighted as a crucial strategy, ensuring that natural resources are used sustainably and that infrastructure development supports broader economic goals without degrading the environment.

These directives underline the strategic role of uMngeni in national development, focusing on sustainable resource utilization, strategic infrastructure enhancement, and balanced regional growth. This approach is intended to promote a resilient economic structure in uMngeni that supports both local and national development objectives.

National Climate Response White Paper

It comes without question that Africa's emissions, as well as other developing nations, are significantly lower than developing nations. Unfortunately, developing nations endure most of the impacts of climate change. As a result, there is a need for a climate change strategy, to not only mitigate, but also adapt to the changes brought by the abruptly changing climate.

South Africa is an official signatory to the UNFCCC. According to the USAID, South Africa is one of the world's top 15 greenhouse gas emitters. In its commitment towards a green economy, the national government has also adopted a National Climate Response Strategy to mitigate and adapt to climate change. A key challenge for South Africa to implement the outcomes of the conferences, has been financing climate change action plans, as well as finding the balance between economic growth and sustainable development. In addition, developing countries are heavily reliant on coal as an energy source.

According to research, South Africa is already running low on coal, as it is a non-renewable resource. South Africa is on a mission to transition from its reliance on coal to a low-carbon economy. During the 2021 COP26 Conference the US, UK, France, Germany, and the EU agreed to partner with South Africa to support this transition through a Just Energy Transition Partnership (JETP), by financing their "Just Transition" elements of their climate actions.

From the smaller villages of Mooi River, Richmond, and Impendle to the larger cities of Pietermaritzburg and Howick, many residents of the uMgungundlovu District have previously had to deal with flooding, storms, droughts, heat waves, and wildland fires. When these natural disasters occur, areas who are poor and disadvantaged are sometimes the hardest hit.

Due to climate change, these disasters will occur more frequently and intensely, making life in vulnerable populations even more difficult. The area will become hotter. Summer rains come later. Storms will intensify, increasing the likelihood of flash floods. Longer intervals between rainy episodes will result in more frequent and intense droughts. This will negatively impact farmers and increase wildland fires. The establishment of the project "Building resilience in the Greater uMngeni Catchment came about which aims to increase resilience of vulnerable communities through interventions such as early warning systems, climate-smart agriculture, and climate proofing settlements. This project will be led by the uMgungundlovu District Municipality. The uMngeni Resilience Project will help these communities steer their way through the difficulties of living with more

extreme weather events. People will be encouraged to share the lessons they learn as the four pilot projects unfold. This will allow them to learn from one another and can help show other areas of South Africa and the world how vulnerable communities are able to make themselves more resilient in a less predictable world (Local perspective) link with uMngeni resilient climate change.

Climate Change Resolution

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. These activities include fossil burning (for energy generation), deforestation, fertilization, farming, oil drilling, waste generation, etc. The greenhouse serves as a blanket that traps heat within the atmosphere which was meant to escape to space to ensure energy balance. The effects of the trapping are called climate feedback. Essentially what is happening is that climate change is triggering certain changes on planet Earth that then leads to more climate change. It becomes a vicious cycle. And this feedback has increasingly high risk of happening the higher the temperature level is. A 1.5°C change is considered likely to stabilize the climate and limit this feedback. But if we see temperature levels much beyond that, it is likely we would trigger many of this feedback.

There will be some climate change at this point, no matter what we do. We have experienced 1.1°C of global warming already, and its associated implications. So, 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. We need to avoid this by stabilizing the climate. And a temperature above 1.5°C, we shall lose 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 barren land helps mop up CO2. The resolutions that the municipality has taken include the development of a climate change response strategy which will cover the following items:

- Identification of major causes and priority impacts of climate change in uMngeni Municipality;
- Recommendations on means of addressing issues identified as priority impacts of Climate Change in uMngeni Municipality

with specific reference to health, water, agriculture, energy, and tourism sectors, etc;

- Recommending tools for achieving sustainable development objectives whilst simultaneously responding to climate change impacts;
- Setting realistic climate change targets for clean energy which officials are required to report on;
- Setting realistic land care targets for protection of wetlands and catchment areas; and
- Encouraging better management of land by traditional leaders through Strengthened Intergovernmental Relations (IGR) structure with Ingonyama Trust Board (ITB)

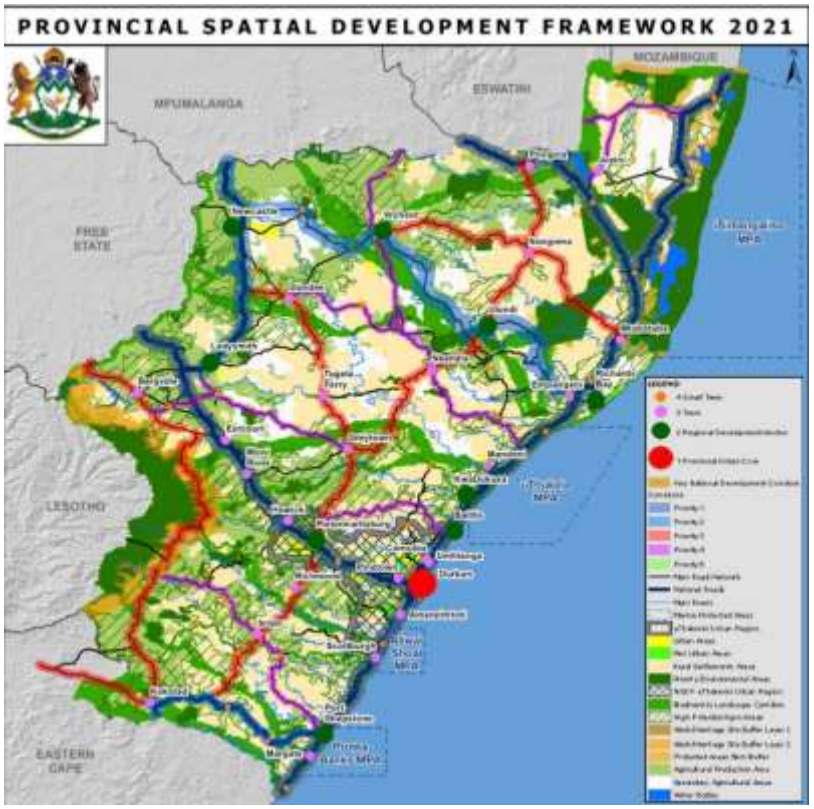
Provincial Government Priorities

KwaZulu Natal State of Nation Address 2024 (SOPA)



The 2024 State of the Province Address outlined the 8 KwaZulu Natal government priorities which municipalities in the province must also align with. The uMngeni six priorities are aligned with the province.

KwaZulu Natal Spatial Development Framework



Map 4: KZN SDF

Within the context of the KwaZulu-Natal Provincial Spatial Development Framework, uMngeni Municipality is strategically positioned as a key node within the Midlands region. This positioning is critical due to its proximity to major transportation networks which enhances its connectivity to the broader region, particularly to significant urban centres like Pietermaritzburg and the burgeoning markets of Durban.

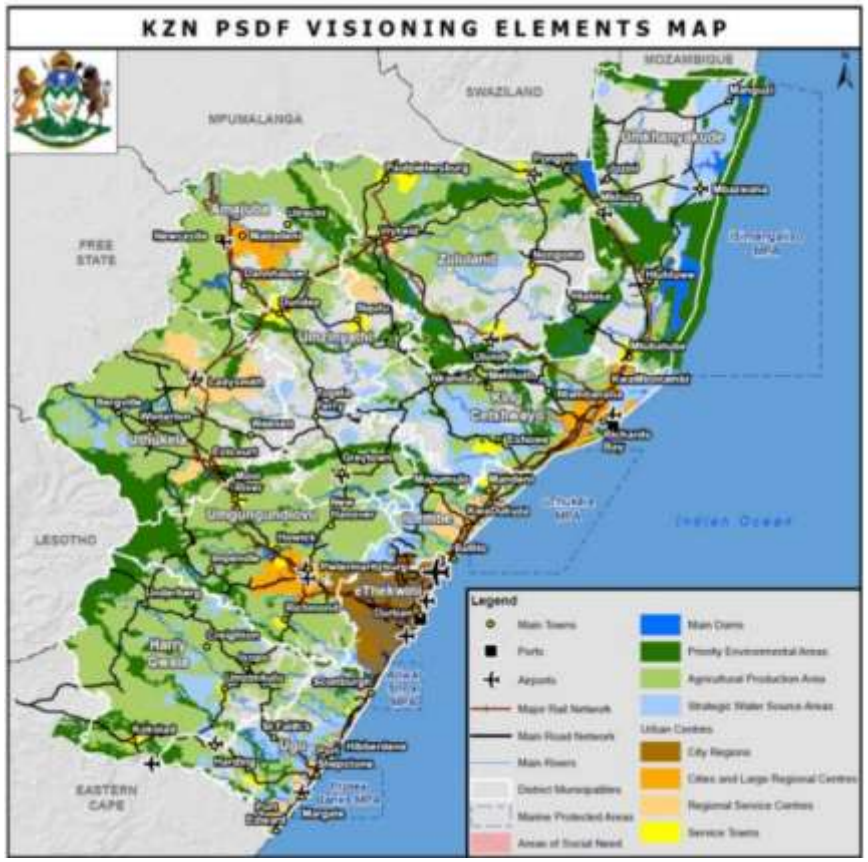
Map 4 illustrates uMngeni Municipality as a hub with a variety of designated priority areas and development corridors which are essential for regional economic development. These designated areas within uMngeni are poised for growth and investment, suggesting a focus on enhancing infrastructure and promoting sustainable economic activities.

As part of the framework, Howick is identified as the central business district (CBD) of uMngeni Municipality. This highlights Howick's role as not only a local administrative and commercial centre but also as a pivotal area in driving economic activities within the municipality. The presence of natural resources and green spaces around Howick suggests additional considerations for development, balancing economic growth with environmental sustainability.

Overall, the KwaZulu-Natal Spatial Development Framework envisions uMngeni Municipality as a critical area for growth within the Midlands, supported by strategic planning to optimize its geographical assets, improve connectivity, and foster a sustainable development path that benefits the entire region. This strategic placement is integral to the

municipality's ongoing and future planning initiatives aimed at harnessing its full potential as part of the broader provincial development goals.

KwaZulu Natal Growth and Development Strategy



Map 5: KZN PSDF

In the context of the KwaZulu-Natal Growth and Development Strategy, as depicted on the provided Visioning Elements Map, uMngeni Municipality plays a pivotal role within the region. This map highlights several critical elements that are integral to understanding uMngeni's strategic importance and potential areas of focus for local development planning and implementation.

Howick as its principal urban centre and situated in proximity to significant infrastructural elements such as major roads and rail networks. This connectivity enhances its access to larger markets and transport hubs, facilitating economic activities and the movement of goods and people. Its location also bridges important urban and rural zones, contributing to its potential as a regional growth point.

The map illustrates various land uses within and around Municipality, including agricultural production areas and priority environmental areas. These dual characteristics underscore the importance of balancing economic development with environmental sustainability. The presence of green zones suggests valuable ecological assets that must be preserved even as agricultural activities, a significant economic driver, are optimised.

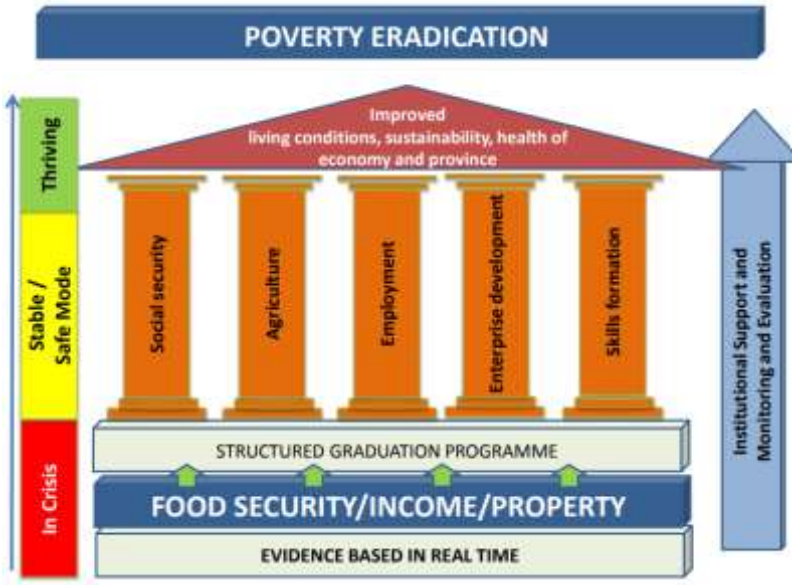
Adjacent to major urban centres like Pietermaritzburg and relatively close to the metropolitan area of Durban, uMngeni is well-positioned to benefit from regional economic dynamics. Its role as a service town within this framework can be capitalised upon by developing service industries, tourism, and local businesses that cater both to residents and the surrounding communities.

Identifying and aligning with regional priorities such as improving infrastructure, enhancing water and sanitation services, and fostering economic development sectors will be crucial. The proximity to major dams and water resources, as indicated on the map, also points to the strategic importance of water management and conservation in regional planning efforts.

Overall, the Visioning Elements Map for KwaZulu-Natal's growth and development strategy provides a crucial framework for understanding the strategic role of uMngeni Municipality. It offers a guide for future development initiatives that are sustainable, economically viable, and integrated with the broader regional objectives.

Provincial Poverty Masterplan (2014)

In 2014, the office of the Premier of KwaZulu-Natal conducted a provincial poverty masterplan. The main purpose of the plan was to identify areas that are affected by the highest level of multidimensional poverty. The plan further suggested several interventions which were grouped by five (5) pillars and twenty-nine (29) game changers. These are reflected on the figure above.



Although uMngeni is not part of the municipalities that were identified as poverty stricken but the scourge of poverty does exist in some areas.

The Municipality has in this regard been actively implementing programs aligned with the Provincial Poverty Masterplan, focusing on several key areas to enhance community welfare and promote sustainable development. These efforts include:

- **Improving Access to Quality Education**: The municipality has prioritized educational initiatives, particularly supporting Early Childhood Development (ECD) centres. This focus aims to bolster foundational learning and ensure children in the community have access to essential educational resources from a young age, setting a strong precedent for lifelong learning.
- **Waste Management**: Effective waste management practices have been a significant focus for the municipality, aiming to improve environmental health and sustainability. These initiatives not only contribute to cleaner communities but also promote recycling and waste reduction, aligning with broader environmental conservation goals.
- **Promotion of Agriculture**: Agriculture being a cornerstone of the local economy, uMngeni has invested in programmes to promote this sector. This includes supporting emerging farmers, facilitating access to markets, and providing technical assistance to farmers. These efforts are intended to increase productivity, ensure food security, and generate economic growth within the community.

Through these targeted programmes, the Municipality is making substantial strides in addressing poverty and enhancing the quality of life for its residents, aligning with broader provincial objectives to tackle socio-economic challenges. These initiatives not only contribute to immediate community needs but also lay the groundwork for long-term sustainable development in the region.

Provincial Spatial Economic Development Strategy (PSEDS) 2017

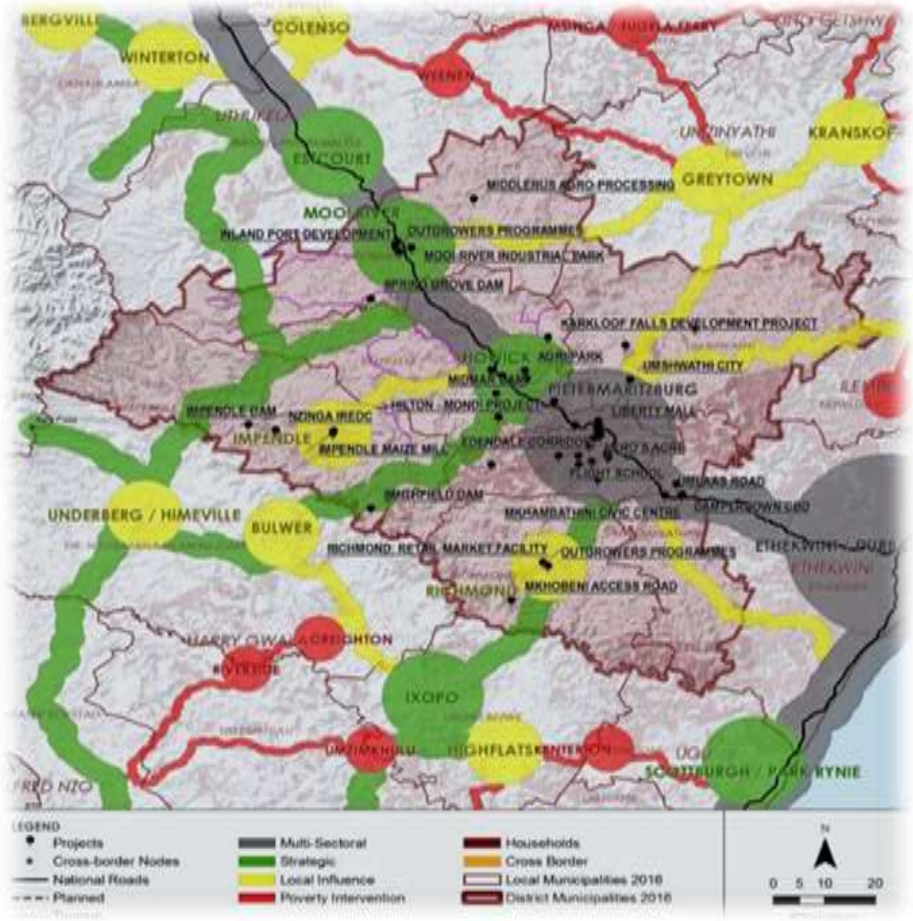
PSEDS sets where government directs its investment and development initiatives, capitalize on complementarities, facilitate consistent, focused decision making, bring about strategic co-ordination, interaction, and alignment. The strategy recognizes the agriculture, tourism, manufacturing, and service 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. According to the amended PGDS 2035, uMngeni is located on the KZN multi-sectoral route, therefore the municipality must adhere to provincial guidelines which are: (1) Strengthening governance and service delivery, (2) Economic development and job creation; (3) Integrating investment in

community infrastructure; and (4) Fighting poverty and protecting vulnerable groups in society.

Howick/ Hilton/ Mpophomeni are identified as Level 3 Nodes and Nottingham Road is identified as Level 4 Node. This generally acknowledge the existing formal town with the requisite infrastructure that was developed to make the service centres or growth points within its local economy. The National Route (N3) from Durban via uMngeni to Johannesburg is acknowledged as Existing Corridor.

- Howick Town is identified as the Value Adding Area.
- Midmar Dam is a Priority Conservation Area.
- Biodiversity Priority Area 1 are found along the Impendle Municipal Boundary.
- Economic Support Areas are identified within the farmlands of the municipality.
- The nodal areas (Howick, Mpophomeni, Nottingham Road, Fort Nottingham, Lidgetton and Dargle) are identified as Priority Intervention Area 1.
- The PSEDS further stated that additional important developmental issues within UMngeni are High Value Agriculture for Export, Battlefields and Cultural Heritage Tourism Routes, Agro-Processing incorporating Biofuels, Small Town Regeneration, Rural Service Centres, ECD Centre Development, Cultural Villages and School Greening.
- The municipality must establish a high-quality environment with associated required physical and infrastructure. The municipality ought to be committed to work with Department of Rural Development and Land Reform (DRDLR) in ensuring that Land Reform contributes to economic development and poverty alleviation, particularly in rural areas.

To ensure that the LED strategy of the uMngeni municipality is linked with the necessary strategic programmes indicated in the KZN Export Strategy, the following critical areas are essential: creating a business-friendly atmosphere by eliminating unnecessary red tape; providing necessary bulk infrastructure as well as effective road and rail connections to markets; promoting export awareness and the development of SMMEs and businesses; training and development of skills; and the facilitation and promotion of local exporters.



Map 6; KZN PSEDS

LOCAL GOVERNMENT PRIORITIES

uMgungundlovu Regional Spatial and Development Framework (2022)

The uMgungundlovu District Municipal Spatial Development Framework (uMDM SDF) outlines strategic directions and policies to guide spatial planning and development within the district, which includes the uMngeni Municipality. This framework emphasizes sustainable development, resource management, and the integration of environmental, economic, and social goals. Here's a summary of how uMngeni Municipality is positioned within this framework:

- ***Strategic Location and Role**:* uMngeni Municipality, being part of the uMDM, benefits from its strategic position near major economic hubs like Pietermaritzburg. This proximity provides significant opportunities for economic and infrastructural development that can be harnessed to boost local growth and enhance connectivity to larger markets.
- ***Environmental Stewardship and Resource Management***: The framework places a strong emphasis on sustainable resource management, particularly in relation to water and environmental conservation. Midmar Dam within uMngeni is a

critical asset in this regard, serving as a major water resource not only for the municipality but for the region. Sustainable management practices are encouraged to ensure the longevity and quality of water supplies, which are essential for residential, agricultural, and industrial uses.

- ***Economic Development and Infrastructure**:* There is a focus on strengthening infrastructure to support economic activities and facilitate regional and national integration. For uMngeni, this could involve improving road networks, enhancing public transport systems, and developing utility infrastructures that support both existing and new industries, including tourism and agriculture.
- ***Balanced Land Use and Urban Management**:* The framework advocates for managing competing land uses effectively, which is critical in uMngeni given its mix of urban, agricultural, and conservation areas. Strategies to balance development with environmental preservation are vital, especially to support ecotourism and agricultural activities that form the economic backbone of many communities within the municipality.
- ***Community Engagement and Development***: Emphasizing responsive governance, the framework encourages uMngeni to engage with its communities in planning and development processes. This aligns with broader goals of inclusivity and ensuring that development benefits are equitably shared, enhancing social cohesion and community well-being.
- ***Alignment with Broader Goals***: The development initiatives in uMngeni are to be aligned with provincial and national development plans, ensuring that local actions contribute to broader objectives of sustainable and integrated regional development.

This spatial development framework provides a comprehensive guide for uMngeni Municipality to plan and implement development strategies that are sustainable, integrated, and aligned with the overall vision of enhancing the economic, social, and environmental fabric of the region.

uMgungundlovu District Growth and Development Plan (DGDP)

The uMgungundlovu District Municipality Growth and Development Plan (UMDM GDP) is intended to focus and coordinate activities of all stakeholders to attain the envisaged vision for growth and development of the district. Additionally, the intent of UMDM GDP is also directed towards assisting the district municipality to align to the Provincial

Growth and Development Plan (PGDS) strategic goals and to direct long term growth and development strategy. UMDM GDP proposes a developmental vision which is divided into two separate but dependent sections. The two sections relate to prosperity and equity and is supported by 7 goals and 16 strategies. The municipality has over the years responded to the UMDM GDP goals and strategies by doing the following:

- Development of an Agricultural Sector Strategy that aims to explore the diversification of the agricultural sector while also providing key measures to promote agricultural production especially amongst emerging farmers.
- The municipality developed a Business Retention and Expansion Strategy in collaboration with TIKZN, with the aim of increasing trade and investment. However, this strategy must be implemented.
- The municipality employs citizens as part of the EPWP and CWP to increase government-led job growth.
- Promoting the alignment of skills to economic development, the municipality will need to perform a municipal skills assessment to determine the availability of skills needed by the local economy.
- In cooperation with other spheres of government, the municipality has recruited many graduates for internships over the last five years to promote youth ability growth.
- The municipality has made great strides in facilitating the building of sustainable human settlements through the provision of basic infrastructure and services in collaboration with all spheres of government.
- The municipality has an ICT Governance Framework aimed at providing information and communications technology infrastructure to support institutional and municipal growth and development needs.
- The municipality through the town planning department has developed policies like the SDF that encourage the productive use of land whilst managing pressures on biodiversity.
- Through the Central KZN Climate Change Compact, an MOU has been prepared between uMngeni, UMDM and eThekwini Metro to assist with the climate change strategy for the municipality.

- The municipality continuously participate in all government IGR structures to ensure alignment of all government and private sector programmes.

District Development Model (One Plan)

One Plan is an intergovernmental plan that establishes a long-term strategic framework for both investment and delivery within a district or metropolitan municipality. The creation of such a plan is accomplished by a collaborative effort including all three spheres of government, with supporting plans and policies produced within each sphere as they pertain to the relevant region. As a result, the Plan is adopted as an Intergovernmental Relations (IGR) and Social Compact by all three spheres of government (with their stakeholders) to ensure:

- A shared understanding of the district space;
- An agreement on priorities for support, investment, and development within the district;
- A common vision for the growth and development of District as well as related measurable outcomes; and
- The alignment of targets and commitments with the district to avoid wasteful expenditure, unused infrastructure, and duplication of resources.

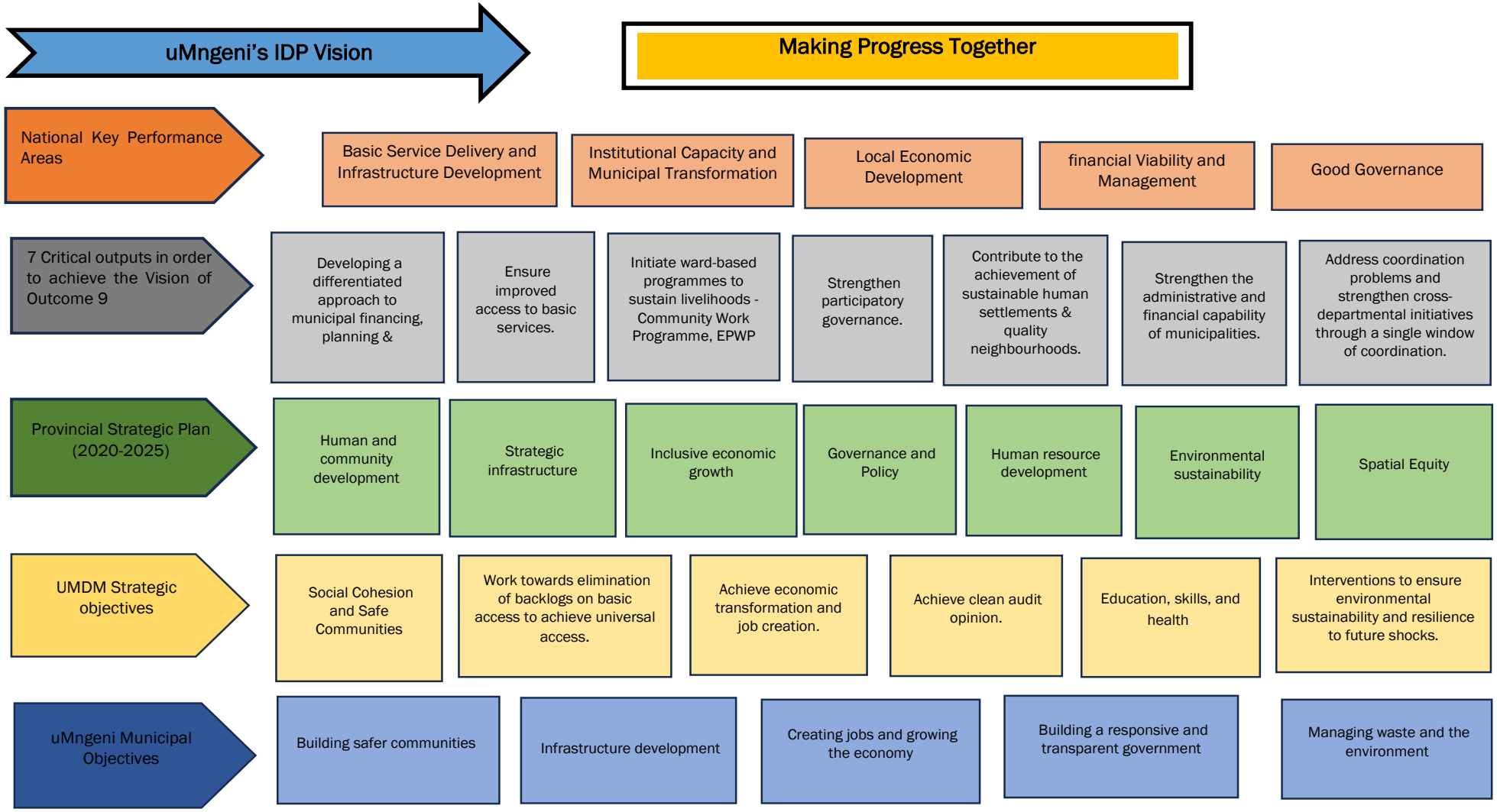
The uMgungundlovu DDM Profile was originally developed in December 2019 as a joint initiative between CoGTA and District Municipality. As part of the District Economic Recovery Plan, the following initiatives or interventions have been identified in the uMngeni area as relief measures to support the economy:

Table 2: DDM Joint Initiative

INTERVENTION	PROJECT	BUDGET	SOURCE	STATUS
Smart Innovation	Smart Cities Infrastructure planning for "New Cities" in Hilton	TBC	Private	Unfunded
Howick Fall Upgrade	Upgrade Howick Falls Precinct including Mpophomeni Township Tourism Upgrade Strategy	R5 mil	EDTEA UMEDA	Funded
Hilton Sustainable City	Hospital expansion, development of shopping centre and education precinct.	R2.5 bill	Private	Funded
Hilton Sustainable City	Facilitate the use of Cedara facilities for FET Artisan Academy	TBC	UMEDA, UMDM and DARD	Unfunded

Figure 2: National, Provincial and Local Alignment

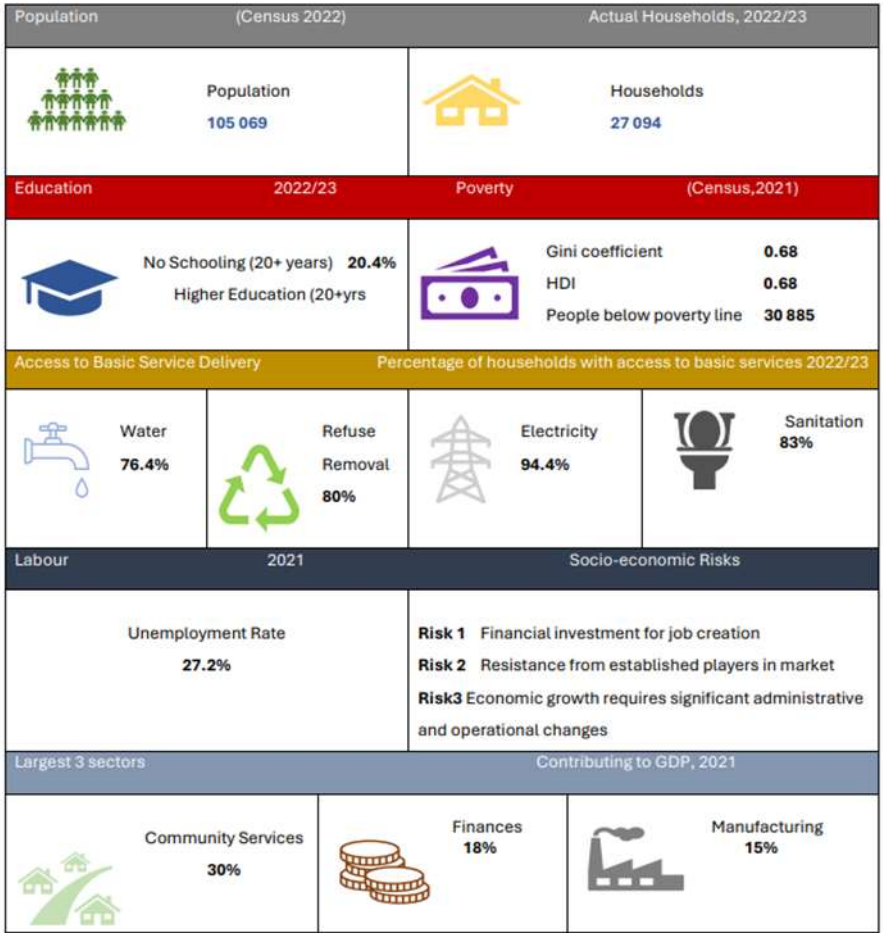
ALIGNMENT BETWEEN NATIONAL, PROVINCIAL AND LOCAL GOVERNMENT STRATEGIC PLANS



Section C: Situational Analysis

uMngeni Local Municipality at a Glance

Figure 3: uMngeni At a Glance



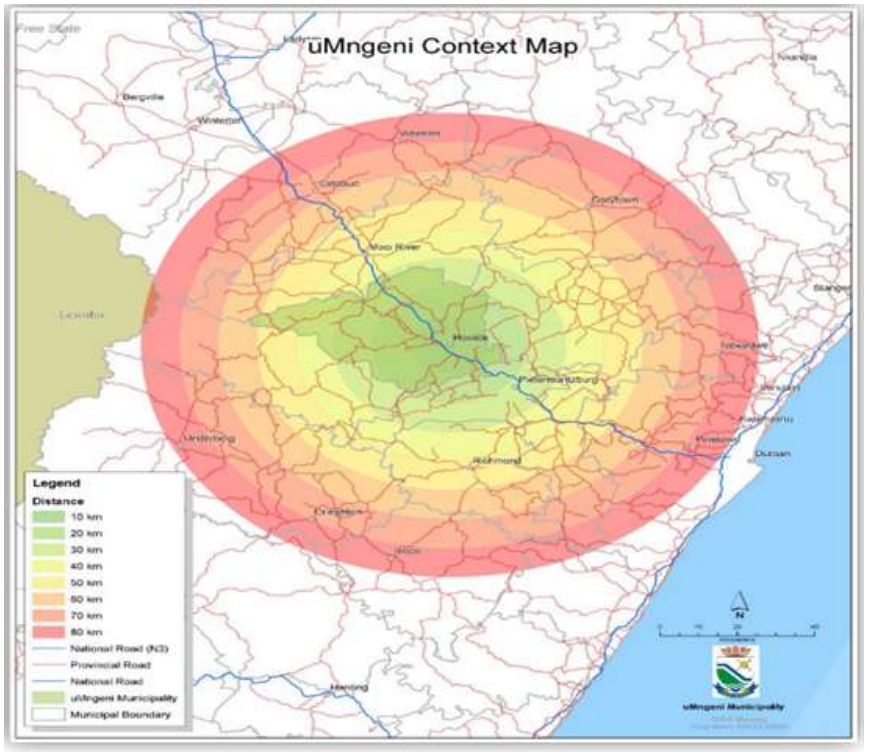
1. Spatial Analysis

1.1 Regional Context

The uMngeni Municipality is centrally located within KwaZulu-Natal, in the heart of the uMgungundlovu District. The region's placement is depicted on Map 1, emphasizing the proximity to pivotal towns and cities which are integral to the economic activity of the province.

- **Proximity to Pietermaritzburg:** Merely 30 kilometres away lies Pietermaritzburg, the administrative centre of the uMgungundlovu District and the capital city of the KwaZulu-Natal Province. This proximity opens avenues for administrative and economic synergies, facilitating ease of access to governmental services and urban markets.
- **Extended Regional Network**: At a distance of approximately 70 kilometres, the towns of Greytown and Estcourt extend the municipality's reach into the neighbouring districts of uMzinyathi and uThukela, widening the scope for inter-district collaboration and commerce.

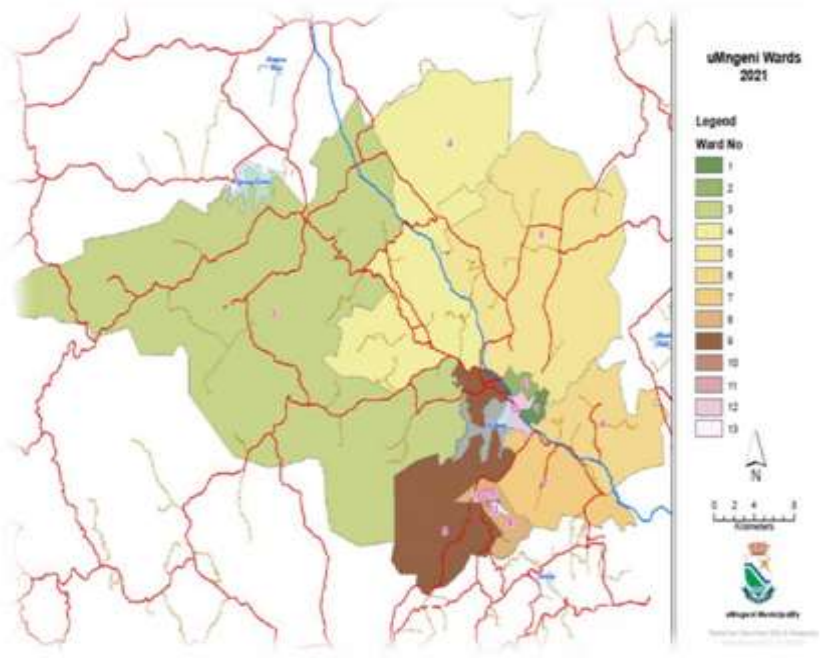
- **Radius of Influence**: The municipality is within an 80-kilometer reach of other notable centres including Weenen, Underberg, Creighton, Ixopo, Ndwedwe, and Pinetown, strengthening its influence over a substantial part of the province and enhancing its potential as a regional centre.
- **Tourism and Manufacturing Hub:** uMngeni's strategic location along major tourist routes, marked by scenic beauty and cultural heritage, positions it as a potential tourism destination. Additionally, the manufacturing sector has the opportunity to thrive here, with the advantage of serving both local and regional markets.
- **Agricultural Prominence:** Recognised as a high potential agricultural belt within the uMgungundlovu District, uMngeni's fertile soils and conducive climate bolster a strong agricultural sector, with prospects for agri-processing and value-added industries.
- **Infrastructure Corridor:** The National Route N3 is a vital artery that not only connects uMngeni to the national economy but also serves as a critical conduit for trade and mobility. The Municipality strategic location along this primary mobility corridor provides accessibility to major markets.
- **Connectivity to Economic Hubs:** At a broader scale, the municipality is strategically placed 400 kilometres from Johannesburg and a mere 100 kilometres from Durban. These metropolitan centres are economic powerhouses of Southern Africa, providing extensive markets, advanced logistics, and business opportunities.



Map 7: Context Map

1.2 Administrative Entities

Map 8: uMngeni Wards.



The uMngeni Municipality consists of 13 wards, which include urban, peri-urban, and rural environments. The urban component is made up of Howick, Merrivale, Mpophomeni, Hilton, and Worlds View; Lidgetton and Nottingham Road characterize the peri-urban interface; with the balance of the land in the Municipality under private commercial agriculture. The urban core of Howick serves as the administrative centre. Ingonyama Trust land adjoins the Mpophomeni area, to the south and east. These localities, together with significant agricultural expanses, formerly under Transitional Local Council governance, consolidate the municipal area, which spans 1,564 square kilometres. Inland, the municipality is traversed by numerous watercourses, with the uMngeni River being the primary river running through the area.

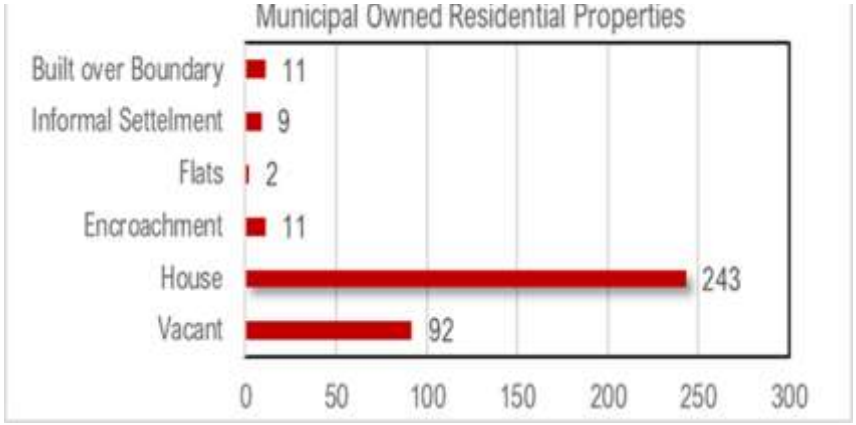
1.3 Land Ownership

The tapestry of land ownership in uMngeni reflects a predominance of private tenure, with a substantial portion of land parcels held by individuals and corporate entities. Public ownership is strategically focused on essential infrastructure and services, including the pivotal Midmar and Albert Falls dams, educational institutions such as government schools and Cedara Agricultural College, and various government facilities. The Ingonyama Trust holds noteworthy tracts of land abutting the Mpophomeni area. Commercial forestry operations, notably those by Mondi, command significant agricultural land. Key parcels of Mondi's land, particularly those skirting the N3 near Hilton, are targeted for major urban development projects anticipated to catalyse economic growth within the municipality.

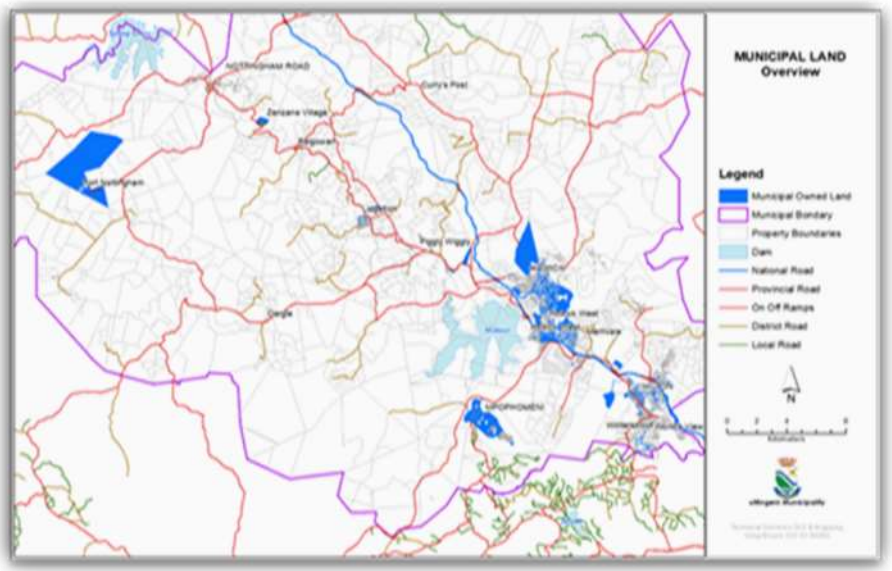
The pattern of land ownership in uMngeni reflects a predominance of private tenure, with substantial portions of land owned by individuals and corporate entities. Public ownership is strategically focused on essential infrastructure and services, including the Midmar and Albert Falls dams, educational institutions such as government schools and Cedara Agricultural College, and various government facilities. The Ingonyama Trust holds noteworthy tracts of land abutting the Mpophomeni area. Commercial forestry operations, notably those by Mondi, occupy significant agricultural land. Key parcels of Mondi's land, particularly those adjoining the N3 near Hilton, are earmarked for major development projects anticipated to catalyse economic growth within the municipality.

1.3.1 Municipal Owned Land

Figure 4: Municipal Owned Land



Within the uMngeni Municipality, land is designated for diverse uses, with a predominant focus on residential areas that constitute 56% of municipal landholdings. The implementation of housing initiatives has been slow, leading to unauthorized occupation of undeveloped parcel. To combat the pressing issue of land availability, the municipality has formulated strategic measures, including the release of municipal land to community members for productive economic purposes.



Map 9: Municipal Owned Land overview.

This landscape calls for a delicate balance between meeting residential needs and preserving land for economic and communal development. These measures are not only proactive but also anticipate future challenges, aiming to protect the integrity of the municipality's spatial framework and ensure equitable land distribution for the betterment of all residents.

TYPE	No. of parcels
Residential	368
Townlands & Roads	134
Open Space	86
Municipal Services	47
Worship	17
Industrial	5
Commercial	2
Schools	2
Vacant	92
Encroachment	11
Flats	2
Informal Settlement	9
Built over Boundary	11
Total	**661**

1.4 Land Reform

Land reform is essentially a state initiative to modify, redirect or change rights, usage, and relations on land, especially in rural areas (Marcus et al, 1996, p.179). The principles which underpin the current approach to sustainable land reform are:

- deracialisation of the rural economy
- democratic and equitable land allocation and use across gender, race, and class.
- strict production discipline for guaranteed national food security.

Redistribution, restitution, and tenure security are all possible through land reform. Additionally, it creates employment possibilities and income distribution for historically marginalized groups, such as women and youth. Several land claims have been submitted under uMngeni. However, only a small number of these claims resulted in functioning projects. Additionally, there are several gazetted restitution claims within the municipal area. After acquiring land, a rollout program called the Recapitalization and Development Program aids communities in developing farming capabilities. However, due to the lack of reliable statistics on the Recapitalisation and Development Programme's success, the program's influence on uMngeni is currently

unknown. There was a total of 209 Gazetted Restitution Claims and seven transferred claims.

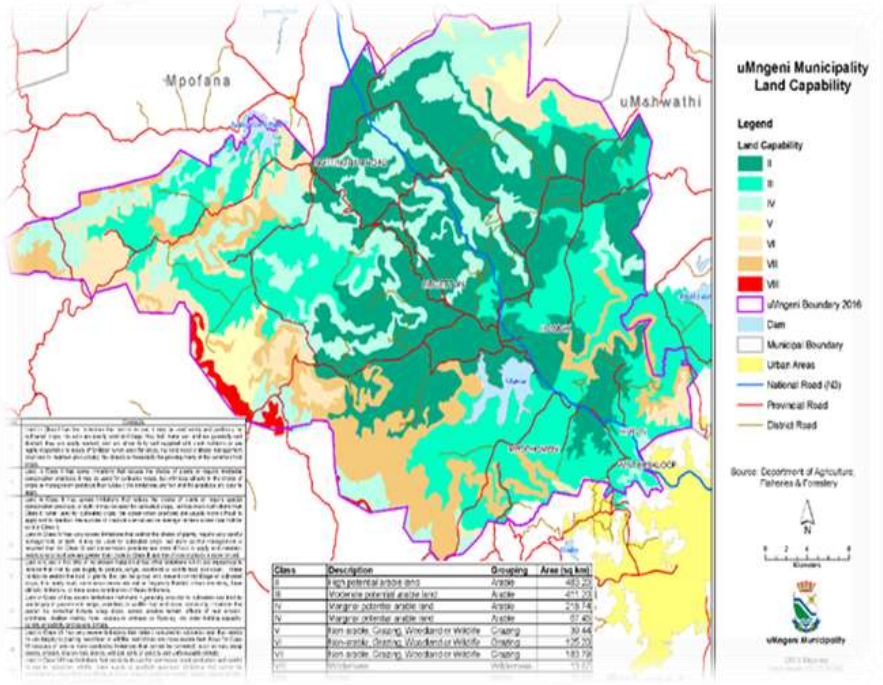
1.5 Land Capability

Within the jurisdiction of the uMngeni Municipality, the land capability classification ranges across eight distinct classes, each indicative of the soil's agricultural potential and prescribed usage. The classifications are as follows:

- Class II: Land with high potential for arable use is present, indicating favourable conditions for agriculture, albeit with some limitations that may require managed farming practices for optimal use.
- Class III: Moderate potential arable land constitutes areas where sustainable farming can be practiced, with thoughtful management to circumvent moderate limitations.
- Class IV: Marginal potential arable lands are those where agricultural use is possible but restricted, necessitating careful and specialized farming methods to manage significant limitations.
- Classes V, VI, and VII: These areas are not suited for arable farming but are designated for grazing, woodland, and wildlife. The capabilities here support ecosystems important for conservation and pastoral activities rather than cultivation.
- Class VIII: Land categorized as wilderness areas suggests a preservation status, where natural conditions are maintained without any agricultural interference.
- Class WA: Water bodies and areas that constitute the water resources of the municipality.

While the municipality does not encompass any Class I land — the most fertile with the least limitations — it does benefit from a significant expanse of Class II land. These Class II areas, albeit with manageable constraints, have the potential for robust agricultural development with appropriate and sustainable farming practices.

On the periphery, particularly towards the northern and western boundaries adjacent to the Karkloof Nature Reserve and proximate to the buffer zones of the uKhahlamba Drakensberg Park, the land capability dips into Classes VII and VIII. In these zones, agricultural cultivation is neither recommended nor feasible due to the terrain's ecological sensitivity and the imperative to preserve the natural wilderness and biodiversity.



Map 10: uMngeni Land Capability

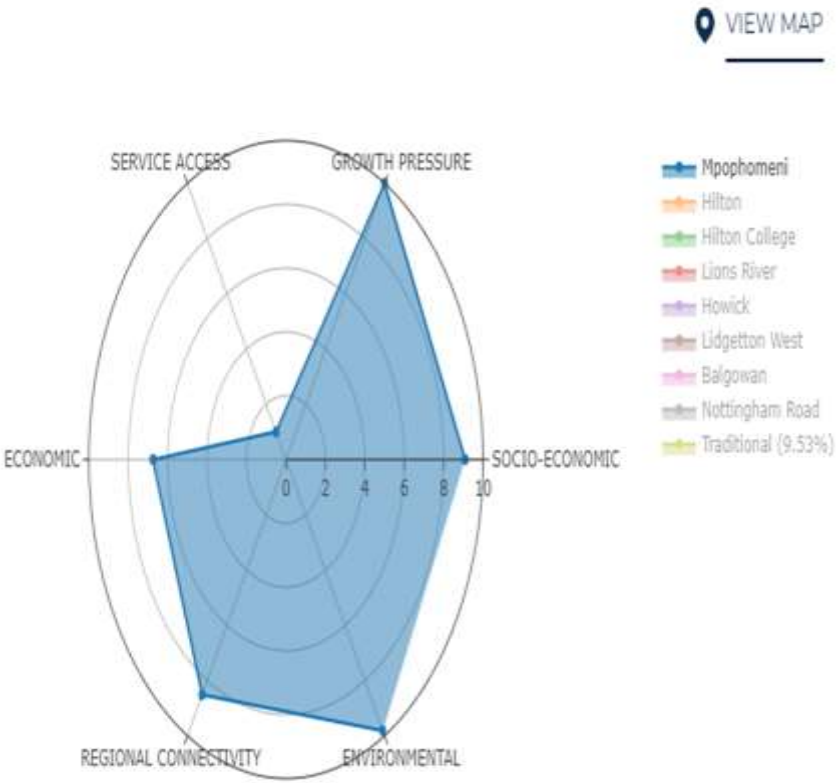
1.5.1 Land and settlement vulnerability

The concept of land vulnerability encompasses areas prone to adverse effects from natural or anthropogenic disturbances. The CSIR has underscored the significance of scrutinizing settlement vulnerability to forge robust adaptation strategies, interventions, and policies. A comprehensive framework devised by the CSIR measures vulnerability through several critical indicators: economic factors, accessibility of services, regional connectivity, pressure from development, socio-economic challenges, and environmental conditions.

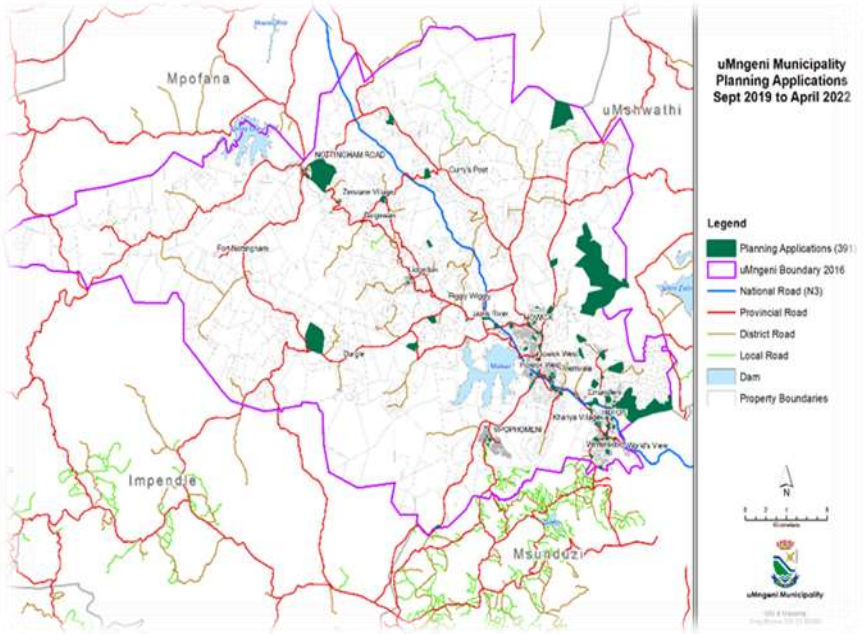
In the context of this narrative, a focused analysis on the environmental vulnerability index unveils insights into the ecological susceptibilities within the municipality and its various settlements. On a provincial scale, uMngeni Municipality is positioned as the 41st most vulnerable out of 44 municipalities, with an environmental vulnerability score of 7.1, signalling a compromised environmental state. Mpophomeni, Lidgetton West, Lions River, and Howick emerge as the settlements facing the highest environmental vulnerability within the municipality.

The graph accompanying this text highlights the vulnerability profile of Mpophomeni's settlement, delineating the ecological risks that threaten the area, including the well-being of local biotic communities, ecosystems, habitats, as well as the integrity of physical and biological processes. This assessment serves as a critical tool in guiding municipal policies to address environmental vulnerabilities and enhance the resilience of both natural and human systems in the face of potential hazards.

Figure 5: Vulnerability Profile of Mpophomeni



1.6 Private Sector Developments



Map 11: uMngeni Municipality Planning Applications

Analysing the spatial distribution of planning applications in the uMngeni Municipality from September 2019 to April 2022, as depicted in the map, reveals discernible patterns with respect to the Spatial Planning and Land Use Management Act (SPLUMA). These patterns are integral to understanding the developmental

dynamics of the area and informing the Integrated Development Plan (IDP).

Throughout the designated period, 991planning applications and since January 2023, a total of 53 SPLUMA applications were approved, indicating active developmental interest within the municipality. The concentration of applications is notably higher around established urban centres, particularly in and around Howick and the adjacent suburban and peri-urban areas. This clustering suggests an urban-centric growth pattern, reflecting ongoing densification and expansion of these nodes. The significant number of applications along the national and provincial roads align with strategic spatial planning principles, emphasizing accessibility and connectivity as key drivers of land development.

Lesser application activity is observed within the more rural and agricultural areas of the municipality, probably due to a combination of factors such as the need to preserve high potential land, ecological constraints, and lower economic pressures for development. However, some applications in these zones could indicate the emergence of niche development areas or a response to localized demand for a rural living environment, agritourism, or agribusiness opportunities.

In terms of SPLUMA considerations, the spatial trends of applications suggest that the uMngeni Municipality's approach to land use management has favoured development within or adjacent to existing urban fabric, aiming to leverage existing infrastructure and contain urban sprawl. However, the IDP would need to carefully consider the implications of this growth pattern on infrastructure, service delivery, environmental sustainability, and social equity. It's imperative that future planning applications align with the municipality's spatial development framework to ensure balanced and equitable growth, maintenance of ecological corridors, and preservation of high-value agricultural land.

The map thus provides a vital visual tool for analysing past and projected future spatial development patterns, informing policy adjustments, and strategic planning within the uMngeni Municipality, ensuring that land use management under SPLUMA supports sustainable and inclusive urban development.

1.7 Environmental Analysis

1.7.1 Agricultural Potential Areas

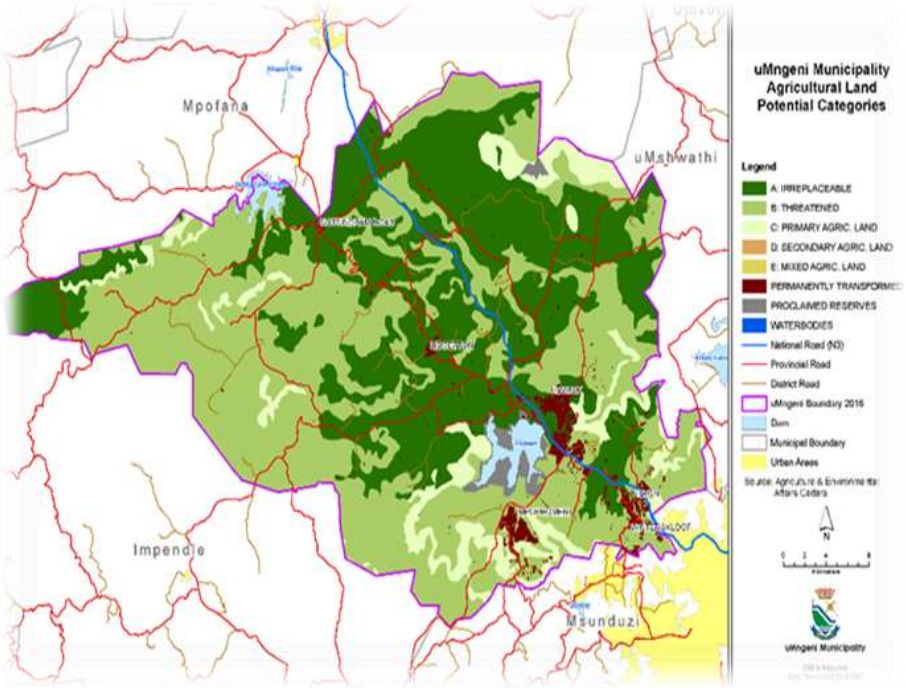
The uMngeni Municipality is a significant contributor to the agricultural sector, with vast tracts of land earmarked for commercial farming. Presently, 28% of the municipality's agricultural land is actively utilized for activities such as forestry, dairy, livestock, and grazing. This active usage plays a substantial role in combating climate change, particularly when practices like organic agriculture are implemented to reduce greenhouse gases and enhance climate resilience.

However, the potential conflict between agricultural use, tourism development, and biodiversity conservation is a matter of concern. As the municipality holds high-value agricultural land alongside areas favourable for tourism and rich in biodiversity, establishing clear limits and guidelines is essential to harmonize these intersecting interests. This balance is critical for sustainable socio-economic development.

Currently, uMngeni faces challenges resulting from development pressures on high-potential agricultural land. Recognizing that such land is a diminishing resource, it is imperative to prioritize its protection and sustainable use, aligning with the priorities of the Department of Agriculture.

In light of this, uMngeni has taken a significant step forward by adopting a Strategic Environmental Assessment (SEA) to guide land use management. This SEA serves as an authoritative framework for environmental considerations, aiming to harmonize agricultural activities with other land uses, particularly tourism, which also contributes substantially to the local economy and community welfare. By integrating environmental guidelines specific to agricultural land use, the municipality aims to ensure sustainable development, maintaining ecological integrity while fostering economic growth and social development. This approach aims to mitigate the conflict between agricultural preservation and other land uses, positioning uMngeni as a model for proactive and balanced environmental planning.

Map 12: uMngeni Municipality Agricultural Land Potential Categories



1.7.2 Biodiversity (Including Protected Areas)

Biodiversity is a foundational asset of the uMngeni Municipality, integral to our ecological integrity and socio-economic prosperity. It reflects the variety of life in all forms, the ecological complexes they form, and the genetic diversity they encompass. Ensuring the conservation of this diversity, particularly within the designated high sensitivity areas of the western region of the municipality, is a strategic priority.

The municipality is proactive in addressing the threats to biodiversity, particularly from Invasive Alien Species (IAS) which exploit natural resources more aggressively than indigenous species. To counter this, a comprehensive invasive species control plan, aligned with national legislation, has been embedded within the Integrated Development Plan (IDP). This plan classifies invasive species into categories, dictating robust measures for their management and eradication, thereby protecting our native ecosystems.

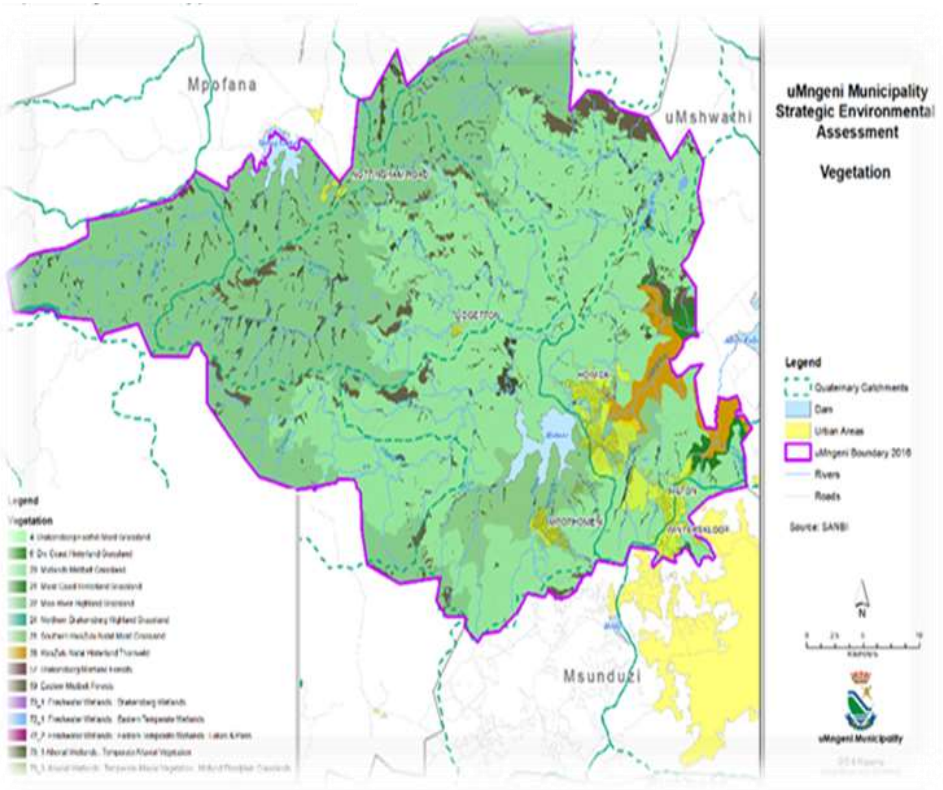
Protected areas, forming approximately 6% of uMngeni's land, are governed by stringent laws that facilitate the management and conservation of biodiversity. The establishment of buffer zones around these areas is a strategic action to minimize the impact of surrounding land uses. Additionally, the municipality recognizes the international significance of the uKhahlamba Drakensberg Park World Heritage Site buffer, which extends into our territory, enhancing the connectivity for species movement and supporting ecological processes.

uMngeni Municipality has developed a Strategic Environmental Assessment (SEA) to ensure that environmental considerations are integrated into spatial planning and development. This SEA will guide decisions to support sustainable growth while protecting our rich biodiversity.

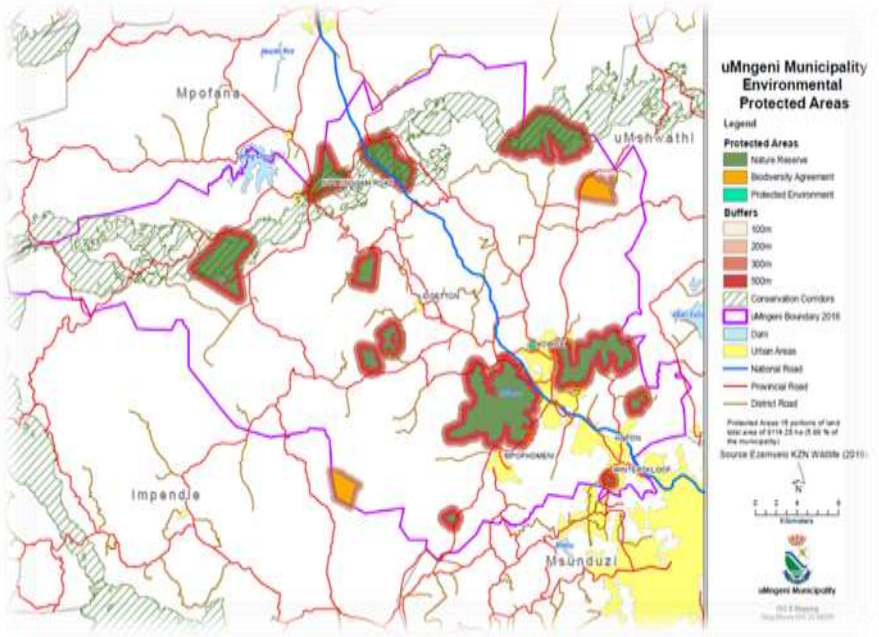
In the IDP, maps showcasing the critical biodiversity areas, the distribution of invasive species, and the layout of protected regions will be included to guide informed decision-making. The Environmental Management Inspectors' active role and community engagement are crucial for the effective enforcement of biodiversity regulations.

The goal is to strike a harmonious balance between development and conservation, ensuring that biodiversity conservation remains a core pillar of uMngeni's strategic planning. This commitment not only preserves our environmental heritage but also promotes socio-economic development through sustainable use and stewardship of natural resources.

Map 13: uMngeni Municipality Strategic Environmental Assessment



Map 14: uMngeni Municipality Environmental Protected Areas



1.7.3 Hydrology and Ground Water

The uMngeni Municipality is very well watered with many perennial rivers and streams and a large number of farm dams as well as the two major impoundments namely Midmar and Albert Falls dams. It is important to note that most of the municipality drains into the uMngeni River and thus falls under the uMngeni Integrated Catchment Management Plan. Rivers occurring within the Municipality include the major river for the Durban-Pietermaritzburg region via the uMngeni River as well as the Lions, Mpofana, Karkloof, Dargle, Gudu, uMthinzima, KwaGqishi, Nguku, Kusane, Gwens Spruit and Elands with the Mooi River forming a portion of the boundary between the uMngeni Municipality and Mpofana Municipality.

The headwaters of the uMngeni River straddle the boundary between uMngeni and Impendle Municipalities. The major storage dam for the regional economy viz. Midmar Dam is located in uMngeni as well as a portion of the Albert Falls Dam, which also plays an important role in the assurance of bulk water supply for the region. Midmar Dam is a critical storage dam with good water quality that needs to be retained to avoid a drastic increase in water treatment costs. Therefore, the majority of uMngeni jurisdiction occurs within the strategic quaternary catchment for water supply for the Durban-Pietermaritzburg economy. The Spring Grove Dam located within Mpofana and uMngeni Mooi River which is required to augment the existing water supply for the region.

The water quality in the water sources of the uMngeni Municipality is generally fair, but there is a need to address the continuous depositing of solid waste from households and business including effluent from aging sewer infrastructure into streams. The Inguga

and UMthinzima River which discharge into the Midmar dam are typical examples of polluted streams due to effluent from aging infrastructure and solid waste deposition (Mpophomeni Nodal Plan, 2020). If this process continues unchecked, it will affect water quality in the Midmar Dam. The uMngeni River shows less signs of ecological disturbance before the dam but the water quality status below the dam is worrying as it passes through the town of Howick and other concentrated residential areas (NEFPA, 2011). Although the effluent and solid waste elements are lower in uMngeni River above the dam, livestock farming and dairy farming activities existing in the catchment has the potential to affect water quality as they release solid livestock and general waste.

Water Resources and Systems

Water is a fundamental source of life on earth. South Africa is a semi-arid region and water is a scarce resource in the country. In addition, the susceptibility to pollution from various human activities in most Municipalities across the country, compounds the shortage. Adding to this , is the rise in climate change, development and urbanisation pressures and the demand for water is expected to rise exponentially in the next 3 decades. There is a need to understand regional status quo of water, possible threat and develop proper planning to preserve both the quantity and quality.

The Socio-Economic activities that pose negative implications on water quality and quantity in this area should be avoided or approved based on approved Water Management Plans.

Geographical Location of Water Sources at uMngeni LM

Three (3) indicators were selected in this study to analyse the impacts of development in water features to represent status quo, pressures, and impact on water resources at uMngeni Municipality:

1) Water quantity
2) Water quality
3) Ecological status of rivers

1.7.4 Air Quality

The National Environmental Management: Air Quality Act 39 of 2004 (NEM:AQA), which repeals the Atmospheric Pollution Prevention Act (APP) of 1965, came into effect on 11 September 2005, with the promulgation of regulations in terms of certain sections resulting in the APPA being repealed entirely on 1 April 2010. The Air Quality Act has shifted the approach of air quality management from source-

based control to receptor-based control. The main objectives of the Act are to:

1. Give effect to everyone's right 'to an environment that is not harmful to their health and well-being'.
2. Protect the environment by providing reasonable legislative and other measures that:
    - Prevent pollution and ecological degradation;
    - Promote conservation; and
    - Secure ecologically sustainable development and use of natural resources while promoting justifiable economic and social development.

In South Africa, outdoor and indoor air pollution continues to be perceived as a serious problem, with emissions for sulphur dioxide, particulate matter, nitrogen dioxide, nitrogen oxides, ozone, benzene and VOCs, and the corresponding concentrations a cause of concern. Air quality in various areas of the country is affected by pollutants emitted by numerous sources. These sources include power generation activities, industrial processes, waste disposal, transportation (private and public vehicles), biomass burning, domestic fuel burning, landfill sites, wastewater treatment and agriculture. National Environmental Management: Air Quality Act 39 of 2004 (NEM:AQA) tasks all South African Municipalities with the development and implementation of an AQMP as part their Integrated Development Plan (IDP). Currently the uMngeni Municipality does not have an Air Quality Management Plan.

1.7.5 Climate Change

The uMngeni Municipality, situated in the KZN Midlands, is characterized by a subtropical climate, heavily influenced by the warm currents of the Mozambique and Agulhas oceans. This climate setting, with its summer rainfall pattern and moderately dry winters, forms the backdrop for the municipality's strategic response to climate change, underscored by the adoption of the Strategic Environmental Assessment (SEA) in the 2023/2024 financial year.

Climate change, a global phenomenon marked by long-term shifts in temperatures and weather patterns, is primarily driven by the accumulation of greenhouse gases such as CO2, CH4, and N2O in the atmosphere. These gases, while natural and essential for life by trapping the sun's warmth, are now at concentrations that intensify the Earth's greenhouse effect, leading to global warming.

In response, the uMngeni Municipality has proactively aligned its development policies and actions with the SEA's guidance,

embedding sustainability and climate resilience into its Integrated Development Plan (IDP). Recognizing the local contributions to greenhouse gas emissions through activities like commercial agriculture, fossil fuel usage, and deforestation, the municipality is committed to mitigating these effects. It emphasizes adaptation strategies through its collaboration in the Central KZN Climate Change Compact, focusing on regional collective action to tackle climate change impacts.

This strategic direction is vital in navigating the challenges posed by climate change, such as increased temperatures, unpredictable rainfall patterns, and more frequent extreme weather events, all of which threaten the municipality's ecosystems, water and food security, and overall community well-being. By integrating these considerations into the IDP, uMngeni Municipality aims to inform and engage its communities in understanding and addressing climate change, ensuring a sustainable and resilient future for all residents.

Flood Prone Areas

The hydrological risks of flooding in rivers and flood plains are determined by flood lines, which indicate the likelihood of flooding. For the uMngeni Municipality, a flood risk assessment was carried out using GIS analysis and the overlaying of aerial photos of flood lines and settlement patterns and reflected below. Apart from some areas in Lidgetton West and Howick on the Shelter and Rietspruit rivers, most urban settlements are not in flood-prone areas. Flood-prone areas include Lidgetton, Siphumelele, and parts of Mpophomeni. Due to the topography and the location of houses in flood-prone areas, these are mostly flood-prone, which has in the past resulted in the effects of natural disasters. Planning principles must always be used in the placement of housing settlements to ensure that these areas are not affected in any way by future flooding caused by climate-related disasters.

Strategic Environmental Assessment

In the 2023/2024 financial year, the uMngeni Municipality officially incorporated the Strategic Environmental Assessment (SEA) into its planning framework, augmenting the Integrated Development Plan (IDP) with a decisive environmental directive. The SEA, supported by both the DFFE and KZN EDTEA and adopted by Council, and attached as Annexure J.8 to the IDP, serving as a critical instrument for infusing environmental considerations into every tier of municipal planning and decision-making.

The SEA facilitates a proactive, strategic approach to sustainable development, ensuring environmental impacts are carefully weighed and addressed at the planning stage. It empowers the Municipality to steer development in environmentally congruent ways, enhancing socio-economic outcomes while safeguarding ecological integrity.

This tool is instrumental in guiding the Municipality's Spatial Development Framework (SDF), enriching it with comprehensive environmental analysis. By evaluating a spectrum of developmental alternatives, the SEA ensures that uMngeni's growth is synonymous with environmental preservation and community wellbeing, embodying the values of participatory governance.

The detailed environmental appraisals and recommendations from the SEA will inform ongoing and future land use management, reflecting the Municipality's commitment to sustainable growth and transparent, inclusive governance. The adoption and use of the SEA vary both geographically and with regard to the levels and sectors of decision making that are addressed. The Municipality aims to use the SEA approach to address environmental issues by considering the consequences of a wide range of alternatives and actions at the planning phase.

1.8 Agriculture and Environmental Trend and Analysis

1.8.1 Agriculture Trend and Analysis

A substantial amount of land within the uMngeni Municipality is generally classified as having high potential for agriculture with 28 percent of this land currently in use with key activities being forestry, dairy farming, and livestock and grazing. The worrying concern is that the underutilised agricultural land corresponds with both tourism favourable areas and high biodiversity areas.

There is a need to design acceptable limits for high biodiversity area and the need for tourism development to aid socio economic development. Although uMngeni has 28 percent of agricultural land currently in use, most of it has suffered a lot from poor land use management practices and subdivision of land to make space for tourism activities foregoing agricultural use. Considering that high potential agricultural land has become a scarce and a deteriorating resource, it should be prioritised as it is with the Department of Agriculture. These two industries are major components in economic generation and poverty alleviation. A situation where each scratch and or replacing of the other should be avoided through proper environmental planning and consideration of alternatives.

Agriculture remains both significant and dominant in terms of space and contribution to the local economy especially in terms of being one of the key drivers of economic growth, development, and employment creation. Consequently, enormous opportunities exist within this sector to safeguard food security, create labour intensive employment, reduce unemployment, and encourage further product diversification (uMngeni, 2019). However, agricultural development needs to be mindful of the environment impacts associated with it, with the continuous intensified competition between demand for land for sustaining human activities and the availability of natural resources. Accompanied by this is the impact of climate change on the environment which causes alterations in the weather conditions (floods, droughts) which in turn, alter crop yield patterns affective agricultural production. This change in weather patterns is anticipated to put pressure on agriculture and increase food insecurities. Consequently, agriculture in the municipality needs to ensure practices that support a broader range of social, economic, and environmental benefits that promotes sustainable use of natural resources. Further details of the agricultural scenario and proposed activities within uMngeni can be sourced from the Agricultural Sector Plan that was adopted by Council and included as Annexure J.9.

1.8.2 Environmental Trend and Analysis

The location of the Municipality is within the strategic quaternary catchment for water supply for the Durban-Pietermaritzburg economy (uMngeni, 2019). The national spatial development framework identifies the municipality as one of the strategic water resource management regions and suggests development within the area should be well managed to avoid any negative impacts and restoration prioritised. Furthermore, the framework highlights the municipality as one of the high-risk water and land development competition catchments requiring long-term intergovernmental action.

Wetlands are crucial aspect of the environment owing to their critical role in ecosystem water management and biodiversity conservation. They have been identified as one of the prominent ecological infrastructures capable of controlling flood, soil erosion, and toxicant while also poses good grazing land for livestock. They are natural filters, spouge material capable of both storing and purification of water. High levels of loss and degradation due to grazing and settlements, among other things, have reduced the

capacity of this ecological infrastructure to provide these free essential ecological services. Hence, the remaining wetlands need to be conserved and restored where possible.

The uMngeni Municipality Strategic Environmental Assessment (SEA) has identified key environmental issues, focus areas, threats and opportunities associated with development trends and land use practices. It has identified limits of acceptable change and desired state of the environment, threat and opportunity associated with the Municipal environmental goals; established control measures which the Municipality can integrates when developing policies, programmes, or plans. A number of strategies have been suggested to address the potential impact on the environment as a result of development pressures, this includes key indicators that can be used for progress monitoring. The SEA is attached as Annexure J.8.

1.9 Agriculture and Environmental: SWOT Analysis and key challenges

1.9.1 Agriculture and Environmental SWOT Analysis

Table 3: Agricultural & Environmental SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
▪ High potential agricultural land ▪ Water catchment areas provide water resource to communities and the business sector. ▪ The municipality has an authorized Environmental Management Officer (EMO) ▪ The N3 corridor is part of an important national and provincial. ▪ Favourable climatic conditions for most crops ▪ Good soils for cultivations ▪ Dedicated farmers who want to grow and improve. ▪ There is a variety of crops and livestock produced, ensuring that various markets are penetrated, within and outside the municipality. ▪ The Municipality has extremely high-value ecosystem goods and services as a result of the area's indigenous forests and grasslands	▪ Most small-scale farmers are situated far from formal markets. ▪ Most small-scale farmers are not registered, ▪ Lack of co-operation between small-scale farmers and commercial ▪ Lack of security for commercial farmers, which discourage investment in the region. ▪ Subdivision of agricultural land is of concern as small subdivisions have in the past proved to be unsustainable and therefore have an impact on the agricultural potential. ▪ Informal housing specifically on the banks of rivers,	▪ The municipal government should seek, along with existing stakeholders and government partners, to provide support with access to credit markets, skills development. ▪ The establishment of marketing and farming co-operatives, installation of small-scale agro-processing facilities and access to commercial markets ▪ Farmers venturing into niche markets such as berries, avocadoes, mushrooms, and viticulture, which yield high financial returns. ▪ Partnerships between commercial and small-scale farmers for mentorship. ▪ There are a number of steep rivers across the uMngeni which highlight a possible area for water generated	▪ Political involvement of administrative and support services meant for farmers. ▪ Delays in the implementation of recommendations ▪ Low farmer participation in initiatives ▪ Exorbitant rates on agricultural farmland ▪ Lack of surety of small-scale farmers to acquire financial assistance. ▪ Potential impact of climate change on small-scale farmers ▪ Wetlands degraded, both in terms of quality and functionality, as a result of uncontrolled development along the streams. ▪ Nguka and Mthinzima stream heavily disturbed due to waste and sewerage leaking from aging infrastructure.

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
		electricity (e.g., Hydro-electrical projects) development. ▪ There is also an opportunity to improve the Green Drop status once the SEA has been finalized and appropriate areas identified. ▪ Wetland rehabilitation projects provide an opportunity to improve wetland functionality and hence increase e the goods and services they provide. ▪ Public works programmes, such as Working for Water, could create jobs to assist in cleaning the water and alien plant removal. ▪ Opportunities for employment through IASP programme and Wetland rehabilitation projects.	▪ Legal and illegal discharges of treated and/ or untreated wastewater together with poor sanitation in concentrated settlement and rural areas contributes to faecal contamination in rivers, dams, and estuaries. ▪ Pollution from known and unknown sources affecting water quality and hence availability.

1.9.2 Agriculture and Environmental Key Challenges

AGRICULTURE & ENVIRONMENTAL ANALYSIS	
Key challenge	Management of unregulated developments
Description	Unauthorised development threatens environmental integrity, increase floods risks and disrupt planned urban management

1.9.3 Animal Pound

Section 3 of the KZN Pound Act. No. 3 of 2006, guides that each municipality must establish and operate a pound to service its area of jurisdiction. Despite not having one, uMngeni Municipality is working on appointing a service provider to review the Pound Bylaw.

1.10 Disaster Management

1.10.1 Disaster Management and Institutional Arrangements

The primary responsibility for disaster management in South Africa rests with the Government. In terms of section 41(l) (b) of the Constitution of the Republic of South Africa, all spheres of Government are required to “secure the well-being of the people of the Republic”. Disaster management is listed as a functional area in Part A of Schedule 4 of the Constitution, meaning that both the National and Provincial spheres of Government are competent to develop and execute laws within this area and have powers and responsibilities in relation to disaster management. Disaster Management has also been ‘assigned’ to local government through the promulgation of the Disaster Management Act, 2002 (Act no 57 of 2002).

In terms of the Fire Brigade Act, any local authority may establish and maintain a firefighting service in its jurisdiction, which establishment will be managed by a Chief Fire Officer. In addition, a controlling authority may establish a fire brigade reserve force for its area of jurisdiction. All fire brigades established in South Africa are mandated to:

- prevent the outbreak or spread of a fire through proactive measures such as assisting with fire-fighting equipment assessments, audits and advisory services;
- react to and fight or extinguish a fire;
- protect life or property against a fire or other threatening danger;
- rescue life or property from a fire or other danger; and

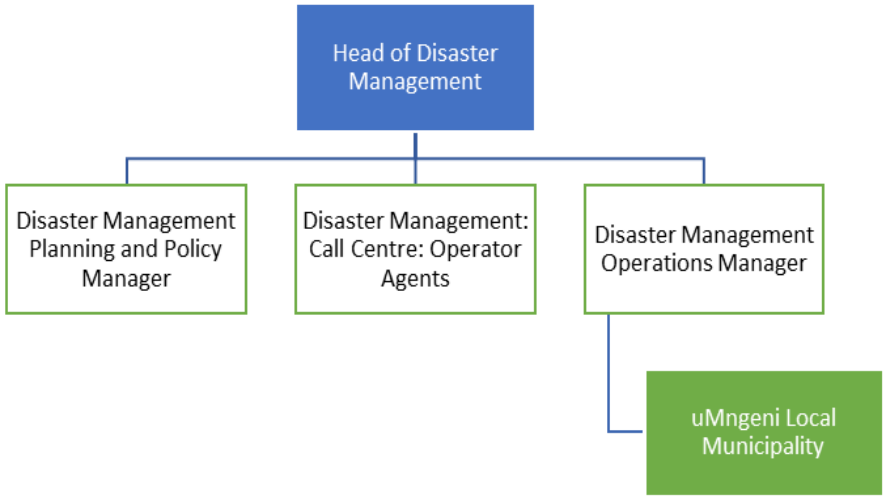
- render an ambulance service as an integral part of the fire brigade service.

Status of Municipal Institutional Capacity

The Disaster Management Units of the uMngeni Local Municipality and the uMgungundlovu District Municipality are organized as follows. It should be mentioned that the District municipality structure is included since they are crucial to local disaster response and mitigation. Section 43- 50 of the Disaster Management Act 2002 (Act No.57 of 2002) makes provision of the establishment and functions of the centre to ensure effective operation and co-ordination of Disaster Risk Management within the Municipality.

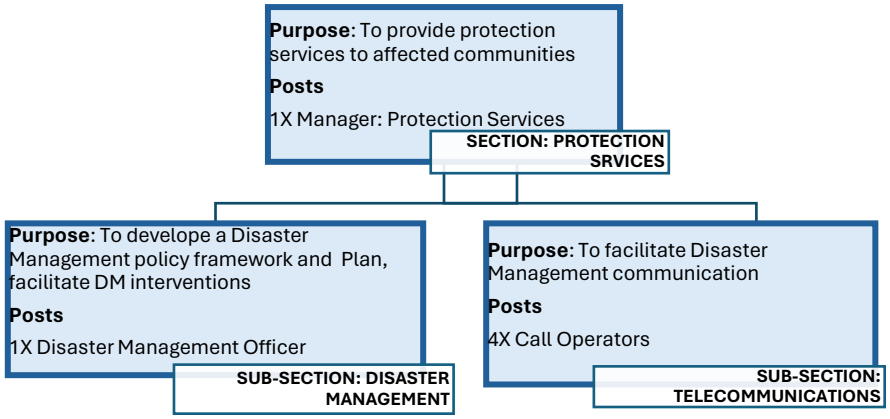
The uMngeni Disaster Management Centre is located at Corner Dicks & Somme Streets, Howick. A multisectoral Call Centre operates on a 24-hour base. The strategic objective of the centre is to reduce the probability of disaster occurrences; to take effective action during disasters and to provide immediate response and recovery. The Municipality accepted responsibility for co-ordination and management of local disasters to the extent of its capacity and have provisions for responding to incidents should they arise. Even though the budget is minimal, the Centre still demonstrates commitment to disaster management. The Community Services and Public Safety department is in charge of disaster management at the local level, and the institutional setup includes a Manager: Protection Services, a Disaster Management Officer, and five controllers. However, the Disaster Manager post is currently vacant.

Figure 6: uMngeni Municipality Disaster Management Institutional Capacity



Organisational structure of Disaster Management at uMngeni LM

Figure 7: uMngeni Municipality Organisational Structure of Disaster Management



Linkage with the integrated development plan of uMngeni Local Municipality

Both the Municipal Systems Act and the Disaster Management Act compel the inclusion of a Disaster Management Plan into the IDP of the Municipality. The complete plan can therefore be considered as an annexure J.2 to the IDP, while a brief summary of the document is included in the IDP.

As per the Government Gazette No. 50138 on Guideline On Integration Of Disaster Risk Reduction Into Municipal Integrated Development Plans, it is the aim of the municipality to include disaster risk management in the planning and execution stages of all IDP projects. This will ensure the integration of disaster management into the IDP and will ensure that all plans and projects are focused on contributing to disaster risk reduction and disaster preparedness - thus reducing the impact of disasters on lives, property, community activities, the economy and the environment in the uMngeni Local Municipality. uMngeni has its own Disaster Management Plan that is reviewed annually along with the IDP. From the Disaster Management Plan line functions can draw up their own plans and standard operating procedures (SOP's).

Status of Disaster Management in uMngeni Local Municipality

The uMngeni Disaster Management Sector Plan encompasses the response, declaration, classification, and funding in terms of the Disaster Management Act (No. 57 of 2002), as amended. It also serves as the Guideline on the Development and Structure of a Disaster Management Plan in terms of Section 12(1) (a) read with Section 22(a) of the Disaster Management Act. with guidance in terms of the development and structure of a disaster management

plan. The local municipality of uMngeni's jurisdiction is vulnerable to a variety of disaster dangers, both man-made and natural. Although there is no way to completely prevent the risks of natural disasters, it is crucial to make sure that actions and/or policies are taken to lessen their effects. Since the risks of human-caused disasters may be avoided wherever possible, the municipality is extremely watchful to such occurrence and has furthermore implemented severe policies and/or initiatives to successfully avoid such human-induced risks from occurring and, in the event that they do, providing efficient response systems are triggered and handle such.

Status of Fire and Rescue Services

The uMngeni Local Municipality does not offer Fire Services function but relies on uMgungundlovu District Municipality for the said service. The fire station that solely services uMngeni Municipal area of jurisdiction is located at Howick CBD and is operational on a 24-hour basis with a Station Officer, Training Officer, 4 Fire Fighters and a Watch Commander per shift. The fire and rescue services is responsible for the following duties:

- Fire operations i.e. response to all types of fires, types of incidents, hazardous material incidents and humanitarian services to community;
- Fire safety services i.e. fire prevention inspections, enforcement of fire bylaws, development of evacuation plan; and
- Fire training and awareness i.e. awareness programs to communities and schools.

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 Local Municipality refers to the District disaster management policy framework to provide guidance and direction regarding Municipal disaster management affairs. Currently, the Provincial Disaster Management Centre has advised the Municipality to draft their own policy framework and plans for such are underway.

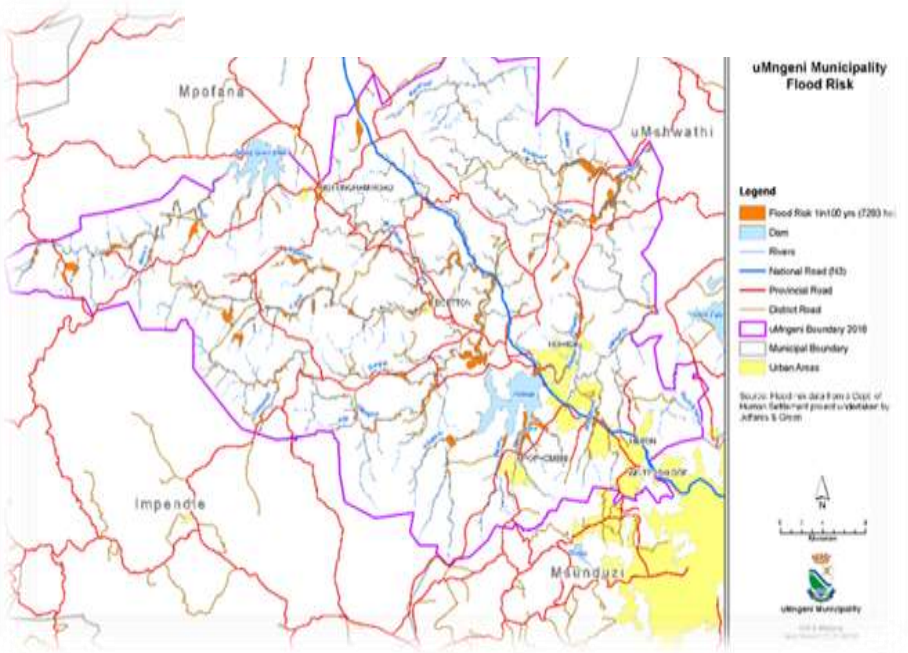
Municipal Disaster Management Inter-Departmental Committee

Chapter 2; section 3 (a) of the Disaster management Act (Act No.57 of 2002) stipulates the duties and functions of a Committee which is to give effect to the principles of co-operative Government in Chapter 3 of the Constitution on issues relating to disaster management. The uMngeni Social and Economic Development Cluster Committee seats monthly and Disaster Management issues and resolutions are discussed and taken at that level. Currently, there are no challenges with the said Committee as it fully understands the importance of Disaster Management and the turnaround time should an incident occur.

Municipal Disaster Management Advisory Forum

Section 51 of the Disaster Management Act (Act 57 of 2002) states that District Municipalities may establish a municipal disaster management advisory forum. According to subsection (1) a forum is a body in which the Municipality and other key stakeholders consult one another and co-ordinate their actions on matters relating to disaster management in areas under their jurisdiction. The uMngeni Municipal Disaster Management Advisory Forum was launched in August 2011. The Advisory Forum is functional, and meetings are held quarterly. The Advisory Forum is guided by the Terms of Reference and the following role-players form part of:

Map 15: uMngeni Flood Risk



- UMDM;
- South African Social Security Agency;
- Department of Education;
- Home Affairs;
- South African Police Service;
- uMngeni Traffic Section;
- Municipal Internal Departments;

- NGO's, CBO's, volunteers, Ward Committee members; and
- The Red Cross Society etc.

1.10.2 Risk Assessment

A hazard is a natural phenomenon that has the potential to negatively affect human life, property, or activity to the point of causing a disaster. A risk is the expected damage or loss caused by any hazard, whereas a hazard is the potential occurrence, in a specific time period and geographic area, of a natural phenomenon that has the potential to negatively affect human life, property, or activity to the point of causing a disaster. When a hazard (such as an earthquake, flood, or cyclone) causes injuries, loss of life and livelihood, displacement, and homelessness, and/or destruction and damage to infrastructure and property, it is called a disaster.

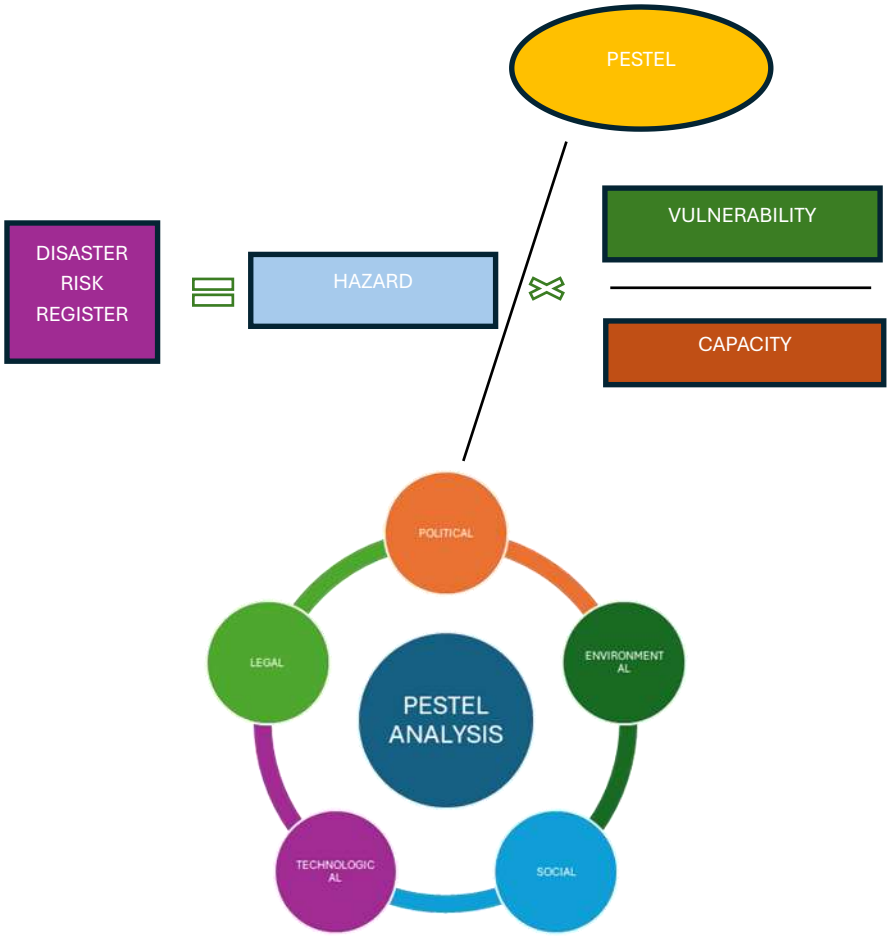
The identified high-risk hazard within uMngeni is drought and house fires with a risk profile that is medium. The municipality has areas that are flood prone due to either topography or poor location of settlements. Areas that have been affected by floods includes Lidgetton West, some areas in Mpophomeni and Siphumelele which is in a valley. Enforcement of existing municipal policies especially in vulnerable and unplanned areas will reduce risk to people and property. The municipality maintains an incident log that contains all relevant data about major incidents. Further details on the risk assessment within uMngeni are contained in the Disaster Management Plan that's included as annexure J.2 to this document.

Disaster Risk Assessment

A risk assessment exercise was conducted in April 2022 at uMngeni Municipal offices and risks were identified. Guidelines from the Provincial disaster Management Centre were followed and that lead to the following steps:

- Assess what already exists thus avoiding duplication of efforts and build on existing information and capacities;
- Identify the nature, location, intensity, and likelihood of major hazards prevailing in a community or society;
- Identify population and assets at risk and disaster-prone areas; and
- Determine the capacity or lack thereof of elements at risk to withstand the given hazard scenarios.

Figure 8: PESTEL Analysis



The figure above presents a conceptual framework for Disaster Risk Management within the context of a PESTAL Analysis. This approach considers various external factors in assessing disaster risk, which is understood as a function of hazard, vulnerability, and capacity.

- **Hazard**: Refers to the potential natural or man-made events that can cause harm or damage. In the context of an IDP, this might include floods, storms, fires, or droughts that could impact the municipality.
- **Vulnerability**: Represents the susceptibility of the community, systems, or assets within the municipality to the harm caused by these hazards. Vulnerability is influenced by socio-economic, environmental, and physical factors.
- **Capacity**: Refers to the resources and abilities available to manage and respond to hazards and reduce vulnerability. This includes the legal, technological, social, environmental, and political resources that can be mobilized.

The PESTAL Analysis is an expansion of the PEST (Political, Economic, Social, Technological) Analysis, adding:

- **Legal** and **Environmental** factors to assess how laws might influence disaster risk management, and how

environmental conditions might affect or be affected by disasters.

This holistic approach allows the municipality to identify and address the full range of factors influencing disaster risk, integrating this understanding into strategic planning to enhance resilience and preparedness. In the IDP, the framework underscores the importance of considering these factors in disaster risk planning and management to protect the community, infrastructure, and environment effectively.

It should be noted with concern that only four Wards were represented in the risk assessment exercise, namely, Wards 1,3,5 and 7. Below is a list of priority disaster risks/hazards in the uMngeni Municipality area:

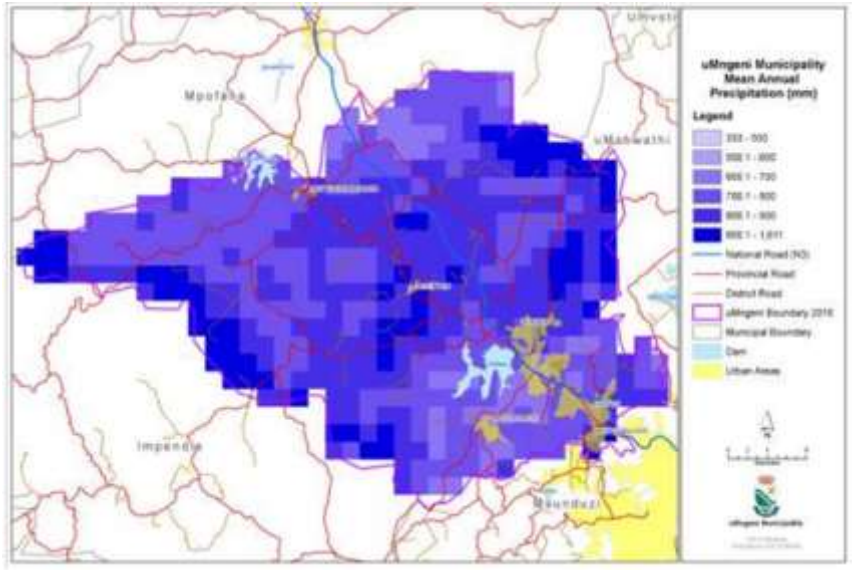
Table 4: uMngeni List of Priority Disaster Risks/Hazards

No	Risk description	Hazard index	Vulnerability index	Capacity index	Resilience	Risk score	Risk Profile
1	Drought	3.3	2.8	1.0	2.8	7.0	Medium
2	Veld/forest fires	2.8	1.8	1.2	1.5	3.8	Low
3	House fires	2.3	2.6	1.2	2.2	6.5	Medium
4	Floods	2.5	1.8	1.0	1.8	3.6	Low
5	Heavy rainfall	3.3	2.2	1.0	2.2	5.0	Low
6	Wind	3.3	2.2	1.0	2.2	5.0	Low
7	Hail	3.3	1.8	1.0	1.8	4.5	Low
8	Lightening	2.0	2.2	1.0	2.2	5.5	Low
9	Snow	2.8	2.2	1.0	2.2	5.5	Low

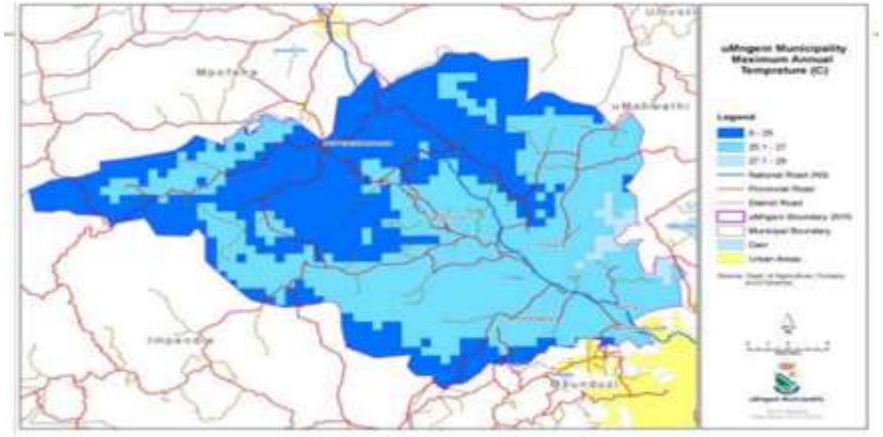
Climate Change Risk

The historical mean annual rainfall spatial dataset was provided by the KZN Department of Agriculture, Forestry and Fisheries. Considering the current degraded state of the uMngeni Municipal land cover in terms of delivering watershed services, it was considered necessary to include this data layer as an indication of the current levels of vulnerability to rainfall-related risk, with the assumption being that the greater the mean annual rainfall, the greater the risk. It must be noted however that mean annual rainfall is not the best measure of risk as it is more the manner in which the rain falls that will determine the level of risk.

Map 16: uMngeni Municipality Mean Annual Precipitation



Map 17: uMngeni Municipality Maximum Annual Temperature



1.10.3 Risk Reduction and Prevention

Enhancing the municipality's response capacity is essential for an efficient and unified approach to fire incidents. Education is key since many fires arise from ignorance or carelessness. Thus, community awareness programs are vital in vulnerable areas. Incorporating passive fire protection into buildings—through structural measures like fire-resistant materials and design—provides intrinsic safety, maintaining the integrity of escape routes and the structure during fires. Regular building inspections will ensure new and refurbished commercial structures meet stringent fire safety standards, focusing on prevention and containment. Additionally, investments in infrastructure, such as expanding the fire hydrant network, will play a crucial role in reducing fire risks and mitigating damage, safeguarding lives and property. In the 2024/2025 financial year, the municipality has further committed to supporting communities with building materials for post-disaster reconstruction, underlining our proactive stance on disaster risk reduction.

1.10.4 Response and Recovery

The emergency response objective within uMngeni Municipality is to deliver prompt aid that preserves life, enhances health, and

uplifts the spirits of those affected. This encompasses immediate measures like facilitating transport, providing temporary shelters, and distributing food. When necessary, it also involves initial repairs to infrastructure compromised by disasters. Throughout this critical response phase, the emphasis is on satisfying the fundamental necessities of the community until stable, long-term solutions are operational, often with the support of humanitarian organizations.

Transitioning into the recovery phase, the aim shifts to restoring the affected areas to pre-disaster conditions. Recovery diverges from immediate response by concentrating on reconstructing homes, restoring employment, and repairing vital infrastructure. A significant advancement in the 2023/2024 financial year has been the municipality's support to communities with building materials after disasters, reinforcing recovery efforts.

For optimal readiness, the Department maintains detailed plans tailored to each type of disaster. The response plans outline specific actions and timelines, assigning responsibilities within the District. For foreseeable events like floods, preparations activate 72 hours in advance, while for sudden occurrences, such as disease outbreaks, responses are immediate, ensuring that each disaster type is met with a structured and efficient approach.

1.10.5 Training and Awareness

Enhancing the resilience of uMngeni Municipality against disasters is a strategic priority within our Integrated Development Plan. Training, capacity building, and public awareness are pivotal for not only recovery but also for proactive risk mitigation. While Volunteer Units are not mandated by law, their role is indispensable, serving as a crucial conduit between the Municipality and the community at large.

The absence of these units has previously constrained the synergy essential for effective disaster management. To fulfil the objectives laid out by disaster management legislation, the Municipality acknowledges the need for a robust contingent of well-trained individuals. Hence, our Disaster Management Plan, as of the 2023/2024 financial year, has strategically incorporated the formation of a volunteer program. This initiative is aimed at bolstering community engagement and enhancing our collective capacity to prevent, prepare for, and respond to emergencies, thereby fostering a safer, well-equipped, and resilient uMngeni.

1.10.6 Funding Requirements

A budget provision of R430 000 has been made for disaster management in the municipal budget for the financial year 2024/2025. This budget will be utilised as a response to disaster issues that may arise.

1.10.7 Ecosystem-based Disaster Risk Reduction (EcoDRR)

Ecosystem-based disaster risk reduction (Eco-DRR) is the sustainable management, conservation, and restoration of ecosystems to reduce disaster risk, with the goal of achieving sustainable and resilient development, according to the International Conservation of Nature. Well-managed ecosystems, such as wetlands, forests, and coastal systems, act as natural infrastructure, reducing physical exposure to many hazards and increasing people's and communities' socio-economic resilience by sustaining local livelihoods and providing essential natural resources like food, water, and building materials. Ecosystem management not only improves natural infrastructure and human resilience to hazard impacts, but it also generates a slew of other social, economic, and environmental benefits for a variety of stakeholders, all of which feed back into lower risk.

1.10.8 Disaster Management SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
▪ Voluntary participation from affected communities. ▪ Municipality makes budget provision for disaster management. ▪ Community facilities in most wards available for occupation by affected in case of disaster or alert.	▪ Poor access roads to informal and rural areas during disasters. ▪ Location of settlements in flood prone areas. ▪ Natural disasters including floods, frost, drought, and hail. ▪ Lack of coordination with Ingonyama Trust. ▪ Trust for settlement poses risk of locating people in disaster prone areas. ▪ Lack of an advanced Disaster Management Plan.	▪ Capacity building	▪ Climate change generally poses a major threat to water resource availability.

1.10.9 Disaster Management Key Challenges

Disaster Management	
Key challenge	Lack of proper disaster management plan
Description	A lack of proper disaster management processes creates a chaotic and ineffective response and care measures. Disaster management processes begin with identifying risks that might impact communities, thereafter, have preparedness planning.

2. Demographics and Socio-Economic Indicators

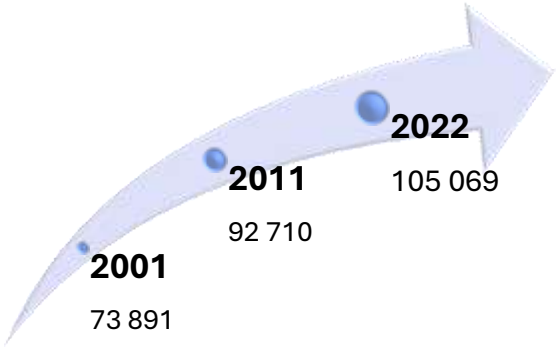
The demographic makeup, reflecting age distributions and household compositions, coupled with socio-economic variables such as income brackets and housing quality, informs the municipality's approach to infrastructure, community services, and economic initiatives. By understanding the shifting patterns in our population's characteristics, uMngeni Municipality can strategically allocate resources, plan for future growth, and implement policies that foster inclusivity and prosperity.

The Stats SA Census 2011 and 2022 Census data is instrumental in refining our socio-economic strategies, as it provides updated information on population distribution, density, age demographics, housing status, educational levels, and economic activities. It allows for an evaluation of progress since 2011 and a re-calibration of policies to address emergent trends and challenges.

By aligning our IDP with these fresh demographics and socio-economic indicators, uMngeni Municipality can tailor its development programmes more precisely, ensuring that they address the real and current needs of our residents while fostering inclusive, sustainable growth and enhancing resilience against socio-economic adversities.

2.1 Demographic Indicators

2.1.1 Population



Source: Stats SA, Census 2022

Population Growth: Between the 2011 and 2022 Censuses, uMngeni's population increased from 93,858 to 105,069, showing a growth rate of 1.1%. This is relatively modest when compared to the provincial growth rate of 1.9%.

School Attendance (Aged 5-24): School attendance rates have slightly increased in uMngeni from 19,999 in 2011 to 20,726 in 2022. This could suggest improvements in educational outreach and enrolment, though the growth is not substantially high. The sex ratio in school attendance

has decreased slightly from 93.6 to 90.8, which might require attention to ensure gender parity in education access and retention.

Sex Ratio: The sex ratio in uMngeni has remained fairly stable, slightly decreasing from 93.6 males per 100 females in 2011 to 90.8 in 2022. This suggests a consistent demographic structure without major disruptions or imbalances in gender composition.

Government Transfers and Subsidies as a Percentage of Total Revenue: For uMngeni, this percentage stands at 25.8%. It is one of the lower percentages in the district, suggesting a more diverse revenue base or lesser reliance on government transfers compared to other municipalities like uMshwathi and Impendle, which are at 68.8% and 85.1%, respectively. This is reflective of uMngeni's potential for economic self-sufficiency.

In analysing the age cohort data as per table below reveals some interesting trends within the uMngeni Municipality. The youngest age groups (0-4 and 5-9) show a slight decrease in population from 2011 to 2022, indicating a potential drop in birth rates or younger families moving out of the area. The 10-14 age group has seen a modest increase, while the 15-19 and 20-24 age cohorts have decreased slightly, which may suggest that as children grow into young adulthood, they might be leaving for higher education or employment opportunities elsewhere. The 25-34 age brackets have seen a growth, reflecting an influx or retention of individuals in their prime working years, which is a positive sign for local economic development and suggests that there could be attractive job opportunities in the area or a returning demographic who left for education and are now back as working adults. There is a notable increase in the 35-54 age groups, which likely represent established professionals and families. The subsequent rise in the older age cohorts, particularly from age 60 and above, is quite pronounced. This points to a significant aging population, consistent with national trends, but also may reflect uMngeni's desirability as a retirement destination due to its amenities, environment, or quality of life.

Overall, the population has grown from 69,742 in 1996 to 105,069 in 2022. For strategic planning in the IDP, the municipality should consider these demographic shifts by enhancing youth retention strategies, ensuring job creation, and meeting the increasing demand for health care and retirement services. Economic development initiatives could be aligned with the evident growth in the working-age population, and community services could be adjusted to cater to the needs of its aging residents.

Age Cohorts	1996	2001	2011	2022	2032 (Projected)	2042 (Projected)
0 – 4	5551	5911	8038	7361	8727	9549
5 – 9	6058	6612	7256	7099	7724	8119
10 – 14	6795	7129	7273	7840	8163	8532
15 – 19	7497	7638	8785	7729	8341	8516
20 – 24	7119	7018	9208	7929	9035	9531
25 – 29	6338	7428	9345	8865	10467	11477
30 – 34	5400	5990	7578	9400	10905	12461
35 – 39	4831	5285	7061	9204	10807	12527
40 – 44	4859	4337	5665	7816	8698	9935
45 – 49	3434	3816	4606	6074	6944	7949
50 – 54	2524	3325	3747	5102	5924	6842
55 – 59	2104	2290	3409	4248	5138	6006
60 – 64	1668	2095	3065	3835	4735	5580
65 – 69	1511	1514	2230	3499	4121	4910
70 – 74	1140	1370	2018	3401	4102	4968
75 – 79	945	973	1484	2829	3348	4079
80 – 84	451	752	1088	1754	2194	2676
85 +	2273	408	856	1081	529	274
Total population	**69742**	**73891**	**92710**	**105069**	**119902**	**133931**

Source: Stats SA, Census 2022

2.1.2 Population Projections

Incorporating both current and projected population data is essential for strategic planning within uMngeni Municipality. Such estimates are not only pivotal for governmental planning but also for international and private sector stakeholders engaged in resource allocation and development initiatives.

Despite inherent uncertainties in small area forecasts, employing robust data sources and methodologies allows for meaningful population projections. Overall, there's a consistent trend of population growth from 1996 to 2042. The total population is projected using the annual growth rate of 1.1% to increase steadily over the years, reaching 133,931 by 2042. This indicates that the country's population is expanding. This growth necessitates strategic expansion in infrastructure and social services to sustainably accommodate increasing demands.

Looking at specific age cohorts, we can observe shifts in their sizes over time. For example, the 0-4 age group (infants and young children) experiences fluctuations, possibly influenced by birth rates and societal factors. Meanwhile, the 25-29 and 30-34 age groups show significant increases, suggesting either higher birth rates in the past or immigration, contributing to a larger working-age population. There's a

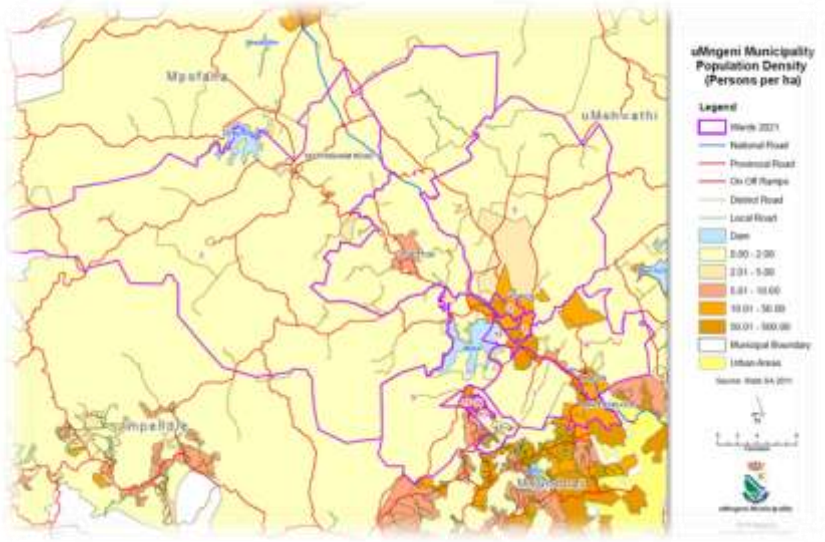
noticeable trend of population aging. As time progresses, older age cohorts (e.g., 65-69, 70-74, 75-79, and 80+) increase in size. This trend is typical in many developed countries due to factors such as increased life expectancy and declining birth rates.

To ensure long-term viability and to address potential economic impacts, it's imperative that uMngeni Municipality continuously tracks population and settlement expansion trends. This ongoing assessment will inform the iterative refinement of our Integrated Development Plan, ensuring resilience and prosperity for our community.

2.1.3 Population Distribution

The proportional distribution of the population over the available land area is referred to as population distribution. The term "population density" refers to the number of people per square kilometre of land.

Map 18: uMngeni Municipality Population Density

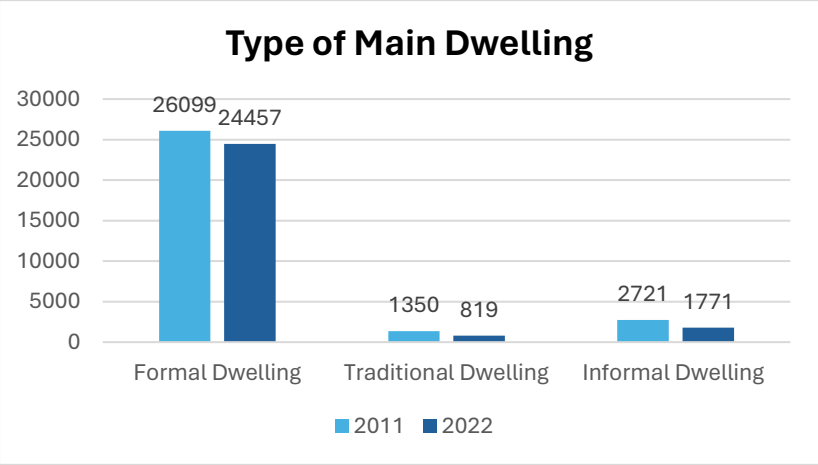


The areas that form part of the municipality's urban edges have the highest densities. Wards 10 and 11 in the municipality have the highest population density, ranging from 1744 to 7652 people per km2. Ward 1 has the second highest population density, ranging from 1053 to 1743 people per km2, while wards 3, 4, 5, 6, and some areas of ward 9 have the lowest population density, ranging from 11 to 53 people per km^2, as is typical in rural settlements.

From 76 percent in 1996 to 87 percent in 2016, the household population distribution for formal housing has steadily increased. In

addition, informal households have decreased from 15 percent in 1996 to 8 percent in 2016.

Figure 9: Types of Main Dwelling

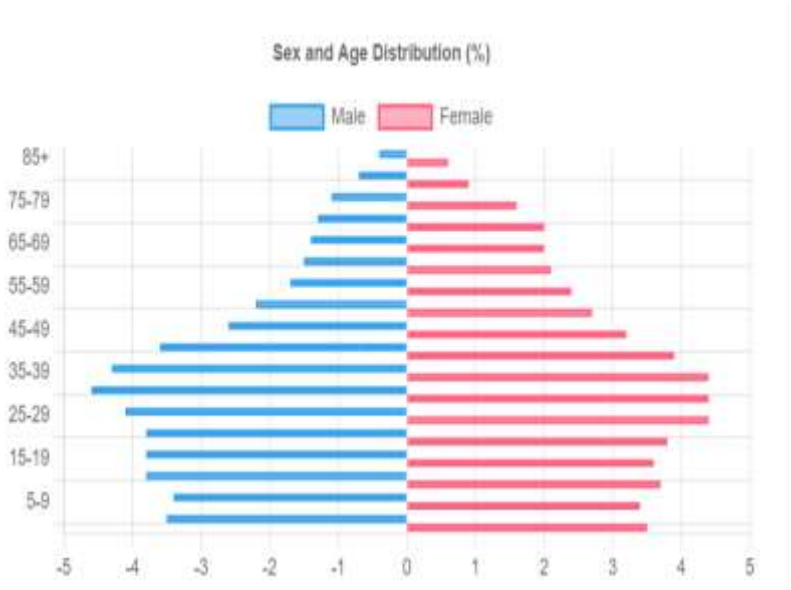


Source: Stats SA, Census 2022

From the 2011 census enumeration, urban population indicated to be where most people are distributed within uMngeni, this may also be relatively attributed to municipal pull factors. It is not only within urban areas that the population is increasing, but also within traditional areas as well. However, on the contrast, the population within farms has been decreasing from the enumeration 2001.

2.1.4 Population Composition

Figure 10: Sex and Age Distribution



The provided sex and age distribution graph illustrates the demographic structure of a population with distinct characteristics. Firstly, there is a larger proportion of younger individuals, particularly noticeable in the age brackets from infancy up to 14 years old. This suggests a youthful population that could, in the future, provide a substantial workforce. Consequently, this underscores the necessity for adequate educational facilities, vocational training, and youth engagement programs to harness this demographic potential.

Moreover, the graph indicates a higher percentage of females than males in almost all age groups, especially in the post-reproductive ages. This gender imbalance often reflects higher female life expectancy and could necessitate tailored healthcare and social support services for older women.

Notably, there is a considerable segment of the population within the economically active age bands (15-64 years), which is pivotal for driving economic growth. A well-structured economic development plan could capitalize on this to stimulate job creation and economic expansion.

However, there's also a significant representation of the elderly population (65 years and above), particularly females, which points to the need for enhanced geriatric care, pension plans, and community support systems to cater to the well-being and integration of the senior members of the community.

Lastly, the tapering off at the younger (0-4 years) and older age groups (85+ years) may reflect trends in birth rates and the upper limits of life expectancy, respectively. The demographic data depicted in the graph provides essential insights for policymakers to devise strategies that meet the evolving needs of their population across different age spectrums and genders.

Youth Population

In uMngeni Municipality, as reflected in the 2022 Census data, there is a notable demographic development concerning the youth and schooling population.

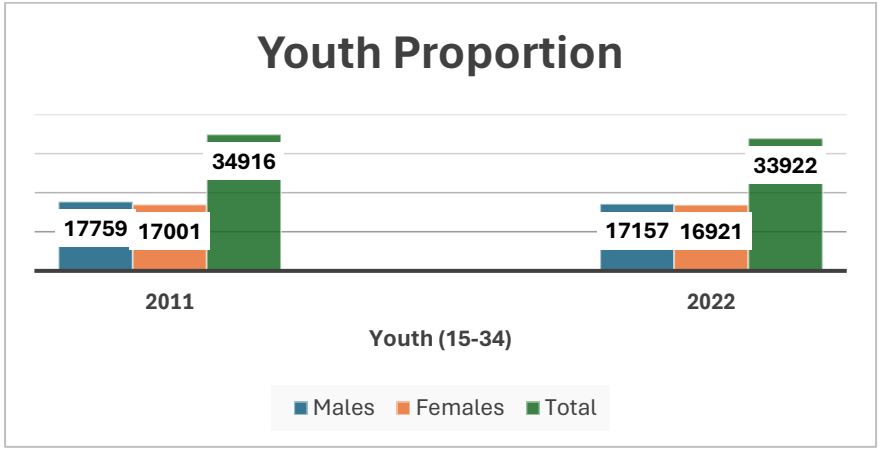
For the youth demographic specifically, those aged 15-34, there was an increase from 35,448 in 2011 to 33,922 in 2022. Despite a slight decline, this age group still represents a significant portion of the population and remains a vital sector for the local economy and labor market. The slight decrease may suggest out-migration of this age group, potentially due to tertiary education opportunities or employment prospects elsewhere, emphasizing the need for targeted strategies within the Integrated Development Plan (IDP) to retain and attract young talent, such as enhancing vocational training, creating job opportunities, and supporting entrepreneurship.

The female population within the same age cohort also led a minor reduction, down from 48,480 in 2011 to 55,057 in 2022. However, school attendance figures have increased, which is positive, indicating a higher retention or completion rate within the educational system. The male to female ratio of school attendance remained relatively stable, showing no significant gender disparities in educational involvement.

In contrast, the elderly population (60 years and above) saw an increase from 10,760 in 2011 to 16,398 in 2022. This growth aligns with the national trend of an aging population and the presence of retirement villages in uMngeni, pointing to the necessity for age-friendly policies and programs. These could include healthcare services, age-appropriate recreational activities, and community support networks.

This demographic information should inform the IDP's focus areas, ensuring the alignment of services and infrastructure with the needs of its youth to harness their potential for economic development, and with those of the elderly, to ensure their wellbeing and continued contribution to the community.

Figure 11: Youth Proportion



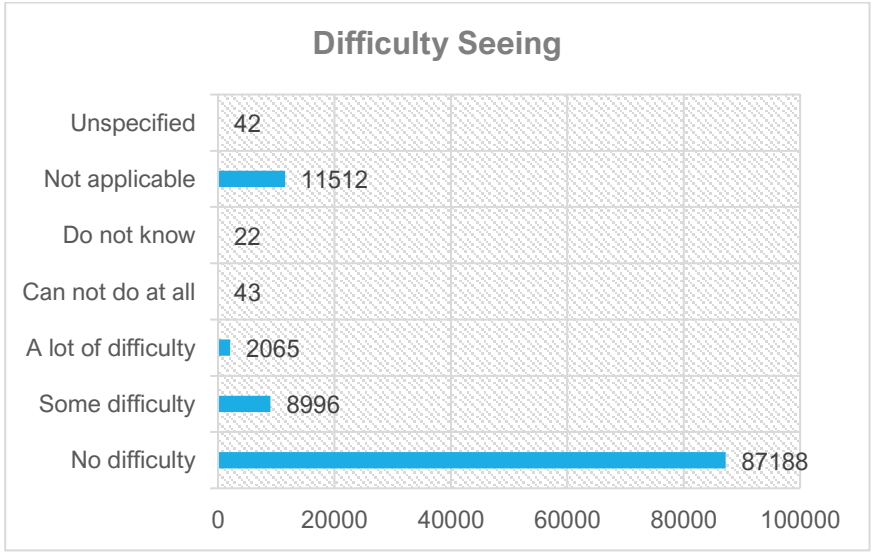
2.1.5 Population Living with Disability

Figure 12: Population Living with Disability



Seeing

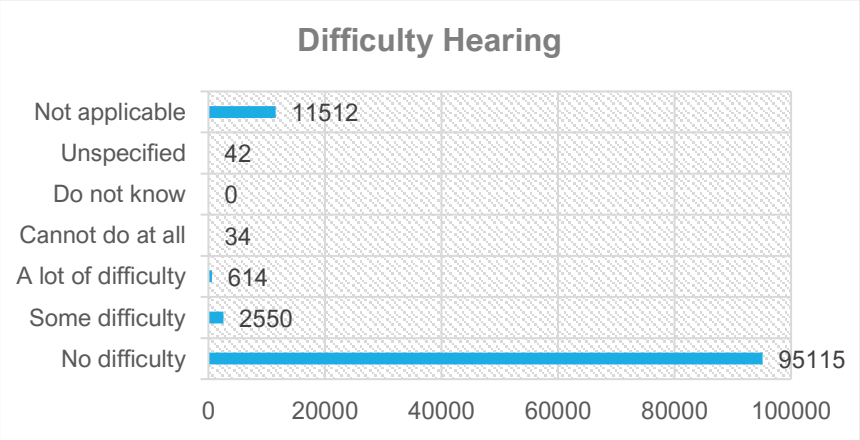
Figure 13: Difficulty Seeing



According to the statistics provided in the figure below, 8.2 percent of the uMngeni population has significant trouble seeing, while 1.9 percent have some difficulty and less than 1 percent are completely blind.

Hearing

Figure 14: Difficulty Hearing

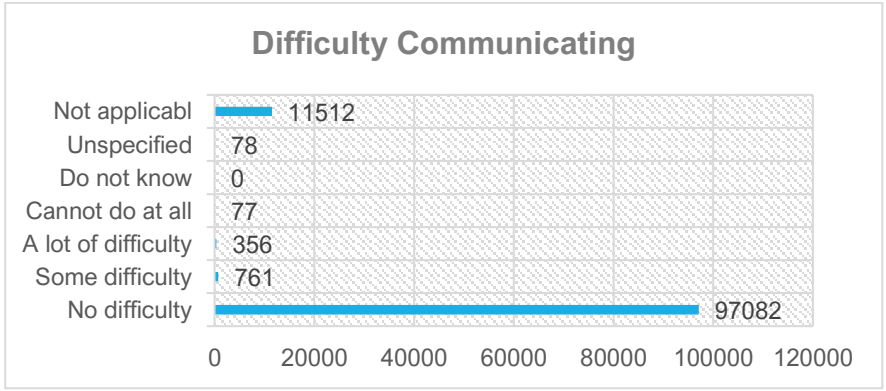


Approximately 2,3 percent of the uMngeni population has some difficulty of hearing whilst half a percent has a lot of difficulty.

Communication

The results presented on the figure below show that the communication/speech disability was the third least prevalent disability compared to other types of disability. It is noted that approximately 761 persons reported some difficulty in communicating while 455 persons with severe difficulty and are unable to speak at all.

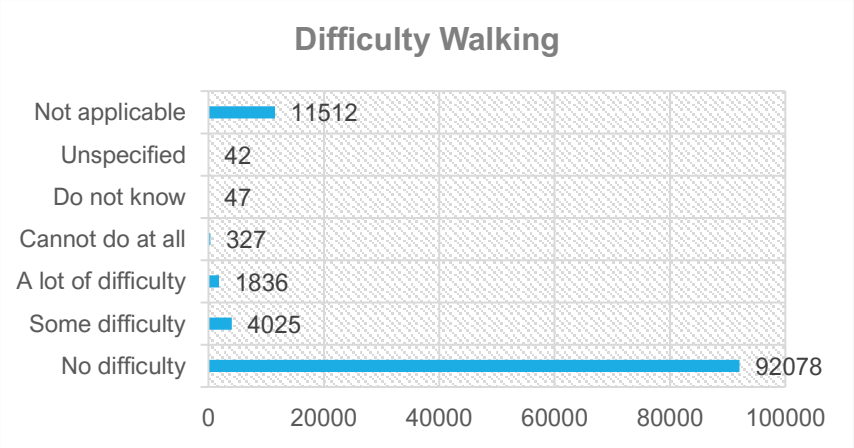
Figure 15: Difficulty Communicating



Physical Disability

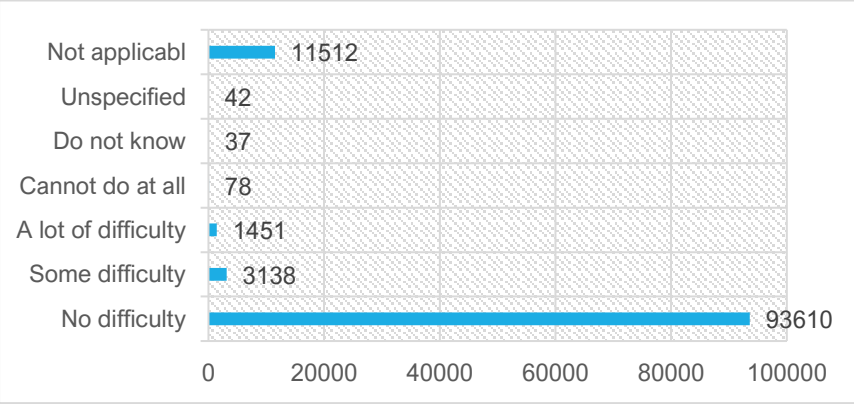
The results of the physical disability illustrated on the figure below shows that approximately 3,7 percent of persons reported having some difficulty in walking and 1,6 percent reported having severe difficulty in walking a kilometre or climbing a flight of stairs whilst exactly 327 indicated that they could not walk at all. Generally, of the six types of disabilities measured, physically disability is more prevalent compared to other types of disability.

Figure 16: Difficulty Walking



Remembering or Concentrating (Mental Disability)

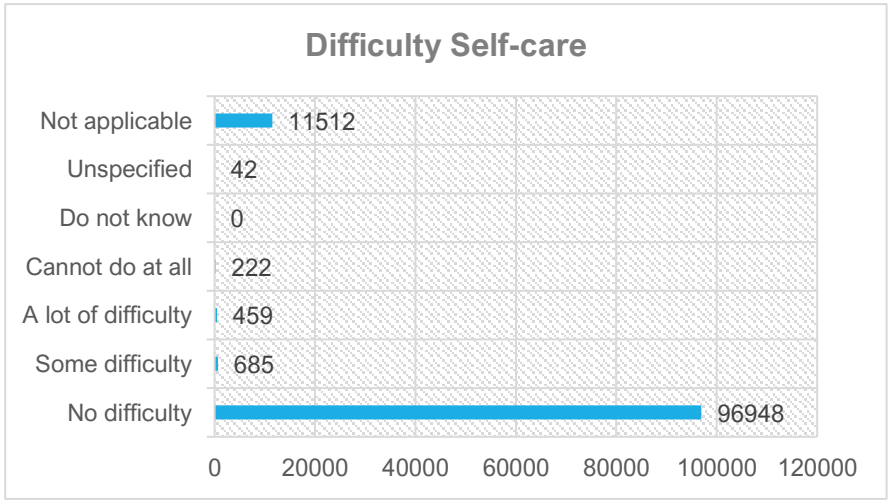
Figure 17: Remembering or Concentrating



The results illustrated above show that 2,9 percent of persons in uMngeni reported having some difficulty in remembering or concentrating. Among those that reported difficulty, 1,3 percent reported having a lot of difficulty and less than a percent reported having severe difficulty in remembering or concentrating.

Self-Care

Figure 18: Difficulty Self-care



According to the uMngeni Municipality profile, 459 residents reported significant difficulties with self-care, while 685 had moderate difficulty. The results indicated that there were few differences in terms of dominance between the column of 'no difficulty' and practically all

disabilities. The proportions of individuals with extreme difficulty in self-care, or those who are unable to care for themselves, total 222 individuals, while the remaining responses were nonspecific and non-applicable.

Fertility rate

Table 5: Fertility Rate

Fertility Rate	Year	2011
	Total fertility rate	2.2
	Adolescent fertility rate	71 per 1000 [KZN]
	Crude birth rate	866 per 1000

The term "fertility rate" is defined as "the number of live births to women at each stage of reproduction in a given year as a percentage of the average annual population of women of the same age." According to Census 2011 data, the total fertility rate in uMngeni is 2,2 while the number of living births (crude birth rate) is 866 per 1000 children born.

The adolescent fertility rate in KwaZulu-Natal is now 71 per 1000 population, which means that for every 1000 moms, 71 are teenagers between the ages of 10 and 19, while the adolescent fertility rate in uMngeni Local Municipality is not yet available.

Mortality rates

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 below is based on the distribution of households in the uMgungundlovu region that died in 2016.

Table 6: Mortality Rate

Local 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 leading causes of death within uMgungundlovu district is outlined in the table below with information not available at a local municipal level. To combat the prevalence of HIV, the municipality has developed an HIV Strategy which will continue being implemented in the next five years.

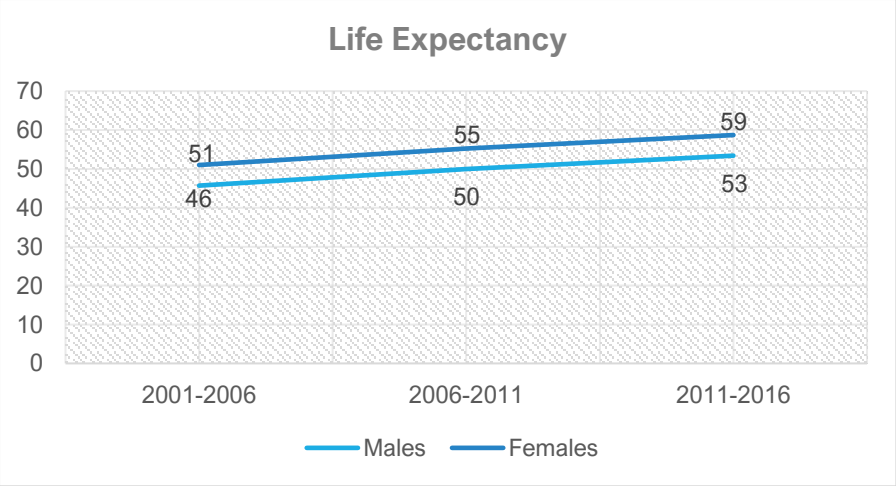
Table 7: Leading Causes of Death

	KZN		uMgungundlovu	
1	Other forms of heart disease (I30-I52)	8,2	Diabetes mellitus (E10-E14)	9,8
2	Diabetes mellitus (E10-E14)	7,1	Human immunodeficiency virus [HIV] disease (B20-B24)	6,3
3	Tuberculosis (A15-A19)	6,8	Cerebrovascular diseases (I60-I69	6
4	Cerebrovascular diseases (I60-I69	5,7	Hypertensive diseases (I10-I15)	5,9
5	Human immunodeficiency virus [HIV] disease (B20-B24)	5,4	Tuberculosis (A15-A19)	5,8

2.1.6 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 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.

Figure 19: Life Expectancy

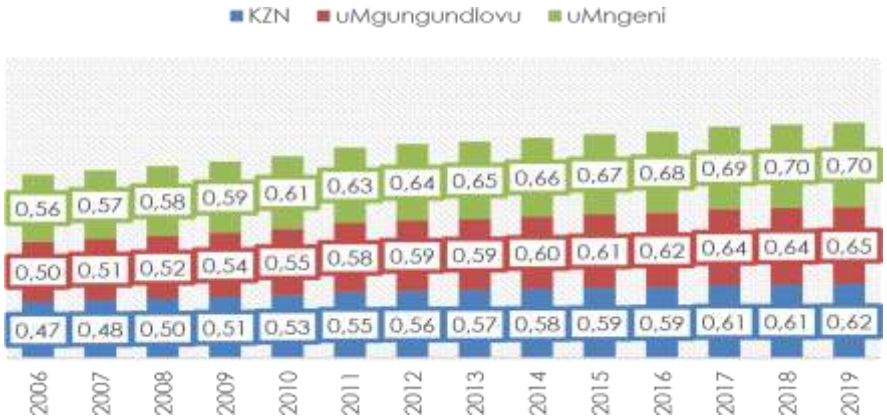


According to Statistics South Africa Mid-Year Population Estimates (2021), uMgungundlovu now has a life expectancy of 57 years for males and 64 years for females, a decrease of 3,1 years for males and 3,8 years for females from the estimate in 2020.

2.1.7 Human Development Index and Gini Coefficient

The Human Development Index is a statistical tool used by the United Nations to assess relative progress in human/socio-economic development using the three dimensions of health, education, and income, whilst the Gini coefficient is used to measure income inequality. The HDI is represented by a value between 0 and 1, where 1 signifies a high level of human development and 0 represents no human development. Figure below shows that the development index of uMngeni municipality has been increasing over the period, with the municipality recording the highest levels of human development compared to uMgungundlovu district and Province of KwaZulu-Natal. In 2019, uMngeni recorded a HDI of 0.7 followed by uMgungundlovu at 0.65 and KZN at 0.62 suggesting medium development within the Province, District and uMngeni.

Figure 20: Human Development Index



The Gini coefficient is also represented by a value between 0 and 1, whereby 0 represents equal distribution of income, and 1 represents unequal distribution of income. Figure 13 demonstrates relatively high levels of income inequalities in the Province, District and uMngeni over the period. Although relatively small, uMngeni recorded a slight decline

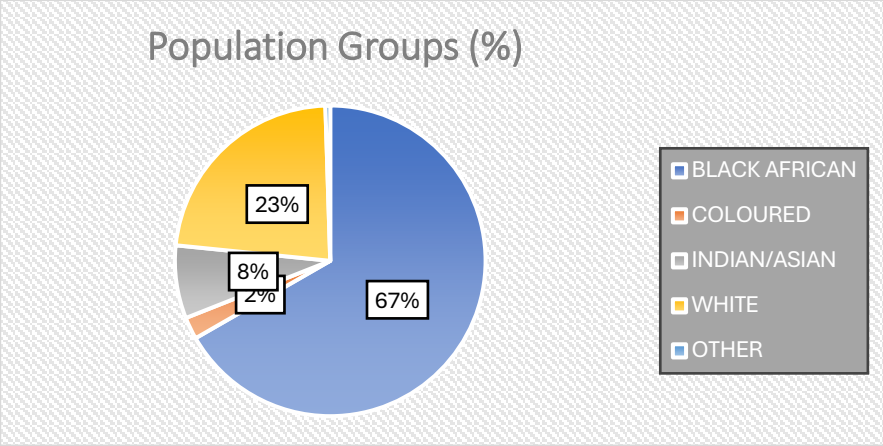
in income inequality between 2006 and 2019 moving from a coefficient of 0.64 to 0.63 in the respective years.

Figure 21: Gini Coefficient



2.1.8 Population Group (Racial Profile)

Engaging with a variety of communities during planning helps planners gather necessary data and tools to engage citizens in the process and enhance the quality of life for all racially diverse communities. uMngeni has a mixed population reflecting South Africa's main subgroups: 67 percent Black African, 23 percent White, 8 percent Indian/Asian, and 2 percent Coloured.

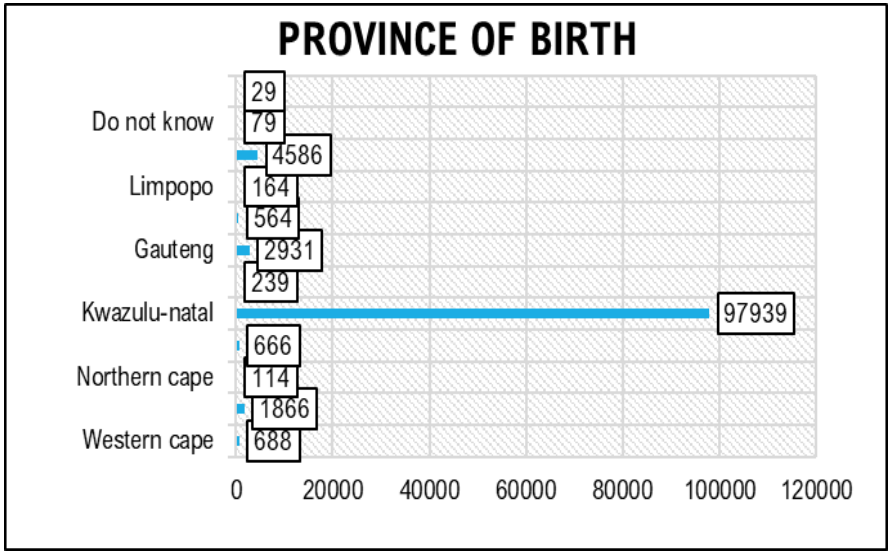


2.1.9 Migration Patterns

Human migration is defined as an individual or group's permanent change of residence; it excludes movements such as nomadism, migrant labour, commuting, and tourism, which are all temporary in nature. Migrations can be classified broadly. To begin, we can distinguish between internal and foreign migration. Individuals and families relocate within a country (for example, from rural areas to cities), which is separate from international migration. Second, migration might occur voluntarily or involuntarily. The majority of voluntary migration, whether internal or foreign, is motivated by the desire for improved economic prospects or housing. Forced migrations typically involve individuals who have been expelled from their homes by governments during times of war or other political upheavals.

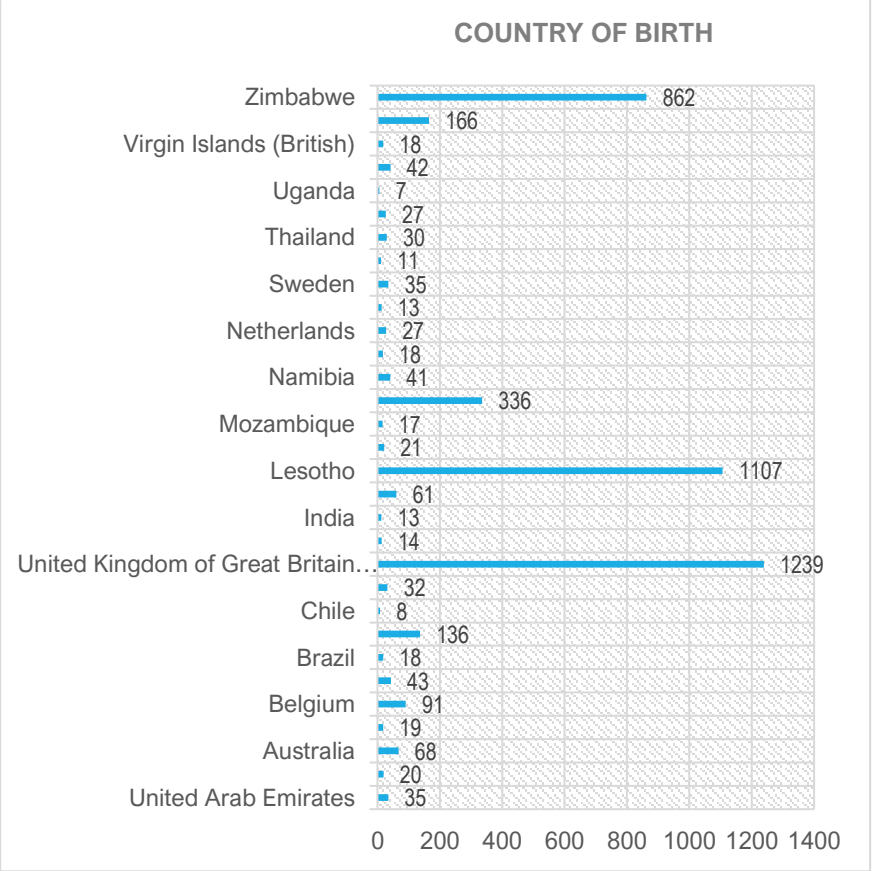
Voluntary migrations of refugees fleeing war, famine, or natural calamities fall between these two groups.

Figure 22: Province of Birth



In the case of uMngeni, a combination of these components exists, depending on the province or place of origin of the immigrants. According to the most recent available data, around 7 percent of the uMngeni population is made up of interprovincial immigrants from South Africa's nine provinces and 4 percent from 31 countries. The United Kingdom (27%) is the leading country in terms of foreign-born residents living in uMngeni, followed by Lesotho (24%) and Zimbabwe (18.7%) respectively.

Figure 23: Country of Birth



The reasons for immigrants' relocation to uMngeni are summarized in Table below, with the primary two reasons being a need for a new house and the desire to live with or be closer to a spouse.

Table 8: Reasons for immigration relocations

	DC22: uMgungundlovu	KZN222: uMngeni
Divorce/Separation	781	323
Education(e.g., studying; schooling; training)	6637	740
For better municipal services	781	27
Health(e.g., poor/ill health)	506	71
High levels of crime	294	-
Job loss/retrenchment/contract ended	1073	175
Job transfer/take up new job opportunity	6780	890
Look for paid work	4093	457
Moving as a household with a household member (for health	4071	917
Moving to live with or be closer to spouse (marriage)	7617	1688
New dwelling for household	13906	2487
Other business reasons (e.g., expansion of business)	567	332
Political instability/religious conflict/persecution	259	68
Retirement	260	203
Start a business	297	129
Other	3245	712
Do not know	311	36
Not applicable	1044149	100612
Not specified	239	-
Total	1095865	109867

2.2. Socio-economic indicators

2.2.1 Households and Services

The number of households within the municipal jurisdiction decreased by 35.8 percentage points from 30639 in 2011 to approximately 27094 in 2022. The average household size has increased from 3.1 people in 2011 to 3.9 people in 2022. Female-headed households have increased since 1996, accounting for 45 percent of the population compared to 50.3 percent in 2022. Child-headed households account for 0.4 percent of the households.

Table 11 indicates the distribution of households in uMngeni by type of main dwelling. The table reflects that uMngeni is dominated by formal dwellings, which constitute 90.3 percent of all dwelling types and is the second highest proportion of formal dwellings per municipality in the district. Informal dwellings follow at 6.5 percent above the district average, while other traditional dwelling is at 3.0 percent and Other dwelling types reflect the lowest proportions at 0.2 percent.

Table 9: Indication of Households Distribution

District and local municipality	Formal dwelling	Traditional dwelling	Informal dwelling	Other	Total
DC22: uMgungundlovu	272 703	21 233	13 184	722	307 842
KZN221: uMshwathi	20 215	4 223	489	60	24 987
KZN222: uMngeni	24 457	819	1 771	60	27 094
KZN224: Impendle	5 436	1 645	54	21	7155
KZN225: Msunduzi	193 482	9 462	10 268	515	213 727
KZN226: Mkhambathini	10 330	2 208	288	35	12 861
KZN227: Richmond	11 101	2 215	228	35	13 580
KZN223: Mpofana	7 684	861	86	6	8 437

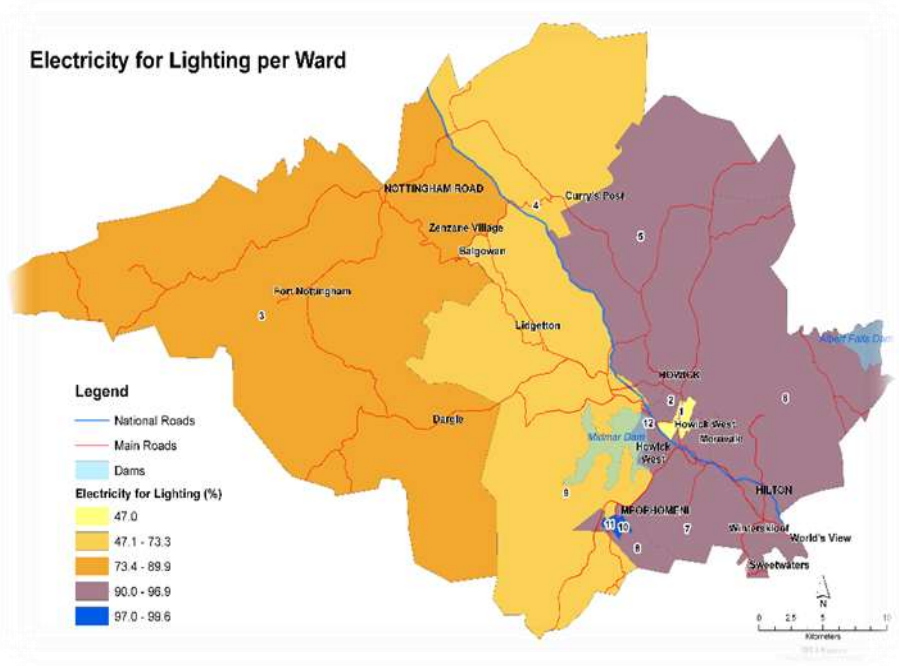
RDP/government subsidies households account for 13 608 out of the total number of households in the municipality, or approximately 36 percent of all households in the uMngeni jurisdiction. Approximately 39 percent of RDP/government subsidy dwellings are in poor condition, 41 percent are in good condition, and the remaining 20 percent are considered average. As of 2011, 46,4 percent of 6 percent of households are currently owned and have full tenure status.

According to the Census (2022), 76,4 percent of households in uMngeni have access to piped water inside the dwelling and 89.5 percent inside the yard with the rest accessing either through piped water on community stand, rain-water tank in yard, borehole in the yard – borehole outside the yard, neighbours tap, public/communal tap, watercarrier/tanker, lowing water/stream/rive and other unspecified source. Overall, 86,7 percent of uMngeni households have access to safe drinking water which is a decrease from 87.3 percent in 2011. Access to flushed toilet connected to sewage has increased from 73,5 percent in 2011 to 83 percent in 2022.

Access to Electricity

The percentage of people with access to electricity increased from 85,5 percent in 2011 to 94,4 percent in 2022 aligned to the SDG goal of ensuring access to affordable, reliable, sustainable, and modern energy for all.

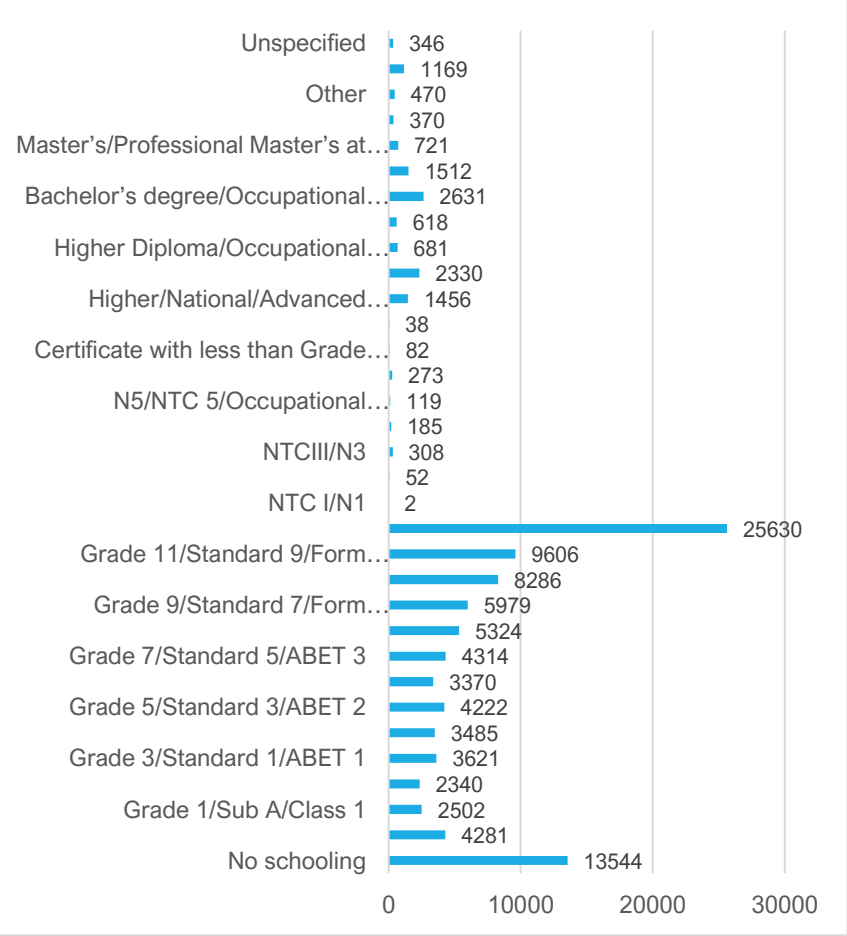
Map 19: Electricity for Lighting per Ward



2.2.2 Educational Status

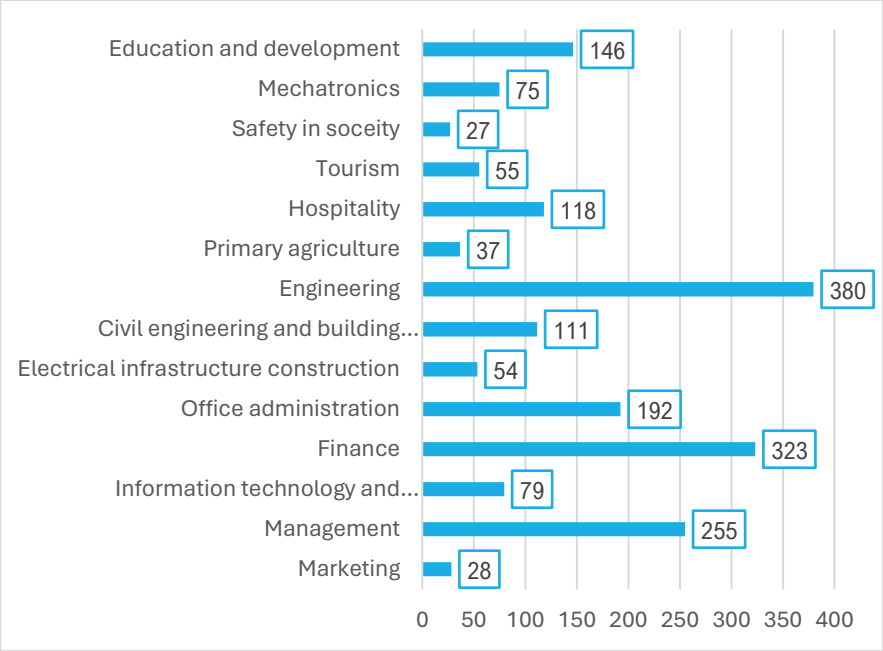
Based on the recent enumeration, the Community Survey 2016, education status will be analysed based on figure below

Figure 24: uMngeni Municipality Education Status



Every level of education has a significant impact on a person's life. For starters, it introduces a person to a society in which they can make their own decisions. Education enables a person to obtain good jobs, which will help to stimulate economic growth in the municipality, as well as improve their living standards. There are 25 630 people with grade 12 in the uMngeni Municipality, but what's interesting is that there are a few records of post-standard qualifications, such as occupation certificates.

Figure 25: Pos-Standard Qualifications



2.2.3 Key Findings

- **Population Growth and Projections**: From 73,891 in 2001 to 105,069 in 2022, uMngeni Municipality experienced a growth

rate of approximately 2.29% between 2001-2011 and 1.14% from 2011-2022. Projections indicate a rise to 118,147 by 2029 and 151,913 by 2044, demanding strategic infrastructure and service expansion.

- **Age Cohorts**: The data highlights significant shifts, notably in the '0 – 4' and '25 – 29' cohorts, reflecting a maturing yet economically active population. This trend underscores the need for diverse planning, from enhancing educational and employment opportunities to bolstering healthcare and elderly support services.
- **Population Density and Distribution**: The highest densities are observed in urban edges, particularly in Wards 10 and 11. This urban concentration, alongside a decline in informal households from 15% in 1996 to 8% in 2016, illustrates an evolving urban landscape requiring focused developmental strategies.
- **Economic and Educational Dynamics**: With a large working-age group (25-39 years) forming 26.2% of the population, economic planning must prioritize employment and skill development. Educational achievements reveal an upward trend, highlighting the potential for economic growth fuelled by an educated workforce.
- **Disability and Health**: An increasing prevalence of disabilities, particularly physical, necessitates enhanced accessibility and healthcare services. The community's health profile, marked by notable challenges in seeing and hearing difficulties, calls for targeted health interventions.
- **Educational Attainment**: Notable improvements in educational attainment among the youth have been documented, suggesting a potential boost in skilled labor within the municipality.
- **Housing and Services**: Despite a majority living in formal dwellings (90.3%), the need for improved living conditions persists. Government-subsidized households represent 36%, with varying conditions that highlight the ongoing requirement for housing quality upgrades.
- **Migration and Diversity**: The diverse demographic, with 67% Black African and notable international residents, emphasizes the importance of inclusive planning. Migration trends, both internal and international, influence local dynamics and necessitate adaptable policy frameworks.

- **Life Expectancy and Mortality**: Life expectancy trends underscore health improvements yet highlight disparities that must be addressed. Mortality rates and causes of death inform health and social services planning, with a focus on combating prevalent diseases.
- **Gender and Age Distribution**: The municipality has a greater number of females compared to males, and there is a large working-age population, which is critical for local economic development and planning.
- **Human Development and Inequality**: The Human Development Index (HDI) suggests medium development levels, with a Gini coefficient indicating persistent income inequality. These metrics guide policies aimed at reducing disparities and fostering holistic development.

Trends:

Aging Population: The data indicates a gradually aging population, with significant increases in older age cohorts, necessitating enhanced elderly care services and social support systems.

Urbanization and Population Density: Urban areas, especially Wards 10 and 11, show the highest population densities, suggesting a trend towards urbanization that requires focused infrastructure and service delivery planning.

Decrease in Informal Housing: A decrease in informal households from 15% in 1996 to 8% in 2016 points towards a trend of improving housing conditions across the municipality.

Migration Patterns: Migration, both from within South Africa and internationally, affects the demographic composition of uMngeni, with notable contributions from the United Kingdom, Lesotho, and Zimbabwe, reflecting the municipality's appeal as a destination for diverse populations.

Population Projections: Exponential growth calculations project the population to reach approximately 118,147 by 2029 and 151,913 by 2044, indicating the need for strategic infrastructure and social services expansion to accommodate this growth.



KPA

MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

3. Institutional Arrangements

3.1. Political and Administrative Governance Structure

The political framework within uMngeni Municipality underscores a vibrant democracy, enriched by the diversity of its political landscape. The 2021 local government elections marked a historic milestone, introducing a tripartite representation in the uMngeni Council for the first time, reflecting a dynamic political ecosystem.

Leadership at the helm of the Municipality is spearheaded by the elected officials, with Cllr C.J. Pappas serving as the Mayor. The leadership team further comprises:

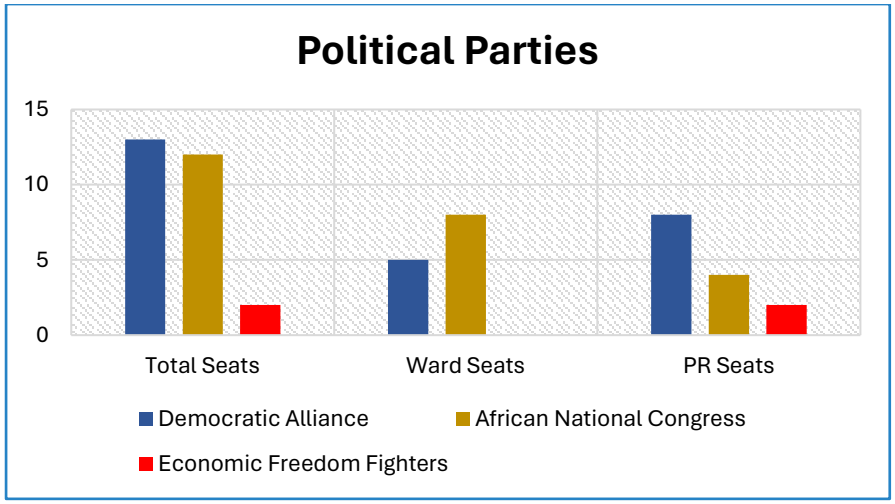
- Deputy Mayor: Cllr S. Mnikathi,
- Speaker: Cllr J.E. Holmes,
- Chief Whip: Cllr . T Sikhakhane

The Council, constituting 25 dedicated members, is a blend of 13 ward councillors and 12 proportional representation (PR) councillors, democratically elected during the November 2021 elections. This council demonstrates a commitment to gender equality, with female representation at 44 percent against a 56 percent male composition, showcasing strides towards balancing gender representation in political leadership.

The distribution of political parties within the Council, detailed in the ensuing table, mirrors the diverse political ideologies and voices contributing to the governance of uMngeni. This diversity is crucial for fostering comprehensive deliberations and decisions that resonate with the broad spectrum of the municipality's populace.

This section, integral to the Integrated Development Plan (IDP), highlights the structured political governance that underpins strategic decision-making and policy implementation in uMngeni. It emphasizes the Municipality's dedication to democratic principles, equitable representation, and inclusive governance, laying a solid foundation for progressive development and the well-being of its constituents.

Figure 26: Political Parties



3.1.1 Council Committees

The uMngeni Municipal Council employs a structured committee system to ensure focused and efficient governance across various sectors. This system allows for specialized attention to critical performance areas, fostering detailed analysis and strategic planning. Committees are pivotal in shaping recommendations for Council consideration, streamlining the decision-making process by concentrating on specific domains. While committees play a crucial role in the preliminary stages of policy and project development, their recommendations are subject to Council's majority approval, reflecting the collective governance model that underpins our democratic system. Each committee is responsible for the effective consideration of the following national key performance areas:

- **Municipal Transformation & Organisational Development Analysis**: Concentrating on the municipality's internal evolution and capacity enhancement to meet the dynamic needs of uMngeni's residents.
- **Good Governance & Public Participation**: Dedicated to upholding transparency, accountability, and engaging the community in governance processes.
- **Service Delivery & Infrastructure**: Focused on ensuring reliable and sustainable service provision and the development of infrastructure to support uMngeni's growth and well-being.
- **Local Economic & Social Development**: Aiming to stimulate economic growth and social cohesion through inclusive policies and initiatives.
- **Municipal Financial Viability & Management**: Ensuring the municipality's financial health and the prudent management of resources for long-term sustainability.

Table 10: Council Committees

Committee	Purpose of Committee	Committee Members
Council	Council has the authority to regulate the local municipality's capacity or right to exert its rights or execute its duties under its own initiative.	Councillor JE Holmes (Speaker) Councillor CJ Pappas (Mayor) Councillor S Mnikathi (Deputy Mayor) Councillor T Sikhakhane (Chief Whip) Councillor PA Passmoor Councillor CT Mthalane Councillor GT Dlamini Councillor NF Buthelezi Councillor KPJ van Rensburg Councillor SD Nkuna Councillor HG Maphumulo Councillor M Mchunu Councillor SE Lamula Councillor PC Le Roux Councillor FT Cele

Committee	Purpose of Committee	Committee Members
		Councillor QSB Buthelezi Councillor DE Malevu Councillor TA Duggan Councillor KP Msimango Councillor HM Lake Councillor RS Sokhela Councillor B Mkhize Councillor SJ Zuma Councillor SS Msibi Councillor HN Mabaso
Executive	An executive committee is the principal committee of the council of the municipality and as such receives reports from the other committees of the Council. The Executive committee considers these reports and disposes of those which the committee is authorised to do in terms of its delegated powers and forwards the remainder of the reports together with its recommendations to the municipal Council for decision.	Councillor CJ Pappas (Mayor) Councillor S Mnikathi (Deputy Mayor) Councillor PA Passmoor Councillor CT Mthalane Councillor GT Dlamini

Committee	Purpose of Committee	Committee Members
Administrative Support Services	Responsible for corporate administration and human resources matters including skills development.	Councillor CJ Pappas (Chairperson) Councillor PA Passmoor Councillor T Sikhakhane Councillor KPJ van Rensburg Councillor SD Nkuna Councillor HG Maphumulo Councillor GT Dlamini
Finance Services	The Financial Services Portfolio Committee assists the Executive Committee in fulfilling its responsibilities relating to corporate accounting reporting practices of the Municipality as well as including the quality and integrity of the financial reports.	Councillor CJ Pappas (Mayor) Councillor PA Passmoor Councillor PC Le Roux Councillor RS Sokhela Councillor CT Mthalane Councillor DE Malevu Councillor NF Buthelezi

Committee	Purpose of Committee	Committee Members
Economic Development Planning and Human Settlements	The committee is responsible for promoting local economic growth and investment opportunities. Provides a favourable atmosphere for investment while still overseeing land use policy legislation.	Councillor CJ Pappas (Mayor) Councillor TA Duggan Councillor NF Buthelezi Councillor KP Msimango Councillor DE Malevu Councillor SD Nkuna Councillor CT Mthalane
Community Services and Public Safety	Considers and makes recommendations to the Executive Committee and Council on all matters pertaining to community services and social services.	Councillor S Mnikathi (Deputy Mayor) Councillor HM Lake Councillor FT Cele Councillor KPJ van Rensburg Councillor SS Msibi Councillor HG Maphumulo Councillor CT Mthalane

Committee	Purpose of Committee	Committee Members
Infrastructure & Public Works	Considers and makes recommendations to the Executive Committee and Council on all matters pertaining to electricity, engineering, human settlements, transport, waste management.	Councillor S Mnikathi (Deputy Mayor) Councillor T Sikhakhane Councillor PC Le Roux Councillor K. Msimango Councillor GT Dlamini Councillor QSB Buthelezi Councillor DE Malevu
Municipal Public Accounts	The purpose of the Committee is to perform an oversight function on behalf of the Council over the executive functionaries of the Council.	Councillor HM Lake (Chairperson) Councillor TA Duggan Councillor PC Le Roux Councillor HG Maphumulo Councillor HN Mabaso Councillor QSB Buthelezi
Informal Traders	The sub-committees provide guidance and resource support services to informal economic role players within the area solely with an intention of addressing structural hindrances to growth and development.	Councillor CJ Pappas (Chairperson) Councillor TA Duggan

Committee	Purpose of Committee	Committee Members
		Councillor KP Msimango Councillor NF Buthelezi Councillor SZ Zuma Councillor B Mkhize Councillor D Malevu
Waste Management Landfill Site	Contribute to a clean, healthy environment and lively economy in the uMngeni area through responsible solid waste management practices that, wherever possible, identify solid wastes as a useful resource.	Councillor PC Le Roux (Chairperson) Councillor HM Lake Councillor KPJ van Rensburg Councillor FT Cele Councillor Mthalane Councillor SQB Buthelezi
Audit and Performance Committee	The Committee's mission is to support and guide Council in carrying out its oversight duties for the financial reporting process, the structure of internal supervision over financial reporting, the audit procedure, performance assessment and appraisal, and the Council's framework for monitoring compliance with laws and regulations, as well as the code of ethics. All current members were appointed in the 2020/2021 financial year.	Mrs Charmain Jugnarayan (Chairperson) Ms A Van Zyl Mr A Zungu Ms Samukelisiwe Khanyile

Committee	Purpose of Committee	Committee Members
		Ms Phumelele Nzimakwe
Local Labour Forum	Section 11.8 of the SALBGC Main Collective Agreement, which directs their formation and structure mandates the formation of such committee. The Local Labour Forums provide the authority and responsibility to discuss employment issues of common interest.	Councillor GT Dlamini Councillor T Sikhakhane
Ward Committees	Ward Committees are the vehicles by which the Constitution's notions of participatory democracy and parliamentary democracy, as illustrated in Section 152, become a fact. There are 10 ward committee members per ward.	Elected community members with ward councillors as chairpersons
Executive Committee Appeals	This Committee was established as per Section 51 of the Spatial Planning and Land Use Management Act. The Committee acts as an arbitration authority for those whose interests have been harmed by a judgment made by the Joint Municipal Planning Tribunal.	Councillor CJ Pappas (Mayor) Councillor S Mnikathi (Deputy Mayor) Councillor PA Passmoor Councillor CT Mthalane Councillor GT Dlamini

3.1.2 Administrative Governance

3.1.2.1 Critical Posts

Table 11: Critical Posts

Posts	Filled/Vacant
Municipal Manager	Filled
Director: Administrative Support Services	Vacant (Council has made a recommendation for the appointment however awaiting concurrency from COGTA)
Chief Financial Officer	Vacant (Council has made a recommendation for the appointment however awaiting concurrency from COGTA)
Director: Economic Development, Planning, and Human Settlements	Filled
Director: Infrastructure & Public Works	Filled
Director: Community Services & Public Safety	Vacant (Council has made a recommendation for the appointment however awaiting concurrency from COGTA)

In alignment with Section 54/56 of the Municipal Systems Act (MSA), uMngeni Municipality has appointed key members to its administration team. These appointments are pivotal in supporting the political leadership to fulfil its Constitutional responsibilities efficiently. The crucial role of Chief Financial Officer had been successfully filled, marking a significant step towards enhancing our financial management and strategic planning capabilities however the incumbent resigned within a few months into the post.

The search for all vacant critical positions is in progress, with the recruitment processes aimed at being finalised in the first quarter of the 2024/2025 financial year. These positions are essential for ensuring the continuation effective service delivery to our communities and we are committed to selecting a candidates who aligns with our values and strategic objectives.

Senior Administrative Officials and Their Roles

- **Municipal Manager, Mr. M Hloba**: Anchors the MANCO, steering the municipality's administrative and strategic direction to ensure the effective implementation of council decisions and policies.

- **Director: Administrative Support Services, Acting: Mrs L Van Den Berg**: Oversees Management functions, playing a critical role in facilitating the seamless operation of municipal services and support.
- **Chief Financial Officer, Ms. B Msomi**: Guides the Finance Committee, ensuring fiscal discipline, viability, and the strategic allocation of financial resources to meet the municipality's objectives.
- **Director: Economic Development, Planning, and Human Settlements, Ms. S Dlamini**: Leads the department in efforts, focusing on economic development, town planning and human settlements and enhancing living conditions for residents.
- **Director: Infrastructure & Public Works, Mr. V Mboyana**: Heads the IPW department, responsible for the planning, development, and maintenance of municipal infrastructure and public works projects.
- **Director: Community Service & Public Safety, Acting: X Nhlangulela:** Guides the department to enhance the well-being of residents, encompassing Social Services, Waste Management, Parks and Gardens, and Protection Services. Traffic Management also falls under this umbrella, emphasizing our commitment to public safety and order.

The strategic structuring of our administrative governance leadership ensures a robust foundation for executing the municipality's mandate. By placing experienced and dedicated professionals in these key roles, uMngeni Municipality is poised for impactful governance.

3.1.3 Administrative Committees

The IDP of uMngeni Municipality is supported by a robust structure of administrative committees, each tasked with specific responsibilities crucial to the municipality's effective governance and the execution of its strategic vision. These committees, functioning under the guidance of the Municipal Management Committee, play a pivotal role in the operationalization of council objectives, ensuring that day-to-day municipal activities align with broader goals.

- **Management Committee**: Serves as the operational core, translating council strategies into actionable plans and overseeing their implementation, ensuring the municipality's functions are performed efficiently and

effectively. This committee convenes every Monday of the week.

- **Risk Management**: This committee is essential in maintaining the municipality's integrity, focusing on the evaluation of risk management processes and advising on improvements, safeguarding municipal assets, and ensuring financial and operational stability. This committee will now be functional as the Chairperson and members have been appointed.

- **Bid Specification, Evaluation, and Adjudication**: These committees work sequentially to manage the municipality's procurement process with transparency and accountability, from drafting detailed bid specifications to evaluating submissions and making adjudications, thereby ensuring fairness, efficiency, and compliance with the Supply Chain Management Policy. All SCM Bid Committees are functional.

- **Joint Municipal Planning Tribunal**: Specializes in overseeing the development and amendment of land use schemes, processing planning approvals to align with uMngeni's spatial development framework and supporting sustainable land use and development within the municipality. The municipality has an appointed Municipal Planning Authorised Officer as per the SPLUMA regulations on the 16 June 2015.

3.2 Power and Functions

In the governance structure of South Africa, the division of responsibilities across the three spheres of government—national, provincial, and local—is designed to ensure efficient service delivery and infrastructure development that benefits all citizens, particularly the vulnerable and impoverished. The Constitution delineates the operational framework for each sphere, emphasizing their distinct yet interrelated and interdependent nature, operating under a common constitutional and legislative canopy.

uMngeni Municipality, as a Category B Municipality according to the Municipal Structures Act No. 117 of 1998, plays a crucial role in the local governance landscape. It operates closest to the community, making it pivotal for residents to understand the specific functions and services it provides. This proximity to the populace often leads to a misconception that the municipality is responsible for all services. However, responsibilities are shared with the District

Municipality (UMDM) and other entities for certain functions, ensuring a comprehensive service delivery mechanism that spans from basic utilities to socio-economic development initiatives.

Key functions undertaken directly by uMngeni Municipality include municipal planning, local tourism, building regulations, childcare facilities, and a host of community services such as refuse removal, municipal parks, and recreation. Collaborative efforts with entities like Eskom and the KZN Department of Health extend the municipality's capacity to include electricity and gas reticulation and municipal health services, respectively. This collaborative framework ensures that the residents of uMngeni Municipality receive a broad spectrum of services, from infrastructure to public health and safety.

The following table outlines the delineation of responsibilities between uMngeni Municipality, UMDM, and other spheres of government stakeholders. This clarity is essential for fostering an informed community, setting realistic expectations, and encouraging active citizen participation in municipal By delineating the specific roles and responsibilities, this section aims to enhance public understanding and engagement, ensuring that uMngeni Municipality continues to serve its residents effectively, within the ambit of its designated functions and in collaboration with other spheres of government.

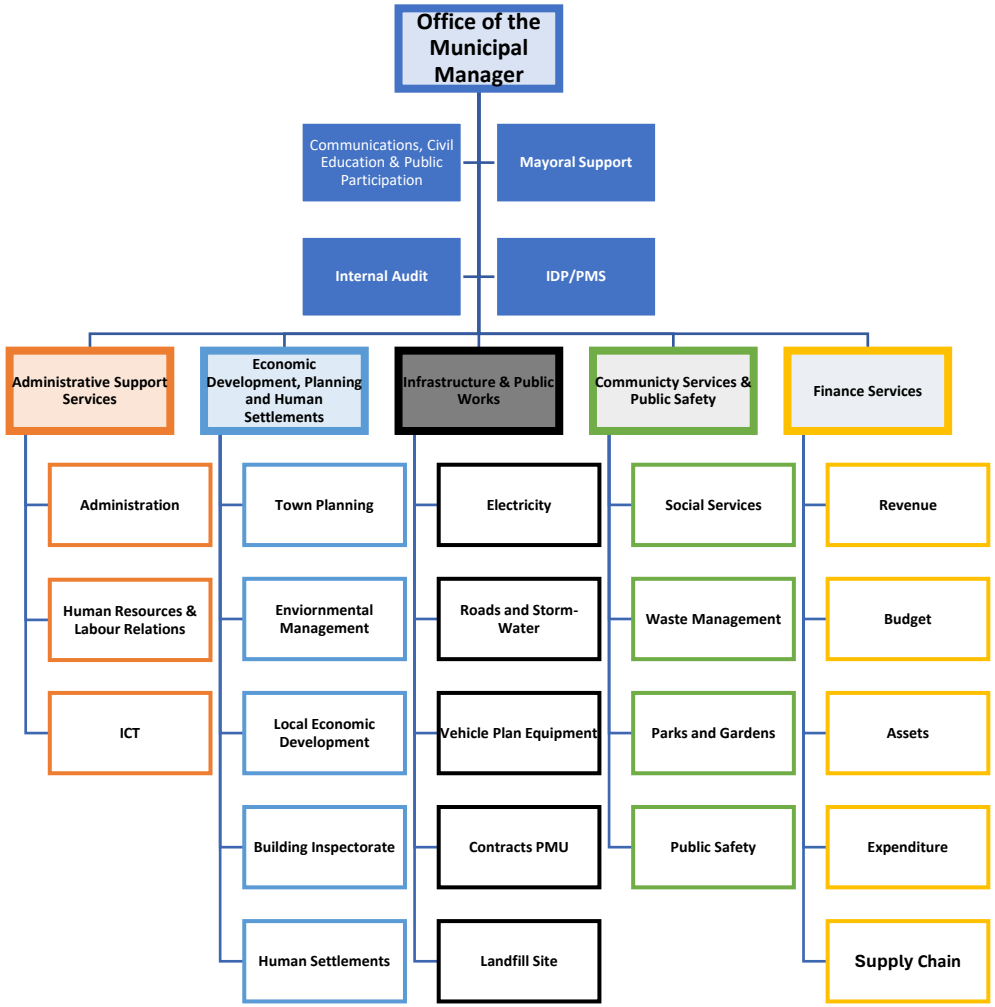
Table 12: Municipal Functions

FUNCTION	AUTHORITY RESPONSIBLE
Air Pollution	UMDM
Building regulations	uMngeni Municipality
Childcare facilities	uMngeni Municipality
Electricity and gas reticulation	Eskom/ uMngeni Municipality
Firefighting services	UMDM
Local tourism	uMngeni Municipality
Municipal airports	uMngeni Municipality
Municipal planning	uMngeni Municipality/ DPSS
Municipal health services	KZN Department of Health
Municipal public transport	uMngeni Municipality
Stormwater Management	uMngeni Municipality
Trading regulations	uMngeni Municipality

Water and sanitation services	UMDM / DWA
Billboards and public advertising	uMngeni Municipality
Cemeteries, Funeral Parlours and Crematoria	uMngeni Municipality
Cleaning and maintenance	uMngeni Municipality
Control of public nuisances	uMngeni Municipality
Control of undertakings that sell liquor	uMngeni Municipality
Animal care, burial, and pounds	uMngeni Municipality
Fences and fencing	uMngeni Municipality
Licensing of dogs	uMngeni Municipality
Food licenses	uMngeni Municipality
Local amenities	uMngeni Municipality
Local sports facilities	uMngeni Municipality
Street lightening	uMngeni Municipality / Eskom / Msunduzi
Markets	uMngeni Municipality
Municipal parks and recreation	uMngeni Municipality
Municipal roads	uMngeni Municipality
Noise pollution	UMDM
Public places	uMngeni Municipality
Refuse removal and solid Waste	uMngeni Municipality
Street traders	uMngeni Municipality
Traffic and parking	uMngeni Municipality

3.3 Approved Organisational Structure (Top Structure)

Figure 27: Organisational Structure



3.4 Municipal Institutional Capacity and Status of Critical Posts

uMngeni Municipality has undertaken an organizational review, leading to significant structural changes aimed at enhancing operational efficiency and service delivery. This review, pivotal in the context of the 5th generation Integrated Development Plan (IDP), has led to the adoption of a new organizational structure in reflecting the Council's evolving priorities and the need for a dynamic response to community needs.

To date, considerable strides have been made in filling senior management positions which includes the Chief Financial Officer and Chief Audit Executive, markedly improving the municipality's leadership capacity. However, attention is now turning towards addressing vacancies at lower levels, particularly within the Technical Services and Community Services departments, where enhancements are critical for delivering services that directly impact our communities.

Currently, the municipality is navigating a vacancy rate of 45.3 percent, primarily concentrated in the departments of Community Services & Public Safety and the Infrastructure & Public Works respectively. These vacancies represent a significant challenge but also an opportunity for restructuring and realignment with the newly defined council priorities.

As uMngeni Municipality moves forward with these structural adjustments, our focus remains steadfast on improving service delivery, ensuring that our organizational framework is both responsive and resilient, ready to meet the current and future needs of our communities.

3.5 Status and Implementation of Human Resource Development

3.5.1 Human Resource Plan

In recognition of the critical role human resources play in the effective and efficient delivery of services, uMngeni Municipality is committed to the development of a comprehensive Human Resource Development Plan. This initiative is integral to our strategic vision, as outlined in the Integrated Development Plan (IDP), ensuring that our workforce is fully equipped to meet the evolving needs of our community.

The forthcoming Human Resource Development Plan will focus on several key objectives:

- **Skill Enhancement and Capacity Building**: To identify and address current skills gaps, ensuring that all municipal employees are equipped with the necessary knowledge and abilities to perform their duties effectively.
- **Work Environment Improvement**: To create a conducive and supportive work atmosphere that promotes employee well-being and productivity.
- **Employment Equity and Diversity**: To foster a workplace that reflects the diversity of the uMngeni community, promoting equal opportunities for all.
- **Technological Integration**: To leverage modern technology in streamlining HR processes, enhancing service delivery, and improving overall operational efficiency.

As we embark on this strategic journey, the plan's development will involve a thorough assessment of current human resource capabilities, identification of gaps, and formulation of targeted strategies to address these issues. This process will be collaborative, involving input from various stakeholders, including municipal employees, department heads, and the community, to ensure that the plan is comprehensive and aligned with the municipality's broader goals.

The Human Resource Development Plan is pivotal in positioning uMngeni Municipality as a leader in local governance, capable of delivering high-quality services to our residents. By investing in our employees, we are investing in the future of our municipality, ensuring that we are prepared to meet the challenges and opportunities that lie ahead.

3.5.2 Human Resource Strategy

uMngeni Municipality acknowledges the crucial role of human resource development in ensuring the efficient operation of the municipality. Recognizing the outdated nature of the current Human Resources Development Strategy that was adopted in and the municipality's internal capacity limitations, there is an imperative for a new, comprehensive Human Resources Development Strategy. This plan will be externally developed to realign the municipality's human resource capabilities with the strategic priorities outlined in the Integrated Development Plan (IDP).

Key Objectives:

1. **Skill Gap Identification**: To enhance municipal service delivery by accurately identifying and addressing existing skill gaps within the workforce.

2. **Continuous Learning and Capacity Building**: To promote an environment of continuous professional development for all employees, ensuring they are well-equipped to meet the municipality's evolving demands.
3. **Technology and Innovation Integration**: To incorporate advanced technology and innovative practices in human resource management, streamlining processes and improving efficiency.
4. **Sustainable HR Management Framework**: To establish a robust framework for sustainable human resource management and development that supports the municipality's long-term objectives.

In response to these objectives, uMngeni Municipality commits to initiating the development process in partnership with external consultants, bringing in the necessary expertise to formulate a forward-looking Human Resources Development Strategy. This strategy will reflect current IDP priorities, preparing the municipality's workforce to face future challenges and opportunities effectively.

The upcoming strategy aims to position uMngeni Municipality as an employer of choice, ensuring a conducive working environment, employment equity, and the utilization of information technology for enhanced service delivery. By adopting this comprehensive approach, the municipality will foster a motivated, diverse, and representative workforce aligned with high ethical standards, accountability, loyalty, and dignity.

In conclusion, the strategic emphasis on human resource development is a testament to uMngeni Municipality's commitment to its most valuable asset—its people. Ensuring their growth, satisfaction, and alignment with municipal goals is paramount for delivering exceptional service to the community. Further details of the strategy, once developed, will be integrated to keep stakeholders informed and engaged in this vital initiative.

3.5.3 Employment Equity Plan

uMngeni Municipality's commitment to diversity and inclusion is highlighted in our Employment Equity Plan (EEP), a pivotal document endorsed by the uMngeni Council and integrated as annexure J.13 to the Integrated Development Plan (IDP). This plan articulates our dedicated efforts towards creating a workforce reflective of our diverse community, emphasizing fairness, equality, and social justice in our employment practices.

Progress and Achievements:

Significant strides have been made in advancing gender equity and diversity within the municipality, particularly in leadership and management roles. We have successfully appointed females to top and middle management positions, actively working towards a more gender-balanced representation at these levels. Furthermore, our commitment to racial diversity in management has led to a team that includes Black, White, and Indian employees, mirroring the rich demographic composition of our community.

Key Initiatives:

- **Diverse Talent Pipeline**: Targeted recruitment and development programs are in place to cultivate a diverse talent pool, ensuring that our workforce is equipped with the necessary skills and perspectives to serve our community effectively.
- **Workplace Inclusivity**: We are dedicated to enhancing accessibility for employees with disabilities and fostering a culture where diversity, equity, and inclusion are valued and promoted through ongoing training and awareness initiatives.

Looking Forward:

While we celebrate the progress made, we acknowledge that more work remains to be done. The successful implementation of the EEP is critical to our mission of delivering superior service to all residents. uMngeni Municipality remains steadfast in our commitment to not only meet but exceed our targets for employment equity, ensuring that our human resource practices continue to evolve in alignment with our core values and the needs of our diverse community.

Employment Equity in uMngeni Municipality

Top Management in uMngeni Municipality consists of 5 positions filled against a target of 6, thus achieving 83.3% of the established target. The current team comprises 3 African males and 2 African females. This reflects a strong representation of African gender diversity at the highest level of management, albeit still missing the broader racial diversity as there are no Coloured, Indian, or White members, either male or female.

The absence of other racial groups indicates a critical area for improvement in achieving comprehensive racial and gender diversity. To align with both the spirit and the mandates of employment equity, uMngeni Municipality may need to implement targeted recruitment and

development strategies that not only focus on gender inclusion within the African demographic but also broaden to include other racial groups in top management roles. This approach will enhance the leadership diversity and better reflect the multicultural community served by the municipality.

Senior Management consists of a total of 20 positions filled against a target of 25, achieving 80% of the target. The current configuration includes 11 females (10 African and 1 White) and 9 males (7 African, 1 Indian, and 1 White). This distribution showcases a relatively balanced gender inclusion, with females comprising 55% of the senior management team.

However, the racial diversity among these roles could be improved, particularly in increasing representation from Coloured and additional Indian demographics to better mirror the municipality's commitment to comprehensive racial inclusiveness. The presence of African, White, and Indian members in both male and female categories show progress toward diversity but highlights a gap in the inclusion of other races.

Professionally Qualified and Mid-Management levels are at 39 employees versus a target of 59, achieving 66.1% of the target. This group comprises 43.6% African males, 2.6% Coloured males, 7.7% Indian males, and 41% White males, with 5.1% Indian females. The absence of African and Coloured females and White females highlights significant disparities in gender and racial diversity that need addressing.

Skilled Technical and Junior Management exceed the target with 114 employees against a target of 45, indicating a 253.3% achievement. However, the demographic makeup of 36.8% African males, 45.6% White males, 4.4% White females, 7% Indian females, 2.6% Coloured females, 0.9% Coloured males, and 2.6% Indian males shows an overrepresentation of White males and an underrepresentation of females across all races.

Semi-Skilled and Discretionary Decision-Making levels are significantly underrepresented with only 11 positions filled against a target of 76, meeting just 14.5% of the target. The current workforce in this category includes 90.9% African males and 9.1% White males, completely missing the female representation and other racial groups, indicating a critical area for improvement.

Overall, while some levels show satisfactory progress towards gender diversity with some lacking in racial diversity and overall inclusiveness. This analysis suggests that we must enhance our efforts in strategic recruitment, development, and retention policies that not only focus

on increasing numbers but also on fostering an inclusive work environment that reflects the demographics of the community it serves.

Employees living with disabilities.

In Top Management, there are currently no individuals with disabilities, which aligns with the target of having no positions specifically earmarked for people with disabilities in this category. Senior Management shows the inclusion of one African male with a disability, precisely meeting the target set for two positions, indicating a need to fill one more role to meet the inclusivity goal. For Professionally Qualified and Mid-Management, there is one White female with a disability included, which aligns perfectly with the target of two positions, suggesting one more position remains to be filled.

In the category of Skilled Technical and Academically Qualified Workers, there is one African male with a disability, which matches the target of two positions for this group, indicating half of the target has been achieved with one more position still required. The Semi-Skilled and Discretionary Decision-Making category includes two African males with disabilities, fully meeting the target of three positions. Lastly, Unskilled and Defined Decision-Making shows two individuals (one African male and one White female), which surpasses the expectations as there were no specific targets set for this group.

Overall, uMngeni Municipality has made considerable strides towards integrating individuals with disabilities across various levels of employment, though some gaps remain in fully achieving the set targets, particularly in Senior Management, Professionally Qualified, and Skilled Technical categories. Continuous efforts are needed to identify and develop potential candidates with disabilities to fill these critical roles, ensuring that the municipality not only meets but sustains its commitment to a diverse and inclusive workforce.

3.5.4 Workplace Skills Plan

The Workplace Skills Plan (WSP) for uMngeni Municipality, set for the reporting period of 1 May 2023 to 30 April 2024, outlines a comprehensive approach towards enhancing the skills and competencies of our workforce. This plan, devised in alignment with the Integrated Development Plan (IDP), underscores our commitment to continuous learning and capacity building, essential for meeting the evolving service delivery demands of our community.

Key Highlights of the WSP:

- **Employee Profile Analysis**: Detailed breakdown of our workforce across various occupational categories, including management, professionals, technicians, and clerical support workers, providing insight into the diversity and skill sets within the municipality.
- **Training and Development**: The plan includes a strategic focus on enhancing governance, leadership, and management capabilities, promoting sound financial management, and improving infrastructure and service delivery through targeted learning interventions.
- **Funding and Beneficiaries**: It outlines the planned training budget, sourced from mandatory and discretionary grants, to support the learning initiatives for both employed and unemployed beneficiaries, reinforcing our commitment to upskilling and resourcing our community.
- **Learning Interventions**: Specific interventions, such as learnerships, skills programmes, and occupational certificates, are detailed, aimed at addressing critical skills gaps and enhancing service delivery efficiency across the municipality.

This WSP is not just a statutory requirement but a strategic tool to empower our employees and foster a culture of continuous improvement and excellence within uMngeni Municipality. It will be attached as annexure J.14 to this section of the IDP, ensuring accessibility and transparency in our developmental and skills enhancement initiatives. Through the successful implementation of this plan, we aim to build a capable, skilled, and motivated workforce that is equipped to meet the needs of our community, driving sustainable growth and development within the municipality.

3.5.5 Recruitment and Selection Policy

In alignment with our commitment to fostering a diverse and competent workforce, the uMngeni Municipality has adopted and implemented the Recruitment, Selection, and Appointment Policy. This policy, approved by Council on 30 June 2023, sets forth the principles and guidelines for a transparent, equitable, and objective process in the recruitment, selection, and appointment of candidates, emphasizing the municipality's dedication to employment equity and affirmative action.

The policy meticulously outlines the procedures for advertising vacancies, selecting and evaluating candidates, and the ultimate

appointment of staff, ensuring that each step is conducted with fairness and integrity. It highlights the importance of eliminating unfair discrimination and actively supports the application of the Employment Equity Act of 1998. Through this policy, uMngeni Municipality has made strides in reinforcing its workforce by appointing qualified candidates to senior and middle management positions, as well as across all levels, ensuring that due process is followed meticulously.

As we move forward, the policy serves as a cornerstone in our strategic human resources management, underpinning the Integrated Development Plan (IDP) by aligning the municipality's human resource capabilities with its strategic priorities. The policy is attached as annexure J.13 to the IDP document, symbolizing our transparent and strategic approach to human resource development and management.

By adhering to this policy, uMngeni Municipality not only complies with national legislation but also embraces a forward-looking perspective on workforce development, which is critical for delivering exceptional service to our communities and stakeholders.

3.5.6 Retention Policy

uMngeni Municipality recognizes the paramount importance of its workforce as a critical asset in achieving its Integrated Development Plan (IDP) goals. To this end, the review and implementation of a robust Staff Retention Policy have been prioritized, with the policy being formally adopted by the Council however, needs to be reviewed. This strategic initiative underscores the municipality's dedication to maintaining a stable, skilled, and motivated workforce, particularly in areas identified as having scarce skills crucial for the municipality's operational efficiency and service delivery.

Implemented Strategies Include:

- **Staff Bursaries**: To support continuous learning and skill development, thereby enhancing our workforce's capacity to meet evolving service delivery demands.
- **Travel Allowances**: Recognizing the importance of mobility for our employees, travel allowances have been introduced to facilitate their daily commutes and official duties more effectively.
- **Competitive Remuneration Packages**: In a bid to attract and retain top talent, uMngeni Municipality offers

competitive remuneration packages that are commensurate with the demands of the positions and the skills levels of the employees.

The policy articulates a comprehensive approach to recruitment, selection, and appointment processes, ensuring transparency, fairness, and alignment with national legislation. By integrating these practices, the municipality not only adheres to statutory requirements but also fosters a work environment conducive to professional growth and job satisfaction.

The Staff Retention Policy is a living document, subject to periodic review and adjustment in response to the municipality's evolving needs and the broader legislative and socio-economic context. It represents a foundational component of our human resource management strategy, pivotal in securing the municipality's ability to deliver on its commitments to the community it serves.

Through the conscientious application of this policy, recent senior and middle management appointments have been made, all following the due process and underscoring the municipality's commitment to excellence, diversity, and inclusivity. As we move forward, uMngeni Municipality remains dedicated to implementing innovative retention strategies that not only enhance our organizational capacity but also contribute to the well-being and development of our employees and the community at large.

3.6 ICT Policy Framework

The uMngeni Municipality's ICT Policy Framework is a foundational element of our IDP, guiding the strategic and operational use of Information and Communication Technology (ICT) within the municipality. This framework has been meticulously developed and implemented, reflecting our commitment to leveraging technology for enhanced service delivery, operational efficiency, and governance transparency.

Key Highlights of the ICT Policy Framework:

1. **Governance and Oversight**: The framework establishes robust governance structures and oversight mechanisms to ensure ICT initiatives align with municipal objectives and deliver value to the community.
2. **Infrastructure and Security**: A significant focus is placed on developing and maintaining secure, reliable ICT infrastructure to support the municipality's operations and protect data integrity.

3. **Digital Transformation**: The policy encourages the adoption of digital solutions to modernize municipal services, making them more accessible to residents and businesses in uMngeni.
4. **Capacity Building and Skills Development**: Recognizing the rapid pace of technological change, the framework emphasizes continuous learning and skills development for municipal staff to remain adept at using emerging technologies.
5. **Stakeholder Engagement**: It outlines strategies for engaging with various stakeholders, including the community, businesses, and technology providers, to ensure ICT initiatives are responsive to the needs of all users.

Achievements and Impact:

A testament to the successful implementation of the ICT Policy Framework is the continuous clean audit reports in ICT received from the Auditor General (AG). These clean audits underscore our adherence to best practices in ICT governance, risk management, and compliance, demonstrating our dedication to accountability and excellence in ICT management.

The ICT Policy Framework is not just a policy document but a strategic asset that has catalysed the municipality's transition towards a more digitally enabled, efficient, and transparent governance model. Its implementation has significantly contributed to the municipality's ability to meet the evolving needs of our community, ensuring that uMngeni Municipality remains at the forefront of technological innovation and service excellence.

3.7 Municipal Transformation and Institutional Development: SWOT Analysis and Key Challenges

3.7.1 Municipal Transformation & Institutional Development SWOT Analysis

Table 13: Municipal Transformation & Institutional Development SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
▪ Most critical senior positions are filled. ▪ All legislated Council committees are in place. ▪ Diverse political representation in Council ▪ Municipality performing most of its legislated functions. ▪ The administrative organizational structure is in place. ▪ Over 50 percent of new councilors have previous experience working in local government. ▪ Willingness of all political parties to work together as it transpired in the strategic session. ▪ Active labour union	▪ Poor project-based communication between officials/departments ▪ Departments working in silos. ▪ Regular poor performance targets outcomes ▪ Low of morale that result in lack of commitment. ▪ Lack of tools of trade including office space, PPE ▪ Lack of mentorship and succession planning ▪ Outdated processes and systems ▪ Workplace Skills Plan not implemented in line with municipal priorities. ▪ Outdated HR Strategy ▪ Staffing and vacancies ▪ Lack of sufficient training and development of staff ▪ Lack of understanding of organisational processes and	▪ Cascading of performance management to all levels to enhance performance. ▪ Introduction of performance rewards whether monetary or non-monetary ▪ Investing in knowledge management ▪ Transforming organisational systems ▪ Differing political ideologies ▪ Partner with external stakeholders to improve service delivery	▪ Resistance to change might be linked to political instability. ▪ Politically aligned administrative appointments

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
	existence of Standard Operating Procedures Poor corporate image		

3.7.2 Municipal Transformation & Institutional Development Key Challenge

MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	
Key challenge	**Addressing the High Vacancy Rate and Filling Critical Positions**
Description	uMngeni Municipality faces a significant challenge with a high vacancy rate, particularly pronounced at lower levels within departments crucial for direct service delivery to the communities. This vacancy issue not only hampers the municipality's capacity to effectively meet the service demands of its residents but also places additional strain on existing staff, potentially affecting morale and productivity. The gap in personnel can lead to delays in project execution, maintenance issues, and a decrease in the overall quality of municipal services, directly impacting community satisfaction and trust in municipal governance.


KPA
GOOD GOVERNANCE
AND PUBLIC
PARTICIPATION

4. KPA - GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

4.1 Good Governance Analysis

4.1.1 Status of National and Provincial Programmes Rolled Out at Municipal Level

Batho Principles

The uMngeni Municipality embraces the Batho Pele Principles and to this effect will finalise the Batho Pele Policy and Procedure Manual. The Municipality does however as per Cabinet Resolution dated September 2016, embrace the following Batho Pele principles which put people first in all forms of service delivery:

Consultation: Citizens should be consulted about the level and quality of the public services they receive and, wherever possible, should be given a choice about the services that are offered. The municipality has upheld this principle by engaging all relevant stakeholders in the formulation of this 5th generation IDP.

Service Standards: Citizens should be told what level and quality of public services they will receive so that they are aware of what to expect. Service delivery charter will be created.

Access: All citizens should have equal access to the services to which they are entitled. The municipality serves its entire area of jurisdiction thus reaching all citizens. Where the municipality is unable to offer services, the municipality has been proactive in communicating community needs with the relevant authorities. In May 2023 uMngeni Council approved an Indigent Policy which underscores the municipality's commitment to assisting its vulnerable population.

Courtesy: Citizens should be treated with courtesy and consideration. Courtesy has been an important part of treating our customers whereby the municipality communicate through the different media forums on development and adoption municipal programmes.

Information:

Ensuring citizens are well-informed about the services they are entitled to is a priority for the municipality. We actively engage with the community through three social media platforms: Instagram, Twitter, and Facebook, alongside maintaining a fully functional website. Our media relations are key to transparent and effective communication with all stakeholders, with proactive media releases highlighting positive developments and initiatives.

Our website serves as a central hub for information, compliance with Section 75 of the Municipal Finance Management Act is ongoing. Recent upgrades aimed at enhancing user experience and accessibility inadvertently delayed the posting of some legislatively required documents. We are committed to resolving these delays promptly, ensuring our digital platforms remain accessible, informative, and up-to-date resources for all residents.

Openness and transparency: Citizens should be told how national and provincial departments are run, how much they cost, and who is in charge.

Redress: 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 the complaints are made, citizens should receive a sympathetic, positive response.

Value for Money: Public services should be provided economically and efficiently in order to give citizens the best possible value for money. The municipality strived to provide services whilst at the same time ensuring cost saving measures.

- Encouraging Innovation and Rewarding Excellence: Innovation can be new ways of providing better service, cutting costs, improving conditions, streamlining, and making changes which tie in with the spirit of Batho Pele. It is also about rewarding the staff who “go the extra mile” in making it all happen.
- Customer Impact: Impact means looking at the benefits we have provided for our customers both internal and external – it is how the nine principles link together to show how we have improved our overall service delivery and customer satisfaction. It is also about making sure that all our customers are aware of and exercising their rights in terms of the Batho Pele principles.

As part of the process to institutionalize the Batho Pele principles, the uMngeni Council has adopted the SALGA Service Delivery Charter in May 2021. The Charter is a commitment between SALGA, IMATU and SAMWU that set out the roles and responsibilities to improve performance, enhance and fast track the delivery of services to improve the lives communities. The Charter is a document that enables service beneficiaries to understand what they can expect and inform the basis of engagement between the municipality, citizens, and organs of civil society.

The Municipality has in place a Service Delivery Improvement Plan (SDIP), which outlines services to be improved. The SDIP identifies four

services to be improved and includes (1) upgrading and tarring of roads, (2) refuse removal services, (3) revenue collection and (4) land disposal. The SDBIP is attached to this document as appendix 1.

Operation Sukuma Sakhe

Operation Sukuma Sakhe (OSS) exemplifies a collaborative framework aimed at eradicating poverty through community partnerships, integrating efforts from government departments, state-owned entities, and civil society. This innovative program is designed around the core pillars of enhancing food security, fostering healthier communities, and empowering youth and women. It addresses critical social challenges such as substance abuse, teenage pregnancy, crime, road accidents, and gender-based violence, acknowledging these issues as a shared societal responsibility.

At the heart of OSS is the process of household and community needs assessment. Community Care Givers (CCGs) and Youth Ambassadors employ a household profiling tool during their visits, gathering baseline data to inform service delivery. This grassroots approach ensures that interventions are tailored to the specific requirements of each household.

OSS is structured around three main bodies: the political structure led by the Honourable Mayor as the political champion; the coordinating structure, including a Local Task Team backed by the Municipal Executive Council; and the oversight structure to ensure program accountability. Each ward in uMngeni Municipality features a War Room, with some achieving full functionality, driving OSS's implementation at the community level.

War Room Functions:

- Implements OSS through an integrated platform, extending government reach and accelerating response to community needs.
- Utilises a collective approach for addressing household and community issues, compiling data into a unified database for coordinated service delivery.

Local Task Team (LTT) Functions:

- Offers guidance and resources to War Rooms, supports the development and execution of their plans, and addresses challenges.
- Sets reporting standards for War Rooms, ensuring program actions are aligned with Batho Pele principles and the Citizen's Charter.

This strategic overview underlines OSS's role in uMngeni Municipality's IDP, showcasing a model of governance that prioritizes community engagement, integrated service delivery, and a comprehensive approach to tackling poverty and social ills. Through OSS, uMngeni Municipality demonstrates its commitment to creating a resilient, inclusive, and empowered community.

Special programmes and other highlights for 2023/24

NPO/NGO Support

Honourable Mayor handed over support materials as well as funding to various NPOs/NGOs based in uMngeni to assist them in their day-to-day activities.





Donation of wheelchairs

The Mayor is in partnership with Rejuvenate whom sponsors people living with disabilities an upgrade to their existing wheelchairs. Over and above that the mayor has donated brand new wheelchairs to those living with disabilities.



National Active Ageing Programme

Senior citizens were assisted with transportation to the National Golden Games and Cultural Music that was held in Mpumalanga. 24 Senior citizens were selected to represent the KZN National Golden Games and Cultural Music under the uMgungundlovu District.



4.1.2 IGR Status and Functionality

Section 3 of The Municipal Systems Act (MSA) requires that municipalities exercise their executive and legislative authority within the constitutional system of co-operative governance envisaged in the Constitution (Section 41). uMngeni Local Municipality strives to maintain good inter-governmental relations with its neighbouring municipalities the uMgungundlovu District Municipality, Provincial Authority, National government, and other agencies such as intergovernmental bodies i.e., SALGA, MEC to enhance collaborative governance and ensure our strategic objectives align with regional and national development plans. These participations underscore our dedication to leveraging collective efforts for community betterment, with the Mayor playing a crucial role in reporting these engagements

back to the Council on a quarterly basis ensuring transparency and strategic alignment.

- **Key IGR Forums Participation:**
- **UMDM IDP Representative Forum**: Ensuring our development plans are in sync with district priorities.
- **UMDM Sub-Cluster**: Engaging in sub-regional development initiatives for comprehensive planning.
- **DDM Political Hub**: Collaborating on district development matters to align political and developmental objectives.
- **District Communicators Forum**: Enhancing communication strategies for effective public engagement.
- **Technical Hub**: Focusing on technical collaboration to address infrastructure and service delivery challenges.
- **Decentralised IDP Assessment Feedback and Alignment**: Streamlining IDP processes for consistency and alignment with broader governmental objectives.

By actively participating in these forums, uMngeni Municipality ensures that our strategic planning and service delivery efforts are informed by a broad spectrum of governmental insights and collaborations. This strategic engagement is crucial for leveraging synergies across government levels, enhancing our governance model, and delivering on our commitment to the community's development and prosperity.

The attendance of the Mayor, Accounting Officer, and other officials in various IGR forums during the 2022/23 and 2023/24 financial years provides insight into the municipality's engagement with broader governance structures. As shown in the table below, the municipality participated in the following IGR structures.

Table 14: IGR Structures

National, Provincial & District IGR	Functions	No. of meetings attended 2021/22	No. of meetings attended 2022/23
District	UMDM IDP Representative Forum	3	2
District	UMDM Sub-Cluster	3	4
District	DDM Political Hub	3	3
District	District Communicators Forum	24	16
Provincial	Technical Hub	10	7
Provincial	Decentralised IDP Assessment Feedback and Alignment	4	4

4.1.3 Functionality of Management Structures

Table 15: Functions of Management Structures

Department	Function
Office of the Municipal Manager	The Office of the Municipal Manager in uMngeni Municipality, led by M. Hloba, is structured to ensure the effective implementation of the municipality's strategic direction and alignment with the Integrated Development Plan (IDP). This department encapsulates various key roles, encompassing communications, civil education, public participation, legal services, and audit and risk management. Each unit within the department contributes to a comprehensive approach to municipal management and governance. **Department Structure and Key Functions:** ▪ Communications, Civil Education & Public Participation: Focuses on enhancing community engagement and ensuring the public is well-informed about municipal initiatives and services. ▪ Legal Services: Provides legal oversight and support to the municipality, ensuring compliance with statutory requirements and assisting in legal matters. ▪ Audit and Risk Management: Critical for maintaining financial integrity, ensuring compliance, and managing risks within the municipality's operations. **Staffing and Vacancies:** Several key positions within the department are currently vacant: ▪ The Public Participation & Education Officer and Electronic Media & Design Officer roles are vacant, impacting the municipality's ability to effectively communicate and engage with the community.

Department	Function
	▪ Two vacancies for the Performance & IDP Officer position, indicating a gap in strategic management and alignment with the IDP. ▪ The Manager Internal Audit and Risk Management Officer positions are also vacant, presenting challenges in maintaining financial oversight and risk assessment. ▪ Support roles such as the Ward Committee Support Supervisor and Ward Committee Support Officer are vacant, affecting the department's support for local governance structures. **Functionality and Performance:** The current vacancies pose challenges to the Office of the Municipal Manager's ability to fully execute its strategic functions. Despite these gaps, the department remains focused on aligning operational activities with the municipality's strategic goals, under the leadership of M. Hloba. **Strategic Implications:** Filling these critical vacancies is paramount for enhancing the municipality's governance and strategic planning capabilities. A focused recruitment strategy to fill these roles will empower the Office of the Municipal Manager to meet the municipality's strategic objectives more effectively as outlined in the IDP. Addressing these vacancies is crucial for improving community engagement, legal and audit functions, and overall municipal management.

Department	Function
Department of Administrative Support Service	The Administrative Support Services Department of uMngeni Municipality plays a pivotal role in supporting the municipality's governance and administrative functions. Led by the Director, this department is instrumental in ensuring the municipality operates efficiently and effectively, aligning with the strategic goals outlined in the Integrated Development Plan (IDP). **Department Structure and Key Functions:** Structured to cover a wide array of critical functions, the department includes units for human resources planning and development, technology and data management, real estate and property facilities, and IT support. Each area contributes significantly to maintaining the municipality's operational integrity and service delivery capabilities. **Staffing and Vacancies:** The department faces several vacancies that are critical for its functionality: ▪ Positions such as the Real Estate Property & Facilities Officer and various IT roles, including Network Administrator and Systems Administrator, are vacant. ▪ There is a notable vacancy in the Health & Safety Officer and Labour & Industrial Relations Officer positions, highlighting the need for expertise in workplace safety and labor relations. ▪ Additionally, support roles such as cleaners, with six out of sixteen positions vacant, and a vacancy in the HR Officer position, indicate gaps in maintaining the municipality’s facilities and human resources management.

Department	Function
	Functionality and Performance: Despite these staffing challenges, the department has successfully integrated all incumbents into the new organizational structure, reflecting a proactive approach to organizational restructuring. The current vacancies, especially in support and specialized roles, challenge the department's capacity to fully execute its strategic functions and maintain the municipality's infrastructure and workforce. **Strategic Implications:** Addressing these vacancies is a priority, essential for enhancing internal capacity for improved service delivery, ensuring workplace safety and compliance, and leveraging technology for operational efficiency. The department's focus includes attracting and retaining skilled personnel to fill these critical roles, aligning with uMngeni Municipality's broader strategic objectives as laid out in the IDP.
Department of Finance Services	The Finance Department of uMngeni Municipality plays a critical role in ensuring the municipality's fiscal health and aligning financial management with the strategic objectives outlined in the Integrated Development Plan (IDP). This department, responsible for budgeting, revenue collection, expenditure oversight, and financial reporting, is fundamental to the municipality's effective governance and service delivery. **Recent Developments and Staffing:** ▪ The Chief Financial Officer (CFO) role, critical for leading the Finance Department, was filled by Sbo Hlatshwayo after remaining vacant since August 2022. This appointment marks a significant step towards stabilizing the department's leadership and ensuring continuity in fiscal management.

Department	Function
	▪ The department has demonstrated resilience, achieving consecutive unqualified audit opinions, which is a testament to its robust financial governance and transparency. This accomplishment underscores the department's commitment to upholding high standards of fiscal responsibility and accountability. ▪ The Manager Budget and Manager Expenditure have played pivotal roles, particularly during the transition period, by acting in various capacities to maintain the department's operational integrity. Their contributions during this time have been instrumental in ensuring that the department continued to meet its strategic and operational goals, meriting commendation for their dedication and leadership. **Functionality and Performance:** Despite the challenges posed by staffing vacancies, the Finance Department has maintained a high level of functionality and performance, contributing significantly to the municipality's overall financial stability. The strategic focus on enhancing revenue collection mechanisms, improving financial reporting accuracy, and ensuring compliance with financial management regulations has been crucial for supporting uMngeni Municipality's broader developmental objectives. **Strategic Implications:** The strategic recruitment of the CFO and the filling of other critical vacancies are essential for strengthening the Finance Department's capacity to manage the municipality's finances effectively. Enhancing the department's operational capabilities will further contribute to the municipality's financial sustainability and accountability, reinforcing the municipality's commitment to good governance and transparent financial management.

Department	Function
Department of Economic Development, Planning and Human Settlements	The Economic Development and Planning Department, under the leadership of the Director Ms. Sinenhlanhla Dlamini, is central to advancing uMngeni Municipality's ambitions for sustainable economic growth and strategic urban planning, in alignment with the Integrated Development Plan (IDP). This department spearheads initiatives in economic development, investment, tourism, town planning, and building regulation, ensuring a cohesive approach to the municipality's developmental and planning efforts. **Department Structure and Key Functions:** The department encompasses various units focused on Economic Development, Investment & Tourism, and Town Planning and Building Control, each responsible for implementing strategies that drive investment and ensure sustainable urban development. ▪ Town Planning and Building Control: This unit is crucial for guiding urban development and ensuring compliance with building regulations. It includes roles such as the Manager of Town Planning, the Manager of Building Control, and a Chief Planner, supported by teams responsible for local economic development, enforcement, and clerical support. ▪ GIS and Environmental Planning: This segment involves geographic information system coordination and environmental planning, highlighting the municipality's focus on informed and environmentally responsible planning practices. **Staffing and Vacancies:**

Department	Function
	▪ The department is currently navigating several vacancies, including positions within the local economic development officers, town planning, and environmental planning teams. Notable gaps exist in the roles of Registrar/Clerk, Enforcement Officer, Professional Planner, Environmental Officer, and Building Control Officer, among others. **Functionality and Performance:** Despite the staffing challenges, the department has adeptly aligned its structure with the council's priorities, showcasing adaptability in its restructuring efforts. However, vacancies, especially in critical planning and environmental roles, challenge the department's capacity to achieve its full potential in service delivery and strategic project execution. **Strategic Implications:** Proactively filling these vacancies is imperative for bolstering the department's effectiveness in driving economic development, managing urban growth, and ensuring environmental stewardship. A targeted recruitment strategy will enable the department to more efficiently pursue uMngeni Municipality's strategic goals, enhancing governance, sustainability, and development outcomes. The Economic Development and Planning Department's integrated management of economic and urban planning initiatives reflects uMngeni Municipality's commitment to fostering economic prosperity and sustainable development. Addressing current staffing needs will further empower the department to contribute significantly to the municipality's overarching strategic vision.

Department	Function
The Department of Community Services and Public Services	The Community Services and Public Safety Department within uMngeni Municipality is pivotal in providing essential services and ensuring the safety and well-being of the community. The department's comprehensive structure includes a wide array of services such as public libraries, waste management, fire safety, disaster management, and community policing, each designed to enhance the quality of life for all residents. **Department Structure and Key Functions:** The department oversees several crucial units: ▪ Public Libraries and Information Services: Offering educational and informational resources. ▪ Waste Management: Managing trash collection and promoting environmental sustainability. ▪ Fire Safety and Disaster Management: Delivering emergency response and preparedness. ▪ Community Policing and Public Safety: Enhancing security through policing and safety programs. **Staffing and Vacancies:** The department is currently facing a significant leadership transition, with the Director's position being vacant. This vacancy presents a critical juncture for the department, necessitating careful selection to maintain and enhance service delivery. Furthermore, the department grapples with numerous vacancies across its units, including librarian positions, support roles in waste management, fire safety personnel, and community policing officers. These vacancies impact the department's functionality and its ability to effectively serve the community.

Department	Function
	Functionality and Performance: Despite these challenges, the department remains committed to delivering high standards of service. Adapting to resource constraints and prioritizing key areas has been essential in maintaining operational integrity and ensuring public safety and service continuity. **Strategic Implications:** Filling the Director's vacancy is paramount to the department's future success, providing leadership and strategic direction to navigate current challenges and capitalize on opportunities for improvement. Addressing the broad range of vacancies within the department is also critical for enhancing its operational capabilities and service delivery. These efforts are aligned with the Integrated Development Plan (IDP) objectives, highlighting the significance of robust community services and public safety in building a resilient, informed, and safe municipality.
Department of Infrastructure and Public Works	The Infrastructure & Public Works Department of uMngeni Municipality, led by Director Vusi Mboyana, plays a pivotal role in ensuring the effective maintenance and development of the municipality's infrastructure. This department is key to facilitating sustainable urban growth, providing essential services, and enhancing the quality of life for the community. It encompasses a broad spectrum of services, including electrical management, roads and stormwater maintenance, landfill site management, project management, and workshop operations.

Department	Function
	Department Structure and Key Functions: • Electrical Services: Managed by the Electrical Manager, this unit is responsible for the maintenance, repair, and expansion of the municipality's electrical infrastructure, ensuring reliable power distribution. • Roads & Stormwater Management: Overseen by the Roads & Stormwater Manager, this unit focuses on maintaining and improving the municipality's road networks and stormwater drainage systems to prevent flooding and ensure safe, accessible transportation. • Landfill Site Management: Recently filled, the Landfill Site Manager position is crucial for overseeing the operations of waste disposal sites, ensuring environmental compliance and effective waste management. • Project Management Unit: This unit, led by the Project Management Unit Manager, coordinates infrastructure projects, from planning to execution, ensuring they align with the municipality's development goals. **Staffing and Vacancies:** Despite significant strides in staffing, the department faces vacancies in several critical areas: • Engineering roles related to customer services, projects, and maintenance remain vacant, highlighting the need for specialized expertise in infrastructure development and upkeep. • Vacancies in safety officer positions and various technical roles, such as System Administrator for Electrical and Engineering Technicians, point to gaps in operational safety and technical support.

Department	Function
	▪ Operational roles, including Heavy Plant Operators and General Assistants, have vacancies, affecting the department's capacity to execute projects and maintenance work efficiently. **Functionality and Performance:** Under the leadership of Director Vusi Mboyana, the Infrastructure & Public Works Department has actively worked towards filling key positions, significantly enhancing its operational capabilities. The recent appointment of the Landfill Site Manager marks progress in strengthening waste management operations. However, the remaining vacancies challenge the department's full potential in delivering on its mandate. **Strategic Implications:** Filling the existing vacancies is essential for the department to enhance its service delivery and infrastructure development functions fully. A strategic recruitment approach is vital for attracting skilled professionals to these roles, enabling the department to support uMngeni Municipality's broader strategic objectives as outlined in the Integrated Development Plan (IDP).

4.1.4 Functionality of Municipal Structures

In uMngeni Municipality, the cohesion and effectiveness of our municipal structures reflect our commitment to good governance and the principles of public participation. Each structure plays a distinctive role in the planning, oversight, and execution of municipal affairs, from strategic planning in the IDP Representative Forum to financial oversight by MPAC and specialized focus provided by various Portfolio Committees. The Council and EXCO are pivotal in providing leadership and policy direction, ensuring that the municipality's operations are aligned with the IDP's strategic goals and the community's needs.

As we continue to navigate through the complexities of municipal governance, the functioning of these municipal structures will remain central to our efforts in achieving sustainable development, efficient service delivery, and enhanced community welfare. The strategic collaboration, oversight, and participatory governance facilitated by these structures are pivotal to realising the vision and objectives laid out in our IDP, reflecting our dedication to creating a prosperous, inclusive, and well-governed municipality.

4.1.5 Functionality of Internal Audit (IA) Unit

The IA function at uMngeni Municipality is a cornerstone of our governance structure, providing essential assurance and consulting services aimed at enhancing the municipality's operations. Guided by the recently updated Internal Audit Charter for the 2023-24 period, this unit's work is vital for evaluating and improving the effectiveness of risk management, control, and governance processes. The charter underscores the unit's commitment to adhering to the standards issued by the Institute of Internal Auditors and the recommendations of the King IV Report on Corporate Governance, ensuring a high level of professionalism and integrity in its duties.

Over the past year, the Audit Committee has actively overseen the internal audit function, approved the internal audit charter and the risk-based annual audit plan, and evaluated the independence, effectiveness, and performance of the internal audit function. However, challenges such as delayed report submissions and vacancies in key positions like the Internal Audit Manager and Chief Audit Executive have impacted the unit's optimal functioning. Despite these challenges, the municipality has demonstrated resilience, as evidenced by consecutive unqualified audit opinions.

To address existing gaps, the municipality appointed an external service provider for the interim and has since filled crucial vacancies, including the appointment of a Chief Audit Executive with significant

experience. This strategic move aims to bolster the internal audit's capacity to fulfil its critical role in the municipality effectively.

The Internal Audit's scope over the past year included reviewing the AG audit action plans, financial statements, grant reports, and various compliance and performance management reports, underscoring its comprehensive approach to maintaining accountability and transparency. The proactive involvement of internal audit in assisting the Municipal Public Accounts Committee (MPAC) with investigations into Unauthorised, Irregular, Fruitless and Wasteful (UIFW) expenditure further highlights its integral role in safeguarding the municipality's financial integrity.

As uMngeni Municipality continues to enhance its governance and operational efficiencies, the Internal Audit function, underpinned by a robust charter and strategic leadership, remains pivotal in guiding the municipality towards achieving its objectives as outlined in the Integrated Development Plan (IDP). This narrative, included in the IDP, affirms our commitment to transparency, accountability, and continuous improvement in all aspects of municipal governance and service delivery.

4.1.6 Functionality of Audit Committee

The Audit Committee within uMngeni Municipality, which also functions as the Performance Audit Committee, is a combined and fully operational entity, crucial for the municipality's governance framework. This arrangement ensures a holistic approach to both financial and performance oversight, streamlining the process of governance and accountability within the municipality.

Comprised of members with substantial expertise and qualifications in areas such as financial management, auditing, risk management, and performance evaluation, the committee is designed to provide comprehensive oversight. Its structure allows for a deep dive into both the financial integrity of the municipality and the efficiency and effectiveness of its performance management systems. This dual focus aligns with the municipality's commitment to excellence in all aspects of governance, including financial stewardship and strategic performance management.

The Audit Committee is diligent in its communication with the Municipal Council, regularly reporting its findings, recommendations, and concerns for Council consideration. These reports are a critical component of the municipality's governance cycle, providing Council with an independent and authoritative view of both financial and

performance-related matters. This regular reporting mechanism ensures that the Council is well-informed of the municipality's internal control environment, audit outcomes, and performance against strategic objectives outlined in the Integrated Development Plan (IDP). By functioning as a combined committee, the Audit Committee effectively bridges the gap between financial auditing and performance evaluation, providing a more integrated and comprehensive oversight function. This approach not only enhances the efficiency of the oversight process but also ensures that the municipality's governance framework is robust, responsive, and aligned with best practices in municipal governance.

Table 16: Audit Committee Members

Audit Committee Members
Mrs. C. Jugnarayan (Chairperson)
Ms. Aulica Van Zyl
Mr. A Zungu
Mrs. Samkelisiwe Khanyile
Ms. Phumelele Nzimakwe

4.1.7 Functionality of Enterprise Risk Management

Enterprise Risk Management (ERM) embodies a comprehensive approach to addressing risk throughout an organization, guided by clearly defined frameworks and leadership from the council. It's essential for risk management to be interwoven with the broader management practices, seamlessly integrating with critical functions including finance, strategy, internal control, procurement, business continuity planning, human resources, and regulatory compliance.

uMngeni Enterprise Risk Committee is functional, the committee is formed of all directors as the action owners. Appointments will be approved at council on the 17th of May 2024. Recognizing that municipalities navigate in environments fraught with uncertainties, the adoption of an ERM process is pivotal. While it doesn't render an entirely risk-free setting, it significantly contributes to identifying, assessing, and strategically managing risks. This proactive stance ensures that risks are managed in alignment with the municipality's objectives, enhancing resilience and ensuring sustainable service delivery and governance.

Risk Management Committee

The appointment of the Risk Chairperson marks a significant step towards strengthening the municipality's risk management

capabilities. This role is central to the development, implementation, and enhancement of the Risk Management Policy and Strategy, ensuring the ongoing effectiveness of the Bi-annual Risk Assessment process, and guiding the creation and review of the Enterprise Risk Management Committee (ERMC) Charter. Additionally, the Risk Chairperson is tasked with coordinating the development and continuous improvement of the Fraud Risk Management Policy and Strategy, as well as the Business Continuity Plan.

The establishment of the Risk Management Committee (RMC) serves to support the Municipal Manager and Council in their risk management and control responsibilities, adhering to legislation and corporate governance standards. The RMC's charter delineates its responsibilities in risk management, with the committee convening quarterly to report its findings and recommendations to the Executive Committee, Council, and Municipal Public Accounts Committee. In the interim, the Risk Committee Chairperson will also contribute to the audit committee until the RMC is fully constituted.

The RMC engages in a variety of critical activities, including the review and recommendation of the RM policy and strategy, assessment of the municipality's risk identification and assessment methodologies, evaluation of risk mitigation strategies, and oversight of the implementation of risk management plans and strategies. It also focuses on the development of goals, objectives, and key performance indicators for both the committee and the risk management unit, ensuring these entities' effectiveness in managing organizational risk.

The selection process for the Risk Chairperson has been meticulous, with Ms. NMP Khumalo emerging as the recommended candidate due to her extensive experience in auditing, finance, and local government. Her appointment is expected to significantly enhance the municipality's risk management framework, aligning it with best practices and ensuring a systematic, integrated approach to managing risks across uMngeni Municipality. This appointment will be further supported by finalizing the appointment of the Risk Management Officer by the conclusion of the 2023/2024 financial year.

Risk Register

uMngeni Municipality's Strategic Risk Register is a foundational document in the management of risks that could affect the municipality's strategic objectives. The register meticulously documents risk across various departments, evaluates their potential impact and likelihood, and devises strategic mitigation plans. This vigilant approach ensures proactive management of risks including

financial sustainability, infrastructure development, environmental compliance, and service delivery.

The register pinpoints high-priority risks and articulates cross-departmental mitigation strategies, fostering a collaborative risk management culture. The establishment of the Risk Management Committee and the appointment of its Chairperson signify a strengthened commitment to oversight and governance. The committee, bolstered by the recent formation of a Fraud Risk Register, is now equipped to monitor and report on these risks, including fraud, on a quarterly basis, ensuring continuous improvement and alignment with good governance practices.

The Fraud Risk Register addition emphasizes the municipality's zero-tolerance stance on corruption and fraud. Mitigation strategies within this register are designed to address potential financial mismanagement and corruption, safeguarding the municipality's resources and maintaining public trust. These registers are appended as annexure J. 19 to this IDP, reflecting the municipality's dedication to transparent and accountable governance.

Anti-Fraud and Corruption Strategy

uMngeni Municipality is committed to upholding the highest standards of integrity and transparency in its operations. In line with this commitment, the municipality has established a comprehensive Anti-Fraud and Corruption Policy. The policy is a testament to the municipality's proactive stance against fraud and corruption, outlining a robust framework for the prevention, detection, and diligent management of fraudulent and corrupt activities.

The policy not only focuses on the internal mechanisms to combat such unethical practices but also emphasizes the importance of public awareness and education. It encourages the community to actively participate in safeguarding the municipality's assets and services by reporting suspected incidents of fraud and corruption. The policy details the procedures for reporting these incidents and assures a thorough and impartial investigation of all reports received.

While the current framework effectively encompasses the policy aspects of anti-fraud and corruption measures, uMngeni Municipality recognizes the need for a strategic approach to reinforce these efforts. Therefore, the development of a dedicated Anti-Fraud and Corruption Strategy is identified as a strategic priority. The strategy will build upon the existing policy, introducing a more dynamic and strategic layer to the municipality's anti-fraud and corruption efforts.

uMngeni Municipality's approach to developing this strategy will involve a consultative process, engaging with various stakeholders to ensure a

comprehensive and actionable plan. The strategy, once developed, will serve as an annexure J.18 to the Integrated Development Plan (IDP), underlining the municipality's transparent governance practices and its unwavering commitment to serving the community with integrity.

Functionality of Bid Committees

In the 2023/2024 financial year, uMngeni Municipality's bid committees have established a commendable record of consistent meetings, ensuring the diligent review and processing of bids. The committees have convened with a set frequency, adhering to a structured timetable that enables proactive and strategic procurement management:

- **Bid Specification Committee (BSC)** meets weekly on Tuesdays, rigorously defining the scope and technical requirements of municipal procurement needs to ensure that bid documents are comprehensive and clear.
- **Bid Evaluation Committee (BEC)** assembles on Wednesdays, tasked with the critical function of evaluating bids against specified criteria to ensure that each bid is assessed fairly and equitably.
- **Bid Adjudication Committee (BAC)** gathers on Fridays to make final decisions on the awarding of bids, ensuring that all procurement activities align with municipal objectives and regulatory compliance.

This scheduled regularity has allowed for over 20 bids to be considered for various goods and services, reflecting an efficient and responsive SCM system.

While Treasury's capacity-building initiatives have been beneficial, there is an acknowledgment that further capacity enhancement is necessary. Some bids have experienced delays beyond acceptable timeframes, indicating a need for a more in-depth review of the current procurement processes.

Table 17: Bid Committees

Bid Specification Committee Member
Manager: Town Planning (Chairperson)
Manager: IDP/PMS
Manager: Revenue
Senior Account: SCM
Manager: Traffic
Bid Evaluation Committee Member
Manage PMU (Chairperson)
Manager: LED
Manager: Social Services
Manager: Communications

Manager: ICT
Bid Adjudication Committee Members
Chief Financial Officer (Chairperson)
Director: Economic Development Planning and Human Settlements
Director: Administrative Support Services
Director: Infrastructure & Public Works
Director: Community Services and Public Safety

Adoption Status of Municipal Policies and Bylaws

In the dynamic landscape of local governance, uMngeni Municipality's commitment to upholding the principles of fairness, transparency, and accountability is embodied through the establishment and regular review of its comprehensive suite of municipal policies and by-laws. These guiding documents are foundational to the Municipality's operations, delineating the standards, procedures, and expectations that govern our actions and interactions within the community we serve.

Recognizing the ever-evolving nature of our environment, legislative changes, and community needs, uMngeni Municipality has adopted an annual review cycle for the majority of its policies. This proactive approach ensures that each policy remains relevant, effective, and aligned with the best practices and regulatory requirements. It allows for the agile adaptation of our strategies and operations in response to new challenges and opportunities, thus ensuring that our governance frameworks can swiftly respond to the needs of our community.

For policies that directly impact the community's well-being and municipal operations, such as the Overtime Policy, Leave Policy, Supply Chain Management Policy, and various others, the annual review is not just a procedural necessity but a strategic imperative. It underscores the Municipality's dedication to continuous improvement and its commitment to serving the community's best interests.

The By-Laws, including those governing public health, street trading, waste management, and more, are reviewed as needed to ensure they reflect current realities and legal frameworks. These by-laws are critical in maintaining order, protecting the community's health and safety, and ensuring the efficient use of public spaces and resources.

The IDP details the lifespan, adoption dates, and current status of our policies and by-laws. This overview not only highlights the Municipality's strategic approach to policy and legislative management but also affirms our commitment to transparency, enabling residents and stakeholders to understand the guiding principles that shape our collective vision for uMngeni Municipality.

Table 18: Municipal Policies, Sector Plans and Bylaws

Name of Sector Plan / Policy / Bylaw	Lifespan	Adoption Date	Development / Review status (Draft / To be reviewed)
Overtime Policy	Ongoing	2024	Reviewed
Acting Policy	Ongoing	TBC	To be reviewed
Leave Policy	Ongoing	2024	Reviewed
Study Assistance Policy	Ongoing	2024	Reviewed
Exit Management Policy	Ongoing	2024	Reviewed
Employee Assistance Programme Policy	Ongoing	2024	Reviewed
Incapacity Policy	Ongoing	2024	Reviewed
Task Job Evaluation Policy for Municipalities	Ongoing	2024	Reviewed
Bereavement Policy	Ongoing	2024	Reviewed
Petty Cash Management Policy	Ongoing	2024	Reviewed
Supply Chain Management Policy	Ongoing	2024	Reviewed
Travel Allowance Policy	Ongoing	May 2023	To be reviewed
Virement Policy	Ongoing	2024	Reviewed
uMngeni Contract Participation Goals Policy	Ongoing	2024	Reviewed
Assets Management Policy	Ongoing	2024	Reviewed
Tariff Policy	Ongoing	2024	Reviewed
Revenue Enhancement Strategy	Ongoing	2024	Reviewed
Urban Improvement Plan Policy	Ongoing	2024	Reviewed
Rates Policy	Ongoing	2024	Reviewed
Funding & Reserves Policy	Ongoing	2024	Reviewed
Municipal Social/ Rental Housing Policy	Ongoing	2024	Reviewed
Performance Management System Policy Framework	Ongoing	2024	Reviewed
Methodology For the Impairment Of Receivables Policy	Ongoing	2024	Reviewed
Impairment of receivables Policy	Ongoing	2024	Reviewed
Indigent Policy	Ongoing	2024	Reviewed
Human Resource Training And Development Policy	Ongoing	2024	Reviewed
Customer care, Debt Collection And Credit Control Policy	Ongoing	2024	Reviewed
Investment And Cash Management Policy	Ongoing	2024	Reviewed
Budget Policy	Ongoing	2024	Reviewed
Placement Policy	Ongoing	TBC	To be reviewed

Name of Sector Plan / Policy / Bylaw	Lifespan	Adoption Date	Development / Review status (Draft / To be reviewed)
Job Evaluation Policy	Ongoing	2024	Reviewed
Acting Allowance and Additional Responsibility Policy	Ongoing	2024	Reviewed
Employment Equity Policy	Ongoing	2024	Reviewed
Bursary Policy	Ongoing	TBC	To be reviewed
Overtime & Standby Policy	Ongoing	TBC	To be reviewed
Recruitment and Selection Policy	Ongoing	2024	Reviewed
Subsistence and Travel Policy	Ongoing	2024	Reviewed
Transport Allowance Policy	Ongoing	May 2023	To be reviewed
Scarce Skills and Retention Policy	Ongoing	TBC	To be reviewed
Internship Policy	Ongoing	TBC	To be reviewed
Promotion, Demotion and Transfer Policy	Ongoing	TBC	To be reviewed
Private Work Policy	Ongoing	TBC	To be reviewed
COVID-19 Policy	Ongoing	TBC	To be reviewed
Privacy Policy	Ongoing	TBC	To be reviewed
Community Halls - Utilisation, Hire, Management Policy	Ongoing	TBC	To be reviewed
Fleet Management Policy	Ongoing	TBC	To be reviewed

Name of Sector Plan / Policy / Bylaw	Lifespan	Adoption Date	Development / Review status (Draft / To be reviewed)
Grant-In-Aid Policy	Ongoing	TBC	To be reviewed
First Aid Policy	Ongoing	TBC	To be reviewed
HIV / AIDS Policy	Ongoing	TBC	To be reviewed
EAP Policy	Ongoing	TBC	To be reviewed
Housing Allowance Policy	Ongoing	May 2023	To be reviewed
Injury on Duty Policy	Ongoing	TBC	To be reviewed
Ill Health Policy	Ongoing	TBC	To be reviewed
Occupational Health and Safety Policy	Ongoing	TBC	To be reviewed
Sexual Harassment Policy	Ongoing	TBC	To be reviewed
Smoke Policy	Ongoing	TBC	To be reviewed
Substance Abuse Policy	Ongoing	TBC	To be reviewed
Acceptable Usage Policy	Ongoing	TBC	To be reviewed
uMngeni Municipality ICT Governance Framework	Ongoing	TBC	To be reviewed
uMngeni Municipality ICT Steering Committee Charter	Ongoing	TBC	To be reviewed
ICT Operating System Security Controls Policy	Ongoing	TBC	To be reviewed
ICT User Access Management Policy	Ongoing	TBC	To be reviewed

Name of Sector Plan / Policy / Bylaw	Lifespan	Adoption Date	Development / Review status (Draft / To be reviewed)
IT Data Backup and Recovery Policy	Ongoing	TBC	To be reviewed
IT Security Controls Policy	Ongoing	TBC	To be reviewed
IT Service Level Agreement Management Policy - External Service Providers	Ongoing	TBC	To be reviewed
Smart Device & Data card Policy	Ongoing	2024	Reviewed
Performance Management Policy	Ongoing	TBC	To be reviewed
Risk Management Strategy	Ongoing	TBC	To be reviewed
Anti-Fraud and Corruption Strategy	Ongoing	TBC	To be reviewed
Whistle-Blowing Procedures Policy	Ongoing	TBC	To be reviewed
Risk Management Committee Charter	Ongoing	TBC	To be reviewed
Employment Equity Policy	Ongoing	TBC	To be reviewed
Nepotism Policy	Ongoing	TBC	To be reviewed
Public Participation Policy	Ongoing	TBC	To be reviewed
Records Management Policy	Ongoing	TBC	To be reviewed
By-Laws			
Pound	Until reviewed	April 2006	n/a
Spatial Planning and Land Use Management By-Laws	Until reviewed	January 2016	n/a
Advertising Signs	Until reviewed	April 2006	n/a
Dogs	Until reviewed	April 2006	n/a
Dumping and Littering	Until reviewed	April 2006	n/a
Cemetery	Until reviewed	April 2006	n/a
Control of Parking Attendants / Car Guards	Until reviewed	April 2006	n/a
Credit Management	Until reviewed	April 2006	n/a
Electricity Supply	Until reviewed	April 2006	n/a
Financial	Until reviewed	April 2006	n/a
Fire Brigade Services	Until reviewed	April 2006	n/a
Funeral Undertakers	Until reviewed	April 2006	n/a
Nuisances	Until reviewed	April 2006	n/a

Name of Sector Plan / Policy / Bylaw	Lifespan	Adoption Date	Development / Review status (Draft / To be reviewed)
Public Health	Until reviewed	April 2006	n/a
Public Meetings and Gathering, Processions and the Like	Until reviewed	April 2006	n/a
Informal Economy	Ongoing	April 2021	n/a
Business licence	Ongoing	June 2022	n/a
Signage	Ongoing	June 2023	n/a
Standing Rules and Orders for Council and its Committees	Until reviewed	April 2006	n/a
Waste Management	Until reviewed	April 2006	n/a
UMDM SPLUMA By-laws	Until reviewed	January 2016	n/a

4.1.8 Public Participation Analysis

Public participation stands as a cornerstone of democratic governance within uMngeni Municipality, embodying our commitment to inclusive decision-making and community engagement. Recognizing the vital role that our residents play in shaping the municipality's future, we are dedicated to fostering a transparent and collaborative environment where every voice can be heard and valued. This section of the Integrated Development Plan (IDP) delves into the analysis of public participation mechanisms, focusing on several key areas crucial for ensuring active and meaningful community involvement.

Ward Committees Status and Functionality

Public participation is a fundamental aspect of democracy, allowing citizens to influence the governance of their communities directly. The Local Government: Municipal Structures Act of 1998 underscores this principle by mandating municipalities to create mechanisms for consulting communities and community organizations. In this light, Ward Committees stand out as essential structures facilitating the vital link between the community, Ward Councillors, and the municipality.

In uMngeni Municipality, Ward Committees are recognized by the council as the primary consultative bodies, entrusted with a broad spectrum of responsibilities that significantly impact municipal planning and community welfare. These responsibilities include:

- Influencing the compilation and implementation of the Integrated Development Plan (IDP), ensuring it reflects community needs and priorities.
- Promoting constructive and harmonious interaction between the municipality and its constituents.

- Addressing all matters that affect and benefit the community, always acting in the community's best interest.
- Engendering active community participation in the municipality's budgetary process, thus enhancing transparency and accountability in fiscal matters.

The functionality of these committees within uMngeni Municipality is underscored by their active engagement in these areas, demonstrating their crucial role in fostering a participative and responsive governance environment.

Following the election overseen by the Council Speaker, Councillor JE Holmes, from 15th January to 10th March 2022, the democratic process resulted in the selection of 130 ward committee members across the municipality. Each ward boasts ten representatives, including the Ward Councillor as the chairperson, reflecting a broad-based and democratic representation of community interests.

The dedication to increasing the capacity of these committees is evident in the ongoing training initiatives started on 11th May 2022 and further sessions conducted on an ongoing basis. These training sessions are aimed at empowering committee members with the knowledge and skills necessary for effective governance and community representation.

All Ward Committees have demonstrated remarkable functionality and effectiveness. Throughout the quarters, consistent meetings have been held, showcasing robust participation from committee members and the public. This active engagement illustrates the vibrant functioning of Ward Committees in uMngeni Municipality, effectively bridging the gap between the municipality and its communities.

Participation of Amakhosi in Council meetings (MSA Sect 81)

Incorporating the wisdom and leadership of Senior Traditional Leaders into the governance framework of uMngeni Municipality is a strategic initiative, underscored by the Municipal Structures Act of 2000 (Section 81(2)) and further supported by the Intergovernmental Relations (IGR) Framework Act No.13 of 2015. These legislative measures, along with the Municipal Structures Regulations No.19 of 2013, delineate the participation of Amakhosi in municipal councils, empowering them to contribute proposals and questions during council meetings. This legislative backdrop highlights the indispensable role that Amakhosi play in tandem with elected councillors to spearhead community development initiatives within their jurisdictions.

In a significant move on February 28, 2022, the uMngeni Council formalized the participation of INkosi Njabulo Mkhize in council and portfolio committee meetings. This resolution not only recognizes the vital contribution of traditional leadership to municipal governance but also ensures that INkosi is equipped with the necessary resources and tools to effectively partake in these meetings, including provisions for out-of-pocket expenses.

The active involvement of traditional leaders, such as INkosi Mkhize, in the municipal affairs of uMngeni reflects the municipality's commitment to a governance model that values inclusivity and collaboration. This engagement is further enhanced through strategic meetings between the Mayor and various traditional leaders to discuss issues of mutual interest, strengthening the synergy between municipal governance and traditional leadership. The Mayor visited Ekuphumuleni (Zulu Royal House, KwaNongoma) to discuss with King Misuzulu about the R 500 000 000 manufacturing plant to be built in uMngeni municipal area.



The Mayor had a one-on-one engagement with INkosi Nxamala to discuss the lack of cemetery space in his land and the spatial development framework for improving service delivery. The conversation between iNkosi uZuma and iziNduna focused on initiatives for males and young boys, as well as maidens. iNkosi uZuma extended an invitation to the Mayor for a men and boys program that happened on 1 May 2024 in KwaDulela. After being officially installed, INkosi Zondi engaged in conversations with the Deputy Mayor regarding proposed developments in his territory to improve service delivery to the communities within his traditional jurisdiction.

Looking ahead, uMngeni Municipality aims to bolster this relationship through the development of a Traditional Settlement Master Plan. This plan will focus on areas under the Ingonyama Trust Land, seeking to harmonize traditional governance with municipal development strategies. The initiative represents a forward-thinking approach to integrating traditional leadership structures within the municipal planning processes, ensuring that the unique needs and perspectives of communities residing in these areas are adequately addressed.



Looking ahead, uMngeni Municipality aims to bolster this relationship through the development of a Traditional Settlement Master Plan. This plan will focus on areas under the Ingonyama Trust Land, seeking to harmonize traditional governance with municipal development strategies. The initiative represents a forward-thinking approach to integrating traditional leadership structures within the municipal planning processes, ensuring that the unique needs and perspectives of communities residing in these areas are adequately addressed.

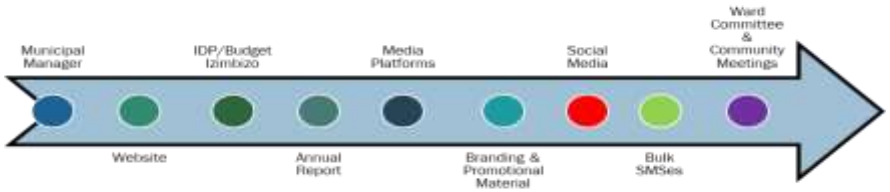


Communication Plan for Public Participation

In crafting a robust Integrated Development Plan (IDP), uMngeni Municipality acknowledges the vital importance of communication as the backbone of modern governance. This commitment stems from a deep understanding of the constitutional rights ensuring freedom of

expression, the public's right to information, and media freedom. Our approach transcends mere information dissemination, aiming instead to cultivate a dynamic two-way dialogue that empowers our community to voice their challenges and, in return, receive timely, thoughtful feedback from both elected officials and municipal administration.

The Municipality's strategic communication framework is comprehensive, combining traditional methods with digital innovation to maximize reach and engagement. This blend facilitates not only direct interactions through Councillors, Ward Committees, and War Room meetings but also leverages the vast potential of digital platforms alongside the enduring value of word-of-mouth. The objective is clear: to foster a well-informed community grounded in factual understanding, thereby dispelling misconceptions and pre-empting potential conflicts.



The Communication Strategy adopted in June 2022, underscores our dedication to effective and inclusive public engagement. This strategy is crucial for guiding the IDP's development process, ensuring it reflects a diverse range of community voices, from individual residents to NGOs and other stakeholders. The comprehensive nature of this engagement is meticulously documented in the Public Participation Report, designated as Annexure J.4 within this IDP document.

Highlighting our strategic embrace of the digital age, uMngeni Municipality's active presence on social media platforms—Instagram, Twitter (now X), and Facebook—serves as a testament to our commitment to transparency and community engagement. Each platform offers unique insights into our community's engagement:

- **Instagram**: Our account resonates strongly with the 25-35 and 35-44 age demographics, boasting 679 followers and demonstrating our content's appeal beyond municipal boundaries, engaging a nationwide audience.
- **Twitter (now X)**: As our fastest-growing channel, Twitter has seen a remarkable engagement rate of 4.13%, amassing 395 followers since its inception in the second quarter of the year, indicating the municipality's expanding influence.

- **Facebook**: Our most extensive platform, with 20,846 followers, mirrors the broad appeal seen on Instagram, reaching audiences far and wide and confirming the relevance and impact of our communications across demographics.

These digital metrics reflect not just numbers, but a growing community engaged in meaningful dialogue with the Municipality. As uMngeni Municipality continues to navigate the ever-evolving landscape of public communication, these platforms will remain vital in disseminating crucial updates, celebrating positive developments, and garnering valuable community feedback.

Status of Ward Based Planning

The adoption of ward-based plans for all wards in February 2024 marks a significant milestone in uMngeni Municipality's strategic governance and planning. This initiative aligns seamlessly with our commitment to participatory governance, ensuring that every ward's unique needs and priorities are recognized and integrated into the broader municipal planning framework.

Strategically, these ward-based plans represent a granular approach to development, allowing for targeted interventions that are finely tuned to the specific contexts of each ward. The adoption by Council underscores a collective commitment to a governance model that values inclusivity, local context, and community engagement. It signifies a shift towards more localized planning processes, where community input directly influences the development agenda, ensuring that resources are allocated effectively and efficiently to where they are most needed.

The strategic importance of this development cannot be overstated. It paves the way for a more responsive, adaptive, and effective municipal governance structure. By formalizing these plans, uMngeni Municipality sets a clear path for sustainable development, community empowerment, and enhanced service delivery across all wards. This initiative is a testament to our dedication to creating a municipality that not only listens to its residents but actively involves them in shaping their living environments.

Looking ahead, the successful implementation of these ward-based plans will require continuous engagement, monitoring, and review. This process will involve all stakeholders, including ward committees, community members, local businesses, and civil society organizations, to ensure that the plans remain relevant and impactful.

Incorporating the ward-based plans into the Integrated Development Plan (IDP) solidifies their role in the municipality's strategic vision. It reflects a holistic and coordinated approach to addressing the diverse

needs of our community, fostering a sense of ownership among residents, and promoting a culture of collaborative governance.

As we move forward, uMngeni Municipality remains committed to leveraging these ward-based plans as a cornerstone of our development strategy, ensuring that every ward's voice is heard and that our collective efforts contribute to a prosperous, equitable, and resilient municipality.

4.1.9 Good Governance & Public Participation SWOT Analysis & Key Challenges

4.1.9.1 Good Governance & Public Participation SWOT Analysis

Table 19:Good Governance & Public Participation SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
▪ All legislated Council committees are functional. ▪ With a fully functional website and active presence on major social media platforms, the municipality ensures citizens are well-informed about services and initiatives. ▪ Participation of Amakhosi in Council structures. ▪ Clear roles and responsibilities for departments to perform their functions. ▪ Municipality participates in IGR structures. ▪ The Audit Committee is functional.	▪ The presence of vacancies, particularly in the Office of the Municipal Manager and other departments, could hinder the full effectiveness of governance and service delivery functions. ▪ The vacant Risk Management Officer post poses a risk of the municipality not adequately dealing with risk management tasks ▪ While initiatives to combat fraud and corruption are in place, the delay in establishing a dedicated hotline may impact the timely reporting and handling of corruption-related issues.	▪ Active participation in IGR forums presents an opportunity to align municipal strategic objectives with regional and national development plans, leveraging collective efforts for community betterment. ▪ Development of a Traditional Settlement Master Plan can strengthen the integration of traditional leadership structures within the municipal planning process, addressing the unique needs of communities in Ingonyama Trust Land areas.	▪ Despite the establishment of a Risk Management Committee, ongoing challenges, including the need for the continuous improvement of the Risk Management Policy and Strategy, pose a threat to the municipality's ability to effectively manage and mitigate risks. ▪ While the municipality has a strong communication strategy, any gaps in disseminating information or delayed updates on the website could lead to misinformation and potentially erode public trust.

4.1.9.2 Good Governance & Public Participation Key Challenge

Table 20: Good Governance & Public Participation Key Challenge

GOOD GOVERNANCE & PUBLIC PARTICIPATION KEY CHALLENGE	
Key challenge	Poor risk management
Description	Poor risk management strategy in a municipality can have serious consequences for the municipality and its citizens. The key challenge of poor risk management strategy is that it can lead to increased exposure to risks and potential harm, which can result in financial, social, and environmental consequences. Some of the key challenges of poor risk management strategy could be increased financial risks, public safety risks, environmental risks, reputational risks and legal risks.



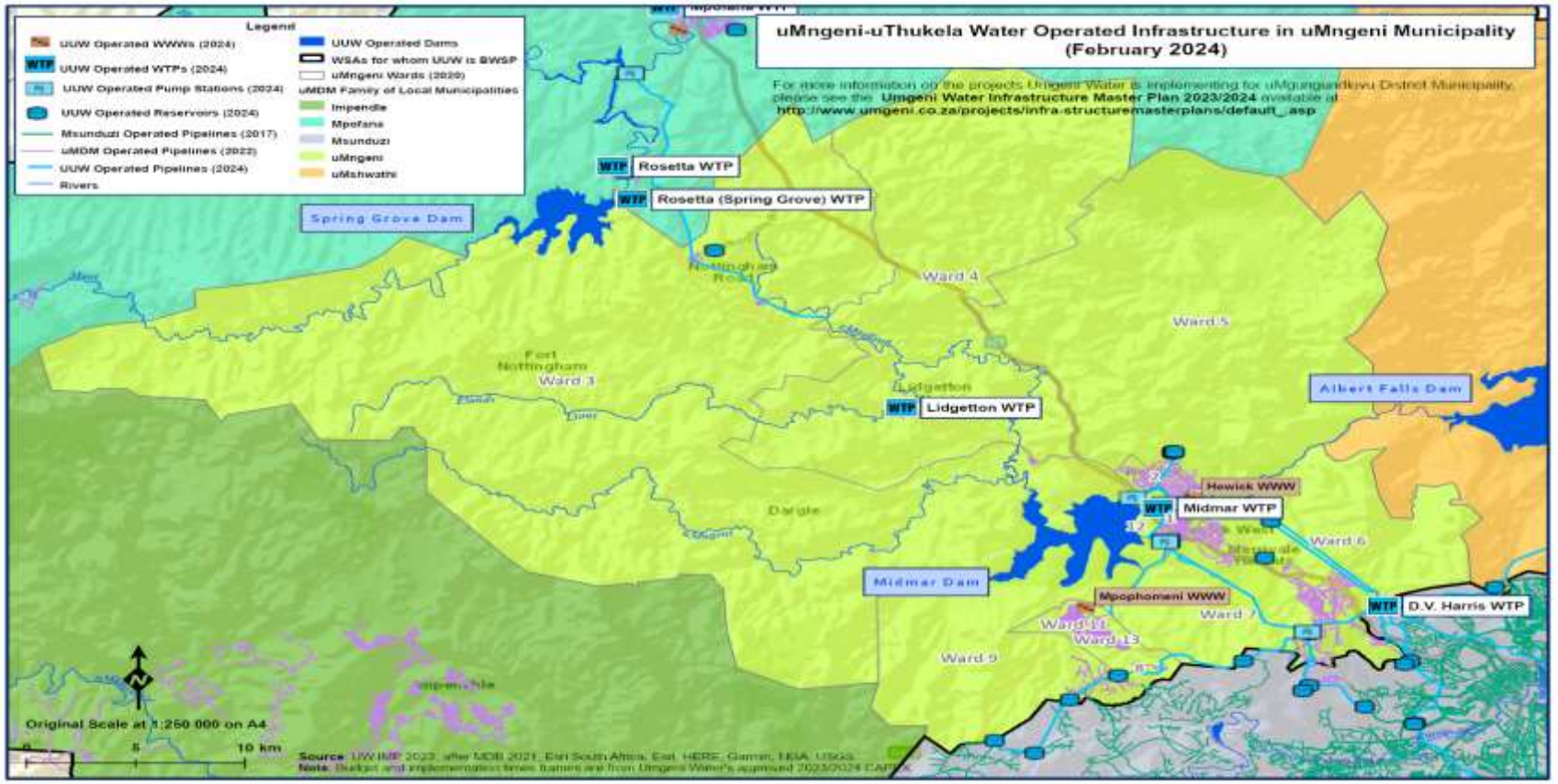
KPA

BASIC SERVICE DELIVERY AND INFRASTRUCTURE

5. KPA – BASIC SERVICE DELIVERY AND INFRASTRUCTURE ANALYSIS

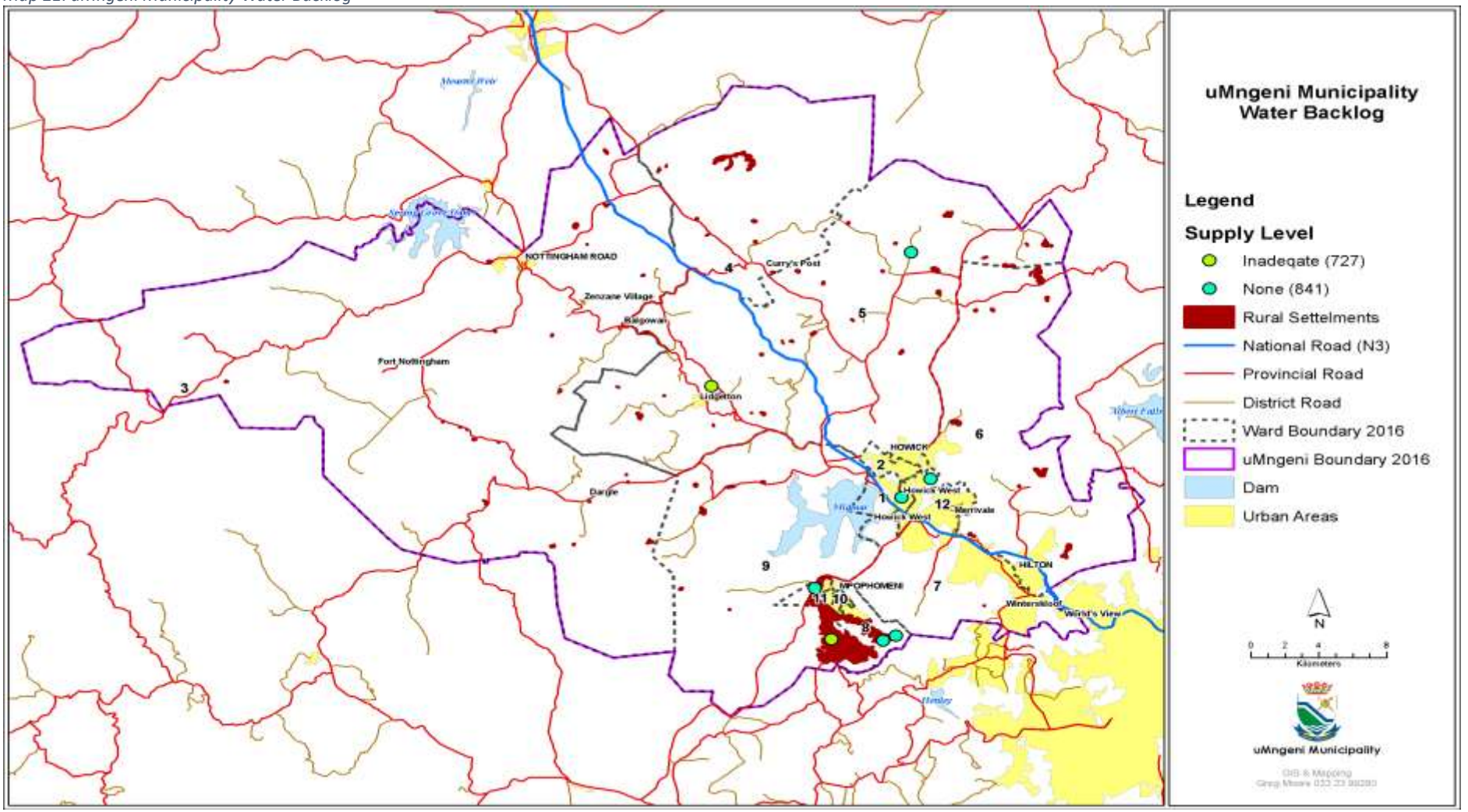
5.1 Water & Sanitation

5.1.1 Bulk Water & Sanitation Infrastructure

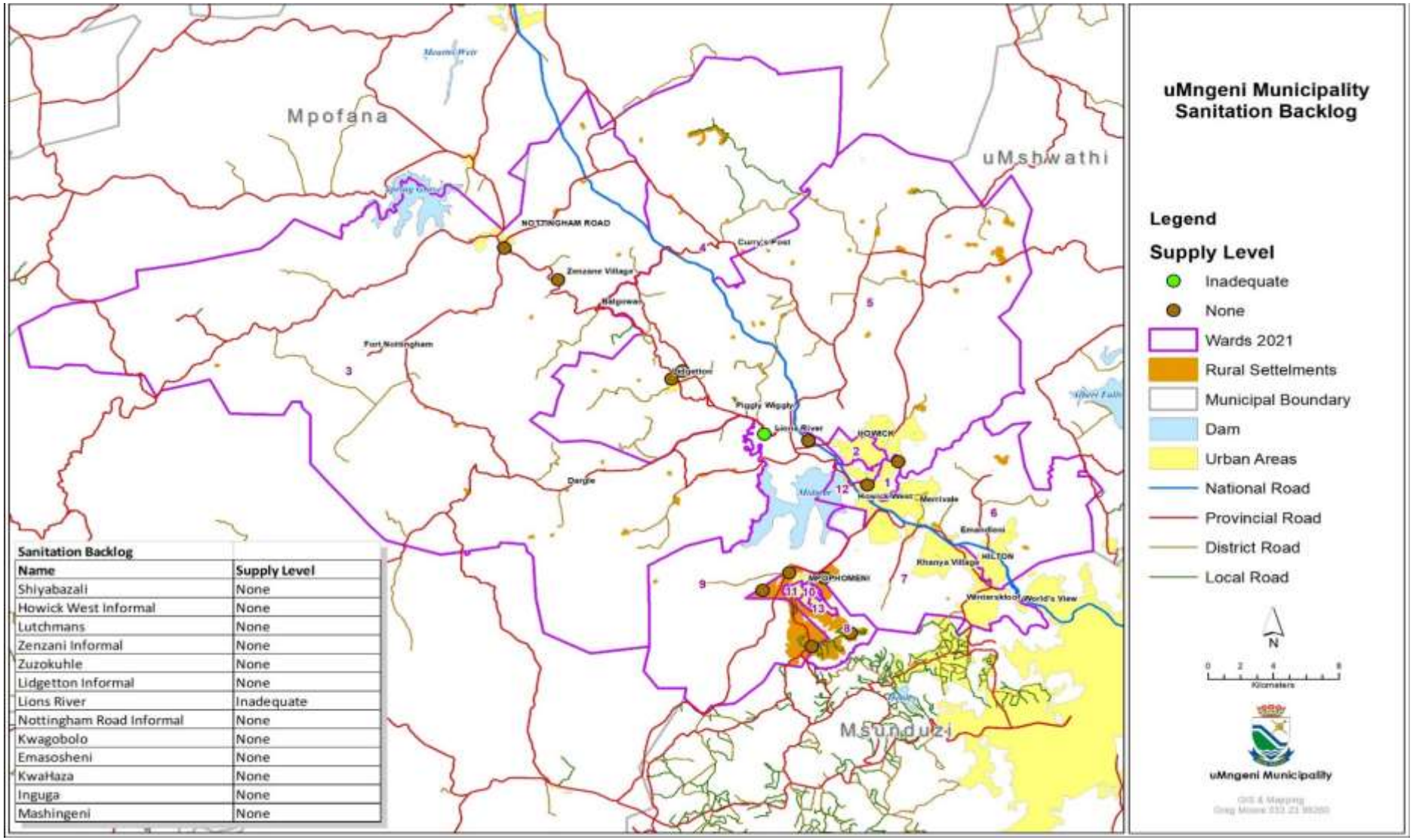


Map 20: Bulk Water & Sanitation Infrastructure

Map 21: uMngeni Municipality Water Backlog

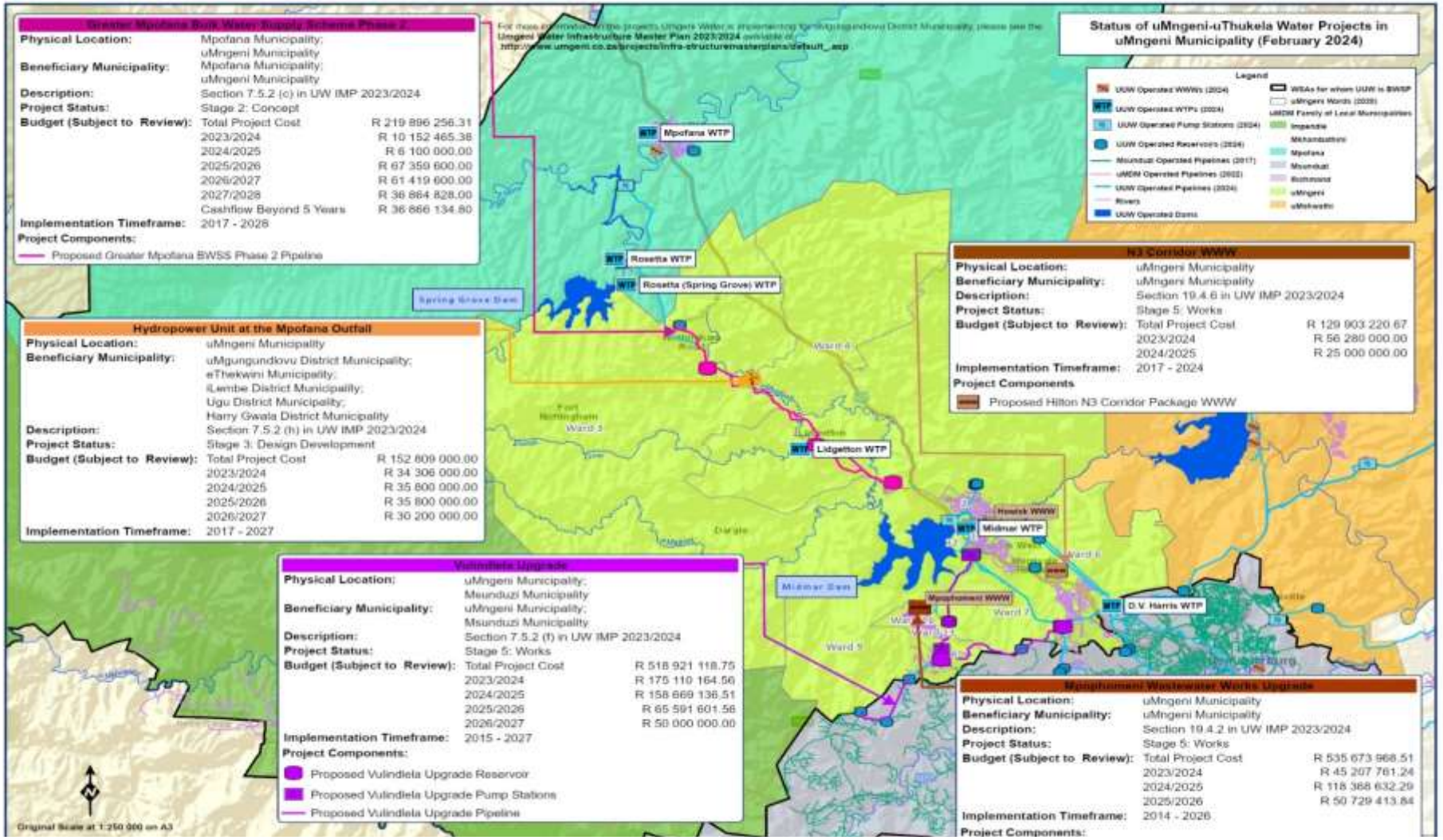


Map 22: uMngeni Municipality Sanitation Backlog



Sanitation Backlog	
Name	Supply Level
Shiyabazali	None
Howick West Informal	None
Lutchmans	None
Zenzani Informal	None
Zuzokuhle	None
Lidgetton Informal	None
Lions River	Inadequate
Nottingham Road Informal	None
Kwagobolo	None
Emasosheni	None
KwaHaza	None
Inguga	None
Mashingeni	None

5.1.2 Water Infrastructure Upgrades



Map 23: Water Infrastructure Upgrades

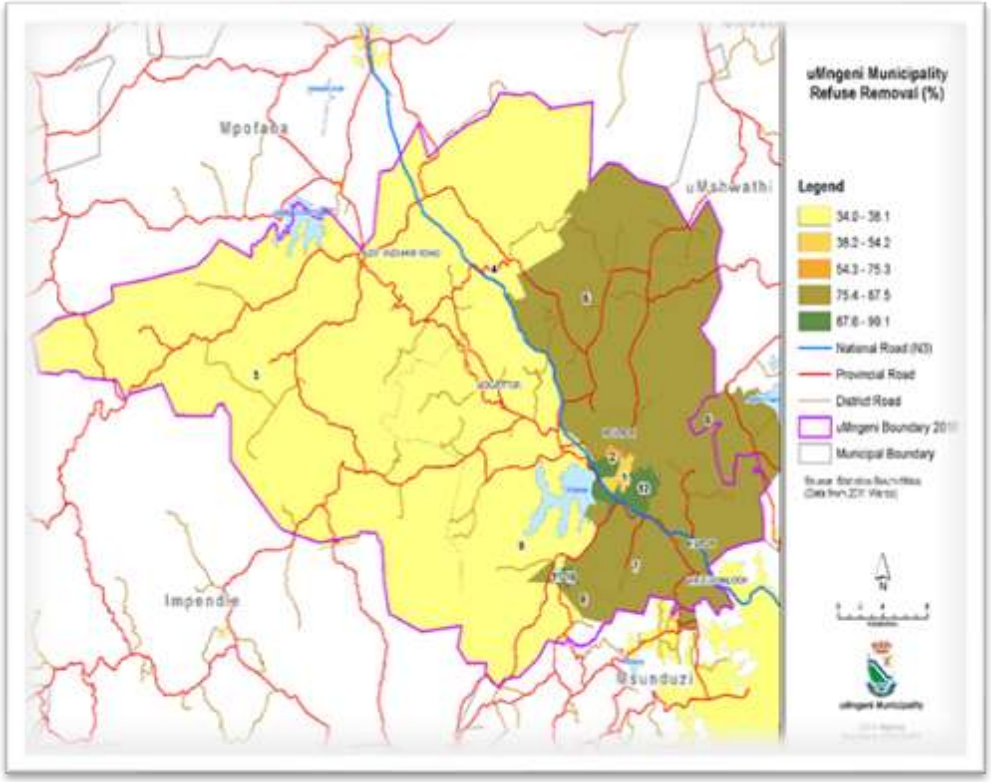
5.1.3 Solid Waste Management

With the release of the Census 2022 data, it is evident that uMngeni Municipality has made significant strides in enhancing access to solid waste management services. According to the recent census, 80% of households within the municipality now have access to waste removal services, marking a notable improvement from the 67.1% recorded in 2011. This increase reflects the municipality's commitment to expanding waste management services across its jurisdiction, with a particular focus on extending these essential services to previously underserved areas. The progress is a result of targeted efforts to build a more inclusive waste management infrastructure, with strategic investments and policy initiatives aimed at ensuring that every household, whether in urban centres or rural localities, benefits from efficient waste disposal mechanisms.

Solid waste management services exhibit varying levels of coverage, reflecting a common urban-rural divide. Urban settlements like Howick, Hilton and Mpophomeni typically enjoy more robust waste collection services, with coverage rates frequently exceeding 85%. These areas benefit from established infrastructure and proximity to waste management facilities, facilitating higher service frequencies and more efficient operations.

Peri-urban areas, which includes settlements like Lidgetton and Balgowan, often receive moderate service levels, with coverage rates that can range from 55% to 74%. While these areas are integrated into the municipal waste collection systems, the service frequency and capacity might be lower than in highly urbanized areas due to their transitional nature and possibly lower population densities.

Map 24: uMngeni Municipality Refuse Removal



A particularly noteworthy observation is the situation in Ward 1. Despite its proximity to municipal offices, it reports lower access levels ranging from 38% to just over 50%. This juxtaposition presents a unique challenge for the municipality; it suggests a need for focused attention on optimizing waste management services in this ward.

uMngeni Municipality's dedication to sustainable waste management is encapsulated in its Integrated Waste Management Plan (IWMP), aligned with the National Environmental Management: Waste Act (Act No. 59 of 2008). Integrated into our IDP, this plan promotes a comprehensive approach to reduce environmental impacts, safeguard public health, and drive economic efficiency.

At the heart of our strategy is Curry's Post Landfill Site, holding a ten-year Waste Management License since March 2021. This facility is critical to our waste management framework, meeting the Department of Water Affairs and Forestry's Minimum Requirements. To support our recycling initiatives, we've established drop-off centres, actively encouraging community participation in recycling, essential for fostering environmental responsibility.

A significant upgrade at Curry's Post is the new weighbridge, enhancing our waste quantification and management capabilities. This development is crucial for operational planning and combating illegal dumping, ensuring our compliance and optimizing landfill operations. Further upgrades will be done at the landfill site to ensure that its fully compliant.

In a landmark step for operational efficiency and environmental stewardship, we've appointed a dedicated Manager for Curry's Post Landfill Site. This role is vital for enacting our IWMP's strategies, aiming for the highest standards in landfill operation. This appointment marks a key milestone in our journey towards a sustainable uMngeni.

Furthering our waste management strategies, uMngeni has embarked on a partnership with the Bloomberg Harvard City Leadership Initiative. This collaboration aims to integrate global best practices and innovative solutions into our waste management framework. It has already provided unique learning experiences, including a study visit to New York City for a select team, underscoring our commitment to world-class waste management standards.

5.1.4 Transportation Infrastructure

Transportation infrastructure serves as a vital conduit, connecting communities and catalysing socioeconomic growth. It's incumbent upon the Municipality to craft an Integrated Local Transport Plan (ILTP) that cohesively addresses transportation needs and fosters planning improvements. However, capacity and financial constraints have

hindered the development of such a comprehensive plan within the Municipality. Despite these challenges, the commitment to bridge this crucial planning gap remains a priority, acknowledging that a robust ILTP is fundamental to unlocking the full potential of our communities through improved accessibility and economic opportunities.

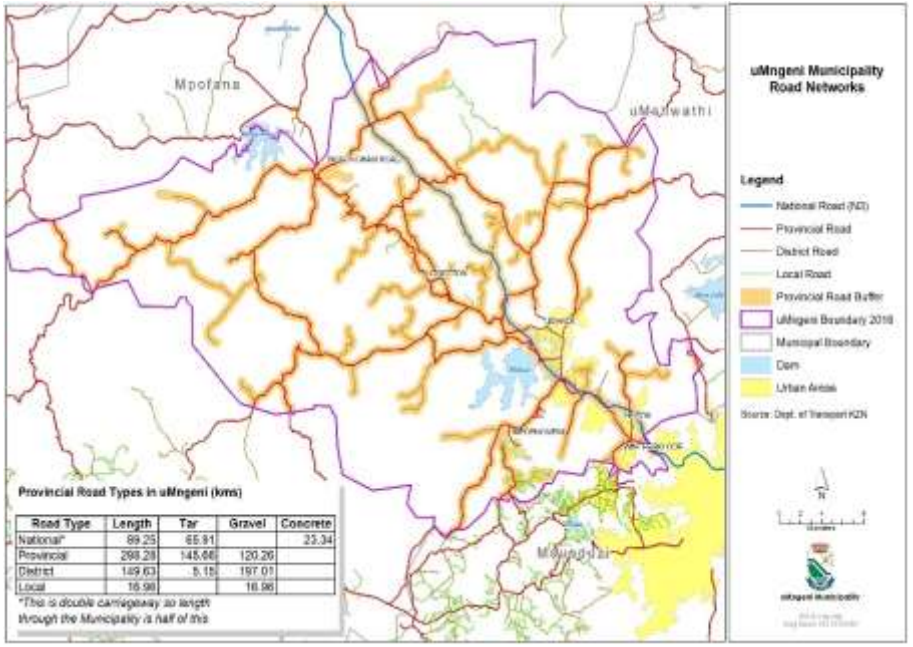
Transport Routes

In analysing the uMngeni Municipality Road Networks map, we can discern the intricate web of transportation infrastructure that interlaces the region. The map reveals a range of road types, including national, provincial, district, and local roads, each playing a distinct role in connectivity and accessibility.

The national road, the N3, is a prominent feature, acting as a major artery for commerce and travel, facilitating long-distance connectivity and significant economic activity. It's crucial for linking the municipality with major cities and regions like Durban and Johannesburg.

Provincial roads like the R103, R67 and R617 traverse through the municipality, enhancing connectivity between various towns and settlements within and outside of uMngeni. These roads are essential for intra-municipal travel, enabling residents to access different services, workplaces, and recreational areas whilst also connecting to other regions.

Map 25: uMngeni Municipality Road Networks



District roads serve as connectors to provincial roads, aiding in the distribution of traffic and providing alternative routes for intra-district travel. These roads are vital for local commutes, connecting smaller communities and rural areas to the main road network.

Local roads form the most granular part of the transport infrastructure, essential for the day-to-day movement within communities. They play a critical role in ensuring last-mile connectivity, making them

indispensable for residents' access to homes, schools, and local businesses.

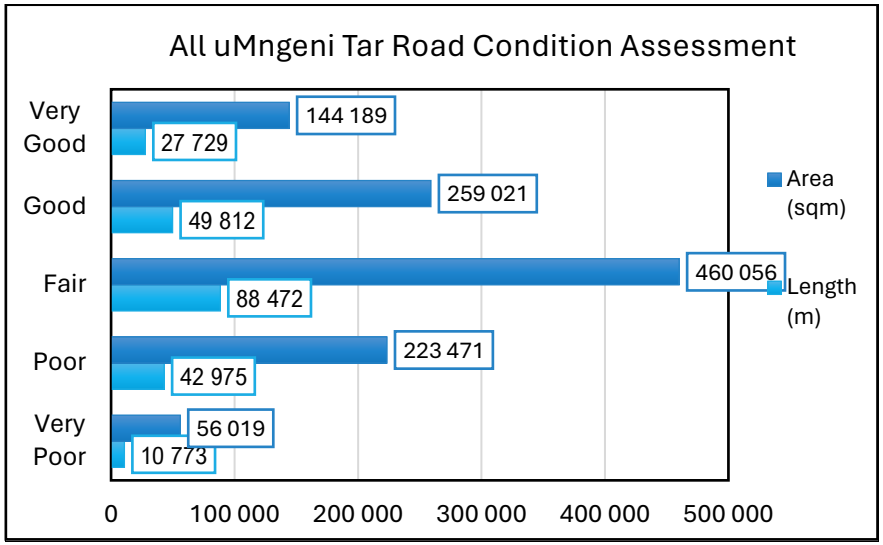
In terms of surface types, the map above indicates sections of tar, gravel, and concrete roads, each suitable for different traffic volumes and conditions. Tarred roads provide smoother and more durable surfaces for high-traffic areas, while gravel roads may indicate less-developed areas or routes less travelled. Concrete roads, though less common, offer long-term durability and are often found in urban centres or industrial areas.

The road network's condition, capacity, and connectivity directly influence the municipality's economic health, emergency services, and overall quality of life.

Road Condition Assessment

The road assessment chart indicates that a significant portion of the tar roads falls under the 'fair' condition category, representing an area of 460,056 square meters. These roads, while not in critical disrepair, require attention to prevent further deterioration. Conversely, roads in 'very good' condition make up a smaller proportion, with an area of 144,189 square meters, suggesting recent maintenance or newer infrastructure.

Figure 28: Tar Condition Assessment



There are also marked sections in 'poor' and 'very poor' condition, highlighting areas in urgent need of rehabilitation. These roads, totalling lengths of 42,975 meters and 10,773 meters respectively, likely impact traffic flow and could pose safety risks to the community. Their poor condition might contribute to increased vehicle maintenance costs for residents and could potentially deter economic activities in the affected areas.

Many of the roads, however, are assessed as being in 'good' condition, covering an area of 259,021 square meters, suggesting that overall, the municipality has been maintaining a large part of its road network

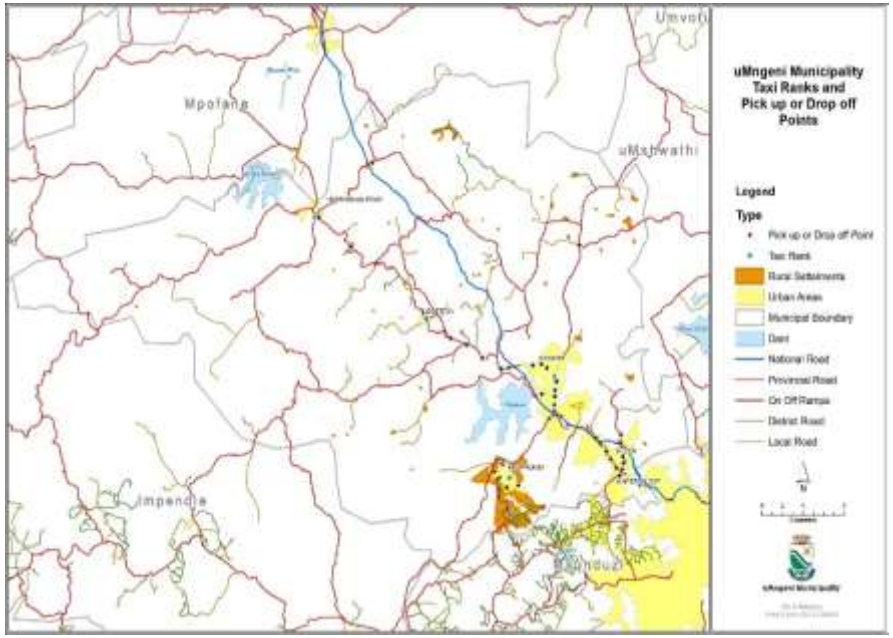
effectively. It is crucial for the municipality to continue and expand its road maintenance and upgrade programs to improve the roads classified as 'fair' to 'very good' and to urgently address those in 'poor' to 'very poor' condition.

Strategically, prioritizing the improvement and maintenance of roads will not only enhance transport efficiency but will also contribute positively to the socio-economic development of the area, as good infrastructure is vital for the mobility of people and goods. It is also important to consider the distribution of road conditions across different wards and settlements, to ensure equitable access to quality road infrastructure for all residents.

Public Transport Facilities and Systems

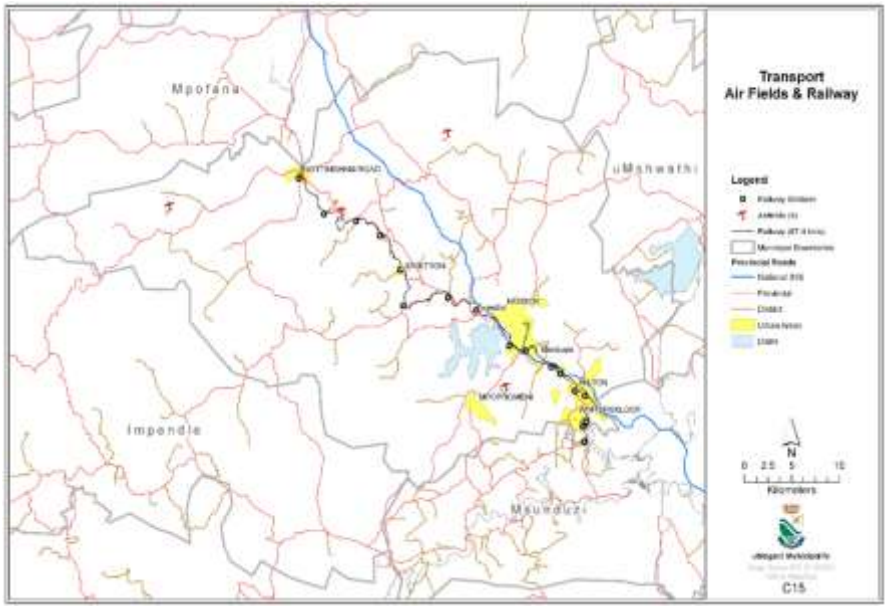
The uMngeni Municipality is equipped with five taxi rank facilities distributed strategically across Mpophomeni, Hilton, Nottingham Road, and the central business district of Howick, enhancing the public transport infrastructure. Currently, four out of these five ranks are operational. The fifth rank, situated in Howick's bustling centre, awaits activation pending the resolution of a dispute among taxi associations. Plans are in progress to acquire adjacent land from Public Works, which will enable the expansion and full utilization of this idle facility. Redesign efforts for this expansion have been finalized, paving the way for inclusive consultations with stakeholders including taxi and bus associations, informal traders, and the public to discuss the rank's activation.

Map 26: uMngeni Municipality Taxi Rank ad Pick up or Drop off Points



Within the municipality's various wards, an array of shelters and drop-off points facilitate commuter convenience. A key initiative in the inaugural year of the 5th generation IDP involved the establishment of bus shelters at designated pick-up points, a step towards formalizing and enhancing commuter experience.

Map 27: uMngeni Transport Airfields & Railway



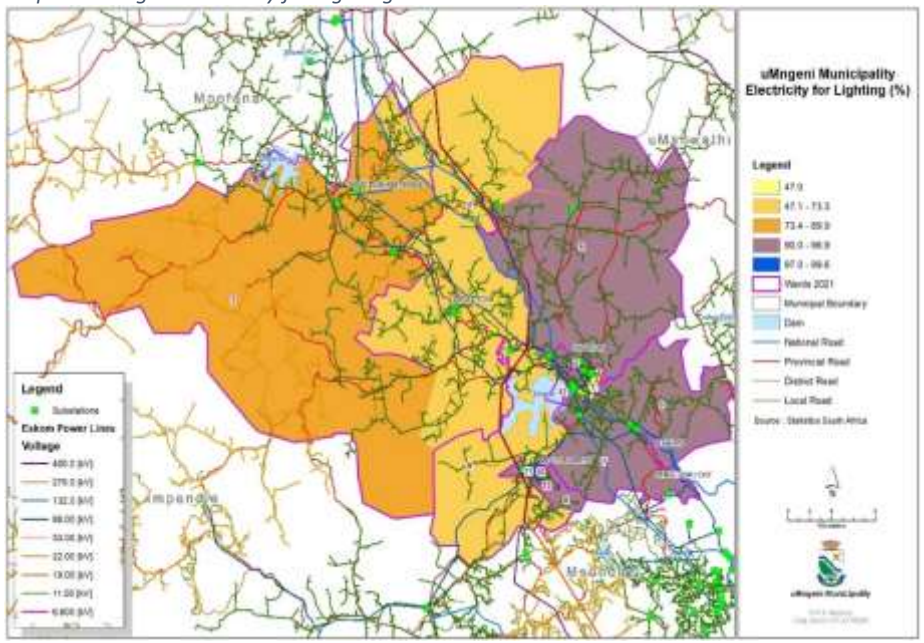
The municipality's transport assets also include four airfields, with one serving as a public landing strip and the others privately owned. These airstrips could play an integral role in agriculture and emergency response. Additionally, a 67-kilometer railway line, though currently dormant, intersects the municipal region, housing seventeen stations with potential for future activation. These stations could once again facilitate the movement of goods and passengers, bolstering economic connectivity within and beyond the Municipality's borders.

5.1.5 Energy

The uMngeni Municipality's electricity distribution system is a vital infrastructure that powers the local economy and sustains the community's quality of life. The Municipality directly provides electricity to key areas such as Howick, Mpophomeni, Lidgetton, and Winterskloof, where residents and businesses rely on a consistent and reliable power supply. The coverage network expands further, with Eskom serving outlying areas and Msunduzi Municipality supplying Hilton, a service arrangement that uMngeni is looking to streamline for greater efficiency and sustainability.

Our electrical grid is sustained by a network that includes high-voltage power lines capable of carrying 400 kV to 275 kV for efficient, long-distance transmission with minimal power loss. These high-voltage lines are crucial for delivering electricity to the more remote parts of the municipality, ensuring all communities have access to power.

Map 28: uMngeni Electricity for Lighting



Medium-voltage lines, with capacities ranging from 132 kV down to 88 kV, serve as a bridge, connecting the high-voltage transmission lines to local substations. These substations play a critical role in stepping down the voltage to safer, usable levels for commercial and residential use.

The local distribution of electricity relies on a network of lower-voltage lines, including 33 kV, 22 kV, 19 kV, and 11 kV lines. These are instrumental in the final stage of electricity delivery, ensuring that every home, business, and public institution within the municipality can tap into the energy needed for daily operations.

Access to Electricity

While uMngeni's electrical infrastructure is robust and extensive, we are not without our challenges. The Municipality has 25 488 households connected to electricity which attributes to 94.4 per cent. The backlog of 5.6 per cent in access to electricity will be addressed over the next 5 years as reflected in the implementation plan in section E of this document.

Disparities in service quality and access levels persist, particularly when comparing urban centres to rural areas. Moreover, the scourge of electricity theft has a detrimental impact on our distribution system, leading to significant revenue loss and potential service disruptions due to system overloads.

In recognition of the importance of sustainable energy and in line with global trends, uMngeni Municipality is embarking on a journey towards renewable energy integration. The process to appoint a Transactional Advisor is underway, marking a pivotal step in our transition to green energy solutions that promise a reduced carbon footprint and a future-proof energy supply for our community.

The municipality's strategic commitment to upgrade, expand, and sustainably transform our electrical infrastructure and services is unwavering. As we progress, we will continue to leverage our current assets, including the vast network of varying voltage lines, to deliver efficient and equitable energy services to all our constituents, while also pursuing innovative solutions that align with our environmental and developmental goals.

5.1.6 Distribution and Accessibility of Community Facilities

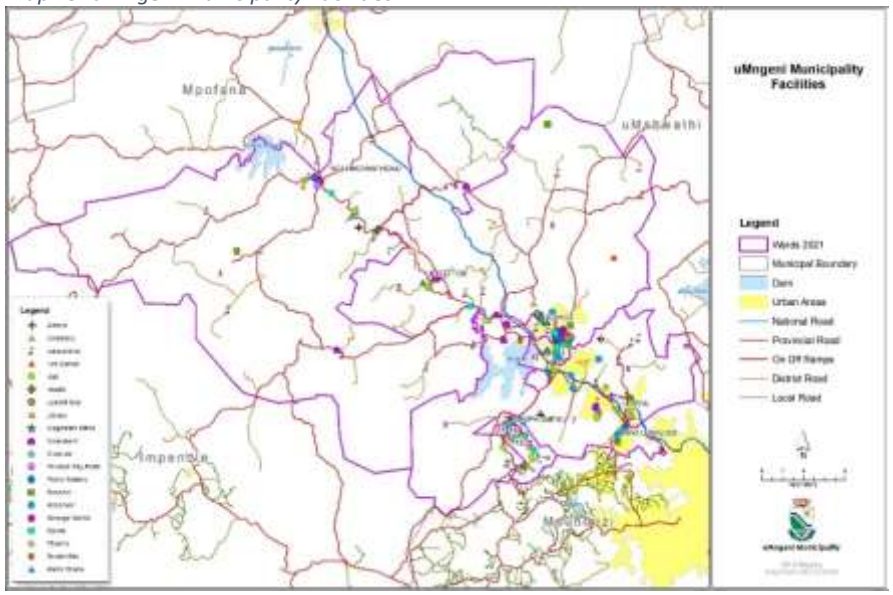
Accessibility

The analysis of community facilities within uMngeni Municipality is informed by the Provincial Planning and Development Norms and Standards for Public Social Facilities. These standards provide a framework for ensuring that the provision of public social facilities meets the needs of the community and supports the overall development and well-being of all residents.

In compliance with these provincial benchmarks, the assessment of community facilities across the various wards of the municipality is conducted with the intent to identify and address disparities in access and distribution. The spatial analysis presented herein adheres to these norms and standards, aiming to align the municipality's infrastructure development with provincial guidelines and best practices.

The spatial distribution of community facilities within the uMngeni Municipality showcases a landscape of contrast—where urban centres enjoy a wealth of services, rural wards face significant deficits. The central hubs of Howick and Mpophomeni exemplify an urban model with ample access to educational, healthcare, and recreational amenities, supporting a high quality of life with minimal distances to critical services.

Map 29: uMngeni Municipality Facilities



However, this is juxtaposed against the reality of rural wards like Lidgetton, where residents encounter a dearth of accessible services. This shortage necessitates extensive travel for basic amenities, underscoring a crucial disparity that affects not only the daily lives of these communities but also hinders potential growth.

Educational facilities across uMngeni Municipality display varied distribution. Cemetery services, although widely available have reached their lifecycle. uMngeni Municipality is proactively engaging with the District Municipality to collaboratively address the critical issue of cemeteries. This partnership aims to identify sustainable solutions to meet current and future needs for burial spaces within the region, ensuring that communities have dignified and accessible final resting places.

The absence of healthcare facilities in most wards especially the rural one like ward 4 and 5 highlights a critical gap in health services that must be addressed to ensure widespread health coverage.

Sports facilities, pivotal for fostering a vibrant community spirit, are abundant in Ward 1 but sparse in others, suggesting an opportunity to enrich community engagement through sports infrastructure development. The alarming absence of fire stations throughout the wards demands immediate action to establish essential emergency services, thereby bolstering community safety and resilience.

A careful examination of water supply and sanitation facilities reveals that while Wards 5 and 7 are well-served, other areas require focused development to ensure all residents have access to these fundamental services.

Cultural facilities, which are instrumental in preserving local heritage and attracting tourism, show potential for development in wards less endowed with such amenities. Cultivating these spaces can provide economic opportunities and enrich the municipality's cultural tapestry.

Police stations are pivotal for community safety and are well-distributed in urban wards but less so in rural areas. Increasing their presence, along with fire stations which are notably absent, would greatly contribute to building safer communities. The role of education, health, and sports facilities also cannot be understated in creating a cohesive and resilient social fabric that is essential for safety.

Ward Backlogs

The analysis of community facilities within uMngeni Municipality is informed by the Provincial Planning and Development Norms and Standards for Public Social Facilities. These standards provide a

framework for ensuring that the provision of public social facilities meets the needs of the community and supports the overall development and well-being of all residents.

In compliance with these provincial benchmarks, the assessment of community facilities across the various wards of the municipality is conducted with the intent to identify and address disparities in access and distribution. The spatial analysis presented herein adheres to these norms and standards, aiming to align the municipality's infrastructure development with provincial guidelines and best practices.

Table 21: Ward Backlogs

Area	Number of People	Facility		Current	Backlogs	
					Type of Facility Required	Number of Facilities Required
Howick (Ward 1, 2 & 12)	19 229	Clinic		4	2 Small Clinics	0
		Crèche		10	4	0
		Primary School		5	6 Mega Primary Schools	1
		High School		2	1 Mega Secondary School and 2 Larger Secondary School	1
		Hall		1	4	3
Hilton (Ward 7)	7 664	Clinic		0	1 Small Clinic	1
		Crèche		4	1	0
		Primary School		3	2 Mega Primary Schools and 1 Medium Primary School	0
		High School		0	2 Medium Secondary School	2
		Hall		2	1	0
Mpophomeni (Ward 8, 10 & 11)	26 134	Clinic		1	2 Small Clinics and 1 Health Station	2
		Crèche		7	5	0
		Primary School		5	8 Mega Primary Schools and 1 Medium Secondary School	4

Area	Number of People	Facility		Current	Backlogs	
					Type of Facility Required	Number of Facilities Required
		High School		2	1 Mega Secondary School and 3 Large Secondary School	2
		Hall		1	5	4
Fort Nottingham and Farmlands (Ward 3)	6 411	Clinic		1	1 Health Station and 1 Mobile Point	1
		Crèche		0	1	1
		Primary School		7	1 Medium Primary Schools and 6 Small Primary Schools	0
		High School		3	3 Small Secondary Schools	0
		Hall		1	1	0
Lidgetton West, Curry Posts and Farms (Ward 4)	9 302	Clinic		0	1 Small Clinic	1
		Crèche		3	2	0
		Primary School		6	1 Medium Primary School and 8 Small Primary Schools	3
		High School		1	4 Small Secondary Schools	3
		Hall		1	2	1
Karkloof and Surrounding Farms (Ward 5)	7 051	Clinic		0	1 Health Station and 1 Mobile Station	2
		Crèche		4	1	3

Area	Number of People	Facility		Current	Backlogs	
					Type of Facility Required	Number of Facilities Required
		Primary School		4	1 Medium Primary Schools and 7 Small Primary Schools	4
		High School		1	3 Small Secondary Schools	2
		Hall		0	1	1
Farmlands adjacent to Albert Falls (Ward 6)	7 345	Clinic		0	1 Heath Station and 1 Mobile Point	2
		Crèche		3	1	2
		Primary School		2	1 Medium Primary School and 7 Small Primary School	6
		High School		5	3 Small Secondary School	2
		Hall		1	1	0
Farmlands adjacent to Midmar Dam and Mpophomeni (Ward 9)	9 572	Clinic		0	1 Small Clinic	1
		Crèche		0	2	2
		Primary School		1	1 Medium Primary School and 8 Small Primary School	8
		High School		0	5 Small Secondary School	5
		Hall		1	2	1
TOTAL				**92**	**136**	**71**

5.1.7 Human Settlements

In line with the KwaZulu-Natal Human Settlement Master Spatial Plan, uMngeni Municipality has made significant strides in social housing development. From 1994 to 2013, a total of 6,056 units were completed, mainly consisting of relocations and constituting 14% of the housing developments within the uMgungundlovu District. This achievement positions uMngeni as a key contributor to housing provision in the district, second only to the substantial output of Msunduzi Municipality.

Post-2013, the number of housing units in uMngeni increased by over a thousand, indicating ongoing efforts to address the housing need. Although the 2011 Census indicated a demand for approximately 4,374 housing units, the subsequent developments are estimated to have reduced the housing shortage to about 3,780 units.

Despite these efforts, the housing demand in uMngeni still outpaces the supply, creating a significant market pressure. This has been particularly evident near Mpophomeni, where illegal housing developments have emerged in response to the slow pace of RDP housing projects and a lack of alternative housing solutions. The environmental implications of such unplanned settlements are concerning, especially given their adverse effects on the water resource ecosystem near Midmar Dam. A significant barrier to the successful execution of housing projects, as illustrated in the accompanying map and table, is the scarcity of essential water and sanitation bulk infrastructure. This deficiency hinders the timely delivery of housing, leaving many residents, some of whom have been waiting for over two decades, without adequate homes.

Map 30: uMngeni Municipal Housing Projects



Table 22: Housing Projects

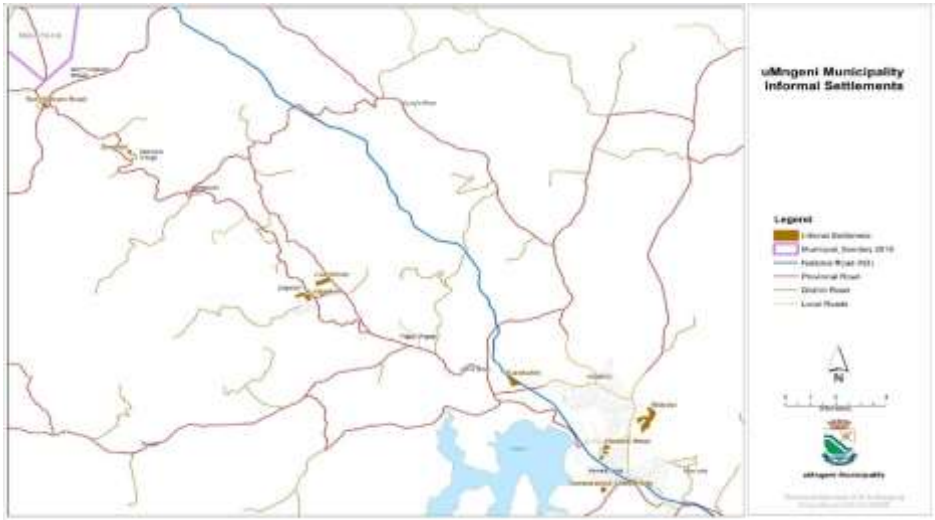
Project Name	Units	2022/2023	2023/2024	2024/2025
Lions River Ph 2	542	R0,00	R0,00	R0,00
Lidgetton Farm Housing	150	R0,00	R0,00	R0,00
St Joseph	88	R0,00	R0,00	R0,00
Lutchmans Farm	86	R0,00	R0,00	R0,00
Hillside	152	R426 542,00	R0,00	R0,00
Hilton Society Ph 4	60	R0,00	R0,00	R0,00
Tumbleweed	44	R0,00	R160 000,00	R0,00
KwaMevana	26	R3,584,999,00	R0,00	R0,00
Khayelisha	500	R0,00	R0,00	R0,00
Cedara	632	R0,00	R6,230,000,00	R18,561,00,00
Mpophomeni Hume		R6,219,253,36	R10,067,503,84	R12,671,270,30
TOTAL	**2119**	**R10,230,794,36**	**R10,227,503,84**	**R31,232,270**

Informal Settlements

The uMngeni Municipality's landscape is punctuated by various informal settlements, reflecting a challenging juxtaposition of burgeoning urban growth against limited infrastructure development. These settlements, as identified on the provided spatial map, manifest predominantly on the outskirts of established urban areas, such as Howick and Mpophomeni, with notable concentrations in regions such as Lidgetton and near the Curry's Post.

The spatial distribution of informal settlements within the municipality is a crucial aspect of urban planning and socio-economic development. These settlements typically arise due to a combination of factors including rapid urbanization, housing shortages, and economic disparities. They are on the peripheries of urban areas and interspersed within the urban fabric, sometimes occupying land that is not ideally suited for residential development due to environmental constraints or lack of infrastructure.

Map 31: uMngeni Municipality Informal Settlements



The National Upgrading Support Programme (NUSP), sponsored by the National Department of Human Settlements, is aiding local municipalities like uMngeni in the gradual enhancement of informal settlements within their jurisdictions. uMngeni Municipality has been selected as a beneficiary under this initiative, which targets the progressive improvement of living conditions in identified informal settlements across KwaZulu Natal. The accompanying table details the settlements earmarked for this programme.

Figure 29: Informal Settlements Projects

Informal Settlement	Area	Ward(s)	Location (Coordinates)	
			South (Lat.)	East (Long.)
CEDARA	North	6	30.278837S	29.537441E
LIDGETTON/EZITOLO	North	4	30.100379S	29.439796E
MANDELA CAPTURE SITE	North	4	30.174785S	29.464636E
RAILWAY	North	3	29.9964666S	29.358697E
SPHUMELELE PHASE 2 (a, b, c & d)	South	1	30.223823S	29.506069E
THOKOZA	South	1	25.633802S	26.676714E

The evaluation of informal settlements within the uMngeni Municipality has revealed that of the six areas surveyed, only the Lidgetton/Ezitolo settlement is currently positioned for direct upgrading on site. The other settlements—Railway, Sphumelele Phase 2 (A, B, C, & D), and Thokoza—necessitate immediate relocation due to their precarious positioning within the railway reserve and vulnerable wetland or floodline areas. The final two settlements, Cedara and Mandela Capture Site, also require relocation, though these moves may be scheduled according to available resources and timeframes.

Farm Dwellers

The reality of most farm dwellers within uMngeni is quite dire as they face the following challenges:

- They are unable to construct homes from bricks and can only utilize mud.
- They cannot retain animals because farmers impound or kill them.
- On other farms, there is no electricity because farm owners refuse to install it, despite judicial orders in favour of this and numerous other projects.
- Some farms lack access to water. They collect water from rivers and consume the same water as the animals.
- They are denied permission to bury their loved ones on the land where they have lived their entire lives.
- They lack suitable roads, so ambulances cannot reach the houses of patients.

The difficult conditions have existed for many years, and farm residents believe they live in a different South Africa. The uMngeni Council is committed to strengthening relationships with farmers and farm dwellers to find long-term solutions to farm dwellers' plight.

5.1.8 Snapshot of Private Developments

The residential developments within uMngeni Municipality, particularly in the Hilton area, exhibit considerable potential for growth and investment. The Dairy at Hilton, an upcoming secure residential development, promises a blend of luxury and nature conservation with its strategic location along the Hilton College Nature Reserve. This development not only capitalizes on the scenic beauty of the region but also aligns with the growing demand for eco-friendly living spaces. The plan to tar access roads demonstrates a commitment to enhancing connectivity and infrastructure, which is likely to attract buyers seeking an upscale lifestyle in a serene setting.

The Avenues Residential Estate presents a different aspect of the housing market, with its rights for a significant number of units indicating the area's capacity for expansion. The decision to market a lesser number of semi-detached sectional title units than the potential maximum reflects a strategic approach to real estate development, considering market trends and consumer preferences. This adaptability suggests a focus on quality and community over density, which can appeal to families and individuals looking for a balance between communal living and personal space.

Both developments highlight the positive trajectory of residential property growth in Hilton, hinting at a robust real estate market with a range of housing options. This trend not only suggests the economic vitality of the area but also underscores Hilton's appeal as a desirable location for both developers and residents.





5.1.9 Telecommunications

The data presented in Table 30 indicates a transformative shift in communication technology usage in uMngeni Municipality over a decade, from 2001 to 2011. Landline telephones have seen a modest rise in numbers, suggesting a stable but limited growth in traditional communication methods. In stark contrast, cell phone usage has skyrocketed, with an increase of 308%. This dramatic surge highlights a major cultural shift toward mobile connectivity, aligning with global trends of increased mobile phone penetration.

The number of computers more than doubled, indicative of the digital age's infiltration into the daily lives of the municipality's residents, be it for work, education, or personal use. Similarly, internet access has more than doubled, reinforcing the importance of digital connectivity in the modern era. This substantial growth underlines the internet's role as an essential tool for information exchange, social interaction, and economic activity.

While these trends point towards a municipality that is increasingly digitally connected, they also suggest the need to ensure that no resident is left behind in the digital divide. The rise in mobile and internet usage may necessitate uMngeni Municipality to leverage these platforms for public service delivery and engagement. However, the persistence of landline telephones indicates the necessity of maintaining diverse communication channels to accommodate all residents' preferences and accessibilities.

Landline	Cell phone	Computers	Internet
2001	2011	2001	2011
7243	8157	6594	26899

5.1.10 Service Delivery & Infrastructure: SWOT Analysis and Key Challenges

5.1.10.1 Service Delivery & Infrastructure SWOT Analysis

Table 23: Service Delivery7 Infrastructure SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
▪ Improved spending on Municipal Infrastructure Grant (MIG). ▪ High demand for commercial and property investment Highly dense communities have access to municipal amenities. ▪ Reduction of backlogs in basic service. ▪ Increased capacity for plant & machinery. Waste collection more timeously expended. Increased service delivery project activity resulting in more job opportunities.	▪ Lack of an electricity master plan. Lack of a road and stormwater maintenance master plan. Dilapidated roads and stormwater infrastructure. ▪ Lack of sufficient investment in bulk infrastructure for water and sanitation to support private and public investment housing projects. ▪ Reprioritisation of projects outside the IDP. ▪ Poor co-ordination with other spheres of government. ▪ Underutilisation of technology systems for maintenance and repair of infrastructure. ▪ Slow spending on MIG allocation which result in decreased funding. ▪ Increasing informal settlements. ▪ Lack of investment in public transport infrastructure.	▪ Investment in renewable energy. ▪ Expansion of developments within the municipality Investment in recycling initiatives to reduce waste. ▪ Utilisation of emerging contractors to improve service delivery. ▪ Upgrade of DLTC to grade A.	▪ Protest due to slow implementation of housing projects. ▪ Electricity theft. ▪ Resistance from communities toward development. ▪ Ageing infrastructure. ▪ Poor IGR. ▪ Climate change.

5.1.10.2 Service Delivery & Infrastructure Key Challenge

SERVICE DELIVERY & INFRASTRUCTURE KEY CHALLENGE	
Key challenge	Ageing road and storm-water infrastructure
Description	One of the key challenges facing uMngeni Municipality is the ageing road and storm-water infrastructure. This issue encompasses deteriorating road surfaces and outdated storm-water systems that struggle to manage runoff effectively, particularly during heavy rains. Such infrastructure challenges can lead to frequent road damage, increased maintenance costs, and potential traffic disruptions that affect daily commuting and economic activities. Additionally, inadequate storm-water management can result in flooding, erosion, and water quality problems, posing risks to both public safety and the environment. Addressing these issues is critical for ensuring the safety, efficiency, and sustainability of the municipality's transport and water management systems.



LOCAL ECONOMIC DEVELOPMENT

CAN WE CHAMPION THE GROWTH OF OUR ECONOMY?

6. LOCAL ECONOMIC DEVELOPMENT

6.1 LOCAL ECONOMIC DEVELOPMENT ANALYSIS

At the municipal level of government, addressing issues of poverty and unemployment can be made possible via the use of a local based economic development strategy known as local economic development, or LED. As such, the uMngeni municipality formulated and adopted its LED strategy that is aligned to the municipal and district IDP and provincial and national priorities. In this capacity, collective reasoning and understanding of how LED works within the municipality is important to grow the local economy. This is especially important in ensuring that all key role players look beyond their internal issues or challenges but rather focus on the collective challenges that require collective effort for the successful implementation of any proposed interventions of the LED strategy. Much of our economic development challenges are systemic and therefore require a whole of society approach to address them. The LED strategy thus, acknowledges all of this and integrates it to promote the development of value chains that are streamlined and effectively collaborated.

6.1.1 LED FUNCTIONALITY AND CAPACITY

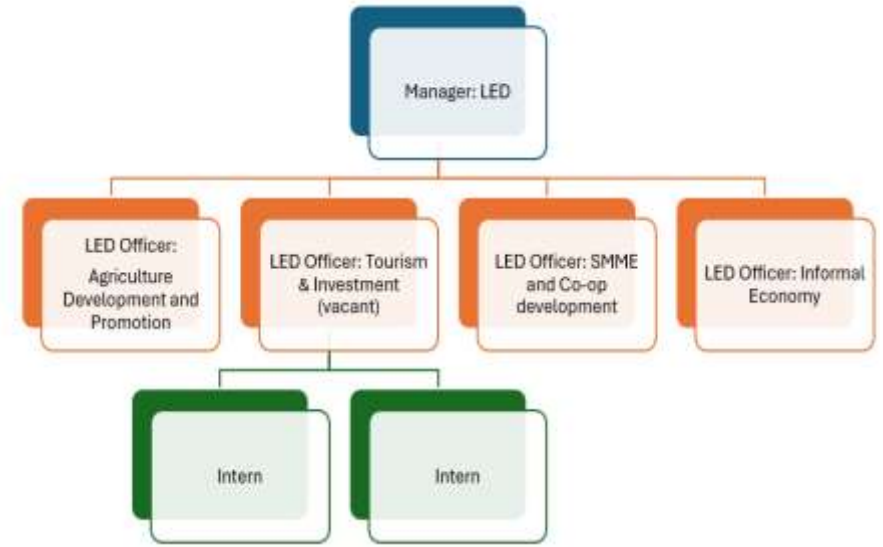
The LED unit in the municipality lies within the Economic Development, Planning and Human Settlements department which renders development Planning services, economic development services, environmental management services and geographic Information System services and Housing. uMngeni Local Municipality has been actively governing the LED mandate through various initiatives. The development of policies and strategies targeted at growing the local economy assists the municipality in unlocking economic development that can take place within the area and promoting business attraction, expansion and retention. This includes the LED strategy (2023), uMngeni Incentives Policy (2023), Agricultural strategy (2020), SMME strategy (2019) and informal economy policy (2021). The LED Strategy has been reviewed internally with support from relevant sector departments and other economic development stakeholders from the public and private sector. The LED Strategy and Investment Attraction Policy look to address matters raised during previous assessments which included the following: -

- Articulating interventions for Township & Rural Economic development.

- Alignment of programmes/ projects undertaken by Traditional Councils.
- Identification, revival and repurposing of economic infrastructure.
- Development of a Red Tape Reduction Plan which outlines constraints and identify specific interventions under ease of doing business as well as strategies to address them.

The LED Strategy has been included under Annexure J.5 of this document to provide further details on the regulatory environment, identified programmes/projects, municipal capacity, and Monitoring and Evaluation (M&E) Plan. LED programmes, which include SMME development, agriculture, tourism, the informal sector and research and development, have been prioritized by the uMngeni Council with a budget allocation of R2.4 million in the 2023/2024 financial year and a total grant funding of R3.4 million from EDTEA to implement two of the programmes identified in the LED strategy in 2023-2024/5.

In order to successfully implement LED, it is imperative that the LED unit has the ability to work and function efficiently. This is only possible if all employees of the LED unit have the necessary experience, knowledge, and abilities to ensure the efficient management and execution of LED projects. The municipality currently has four LED officials including an LED Manager, LED Officer: Agriculture Development and Promotion, LED Officer: Informal Economy and LED Officer: SMME and Co-op development along with two tourism interns. There is only one remaining vacant posts of LED Officer (Tourism & Investment) that is yet to be filled.



Nonetheless, the issue of LED is championed through the Economic Development and Planning Portfolio Committee. The municipality thus tries to ensure a balanced economic growth by using an integrated, comprehensive, coordinated, and varied approach to development.

That will focus on both the encouragement of economic growth, competitiveness and the empowerment of the local community.

LED Forum

The municipality has revived its LED Forum to assist the Municipality in improving communications and service levels with its partners and customers. This forum is constituted of various parties including business representatives, supporting sector departments and agencies, the district municipality and its agency, NGO and NPO representatives and other local associations who interact purposefully and assist the municipality to formulate specific goals and develop strategies to achieve these goals. The LED forum representatives work jointly to identify ways and means of:

- Enhancing economic policy and the collective efforts of stakeholders in the local community to the sustainable benefit of the local economy and the local community at large.
- Addressing policy gaps.
- Developing new policy based upon an intimate knowledge and understanding of the prevailing local economic conditions.
- Self-regulating local economic activity to promote economic development and the creation of viable employment.

The municipality currently has an active informal trader's sub-committee to discuss informal trading issues and their needs. The informal sub-committee and LED forum are aligned to each other to promote cohesive and harmonised local development.

6.1.2 REGULATORY ENVIRONMENT AND ALIGNMENT

DEVELOPMENT & POLICY IMPERATIVES



The fight against poverty and inequality, as well as the creation of more fulfilling work opportunities through sustainable development, continues to be a key problem on a global scale. While there has been

progress in recent years, much more needs to be done to alleviate poverty and inequality and provide opportunities for meaningful work. The United Nations in its drive to promote sustainable development identifies seventeen goals critical to achieving this. With reference to local economic development, goals 1, 8,9,10,11,12 and 17 are of major importance. These goals relate to ending poverty; creating decent work and economic growth; promoting industry innovation and infrastructure; reducing poverty; growing sustainable cities and communities; and promoting partnerships for the achievement of the goals.

KEY POLICIES IN DRIVING LED IN UMNNGENI MUNICIPALITY

South Africa continues to face the triple challenges of unemployment, poverty, and inequality, which impede the implementation of the country's development goal. Local Economic Development (LED) as an economic development strategy

affords local governments the chance to alleviate poverty and unemployment. The following South African policies have been recognised as crucial to promoting LED in the municipality and are described in detail below:



National priorities

As a **Constitutional mandate**, municipalities are tasked with structuring and managing their administration, budgeting and planning processes to promote social and economic development.

The **National Development Plan** stresses the need of an economy that provides equal access to high-quality education, health, transportation, and other essential services for all residents. Alongside effective implementation of land reform, the emergence of new sources of employment, and the rise in agricultural output is identified as important in achieving this goal. Expanding irrigated agriculture and utilising underutilised land in communal areas for increased production and employment is a primary focus, as is an emphasis on inclusiveness and sustainable job creation across all skills levels in the economy. Furthermore, the improvement of inter-regional trade and investment; the promotion of beneficiation and agro processing (building on existing strengths); the empowerment of local communities, i.e., the establishment of business incubators are further identified as important in achieving this development vision. Consequently, public-private partnerships to support early-stage entrepreneur training and assistance to small-scale farmers along with the creation of jobs through investment in key sectors and the development of rural economic infrastructure are emphasised as key strategies to create more jobs.

For uMngeni municipality, **the National Spatial Development Framework** highlights the following implications that are all crucial for long-term economic and agricultural growth. As the municipality is located in the agri-enterprise and small-scale farming resource zone, conserving agricultural land is a top concern. Land with great potential for agricultural production and small-scale agriculture and resource enterprise growth must be located, protected, and its development managed. In addition, it has been designated as a Critical Water Resource Management Region, which necessitates the efficient and responsible management of strategic water sources in order to sustain the national and local economy. Consequently, high-risk water and land development competition catchment also necessitates long-term intergovernmental action pledges and spatial outcomes which must commit to constant infrastructure upkeep and an expansion of regional trade. Food security, agri-processing, economically viable mineral and metals beneficiation, and alternative energy generation all need backing to support eco-production and eco-entrepreneurs. Therefore, the framework suggests that strategically planning and coordinating economic and development activity is needed to ensure the safety of natural ecosystems and biodiversity.

The **National Framework for LED** in South Africa specifies the planning and implementation of LED. This gives recommendations for various institutions regarding their responsibilities in the development of innovative LED. The Framework enhances the growth and development potential of local economies for the national economy. It would rethink the function of regions, metropolitan areas, and local governments in supporting growth. While at the same time, seeking to significantly expand employment and creating respectable job prospects for communities at large. However, it recognises every part of this depends on effective coordination between government and non-government sectors.

The six core pillars include: Building Diverse and Innovation-driven Local Economies; Developing Inclusive Local Economies; Developing Learning and Skilful Economies; Enterprise Development and Support; Economic Governance and Infrastructure; and Strengthening Local Innovation Systems. This Framework will guide the municipal LED strategy and support the municipality in contributing to the national development objectives. The following are some of the key aspects of relevance to the municipality:

- Expansion of industry value chains;
- Emphasis on establishing inclusive economies and expanding local competencies and productive capacity;
- The creation of jobs through investment in key sectors, the growth of creative businesses, and assistance for the disadvantaged;
- Increased interregional trade and investment through enhancing stakeholder relations;
- Improving and rebuilding municipal capacity, including managerial, administrative, and local business assistance, as well as strengthening collaborations with the private sector;
- An increased emphasis on infrastructure development and fundamental service delivery;
- Developmental significance of the informal/secondary economy; and
- Diversification while enhancing current competitive advantage.

Provincial Priorities

The **strategic goals and objectives of the Provincial Growth and Development Plan** directly impact economic development and agricultural development as the municipality is an area of agricultural priority making it particularly important to the purposes of the current

analysis. Therefore, the municipal LED strategy needs to ensure amongst others:

- That it facilitates inclusive economic growth and employment in the municipality;
- A focus on intensified development of agriculture keeping in mind its links to other key economic sectors of the economy, including manufacturing, transport and logistics, trade (including SMME & informal sector) and services;
- Facilitating the growth in agricultural investment and promotion to stimulate agricultural and overall economic development;
- The promotion and development of SMMEs and the promotion of entrepreneurship;
- Intensification of sector driven skills development and training;
- Enhanced coordination between all stakeholders to fast-track economic development;
- Protecting and improving sustainable livelihoods and food security;
- Promoting safety and security of all communities including agricultural communities; and
- Developing and upgrading strategic economic infrastructure (including road and rail).

The uMngeni municipality's strategic position is highlighted in the **Provincial Spatial Economic Development Strategy** for its strategic location, which places it in a position to benefit from a number of the catalytic initiatives being undertaken by the provincial government. The strategy identifies the following strategic development interventions for the municipality that should be incorporated to the municipal development strategies and aligned to the provincial plan. These strategic development interventions include: a planned Agri-Park to be located within the municipality; an envisioned Leather Industrial Economic Hub to be located in Howick/Msunduzi; the Karkloof falls development project; and the Avenues development.

To ensure that the LED strategy of the uMngeni municipality is linked with the necessary strategic programmes indicated in the **KZN Export Strategy**, the following critical areas are essential: creating a business-friendly atmosphere by eliminating unnecessary red tape; providing necessary bulk infrastructure as well as effective road and rail connections to markets; promoting export awareness and the development of SMME's and businesses; training and development of skills; and the facilitation and promotion of local exporters.

The **Township and Rural Economies Strategy** provides a framework to help the municipality in fostering inclusion and expanding its rural and

township regions to increase employment, business development, and decrease poverty and inequities in these areas. Consequently, the municipal LED plan will need to take into account this approach when establishing interventions and programmes to guarantee that rural and township economies are not excluded, but rather supported, to assist the municipality's overall economic growth and development.

The **municipal LED plan and Informal Economy Policy** must account for the expanding informal sector, encourage its incorporation into the formal economy, and providing sector-specific support. To guarantee that the uMngeni municipality's LED strategy is linked with the appropriate main pillars indicated in the **Poverty Eradication Master Plan** by concentrating on agricultural development, business growth, employment creation, skills development, and social protection for underprivileged populations.

Local priorities

A wealth of knowledge already exists in the form of strategic plans, research projects and policy documents. These were reviewed and synthesized illustrating the clear implications for uMngeni Municipality. Accordingly, the following documents were reviewed to get an understanding of the LED environment within the municipality, including: the current uMngeni LED strategy, SMME and Co-operatives strategy and informal economy strategy; the latest economic statistical reports; the Integrated Development Plan (IDP) and the Spatial Development Plan of uMngeni and the District. These strategies are directly linked to both the provincial and national priorities and remain important to fast-tract local economic development in the municipality.

Local economic development remains a key national imperative for local government to drive and see to its implementation trough alignment with national, provincial and local development policies in order to facilitate and promote a successful economic development that sees to economic growth, employment creation and the alleviation of poverty and inequality.

6.1.3 STRATEGIC ECONOMIC ANALYSIS AND INTERVENTIONS

uMngeni Municipality's Unique Selling Proposition



Location: Strategically well located in terms of logistics and easily accessible to major markets including Gauteng, Durban and international markets (through the Durban Port and King Shaka International airport). This location provides easy access to transportation networks and markets, making it an attractive location for businesses and investors.



Logistics &Transport routes: Strategically located to one of the busiest national roads in the country, that is, the N3 along with being strategically located to the regional road the R103.



Entrepreneurial spirit: uMngeni Municipality has a growing entrepreneurial culture, with many small businesses and startups emerging in the area. This spirit of innovation and creativity makes the municipality an exciting place to live and work.



Agricultural Heritage: The municipality has a strong agricultural heritage which is reflected in the local cuisine, which features fresh produce and farm-to-table dining experiences. There are large tracks of private and tribal land available for agriculture, industrial, residential and commercial development.



Economic returns: Investment Incentives and rebates.



Unique Tourism Assets: uMngeni Municipality is rich in history and culture, with a range of cultural and heritage sites such as the Howick Falls, Nelson Mandela Capture Site, the midlands meander and the Zulu cultural village located in Mpophomeni. These sites offer visitors a glimpse into the area's past and present. uMngeni Municipality has a rich cultural heritage, with a diverse population that includes Zulu, Indian, and European communities. This heritage is reflected in the local cuisine, music, and architecture.



Natural Resources: The municipality is located in a scenic area of KwaZulu-Natal, with picturesque hills, rivers, and forests. This natural beauty attracts tourists and outdoor enthusiasts, who come to enjoy hiking, bird watching, and other activities. There's relatively well-developed infrastructure, Unique natural assets, Historic and Heritage sites along with having a significant dam, that is, the Midmar dam.



Social dynamics: The municipality has a strong sense of community, with active civic and business organizations that work together to promote economic development and social welfare. This engagement makes it an attractive destination for socially conscious visitors and investors.

Municipal Comparative & Competitive Advantages

Significant elements of competitive advantage include infrastructure and services, institutional environment, economic Indicators and the capacity of the municipality. The municipality's competitive advantage is as follows:

- Availability of bulk Infrastructure services albeit constrained in some areas.
- The institutional environment within municipality is well established.
- With reference to economic indicators, the municipal comparative advantages in terms of Gross Domestic Product (GDP) contribution are echoed for the sectors of community services which is dominated by education, manufacturing dominated by fuel and petroleum products sub-sector, finance dominated by the finance and insurance sub-sector, trade dominated by retail trade and repairs of goods sub-sector and the agricultural sector dominated by agriculture and hunting sub-sector.
- Employment contribution from the community services as well as in the agriculture and trade sectors.
- The municipality is highly integrated into the provincial and national economy due to its strategic value of its location.
- The location of municipality and the Midlands market next to the N3 development corridor places it in a particular competitive position with respect to the international markets through the Durban harbour, its linkage to Gauteng and Durban (or eThekwini Metro), the Port of Durban, the Dube Trade Port and King Shaka International Airport. The PSEDS (2017) identifies the N3 as a transport corridor as an economies of scale corridor as it attracts the production of high value and differentiated goods noting.
- That several high growth strategic nodes have emerged along the N3 in the municipality.
- The municipality has tourism assets includes cultural and historical experiences of national significance (including the Mandela Capture Site)

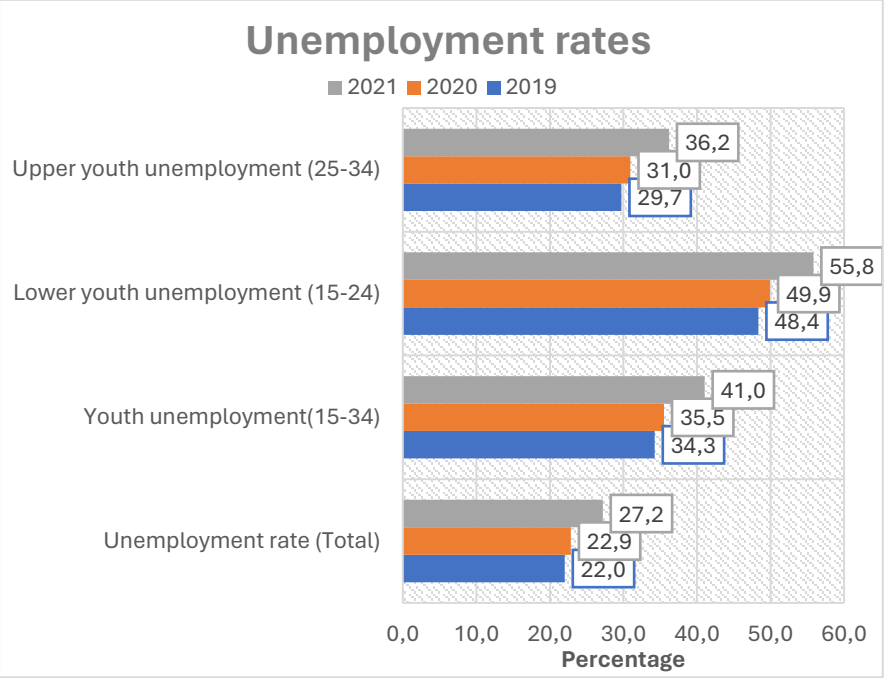
6.1.3.1 uMngeni Economic Overview

Labour dynamics

The current labour situation in the municipality highlights significant employment challenges exacerbated by systemic failures, high poverty,

and global and local crises like COVID-19, looting, riots, and flooding. With an Economically Active Population (EAP) of 44,430 people, the municipality has a labour force participation rate of 67.38%, with 49.1% of the labour force being employed. The formal sector employs 27,317 people, while the informal sector employs 5,034 people. However, 12,079 individuals remain unemployed, representing a 27.19% unemployment rate.

Figure 30: Unemployment Rates



Quantec Easy Data, 2023

Youth unemployment is particularly high, with an overall youth unemployment rate (ages 15-34) at 41% and specific age group rates reaching 55.8% (ages 15-24) and 36.2% (ages 25-34). The labour force participation rate among youth is 56.2%, while the youth absorption rate is only 33.1%. Sectorally, the tertiary services sector dominates employment, particularly in community, social, personal services, and business services. The primary sector is led by agriculture and forestry, while the secondary sector mainly consists of manufacturing. The informal sector remains crucial, with 5,034 people employed, primarily in wholesale and retail, agriculture, and community services.

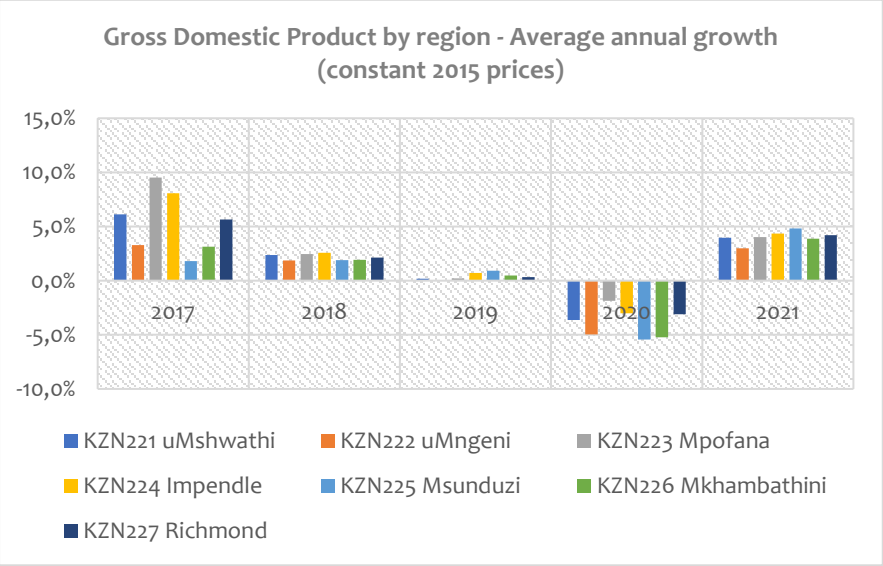
To address these challenges, focusing on growing small businesses, promoting entrepreneurship, and attracting investment is crucial to diversify the economy, foster innovation, and create more employment opportunities, particularly for low-skilled workers.

Local economic analysis

In KwaZulu-Natal province, the eThekwini municipality is a significant economic hub, contributing 61% of the province's economy. uMgungundlovu district follows as the second-largest contributor, highlighting its importance in driving economic performance. eThekwini and uMgungundlovu attract investment, create jobs, and generate provincial revenue, but their concentration of economic activity can

cause regional disparities, leading to higher unemployment and poverty in other areas.

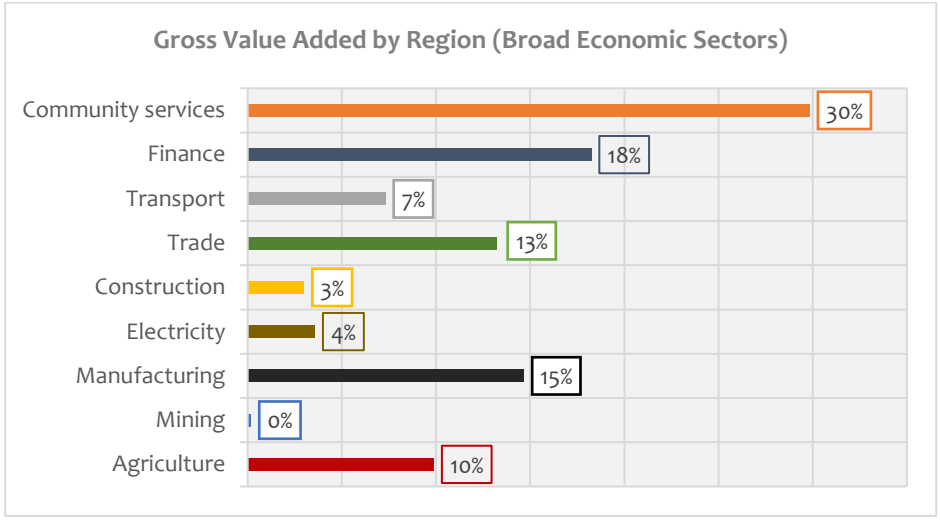
Figure 31: Gross Domestic Product by Region



Source: IHS Markit, 2022 (Regional eXplorer version 2257)

The Msunduzi Local Municipality, as the provincial capital, significantly impacts economic activity, while uMngeni municipality, the second-largest contributor to the district, also plays a crucial economic role. uMngeni's economy has rebounded after a pandemic-induced downturn in 2020, achieving a 3% growth rate in 2021, showing resilience despite historic fluctuations.

Figure 321: Gross Value Added



Quantec, easy data (2023)

The tertiary services sector dominates uMngeni's economy, contributing 65% of Gross Value Added (GVA). Secondary and primary sectors contribute 23% and 12% respectively. Key sectors include community services, finance, manufacturing, trade, and agriculture. Community services contribute the most, accounting for 30% of total economic output. Agriculture represents 10%, manufacturing 15%, and finance 18%, while the mining sector makes no significant contribution. These insights emphasize uMngeni's strategic economic importance within the district. Its diverse economy, particularly in the

service sector, provides significant growth potential. Despite challenges like employment and poverty, uMngeni's economic contribution and adaptability suggest it is well-positioned for further growth and development.

6.1.3.2 Strategic Programmes / Interventions

Strategic Programmes	Actions/Interventions	Timeframe			Key Stakeholders	Estimated Cost
		Short-term (<1 yr)	Medium-term (1– 3 yrs)	Long-term (>3 yrs)		
	2.6.3 Facilitate access to input support, markets and suppliers.				ULM, DARD, UMEDA, SEDA, and private sector	Agricultural budget allocation dependent
	2.4.4 Improve support for township & rural economies.				uMngeni LM, CoGTA, EDTEA, NGO's, SEDA, SETA's, academic & research institutions, Traditional leaders	TBD (to be facilitated by the LED unit)
Strategy 3: Encourage entrepreneurship and skills development						
3.1 Support the informal economy and small enterprises	3.1.1 Offering mentorship and training programmes.				uMngeni LM, CoGTA, EDTEA, NGO's, SEDA, SETA's, academic & research institutions, private sector	R200 000 pa
	3.1.2 Ensure the implementation of the informal sector policy in regulating informal sector activities				uMngeni LM, EDTEA, CoGTA, informal traders	Ro (to be facilitated the LED Unit)
	3.1.3 Creating inclusive platforms to engage with informal sector stakeholders and networks.				uMngeni LM, Informal Traders	Ro (To be facilitated the LED Unit)
	3.1.4 Renovate trading spaces and provide shelters for street traders in Howick CBD and taxi ranks.				uMngeni LM, Informal Traders CoGTA, EDTEA	R2 300 000
	3.1.5 Provision of lockable storage facilities in the Howick CBD for informal traders.				uMngeni LM, Informal Traders CoGTA, EDTEA	TBD
3.2 Promote inclusive business development opportunities	3.2.1 Develop interventions targeted at growing entrepreneurial opportunities for youth, women and people living with disabilities.				uMngeni LM, CoGTA, EDTEA, NGO's & academic &	R250 000

Small, Medium and Micro-Sized Enterprises (SMMEs)

Small, medium, and micro enterprises (SMMEs) in uMngeni municipality operate across various sectors, including tourism, catering and accommodation, retail trade, construction, manufacturing, agriculture, professional and financial services, and transport. Trade and commerce stand out as significant contributors to uMngeni's economy, accounting for 14% of the local GDP and 16% of employment. This sector is primarily located in the central business districts (CBDs) of Howick and Hilton, with Howick serving as a strategic commercial hub due to its location along the N3 highway and near Howick Falls. This prime positioning makes it a critical service and trade centre for the surrounding regions.

Despite their significance, SMMEs face sustainability challenges due to infrastructure limitations, funding barriers, resource access difficulties, and supply chain issues. To address these challenges, the municipality adopted the SMME and Cooperatives Strategy in November 2019. The strategy aims to increase small business participation, stimulate employment, and promote entrepreneurship by creating an environment conducive to SMMEs and cooperatives. It serves as a catalyst for economic development, spatially guiding investment and providing a development framework for the municipality. This strategy outlines an implementation plan that aims to resolve the identified challenges, ultimately enhancing SMMEs' contribution to the local economy and ensuring they continue to generate employment and drive growth. This strategy is further incorporated in the municipal LED strategy highlighting targeted SMME interventions.

Targeted interventions for SMMEs

Strategic Programmes	Actions/Interventions	Timeframe: Short term (<1 yr)	Timeframe: Medium-term (1 – 5 yrs)	Timeframe: Long-term (>5 yrs)	Key Stakeholders	Estimated Cost
Strategy 1: Growing partnerships for research, innovation & employment						
1.1 Improving the ease of doing business.	1.1.1 Partner with EDTEA to fast-track online application processes for business licencing and permits.				uMngeni LM, EDTEA	Ro
	1.1.2 Training and capacity building				uMngeni LM, SEDA, NGO's, EDTEA, SANRAL	R200 000
	1.1.3 Facilitate informal traders to access trading permits and renewals				uMngeni LM, EDTEA	Ro
	1.1.4 Simplifying regulations and procedures and continuous review of business policies				uMngeni LM	Ro (to be facilitated by the LED Unit)
1.2 Growing partnerships for research, innovation and employment.	1.2.1 Establish partnerships with higher education institutions and research institutions.				uMngeni LM, Academic institutions, research institutes, NGO's	Ro (to be facilitated by the LED Unit)
1.3 Seek funding from government agencies	1.3.1 Develop credible business plans for catalytic projects.				uMngeni LM	TBD
1.4 Build a network of industry partners	1.4.1 Participate in industry workshops, events and conferences.				uMngeni LM	R200 000
	1.4.2 Re-establishment of the LED Forum to drive the economic agenda				uMngeni LM, CoGTA, EDTEA, NGO's, SEDA, SETA's, UMEDA, academic & research institutions, local business representatives, organised business.	Ro (to be facilitated by the LED Unit)
Strategy 2: Support business development & local businesses						

The main objective of the programme is to provide SMMEs and Cooperatives with the working material or equipment, facilitating access to markets and information as well as access to training and funding opportunities. The provision of this support services is intended to enhance the capacity of the small enterprises to improve their businesses processes and alleviate challenges associated with socio-economic conditions whilst also contributing to economic growth and employment creation.





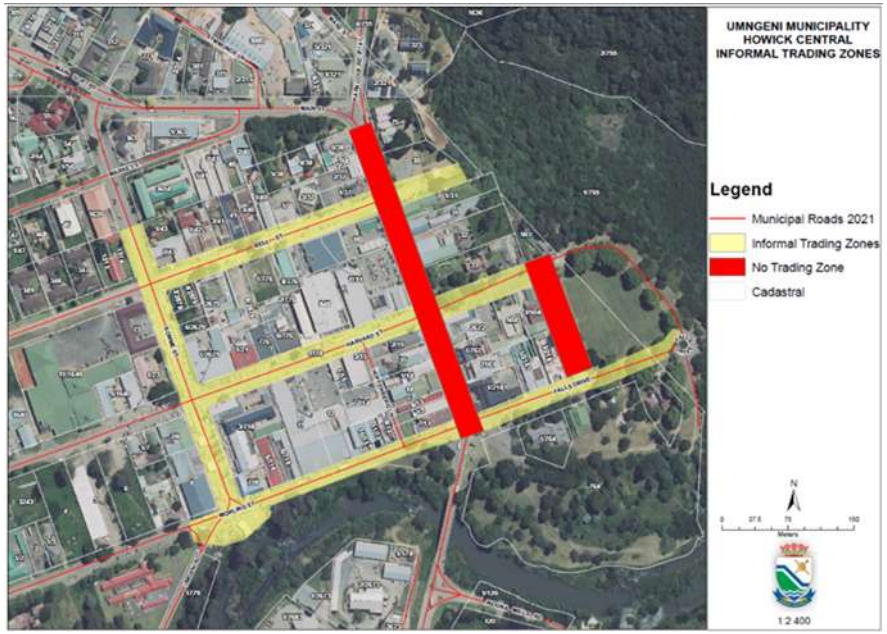
Informal Economy

The informal economy plays an important contribution to the economic and social life of Municipality. Due to the decline in formal employment and consequent increase in unemployment rate, many people seek alternative means of earning an income. It is generally accepted that the informal sector plays a significant role in the local economy more especially in the previously disadvantage areas. One of the main reasons for this is the inability of national economy's formal sector to create sufficient employment for the fast-growing labour force. This inability leads to new entrants into the labour market increasingly forced to turn into the informal sector, to earn a living.

The informal economy has significant job and income generation potential because of the relative ease of entry and low requirements for education, skills, technology and capital. Informal economy also

contributes the local, provincial and national GDP. Regardless the contribution of the informal trading in the economy, people in this sphere of the economy are often excluded from various legal protections and they are unable to access the basic benefits or enjoy the fundamental rights granted to those in the formal economy. These unprotected conditions often include unsafe and unhealthy working conditions, long working hours with insufficient and unsteady compensation, low skill and productivity levels, and a general lack of access to information, markets, finance, training and technology.

The informal sector in uMngeni has many activities including barber shops, raw meat, cooked food, live chicken seller, cosmetics salesperson, tailor, dressmaker and hatters, fruit seller, hairdresser, Mr Phone dealer, mealie cookers, newspapers, second hand clothes, shoe repairer and the like, many informal trading businesses have been operating for more than five years. This indicates and illustrates that uMngeni Municipality has a conducive environment for business stability and growth and shows that informal trading in this area is not a temporary activity but a long-term carrier for many. Further, on average, an informal business in uMngeni employs between 1 to 3 persons depending on the activities of the business. To regulate this sector of the economy, the uMngeni Council in adopted an Informal Economy Policy and Informal Economy By-law along with designated trading zones to support the sector.



Targeted interventions to grow the informal economy

In recent years, the uMngeni municipality collaborated with informal traders and their representatives to replace a several trading stalls. The new stalls included two (8-meter) and two (6-meter) structures in 2023. Alongside this, the Local Economic Development (LED) Unit partnered with the uMgungundlovu District Municipality to provide informal

traders with waste management training. This training aimed to create a cleaner, more conducive environment for traders, safeguard the local environment, and identify reusable resources. Effective waste management could reduce costs while opening new business and employment opportunities. All traders are informed about the trainings through the municipal communication channels and the Informal Economy organised structures



Township & Rural Economy

Following the start of the new millennium, the government has implemented a number of initiatives and legislation in order to try and combat the level of inequality that exists. There is a high prevalence of economic marginalization in the townships and rural areas. The triple threat of poverty, unemployment, and inequality continues to plague government efforts especially in rural areas and townships economic stimulation takes place to ensure a continuous circulation of money within these areas. This is worrisome as economic stimulation is rooted in small business development and entrepreneurship which is seemingly limited within these areas.

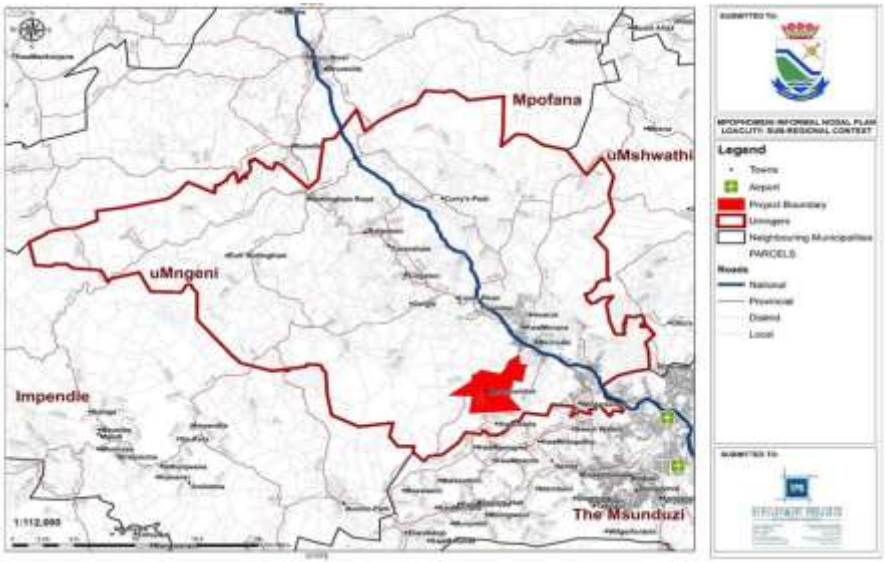
These perhaps as a consequence of the challenges facing rural and township economies, including, the lack of adequate economic infrastructure, low levels of skills, and problems with creating and sustaining markets. The municipality has therefore developed a nodal plan for Mpophomeni in an attempt to bridge this gap and facilitate the development and growth of the local economy of Mpophomeni Township. The Mpophomeni Nodal Plan has been attached under Annexure J.10. The Nodal plan will be reviewed in line with the recently adopted Township and Rural Economies Revitalization Strategy (TRERS).

Interventions targeted at growing the township economy

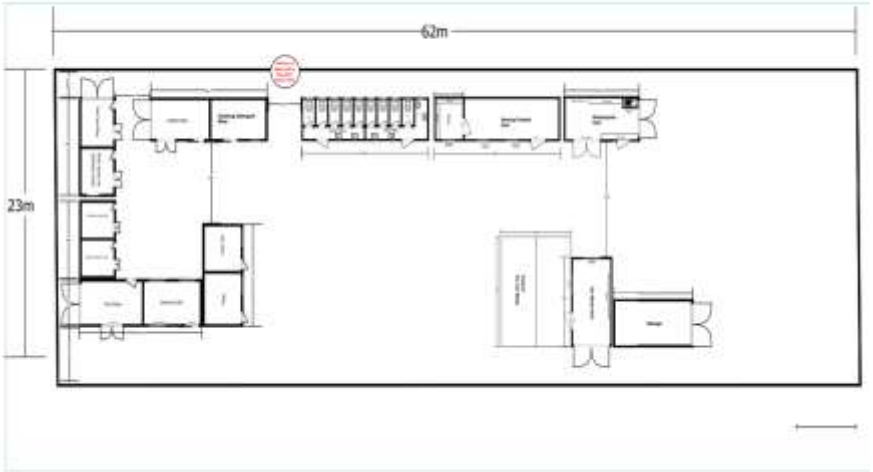
The uMngeni municipality is actively developing a trading complex in Mpophomeni, utilizing municipally owned land to bolster local township businesses. This project is designed to support a range of economic activities such as spaza shops, street vendors, hair salons,

taverns, food outlets, and car washes, which are predominantly micro-enterprises characterized by low capital and skill levels. These businesses are strategically located along major transport routes, making them accessible and potentially lucrative. The primary goal of this initiative is to integrate these small enterprises into broader economic value chains, which would not only improve their market reach but also enhance the overall competitiveness and economic standing of Mpophomeni. To facilitate this integration, the project will include the establishment of a local business support centre. This centre aims to provide vital resources to the informal economy and small businesses, fostering entrepreneurship and stimulating local economic activities.

The project, co-funded by the municipality and the Economic Development Regional Economic Agency (EDREA), represents a significant investment in the local economy, totalling R3.2 million. By investing in infrastructure and providing targeted support, this initiative seeks to transform the economic landscape of Mpophomeni, offering sustainable growth opportunities for local businesses and entrepreneurs. This approach not only aids in immediate economic enhancement but also in the long-term development and stability of the township's economy.



Mpophomeni Informal Trading Complex - Container lay out design



Agriculture

In 2020, Statistics South Africa's Census of Commercial Agriculture identified 159 commercial farms within the uMngeni municipality, collectively generating an income of approximately R1.6 billion. Employee remuneration totalled R208 million, including salaries and bonuses. The primary sources of agricultural income were animal and animal products, followed by horticultural products (R204.7 million), field crops (R61.3 million), and forestry products (R43.7 million). These farms collectively spent R29 million on electricity, R8.6 million on transportation, and R761,000 on water. The uMgungundlovu district, encompassing uMngeni, accounted for 24% (R8.2 billion) of provincial farming income, emphasizing its importance in agricultural investment.

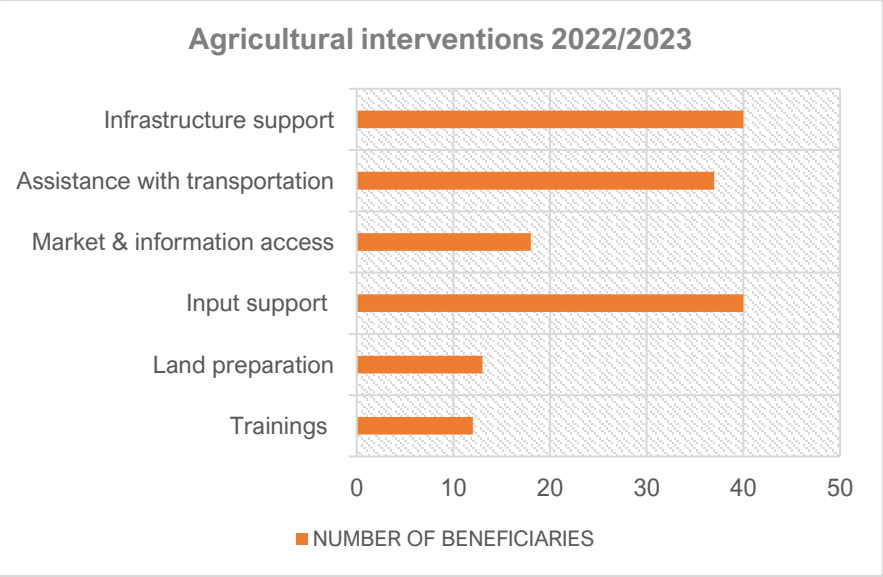
Small-scale farming was assessed via the uMngeni Agri-Park business proposal survey, involving 90 members of the uMngeni Nguga Livestock Association. The survey indicated male dominance (78%) and an older farming demographic, with 92% of respondents aged over 40. Despite functional literacy, only 6% held higher degrees. Most had over ten years of farming experience and primarily owned cattle, followed by goats and sheep. Livestock sales were valued at R9.9 million in the survey year, with an average household earning R110,591. Women generated 16% more revenue than men, highlighting the potential for women's empowerment in agriculture. Respondents collectively owned livestock worth R30.6 million and expressed the desire to expand their businesses, citing land and mechanization needs.

In response, the municipality approved an Agricultural Development Strategy focused on maintaining uMngeni's diverse and inclusive agricultural output. The strategy prioritizes creating a supportive agribusiness environment, protecting high-potential agricultural land, and providing small-scale farmers with technical and logistical support.

Agricultural interventions

Strategic Programmes	Actions/Interventions	Timeframe			Key Stakeholders	Estimated Cost
		Short term (<1 yr)	Medium - term (1 – 5 yrs)	Long-term (>5 yrs)		
2.3 Create an environment that encourages further business development.	2.3.1 Establishing a Business Incubation Centre in Howick & Mpophomeni.				uMngeni LM, CoGTA, EDTEA, NGO's, TVET, academic & research institutions.	TBD
	2.3.2 Develop a sound knowledge and information management System.				uMngeni LM	(to be facilitated by the ICT Units)
	2.3.3 Ensure good relations with the agricultural, tourism and manufacturing stakeholders.				uMngeni LM	R0 (to be facilitated by the LED Unit)
	2.3.4 Ensure continuous coordinated support to agriculture and agricultural commodity development.				ULM, UMEDA, Universities, research institutions, agencies and private sector	R0 (to be facilitated by the LED unit)
	2.3.5 Partner with local organizations				uMngeni LM, organized business, NGO/NPO's, private sector	TBD (to be facilitated by the LED unit)
	2.3.6 Organise an annual SMME fair in the Municipality rotating from Howick, Merrivale, Mpophomeni, Hilton, Worlds View, Lidgetton and Nottingham.				uMngeni LM	R100 000
2.4 Provide small-scale, entrant and subsistence farmers with necessary support.	2.4.1 Provide technical and logistical support to small, emerging and entrant farmers.				ULM, Cedara college, DARD	Agricultural budget allocation dependent
	2.4.2 Facilitate value chain participation of small-scale, entrant and emerging farmers.				ULM, UMEDA, Universities, research institutions, DARD, agencies and private sector	Agricultural budget allocation dependent

The municipality has begun implementing some of the programmes identified in the agricultural strategy and LED strategy targeted at provide support to small and emerging farmers. uMngeni has initiated projects working with traditional authorities to support emerging farmers located in tribal areas. The municipality recently erected two cattle handling facilities to assist in the implementation of the immunization programme for small livestock producers. The municipality looks to initiate more programme to help develop the agricultural sector in municipality.



The aim of agricultural support initiatives is to promote the development and growth of agribusiness enterprises while fostering increased capacity, employment creation, competitiveness, productivity improvement, and broadening participation. These efforts seek to advance sound agricultural practices that stimulate comprehensive economic growth, enhance food security, and uplift rural communities.

In line with this objective, the uMngeni Municipality, has distributed application forms for agricultural support to productive emerging farmers within the local area. To ensure effective outreach and assistance, extension officers from the Department of Agriculture and Rural Development have been involved in this process. The distribution of application forms aimed to provide emerging farmers with an opportunity to access the necessary support and resources needed for their agricultural enterprises. By facilitating their participation in agricultural programmes, these initiatives aim to enhance their capacity, productivity, and competitiveness. The assistance provided through the agricultural support programmes encompasses various aspects, including training, access to markets, financial support, technical advice, and resources. These measures are designed to equip emerging farmers with the tools and knowledge required to succeed in their agricultural enterprises.

Tourism

The municipality itself is home to a number of popular tourist attractions, including: the **Howick Falls** (the scenic waterfall is a popular destination for hiking, sightseeing, and picnicking), **the Midmar Dam** (a large reservoir and recreation area, Midmar Dam offers opportunities for boating, fishing, and swimming), the **Nelson Mandela Capture Site** (a cultural and historical site commemorating the location where Nelson Mandela was arrested in 1962), **Karkloof Canopy** (an eco-adventure experience that takes visitors on a zipline tour through the Karkloof forest canopy), the **Midlands Meander** (a scenic drive through the surrounding countryside, featuring art galleries, craft shops, and restaurants), and the **Zulu Mpophomeni Tourism Experience** (promotes cultural and township tourism experiences).

Among uMngeni's many tourist destinations is the aesthetically pleasing Midlands Meander and heritage assets along with developing art route. There is a wide range of hotels, B&Bs, and other types of lodgings available in the municipality, in addition to its many natural attractions. Activities related to the Midlands Meander and agri-tourism are dispersed throughout a number of farms. Tourism is an important industry in the KwaZulu-Natal province, and it most certainly plays a significant role in the economy of uMngeni Municipality. However, due to the impact of the COVID-19 pandemic on the tourism industry, the sector was largely affected. Tourism has a significant impact on the local economy of uMngeni Municipality. Some of the ways in which tourism contributes to the local economy include:

- **Job creation**: Tourism creates jobs in a range of sectors, including hospitality, transportation, and retail. This can help to reduce unemployment rates and improve the standard of living for local residents.
- **Increased revenue:** The tourism sector brings in additional revenue to the municipality through rates and taxes, sales taxes, and other fees.
- **Small business growth**: Tourism provides opportunities for small businesses to grow and thrive, particularly in areas such as restaurants, souvenir shops, and tour operators.
- **Improved infrastructure**: To attract tourists, municipalities often need to invest in infrastructure such as roads, airports, and public transportation. These improvements can benefit the local community as well as visitors.
- **Cultural preservation**: Tourism helps to preserve and promote local culture and traditions, which can have a positive impact on community pride and identity.

Tourism thus plays an important contributor to the local economy of uMngeni Municipality, providing jobs, revenue, and other benefits. However, it is important to ensure that tourism is sustainable and does not have negative impacts on the environment or local communities. As such, the municipality has a number of organized tourism structure that market and promote tourism in the municipality. This includes the CTO and associated tourism nodes that the municipality has signed agreements with and supports. Along with the midlands meander that continues to market tourism in the region.

Tourism Interventions

Strategic Programmes	Actions/Interventions	Timeframe: Short term (<1 yr)	Timeframe: Medium - term (1 – 5 yrs)	Timeframe: Long term (>5 yrs)	Key Stakeholders	Estimated Cost
	6.1.5 Develop tourism infrastructure, such as road infrastructure and transportation systems, to support the growth of tourism.				uMngeni LM, DOT	TBD (to be facilitated by the infrastructure unit)
	6.1.6 Promote local artists and artisans by providing opportunities to showcase and sell their work. This can include developing/supporting art galleries, craft fairs, and artisan markets.				uMngeni LM, Dept. of Arts & Culture, EDTEA, CoGTA	R250 000
	6.1.7 Promote tourism attractions that showcase the unique culture, history, and natural beauty of the municipality. This can include developing tourism routes and supporting cultural and art centres along with historic & heritage sites.				uMngeni LM, TKZN, Organized tourism structures	R0 (to be facilitated the LED unit)
	6.1.8 Erect signage throughout local area to ensure easy access to tourism attractions, facilities and accommodation facilities.				uMngeni LM, DOT, Organized tourism structures, tourism establishments	TBD (to be facilitated by the planning unit)
	6.1.9 Support and promote significant tourism events.				uMngeni LM, event organizers, organized tourism structures	R1 000 000
	6.1.10 Create a concise tourism events calendar or action plan that can guide event organisers				uMngeni LM, event organizers, organized tourism structures	R0 (to be facilitated the LED unit)
	6.1.11 Develop a municipal tourism development strategy.				uMngeni LM	R200 000
Strategy 7: Foster a strong sense of community						
						municipality)
Strategy 6: Develop tourism, arts & crafts						
6.1 Promote uMngeni as a Tourism destination.	6.1.1 Fast-track the upgrading the Howick Falls precinct	Phase 1			uMngeni LM, UMEDA, CoGTA, EDTEA, NGO/NPO's, CTO, private sector, AMAFA KZN, UMEDA, NDT	R100 000 000 (phase 1 – R11 million)
	6.1.2 Fast-track the development of the Nelson Mandela Capture site phase 3, 4 &5	Phase 1			uMngeni LM, CoGTA, EDTEA, The Capture site, TKZN, NDT, Dept. of Arts & Culture, DEA, AMAFA KZN, UMEDA	(phase 3- R12 000 000)
	6.1.3 Fast-track the upgrading and linking of ZMTE and the Mpophomeni Museum.				uMngeni LM, CoGTA, EDTEA, ZMTE, Dept. of Arts & Culture	R1 800 000
	6.1.4 Partner with local tourism organizations and travel agencies.				uMngeni LM, Travel agencies, organised tourism structures	R100 000

As one of the key tourism strategies for promoting local artist and artisans, the municipality has achieved international recognition as a newly designated UNESCO city of craft and folk art. The recognition and participation has significant impact for tourism in the municipality and provide much needed marketing of the local area to grow the number of visitors to the municipality and grow overall tourism development and economic development.

On the World Cities Day, UNESCO announced the new 55 cities who's applications were successful to join the UNESCO Creative Cities Network. uMngeni Howick was identified as one of those cities. The designation of Howick in uMngeni as a UNESCO City for Craft and Folk Art offers an array of benefits, both immediate and long-term, for the local community, the municipality, and the broader region. Some of these benefits include:

- The designation highlights and celebrates the unique craft traditions and folk art of Howick, ensuring that these age-old practices are not only preserved but are also recognized on a global scale.
- The designation can spur economic growth by attracting tourists, artisans, and investors interested in craft and folk art. This could result in an influx of funds into the local economy and boost related sectors such as hospitality, transportation, and retail.
- With increased tourism and recognition, local artisans and craftsmen can find more opportunities to showcase their work, leading to more job opportunities in the craft sector and its ancillary services.
- Being part of the UNESCO network allows Howick to collaborate with other designated cities, exchanging ideas, crafts, and initiatives. This fosters an environment of mutual learning and growth.
- The designation can lead to the establishment of craft schools, workshops, and seminars, providing locals, especially the younger generation, with the skills and knowledge to carry forward traditional crafts.
- Recognizing Howick on such a prestigious platform fosters a sense of pride among residents. This is one of the key strategies of the LED strategy which can translate into increased civic participation and an engaged community.
- The rich history and techniques of Howick's craft and folk art can be systematically documented, researched, and archived, ensuring that future generations remain well-informed.

Howick's designation as a UNESCO City for Craft and Folk Art is not just a title, it's a significant responsibility and an opportunity. The benefits are multifaceted, touching upon cultural, economic, social, and infrastructural facets of uMngeni. Leveraging these advantages judiciously can truly transform the municipality into a global hub for crafts and folk art.

Industrial Development

Several industrial activities are located within the municipality. The majority of these are found in Howick West and Tweedie. This area has been largely influenced by the presence of the N3 and R103 commerce routes. Both of these routes serve as the primary channels for transporting manufactured items to domestic and international markets. Future industrial developments in the uMngeni municipal region are anticipated to maintain this advantageous position. There

are few farms that process a portion of their agricultural products on-site. These agricultural processing enterprises are complimentary to each farm's agricultural purpose. The municipal investment incentives policy looks to support and promote further industrial investment in the municipality including agri-processing and manufacturing amongst others.

The industrial development in uMngeni Municipality has the potential to contribute to the economic growth and development of the area. Some of the key industries in the municipality include manufacturing, construction, and retail. Here are some ways in which industrial development can contribute to the municipality's economy:

- **Job creation:** The industrial sector can provide employment opportunities for local residents, which can help to reduce unemployment rates and improve the standard of living.
- **Increased revenue:** Industrial activities can generate revenue for the municipality through taxes, fees, and other sources. This revenue can be used to fund infrastructure projects, public services, and other initiatives that benefit the local community.
- **Increased investment:** Industrial development can attract investment to the municipality, which can help to stimulate economic growth and create new opportunities for local residents.
- **Improved infrastructure:** Industrial development can require investments in infrastructure such as roads, utilities, and public transportation. These improvements can benefit the local community as well as businesses.
- **Diversification:** The industrial sector can help to diversify the economy of the municipality, reducing its reliance on a single sector and making it more resilient to economic shocks.

Overall, industrial development in uMngeni Municipality has the potential to bring significant economic benefits, but it is important to ensure that it is carried out in a sustainable and responsible manner that takes into account the needs of the local community and the environment. For detailed proposed programmes/projects targeting manufacturing/industrial development reference should be made to the Implementation Plan of the municipal LED Strategy Review in Annexure J.5 and the Agricultural Development Strategy as annexure J.9.

6.1.3.2 Local Economic Development SWOT Analysis and Key Challenges

Local Economic Development SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
▪ Strategic location advantageous for tourism and economic development. ▪ Second highest total production output in the uMgungundlovu district. ▪ Diversified economy with good transportation linkages, particularly the N3 highway connecting KwaZulu Natal to Gauteng. ▪ Opportunities for development in tourism, services, manufacturing, and agriculture. ▪ Favourable climate for tourism and agriculture.	▪ Lack of enforcement of by-laws and challenges in attracting investors for tourism development. ▪ Limited initiatives to create a conducive business environment. ▪ Poor linkages between stakeholders in the agricultural value chain and limited communication between key groups like informal traders and commercial farmers. ▪ Inadequate infrastructure to support increased agricultural production among small-scale and emerging farmers. ▪ Limited access to funding and international markets for SMMEs.	▪ Potential for poverty reduction through agricultural projects and agri-processing. ▪ Opportunities to grow employment and diversify land use while improving living standards. ▪ Untapped opportunities in the manufacturing sector to develop new value chains, including renewable energy. ▪ Potential for beneficial agricultural products and strategic alliances with stakeholders. ▪ Potential to utilize UMEDA as a Special Purpose Vehicle for large-scale economic projects.	▪ Service delivery issues, particularly the lack of basic services, which hampers economic development. ▪ Funding constraints and limited investment in necessary infrastructure. ▪ Political instability and potential for riots. ▪ Cumbersome planning legislation and the burden of adapting to frequently changing laws.

Local Economic Development challenges

The following challenges were identified for local economic development in uMngeni:

Agriculture: support for small-scale and emerging farmers, links to markets, financial support, skills development, government subsidies, efficient water and electricity supply, infrastructure improvement, redevelopment of vacant farms, growth of agri-processing industries, value-adding approaches, fast-track land reform processes and better coordination among all parties critical to agricultural development.

Manufacturing: Government support, technical training, leveraging national incentives and funds, clear vision for the sector, promotion of investment in new technology, zoned industrial space, investment promotion, diversification, manufacturing of renewable energy products and the regeneration of vacant or under-utilized industrial space.

Tourism: Infrastructure improvement; proper market stalls; upgrading of tourism information centre; building of road infrastructures; aggressive marketing; access to funding; increase in number of lodges and grading of accommodation facilities; promotion of rural and township tourism, arts & culture; support for township tourism, comprehensive nodal tourism research, expansion of business and event tourism, marketing of the region.

Small Business Development: Access to finance, skills development, community support, partnership with the municipality, enhancement of local procurement, business support and financial assistance, street lighting, training and capacity building, access to business licences, provision of street trading facilities, consultation with informal traders and linking to the value chain of manufacturing, tourism, and agriculture.

Cross-Cutting Gaps or Needs: access to funding, improvement of intergovernmental relations and coordination, strengthening of public-private partnerships, reduction of red-tape, and efficient project and financial management for LED initiatives. Skills development and training are also critical.

Thus, to address these challenges, a multi-faceted approach is needed, including investment in infrastructure development, targeted support for small and medium-sized enterprises, and initiatives to improve access to education and training programs. It is also important to foster partnerships between the public and private sectors to drive economic development in the municipality.

ICT Challenges

The use of information and communication technologies has the potential to boost uMngeni' competitiveness across almost all of the country's industries and service sectors. Previous issues, such as inadequate telecommunication linkages such as poor cell phone coverage, were among the factors that had a significant negative impact on the marketing potential of individual businesses. There is a need for the development of a comprehensive ICT infrastructure plan for better connectivity. Financial support and incentives for businesses to boost their digital capabilities as well as partnerships with ICT service providers for affordable and reliable services is also required.

Moreover, the LED strategy identifies the need for more: training programmes in digital literacy and ICT skills; the promotion of digital platforms for business and government services; the establishment of technology hubs and incubators to foster innovation; development of a digital strategy incorporating AI, Blockchain, and IoT; and collaborative efforts with universities and other municipalities. In order to accomplish this goal, the local municipality ought to establish ties with local and international partners from both the public and private sector. Implementing these interventions will not only improve the municipality's competitiveness but also drive economic growth and improve the quality of life for residents by enhancing access to information, services, and opportunities.

6.1.4 Strategic programme responses

- Growing partnerships for research, innovation & employment
- Support local Businesses & business development
- Encourage entrepreneurship and skills development
- Invest in Resilient Economic Infrastructure
- Focus on sustainability
- Develop tourism, arts and crafts
- Foster a strong sense of community

Like many small municipalities in South Africa the uMngeni Municipality has challenges with infrastructure maintenance and the

provision of bulk infrastructure that supports or promotes socio-economic development. The municipality lacks sufficient finances to make the large-scale investments into bulk infrastructure such as roads, storm water, sanitation, electricity and waste management. The once off capital outlay or financial burden placed on expensive loans limits the ability of the municipality to adequately invest in infrastructure in a way that stops the depreciation of assets to a comprised state or to sufficiently support socio-economic development. As such, to fast-track infrastructure development and revitalization that supports socio-economic growth and stability, the uMngeni Municipality has created an Incentive Policy to encourage private sector partnerships and investment.

This involves three pillars of synergy, including: (1) partnering with the private sector to improving the quality of life of all residents including the targeting of disadvantaged area. (2) Fast-tracking development programmes/projects that are catalytic and provide catalytic infrastructure. (3) Facilitating job creation, upskilling, revenue growth, sustainable human settlements, and effective planning and environmental management.

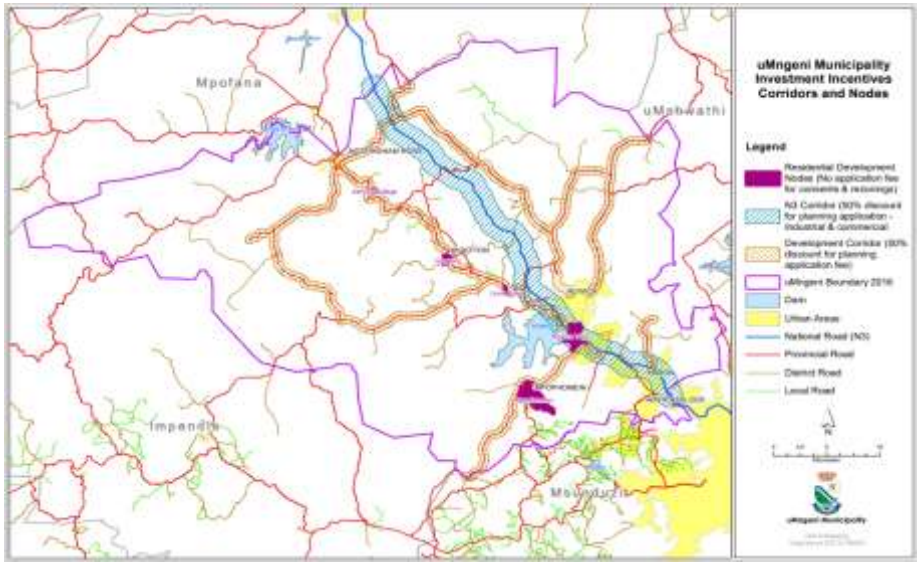




CORRIDOR AND NODAL INCENTIVES

In addition to the financial incentives that will be implemented, the municipality will also implement additional incentives aimed at reviving residential development nodes and corridors.

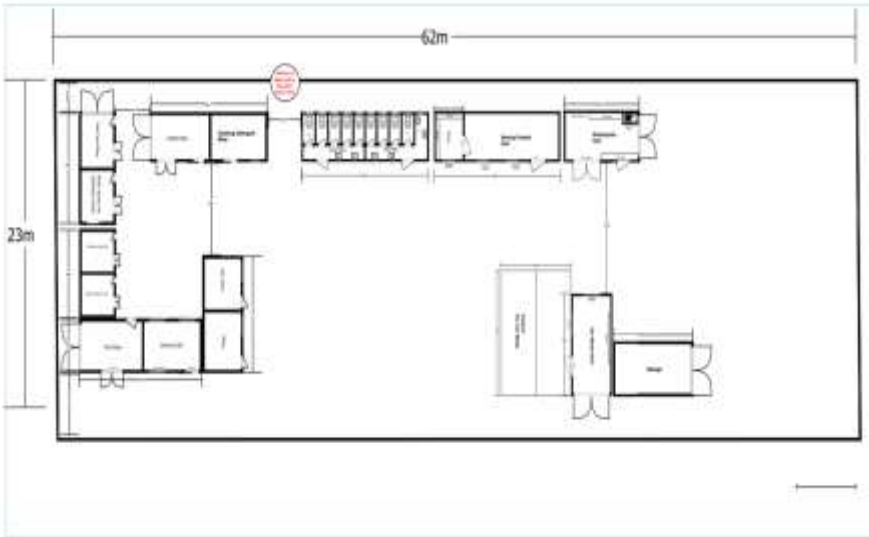
Corridor/ nodes	Incentive	Applicable areas
Residential development nodes	No application fee for consents & rezonings.	Mpophomeni, Howick, West, Lions River, Lidgetton, Zenzani Village & Merrivale
N3 Corridor	50% discount for industrial & commercial applications	500m from the road centreon either side of the N3 primary corridor
Development corridors	50% discounts for consent and rezonings	Kaddoof, Curry's post, Dargle, Hilton College, R103. R617 500m from the road centre on either side of the N3 secondary corridor
Industrial Zones	50% discount for industrial	Merrivale Industrial area Midmar Industrial area



Underutilised land/infrastructure for LED repurposing

Mpophomeni Informal Traders Complex

Mpophomeni Informal Trading Complex - Container lay out design

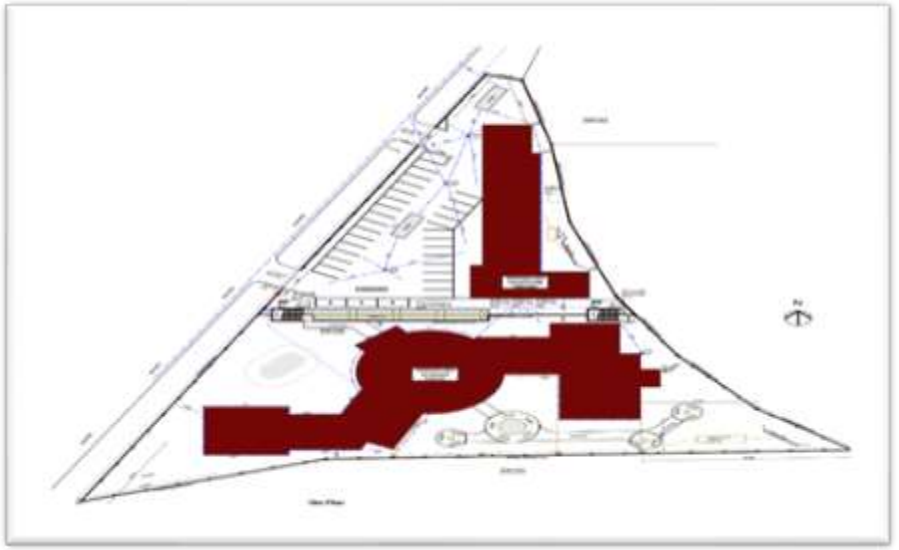


The uMngeni municipality is spearheading a project in Mpophomeni to establish a trading complex on municipally owned land, supporting local township businesses with essential infrastructure. This initiative will encompass a variety of economic activities, including spaza shops, street vending, hair salons, taverns, food outlets, and car washes. These businesses are primarily micro-enterprises with low capital and skill levels, usually situated along key transport routes. The project's

objective is to incorporate these enterprises into upstream and downstream value chains, enhancing the area's competitive and comparative advantages. By creating a local business support centre, the initiative will provide resources for the informal economy and small businesses, encouraging entrepreneurship and economic activity. The municipality, in collaboration with EDREA, has co-funded the project with a total value of R3.2 million.

uMngeni incubation facility project

Small, Medium and Micro Enterprises (SMMEs) in South Africa play a significant role towards employment, income generation and poverty alleviation in the country. However, many have been found to fail withing five years of their establishment. This is mainly attributed to two common factors, that is, a lack of a sound strategic plan as well as a lack of financial resources. Small businesses and entrepreneurs need assistance to survive in competitive sectors and disruptive marketplaces. As such, business incubators play an important role of evening the odds by providing professional mentoring, assistance, and guidance to start-ups. Early-stage small businesses can greatly benefit from the services offered by business incubators. Nonetheless, despite this, the country is desperately short of incubators with incubators concentrated in a few areas. If the SMME sector is to play its full role in creating jobs and stimulating the economy, the nation will need more incubators spread throughout more regions.

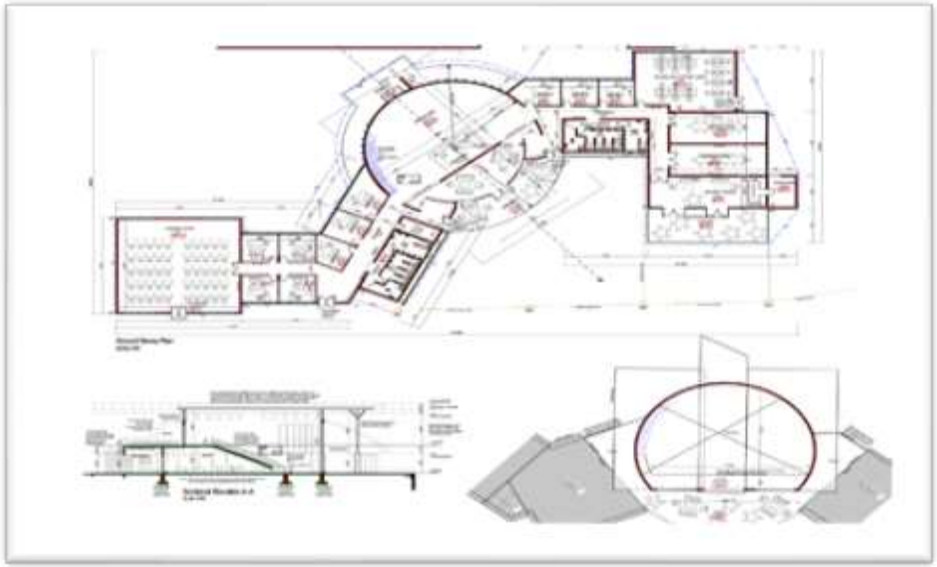


Similar to many municipalities in the country, uMngeni Municipality does not have a dedicated incubation facility to help grow small business start-ups to fully establish successful enterprises. A dedicated and functional multi-sector incubator could assist participating businesses in the locality to gain from networking possibilities, low-cost office space, mentorship and links with other businesses and potential funders. As such, the uMngeni Municipality SMME & Cooperatives Strategy as well as the LED Strategy identify an SMME Incubation Facility as one of the projects that the Municipality

has initiated its planning processes in order to promote the growth of SMME's. The municipality has thus identified a site for the establishment of the facility and conducted a feasibility study and architectural designs for the incubation facility which is currently still in the planning phase.

Mpophomeni Nodal Development

The Mpophomeni nodal development is identified as one of the municipality's catalytic projects essential to address the spatial and economic disparities inherited from apartheid social engineering, as this is a crucial step towards achieving sustainable development and social equity. The proposed nodal plan for Mpophomeni, commissioned by the Municipality and the KZN Department of Co-operative Governance and Traditional Affairs, is an excellent initiative towards this goal. The plan focuses on providing clear planning guidelines and directing future development decisions critical in ensuring sustainable and equitable growth for the area. By increasing property values, attracting private investment and creating job opportunities, the nodal plan has the potential to uplift the community of Mpophomeni and surrounding areas significantly.





The renovation of the Mpophomeni Museum and street landscaping is also an important catalytic project that can further stimulate the area's economic growth and development. However, funding is crucial for the successful implementation of the nodal plan and the projects therein. All spheres of government and the private sector should contribute to the plan's funding to ensure its successful implementation and the realization of its potential benefits.

Howick Falls Development



The Howick Falls precinct project is one of the municipality's major catalytic projects which has the potential to boost the tourism sector and stimulate the local economy. Over the years, the precinct infrastructure and appearance has deteriorated resulting in a significant loss in the number of tourists who visit the site. This has also affected local businesses around the precinct evident in the number of businesses that have closed their doors, particularly around the Howick Falls which is one of the key tourism attractions in Howick. The precinct has businesses ranging from a hotel, merchandizing shops, arts and craft shops, a museum, restaurants, and local crafters. This project is under implementation and will benefit informal traders through the rebuild of new trading stalls for the local crafters located on site.



6.1.5 EASE OF DOING BUSINESS / RED TAPE REDUCTION

Red tape refers to the excessive bureaucracy, regulations, and procedures that businesses must navigate to start and operate. Red tape can create delays, increase costs, and discourage entrepreneurs from starting or expanding their businesses. This has implications for the municipality and can pose significant obstacles to business development and economic growth. The municipality has partnered with the KZN Economic Development, Tourism and Environmental Affairs department to develop strategies to reduce this red tape.

Outline Key Threats or Constraints Under Ease of Doing Business/ Red Tape Reduction

Key constraints under ease of doing business in uMngeni Local Municipality include:

- The shortage of bulk infrastructure for water and sanitation to support business investment.
- Inadequate investment in the maintenance of key road and storm water infrastructure to support business development.
- There is a shortage of market stalls in the towns.
- High dependency ratio, people not encouraged to create their own employment.
- The high rate of crime poses a threat to the long-term sustainability of the tourism sector.
- The rising socio-economic challenges.
- There is increasing incidence of foreigners taking over local businesses.
- There is very little circulation of money within the municipal boundaries.
- Budget allocation to the LED Unit is too restrictive.

There are various areas where the LM can improve to facilitate business development and promote better communication with stakeholders. Some of the key issues highlighted include a lack of infrastructure, slow processing times for applications and paperwork, poor database management, ineffective communication systems, and a lack of capacity to draw up basic documentation like lease agreements. The perceived incompetence of LM officials and the attitude of some officials towards their clients, residents, and businesses impact business development in the municipality. This highlights the need for

a change in the culture and mindset of those working in the LM to prioritize effective and professional service delivery.

Specific Interventions on Red Tape Reduction

It is important for the LM to address these challenges by implementing reforms and making necessary changes to policies and procedures. By reducing bureaucracy, streamlining processes, and improving communication and coordination, the LM can create a more favourable environment for businesses to operate and grow. Additionally, involving the community and stakeholders in the development process can help to foster better relationships and ensure that projects are implemented effectively and efficiently. This could be done through involving the community and retired population in addressing human resource challenges and promoting small businesses could be a valuable resource for the LM to tap into. Overall, there is a need for a comprehensive approach to address these constraints in order to promote economic growth and development in uMngeni Local Municipality. Specific interventions that could be implemented to address this issue, include:

- **Simplifying application and approval processes:** The municipality should review its application and approval processes to ensure that they are not excessively burdensome and time-consuming. They should be simplified and streamlined wherever possible.
- **Utilizing the online portal efficiently:** The municipality should ensure the continuous use of the online portal for business registration, licensing, and permit applications. This will simplify the process for businesses and reduce the need for physical visits to municipal offices.
- **Improve communication:** The municipality should improve its communication with the business community, especially with regard to updates on the status of applications and permits. This will help to reduce uncertainty and delays caused by a lack of communication.
- **Strengthen the local business environment:** The municipality should provide training and support to local businesses to help them grow and succeed. This could include business development workshops, mentoring programs, and access to funding. Along with implementing capacity building programs for women and youth, SMME's and Cooperatives, improving access to EPWP and CWP job opportunities and promoting greater procurement from local cooperatives and SMME's.
    - **Improve infrastructure:** The municipality should prioritize investment in critical infrastructure, such as roads, water,

and sanitation, to support business development. Along with setting minimum targets for the use of labor-intensive methods in infrastructure projects & develop a clear program for small contractor development.

- **Develop a dedicated business support unit:** The municipality should establish a dedicated business support unit to help businesses navigate the application and approval process, and to provide ongoing support and advice. Along with continuously reviewing and implementing the municipal incentives policy.
- **Monitor and evaluate progress:** The municipality should monitor and evaluate the impact of its red tape reduction initiatives to identify areas for improvement and ensure that they are achieving the desired outcomes.

By implementing these interventions, the municipality can reduce the burden of red tape on businesses and create a more conducive environment for investment and economic growth.

6.1.6 FUNDING AND IMPLEMENTATION

uMngeni Local Municipality recognises that the municipality's and government's role in economic development is part of a larger effort, but it is not the end goal in terms of fulfilling this mandate. In fact, the constitution assigns the responsibility for economic development to a larger community and society, implying that the government is primarily an enabler and facilitator of economic development. As a result, uMngeni has developed several strategies to foster economic development, including the Local Economic Development Strategy and the Agricultural Strategy. Over R2.4 million has been budgeted for local economic development initiatives in the financial year 2024/2025, with support for agriculture, tourism, SMME development and informal economy support.

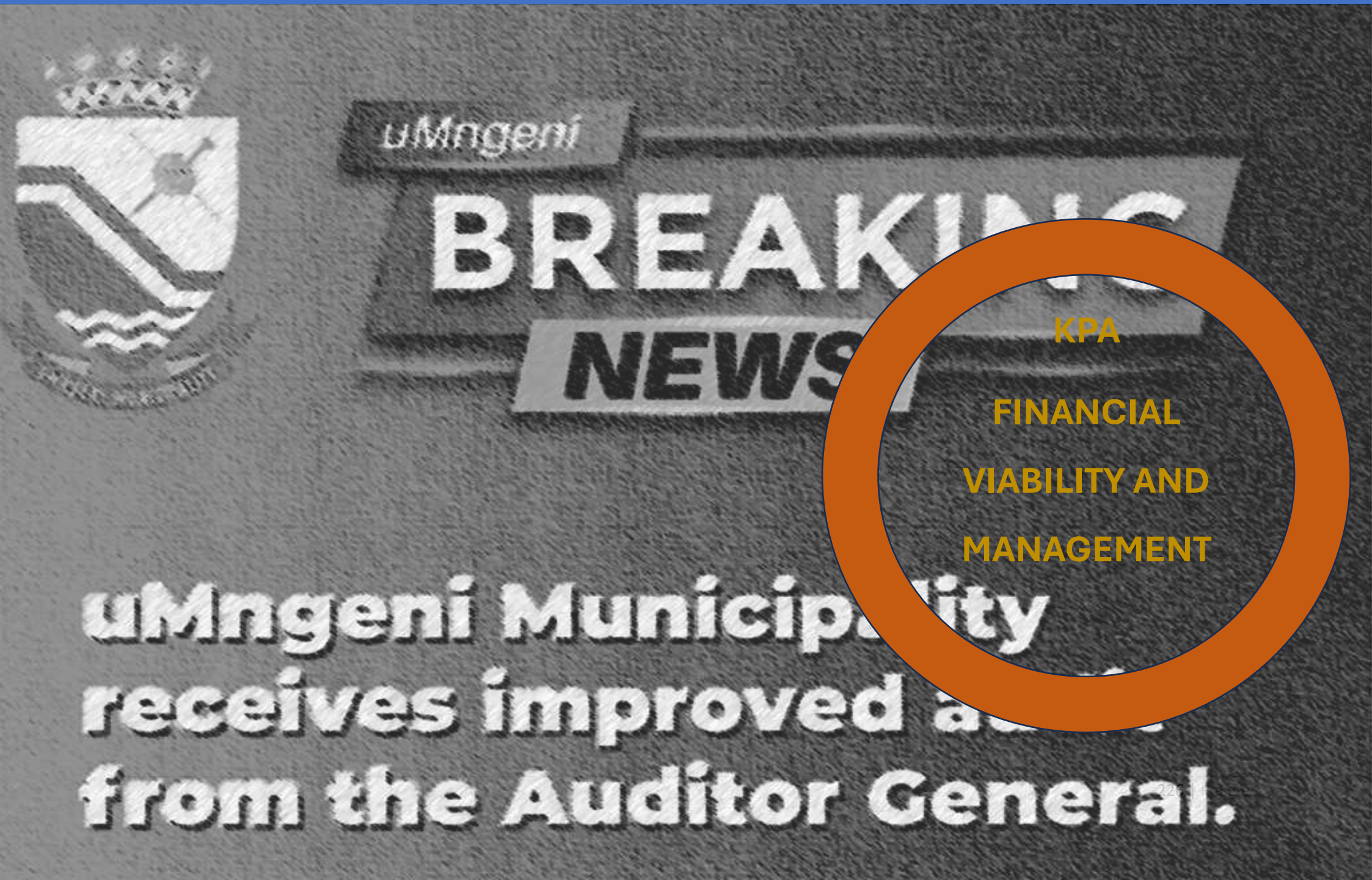
6.1.7 POTENTIAL EMPLOYMENT / JOB CREATION

The municipality wants fast to track the implementation of catalytic projects and programmes that will have the greatest and immediate impact on job creation, poverty reduction and business development. The municipality will provide support to the agriculture, tourism and manufacturing sectors to support value chain development that will enhance job opportunities. uMngeni anticipates that 100 job opportunities will be created in the 2024/2025 financial year as per the SDBIP. This will be achieved through new projects and programmes linked to the current local economic conditions that promotes economic development and facilitate the creation of meaningful employment.

Expanded Public Works Programme (EPWP)

There is a need for an increasing interfacing between the formal economy and the informal economy, one through measures such as equipping people in the informal sector with skills and extending job creation and public services through the expanded public works programmes (EPWP).

EPWP is a key government initiative, which contributes to Governments Policy Priorities in terms of decent work and sustainable livelihoods; education; health; rural development; food security and land reform and the fight against crime and corruption. EPWP subscribes to outcome 4 which states “Decent employment through inclusive economic growth. The EPWP has its origins in Growth and Development Summit (GDS) of 2003, at which ‘more jobs, better jobs, decent work for all’ was one of the four themes adopted. The GDS agreed that public works programmes ‘can provide poverty and income relief through temporary work for the unemployed to carry out socially useful activities.


uMngeni
BREAKING
NEWS
KPA
FINANCIAL
VIABILITY AND
MANAGEMENT
uMngeni Municipality
receives improved audit
from the Auditor General.

7.1 FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

7.1.1 Capital Funding and Expenditure

In the forthcoming three fiscal years, uMngeni Municipality's financial projections underscore a commitment to strategic development and responsive governance as laid out in the Integrated Development Plan (IDP). The total budget, a substantial R2.11 billion, is a testament to the municipality's robust fiscal strategy to enhance service delivery and stimulate economic growth.

The capital budget, a key component of the municipality's financial allocation, is strategically focused on IDP priorities. In 2024/2025, the R82.08 million capital expenditure represents 12.4% of the year's total budget of R660.24 million, indicating a deliberate investment in foundational infrastructure. The following year's capital budget is projected at R78.32 million or 11.14% of the estimated R702.91 million total budget. By 2026/2027, capital investment will slightly rise to R81.99 million, constituting approximately 10.90% of the forecasted R752.31 million budget.

These calculated capital expenditures, totalling R242.39 million over the Medium-Term Revenue and Expenditure Framework (MTERF), echo the municipality's strategic approach to resource allocation, ensuring that 11.4% of the total budget directly fuels the IDP's strategic objectives. The earmarked capital investments are directed towards enhancing infrastructure, like road improvements, upgrading public lighting for increased security and energy efficiency, and acquiring essential transport and machinery, which are integral to municipal operations.

The capital investments are intended to significantly uplift the living standards of the municipality's residents, spur economic vitality, and promote sustainable environmental practices. The three-year financial forecast anticipates surpluses, reflecting the municipality's fiscal prudence and commitment to ensuring the sustainability of its strategic investments. This careful planning underpins the municipality's resilience and capacity to meet both immediate needs and long-term aspirations, as set out in the IDP.

Table 24: Capital Expenditure for previous years

KZN222 uMngeni - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding											
Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure - Vote											
Multi-year expenditure *to be appropriated*	2										
Vote 1 - EXECUTIVE AND COUNCIL		–	256	227	1,100	824	824	194	350	366	383
Vote 2 - BUDGET AND TREASURY		889	279	441	200	700	700	146	700	732	765
Vote 3 - CORPORATE SERVICES		–	903	734	450	402	402	158	350	366	383
Vote 4 - Planning Services		14,091	164	331	300	300	300	218	100	105	109
Vote 5 - Community Services		–	4,961	1,239	780	780	780	160	450	471	492
Vote 6 - Technical Services		1,148	27,329	18,652	43,786	51,953	51,953	13,672	21,785	30,220	35,634
Capital multi-year expenditure sub-total		**16,127**	**33,893**	**21,624**	**46,616**	**54,958**	**54,958**	**14,549**	**23,735**	**32,259**	**37,765**
Single-year expenditure *to be appropriated*	2										
Vote 1 - EXECUTIVE AND COUNCIL		–	–	–	–	646	646	646	–	–	–
Vote 2 - BUDGET AND TREASURY		1,728	–	–	–	500	500	–	–	–	–
Vote 3 - CORPORATE SERVICES		12,839	–	–	631	–	–	–	–	–	–
Vote 4 - Planning Services		–	–	–	3,550	3,176	3,176	376	950	209	219
Vote 5 - Community Services		7,234	–	1,475	900	900	900	77	2,350	314	328
Vote 6 - Technical Services		2,955	–	36,281	32,120	33,447	33,447	22,060	43,289	37,391	35,167
Capital single-year expenditure sub-total		**24,756**	**–**	**37,756**	**37,202**	**38,669**	**38,669**	**23,159**	**46,589**	**37,914**	**35,714**
Total Capital Expenditure - Vote	3,7	**40,883**	**33,893**	**59,380**	**83,818**	**93,627**	**93,627**	**37,708**	**70,325**	**70,173**	**73,479**
Capital Expenditure - Functional											
Governance and administration		**2,207**	**1,055**	**2,877**	**2,381**	**3,072**	**3,072**	**1,144**	**1,400**	**1,464**	**1,530**
Executive and council		–	256	227	1,100	1,220	1,220	840	250	262	273
Finance and administration		2,207	799	2,650	1,281	1,602	1,602	304	1,050	1,098	1,148
Internal audit		–	–	–	–	250	250	–	100	105	109
Community and public safety		**21,511**	**2,092**	**1,239**	**1,580**	**1,580**	**1,580**	**237**	**1,250**	**628**	**656**
Community and social services		7,504	383	1,239	–	680	680	160	300	314	328
Sport and recreation		13,856	1,709	–	900	900	900	77	300	314	328
Public safety		–		–	680	–	–	–	650	–	–
Housing		152		–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–	–
Economic and environmental services		**16,250**	**19,267**	**36,767**	**55,770**	**61,468**	**61,468**	**29,301**	**48,505**	**49,786**	**52,849**
Planning and development		–	164	331	3,850	3,476	3,476	595	1,050	314	328
Road transport		16,250	19,103	36,436	51,920	57,991	57,991	28,706	47,455	49,472	52,522

KZN222 uMngeni - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Environmental protection		–	–	–	–	–	–	–	–	–	–
Trading services		**914**	**11,478**	**18,498**	**24,086**	**27,508**	**27,508**	**7,025**	**19,170**	**18,295**	**18,443**
Energy sources		914	11,478	18,498	22,486	23,407	23,407	5,124	15,620	16,046	16,093
Water management		–	–	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–	–
Waste management		–	–	–	1,600	4,101	4,101	1,901	3,550	2,249	2,350
Other		–	–	–	–	–	–	–	–	–	–
Total Capital Expenditure - Functional	3,7	**40,883**	**33,893**	**59,380**	**83,818**	**93,627**	**93,627**	**37,708**	**70,325**	**70,173**	**73,479**
Funded by:											
National Government		29,130	21,644	49,703	46,708	52,992	52,992	18,806	40,465	41,869	43,901
Provincial Government		–	–	–	1,400	1,400	1,400	–	750	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations) (Nat / Prov. Department Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educ Institutions)		–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital	4	**29,130**	**21,644**	**49,703**	**48,108**	**54,392**	**54,392**	**18,806**	**41,215**	**41,869**	**43,901**
Public contributions & donations	5	–	–	–	–	–	–	–	–	–	–
Borrowing	6	–	–	–	–	–	–	–	–	–	–
Internally generated funds		11,753	12,249	9,677	35,710	39,235	39,235	18,902	29,110	28,304	29,578
Total Capital Funding	7	**40,883**	**33,893**	**59,380**	**83,818**	**93,627**	**93,627**	**37,708**	**70,325**	**70,173**	**73,479**

7.1.2 Social and economic redress via indigent management

In 2005, the Social Sector Cluster approved the Municipal Indigent Policy Framework. Munimec approved guidelines for municipalities to use in implementing the national indigent policy in 2006. The framework was developed by the national government to guide the national initiative to improve indigents' lives and access to Free Basic Services. The guidelines for indigent policy give municipalities options for developing their policies. Municipalities offer a wide range of services to the poor. For example, providing services to businesses helps to run more efficiently, resulting in economic growth that benefits the poor in the long run. This policy focuses on providing essential services to the poor, which is a distinct but critical aspect of municipal work. The guidelines are specific to municipal Free Basic Services (FBS) programmes, which include free basic water, sanitation, energy, and refuse collection. Municipalities must tailor the guidelines to their specific circumstances. The uMngeni Council adopted its Indigent Policy in March 2022, with the goal of ensuring that people who live in impoverished households and cannot afford basic municipal services have access to free basic municipal services through a defined process. The monthly income threshold for uMngeni social package has been raised from R3500 to R5000 per month. Residents with no income or a combined household income of less than R5000 per month are eligible to register for 100 percent rate rebates, free 150kW basic electricity, and free refuse collection. Residents who are unable to pay for services and are classified as indigent households under the Municipality's Indigent Policy benefit from the social package. Only indigent people who have been registered are eligible for free basic services. The cost of serving indigent residents in the financial year 2024/2025 will be R700,000, with an overall cost of R2.2 million expected during the MTREF period. This translates into less than 1 percent of the MTREF aggregated budget. The social package for registered indigent households will be funded through the equitable share received in terms of Division of Revenue Act (DORA) which is projected to be R290.6 million in the medium term. In the financial year 2024/2025, there were 3026 registered residents who were registered as indigent, and uMngeni encourages all residents who meet the threshold to register at municipal offices. The process of updating the municipal indigent register has begun, and the number of people on the list is expected to grow in response to the new R5000 threshold afforded to residents. The Indigent Register is attached under Annexure J.16.

Table 25: Basic Service Delivery Measurement

KZN222 uMngeni - Table A10 Basic service delivery measurement										
Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
		Outcome	Outcome	Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Highest level of free service provided per household										
Property rates (R value threshold)		295,000	295,000	295,000	295,000	295,000	295,000	295,000	295,000	295,000
Water (kilolitres per household per month)		–	–	–	–	–	–	–	–	–
Sanitation (kilolitres per household per month)		–	–	–	–	–	–	–	–	–
Sanitation (Rand per household per month)		–	–	–	–	–	–	–	–	–
Electricity (kwh per household per month)		50	50	50	150	150	150	150	150	150
Refuse (average litres per week)		20	20	20	20	20	20	20	20	20
Revenue cost of subsidised services provided (R'000)	9									
Property rates (tariff adjustment) (impermissible values per section 17 of MPRA)		–	–	–	–	–	–	–	–	–
Property rates exemptions, reductions and rebates and impermissible values in excess of section 17 of MPRA)		(8,967)	(8,123)	110,792	67,507	67,507	67,507	134,561	140,751	147,225
Water (in excess of 6 kilolitres per indigent household per month)		–	–	–	–	–	–	–	–	–
Sanitation (in excess of free sanitation service to indigent households)		–	–	–	–	–	–	–	–	–
Electricity/other energy (in excess of 50 kwh per indigent household per month)		535	4	491	737	1,178	1,178	1,236	1,292	1,351
Refuse (in excess of one removal a week for indigent households)		6,318	5,107	3,033	7,731	4,672	4,672	4,901	5,126	5,357
Municipal Housing - rental rebates		–	–	–	–	–	–	–	–	–
Housing - top structure subsidies	6	–	–	–	–	–	–	–	–	–
Other		–	–	–	–	–	–	–	–	–
Total revenue cost of subsidised services provided		**(2,114)**	**(3,012)**	**114,315**	**75,975**	**73,357**	**73,357**	**140,697**	**147,170**	**153,933**

Basic Service Delivery Measurement

1. Table 25 provides an overview of service delivery levels, including backlogs (below minimum service level), for each of the main services.
2. The Municipality continues to make good progress with the eradication of backlogs:
    a. Electricity services – backlog has been reduced. All queries related to electricity are attended immediately i.e. our service provider is aware that queries must be attended to in a day to avoid customers fiddling with the meters.
    b. Refuse services – The Municipality collects the refuse removal every day.
3. The budget provides for 1677 households to be registered as indigent in 2024/25, and therefore entitled to receiving Free Basic Services.
4. It is anticipated that these Free Basic Services will cost the municipality R 1,2 thousand in 2024/2025.This is covered by the municipality's equitable share allocation from national government.
5. In addition to the Free Basic Services, the Municipality also 'gives' households R140,6million in free services in 2024/2025. This 'tax expenditure' needs to be seen within the context of the municipality's overall revenue management strategy – the more the municipality gives away, the less there is available to fund other services.

7.1.3 Revenue Raising Strategies

For uMngeni Municipality to continue enhancing the quality of services offered to its residents, it must generate the necessary revenue. In these challenging economic times, a municipality's financial viability depends on its ability to effectively manage its revenues. We are confronted with development backlogs and poverty. Consequentially, difficult decisions must be made concerning tariff increases and balancing expenditures with realistically anticipated revenues. The Municipality's revenue strategy is built around the following key components: National Treasury's guidelines (MFMA Budget Circular 112) and macroeconomic policy. Electricity tariff increases as approved by the National Energy Regulator of South Africa (NERSA). Achievement of full cost recovery of specific user charges especially in relation to electricity. Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service. The municipality's Property Rates Policy approved in terms of the Municipal

Property Rates Act, 2004 (Act 6 of 2004) (MPRA). Increase ability to extend new services and recover costs. The municipality's Indigent Policy and rendering of free basic services; and Tariff policies of the Municipality. The following table is a summary of the 2024/2025 MTREF (classified by main revenue source) in table 26 below.

Revenue generated from rates and service charges forms a significant percentage of the revenue basket for the Municipality. Rates and service charge revenues comprise more than two thirds of the total revenue mix. In the 2023/2024 financial year (adjusted budget), revenue from rates and services charges totalled R 423,1million. This increases to R 456,0 million, R 491,5 million and R491,5 million in the respective financial years of the MTREF. This growth can be mainly attributed to the new valuation roll and the increased share that the sale of electricity contributes to the total revenue mix, which in turn is due to rapid increases in the Eskom tariffs, for bulk electricity. As indicated in Table 27 below, property rates are the largest revenue source totalling 44 percent or R253,5million and increases to R265,9 million by 2024/2025. The second largest source is user charges for services which consists of sale of electricity and refuse removal charges.

Operating Grants & Subsidies are the third largest revenue source totalling 20 percent in 2023/2024 and is kept to 19 percent in 2024/2025. Departments have been urged to review the tariffs of items like building plan fees, connection fees, advertisements and permits and licenses on an annual basis to ensure they are cost reflective and market related. Operating grants and transfers totals R114,1 million in the 2023/2024 financial year and increase to R117,8 million by 2024/2025.

The following table is a breakdown of the funding composition of the 2024/25 medium-term capital programme:

Table 26:Source of Capital Revenue over the MTREF

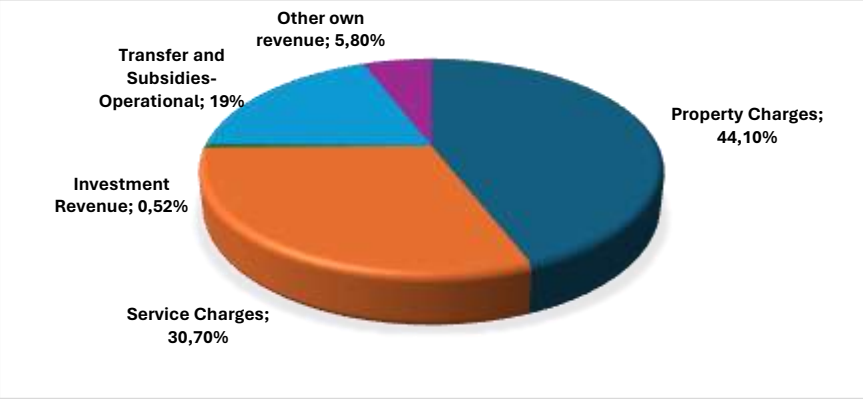
KZN222 uMngeni - Table A5 Budgeted Capital Expenditure by vote, functional classification and funding											
Vote Description	**Ref**	**2020/21**	**2021/22**	**2022/23**	**Current Year 2023/24**				**2024/25 Medium Term Revenue & Expenditure Framework**		
R thousand	1	**Audited Outcome**	**Audited Outcome**	**Audited Outcome**	**Original Budget**	**Adjusted Budget**	**Full Year Forecast**	**Pre-audit outcome**	**Budget Year 2024/25**	**Budget Year +1 2025/26**	**Budget Year +2 2026/27**
Funded by:											
National Government		29,130	21,644	49,703	46,708	52,992	52,992	18,806	40,465	41,869	43,901
Provincial Government		–	–	–	1,400	1,400	1,400	–	750	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations) (Nat / Provincial Department Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educ Institutions)		–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital	4	**29,130**	**21,644**	**49,703**	**48,108**	**54,392**	**54,392**	**18,806**	**41,215**	**41,869**	**43,901**
Public contributions & donations	5	–	–	–	–	–	–	–	–	–	–
Borrowing	6	–	–	–	–	–	–	–	–	–	–
Internally generated funds		11,753	12,249	9,677	35,710	39,235	39,235	18,902	29,110	28,304	29,578
Total Capital Funding	7	**40,883**	**33,893**	**59,380**	**83,818**	**93,627**	**93,627**	**37,708**	**70,325**	**70,173**	**73,479**

Capital grants and receipts equates to 59 per cent of the total funding source which represents R 41,2 million for the 2024/25 financial year and Increase to R 43,9 million or 60 per cent by 2026/27.

Table 27:Breakdpwn of operating revenue over MTREF

Description	2024/25 Medium Term Revenue & Expenditure Framework		
R thousands	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Financial Performance			
Property rates	267,990	280,317	293,212
Service charges	187,012	210,523	237,401
Investment revenue	3,178	3,324	3,474
Transfer and subsidies - Operational	115,580	118,696	123,977
Other own revenue	35,087	36,583	38,249
Total Revenue (excluding capital transfers and contributions)	**608,847**	**649,443**	**696,313**
Total Expenditure	**608,415**	**648,947**	**695,742**
Surplus/(Deficit)	**432**	**496**	**570**

Table 28:Breakdown of operating revenue over 2024/25 MTREF



The municipality depends on grants mostly (41.4%). The total projected income of R 608 847 million will Property Rates (44.1%), Service Charges (30.7%), Transfer and Subsidies- Operational (19%), investment revenue (0.5%), other own revenue (5.8%).

Services charges relating to electricity, water, sanitation and refuse removal constitutes the biggest component of the revenue basket of the City totalling R 187 million for the 2024/25 financial year.

Operational grants and subsidies amount to R115 million, R118 million and R123 million for each of the respective financial years of the MTREF, of operating revenue. It needs to be noted that in real terms the grants receipts from national government have decreased from the 2024/25 financial year by 23 per cent but increased by 3.3 per cent for 2025/26 and further increases by 4.8 per cent for 2026/27.

Section 13(2) of the MFMA requires that a municipality have a policy dealing with cash management and investment. The municipality's cash management and investment policy is developed within the framework of the MFMA. Investment revenue contributes significantly to the revenue base of the City with a budget allocation of R3.1 million, R3.2 million and R3.4 million for the respective three financial years of the 2024/25 MTREF. It needs to be noted that whilst a healthy working capital is important for a Municipality, the practise in this Municipality comes from a historical trend of utilising cash reserves to fund service delivery initiatives instead of generating interest returns.

The tables below provide detail investment information and investment particulars by maturity.

Table 29: Investment Information

KZN222 uMngeni - Supporting Table SA15 Investment particulars by type										
Investment type	**Ref**	**2020/21**	**2021/22**	**2022/23**	**Current Year 2023/24**			**2024/25 Medium Term Revenue & Expenditure Framework**		
		Audited Outcome	**Audited Outcome**	**Audited Outcome**	**Original Budget**	**Adjusted Budget**	**Full Year Forecast**	**Budget Year 2024/25**	**Budget Year +1 2025/26**	**Budget Year +2 2026/27**
R thousand										
Parent municipality										
Securities - National Government		–	–	–	–	–	–	–	–	–
Listed Corporate Bonds		–	–	–	–	–	–	–	–	–
Deposits - Bank		11,611	8,992	7,728	14,915	7,728	7,728	9,997	12,376	14,866
Municipality sub-total	1	**11,611**	**8,992**	**7,728**	**14,915**	**7,728**	**7,728**	**9,997**	**12,376**	**14,866**

Table 30: Investment Particulars by Maturity

KZN222 uMngeni - Supporting Table SA16 Investment particulars by maturity														
Investments by Maturity	**Ref**	**Period of Investment**	**Type of Investment**	**Capital Guarantee (Yes/ No)**	**Variable or Fixed interest rate**	**Interest Rate ³**	**Commission Paid (Rands)**	**Commission Recipient**	**Expiry date of investment**	**Opening balance**	**Interest to be realised**	**Partial / Premature Withdrawal (4)**	**Investment Top Up**	**Closing Balance**
Name of institution & investment ID	**1**	**Yrs./Months**												
Parent municipality														
ABSA		Months	Call							759,002.22	551,913.20	-42,988,497.32	54,242,959.00	**12,565,377.10**
FIRST NATIONAL BANK		Months	Call							6,936,375.10	276,563.42	-3,700,000.00	2,400,000.00	**5,912,938.52**
INVESTEC		Months	Call							38,022.01	129,759.41	-7,894,430.00	9,800,000.00	**2,073,351.42**
TOTAL INVESTMENTS AND INTEREST	1									**7,733,399.33**		**-54,582,927.32**	**66,442,959.00**	**20,551,667.04**

7.4 Revenue Protection (Debt Management)

Section 216 (1)(c) of the Constitution and Section 2 of the Municipal Finance Management Act (MFMA) enable the National Treasury to introduce uniform Treasury norms and standards to ensure sound and sustainable management of fiscal and financial affairs of municipalities and municipal entities. The National Treasury determined the formulas for every financial ratio in terms of Circular 71 The Municipality's ability to maintain adequate levels of revenue is hampered by non-payment by some municipal consumer debtors and losses from electricity theft, both of which pose serious threats to municipal sustainability and service delivery. Revenue protection and effective revenue management are thus critical for increasing revenue collection potential and reducing municipal consumer debt.

An aggressive revenue management framework has been implemented as part of the financial sustainability strategy to increase cash flow, not only from current billings but also from debtors who are more than 90 days past due. The strategy's goal is to simplify the revenue value chain by ensuring accurate billing, customer service, credit control, and debt collection.

Debt Collection Rate

The 2024/2025 MTREF has been informed by the planning principle of ensuring adequate cash reserves over the medium-term. The collection rate is 95% for all other revenue items except for Service Charges Electricity which is 93% for the projected year 2024/25.

The municipality maintained a robust collection rate above 90% throughout the period, showcasing the efficacy of its revenue collection strategies. With rates consistently high, peaking at 99% and currently at 92% in the last audited year (2022/23), the administration underscores its commitment to revenue maximization and financial sustainability.

Bad Debt Written-Off

The year under review has seen a remarkable fiscal prudence, with bad debts written off being at 0% against provisions in prior periods. The recent 1370% figure, though seemingly high, represents an increased vigilance in identifying and addressing long-standing receivables that are unlikely to be collected. This proactive approach ensures a more accurate reflection of the municipality’s financial health and is a step towards a more transparent and accountable financial management system.

Impairments

The impairment ratio, which measures the loss in value of property, plant and equipment, investment property, and intangible assets, has shown a notable increase from 0% in the initial two years to 1% in 2021/22 and subsequently 6% in 2022/23. Recognizing and addressing the causes of asset impairment is crucial for maintaining the municipality's financial health and ensuring that its asset portfolio remains robust and capable of supporting its operational needs.

Net Debtors Days

The municipality has shown a significant improvement in its net debtors days, achieving a swift collection time of 7 days from the initial 30 days in 2022/23. This exceptional performance signifies a remarkable improvement in operational efficiency and the administration's strong focus on cash flow management, vital for maintaining liquidity and funding essential services.

7.4.1 Debtors Age Analysis

To recover outstanding debt, the Municipality will transition from soft collection to hard collection by issuing summonses in accordance with legal procedures. Council will also write-off historic irrecoverable debt with the focus on debtors that are 150 days and older. The amount will be reported in the IDP Review. Below is an analysis of the outstanding consumer debtors as of 30 February 2022.

Table 31:Debtors Age Analysis

		Current	30 days	60 days	90 days	120 days	150 days	Total
1	Agricultural Properties	1,419,458.10	662,613.64	452,366.26	395,029.35	344,286.22	11,831,457.74	15,105,211.31
2	Business & Commercial Properties	2,707,111.07	1,053,822.02	495,600.22	470,649.05	447,462.93	29,414,632.33	34,589,277.62
3	Electricity	7,172,712.94	2,623,032.46	634,985.20	703,999.34	522,391.16	24,197,356.39	35,854,477.49
4	Industrial Properties	682,692.56	323,410.23	179,545.08	134,290.60	125,011.76	5,729,739.47	7,174,689.70
5	Mining and Quarry Properties	8,631.75	8,633.44	8,629.99	8,462.50	8,462.50	2,658,799.87	2,701,620.05
6	Public Benefit Organisation Properties	177,187.82	50,350.09	36,577.25	36,018.02	36,323.63	1,504,726.65	1,841,183.46
7	Public Service Infrastructure Properties	202,554.78	193,663.68	185,470.71	187,288.98	189,107.25	880,468.99	1,838,554.39
8	Public Service Purpose Properties	65,238.86	11,532.96	9,296.77	9,376.16	17,669.79	756,886.49	870,001.03
9	Refuse Removal	1,004,382.96	536,574.79	435,273.15	415,858.62	410,910.37	13,903,167.17	16,706,167.06
10	Rental	100,677.69	56,567.29	46,961.06	44,219.28	42,424.89	3,413,360.04	3,704,210.25
11	Residential Properties	13,148,641.83	5,029,862.11	2,963,240.35	2,523,634.98	2,424,458.22	93,077,453.98	119,167,291.47
12	Sundry Debtors	60,343.57	44,086.08	75,628.88	68,747.19	6,427.31	981,831.59	1,237,064.62
13	Vacant Land Properties	985,586.81	473,427.73	353,106.14	340,758.43	365,913.35	16,744,603.98	19,263,396.44
	Total	**27,735,220.74**	**11,067,576.52**	**5,876,681.06**	**5,338,332.50**	**4,940,849.38**	**205,094,484.69**	**260,053,144.89**

Repairs and Maintenance

The municipality's allocation for repairs and maintenance, as a percentage of the carrying value of property, plant, and equipment, and investment property, is another critical indicator of its commitment to preserving its asset base. With an ideal benchmark set at 8%, the reported figures of 2% in 2020/21, 3% in 2021/22, and 3% in 2022/23 over the past three years highlight a significant underinvestment in maintaining the municipality's assets. Such low spending on repairs and maintenance can lead to the accelerated deterioration of assets and potentially higher future costs due to more extensive repairs or the need for premature replacement.

During the compilation of the 2024/2025 MTREF operational repairs and maintenance was identified as a strategic imperative owing to the aging of the Municipality’s infrastructure and historic deferred maintenance. The total allocation for Repairs and Maintenance for 2024/2025 equates to R35,2m.

Table 32: Repairs and Maintenance by Expenditure

KZN222 uMngeni - Supporting Table SA1 Supportinging detail to 'Budgeted Financial Performance'											
Description	**Ref**	**Audited Outcome**	**Audited Outcome**	**Audited Outcome**	**Original Budget**	**Adjusted Budget**	**Full Year Forecast**	**Pre-audit outcome**	**Budget Year 2024/25**	**Budget Year +1 2025/26**	**Budget Year +2 2026/27**
Repairs and Maintenance by Expenditure Item	8										
Employee related costs		–	–	–	–	–	–	–	–	–	–
Inventory Consumed (Project Maintenance)		82	154	341	500	875	875	356	800	837	875
Contracted Services		17,271	29,461	28,299	26,677	30,087	30,087	16,547	34,068	35,635	37,274
Other Expenditure		65	115	71	400	665	665	515	400	418	438
Total Repairs and Maintenance Expenditure	9	17,417	29,730	28,710	27,577	31,627	31,627	17,418	35,268	36,890	38,587

Financial Ratios

Steady management in remuneration and contracted services expenses within norms signifies controlled operational expenditure. The drop in revenue growth and increase in irregular expenditure are areas of concern. Strengthening financial governance, enhancing revenue collection methods, and implementing strict expenditure monitoring will help in addressing these issues effectively.

The municipality's ability to exceed capital and operating expenditure budget implementation indicators in earlier years shows strong budgetary control and efficient fund utilization. The decline in internally funded capital expenditure highlights a growing reliance on external grants. Encouraging local economic development to boost own-source revenue and judicious use of external funding will help maintain financial autonomy.

uMngeni Municipality's financial performance, while showing areas of concern, also reflects a number of positive aspects, including prudent fiscal management, operational efficiency, and effective revenue collection strategies. Addressing the highlighted concerns with realistic and strategic solutions will further strengthen the municipality's financial position, ensuring sustainable growth and improved service delivery to the residents.

Table 33: Financial Ratios

Ratio Analysis Report		Norm	Audited 2021	Audited 2022	Audited 2023
FINANCIAL POSITION					
Asset Management/Utilisation					
1	Capital Expenditure to Total Expenditure	*10% - 20%*	*7%*	*6%*	*9%*
2	Impairment of Property, Plant and Equipment, Investment Property and Intangible assets (Carrying Value)	*0%*	*0%*	*1%*	*6%*
3	Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property (Carrying Value)	*8%*	*2%*	*3%*	*3%*
Debtors Management					
1	Collection Rate	*95%*	*99%*	*97%*	*92%*

Ratio Analysis Report		Norm	Audited 2021	Audited 2022	Audited 2023
2	Bad Debts Written-off as % of Provision for Bad Debt	*100%*	*0%*	*0%*	*1370%*
3	Net Debtors Days	*30 days*	*-31 days*	*36 days*	*7 days*
Liquidity Management					
1	Cash / Cost Coverage Ratio (Excl. Unspent Conditional Grants)	*1 - 3 Months*	*1 Month*	*0 Month*	*0 Month*
2	Current Ratio	*1.5 - 2:1*	*1,02*	*1,18*	*1:092*
Liability Management					
1	Capital Cost(Interest Paid and Redemption) as a % of Total Operating Expenditure	*6% - 8%*	*3%*	*2%*	*1%*
2	Debt (Total Borrowings) / Revenue	*45%*	*4%*	*3%*	*0%*
FINANCIAL PERFORMANCE					
Efficiency					
1	Net Operating Surplus Margin	*= or > 0%*	*2%*	*7%*	*11%*

Ratio Analysis Report		Norm	Audited 2021	Audited 2022	Audited 2023
2	Net Surplus /Deficit Electricity	*0% - 15%*	*-55%*	*-55%*	*-59%*
3	Net Surplus /Deficit Water	*= or > 0%*	*N/A*	*N/A*	*n/a*
4	Net Surplus /Deficit Refuse	*= or > 0%*	*-36%*	*-36%*	*40%*
5	Net Surplus /Deficit Sanitation and Wastewater	*= or > 0%*	*N/A*	*N/A*	
Distribution Losses					
1	Electricity Distribution Losses (Percentage)	*7% - 10%*	*7%*	*7%*	*24%*
2	Water Distribution Losses (Percentage)	*15% - 30%*	*N/A*	*N/A*	
Revenue Management					
1	Growth in Number of Active Consumer Accounts	*None*	*0%*	*0%*	*8%*
2	Revenue Growth (%)	*= CPI*	*12%*	*6%*	*6%*

Ratio Analysis Report		Norm	Audited 2021	Audited 2022	Audited 2023
3	Revenue Growth (%) - Excluding capital grants	*= CPI*	*11%*	*9%*	*0%*
Expenditure Management					
1	Creditors Payment Period (Trade Creditors)	*30 days*	*21 days*	*19 days*	*23 days*
2	Irregular, Fruitless and Wasteful and Unauthorised Expenditure / Total Operating Expenditure	*0%*	*1%*	*0%*	*36%*
3	Remuneration as % of Total Operating Expenditure	*25% - 40%*	*25%*	*26%*	*25%*
4	Contracted Services % of Total Operating Expenditure	*2% - 5%*	*16%*	*18%*	*15%*
Grant Dependency					
1	Own funded Capital Expenditure (Internally generated funds + Borrowings) to Total Capital Expenditure	*None*	*53%*	*58%*	*11%*
2	Own funded Capital Expenditure (Internally Generated Funds) to Total Capital Expenditure	*None*	*21%*	*29%*	*19%*
3	Own Source Revenue to Total Operating Revenue(Including Agency Revenue)	*None*	*77%*	*78%*	*89%*
BUDGET IMPLEMENTATION					
1	Capital Expenditure Budget Implementation Indicator	*95% - 100%*	*105%*	*90%*	*88%*
2	Operating Expenditure Budget Implementation Indicator	*95% - 100%*	*105%*	*105%*	*118%*
3	Operating Revenue Budget	*95% - 100%*	*95%*	*100%*	*92%*

Ratio Analysis Report		Norm	Audited 2021	Audited 2022	Audited 2023
	Implementation Indicator				
4	Service Charges and Property Rates Revenue Budget Implementation Indicator	*95% - 100%*	*86%*	*93%*	*90%*

7.5 Financial Management

Municipal financial management entails overseeing a number of interconnected components, including planning and budgeting, revenue, cash and expenditure management, procurement, asset management, reporting, and oversight. Each component helps to ensure that municipal spending is developmental, effective, and efficient, and that municipalities can be held accountable. The municipal manager is responsible for the financial management of the municipality, ultimately ensuring that all financial systems are in place and are properly maintained. Ensuring efficient and effective supply chain management and financial viability are two crucial components of uMngeni financial management.

7.5.1 Supply Chain Management

The Municipal Finance Management Act, Section 111, mandates that each municipality adopt and enforce a supply chain management strategy that complies with the Act's requirements. Supply chain management is strategic to the quest for improving service delivery in uMngeni. The uMngeni Council approved its SCM Policy as part of the budget process for the 2022/2023 financial year. The primary goal of the policy is to ensure secure and safe supplies in the municipality as well as local content, which describes small businesses and medium-size companies that make up the community.

The Council's goal is to improve service delivery in uMngeni by implementing SCM policy measures that prioritise local businesses in the delivery of basic services. Each of the bid committees has been established and is operating normally. The stipulated turnaround time of ninety days for tender awards will be included as a performance measure for the Chief Financial Officer and has been included in the organisational SDBIP for the 2024/2025 financial year. This will help improve delays in the awarding of tenders and the execution of contracts. Before the beginning of the next financial year, 2024/2025 Procurement Plans will be completed by all departments and tabled to EXCO and Council. The Auditor's Report identifies Unauthorized, Irregular, Fruitless, and Wasteful Expenditures (UIFW) as a municipal concern related to SCM processes. The AG Action

has established actions and timeframes to address these issues. The following initiatives have been implemented to solve SCM Unit challenges:

- MANCO reporting on performance of service providers
- Review all awards for 2024/2025 for compliance with SCM and related procurement laws and regulations.
- Record all non-compliance identified in the UIFW register.
- Submit UIFW register to Internal Audit and MANCO for review.
- Develop standard operating procedures for accounting for UIFW in line with MFMA and SCM regulations.

7.5.2 Financial Viability /sustainability

The National Treasury defines financial viability as the municipal budget's sustainability and whether the municipality is able to meet its expenditure commitments from its own revenues and transfers, allowing for dependency. A municipality that is financially unviable is one that is not self-sufficient or relies on grants. As at the end of June 2023, the Cash/Cost Ratio was one month, which could be improved to be above the norm. The Current Ratio of 0.74 is below the accepted standard of 1:5 – 2:1 and could be improved by considering re-amortisation of long-term loans and selling any capital assets that are not generating a return on investment. If a Municipality has less than 100 percent Cash Reserves, it could negatively impact the Municipality's ability to comply with the conditions for creating the Reserves and on its ability to fund current and future operations. The Municipality Level of Cash Backed Reserves as of June 2023 was sitting at 15 percent and this needs to improve.

7.6 Loans / borrowings and grant dependency

The MFMA specifies that borrowing can only be utilised to fund capital or refinancing of borrowing in certain conditions. The Municipality engages in a number of financings arrangements to minimise its interest rate costs and risk. However, for simplicity the 2024/2025 MTREF assumes that all borrowings are undertaken using fixed interest rates for amortisation style loans requiring both regular principal and interest payments. As part of the compilation of the 2024/2025 MTREF the potential of smoothing out the debt profile over the long term will be investigates.

Capital expenditure in local government can be funded by capital grants, own source revenue and long-term borrowing. The ability of the municipality to raise long-term borrowing is largely dependent on its creditworthiness and financial position. The ability of the municipality to take on additional financing from borrowing to invest in infrastructure projects can be calculated utilising the Capital Cost and Debt ratios. Capital Cost ratio indicates the cost required to service the borrowing and assesses the borrowing or payment obligation expressed as a percentage of Total Operating Expenditure. The Debt ratio on the other hand indicates the extent of Total Borrowings in relation to Total Operating Revenue. It

indicates short- and long-term debt financing relative to operating revenue of the municipality and should be considered within the cash flow requirements of the Municipality. Based on the latest audited financial statement, the Municipality does have the capacity to borrow additional.

Table 34: Municipal Borrowings

KZN222 uMngeni - Supporting Table SA17 Borrowing										
Borrowing - Categorised by type	**Ref**	**2020/21**	**2021/22**	**2022/23**	**Current Year 2023/24**			**2024/25 Medium Term Revenue & Expenditure Framework**		
R thousand		**Audited Outcome**	**Audited Outcome**	**Audited Outcome**	**Original Budget**	**Adjusted Budget**	**Full Year Forecast**	**Budget Year 2024/25**	**Budget Year +1 2025/26**	**Budget Year +2 2026/27**
Parent municipality										
Annuity and Bullet Loans		9,662	7,362	9,992	–	–	–	–	–	–
Municipality sub-total	1	**10,973**	**7,836**	**9,992**	**–**	**–**	**–**	**–**	**–**	**–**
Total Borrowing	1	**10,973**	**7,836**	**9,992**	**–**	**–**	**–**	**–**	**–**	**–**

There are no unspent borrowing from the previous financial years. In terms of the municipality's Borrowing and Investments Policy, borrowings are only drawn down once the expenditure has been incurred against the particular project. Unspent borrowing is ring-fenced and reconciled on a monthly basis to ensure no unnecessary liabilities are incurred.

Note: The financial plan is attached as annexure J.21

7.7 Auditor General's opinion

The Auditor-General's (AG) report on uMngeni Municipality for the 2022-23 financial year presents a multi-faceted view of the municipality's performance. Despite facing challenges, the report acknowledges the continuous efforts made towards improvement and the municipality's unwavering commitment to its development objectives as outlined in the Integrated Development Plan (IDP).

The municipality retained an unqualified audit opinion, which remains consistent with the prior year's results. This indicates that, while there are findings, the municipality's financial statements present a fair and appropriate view of its financial position. Furthermore, the AG highlights a reduction in the number of compliance findings, reflecting an incremental progression in financial governance.

Notably, material statements identified in the submitted financial statements were duly corrected, signifying responsive action by management when issues were flagged. Additionally, recommendations by the AG from previous years have been actioned, demonstrating a responsive and adaptive leadership focused on continuous enhancement of financial practices.

Regarding performance management, while challenges remain, there are no significant deficiencies in the overall presentation of performance information in the annual performance report. This suggests a level of robustness in the municipality's performance reporting that stakeholders can have confidence in.

The municipality continues to focus on tightening its compliance with legislation, as evidenced by the decrease in compliance findings. This indicates a positive trend towards better adherence to statutory regulations and procedures.

The report details expenditure on consultants, recognizing the municipality's attempts to balance the need for specialist skills with cost containment strategies. There is a commitment to reduce dependency on consultants by fostering skills development within the municipality.

In terms of budget management, the AG's assessment of the municipality's financial health calls for strategic financial management. Although there are concerns, it is worth noting that the municipality is actively engaging with these challenges and is committed to achieving a favourable financial position.

7.8 Financial Viability & Management: Swot Analysis And Key Challenges

7.8.1 Financial Viability & Management SWOT Analysis

Table 35: Financial Viability & Management SWOT Analysis

STRENGTHS	WEAKNESSES	OPPORTUNITIES	THREATS
▪ Reliable and stable rates income base. ▪ Good audit opinions ▪ Creditors payment period is within the norm. ▪ The budget is fully funded . ▪ A debt ratio of 4% is well below the norm of 60%. ▪ Growth in number of consumers ▪ Projected increase in capital expenditure in the MTERF period	▪ Dependency on MIG funding for capital projects. ▪ Slow SCM processes. ▪ High debtors' book. ▪ Poor current ratio. ▪ Lack of access to buy electricity due to centralisation of services. ▪ Inaccurate property rates categorisation. ▪ Inaccurate billing. ▪ Late issuing of statements. ▪ Outdated indigent list. ▪ Unaffordability by some residents to pay municipal services.	▪ Implementation of a revenue enhancement strategy . ▪ Invest in a live indigent register management system. ▪ Provision and implementation of smart billing systems and technologies. ▪ Converting from conventional electricity to smart prepaid meters.	▪ Illegal electricity connections. ▪ Unplanned settlements result in reduction in electricity capacity.

7.8.2 Financial Viability & Management Key Challenge

FINANCIAL VIABILITY & MANAGEMENT KEY CHALLENGE	
Key challenge	Mitigating Electricity Revenue Losses
Description	uMngeni Municipality is grappling with significant revenue losses due to widespread electricity theft. The illicit practices range from unauthorized connections and interference with metering systems to the unlawful resale of prepaid electricity and the theft of cables and other infrastructure. This not only undermines the financial sustainability of the municipality but also poses safety risks and compromises the integrity of the electricity supply network. Addressing this challenge is critical to ensure the provision of reliable and equitable energy services to all residents.

Section D: Municipal Vision, Priorities, Objectives and Strategies

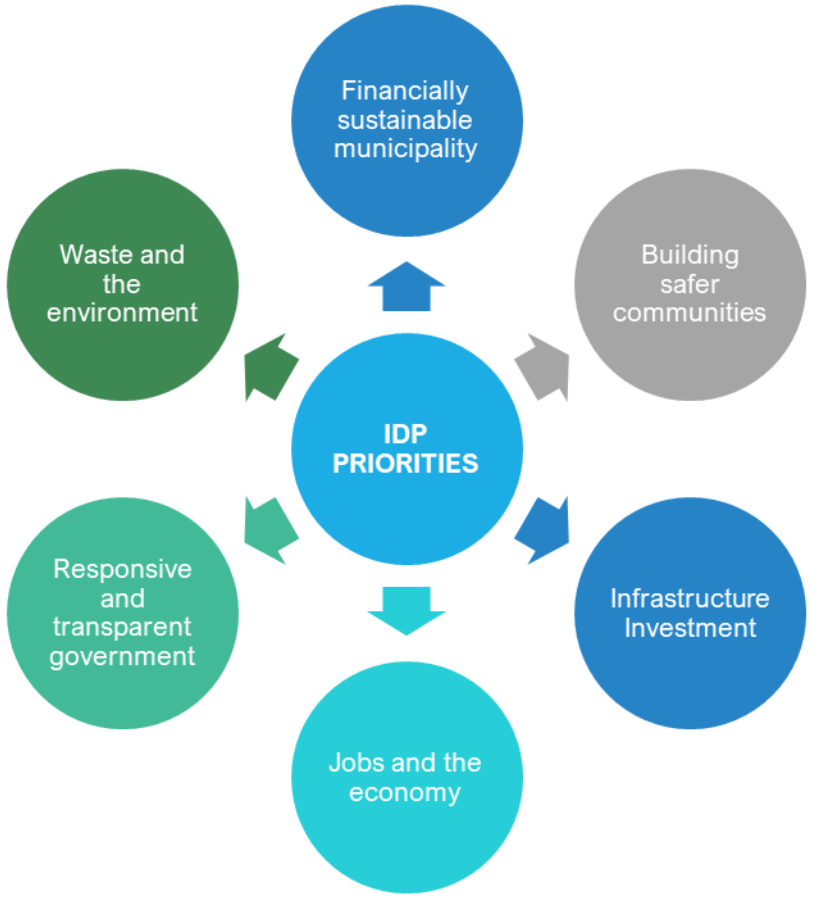
LONG-TERM VISION AND MISSION STATEMENTS

VISION STATEMENT

*"By 2035, the uMngeni Municipality will be a **beacon of excellence** and **efficiency, delivering quality services, building safer communities** and **supporting sustainable socio-economic development**."*

MISSION STATEMENT

*"uMngeni Municipality through **people focussed development** will **improve its skills capacity** in order to deliver **quality services** and ensure **inclusive socio-economic growth**."*



The alignment of municipal development priorities with the KwaZulu-Natal Provincial Growth and Development Strategy (PGDS) and national key performance areas (KPAs) underscores the strategic integration of local initiatives with broader developmental goals. This harmonization ensures that the municipality's Integrated Development Plan (IDP) not only responds to the immediate needs of its community but also contributes to the collective provincial and national vision for sustainable development, economic growth, and enhanced governance.

Municipal Transformation and Institutional Development is aligned with Human Resource Development under the PGDS, reflecting the municipality's commitment to building safer communities. This alignment underscores the importance of developing a capable and responsive municipality to ensure the safety and security of its communities, thereby contributing to a stable and conducive environment for growth and development.

Basic Service Delivery corresponds with Strategic Infrastructure, emphasizing the municipality's focus on Infrastructure Investment. By prioritizing strategic infrastructure development, the municipality directly supports the PDGS goal of creating a conducive environment for economic activities and improving the quality of life for its residents.

The alignment of **Local Economic Development** with Job Creation and **Human and Community Development** with Jobs and the Economy highlights the municipality's dedication to stimulating economic growth and employment opportunities. This dual focus aims to tackle unemployment and stimulate local economies, contributing to the provincial and national objectives of creating jobs and fostering economic development.

Municipal Financial Viability and Management is linked with Governance and Policy, reflecting the municipality's objective to become a Financially Sustainable Municipality. This priority ensures that the municipality's financial resources are managed efficiently and transparently, promoting financial stability and the capacity to invest in essential services and development projects.

Good Governance and Public Participation also aligns with Governance and Policy, emphasizing the municipality's goal of establishing a Responsive and Transparent Government. This alignment demonstrates the municipality's commitment to good governance practices, ensuring public participation, accountability, and transparency in municipal affairs.

Lastly, the focus on **Cross Cutting** issues such as Spatial Equity and Environmental Sustainability aligns with the municipality's priority of

Waste and the Environment. This reflects a comprehensive approach to development that considers spatial equity and environmental sustainability, ensuring that development initiatives contribute to the well-being of the environment and promote equitable access to services across the municipality.

KEY PERFOMANCE AREAS	PDGS GOALS	IDP PRIORITIES
Municipal Transformation and Institutional Development	Human Resource Development	Building safer communities
Basic Service Delivery	Strategic Infrastructure	Infrastructure Investment
Local Economic Development	Job Creation Human and Community Development	Jobs and the economy
Municipal Financial Viability and Management	Governance and Policy	Financially sustainable municipality
Good Governance and Public Participation	Governance and Policy	Responsive and transparent government
Cross Cutting	Spatial Equity Environmental Sustainability	Waste and the environment.

Table 36: KPA, PDGs and IDP Priorities

IDP PRIORITIES, OBJECTIVES AND STRATEGIES

Table 37: IDP Priorities, Objectives and Strategies

DEVELOPMENT PRIORITIES AS PER MSA)	OBJECTIVES	STRATEGIES
KPA 1 - MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		
1. Building a responsive and transparent government	1.1 Promote effective governance	1.1.1 Implement a comprehensive human development strategy to enhance skills and boost municipal effectiveness. 1.1.2 Ensure transparency in job appointment processes by adhering to all required legislative procedures during the hiring of staff. 1.1.3 Enhance accountability and reward performance efficiency. 1.1.4 Implement health and safety framework to ensure well-being and compliance for all. 1.1.5 Strengthen relationships with municipal employees. 1.1.6 Modernise and continuously update of internal processes and systems. 1.1.7 Digitisation of municipal records for enhanced access, preservation, and management. 1.1.8 Implement proactive maintenance of municipal properties and facilities to enhance longevity and service. 1.1.9 Optimise fleet utilisation by ensuring efficient allocation, maintenance, and reduction of vehicle related costs. 1.1.10 Optimise mechanical workshop operations to boost efficiency and extend vehicle service life. 1.1.11 Enhance library services to foster community engagement, literacy and access to digital resources.

DEVELOPMENT PRIORITIES AS PER MSA)	OBJECTIVES	STRATEGIES
KPA 2 - BASIC SERVICE DELIVERY		
2.1. Infrastructure investment	2.1.1 Provide sustainable and efficient infrastructure.	2.1.1.1 Conduct infrastructure audit for strategic planning. 2.1.1.2 Enhance roads and stormwater infrastructure to improve resilience and ensure sustainable urban mobility. 2.1.1.3 Enhance the public transport sector. 2.1.1.4 Provide an efficient and reliable energy solution for all residents.
2.2. Waste and the environment	2.2.1 Safeguard the environment and promote sustainable practices.	2.2.1.1 Improve municipal recycling initiatives. 2.2.1.2 Ensure reliable waste collection services. 2.2.1.3 Upgrade and maintain the municipal landfill site. 2.2.1.4 Maintain clean and safe public spaces.
KPA 3 - LOCAL ECONOMIC DEVELOPMENT		

DEVELOPMENT PRIORITIES AS PER MSA)	OBJECTIVES	STRATEGIES
3.1. Jobs and a growing economy	3.1.1 Enhance economic development and employment.	3.1.1.1 Support and encourage sector specific investment through incentives. 3.1.1.2 Develop tourism, arts and crafts. 3.1.1.3 Support the continued productive use of high potential agricultural land. 3.1.1.4 Focus on sustainability. 3.1.1.5 Invest in resilient economic infrastructure. 3.1.1.6 Strategically develop trade corridors and key nodes to optimise economic growth and connectivity. 3.1.1.7 Simplify administrative processes to encourage investment. 3.1.1.8 Promote labour intensive economic activities. 3.1.1.9 Growing partnerships for research, innovation & employment. 3.1.1.10 Support business development for SMMEs & informal traders. 3.1.1.11 Encourage youth entrepreneurship and skills development for all. 3.1.1.12 Foster a strong sense of community. 3.1.1.13 Develop a strategic approach to enhance and regulate signage and outdoor advertising for improved aesthetic and economic benefits.
3.2. Building safer communities	3.2.1 Enhance community safety and security.	3.2.1.1 Maintain safety and accident prevention infrastructure. 3.2.1.2 Enhance the capacity of law enforcement to enforce by-laws.

DEVELOPMENT PRIORITIES AS PER MSA)	OBJECTIVES	STRATEGIES
		3.2.1.3 Strengthen partnerships with security companies, state security agencies, SAPS and community-based initiatives. 3.2.1.4 Deploy technology-based crime prevention solutions. 3.2.1.5 Support safety initiatives around schools and busy areas. 3.2.1.6 Build relationships with farming communities for rural safety. 3.2.1.7 Advocate for external relief programmes to support the municipality's efforts in protecting vulnerable groups.
KPA 4 - FINANCIAL VIABILITY AND MANAGEMENT		
4. Financially sustainable municipality	4.1 Ensure the municipality's long-term financial health.	4.1.1 Enhance revenue collection and manage debtors effectively by strengthening the credit control department. 4.1.2 Address non-payment amongst all residents ensuring equitable contribution to municipal services. 4.1.3 Clear irrecoverable debts from the books to accurately reflect the municipality's financial status and improve budgeting accuracy. 4.1.4 Regularly update the indigent register to accurately identify and assist the municipality's most vulnerable, balancing support with fiscal sustainability. 4.1.5 Reassess and update the rates policy to ensure equitable charging and fairness for all residents. 4.1.6 Maximise the economic benefits of all expenditure. 4.1.7 Implement advanced metering infrastructure throughout the municipality to optimize revenue management and minimize losses.

DEVELOPMENT PRIORITIES AS PER MSA)	OBJECTIVES	STRATEGIES
		4.1.8 Implement a management system to optimise assets and inventory to improve maintenance and replacement planning. 4.1.9 Streamline the tender process and enhance financial transparency by regularly publishing detailed supply chain management reports online. 4.1.10 Conduct thorough reviews of all municipal contracts to guarantee value for money and enhance service delivery efficiency. 4.1.11 Prioritise funding allocation for essential maintenance and key capital projects. 4.1.12 Leverage grants for infrastructure development.
KPA 5 - GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
5. Responsive and Transparent Government	5.1 Promote effective governance	5.1.1 Comply with legislation, bylaws and policies. 5.1.2 Improve municipal communication channels. 5.1.3 Strengthen relationships with community stakeholders. 5.1.4 Engage with external government entities for non-municipal services. 5.1.5 Create a forum for civic advisory. 5.1.6 Ensure strategic planning and reporting in line with the legislation. 5.1.7 Conduct a systematic review of the risk register and focus on a proactive risk management approach. 5.1.8 Strengthen municipal oversight capacity and accountability.
CROSS CUTTING ISSUES		
6. Waste and the environment	6.1 Promote sustainable land use	6.1.1 Preserve natural landscapes and biodiversity.

DEVELOPMENT PRIORITIES AS PER MSA)	OBJECTIVES	STRATEGIES
	management practices.	6.1.2 Promote spatial justice and advance land reform restitution and redistribution. 6.1.3 Implement sustainable practices for parks, gardens and cemeteries. 6.1.4 Ensure responsive disaster management approach.

Section E: Implementation Plan

Table 38: Implementation Plan

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN														
Key Challenge	Priority Reference	Objectives	Strategies	Performance Indicator	Baseline	5 Year Targets					Budget (R)	MSCOA Reference	Source	Responsibility
						Year 1	Year 2	Year 3	Year 4	Year 5				
						2024/25	2025/26	2026 /27	2027/ 28	2028/ 29				
MUNICIPAL TRANSFROMATION AND INSTITUTIONAL DEVELOPMENT														
ADDRESING THE HIGH VACANCY RATE AND FILLING CRITICAL POSITIONS	1.Building a responsive and transparent government	1.1. Promote effective governance	1.1.1 Implement a comprehensive human development strategy to enhance skills and boost municipal effectiveness	Date of adoption and implementation of an HR Development Strategy	June 2017	June	Annual	Annual	Annual	Review	R471 017	N/A	uMngeni	Administrative Support Services
			1.1.2 Ensure transparency in job appointment processes by adhering to all required legislative procedures during the hiring of staff	Percentage of employment equity targets achieved	New KPI	100%	100%	100%	100%	100%	N/A	N/A	uMngeni	Administrative Support Services
				Percentage of S54/56 positions filled	100%	100%	100%	100%	100%	100%	R24 201 179	Salary votes	uMngeni	Administrative Support Services
				Percentage of advertised positions filled within 90 days	22%	100%	100%	100%	100%	100%	R507 743 000	Salary votes	uMngeni	Administrative Support Services
			1.1.3 Enhance accountability and reward performance efficiency	Percentage of employees who have achieved a performance score of 100% and above	New KPI	60%	60%	60%	60%	60%	N/A	N/A	uMngeni	All departments
			1.1.4 Implement health and safety framework to ensure well-being and compliance for all.	Number of employees who have completed health and safety trainings	New KPI	6	6	6	6	6	R1 570 058	201706919021377	uMngeni	Administrative Support Services
			1.1.5 Strengthen relationships with municipal employees.	Number of team building, and wellness programmes implemented	2	4	4	4	4	4	R471 017	20210707996267	uMngeni	Administrative Support Services
				Percentage of employees receiving assistance through the employee wellness program/office via walk-ins.	100%	100%	100%	100%	100%	100%			uMngeni	Administrative Support Services

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN													
Key Challenge	Priority Reference	Objectives	Strategies	Performance Indicator	Baseline	5 Year Targets					Budget (R)	MSCOA Reference	Source	Responsibility
						Year 1	Year 2	Year 3	Year 4	Year 5				
						2024/25	2025/26	2026 /27	2027/ 28	2028/ 29				
				Percentage of labour issues resolved through the local labour forum	New KPI	90%	90%	90%	90%	90%	N/A	N/A	uMngeni	Administrative Support Services
			1.1.6 Modernise and continuously update of internal processes and systems	Date of adoption of reviewed ICT Strategy	New KPI	March	N/A	N/A	N/A	N/A	R14 091 376	20170619021439	uMngeni	Administrative Support Services
				Date of establishment of a portal billing system	New KPI	December	N/A	N/A	N/A	N/A			uMngeni	Administrative Support Services
				Date of establishment of an automated complaints management system	New KPI	December	N/A	N/A	N/A	N/A			uMngeni	Administrative Support Services
				Date of establishment of an automated performance management system	New KPI	June	N/A	N/A	N/A	N/A			uMngeni	Office of the Municipal Manager
			1.1.7 Digitisation of municipal records for enhanced access, preservation, and management;	Number of building plans digitised	New KPI	9000	9000	9000	9000	9000	R1 977 614	20170714062970	uMngeni	Economic Development, Planning & Human Settlement
			1.1.8 Implement proactive maintenance of municipal properties and facilities to enhance longevity and service	Number of municipal facilities maintained through renovations or repairs	4	4	4	4	4	4	R4 710 174	20200720980968	uMngeni	Administrative Support Services
			1.1.9 Optimise fleet utilisation by ensuring efficient allocation, maintenance, and reduction of vehicle related costs	Percentage of fleet vehicles brought for repairs concluded within 30 days	90%	80%	80%	80%	80%	80%	R9 5920 74	20200720980980	uMngeni	Infrastructure & Public Works
				Number of fleet management reports prepared and submitted to portfolio committee	7	10	10	10	10	10			uMngeni	Infrastructure & Public Works
			1.1.10 Optimise mechanical workshop operations to boost efficiency and extend vehicle service life	Percentage of fleet vehicles due for service concluded within 7 days	90%	90%	90%	90%	90%	90%			uMngeni	Infrastructure & Public Works
			1.1.11 Enhance library services to foster community	Number of new library memberships registered	New KPI	100	100	100	100	100	N/A	N/A	uMngeni	Community Services & Public Safety

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN														
Key Challenge	Priority Reference	Objectives	Strategies	Performance Indicator	Baseline	5 Year Targets					Budget (R)	MSCOA Reference	Source	Responsibility
						Year 1	Year 2	Year 3	Year 4	Year 5				
						2024/25	2025/26	2026 /27	2027/ 28	2028/ 29				
			engagement, literacy and access to digital resources	Number of outreach programmes implemented by the four libraries	14	16	16	16	16	16	N/A	N/A	uMngeni	Community Services & Public Safety
				Date of acquisition of a mobile library	New KPI	N/A	June	N/A	N/A	N/A	R0	N/A	uMngeni	Community Services & Public Safety
BASIC SERVICE DELIVERY														
AGEING ROAD AND STORM-WATER INFRASTRUCTURE	2.1. Infrastructure Investment	2.1.1 Provide sustainable and efficient infrastructure.	2.1.1.1 Conduct infrastructure audit for strategic planning	Number of infrastructure conditional assessments conducted	New KPI	N/A	2	2	2	2	R0	N/A	uMngeni	All Departments
			2.1.1.2. Enhance roads and stormwater infrastructure to improve resilience and ensure sustainable urban mobility	Number of kilometres of roads resurfaced	3,2km	5km	7km	7km	7km	7km	R83 529 374	20220303061840	uMngeni	Infrastructure & Public Works
				Number of kilometres of gravel roads rehabilitated	11km	3,38km	10km	12km	14km	16km	R81 302 000	MIG Votes	COGTA	Infrastructure & Public Works
				Number of kilometres of construction of roads from gravel to blacktop	New KPI	0,4Km	0,5Km	1Km	1Km	1Km				Infrastructure & Public Works
				Number of community facilities constructed	New KPI	N/A	1	N/A	N/A	N/A	R0	N/A	uMngeni	Infrastructure & Public Works
				Number of kilometres of walkways constructed	New KPI	0,72Km	1Km	1Km	1Km	1Km	R919 155	2023071699494300	uMngeni	Infrastructure & Public Works
				Number of m^2 of potholes repaired	7402m^2	7000m^2	7000m^2	7000m^2	7000m^2	7000m^2	R8 401 949	20220714052524	uMngeni	Infrastructure & Public Works
				Number of kilometres roads rehabilitated due to disaster	New KPI	5Km	N/A	N/A	N/A	N/A	R5 731 269	20240228060027	uMngeni	Infrastructure & Public Works
				Number of Kilometres pf storm-water pipes installed	New KPI	N/A	0,5Km	0,5Km	0,5Km	0,5Km	R0	N/A	uMngeni	Infrastructure & Public Works
			2.1.1.3 Enhance the public transport sector	Number of public transport infrastructure constructed and upgraded (bus shelters)	New KPI	16	16	N/A	N/A	N/A	R6 004 539	MIG Vote	COGTA	Infrastructure & Public Works
			2.1.1.4. Provide an efficient and reliable energy solutions for all residents	Number of prepaid meters installed	373	600	600	600	600	600	R 8 938 352	20171120050251	uMngeni	Administrative Support Services
				Number of households newly connected to electricity supply	200	50	378	378	378	378	R44 620 000	20230302990512	uMngeni	Infrastructure & Public Works
				Number of streetlights repaired	1700	300	950	950	950	950	R5 377 425	20200720980986	uMngeni	Infrastructure & Public Works

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN													
Key Challenge	Priority Reference	Objectives	Strategies	Performance Indicator	Baseline	5 Year Targets					Budget (R)	MSCOA Reference	Source	Responsibility
						Year 1	Year 2	Year 3	Year 4	Year 5				
						2024/25	2025/26	2026 /27	2027/ 28	2028/ 29				
				Number of LED lights installed	648	300	692	692	692	692	R0	20220714052440	uMngeni	Infrastructure & Public Works
				Number of electrical maintenance projects completed	New KPI	4	4	4	4	4	R18 232 415	20200720980987	INEP	Infrastructure & Public Works
				Number of households supplied with solar panels	New KPI	N/A	N/A	N/A	500	500	R0	N/A	TBC	Infrastructure & Public Works
				Number of households supplied with solar geysers	New KPI	N/A	N/A	N/A	500	500	R0	N/A	TBC	Infrastructure & Public Works
				Number of high masts installed	2	1	1	1	1	1	R7 847 675	20180305025721	uMngeni	Infrastructure & Public Works
				Percentage of completion of substation in Mpophomeni Phase 4 (Construction)	40%	70%	100%	N/A	N/A	N/A	R44 630 000	20230302990511	DMRE	Infrastructure & Public Works
	2.2. Waste and the Environment	2.2.1 Safeguard the environment and promote sustainable practices	2.2.1.1 Improve municipal recycling initiatives	Number of campaigns conduced aimed at raising recycling awareness	New KPI	1	1	1	1	1	R0	N/A	uMngeni	Community Services & Public Safety
			2.2.1.2 Ensure reliable waste collection services	Percentage of formally serviced areas with access to weekly solid waste removal	87%	80%	80%	80%	80%	80%	R13 467 515	20170619021873	uMngeni	Community Services & Public Safety
			2.2.1.3 Upgrade and maintain the municipal landfill site	Date of completion of fencing of the Currys Post landfill site	New KPI	Dec 2024	N/A	N/A	N/A	N/A	R1 570 058	20230716994954	uMngeni	Infrastructure & Public Works
				Percentage of completion of the Currys Post landfill site cell rehabilitation	New KPI	100%	100%	N/A	N/A	N/A	R0	N/A	uMngeni	Infrastructure & Public Works
				Percentage of completion of the Currys Post landfill site new cell (Phase 1 – Design)	New KPI	100%	100%	N/A	N/A	N/A	R25 500 000	TBC	uMngeni	Infrastructure & Public Works
				Percentage of waste recycled at the Currys Post landfill site – Resource recovery	New KPI	30%	30%	30%	30%	30%	R0	N/A	uMngeni	Infrastructure & Public Works
			2.2.1.4 Maintain clean and safe public spaces	Number of public education programmes on road safety and pedestrian crossing	12	12	12	12	12	12	R0	N/A	uMngeni	Community Services & Public Safety
LOCAL ECONOMIC DEVELOPMENT														

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN													
Key Challenge	Priority Reference	Objectives	Strategies	Performance Indicator	Baseline	5 Year Targets					Budget (R)	MSCOA Reference	Source	Responsibility
						Year 1	Year 2	Year 3	Year 4	Year 5				
						2024/25	2025/26	2026 /27	2027/ 28	2028/ 29				
LACK OF INVESTMENT IN KEY ECONOMIC DRIVERS	3.1 Jobs and a growing economy	3.1.1. Enhance economic development and employment.	3.1.1.1. Support and encourage sector specific investment through incentives	Percentage of qualifying businesses supported with incentives	New KPI	100%	100%	100%	100%	100%	N/A	N/A	uMngeni	Economic Development, Planning & Human Settlement
			3.1.1.2 Develop tourism, arts and crafts	Number of museum exhibitions conducted	4	4	4	4	4	4	R157 005	20240228060049	uMngeni	Community Services & Public Safety
			3.1.1.3 Support the continued productive use of high potential agricultural land	Number of farmers supported with farming equipment/input	-	15	15	15	15	15	R471 017	20190710031994	uMngeni	Economic Development, Planning & Human Settlement
				Number of emerging farmers supported with land preparations (fields cultivated)	-	30	30	30	30	30		N/A	uMngeni	Economic Development, Planning & Human Settlement
			3.1.1.4 Focus on sustainability	Number of economic development forums/investment summits convened	1	2	2	2	2	2	R 1 256 046	20230821035340	uMngeni	Economic Development, Planning & Human Settlement
			3.1.1.5 Invest in resilient economic infrastructure	Percentage of informal trading permits applications processed and finalised within 21 days	86%	80%	80%	80%	80%	80%	R0	N/A	uMngeni	Economic Development, Planning & Human Settlement
				Number of informal traders stalls constructed or maintained	5	N/A	1	1	1	1	R0	N/A	uMngeni	Economic Development, Planning & Human Settlement
				Number of informal trading zones allocated	New KPI	N/A	N/A	2	N/A	N/A	N/A	N/A	uMngeni	Economic Development, Planning & Human Settlement
				Date of completion for construction of Informal Trading Complex	New KPI	March	N/A	N/A	N/A	N/A	R3 300 000	20230716994913	uMngeni EDTEA	Economic Development, Planning & Human Settlement
				Date of completion for upgrades of the Howick Falls precinct (Phase 1)	New KPI	September	N/A	N/A	N/A	N/A	R0	N/A	uMngeni EDTEA	Economic Development, Planning & Human Settlement
				Number of Wi-Fi hotspot established	2	3	3	3	3	3	R 14 019 376	20170619021439	uMngeni	Administrative Support Services

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN													
Key Challenge	Priority Reference	Objectives	Strategies	Performance Indicator	Baseline	5 Year Targets					Budget (R)	MSCOA Reference	Source	Responsibility
						Year 1	Year 2	Year 3	Year 4	Year 5				
						2024/25	2025/26	2026 /27	2027/ 28	2028/ 29				
			3.1.1.6 Strategically develop trade corridors and key nodes to optimise economic growth and connectivity	Number of local area plans developed	New KPI	1	1	1	N/A	N/A	R0	N/A	uMngeni	Economic Development, Planning & Human Settlement
			3.1.1.7 Simplify administrative processes to encourage investment	Percentage of business license applications processed and finalized within 21 days	13%	60%	70%	80%	90%	100%	N/A	N/A	uMngeni	Economic Development, Planning & Human Settlement
			3.1.1.8. Promote labour intensive economic activities	Number of jobs created through the municipality's infrastructure projects	508	100	100	100	100	100	N/A	N/A	uMngeni	Infrastructure & Public Works
			3.1.1.9. Growing partnerships for research, innovation & employment	Number of programmes implemented with partnering institutions	2	1	1	1	1	1	N/A	N/A	uMngeni	Office of the Municipal Manager
			3.1.1.10. Support business development for SMMEs & informal traders	Percentage of municipal procurement targeted at local business	New KPI	N/A	30%	30%	30%	30%	TBC	N/A	uMngeni	Finance Services
				Number of businesses assisted with access to local and international market	45	8	8	8	8	8	R1 098 674	20170619021930	uMngeni	Economic Development, Planning & Human Settlement
			3.1.1.11. Encourage youth entrepreneurship and skills development for all	Number of business capacity trainings conducted	13	6	6	6	6	6			uMngeni	Economic Development, Planning & Human Settlement
				Number of youths assisted with tertiary registration	29	25	25	25	25	25	R760 901	20170619021923	uMngeni	Office of the Municipal Manager
			3.1.1.12. Foster a strong sense of community	Number of initiatives that celebrate tourism, local history ,arts & culture	New KPI	4	4	4	4	4	R2 486 971	20210707996259	uMngeni	Economic Development, Planning & Human Settlement
			3.1.1.13. Develop a strategic approach to enhance and regulate signage and outdoor advertising for improved aesthetic and economic benefits	Number of combination advertisement signs installed at road intersections	0	4	4	4	4	4	R500 000	20170619021374	uMngeni	Economic Development, Planning & Human Settlement

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN														
Key Challenge	Priority Reference	Objectives	Strategies	Performance Indicator	Baseline	5 Year Targets					Budget (R)	MSCOA Reference	Source	Responsibility
						Year 1	Year 2	Year 3	Year 4	Year 5				
						2024/25	2025/26	2026 /27	2027/ 28	2028/ 29				
	3.2. Building Safer communities	3.2.1. Enhance community safety and security	3.2.1.1 Maintain safety and accident prevention infrastructure	Date of establishment of a Nottingham Road Satellite traffic office	New KPI	June 2025	N/A	N/A	N/A	N/A			uMngeni	Community Services & Public Safety
			3.2.1.2 Enhance the capacity of law enforcement to enforce by-laws	Number of traffic roadblocks conducted	97	96	96	96	96	96	N/A	N/A	uMngeni	Community Services & Public Safety
				Number of roadside speed limit traps conducted	48	48	48	48	48	48	N/A	N/A	uMngeni	Community Services & Public Safety
			3.2.1.3. Strengthen partnerships with security companies, state security agencies, SAPS and community-based initiatives	Number of community security initiatives supported	4	4	4	4	4	4	R314 011	20220714052752	uMngeni	Community Services & Public Safety
			3.2.1.4. Deploy technology-based crime prevention solutions	Date of establishment of a control room and CCTV operations centre	New KPI	Dec 2024	N/A	N/A	N/A	N/A			uMngeni	Community Services & Public Safety
			3.2.1.5. Support safety initiatives around schools and busy areas	Number of area-based law enforcement operations conducted with other law-enforcement stakeholders	4	24	24	24	24	24	R314 011	20220714052752	uMngeni	Community Services & Public Safety
			3.2.1.6. Build relationships with farming communities for rural safety	Number of meetings with farming communities	New KPI	N/A	2	2	2	2	N/A	N/A	uMngeni	Community Services & Public Safety
			3.2.1.7. Advocate for external relief programmes to support the municipality's efforts in protecting vulnerable groups	Number of sector special programmes supported	7	4	4	4	4	4	R1 514 524	20170619021918 20210707996412	uMngeni	Office of the Municipal Manager
				Number of programmes implemented that address social ills	New KPI	4	4	4	4	4	R1 570 058	20240228060047	uMngeni	Office of the Municipal Manager
				Number of households provided with building materials for house refurbishment	5	6	6	6	6	6			uMngeni	Office of the Municipal Manager
FINANCIAL VIABILITY & MANAGEMENT														

MITIGATING ELECTRICTY REVENUE LOSSES	4. Financially sustainable municipality	4.1. Ensure the municipality's long-term financial health.	4.1.1. Enhance revenue collection and manage debtors effectively by strengthening the credit control department	Percentage achieved of debtor's collection rate	95%	95%	95%	95%	95%	95%			uMngeni	Finance Services
				Percentage reduction in debtors' books (90 days and above)	15%	20%	30%	40%	50%	60%			uMngeni	Finance Services
			4.1.2. Address non-payment amongst all residents ensuring equitable contribution to municipal services	Number of Sec.129 of the National Credit Act letters issued to non-paying customers	New KPI	1200	1200	1200	1200	1200	R8 605 173	20240228060037	uMngeni	Finance Services
				Percentage of summons issued based on Sec.129 letters issued	New KPI	100%	100%	100%	100%	100%			uMngeni	Finance Services
				Percentage of default judgements based on summons issued	New KPI	100%	100%	100%	100%	100%			uMngeni	Finance Services
			4.1.3. Clear irrecoverable debts from the books to accurately reflect the municipality's financial status and improve budgeting accuracy	Percentage of irrecoverable debt written off based on debtors' age analysis	1370%	10%	10%	10%	10%	10%	N/A	N/A	uMngeni	Finance Services
			4.1.4. Regularly update the indigent register to accurately identify and assist the municipality's most vulnerable, balancing support with fiscal sustainability	Number of quarterly updates of the indigent register	New KPI	12	12	12	12	12	R3 878 484	202110707996653	uMngeni	Finance Services
				Percentage of free basic services budget spent	76%	90%	90%	90%	90%	90%			uMngeni	Community Services & Public Safety
			4.1.5. Reassess and update the rates policy to ensure equitable charging and fairness for all residents	Number of quarterly reviews of the valuation roll	New KPI	12	12	12	12	12	R3 769 645	20170619021583	uMngeni	Finance Services
			4.1.6. Maximise the economic benefits of all expenditure	Average number of days taken to pay creditors	17 days	30 days	30 days	30 days	30 days	30 days	R1 192 562 079	Multiple Vote	uMngeni	Finance Services
			4.1.7. Implement advanced metering infrastructure throughout the municipality to optimize revenue management and minimize losses	Percentage net surplus/deficit electricity	-59%	N/A	5% surplus	5% surplus	5% surplus	5% surplus			uMngeni	Finance Services Infrastructure & Public Works
			4.1.8. Implement a management system to optimise assets and	Number of obsolete assets disposal activities conducted	1	1	1	1	1	1	R8 731 434	20220714052573	uMngeni	Finance Services

			inventory to improve maintenance and replacement planning	Date of submission of annual asset verification and conditional assessment report	30 June 2023	June 2025	June	June	June	June	N/A		uMngeni	Finance Services
				Number of transport assets procured	-	1 (Specialized waste equipment)	N/A	N/A	N/A	N/A	R4 000 000	20220714052426	uMngeni	Finance Services
			4.1.9. Streamline the tender process and enhance financial transparency by regularly publishing detailed supply chain management reports online	Date of review of procurement plan	Februar y 2024	February	February	February	February	February	R 1 192 562 079	Multiple Votes	uMngeni	Finance Services
				Date of approval of consolidated procurement plan	30 June 2023	June	June	June	June	June			uMngeni	Finance Services
				Percentage of implementation of procurement plan	New KPI	100%	100%	100%	100%	100%			uMngeni	Finance Services
			4.1.10. Conduct thorough reviews of all municipal contracts to guarantee value for money and enhance service delivery efficiency	Percentage of up-to-date contracts	31%	100%	100%	100%	100%	100%	N/A	N/A	uMngeni	Finance Services
			4.1.11. Prioritise funding allocation for essential maintenance and key capital projects	Repairs and maintenance as a percentage of PPE and investment property (carrying value)	3%	5,8%	5,7%	6%	7%	8%	N/A	N/A	uMngeni	Finance Services
				Percentage of MIG allocation spent	100%	100%	100%	100%	100%	100%	R26 539 000	MIG VOTES		Infrastructure & Public Works
				Percentage of INEP spent	16%	100%	100%	100%	100%	100%	R44 620 000	20230302990511	uMngeni	Infrastructure & Public Works
			4.1.12. Leverage grants for infrastructure development	Number of business plans submitted for infrastructure funding	3	2	2	2	2	2	N/A	N/A	uMngeni	All Departments
GOOD GOVERNANCE & PUBLIC PARTICIPATION														
POOR RISK MAMAGEMENT	5. Responsive and transparent government	5.1. Promote effective governance	5.1.1. Comply with legislation, bylaws and policies	Percentage of Council resolutions implemented	76%	80%	80%	80%	80%	80%	N/A	N/A	uMngeni	Office of the Municipal Manager
				Percentage of EXCO resolutions implemented	New KPI	80%	80%	80%	80%	80%	N/A	N/A	uMngeni	Office of the Municipal Manager
				Percentage of portfolio committee resolutions implemented	New KPI	80%	80%	80%	80%	80%	N/A	N/A	uMngeni	Office of the Municipal Manager
				Percentage of Buildings plans processed within 90 days (0-90m^2)	82%	80%	80%	80%	80%	80%	N/A	N/A	uMngeni	Economic Development, Planning & Human Settlement

				Percentage of Buildings plans processed within 90 days (>90 m^2)	80%	80%	80%	80%	80%	80%	N/A	N/A	uMngeni	Economic Development, Planning & Human Settlement
			5.1.2. Improve municipal communication channels	Percentage growth across social media platforms	New KPI	10%	10%	10%	10%	10%	N/A	N/A	uMngeni	Office of the Municipal Manager
				Percentage of legislative compliance of municipal website	New KPI	100%	100%	100%	100%	100%	N/A	N/A	uMngeni	Administrative Support Services
			5.1.3. Strengthen relationships with community stakeholders.	Number of grants-in-aid provided to civic organisations	5	5	5	5	5	5	R164 699	20210503063912	uMngeni	Office of the Municipal Manager
				Number of public meetings convened by the Executive	15	8	8	8	8	8	N/A	N/A	uMngeni	Office of the Municipal Manager
				Percentage of functional ward committees	New KPI	100%	100%	100%	100%	100%	R6 023 763	20170619021924	uMngeni	Office of the Municipal Manager
			5.1.4. Engage with external government entities for non-municipal services	Number of IGR reports submitted to Council	2	2	2	2	2	2	N/A	N/A	uMngeni	Office of the Municipal Manager
				Number of IDP Forums convened	1	2	2	2	2	2	N/A	N/A	uMngeni	Office of the Municipal Manager
			5.1.5. Create a forum for civic advisory	Number of civic advisory forums convened	New KPI	1	1	1	1	1	N/A	N/A	uMngeni	Office of the Municipal Manager
			5.1.6. Ensure strategic planning and reporting in line with the legislation	Date of IDP tabled for Council adoption	17 May 2024	May	May	May	May	May	R 590 215	20220714052604	uMngeni	Office of the Municipal Manager
				Date of MTERF Budget tabled for Council adoption	17 May 2024	May	May	May	May	May	N/A	N/A	uMngeni	Finance Services
				Date of SDBIP approval by the Mayor	30 June 2023	June	June	June	June	June	N/A	N/A	uMngeni	Office of the Municipal Manager
				Date of Annual Report tabled for Council adoption	28 March 2024	March	March	March	March	March			uMngeni	Office of the Municipal Manager
				Percentage score of IDP credibility	73%	80%	80%	80%	80%	80%	R 590 215	20220714052604	uMngeni	Office of the Municipal Manager
			5.1.7. Conduct a systematic review of the risk register and focus on a proactive risk management approach	Number of updates on risk registers presented to committees	New KPI	4	4	4	4	4	N/A	20170619021468	uMngeni	Office of the Municipal Manager

			5.1.8. Strengthen municipal oversight capacity and accountability.	Percentage of municipal oversight committees recommendations implemented	New KPI	100%	100%	100%	100%	100%	N/A	N/A	uMngeni	Office of the Municipal Manager
				Number of reports submitted to MPAC by IA and Finance Services	7	4	4	4	4	4	N/A	N/A	uMngeni	Office of the Municipal Manager
				Number of Audit Committee meetings facilitated	10	4	4	4	4	4	R 2 512 092	20170619021468	uMngeni	Office of the Municipal Manager
				Date of annual review of Internal Audit Charter and other internal audit governance documents	New KPI	March	March	March	March	March	N/A	N/A	uMngeni	Office of the Municipal Manager
				Date of Annual development and approval of 3 year strategic and operational internal audit plan	New KPI	March	March	March	March	March	N/A	N/A	uMngeni	Office of the Municipal Manager
				Number of coordinated resolutions of Auditor General (AG) findings to assist management in obtaining an unqualified audit report	New KPI	4	4	4	4	4	R 10 038 939	20220714052581	uMngeni	Office of the Municipal Manager
CROSS CUTTING														
LACK OF CAPACITY TO MANAGE UNREGULATED DEVELOPMENTS	6. Waste and the environment	6.1. Promote sustainable land use management practices	6.1.1. Preserve natural landscapes and biodiversity	Date of alien invasive species programme adopted	-	September	N/A	N/A	N/A	N/A	R0	N/A	uMngeni	Economic Development, Planning & Human Settlement
				Date of urban greening policy adopted	-	September	N/A	N/A	N/A	N/A	R0	N/A	uMngeni	Economic Development, Planning & Human Settlement
				Date of identification of land for biodiversity stewardship/urban greening corridors completed	-	September	N/A	N/A	N/A	N/A	R0	N/A	uMngeni	Economic Development, Planning & Human Settlement
			6.1.2. Promote spatial justice and advance land reform restitution and redistribution;	Date of lodging application to update the general layout of Mpophomeni	-	December	N/A	N/A	N/A	N/A	R 1 570 058	20170619021422	uMngeni	Economic Development, Planning & Human Settlement
				Date of approval of SPLUMA compliant Spatial Development Framework	June 2017	May	N/A	N/A	N/A	N/A	R 5 172 987	20170619021374	uMngeni	Economic Development, Planning & Human Settlement

				Number of subsidized housing units constructed using various human settlements programmes	53	100	100	100	100	100	DOHS Grant		uMngeni	Economic Development, Planning & Human Settlement
				Percentage of SPLUMA applications processed within legal timeframes	100%	80%	80%	80%	80%	80%	N/A	N/A	uMngeni	Economic Development, Planning & Human Settlement
			6.1.3. Implement sustainable practices for parks, gardens, and cemeteries	Date of acquisition of land for new cemetery	New KPI	N/A	June	N/A	N/A	N/A	R0	N/A	uMngeni	Community Services & Public Safety
				Number of activities conducted in reduction of alien invasive species on identified municipal land	New KPI	6	6	6	6	6	R0	N/A	uMngeni	Community Services & Public Safety
				Number of firebreaks and prescribed burnings administered	New KPI	1	1	1	1	1	R1 412 352	20220714052571	uMngeni	Community Services & Public Safety
			6.1.4. Ensure responsive disaster management approach	Date of disaster management plan reviewed and adopted by Council	June 2023	May	May	May	May	May	R1 350 249	20230803044160	uMngeni	Community Services & Public Safety
				Number of disaster management awareness campaigns administered	4	4	4	4	4	4			uMngeni	Community Services & Public Safety
				Disaster incidents responsiveness within 24 hours	New KPI	24hr	24hr	24hr	24hr	24hr			uMngeni	Community Services & Public Safety

IMPLEMENTATION PLAN PROGRESS REPORT

Table 39: Implementation Plan Progress Report

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN PROGRESS REPORT																
Objective	Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Year Targets							Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Challenges	Remedial actions
					Year 1 2022/23 Target	Year 1 2022/23 *Actual*	Year 2 2023/24 Target	Year 2 2023/24 *Actual* *(As at March 2024)*	Year 3 2024 /25	Year 4 2025 /26	Year 5 2026/27					
SERVICE DELIVERY AND INFRASTRUCTURE																
Reducing electricity theft through smart interventions	Development of an electricity master plan	N/A	New KPI	Approved Master Plan					Draft Master Plan	Approved Master Plan		2000		Director: Infrastructure & Public Works	N/A	N/A
Reducing electricity theft through smart interventions	Number of prepaid meters installed	TBC	New KPI	2350	400	373	150	150	600	600	600	574		Director: Infrastructure & Public Works	The continuous shortage of meters from the suppliers delayed the project	Installation of meters is an ongoing exercise; backlogs will be addressed by 30 June 2024.

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN PROGRESS REPORT																
Objective	Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Year Targets							Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Challenges	Remedial actions
					Year 1 2022/23 Target	Year 1 2022/23 *Actual*	Year 2 2023/24 Target	Year 2 2023/24 *Actual* *(As at March 2024)*	Year 3 2024 /25	Year 4 2025 /26	Year 5 2026/27					
Reducing electricity theft through smart interventions	Number of households newly connected to electricity supply	1562	127	801	200	200	226	Nil	50	378	378	3 855		Director: Infrastructure & Public Works	1. Delays finalisation of Eskom deloading of Mpophomeni substation. The substation is currently constrained and cannot take new connections 2. Delays in completion of the housing project in KwaMevana. 3. Budget cut by R 2 Million.	1. Pre-engineering to be finalised, 2. The connections to be deferred to the outer years.
Reducing electricity theft through smart interventions	Number of street lights repaired	2696	New KPI	4850	1700	1700	950	454	300	950	950	2 500		Director: Infrastructure & Public Works	More streetlights repairs teams added due to high demand after the January 2024	N/A

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN PROGRESS REPORT																
Objective	Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Year Targets							Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Challenges	Remedial actions
					Year 1 2022/23 Target	Year 1 2022/23 *Actual*	Year 2 2023/24 Target	Year 2 2023/24 *Actual* *(As at March 2024)*	Year 3 2024 /25	Year 4 2025 /26	Year 5 2026/27					
															severe storm damages	
World class infrastructure investment that meets our developmental needs	Number of LED light installed	692	New KPI	8560	648	648	692	503	300	692	692	4 000		Director: Infrastructure & Public Works	delays in the approval of the business plan by the DMRE	More lights installers added to reach the Q1,Q2 & Q3 targets after the delays in the approval of the business plan by the DMRE
Reducing electricity theft through smart interventions	Maintenance of electrical equipment	N/A	New KPI	32	8	109	8	0	4	4	4	15 000		Director: Infrastructure & Public Works	N/A	N/A
Reducing electricity theft through smart interventions	Provision of solar panels to households	TBC	New KPI	2050	N/A	N/A	500		500	500	550	TBC		Director: Infrastructure & Public Works	N/A	N/A
Reducing electricity theft through smart interventions	Provision of solar geysers to households	TBC	New KPI	2050	N/A	N/A	500		500	500	500	TBC		Director: Infrastructure & Public Works	N/A	N/A

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN PROGRESS REPORT																
						5 Year Targets										
Objective	Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	Year 1 2022/23 Target	Year 1 2022/23 *Actual*	Year 2 2023/24 Target	Year 2 2023/24 *Actual* *(As at March 2024)*	Year 3 2024 /25	Year 4 2025 /26	Year 5 2026/27	Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Challenges	Remedial actions
Reducing electricity theft through smart interventions	Construction of bulk electricity infrastructure (Mpophomeni)	N/A	New KPI	100%	25%	25%	35%	40%	75%	100%	N/A	12 000		Director: Infrastructure & Public Works	N/A	N/A
World class infrastructure investment that meets our developmental needs	Kilometres of roads rehabilitated (resurfacing)	TBC	0km	17,22km	1,22 km	1,46km	3km	9,76km	4km	4,5km	4,5km	5 660		Director: Infrastructure & Public Works	N/A	N/A
World class infrastructure investment that meets our developmental needs	Kilometres for roads regravelling	TBC	8,7 km	29,5km	10,5km	11,31km	6km	N/A	7km	7,5km	4,5km	3 500		Director: Infrastructure & Public Works	N/A	N/A
World class infrastructure investment that meets our developmental needs	Number of public transport infrastructure provided and upgraded	TBC	New KPI		Widening of uMngeni Bridge (Feasibility Study)	Nil	Funding appl.	16 bus shelters	16 bus shelters	N/A	Widening of uMngeni Bridge	N/A		Director: Infrastructure & Public Works	N/A	N/A

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN PROGRESS REPORT																
Objective	Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Year Targets							Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Challenges	Remedial actions
					Year 1 2022/23 Target	Year 1 2022/23 *Actual*	Year 2 2023/24 Target	Year 2 2023/24 *Actual* *(As at March 2024)*	Year 3 2024 /25	Year 4 2025 /26	Year 5 2026/27					
Improved human development index	Number of community facilities built and upgraded	71	New KPI	3	6	6	N/A	N/A	1	1	1	1 200		Director: Infrastructure & Public Works	N/A	N/A
World class infrastructure investment that meets our developmental needs	Metres of storm-water pipes installed	TBC	New KPI	1km	200m	Nil	N/A	N/A	0,5km	N/A	0,5km	1 000		Director: Infrastructure & Public Works	The Valley View storm water project which was planned to be implemented in Q3 was deferred by the portfolio committees to the next financial year, this as a result of reprioritisation of funds/budget to other roads related maintenance programme.	The Valley View Storm water Project will be budgeted and implemented in the financial year 2023/24.

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN PROGRESS REPORT																
						5 Year Targets										
Objective	Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	Year 1 2022/23 Target	Year 1 2022/23 *Actual*	Year 2 2023/24 Target	Year 2 2023/24 *Actual* *(As at March 2024)*	Year 3 2024 /25	Year 4 2025 /26	Year 5 2026/27	Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Challenges	Remedial actions
World class infrastructure investment that meets our developmental needs	Number of m^2 of potholes repaired	TBC	7402 m^2	12000	4000 m^2	7320m^2	2000m^2	N/A	2000m^2	2000m^2	2000m^2	3 500		Director: Infrastructure & Public Works	N/A	N/A
Improved human development index	Metres of road painting	5km	New KPI	7km	N/A	N/A	7km	3,2km	N/A	N/A	N/A	200		Director: Infrastructure & Public Works	N/A	The outcome takes Q1 & Q2 backlogs into consideration
Improved human development index	Kilometres of walkways constructed	TBC	New KPI	N/A	N/A	N/A	0,13km	Nil	0,72km	1km	1km	500		Director: Infrastructure & Public Works	There is a delay in the removal of tree stump which are deeply rooted in the pavement of the sidewalk. There are also services that needs to be guarded which delays the process of removing	Different methods needs to be devised to deal with the stumps. This project to be completed by 30 June 2024

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN PROGRESS REPORT																
Objective	Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Year Targets							Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Challenges	Remedial actions
					Year 1 2022/23 Target	Year 1 2022/23 *Actual*	Year 2 2023/24 Target	Year 2 2023/24 *Actual* *(As at March 2024)*	Year 3 2024 /25	Year 4 2025 /26	Year 5 2026/27					
															the stumps so that paving can commence.	
Improved human development index	Number of known informal settlements receiving basic refuse removal services	Non	New KPI	9	5	5	7	9	9	9	9	N/A		Director: Community Services	N/A	N/A
World class infrastructure investment that meets our developmental needs	Percentage of households with access to weekly solid waste removal	20%		80%	80%	87%	80%	80%	80%	80%	80%	N/A		Director: Community Services	N/A	N/A
LOCAL ECONOMIC DEVELOPMENT AND PLANNING																
Create an enabling and conducive environment for economic growth and job opportunities	Average time taken to finalize business license applications	N/A	New KPI	21 days	N/A	N/A	N/A	N/A	21 days	21 days	21 days	N/A		Director: Economic Development and Planning	An increase in the number of application has been received due to ongoing business compliance awareness operations as such inspectors	Follow ups were made with all inspectors for timeous provision of comments.

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN PROGRESS REPORT																
Objective	Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Year Targets							Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Challenges	Remedial actions
					Year 1 2022/23 Target	Year 1 2022/23 *Actual*	Year 2 2023/24 Target	Year 2 2023/24 *Actual* *(As at March 2024)*	Year 3 2024 /25	Year 4 2025 /26	Year 5 2026/27					
															have not been able to keep up with the demand as the external inspectors are responsible for the entire district.	
Create an enabling and conducive environment for economic growth and job opportunities	Percentage of informal trading permits applications processed and finalised within 21 days	Nil	New KPI	80%	N/A	N/A	80%	86%	80%	80%	80%	N/A		Director: Economic Development and Planning	N/A	N/A
Innovative organisational systems	Date of implementation of the digital building plan system	New KPI	New KPI	30 Sept. 2022	30 Sept. 2022	30 Sept. 2022	N/A	N/A	N/A	N/A	N/A	200		Director: Economic Development and Planning	N/A	N/A
Improved human development index	Number of jobs created through municipality's local economic development	N/A	New KPI	700	400	508	N/A	N/A	100	100	100	1 344		Director: Economic Development and Planning	N/A	N/A

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN PROGRESS REPORT																
						5 Year Targets										
Objective	**Performance Indicator**	**Backlog**	**Baseline**	**Overall target (5yr timeframe)**	**Year 1 2022/23 Target**	**Year 1 2022/23 *Actual***	**Year 2 2023/24 Target**	**Year 2 2023/24 *Actual* *(As at March 2024)***	**Year 3 2024 /25**	**Year 4 2025 /26**	**Year 5 2026/27**	**Budget (R) ('000)**	**Expenditure to date (%)**	**Implementing agent**	**Challenges**	**Remedial actions**
	initiatives including capital projects															
Improved human development index	Development and review of an LED Strategy	-	September 2017	30 June 2023	30 June 2023	30 June 2023			N/A	N/A	N/A	N/A		Director: Economic Development and Planning	N/A	N/A
Create an enabling and conducive environment for economic growth and job opportunities	Replacement of informal traders stalls	10	5	13	10	0	10	Nil	1	1	1	700		Director: Economic Development and Planning	*During the budget adjustment, the budget allocation for trading stalls was reduced from R700 000 to R260 000. The request was sent through to SCM but due to scum delays a service provider was only appointed in June 2023.*	*In reaction to the budgetary constraints and SCM-related delays that led to the reduction of funds for trading stalls and the late appointment of a service provider in June 2023, a comprehensive corrective strategy has been implemented. The SCM policy was revised and adopted to prevent future delays, six trading stalls*

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN PROGRESS REPORT																
						5 Year Targets										
Objective	**Performance Indicator**	**Backlog**	**Baseline**	**Overall target (5yr timeframe)**	**Year 1 2022/23 Target**	**Year 1 2022/23 *Actual***	**Year 2 2023/24 Target**	**Year 2 2023/24 *Actual* *(As at March 2024)***	**Year 3 2024 /25**	**Year 4 2025 /26**	**Year 5 2026/27**	**Budget (R) ('000)**	**Expenditure to date (%)**	**Implementing agent**	**Challenges**	**Remedial actions**
																are slated for completion in the 2023/2024 financial year to address the current shortfall, and additional maintenance funds have been secured to ensure the sustainability of the stalls beyond their completion. This multifaceted approach aims to rectify the reduction in initial budget allocation and mitigate SCM process inefficiencies.
Create an enabling and conducive environment for economic	Number of economic development forums convened	N/A	New KPI		2	1	2	1	2	2	2	N/A		Director: Economic Development and Planning	N/A	N/A

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN PROGRESS REPORT																
Objective	**Performance Indicator**	**Backlog**	**Baseline**	**Overall target (5yr timeframe)**	**5 Year Targets**							**Budget (R) ('000)**	**Expenditure to date (%)**	**Implementing agent**	**Challenges**	**Remedial actions**
					Year 1 2022/23 Target	**Year 1 2022/23 *Actual***	**Year 2 2023/24 Target**	**Year 2 2023/24 *Actual* *(As at March 2024)***	**Year 3 2024 /25**	**Year 4 2025 /26**	**Year 5 2026/27**					
growth and job opportunities																
Create an enabling and conducive environment for economic growth and job opportunities	Number of investment summits convened	N/A	New KPI	5	1	0	1	1	1	1	1	100		Director: Economic Development and Planning	*Delays in obtaining a service provider for the implementation of target. Furthermore, there were issues with the SCM policy that needed to be updated as per the new PPPFA regulations before any services could be procured.*	*The reviewed SCM policy was adopted by council in April 2023. The requisition for a service provider to be resubmitted to SCM as a matter of urgency and the new target date for achieving the performance will be by end of Q1 of the new financial year as per the adopted SDBIP of 2023/2024*
Improved human development index	Number of LED initiatives implemented	-	New KPI	20	4	8	4	2	4	4	4			Director: Economic Development and Planning	N/A	N/A

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN PROGRESS REPORT																
						5 Year Targets										
Objective	Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	Year 1 2022/23 Target	Year 1 2022/23 *Actual*	Year 2 2023/24 Target	Year 2 2023/24 *Actual* *(As at March 2024)*	Year 3 2024 /25	Year 4 2025 /26	Year 5 2026/27	Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Challenges	Remedial actions
Create an enabling and conducive environment for economic growth and job opportunities	Number of business capacity trainings conducted	Nil	New KPI		8	13	4	0	6	6	6	300		Director: Economic Development and Planning	N/A	N/A
Create an enabling and conducive environment for economic growth and job opportunities	Number of farming equipment provided to emerging farmers	*N/A*	New KPI	16	Provision of two cattle handling facilities and farming tools		12	*0*	Provision of two cattle handling facilities	Provision of two cattle handling facilities	N/A	300		Director: Economic Development and Planning	N/A	N/A
Create an enabling and conducive environment for economic growth and job opportunities	Number of fields cultivated for emerging farmers	*N/A*	New KPI	120ha	N/A	N/A	30ha	*0ha*	30ha	30ha	30ha			Director: Economic Development and Planning	N/A	N/A

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN PROGRESS REPORT																
						5 Year Targets										
Objective	**Performance Indicator**	**Backlog**	**Baseline**	**Overall target (5yr timeframe)**	**Year 1 2022/23 Target**	**Year 1 2022/23 *Actual***	**Year 2 2023/24 Target**	**Year 2 2023/24 *Actual* *(As at March 2024)***	**Year 3 2024 /25**	**Year 4 2025 /26**	**Year 5 2026/27**	**Budget (R) ('000)**	**Expenditure to date (%)**	**Implementing agent**	**Challenges**	**Remedial actions**
Create an enabling and conducive environment for economic growth and job opportunities	Number of businesses assisted with access to local and international market	*N/A*	New KPI	38	6	45	8		8	8	8	50		Director: Economic Development and Planning	N/A	N/A
Create an enabling and conducive environment for economic growth and job opportunities	Number of tourism attraction initiatives supported	1	New KPI	20	4	8	4	3	4	4	4	160		Director: Economic Development and Planning	N/A	N/A
Improved human development index	Development of Informal Trading Complexes	*N/A*	New KPI		N/A	N/A	30 Jun 2024	*Nil*				2,300		Director: Economic Development and Planning	N/A	N/A
Poor Revenue Collection	Percentage of buildings plans processed within 90 days (0-90m^2)	N/A	80%	100%	80%	82%	80%	81%	100%	100%	100%	N/A		Director: Economic Development and Planning	N/A	N/A
Poor Revenue Collection	Percentage of buildings plans processed within 90 days (>90 m^2)	N/A	80%		80%	80%	80%	59%	80%	80%	80%	N/A		Director: Economic Development and Planning	N/A	N/A

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN PROGRESS REPORT																
Objective	Performance Indicator	Backlog	Baseline	Overall target (5yr timeframe)	5 Year Targets							Budget (R) ('000)	Expenditure to date (%)	Implementing agent	Challenges	Remedial actions
					Year 1 2022/23 Target	Year 1 2022/23 *Actual*	Year 2 2023/24 Target	Year 2 2023/24 *Actual* *(As at March 2024)*	Year 3 2024 /25	Year 4 2025 /26	Year 5 2026/27					
CROSS CUTTING																
Improved human development index	Date Disaster Management Plan reviewed and adopted by Council	N/A	31 May 2022	Annual (May)	30 June 2023	30 June 2023	May	Under review	May	May	May	N/A		Director: Community Services	N/A	N/A
Improved human development index	Percentage of SPLUMA applications processed within legal timeframes	N/A	100%		80%	100%	80%	100%	80%	80%	80%	N/A		Director: Economic Development and Planning	N/A	N/A
Improved human development index	Review of the land use scheme as per section 45 of SPLUMA bylaws	N/A	June 2020	March 2023	March 2023	N/A	N/A	N/A	N/A	N/A	N/A	N/A		Director: Economic Development and Planning	N/A	N/A
Improved human development index	Development of a SPLUMA compliant Spatial Development Framework	2 years	May 2022		May 2023	Nil	May 2024	Nil	N/A	N/A	N/A	500		Director: Economic Development and Planning	N/A	N/A
Improved human development index	Number of title deeds registered to beneficiaries	TBC	57		100	0	100	0	N/A	N/A	N/A	N/A		Director: Economic Development and Planning	SCM processes has just been finalised at the beginning of April	Target moved to Q4

5 YEAR SERVICE DELIVERY AND INFRASTRUCTURE IMPLEMENTATION PLAN PROGRESS REPORT																
						5 Year Targets										
Objective	**Performance Indicator**	**Backlog**	**Baseline**	**Overall target (5yr timeframe)**	**Year 1 2022/23 Target**	**Year 1 2022/23 *Actual***	**Year 2 2023/24 Target**	**Year 2 2023/24 *Actual* *(As at March 2024)***	**Year 3 2024 /25**	**Year 4 2025 /26**	**Year 5 2026/27**	**Budget (R) ('000)**	**Expenditure to date (%)**	**Implementing agent**	**Challenges**	**Remedial actions**
Improved human development index	Number of subsidized housing units constructed using various Human Settlements programmes	2119	New KPI	2219	N/A	N/A	100	53	100	100	100	TBC		Director: Economic Development and Planning	N/A	N/A

CAPITAL INVESTMENT PLAN

Table 40: Capital Investment Plan

IDP Ref. No	Project Name	Ward	Project coordinates- X POINT	Project coordinates- Y POINT	IDMS Stage	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	FY 2028/2029	Funding Source	Responsibility
IDP 22-26/1	Syaphepha low level foot bridge from Sphumelele to KwaMevana	01	30.22845	-29.49746	1	R0.00	R1,5 million	R0.00	R0.00	R0.00	MIG	Director: I&PW
IDP22-26/2	Construction of commuter shelters in various wards	3,4,6,8,10, 11,13	N/A	N/A	3	R2 million	R2 million	R0.00	R0.00	R0.00	MIG	Director: I&PW
IDP22-26/3	Construction of Fordoun multi-purpose hall and Fordoun access road to blacktop	03	Fordoun Access Road (30.02754) Fordoun Hall (30.02757)	Fordoun Access road (-29.33769) Fordoun Hal (-29.33713)	3	R3 million	R0.00	R0.00	R0.00	R0.00	MIG	Director: I&PW
IDP22-26/4	Rehabilitation of Nxamalala Sportsfield	03	30.20553	-29.58378	1	R0.00	R2,5 million	R0.00	R0.00	R0.00	MIG	Director: I&PW
IDP22-26/5	Construction of Toni road to blacktop	03	30.03050	-29.38020	1	R0.00	R0.00	R3,5 million	R0.00	R0.00	MIG	Director: I&PW
IDP22-26/6	Construction of Alex Mtambo, Mkhulisa and Jakalas street to blacktop	04	Jakalas (30.10112) Alex Mtambo (30.10007) Mkhulisa (30.10083)	Jakalas (-29.44178) Alex Mtambo (-29.44206) Mkhulisa (-29.44188)	1	R0.00	R0.00	R12,7 million	R0.00	R0.00	MIG	Director: I&PW
IDP22-26/7	Construction of Curry's post landfill site new	05	30.20814	-29.46752	3	R500 000	R12,5 million	R12,5 million	R0.00	R0.00	Mig/External	Director: I&PW

IDP Ref. No	Project Name	Ward	Project coordinates- X POINT	Project coordinates- Y POINT	IDMS Stage	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	FY 2028/2029	Funding Source	Responsibility
	cell Phase 1 & Phase 2											
IDP22-26/8	Mnconjwana Road (black top and public transport facilities)	09	30.19823	-29.59779	1	R0.00	R8 million	R0.00	R0.00	R0.00	MIG	Director: I&PW
IDP22-26/9	Re-gravelling of Nduna Dlamini and Sithole	09			3	R5,7 million	R0.00	R0.00	R0.00	R0.00	MIG	Director: I&PW
IDP22-26/10	Construction of Mtholampilo road sidewalk	10	30.18644	-29.56607	3	R919,155	R0.00	R0.00	R0.00	R0.00	MIG	Director: I&PW
IDP22-26/11	Re-gravelling of Zothi road, 89th Avenue and 75th Avenue	13	Zothi (30.19065) 75th (30.19181) 89th (30.19366)	Zothi (-29.56942) 75th (-29.57462) 89th (-29.57848)	3	R3,5 million	R0.00	R0.00	R0.00	R0.00	MIG	Director: I&PW
IDP22-26/12	Specialized vehicles for waste management	N/A	N/A	N/A	3	R8,4 million	R0.00	R0.00	R0.00	R0.00	MIG	Director: I&PW
IDP22-26/13	Resurfacing Road – Midmar	01	30.22771	-29.50933	3	R3,9 million	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/14	Resurfacing Road - Greenfields	01	30.23047	-29.50908	3	R1,8 million	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/15	Regravelling Shiyabazali	01	30.24120	-29.48814	1	R0.00	R1,5 million	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/16	Resurfacing of Road - Lake Ave	01	30.22315	-29.50255	1	R0.00	R1 million	R957,000	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/17	Resurfacing of Road - Riverview	01	30.22984	-29.50186	1	R0.00	R0.00	R1,7 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/18	Resurfacing of Road - Star light	01	30.22654	-29.51096	1	R0.00	R1,3 million	R1,3 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/19	Resurfacing of Road – Lupin	01	30.22230	-29.50834	1	R0.00	R0.00	R1,3 million	R0.00	R0.00	Internal	Director: I&PW
IDP20-26/20	Resurfacing of Road - Valley View	01	30.22356	-29.50766	1	R0.00	R0.00	R3,3 million	R0.00	R0.00	Internal	Director: I&PW

IDP Ref. No	Project Name	Ward	Project coordinates- X POINT	Project coordinates- Y POINT	IDMS Stage	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	FY 2028/2029	Funding Source	Responsibility
IDP22-26/21	uMngeni Driver's Licence Testing Centre	01	30.23129	-29.50329	1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: CS&PS
IDP22-26/22	Impendle Rank	02	30.23258	-29.48723	2	R500,000	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/23	Bell St sports field upgrades	02	30.22795	-29.48517	2	R500,000	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/24	CCTV cameras, control room and systems	02	30.22963	-29.48299	1	R0.00	R150,000	R100,000	R0.00	R0.00	Internal	Director: CS&PS
IDP22-26/25	Bell Street resurfacing	02	30.23081	-29.48499	1	R0.00	R0.00	R7,2 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/26	Howick CBD Revitalisation	02	30.23310	-29.48554	1	R0.00	R0.00	R500 000	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/27	Howick Main Street upgrade additional lane	02,05	30.23463	-29.48493	1	R0.00	R0.00	R0.00	R0.00	R1,2 million	Internal	Director: I&PW
IDP22-26/28	uMngeni Bridge reconstruction	02	30.23495	-29.48719	1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/29	SMME Incubation Facility	02			2	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: EDP&HS
IDP22-26/30	Allemans and Grays Court Refurbishment	02	30.22612	-29.48171	1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: EDP&HS
IDP22-26/31	Merrivale Industrial Zone Rehabilitation	02	30.22990	-29.51162	1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	All Departments
IDP22-26/32	Nottingham Road public transport hub	03	29.99399	-29.35845	1	R0.00	R0.00	R1,2 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/33	Extension of cemetery facility - Zenzani	03	30.02755	-29.37956	1	R0.00	R0.00	R2,5 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/34	Hillside housing project access roads	03	29.99066	-29.36269	1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW

IDP Ref. No	Project Name	Ward	Project coordinates- X POINT	Project coordinates- Y POINT	IDMS Stage	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	FY 2028/2029	Funding Source	Responsibility
IDP22-26/35	Mandela Capture Site	04,09	30.17116	-29.46517	4	R12 million	R0.00	R0.00	R0.00	R0.00	TIKZN	Director: EDPHS
IDP22-26/36	Landfill fencing	04	30.20658	-29.46740	3	R1,5 million	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/37	Lidgetton Bridge	04	30.10406	-29.44007	2	R500,000	R1,2 million	R500,000	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/38	Lidgetton Public transport hub	04	30.11022	-29.43185	1	R0.00	R0.00	R1,2 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/39	Lidgetton farm housing project access roads	04			1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/40	Lutchmans farm housing project access roads	04			1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/41	Resurfacing Road – Ludgate	05	30.22224	-29.48650	2	R760,000	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/42	Resurfacing Road – Rylande	05	30.22351	-29.49134	2	R5,2 million	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/43	Resurfacing Road - Clarendon	05	30.22432	-29.48395	2	R5,5 million	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/44	Resurfacing Road – Curry's Post	05	30.20714	-29.45964	1	R0.00	R0.00	R0.00	R3,2 million	R3,4 million	Internal	Director: I&PW
IDP22-26/45	Karkloof streetlight	05	30.23523	-29.47701	2	R250,000	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/46	Howick Falls Precinct upgrade	05	30.23781	-29.48553	2	R5 million	R0.00	R0.00	R0.00	R0.00	Internal	Director: EDP&HS
IDP22-26/47	Re graveling of roads - Yarrow farm road, Colbourne farm road	05	30.31223	-29.34337	1	R0.00	R0.00	R3 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/48	Resurfacing of Road - Theed St	05	30.22556	-29.49060	1	R0,00	R2 million	R1 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/49	Resurfacing of Road - Fraser St	05	30.22010	-29.47973	1	R0.00	R0.00	R0.00	R4,7 million	R0.00	Internal	Director: I&PW
IDP22-26/50	Resurfacing of Road - Mansfield	05	30.21645	-29.48034	1	R0.00	R0.00	R917,000	R0,00	R0,00	Internal	Director: I&PW

IDP Ref. No	Project Name	Ward	Project coordinates- X POINT	Project coordinates- Y POINT	IDMS Stage	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	FY 2028/2029	Funding Source	Responsibility
IDP22-26/51	Resurfacing of Road - Eridene	05	30.22499	-29.46962	1	R0.00	R0.00	R2,3 million	R3,3 million	R0.00	Internal	Director: I&PW
IDP22-26/52	Resurfacing of Road - Hayfields	05	30.29620	-29.54336	1	R0.00	R2,7 million	R974,000	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/53	Resurfacing of Road - Plane	05	30.20720	-29.47920	1	R0.00	R4,9 million	R670,000	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/54	Dirt Road next to Main (gravel)	05			1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/55	Resurfacing of Road - Buchannan	05	30.22016	-29.47646	1	R0.00	R0.00	R2,8 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/56	Resurfacing of Road - Rietbuck	05	30.22705	-29.47364	1	R0.00	R0.00	R1,4 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/57	Resurfacing of Road - Howick Bridge	05	30.23482	-29.48769	1	R0.00	R0.00	R850,000	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/58	Resurfacing of Road - Ludgate Hill	05			1	R0.00	R0.00	R760,000	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/59	Mare Street Walkway	05	30.23075	-29.47920	1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/60	Resurfacing of Road - Sangster	05	30.22577	-29.47619	1	R0.00	R0.00	R955,000	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/61	Repair drainage line where road is sagging - under Karkloof at Yard 41	05	30.23400	-29.48194	1	R0.00	R0.00	R6,5 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/62	Resurfacing Road - Groenekloof	06	30.29499	-29.54972	2	R4,2 million	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/63	Resurfacing Road - Azalea Lane (Mount Micheal)	06	30.29272	-29.57522	2	R4,2 million	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/64	Resurfacing Road - Park Ln	06	30.22739	-29.48647	2	R500,000	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW

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IDP22-26/65	Resurfacing Road - Anderson/Trutter	06	30.24186	-29.51806	2	R3,6 million	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/66	Emandleni Sports	06	30.27746	-29.53151	2	R250,000	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/67	Emandleni Mast light	06	30.27731	-29.53369	2	R500,000	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/68	Road resurfacing - Flamingo Street	06	30.30911	-29.55465	1	R0.00	R0.00	R2,8 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/69	Dennis Shepstone Drive Streetlights	06	30.28683	-29.57014	2	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/70	Hilton Rail trail	06	30.30219	-29.55465	1	R0.00	R0.00	R100,000	R0.00	R0.00	Internal	Director: EDP&HS
IDP22-26/71	Resurfacing of Road - Geekie	06	30.24522	-29.51476	1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/72	Resurfacing of Road - Upfold	06	30.23709	-29.51315	1	R0.00	R2,3 million	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/73	Resurfacing of Road - Ogilivie	06	30.22736	-29.51328	1	R0.00	R4,1 million	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/74	Resurfacing of Road - Klaasen	06	30.24365	-29.51161	1	R0.00	R650,000	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/75	Resurfacing of Road - Amy Wilson	06	30.24767	-29.52715	1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/76	Resurfacing of Road - Celtis Lane	06	30.30174	-29.56703	1	R0.00	R0.00	R3 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/77	Resurfacing of Road - Crompton	06	30.29234	-29.58839	1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/78	Resurfacing of Road - Dalry (gravel)	06	30.29538	-29.58813	1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/79	Resurfacing of Road - Quarry	06	30.30437	-29.55944	1	R0.00	R4,5 million	R1,8 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/80	Resurfacing of Road - Acutt	06	30.29874	-29.54925	1	R0.00	R0.00	R100,000	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/81	Resurfacing of Road - Hillary	06	30.29052	-29.55909	1	R0.00	R0.00	R2,6 million	R0.00	R0.00	Internal	Director: I&PW

IDP Ref. No	Project Name	Ward	Project coordinates- X POINT	Project coordinates- Y POINT	IDMS Stage	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	FY 2028/2029	Funding Source	Responsibility
IDP22-26/82	Resurfacing of Road – Mallory	06	30.29283	-29.56443	1	R0.00	R0.00	R1,9 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/83	Resurfacing of Road - Elizabeth	06	30.24730	-29.51167	1	R0.00	R0.00	R3,4 million	R4,8 million	R0.00	Internal	Director: I&PW
IDP22-26/84	Resurfacing of Road - Mimosa	06	30.22115	-29.51199	1	R0.00	R0.00	R2,6 million	R0,00	R0.00	Internal	Director: I&PW
IDP22-26/85	Resurfacing of Road – William Younger	06	30.30203	-29.53809	1	R0.00	R0.00	R0.00	R5,7 million	R0.00	Internal	Director: I&PW
IDP22-26/86	Resurfacing of Road - Settling	06			1	R0.00	R0.00	R763,000	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/87	Hilton Avenue traffic flow improvements refuge lanes and intersections	06	30.30026	-29.55045	1	R0.00	R0.00	R0.00	R0.00	R1 million	Internal	Director: I&PW
IDP22-26/88	Hilton Society phase 4 housing project access roads	6	30.22158	-29.52484	1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/89	St Joseph housing project access roads	06	30.25860	-29.52080	1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/90	Hilton New Bulk Point Supply	6,7			1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/91	Resurfacing Road – Macleroy	07	30.25003	-29.53063	2	R1,3 million	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/92	Old Howick Road rehabilitation	07	30.31771	-29.57309	1	R0.00	R3,8 million	R5 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/93	Construction of Cedara blacktop	07	30.28866	-29.55313	1	R0.00	R0.00	R13 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/94	Resurfacing of Road - Carl Ohrtman & Holgate Rd	07	30.25126	-29.52703	1	R0.00	R2,1 million	R0.00	R0.00	R0.00	Internal	Director: I&PW

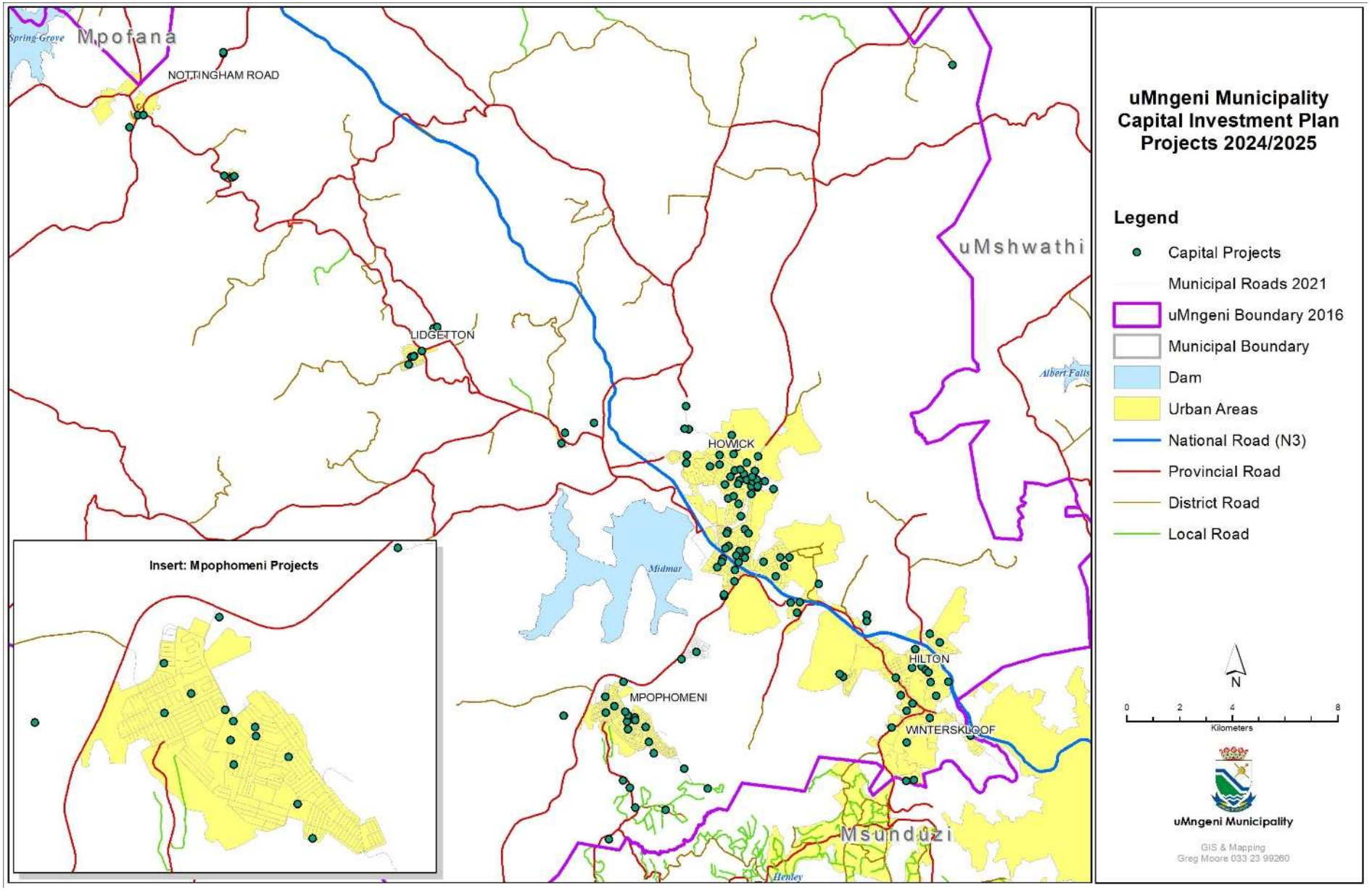
IDP Ref. No	Project Name	Ward	Project coordinates- X POINT	Project coordinates- Y POINT	IDMS Stage	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	FY 2028/2029	Funding Source	Responsibility
IDP22-26/95	Resurfacing of Road - Wilson	07			1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/96	Khayelisha Housing B2 Intersection & stormwater outlet	07	30.21067	-29.54374	1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/97	Khayelisha housing project access roads	07	30.20471	-29.54624	1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/98	Resurfacing and maintenance of roads – Dulela	08	30.18627	-29.59698	1	R0.00	R0.00	R3,6 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/99	Mpophomeni Tourism assets	8,9,10,11	30.18196	-29.55380	1	R0.00	R0.00	R100,000	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/100	Lions River phase 2 housing project access roads	09	30.15988	-29.46842	1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/101	Mpophomeni Node	10	30.18333	-29.56749		R0.00	R0.00	R500,000	R0.00	R0.00	Internal	Director: EDP&HS
IDP22-26/102	Nokulunga Gumede memorial	10	30.18369	-29.56535	2	R100 000	R0.00	R0.00	R0.00	R0.00	Internal	Director: EDPHS
IDP22-26/103	Mpophomeni Museum refurbishment	10			1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director:CSCS
IDP22-26/104	Mpophomeni Business District	10			1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: EDP&HS
IDP22-26/105	Mpophomeni rank fencing	11	30.18656	-29.56706	2	R200,000	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/106	Upgrading of 27th Cresent Road to black top	11	30.17832	-29.56226	1	R0.00	R3 700 000,00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/107	Mpophomeni Informal Traders Complex	11	30.18266	-29.56411	3	R3,3 million	R0.00	R0.00	R0.00	R0.00	Internal	Director: EDP&HS

IDP Ref. No	Project Name	Ward	Project coordinates- X POINT	Project coordinates- Y POINT	IDMS Stage	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	FY 2028/2029	Funding Source	Responsibility
IDP22-26/108	Resurfacing Road - Sparks /Weaver	12	30.21899	-29.51493	2	R1,4 million	R0.00	R0.00	R3 million	R0.00	Internal	Director: I&PW
IDP22-26/109	Resurfacing Road - Tumbleweed	12	30.22573	-29.51970	1	R720,000	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/110	Upgrade Howick South Hall	12	30.22593	-29.51590	1	R0.00	R0.00	R1,5 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/111	Tumbleweed housing project access roads	12	30.22156	-29.52418	1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/112	KwaMevana housing project access roads	12	30.22754	-29.49316	1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/113	Re gravelling of roads - Dulela Street	13			1	R0.00	R0.00	R3 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/114	Installation of tourism signage	All wards			2	R100,000	R300,000	R100,000	R100,000	R100,000	Internal	Director: EDP&HS
IDP22-26/115	Combination signage	All wards			2	R100,000	R0.00	R0.00	R0.00	R0.00	Internal	Director: EDP&HS
IDP22-26/116	Municipal combi court	N/A			1	R 485,000	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/117	Yellow Plant acquisition	N/A	30.23249	-29.48985	1	R0.00	R4,9 million	R5 million ,00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/118	Tractor acquisition	N/A			1	R0.00	R550,000	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/119	Resurfacing of Road - Seeking		30.30579	-29.54108	1	R0.00	R0.00	R2,6 million	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/120	Resurfacing of Road - Tumbleweed		30.22573	-29.51970	2	R 1 million	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/121	Vehicle acquisition	N/A			1	R0.00	R1 million	R500,000	R0,00	R0,00	Internal	Director: CS&PS
IDP22-26/122	Firearms and ammunition	N/A			1	R0.00	R0.00	R100,000	R0.00	R0.00	Internal	Director: CS&PS

IDP Ref. No	Project Name	Ward	Project coordinates- X POINT	Project coordinates- Y POINT	IDMS Stage	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	FY 2028/2029	Funding Source	Responsibility
IDP22-26/123	Bulk Infrastructure Upgrade - Mpophomeni	8,9,10,11	Ward 8 (30.17491) Ward 9 (30.18154) Ward 10 (30.18370) Ward 11 (30.17495)	Ward 8 (-29.55887) Ward 9 (-29.58768) Ward 10 (-29.57023) Ward 11 (-29.56442)	3	R16,8 million	R14,6 million	R30 million	R30 million	R0.00	DMRE	Director: I&PW
IDP22-26/124	New Bulk infrastructure - Hilton	6,7	Ward 6 (30.30131) Ward 7 (30.29509)	Ward 6 (-29.55130) Ward 7 (-29.56200)	1	R0.00	R0.00	R10 million	R30 million	R30 million	Internal	Director: I&PW
IDP22-26/125	New Bulk infrastructure - Khanya Village	7			1	R0.00	R5 million	R5 million	R5 million	R0.00	Internal	Director: I&PW
IDP22-26/126	KwaHhaza electrification (Phase 3)	9	30.17591	-29.60775	1	R2,1 million	R0.00	R0.00	R0.00	R0.00	DMRE	Director: I&PW
IDP22-26/127	Mpophomeni electrification infills (Phase 4)	8,9,10,11,13			1	R2,1 million	R0.00	R0.00	R0.00	R0.00	DMRE	Director: I&PW
IDP22-26/128	uMngeni farms electrification	All wards			1	R400,000	R0.00	R0.00	R0.00	R0.00	DMRE	Director: I&PW
IDP22-26/129	EEDSM (Howick)	2,5,12			1	R4 million	R0.00	R0.00	R0.00	R0.00	DMRE	Director: I&PW
IDP22-26/130	Mpophomeni Network upgrade (Reticulation)	8,9,10,11	30.17491	-29.55887	1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/131	Streetlights - Karkloof Road Streetlights	5			1	R0.00	R500,000	R500,000	R500,000	R500,000	Internal	Director: I&PW

IDP Ref. No	Project Name	Ward	Project coordinates- X POINT	Project coordinates- Y POINT	IDMS Stage	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	FY 2028/2029	Funding Source	Responsibility
IDP22-26/132	Streetlights - Khanya Village	7	30.26793	-29.55260	1	R0.00	R0.00	R200,000	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/133	Streetlights - Infills	All Wards			1	R0.00	R150,000	R150,000	R150,000	R150,000	Internal	Director: I&PW
IDP22-26/134	Streetlights - KwaHhaza Road	9	30.18414	-29.59019	1	R0.00	R500 000,00	R500 000	R500,000	R500,000	Internal	Director: I&PW
IDP22-26/135	Streetlights - Greendale to Tweedie	2	30.20745	-29.47634	1	R0.00	R0.00	R0.00	R600,000	R500,000	Internal	Director: I&PW
IDP22-26/136	Streetlights - Nottingham Road	3	29.99620	-29.35853	2	R250,000	R250,000	R250,000	R250,000	R250,000	Internal	Director: I&PW
IDP22-26/137	High Mast Light - Emashingeni	8	30.21479	-29.59069	1	R650,000	R650,000	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/138	High Mast Light - Emandleni Mast	6			1	R650,000	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/139	High Mast Ligh - Thokoza Informal Settlement	1	30.22280	-29.50320	1	R0.00	R0.00	R0.00	R650,000	R0.00	Internal	Director: I&PW
IDP22-26/140	High Mast Light - Khanya Village	7	30.26658	-29.55172	1	R0.00	R0.00	R0.00	R650,000	R650,000	Internal	Director: I&PW
IDP22-26/141	High Mast Light - KwaChief	8			1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/142	High Mast Light - Lions River	9	30.15837	-29.47207	1	R650,000	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/143	High Mast Light - Lidgetton	4	30.09901	-29.44472	1	R0.00	R0.00	R650,000	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/144	High Mast Light - Shayamoya	13			1	R0.00	R0.00	R0.00	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/145	Bulk infrastructure Upgrade - Zenzane Village	3	30.03140	-29.37965	1	R0.00	R0.00	R600,000	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/146	Bulk infrastructure Upgrade - Cosmo Road	12	30.22084	-29.51297	1	R0.00	R0.00	R450,000	R0.00	R0.00	Internal	Director: I&PW
IDP22-26/147	Bulk infrastructure Upgrade - Howick	2,5	30.23285	-29.48388	1	R0.00	R2 million	R10 million	R10 million	R8 million	Internal	Director: I&PW

IDP Ref. No	Project Name	Ward	Project coordinates- X POINT	Project coordinates- Y POINT	IDMS Stage	FY 2024/2025	FY 2025/2026	FY 2026/2027	FY 2027/2028	FY 2028/2029	Funding Source	Responsibility
IDP22-26/148	Electrification - Inguga	8	30.15846	-29.56538	1	R0.00	R0.00	R0.00	R1,8 million	R0.00	DMRE - INEP	Director: I&PW
IDP22-26/149	Electrification - KwaHhaza	8,9			1	R0.00	R0.00	R6,5 million	R0.00	R0.00	DMRE - INEP	Director: I&PW
IDP22-26/150	Electrification - Dulela	9			1	R0.00	R0.00	R1,4 million	R0.00	R0.00	DMRE - INEP	Director: I&PW
IDP22-26/151	Electrification - Ezakhisweni	8			1	R0.00	R0.00	R 1,2 million	R0.00	R0.00	DMRE - INEP	Director: I&PW
IDP22-26/152	Electrification Infills	All Wards			1	R0.00	R500,000	R500,000	R500,000	R300,000	Internal	Director: I&PW


Mpofana
Spring Grove
NOTTINGHAM ROAD
LIDGETTON
uMshwathi
Albert Falls
HOWICK
Midmar
HILTON
MPOPHOMENI
WINTERSKLOOF
Msunduzi
Henley
Insert: Mpophomeni Projects
uMngeni Municipality
Capital Investment Plan
Projects 2024/2025
Legend
Capital Projects
Municipal Roads 2021
uMngeni Boundary 2016
Municipal Boundary
Dam
Urban Areas
National Road (N3)
Provincial Road
District Road
Local Road
N
0 2 4 8
Kilometers
uMngeni Municipality
GIS & Mapping
Greg Moore 033 23 99260

Section F: Municipal Projects

uMngeni Catalytic Projects

A Catalytic Project is defined as a large-scale or large-scope project that has a significant impact on employment, services, economic and social investment, and/or rates. It be noted that there are many development initiatives driven by the council of uMngeni . The table below lists internal catalytic projects aligned to the SDGs:

Project Name	Brief Description	Proposed Budget	Status
Howick Falls development. 	The Department of Economic Development, Tourism and Environmental Affairs (EDTEA) has recognized the importance of investing in the rehabilitation of the Precinct. The precinct has businesses ranging from a hotel, merchandizing shops, arts and craft shops, a museum, restaurants, and local crafters. The first phase of the project is aimed at upgrading the overall offering of the Howick falls precinct to become a world class destination for domestic and international visitors.	R 5 000 000	Planning
Mpophomeni Nodal Development 	The proposed nodal plan for Mpophomeni, commissioned by the Municipality and the KZN Department of Co-operative Governance and Traditional Affairs, is an excellent initiative towards this goal. The plan focuses on providing clear planning guidelines and directing future development decisions critical in ensuring sustainable and equitable growth for the area. By increasing property values, attracting private investment, and creating job opportunities, the nodal plan has the potential to uplift the community of Mpophomeni and surrounding areas significantly.	N/A	Planning

The Nelson Mandela Capture Site Upgrade    	The Capture Site is a unique and historic site along the R103 Midlands Meander and considered a significant catalytic project for the municipality. The National Department of Tourism has appointed Tourism KwaZulu-Natal to oversee the implementation of the infrastructure upgrades at the Capture Site. These upgrades include the construction of a new access road, parking, gatehouse, and storm water upgrades, and are part of the third phase of a larger development project that consists of five phases in total.	R 100 000 000	Implementation
Howick CBD Rehabilitation 	The Howick CBD rehabilitation project is a strategic effort to revitalize the core business area of the locality, attract new investment, and promote business development in the area. The successful implementation of this vision hinges on three key pillars: ensuring law and order, beautification of the CBD, and availability of adequate supporting infrastructure.	N/A	N/A
The Howick Government Precinct  	The Department of Public Works has selected Erf 76 and Erf 1779 in Howick as an appropriate location for a government precinct development. This site is currently shared by the Department of Justice, the South African Police Service (SAPS), and an existing structure on Erf 1779 that serves as a Home Affairs Building. The proposed development aims to accommodate several government departments, including the Department of Labour, Home Affairs, and the South African Social Security Agency (SASSA).	R 91 000 000	Planning
uMngeni incubation facility project  	Small, Medium and Micro Enterprises (SMMEs) in South Africa play a significant role towards employment, income generation and poverty alleviation in the country. A dedicated and functional multisector incubator could assist participating businesses in the locality to gain from networking possibilities, low-cost office space, mentorship and links with other businesses and potential funders.	N/A	Planning Phase

National Rowing Testing Centre 	The uMngeni Municipality is focusing on tourism and sports as important economic drivers, and is collaborating with EZEMVELO, Rowing SA, Traditional Leadership (Mpophomeni), uMgungundlovu Economic Development Agency, UMDM, Department of Sports and Recreation, and EDTEA to build a national rowing testing centre in Mpophomeni Township (Howick) for economic growth and community benefits. With the multi-year funding strategy in place, the construction is expected to span 36 months, with a phased approach	R 82 000 000	Finalisation of Land Acquisition by uMngeni from EZEMVELO

Private Sector led Developments

Project Name	Description
The Midlands Meander Region & Nottingham Road developments	Nottingham Road, located in the picturesque Midlands Meander region of KwaZulu-Natal, has seen various developments over the years. The area is known for its natural beauty, tourist attractions, golfing and agricultural activities. Nottingham Road has seen the development and expansion of tourism infrastructure, such as hotels, guesthouses, lodges, and bed and breakfast establishments.
Hilton & Howick region developments	There have been various residential and commercial developments in Hilton and Howick. This includes the construction of new housing estates, townhouse complexes, and shopping centres. These developments cater to the growing demand for housing and commercial spaces, providing residents with more options and contributing to economic growth in the area. Several housing estates have been developed in Hilton and Howick, offering a range of residential options.
The Avenues Development	The Avenues Estate is a catalytic project that will require R1billion in investment over the next five years, of which R150m has already been invested on phase 1 of the Avenues Retail Centre. In addition, R150m will be invested in the residential estate's rollout followed by commercial, retail, and the remaining residential. The developers have had to pay Eskom upfront for infrastructure to power the estate whilst the uMgungundlovu district and Umgeni Water have unduly delayed the Hilton/Howick N3 Corridor Waste-Water Treatment Plant for five years impacting on the development.

Project Name	Description
The Hilton Siding development	The Hilton Siding development is one of the catalytic private development projects in the that was completed in 2022. The development was anticipated to generate approximately 354 job opportunities through temporal and permanent jobs. The development provides retail services with well established brands in the retail sector.
The Mountain view development	The development project consists of three phases with approximately 120 units per phase. The units range from bachelor pads to 1- and 2-bedroom units as well as simplexes. The project is expected to be completed within 72 months with an estimated value of R230 million.
The Dairy at Hilton	The Dairy at Hilton is going to be a safe residential community that will have 78 houses and will be located on 66 hectares of land. It will be situated along the southern boundary of the Hilton College Estate, and it will be completely situated inside the extended boundaries of the Hilton College Nature Reserve
Gowrie Farm Development Golf Course Expansion	This expansion will have a positive impact on the financial viability of the course and its accompanying clubhouse. With a full 18-hole layout, Gowrie Farm will attract more golfers, potentially increasing revenue and ensuring long-term sustainability for the course and its facilities. This development is expected to enhance the overall popularity and desirability of the golf course, making it an even more prominent destination for golfing tours and a valuable asset for the local tourism industry.

Sector Department Projects

DEPARTMENT OF ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS (EDTEA)

Project	Description	Location	Status	Budget
Operation Vula Fund – 1st Call T1: < R200,000 T2: < R500,000 T3: < R2,000,000	Provincial Entrepreneurial and SMME Support Programme	uMngeni LM T1: 4 projects T2: 0 projects T3: 0 projects	Implementation concluded	R615,000
Operation Vula Fund – 2nd Call T1: < R50,000 T2: < R300,000 T3: < R2,000,000	Provincial Entrepreneurial and SMME Support Programme	uMngeni 13	uMngeni T1 Support: 13 (3.25%) T2 & T3 still being assessed by EDTEA	TBD
Howick Falls Precinct Development *(Rollover project)*	Regeneration of the Howick Falls Precinct through tourism infrastructure development	uMngeni LM Howick Falls Precinct	UMEDA is the implementing agent. Project Implementation Phase	R10,000,000

Project	Description	Location	Status	Budget
Municipal Infrastructure for Informal Enterprises (MIIE)	Enhance & develop municipal informal trader infrastructure	uMngeni LM Mpophomeni Informal Trading Hub – Container hub	Funds transferred and in project Implementation Phase	EDTEA: R2,440,819 LM: R759,181 **Total: R3,200,000**
Municipal Employment Initiative (MEI) (Two applications - Phase 1 & 2)	Support informal and micro businesses to stimulate LED in townships and rural areas	uMngeni LM All Wards	*Phase 1* (2023/24) Funding transferred and implementation phase. *Phase 2* (2024/25) Recommended and pending final EDTEA approval	Phase 1 (2023/24) EDTEA: R 1,000,000 LM: R500,000 **Total: R1,500,000** Phase 2 (2024/25) EDTEA: R1,000,000 LM: R1,000,000 **Total: R2,000,000**
IDP, LED Sector Plan & Economic Recovery Plan Project Support *(Ongoing support)*	Identify, package, apply for funding & implement projects identified – KZN Funding Forum	All Municipalities in KZN	Identify one potential projects per LM for packaging and request for funding Share funding support info	Various specific budget allocations

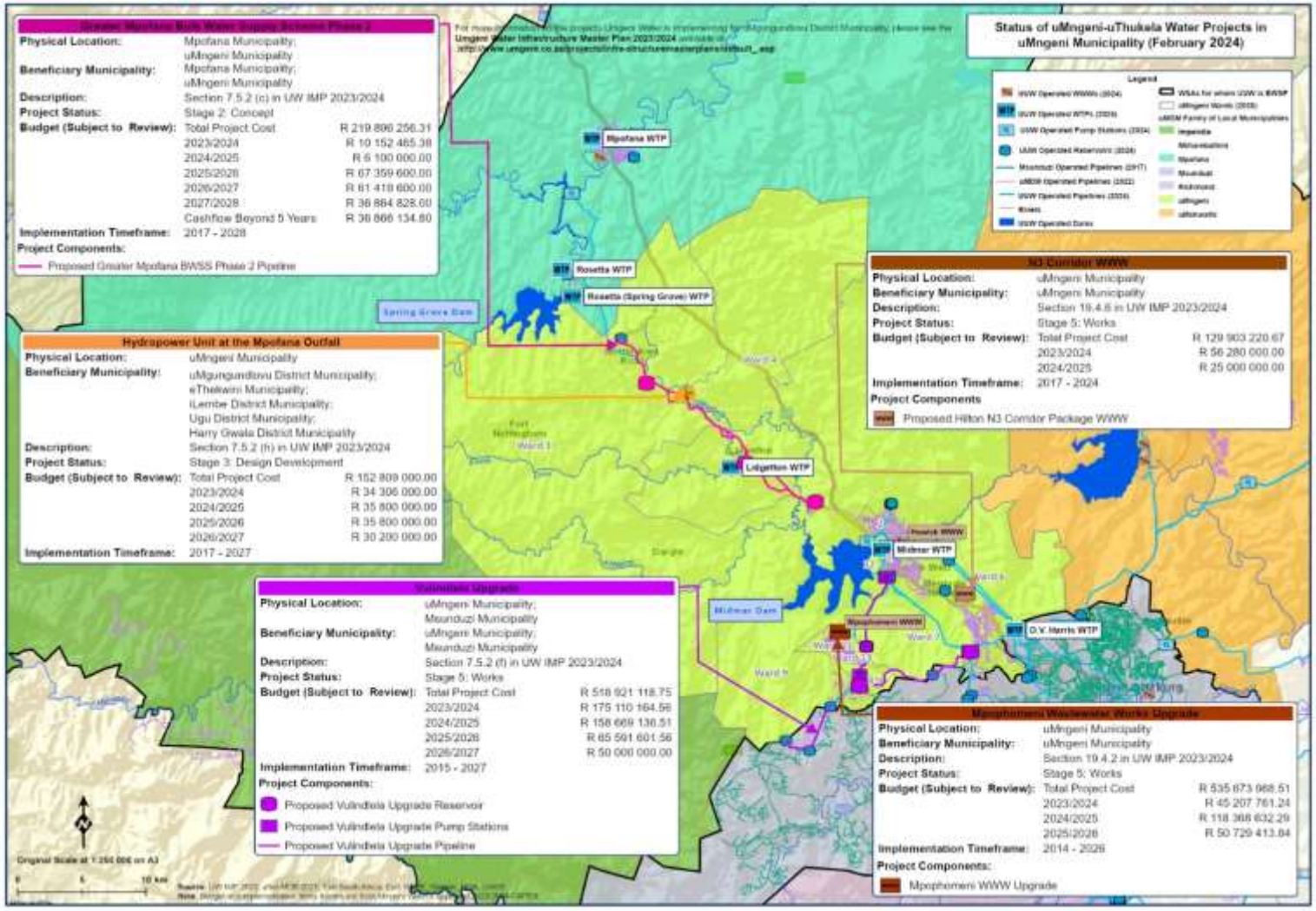
Project	Description	Location	Status	Budget
Programme 7 Invasive Alien Species Programme	Control and manage the spread of invasive alien plants	uMngeni LM Mashingeni Thobeka Zondi Tel: 0815012174	Implementation stage	R440.636
Tourism Graduate Development Programme *(Ongoing rollover initiative)*	Provides integrated learning for unemployed tourism students to promote job creation in sector	uMngeni LM	New intake for 2022/23 was done in April '22 for 24 months period	Monthly stipends paid by EDTEA. +/- R6,000pm

Support Initiative	Description

RLED Support Services in partnership with KZN COGTA & SALGA (MOU)	• Strategic, technical and institutional support services.
	• The formulation, review and implementation of RLED strategies (LED Strategies & Economic Recovery Plans and institutional structures (Municipal LED Forums & PSC's)
	• RLED Project Support Services
	  • Project, Contract & Procurement Management
	  • Financial & Risk Management
	  • Monitoring & Evaluation
	  • Institutional Support (PSC's & Forums)
	• **Red Tape Reduction Programme** – uMngeni LM– Implementation stage
	• District Development Agency (DDA) support & capacitation & DDM Model
	• Development & Implementation of Economic Recovery Plans
	• Municipal Employment Initiatives (MEI's) – Technical support to enhance

RLEDI Capacity Building Programme	• Decentralised Summer and Winter School Programmes with Municipalities (UKZN) • Young Researchers, Champions Programme (UKZN) • Ecolab and SMME training at Municipal Ward level (DUT) • RLED Municipal Capacitation Workshop (GOGTA, SALGA & UKZN) • Ya Rona Digital Development Programme (NEMISA & DUT)
Strategic Policy & Planning Support	• Provide Municipalities with economic data and statistics for their area of jurisdiction

UMNGENI-UTHUKELA WATER PROJECTS



DEPARTMENT OF AGRICULTURE AND RURAL DEVELOPMENT PROJECTS IMPLEMENTED BY DEPARTMENT OF PUBLIC WORKS

DARD PROJECTS IMPLEMENTED BY DOPW AT UMNGENI MUNICIPALITY				
No	**DESCRPTION**	**FACILITY NAME**	**SERVICE DESCRPTION**	**Budget**
08	PLANNING	OFFICES - AGRICULTURE AND ENVIRONMENTAL AFFAIRS H	REPAIRS AND RENOVATIONS TO LECTURE ROOM	**R 77 894 000.00**
		CEDARA AGRICULTURAL COLLEGE HOSTEL	CONSTRUCTION OF A NEW POULTRY ABATTOIR	
		CEDARA AGRICULTURAL COLLEGE HOSTEL	CONVERT OUTBUILDING AT PIGGERY INTO OFFICE/ABLUTION	
		ALLERTON LABORATORY	REPLACEMENT OF BORDER FENCING	
		CEDARA AGRICULTURAL COLLEGE HOSTEL	CONVERSION OF STORAGE INTO COMPUTER ROOM	
		OFFICES - AGRICULTURE - ENVIRONMENTAL SERVICES - U	UPGRADE OF BOARDACRES HOUSE	
		OFFICES - AGRICULTURE - ENVIRONMENTAL SERVICES - U	UPGRADE CANTEEN FACILITIES AND EATING AREAS	

DARD PROJECTS IMPLEMENTED BY DOPW AT UMNGENI MUNICIPALITY				
No	**DESCRPTION**	**FACILITY NAME**	**SERVICE DESCRPTION**	**Budget**
08	PLANNING	COLLEGE - CEDARA AGRICULTURAL COLLEGE AND RESEARCH	UPGRADE OF ABLUTION FACILITY IN MAIN BUILDING	**R 17 271 000.00**
		OFFICES - AGRICULTURE AND ENVIRONMENTAL AFFAIRS H	UPGRADE TO FET BUILDING	
		OFFICES - AGRICULTURE AND ENVIRONMENTAL AFFAIRS H	CONVERSION OF HOUSE NO 40 INTO STORAGE AND ARCHIVES	
		CEDARA OFFICES - AGRICULTURE AND ENVIRONMENTAL AFFAIRS H	REPLACEMENT OF BORDER FENCING	
	ON SITE	COLLEGE - CEDARA AGRICULTURAL COLLEGE AND RESEARCH	REPAIRS AND MAINTENANCE OF COLLEGE FACILITIES	**R 43 000 00.00**

DARD PROJECTS IMPLEMENTED BY DOPW AT UMGUNGUNDLOVU				
No	**DESCRPTION**	**FACILITY NAME**	**SERVICE DESCRPTION**	**Budget**
08	PLANNING	OFFICES - AGRICULTURE AND ENVIRONMENTAL AFFAIRS H	CONVERSION OF HOUSE 67 TO OFFICES.	**R 62 151 000.00**
		OFFICES - AGRICULTURE AND ENVIRONMENTAL AFFAIRS H	ASSET WAREHOUSE, VEHICLE BOADING YARD & RECYCLING DEPOT	
		CEDARA ADMIN	CONSTRUCTION OF UNDERCOVER PARKING AT CEDARA MAIN PARKING, SOIL SCIENCE AND ALLERTON OFFICE	
		ALLERTON	REPAIRS AND RENOVATIONS OF ADMIN BUILDING AND OTHER FACILITIES INCLUDING CONSTRUCTION OF STORAGE FACILITY(50M2), PARKING AND PAVING	

UMGUNGUNDLOVU DISTRIC MUNICIPALITY PROJECTS

Project Name	Project Description	Budget
Phase 2 ac pipeline replacement programme	Planning and design of ac pipeline replacement.	Total budget – R 48 717 973 (including vat) Expenditure to date – R 1 725 135.70 Contract balance – R 46 992 837.30 Expenditure percentage – 3.45%
Planned Houses	This project is planned for 2045 houses. STATUS/COMMENTS ON PROVISION OF BULK WATER SERVICES • Planning and design complete for CEDARA WWTW, however no funding to implement the project. • Service provider to be appointed for planning and implementation of bulk water service at Lidgetton Plant that is failing due to increased demand. • Service provider to be appointed for planning and implementation of bulk water at Hillside. • Bulk pipeline from Nottingham to Lions River planned to be complete in 2027 by Umgeni Water • Khayelisha bulk sewer and bulk water upgrade. SP to be appointed.	N/A
uMngeni VIP Sanitation	Project for 240 households of uMngeni LM. The project is complete. The implementation of the UMngeni VIP Sanitation was allocated for 6 wards which : • Ward 1 – 40 toilets • Ward 3 - 40 toilets • Ward 4 - 40 toilets • Ward 5 - 40 toilets • Ward 8 - 40 toilets • Ward 10 – 40 toilets	R 3 617 705.43

WSIG Borehole Project uMngeni LM	Borehole Contractor Appointed (DUDULA CIVILS), for Drilling, Pump Testing and Water Quality Testing on 23/24 FY. Phase 2 of the Project will include Installation Borehole pump with Solar Panels and elevated 1000L JOJO Tank and Communal Standpipe on 24/25 FY.	R4 425 000,00
Mpophomeni Wastewater Treatment Works & sewer reticulation	Wastewater Treatment Works is about to be completed, it's over 80% complete , 6 wards will benefit from the completion and commissioning of this project.	N/A
Vulindlela Bulk Water Supply Scheme	The benefit 6 wards of uMngeni Municipality , the areas like Haza , kwa-Chief , Dulela , Mpophomeni , eNguga will be relieved from intermittent water supply	R200 000 000

Sector Plans and Strategies Programmes

Table 41: Sector plans and Strategies programmes

Programme	Current Status	Budget	Timeframe for Development/Review
Electricity Master Plan	To be developed	R 2 000 000	2025/2026
Roads and Maintenance Master Plan	To be developed	R 2 000 000	2025/2026
Spatial Development Framework	To be reviewed	R 700 000	2024/2025
Green Infrastructure Management Plan	To be developed	TBD	2025/2026
Local Integrated Development Plan	To be developed	TBD	2024/2025
Housing Sector Plan	Outdated	TBD	2025/2026
Review of the Integrated Waste Management Plan	Outdated	TBD	2024/2025
Housing Sector Plan	Outdated	TBD	2025/2026

Section G: Annual Operational Plan (Draft SDBIP Top Layer Scorecard 2024/2025

The Draft SDBIP Top Layer Scorecard 2024/2025 is attached as Annexure J26. The final SDBIP will be approved by the Mayor within 28 days of the budget which was adopted by Council on 17th May 2024. The adopted SDBIP 2024/2025 will be communicated to the public no later than 14 days after approval.

Section H: Organisational & Individual Performance Management System

Introductory Overview on Performance Management

Performance management is the process of planning, monitoring, measuring and reviewing performance indicators to ensure that the Municipality is efficient, effective and has an impact on service delivery. Performance management is institutionalized at local government level through the legislative requirements for the local government performance management process.

Performance management is the system of measuring whether the objectives set by an organization and its employees to ensure that its strategic goals are being met. Section 152 of the Constitution of South Africa (1996) deals with the objectives of the local government and sets out the requirements for an "accountable government". The fundamental values and principles of the Constitution (Section 195(1)) are closely related to the principles of performance management, such as:

- The promotion of efficient, economic and effective use of resources.
- Accountable public administration.
- To be transparent by providing information.
- to be responsive to the needs of the community; and
- To facilitate a culture of public service and accountability amongst staff. The Municipal Systems Act (MSA), 2000 requires municipalities to establish a performance management system. Further, the MSA and the Municipal Finance Management Act

(MFMA) requires the Integrated Development Plan (IDP) to be aligned to the municipal budget and to be monitored for the performance of the budget through the Service Delivery and the Budget Implementation Plan (SDBIP).

Legislative Requirements

In terms of Section 46(1) of the MSA, a municipality is required to prepare a performance report for each financial year. This report should show how the municipality and any service provider performed

during the financial year. It should also show how the municipality performed compared to its targets and how the service provider performed compared to performance in the preceding financial year. The report should outline the development and service provision priorities, as well as the performance targets that the municipality has set for the next financial year and what actions it has taken or plans to take to improve performance.

Organisational Performance

Strategic performance refers to the municipality's ability to achieve its goals and the policies and processes in place to achieve them. All government entities must report on their strategic performance in order to ensure effective, efficient and cost-effective service delivery.

Municipalities must create strategic plans and set aside resources to implement them. The implementation needs to be regularly monitored and the results reported on throughout the budget year to various stakeholders so that corrective actions can be taken as needed.

Adoption of a Performance Management Framework

A Municipality's Performance Management System is a framework that outlines and describes how the municipality's cycle and processes for planning, monitoring, measuring, reviewing, reporting and improving performance will be carried out, organised and managed. It also defines the roles of the various role players. Performance management is important not only to the organisation, but also to the people employed in the organization, external service providers and municipal entities. It also reflects the connection between the Infrastructure and Development Plan (IDP), the budget, the Sustainable Development Plan (SDBIP) and the performance of individuals and service providers.

Council approved and adopted the modified Performance Management Policy Framework for the organisation on 30 June 2023

IDP and the Budget

The Integrated Development Process (IDP) and the Performance Management System (PMS) are integrated. The Strategic Priorities set out in the 2024/2025 reviewed Integrated Development Plan are in line with National Key Performance Areas. The strategic objectives are aligned with the 2022/23 performance results. The IDP is the planning phase of the performance management process. Performance management is the implementation, monitoring and evaluation phase of the IDP.

Service Delivery Budget and Implementation Plan

A municipal scorecard (Top Layer SDBIP) is used to measure organisational performance at both organisational and individual level.

The Top Layer scorecard is updated based on the service delivery budget and implementation plan. The updated scorecard is based on the adjustment budgets provided for in Regulation 26 (2) (c) on Municipal Budget and Reporting. The following factors are taken into account when developing the scorecard:

- Audits to be addressed, root causes of audit findings, and risks identified during audit 2022/23.
- Alignment with the IDP, National KPA's, Municipal KPA's and IDP objectives.
- Alignment with the adjustments on budget.
- Oversight Committee Report on the Annual Report of 2022/23.
- The risks identified by the Internal Auditor/Risk Manager during the municipal risk analysis.
- The recommended changes by the Internal Auditor.
- The requested changes by directors of Departments

Actual Performance

The Municipality uses a performance management system whereby KPI owners update actual performance quarterly. KPI owners report on the achieved results of the KPIs by documenting the following information on the performance system:

- The actual results in terms of the target set
- Performance status and comments.
- Actions to improve the performance against the target set if the target was not achieved.

It is the responsibility of every KPI owner to maintain a POE to support actual performance results updated.

Organisational Performance

Organizational performance is monitored and evaluated through the SDBIP. The performance process can be broken down as follows:

- The PMS Unit sends e-mails to directors as a reminder to update their actual performance against KPI targets by the predetermined day of the end of each quarter.
- The actual results against targets set, are discussed in quarterly performance assessments sessions with the Municipal Manager and Directors to determine early warning indicators and take corrective measures if needed.
- Performance reports are submitted on a quarterly basis to the Municipal Manager and Council. The Section 72 report, as prescribed by the MFMA, is submitted to the Mayor and Council for approval.

Individual Performance Management

The MSA requires the municipality to conclude performance agreements with all S54/56 workers and that the performance agreements must be reviewed annually. The process and format of reviewing is governed by Regulation 805 (August 2006). The reviewing of actual performance in relation to the signed agreements is done twice per year as required by the regulations. The appraisal is conducted by an evaluation panel, as specified in the signed performance agreement and in accordance with Regulation 805. The panel is composed of the following individuals:

- uMngeni Mayor
- Mayor from another municipality
- Deputy Mayor
- EXCO Member
- Municipal Manager
- Chairperson of the Audit Committee
- Ward Committee Member
- Municipal Manager from another municipality

Circular 88

Circular 88 processes were first introduced in 2017 as a pilot for metropolitan municipalities. The goal of the process is to establish consistency and coherence in planning, budgeting and reporting for all municipalities. The municipality reports to KZN COGTA on a quaterly basis. Since the pilot implementation of Circular 88, there have been significant extensions and updates to the indicators provided to be applied to all municipalities through the following functions:

- Water and sanitation;
- Electricity and energy;
- Housing and community facilities;
- Roads and transport;
- Environment and waste management;
- Fire and emergency services and
- Governance.

In each case the functions were organised around a set of framing outcomes. The outcomes are generic, non-prescriptive (in terms of municipalities replicating their formulation in planning documentation) and provide the common organising and logical frame through which both outcome indicators and outputs indicators should be understood.

Performance Management Processes

Performance management is defined as a strategic approach to management which equips leaders, managers, employees, and stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review performance of the organization in terms of indicators and targets' efficiency, effectiveness and impact. The operation of PMS enables implementation of IDP through PMS monitoring, implementation and reporting tools. Implementation of IDP over a single financial year is given effect through a Service Delivery Budget Implementation Plan (SDBIP) and performance agreements of Municipal Manager and S56 Managers.

The focus of the SDBIP is both financial and non-financial measurable performance objectives in the form of service delivery targets and other performance indicators. The SDBIP is essentially a management and implementation tool which sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality, thus providing credible management information and a detailed plan for how the municipality will provide such services.

Performance planning commences with the development or review of the Integrated Development Plan, at the beginning of the term of council or as part of annual review of IDP.

IDP constitutes an important part of PMS, and it is important to integrate work done during review of IDP into PMS and ensure that PMS is an extension of IDP. The 2023/2024 Integrated Development Plan Review was developed and adopted by Council on 28th May 2023. The SDBIP informed by IDP objectives was signed and approved by the Mayor in line with legislative requirements. The key performance areas and indicators of performance contained in the SDBIP were cascaded into departmental SDBIP, and further into individual (S54/56 Managers) SDBIP which ensures appropriate alignment between organizational and individual performance.

Performance Summary (2022/2023 FY)

This report contains highlights from the key performance measures included in the 2022/2023 IDP Review. These priority measures constitute the municipal scorecard for 2022/2023 financial year. The results are assessed using traffic light criteria, according to their performance against improvements targets. The report presents the year-end performance results for 2022/2023.

The high-level performance of the municipality in the year under review captures the overall performance summary in relation to 120 key performance indicators that formed part of the Service Delivery and Budget Implementation Plan (SDBIP) Scorecard derived from the municipal IDP objectives.

In relation to the 2022/2023 financial year end (30 June 2023) performance results, the final position indicates that 65% of the targets were achieved, representing a 1% increase compared to the previous financial year. A total of 32% of the targets were not achieved, while 3% of the targets were partially achieved.

The best performing Key Performance Areas (KPAs) in the year under review are as follows:

- **KPA1** – Municipal Transformation and Organisational Development – **77%**
- **KPA 2** – Basic Service Delivery – **70%**
- **KPA 3** – Local Economic Development – **76%**
- **KPA 4** – Municipal Financial Viability and Management – **35%**
- **KPA 5** – Good Governance and Public Participation – **71%**
- **KPA 6** – Cross Cutting Issues - **33%**

Figure 33: Annual Performance 2022-2023

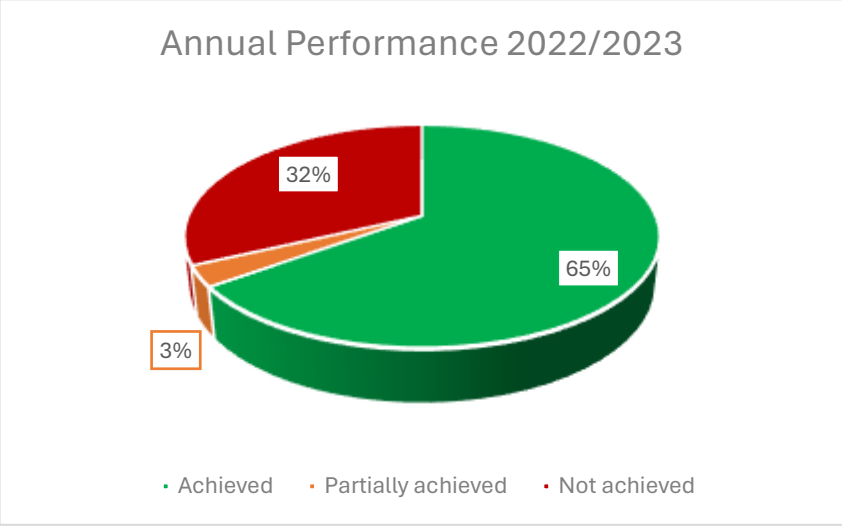
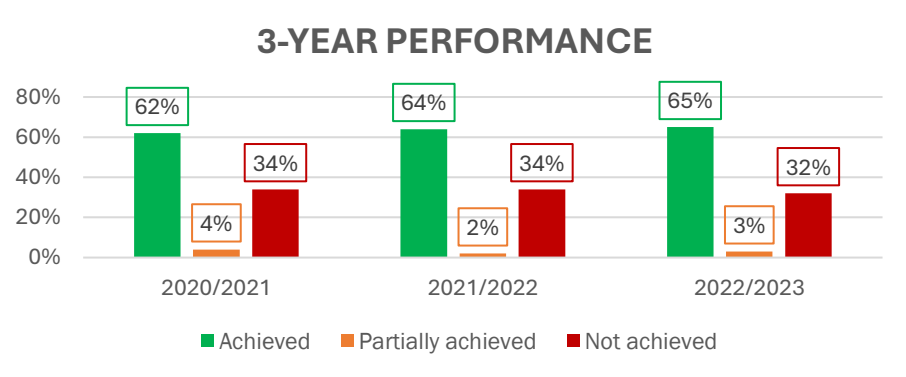


Figure 34: 3-Yr Performance



Areas of underperformance and corrective measures for 2022/23 financial year

Table 42: Areas of Underperformance and Corrective Measures

Indicator	**Annual target**	**Actual Achievement**	**Corrective Measure**
KPA 1			
Develop & install an automated complaints management system	31-Dec-22	Nil	Awaiting completion of SCM processes which is currently being finalised. The target will be achieved by end of September 2023.
Number of departmental meetings held per quarter	24 (4/dept.)	16	All departments will convene regular departmental meetings and report to portfolio committees.
Number of employee skills audit conducted	1	Nil	The HR office is devising a plan on how to reach all employees including those that are not office based and those that are illiterate. The KPI has been included in the SDBIP for new financial year with a set target of Q1.
Turnaround time on recruitment process from point of approval to fill vacancy/vacancies to appointment of incumbents	Within 60 days	More than 60 days	The process for appointment is being prioritized in the new financial year and all vacant post that have been advertised will be filled by 30 September 2023
Percentage of performance targets achieved by the municipality	90%	63%	Monthly monitoring of performance targets will be done in the new financial year through MANCO and portfolio committees.

Indicator	Annual target	Actual Achievement	Corrective Measure
Number of line manager performance evaluations/reviews conducted	12	5	A monthly review of responsibilities and tasks will be implemented. This will allow for tracking progress on set targets, giving enough time for corrective action if any task is lagging.
Number of updated line manager performance plans submitted to portfolio committees	(2 p/dept.)"	12	A monthly review of responsibilities and tasks will be implemented. This will allow for tracking progress on set targets, giving enough time for corrective action if any task is lagging.
KPA 2			
Date of Completion of Draft Electricity Level Service Agreement between uMngeni and Msunduzi	30-Jun-23	Nil	The exercise is in information collection stage with the task team scheduled to sit monthly to monitor and fastrack progress. Anticipated to be complete by 31 December 2023.
Increase percentage of compliance standards on Curry's Post landfill site to meet stipulated requirements	20%	10%	To enhance compliance at Curry's Post landfill site and address the initial delay in appointing service providers, a focused corrective measure will be implemented. This includes establishing a streamlined procurement process to expedite future service provider appointments, ensuring minimal delays. Additionally, regular progress reviews with the current service providers, appointed in June and July 2023, will be conducted to closely monitor and maintain the project timeline, aiming for a completion date.
Date of adoption of by-law on waste management, illegal dumping and environmental protection	30-Jun-23	Nil	The process of completing the document is actively in progress with the deadline for approval set for 31 Oct. 2023 A detailed project plan will be developed encompassing specific tasks and set interim deadlines leading up to the final approval.
Number of metres of storm-water pipes installed	200m	Nil	There is reprioritisation of stormwater management budget to deal with the reconstruction of Karkloof road stormwater culvert which is posing danger to road users due to the collapse of the road. The assessment of existing budget will be done during budget adjustment and if there are any funds available, allocation will be made for installation of stormwater pipes in other areas.
KPA 3			

Indicator	Annual target	Actual Achievement	Corrective Measure
Number of Investment Summits convened	1	Nil	The reviewed SCM policy was adopted by council in April 2023. The requisition for a service provider to be resubmitted to SCM as a matter of urgency and the new target date for achieving the performance will be by end of Q1 of the new financial year as per the adopted SDBIP of 2023/2024.
Number of informal traders' stalls replaced	10	0	In reaction to the budgetary constraints and SCM-related delays that led to the reduction of funds for trading stalls and the late appointment of a service provider in June 2023, a comprehensive corrective strategy has been implemented. The SCM policy was revised and adopted to prevent future delays, six trading stalls are slated for completion in the 2023/2024 financial year to address the current shortfall, and additional maintenance funds have been secured to ensure the sustainability of the stalls beyond their completion. This multifaceted approach aims to rectify the reduction in initial budget allocation and mitigate SCM process inefficiencies.
Date of finalising leasing of the Howick Falls Restaurant	30-Jun-23	Nil	The target was added in the 3rd quarter of the financial year after the budget adjustment. The Expression of Interest was drafted and submitted to SCM for advertising however due to issues with the SCM policy it could not be advertised during the financial year that it was due on. It has now been added with all the other drafted EoIs that are due to be evaluated by the Bid committee before advertisement. The anticipated finalization of signing of the lease agreement is 31 December 2023.
Date of adoption of Grant in Aid Policy	31-May-23	Nil	The target was moved to the second quarter after the acting CFO was appointed.
KPA 4			
Number of asset verification activities conducted	4	3	The unit is currently using vehicles in the municipal pool of cars when it is available

Indicator	Annual target	Actual Achievement	Corrective Measure
Number of quarterly reports on all municipal rentals and leases submitted to portfolio committee	2	1	The content of the report compiled and submitted to portfolio committee in Q4 cover information that would have been in Q3 report as well.
Percentage Free Basics Services (FBS) budget spent	80%	70%	Technical audits and replacement of faulty/tempered meters with smart meters are the solution. Communities encouraged to claim FBS during the indigent verification exercise.
Percentage of bids (between R200k - R 50 million) awarded within a stipulated time (90 days) from the date of closing to BAC recommendation to MM	100%	Nil	Bids have been re-advertised and all processes are in progress. The target date of completion differs from bid to bid
Percentage of bids (above R50m) awarded within a stipulated time (120 days) between date of tender closing to recommendation by BAC to MM)	100%	Nil	Bids have been re-advertised and all processes are in progress. The target date of completion differs from bid to bid
Percentage of official orders issued (between R30k - R200k) awarded within a stipulated time (20 days) between advertising and award	100%	Nil	The remaining balance were sent back to end-user departments due to budget constraints.
Date of approval of consolidated procurement plan 2023/2024	30 June 2023	Nil	The plan is in progress with final approval expected to be 31 August 2023
Percentage of reduction in overtime spending	25%	3%	MANCO is engaging on the issue regularly, whilst a list has been compiled and submitted to SALGA on exemption of employees for overtime. Further to this, a restructuring process is underway that will assist to strengthen capacity within departments. A shift system will also be introduced in the 2023/2024 financial year.
Date of upgrade of the financial system to include an Asset management module	31 December 2022	Nil	The work is in progress with anticipated date of completion set as 31 December 2023

Indicator	Annual target	Actual Achievement	Corrective Measure
Number of departmental budget reports submitted to Portfolio Committees	12	9	The outstanding departmental budget expenditure reports will be submitted on a monthly basis to portfolio committees however it must be noted that S71 Report incorporate budget expenditure for all departments starting in the new financial year.
Cash coverage ratios	1:3	1:1	The approved procurement plan will be implemented whilst revenue projections will be reviewed monthly.
Percentage reduction in debtors' books	15%	0%	"The Municipality is the process of appointing an expert who will focus in attaching the moveable property and assist Credit Control Unit in debt reduction.
Number of obsolete assets disposal activities conducted	1	Nil	Asset Management unit being provided with asset storage for all damaged and obsolete assets due for disposal
Reduce percentage of electricity losses	5%	40% (deficit)	Revenue protection team together with IPW and Finance continue to do disconnection in various areas of uMngeni Local Municipality to curb electricity losses.
Date of establishment of a portal billing system	31-Dec-22	Nil	The incoming person will also transfer skills to Credit Control personnel and the anticipated date for his/ her arrival is the 01st of September 2023.
KPA 5			
Date of completion of a Drivers Licence Testing Centre Feasibility Study	30-Jun-23	Nil	Awaiting completion of SCM processes. Anticipated date of completion is 30 June 2024
Percentage of Council resolutions implemented per quarter	85%	76%	Responsible personnel/structures are working on implementing the resolution. Estimated time of completion differs with each resolution.
Percentage of audit action plan findings resolved (2021/2022)	100%	64%	IA will follow the actions that are currently in progress in 2023/2024 financial.

Indicator	Annual target	Actual Achievement	Corrective Measure
Number of Audit Committee reports submitted to Council	4	2	The AC will submit reports twice a year to Council at mid-year and at year end.
KPA 6			
Number of town planning applications lodged for the updating of general layouts	1	Nil	The SCM policy has been revised to conform to the latest regulations. Following this update, the tender for the panel of surveyors will be re-advertised. To manage this process efficiently and prevent further delays, the target for lodging town planning applications has been extended to 31 March 2024. This will allow for the proper reissuance of the tender under the new SCM policy guidelines and ensure compliance with regulatory standards.
Transfer of land currently under ownership Msunduzi to uMngeni	30-Jun-23	Nil	To expedite the transfer, additional follow-up letters will be sent to the office of the Municipal Manager (MM) explicitly requesting the acceleration of the transfer process. Furthermore, the target completion date for this KPI has been adjusted to the second quarter to allow for the facilitation of these accelerated efforts.
Submission and approval of town planning consolidation application for Erf 55, 56, 53 Howick & Portion 2 of Erf 54 Howick	30-Jun-23	Nil	A root cause analysis will be executed to identify and mitigate the lack of initial responses. The resubmission process will be reinforced with strategic advertisements and targeted communications to potential bidders. The adjusted timeline anticipates completion by 31st December 2023.
Number of title deeds registered to beneficiaries	100	0	To effectively address the delay in registering title deeds, an enhanced corrective measure involves establishing a multi-faceted approach. This includes partnering with NGOs to leverage their expertise and community networks whilst initiating proactive discussions with the Department of Human Settlements to expedite funding.

BACK TO BASCIS PROGRAMME (B2B)

Local government is a primary point of delivery and is where most citizens interface with government. Our vision of a developmental local government system was that it would be the building block on which the reconstruction and development of our country and society was built, a place in which the citizens of our country could engage in a meaningful and direct way with the institutions of the state.

Putting people and their concerns first – Through mayoral Khulumanathi Programme which is a multi–stakeholder engagement forum that includes representatives from all sectors of uMngeni society. This platform was established to provide a space for municipal stakeholders to engage on development issues and collaborate to drive the development agenda in order to address the triple challenges of unemployment, inequality, and poverty. The issues raised by all municipal stakeholders serves as a starting point for the tasks that the municipality will undertake in collaboration with all facets of society and government.

Supporting the delivery of municipal services to the right quality and standard – The municipality has initiated a number of programmes that seek to provide basic services to its people, EPWP programme which assists to maintain and keep the jurisdiction clean through waste management, grass cutting and facility maintenance. The Sikhona Sinawe Programme that assists vulnerable groups with housing material to build houses as there have been delays with the housing projects bulk infrastructure. Road Rehabilitation projects for pothole repairs and sidewalk maintenance.

Building institutional resilience and administrative capability – The municipality started the process of building automated systems with will assist in building institutional resilience, SCM and PMS in in the process of having automated systems. The filling of critical posts and hiring of interns has been used to further the administrative capabilities of the municipality.

Ensuring sound financial management and accounting – Since the new council the municipality has received unqualified opinions for 2021/22 and 2022/23 from the AG proving that the financial processes and systems placed by the municipality are working.

Promoting good governance, transparency and accountability – The municipality holds Izimbizo and IDP Rep Forums by the Mayor whereby feedback of all the work done and work to be pursued by the municipality to achieve effective government communication with the communities.

BACK 2 BASICS ALIGNMENT TO NATIONAL, PROVINCIAL AND MUNICIPAL GOALS AND OBJECTIVES

Table 43: B2B Alignment to National, Provincial and Municipal Goals and Objectives

PGDS GOALS	KEY FOCUS AREAS	OVERVIEW	IDP PRIORITIES
Human Resource Development	Municipal Transformation and Institutional Development is	Aligned with Human Resource Development under the PGDS, reflecting the municipality's commitment to building safer communities. This alignment underscores the importance of developing a capable and responsive municipality to ensure the safety and security of its communities, thereby contributing to a stable and conducive environment for growth and development.	Building safer communities
Strategic Infrastructure	Basic Service Delivery	Corresponds with Strategic Infrastructure, emphasizing the municipality's focus on Infrastructure Investment. By prioritizing strategic infrastructure development, the municipality directly supports the PGDS goal of creating a conducive environment for economic activities and improving the quality of life for its residents.	Infrastructure Investment
Job Creation & Human and Community Development	Local Economic Development and Social Development	The alignment of Local Economic Development with Job Creation and Human and Community Development with Jobs and the Economy highlights the municipality's dedication to stimulating economic growth and employment opportunities. This dual focus aims to tackle unemployment and stimulate local economies, contributing to the provincial and national objectives of creating jobs and fostering economic development.	Jobs and the economy
Governance and Policy	Municipal Financial Viability and Management	Linked with Governance and Policy, reflecting the municipality's objective to become a Financially Sustainable Municipality. This priority ensures that the municipality's financial resources are managed efficiently and transparently, promoting financial stability and the capacity to invest in essential services and development projects.	Financially sustainable municipality

PGDS GOALS	KEY FOCUS AREAS	OVERVIEW	IDP PRIORITIES
Governance and Policy	Good Governance and Public Participation	Aligns with Governance and Policy, emphasizing the municipality's goal of establishing a Responsive and Transparent Government. This alignment demonstrates the municipality's commitment to good governance practices, ensuring public participation, accountability, and transparency in municipal affairs.	Responsive and transparent government
Spatial Equity and Environmental Sustainability	Cross Cutting	The focus is on Cross Cutting issues such as Spatial Equity and Environmental Sustainability aligns with the municipality's priority of Waste and the Environment. This reflects a comprehensive approach to development that considers spatial equity and environmental sustainability,	Waste and the environment.

BACK 2 BASICS ALIGNMENT TO MUNICIPAL STRATEGIES

Table 44: B2B Alignment to municipal priorities

FIVE PILLARS OF BACK TO BASICS (B2B)	DEVELOPMENT PRIORITIES AS PER MSA)	OBJECTIVES
Building institutional resilience and administrative capability / Putting people and their concerns first	1. Building Safer Communities	1.1. Enhance community safety and security.
BASIC SERVICE DELIVERY		
Supporting the delivery of municipal services to the right quality and standard	2. Infrastructure Investment	2.1. Provide sustainable and efficient infrastructure.
LOCAL ECONOMIC DEVELOPMENT		
Putting people and their concerns first	3. Jobs and a Growing Economy	3.1 Enhance economic development and employment.
FINANCIAL VIABILITY AND MANAGEMENT		
Ensuring sound financial management and accounting	4. To become a financially sustainable municipality	4.1 Ensure the municipality's long-term financial health.
GOOD GOVERNANCE AND PUBLIC PARTICIPATION		
Promoting good governance, transparency and accountability	5. Responsive and Transparent Government	5.1 Promote effective governance and participatory democracy.
CROSS CUTTING ISSUES		
Supporting the delivery of municipal services to the right quality and standard	6. Waste and the environment	6.1 Safeguard the environment and promote sustainable practices.

BACK 2 BASICS IMPLEMENTATION PROGRAMMES

The local government is carrying out specific initiatives to improve Back to basics initiatives. These initiatives are consistently being put into action and contribute value on service delivery, influenced by both management and political officials.

Table 45: B2B Implementation Programmes

No.	Intervention	Target
1	EPWP/CWP	Day to day basic services such as; waste management, grass cutting and facility maintenance.
2	Clean up campaigns	From early afternoon 14h00 until 22h00 CBD cleanup campaigns to keep the municipality clean for the next day.
3	Growing ECDs	Facilitate workshops and support ECD establishments with knowledge and skills to run and manage their ECDs.
4	Road Rehabilitations	Potholes, maintenance of sidewalks, cleaning of storm water channels
5	SMME Grass cutting programme	Promote and support small grass cutting businesses

Section I : Ward Priorities

Table 46: Ward Priorities

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
1	Road and storm-water infrastructure	Resurfacing of gravel roads	Shiyabazali	Preliminary assessment completed	Operational	Gravel Surfacing	Infrastructure & Public Works	R856 000.00	2
		Resurfacing of gravel roads	Sphumelele	Preliminary assessment completed	Operational	Gravel Surfacing	Infrastructure & Public Works	R856 000.00	23
		Speed humps	Tambo Road	Preliminary assessment completed	Capital	To be confirmed	Infrastructure & Public Works	R120 000.00	5
		Speed humps	Magumede Road	Preliminary assessment completed	Capital	To be confirmed	Infrastructure & Public Works	R120 000.00	14
		Speed humps	Lake Avenue Road	Preliminary assessment completed	Capital	To be confirmed	Infrastructure & Public Works	R120 000.00	4
		Speed humps	Howick West Sec School	Preliminary assessment completed	Capital	To be confirmed	Infrastructure & Public Works	R120 000.00	7
		Resurfacing and fixing of potholes	Howick west area (all streets)	Preliminary assessment completed	Operational	Pothole repair	Infrastructure & Public Works	R3 550 000.00	3
		Resurfacing and fixing of potholes	Green fields area (all streets)	Preliminary assessment completed	Operational	Pothole repair	Infrastructure & Public Works	R3 550 000.00	1
		Resurfacing and fixing of potholes	Hillbrow Road	Preliminary assessment completed	Operational	Pothole repair	Infrastructure & Public Works	R3 550 000.00	8

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
		Resurfacing and fixing of potholes	Campbell Road	Preliminary assessment completed	Operational	Pothole repair	Infrastructure & Public Works	R100 000.00	9
		Resurfacing and fixing of potholes	Prospect Road	Preliminary assessment completed	Operational	Pothole repair	Infrastructure & Public Works	R100 000.00	22
		Resurfacing and fixing of potholes	Midmar Road	Preliminary assessment completed	Operational	Pothole repair	Infrastructure & Public Works	R100 000.00	21
		Resurfacing and fixing of potholes	Starlight Road	Preliminary assessment completed	Operational	Pothole repair	Infrastructure & Public Works	R150 000.00	10
		Resurfacing and fixing of potholes	Acacia Road	Preliminary assessment completed	Operational	Pothole repair	Infrastructure & Public Works	R150 000.00	11
		Resurfacing and fixing of potholes	Lake Avenue	Preliminary assessment completed	Operational	Pothole repair	Infrastructure & Public Works	R150 000.00	12
		Resurfacing and fixing of potholes	Shortlands Road		To be confirmed	To be confirmed	Infrastructure & Public Works		
		Storm water channel	Sphumelele (Langalibalele Road)	Preliminary assessment completed	Capital	To be confirmed	Infrastructure & Public Works	R 1 200 000.00	20
		Repair of storm water pipe	44 Valley view road	Preliminary assessment completed	Operational	Replacement of Steel pipes	Infrastructure & Public Works	R2 000 000.00	6
		Storm water drains	Sphumelele	Preliminary assessment completed	Operational	Blocked and collapsed	Infrastructure & Public Works	R 450 000.00	18
		Storm water drains	Howick west (Infor available from GIS)	Preliminary assessment completed	Operational	Blocked and collapsed	Infrastructure & Public Works	R 3 500 000.00	19

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
		Car Turning circle	Phase Two (Chris Hani Road)	Preliminary assessment completed	Capital	Sourcing Funding	Infrastructure & Public Works		13
		Road signage and marking of roads	All of ward 1	Preliminary assessment completed	Capital	To be confirmed	Infrastructure & Public Works	R 100 000.00	17
		Road signage and marking of roads	Sphumelele for vehicles mass and overload limits	Preliminary assessment completed	Operational	To be confirmed	Infrastructure & Public Works	R50 000.00	16
		Road signage and marking of roads	Green fields	Preliminary assessment completed	Operational	To be confirmed	Infrastructure & Public Works	R 60 000.00	15
	Electrification and public lighting	Installation of High mast lightning	Thokoza Informal Settlement	Assessment	To be confirmed	1. Planning 2. Apply for servitude	Infrastructure & Public Works	To be confirmed	1
		Electrification	Thokoza	Assessment	To be confirmed	1. Planning 2. Request permission to electrify from landowner	Infrastructure & Public Works	To be confirmed	2
		Electrification	Shiyabazali	Assessment	To be confirmed	1. Planning 2. Request permission to electrify from landowner	Infrastructure & Public Works	To be confirmed	3
		Streetlights repair	Nkambini	Assessment	To be confirmed	Streetlights are within the hospital property which belongs to RSA DPW	Infrastructure & Public Works	To be confirmed	7

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
	Public transport facilities	Taxi Shelters	Sphumelele (Mandela Main Road)	Preliminary assessment completed	Capital	To be confirmed	Office of the Municipal Manager / Economic Development, Planning and Human Settlements / Infrastructure & Public Works / Community Services & Public Safety	R80 000.00	2
		Taxi Shelters	Valley view Road	Preliminary assessment completed	Capital	To be confirmed	Office of the Municipal Manager / Economic Development, Planning and Human Settlements / Infrastructure & Public Works / Community Services & Public Safety	R80 000.00	3
		Foot bridge	Sphumelele (uMgeni river)	Preliminary assessment completed	To be confirmed	To be confirmed	Infrastructure & Public Works	R10 000 000	1
	Waste management	No Illegal Dumping signs	Sphumelele Phase two	Assessment	Operational	To be confirmed	Community Services	To be confirmed	1
		No Illegal Dumping signs	Thokoza Informal	Assessment	Operational	To be confirmed	Community Services	To be confirmed	2
		No Illegal Dumping signs	Greenfields	Assessment	Operational	To be confirmed	Community Services	To be confirmed	3
		No Illegal Dumping signs	Howick west	Assessment	Operational	To be confirmed	Community Services	To be confirmed	4

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
	Parks gardens	Maintenance of parks and gardens	Library gardens and access road verges and pavements.	To be confirmed	Operational	To be confirmed	Community Services	To be confirmed	1
	Sport and recreation	Soccer field and Netball court	Sphumelele Township	To be confirmed	Capital	To be confirmed	Administrative Support Services	To be confirmed	1
	Community facilities	Repairs and maintenance of Community Hall and Indoor Sport Centre	Howick west area	To be confirmed	Operational	To be confirmed	Administrative Support Services	To be confirmed	2
		Shelter for Public meetings	Sphumelele Creche	To be confirmed	To be confirmed	To be confirmed	To be confirmed	To be confirmed	
	Housing	Inclusion to Khayelisha housing project	Thokoza Informal Settlement	To be confirmed	To be confirmed	To be confirmed	To be confirmed	To be confirmed	
2	Sport and recreation	Bell Street Sport Ground Revamping - fence, lockable gates, ablution facilities, soccer nets, cricket batting cages	Bell Street Sports Ground	Assessment	To be confirmed	To be confirmed	Administrative Support Services		1
	Road and storm-water infrastructure	Widening of uMngeni Bridge	Howick	Assessment	Capital	Funding application	Infrastructure & Public Works	To be confirmed	1
		Pavement and curb channel	outside the Howick	Assessment	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	5
		Pavements need to be replaced	Wear Avenue	Assessment	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	2
		Pavements need to be replaced	Harvard Street	Preliminary assessment completed	Capital	Sidewalk collapsed	Infrastructure & Public Works	R1 500 000.00	3

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
		Pavements need to be replaced	Bell Street	Preliminary assessment completed	Capital	Sidewalk collapsed	Infrastructure & Public Works	R1 500 000.00	4
		Pavements need to be replaced	Morling Street outside the Howick clinic	Preliminary assessment completed	To be confirmed	Rehabilitation of the road & sidewalk	Infrastructure & Public Works	R5 000 000.00	4
		Traffic signage	Howick	Preliminary assessment completed	Capital	To be confirmed	Infrastructure & Public Works	R100 000.00	6
		Roads to be resurfaced or Upgraded	Main Street	Preliminary assessment completed	Capital	Resurfacing required	Infrastructure & Public Works	R31 912 500.00	1
		Roads to be resurfaced or upgraded	uMgeni Avenue	Preliminary assessment completed	Capital	Resurfacing	Infrastructure & Public Works	R2 500 000.00	4
		Roads to be resurfaced or upgraded	sections of Hyslop Crescent	Preliminary assessment completed	Capital	Resurfacing	Infrastructure & Public Works	R2 500 000.00	10
		Roads to be resurfaced or upgraded	Devonshire Avenue	Preliminary assessment completed	Capital	Resurfacing	Infrastructure & Public Works	R2 800 000.00	11
		Roads to be resurfaced or upgraded	Bremar Crescent	Preliminary assessment completed	Capital	Resurfacing	Infrastructure & Public Works	R1 600 000.00	9
		Roads to be resurfaced or upgraded	Harvard Street	Preliminary assessment completed	Capital	Rehabilitation	Infrastructure & Public Works	R 3 500 000.00	3
		Roads to be resurfaced or upgraded	Morling Street	Preliminary assessment completed	Capital	Rehabilitation	Infrastructure & Public Works	R10 000 000.00	7

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
		Roads to be resurfaced or upgraded	Clarendon Road	Preliminary assessment completed	Capital	Resurfacing	Infrastructure & Public Works	R2 500 000.00	4
		Roads to be resurfaced or upgraded	Miller Street	Preliminary assessment completed	Capital	Resurfacing	Infrastructure & Public Works	R2 800 000.00	6
		Roads to be resurfaced or upgraded	Philpot Road	Preliminary assessment completed	Capital	Resurfacing	Infrastructure & Public Works	R2 300 000.00	8
		Roads to be resurfaced or upgraded	Bell Street	Preliminary assessment completed	Capital	Rehabilitation	Infrastructure & Public Works	R4 200 000.00	2
		Roads to be resurfaced or upgraded	Windermere Place	Preliminary assessment completed	Capital	Resurfacing	Infrastructure & Public Works	R1 650 000.00	6
		Roads to be resurfaced or upgraded	Moonwalk Road	Preliminary assessment completed	Capital	Resurfacing	Infrastructure & Public Works	R2 300 000.00	5
		Roads to be resurfaced or upgraded	Alexander Road	Assessment	Completed	To be confirmed	Infrastructure & Public Works	To be confirmed	Completed
		Storm water drains	Bell Street particularly corner of Bell and Somme where a sinkhole seems to be developing	Assessment	To be confirmed	Repaired	Infrastructure & Public Works	To be confirmed	1
		Foot path	Lane to Link Road	Preliminary assessment completed	Capital	Construction of the foot path	Infrastructure & Public Works	R 650 000.00	7
		Non-functional Street lights	Routes from CBD / taxi rank	Assessment	To be confirmed	Completed	Infrastructure & Public Works	To be confirmed	3

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
	Electrification and public lighting	Non-functional Street lights	KwaMevana	Assessment	To be confirmed	Completed	Infrastructure & Public Works	To be confirmed	5
		Non-functional Street lights	Harvard Street	Assessment	To be confirmed	Completed	Infrastructure & Public Works	To be confirmed	6
		Non-functional Street lights	Berea Street	Assessment	To be confirmed	Completed	Infrastructure & Public Works	To be confirmed	8
		Non-functional Street lights	Theed Street	Assessment	To be confirmed	Completed	Infrastructure & Public Works	To be confirmed	7
		Non-functional Street lights	Hyslop Crescent	Assessment	To be confirmed	Completed	Infrastructure & Public Works	To be confirmed	9
		Non-functional Street lights	Link Road	Assessment	To be confirmed	Completed	Infrastructure & Public Works	To be confirmed	10
		Streetlights to be on at nights for safety	Lakeview Road	Assessment	To be confirmed	Completed	Infrastructure & Public Works	To be confirmed	11
		Streetlights to be on at nights for safety	Amber Avenue	Assessment	To be confirmed	Completed	Infrastructure & Public Works	To be confirmed	12
		Streetlights to be on at nights for safety	Main Road	Assessment	To be confirmed	Completed	Infrastructure & Public Works	To be confirmed	2
		Streetlights to be on at nights for safety	Greendale to Tweedie	Assessment	To be confirmed	New lights to be installed	Infrastructure & Public Works	To be confirmed	4
		Streetlights to be on at nights for safety	Howick High School to the Primary School	Assessment	To be confirmed	Completed	Infrastructure & Public Works	To be confirmed	2
		Consider smart metering and cutting costs of prepaid meters	Howick and other areas	Assessment	To be confirmed	1. Planning 2. Procurement of smart metering system 3. Procurement and installation of smart meters	Infrastructure & Public Works	To be confirmed	1 Partially achieved
	Waste management	More litter bins along all	CBD	Assessment	Operational	To be confirmed	Community Services	To be confirmed	1

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
		pedestrian routes							
	Parks and gardens	Maintenance of public open spaces	Bell Street Sportsfield	Assessment	Operational	To be confirmed	Community Services	To be confirmed	3
		Maintenance of public open spaces	Park Road open space next to the Miller Street green	Assessment	Operational	To be confirmed	Community Services	To be confirmed	
		Maintenance of public open spaces	Hayfields and Link Road	Assessment	Operational	To be confirmed	Community Services	To be confirmed	4
		Maintenance of public open spaces	Main Road between Mansfield Road and Davidson Street	Assessment	Operational	To be confirmed	Community Services	To be confirmed	7
		Alien invasive plants removal	Miller Street Cemetery	Assessment	Operational	To be confirmed	Community Services	To be confirmed	5
		Beautify the CBD and main access points	Howick	Assessment	Operational	To be confirmed	Community Services	To be confirmed	2
		Public trees to be trimmed	Theed Street	Assessment	Operational	To be confirmed	Community Services	To be confirmed	6 Partially done
		Public trees to be trimmed	Amber Avenue	Assessment	Operational	To be confirmed	Community Services	To be confirmed	8
	Public transport facilities	Bus shelters	Greendale	Preliminary assessment completed	Capital	New Bus Shelters	Infrastructure & Public Works	R80 000.00	3
		Traffic cameras	Howick	Assessment	To be confirmed	To be confirmed	Community Services	To be confirmed	4
		Traffic control measures	Howick	Assessment	To be confirmed	To be confirmed	Community Services	To be confirmed	2
		Taxi rank upgrade	Howick CBD	Assessment	Capital	To be confirmed	Office of the Municipal Manager / Economic Development,	To be confirmed	1

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
							Planning and Human Settlements / Infrastructure & Public Works / Community Services & Public Safety		
		Upgrade informal traders' shelters	Howick CBD	Assessment	Capital	To be confirmed	Economic Development and Planning / Infrastructure & Public Works	To be confirmed	5
3	Electrification and public lighting	Upgrading of electricity infrastructure		Assessment	Capital	1. Assessment & application to Eskom	Infrastructure & Public Works	To be confirmed	1
		Electrification	Kildare farm	Assessment	Capital	1. Planning 2. Request permission to electrify from landowner	Infrastructure & Public Works	To be confirmed	4
		Electrification	Brigadoon farm	Assessment	Capital	1. Planning 2. Request permission to electrify from landowner	Infrastructure & Public Works	To be confirmed	4
		Electrification	Nelson Mandela Crèche	Assessment	Capital	DASS to submit application to Eskom	Infrastructure & Public Works	To be confirmed	1
		Streetlights provision	Nottingham Road	Assessment	Capital	1. Planning 2. Procurement and installation of lights	Infrastructure & Public Works	To be confirmed	1
		Streetlights provision	Zenzani	Assessment	Capital	Completed	Infrastructure & Public Works	To be confirmed	1

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
		Streetlights provision	Kildare farm	Assessment	Capital	1. Assessment 2. Planning	Infrastructure & Public Works	To be confirmed	1
	Public transport facilities	Bus shelters	Nottingham Road	Preliminary assessment completed	Capital	Bus Shelters	Infrastructure & Public Works	R 650 000.00	5
		Taxi rank	Nottingham Road	Assessment	Capital	To be confirmed	Office of the Municipal Manager / Economic Development, Planning and Human Settlements Infrastructure & Public Works Community Services & Public Safety	To be confirmed	5
		Informal trading stands	Nottingham Road	Assessment	Capital	To be confirmed	Economic Development and Planning / Infrastructure & Public Works	To be confirmed	5
	Road and storm-water infrastructure	Upgrading of roads to black top	Zenzani	Assessment	Capital	Gravel Surfacing	Infrastructure & Public Works	R2 684 215	4
	Community facilities	Multipurpose Centre	Fordoun	Assessment	Capital	To be confirmed	Infrastructure & Public Works	R6 500 000	5
	Parks and gardens	Extension of cemetery facility	Zenzani	Assessment	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	4

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
4	Electrification and public lighting	Provision of streetlights		Assessment	To be confirmed	To be completed in Q4 of 2023/24	Infrastructure & Public Works	To be confirmed	1
	Road and storm-water infrastructure	Road upgrade from gravel to black top surface	Nkulisa Street	Preliminary assessment completed	Capital	Gravel Surfacing	Infrastructure & Public Works	R1 770 425	4
		Road upgrade from gravel to black top surface	Jakalasi Street	Preliminary assessment completed	Capital	Gravel Surfacing	Infrastructure & Public Works	R1 781 695	6
		Road upgrade from gravel to black top surface	Alex Mtambo Street	Preliminary assessment completed	Capital	Gravel Surfacing	Infrastructure & Public Works	R1 764 790	5
		Road upgrade from gravel to black top surface	Mandishi Streets	Preliminary assessment completed	Capital	Gravel Surfacing	Infrastructure & Public Works	R3 280 835	2
		Road upgrade from gravel to black top surface	Sikhevezi Street	Preliminary assessment completed	Capital	Gravel Surfacing	Infrastructure & Public Works	R4 974 325	1
		Road upgrade from gravel to black top surface	Ntombi Zondi Street	Preliminary assessment completed	Capital	Gravel Surfacing	Infrastructure & Public Works	R1 718 675	3
		Traffic calming measures	Lidgetton West	Preliminary assessment completed	Capital	Speed humps	Infrastructure & Public Works	R 480 000.00	1
	Community facilities	Sportsfield	Gamalethu	Preliminary assessment completed	Capital	New Infrastructure	Infrastructure & Public Works	R3 500 000	1
		Community hall	Gamalethu	Preliminary assessment completed	Capital	New Infrastructure	Infrastructure & Public Works	R6 900 000	2
	Waste management	Refuse Collection Depot	Nottingham Road	Assessment	Capital	To be confirmed	Community Services	To be confirmed	1

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
5	Economic infrastructure	Repair and upgrade crafters stalls, ablution facilities	Howick Falls	Assessment	Capital	To be confirmed	Economic Development and Planning Infrastructure & Public Works Community Services & Public Safety	To be confirmed	
	Road and storm-water infrastructure	Curry's Post Road repairs	Howick to Cementary	Assessment	Capital	Rehabilitation	Infrastructure & Public Works	To be confirmed	1
		Shafton Road – quarry or tar		Assessment	Operational	Regravelling	Infrastructure & Public Works	To be confirmed	2
		Quarrying of internal village roads	Karkloof (Colbourne, Triandra, Yarrow, Hawkstone)	Assessment	Capital	Parking lot paving	Infrastructure & Public Works	To be confirmed	3
		Repairs to pavements	CBD	Assessment	Capital	Rehabilitation of the road	Infrastructure & Public Works	To be confirmed	4
		Road repairs	Eridene, Rietbuck, Riley, Karkloof	Assessment	Capital	New walkway	Infrastructure & Public Works	To be confirmed	5
		Road resurfacing, hand railings need to be repaired.	Howick bridge	Assessment	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	6
		Painting of parking bays and road markings must be re-freshed often.		Assessment	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	1
		Road markings	Drew Avenue	Assessment	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	2

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
		Tarring of roads	the end of Bell St		To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
		Signage warning of speed humps	Karkloof Road	Assessment	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	3
		Street names and traffic signage		Assessment	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	4
		Walkways / Pavements	Mare Street from Amberfield to Karkloof for staff safety	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
		Walkways / Pavements	Karkloof from Yard 41 to Shafton road	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
		Repair drainage line where road is sagging.	under Karkloof at Yard 41	Assessment	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	1
		Traffic slowing measures	Karkloof approaching St Johns	Assessment	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	1
		Traffic slowing measures	Drew Ave – near corner Gush	Assessment	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	2
	Parks and Gardens	Ensure toilets are always at a standard for tourists. Regular gardening and grass cutting and clearing of crime areas.	Howick Falls	Assessment	To be confirmed	To be confirmed	Administrative Support Services	To be confirmed	1
		Gardening and clearing. Keep river frontage clean and clear for the	Old campsite area	Assessment	To be confirmed	To be confirmed	Community Services & Public Safety	To be confirmed	2

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
		enjoyment of the public							
		Funding for to irradicate of Invasive Alien plants	Beacon Hill	Assessment	To be confirmed	To be confirmed	Economic Development, Planning and Human Settlements	To be confirmed	3
		Invasive Alien plants eradication	Green areas near Eridene, Curry's Post and Karkloof roads	Assessment	To be confirmed	To be confirmed	Economic Development, Planning and Human Settlements	To be confirmed	4
		Grass cutting at all schools and sports fields	Karkloof village - Colbourne, Yarrow, Triandra, Hawkstone, Loskop.	Assessment	To be confirmed	To be confirmed	Community Services & Public Safety	To be confirmed	5
		Fire break preparation	on the boundary of Eagle ridge and Beacon Hill		To be confirmed	To be confirmed	Community Services & Public Safety	To be confirmed	
	Local economic development	Trader stalls	Howick Falls	Assessment	To be confirmed	To be confirmed	Economic Development, Planning and Human Settlements	To be confirmed	1
		Security Cameras	Howick Falls	Assessment	To be confirmed	To be confirmed	Community Services & Public Safety	To be confirmed	2
		Storage and toilets	Howick Falls	Assessment	To be confirmed	To be confirmed	Administrative Support Services	To be confirmed	3
	Waste management	Recycling centre open on weekends	uMgeni River	Assessment	To be confirmed	To be confirmed	Community Services & Public Safety	To be confirmed	1
	Electricity	Streetlights (new installations)	Karkloof Road	Assessment	To be confirmed	1. Planning 2. Apply for servitude	Infrastructure & Public Works	To be confirmed	1

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
						3. Procurement and installation			
	Sports & Recreation	Sports equipment	Karkloof Villages	Assessment	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	1
	Public transport facilities	Taxi/ Bus Shelters			To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
		Subsidized bus service to Karkloof.			To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
6	Road and storm-water infrastructure	Road resurfacing	Flamingo Street	Preliminary assessment completed	Capital	Resurfacing	Infrastructure & Public Works	R2 800 000	
		Road resurfacing	Hilton Avenue	Preliminary assessment completed	Capital	Resurfacing	Infrastructure & Public Works	R15 500 000	
		Road resurfacing	Elizabeth Drive	Preliminary assessment completed	Capital	Resurfacing	Infrastructure & Public Works	R5 633 750	
		Road resurfacing	Cedara Avenue	Assessment		DOT	Infrastructure & Public Works		
		Road resurfacing	Monzali Drive	Preliminary assessment completed	Capital	Resurfacing	Infrastructure & Public Works	R6 496 000	
		Road resurfacing	Old Howick Road	Assessment	To be confirmed	DOT	Infrastructure & Public Works		
		Road resurfacing	Anderson Rd	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
		Road resurfacing	Trutter Rd	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
		Road resurfacing	Hayfields Rd	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
		Road resurfacing	Parklane Rd	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
		Road resurfacing	Mount Michael	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
		Walkways / Pavements	N3 interchange	Assessment	Capital	SANRAL	Infrastructure & Public Works	To be confirmed	
		Walkways / Pavements	Quarry Shopping Centre	Preliminary assessment completed	Capital	Construction of new pavements	Infrastructure & Public Works	R 300 000	
		Walkways / Pavements	Merrivale Heights bridge to Emandleni along Cedara Road	Assessment	Capital	DOT	Infrastructure & Public Works	To be confirmed	
		Walkways / Pavements	Hilton avenue	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
	Economic infrastructure	Informal traders	Hilton CBD	Assessment	Capital		Economic Development, Planning and Human Settlements		
	Community Facilities	community hall upgrade to multipurpose centre	Emandleni	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
	Sports & Recreation	Outdoor gym		To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
	Public transport facilities	Traffic signals	N3 Interchange	Assessment	Capital	To be confirmed	Community Services	To be confirmed	
		Traffic signals	Hilton/Vlei Road	Assessment	Capital	To be confirmed	Community Services	To be confirmed	
			N3 interchange	Assessment	Capital	To be confirmed	Community Services Infrastructure & Public Works	To be confirmed	
		Public Transport – there is a lot going on	Hilton	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
		in Hilton no space for them to stop/park							
7	Road and storm-water infrastructure	All roads especially Celtis, Groenekloof, St Michaels Road	All roads especially Cypress Way	Preliminary assessment completed	Capital	Rehabilitation of Cypress road	Infrastructure & Public Works	R3 200 000	1
		Storm water drainage	Hilton and other areas in the ward	Preliminary assessment completed	Operational	Blocked drains	Infrastructure & Public Works	R 20 000 000	2
		Drainage of all roads	Parklane, McRoy & Mt Michaels	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
		Cycle tracks or paved walkways	Hilton	Preliminary assessment completed	Operational	Walkway maintenance	Infrastructure & Public Works	R 5 000 000	3
		Rehabilitation of roads	Main road	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
	Electrification and public lighting	uMngeni to take over electricity distribution	Hilton	Assessment	To be confirmed	1. takeover agreement 2. Planning 3. construction of new Hilton substation 4. upgrade and interconnect the MV network	Infrastructure & Public Works	To be confirmed	2
		Renewable energy solution	Hilton	Assessment	Capital	1. Planning 2. Procurement fromIPP's	Infrastructure & Public Works	To be confirmed	3
		Streetlights repair	Hilton	Assessment	Operational	Ongoing	Infrastructure & Public Works	To be confirmed	1
		High mast	Cedara (Khanya village)	To be confirmed	To be confirmed	1. Planning 2. Procurement and installation of lights	Infrastructure & Public Works	To be confirmed	

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
	Public transport facilities	Traffic calming	Hilton Avenue in the mornings during the school term time	Assessment	Operational	To be confirmed	Community Services	To be confirmed	1
		Traffic calming	Old Howick Road when the N3 is closed	Assessment	Operational	To be confirmed	Community Services	To be confirmed	2
		Traffic calming	Cedara Road	Assessment	Operational	To be confirmed	Community Services	To be confirmed	3
		Traffic calming	Dennis Shepstone	Assessment	Operational	To be confirmed	Community Services	To be confirmed	4
		Relocation of Hilton Rank	SANRAL site	Assessment	Capital	To be confirmed	Community Services / Infrastructure & Public Works	To be confirmed	5
		Bus shelters	Merrivle heights	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
		Proper legal signage to prevent trucks from using Wilson Rd & Cedara Rd.	Wilson Rd & Cedara Rd.	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
	Parks and Gardens	Maintenance of verges & public open spaces	All areas in ward	Assessment	Operational	To be confirmed	Community Services	To be confirmed	1
		Promote urban green spaces	Hilton	Assessment	To be confirmed	To be confirmed	Community Services / Economic Development and Planning	To be confirmed	2
	Community facilities	Maintenance of municipal buildings	Hilton Library	Assessment	Operational	To be confirmed	Administrative Support Services	To be confirmed	1
		Maintenance of municipal buildings	Community Hall	Assessment	Operational	To be confirmed	Administrative Support Services	To be confirmed	2
		Use the church site at Khanya Village for youth programmes	Cedara	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
		(Container provided by the church)							
	Sports and Recreation	Soccer and netball fields	To be confirmed	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
8	Road and storm-water infrastructure	Resurfacing and maintenance of roads	Dulela	Preliminary assessment completed	Operational	Pothole repair and regravelling	Infrastructure & Public Works (Roads and Stormwater)	Pothole – R1000 000 Regravel-R2 610 000	1
		Resurfacing and maintenance of roads	Subsidy & Japan	Preliminary assessment completed	Operational	Pothole repair and regravelling	Infrastructure & Public Works (Roads and Stormwater)	Pothole – R1000 000 Regravel-R2 610 000	2
		Upgrade from gravel to black top surface	Subsidy & Japan	Preliminary assessment completed	Capital	Gravel surfacing	Infrastructure & Public Works (Roads and Stormwater)	7th Avenue – R2 051 370 8th Avenue-R2 105 190 9th Avenue – R2 105 190	4
		Resurfacing and maintenance of roads	Izakhisweni	Preliminary assessment completed	Operational	Pothole repair and regravelling	Infrastructure & Public Works (Roads and Stormwater)	Pothole – R1000 000 Regravel-R2 610 000	3
		Resurfacing and maintenance of roads	Inguga	Preliminary assessment completed	Operational	Regravelling and stormwater management	Infrastructure & Public Works (Roads and Stormwater)	R 6 090 000	5
		Resurfacing and maintenance of roads	Main road from cemetery	Preliminary assessment completed	Operational	Pothole and stormwater maintenance	Infrastructure & Public Works (Roads and Stormwater)	R2 000 000	6
		Street naming	All roads	Assessment	Operational		Office of the Municipal	To be confirmed	7

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
							Manager/Economic Development and Planning		
	Community facilities	Community hall	Subsidy & Japan	Preliminary assessment completed	Capital	New infrastructure	Infrastructure & Public Works (Project Management Unit)	R6 900 000	1
		Community hall	Dulela	Preliminary assessment completed	Capital	New Infrastructure	Infrastructure & Public Works (Project Management Unit)	R6 900 000	2
		Skills Centre & Hall	Emashingeni (lower)	Preliminary assessment completed	Capital	New infrastructure	Infrastructure & Public Works (Project Management Unit)	R8 900 000	3
		Youth Centre	Dulela	Preliminary assessment completed	Capital	New infrastructure	Infrastructure & Public Works (Project Management Unit)	R3 600 000	4
	Sport and recreation	Sport ground and facilities	Dulela	Preliminary assessment completed	Capital	To be confirmed	Infrastructure & Public Works	R3 500 000	1
		Sport ground and facilities	eMashingeni	Preliminary assessment completed	Capital	To be confirmed	Infrastructure & Public Works	R3 500 000	2
	Electrification and public lighting	Household electrification	Inguga	Assessment	Capital	1. Planning 2. Completion of the bulk infrastructure upgrade projects	Infrastructure & Public Works	To be confirmed	5
		Household electrification	Dulela	Assessment	Capital	1. Planning	Infrastructure & Public Works	To be confirmed	4

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
						2. Completion of the bulk infrastructure upgrade projects			
		Household electrification	Izakhisweni	Assessment	Capital	1. Planning 2. Completion of the bulk infrastructure upgrade projects	Infrastructure & Public Works	To be confirmed	4
		High Mast	Subsidy & Japan	Assessment	Capital	1. Planning 2. Procurement and installation of lights	Infrastructure & Public Works	To be confirmed	1
		Streetlights	Subsidy & Japan	Assessment	To be confirmed	completed	Infrastructure & Public Works	To be confirmed	3
		Streetlights	Dulela	Assessment	To be confirmed	1. Planning 2. Procurement and installation of lights	Infrastructure & Public Works	To be confirmed	2
9	Road and storm-water infrastructure	Road resurfacing	Hhaza School Road	Preliminary assessment completed	Capital	Gravel Surfacing	Infrastructure & Public Works (Project Management Unit)	R8 000 000	1
		Road gravelling	Shelembe Road	Preliminary assessment completed	Capital	Regravelling	Infrastructure & Public Works (Roads and Stormwater)	R450 000.00	
		Road gravelling	Zondi Road	Preliminary assessment completed	Capital	Regravelling	Infrastructure & Public Works (Roads and Stormwater)	R350 000.00	
		Road gravelling	Hlengwa road	Preliminary assessment completed	Capital	Regravelling	Infrastructure & Public Works (Roads and Stormwater)	R500 000.00	4

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
		Road gravelling	Zoo road	Preliminary assessment completed	Capital	Regravelling	Infrastructure & Public Works (Roads and Stormwater)	R440 000.00	2
		Road resurfacing	Sithole Rd	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works (Roads and Stormwater)	To be confirmed	
		Construction of access road to school.	Lions River	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works (Roads and Stormwater)	To be confirmed	
		Erect Speed humps	Lions River	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works (Roads and Stormwater)	To be confirmed	
		Tarring of roads (4 small roads	Lions River	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works (Roads and Stormwater)	To be confirmed	
		sewerage pipe replacement (houses built on wetland)	Mthembu Road (Lions River)	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works (Roads and Stormwater)	To be confirmed	
		Sewerage blockages and stormwater drainage	Lions River	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works (Roads and Stormwater)	To be confirmed	
	Community facilities	Maintenance of hall	Chief	Assessment	Operational	To be confirmed	Administrative Support Services	To be confirmed	
		Library construction	Hhaza	Assessment	Capital	To be confirmed	Office of the Municipal Manager / Community Services / Infrastructure & Public Works	To be confirmed	
		Development of hall	Hhaza	Assessment	Capital	To be confirmed	Office of the Municipal Manager / Economic Development and	To be confirmed	

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
							Planning / Infrastructure & Public Works		
	Housing	Renovations of cracked houses & building low-cost houses	Lions River	To be confirmed	To be confirmed	To be confirmed	Economic Development, Planning and Human Settlements	To be confirmed	
	Electrification and public lighting	Household electrification	Hhaza	Assessment	Capital	1. Planning 2. Completion of the bulk infrastructure upgrade projects	Infrastructure & Public Works	To be confirmed	
		Household electrification	Zoo	Assessment	Capital	1. Planning 2. Request permission to electrify from landowner	Infrastructure & Public Works	To be confirmed	
		Installing of high mast and streetlight	Hhaza	Assessment	Capital	1. Planning 2. Procurement and installation of lights	Infrastructure & Public Works	To be confirmed	
		Installing of high mast and streetlight	Chief	Assessment	Capital	1. Planning 2. Procurement and installation of lights	Infrastructure & Public Works	To be confirmed	
		Installing of high mast and streetlight	Lions River	Assessment	Capital	1. Planning 2. Procurement and installation of lights	Infrastructure & Public Works	To be confirmed	
		Community Hall electrification	Lions River	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
	Public transport facilities	Taxi Rank	Hhaza	Assessment	Capital	To be confirmed	Office of the Municipal Manager / Economic Development and	To be confirmed	

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
							Planning / Infrastructure & Public Works / Community Services		
		Bus shelters	Hhaza	Preliminary assessment completed	Capital	To be confirmed	Infrastructure & Public Works (Roads and Stormwater)	R400 000	
	Sport and recreation	Combo court	Hhaza	Preliminary assessment completed	Capital	To be confirmed	Infrastructure & Public Works (Project Management Unit)	R2 500 000,00	
		Sportsground renovations & Outdoor gym	Hhaza	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works (Project Management Unit)	To be confirmed	
		multi-purpose centre renovations	Hhaza	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works (Project Management Unit)	To be confirmed	
		Open space behind the hall – Recreational facilities (gym equipment)	Lions River	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
	Parks, Gardens & Cemeteries	New cemetery space	Lions River	To be confirmed	To be confirmed	To be confirmed	Community Services & Public Works	To be confirmed	
	Community facilities	New school proposal and the handing over of land to DOE.	Lions River	To be confirmed	To be confirmed	To be confirmed	uMngeni Municipality	To be confirmed	
10	Road and storm-water infrastructure	Provision of black top	Ndlulamithi road	Preliminary assessment completed	Capital	Gravel Surface	Infrastructure & Public Works (Project Management Unit)	R2 961 135	2

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
		Provision of black top	Mvemve road	Preliminary assessment completed	Capital	Gravel Surfacing	Infrastructure & Public Works (Project Management Unit)	R3 617 785	1
		Provision of black top	Nsindane road	Preliminary assessment completed	Capital	Gravel Surfacing	Infrastructure & Public Works (Project Management Unit)	R2 531 610	4
		Provision of black top	Hlengwa road	Preliminary assessment completed	Capital	Gravel Surfacing	Infrastructure & Public Works (Project Management Unit)	R1 755 130	
		Provision of black top	Mazwakhe road	Preliminary assessment completed	Capital	Gravel Surfacing	Infrastructure & Public Works (Project Management Unit)	R3 740 605	3
		Provision of black top	Mhlanga road	Preliminary assessment completed	Capital	Gravel Surfacing	Infrastructure & Public Works (Project Management Unit)	R3 386 145	5
		Provision of black top	Nkala road	Preliminary assessment completed	Capital	Gravel Surfacing	Infrastructure & Public Works (Project Management Unit)	R3 386 175	
		Pothole repair	All roads	Preliminary assessment completed	Operational	Formation of pothole	Infrastructure & Public Works (Roads and Stormwater)	R2 000 000	1
		Servicing of the drainage system	Ward 10	Preliminary assessment completed	Operational	Blocked and collapsed drainage system	Infrastructure & Public Works (Roads and Stormwater)	R 10 000 000	1

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
		Walkway/ Paving	Mtholampilo Road,	Preliminary assessment completed	Capital	Tar road with no sidewalk	Infrastructure & Public Works (Project Management Unit)	R600 000	1
		Walkway/ Paving	Passage within the Mpophomeni Rank to Mpophomeni Clinic	Preliminary assessment completed	Capital	To be confirmed	Infrastructure & Public Works (Project Management Unit)	R800 000	2
		Infrastructure Maintenance	Community Hall	Assessment	Operational	To be confirmed	Administrative Support Services	To be confirmed	1
		Infrastructure Maintenance	Mpophomeni Youth Theatre	Assessment	Operational	To be confirmed	Administrative Support Services	To be confirmed	2
		Infrastructure Maintenance	Mpophomeni Taxi Rank	Assessment	Operational	To be confirmed	Administrative Support Services	To be confirmed	3
		Infrastructure Maintenance	Mpophomeni Library	Assessment	Operational	To be confirmed	Administrative Support Services	To be confirmed	4
		Infrastructure Maintenance	Mpophomeni Tennis Court	Assessment	Operational	To be confirmed	Administrative Support Services	To be confirmed	5
		Infrastructure Maintenance	Zenzeleni Skills development Centre	Assessment	Operational	To be confirmed	Administrative Support Services	To be confirmed	6
	Local economic development	Informal Trading complex	Ward 10	Assessment	Capital	To be confirmed	Economic Development and Planning	To be confirmed	1
	Public transport facilities	Erection of bus shelters	Langalibalele Rd. Bus stop	Preliminary assessment completed	Capital	To be confirmed	Community Services/ Infrastructure & Public Works (Roads and Stormwater)	R100 000.00	1

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
		Erection of bus shelters	Mhlongo Rd. Bus stop	Preliminary assessment completed	Capital	To be confirmed	Community Services/ Infrastructure & Public Works (Roads and Stormwater)	R100 000.00	3
		Erection of bus shelters	Nsindane Rd. Bus stop	Preliminary assessment completed	Capital	To be confirmed	Community Services/ Infrastructure & Public Works (Roads and Stormwater)	R100 000.00	2
		Erection of bus shelters	Thambo Rd. Bus stop	Preliminary assessment completed	Capital	To be confirmed	Community Services/ Infrastructure & Public Works (Roads and Stormwater)	R100 000.00	6
		Erection of bus shelters	Chris Hani Rd. Bus stop	Preliminary assessment completed	Capital	To be confirmed	Community Services/ Infrastructure & Public Works (Roads and Stormwater)	R100 000.00	5
		Erection of bus shelters	Mtholampilo Rd. Bus stop	Preliminary assessment completed	Capital	To be confirmed	Community Services/ Infrastructure & Public Works (Roads and Stormwater)	R100 000.00	4

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
11	Local economic development	Informal Trading Hub		Source funding	Capital	Site identified and business plan submitted to EDTEA	Economic Development and Planning	To be confirmed	1
	Road and storm-water infrastructure	Construction of roads and stormwater	27th Crescent Avenue	Preliminary assessment completed	Capital	Gravel Surfacing	Infrastructure & Public Works	R3 752 300	1
		Construction of roads and stormwater	Nogwaja Road	Preliminary assessment completed	Capital	Gravel Surfacing	Infrastructure & Public Works	To be confirmed	2
		Roads collapsed	Sishi, Khoza & Nkona Rd	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
		Blacktop & channelling of water	Korea & Location roads	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	3
	Community facilities	Skills Centre	Multi-purpose centre	Design	To be confirmed	Design plans	Infrastructure & Public Works	To be confirmed	1
		ECD centre	Site next to the methodist church	Assessment	To be confirmed	Feasibility study	Office of the Municipal Manager/ Infrastructure & Public Works / DMRE	To be confirmed	2
	Electrification and public lighting	Electricity street poles don't have cables (stolen) –	Vilakazi & 29th street in Korea.		To be confirmed	Replacement of cables	Administrative Support services	To be confirmed	1
12	Road and storm-water infrastructure	Stormwater clearing	Howick West	Preliminary assessment completed	Operational	Blocked and collapsed stormwater pipes	Infrastructure & Public Works	R 20 000 000	1
		Upgrading of roads and pothole repairs	Ximba road	Preliminary assessment completed	To be confirmed	Upgrade of the road from gravel	Infrastructure & Public Works	R881 337.00	1

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
		Upgrading of roads and pothole repairs	Ngwenya road	Preliminary assessment completed	To be confirmed	Upgrade of the road from gravel	Infrastructure & Public Works	R 1 312 800.00	2
		Upgrading of roads and pothole repairs	New lands phase 3	Assessment	To be confirmed	Upgrade of the road from gravel	Infrastructure & Public Works	To be confirmed	4
		Upgrading of roads and pothole repairs	Gcwabe road	Preliminary assessment completed	To be confirmed	Upgrade of the road from gravel	Infrastructure & Public Works	R920 160.00	5
		Upgrading of roads and pothole repairs	Fuze road	Preliminary assessment completed	To be confirmed	Upgrade of the road from gravel	Infrastructure & Public Works	R 462 507.00	6
		Upgrading of roads and pothole repairs	Blossom road	Preliminary assessment completed	Operational	Pothole repair	Infrastructure & Public Works	R150 000.00	7
		Sidewalk	Tumbleweed road and Matomela road	Preliminary assessment completed	Capital	Tar roads with no sidewalks.	Infrastructure & Public Works	R 1 000 000.00	1
		Walkway/Pavement	road to Cosmo Primary Schools too narrow and there is a taxi rank nearby Tumbleweed & Mapholoba Rd	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
		Repair drainage system	All ward areas	Preliminary assessment completed	Operational	To be confirmed	Infrastructure & Public Works	R 50 000 000	
	Public transport facilities	Bus shelters	Newland	Preliminary assessment completed	Capital	To be confirmed	Infrastructure & Public Works	R 800 000.00	1

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
		Bus shelters	Langs	Preliminary assessment completed	Capital	To be confirmed	Infrastructure & Public Works	R500 000.00	2
	Local economic development	Trading zones	KwaMevana	Assessment	Operational	To be confirmed	Economic Development, Planning and Human Settlements	To be confirmed	
		Maintenance of KwaMevana stalls	KwaMevana	Assessment	Operational	To be confirmed	Administrative Support Services	To be confirmed	
		Trading permit	KwaMevana	Assessment	Operational	To be confirmed	Economic Development, Planning and Human Settlements	To be confirmed	
	Electrification	Provision of streetlights	Robin road	Assessment	Capital	1. Planning 2. Procurement and installation of lights	Infrastructure & Public Works	To be confirmed	
		Provision of streetlights	Cosmo road	Assessment	Capital	1. Planning 2. Procurement and installation of lights	Infrastructure & Public Works	To be confirmed	
		Provision of streetlights	Tumbleweed road	Assessment	Capital	1. Planning 2. Procurement and installation of lights	Infrastructure & Public Works	To be confirmed	
		Provision of streetlights	KwaMevana	Assessment	Capital	Completed	Infrastructure & Public Works	To be confirmed	
		Provision of streetlights	Hiltonian, phase 2 & Parrot Rd	To be confirmed	To be confirmed	1. Planning 2. Procurement and installation of lights	Infrastructure & Public Works	To be confirmed	
	Parks and Gardens	Maintenance of public spaces	Howick West	Assessment	Operational	To be confirmed	Community Services & Public Safety	To be confirmed	
		Grass cutting	All areas in ward	To be confirmed	Operational	To be confirmed	Community Services & Public Safety	To be confirmed	

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
	Waste management	Address illegal dumping	Hotspots	Assessment	Operational	To be confirmed	Community Services & Public Safety	To be confirmed	
	Community facilities	New hall	KwaMevana	Assessment	Capital	To be confirmed	All Directorates	To be confirmed	2
		Hall renovations	Howick South	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	
		New hall	Tumbleweed	Assessment	Capital	To be confirmed	All Directorates	To be confirmed	1
		House numbers	Tumbleweed	Assessment	Operational	To be confirmed	Economic Development, Planning and Human Settlements	To be confirmed	1
	Town planning	Site plan and provision of house numbers	Tumbleweed, Ringini section	Assessment	Operational	To be confirmed	Economic Development, Planning and Human Settlements	To be confirmed	1
	Sports fields	Soccer sports field	Howick south	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	1
		Soccer sports field	KwaMevana	To be confirmed	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	2
13	Road and storm-water infrastructure	Road and storm water infrastructure	Oneroom Section	Assessment	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	1
		Road and storm water infrastructure	Ebumnandini	Assessment	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	3
		Speed Humps	All strategic roads e.g. near the schools and tuckshops	Assessment	To be confirmed	To be confirmed	Infrastructure & Public Works	To be confirmed	2
	Electrification and public lighting	High mast	Ebumnandini	Assessment	To be confirmed	1. Planning 2. Procurement and installation of lights	Infrastructure & Public Works	To be confirmed	1

Ward	Intervention Category	Inputs	Area / Location	Intervention Required / Completed	Capital / Operational	Action Required	Responsibility	Cost Estimates	Priority Ranking
		High mast	One Rooms	Assessment	To be confirmed	1. Planning 2. Procurement and installation of lights	Infrastructure & Public Works	To be confirmed	2
		High mast	Maromini	Assessment	To be confirmed	1. Planning 2. Procurement and installation of lights	Infrastructure & Public Works	To be confirmed	3
		High mast	Shayamoya	Assessment	To be confirmed	1. Planning 2. Procurement and installation of lights	Infrastructure & Public Works	To be confirmed	4
		High mast	eMathangini	Assessment	To be confirmed	1. Planning 2. Procurement and installation of lights	Infrastructure & Public Works	To be confirmed	5
	Waste Management	Waste management centres	All strategic point of the ward	Assessment	To be confirmed	To be confirmed	Community Services & Public Safety	To be confirmed	1
	Community facilities	Community centre	To be confirmed	Assessment	Capital	To be confirmed	Infrastructure & Public Works	To be confirmed	1
		Street naming	All roads	Assessment	Operational	To be confirmed	All Directorates	To be confirmed	1
		House numbering	All ward households	Assessment	Operational	To be confirmed	Economic Development, Planning and Human Settlements	To be confirmed	2

SECTION J: Annexure

No.	Name of Sector Plan	Adoption Date	Development / Review status
J.1.	Spatial Development Framework	2019	In progress
J.2	Disaster Management Plan	2023	Under review
J.3	5-year Implementation Plan Progress Report	N/A	In progress
J.4	Public Participation Report	2024	In progress
J.5	Local Economic Development Strategy	2023	Completed
J.6	Housing Sector Plan	2015	Outdated
J.7	Integrated Waste Management Plan (IWMP)	2020	Completed
J.8	Strategic Environmental Assessment	2022	Completed
J.9	Agricultural Sector Plan	2020	Completed
J.10	Mpophomeni Nodal Plan	2020	Completed
J.11	Community Safety Plan	2019	Completed
J.12	Ward Based Plans	2024	Completed
J.13	Employment Equity Plan	2020	Completed
J.14	Workplace Skills Plan	-	Completed
J.15	SMME and Cooperative Strategy	2021	Completed
J.16	Indigent Register	2023	In progress
J.17	Indigent Policy	2024	Completed
J.18	Anti-Fraud and Corruption Policy	-	Completed
J.19	Fraud Risk Register	-	Completed
J.20	Procurement Plan	2023	Completed
J.21	Financial Plan	2024	Completed
J.22	Supply Chain Policy	2024	Completed
J.23	Revenue Enhancement Strategy	2022	Completed
J.24	PMS Policy Framework	2024	Completed

No.	Name of Sector Plan	Adoption Date	Development / Review status
J.25	Draft Service Provider Monitoring Policy		Completed
J.26	Draft SDBIP 2024/2025	2024	In progress
J.27	Final IDP Review 2024/2025 Council Resolution	2024	Completed
J.28	Council Resolution Register	2024	Completed
J.29	Audit Action Plan	2024	Completed