



# Umvoti Municipality FINAL INTEGRATED DEVELOPMENT PLAN 2023/2024

A place of peace and prosperity  
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41 King Dinuzulu Street, Greytown 3250



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UmvotiLocalMunicipality

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## SECTION 1 : EXECUTIVE SUMMARY

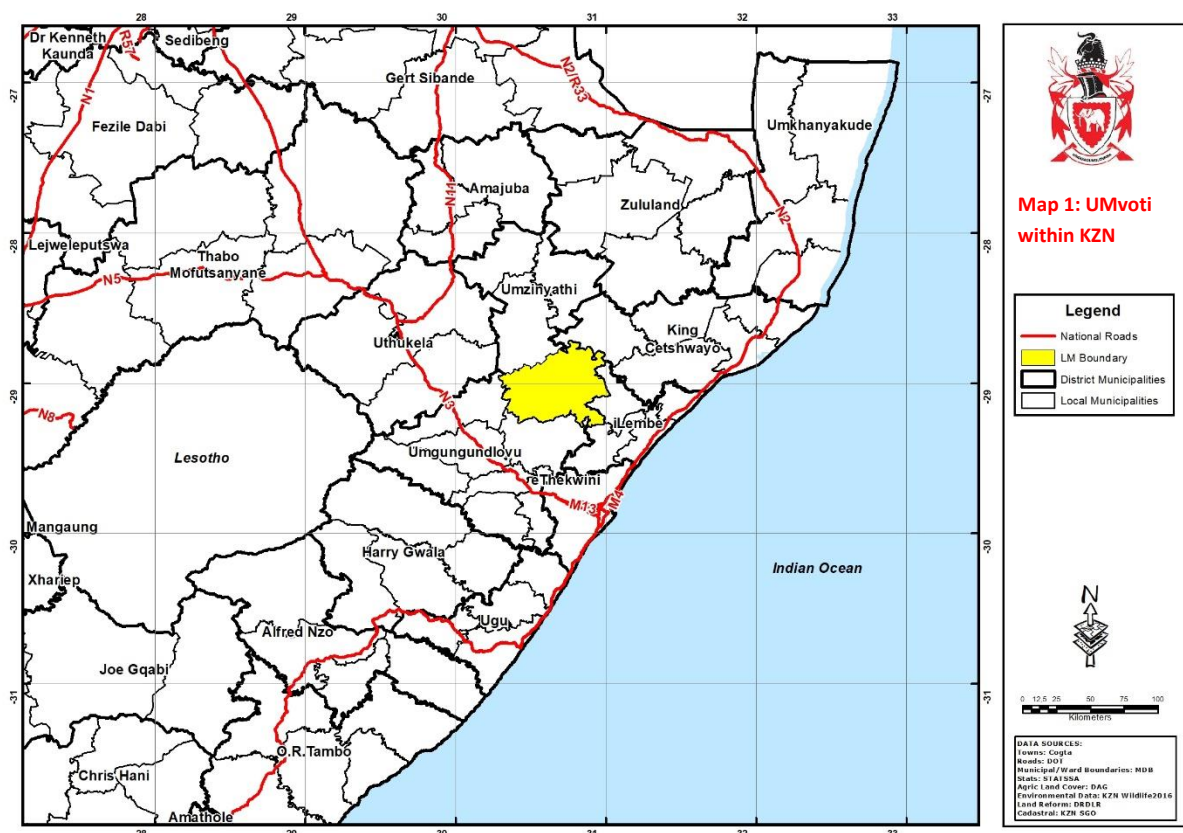
### 1. WHO WE ARE

Umvoti Municipality is one of the local municipalities falling under Umzinyathi District Municipality. It is situated approximately 75km from Pietermaritzburg and 55km from Stanger, and includes the urban Centre's of Greytown and Kranskop (refer to map 2). It is about 2509km<sup>2</sup> in extent and its population is estimated at 122 424 (stats SA 2016) people who are spread unevenly amongst the fourteen (14) wards.

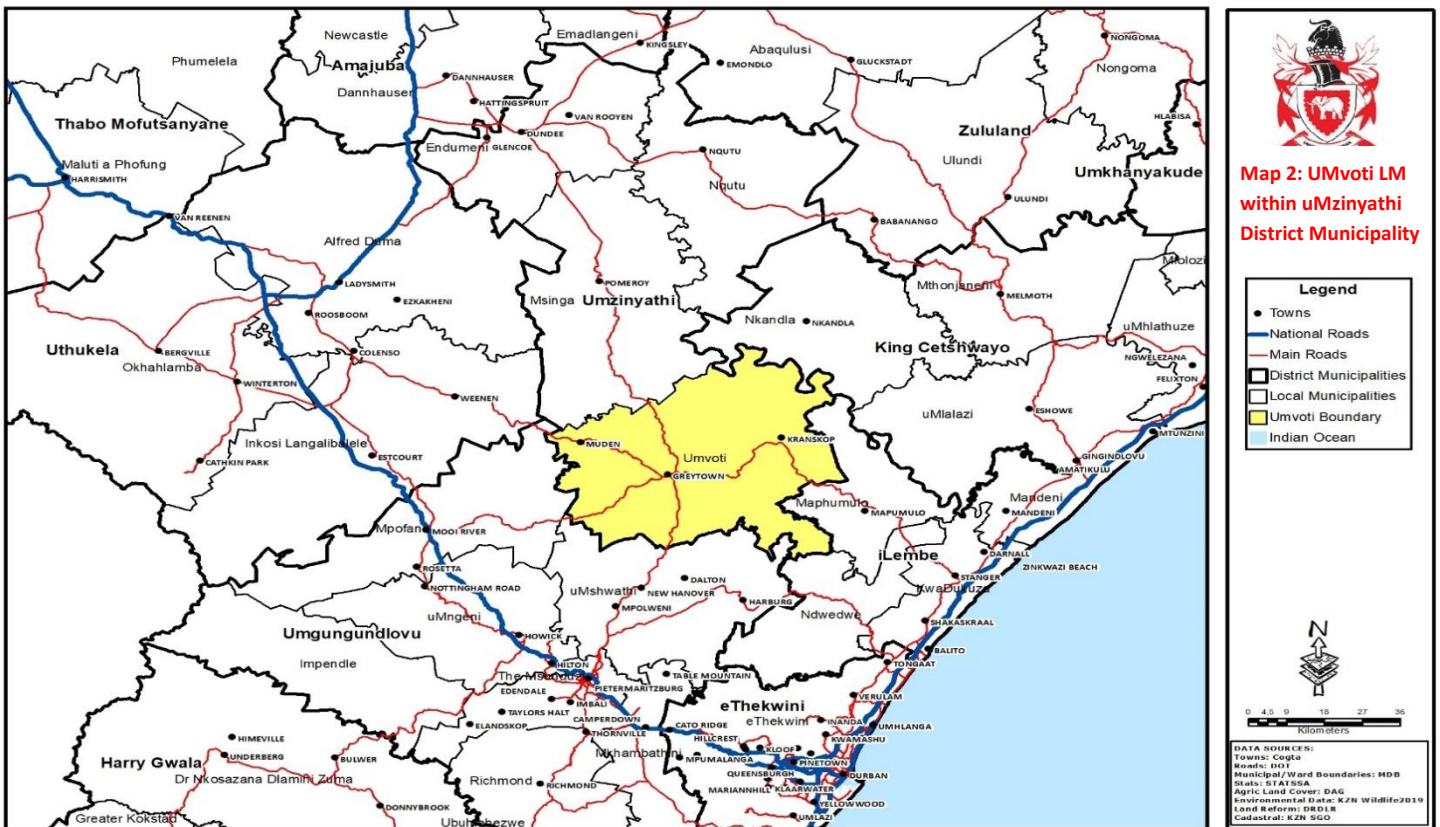
The whole of ward 9, Greytown is urban in nature and is the main town and the primary centre of the UMvoti municipality. Ward 7 is urban (township). Ward 10 is also partial urban (portion of a township), and the other component of the ward is farmland. There are 9 traditional authorities in UMvoti. The municipality is located on the southern part of uMzinyathi District and borders onto uMgungundlovu District to the south, UMshwathi Local Municipality, and largely falls within the Pietermaritzburg functional economic region. The parts of the municipality that borders onto iLembe District enjoy the influence of Stanger-KwaDukuza economic region. Route 33 serves as a major link between Greytown and Dundee while R74 connects the urban centres of Greytown, Kranskop and Stanger.



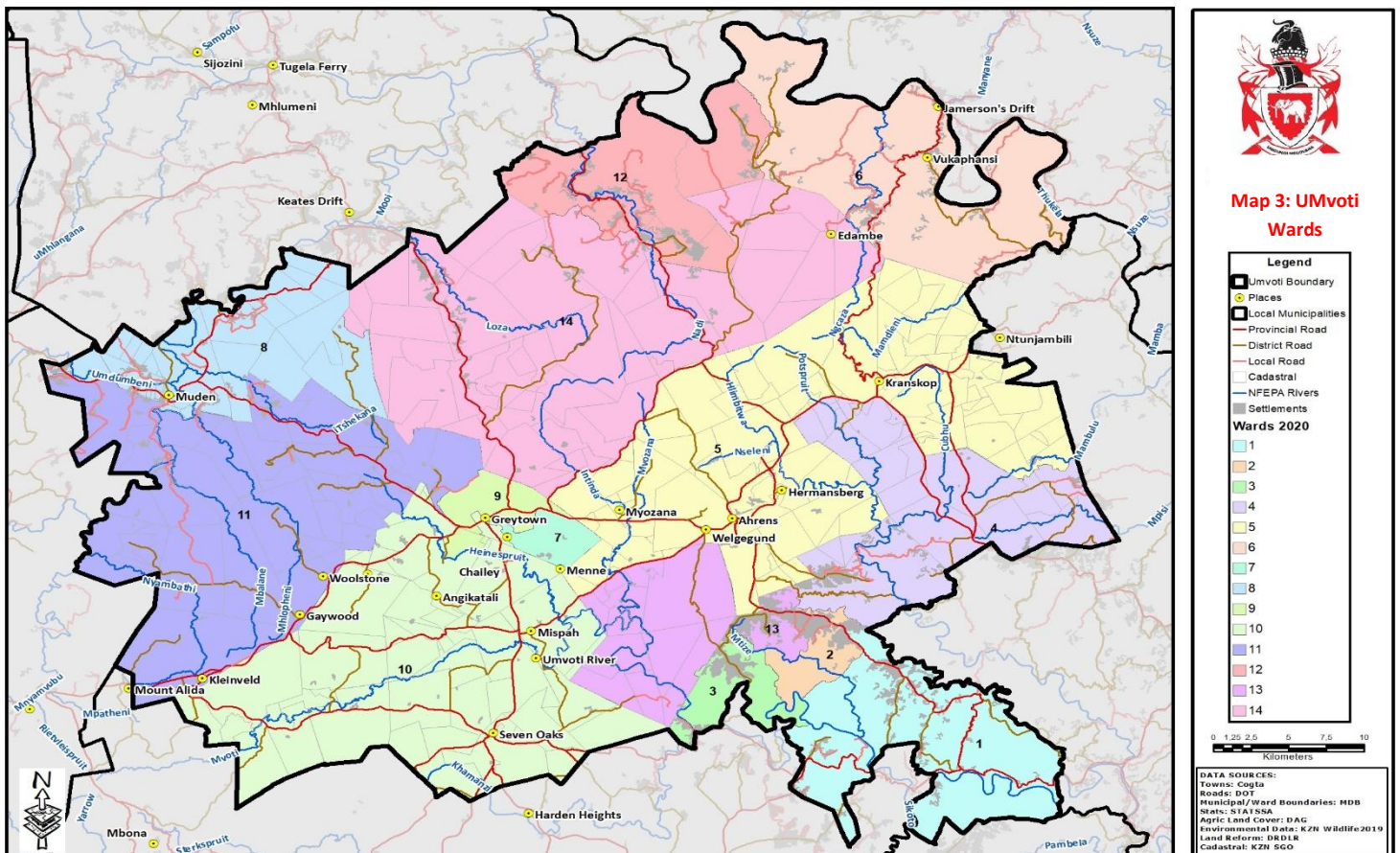
Map 1: Provincial Locality Map



**Map 2 : Umvoti Local Municipality within Umzinyathi District Municipality**



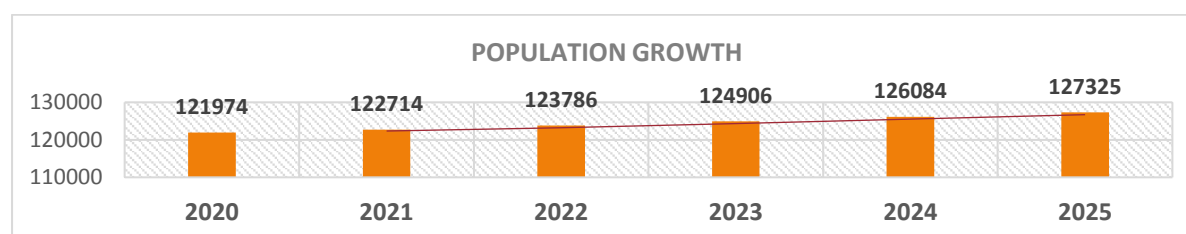
**Map 3: Umvoti Wards**



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Umvoti is one of 61 Municipalities in the Province of KwaZulu-Natal and forms part of the UMzinyathi District. It has a population of 122 423, according to the Stats SA 2016 data, This translates into a growth rate of 1.11% per annum for the period between 2011 and 2016. Statistics South Africa provided population estimates for the Umzinyathi District municipality which has been seen in the below table.:

#### UMvoti 5-year population projection



The population projections for UMvoti are based on a computation model which considers the historical population behaviour. This includes the impact of the migration pattern of the urban, farm and rural areas, fertility, and death rate within the population of UMvoti. Thus, the outcome suggests that:

- by 2025 the population in the municipality would have increased to 127 325 people and this implies that the population would have increased by 3539 people.
- This has implications for infrastructure requirements for areas projected for high population growth.
- Upgrade UMvoti Wastewater Works.
- Upgrade existing road network.
- Upgrade electricity reticulation network.

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### 3 .HOW WAS THIS PLAN (5<sup>th</sup> GENERATION IDP) DEVELOPED

Section 29 (1) The process followed by a municipality to draft its integrated development plan, including its consideration and adoption of the draft plan, must—

- (a) be in accordance with a predetermined programme specifying timeframes for the different steps;
- (b) through appropriate mechanisms, processes and procedures established in terms of Chapter 4, allow for
  - (i) the local community to be consulted on its development needs and priorities;
  - (ii) the local community to participate in the drafting of the integrated development plan; and
  - (iii) organs of state, including traditional authorities. and other role players to be identified and consulted on the drafting of the integrated development plan

The development process of the 5<sup>th</sup> Generation IDP involved consultation and engagement of various stakeholders, and it was guided by the IDP, Budget and PMS Process Plan. The summary of the key activities to be involved is as follows:

- IDP/Budget Public Consultation Meetings;
- The 2023/24 Strategic Planning Session;
- Development and alignment of the IDP Sector Plans;
- Review and alignment of the IDP Sector Plans;
- Provincial IDP Alignment Sessions;
- PGDS/DGDP/IDP Alignment Sessions;
- Action Plan to address the MEC Comments;
- District Wide IDP Alignment Sessions;
- IDP, Budget, PMS and SDBIP Alignment Session; and
- IDP\_LED Technical Forum

The process in terms of preparing the 2023/24 IDP was per the following phases:

#### **Phase 0: Preparation**

The purpose of this phase was to define the roles of various stakeholders and setting up an agreed process. The 2023/24 IDP, Budget and PMS Process and Framework Plan was prepared and approved by Council, and subsequently submitted to the Department of Co-operative Governance and Traditional Affairs for consideration.

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## **Phase 1: Analysis**

- On the 01<sup>st</sup> – 3<sup>rd</sup> March 2023, Council and Management had a strategic planning session to review the vision, mission, core values, developmental priorities, organizational and departmental strategic plans to serve as critical base for the development of the fifth generation of the IDPs. The Annual Performance Report for the 2021/222 financial year was also utilised as a base for the development of the 2023/24 IDP in terms of making improvements through intervention programmes and projects especially on areas where the municipality did not perform accordingly.

## **Phase 2: Strategies**

- This phase was undertaken after the outcome of the Strategic Planning Session which culminated into a vision, mission, core values, developmental priorities to mainly focus on the powers and functions of the municipality, SWOT analysis and organizational and departmental strategic plans. The developmental priorities, objectives and strategies were then aligned to the vision, and also to be in line with the National Development Plan, Provincial Growth and Development Strategy, District Growth and Development Plan as well as the newly announced District Demolition Models plan.

## **Phase 3: Projects**

- Objectives and strategies were developed during phase two, and specific projects and capital investment framework were aligned in order to realise the developmental mandate. The municipal budget was also strictly aligned to the developmental priorities and subsequent to the specific projects and capital investment framework. A consolidated Implementation plan and capital investment plan was then linked to the Budget which is developed and integrated as part of the 2023/24 IDP.

## **Phase 4: Integration**

- IDP\_LED Technical Forum, the Committee includes the district family of municipalities, public and private sector, and its aim is to:
  - Streamlining planning process;
  - Finding a common district wide development vision;
  - Consolidation and alignment of programmes and budgets;
  - Unifying the channelling of both private and public sector investments;
  - Combating socio-economic ills in a strategic and coordinated manner; and
  - Put forward a plan of action that will enjoy political buy-in at levels

The committee served to ensure that proper and realistic objectives and strategies are developed in line with the developmental priorities and budget.

### Phase 5: Approval

- The 2023/24 draft IDP was adopted by council on the 20<sup>th</sup> April 2023, and the final was approved by Council by on the 29<sup>th</sup> June 2023, and then to be subsequently submitted to the Department of Co-operative Governance and Traditional Affairs, Provincial and National Treasury for consideration purposes.
- The following tables provides the details of various processes and consultations which were followed as per the approved IDP Process plan:

**Table 1: 2023/2024 IDP/Budget Process Plan Summary**

No.	MILESTONES/ACTIVITIES	TARGET DATE	RESPONSIBLE PERSON/STRUCTURE
1	Finalize and Advertise Performance agreements and plans for Section 54/56/57 Managers for 2022/2023 financial year.	06 July 2022	MMs Office/Planning Department
2	Prepare 2023/2024 draft IDP/Budget & PMS Process Plan	1- 15 July 2022	Planning Department
3	Submit Draft Process Plan to COGTA	29 July 2022	Planning Department
4	Advertisement of the draft 2023/2024 IDP, Budget and PMS Process Plan for public comments 21 day advert)	03 August 2022	Planning Department
5	Adoption of the 2023/2024 IDP, Budget and PMS Process Plan by Council	31 August 2022	Planning Department
6	Submission of 2021/2022 Annual Financial Statements and Annual Performance Report to Auditor General, COGTA and Provincial Treasury.	31 August 2022	Budget & Treasury Office, Office of the MM
7	Advertisement of the adopted 2023/2024 IDP, Budget and PMS Process Plan	07 September 2022	Planning Department
8	Collect data to review status quo of the municipality through the Community Based Planning approach. Preparation of the status quo report	1 – 30 September 2022	Planning Department & internal departments
9	Update Situational Analysis of the current SDF as per the requirements of SPLUMA, focusing on the restructuring elements,	01 September 2022 – 30 October 2022	Planning Department

No.	MILESTONES/ACTIVITIES	TARGET DATE	RESPONSIBLE PERSON/STRUCTURE
	population growth and demand estimates associated for the next five year		
10	IDP Indaba (Cogta)	16 September 2022	COGTA
11	ESCID Cluster meeting (DDM/Planners Forum included)	September 2022	District, Local Municipalities, and Sector Departments
12	1 <sup>st</sup> Quarterly informal assessment of Section 54, 56 & 57 Managers as required by Section 28 (1) of the Performance Regulations	October 2022	Planning Department Office of the MM
13	1 <sup>st</sup> Project Steering Committee (PSC) Meeting (SDF/Housing Sector Plan and LED Strategy Review)	10 November 2022	Planning Department
14	Umvoti 1 <sup>st</sup> IDP Representative Forum	16 November 2022	Councillors, Departments and MANCO
15	Umzinyathi District 1 <sup>st</sup> IDP Representative Forum	18 November 2022	Umzinyathi District
16	IDP alignment and implementation session – Cogta	11 November 2022	COGTA
17	IDP Best Practice Conference and IDP alignment session	25 November 2022	COGTA
18	Finalisation of draft departmental Capital Budget	30 November 2022	Internal departments
19	Presentation of the MEC Comments on the 2022/2023 IDP	30 November 2022	Planning Department
20	ESCID Cluster meeting (DDM/Planners Forum included)	December 2022	District, Local Municipalities, and Sector Departments
21	Ward Councillors arrange Ward Committee meetings to identify Ward priorities	16 January 2023- 20 January 2023	Ward Councillors & Speaker's Office and Public Participation
22	Discussion of draft 2022/2023 Mid-year Budget and performance assessment with Municipal Manager and MANCO	18 January 2023	Budget & Treasury Office
23	Table 2022/2023 Mid-year Performance assessment to EXCO	26 January 2023	Budget & Treasury Office

No.	MILESTONES/ACTIVITIES	TARGET DATE	RESPONSIBLE PERSON/STRUCTURE
24	Ward priorities to be discussed at a Council Meeting	31 January 2022	Planning Department
25	AG's Report tabled to Council	31 January 2022	Municipal Manager Office and Budget and Treasury Office
26	Table 2022/2023 Mid-year Budget and Performance assessment to Council	31 January 2022	Budget and Treasury Office
27	Tabling of draft 2021/2022 Annual report to Council	31 January 2022	Municipal Manager
28	Review Sector Plans and policies	01 November 2022 – 31 March 2023	Internal departments
29	ESCID Cluster meeting (DDM/Planners Forum included)	March 2023	District, Local Municipalities, and Sector Departments
30	Review of Boundaries of nodes and corridors District and cross-border alignment (SDF Review)	01 December 2022 – 08 January 2023	Planning Department
31	Incorporation of the Scheme, capturing of Scheme information as required by SPLUMA (SDF Review)	18 January 2023 – 26 February 2023	Planning Department
32	Coordination of Budget adjustment inputs from Internal departments	03 February 2023	Budget & Treasury Office
33	IDP Stakeholders engagement on 2023/2024 reviewed IDP assessment process	03 February 2023	COGTA
34	Consolidation of inputs received from internal departments for purposes of Budget Adjustment	07 February 2023	Budget & Treasury Office
35	Presentation of Proposed budget adjustment to MANCO	08 February 2023	Budget & Treasury Office
36	Advertisement of the Draft 2021/2022 Annual Report for public comments and submit Auditor General, Provincial Treasury and	08 February 2023	Municipal Manager

No.	MILESTONES/ACTIVITIES	TARGET DATE	RESPONSIBLE PERSON/STRUCTURE
	Provincial Department responsible for Local Government for comments.		
37	Presentation of proposed budget adjustment to Joint Budget Steering Committee and EXCO	21 February 2023	Budget & Treasury Office
38	Extended MANCO finalize departmental draft 2023/2024 Operating Budget	22 February 2023	Internal Departments
39	Table 2022/2023 Budget Adjustment to Council	23 February 2023	Budget & Treasury Office
40	Umvoti 2 <sup>nd</sup> IDP Representative Forum	16 February 2023	Councillors, Sector Departments and MANCO
41	2 <sup>nd</sup> Project Steering Committee (PSC) Meeting (SDF/Housing Sector Plan and LED Strategy Review)	22 February 2023	Planning Department
42	2 <sup>nd</sup> Quarterly performance assessment of Section 54,5657 & as required by Section 28 (1) of the Performance Regulations	February 2023	Planning Department, Office of the MM
43	Strategic Planning Workshop	8 – 10 March 2023	Municipal Manager
44	Review of budget related policies and submission to Council for approval	01 March 2023 - 31 March 2023	Budget & Treasury Office
45	ESCID Cluster meeting (DDM/Planners Forum included)	March 2023	District, Local Municipalities, and Sector Departments
46	Alignment of the Draft IDP, Budget and Capital Investment Framework with the SDF. (SDF Review)	01 March 2023 – 18 March 2023	Planning Department
47	Coordination of draft budget inputs from internal departments by Budget and Reporting Unit	06 March 2023	Budget & Treasury Office
48	Presentation on the progress of the 2023/2024 IDP Review, sector plans and the budget	07 March 2023	MANCO

No.	MILESTONES/ACTIVITIES	TARGET DATE	RESPONSIBLE PERSON/STRUCTURE
49	Finalization of Draft 2023/2024 IDP Review Report and identification of gaps	15 March 2023	Planning Department
50	Tabling of 2021/2022 Oversight Report to MPAC	22 March 2023	MM's Office
51	Presentation of 2023/2024 draft budget/IDP to Joint Budget Steering Committee and EXCO	24 March 2023	Budget & Treasury Office & Planning Department
52	Tabling of final Annual Report and Oversight report to Council for approval	29 March 2023	Municipal Manager
53	Umzinyathi District 2 <sup>nd</sup> IDP Representative Forum	10 March 2023	Umzinyathi District Manager IDP/PMS & LED Manager
54	Tabling of Draft IDP and Budget for 2023/2024 financial year	29 March 2023	Council
55	Submit draft reviewed 2023/2024 IDP to COGTA	03 April 2023	Planning Department
56	Public consultation – IDP/Budget road shows	03 April 2023 – 28 April 2023	Office of the Mayor, Public Participation Unit, Budget & Treasury Office, Planning Department and
57	Advertise draft IDP, Sector Plans and budget for Public Comments for 21 days as required by the Municipal Systems Act	05 April 2023	Planning Department
58	3 <sup>rd</sup> Project Steering Committee (PSC) Meeting (SDF/Housing Sector Plan and LED Strategy Review)	14 April 2023	Planning Department
59	Draft IDP/SDF assessments (Cogta)	24 April 2023	COGTA Sector Departments and Municipal Representatives
60	3 <sup>rd</sup> Quarterly performance assessment of Section 54,56 & 57 as required by Section 28 (1) of the Performance Regulations	April 2023	Planning Department, Office of the MM

No.	MILESTONES/ACTIVITIES	TARGET DATE	RESPONSIBLE PERSON/STRUCTURE
61	Draft 2023/2024 IDP Assessment Feedback	12 May 2023	Cogta
62	Amend IDP to reflect additional information received through consultation and Incorporate comments from COGTA assessment panel	15 - 17 May 2023	Planning Department
63	Council Meeting – 2023/2023 IDP and Sector Plans (LED Strategy, Housing Sector plan, SDF and Disaster Management Plan) 2023/2024 Budget Approval	29 May 2023	Full Council
64	Advertisement of the 2023/2023 IDP and Sector Plans (LED Strategy, Housing Sector plan, SDF and Disaster Management Plan) 2023/2024 Budget adoption	07 June 2023	Planning Department
65	Submission of final IDP to COGTA	08 June 2023	Planning Department
66	Municipal Manager submit draft SDBIP to the Mayor within 14 days after the approval of the Budget	12 June 2023	Municipal Manager
67	Mayor approves the SDBIP within 28 days after the approval of the budget	26 June 2023	Municipal Manager
68	ESCID Cluster meeting (DDM/Planners Forum included)	June 2023	District, Local Municipalities, and Sector Departments
69	Mayor must ensure that the SDBIP be made public within 14 days after the approval of the SDBIP	10 July 2023	Municipal Manager
70	Mayor must ensure that the Performance Agreements of the Municipal Manager and Senior Managers are made public within 14 days after the approval of the SDBIP and copies submitted to council and MEC for Local Government in the Province	10 July 2023	Municipal Manager

#### 4. UMVOTI VISION

The Council formulated vision, which reads:

***“By 2035, Umvoti shall be a municipality which embraces rural development, economic growth, sustainability, social cohesion and a people centred society.”***

##### 4.1 KEY DEVELOPMENTAL CHALLENGES FACING THE MUNICIPALITY AND PROPOSED INTERVENTIONS

The municipality is facing a series of challenges based on the status quo analysis, which need to be unlocked thereby creating a conducive environment for socio – economic and infrastructure development, through these challenges being addressed, they can have a significant impact in improving the lives of the communities, and some of the information was obtained from the ward based plans of the local municipalities, and some is based on the outcome of the Strategic Planning Session which the municipality undertaken, and they are as follows but not limited to:

**Table 2: Key Challenges**

KPA	KEY CHALLENGES	INTERVENTIONS
<b>Basic Service Delivery</b>	<ul style="list-style-type: none"><li>• Ageing Infrastructure( Electricity and roads)</li><li>• Infrastructure backlogs ( Electricity, roads and housing)</li></ul>	<ul style="list-style-type: none"><li>• Use the roads and stormwater master plan for prioritization for the application of funds from COGTA</li><li>• Develop a maintenance and rehabilitation plan based on the assessment.</li><li>• Allocate resources effectively to address critical areas.</li><li>• Explore partnerships and grants for additional funding.</li><li>• Establish a prioritization framework for infrastructure needs.</li><li>• Engage with community stakeholders and gather feedback.</li><li>• Create a phased plan for infrastructure development.</li><li>• Seek public-private partnerships for expertise and funding. (Source of</li></ul>

	<ul style="list-style-type: none"> <li>Infrastructure capacity constraints (electricity, roads, water and sanitation)</li> <li>Financial Constraints to address the backlogs, ageing infrastructure and infrastructure capacity constraints</li> </ul>	<p>funding tender document to be presented to BSC)</p> <ul style="list-style-type: none"> <li>Analyze current infrastructure systems and identify areas needing improvement.</li> <li>Develop a long-term infrastructure development plan. (There is already a master plan for Electricity and Roads and stormwater, review and adopted by council every year)</li> <li>Prioritize capacity expansion based on growth projections and demand patterns.</li> <li>Adopt innovative technologies and sustainable practices.</li> <li>Seek partnerships with government agencies, NGOs, and the private sector for funding.</li> <li>Conduct cost-benefit analyses for each project.</li> <li>Prioritize revenue-generating projects and explore public-private partnerships. (Source of funding tender document to be presented to BSC)</li> </ul> <p>Implement user fees or tariffs to generate revenue for reinvestment.</p>
<b>Local Economic Development</b>	<ul style="list-style-type: none"> <li>Financial constraints to support LED initiatives</li> <li>High rate of unemployment</li> <li>Low skills level</li> </ul>	<ul style="list-style-type: none"> <li>The Business Unit seeks and makes use of funding initiatives from Government Departments to fund LED projects and support SMMEs and Cooperatives</li> <li>The provision trainings with the aim to capacitate the unemployed with trainings on enterprise development to encourage</li> </ul>

		<p>entrepreneurship to address the high levels of unemployment</p> <ul style="list-style-type: none"> <li>The provision of trainings to capacitate SMMEs/ Cooperatives on the basics of Basic Business Management and other business related skills</li> </ul>
<b>Good Governance, Community Participation and Ward Committee Systems</b>	<ul style="list-style-type: none"> <li>Non-alignment of municipal and government departments programmes.</li> <li>Ward Committees and Ward Rooms are functional, but seems to lack direction to develop ward programmes for their respective sectors in wards.</li> </ul>	<ul style="list-style-type: none"> <li>The non-alignment of the programmes is addressed through IDP Representatives Forum where the departments present their programmes within a local municipality for the financial year. Also Operation Sukuma Sakhe plays a pivotal role in ensuring that the challenge that exist in various wards of the municipality are known.</li> <li>Ward Committees have been trained as part of capacitating them to understand their roles and functions as public representatives within their wards.</li> </ul>
<b>Municipal Transformation and Organizational Development</b>	<ul style="list-style-type: none"> <li>Lack of Integrated Human Resources Information System where you can load all personnel information that effectively link Finance and human resources.</li> <li>Job Descriptions have been prepared and submit. Process to finalize job evaluation is very slow.</li> </ul>	<ul style="list-style-type: none"> <li>The system that easily integrates personnel information is the PERSAL System which is used by government departments only and not available to municipalities, however SAGE and VIP Systems are used by the municipality. These systems allow finance to have its component and human resources to have its own component especially on leave management module.</li> <li>The job evaluation is currently underway. The committee convenes twice a week to finalize</li> </ul>

	<ul style="list-style-type: none"> <li>Some unfilled critical posts at middle management and lack of technical skills for operators based in service delivery departments.</li> </ul>	<p>the evaluation. As per the latest verbal report received from a committee member, half of job descriptions submitted by Umvoti have been evaluated.</p> <ul style="list-style-type: none"> <li>Some of the critical posts at middle management have been filled, however a few still remain vacant. The skills development officer has been in the process of sourcing service providers to train operators where they lack, however the quotations received were above the threshold. The process had to be restarted to address this challenge.</li> </ul>
<b>Financial Viability and Financial Management</b>	<ul style="list-style-type: none"> <li>Non-compliance with SCM procedures</li> <li>Budget constraints for repairs and maintenance</li> <li>MSCOA implementation</li> </ul>	
<b>Cross Cutting Interventions</b>	<ul style="list-style-type: none"> <li>Dispersed, low density settlements.</li> <li>Weak road and communication linkages</li> </ul>	<ul style="list-style-type: none"> <li>The uMvoti Single Land Use Scheme was adopted in June 2022 and is now enforceable within the whole municipal area. Meetings were held with the Amakhosi in traditional areas to advise them on using the single land use scheme maps as guidance when allocating land to their communities.</li> <li>SPLUMA Applications are submitted to the planning department for the establishment of telecommunication towers that aim to strengthen communication linkages in rural areas. These applications are supported and if all paperwork is in order are normally approved.</li> </ul>

	<ul style="list-style-type: none"> <li>• Alignment of SDF with SPLUMA and other development plan frameworks</li> <li>• Lack of a climate change response strategy</li> <li>• Lack of an Environmental Strategy</li> </ul>	<ul style="list-style-type: none"> <li>• The current Municipal Spatial Development Framework was adopted on the 30 June 2022 and is aligned with all relevant legislation/policies of all different spheres of government and IOP</li> <li>• The Municipal Disaster Management Plan was adopted on the 30 June 2022 and addresses the climate change response strategy and there is no resilient strategy to date, however the municipality envisage to develop one in order to respond to unforeseen circumstances</li> <li>• The municipality receives support from the Umzinyathi District Municipality for Professional Environmental Personnel. The Municipal Disaster Management Plan touches on a strategy to preserve the environment from human-made and natural environmental hazards</li> </ul>
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## 4.2 UMVOTI PERFORMANCE MANAGEMENT SYSTEM

Performance Management is a system intended to manage and monitor service delivery progress against the identified strategic objectives and priorities. The performance of the municipality relates to the extent to which it will achieve success in realising its goals and objectives, complied with legislative requirements and meeting stakeholder expectations.

In compiling this 2023/2024 Service Delivery and Budget Implementation Plan, the municipality held a strategic workshop that consisted of Councillors and Management for the purpose of reviewing it's IDP objectives and strategies informed by the five-year plan which then is aligned to the six National Key Performance Areas.

Infrastructure Services was therefore prioritised as a main or critical focal point for the municipality. The six National Key Performance Areas are as follows:

KPA 1: Municipal Transformation and Organisational Development

KPA 2: Basic Services

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KPA3: Local Economic Development

KPA 4: Good Governance, Community Participation and Ward Committee Systems

KPA 5: Municipal Financial Viability and Management

KPA 6: Cross Cutting Interventions

Council adopted the Organizational Performance Management System Framework and it specifies the procedures and processes that the municipality needs to adhere to. The OPMS framework and Procedure Manual is reviewed internally on an Annual basis. The OPMS framework and Procedure Manual has been reviewed for the 2023/2024 financial year.

### 4.3 MEASURING AND MONITORING PROGRESS

The Organisational Performance Management System Framework recommends that the Service Delivery and Budget Implementation Plan of the Municipality be reported on a quarterly basis to the Executive Committee and Council. The same will apply to the various departmental SDBIPs, which are also reported to Portfolio Committees on monthly basis. The Municipal Public Account Committee (MPAC) has been established in order to exercise oversight role. The Audit Committee and Performance Audit Committee have been established in order to also assist the Council with the oversight role.

## SECTION 2: PLANNING AND DEVELOPMENT PRINCIPLES AND GOVERNMENT POLICIES AND IMPERATIVES

### 2.1 INTRODUCTION

Integrated Development Planning is a **process** through which municipalities prepare a strategic development plan, for a five-year period. The Integrated Development Plan (IDP) is a **product** of the integrated development planning process. The IDP is a principal strategic planning instrument, which guides and informs all planning, budgeting, management and decision-making in a municipality. All municipalities have to undertake an integrated development planning process to produce integrated development plans (IDPs). The IDP is a legislative requirement and its legal status supersedes all other plans that guide development at local government level.

This section focuses on Planning and Development Principles that guide the IDP. Furthermore, this section also focuses on the national and provincial priorities and policies.

### 2.2 LEGISLATIVE FRAMEWORK

#### 2.2.1 MUNICIPAL SYSTEMS ACT (No. 32 of 2000)

In terms of Chapter 5 of the Municipal Systems Act, 2000 all municipalities are required to prepare and adopt Integrated Development Plans. Section 26 also lists key components that an IDP must reflect which are summarised as follows:

- The Council's Vision for the long-term development of the Municipality;

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- An assessment of the existing level of development within the Municipality, including the identification of communities without access to basic municipal services;
  - Council's development priorities and objectives, inclusive of its local economic development, as well as the internal transformation needs;
  - Council's development strategies, which must be aligned with any national or provincial plans and planning requirements binding on the Municipality in terms of legislation;
  - A municipal Spatial Development Framework (SDF), which must include the provision of basic guidelines for the Land Use Management System (LUMS) of the Municipality; and
  - Key Performance Indicators and targets determined through an organisational performance system, based on the priorities identified in the IDP.

## **2.2.2 CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA, ACT 108 OF 1996**

The Constitution requires municipalities to undertake developmental orientated planning to ensure that it:

- Strives to achieve the objectives of local government as indicated in Section 152;
- Gives effect to its developmental duties as required by Section 153;
- Together with other organs of state, it contributes to the progressive realization of fundamental rights contained in Section 24, 25, 26, 27 and 29.

## **2.2.3 MUNICIPAL FINANCE MANAGEMENT ACT (NO 56 OF 2003)**

The annual Budget and the IDP have to be linked to one another and that has been formalised through the promulgation of the Municipal Finance Management Act (2003). Chapter 4 and Section 21 (1) of the Municipal Finance Management Act indicate that: at least 10 months before the start of the budget year, table in the municipal Council a time schedule outlining key deadlines for:

- (a) The preparation, tabling and approval of the annual Budget;
- (b) The annual review of:
  - a. The integrated development plan in terms of Section 34 of the Municipal Systems Act, and
  - b. The Budget related policies
- (c) The tabling and adoption of any amendments to the integrated development plan and budget related policies, and
- (d) The consultative processes forming part of the processes referred to in subparagraphs (a), (b) and (c).

## **2.2.4 DISASTER MANAGEMENT ACT (NO. 57 OF 2002)**

The Disaster Management Act, No. 57 of 2002, Section 25 requires that:

- (1) Each municipality must, within the applicable disaster management framework-

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- (a) prepare a disaster management plan for its area according to the circumstances prevailing in the area;
  - (b) co-ordinate and align the implementation of its plan with those of other organs of state and institutional role-players;
  - (c) regularly review and update its plan; and
  - (d) through appropriate mechanisms, processes and procedures established in terms of Chapter 4 of the Municipal Systems Act, 2000, consult the local community on the preparation or amendment of its plan.
- (2) A disaster management plan for a municipality must –
- (a) form an integral part of the municipality's integrated development plan;
  - (b) anticipate the types of disasters that are likely to occur in the municipal area and their possible effects;
  - (c) place emphasis on measures that reduce the vulnerability of disaster-prone areas;
  - (d) seek to develop a system of incentives that will promote disaster management plan in the municipality;
  - (e) identify the areas, communities or households at risk;
  - (f) take into account indigenous knowledge relating to disaster management;
  - (g) promote disaster management research;
  - (h) identify and address weaknesses in capacity to deal with possible disasters;
  - (i) provide for appropriate prevention and mitigation strategies;
  - (j) contain contingency plans and emergency procedures in the event of a disaster.

#### **2.2.5 LOCAL GOVERNMENT: MUNICIPAL PLANNING AND PERFORMANCE MANAGEMENT REGULATIONS, 2001**

In 2001, the Municipal Planning and Performance Management Regulations were issued to further provide guidelines and clarity on the issues of IDP and PMS. The Municipal Planning and Performance Management Regulations provide details on the requirements of the IDP and Performance Management System.

#### **2.3 PLANNING AND DEVELOPMENT PRINCIPLES**

The set of development principles in this section is derived from the recently enacted Spatial Planning and Land Use Management Act (SPLUMA) No. 16 of 2013. Table 5 below demonstrates how the Umvoti Municipality is applying or intending to apply these principles in its area of jurisdiction. These principles apply to spatial planning, land development and land use management:

**Table 3: APPLICATION OF PLANNING AND DEVELOPMENT PRINCIPLES AT UMVOTI**

DEVELOPMENT PRINCIPLE	UMVOTI'S RESPONSE
<p><b>SPATIAL JUSTICE</b></p>	<ul style="list-style-type: none"> <li>• Umvoti Municipality is mostly rural and these areas have been neglected in the past and services were mostly focused on urban areas.</li> <li>• The Umvoti Spatial Development Framework (SDF) has considered propose future developments which include the need for housing, proper social facilities, proper infrastructure where it is highly required.</li> <li>• Rural areas in Umvoti are in short of adequate road network thus the framework aims to improve such development issues by means of introducing potential corridors and infrastructure projects.</li> <li>• The municipality has adopted the Urban Land Use Scheme. The municipality is currently in the process of developing a municipal wide land use scheme which also incorporates rural areas and will ensure that spatial planning of these areas is improved.</li> </ul>
<p><b>SPATIAL SUSTAINABILITY</b></p>	<ul style="list-style-type: none"> <li>• The development of municipal strategies and plans are developed within the fiscal, institutional administrative means of the municipality.</li> <li>• Umvoti is located in a generally agricultural region. It is located along a secondary and agriculture corridor which serves areas of high poverty levels with good economic development potential.</li> <li>• Agricultural potential for any given land area is generally classified into eight potential ratings as: very high, high, good, moderate, restricted, very restricted, low, and very low potential. Agricultural potential within Umvoti Local Municipality falls within 7 of the eight potential ratings namely: high potential, good potential, moderate potential, restricted potential, very restricted potential, low potential and very low agricultural potential areas</li> <li>• It is the intention of the municipality to ensure protection of prime and unique agricultural land</li> <li>• The municipality prepared Kranskop Local Area Plan (LAP) in order to address urban sprawl in this town. The principal purpose of the Kranskop LAP is to enhance the spatial quality, efficient functionality and to facilitate socio-economic development of the town whilst playing a much better role as a Secondary Urban Centre in Umvoti Municipality.</li> </ul>

DEVELOPMENT PRINCIPLE	UMVOTI'S RESPONSE
	<ul style="list-style-type: none"> <li>• The municipality prepared Woolstone Local Area Plan. This plan serves as a service delivery vehicle to: (a) create a planned settlement to enable socio-economic growth, attract the provision of basic services, to create a livable settlement, and develop its local economic development potential; (b) to ensure that the settlement is planned within an integrated and holistic developmental approach; and (c) to inform interventions by both the public and private sectors in order to facilitate economic growth and development through social, spatial and economic development or regeneration.</li> <li>• The municipality developed the Greytown Urban Regeneration Plan (URP). The aim of the Greytown URP is to complement social and environmental schemes, creating sustainable and inclusive communities and tackling social exclusion. The Greytown URP has proposals to appropriate broad land-use interventions or densities within this nodal area.</li> <li>• The municipality has also developed the Greytown Urban Renewal Plan and Kranskop Urban Renewal Plan, which will serve as vehicles for creating a conducive environment for economic growth and development to thrive.</li> <li>• The ongoing Greytown Slums Clearance and the planned Kranskop Slums Clearance Housing Projects will address informal settlement areas of Tent Town, Lindelani, Coloured Village and Kranskop which enable the municipality to promote land development in locations that are sustainable and limit urban sprawl. This is further emphasized in the municipal planning policies and strategies that promote sustainable human settlements.</li> </ul>
EFFICIENCY	<ul style="list-style-type: none"> <li>• The municipality's main nodes, which are Greytown and Kranskop currently, comprises of ageing infrastructure and electricity network constraints. The plans that are in place will be used to ensure that suitable infrastructure is provided for future expansion of these towns as well as for investment. The infrastructure in rural areas also needs special attention.</li> <li>• The municipality is working closely with the district and government departments to ensure that infrastructure challenges are addressed.</li> <li>• The principle of efficiency will only be possible if all decisions made are sustainable in order to minimize negative financial, social, economic and environmental impacts.</li> </ul>

DEVELOPMENT PRINCIPLE	UMVOTI'S RESPONSE
<b>SPATIAL RESILIENCE</b>	<ul style="list-style-type: none"> <li>• The current LUMS does not cater for rural areas as the municipality developed a Land Use Scheme for the urban areas only. The municipality is in the process of developing a wall to wall scheme that will cover all areas falling within its area of jurisdiction.</li> <li>• Umvoti Municipality has prepared the Disaster Management Plan and its related plans in order to ensure that means to respond to disasters are in place. The disaster risk assessment mapping has been done with the assistance of Umzinyathi District.</li> </ul>
<b>GOOD ADMINISTRATION</b>	<ul style="list-style-type: none"> <li>• The IDP Representative Forum, COGTA Sector alignment workshops, inclusion of sector departments in the IDP processes allows for sector inputs into the development of the IDP. This assist in ensuring that there is proper alignment amongst the three spheres of government.</li> <li>• The Community Participation in the preparation of municipal IDP and budget has been enhanced in order to ensure that their needs are addressed.</li> <li>• The municipality has also improved its participation in intergovernmental relations (IGR) structures and this will assist the municipality to make informed decisions in consultation with other spheres of government.</li> <li>• The municipality has a number of policies, which respond to its constitutional mandate and the National Key Performance Areas.</li> </ul>

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## **2.4 GOVERNMENT POLICIES AND IMPERATIVES**

### **2.4.1 SUSTAINABLE DEVELOPMENT GOALS**

The Sustainable Development Goals (SDGs), otherwise known as the Global Goals, are a universal call to action to end poverty, protect the planet and ensure that all people enjoy peace and prosperity. These 17 Goals build on the successes of the Millennium Development Goals, while including new areas such as climate change, economic inequality, innovation, sustainable consumption, peace and justice, among other priorities. The goals are interconnected – often the key to success on one will involve tackling issues more commonly associated with another.

The 17 sustainable developments goals are as follows:

- No poverty
- Zero Hunger
- Good wealth and well being
- Quality Education
- Gender Equality
- Clean Water and Sanitation
- Affordable and Clean Energy
- Decent Work and Economic growth
- Industry, Innovation and Infrastructure
- Reduced Inequalities
- Sustainable Cities and Communities
- Responsible Consumption and Production
- Climate Action
- Life below water
- Life on land
- Peace, justice and strong institutions
- Partnerships for the goals

### **2.4.2 NATIONAL DEVELOPMENT PLAN**

The National Development Plan (NDP) aims to eliminate poverty and reduce inequality by 2030. The National Development Plan is a broad strategic framework which aims to set out a coherent and holistic approach to confronting poverty and inequality based some of the interlinked priorities on the following: faster and more inclusive economic growth, building the capabilities and a capable and developmental state. The National Development Plan (NDP) sets the Vision of the country for the next 20 years.

The National Development Plan has identified the following priorities which must also be prioritised by the different spheres of government:

- Economic Infrastructure
- Transitioning to a low carbon economy
- Inclusive rural economy
- Positioning South Africa in the world
- Human settlements
- Improving education, innovation and training
- Promoting health
- Social protection
- Building safer communities

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- Building a capable state
  - Promoting accountability and fighting corruption
  - Transforming society and uniting the country

### 2.4.3 GOVERNMENT OUTCOMES

The twelve (12) Government Outcomes were adopted by Cabinet Lekgotla in January 2010. The twelve outcomes are summarised below:

- Improved quality of basic education;
- A long and healthy life for all South Africans
- All people in South Africa are and feel safe;
- Decent employment through inclusive economic growth;
- A skilled and capable workforce to support an inclusive growth path;
- An efficient, competitive, and responsive economic infrastructure network;
- Vibrant, equitable, and sustainable rural communities, with food security for all;
- Sustainable human settlements and improved quality of household life;
- A responsive, accountable, effective, and efficient local government system;
- Environmental assets and natural resources that are well protected and continually enhanced;
- Creation of a better South Africa, and contributing to a better and safer Africa and World; and
- An efficient, effective, and development oriented public service and an empowered,

### 2.4.4 STATE OF THE NATION ADDRESS 2023

“ Working together to ensure that no one is left behind We are focused on those actions that will make a meaningful difference now, that will enable real progress within the next year and that will lay a foundation for a sustained recovery into the future. We are concentrating on those issues that concern South Africans the most: load shedding, unemployment, poverty and the rising cost of living, crime and corruption. There are no easy solutions to any of these challenges. Yet we have the strength, the means and the wherewithal to overcome them. If we work together and act boldly and decisively, leaving no one behind, we will be able to resolve our challenges.”

- A **national state of disaster** is in effect to respond to the energy crisis.
- The **new Minister of Electricity** in the Presidency will work with the Eskom board and management towards **ending load shedding**.
- Amendments to **electricity legislation** allows private developers to generate electricity, with **over 100 projects** expected to provide **over 9 000 MW** of new capacity.
- The Industrial Development Corporation will invest close to **R9 billion in women-led businesses**.
- Amendments to the **Businesses Act** will be finalised to drive regulatory reforms that enable growth in the small business and informal sector.

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- The Small Enterprise Finance Agency aims to provide **R1.4 billion in financing** to over **90 000 entrepreneurs**.
  - A partnership with the SA SME Fund will establish a **R10 billion fund** to support the growth of small- to medium-sized businesses.
  - The fifth [South Africa Investment Conference](#) was held on the 13<sup>th</sup> April 2023.
  - The completion of the spectrum auction has **unlocked new investment** and contributed **R14 billion to the fiscus**.
  - PRASA has now reopened **13 commuter rail lines**.
  - **Private-public partnerships** will be finalised **at the ports** of Durban and Ngqura this year.
  - Regulatory processes are being streamlined so that the **cannabis and hemp industry** can grow.
  - Progress to **increase worker ownership** in the economy has resulted in over **400 000 workers** holding shares in the firms they work for.
  - The **National Skills Fund** will provide **R800 million** for skills training in the digital and technology sector.
  - A new cohort of 150 000 school assistants started work at more than 22 000 schools since January.
  - The revitalised **National Youth Service** will recruit its first cohort of a further **36 000 young people** during 2023.

#### 2.4.5 STATE OF THE PROVINCE ADDRESS 2023

The State of the Province Address indicated that decisive interventions will be taken in the following high priority areas:

- Energy security plan for Kwa-zulu Natal
- Job opportunities for young people and mass employment creation
- Strengthening the fight against Crime, Fraud and Corruption
- Faster implementation of the Economic Recovery, Reconstruction and Transformation Plan
- Delivering quality basic services and maintenance of infrastructure
- Building a capable and agile state machinery to drive implementation

#### 2.4.6 KZN PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY

The Provincial Growth and Development Plan ((PGDS) was developed in 2011 to facilitate sustainable economic growth, reduce growing inequality, and promote environmental sustainability. The PGDS has since been reviewed and a vision for KwaZulu-Natal prepared. The KwaZulu-Natal vision is summarised below:

*“By 2035 KwaZulu-Natal will be a prosperous Province with a healthy, secure and skilled population, acting as a gateway to Africa and the World.”*

The PGDS aims to build this gateway by growing the economy for the development and the improvement of the quality of life of all people living in the Province. There are seven (7) Strategic Goals of the Provincial Growth and Development Plan, which are as follows:

- Growing a more inclusive economy
- Human Resources Development
- Human and Community Development
- Strategic Infrastructure
- Environmental Sustainability
- Governance and Policy
- Spatial Equity

**Figure 1: KZN PGDS Strategic Framework**



#### 2.4.6.1 ALIGNMENT OF NATIONAL, PROVINCIAL AND MUNICIPAL PRIORITIES

Table 4: Alignment of National, Provincial and Municipal Priorities

NDP	PGDS STRATEGIC GOALS AND OBJECTIVES	UMZINYATHI STRATEGIC OBJECTIVES	UMVOTI STRATEGIC OBJECTIVES
<b>Creating Jobs and Livelihoods</b>	<b>Job Creation</b> <ul style="list-style-type: none"> <li>Unleashing Agricultural potential</li> <li>Enhancing industrial development through trade, investment and exports</li> <li>Promoting SMMEs, entrepreneurial and youth development</li> </ul>	<b>To promote and stimulate economic development through targeted and structured economic approach</b> <ul style="list-style-type: none"> <li>Establishment of the Economic Development Agency</li> <li>Establishment of Economic services Zones (create a vibrant economy)</li> <li>Promotion of a competitive economy based on the comparative advantage</li> </ul>	<ul style="list-style-type: none"> <li>To create an environment conducive to economic growth and development</li> </ul>
<b>Expanding and Revitalising Infrastructure</b>	<b>Strategic Infrastructure</b> Development of roads and rail networks <ul style="list-style-type: none"> <li>Enhance water resource management</li> </ul>	<b>To provide sustainable infrastructure to district wide community and also the effective maintenance of the existing one</b> <ul style="list-style-type: none"> <li>Physical infrastructure services</li> <li>Reduction of water and sanitation backlog thereby meeting the RDP standards</li> <li>Operation and maintenance of existing infrastructure</li> <li>Electrification Master Plan</li> <li>Review of the Water Services Development Plan</li> </ul>	<ul style="list-style-type: none"> <li>To ensure provision of recreational facilities</li> <li>To improve access to solid waste removal services</li> <li>To ensure provision and maintenance of parks, gardens and cemeteries</li> <li>To improve access to roads and pavements</li> </ul>
<b>Transforming Urban and Rural Spaces</b>	<b>Actively promoting spatial concentration</b> <ul style="list-style-type: none"> <li>Facilitate integrated land management and spatial planning</li> </ul>	<b>To promote actively spatial concentration and sustainable environmental management system</b> <ul style="list-style-type: none"> <li>Municipal waste management</li> <li>Environmental Health</li> <li>Integrated Development Plan;</li> <li>Spatial planning;</li> </ul>	<ul style="list-style-type: none"> <li>To promote the development of sustainable human settlements and quality housing</li> </ul>

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		<ul style="list-style-type: none"><li>• Climate Change.</li></ul>	<ul style="list-style-type: none"><li>• To ensure efficient and credible strategic and spatial municipal planning</li></ul>
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#### **2.4.7 DISTRICT GROWTH AND DEVELOPMENT PLAN**

In February 2011, the KwaZulu-Natal Provincial Executive Council tasked the Provincial Planning Commission to prepare the KwaZulu- Natal Provincial Growth and Development Strategy (PGDS) to drive and direct growth and development in the Province to the year 2030. It was outlined that for the province to realise the goals as identified in the PGDS and detailed within the PGDP, each District Municipality and Metro will need to develop a District Growth and Development Plan (DGDP) and Growth and Development Plan which will extract all issues of implementation from the PGDP in their jurisdiction in order to further the implementation of the issues as prioritized.

The aim of the DGDP is therefore to translate the Provincial Growth and Development Strategy into a more detailed implementation plan at a district level, inclusive of a activity level framework with targets and responsibilities assigned to the appropriate local municipalities, the district municipality, provincial and national government departments to enable the province to measure its progress in achieving the accepted growth and development goals.

The municipality adopted the first District Growth and Development Plan in May 2015. Through the preparation of the plan, there were gaps in terms of required information from various sector departments to serve as a base to set the key performance indicators and targets for 2020, 2025 and 2030. Therefore, the municipality was unable to effectively implement the District Growth and Development Plan. On the 07 April 2017, the Office of the Premier, COGTA, Department of Public Works and EDTEA committed in assisting all the districts municipalities with the second review of the District Growth and Development Plans, and to ensure that they are fully aligned to the recently reviewed PGDS and the IDPs.

The Municipality in conjunction with the Department of COGTA then held a DGDP summit on 12 -13th of July 2018, which advocated for the infusion of reviewed DGDPs into the strategic plans of the District Development Agencies. It also prioritised the strengthening of the public private collaborative approach towards the achievement of the 2035 vision in an integrated, inclusive and sustainable manner. The final District Growth and Development Plan was adopted by Council in December 2018.

#### **2.4.8 DISTRICT DEVELOPMENT MODELS**

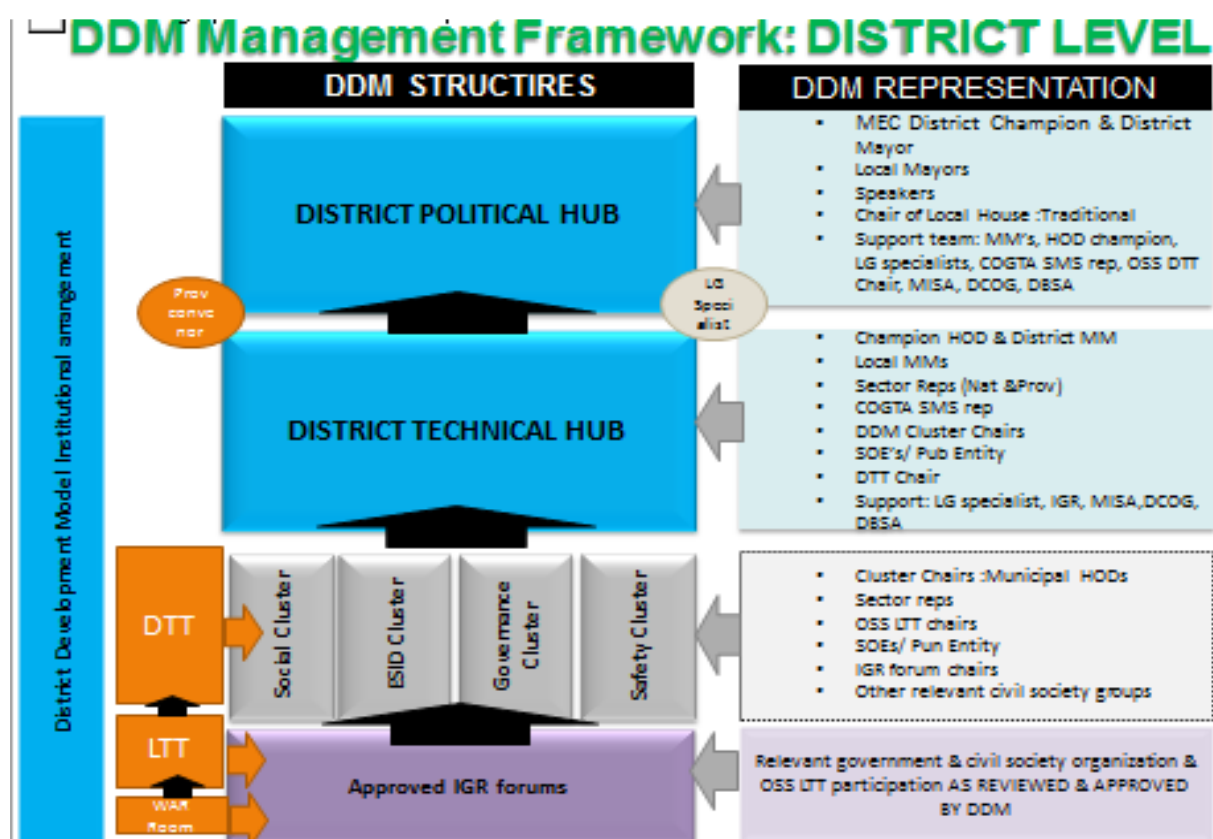
In 2019, Cabinet approved the DDM as a government approach to improve integrated planning and delivery across the three spheres of government with district and metropolitan spaces as focal points of government and private sector investment. The envisaged integrated planning and delivery in the district and metropolitan spaces will be enabled by joint planning, budgeting and implementation process to fast track the service delivery and do away with the fragmented approach to development and Service delivery.

The Model consists of a process by which joint collaborative planning and implementation is undertaken at a district and metropolitan level together by all spheres of government resulting in a single strategically focussed. Umzinyathi has followed suit by developing its own DDM in conjunction with KZN Cogta.

During 2020, All DDM structures were being formed, inaugurated and are functional. The structures : Social cluster, ESID Cluster: economy, Justice, Crime prevention and Security

(JCPS), G & A Cluster, Communication Cluster are all sitting on a regular bases to give their respective updates. The first generation One Plan has been developed and adopted as a long term plan which subsequently be implemented through the Integrated Development Plans.

The District Municipality has recently adopted the second review of the Plan at the meeting of its Political Hub on the 25th February 2023. A One Plan draft process plan was developed, was taken through all structures for approval. The next step is for the different clusters to adopt the draft implementation plan which will allow clusters to monitor it and its projects.



## 2.5 IMPLICATIONS FOR UMOVOTI SDF

These policies introduce a set of principles that are intended to influence the substantive outcomes of planning decisions, whether they relate to spatial development frameworks or decisions on land use change or development applications. The overall aim of these principles is to achieve planning outcomes that:

- ❖ restructure spatially inefficient settlements;
- ❖ promote sustainable development and use of natural resources;
- ❖ channel resources to areas of greatest need and development potential, thereby redressing the inequitable historical treatment of marginalized areas;
- ❖ take into account the fiscal, institutional and administrative capacities of role players, the needs of communities and the environment; and
- ❖ stimulate economic development opportunities in rural and urban areas; and support an equitable protection of rights to and in land.

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Although municipalities are responsible for spatial planning at a local level, the desired or ideal spatial and economic system can only be achieved if local government works in tandem with the relevant organs of state and civil society. This emphasises the importance of public participation and cooperative governance. To this end, land development should address the local interests and be managed in accordance with the universal development principles. It should also:

- generate a wide range of economic development opportunities and necessary support systems;
- enable the members of the public to conduct their daily activities quickly, easily and cost effectively;
- provide a choice of living environments along a continuum from conditions of intense public environments to conditions of great privacy; and
- promote equitable in access to opportunities.

## SECTION 3: SPATIAL ANALYSIS

### 3.1 REGIONAL CONTEXT

The Umvoti Municipality is one of the four local municipalities under the jurisdiction of the Umzinyathi District Municipality. It is situated approximately 75km from Pietermaritzburg and 55km from Stanger, and includes the urban centres of Greytown and Kranskop. It is about 2509km<sup>2</sup> in extent and its population is estimated at 122 424 (StatsSA 2016) people who are spread unevenly among the fourteen wards.

The Umvoti Municipality is located on the southern region of the Umzinyathi District and borders onto uMgungundlovu District, uMshwathi Municipality, to the south. Umvoti Municipality largely falls within the Pietermaritzburg functional economic region with the R33 provincial route forming a major linkage between Greytown and Pietermaritzburg (via New Hanover). Route R33 also serves as a major link between Greytown and Dundee while the R74 connects the urban centres of Greytown, Kranskop and Stanger.

The eastern parts of the municipality that borders onto iLembe District enjoys the influence of Stanger-KwaDukuza economic region including accessibility to the King Shaka International Airport and a direct linkage to the N2. The N2 subsequently provides direct access to the biggest economic centres within the province, which includes the city of Durban and Richards Bay. The below map indicates that the municipality is well integrated into the Provincial transportation network and provides a clear indication of the regional context of the municipality.

**Map 4: Regional Context**



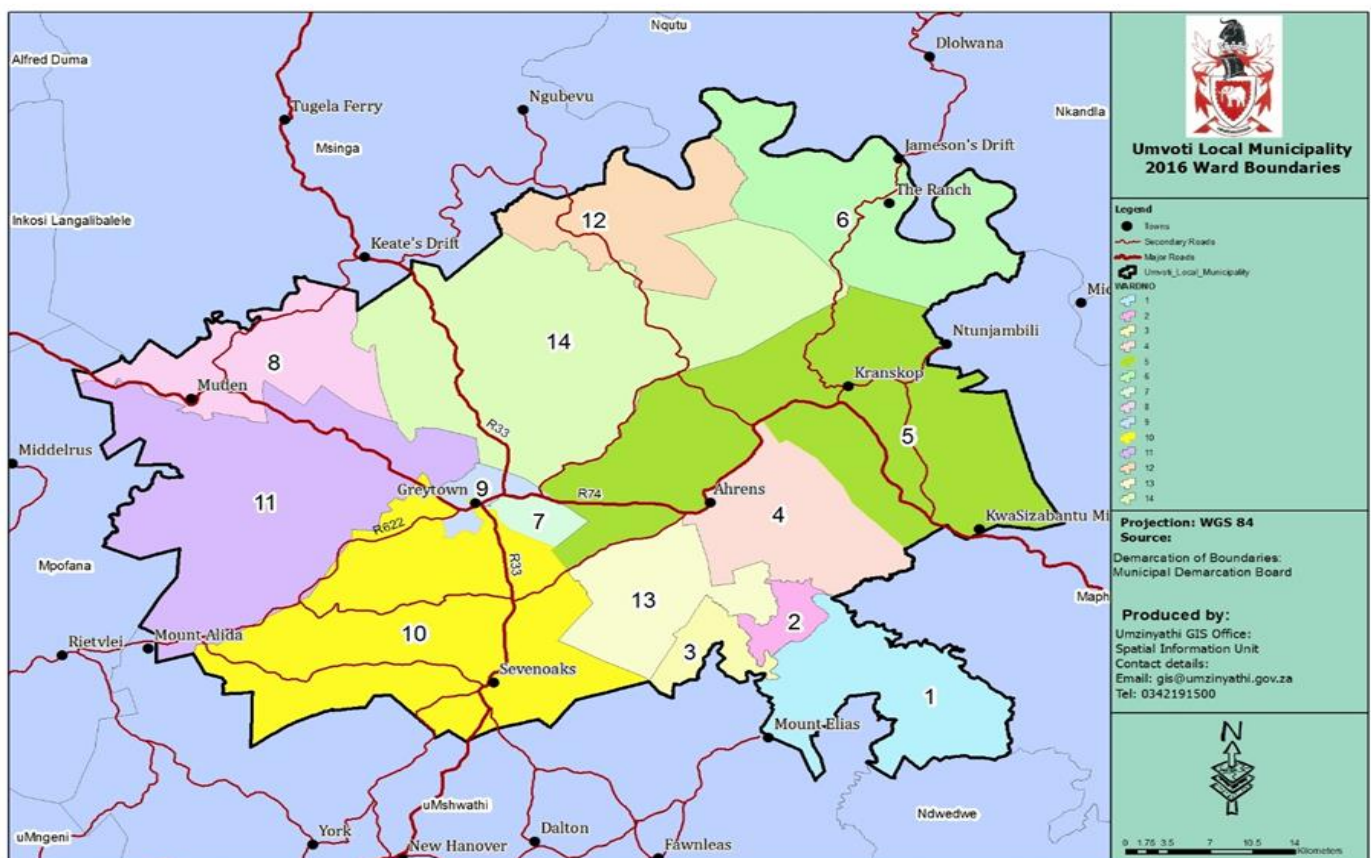
### 3.1.1 ADMINISTRATIVE ENTITIES

The administration of the Umvoti Municipality comprises of Traditional Authorities (in some rural areas) and Ward Councillors. Traditional Authorities are found in wards 1, 2, 3, 4, 6, 12, 13 and 14 working closely with ward councillors to administer their tribal areas. There has been good working relations between Ward Councillors and Traditional Authorities, which must be preserved and encouraged in order to achieve greater consensus amongst communities in development initiatives.

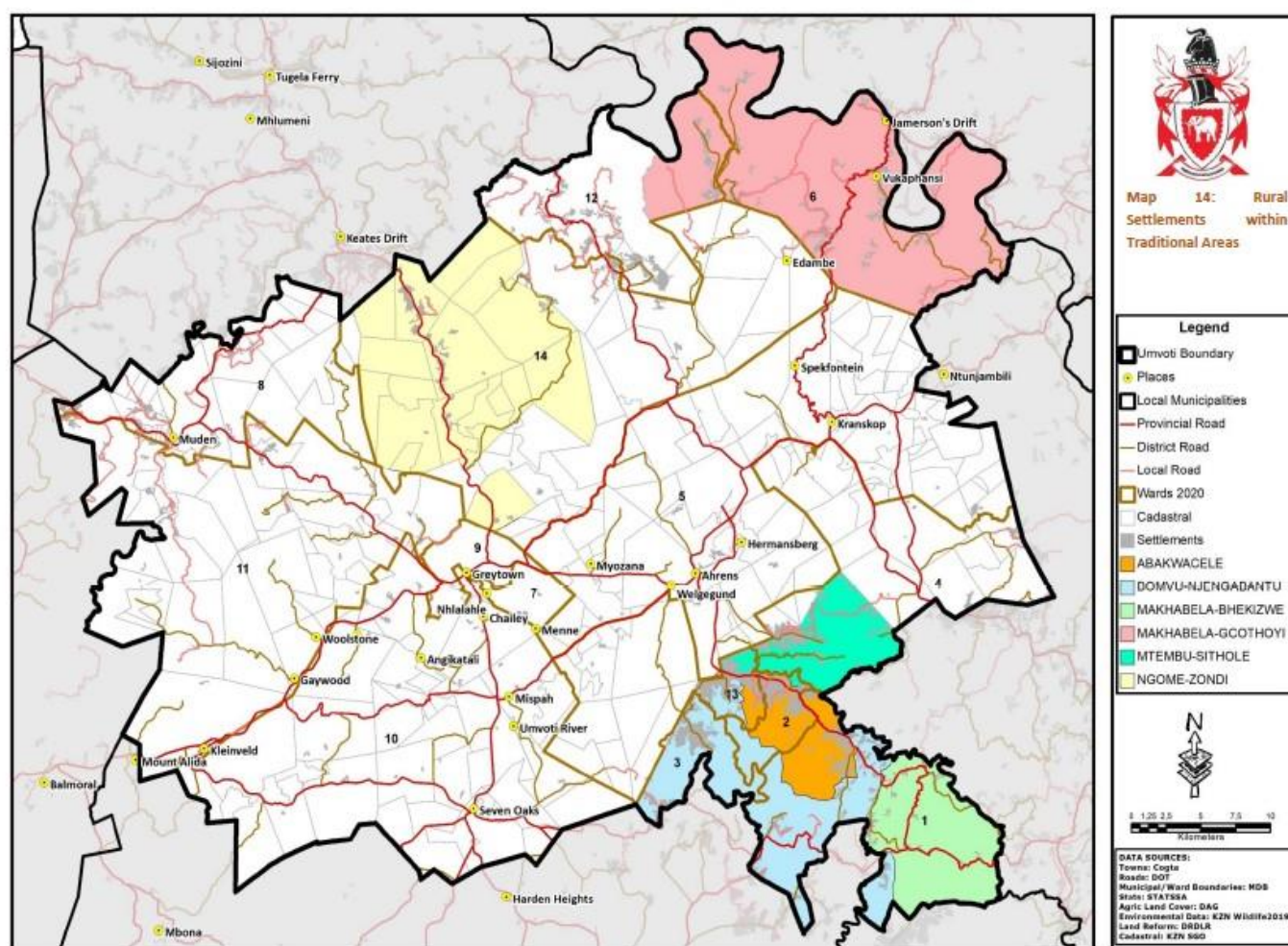
Umvoti municipality comprises of fourteen (14) wards (as per the 2016 demarcations) of which only four (4) wards have an urban component (being wards 5, 7, 9, 10). The whole of Ward 9 (Greytown Town) is predominantly urban in nature and is the main town/primary centre of the Umvoti Municipality. Ward 7 (Enhlahakale Township) is home to the only Township within the municipal area. Ward 10 being partially urban with portion of the suburban areas of Greytown and the other component of the ward being predominantly commercial farms with pockets of commercial facilities. Ward 5 comprises of the town of Kranskop, commercial farms, an Estate Development along the R74 with pockets of rural areas around the ward.

The below maps provides an illustration of the boundaries of the municipal wards found within the jurisdiction of the Umvoti Municipality:

**Map 5: Ward Demarcations**



**Map 6: Traditional Authority Demarcations**

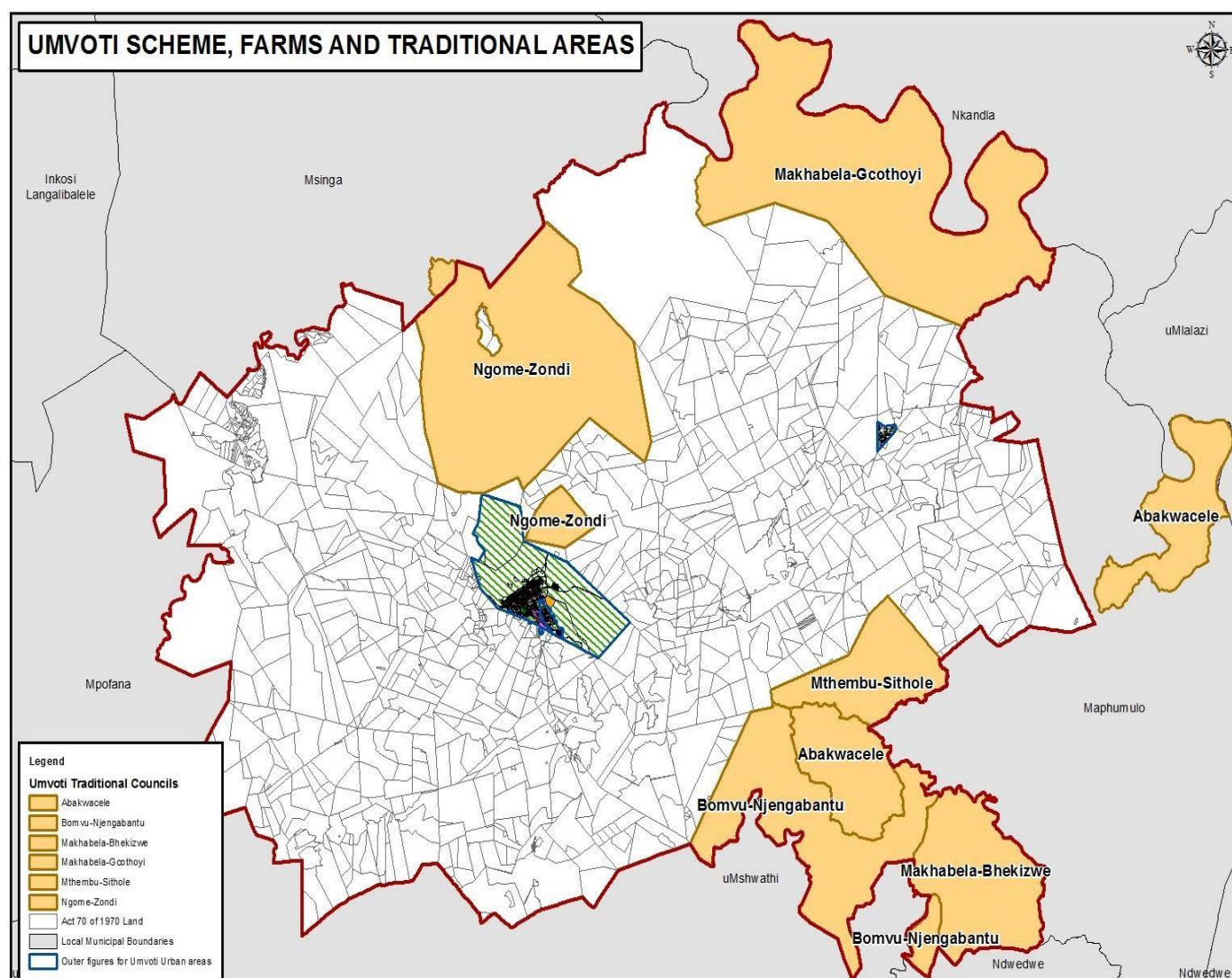


The KwaZulu-Natal Department of Cooperative Governance and Traditional Affairs confirmed a total of six (6) Traditional Council Areas within the jurisdiction of the Umvoti Municipality. These confirmed Traditional Authority Areas includes:

1. AbakwaCele
2. Bomvu-Njengabantu
3. Makhabela-Bhekizwe
4. Makhabela-Gcothoyi
5. Mthembu-Sithole
6. Ngome-Zondi

As confirmed and provided by the KwaZulu-Natal Department of Cooperative Governance and Traditional Affairs, the below map provides the locations of these confirmed Traditional Authority Areas:

**Map 7: KZN COGTA Confirmed Traditional Authorities**



The Traditional Authority areas are rural in nature and traditional customs still apply, where the Nkosi is the custodian of the land assisted by the appointed Izinduna for each sub-area (isigodi). Approximately 80% of the municipal population resides in the traditional authority areas, a classical characteristic of the South African settlement patterns.

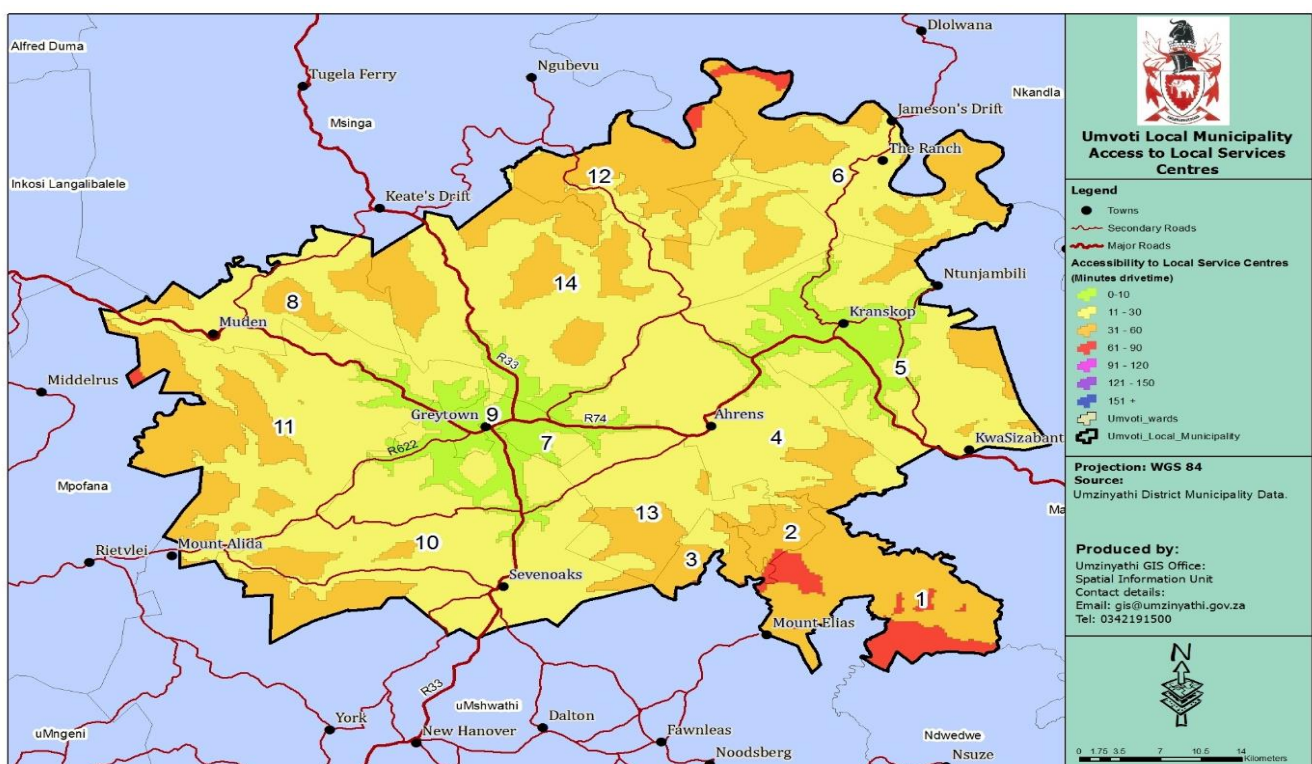
Approximately 80% of the municipal population resides in the traditional authority areas, a classical characteristic of the South African settlement patterns. The tribal authorities are made up of wards 1, 2, 3, 4, part of 5, 6, 12, 13 and 14. The majority of ward 11 and ward 8 (the Mudén area) comprises of farms that were claimed by the community members through the land redistribution and tenure processes (Department of Rural Development and Land Reform). Other Land Claims are found in portions of wards 4, 5, 12 and 14.

Umvoti Municipality is dominated by dispersed rural settlements located in traditional areas. The main urban centres in the Umvoti Municipality are Kranskop and Greytown, which are the main centres of the municipality. Greytown and Kranskop provides services for both the urban and rural areas within the municipal area. Other small nodes are namely Mudén, Sevenoaks, Ahrens

and Keate's Drift which provides limited support on commercial services. Muden is located on the boundary of ward 8, which is also in close proximity to ward 11, while Sevenoaks is located within ward 10 along the R33 leading to Pietermaritzburg. Ahrens is located along the R74 leading to Kranskop and it is on the boundary of Wards 5 and 4 and Keate's Drift is located within the Msinga Local Municipality but also provides some support to the resident of ward 8, 12 and 14 of the Umvoti Municipality as a result of the close proximity.

The below map depicts the service centres and the distance of travel for communities located within close proximity to the centres.

**Map 8: Service Centres**



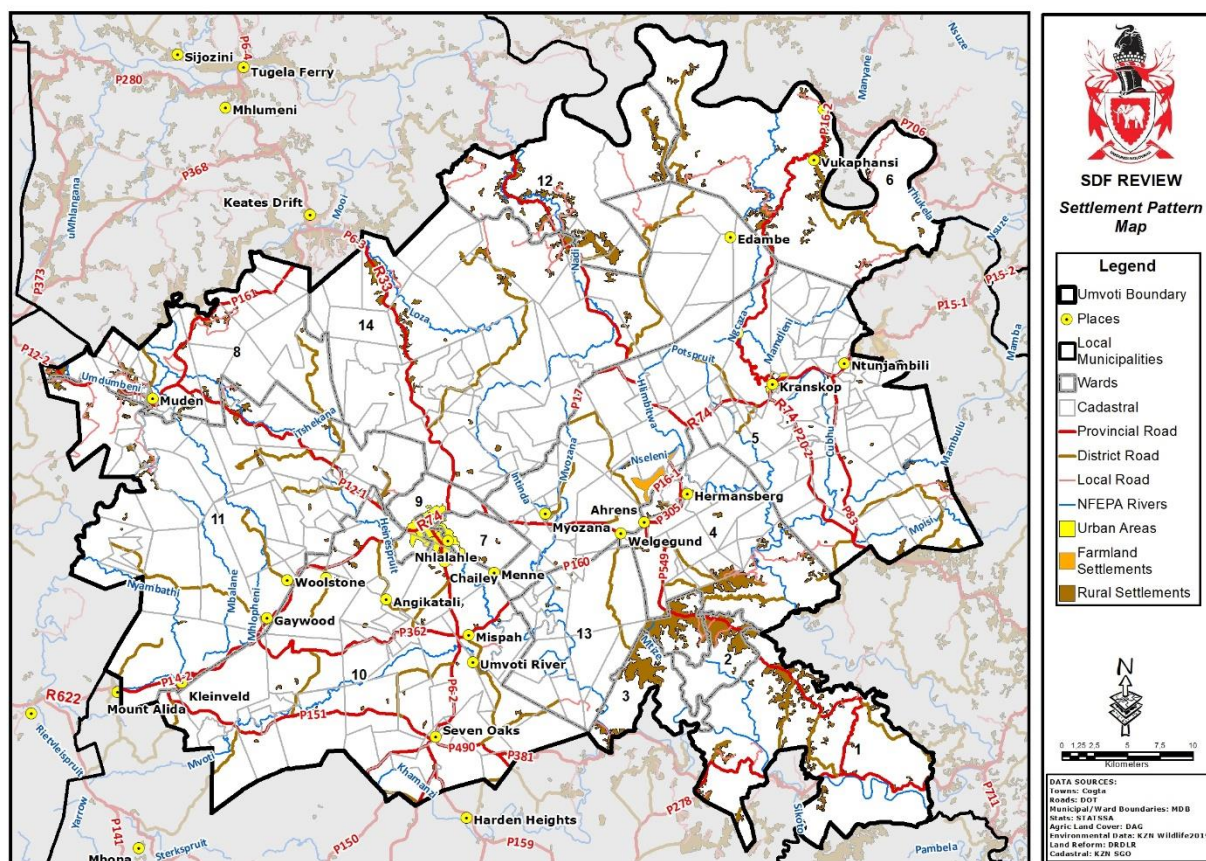
Access to the service centres and access to the basic services coupled with access to employment opportunities plays a significant factoring element in the settlement patterns of a municipality/region. In the case of the Umvoti municipal settlement structure, the majority of the population reside in traditional areas as a result of the rural nature of the municipality.

### 3.1.2 STRUCTURING ELEMENTS

Umvoti Municipality is dominated by dispersed rural settlements located in traditional areas. The main urban centres in Umvoti Municipality are Kranskop and Greytown, which are considered as the main centres, located within the agricultural area. Greytown and Kranskop offer support/cater for both rural and urban areas. Other two small nodes namely Muden and Keate's Drift support the two mentioned centres for small-scale commercial purposes. It has been pointedly eminent that both urban and rural population influences the growth of the two centres. Most of the population reside in rural areas.

Population residing in different areas influences Umvoti Municipality settlement. In this case, the majority of population reside in traditional areas and fewer people reside in urban areas due to the scale of the urban centres. Figure 4 below depicts the settlements in Umvoti Municipal area:

**Map 9: Settlement Map**



### 3.1.3 EXISTING NODES AND CORRIDORS (INCLUDING URBAN EDGES)

#### 3.1.3.1 DEVELOPMENT CORRIDORS

##### 3.1.3.1.1 PRIMARY DEVELOPMENT CORRIDORS

The system of development corridors is based on the function of each corridor and the nature of the activities that occurs within its area of influence. The roads linking Greytown with Stanger and Pietermaritzburg serve as trade routes and are both serve as collector distributor routes to the national routes (N2 and N3). In addition, they serve as link roads with major provincial centres such as Durban, Pietermaritzburg and Richards Bay. Administratively, Umvoti forms part of Umzinyathi District, and its catchments in economic terms include the Greater Msinga area. This highlights the importance of integration and connection between these areas, and implies the importance of the road to Dundee. Besides being a public passenger transport route, this corridor has a series of development nodes and plays a critical role in facilitating service delivery to the rural communities both within and outside of Umvoti. It also has potential to serve as a tourist access route to the battlefields. This route requires substantial upgrading.

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### **3.1.3.1.2 SECONDARY CORRIDORS**

Secondary corridors link the primary centre to the secondary centres or areas outside Umvoti Municipality. The following secondary corridors have been identified, namely:

The road to Mooi River (R622) serves as a major link to the Mooi River and Rietvlei and other commercial farming districts. It also links Greytown to Mooi River town.

The corridor to Maphumulo through Eshane/Matimatolo is intended to facilitate development and service delivery in Eshane, Matimatolo and neighbouring areas.

The corridor from Kranskop to Eshowe is similar to that from Kranskop to Nkandla as they both attempt to link Umvoti with areas across Uthukela River and have potential to serve as major tourist access routes to the Zulu Culture and Heritage Route.

### **3.1.3.1.3 TERTIARY CORRIDORS**

Tertiary development corridors facilitate linkages between settlements and serve as strategic areas for the location of public facilities. They also form the basis for the identification of settlement webs.

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## **3.1.4 SYSTEM OF DEVELOPMENT NODES**

### **3.1.4.1 PRIMARY SERVICE CENTRE**

Greytown has been identified as a primary service centre. This is in view of its diverse role as the main administrative, service and commercial centre within Umvoti Municipality. As an administrative centre, it accommodates the municipal offices and sub-regional offices of various government departments. It is also the main industrial area, and is strategically located for the processing of raw materials produced within and outside the municipal area.

Over the last few years, Greytown has somewhat experienced both economic and infrastructural decline. The Department of Cooperative Governance & Traditional Affairs (COGTA) selected Greytown for funding to implement urban renewal programme through its Small Town and Rehabilitation Programme. The Greytown Urban Regeneration Plan was prepared and proposed projects that needs to be implemented in order to ensure that the town of Greytown is rehabilitated. The Greytown Beautification Project was identified in the plan and has been funded through the Small Town Rehabilitation Programme with an amount of R5 000 000. The project was completed in December 2015.

The Greytown Urban Renewal Plan has also been prepared and will be utilised by the municipality as a tool for soliciting resources for its implementation.

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### **3.1.4.2 SECONDARY SERVICE CENTRE**

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Kranskop is the second largest centre within Umvoti Municipality. It performs a variety of functions including administration, service delivery and commercial centre. Its influence is limited, and its administrative function is likely to wane further with the introduction of the new municipal system and development of Greytown as the main administrative centre. However, it is strategically located to serve the Makhabeleni and the neighbouring rural settlement, as well as commercial farms in terms of both service delivery and commercial development.

The Kranskop Local Area Plan was prepared and completed in October 2013 in order to allow for rehabilitation and expansion of the town. The spatial restructuring of Kranskop is deemed an important facet of this Local Area Plan. With a creeping pattern of one land use into another, particularly related to the residential and commercial components of the town, a fine balance between integration and differentiation will need to be considered. This is to ensure that specific land uses complement each other but also reduce any negative externalities, which are likely to occur.

A core CBD area has to be redefined, and so should areas of low intensity mixed uses. These delineations are intended to curb unnecessary creeping of land uses occurring in unwarranted locations. The legibility of the town will then be enhanced once these have been achieved. The principle of clustering of complementary land uses, especially of public and social facilities remains essential to increasing user-accessibility in Kranskop.

Spatial restructuring also involves making appropriate land use decisions that enhance the functionality and image of the town through either appropriate densities, encouraging a mix of uses where possible or making opportunities for movement options.

The Department of Cooperative Governance & Traditional Affairs selected Greytown and Kranskop for funding to implement the Local Area Plan through its Small Town and Rehabilitation Programme. The Greytown Public Realm and Kranskop Public Realm projects have been completed.

Muden is also identified in the SDF as a Secondary Node.

### **3.1.4.3 TERTIARY SERVICE CENTRE**

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Two types of tertiary centres have been identified. The first type is mainly administrative in nature, but has potential to develop into commercial centres as well. These are located in under-developed areas such as Makhabeleni, Matimatolo and KwaDolo, and are intended to facilitate service delivery. Public sector investment in the form of Multi-Purpose Community Centres (MPCC) that can accommodate a range of social services and government departments should be prioritized in these areas. The same applies to sports fields, post offices, etc.

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### **3.1.5 BROAD LAND USES**

The land use pattern within Umvoti Local Municipality can be divided into the following five broad categories, which include the following:

- Traditional settlements located mainly in areas administered by traditional authorities.

- 
- Agriculture, which accommodates land uses and buildings associated with farming practices such as crop production, livestock farming, forestry and horticulture. There is a well-established agricultural primary sector, which focuses on forest, sugar cane, etc. Remnants of subsistence farming are evident especially within rural areas and this currently occurs on adhoc bases without any unified approach.
  - Civic and social land use category, which includes health, traditional administration centres, educational, welfare, public buildings such as community halls and Multi-Purpose Centres and other uses associated with social development and public administration.
  - Urban centres, these include the Town of Greytown and the secondary node in a form of Kranskop. In these towns several uses such as retail shops are found.
  - Small scale commercial uses, which include shops, taverns, tuck-shops and other similar activities especially within the Township of Enhlalakahle including rural areas as well.

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### **3.1.6 COMMERCIAL FARMING**

Commercial farmlands account for more than 70% of the Municipal area. Forestry plantations and dry land crop production are the dominant agricultural land uses. Irrigated agriculture occurs mainly along the Rivers and to a limited extent away from the rivers. Livestock farming is mainly concentrated in areas with marginal crop production potential.

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### **3.1.7 TRADITIONAL COUNCIL AREAS**

As mentioned above, there are 6 traditional authorities in Umvoti, namely:

1. AbakwaCele
2. Bomvu-Njengabantu
3. Makhabela-Bhekizwe
4. Makhabela-Gcothoyi
5. Mthembu-Sithole
6. Ngome-Zondi

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### **3.1.8 URBAN COMPONENT**

The urban component is made up of two growth centres being Greytown and Kranskop. The two are situated at the centre of a highly productive area of intensive agriculture. The growth patterns of the two urban centres have been greatly influenced by the past efforts to preserve the valuable areas of good agricultural land. The two offer a range of services to a significant proportion of the population in both commercial farms and the rural hinterland. None of the urban centres is located in the traditional authority areas where the majority of the population resides.

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### 3.1.9 LAND OWNERSHIP

The majority of the land is under private ownership, with communal land coinciding mainly with traditional authority areas in the south and northern parts of the municipal area. Ownership patterns within Greytown and Kranskop are mainly private and the Local Municipality. The other portions are owned by the state and are under the control of the National Department of Public works. Observation made seeks to indicate some of the following issues:

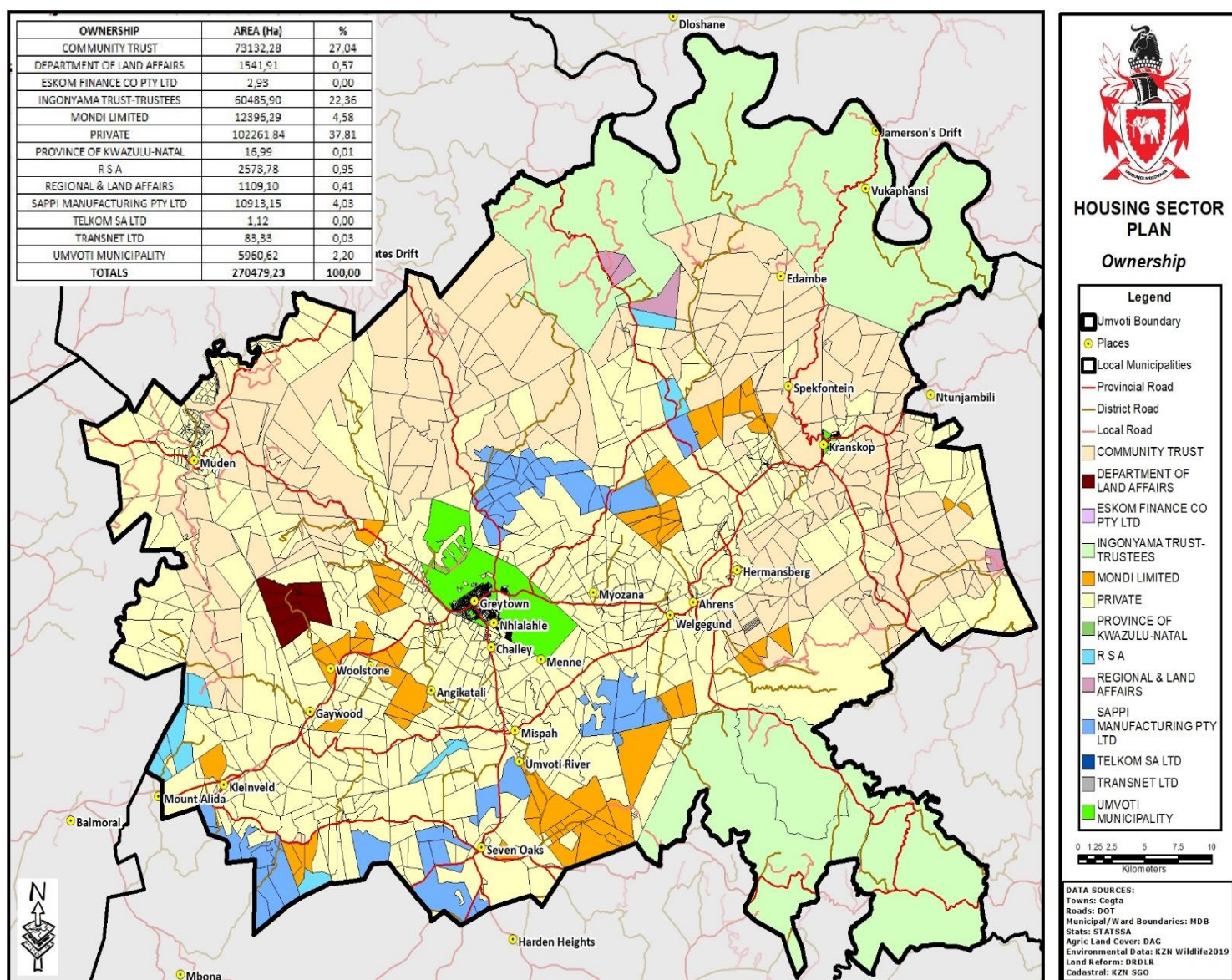
- There are mainly three dominant forms of tenure within the subject area, and they include state land, land under traditional administration and privately owned land.
- Land under traditional administration is mainly found in wards 1, 2, 3 and 6 respectively.
- The bulk of the area is subject to private ownership, etc.

Below is **table 5** showing ownership in UMvoti.

OWNERSHIP	AREA (HA)	%
Community Trust	73132.28	27.04
Department of Land Affairs	1541.91	0.57
Eskom Finance Co PTY LTD	2.93	0.00
Ingonyama Trust-Trustees	60485.90	22.36
Mondi Limited	12396.29	4.58
Private	102261.84	37.81
Province of Kwazulu-Natal	16.09	0.01
RSA	2573.78	0.95
Regional and Land Affairs	1109.10	0.41
Sappi Manufacturing PTY LTD	10913.15	4.03
Telkom LTD	1.12	0.00
Transnet LTD	83.33	0.03
UMvoti Municipality	5960.62	2.20
<b>TOTAL</b>	<b>270479.23</b>	<b>100.00</b>

**Table 5: Land ownership in Umvoti**

With the majority of land under private ownership, this presents a huge challenge with regard to land availability for enterprise development. Land under traditional administration is normally difficult to access and presents investors with little confidence in terms of security of tenure.



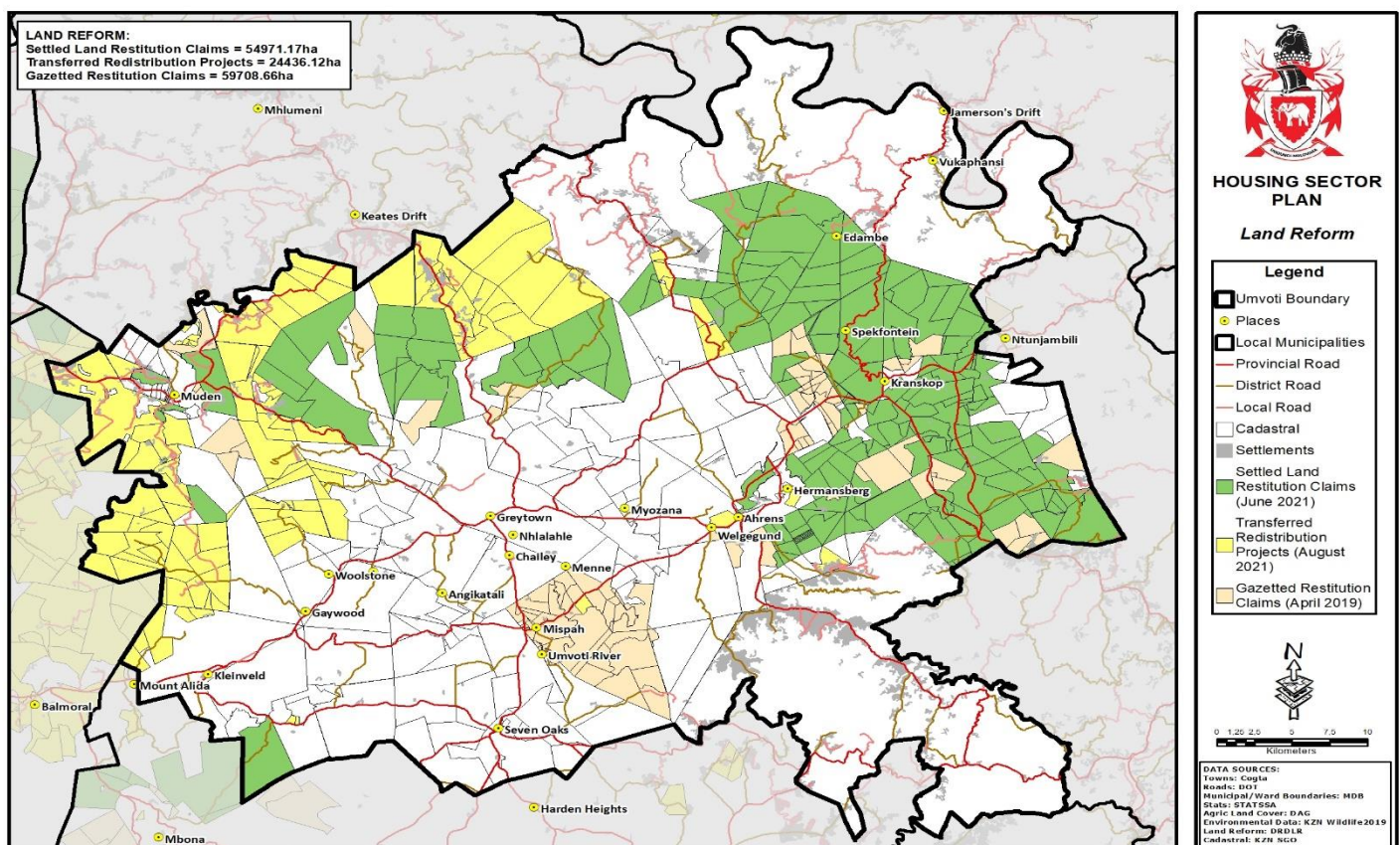
Map 10 : Land Ownership

### 3.1.10 LAND REFORM

With regard to the Land Reform Programme, the following is worth noticing within UMvoti Local Municipality (ULM) area:

- There are Land Reform initiatives in ULM, namely, Labour Tenant Applications, Transferred Projects, and Gazetted Restitution Claims.
- Gazetted Restitution Claims appear to be more dominant in the area in question.
- Transferred projects form the north-eastern boundary of the subject municipality area.
- Labour Tenant applications are scattered around the central part of the municipality area.

**Map 11: Land Reform**



area covered by the Land Reform Programmes so far as their statuses are concerned:

**Table 6: Area of Land Reform**

LAND REFORM	AREA (ha)
Settled Land Restitution Claims	54971.17
Transferred Redistribution Projects	24436.12
Gazetted Restitution Claims	5708.66

The below table provides some of the beneficiaries of the Land Reform Programmes within the Municipality and include but not limited to the listed trusts/community property associations, etc.

**Table 7: Land Reform Projects**

UMVOTI MUNICIPALITY LAND REFORM PROJECTS					
1	Eshane Community Land Trust	2	Vukile Community Land Trust	3	Stegan
4	Zondi	5	Ntabenzima	6	Emsi
7	Somahashi	8	Goudina	9	Scheeperdal
10	Mt. St Bernards	11	Franschoek	12	Moodraai
13	Phasiwe	14	Mvunini	15	Emsamo
16	Enkomba	17	Entabeni Enkulu	18	F.L. Hlongwane
19	Ncethezo	20	Ndladla	21	Rocky Drift Farm
22	Seyamekuye	23	Shayizandla	24	Simunye
25	T. Dhladla	26	Vukasizwe	27	Vukile/Impala
28	Z.E. Mbanjwa	29	Muden Trust	30	Imbalane
31	Mswelwele	32	Fanyana		

Development of the rural settlements areas around the land reform projects should be encouraged in order to limit urban sprawl as contributed by the migration of the rural population into Greytown and Kranskop in search for economic opportunities and a better life. Proposals to develop Muden and Ahrens as satellites centres for administrative services will encourage the development of the land reform projects in the hinterland. Service delivery must be directed at these areas, as they are key in encouraging development of rural settlements areas.

The major identified spatial development challenges facing most Land Reform Projects within Umvoti Municipality include inter alia;

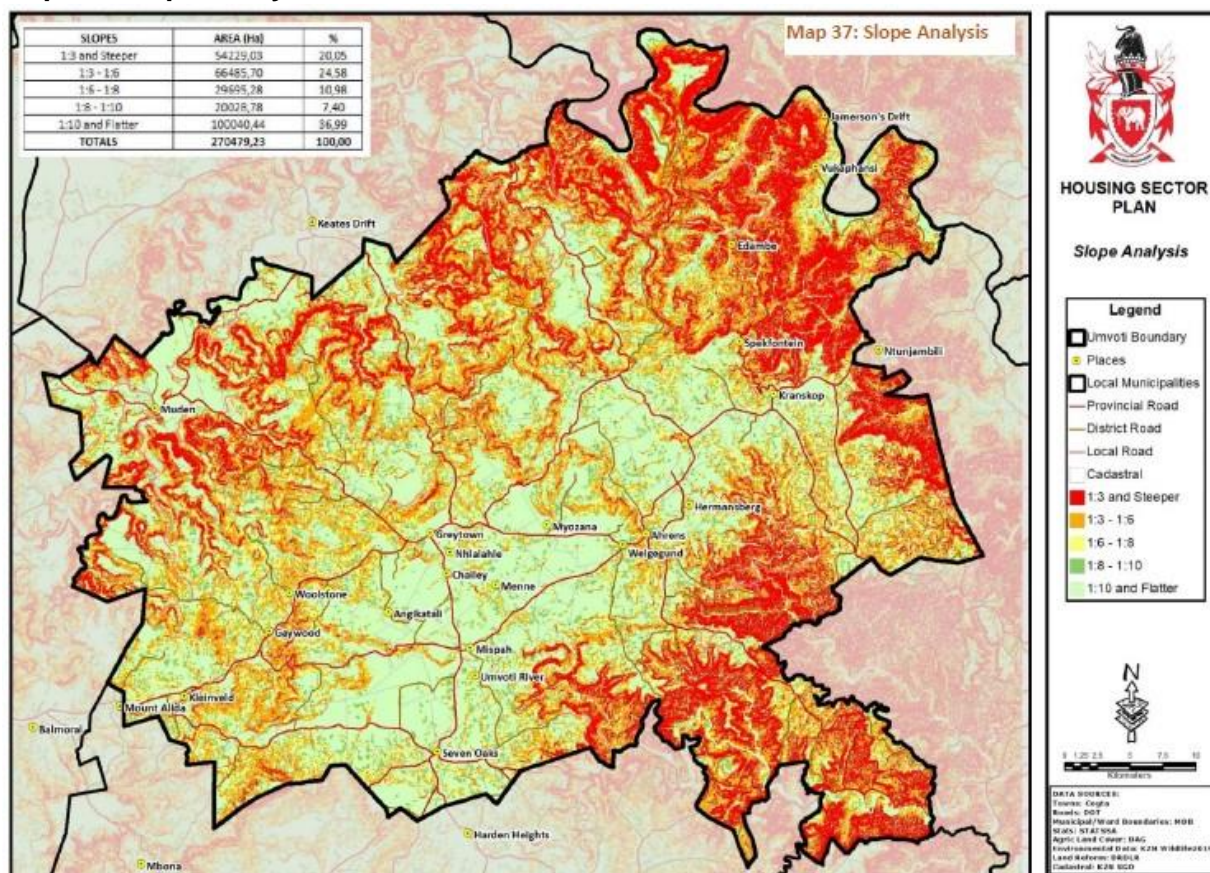
- Integration into the broader settlement pattern and economic activities
- Effective and productive land use
- Land Use Management
- 

The farms with the settled land restitution claims as well as the transferred redistribution projects exists within a very good road network. This includes R74 to Maphumulo and Muden as well as R33 to Keates Drift. This location is very positive in terms of proximity and access to the agricultural markets. Unfortunately, some of the farms have already transformed from commercial agriculture into rural settlements that practice subsistence farming which has compromised the agrarian opportunities. These farms are mostly located on the north of R33 towards Keates Drift as well as on the west of R74 towards Muden. However, opportunities still exists for large scale post land reform farming on farms around Kranskop, Eshane and Edambe to name just a few.

### 3.1.11 LAND CAPABILITY

The Umvoti Municipality is located at the edge of the Midlands area, an area renowned for its high agricultural potential and high value outputs, which accounts for its competitive advantage for agriculture both provincially and nationally. This area stretches from Underberg and Ixopo in the south to Kranskop in the north and is often referred to as the Midlands Mistbelt. The Midlands Mistbelt is characterised by mean annual rainfall that varies from 800 mm to 1 276 mm and mist is a common feature in the area. Crop production hazards include occasional dry spells in summer and mist and cloud cover in early summer. Hot "Berg" winds in spring are frequently followed by cold spells.

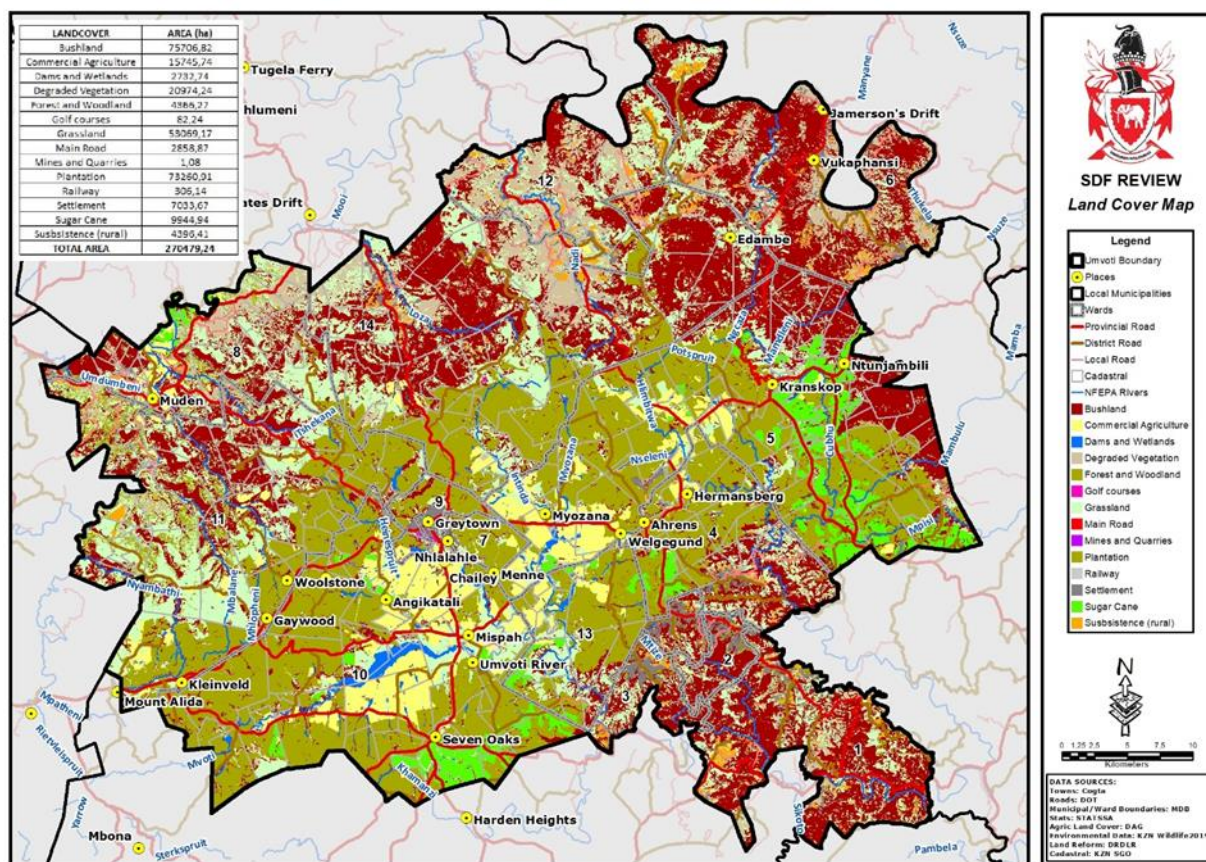
**Map 12: Slope Analysis**



The understanding of the municipal's topography is of vital importance as it influences settlement patterns, use of land and the cost of installing basic services. The above map provides an illustration of the slope analysis for the Umvoti Municipality, which is undulating, although some areas are steeper than others and have rugged terrains with the lowest altitude point being 145m above sea level and the highest being 1614m above sea level. The relatively steep areas are found in ward 6 and parts of all the other 14 wards with an exception of wards 7, 9, 10 and 13, which form the central parts of the municipality and are characterised with relatively gentle slopes. It is in these wards with a gentle slope where most of the commercial farming takes place.

The land capability of the Umvoti Municipality is subjected to the above identified climatic conditions and land features witnessed within the municipality, which promotes commercial farming and plantation on the gentle slopes and bushlands on the steeper slopes. The above Slope Analysis map and below Land Cover map both illustrates the relationship between the slope of an area and the land cover an area would have. Steep areas are prone to bushlands and undisturbed vegetation cover, while gentle slopes offer opportunities for agricultural uses.

**Map 13: Land Cover**



### 3.1.12 PRIVATE SECTOR DEVELOPMENTS

The Umvoti Municipality is strategically located within the interception of major provincial routes being the R33 and the R74. These provincial routes provide access to the inner regions of the Province of KwaZulu-Natal through forming links with the National routes being the N3 and N2 respectively. This provides advantages for private investment to thrive within the municipality as a result of the high accessibility of the region. However, the provincial routes require maintenance and/or upgrading to enable the convenient access at all times.

There are number of private development that were approved in the past, which includes:

1. Mascor Toyota (showroom and garage)
2. Mavundla Square (shopping centre)
3. Rural Metro Training Centre

These developments were approved through the KwaZulu-Natal Planning and Development Act (Act no. 6 of 2008) and are currently in operation, and open for business. The approvals of the development and the construction of the facilities impacted positively on the local economy and created the needed employment opportunities.

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There has been limited private sector development within the Umvoti Municipality and the impact of the COVID-19 pandemic further continue to cause uncertainty for business development. There have been a number of special consent use applications and rezoning applications proposing the rezoning of land into General Mixed Use, which suggests the lack of available business space and an increasing need for commercial land within the town of Greytown.

The development of a private medical hospital along Pine Street was halted for years until 2021 when the property was auctioned. The new property owner has the development rights to develop the facility in accordance to the Umvoti Scheme and construction works has resumed in 2022 to current. Additional land for the facility has been privately acquired and development applications are expected with regards to the additional land being compliant with the development. The development of a private hospital within Greytown will create opportunities for the expansion of the town as it will provide security for healthcare services.

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### **3.1.13 ENVIRONMENTAL ANALYSIS**

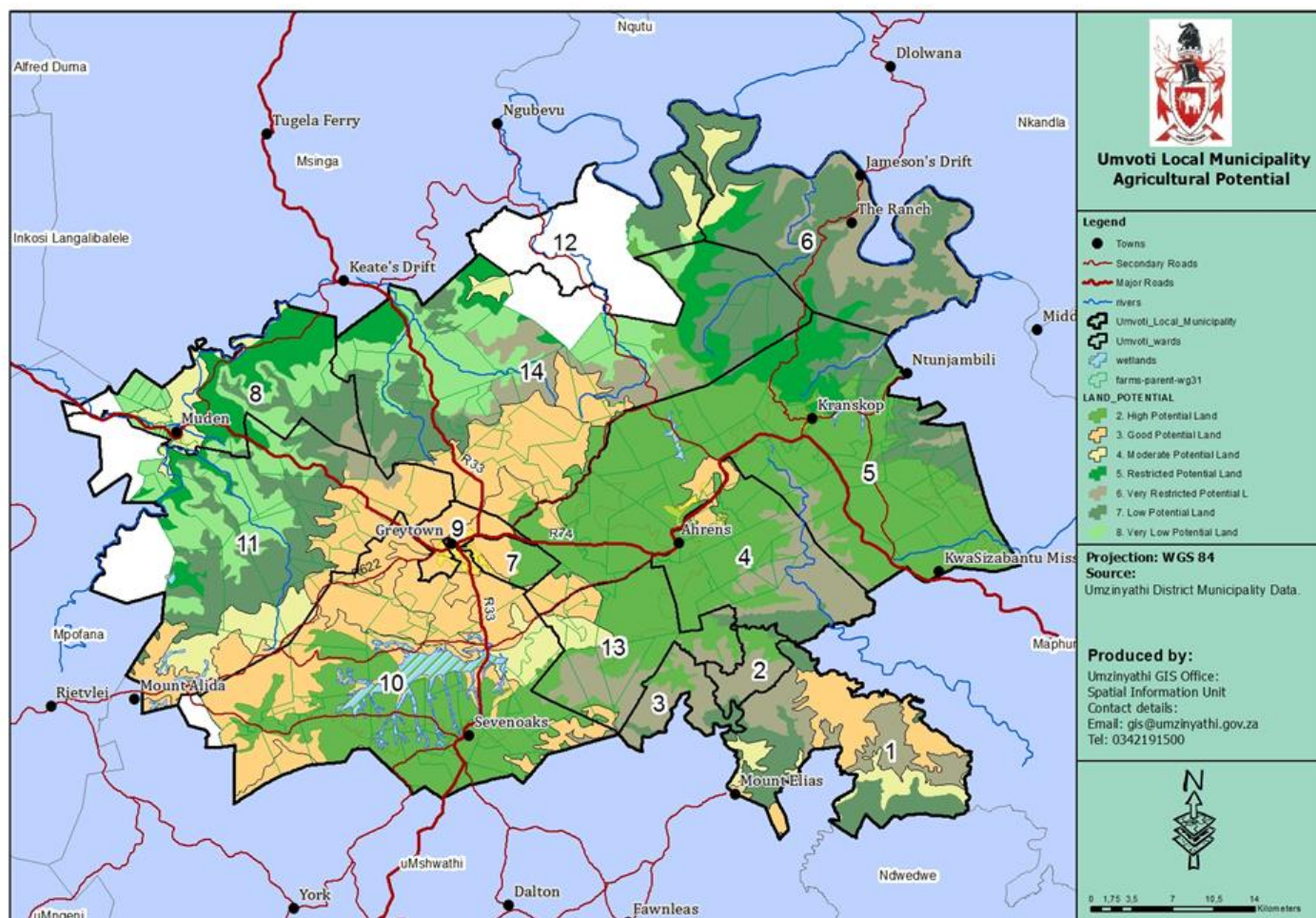
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#### **3.1.13.1 AGRICULTURE POTENTIAL AREAS**

The Umvoti Municipality is one of the many municipalities within the KwaZulu-Natal Province that offer a wide variety of agricultural activities i.e. crop plantations, forest plantations, livestock farming, etc. The major agricultural activity that dominates this sector within the municipality being forest plantations. There is limited to no processing of agricultural products taking place within Umvoti, which results in the export of raw materials to major urban centres and offshore markets for processing.

Subsistence farming has been a primary practice in the province and the introduction of the one house one garden programme further encouraged this sector. However, subsistence farming has limited monitoring mechanisms as the fresh produce is meant for the family's consumption. It is acknowledged that there are emerging farmers that are moving away from subsistence farming into commercial farming; however, these farmers are faced with a number of challenges which includes amongst other inaccessibility of the market, additional arable land for expansion, etc. The LED strategy must identify supportive initiatives for the emerging farms in order to encourage the growth of this sector.

**Map 14: Agricultural Potential**



Umvoti Municipality has varying agricultural potential land ranging from very restricted potential to high potential land. This has no limitations to the agricultural sector as the least land with agricultural potential is home to livestock farming. The municipal wards that have land that is classified as high potential agricultural land are wards 4, 5, 10, 13 and 14, where the majority of the wards have a gentle terrain and are home to the commercial farms. Areas with very low agricultural potential are found in wards 8, 11 and 12. The below map provides a spatial reference of the agricultural potential land in relation to the municipal area.

Agricultural land has been classified according to categories in which the level of potential of the land is determined and the development controls are set for the protection of each category. The agricultural land categories includes:

- Category A:** Irreplaceable – high agricultural potential, grazing land that has a very high production value for sustained livestock production and has no or very few limitation to agricultural production. Extremely limited change of land use from agricultural use.
- Category B:** Threatened – high potential agricultural land, limited change of land use may be supported but if in direct support to primary agricultural production. Land has the

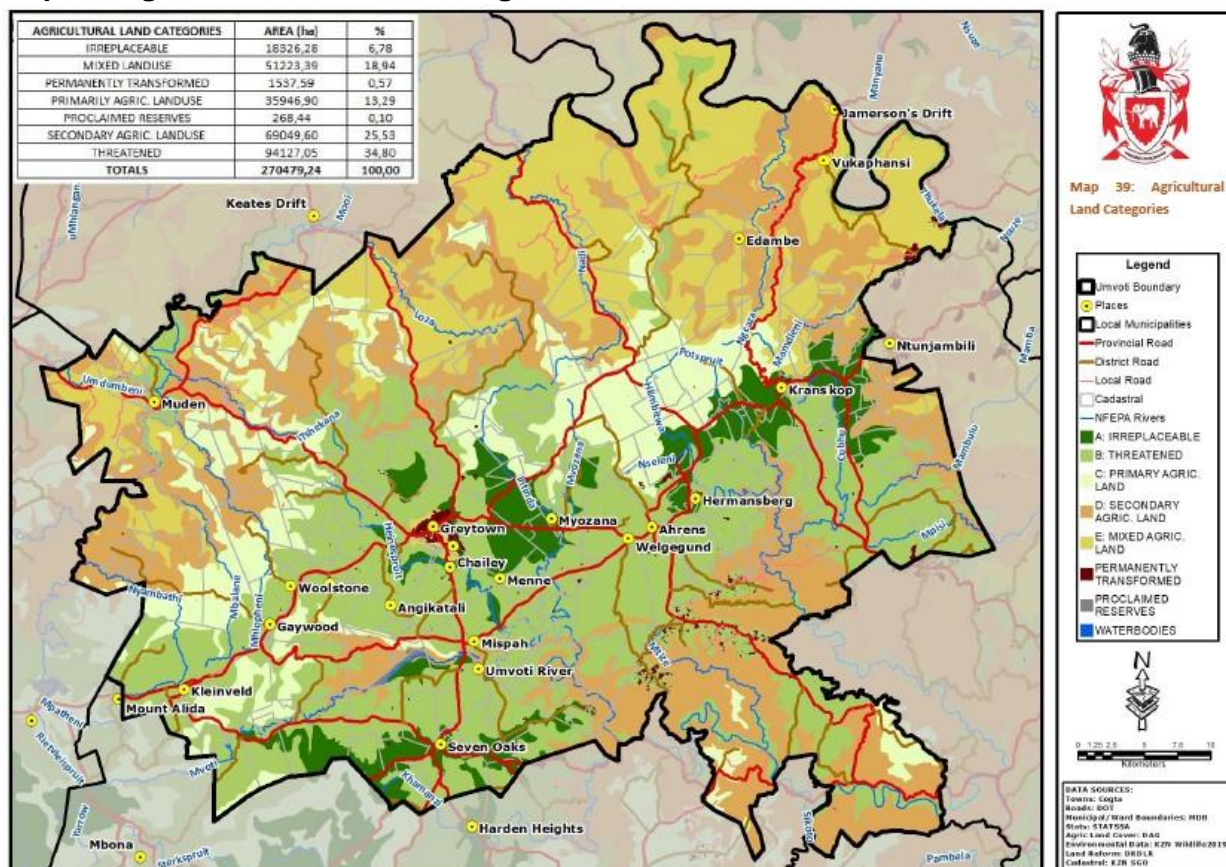
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potential to be used sustainably, with few limitations to agricultural production and change of land use to non-agricultural land uses will be dependent on the type of land use proposed.

- c) **Category C:** Primary Agricultural Land Use – regarded as land with moderate agricultural potential, on which significant interventions would be required to achieve viable and sustainable food production. These areas are more suitable for extensive grazing and the production of fodder crops in support of livestock production. Change of land use from agricultural land use to non-agricultural land uses which are not necessarily in support of the existing agricultural land use may be considered. The change of land use must not be located on the best available land within the land parcel.
- d) **Category D:** Secondary Agricultural Land Use – land is regarded as land with restricted to low agricultural potential. Land requires significant interventions to enable sustainable agricultural potential. Change of land use may be supported from agriculture to other land uses as long as this change does not conflict with surrounding agricultural activities.
- e) **Category E:** Mixed Use – land is regarded as land with very low potential for agricultural production. Cultivation within this land category is severely limited in both extent and in terms of the natural resources available and grazing value will be poor with very low carrying capacity.

The below map provides spatial reference with regards to the agricultural land use categories that are witnessed within the Umvoti Municipality. It can be confirmed from the map below that the majority of agricultural land use within the Umvoti Municipality is regarded as Category B: Threatened constituting 34.80% of the total land, while the least is regarded as Category A: Irreplaceable constituting 6.78%.

**Map 15: Agricultural Land Use Categories**



### 3.1.13.2 BIODIVERSITY

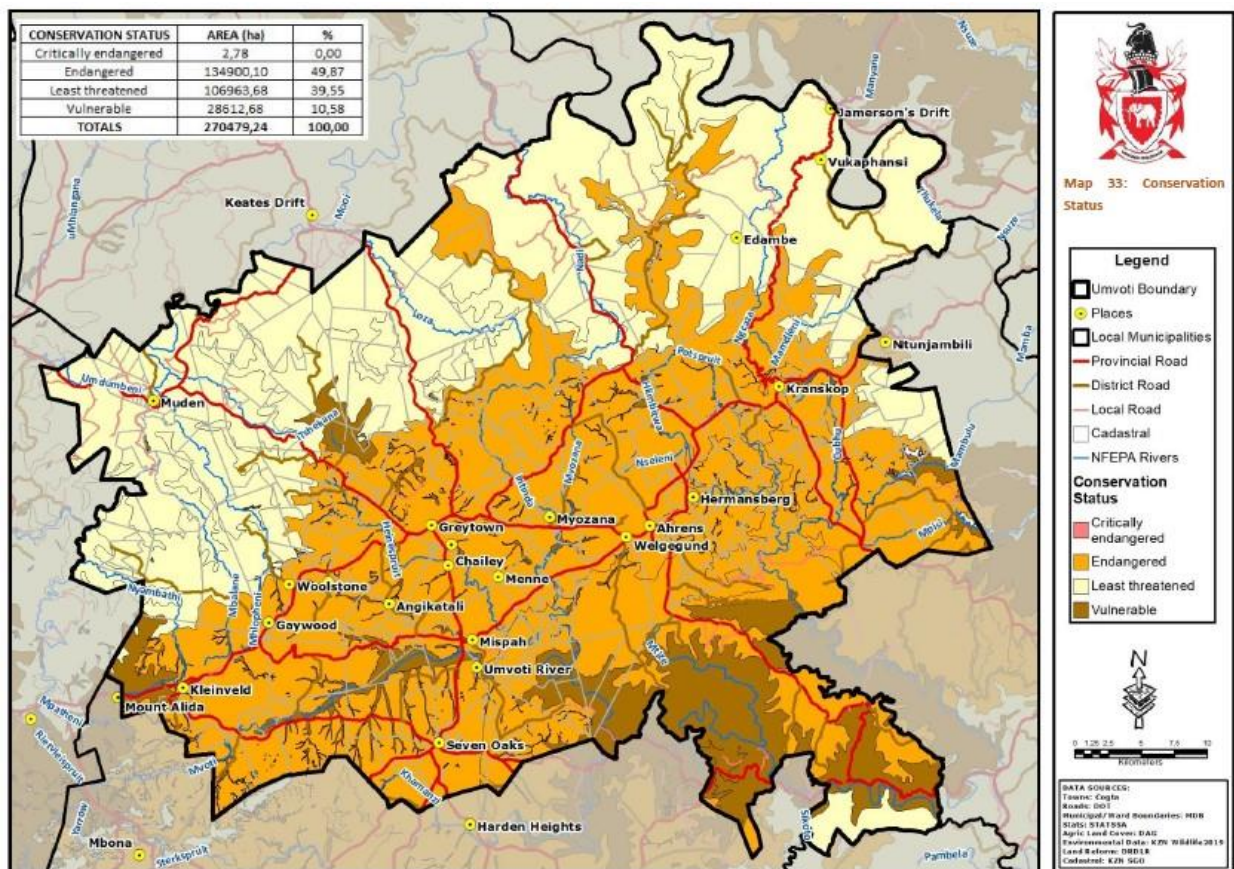
An ecosystem is a dynamic complex of animal, plant and micro-organism communities and their non-living environment interacting as a functional unit. The National Department of Environmental Affairs (DEA) has published a list of threatened terrestrial ecosystems (DEA 2011a), which classifies all threatened or protected ecosystems in South Africa in terms of four categories: Critically Endangered (CR), Endangered (EN), Vulnerable (VU), or Protected. The purpose of categorizing these ecosystems was to prioritize conservation areas, to reduce the rates of ecosystem and species extinction, as well as to prevent further degradation and loss of structure, function, and composition of these ecosystems (BGIS n.d.). The national threatened ecosystems are ecosystems that have been determined to be under threat based on one or more of the following criteria:

1. Irreversible loss of natural habitat
2. Ecosystem degradation and loss of integrity
3. Ecosystem occurs in a limited area and is under imminent threat.
4. Threatened Plant Species
5. Fragmentation; and
6. Identified as priority areas for meeting biodiversity targets.

The Umvoti Municipality offers a variety of biodiversity habitats within the municipal landscape, stretching from the Lake Merthley to indigenous forests and wetlands. These habitats vary and

are linked to bio-resource regions offered within a region. The map below provides an illustration of the ecological conservation status classified according to their level of being endangered.

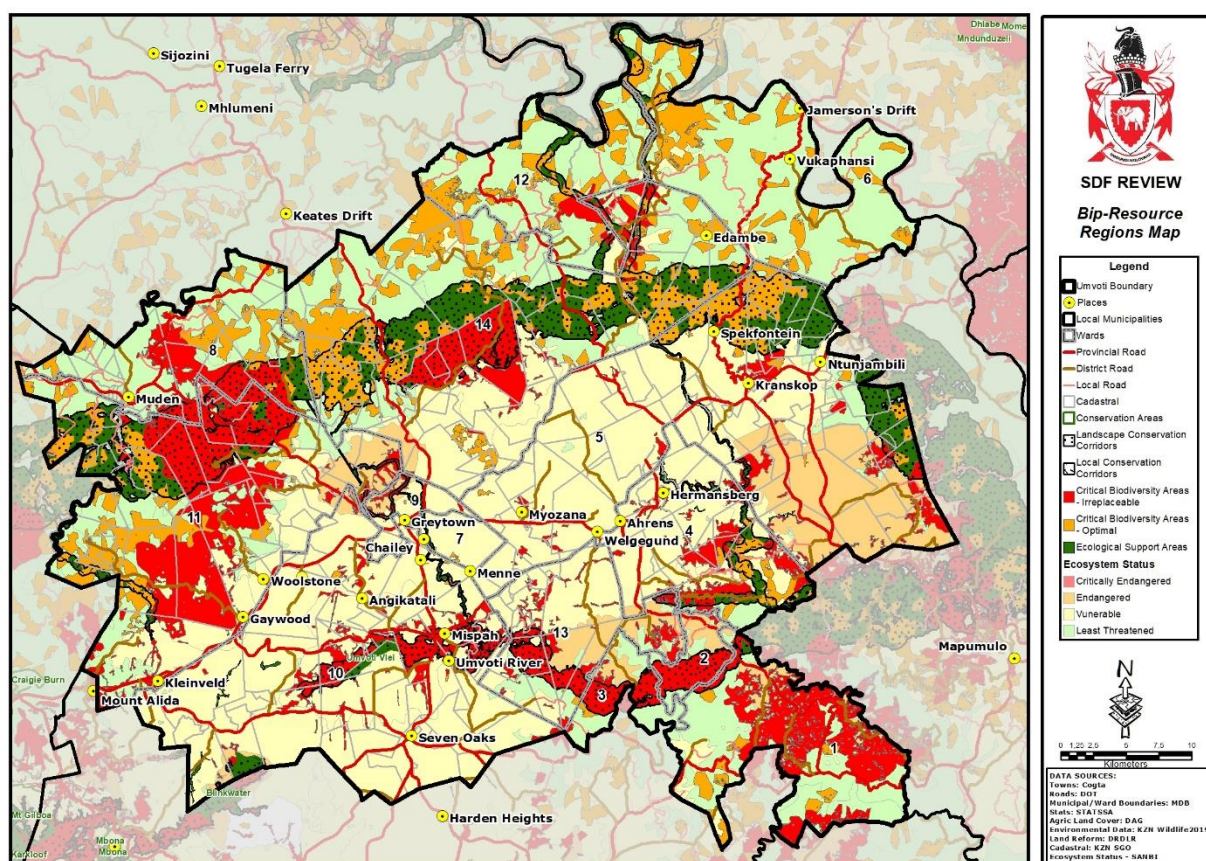
**Map 16: Conservation Status**



Reference to the above map, it can be noted that the areas considered to be Endangered accounts for the majority of the municipal landscape which constitutes 49.87%, while the critically endangered is the least with only 2.78ha constituting 0%.

The below Bio-resource Protection Regions map demonstrates that the Critical Biodiversity areas that are considered Irreplaceable as areas stretching from ward 10 along the Umvoti River and traverse down-stream of the river passing ward 13, 3 and 1. These irreplaceable regions are also largely found in parts of wards 8, 11, 12 and 14 and to lesser extent to other wards with the exception of ward 6. What is more important to note is the geo-referenced Ecological Support Areas which span from the Mudén vicinity in ward 11 to ward 14 down between Edambe and Spekfontein areas towards Ntunjambili. This region has also been classified as a landscape conservation corridor.

**Map 17: Bio-resource Protection Regions**



### 3.1.13.3 AREAS OF HIGH BIODIVERSITY VALUE

These areas are identified in the mapping as High Importance Landscapes, Ecosystems or Species. Further areas of high irreplaceability and areas in the Minset data set designated as non-negotiable or negotiable reserves should be categorized in this category.

- Should there be a change in land use or development density (in terms of the Town Planning Scheme and as listed in Schedule 1, Section 1, or 2 of the Environmental Conservation Act (ECA) of 1989), or the upgrading or construction of structures and facilities as listed in the ECA, the vegetation in high biodiversity areas should not be cleared until a “botanical assessment” has been undertaken and approval granted by the Department of Agriculture and Environmental Affairs approved.
- The local authority should negotiate with the property developer to incorporate land not to be used for development into Conservation Reserves. This can be done when permission for development is being sought.
- Earthmoving equipment must be prohibited from the site until the environmental assessment has been approved and the vegetation to be conserved has been demarcated.
- The Local Council should not plant exotic trees or shrubs in areas of this category.

- 
- Sub divisional applications should be assessed in the light of proposed usage and the effect it would have on areas of high biodiversity value.
  - Landowners should be made aware of the high biodiversity value of their land before purchase.
  - Landowners should be made aware of their responsibility to maintain and manage the vegetation on their land.
  - The local council may need to assist landowners in high biodiversity value areas.

#### **3.1.13.4 REQUIRED INTERVENTIONS**

Areas identified as areas of high irreplaceability, areas in the minset data set designated as non-negotiable reserves should be categorized in this category, Further the environmental atlas areas within the municipality are almost entirely biodiversity related and therefore these areas are included in this category. These areas are somewhat limited by land transformation in the municipality and include only small portions of the northern areas and south western of the municipal area. The following interventions must be encouraged for biodiversity areas:

- This zone represents areas of natural vegetation and therefore any transformation of this area greater than 3 Ha should be subject to impact assessment. Further, any development greater than 1 Ha would be subject to Basic Assessment and any development greater than 20 Ha would be subject to Full Environmental Impact Assessment.
- The local authority should negotiate with the property developer to incorporate land not to be used for development into Conservation Reserves. This can be done when permission for development is being sought.
- The Environmental Impact Assessment required for priority 1 zones should include a biodiversity assessment of the site and its biological value.
- The layout of the development should take biodiversity impacts and mitigation into account and as such should avoid areas of high biodiversity value.
- The local authority should negotiate with the property developer to incorporate land not to be used for development into Conservation Reserves. This can be achieved as part of authorization for development on submission of the plans.
- When building plans are submitted to the local authority for approval, they shall indicate whether the development constitutes a listed activity and if so include a copy of the Record of Decision (ROD) issued by DAEA and an Environmental Management Plan (EMP) where required by the ROD.
- No construction of a listed activity under the NEMA EIA regulations may begin without authorization from DAEA, the Municipality in its development control capacity should not, under any circumstances, authorize any listed activity until such time as DAEA has given authorization for the activity to go ahead.

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- Any unauthorized development should be reported immediately to the DAEA.
  - The width of survey paths shall be kept to the absolute maximum of 1 metre.
  - Where areas have been set aside for conservation in the layout, such areas will have to be demarcated. This should be done before building starts, sites must be staked and should be fenced or cordoned off with Chevron Tape. This is with a view to preventing damage to conservation areas during construction and operation. The fencing used should be appropriate and should allow for the movement of small animals, which may be found in this area.
  - In the conserved areas, only nature-related recreation and education shall be permitted, such as bird watching, walking and canoeing. These areas should be left as undisturbed as possible.
  - Exotics should be avoided in landscaping of developments.
  - Invasive aliens should be eradicated as part of landscaping and management plan for the development.
  - As far as possible, medium density housing development in this zone should be clustered in order to minimise visual impact and the amount of land needed. This reduces development costs and makes land available for conservation or open space purposes. Further advantages are wind protection and better controlled access the development area
  - Landowners shall be made aware of the priority status of their land before purchase. Estate agents in the area could assist in this regard. The clearance certificate issued to each purchaser shall make note of the priority status, for the purchaser's information, should the estate agent not have raised the issue.
  - Earthmoving equipment must be prohibited from the site until the environmental assessment has been approved and the vegetation to be conserved has been demarcated.
  - The Local Council should not plant exotic trees or shrubs in areas of this category.
  - Sub divisional applications should be assessed in the light of proposed usage and the effect it would have on areas of high biodiversity value.
  - Landowners should be made aware of the high biodiversity value of their land before purchase. Landowners should be made aware of their responsibility to maintain and

manage the vegetation on their land. The local council may need to assist landowners in high biodiversity value areas.

### 3.1.13.5 PROTECTED AREAS

#### 3.1.13.5.1 Protected Areas and Conservation Areas:

Areas of conservation within the Umvoti Municipality are characterised with private and communal land which comprises of wetlands and areas with nature conservation values falling within tribal land and commercial farmlands. These environmental conservation zones currently do not enjoy full protection i.e., fencing, legal protection, etc. Protected areas found within the municipality which includes the Nomalanga Nature Reserve, Umvoti Vlei, Blinkwater and the Lake Merthley (which is currently under the process of the Stewardship programme by the KZN Ezemvelo Wildlife). Below are the identified environmental conservation zones within the UMvoti Municipality that require conservation.

**FIGURE 2 : Environmental conservation zones within uMvoti**



Predominant Aloe and Medicinal Plants

- The climate of the KwaZulu-Natal Province has favourable conditions for the Aloe Plant species to flourish, particularly in the inland regions of the province which sees most areas experiencing very hot temperatures and high levels of humidity. The Mooi River Valley and the Tugela Valley were identified as areas that require conservation as a result of these areas being home to a number of plant species including Aloe.
- There are also natural forests that require conservation which are mainly found within traditional area of the Umvoti Municipality.
- The natural forests comprises of aloe plant species and other plant species used for traditional medicine.



Indigenous Forests and Grassland

- The indigenous forests are found in sloping terrains where human settlement is restricted by valleys and unbearable terrain. These forests help to sustain the ecosystem of the forests which comprises of plants, animals (bird species, insects, etc.), microbes and all other organisms that interact within the ecosystem. Protected by the rugged terrain to some extent, more conservation efforts must be introduced for identified grasslands areas.
- The growth in population of the municipality and the increase in employment figures has resulted in settlements areas experiencing development pressures as more people seek for residential plots for development purposes. This has seen in some areas a contraction in grassland areas, which are primarily for livestock grazing. The C-Plan has identified these areas as areas of irreplaceability, which must be protected. Development in these areas must be discouraged and there must be no permanent structures erected in these areas.

**Table 8: Values of Lake Merthley Nature Reserve**

VALUES	EXPLANATION
<b>NATURAL VALUE</b>	<ul style="list-style-type: none"> <li>The Nature Reserve contains two major habitats: Midlands Mistbelt Moist Grasslands (Endangered) and Alluvial Wetlands: Temperate Alluvial Vegetation.</li> <li>The Nature Reserve provides suitable habitat for endangered and critically endangered species, including the following key species: Wattled Cranes, Hilton Daisy, <i>Watsonia canaliculata</i>, <i>Kniphofia latifolia</i> and Long toed tree frog.</li> <li>The Nature Reserve provides suitable habitat for endemic and priority species such as <i>Dierama luteoalbidum</i>, Black-winged Lapwing, Buff-streaked Chat, Striped Flufftail, Lanner Falcon, Yellow-bellied House Snake, Blackheaded Dwarf Chameleon, Spotted HarlequinSnake, Striped Caco and Natal Chirping Frog.</li> </ul>
<b>ECOSYSTEM SERVICE VALUES</b>	<ul style="list-style-type: none"> <li>The Nature Reserve contains 196 ha of wetland which form important foraging areas for the wattled crane pair and are essential to the water quality and water security of the dam.</li> </ul>

**3.1.13.5.2 Community Conservation Areas:**

There is one Community Conservation Area found within Umvoti Municipality. This conservation area is known as Ngome Community Game Reserve and is situated in Ward 14.

**3.1.13.5.3 Ramsar Sites**

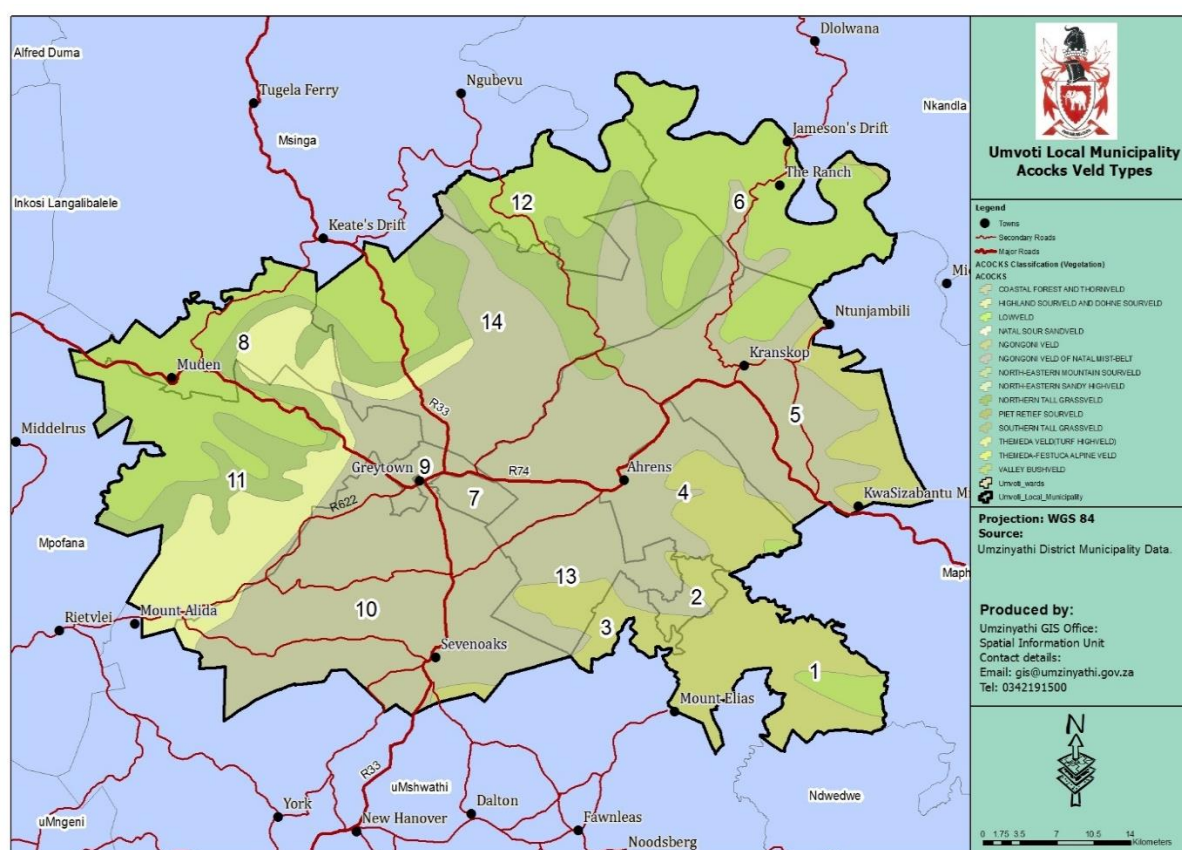
The Convention on Wetlands (Ramsar Convention) which was signed in Ramsar, Iran in 1971 is an international treaty, which provides the framework for national action and international cooperation for the conservation and wise use of wetlands and their resources. Parties of this convention register wetlands occurring within their countries, which are termed Ramsar sites. There are no Ramsar sites in Umvoti Municipality.

**3.1.13.5.4 ADCOCKS VELD TYPES**

Vegetation changes according to the way it is treated. The concept of the veld type originated from a consideration both of botanical composition and of practical utilization. A veld type is a unit of vegetation whose range of variation is small enough to permit the whole of it to have the same farming potential. The challenge during the original conceptualization of veld types was to group the infinite variations of the vegetation (there are approximately 20 000 species of flowering plants in South Africa) into manageable units, and to separate the natural variations from the man-made ones.

The main driving force causing vegetation change is selective grazing. This causes the actual veld condition (species composition and cover) at a given time to differ from the modal veld type composition or benchmark. Umzinyathi shows a large variation in veld types. It spans an area from the Ngongoni veld of the KwaZulu Natal mist belt, through the Valley Bushveld to the KZN Sour Sandveld in the north combined with a range of sourveld types in the mountains and river valleys of the northern parts of the municipality.

The map below shows the veld types in Umvoti.



**Map 18: Adcocks Veld Types**

### 3.1.13.5.5 C-PLAN (IRREPLACEABILITY)

In terms of the C-plan data, mandatory reserves (areas that have to be protected) are located in the northern and north-western parts and negotiated reserves are scattered throughout the municipal area. In addition, an area, which is important for blue swallow protection has also been identified i.e. Roselands Stewardship Project.

South Africa has ratified the International Convention on Biological Diversity, which commits the country, including KwaZulu-Natal, to develop and implement a strategy for the conservation, sustainable use and equitable sharing of the benefits of biodiversity. In terms of the Constitution of South Africa, KwaZulu-Natal has responsibility for the function of nature conservation in the province, except for national parks, marine resources and national botanical gardens, and concurrent responsibility for the environment.

The Biodiversity Bill also requires Provincial Authorities together with the Department of Environment and Tourism, to compile and implement a 'Bioregional Plan' for the province that ensures that a minimum area of each bioregion with all its representative ecosystems is protected. The results of such a planning process have both strategic planning value as well as reactive value in the event of a change in land use being proposed. Thus, the opportunity arises to have a significant input into the environmental component of the Municipal Integrated

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Development Plans, and via this mechanism make a meaningful and positive contribution to environmentally sensitive development in the province.

In essence, important areas of environmental significance need to be identified to protect and preserve valued ecosystems, natural habitats and special case areas in order to minimize negative impacts. In terms of land use management, the specific ecosystems and vegetation communities that require environmental management are wetlands, grasslands, and indigenous forests that contain the habitats of important species. It should be noted that environmental management need not be limited to the protection/preservation but also areas may be identified for opportunities that a particular environment may provide such as the rehabilitation of wetlands, eco-tourism opportunities etc.

One of the development issues in the municipality is the promotion of LED through agriculture and tourism. There are also various projects associated with settlement growth through the implementation of Land Reform and Housing programmes. Therefore, it is essential that while accommodating these challenges, environmental assets associated with the municipality are not undermined.

#### **3.1.13.5.5 Irreplaceability analysis**

The first product of the conservation planning analysis in C-Plan is irreplaceability map of the planning area, in this case the province of KwaZulu-Natal. This map is divided by 2km grid cells called 'planning units'. Each cell has associated with it an 'Irreplaceability Value', which is one reflection of the cells importance with respect to the conservation of biodiversity. Irreplaceability reflects the planning units' ability to meet set 'targets' for selected biodiversity 'features'. The irreplaceability value is scaled between 0 and 1.

**Irreplaceability value – 0.** Where a planning unit has an irreplaceability value of 0, all biodiversity features recorded here are conserved to the target amount, and there is unlikely to be a biodiversity concern with the development of the site.

**Irreplaceability value – 1.** These planning units are referred to as irreplaceable and the conservation of the features within them are critical to meet conservation targets. (EIA very definitely required and depending on the nature of the proposal unlikely to be granted).

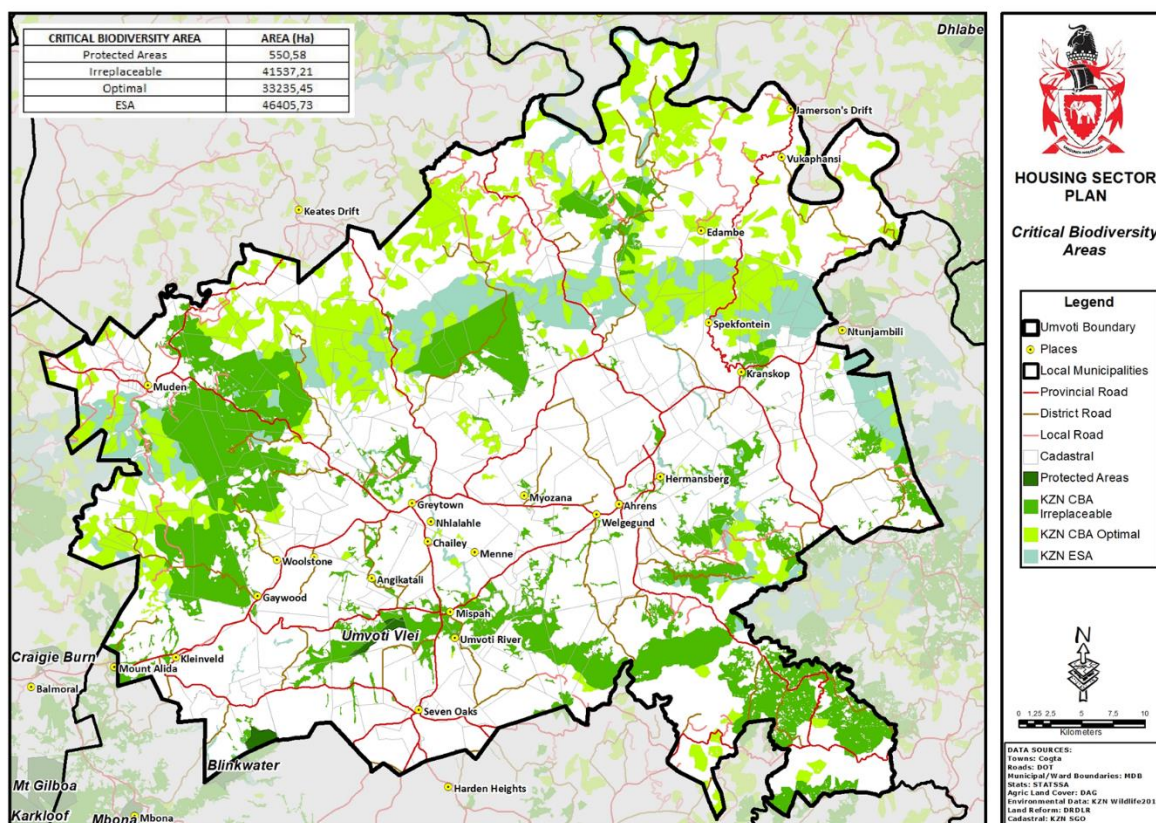
**Irreplaceability value > 0 but < 1.** Some of these planning units are required to meet biodiversity conservation targets. If the value is high (e.g. 0.9) then most units are required (few options available for alternatives). If the value is low, then many options are available for meeting the biodiversity targets. (EIA required and depending on the nature of the proposed development, permission could be granted).

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### **3.1.13.5.6 C- Plan and Minset**

Minset is a function or tool within C-Plan (Conservation Planning Software) that is used to identify a 'minimum set' of sites (planning units) that would fulfil the aim firstly of achieving the conservation targets within a number of constraints that can be set by the user e.g. avoid highly productive agricultural land, or land adjacent to major highways. It presents the most efficient solution to achieving conservation targets and other land use constraints. The Minset output map shows areas that are already protected, 'Mandatory Reserves' and 'Negotiable Reserves'. Mandatory reserves are those areas that appear as totally irreplaceable on the irreplaceability map, since there are no other alternatives for achieving the conservation targets. Areas identified as negotiable reserves are the areas that the Minset function returns as the most efficient for achieving targets and constraints. However, there are alternatives to achieving the targets and constraints but with less efficiency, and hence the designation of this area is still negotiable.

In using the results of the Minset analysis for impact assessment and incorporating recommended areas into regional and local plans, planners need to proceed with caution. While mandatory reserves (irreplaceable areas) must be incorporated to meet conservation targets, negotiable reserves need not. However, with respect to the latter, if an area is rejected for incorporation into the conservation network, landscape planning cannot end there. For the planning cycle to be completed in this respect, the planner must identify and recommend the incorporation of alternative sites that will allow the targets for the affected biodiversity assets to be satisfied. This will involve the rerunning of the Minset analysis with the initially excluded site removed from the analysis, and is what makes C-Plan a truly interactive and iterative planning tool.



**Map 19 : Critical Biodiversity Areas**

### 3.1.13.5.7 RIVER SYSTEM, WETLANDS, DAMS AND FLOOD LINES

The Umvoti Municipality is very well watered with many perennial rivers and streams and a large number of farm dams. There should be demarcation of the 1:100 flood lines for all watercourses to control future development within these zones. The prohibiting of all future development within this area should be subject to Environmental Impact Assessment (EIA'S).

It must be stressed that wetlands identified over and above these maps should be subject to the same guidelines:

- (i) Infilling, drainage and hardened surfaces (including buildings and asphalt) should not be located in any of the wetland zones (i.e. permanent, seasonal and temporary) such activities generally result in significant impacts on a wetland's hydrology, hydraulics and biota and on the goods and services wetlands provide.
- (ii) Hardened surfaces and erven should be located at least 15 m outside of the outer boundary of the seasonal/permanent zone (Note: if the width of the outer temporary zone is greater than 15m and Item 1 above is met then this requirement would automatically be met). The seasonal and permanent zones generally have surface water for extended periods. In the case of seasonal zones, it may be for most of the wet season and in the case of permanent zones, it may be throughout the year. A buffer is required between areas potentially generating non-point source pollution and such areas characterized by surface water.

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- (iii) Extension to the buffer in localized areas should also be included to minimize the impact of concentrated stormwater run-off into the wetland. Stormwater outflows should not enter directly into the wetland. A predominantly vegetated buffer area at least 20m wide should be included between the stormwater outflow and the outer boundary of the wetland, with mechanisms for dissipating water energy and spreading and slowing water flow and preventing erosion. This buffer is particularly important when the catchment feeding the stormwater drain comprises predominantly hardened surfaces. Extensive hardened surfaces in the catchment and stormwater drains significantly increase the intensity of stormwater runoff, which increases the risks of erosion in a wetland. In addition, urban stormwater runoff is often polluted. A buffer is therefore required to reduce the energy and erosive power of the stormwater and to decrease the level of pollutants in the runoff before it enters the wetland.
  - (iv) Where the wetland has a particularly high biodiversity value, further buffering may be required, the width of which would depend on the specific requirements of the biota. This should be determined in consultation with Ezemvelo KZN Wildlife. The value of a wetland for biodiversity derives not only from features of the wetland but also from the quality of natural, non-wetland areas adjacent to the wetland, as many wetland dependent species such as the giant bullfrog (*Pyxicephalus adspersus*) require both wetland and non-wetland habitat.
  - (v) If a road crossing is planned in a wetland, first seek an alternative route. If this is not available, then ensure that the road has minimal effect on the flow of water through the wetland (e.g. by using box culverts rather than pipes). Do not lower the base level of the wetland or any stream passing through the wetland. Ensure an adequate buffer is present to deal with run-off from the road (see Item 3 above). During construction, minimize disturbance of the wetland at and adjacent to the road crossing site. Road crossings may potentially greatly modify local water flow patterns in a wetland. In addition to having a damming or draining effect on the flow upstream of the road, roads, which do not allow for the adequate passage of water, may concentrate flow downstream, increasing the erosion hazard and drying out this portion of the wetland. A lowering of the base level increases the gradient in the wetland, thereby increasing the speed of water flow and its erosive potential and the extent to which it contributes to lowering the water table.
  - (vi) Where a road runs alongside a wetland and it intercepts natural hill slope runoff into the wetland, the road should be set back from the boundary of the wetland by at least 20m and feed-off points should be included at frequent intervals along the road (at least every 100m) and the outflows of these should conform to the requirements of the storm water outflows (given in Item 2 above). A road running alongside a wetland can strongly affect the natural hill slope runoff into the wetland by intercepting this runoff and concentrating it in localized entry points. The fewer the feed-off points into the wetland and the less protected they are, the more severe this effect will be.
  - (vii) Where development (e.g. hardened surfaces, infilling and drainage) in a wetland is unavoidable then the resulting impacts must be mitigated. In many cases, off-site mitigation

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may be the only means of achieving satisfactory mitigation. The cumulative loss of wetlands in South Africa is already very high (see Section 1.1) and the continued net loss of wetlands needs to be prevented. Invasion of a wetland by alien plants may considerably reduce the integrity of a wetland.

- (viii) Where any disturbance of the soil takes place in a wetland, clear alien plants which establish and follow up for at least 2 years thereafter. Disturbance of a wetland favours the establishment of alien plants, which require long-term control.
- (ix) Where the infiltration rate of a wetland's catchment is naturally high and the wetland is maintained predominantly by groundwater input, at least 60% of the wetland's catchment should remain as permeable surfaces in a residential area and preferably at least 30% in an industrial/commercial area. Where the level of development is very high, reduced surface runoff can be promoted through mechanisms such as porous pavements (The inclusion of these mechanisms in areas dominated by hardened surfaces is generally sound catchment management practice and should be encouraged widely). Failure to maintain groundwater input to a predominantly groundwater-fed wetland will considerably alter the hydrological regime of the wetland, thereby compromising its integrity.
- (x) The onus is on the developer to identify and delineate all wetlands in the project area at a finer scale depending on the proposed development. Mapping at a minimum scale of 1: 10 000 is generally required. In order to account for the impact of a development adjacent to a wetland, it is essential that the boundary of the wetland be mapped. Any wetlands identified on the ground should be delineated and mapped by the municipality on an on-going basis.
- (xi) Any development must comply with the requirements of the National Water Act. Through the concept of the "ecological reserve", this act makes provision for ensuring water of acceptable quantity and quality for maintaining the ecological functioning of wetlands and river systems. While wetlands assist in enhancing water quality, they should not be relied upon as an easy substitute for addressing pollution at source, as this may lead to serious impacts to the wetland systems.
- (xii) Access to wetlands by off-road vehicles, man and livestock, should be as far as possible prevented.
- (xiii) Development within the flood line or within 32m of a river or stream should be avoided and vegetation in this zone should be conserved.

#### **3.1.13.5.8 INDIGENOUS FOREST AREAS**

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These areas are not mapped however; all areas of thornveld and all areas under indigenous forest and properties with indigenous trees should be subject to the following guidelines:

- No indigenous trees should be removed without authorization from DWAF who are responsible for protection of protected tree species.
- No undergrowth should be removed or the natural forest structure interfered with in any way as; when the forest undergrowth is removed, the large trees left standing often slowly die due to drought. Authorization must be obtained from DWAF prior to any clearing of both trees and under story of indigenous forested areas.
- All forest along streams and rivers must be conserved to prevent bank erosion.
- Wherever possible, patches of forest must be linked to form a continuous network and thus a path of migration for flora and fauna present (bushbuck, duiker, birds and so on) this would be easiest along existing corridors like streams and rivers.
- Forest trees should be left to screen development to improve storm water drainage and aesthetics.
- Developers should be encouraged where possible to maintain any trees on site as part of the layout of the development.

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### **3.1.13.5.9 HYDROLOGY**

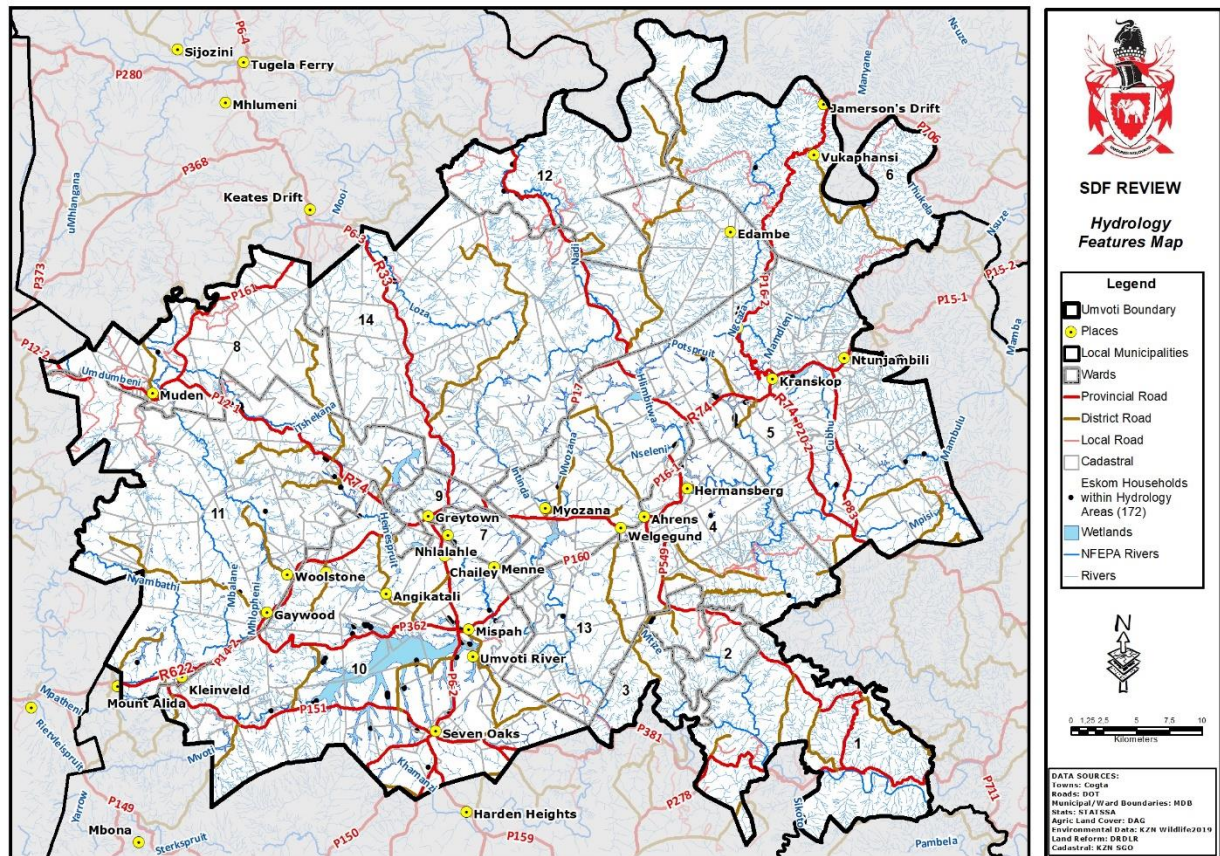
There are various hydrological features found within the Umvoti Municipality, which include but not limited to rivers, streams, lakes, dams, wetlands, ground water, etc. The major hydrological features found within the municipality are:

1. Mooi River
2. Lake Merthley
3. Umvoti River
4. Thukela River
5. Nadi River
6. Khamanzi River
7. Hlimbithwa River
8. Dams
9. Wetlands

There are 772 wetlands in Umvoti Municipality that covers 6176ha (2.5%) of the municipal area. The bulk of Lake Merthley Nature Reserve is made up of an extensive wetland system, which regulates water supply into the Merthley dam, the water supply dam for the town of Greytown. The wetland occurs in the headwaters of the Greytown Stream within the quaternary sub-catchment U140B. The Greytown Stream is a tributary of the Heinespruit that leads into the UMvoti River.

The Lake Merthley Nature Reserve wetland is comprised of several different hydrogeomorphic units. The mainstream (main body) of the wetland is a channelled valley bottom wetland (143ha) that is fed by a number of tributaries.

The below map shows that the municipality has a number of hydrological features most of which are rivers, that traverse in all the municipal wards. The entire river system in the municipal area is vulnerable. This implies that special attention needs to be paid to all development affecting the river systems. The Umvoti River is already critically endangered and all development that might impact or affect the river needs to be very carefully monitored.



**Map 20: Hydrology Features**

### 3.1.13.5.10 Mvoti Catchment

The storage regulation in this catchment is low and the only dams in the area include a number of small farm dams in tributaries and a few instream dams. Greytown is located in the upper reaches of the zone and the discharges from the town's Wastewater Treatment Works (WWTW) enter the river system, affecting both the flow and water quality of the river system. The proposed Mvoti Poort Dam site is located at the lower end of the catchment. There is however a more favourable dam site, lower down in the Mvoti River System (IsiThundu Dam Site), which is likely to be developed first.

The main land use activities in the zone include extensive forestry and significant amount sugar cane plantations and irrigation (sugar cane, maize etc.) occurs. There are a few low-density settlements and rural settlements located in the lower reaches. The most dominant sector that influences the economic outcome in the Mvoti catchment is commercial forestry.

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Impacts to water quality include runoff and return flows from agriculture, urban areas and industrial discharges. Overall water quality for the catchment was assessed as good relative to the “fitness for water use” quality requirements.

The 2012 Green Drop report for WWTW showed the following wastewater risk ratings:

- Greytown WWTW on Heinespruit: Medium Risk;
- No WWTWs within the Mvoti Catchment were categorized as critical or high risk plants;

Potential water quality issues raised in the Internal Strategic Perspective for the Mvoti to Umzimkulu WMA include:

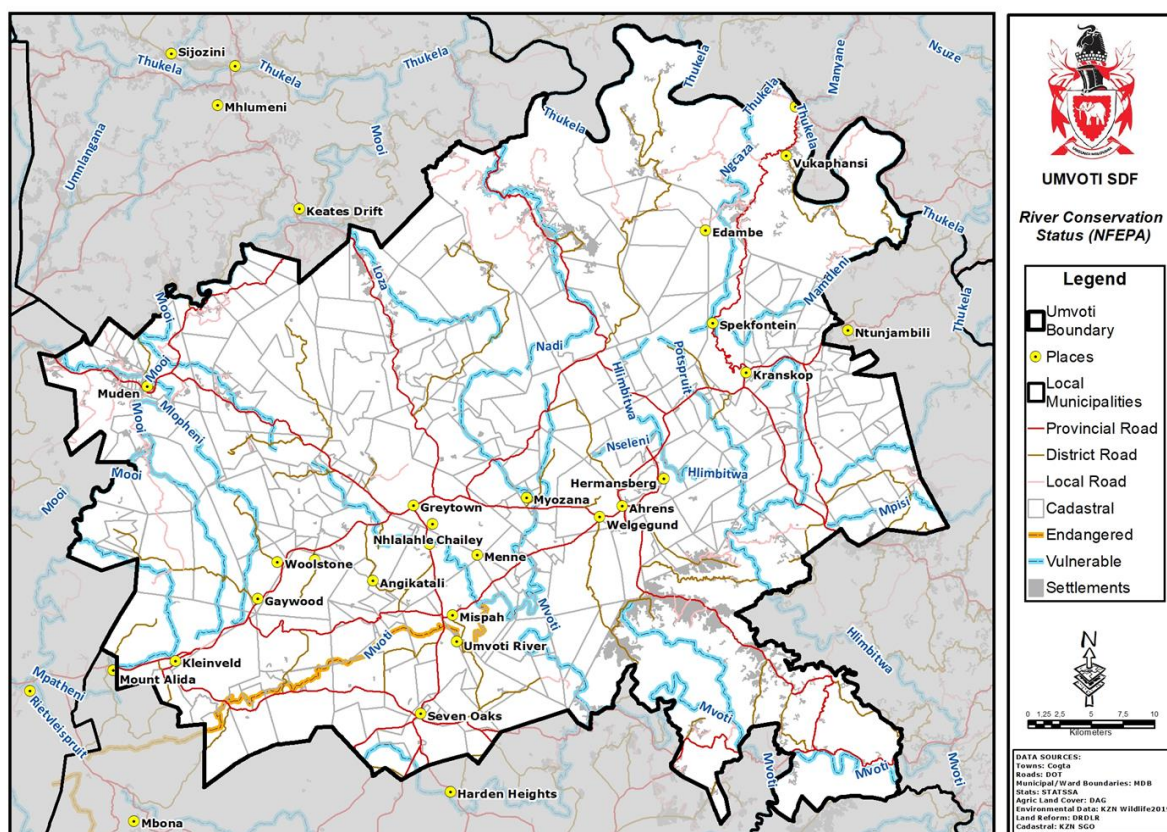
- Erosion potential in the upper catchment owing to inadequate forestry practices;
- Faecal contamination around Greytown (Heinespruit River or SQ catchment U40B; i.e.the location of the WWTW);
- Agricultural run-off contamination (pesticides and nutrients); and
- Serious erosion due to steep slopes and inadequate farming practices in the middle and lower reaches of the Mvoti Catchment.

One section on the Mvoti River is entirely rural with settlements and informal agriculture, which affords it high significance in terms of Ecological Goods, Services and Attributes.

In terms of ecological status quo, most sub-quaternaries are in a C and B/C Present Ecological State. Impacts are predominantly non-flow related such as forestry, agriculture (vegetation and wetland removal), overgrazing, erosion, aquatic alien macrophytes and dams. The Heinespruit passes close to Greytown, which influences the water quality. Some irrigation and centre pivots are also present.

The catchment areas are vulnerable since large areas are exposed to erosion and agricultural practices in the traditional areas results in little or no ground cover. Good permanent ground cover is important for the long-term sustainability of catchments areas.

The below map provides an illustration of the status of the river systems found within the Umvoti municipality in relation to their conservation statuses:



**Map 21: River Conservation Status**

The Mvoti River is considered as the most endangered river system, whose poor endangered status spans from the Mpofana Municipality into Mispah area. The majority of the river systems are considered as vulnerable and conservation efforts must be encouraged in monitoring and improving the status of the river systems.

### 3.1.13.5.11 Wetlands

The uMzinyathi District has several wetland systems, which are listed, as a National Freshwater Ecosystem Priority Area, including the uMvoti vle. The uMvoti vle is situated near Greytown in the upper reaches of uMvoti catchment and is 2800 ha in extent. Most of the uMvoti vle is permanently waterlogged, which means that a considerable volume of water is stored throughout the year in the portion of the catchment. In a large extent stream, flow in uMvoti River is regulated by perennial river system. There are 772 wetlands in Umvoti Municipality that covers 6176ha (2.5%) of the area.

The bulk of Lake Merthley Nature Reserve is made up of an extensive wetland system, which regulates water supply into the Merthley dam, the water supply dam for the town of Greytown. The wetland occurs in the headwaters of the Greytown Stream within the quaternary sub-catchment U140B. The Greytown Stream is a tributary of the Heinespruit that leads into the Umvoti River.

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The Lake Merthley Nature Reserve wetland is comprised of several different hydro geomorphic units. The main stem (main body) of the wetland is a channelled valley bottom wetland (143ha) that is fed by a number of tributaries. The tributaries that enter the wetland on the eastern side are large (between 17 and 21ha) mostly unchannelled valley bottom wetlands. These tributary wetlands originate on the foot slopes of the dolerite capped ridge in the east and appear to be fed primarily by seepage. Subsurface flows that enter from the east are far smaller ( $\leq 1$ ha) unchannelled seepage type wetlands. The seeps lie on higher ground, elevated on a sandstone bench (Ecca group) some 20-25m above the main body of the wetland. The seeps discharge over the edge of the bench down a steep sided valley into the main body of the wetland below. The water supply for these seepage wetlands comes from shallow secondary aquifers within overlying shale and siltstones (within fractures and joints). The water stored in the aquifer is discharged as perched springs or seepage wetlands along the contact zone between the shale and siltstone and the underlying sandstone. The seeps on the western bank of the mainstream wetland are not delineated.

#### **3.1.13.5.12 Pressures:**

- Reduced runoff from forestry areas as a result of high rainwater retention capacity (water infiltrates and causes detachment of soil particles and therefore results to soil erosion)
- Reduced water quality (due to pollution)
- Increased runoff
- Increase storm water peak flow intensity as well as increase in total annual storm water runoff.
- Water scarcity (in areas dependent on groundwater)
- Groundwater pollution as a result of poorly managed industrial practices
- Groundwater abstraction
- Siltation of wetlands
- River pollution as a result of drainage of pit latrines into rivers

#### **3.13.5.13 Proposed Interventions:**

The proposed interventions apply to both Umzinyathi District and its local municipalities:

- Determine all the source points contributing to declining water quality and set target objectives to minimize the impact on the health of this system.
- Bioaccumulation studies should be conducted on sediments, fish and birds hosted by the dam to derive benchmark values for contamination.
- Support the implementation of basic sanitation infrastructure projects
- Implementation of best practice environmentally sensitive storm water management systems.
- Water utilization training initiative should be initiated to train the local communities on water utilization.

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- Wetlands and its tributaries act as environmental sieves and sponges and its value should be quantified. Set out research initiatives to locate all wetland systems in the district and do in depth biodiversity studies to determine the ecological value of these areas
  - Strict policy for protection of wetlands from development and rehabilitation of degraded wetlands to improve water quality, water flow regulation and habitat provision at a regional scale.
  - Ensure that all legal requirements in terms of environmental authorization and water use licenses are enforced for all infrastructure in water courses
  - Water reticulation still a major priority in the area and efforts to supply potable water service to all communities should be a priority
  - All new developments must consider their impact on regional water quality.
  - Location of potentially polluting activities of infrastructure, especially waste disposal sites and cemeteries and settlement areas, should carefully consider geohydrological conditions during site selection.
  - Institute a long term monitoring program that allows specific identification of water pollution sources
  - Regulate the utilization of ground water in the area as allowed for by the specific permits adjudicated. Satellite technology can be applied to assess the groundwater utilization status in agricultural practices.
  - Develop contingency plans for periods of drought with emphasis on communities reliant on borehole water
  - Investigate different water availability scenarios for the next 20 years following rainfall, recharge and evaporation data and expected consumer pressure and plan realistically for future utilization
  - Wetland delineation should thus be conducted at a site specific scale in new developments
  - Ground water pollution can be addressed through provision of appropriate sanitation.

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#### **3.1.14 CLIMATE CHANGE**

Climate Change phenomenon, often called global warming, is caused by the release of greenhouse gases (carbon dioxide, water vapour, nitrous oxide, methane, and fluorinated gases) into the atmosphere mostly by man's activities, and to a lesser extent by volcanic eruptions. Climate change will progress over time, in terms increased severity and frequency. Climate change is triggering certain changes on planet Earth that then will lead to more climate change. It then becomes a vicious cycle. Furthermore, these feedbacks have increasingly high risk of occurring especially due to the higher the temperature level becomes. A 1.5°C change is considered likely to stabilize the climate and limit these feedbacks.

It should be noted that currently a 1.1°C of global warming has already occurred and may implications of such a temperature increase have been noted. At 1.5°C, we could still expect to see more climate change. In terms of feedback, a loss of forest for an example would lead to

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more global warming because the barren land would become warmer. There is a need to avoid this by stabilizing the climate. Moreover, the temperature above 1.5°C, will result in losing the ability to stabilize the climate. Carbon capture is another way of managing carbon. This entails industries capturing carbon at the point where it is emitted, and then either store it underground or use it in a product. We also need to take CO<sub>2</sub> out of the atmosphere. The easiest way to do that is reforestation, since plants absorb carbon. Reforestation of the help reduce the CO<sub>2</sub>.

Implication for the municipality:

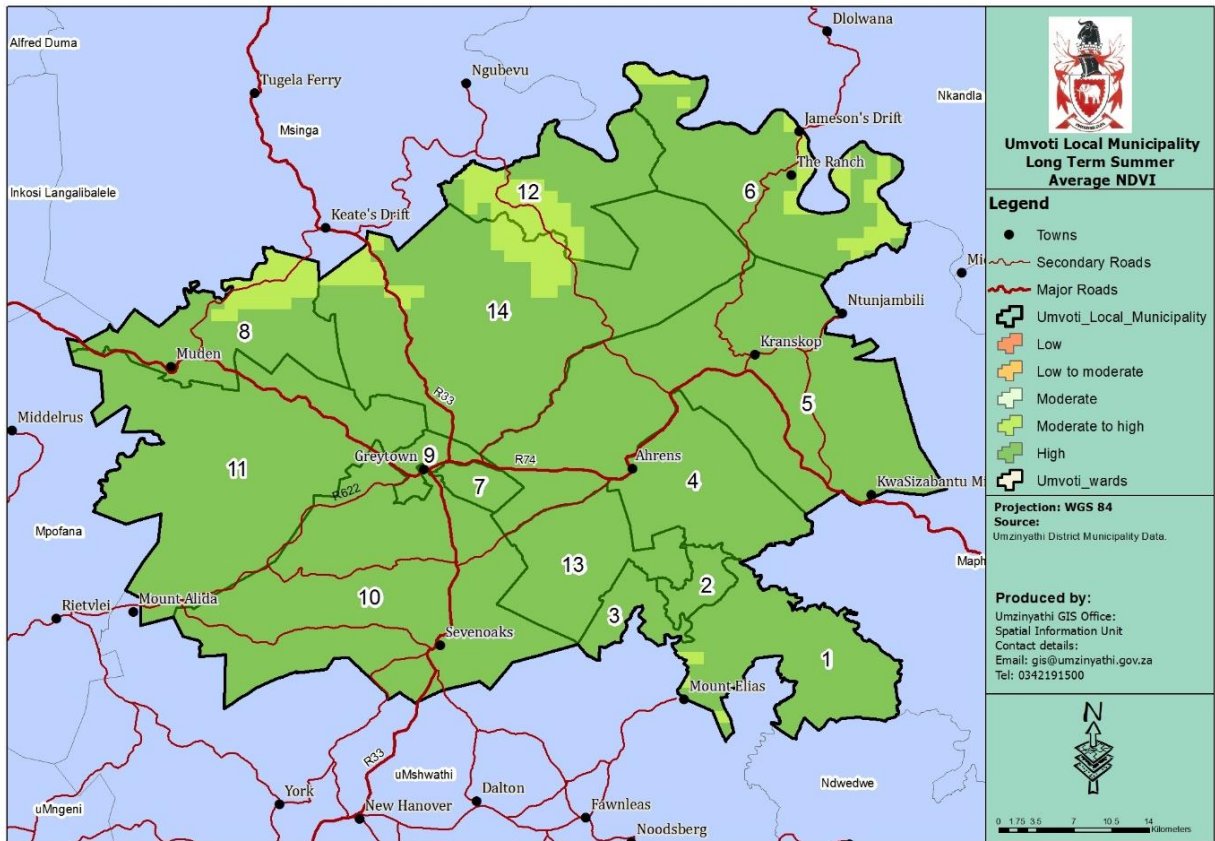
- Climate change on water resources is challenging because water availability, quality and stream flow are sensitive to changes in temperature and precipitation.
- There are also non-climatic factors that influence water resources, and which may force further change such as land practices and degradation.
- The Midlands and Drakensberg regions of the province will be most vulnerable to changes in the temperature. Several grass, plant, and animal species with a low tolerance for temperature change will be lost if they were unable to migrate upwards towards colder temperatures.
- The potential increase in warm sub-tropical and tropical areas will affect species ranges.
- A potential net loss of cold to moderate climatic zones with an increase in temperature under conditions of climate change. This potential loss may have a negative effect in the escarpment and interior of the province on both agricultural production (wheat, lupins, potatoes, and sheep) as well as biodiversity. These potential changes will affect growing conditions and crop selection.
- Warm climatic condition may enhance the growth of pests and diseases with better adaptation mechanisms.

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#### **3.1.14.1 TEMPERATURE**

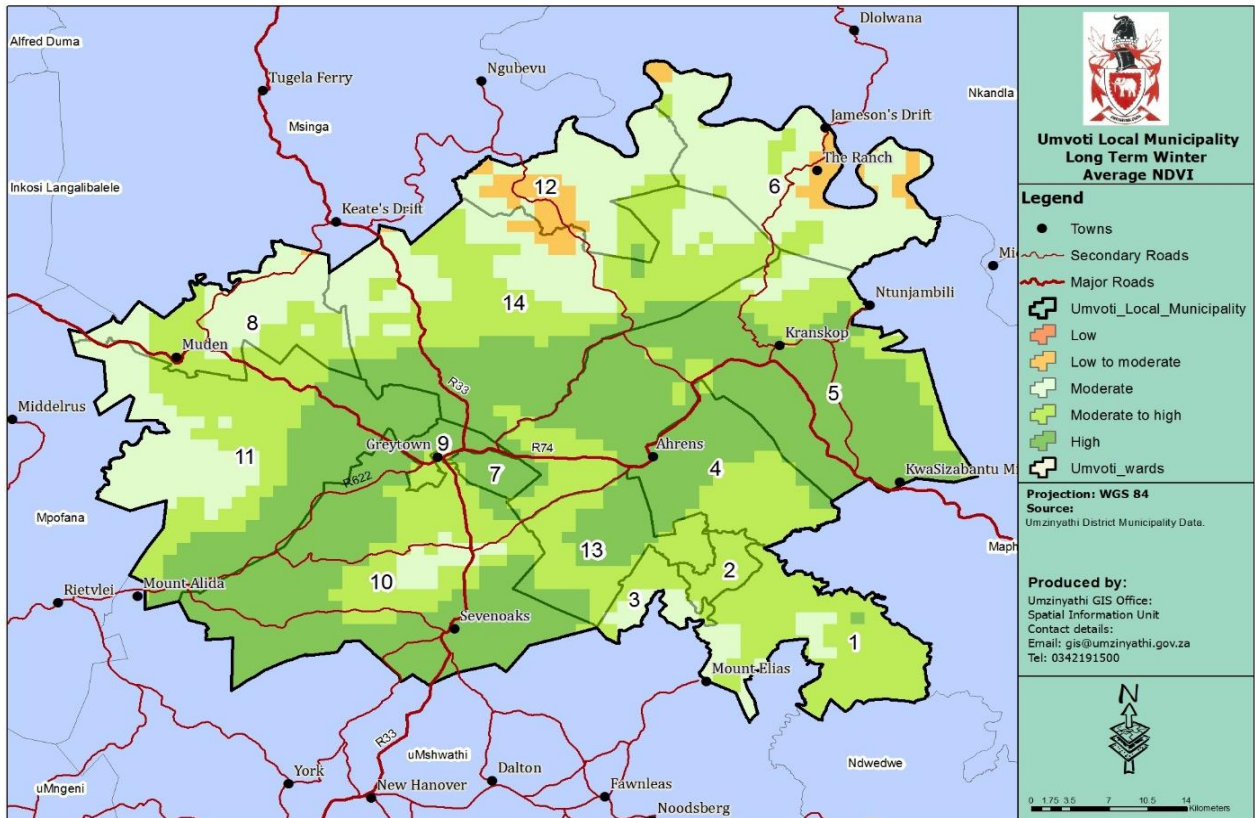
The Lake Merthley Nature Reserve is in a summer rainfall area with a relatively high average annual rainfall. The mean annual precipitation is 872 mm, the potential evapotranspiration is 1699mm and run-off is 110mm. Precipitation is primarily associated with summer thunderstorms, which can be accompanied by strong winds and hail. Temperature averages range from minimum of 2°C in winter to max of 23°C in summer, with an average of 14°C.

Winters vary from cool to very cold with frequent thick frosts, and are generally very dry except for infrequent snow during cold fronts. These conditions lead to most of the grassland species entering a state of senescence, with the above-ground portions dying. Pre-frontal conditions can become warm with very strong westerly winds driving down from the escarpment. Such climatic combined with the fuel-load associated with the dead material in the grasslands result in very dangerous fire conditions.



**Map 22: Summer Average**

The Annual Rainfall Average for Umvoti varies from one ward to another. Figures below depict the minimum and maximum rainfall for Umvoti:



**Map 23 : Winter Average**

Umzinyathi Climate change vision

***“UMzinyathi district aims to lower its carbon footprint by promoting alternative energy measures, compact development and integrative public transport systems,”***

### 3.1.14.2 DEFINING CLIMATE CHANGE

Climate change is recognized as the major environmental problem facing the globe. Escalating greenhouse gas emissions contribute towards climate change and will ultimately affect human health, food security, natural resources, land loss and coastal infrastructure. Climate change embraces far more than temperature change and may include changes in rainfall patterns, the spread of infectious disease such as malaria, increase alien vegetation invasion and loss of biodiversity. Climate change may further lead to extinction of a large number of species.

**PGDS Strategic Goal 5** refers to the: Response to Climate Change. This goal identifies the need for a response to climate change, which stems from the change in natural occurrences and the possible impacts the change in climate can have on the population of the KwaZulu-Natal. This section should not only deal with pressures on bio-diversity, but also depict possible disaster areas, with the aim of highlighting areas where special precautions are necessary to prevent disasters, or to prepare for possible disasters. UMzinyathi district is already experiencing the impact of Climate Change, with a notable increase of weather related incidents such extreme weather events e.g. flooding, lightening, droughts and rainfall variability.

**Table 9: Strategies to address PGDS Strategic Goal 5: Response to Climate Change**

GOAL	STRATEGY
<b>1.1. Increase Productive Use of Land</b>	<p>1.1.1. Promote Sustainable agricultural land-use practices.</p> <p>1.1.2. Establish a Policy and Regulatory Framework for the Reduction of Land Degradation and enhance Land Care programme.</p> <p>1.1.3. Develop a Provincial Strategic Environmental Framework for the province towards Strategic Planning for Biodiversity Conservation.</p>
<b>1.2. Advance Alternative Energy Generation</b>	<p>1.2.1. Development of Provincial Alternative Energy Strategy with specific focus on Hydro, Solar and Wind Electricity potential.</p> <p>1.2.2. Programme of Alternative Energy demonstration projects.</p> <p>1.2.3. Establish a provincial Carbon Credit Programme.</p>
<b>1.3. Manage pressures on Biodiversity</b>	<p>1.3.1. Formulate regular provincial State of the Environment Reports in order to monitor progressive change in biodiversity.</p> <p>1.3.2. Integrate Coastal Zone Management within the Province.</p>
<b>1.4. Disaster Management</b>	<p>1.4.1. Continuous Research and Monitoring of Climate Change and Variability. (Agricultural Response to Rainfall Variability, Database of environmental change factors creating hotspots due to climate change)</p> <p>1.4.2. Formulation of Provincial Climate Change Disaster Response Plans.</p> <p>1.4.3. Strengthen Provincial and District Disaster management capacity.</p>
<b>1.5. Environmental Quality</b>	<p>1.5.1. Monitoring of Air Quality at a provincial level.</p> <p>1.5.2. Co-ordination of the Systematic reduction in Carbon Emissions and other drivers of Stratospheric Ozone Depletion.</p> <p>1.5.3. Establishment of localised waste management programmes (including Reduction, Reusing, Recycling and Rehabilitation projects).</p>

*Source: Provincial Growth and Development Strategy (2011).*

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### 3.1.14.3 *Climate change and Alternative Energy Sources*

We live in a world with finite and diminishing natural resources, such that UMzinyathi District needs to convert to a low carbon, green economy that prioritises the sustainable use of alternative energy sources whilst still overcoming the development challenges faced by the district. All locals are expected to promote the use of alternative energy sources such as solar geysers, wind power, bio- diesels and hydropower.

Climate change **adaptation** and **mitigation** in all sectors will have to become one of the Municipality's top development priorities. Climate change mitigation is a collective responsibility cutting across all sectors of society and the varying governments sectors. Climate change mitigation involves a focus on reducing greenhouse gas emissions, affecting the cause of climate change in the long term through measures such as energy conservation and use of renewable energy. Climate change adaptation involves undertaking activities designed to reduce and minimize the harmful consequences of changing climate.

*In an attempt to mitigate the effect of climate change and the vulnerability of the people of UMzinyathi, the following actions are required:*

- *Develop a risk reduction strategy that is aimed at relocating settlements that reside in high flood risk areas;*
- *Delineate and map areas with high flood risk;*
- *Relocating settlements that reside in floodplain areas;*
- *Empowering traditional leaders in respect of the consequences of allocating land for settlements in flood risk areas;*
- *Prohibit development of land on steep slopes;*
- *Promote the development of alternative energy, including renewable energy technologies*
- *Identify sustainable alternative energy projects in the district.*
- *Increase environmental awareness through public campaigns and educating locals of unique environmental systems.*
- *Enforcement of proactive localized measures towards climate change adaptability and mitigation.*
- *Promotion of Reforestation and avoid deforestation*
- *Promoting Public transport systems as opposed to use of private vehicles in the aim to reduce carbon emission*
- *Municipalities may incorporate climate change policies into their official plans to identify specific actions to be taken to achieve climate change objectives. These policies can*

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*complement other municipal programs and initiatives that address climate change and reduce greenhouse gases (e.g., programs for tree planting, green building and energy efficiency incentives, water conservation and carpooling).*

- *Municipalities may prohibit the use of land or erecting buildings and structures within areas that are significant features, hazard lands and areas prone to flooding (e.g., floodplains or valley lands). Prohibiting development in natural areas and hazard lands promotes ecological services that address climate change mitigation and adaptation (e.g., carbon sequestration and storm water retention and infiltration, while reducing economic, health and safety costs and risks).*

*Source: UMzinyathi Draft Spatial Development Framework (2015).*

#### **3.1.14.4 DISTRICTS RESPONSE TO CLIMATE CHANGE MITIGATION AND ADAPTATION**

The uMzinyathi district through the Environmental and Disaster Management sections have put in place the following programmes and initiatives aimed at mitigating climate change:

- Recycling projects (All Municipalities).
- Lightning conductor (All Municipalities)
- Buy back center (currently only in uMvoti Municipality)
- Removal of alien invasive species through EPWP programmes (currently only in Msinga Municipality)

#### **3.1.14.5 ENVISAGED MITIGATION PROGRAMS WHICH THE DISTRICT AND LOCAL MUNICIPALITIES CAN ENGAGE IN MOVING FORWARD:**

- Workshops to educate communities on various ways to save water recycle or dispose their waste without burning it, therefore decrease carbon emission.
- The municipality needs to promote eco-friendly building where possible.
- Municipalities to enforce developers of new low cost or middle-income houses to have solar geysers and green roofs.
- The District needs to look at alternative public transport systems, which will lower the current carbon emission.
- Municipal by-laws to address climate change.

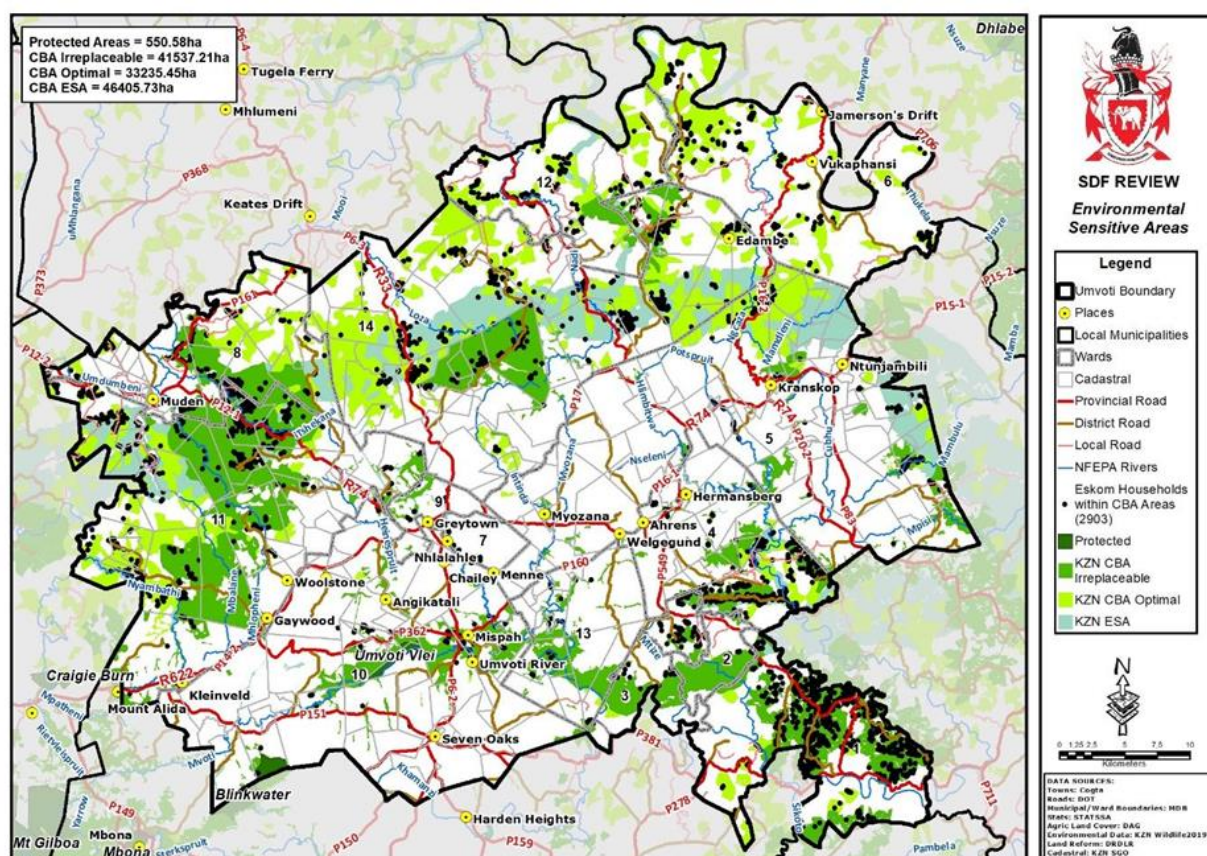
Comprehensive studies need to be undertaken to identify the feasibility and suitable locations for the following strategies within the uMzinyathi for future mitigation:

- Solar farms
- Studies will need to be done on how the coal mines within the district can be more environmentally friendly

Umvoti Municipality faces increasing levels of disaster risk. It is exposed to a wide range of natural hazards, including severe storms, floods, heavy snow and lightning that can trigger widespread hardship and devastation. The Municipality's extensive forestry industry, coupled to the major transportation routes, inside the municipality as well as those leading to other major centres, present numerous catastrophic and hazardous materials threats. In addition to these natural and human-induced threats and despite on-going progress to extend essential services to poor urban and rural communities, large numbers of people live in conditions of chronic disaster vulnerability – in underdeveloped, ecologically fragile or marginal areas – where they face recurrent natural and other threats that range from flooding to informal settlement fires.

### 3.1.15.1 STRATEGIC ENVIRONMENTAL ASSESSMENT

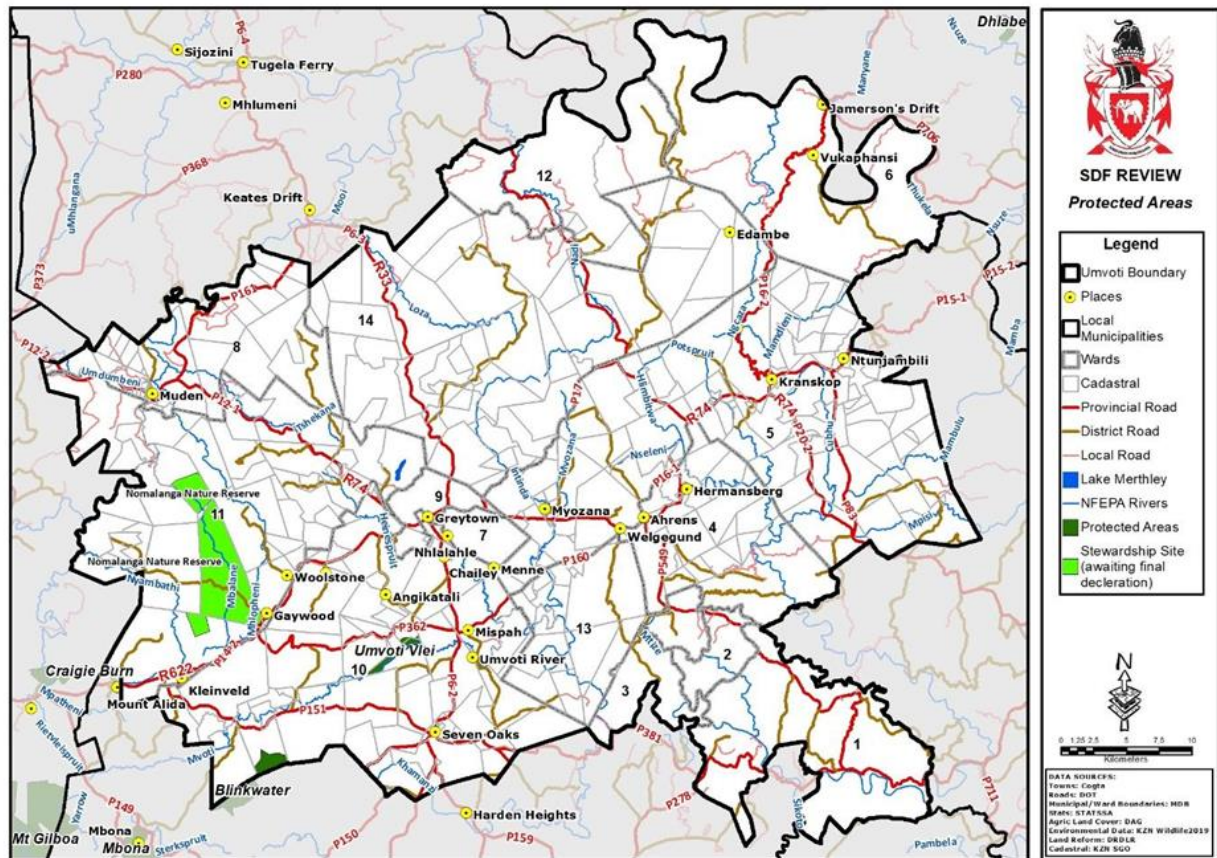
The Umvoti Municipality is characterised with varying environmental sensitive areas that require protection and conservation effort through private-public partnership. The map below provides an illustration of the Critical Biodiversity Areas (CBA) found within the municipality and more importantly to take note from the map is the areas (total of 41537.21ha) that is considered as irreplaceable. These areas are considered critical for meeting biodiversity targets and thresholds that are required to ensure the persistence of viable populations of species and the functionality of an ecosystem for a given locality.



**Map 24: Environmental Sensitive Areas**

Areas of conservation within the Umvoti Municipality comprises of private and communal land. These areas are characterised with wetlands and areas for nature conservation values falling

within tribal land and commercial farmlands. These environmental conservation zones currently do not enjoy full protection i.e. fencing, legal protection, etc. The mapping below provides an illustration of the protected areas found with the municipality, which includes the Nomalanga Nature Reserve, Umvoti Vlei, Blinkwater and the Lake Merthley (which is currently under the process of the Stewardship programme by the KZN Ezemvelo Wildlife).



**Map 25: Environmental Conservation/Protected Area**

The climate of the KwaZulu-Natal Province has favourable conditions for the Aloe Plant species to flourish, particularly in the inland regions of the province which sees most areas experiencing very hot temperatures and high levels of humidity. The Mooi River Valley and the Tugela Valley were identified as areas that require conservation as a result of these areas being home to a number of plant species including Aloe. There are also natural forests that require conservation which are mainly found within traditional area of the Umvoti Municipality. The natural forests comprises of aloe plant species and other plant species used for traditional medicine.

The indigenous forests are found in sloping terrains where human settlement is restricted by valleys and unbearable terrain. These forests help to sustain the ecosystem of the forests which comprises of plants, animals (bird species, insects, etc.), microbes and all other organisms that interacts within the ecosystem. Protected by the rugged terrain to some extent, more conservation efforts must be introduced for identified grasslands areas.

Agriculture is one of the dominant land uses within Umvoti Municipality, accommodating buildings associated with farming practices such as crop production, livestock farming, forestry and horticulture. There is a well-established agricultural primary sector, which focuses on forestry, sugar cane, etc. Remnants of subsistence farming are evident especially within rural areas and this currently occurs on adhoc bases without any unified approach. The main primary agricultural operations which also present opportunities for agri-processing and beneficiation along the entire value chain. The agricultural sector recorded a growth of 7.7% in the year 2020 with an approximate contribution of R684 711 to the municipal GDP, which is a gradual increase from R581 734 in the year 2015.

**Map 49: Households located on agricultural land**

**Legend**

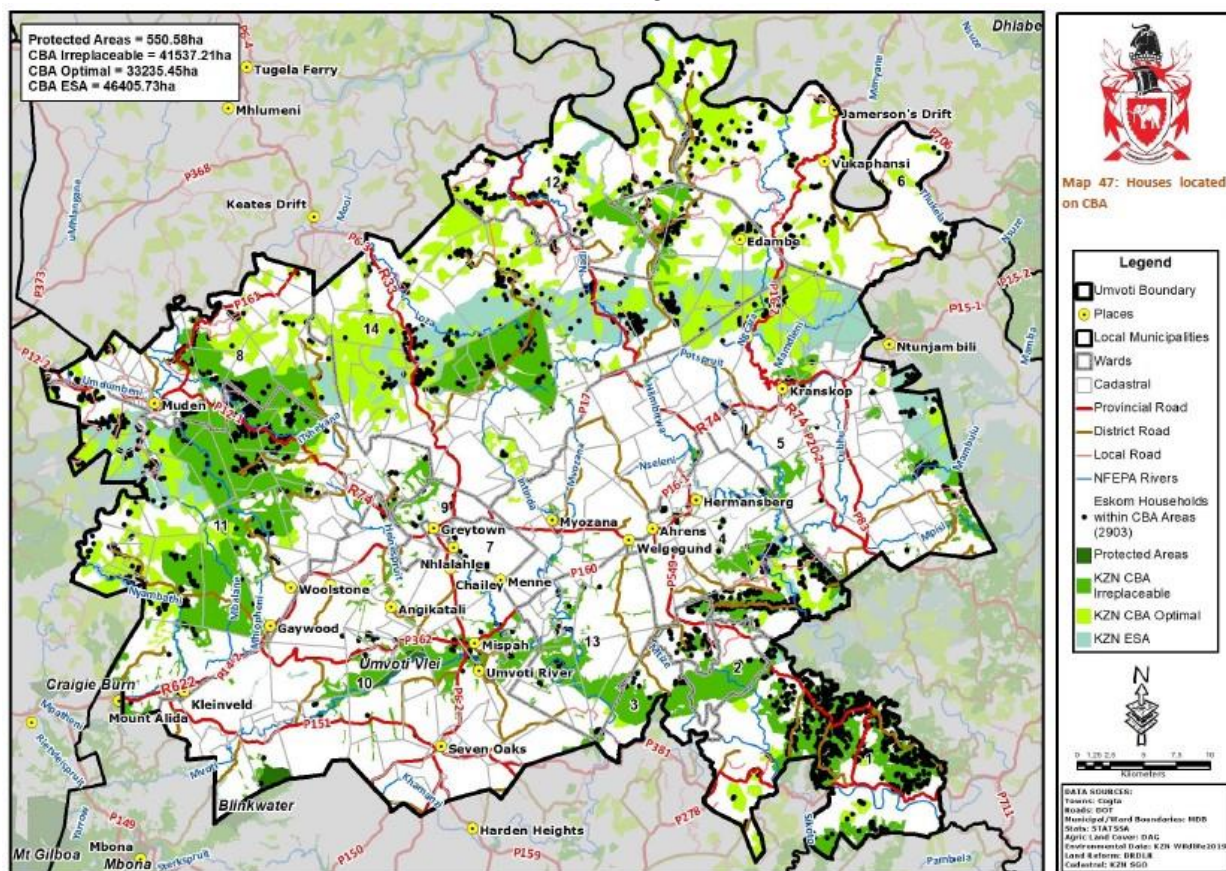
- Umvoti Boundary
- Places
- Local Municipalities
- Provincial Road
- District Road
- Local Road
- Cadastral
- NFEPA Rivers
- Households within
  - High Agricultural Potential (6753)
  - High Potential
  - Good Potential
  - Moderate Potential
  - Restricted Potential
  - Very Restricted Potential
  - Low Potential
  - Very Low Potential
- Vleis
- Dams

**DATA SOURCES:**  
 Towns: Dept.  
 Roads: D01  
 Municipal Ward Boundaries: M09  
 Stats: STATSSA  
 Agri: Land Cover: S.A.C.  
 Environmental Data: R.A.M. Wildfires  
 Land Reform: 2003.0  
 Cadastral: WTS 50.0

### Map 26: Households Located in Agricultural Land

Umvoti Municipality is very sensitive when it comes to hydrological characteristics. The map below shows that there are many rivers, catchments, and wetland systems in Umvoti Municipality that traverse through various conditions, landscapes, and altitudinal gradients. The map further indicates that there is a number of 2903 households located on environmentally sensitive areas across the municipality such as households located on or in close proximity to hydrological areas (wetlands or water resources) and it is a concern for public health, public safety, and environmental quality.

The other sensitive environmental components include land that should be preserved for conservation. The map below further provides an indication on the number of households that have settled on land that can be considered as of good for conservation value.



Map 27: Households Located in CBA Land

### 3.1.16.1 AGRICULTURE & ENVIRONMENTAL: SWOT ANALYSIS AND KEY CHALLENGES

The below table provides the SWOT Analysis for the Agricultural Sector within the Umvoti Municipality and is not limited to these identified:

Table 10: Agriculture SWOT Analysis

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> <li>Good agricultural potential</li> <li>Vegetable Production and processing.</li> <li>Agriculture constitutes one of the key drivers of local economy.</li> <li>All environmental sensitive areas are mapped with great value.</li> <li>Climate conditions favorable for agricultural hub.</li> <li>UMvoti and Tugela Rivers traversing the municipality.</li> <li>Wetlands in the municipality provide clean water (Ecosystem</li> </ul>	<ul style="list-style-type: none"> <li>Poor protection of grasslands.</li> <li>Poor management of the natural environment.</li> <li>Poor preservation of agricultural land.</li> <li>Difficult topography.</li> <li>Carrying capacity of the land/soil is poor during the winter months.</li> <li>Restricted agricultural potential exists in some parts especially within communally owned areas.</li> </ul>

<p>goods) to people downstream and irrigation for agriculture.</p> <ul style="list-style-type: none"> <li>▪ Scenic public open space is an important social and biophysical strength.</li> <li>▪ Exploit the full potential of Lake Methley.</li> </ul>	
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>▪ Relocation of settlements located in high-risk areas such as floodplains.</li> <li>▪ Scenic, potential for eco-tourism, environmentally significant areas exist which is good for tourism.</li> <li>▪ Focus environmental education initiatives initially around sensitive areas.</li> <li>▪ Co-ordinate activities of water users and of water management institutions within its water management area.</li> <li>▪ Invest more on land care and in agricultural education on subsistence farming.</li> <li>▪ Compile guidelines for the protection of all wetland areas</li> <li>▪ Value adding through the introduction of processing industries.</li> <li>▪ Immense value chain opportunities in vegetable farming, maize, and citrus.</li> <li>▪ Compile an inventory of wetlands in the district</li> </ul>	<ul style="list-style-type: none"> <li>▪ Climate change threatens ecosystem.</li> <li>▪ Settlement encroachment into sensitive areas</li> <li>▪ Limited protection of environmental and municipal resources.</li> <li>▪ Lack of land use management in rural areas.</li> <li>▪ Loss of indigenous vegetation.</li> <li>▪ Reduced vegetation cover leading to reduced primary productivity and land carrying capacity</li> <li>▪ Reduced water resource through alien invasive vegetation.</li> <li>▪ Wetland destruction or drainage, flow patterns, and groundwater abstraction</li> <li>▪ Over grazing</li> </ul>

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### **3.1.17 DISASTER MANAGEMENT**

#### **MUNICIPAL LEGISLATIVE MANDATE (DM & FIRE SERVICES)**

##### **3.1.17.1 Constitution of the Republic of South Africa Act 108 of 1996**

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

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

##### **3.1.17.2 Municipal Systems Act (Act No. 32 of 2000)**

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

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

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

##### **3.1.17.3 The National Disaster Management Framework (Notice 57 of 2005)**

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

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

#### **3.1.17.4 Disaster Management Act (Act No. 57 of 2002)**

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

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

#### **3.1.17.5 Municipal Structures Act (Act 117 of 1998)**

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

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

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

#### **3.1.17.6 Fire Brigade Services Act 99 of 1987**

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

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

- a. Preventing the outbreak or spread of a fire;

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

### **3.1.17.7 National Veld and Forest Act 101 of 1998**

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

### **3.1.17.2 STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY**

#### **3.1.17.2.1 Status of Municipal Disaster Management Centre**

Umvoti Municipality Disaster Centre is well established within Municipal Buildings. Umvoti Municipality did budget for the relief stock and currently we have a minimum number of blankets, plastic, and sponges. The Municipality presently employed Head: Disaster Management, Fire and Rescue, a Senior Disaster Officer and two Disaster Officers.

Disaster Unit has two vehicles used for operations. Umvoti Disaster Management Unit is under resourced due to financial constraints. It is now getting worse than before.

UMzinyathi District is responsible for recruitment of volunteers and distribution to various local municipalities. Umvoti Local Municipality had been supplied with 12 volunteers after many years without volunteers.

We also do not have fire equipment and vehicles, even though we brought volunteers because we decided to implement a 4-shift system, to save on overtime and standby allowances.

Golf 911 Centre has moved out of Municipal buildings. They move to their own new building opposite Pannar. Golf 911 still work with us as normal; nothing has changed. It disseminates information through telephones and radios.

#### **3.1.17.2.2 Status of Fire & Rescue Services**

Umvoti Municipality has established Fire and Rescue Unit, which is servicing all 14 wards of Umvoti. Umvoti is also a member of Umvoti Fire Protection Association, which assists the municipality to curb fires during fire occurrences. Umvoti Fire and Rescue falls under the Disaster

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Management Unit. Nineteen (19) qualified fire fighters are serving the Municipality on a permanent basis plus Chief Fire Officer.

Umvoti fire and Rescue has two fire stations, one in Greytown and the other in Kranskop.

Greytown station has only 1 bakkie on standby.

- SV 7 carries **600L** of water.

Kranskop and Greytown station has no fire engine, However the Umzinyathi District Municipality has donated one for the period of 12 months. Firefighters are there as building securities. We felt, it is wise to leave them in Kranskop because Greytown as well has no fire engine. If anything happens in Kranskop area, we dispatch a bakkie with driver only. He then picks up fire fighters from Kranskop to attend the incident.

We also have two disaster bakkies for responding on disasters and incidents. Manpower has already been mentioned above.

#### **3.1.17.2.3 Status of Municipal Disaster Management Policy Framework**

The Municipal Disaster Management Policy Framework is in place. It was adopted in August 2018, and reviewed annually. This Policy Framework is in line with the District, Provincial and National Policy Frameworks.

#### **3.1.17.2.4 Status of Municipal Disaster Management Plan**

The Municipal Disaster Management Plan is in place and a council has adopted it in August 2018. The reviewed one has been submitted to PDMC and it was mentioned the SP did not follow the National Guideline for the Development of DMP as required.

#### **3.1.17.2.5 Municipal Disaster Management Inter-Departmental Committee**

The Municipal Disaster Management Inter-Departmental Committee are in place. The municipality submit all disaster issues to Department MANCO, Institutional MANCO and to the Portfolio Committee. All matters that need EXCO and full Council are referred to those committees.

#### **3.1.17.2.6 Municipal Disaster Management Advisory Forum**

The Municipal Disaster Management Advisory Forum (MDMAF) formed in August 2012. It is in sitting in quarterly basis. It was convened very successful after covid 19 break. We only communicate through WhatsApp group where I also send early warnings and weather alerts messages.

### 3.1.17.2.8 Table 11 : Disaster Management & Fire Services Swot Analysis

STRENGTHS	WEAKNESS
<ul style="list-style-type: none"> <li>Disaster and fire services are in operational.</li> <li>Offices exist.</li> <li>Manpower is there for operations.</li> <li>Minimum budget is provided to run the sections.</li> </ul>	<ul style="list-style-type: none"> <li>Disaster manpower is not enough, only 3 officers.</li> <li>Umvoti 14 wards are too vast, and services could not be distributed on time.</li> <li>Equipment is very scares.</li> <li>Services are only situated in town which is very far from rural wards.</li> <li>Not enough budget catered for disaster and fire services.</li> <li>Fire stations buildings are not in good conditions.</li> <li>Storeroom for disaster relief stock and other tools are not well secured of which theft could take place so easily.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>This unit can still grow, and satellite stations could be established for services to be closer to other wards.</li> <li>Kranskop fire station building owner is planning to build a new building that will be looking good.</li> <li>Greytown fire station can also be renovated to the better.</li> </ul>	<ul style="list-style-type: none"> <li>Due to distance from other wards, property and people's lives are in thread.</li> <li>Fire firefighters are stealing some of the equipment e.g., batteries and blankets from storerooms.</li> <li>No hope of getting enough budget any time soon.</li> <li>A private owner of Kranskop fore station may evict us at any time, should we default paying rent.</li> </ul>

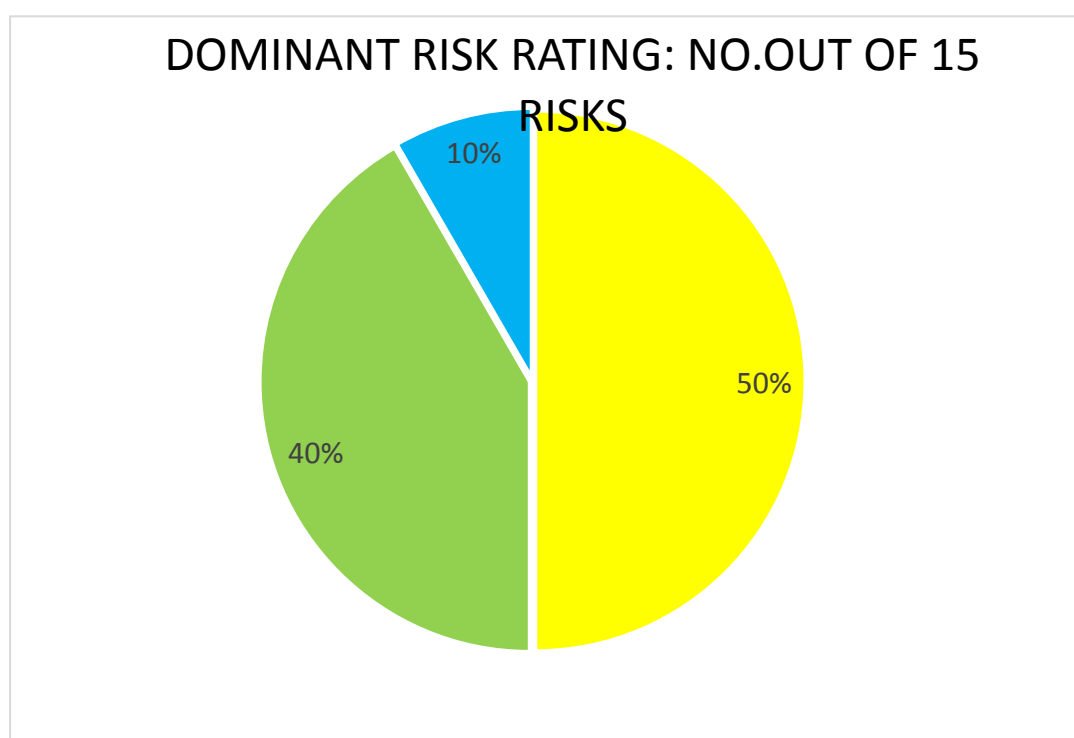
### 3.1.17.2.9 Challenges for DM and Fire Services as per SWOT Analysis

- Operational and capital budgets for Disaster and Fire Units are very limited to run the section.
- Disaster Management, Fire and Rescue Section is not taken seriously.
- Since 2012, fire engine budget has been cut for other, the so-called "important things". Therefore, currently, there is not a single fire engine.
- Staff members are not enough especially in Disaster Management unit. We are operating with four members including the Head, whereas Umvoti has 14 wards with 122 423 population and 34 644 households.

- 
- Sector Departments are not committed to attend Advisory forum meetings.
  - Community believes that the Section is there to build houses for them even if they are educated through awareness campaigns. They report false incidents for gain.
  - Councillors fear addressing community of our duties and they refer them to us even with matters that need council attention, e.g., Housing, poverty etc.

### 3.1.17.3 DISASTER RISK ASSESSMENT

**FIGURE 3: DISASTER RISK ASSESSMENT**



### 3.1.17.3.1 LIST OF PRIORITY RISKS

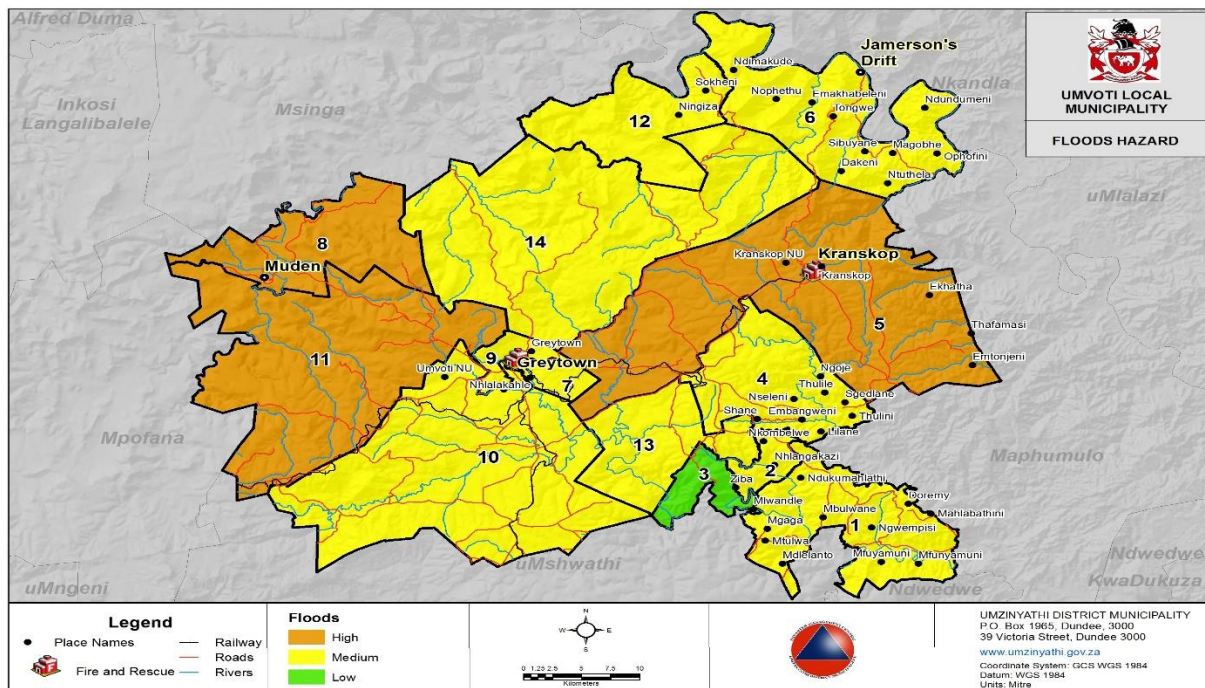
**Table 12 : List of Priority Risks (Hazards)**

Event	Likelihood	Consequence WARDS MOSTLY AFFECTED	Risk rating	Interventions CAPACITY YES/NO	Mitigations
Drowning	Certain	Below moderate 1,3,5,6,8,12	Extreme low	Educational awareness	Never leave open trenches open. Avoiding kids to the rivers alone
Snow	Possible	Below moderate 5,7,8,9,10, 11,12,13,14	Low	Educational awareness	Weather forecast
Drought	Certain	Major 1,3,5,6,8,12	Low	Educational awareness <b>NO</b>	Water tankers, jojo tanks and boreholes
Heavy rainfall	Certain	Moderate 1,2,3,4,5,6,7,8,10,1 1,12,13,14	Medium	Educational awareness. <b>YES</b>	Weather forecast early warnings
Floods	Certain	Moderate 1,2,4,6,7,9,0,12, 13,14	Medium	Educational awareness <b>NO</b>	Signage
Strong winds	Certain	Moderate 1,2,4,5,6,8,10,11, 13,13,14	Medium	Educational awareness <b>Yes</b>	Weather forecast early warnings
hailstorms	Certain	Moderate 4,7,8,10,11,12,13,1 4	Medium	Educational awareness <b>Yes</b>	Weather forecast early warnings
Forest and Veldfires	Certain	Moderate 2,3,5,7,9,10,12,13,1 4	Low	Educational awareness <b>NO</b> <b>Vehicles</b>	Fire-fighting personnel and resources. Fire breaks during winter season.
Structural fires	Possible	Moderate All 14 wards	Medium	Educational awareness <b>NO</b> <b>Due to distance &amp; vehicles</b>	Awareness creation. Fire-fighting equipment and vehicles.
Motor Vehicle Accidents	Possible	Moderate 5,6,7,8,9,10,11,14	Low	Educational awareness <b>YES</b>	Effective rescue and response planning
Lightning	Certain	Moderate 2,3,5,6,8,10,11,12,1 3,14	Medium	Educational awareness <b>YES</b>	Installation of lightning conductors
Airborne diseases	Certain	Below moderate	Low	Educational awareness <b>No</b>	Department of Health to do awareness

Umvoti has 14 wards and most of them are mostly affected with Medium hazards like heavy rains, strong winds, and structural fires. The rest of hazards are low and extremely low. See below maps.

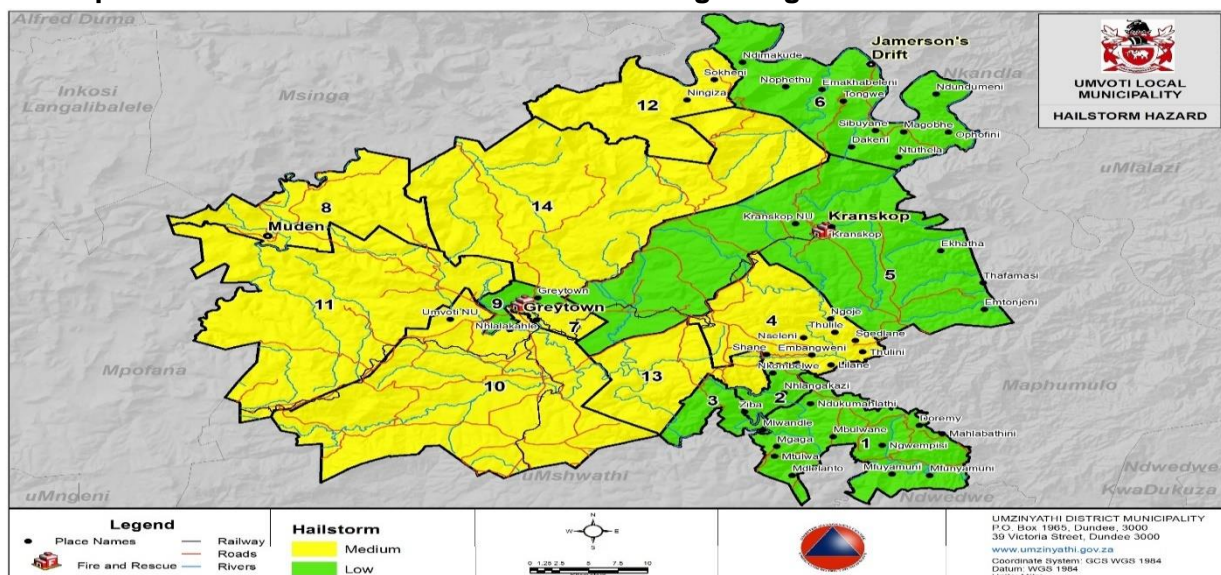
### 3.1.17.3.2 HAZARD MAPS

The map shows the flooding in Umvoti regarding identified hazards.



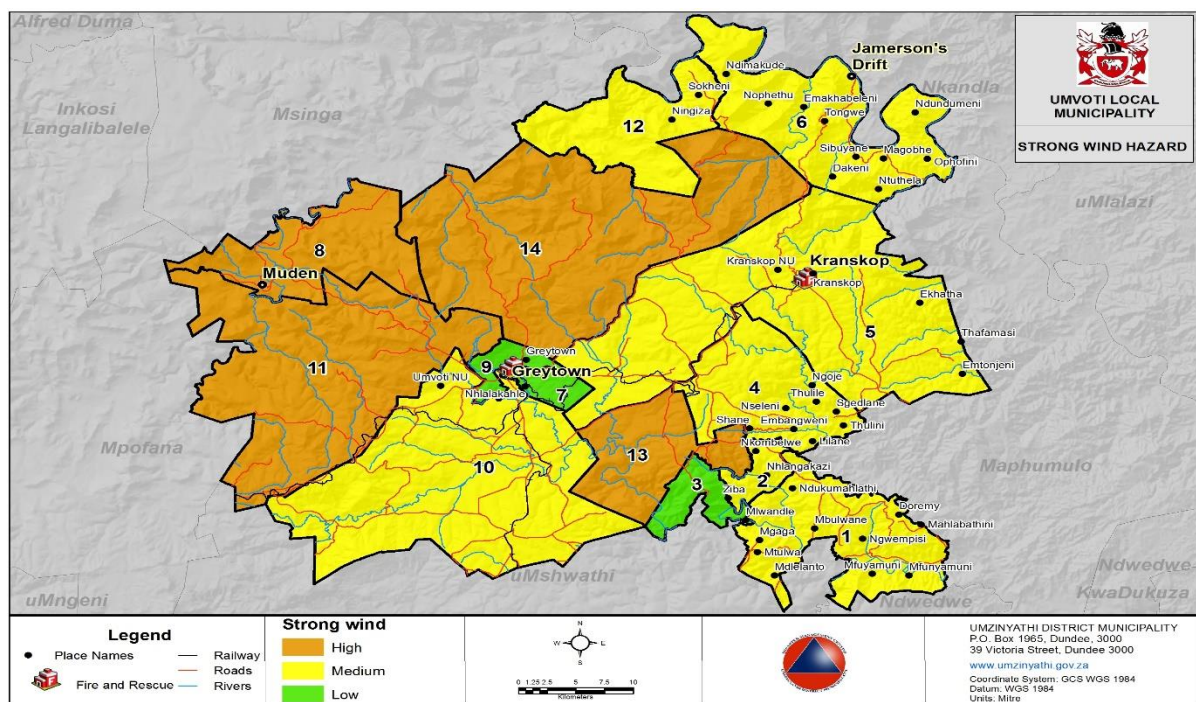
Map 28: Flooding in Umvoti

The map shows the hailstorms status in Umvoti regarding identified hazards.



Map 29 : Hailstorms in Umvoti

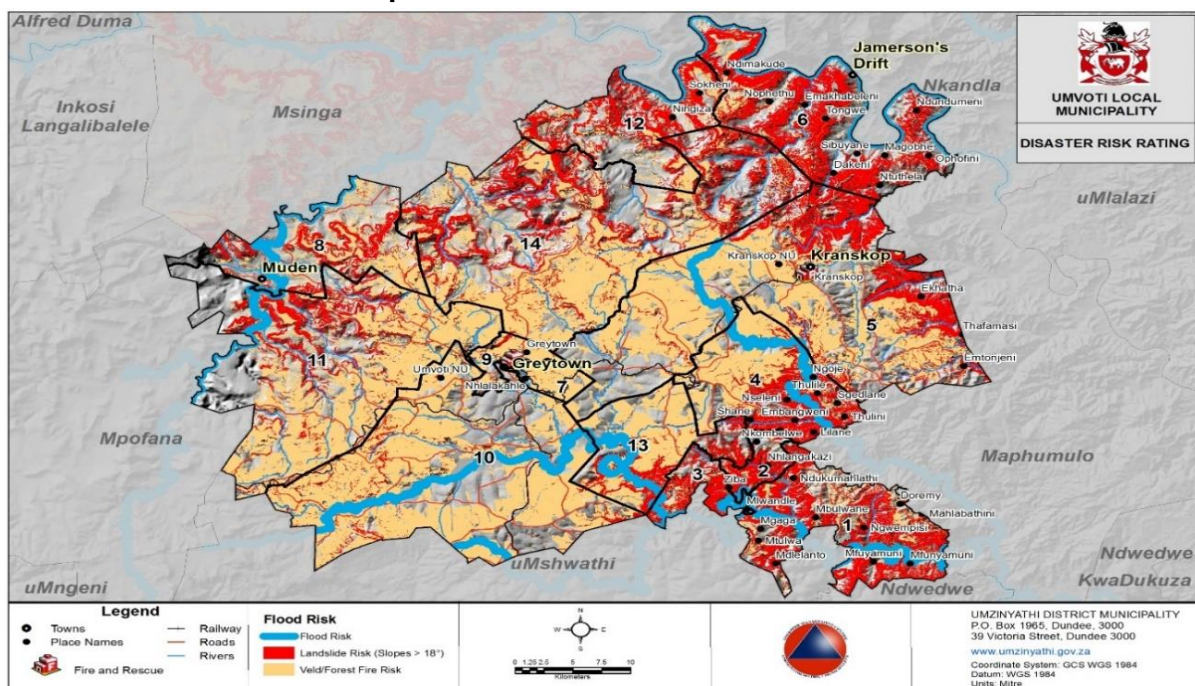
The below maps illustrate strong winds that occurs at Umvoti Municipality



Map 30 : Strong winds in Umvoti

### 3.1.17.3.3 Disaster Risk Rating Maps (Disaster Risk Evaluation Maps)

This is a risk assessment map that shows several risks at Umvoti.



Map 31: Risk assessment at Umvoti

### 3.1.17.3.4 Analysis of Climate Change Risks

Disaster Management section has been embarked in risk assessment considering the review of sector plan and the need of production of new maps with new risks. Some of the hazard are

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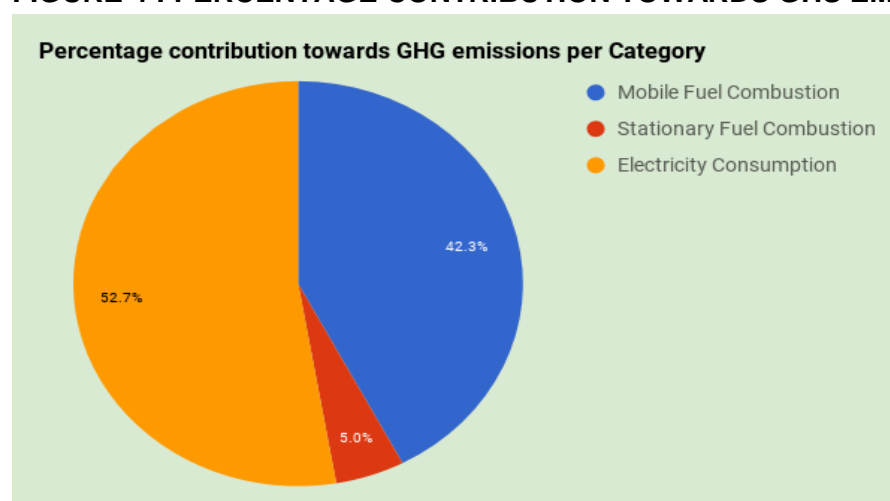
through the effect of climate change e.g. lightning, excessive hailstorms and heavy rains that seem to be different from what we used to experience years back. The population and number of households updated as per S. A. Statistics 2016.

### 3.1.17.3.5 What is climate change?

Climate change is the term given to the large-scale changes that are taking place in long-term weather patterns around the world. These changes are due to an increase of the amount of greenhouse gases emitted through human activities such as the burning of fossil fuels. Responding to climate change is broken down into two different types of action: Climate Change Mitigation, and Climate Change Adaptation.

Climate change mitigation refers to the actions taken to reduce the amount of greenhouse gases that occur in the atmosphere; whilst climate change adaptation refers to the actions that are taken to respond to the changes in climate that take place, such as an increase in extreme rainfall events. Below shows the percentage contribution towards emissions. The maps below also show the scenarios that happen, and the results contribute to climate change e.g. people use electricity. The increase in number will mean that Eskom needs to use more coal to increase and cover the demand of electricity and contributes more to GHG emissions.

**FIGURE 4 : PERCENTAGE CONTRIBUTION TOWARDS GHG EMISSIONS CATEGORY**



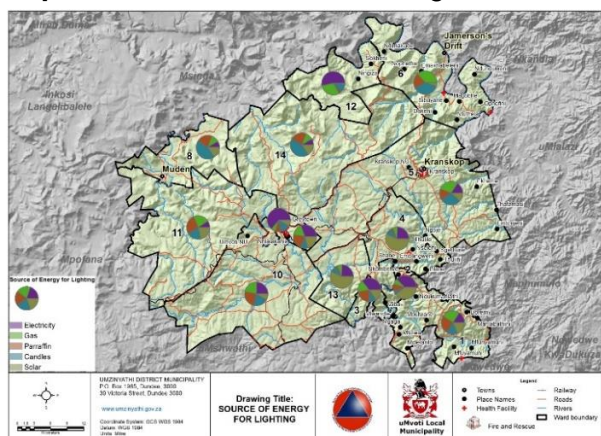
The above graph extracted from the Climate Change Plan of the District that shows contribution rate to GHG emissions.

Below maps, also illustrate the services given to Umvoti Community, having impact on Climate Change e.g. Access to electricity, type of dwelling and household refuse disposal.

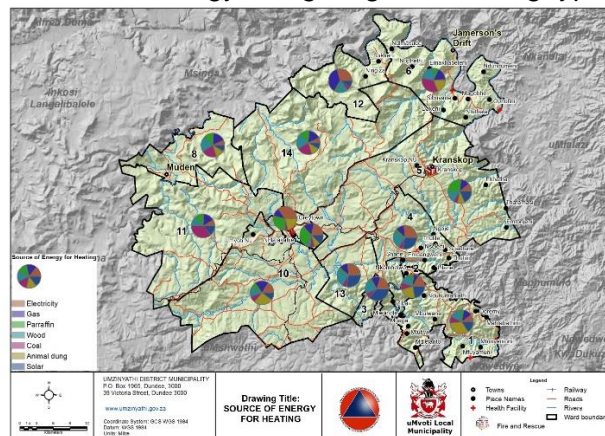
#### **Identified climate change risks and their impact.**

- Lightning.
- Server storms leading to flooding.
- Too much flooding causes soil erosion.
- Veld and forest fires.

Maps 32 and 33 below are talking to Access to sources of energy for lighting and heating types.



Map 32



Map 33

### 3.1.17.4 DISASTER RISK AND REDUCTION FOR DM AND FIRE SERVICES

Table 13: Disaster Management & Fire Services Programmes/Projects by Municipality

NAME OF THE PROJECT	REQUIRED/P ROPOSED BUDGET	TARGETED AREAS	DATE
Painting of hydrants	R 10 000	All streets of Greytown with fire hydrants	Ongoing
<b>Mitigation:</b> Installation of lightning conductors (climate change)	(R760 000) R750 000	all homestead previously attacked by lightning strikes/bolts	1/7/ 2023 to 30/6/ 2024
Implementation of fire breaks	R10 000		1/5/ 2023
<b>Educate communities on Disaster, Fire, Climate change:</b> Roll out of awareness campaigns in Schools, Public meetings, Community awareness in Partnerships with Mondi etc.	<b>R30 000</b>	All wards On Climate Change: we encourage public transport, grouping in one car and using bicycles. Also avoiding burning unnecessary fires as that contributes to gasses causing CC.	Ongoing
<b>Capacity:</b> Procurement of Fire Engine	(R5 400 000) R4 500 000	Operational R1 600 000 Capital <u>R5 400 000</u> TOTAL <u>R7 010 000</u>	30/08/2023
Procurement of fire equipment	R900 000		30/10/2023

NAME OF THE PROJECT	REQUIRED/P ROPOSED BUDGET	TARGETED AREAS	DATE
Procurement of Disaster stock relief	R500 000		30/11/2023
Building material/ Wendy houses	R300 000		30/11/2023
Procurement of promotional material	10 000		30/09/2023

**Table 14: Disaster Management Programmes/Projects by Stakeholders**

NAME OF THE PROJECT	REQUIRED/ PROPOSED BUDGET	TARGET AREAS	DATE
Land fill site is still on construction and not yet utilised.	R1 000 000+-	Waste for the whole town and surrounding townships	ongoing

**Table 15: Specific Climate Change Adaptation Programmes (If any)**

NAME OF THE PROJECT	REQUIRED/P ROPOSED BUDGET	TARGET AREAS	DATE
Land fill site	R1 000 000+-	Waste for the whole town and surrounding townships	Ongoing
Installation of lightening Conductor	R750 000	All wards of Umvoti except wards.	Ongoing
Encourage the reduction, re-use, and recycling of waste.	TBC	Wards 7 and 9 Buy back Centre is in operation implementing this project	Ongoing
Implementation of war on leaks projects	TBC	This is a District project, operating in ward 7, 9 and part of ward 10.	Ongoing depending on budget

### 3.1.17.5 DISASTER RESPONSE AND RECOVERY

#### 3.1.17.5.1 Municipal Capacity in terms of Response and Recovery

The municipality makes budget provision every financial year to procure disaster relief stock in a form of blankets, plastic sheets, and sponges. The relief stock distributed to victims when assessments done and needs identified. The municipality responds to all disastrous incidents in partnership with relevant stakeholders.

Disaster Management has prepared a Policy regarding the delivery and installation of Wendy houses as part of the plan to procure then for responding instead of the small tents.

Lightning conductors procured using the same budget vote to mitigate lightning strike.

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#### **3.1.17.5.1 Grant funding allocated for post-disaster recovery (where applicable)**

Cogta as a Provincial government, who oversees the functionality of the municipalities assist during disaster events when applicable.

### **3.1.18 INFORMATION MANAGEMENT AND COMMUNICATION**

#### **A) Information Management**

Golf 911 Centre is one of the sources for receiving information related to disaster Management from communities of Umvoti and dissemination of that information to Disaster Management Section. The Provincial Disaster Management Centre operates a bulk SMS system to disseminate early warnings of severe weather, which received from the South African Weather Services (SAWS). Umvoti receives the information from the district.

The municipality also use WhatsApp groups. Golf 911 has made a big improvement in terms of contacting community. This organization has moved out of Municipal building and relocated opposite Pannar, in their own new premises.

#### **B) Communication system**

Only telephone communication is available so far. The municipality normally make call through to call centers. Awareness campaigns are also one of the communications methods, which assist in communicating with the public at large.

#### **C) Early Warning Strategy**

It is still a challenge to disseminate early warning messages to communities at risk. We may receive them from PDMC but escalating them to communities is still a challenge. This may need a very good technology that will be able to reach at ward level. One can only communicate with councilors of which they cannot communicate with their ward committees and community at large within a day because the wards are too vast.

### **3.1.19 EDUCATION, TRAINING, PUBLIC AWARENESS AND RESEARCH**

#### **A) Planned Capacity Building Programmes**

Local Disaster Management, District Disaster Management as well as the Provincial Disaster Management Centers are involved in the training of our staff. (Firefighters and Disaster management personnel). Capacity Building also involves the work shopping of traditional leaders, communities, councilors and volunteers.

#### **B) Planned Public Awareness Campaigns**

The Local Municipality at Disaster Management is conducting awareness companies in schools, during the ward councilors meeting, during municipal, sector department events, and distribute

pamphlets and fliers. Though it is impossible to conduct them since 2020 due to covid 19 pandemic. Two awareness campaigns is our monthly target during the normal situation. Awareness campaigns conducted regarding climate change. We promote public transport, grouping in one car and bicycles. Burning of unnecessary fires contributes to emissions that cause climate change. Waste management engaged with Buy Back Centre where reuse and recycling of waste promoted and done. Illegal dumping of waste all over the areas contributes to climate change. Some fertilizers contribute and we inform communities to use those animal manure (umquba) and compost like those years.

### **C) Research**

Research normally done at District and Provincial levels. We at Local Municipality embark on risk assessment that we believe is part of research.

### **3.1.20 FUNDING ARRANGEMENTS FOR DISASTER RISK MANAGEMENT**

Breakdown of proposed/required budget for disaster management and fire services

<b>NAME OF PROJECT</b>	<b>BUDGET</b>
<b>Capital budget</b>	
Fire engine	R4 500 000
Fire equipment	R 900 000
<b>Total capital budget</b>	<b>R5 400 000</b>
<b>Operational budget</b>	
Disaster relief	R 500 000
Building material	R 300 000
Promotional material	R 10 000
Painting of hydrants	R 10 000
Lightning Conductors	R 750 000
Implementation of fire breaks	R 10 000
Awareness campaigns at Schools, Public meeting, war rooms	R 30 000
<b>Total operational budget</b>	<b>R1 610 000</b>
<b>Total budget including capital and operational</b>	<b><u>R7 010 000</u></b>

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### 3.1.20.1 Funding Mobilization Strategy

The funding mostly done by Umvoti Municipality. Disaster and fire funded internally starting from salaries, uniform, working tools and equipment. Repairs related to disasters damages, e.g. halls; COGTA sometimes assist with funds.

### 3.1.20.2 Private Partnerships

Umvoti Fire Protection Association.  
Golf 911 as our Communication Centre.

## 3.2 DEMOGRAPHIC CHARACTERISTICS

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### 3.2.1 DEMOGRAPHIC INDICATORS

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#### 3.2.1.1 POPULATION PROFILE AND SIZE

The Umvoti Municipality is the largest municipality within the Umzinyathi District Municipality measuring a total area of approximately 2 708.3km<sup>2</sup> with a population of approximately 122 423 people residing in a total of 34 665 households, according to the Community Survey 2016 data. The 2011 Census Data approximated the total population of Umvoti Municipality at 103 093 people, showing a growth population of 19 330 people from the year 2011 to 2016.

Umzinyathi District Municipality is home to 554 882 people (Community Survey 2016) which is spread across the four local municipalities: Msinga (184 494 people), Nquthu (171 325 people), Umvoti (122 423 people) and Endumeni (76 639).

The below table provides an overview of the population at a ward level, which considered statistics data from Census 2011:

**Table 16: Population and Household Data**

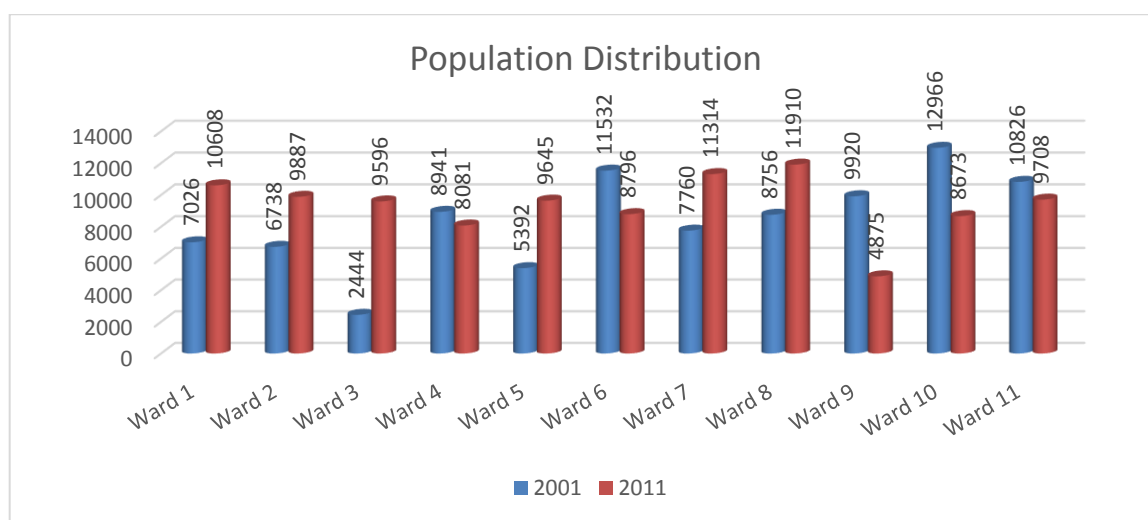
Survey	KwaZulu-Natal	Umzinyathi District	Umvoti Municipality
2001 Population	9 584 129	480 088	92 294
2001 Households	2 117 274	93 733	19 669
2011 Population	10 267 300	510 838	103 093
2011 Households	2 539 429	113 469	27 282
2016 Population	11 065 240	554 882	122 423
2016 Households	2 875 843	126 792	34 664

There is a significant increase in the population and household size of the Umvoti Municipality, which resulted from the 2016 new demarcations. The municipality had an addition of new wards (Wards 12 and 14) that were previously under Msinga municipality and a portion from Mpofana Municipality which was incorporated to the Umvoti Municipality.

### 3.2.1.2 POPULATION AND SPATIAL DISTRIBUTION

The population of the Umvoti is distributed unevenly across the 14 wards. The map below provides an indication of the concentration of the majority of the population. Evident from the map depicts that the high concentration of the population are found in wards 1, 2, 3, 4, 6, 12 and parts of ward 14 along the R33 towards Keate's Drift and towards ward 12.

**Figure 5: Umvoti Population Distribution**



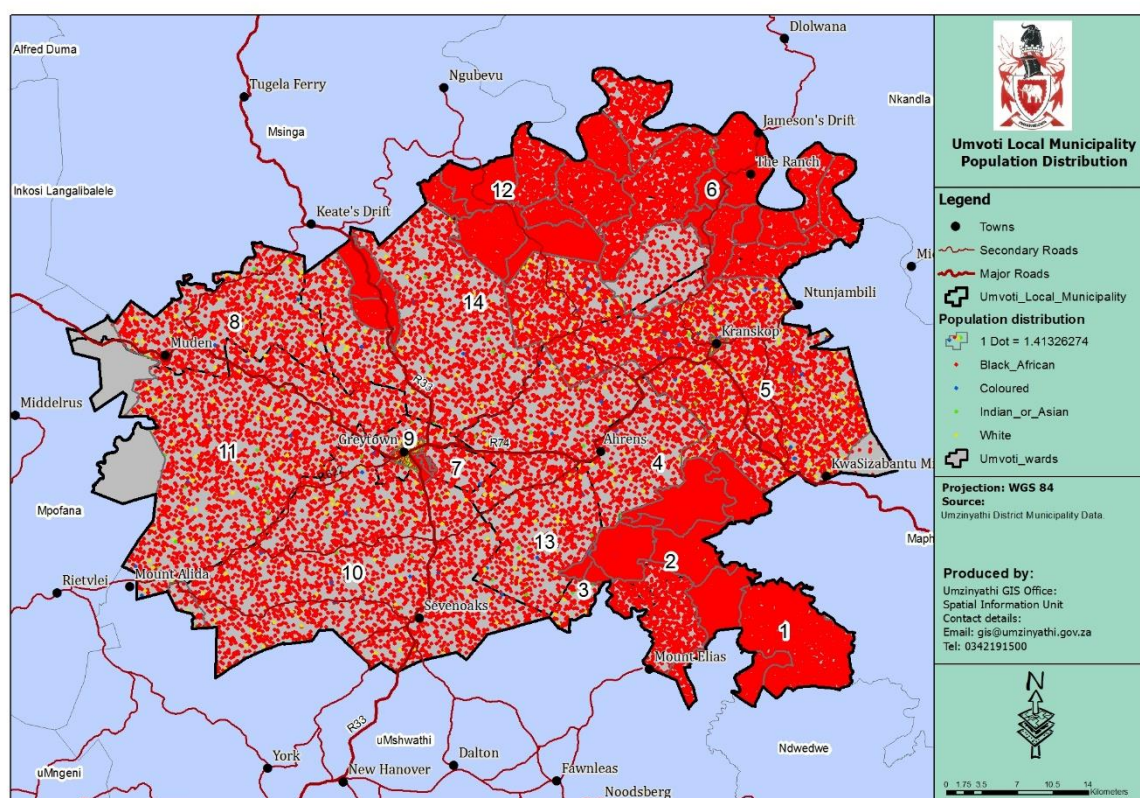
AGE	0 - 4	5 - 9	10 - 14	15 - 19	20 - 24	25 - 29	30 - 34	35 - 39	40 - 44	45 - 49	50 - 54	55 - 59	60 - 64	65+
WARD	13225	11593	12109	12271	9796	8091	6231	5340	4669	4602	3695	3299	2738	5432
Ward 1	1708	1469	1508	1461	789	493	413	380	336	373	313	305	342	717
Ward 2	1397	1268	1319	1376	908	593	482	397	328	376	325	288	249	580
Ward 3	1458	1191	1209	1217	868	639	467	376	344	385	332	298	294	518
Ward 4	1130	1032	1042	1085	709	536	385	358	314	343	250	242	235	421
Ward 5	1012	957	1097	1116	940	899	646	633	528	484	392	288	223	430
Ward 6	1179	1140	1269	1214	663	403	340	296	337	358	272	354	271	700
Ward 7	1274	1085	1051	1144	1353	1213	988	759	598	514	427	336	226	344
Ward 8	1747	1489	1491	1489	1007	797	670	572	525	530	344	350	301	600

Ward 9	418	376	378	399	495	508	479	389	312	277	220	184	120	321
Ward 10	689	651	784	748	1100	1094	712	658	528	459	394	281	223	350
Ward 11	1212	935	960	1022	964	915	649	522	519	504	426	374	255	452

Table 18 : Umvoti Population distribution by ward

Source: Census 2011

Map 34 below give a spatial presentation of population distribution.



Map 34: Population spatial distribution

### 3.2.2 POPULATION STRUCTURE

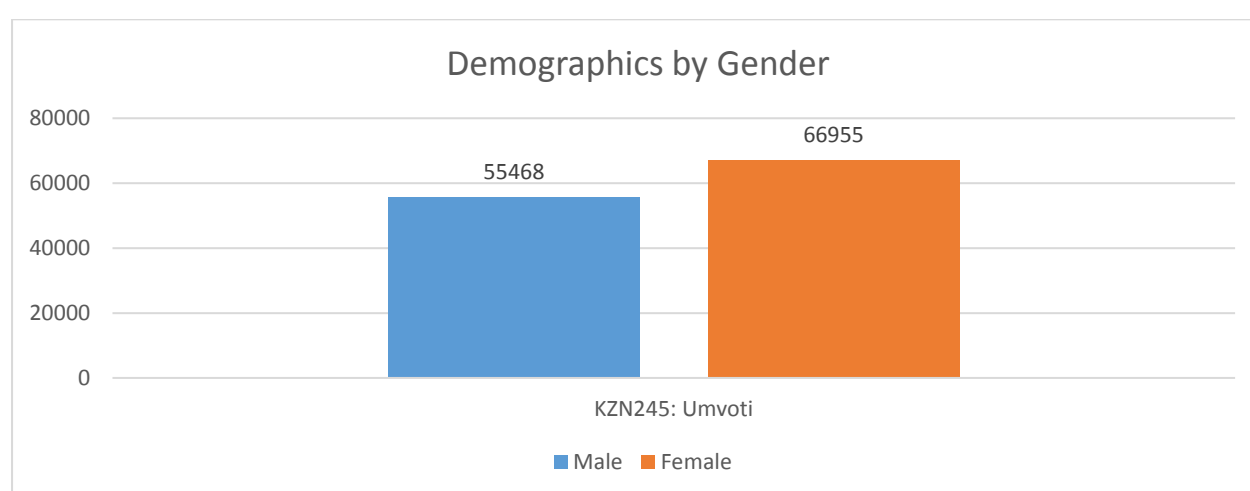
Population structure is an important phenomenon to understand for a given geographic location. It is through the understanding of the population structure that appropriate development initiatives impact positively to the targeted community. Such understanding provides an insight to the support requirements of communities which may relate to;

- economic activities – such would consider the population deemed economic active,

- ii. dependency – the level of dependency must consider the elderly population and the number of young people which are not economically active to determine the level of dependency,
- iii. infrastructural requirements – age structure may also provide a basis of departure in determining whether the level of services provided within an area is adequate i.e. number of educational facilities vs the number of school going children.

The trends of demographics by gender country wide display a similar character were the majority of the population is dominated by the female population. This is no exception to the structure of the Umvoti Municipal population were 55% of the total population is dominated by females, while males only constitutes 45% of the total population. The below figure clearly illustrates the female dominant population.

**Figure 6 : Demographics by Gender**



### 3.2.3 UMVOTI POPULATION BY AGE

The below analysis provides a basis of departure in informing development initiatives for the population of the municipality. More emphasis must be put on access to educational facilities, job opportunities or business support in order to support the youth as they constitute the majority of the total population. Although the elderly constitute a mere 5% of the total population, the actual number of the elderly population is relatively high with 6 045 people. This calls for development programmes to consider the elderly and provide supporting initiatives to better the day-to-day functions of the elderly.

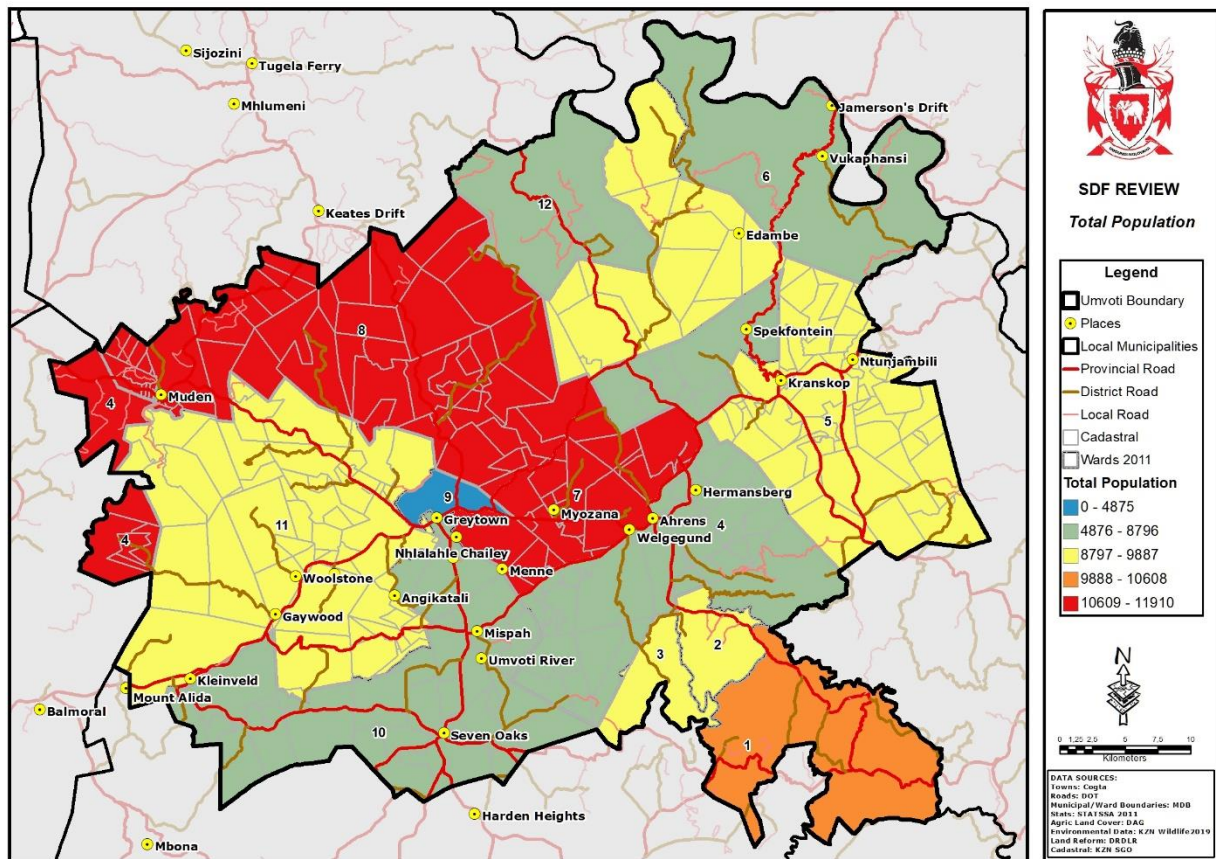
**Table 17: Umvoti Population Distribution by Age Group**

Age Cohorts	2001	2011	2016
0 - 4	2497	13225	13904
5 - 9	2854	11593	13880
10 - 14	3194	12109	13650
15 - 19	2973	12271	17184
20 - 24	2575	9796	13563
25 - 29	2154	8091	11714
30 - 34	1794	6231	9065

35 - 39	1593	5340	5070
40 - 44	1390	4669	4322
45 - 49	1068	4602	4060
50 - 54	808	3695	3665
55 - 59	612	3299	3211
60 - 64	505	2738	3091
65 - 69	420	1952	2476
70 - 74	293	1366	1755
75 - 79	203	738	727
80 - 84	96	652	442
85 +	482	724	645
Total pop.	<b>92292</b>	<b>103093</b>	<b>122423</b>

**Source: STATSSA Census, 196, 2001, 2011, 2016**

- Population increased by 1,11% from 2001 – 2011.
- Then in 2011 – 2016 population increased by 19 330 people.
- Young age makes up 38%, working age is 58%, elderly is 4%; and
- There are 33 480 households and female make up 52.03%.



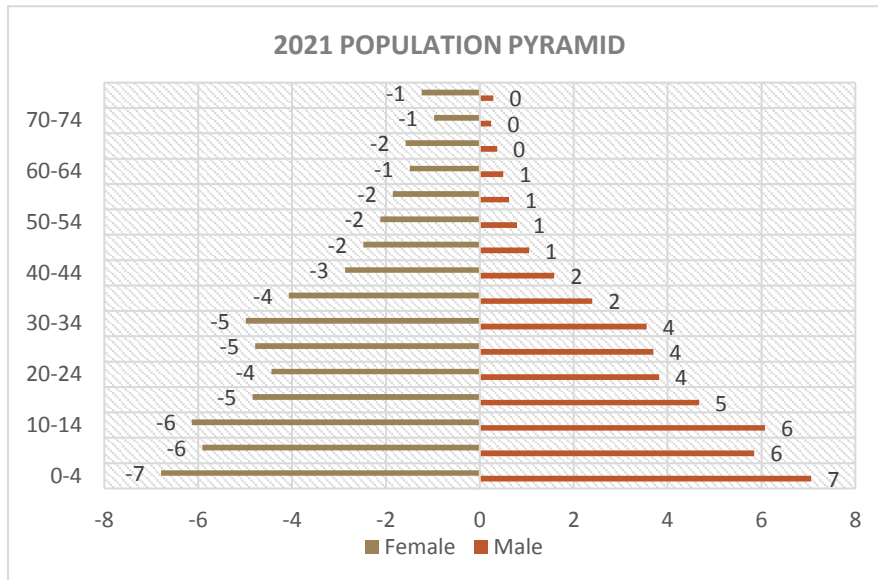
**Map 35: Spatial distribution of population by age**

### 3.2.4 UMVOTI POPULATION BY GENDER

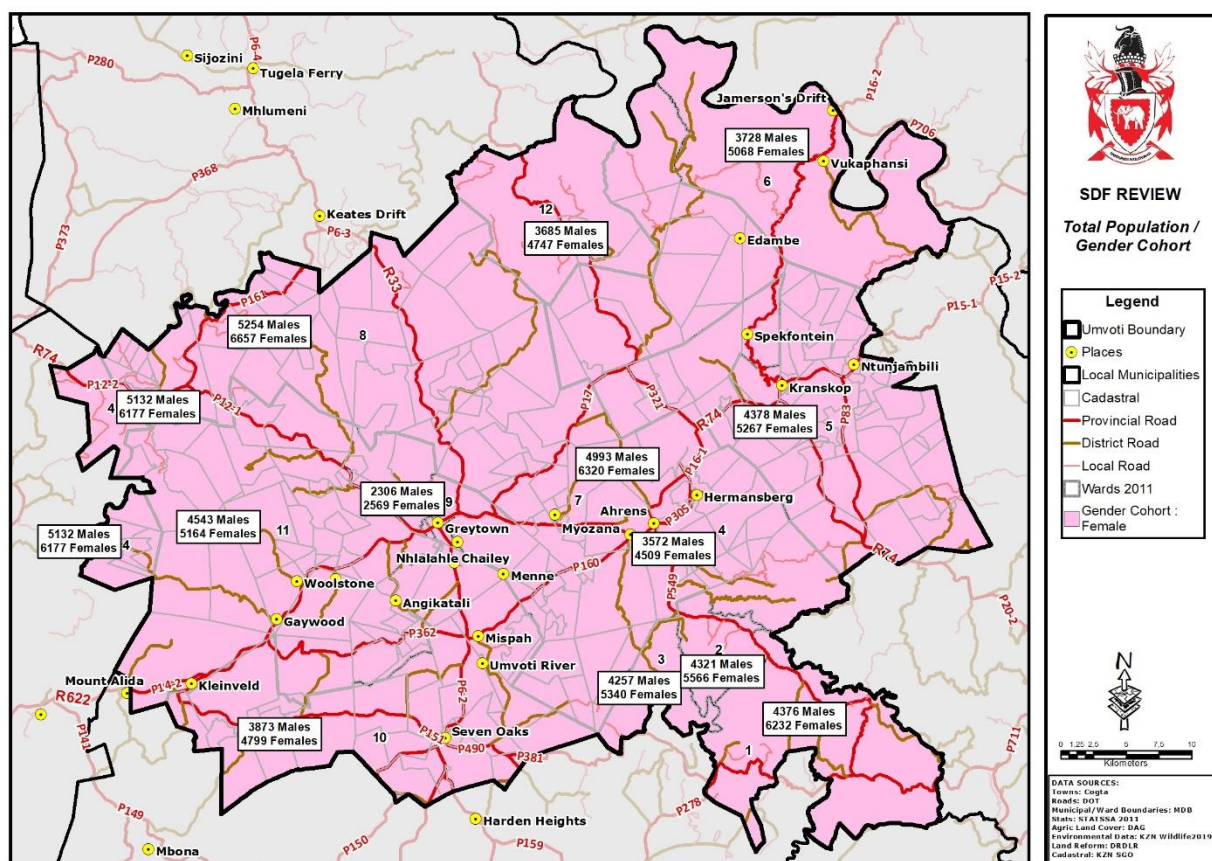
The gender profile of the area indicates that over a ten-year period, the female population still outnumber the male population, representing 56% of the population. The male population increased with approximately 4 854 people between 2001 and 2011, while the female population

increased with approximately 5 942 people. In other words, the growth rate of the female population is higher than for the male population. This has certain implications for gender programs within the municipality.

**Figure 7 : Umvoti Population Distribution by Gender**



- 26% are matriculants aged 20+ and 7% have higher education.
- 57.6% female headed households and unemployment rate is 29,6%.
- Dominated by Black African at 94.6% with IsiZulu as the main language.



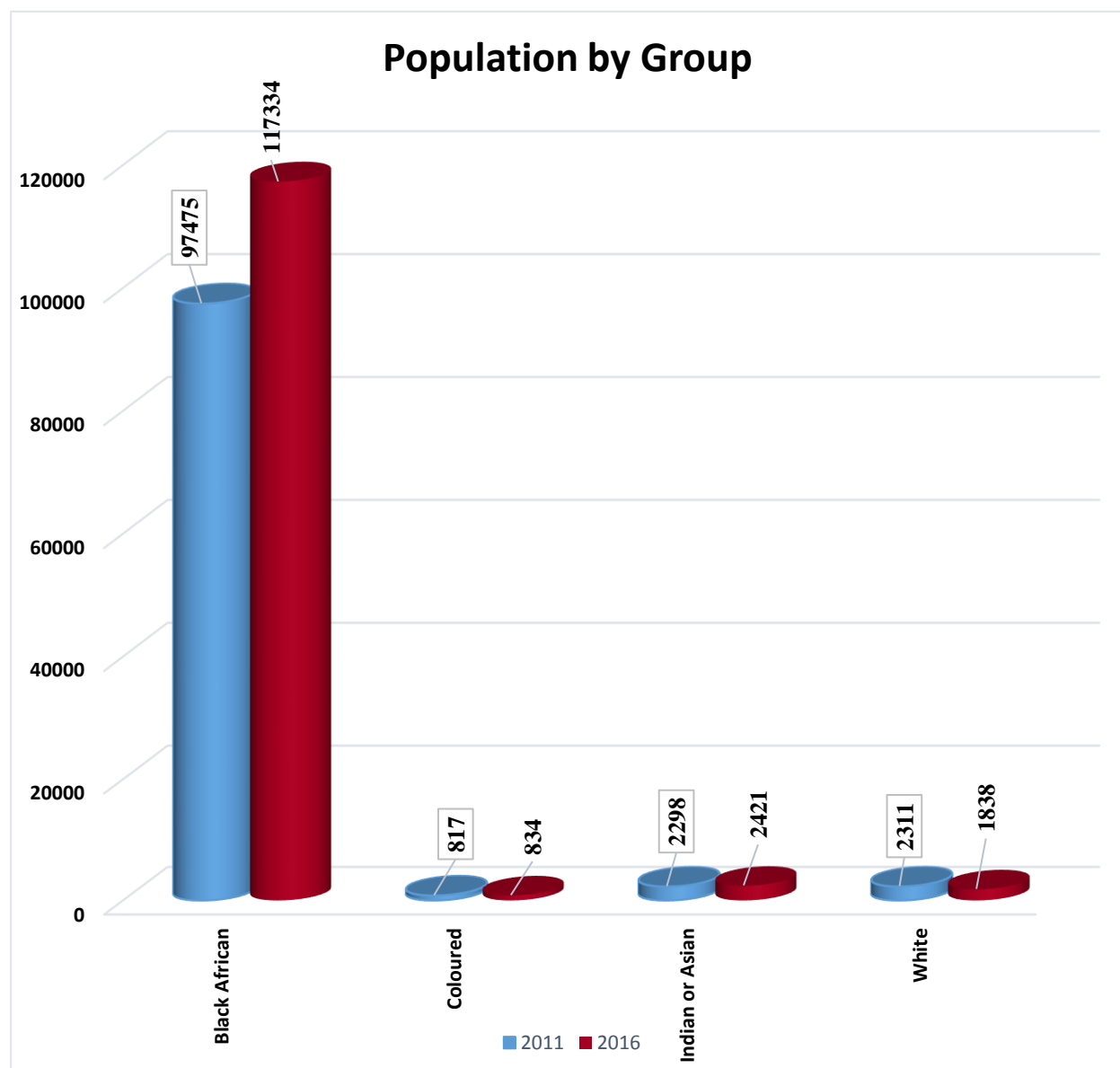
**Map 36 : Distribution by Gender**

**Map 36** above represents a spatial distribution of the population by gender and shows that females dominate most of Umvoti municipal wards. This confirms that there are more females when compared to males.

### 3.2.5 UMVOTI POPULATION GROUP (RACE)

The population group of the municipality suggests that approximately 95% of the population within Umvoti is black Africans. Over a ten year period, the black African population has increased more rapidly than other population groups. Other population groups, such as Whites, Asians and Indians have experienced a decrease in population numbers, which eventually could affect economic growth of the entire area.

**Figure 8: Umvoti Population Group**

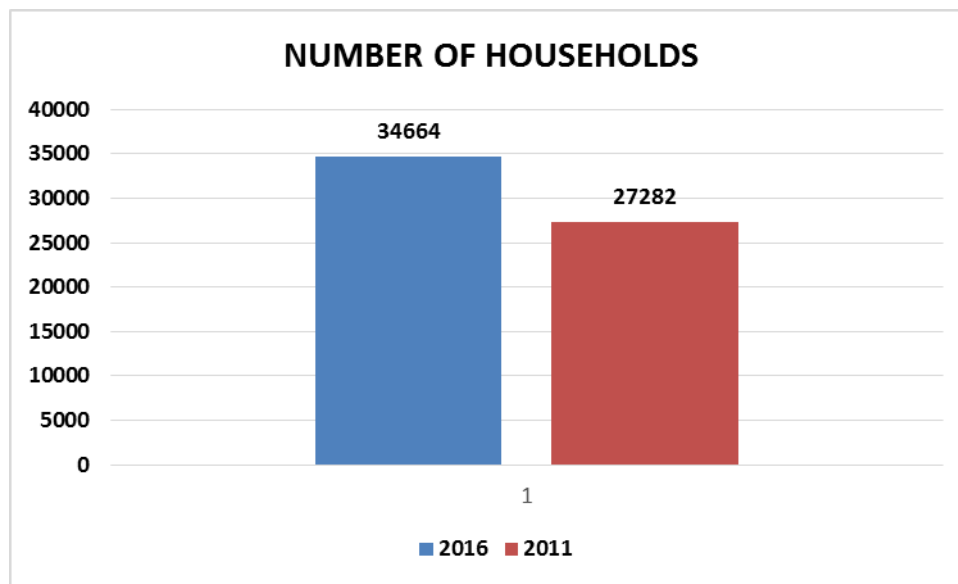


Source: Community Survey 2016

### 3.2.6 NUMBER OF HOUSEHOLDS

The status of the number of households indicates an increase of 15.9% in households in the area. The number of households in Umvoti has increased to 34 664 in 2016 as compared to 27 282 households in 2011. The average household size is 3.81 and the majority of households are small nuclear households. The increase relates to the fact that the number of wards has increased from 11 to 14.

**Figure 9: Umvoti Number of Households**



*Source: Community Survey 2016*

The number of households decreases as the size of the households increase. Also of interest, is that households with one person have grown substantially between 2001 and 2011, confirming the tendency of small nuclear families.

**Figure 10 : Gender head of households**

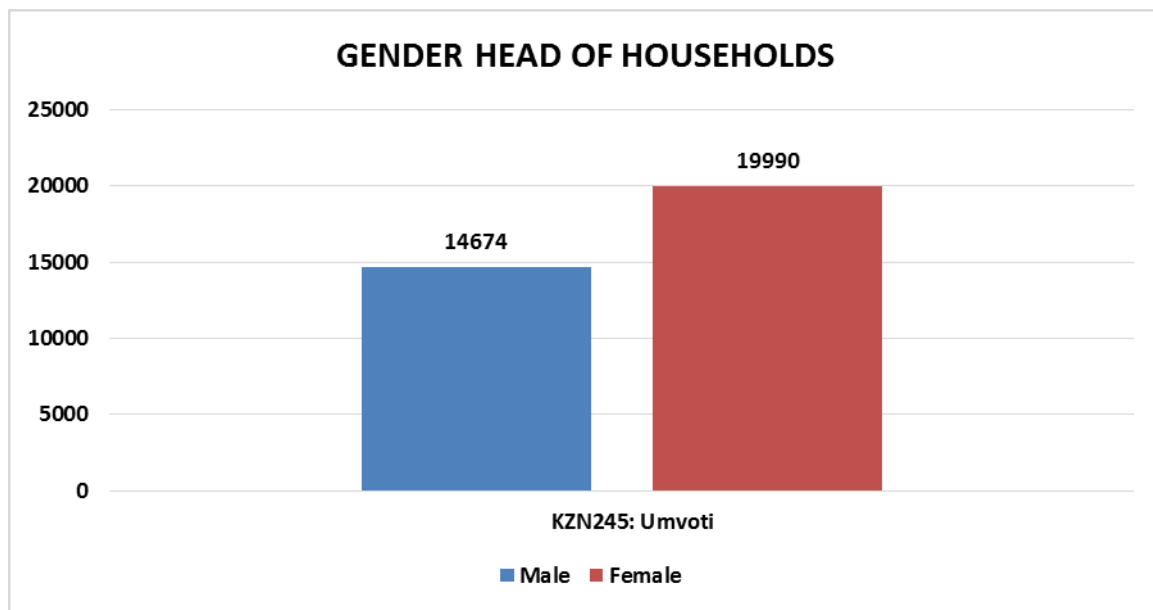
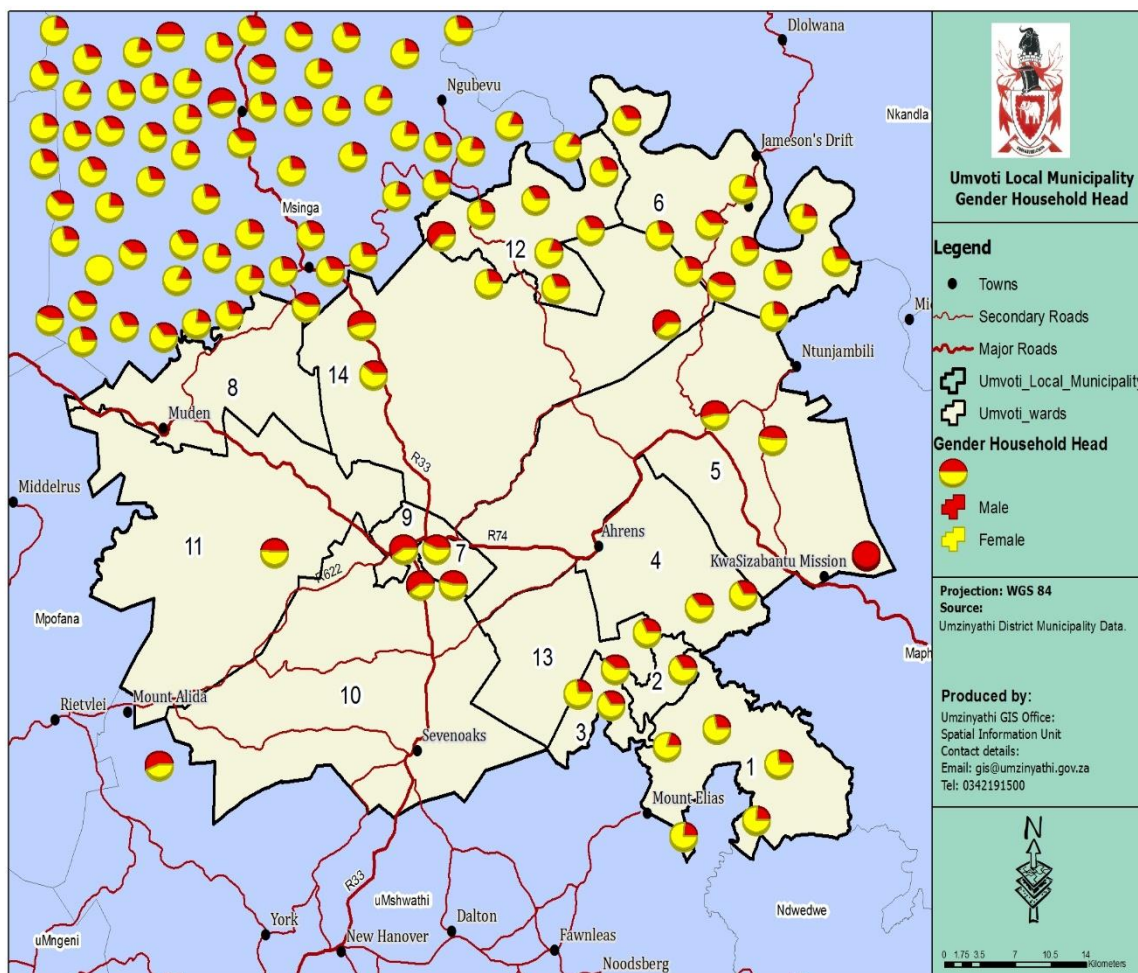
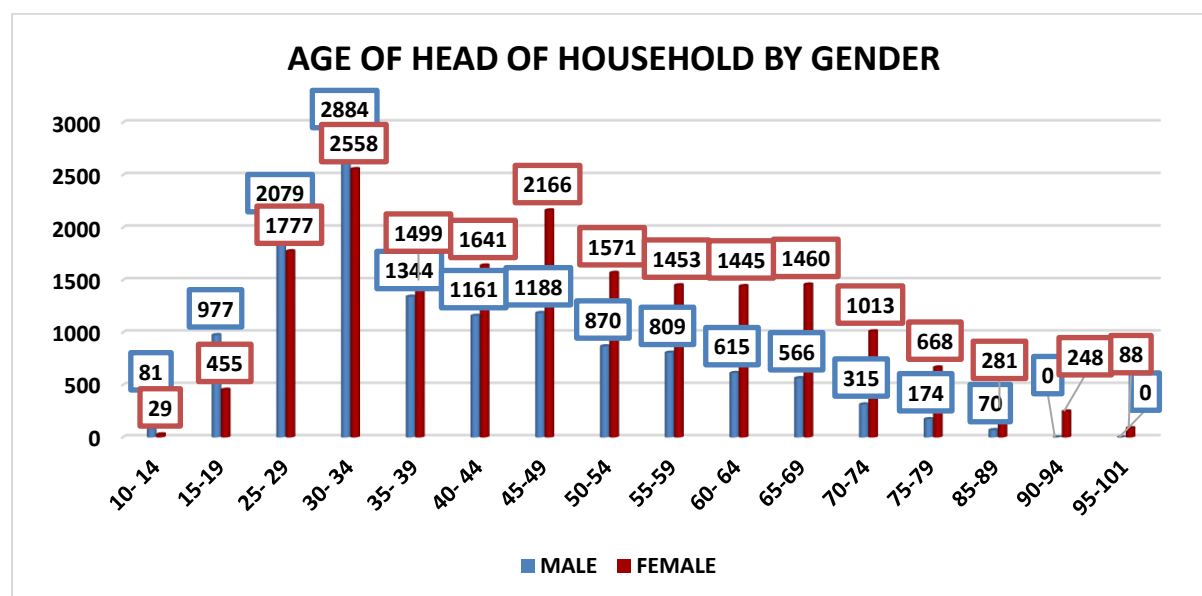


Figure above shows that males head 14674 households and females head 19990 households. It is clear that there are more female-headed households within Umvoti Municipal area.



**Map 37: Gender Household Head**

**Figure 11: Age of head of household by gender**



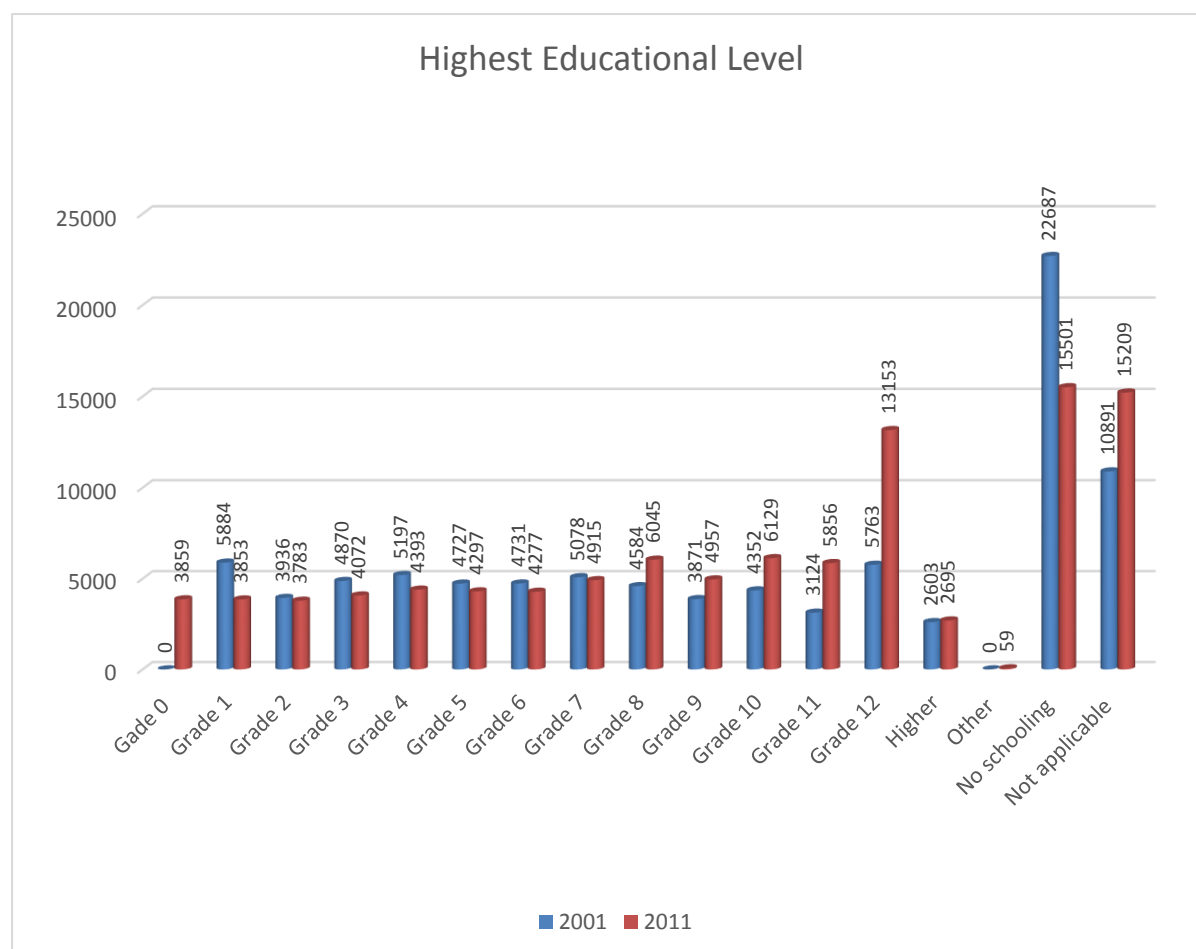
### 3.3 SOCIO-ECONOMIC PROFILE

#### 3.3.1 EDUCATIONAL PROFILE

The majority of the population that appears to have some form of education increased, over the past ten years (2001 – 2011), while those with no schooling decreased. In 2001, 37.3% of the population had primary education, 23.5% (6.2% was Grade 12) of the population attended secondary school, and only 2.8% had some form of higher education. This changed over the past ten years. According to Census 2011, 35% of the population have secondary education (12.8% is Grade 12), 32.4% have attended primary school, and only 2.6% have some form of higher education.

This large population of Grade 12 candidates indicates the need for higher (tertiary) education facilities within the area. Education has a very important impact on people's quality of life and the economy of a municipality, since it determines to a certain extent the type of employment of the economically active population.

**Figure 12: Umvoti Educational Level**



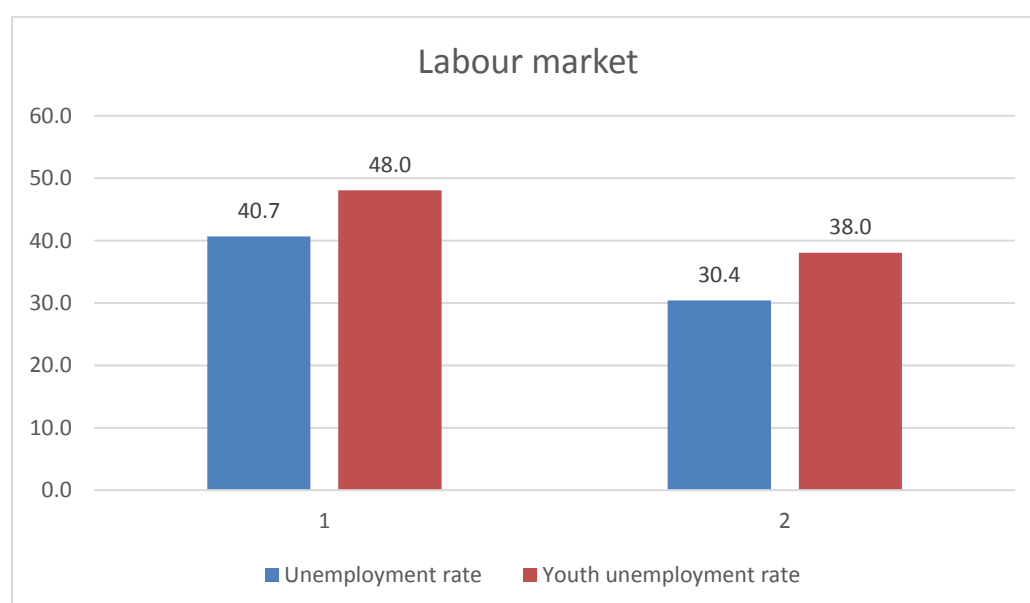
Source: Census 2011

Research has proven that education is central to the growth and development of any economy it allows for innovative thinking. Throughout the world, well performing economies are those who invested massively in human resource development. Within the subject municipality, very few people have obtained tertiary education, which would propel the economy to great heights. Even those who are employed, the majority have elementary skills and this limits their ability to compete effectively for high profile jobs. The map above shows wards with people who have not accessed any form of education. As can be observed from the said map, the majority of the people with no education are located in ward eight followed by wards one and eleven respectively. Poor access to education serves as the key obstacle to unleashing the potential presented by various sectors within the municipality area.

### 3.3.2 EMPLOYMENT STATUS

The employment statistics indicate that the unemployment rate in Umvoti has decreased significantly from 40.7% to 30.4% between 2001 and 2011. However, although the youth unemployment rate has also experienced a decrease from 48% in 2001 to 38% in 2011, this percentage is still higher than the unemployment rate and a cause for concern.

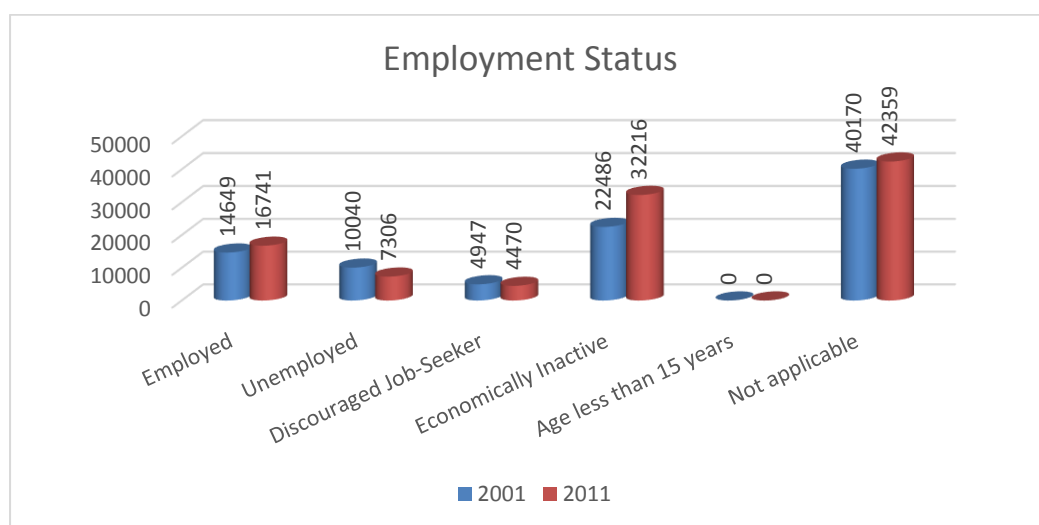
**Figure 13: Unemployment and youth unemployment rate**



*Source: Census 2011*

The employment statistics indicate that only 15.9% of the entire population were employed within Umvoti Municipality in 2001 and is currently at 16.2% (2011). This area needs more economic development interventions as the amount of economically inactive population has increased and indicates that the dependency rate is increasing.

**Figure 14: Umvoti Employment Status**



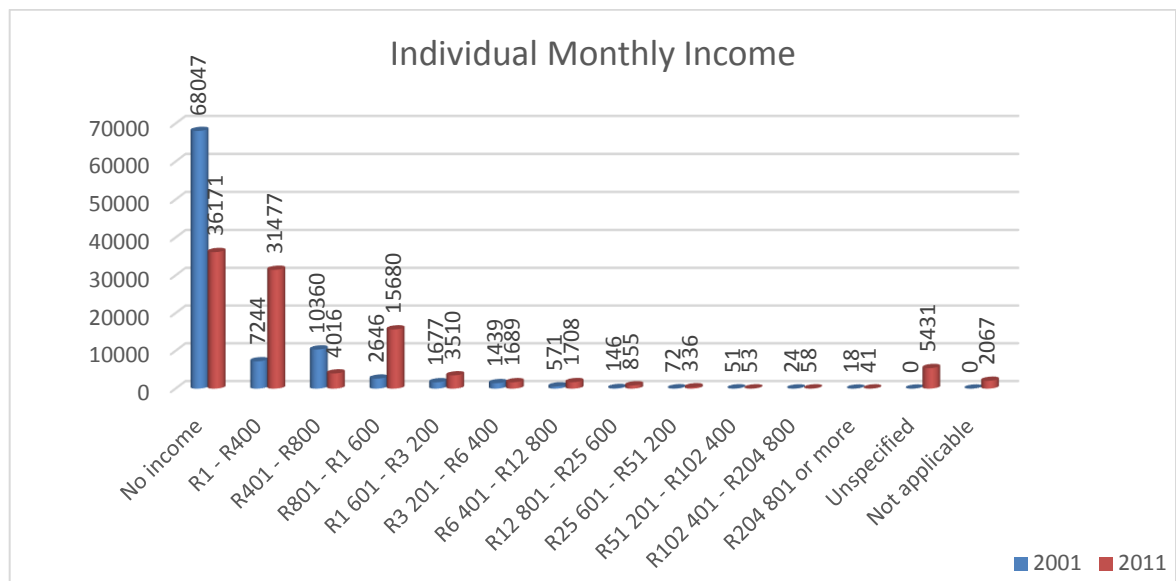
*Source: Census 2011*

It has become an acceptable phenomenon that where there is little or no disposable income, this generally contributes to increased levels of economic and social dependency. Going further, national safety net programs are also subjected to undue pressure due to high volumes of people that seek help. Within Umvoti Municipality area, the same scenario is evident. There is a high level of unemployment and this puts employed members of the households in an awkward position since they have to support other unemployed family members. The above map shows spatially areas or wards with varying levels of unemployment. Where there is high level of unemployment, this normally equate to high levels of dependency thus the need to ensure that future strategies take due cognisance of the need to reduce dependency in the identified areas by proposing practical initiatives. Unemployment seems to be rife in wards eight, three and seven.

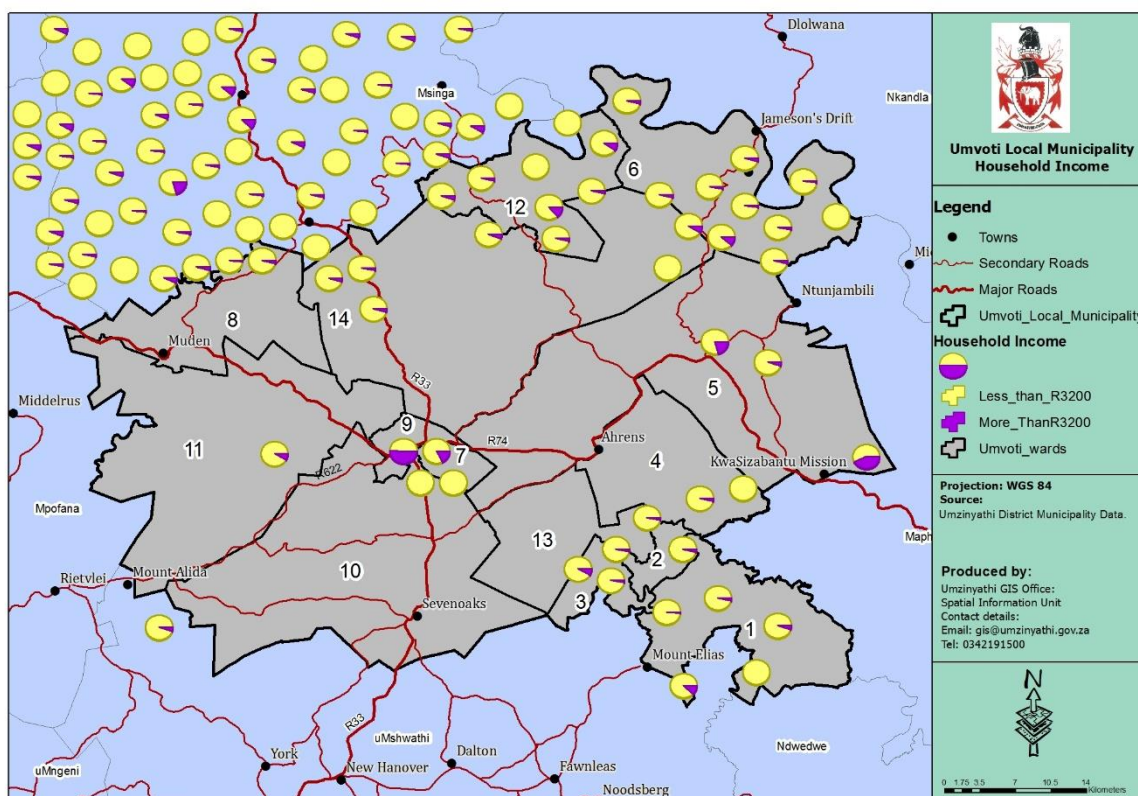
### 3.3.3 INDIVIDUAL MONTHLY INCOME

In terms of Individual Monthly Income, 35.1% of the entire population have no income and 34.4% earns less than R800 per month. Thus, the majority (84.7%) of the entire population earns less than R1600 per month, which still falls within the lower income categories. An interesting phenomenon is that the amount of people with no income has decreased between 2001 and 2011, which suggest access to some form of income. In addition, the amount of people earning between R1-R400 and R801 -R1600 per month experienced an increase over the same period. This suggests improved access to income and employment. Nonetheless, the effect of little disposable income and low skill levels are high dependency rates and the need for social and economic support for the very poor in the area.

**Figure 15: Umvoti Individual Monthly Income**



Source: Census 2011



**Map 38 : Household income**

**Map 38 Above** shows areas or wards with varying scale with regard to lack of access to household income on monthly basis. Moreover, as can be observed from the map, most of the people are earning less than R3200 per month. The rural wards are mostly affected by lack of income as it is the fact that there are less and/or none employment opportunities in the rural areas.

### 3.3.4 POVERTY

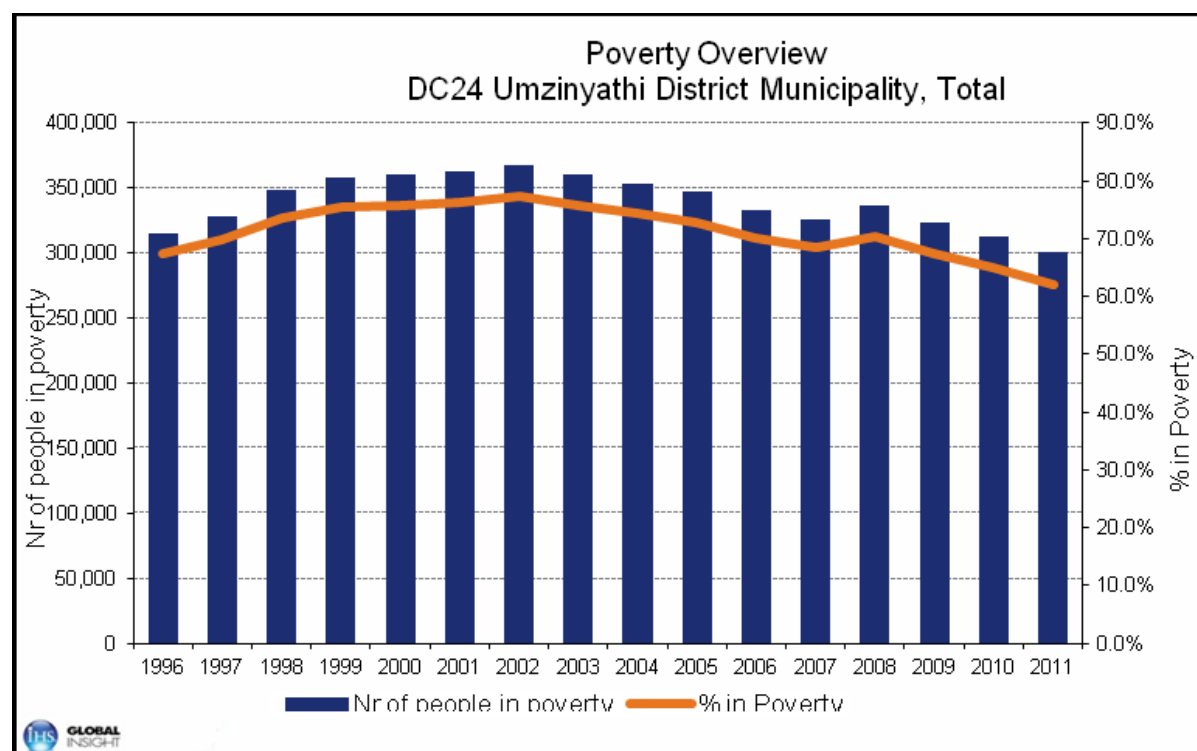
#### 3.3.4.1 Number of People in Poverty

Poverty is defined as the state of one who lacks a usual or socially acceptable amount of money or material possessions. This variable indicates the number of people that lack the goods and services commonly taken for granted by members of mainstream society. In 1996, the figure for the district stood at 328,661 people, while in 2009 the figure was 316,228 people. In terms of 2011 figures at 280 000 people are faced with the scourge of poverty.

In terms of percentages, in 1996 71.2% of residents of the district lived in poverty, while in 2009 66.3% lived in poverty. This figure peaked at 79.9% in 2002. Currently the number of people living in poverty has decreased to at least 60% in 2011. This notable improvement can be directly or indirectly attributed to a number of government interventions including access to social grants.

The Umzinyathi District Municipality in 2009 was well above the national average for the number of people living in poverty.

**Figure 16: Number of People Living in Poverty (1996 – 2011)**



Source : Global Insight of SA (1996 – 2011)

### 3.3.4.2 POVERTY GAP

The poverty gap can be defined as the amount of income that would be required to bring every poor person exactly up to the poverty line, thereby eliminating poverty. It can also be defined as the total income shortfall, expressed in proportion to the poverty line, of families with income below the poverty threshold, divided by the total number of families. For the Umzinyathi District Municipality, this figure stood at R327 million in 1996, and increased to R1, 037 million in 2009.

### 3.3.4.3 MIGRATION

Migration plays an important role in understanding how an area functions in terms of beneficiaries to program and facilities as well as employment and settlement profiles. The table below shows that most of the population is from KwaZulu-Natal as compared to people who migrated from other provinces.

**Table 18: Migration by Province of birth**

Provinces	DC24: Umzinyathi		KZN245: Umvoti	
	N	%	N	%
Western cape	321	0	66	0
Eastern cape	505	0	118	0
Northern cape	71	0	-	-
Free state	801	0	187	0
Kwazulu-Natal	544986	98	121156	99
North west	370	0	37	0
Gauteng	5807	1	442	0
Mpumalanga	602	0	52	0
Limpopo	107	0	36	0
Outside south Africa	1074	0	286	0
Do not know	34	0	21	0
Not applicable	-	-	-	-
Unspecified	205	0	22	0
Total	554882	100	122423	100

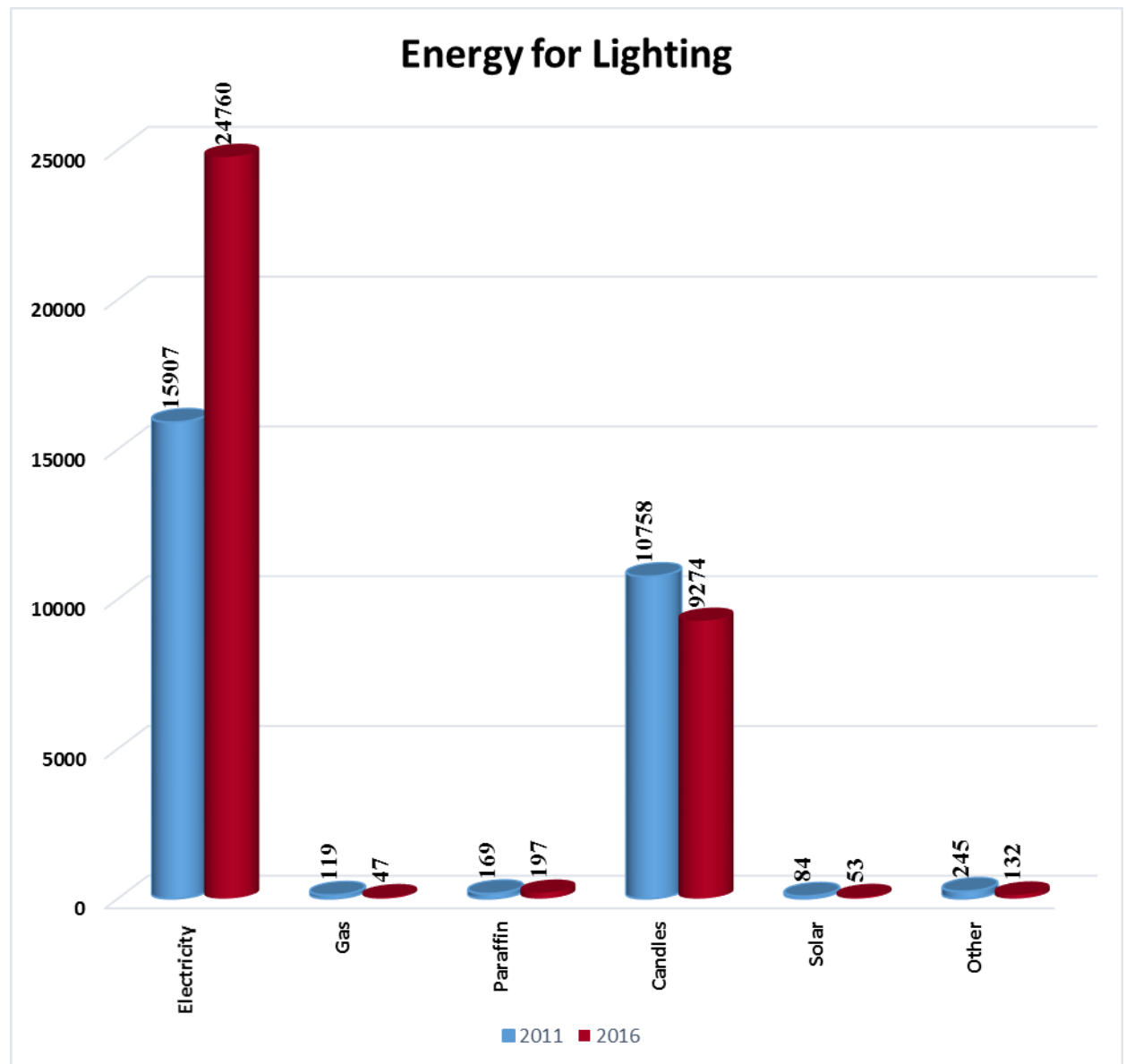
## 3.4 ACCESS TO BASIC SERVICES

There is insufficient access to basic services within Umvoti, which can possibly be attributed to the scattered settlement patterns that create challenges around basic service delivery, as evidenced by pronounced service delivery backlogs.

### 3.4.1 ELECTRICITY / ENERGY

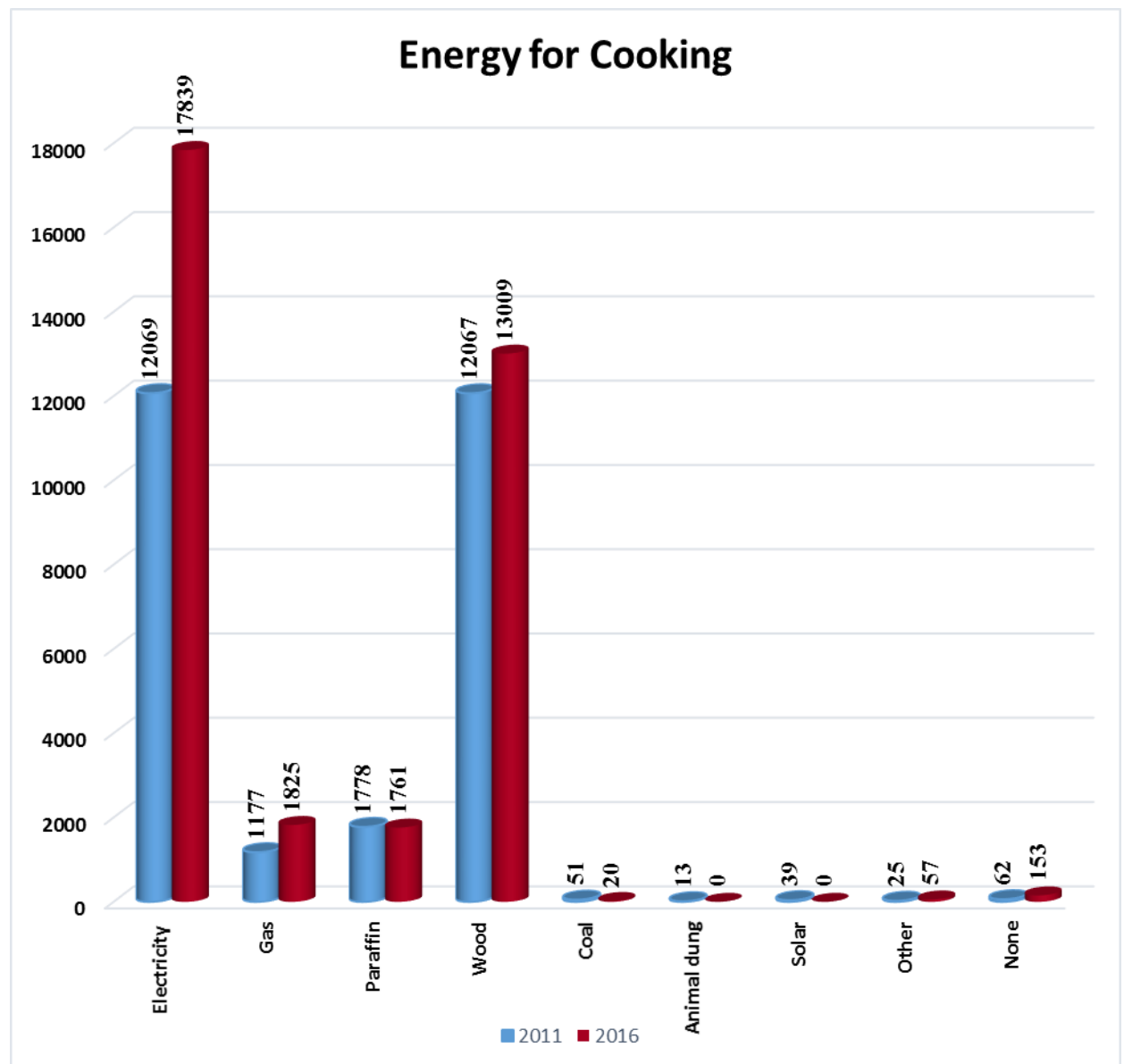
The three figures below indicate that even though electricity is the most widely used form of energy for lighting, cooking and heating, there is still a high reliance on wood for cooking, and for heating. This shows that wood is the most important source of energy for heating purposes. The popularity of electricity as the most commonly used source of energy for lighting and cooking purposes, indicates the availability/ accessibility of electricity within the area. The following figures represent access to Electricity/Energy:

**Figure 17: Umvoti Energy for Lighting**



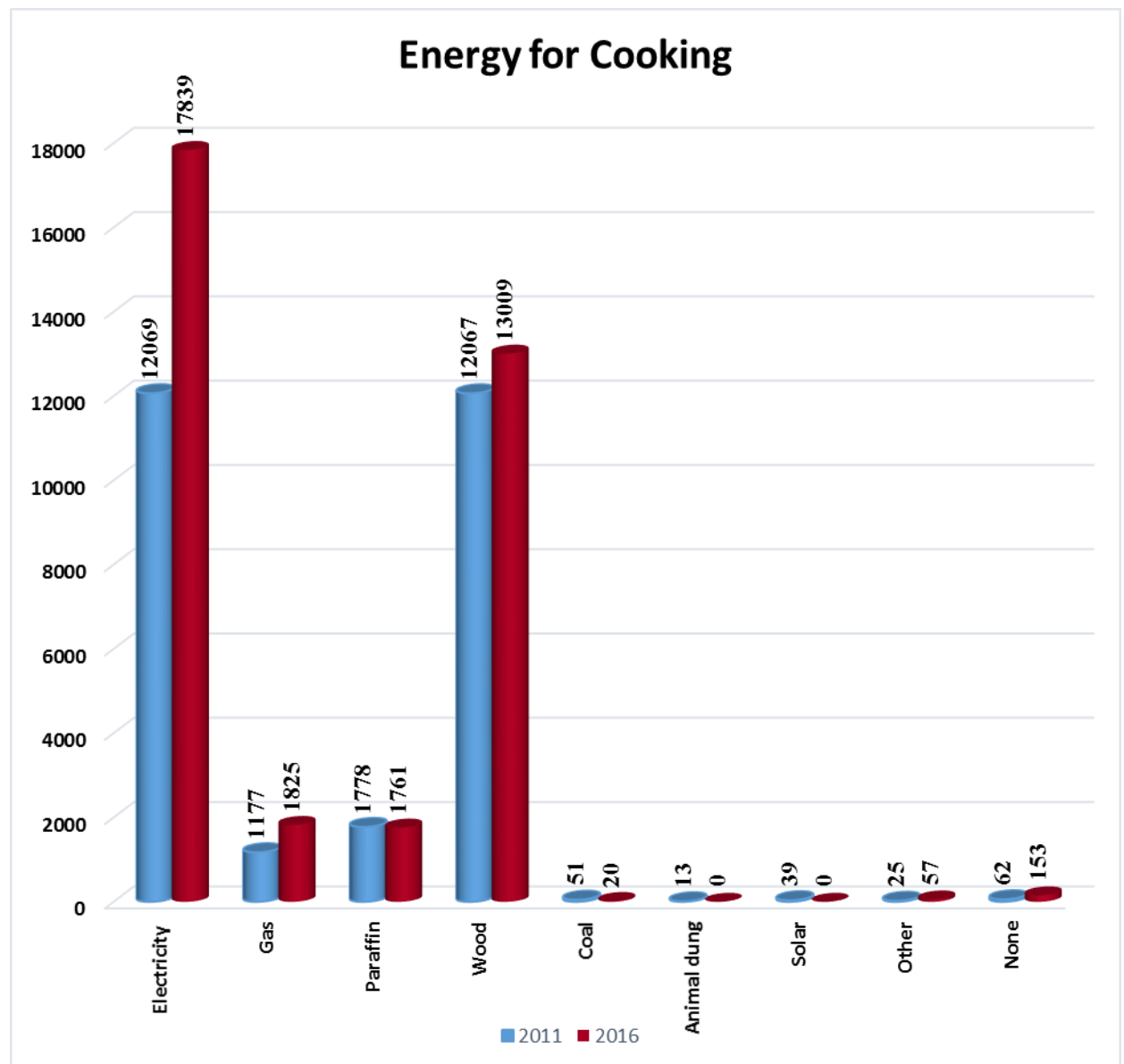
Source Community Survey 2016

Figure 18: Umvoti Energy for Cooking

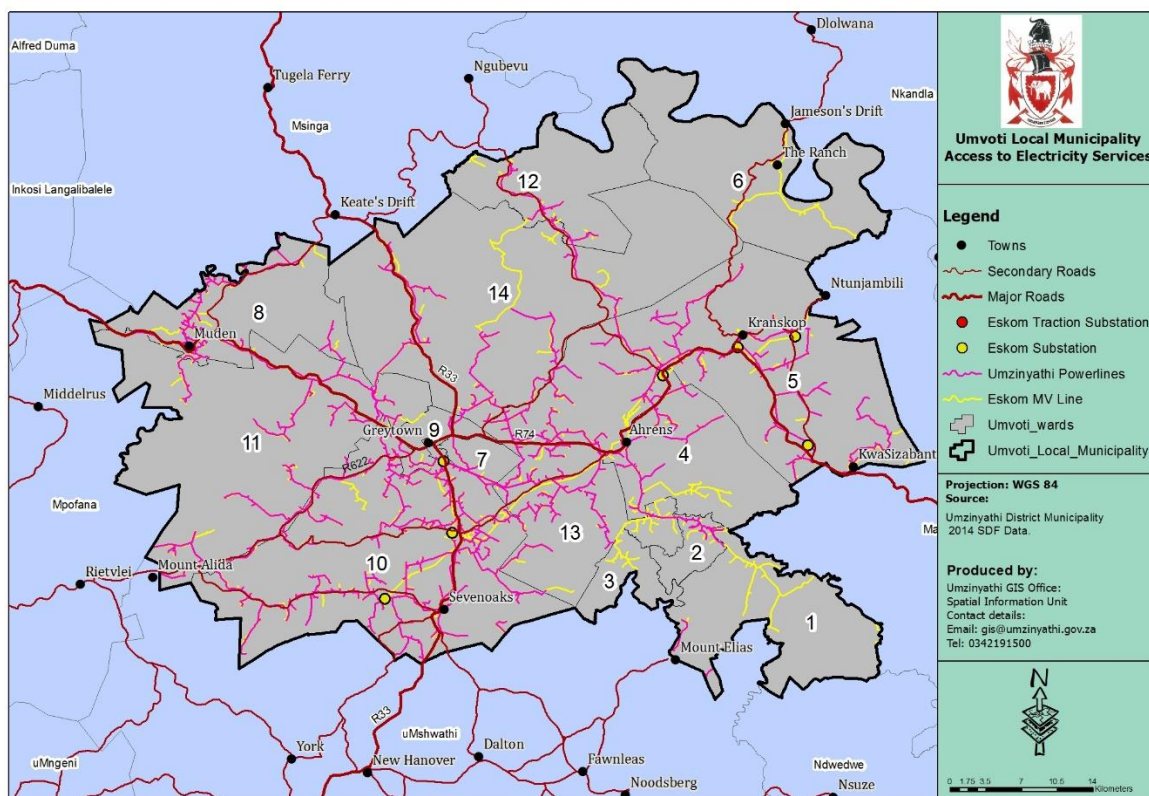


Source Community Survey 2016

Figure 19: Umvoti Energy for Heating



Source: Community Survey 2016



**Map 39: Spatial representation of access to electricity**

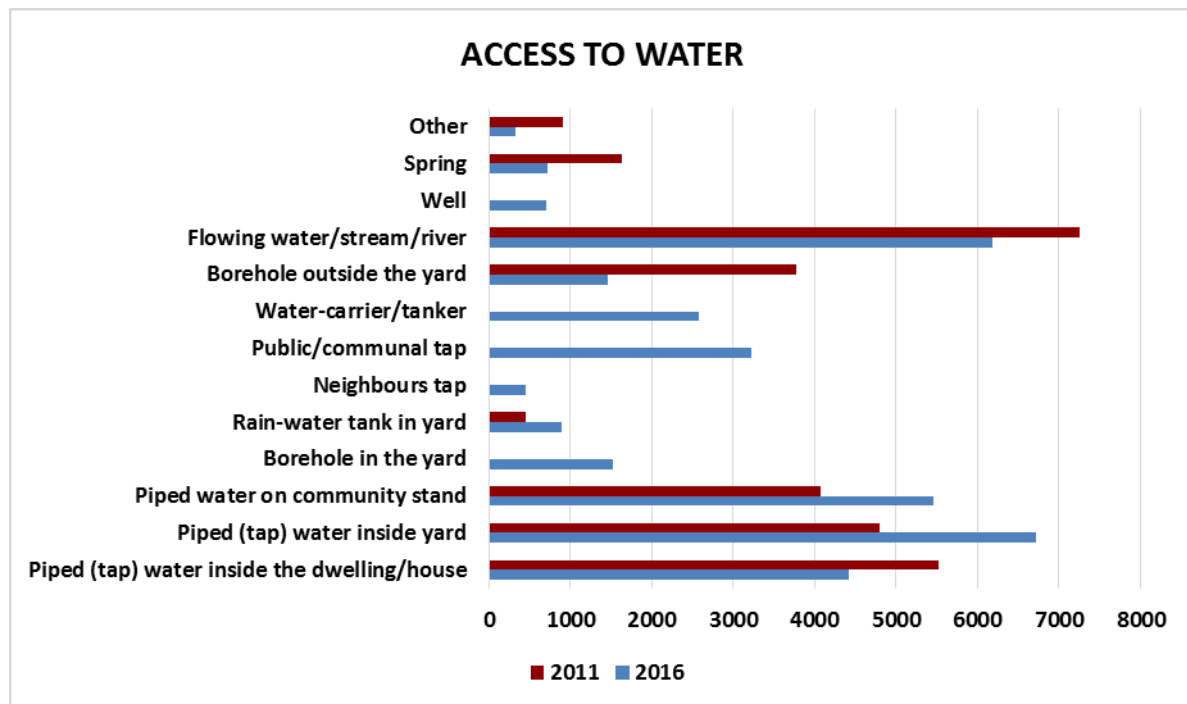
**Map 39 above** gives a spatial representation of access to electricity in Umvoti area and this map gives a good picture that most of the wards have access to electricity though there are areas that are still not electrified.

### 3.4.2 ACCESS TO WATER

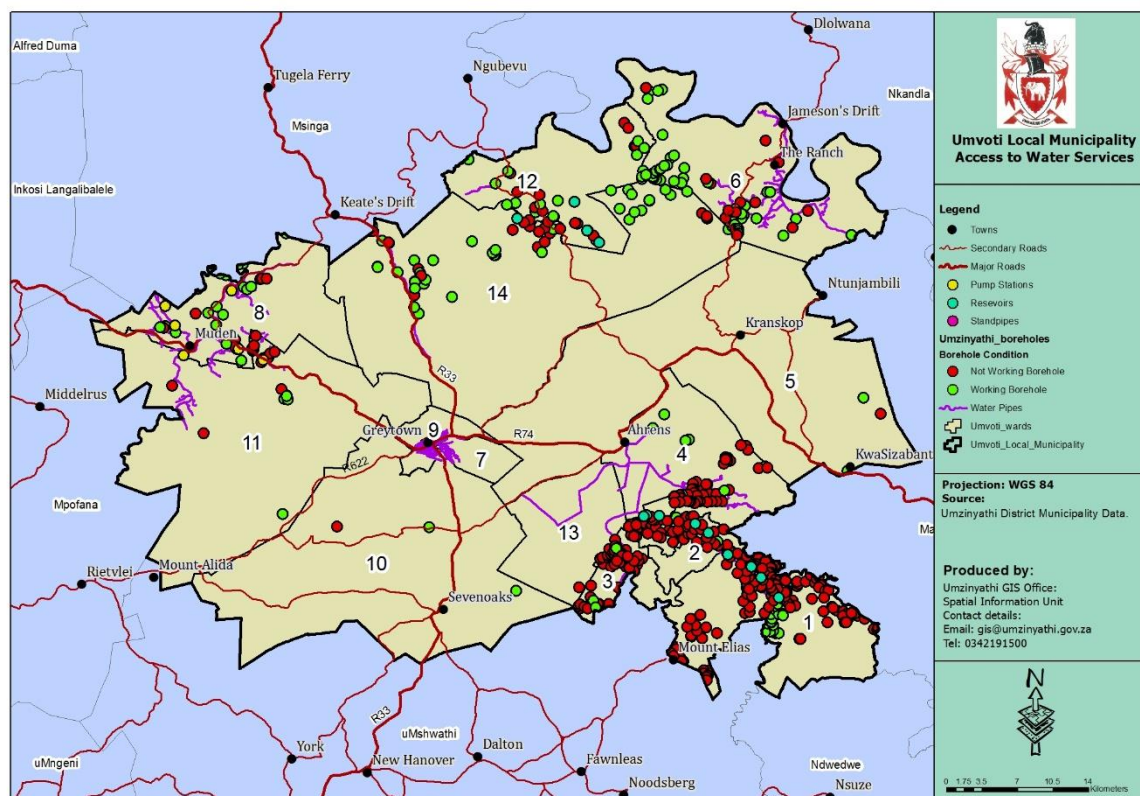
The majority of approximately 62.8% within Umvoti area have access to different types of piped water. Approximately 37.2% have no access to piped water. In terms of water sources, the majority of 26.6% of the entire population use rivers/streams as their main source of water.

The large increase in the level of dependence on boreholes as a source of water is significant and can have serious effects on public health, as well as on the environment.

Figure 20: Access to water



Source: Community Survey 2016



Map 40: Access to water services

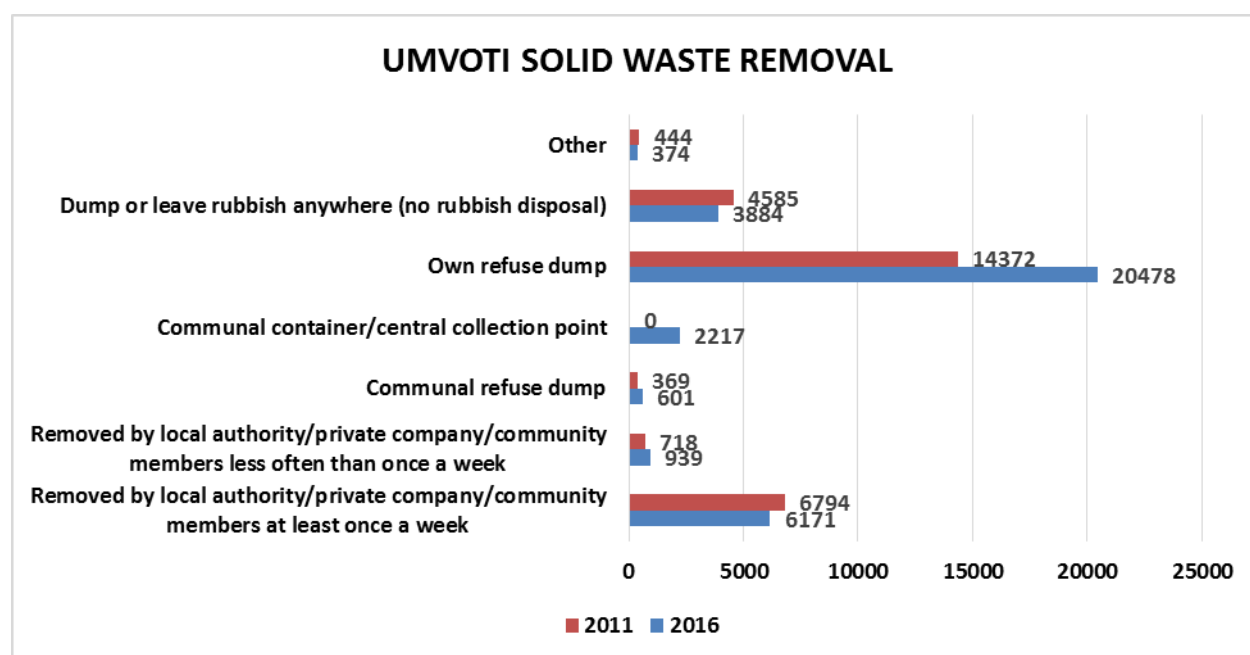
**Map 40** above gives an indication that there are water schemes in the area constructed by Umzinyathi District either water schemes or boreholes. The water pumps and reservoirs have been catered for in areas with existing water schemes. This figure highlights that there are deficiencies with the provision of water as some of the boreholes are not working.

Infrastructure serves as the pre-requisite for economic growth and development in any given area. The same is applicable within the subject municipality area. For any business to thrive and be sustainable, it is important to access water in a reliable and stable manner. The map above shows water hardship in various municipal wards. As can be observed from the said map, some wards are not well served or provided with water. Wards with high number of households lacking access to reliable water supply are in a disadvantage since they will not be able to conjure any enterprises / businesses. Thus, it is imperative that provision of water is prioritized in settlements where the need is evident as this has the potential to kick-start an array of economic development related initiatives.

### 3.4.3 SOLID WASTE / REFUSE REMOVAL

There is a clear lack of refuse removal services within the municipal area with 52.7% of households in Umvoti making use of their own refuse dump. The municipality removes only 27.5% of refuse regularly. The use of own refuse can have serious impacts on the environment and the health of communities. The new housing developments are putting strain on the limited resources within waste management unit

**Figure 21: Waste removal**

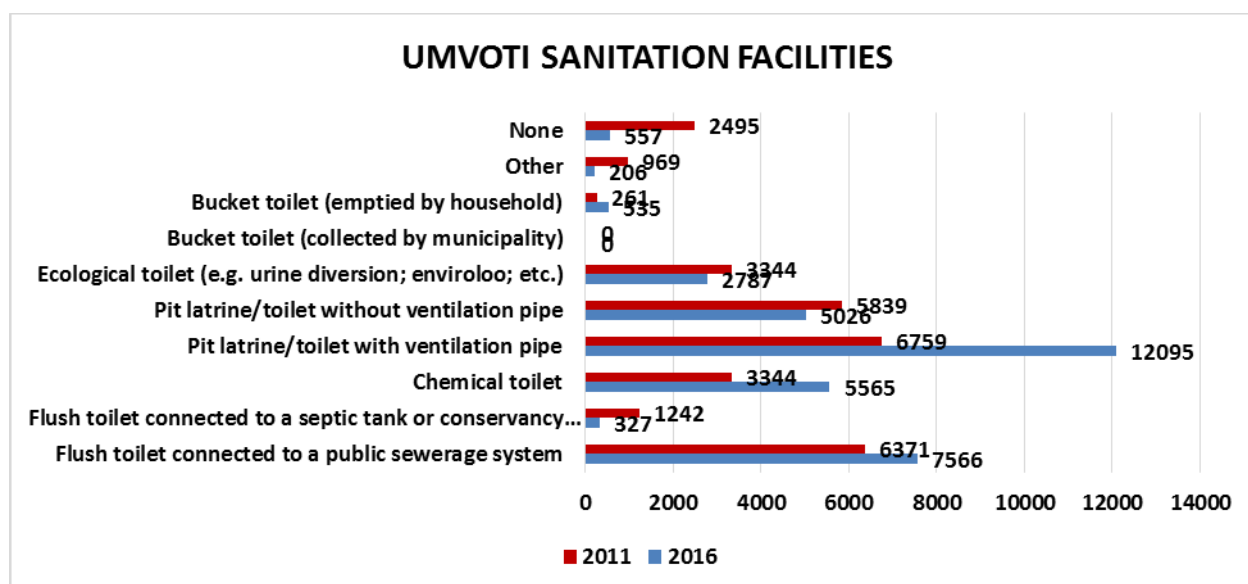


*Source: Community Survey 2016*

### 3.4.4 SANITATION

The Census data indicates that a large percentage of households in the area have a flush toilet (23.4% connected to sewer system).

**Figure 22: Access to sanitation**



*Source: Community Survey 2016*

Approximately 24.8% has a pit toilet with ventilation (VIP), while 21.49% of households have a pit toilet without ventilation. The uses of chemical toilets have increased, while households without toilets decreased with 17.1%. This data indicates that the majority of households have access to some form of sanitation facilities.

### 3.4.5 KEY FINDINGS (INCLUDING TRENDS)

The following are the key findings and trends in the Umvoti Municipal Area:

- The growth rate of 1.11% per annum for the period between 2001 and 2011 has been experienced
- The population is distributed unevenly between 14 wards within the municipal area.
- The age profile shows a largely youthful population with approximately 75% of the population under the age of 34.
- The gender profile of the area indicates that over a ten year period, the female population still outnumber the male population representing 56% of the population

- 
- Over a ten year period the Black African population has increased more rapidly than other population groups
  - Majority of the population that appears to have some form of education has increased over the past ten years (2001-2011)
  - Unemployment rate in Umvoti has decreased significantly from 40.7% to 30.4% between 2001 and 2011
  - Majority of households have access to some form of sanitation facilities.

### **3.5 MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT ANALYSIS**

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#### **3.5.1 MUNICIPAL TRANSFORMATION**

Section 152 of the Constitution of the Republic of South Africa Act 108 of 1996 mandates local government to:

- Provide democratic and accountable government for local communities.
- Ensure the provision of services to communities in a sustainable manner.
- Promote social and economic development.
- Promote a safe and healthy environment.
- Encourage the involvement of communities and community organisations in the matters of local government.

Local government is the only sphere of government closest to the people with a purpose of delivering basic services through local municipalities and elected local ward councillors who are the politicians closest to communities. Within the framework of the Constitution, the White Paper establishes the basis for a new developmental local government system, which is committed to working with citizens, groups and communities to create sustainable human settlements, which provide for a decent quality of life and meet the social, economic and material needs of communities in a holistic way. The White Paper states that local government must play a "developmental role". The Constitution states that government must take reasonable steps, within available resources, to ensure that all South Africans have access to adequate housing, health care, education, food, water and social security.

It discusses four characteristics of developmental local government, namely:

- Exercising municipal powers and functions in a manner which maximizes their impact on social development and economic growth;
- Playing an integrating and coordinating role to ensure alignment between public (including all spheres of government) and private investment within the municipal area;
- Democratizing development; and building social capital through providing community leadership and vision; and
- Seeking to empower marginalized and excluded groups within the community

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It urges local government to focus on realizing developmental outcomes, such as the provision of household infrastructure and services; the creation of liveable, integrated cities, towns and rural areas; and the promotion of local economic development and community empowerment and redistribution.

It also provides three approaches, which can assist municipalities to become developmental, namely integrated development planning and budgeting; performance management; and working together with local citizens and partners. It emphasizes the potential of integrated development planning as a mechanism to enable prioritization and integration in municipal planning processes, and strengthen links between the development and institutional planning processes. It proposes a process for the development of a performance management system for local government; and suggests ways in which municipalities can engage citizens and community groups in the affairs of the municipality in their capacities as voters, citizens affected by municipal policy, consumers and end-users of municipal services, and partners in resource mobilisation for the development of the municipal area. (White Paper, 1998).

Umvoti Municipality has a total staff compliment of 439 permanent and fixed term employees plus 501 EPWP workers who are assigned in various EPWP projects funded by internal funding sources, due to withdrawal of incentive grant by national government. There are also other external projects funded through government grants that have created EPWP work opportunities in various wards. The municipality had approved and adopted its reviewed organizational structure in 2018 for submission to the Job Evaluation Unit Region 2 with the new and amended job descriptions after there was a placement process that had created new positions and made amendments to some positions. These new job descriptions were developed by an appointed service provider in line with the TASK System.

Further to the above, the structure was reviewed in June 2022 due to the changes in operational requirements where some new positions, with also a movement of some other positions from one departments to another, thus also creating a task of developing new job descriptions which has resulted to making resubmission of the reviewed organizational structure and new job descriptions to the Job Evaluation Unit Region 2. This review has caused some delays in the valuation process and the municipality is waiting for the outcome of the job evaluation process.

#### **3.5.1.1 EMPLOYMENT EQUITY**

The White Paper on Local Government also refers to the employment practices of all municipal Councils with respect to both contract and permanent appointments, which should be guided by the principles of the Labour Relations Act and the Employment Equity Act. No employee should be discriminated against on the basis of race, gender, sexual orientation or disability.

The municipality's Employment Equity Plan was adopted by Council in June 2019 and the municipal employees comprises of both males and females at all occupational categories, and this is confirmed by the Employment Equity Report as submitted to the Department of Labour for the reporting period as at 15 January 2023. There is a fair gender and historical disadvantaged individuals at senior manager level. As per our previous statement in 2021, the recruitment that was undertaken have seen female managers being employed in the middle management level positions which seems to balance the representation in occupational levels. In other areas there seems to be a fair representation in terms of Umvoti Demographics, therefore no corrective measures or targets can be set to address past imbalances.

The following middle management posts were filled with the majority of those appointed being females:

**Table 19: Middle management posts**

No	Position	Appointment Date
1.	Manager Supply Chain Management	01 July 2021
2.	Manager IDP/PMS	01 July 2021
3.	Electrical Engineering Technician	01 July 2021
4.	Manager Human Resources	02 August 2021
5.	Manager LED/Tourism	02 August 2021
6.	Section Head Registry	01 November 2021
6.	Manager Parks and Gardens	01 November 2021
7.	Manager Community Service Centre	01 December 2021

The following table indicates the current workforce profile in terms of race and gender as well as occupational categories:

**Table 20: Current racial and gender composition of staff**

EMPLOYMENT EQUITY REPORT AS AT 01 OCTOBER 2022													
OCCUPATIONAL LEVELS	MALE				FEMALE				DISABILITY		FOREIGN NATIONAL		TOTAL
	A	C	I	W	A	C	I	W	M	F	M	F	ALL
Top Management	0	0	0	0	1	0	0	0	0	0	0	0	1
Senior Management	3	0	0	0	2	0	0	0	0	0	0	0	5
Professionally qualified and experienced specialists and mid-management	16	0	2	0	8	3	3	0	0	0	1	0	33
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	133	0	5	1	33	0	0	0	0	0	0	0	172
Semi- skilled and discretionary decision making	38	2	3	0	54	0	3	0	1	0	0	0	101
Unskilled and defined decision making	66	3	0	0	57	0	0	0	1	0	0	0	127
<b>TOTAL PERMANENT</b>	<b>256</b>	<b>5</b>	<b>10</b>	<b>1</b>	<b>155</b>	<b>3</b>	<b>6</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>439</b>
Temporary Employees	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>GRAND TOTAL</b>	<b>256</b>	<b>5</b>	<b>10</b>	<b>1</b>	<b>155</b>	<b>3</b>	<b>6</b>	<b>0</b>	<b>2</b>	<b>0</b>	<b>1</b>	<b>0</b>	<b>439</b>

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The above tables depicts a fair representation, although there is an element of under representation in two racial groups which are Africans and whites.

The municipality's Employment Equity Target is to achieve a fair balance in all Occupational Levels in terms of race and gender which has been achieved in most categories.

There has been progress in appointment of females at top, senior management and middle management level which was not the case before. A lot of progress has been made although there is still a room of improvement since the Umvoti's gender population consists of 56% females and 44% males while the municipal employees' gender profile shows underrepresentation of females at 37.36% and males at 62.64%.

### **3.5.1.2 STAFF COMPONENT OF THE MUNICIPALITY**

Umvoti Municipality's staff as at the time of review had a staff component of 439 employees including Senior Managers, permanent and fixed term contracts. There is just a slight decrease from the previous year's figures as a result of retirement and death. The number of EPWP appointed employees who serves as support sourced from various wards and allocated in different projects is 501 including external projects. The staff component as indicated above includes two disabled people for permanent and fixed term contracts as well as well as 1% of disabled people participating in the EPWP programme.

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### **3.5.1.3 ORGANISATIONAL DEVELOPMENT**

The South African local government sector is important for the sustainable growth and development of the country. One of its major responsibilities is to ensure that all citizens have access to and receive the services they need. The way in which local municipalities are structured has an impact on how effectively they can deliver services to its communities.

Organization Development (OD) is about improving performance at the individual, group, and organization levels. It is about improving the organization's ability to effectively respond to changes in its external environment, and it's about increasing internal capabilities by ensuring the organizational structures, human resources systems, job designs, communication systems, and leadership/managerial processes fully harness human motivation and help people function to their full potential.

The Organizational Development is a key transformation agent dealing with the structure and workforce of the Municipality to ensure that it remains aligned to its service delivery requirements. The municipality finalized the process of restructuring through the placement process. The next step was to develop TASK compliant job descriptions.

As part of building capacity and improve the level of basic understanding and performance, it is important that the focus on improving skills by ensuring that human resources have access to various training programmes as part of skills development in order to ensure they are fully equipped to perform their duties effectively.

Organizational development processes included training of councilors to ensure that the leaders of the municipality are well capacitated to play their oversight role. For the rest of the municipal staff an opportunity was afforded for them to submit study assistance applications, these were all approved and a considerable amount was contributed towards the employee's study fees to

various institutions. Some other employees went through various courses and workshops for capacity and developmental purposes.

Umvoti Municipality has been measuring performance based on the Organizational Scorecard and Performance Agreements as signed by Senior Managers, but the performance measurements has not been cascaded down to lower levels. The performance management cascading policy was presented to the Local Labour Forum, workshopped to Council and was finally approved between May and June 2019. The next step is to cascade performance management in phases starting with development of performance plans for middle managers.

#### 3.5.1.4 POWERS AND FUNCTIONS

The Constitution states in section 156(1) that a municipality has executive authority in respect of, and has the right to administer the local government matters listed in Part B of Schedule 4 and Part B of Schedule 5.

Furthermore, the Municipality has a policy on Delegation of Powers in terms of Section 59 of the Municipal Systems Act, 32 of 2000. These Delegations of Powers have been reviewed and adopted by council.

The powers and functions of local government are reflected in the list below. This is based on the provisions of the Municipal Structures Act 117 of 1998 (as amended) and the Municipal Demarcation Board. It must be noted that the allocation of powers and functions does not include the adjustments by the MEC following the recommendations of the Municipal Demarcations Board.

**Table 21: Powers and Function**

LOCAL FUNCTION	SHARED FUNCTION	DISTRICT FUNCTION
✓ Air Pollution	✓ Fire Fighting Services	✓ Electricity Reticulation
✓ Building Regulations	✓ Local Tourism	✓ Municipal Health Services
✓ Child Care Facilities	✓ Municipal Public Transport	✓ Potable Water
✓ Pontoons, Ferries, Jetties, Piers and Harbours	✓ Cemeteries	✓ Sanitation
✓ Storm Water Management Systems in Built up Areas ✓	✓ Markets	
✓ Trading Regulations	✓ Municipal Roads	
✓ Billboards and the Display of Advertisements in Public Places	✓ Refuse Removal, Refuse Dumps and Solid Waste	
✓ Cleansing	✓ Development Planning	
✓ Control of Public Nuisances		

LOCAL FUNCTION	SHARED FUNCTION	DISTRICT FUNCTION
✓ Control of Undertakings that Sell Liquor to the Public (Local Function)		
✓ Facilities for the Accommodation, Care and Burial of Animals		
✓ Fencing and Fences		
✓ Licensing of Dogs		
✓ Licensing and Control of Undertakings that sell food to the public		
✓ Local Amenities		
✓ Local Sport Facilities		
✓ Municipal Parks and Recreation		
✓ Noise Pollution		
✓ Pounds		
✓ Public Places		
✓ Street Trading		
✓ Street Lighting		
✓ Traffic and Parking		

Although Fire Fighting has been listed as a shared service, Umvoti Municipality has its own fire station and only participate in forums that are in place.

Category A municipalities (metropolitan areas) have all the above listed functions. However, Section 154(3) (c) then states that subject to section 229, national legislation must make provision for an appropriate division of powers and functions between municipalities when an area has municipalities of both category B and category C. In addition, a division of powers and functions between a category B municipality and a category C municipality may differ from the division of powers and functions between another category B municipality and that category C municipality

### 3.5.1.5 ORGANISATIONAL STRUCTURE / ORGANOGRAM

The municipality has an approved organisational structure in line with Schedule 4B and Schedule 5B of the Constitution. The municipality does not render all services, as some are district functions, i.e. Water and Sanitation as well as Environmental Health. There are services that are local municipal functions but currently not rendered by the municipality due to lack of capacity. The municipality does not have an animal pound as it is currently investing means of establishing such. The Air Pollution function which is part of environmental management is currently not rendered by the municipality as there is no existing Environmental Management Unit due to capacity constraints as well as financial constraints to establish this Unit. A Submission has been made to CoGTA under their Internship programme to assist in allocating an environmental intern.

The municipality consists of the following departments, namely:

- 
- Office of the Municipal Manager
  - Budget and Treasury Office,
  - Corporate Services Department,
  - Technical Services Department,
  - Community Services Department, and
  - Planning and Economic Services Department

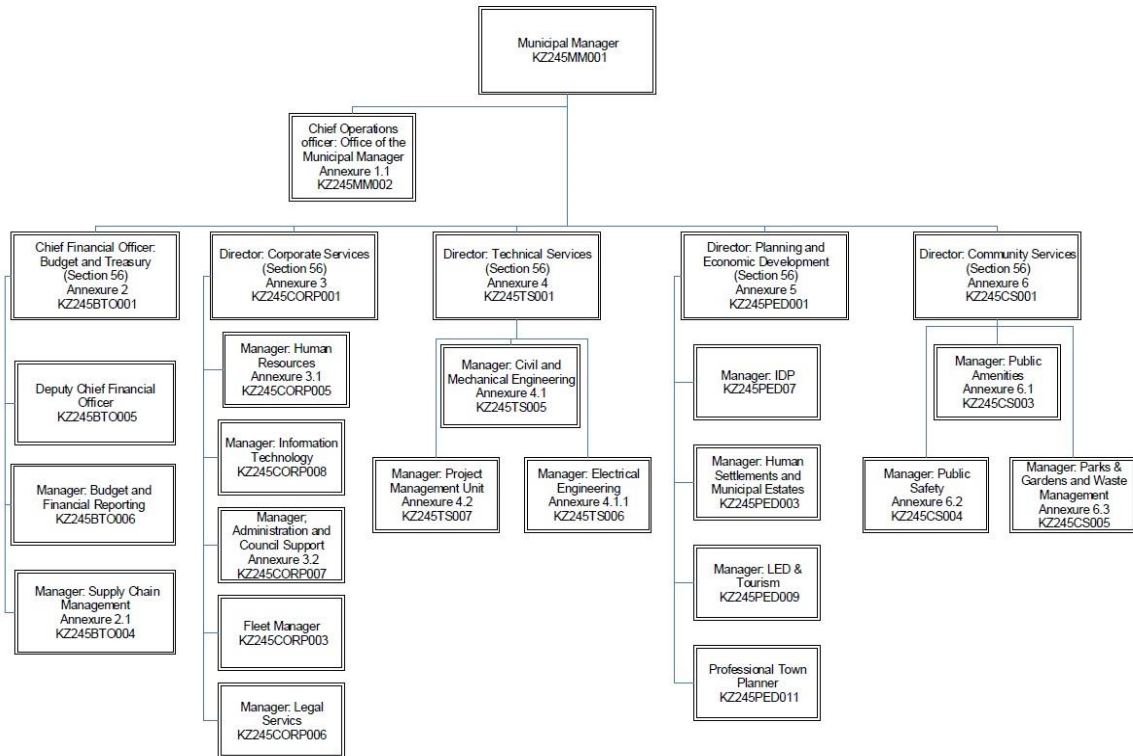
A comprehensive organogram for the municipality is contained as an **Annexure** herein.

The organizational structure was reviewed in June 2022 to be in alignment with long term development plans of the municipality as well as powers and functions of the municipality. Some new posts were created to cater for extension of mainly for road infrastructure development and maintenance services in rural wards. Further to that waste and parks sections were separated in order to align functions with constitutional mandate.

The approved organizational structure was as a result of consultative exercise by departments on long terms and objectives of the municipal and is indicative of an ideal scenario in terms of operations, however not all posts are prioritized to be filled. Therefore the reviewed organizational structure has a total of five hundred and seventy posts with most of the posts being elementary positions. Out of five hundred and seventy posts, about four hundred and thirty six posts were filled at the time of the review and this results in a vacancy rate of 23.51%. All posts at the senior management level are filled as well as the majority of posts at middle level being filled by female employees.

#### **FIGURE 23 : Micro Organisational structure**

## uMvoti Local Municipality Micro Structure





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The following is the summarised duties and functions allocated to each department:

**The Office of the Municipal Manager:** is responsible for strategic directional decisions and functions of the Municipality, as well as the implementation of the Internal Audit function, public relations and marketing, and overall management of governance offices, mayoralty and the implementation of special programmes.

**Corporate Services Department's** duties are: Human Resources function i.e. Recruitment and selection, staff welfare and wellness, skills development, occupational safety, and labour relation, as well as functions like Information Technology, Administration and Committees, Public Participation and Council Support.

**Budget and Treasury Office:** is responsible for the implementation of Supply Chain management and Contract Management, Financial administration and reporting as well as Asset management.

**Technical Services Department's** duties are: planning, design, implementation and management of all new capital projects, provision of electricity, road maintenance, fleet management, management of minor repairs workshop and provision of public works services.

**Community Services Department:** is responsible for Public Amenities, Parks and Gardens, Solid waste management, traffic management services, Firefighting, Disaster management, and Security services.

**Planning and Economic Services Department's** duties are Development planning, Building regulation and inspectorate, Local economic development and tourism, IDP and Performance management system, as well as Human Settlements.

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### 3.6.1.6 MUNICIPAL INSTITUTIONAL CAPACITY & STATUS OF CRITICAL POSTS

All Senior Managers posts are filled. The following table highlights the status of Senior Managers reporting directly to the Municipal Manager:

**Table 22: Current Status of Senior Management reporting directly to the MM**

DEPARTMENTS	RESPONSIBLE DIRECTOR	PROGRESS TO DATE
Municipal Manager's Office	Municipal Manager	Filled
Corporate Services	Director: Corporate Services	Filled
Budget and Treasury Office	Chief Financial Officer	Acting
Community Services	Director Community Services	Filled
Planning and Economic Services	Director: Planning and Economic Services	Vacant
Technical Services	Director: Technical Services	Filled

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## 3.5.2 HUMAN RESOURCE DEVELOPMENT

### 3.5.2.1 SKILLS DEVELOPMENT

To emphasize that skills development is very important, the Government of South Africa during its Lekgotla in 2010 adopted twelve (12) Government Outcomes to improve our country and economic growth, and one of them was focusing in "*Building a skilled and capable workforce to support an inclusive growth path*". Further to the above, one of the strategic goals of the KZN Provincial Growth Development Strategy (PGDS) is Human Resource Development, which includes the following:

- Improve early childhood development, primary and secondary education;

- 
- Support skills development to economic growth; and
  - Enhance youth and adult skills development and life-long learning.

The National Development Plan aims for 30 000 Artisans per annum in South Africa by 2030 to sustain industries and support economic growth, but lack of industrial facilities within the municipal area where these learners will be able to do practical as part of their learning programmes. Even though the above challenges exist, the municipality has received some learnerships through various stakeholders and a number of youth has been trained on Bricklaying, Plumbing and Carpentry but they are still unemployed although they have done both theory and practical. Practicals have been done through contractors of Slums Clearance Housing Projects, meaning these learners are ready for the workplace.

The municipality is currently busy doing a skill audit to identify gaps within the workforce. Once this process has been finalized, a Skills Audit Report will be produced to be integrated to the WSP and fully capacitate the employees in those gaps in phases so as to effect full implementation of the WSP. In accordance with legislation, the municipality has to submit the Declaration of Intent to train together with the application for Discretionary Grant Funding to LGSETA, and thereafter the WSP and ATR must also be submitted. The programmes focus on skills development both internally and externally (Section 18.1 and 18.2 learners). There are some challenges faced with LGSETA in terms of disbursing grant as there are no proper processes that are followed in communicating with municipalities in terms of grant funding although submissions are made timeously as required. This is one of the discouraging factors, which has been shared with LGSETA's national and provincial offices. As indicated above, the WSP and ATR are submitted annually to LGSETA outlining the organisational training needs as well as trainings conducted in the financial year. The municipality has adopted the Employment Equity Plan and also submitted Employment Equity Report to the Department of Labour, submitted Workplace Skills Plan and Annual Training Report to LGSETA. The Workplace Skills Plan was submitted to Local Government Sector Education and Training Authority in April 2022 as per the requirement. It is implemented gradually through skills programmes and formal learning using internal funds. It covers the capacity building interventions as per skills audit exercise conducted both internally and externally. One of the challenges faced in addressing some of the programmes are finances.

The Workplace Skills Plan was developed to respond to capacity challenges. The training programmes and workshops are arranged for capacity building, and the Skills Development Facilitator has been appointed and is doing all the capacity building co-ordination. The municipality's internal staff is being exposed to various training courses, workshops and conferences to keep themselves abreast with the developments and changes in the sector.

The following are some of the various training programmes that have been conducted to capacitate staff in

- VIP Sage Premier Basic Payroll Training
- Occupation Health and Safety Training
- Computer Training
- MIG Hands on Training
- IT Governance and Cyber Security Training
- Performance Management Systems Training Workshop
- Municipal Staff Regulations Training
- Embedded Generation Training

- Implementation of the Local Government Systems Amendment Act Training
- Report Writing Training
- Regulation 21 Training
- Asset Management GRAP Capacitation Programme
- Budget and Reporting Training
- Municipal Leadership Development Programme
- Leave Module Training
- Population Migration, Human Rights and Sustainable Development Training
- Risk Management Training
- Supervisory Training

Capacity building is ongoing to address gaps identified in the execution of day to day activities by staff and has also been extended to councillors in the form of Basic Computer Training and formal learning programmes through institutions of higher learning using internal study assistance for self-development.

There are still challenges to obtain training providers within the area as well as in hosting learners for experiential learning for the programmes, which require practical or workplace exposure in the programmes identified.

The National Development Plan Aims for 30 000 Artisans a Year, but lack of industrial facilities within the municipal area whereby the learners will be able to do practical as part of their learning programmes. The construction of the FET College in the area will assist in addressing this problem and shortage of skills will be thing of the past.

### 3.5.2.2 MUNICIPAL HUMAN RESOURCES STRATEGIES

Human Resources Strategy is the value chain of human resources processes starting from the organizational design to the last stage of exiting the organization. In detail, the human resource strategy is a business's overall plan for managing its human capital to align it with its business activities. The Human Resource Strategy sets the direction for all the key areas of human resources including recruitment, benefits, capacity building, performance management etc. Human Resources Strategy is adopted by an organization with an aim of integrating the human resources functions and processes. The Human Resources Strategy was adopted by Council on the 29 June 2021 and implementation is currently underway. In fact the municipality was already implementing this strategy but the challenge was that it was not documented. Besides the human resources strategy, Umvoti municipality has developed and reviewed a number of Human Resource policies, which are listed as follows:

**Table 23: Human Resources Policies**

No	Policy	Date Passed by Council
1.	Acting Allowance Policy	30th August 2022 under UMS 30 (9)
2.	Communication Policy and Strategy	
3.	Employment Equity Plan	
4.	External Study Assistance Policy	
5.	Fleet Management Policy	
6.	Funeral Attendance Policy	
7.	Grant in Aid Policy	

No	Policy	Date Passed by Council
8.	Pensioners Rebate Policy	
9.	Internal Study Assistance Policy	
10.	Intoxicating & Substance Abuse Policy	
11.	Leave Policy	
12.	Nepotism Policy	
13.	Records Management Policy	
14.	Recruitment, Selection & Appointment Policy	
15.	Relocation Policy	
16.	Staff Housing Policy	
17.	Transfer Policy	
18.	IT Security Policy	
19.	IT Strategy and IT Governance Framework	
20.	Notch Progression Policy	
21.	Over time Policy	
22.	HR Strategy	
23.	POPI Policy	
24.	Security Procedure Manual	
25.	Traffic Police & Administrative Services Procedure Manual	
26.	Out of Pocket for Ward Committees	
27.	Remuneration Policy for Officials	
28.	Anti Fraud and Anti Corruption Plan	
29.	Task Job Evaluation Policy	
30.	Health and Safety Policy	
31.	Performance Management Cascading Policy	
32.	OPMS Framework and Procedure Manual	

These policies and plans that are in place are documents that directs, guide daily operations, and are implemented continuously. Reviews are done as and when required as well as due to changes in legislation.

### 3.5.2.3 SUCCESSION PLAN

Succession planning is a process for identifying and developing new leaders who can replace old leaders when they resign, retire or die. Therefore, succession planning entails developing internal people with the potential to fill key positions within an organization and this is the practice that the municipality has been following in filling some of its own vacancies except when no one qualifies or is competent enough internally to fill the vacant post.

Effective succession planning activities have a positive impact on performance management not only in terms of ensuring that key positions will remain filled with competent performers, but also

in terms of saving money on external recruitment and training, which can be significantly more expensive than promoting from within. An important benefit in strategic succession planning is identifying in advance where there may be gaps between what employees need to know and what they currently know--competency gaps.

Although there is no formal succession planning policy in the municipality, but both political leadership and management are in support of growing internal staff and this is supported by the Conditions of Services Collective Agreement, which states that vacant posts must first be advertised internally to afford internal candidates to apply before it can be advertised externally.

Internal employees are also given responsibilities to act in case senior and middle managers are not in, so as to give them confidence and readiness to succeed anyone if it happens that there are vacancies.

### 3.5.3 MUNICIPAL TRANSFORMATION & ORGANISATIONAL DEVELOPMENT: SWOT ANALYSIS

**Table 24: Municipal Transformation and Organisational Development SWOT analysis**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Senior Management posts have been filled.</li> <li>• Senior Managers, Middle Managers, Section Heads and Finance Officials have complied with minimum competency requirements as per the National Treasury requirements.</li> <li>• Policies have been reviewed and some new policies developed to assist in guiding administration in executing their duties.</li> <li>• Skills Audit has been conducted in most departments and the next requirement is to draw up a plan to implement it.</li> <li>• The ICT Steering Committee has been formed to deal with IT related issues and is starting to be functional.</li> <li>• Batho Pele Procedure Manual and Local Government Service Charter adopted by Council.</li> </ul>	<ul style="list-style-type: none"> <li>• Integrated information System not in place linking finance and human resources unit.</li> <li>• No formal staff support programmes in place (i.e. Employee Assistance Programme) due to budget constraints. The programmes are conducted on an adhoc basis especially during Workers' Month. A service provider with a team of professionals to assist with Employee Assistance Programmes as and when required has been appointed.</li> <li>• Gaps and challenges identified in fully complying with health and safety due to the the shortage of office, aging infrastructure as well as funding sources.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Youthful and local staff willing to learn</li> <li>• Funding for training and development available although limited.</li> <li>• Internships programme and opportunities have been presented by SETAs to the youth, but office space, shortage of mentors and funding for payment of stipends are a challenge.</li> </ul>	<ul style="list-style-type: none"> <li>• Financial constraints to implement support programmes to staff.</li> <li>• Highly politicised staff and at times lack commitment.</li> <li>• Lack of skilled staff in some basic service delivery components.</li> </ul>

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## 3.6 SERVICE DELIVERY & INFRASTRUCTURE ANALYSIS

### 3.6.1 WATER & SANITATION

Umzinyathi District Municipality is the Water Services Authority (WSA) for the entire district in terms of Section 1 of the Water Services Act, 1997. The municipality has developed the water and sanitation strategy to address backlogs. The strategy has specific short, medium and long term objectives. The WSDP was recently reviewed and is currently being implemented. It makes representations for funding detailed feasibility studies, design and construction of regional bulk water supplies and standalone regional water supply schemes to address the water backlogs.

The domestic water crisis in Umvoti has grown unexpectedly over the years. This rapid change can be caused by many factors, such as the illegal pipe connection. This caused a rapid decrease in the flow of water within the bulk and reticulation network. The water capacity of which is supplied to the different communities has increased due to a high-water demand.

The other causes are leaks, rust which in turn may lead to bursts in the pipe. Maintenance may be done over the years and the increase of the population also plays a factor. Umvoti is a non-perennial river system, which (on the surface) may run dry during the winter months and periods of drought. Run-off River abstraction would thus be highly problematic and may require sub-surface wells during the winter months.

Water supply to Greytown comes from Lake Merthley which is currently at 33%. The Lake gets water from 6 springs which have become reduced in flow because of the drought. Over the past 10 months the level in the lake has been dropping because of the lack of rain. The plant usually produces an average of 5000 kilolitres per day and since the drought it has been reduced to 4000 kilolitres per day. The reduced consumption is since the reservoirs are closed off at 10 pm and opened at 5 am. The reduction is 20% but the Department of Water and Sanitation wants the plant to produce a maximum of 2800 kilolitres per day to ensure that the lake does not dry up before the next winter.

The research that was made for the current and future population, suggests that there will be a need in an upgrade for both the Water purification treatment plant and wastewater treatment plant. By allowing future upgrades within the Umvoti communities a lot of the future population can benefit including most rural areas such as Kranskop town, Hermansberg (Nseleni/Mhlazane), Matimatolo, Mbulwane, eShane, Ntembesweni, Umbuba, Doremy, Hlimbithwa, Ndabanhle, and Thulwini.

Since most of these communities are affected by lack of access to suitable water, by introducing an upgrade on the wastewater and water purification plants within the communities of Umvoti area especially at rural areas there will be more access to clean water for a lot of people in the future which shall introduce more reticulation, sewerage, and bulk main projects. This will have a big impact in:

promoting health and hygiene awareness; and improve general health through the access of a reliable and sustainable basic potable water supply, Uplift the targeted rural communities through the creation of job opportunities during the construction phases, and through the operations and maintenance

Ensure that planned development in the aforementioned areas have access to a sustainable supply of potable water, removing all prior backlogs for free basic water.

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The promotion of legal household connections, and a 'user pays' philosophy to prevent future illegal connections and water abuse, whilst creating sustainability to the District Municipality's operation of the scheme through revenue water.

Best practice engineering through utilisation of existing infrastructure where viable.

Promote local entrepreneurship through the employment of local SMME's as sub-contractors.

Promotion of economic development through the provision of a reliable regionally managed water supply, through skills transfer and institutional training during the construction phase, and through job creation.

### **3.6.1.1 EXISTING SURFACE WATER RESOURCES**

#### **3.6.1.1.1 EXISTING BOREHOLES WITHIN UMVOTI**

Over 48 boreholes have been analysed within this zone, with production yields as low as 0.2l/s, but average yields of 3l/s. The Ntunjambili report further suggests that in order to meet the design demands of this growing community, up to 20 production boreholes may be required, from an area of 20km<sup>2</sup>. What is not clear in this report is that the preferable groundwater zone underlain by Natal group Sandstone is between 5 and 20km from the Ntunjambili command reservoir site, which would require fairly extensive pipeline infrastructure. The Hermansberg Community presently has two operational boreholes, with an additional borehole drilled but never commissioned. There are two separate communities in Hermanberg, namely Nseleni and Mhlazane. They are divided by factional history, which is preventing development and integration of their ground water sources. The better groundwater sources are within Mhlazane, but the larger community is Nseleni. Other potential sources were surveyed in the higher reaches of neighbouring plantations but have not been drilled. The newest borehole drilled in Mhlazane was never equipped due to the infighting between these communities. This borehole has a design yield of 3l/s. The reticulation network is rudimentary, having been designed for a community in the early 2000's, which has since grown 5-fold.

The Matimatolo, Mbulwane, Ntembesweni and Umbuba communities have been supplied potable water via production boreholes for the past 15 years. From the original eight boreholes drilled within the Mispah plantations, a further >10 boreholes have been developed over the years, yet the water supply remains highly constrained. Ntembesweni and the local clinic operate off a separate borehole system, and function at a satisfactory level, but with no redundancy. EShane /Lilani is supplied via a separate network with two strong production boreholes, however during the current drought these boreholes which were initially artesian are no longer meeting the increased demands.

Thafamafi (which falls across the border of Maphumulo Ward 2 and Umvoti Ward 5) currently operates at a sufficient level via boreholes managed by Ilembe District Municipality, however this community only has a rudimentary level of communal stand-taps. There may be more detailed geophysical and exploratory investigations that will be required to provide any degree of assurance of yield, as the higher perched aquifer within the Ahrens Forest is likely to result in as much as 25% 'water sharing' if 40 no boreholes are operational. It is acknowledged that the source is limited above the plateaus of the Umvoti and Tugela valleys, as the aquifers are perched in Natal Group sandstones with limited dolerite intrusions and underlain with basement granites. During the winter months the recharge and recovery rate of these aquifers is reduced, and the steep topography results in drawing down the subsurface hydraulic gradient.

Whilst there is potential in isolated locales for further development of the groundwater sources, due to the growing populous and water demand, these aquifers are not considered, as a viable

long-term solution, but rather may serve as augmentation of a more reliable bulk supply. Under the ongoing drought conditions, they have proven to be highly erratic and constrained, requiring constant O&M interventions.

The smaller and denser communities located in flatter areas such as Thafamafi, Kranskop and Hermansberg lend themselves to an easier operation of available groundwater, and we recommend keeping these systems in place for full time augmentation. The operation a well field of boreholes located over a vast area within the Matimatolo sub region and the Ntunjambili area, will be significantly more complex, and responsible groundwater and aquifer management will be required to ensure the protection of these ancient aquifers. Use of such an expansive groundwater network should thus be seen as augmentation at best of an alternate bulk supply, with the focus being on ease of operation and environmental protection, whilst meeting minimum water demands at lowest operational cost.

#### **3.6.1.1.2 EXISTING DEVELOPED WATER RESOURCES**

The existing Umshwati bulk water supply scheme and associated secondary bulk infrastructure which is currently under construction by Umgungundlovu District Municipality has made provision for supply of bulk water to the communities within the UMvoti Local Municipal area located south of the Mvoti River (E.g. Njengabantu).

#### **3.6.1.1.3 POSSIBLE WATER RESOURCES REQUIRING DEVELOPMENT**

Most of the project done in 2011-2013 of sustainable surface water source were to supply Matimatolo, Mbulwane, Dayingubo and Mahlabathini areas. The investigation of possible dams and locations gave us more understanding on the possible dam sites and run of river abstractions which could help the UMvoti area.

#### **3.6.1.1.4 RETICULATION AND BULK SYSTEM SOLUTIONS**

The current population of UMvoti according to stats SA is 122 423, with a growth rate of 1, 48%. According to SABS Publication 0252-2, UMvoti can be divided into two cost housing since there is a rural and urban area within the region. The estimation done on the separation of the low and high-cost housing is done by using aerial photography (dated 2013). This was then compared to the Google imagery (dated 2022). By obtaining this information we were able to find 40% Medium/ low-cost housing and 60% high-cost housing. The water demand worked out for a 20year design period, worked out to 21MI/d for average dry weather flow and we were also able to estimate the stormwater flow which is 24MI/d.

**Table 25 : Umzinyathi District Municipality growth projection figures with water demand**

2016 Census Population	= 122 423
UMvoti Population Growth Rate	= 1.48 %
2016-2022 growth rate	= $(1 + \%)^n$
	= $(1 + 1.48\%)^6$
	= 1.0922
Therefore 2019 Population	= 122 423 x 1, 0922
	= 133 704.4214 Say 133 705
8 people per house	

Number of houses	= 133 705 /8
	= 16 713,125 Say 16 714 houses
The population for 20 years	
2022 – 2042 growth rate	= $(1 + \%)^n$
	= $(1 + 1,48\%)^{20}$
	= 1, 342
Therefore 2042 Population	= 133 705 x 1, 342
	= 179 432,110 Say 179 432
8 people per house	
Number of houses	= 179 432 /8
	= 22 429 houses
40% Medium / low-cost housing	= 750 ℓ/d per house
60% High-cost housing	= 1000 ℓ/d per house
Therefore for 40% Medium / low-cost housing	= 22 429 x 40% = 8 971,6 houses: say 8 972 houses
40% ADWF	= 8 972 × 750 ℓ/d per dwelling
	= 6 728 700 ℓ/d ÷ 1 000 000
	= 6,7287 Mℓ/d
Therefore for 60% High-cost housing	= 22 429 x 60%
	= 13 457, 4 houses: say 13 457 houses
60% ADWF	= 13 457 × 1000 ℓ/d per dwelling
	= 13 457 000 ℓ/d ÷ 1 000 000
	= 13, 457 Mℓ/d
Therefore, Total ADWF	= 6,7287 + 13,457
	= 20,1857 Mℓ/d
15% storm water etc	= 20,1857 × 1.15
	= 23,214 Mℓ/d say 24 Mℓ/d

### 3.6.1.1.5 TOTAL WATER DEMAND AND NEED PARAMETERS

There are some significant discrepancies between the census and the homestead count numbers. Due to this report, majority of the uMvoti area is mostly rural the average homestead size of 8 people was realistic during peak periods. The ISD can be involved in the future outcome of the water projects and compare the number of people per homestead with the future population.

The institutional allowances made are based on design consumptions listed in the “Guidelines for Human Settlement Planning and Design” (Red Book) and directives from the Water Services Authority (WSA). It should be noted that the existing bulk water is supplied from multiple sources, and for future it may need to be supplied to existing reticulation systems (with the exception of some smaller areas). These reticulation systems have a combination of business connections, house connections and public standpipes. The Municipality will address household level of service

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in the future (upgrade of domestic reticulation networks) through other mechanisms or projects as and when required. As such all pipelines may need to be designed on the ultimate demand as these are very difficult to upgrade later. Reservoirs and pumping stations will be sized and constructed for the short-term demand and can be easily upgraded in the long term once the demand dictates.

#### **3.6.1.1.6 2017 Water and Sanitation Strategy**

In order to efficiently plan the development of water services in the DM's jurisdictional area. During the 2016/17 financial year the municipality developed the water and sanitation strategy to address backlogs. The strategy has specific short, medium and long term objectives. The strategy has been prepared in order to make representations for funding for detailed feasibility studies, design and construction of regional bulk water supplies and standalone regional water supply schemes to address the water backlogs. The primary objectives of the strategy are as follows:

- Reduce water backlogs to 7874 households by 2022 and eradicate sanitation backlogs by 2021;
- Develop a Bulk Water Master Plan and Regional Schemes for water supply planning that will ensure sustainable water services delivery throughout the District;
- Revise the planning and design approach that has developed over time since the initiation of the RDP programme in 1996 which has resulted in numerous unsustainable and inefficient local stand alone schemes that have problems such as:
  - High operating and maintenance costs and management and skills resource requirements;
  - High dependency on groundwater – springs and boreholes;
  - Boreholes which are used above their proven yield capacity or which have failed;
  - Frequent failures due to the limited resources and consequent inadequate maintenance;
  - Little or no attention given to regular monitoring of water quality on smaller schemes;
  - Low incomes of people in the communities served resulting in low consumption and little or no revenues from the sale of potable water;
  - Dependence on MIG funding for the development of water supply services which is not sufficient to achieve the objective of eradicating backlogs within the planned timeframe as set by the Sector Department; and
  - The water and sanitation funding requirements for the district and local municipalities as determined through strategy to eradicate backlogs are as follows:

Most of the bulk water schemes which are being implemented by the municipality, they are multi year schemes. Only two water schemes were finished in 2021/22, which are Makhabeleni and Ilhani Water supply scheme and Driefontein located in the Umvoti Local Municipality. The schemes are now operational. There has been no allocation in terms of the volume of water allocated to historically disadvantaged individuals as the municipality has no dams, but only rivers.

#### **3.6.1.1.7 Water Funding Requirements**

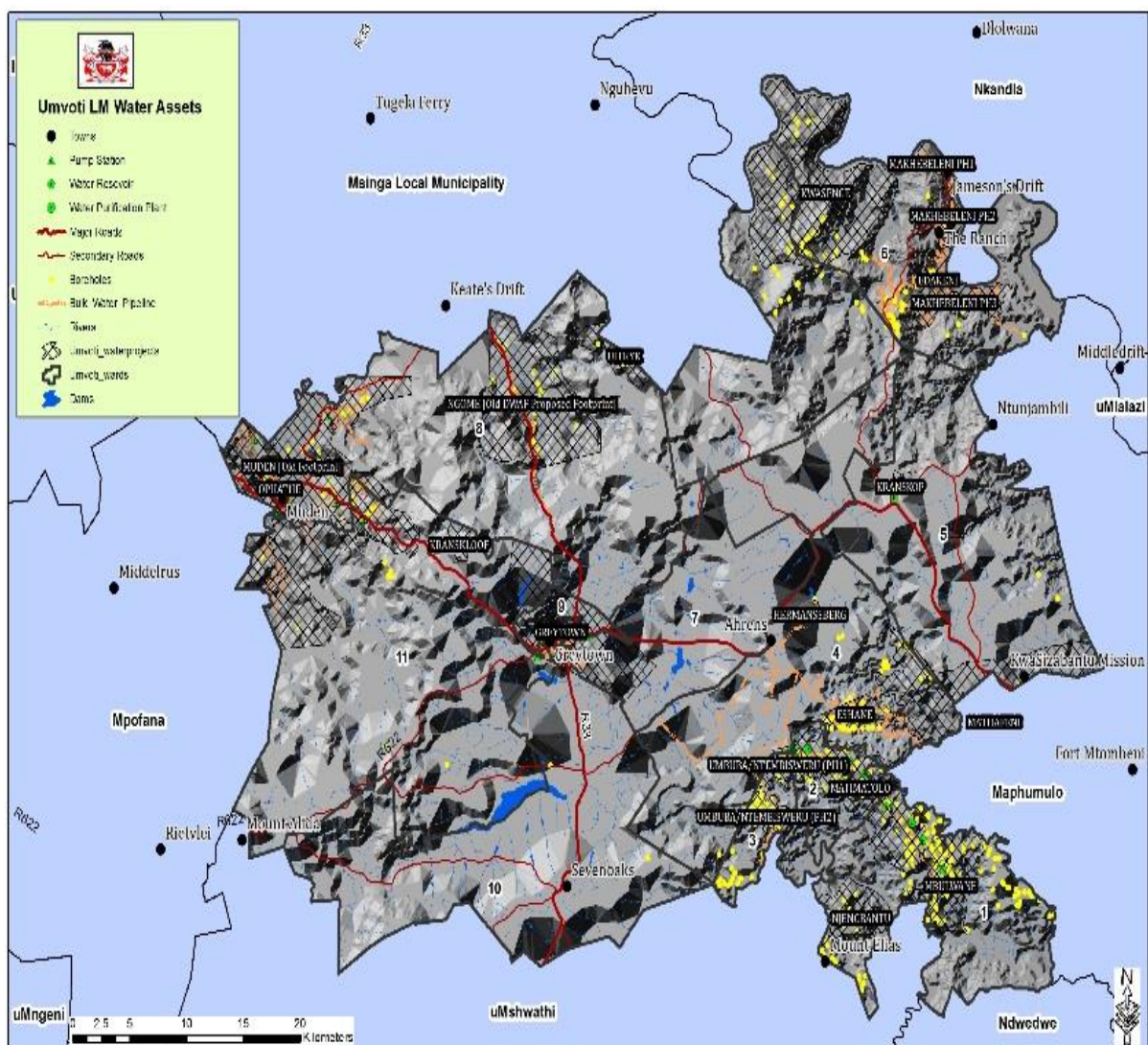
- Umvoti LM – R 460 815 151.83

#### **3.6.1.1.8 Sanitation Funding Requirements:**

- Umvoti LM – R 34 224 703.00



The figure below indicates that in terms of the 2016 CSS, the number of households with access to piped water inside the dwelling is 79 642. In terms of the local municipalities, the largest number of households with access to piped water inside the dwelling are under Nquthu Municipality with 25 638. The largest number of households which are using other sources of water is 27 790 and they are under Msinga Municipality, and the municipality is noting this number for improvement during 2020/21 financial year.



### Map 42 : Umvoti Water

### 3.6.1.1.10.1 FIVE YEAR TARGETS FOR BACKLOGS REDUCTION

The municipality has developed a plan with five year targets for backlogs eradication for both water and sanitation, and its in line with the MIG Allocation, and also projections for the outer years, and the targets are as follows:

**Table 26: Access to Piped Water**

Municipality	Piper Water	Other
Umvoti	19 650	12 175

*Source : Statistics SA, CSS 2016*

### 3.6.1.1.10 SANITATION

The table below indicates that in terms of the 2016 CSS, 25 800 households have access to flush toilets. Households with no access to sanitation facilities are being noted for improvement during the financial year. More households within the municipality are utilising the Pit Latrine VIP toilets with Ventilation Pipe, which is 55 191 households. The municipality disputes the number of 3 169 households which are categorised as using the bucket system, as the bucket system was eradicated by the municipality in 2008.

TOILET FACILITIES	NUMBER
Flush Toilet connected to public sewerage system	7566
Flush Toilet connected to septic tank or conservancy tank	327
Chemical Toilet	5565
Pit latrine/toilet with ventilation pipe	12095
Pit latrine/toilet with out ventilation pipe	5026
Ecological toilet (e.g urine diversion;enviroloo etc)	2787
Bucket Toilet (Collected by Municipality)	-
Bucket Toilet (emptied by household)	535
Other	206
None	557

**Table 27: CSS 2016 Sanitation Provision**

### 3.6.1.1.11 DROUGHT PROGRAMME

During June 2014, Umzinyathi District Municipality received numerous cases In terms of impeding dry conditions in various areas, and also all four local municipalities were affected. According to the recent reports received from the South African Weather Services, most of the affected areas have been constantly receiving less average rainfall for the past five years. As a result, drought has caused reduction of crop yield for farmers as well as steady decline in water reserves for consumption. An amount of R 14 000 000.00 has been made available to the municipality through Covid 19 relief, and the aim of the funding is to provide relief to the communities that are currently suffering through the water shortages.

Most of the communities do not have any form of water infrastructure or have systems which are in need of repair, refurbishment or upgrading. The drought relief programme in terms of implementation was then divided into two sub projects, namely Drought Intervention and Water Tankers. The municipality is currently running twenty seven (27) water tankers which will assist in providing water to the communities where water schemes are not yet in place. The project also involves the identification of new boreholes for drilling, testing and equipping across the district for the provision of clean water to the communities.

Umzinyathi District Municipality received funds through Covid 19 relief to tackle Drought and mitigate within the district area. The project involved the drilling and equipping of boreholes in uMsinga, Nquthu and Umvoti Municipality.

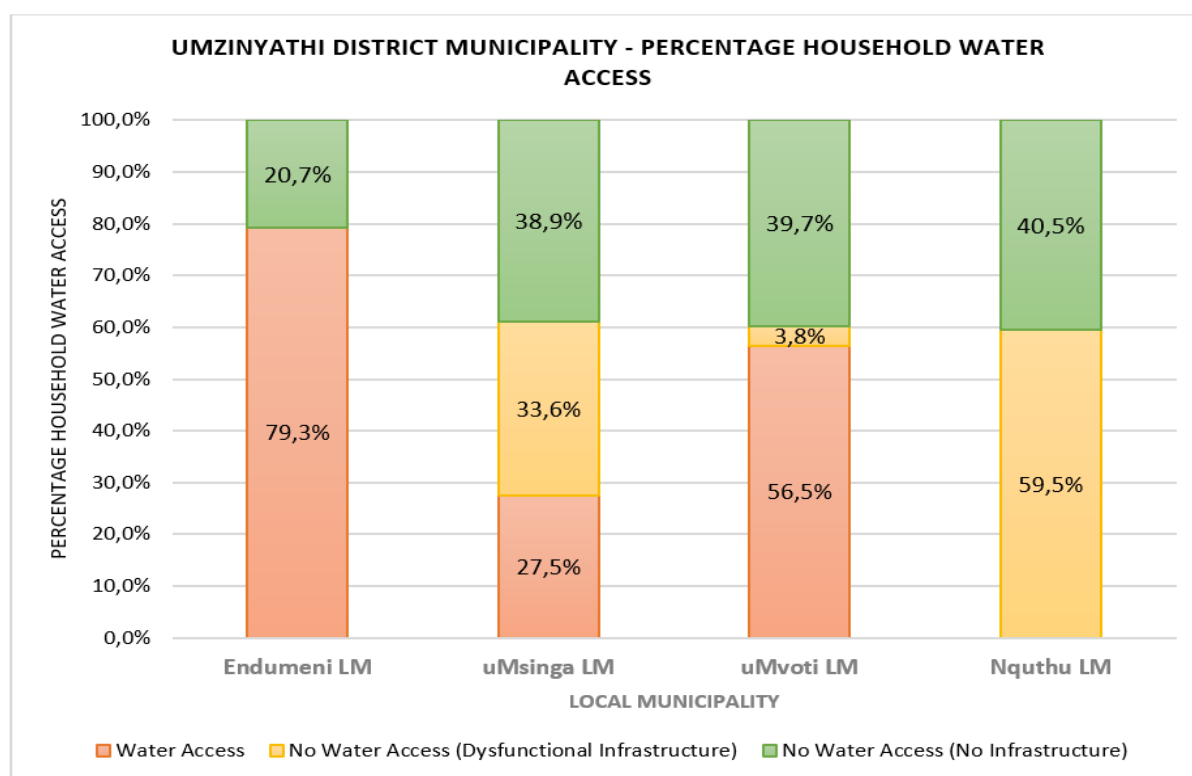
### 3.6.1.1.12 2018/19 REDUCTION OF WATER AND SANITATION BACKLOGS

The municipality plans to reduce the water backlog by an estimated 1500 households by the end of June 2023.

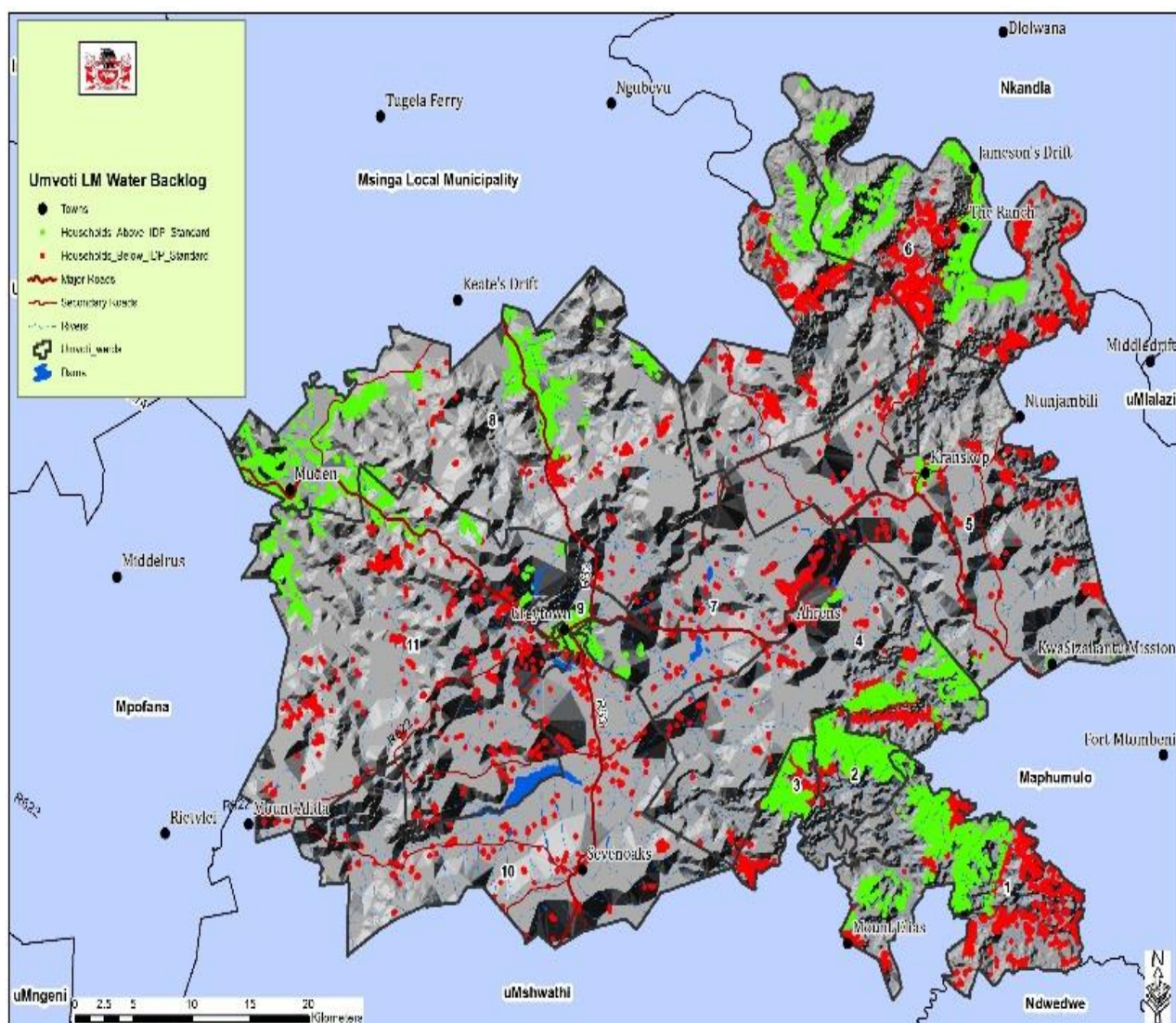
**Table 28 : Water Services Backlog**

Municipality	2011 Census Number of Households	Water Served Households	Water Backlogs Households	Percentage of Water Backlogs
Endumeni LM	16852	14981	1871	11.10%
Msinga LM	37724	12812	24912	66.04%
Nqutu LM	31613	19861	11752	37.17%
Umvoti LM	27283	14392	12891	47.25%
<b>Umzinyathi District Municipality</b>	<b>113472</b>	<b>62046</b>	<b>51426</b>	<b>45.32%</b>

**FIGURE 24 : Percentage of household with water access**



In terms of short term measures for the provision of water, the municipality is implementing spring protection programme and also the refurbishment and drilling of new boreholes.



**Map 43 : Umvoti Water Backlog**

### 3.6.1.1.13 OPERATIONS AND MAINTENANCE

On the 01 July 2013, the municipality took over the Operation and Maintenance, Retail and Reticulation function from Uthukela Water. All water schemes except Biggarsberg and Sanitation schemes have been taken over by the municipality. During the 2017/18 financial year, the municipality prepared the Operation and Maintenance Policy which was adopted on 18<sup>th</sup> December 2018 and is being implemented. The district is also developing the O & M Plan but the project however has been put on hold, the plan and policy will serve to ensure sustainability thereby providing water to the communities for a longer period. On the main, Operations deals direct with the day to day running and handling of water supply and Maintenance deals with activities that are required to sustain the water supply in a proper working conditions.

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The Operation and Maintenance focuses on the maintenance of water treatment works, waste water treatment plants, fixing water leaks through pipe burst.

#### **3.6.1.1.14 WATER CONSERVATION AND DEMAND MANAGEMENT (NON REVENUE WATER)**

The Department of Water and Sanitation requested the municipalities to reduce water loss due to water scarcity in the country and also limited resources for providing water. Water loss is being attributed to ageing infrastructure, and poor operations and maintenance of the water schemes. During 2015/16 financial year, Umzinyathi District Municipality received funding from COGTA and DWS to implement an intervention with the aim of reducing water loss. Through the funding provided, the municipality first implemented the intervention at Endumeni Municipality where pressure reducing valves were installed due to high water pressure which was leading to the burst of pipes, 40% - 50% water loss was being experience under Endumeni Municipality.

The municipality is currently rolling out a War on Leaks programme which fixes water infrastructure in all local municipalities within the district to reduce water loss.

#### **3.6.1.1.15 FREE BASIC SERVICES**

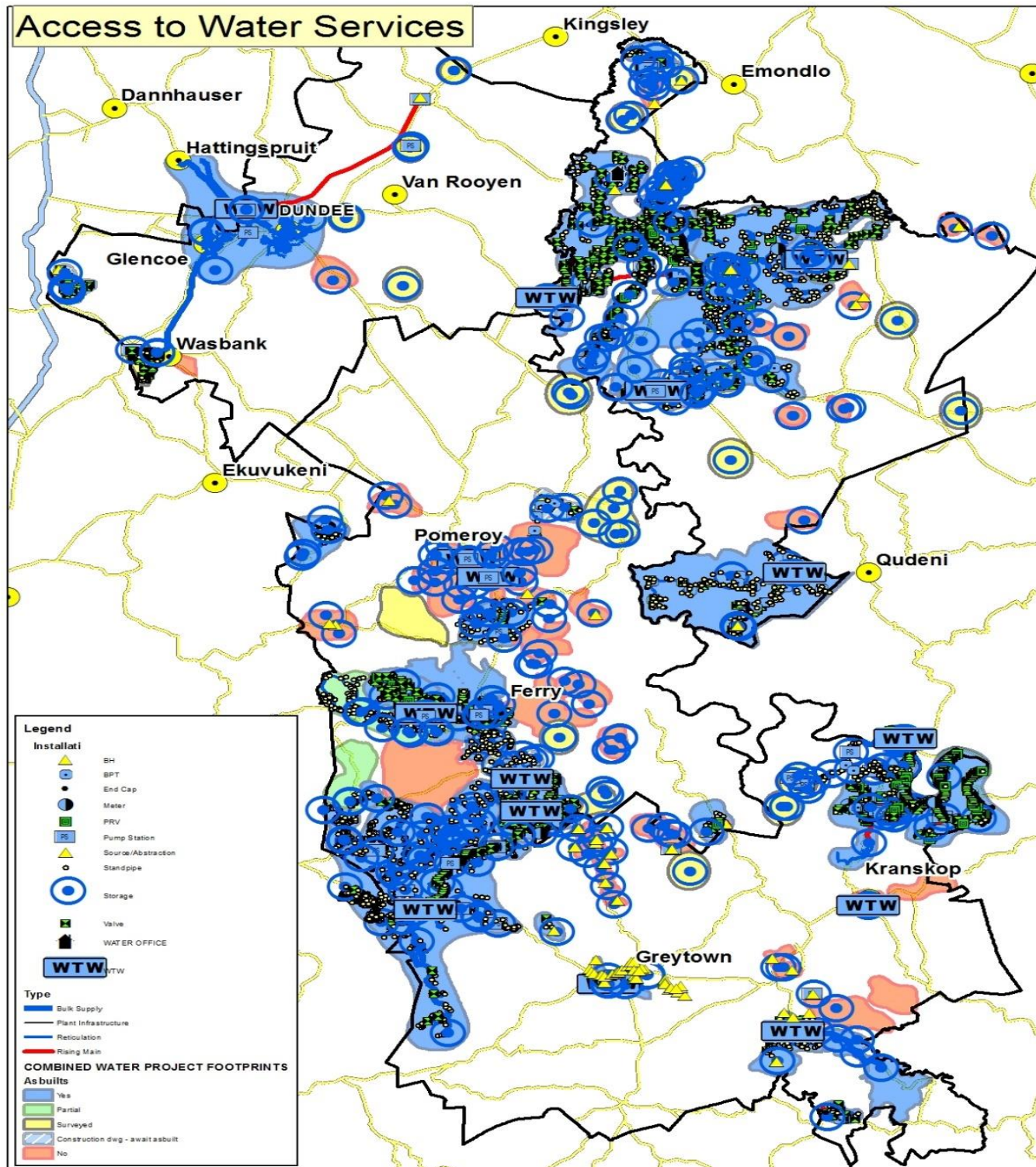
The municipality has a policy in place, which provides for provision of free basic services to the households in terms of water. Indigent households within the district receive 6 kilolitres (6000 litres) of free basic water. The proposed budget for 2021/22 financial year is R 805 080.31 .The municipality has an indigent register in place and it has an estimated 27 620 registered indigent households, and its being updated on an annual basis.

#### **3.6.1.1.16 GREEN AND BLUE DROP STATUS**

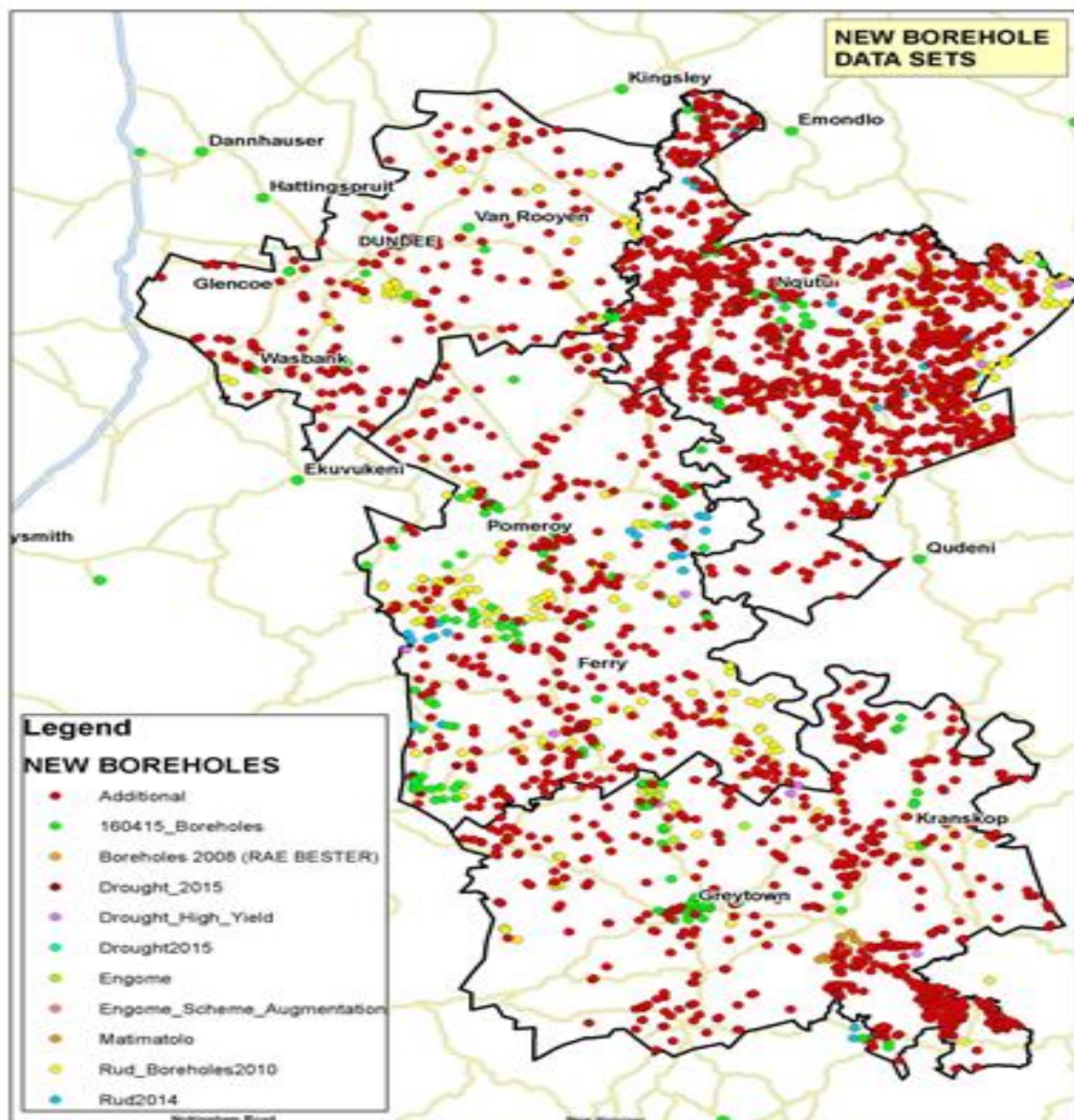
The municipality is committed in ensuring that the 34% of Green Drop and 95.40% Blue Drop is increased to a higher percentage in line with the quality standards for the water and sanitation treatment works and plants, and to achieve more 99% as per legislation.

#### **3.1.1.17 WATER INFRASTRUCTURE VERIFICATION PROJECT**

Umzinyathi District Municipality initiated a water infrastructure capture and verification project within the uMzinyathi District for new infrastructure to be consolidated into the existing GIS database of Umzinyathi DM. As part phase one of the project, household points were captured from the latest 2013 high resolution aerial photography. The second verification process related to demographic verification and analysis. The existing settlement names, boundaries and related information with regards to service delivery and were verified and updated for the whole district. To date, water level of services has been updated for settlements, households and infrastructure data, and the project is now complete. Some of the maps indicating the information which has been updated are indicated below:



**Map 44:** Access to Water services/ Bulk Components



**Map 45:** New Boreholes Data Set

### 3.6.1.1.16 WATER & SANITATION PROJECTS

#### UMZINYATHI DISTRICT MUNICIPALITY- WATER AND SANITATION

**TABLE 29 : MUNICIPAL INFRASTRUCTURE GRANT:**

UMZINYATHI DISTRICT MUNICIPALITY				
CAPITAL BUDGET : MUNICIPAL INFRASTRUCTURE GRANT PROGRAMMES				
PROJECT NAME	PROPOSED BUDGET 2023/2024	PROPOSED BUDGET 2024/2025	PROPOSED BUDGET 2025/2026	Old/New Project
Muden Regional Water Supply Scheme Phase 2 (Ward 8)	23 840 529,04	0,00	0,00	Old
Ophathe Water Supply Phase 3 (ward 8)	12 036 920,00	0,00	0,00	Old
Muden Regional Water Supply Scheme Phase 1 (ward 8)	1 050 200,00	0,00	0,00	Old
Kranskop Waste Water Treatment Works (ward 5)	0,00	35 005 300,00	42 053 900,50	New

**TABLE 30 : WATER SERVICES INFRASTRUCTURE GRANT**

UMZINYATHI DISTRICT MUNICIPALITY				
CAPITAL BUDGET : WATER SERVICES INFRASTRUCTURE GRANT	PROPOSED BUDGET 2023/2024	PROPOSED BUDGET 2024/2025	PROPOSED BUDGET 2025/2026	New or Old Project
PROJECT NAME				
Makhabeleni Water Supply Scheme (ward 6)	-	-	-	Old
Thulini Water Supply Scheme (ward 5)	-	-	-	New
Sinyambothi Water Supply Scheme (ward 4)	3 801 000,00	6 669 000,00	12 594 841,60	New
Umvoti Water Supply in Ward 1	-	-	13 000 000,00	New
Umvoti Sanitation	-	-	13 437 158,40	New

### 3.6.2 SOLID WASTE MANAGEMENT

The waste service delivery of the UMvoti Municipality is co-ordinated from Greytown. A regular waste removal service is provided to all the urban areas in the Municipality. The tribal areas of the uMvoti Municipality do not receive a regular waste removal service and they need to be incorporated in the waste disposal service area. There was a landfill site in Kranskop, which has since closed and now functions more as a transfer station. There is an existing transfer station in Greytown, from where waste is transported by a private contractor to a landfill site in Pietermaritzburg.

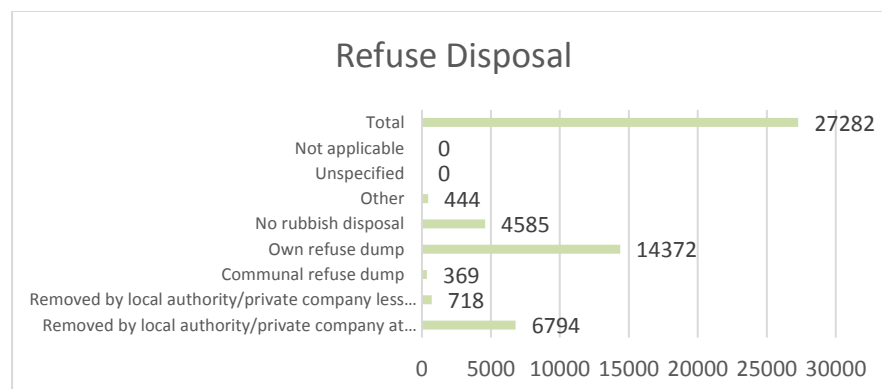


The waste removal service removes waste twice a week in Greytown residential areas, five times a week in business areas and four times a week in Industrial areas. It also removes waste twice a week in Kranskop residential areas and five times a week at business areas. Street sweeping is done in the business/commercial areas of Greytown and Kranskop. There is no street sweeping in the residential areas, the residential areas will only be cleaned if it is necessary to do so.

The tonnage of waste that is removed is approximately 270 tons per month. This waste is collected by the Municipality and delivered to the transfer station in Greytown. The municipality removes the waste from the transfer station and transports it to Pietermaritzburg, which is approximately 70km away.



#### 3.6.2.1 SOLID WASTE STATUS



**Figure 25: Refuse Disposal**

#### 3.6.2 Landfill Sites

UMvoti is in dire need of a licensed landfill site. The existing landfill site in Kranskop has been closed and now operates as a transfer station. There is a skip placed there for waste collection where the public can dispose of their waste. This skip is collected daily (Mon – Fri) by a private contractor and the waste is transported to Pietermaritzburg. According to the IDP Review, the closed landfill site has been earmarked by DWAF.

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The municipality does not own a waste disposal site. **The Regional Landfill site** is located in Greytown. Cell one is complete and will service both Umvoti and Msinga Municipalities. It is anticipated that the Landfill site will assist the municipality in reducing the cost of transporting waste from Greytown to Pietermaritzburg. Umzinyathi District has appointed a service provider as per section 78 of the Municipal Systems Act 32 of 2000(MSA) to conduct an internal assessment of the Umzinyathi District to assess whether it has the capacity and resources to sustainably operate and maintain the Regional Landfill Site.

There are currently two recycling centres. **Umvoti Recycling Centre** operated by Eyakho-Mvoti cooperative. This centre was funded by the National Department of Environmental Affairs and is currently supported by the municipality on its daily operations. Greytown recycling center is privately owned and operates with a memorandum of understanding with the municipality.

The existing IWMP has been reviewed to be in line with the current waste disposal situation. The municipality has secured funding from DBSA, and a consultant was appointed to review the IWMP.

New Waste Management By-Laws have been developed and approved by Council in June 2019. By-Laws are reviewed annually. Issues such as illegal dumping of waste, waste minimization/ and recycling are dealt with in the By-Laws. Municipal waste records are kept and maintained for informed future decision-making purposes and to comply with the Government's Waste Information System requirements.

### **3.6.2.2 WASTE REMOVAL AND IMPACT OF TARIFF INCREASES**

Currently solid waste removal is operating at a deficit. It is widely accepted that the rendering of this service should at least break even, which is currently not the case.

The Municipality will have to implement a solid waste strategy to ensure that this service can be rendered in a sustainable manner over the medium to long-term. The main contributors to this deficit are repairs and maintenance on vehicles, increases in general expenditure such as petrol and diesel and the cost of remuneration as well as transporting of waste to Pietermaritzburg.

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## **3.6.3 TRANSPORTATION INFRASTRUCTURE**

### **3.6.3.1 REGIONAL ROAD NETWORK**

Umvoti Municipality is strategically located within a major inland interception of Regional Routes being the R33 and the R74. The R33 forms a link between the rural areas and agricultural regions of the north-western parts of the KwaZulu-Natal province with the N3 (national region), where the N3 is a major national economic activity route providing a link between Durban and Gauteng traversing through the Free States Province (Harrismith). The R74 is provincial route which links Greytown to Weenen, Colenso and Ladysmith on the western regions (while also joining the N3) and Kranskop, Maphumulo and KwaDukuza (Stanger) on the eastern regions (while also joining the N2). Provincial roads within Umvoti are in a fair to poor condition. Urban roads are in a better condition in most areas. Surface

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drainage is not adequate, and clearance of open drains and road verges need to be undertaken.

Rural roads require more attention, as they are mostly unsurfaced and hence susceptible to erosion. The municipality currently does not have storm water control measures for rural areas. Most of the drains for rural roads discharge into watercourses and the veld, and this contribute to soil erosion. Strategic intervention need to focus on storm water management and the monitoring of settlement establishment on areas adjacent to rivers and streams.

### **3.6.3.2 Primary Road Network in UMvoti**

UMvoti Municipality is responsible for the provision of functional road network which facilitates the movement of people, goods, and services around the municipal area. ULM is currently experiencing significant challenges due to the poor state of the roads and storm water infrastructure within the municipality area.

UMvoti Municipality Road Network consists of a total of 298.9 kilometres of roads of which only 23% is surfaced roads and 76% gravelled roads of which 69km are paved roads, 210km are unpaved roads, and 19km are tracks or earth roads. All roads which fall outside or link the urban and township developments are the responsibility of the Department of Transport. The municipality is unable to upgrade their roads, mainly gravel to surface roads to due to limited Municipal Infrastructure Grant (MIG) allocation, hence majority of their roads are still gravel roads. The main challenge with gravel road is that it limits the community`s mobility to access public amenities (schools, churches, cemetery, etc.) during rainy seasons, when the roads are flooded and vehicles unable to move.

The Umvoti Local Municipality road network consists of 298km, of which 69km are paved roads, 210km are unpaved roads, and 19km are tracks or earth roads. All roads which fall outside or link the urban and township developments are the responsibility of the Department of Transport. The municipality is expected to inspect, repair and maintain public roads and infrastructure undertaking the following activities: -

- Routine inspection of the road and storm water network
- Repairs to potholes, sinkholes and road subsidence
- Repair or reinstatement of excavations, trenches and localized failures on roads and sidewalks.
- Repair, maintenance and unblocking of storm water drainage systems
- Replacement of missing manhole covers, access lids and bollards
- Repair or replacement of traffic lines and signs
- Blading, re-gravelling and associated maintenance works on gravel roads Crack sealing
- Removal of rubble and sand from the road and road reserve areas

The R33, R74 and R622 are the identified primary corridors within the UMvoti Municipality. These regional routes provide high linkages with surrounding municipalities and economic nodes. The main activities that take place along these corridors are Tourism and Agriculture. This primary corridor facilitates stronger cross border economic flows and economic development. Main roads in Kranskop are adequately surfaced although regular maintenance is required. However, there is no pavement management strategy in place.

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### 3.6.3.3 STATUS QUO ANALYSIS OF OPERATION AND MAINTAINANCE

#### ***a. Type of Maintenance***

Maintaining the municipal road infrastructure includes routine maintenance and rehabilitation activities, all of which require planning and adequate budgets.

Because of budget constraints, maintenance of assets and construction plants are always neglected, leading to a municipal failure to respond to elementary operations and maintenance tasks. Furthermore, it makes it difficult to respond to infrastructure failures in favorable time.

#### ***b. Emergency Repairs***

Emergency repairs are when something rare or unexpected happens, for example severe storm damage to the road. The municipality has the system in place to deal with emergencies when such incidents occur.

#### ***c. Resource Availability***

The Umvoti Local Municipality has limited plant to attend to maintenance due to budget. The available plant is old; experiences frequent breakdowns which in turns has a negative impact on the daily and routine operations of the infrastructure. Most of the available plant are in need of routine maintenance, but due to budget constraints they are not maintained frequently.

The Maintenance Department is currently capacitated in terms of key staff personnel, with few vacant posts. There is a Technical Director, 1 Professional Engineer from MISA, Maintenance Manager, 3 Technician, 3 Team Leaders and 12 General Workers within the Roads Maintenance Sector.

Maintenance is conducted by in-house team and External Service Provider was appointed to do the patching of the potholes.

#### ***d. Storm Water Drainage***

The Storm water division (Public Works) is primarily responsible for the maintenance and construction of storm water infrastructure within the Umvoti Municipal jurisdiction mainly in ward 5, 7, 9 and 10.

Umvoti Municipal Network system is made up of ± 55 000 m of buried storm water infrastructure and a number of open channels in Greytown, Enhlalakahle, Angola, France, Solomon Village and Kranskop.

Activities undertaken by Technical Services (Public Works Section) are as follows:

- Unblock of storm water drainage system
- Replacement of missing manhole covers
- Maintaining the entire infrastructure (storm water)
- Cleaning and rehabilitation of the storm water system and culverts
- Replacing broken pipes and catch pit inlets and manhole slabs and covers.

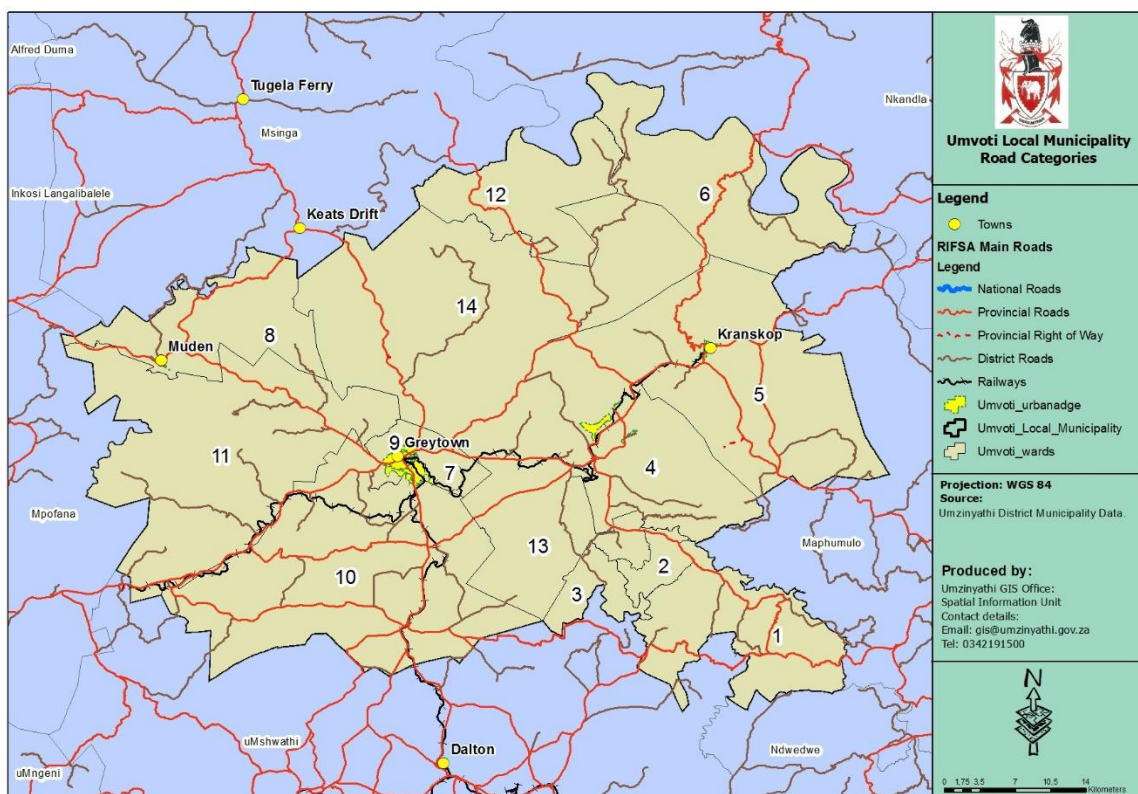
- Installing new storm water systems, construction of open channels and sub-soil drains etc.
- Protect the health, welfare and safety of the public, and to protect property from flood hazards by safely routing and discharging storm water from developments
- Responsibility to preserve the natural environment avoiding soil erosions in the outlets.

DBSA has funded the Municipality to develop a roads and stormwater master plan. The Roads and storm water master plan will be finalised by the end of the 2020/2021 financial year.

The final master plan will assist the municipality to align the identification, prioritization and implementation of projects towards the achievement of the South African National Government Outcomes namely:

- Outcome 6: An efficient, competitive and responsive economic infrastructure network;
- Outcome 8: Sustainable human settlements and an improved quality of household life;
- Outcome 9: A responsive, accountable, effective, and efficient local government.

The municipality is currently in progress with a road rehabilitation in Greytown (ward 9) which is phase 1 and phase 2 project utilising Municipal Infrastructure Grant (MIG) funding and will be implementing the Rehabilitation of Greytown Urban (Dr Wessels street) in Ward 10 – Phase 02 in 2023/2024 financial year.



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#### 3.6.3.4 REGIONAL AND LOCAL ACCESS

UMvoti is highly accessible at a regional level. The availability of R33, R74 and R622 which are tar routes that connects to various municipalities within the region creates a very strong regional access position for the municipal area. However, there are challenges at a local level. This aggravated by the fact that there are many rural settlements and farms that are located in areas that are accessible by the gravel roads that are in a very poor condition. There will be a need to prioritize the development and upgrading of these routes.

#### 3.6.3.5 RAILWAY TRANSPORTATION IN UMVOTI

Transportation systems with the municipality also include rail, which is predominantly used for the transportation of agricultural raw materials. There is an old railway station in Seven Oaks small railway station in Mispah. There are also a number of private landing strips found within the UMvoti Municipality which are mainly used by farmers who use aeroplanes for straying pesticides on their agricultural produces.

#### 3.6.3.6 ROAD INTERSECTIONS

An intersection is an area, shared by two or more roads, whose main function is to provide for the change of route direction. The mushrooming of new rural settlements especially along the existing main roads causes a problem with the road network. This is so due to the fact that each settlement would require a new access point that will be informally (unregistered) established. In many instances these access points are very dangerous due to the angle of the access point i.e., intersection that do not meet the standards (90 degrees angle) as stipulated by the Department of Transport which limit the visibility by motorists. The possible best solution will be to limit the access points by designing the parallel flank routes along each settlement and ensure that the access on and off point is re-aligned to the 90° angles.

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#### 3.6.2.4 PUBLIC TRANSPORT

The municipality has both formal and informal public transport facilities. **Table 28** below provides a summary of the public transport facilities within Umvoti Municipality:

**Table 31: Formal and Informal transport facilities**

FACILITY NAME	OWNERSHIP	STATUS	LOCATION
Greytown Taxi Rank	Municipal	Formal	Off street
Kranskop Taxi Rank	Municipal	Formal	Off street
Muden Taxi Rank in Greytown	Private	Formal	Off street
Muden Taxi Rank in Mudén	Private	Informal	Off street
Rural wards	Ingonyama Trust	Informal	On street and off street

The municipality has not developed an Integrated Transportation Plan (ITP) due to lack of human capacity and financial constraints.

### 3.6.4 ENERGY

UMvoti exists within the region that is supplied by Sigma Substation and its associated network. A 765-kV line was constructed to Venus substation to a proposed new Sigma substation in the Albert Falls/Greytown area, in KZN, over a distance of about 100 km. In addition, there is a 400-kV double-circuit transmission line from the Sigma substation in the Albert Falls/Greytown area to the Hector substation close to Cato Ridge, as well as the installation of three 400-kV feeder bays at the Hector substation. The circuit on an existing 400-kV double-circuit transmission line between Hector substation and Ariadne substation, near Pietermaritzburg which was energised recently.

#### 3.6.4.1 UMVOTI MUNICIPAL AREA OF SUPPLY

UMvoti Municipality is licensed to services Greytown residents with electricity and has provided such services to other urban areas within the municipality. The rural areas are connected and supplied by ESKOM who has made connections to a number of rural areas within the municipality and is currently connecting other areas. The municipality is moderately connected to the national electrical grid with approximately 24 410 households having access to electricity, while an approximate 10 254 households has no access to electricity.

#### 3.6.4.2 ELECTRICITY CHALLENGES

There are a number of alternative energy sources that are made use of by the UMvoti community members, which are provided below for each of the uses:

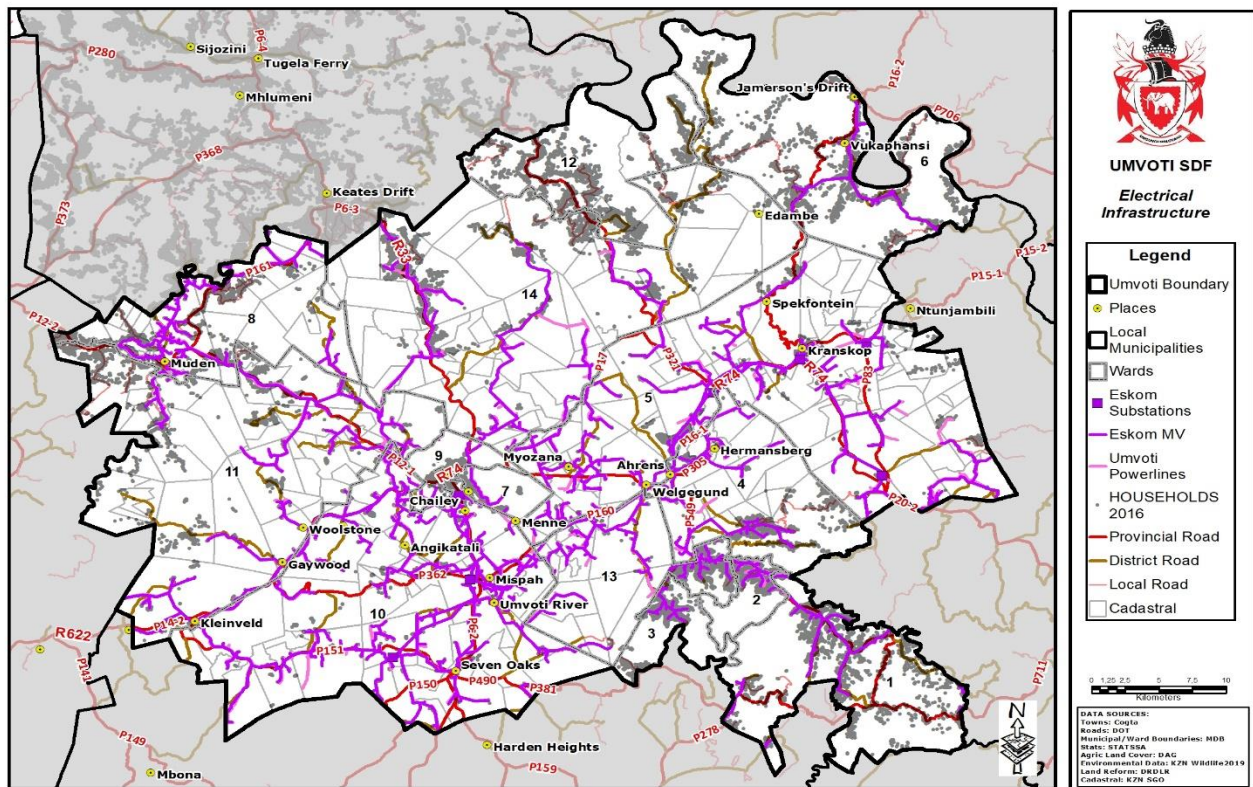
Energy Type	Number of HH
Electricity from main	17839
Other source of electricity (e.g. generator)	44
Gas	1825
Paraffin	1761
Wood	13009
Coal	20
Other	13
None	153

**TABLE 32 : Alternative Energy Sources**

Source: CS 2016

It is expected of a rural municipality that the number of households that have access to electricity will not equate to the number of households making use of electricity for the various uses linked to electricity i.e. heating water, cooking, etc. The above table provides an illustration to this statement, where only 17 839 households make use of electricity for cooking purposes instead of the 24 410 households who are connect to electricity (6 571 less households). The differences are constituted by a number of factors, where the main being

affordability issues which sees 6 571 households making use of alternative energy sources (which are cheaper and easily available) instead of electricity.



**Map 47 : Electrical Infrastructure in Umvoti**

The municipality has experienced challenges in the electrification of the whole of Umvoti municipal area of jurisdiction. The Municipality then appointed a Service Provider to conduct a study on the electrical Infrastructure and to develop an Electricity Service Delivery Plan.

The study provided a medium term plan to develop the electrical infrastructure that will be required to support the envisaged demand growth.

The outcome of the report identifies analyses and plans for electricity service delivery to the residents of Umvoti. The planning report addresses the under-mentioned challenges faced by the supply authority

These challenges are identified as follows:

- Infrastructure Planning
- Electricity Backlogs
- Revenue Protection (Losses Reduction)
- Maintain Distribution Licence
- Methodology
- Load forecasting
- Operation and maintenance plan

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### **3.6.4.3 ELECTRICITY STATUS**

Umvoti Municipality completed and adopted the Electricity Service Delivery Plan (ESDP) on 31 October 2019, which is reviewed every 5 years and has further appointed HAMSA Consulting Engineers to assume the role of a GMR 2.1 on a three (3) year contract who is currently overseeing the entire electrical infrastructure.

The objective of the Electricity Service Delivery Plan is to provide electricity to the people of Umvoti Municipality as quickly as possible. The three constraints determining the delivery process of electricity to the people is the availability of network capacity, funding as well as proactive design and planning.

The Municipality is currently implementing Category 1 however, financial constraints are limiting progress.

The electricity operational and maintenance plan is included in the Electricity Service Delivery Plan (ESDP) which has four (4) categories which are currently underway and sitting at 15% complete, which are as follows:

1. Critical and urgent - Do
2. Critical but not urgent - Plan
3. Not critical but urgent - Delegate
4. Not critical and not urgent – Maintain

The effective maintenance planning, relating to the actual condition of the equipment with regards to maintenance rates, is one of the challenges presently facing utilities. Present maintenance approaches and asset management methods within the power system sector do not promote business sustainability and economic growth.

Owing to this, reliability is gradually diminishing; this is confirmed by an increase in the number of faults due to poor performing systems and failures associated with components, and related infrastructure theft (cables etc.) We have also incorporated a draft operations and maintenance plan that has been designed by our 3 year appointed GCC GMR 2,1 which are currently utilising as our guideline together with the recommendation from our electricity service delivery plan.

#### **3.6.4.3.1 ELECTRICITY OPERATIONAL ACTIVITIES**

The Electrical Unit conducts daily operational activities, which include but not limited to the following:

- a) Maintain of electricity network e.g sub inspections, streetlight maintenance, cable joints etc
- b) Extension of Network to accommodate new customers.
- c) Exercising credit control and managing Illegal network connections.
- d) Responsible for daily planning of various electrical tasks with staff under him.
- e) Ordering of material for allocated tasks.
- f) Controlling of equipment and tools
- g) Making sure council is not abused.
- h) Responsible for own safety and that of workers around site.

- 
- i) Safety inspections on municipal equipment complying with OHS Act.
  - j) Safety meetings and reporting unsafe acts immediately.
  - k) Attend to power failures and faultfinding on high and low voltage switchgear, electric motors and process control equipment.
  - l) Repairs to maintain plant under extreme time limitations and mostly under adverse environmental condition has to restore supply to customers safely and efficiently.
  - m) Physical inspection of meters to prevent tampering and theft of electrical energy.
  - n) General maintenance on council buildings and equipment.
  - o) Performing of standby duties.
  - p) Working with millions of rands worth of equipment also any administrative functions assigned to you by technical services.
  - q) Applying safety procedures and standing instruction to enforce safe working practices.
  - r) Direct faultfinding procedures and liaise with the public on cause and anticipated duration of outage.
  - s) Restore supply to consumers as quickly as possible and to prevent injury / death to staff or further damage to system.

A works order / job instruction has been implemented to control execution of which is a work in progress. The Electrician standby duties is rostered to ensure fast response to public/consumer queries during blackout conditions.

Furthermore, new consumer infrastructure for connection is planned, installed, and commissioned by the Municipality and the appointed Electrical Engineer.

The Electricity Unit has taken responsibility to inspect and ensure pro-active Legal Compliance of Departmental lifting equipment.

The Municipality is currently facing challenges such as ageing electrical infrastructure. Due to budget constraints, the Municipality has approached DBSA for a loan amount of 12 million rands to upgrade and maintain existing infrastructure.

#### **3.6.4.4 NETWORK CAPACITY**

Currently Umvoti Municipality is licensed municipality under Electricity Regulation Act (No.4 of 2006).

Under that regulation the municipality is composed of the following:

- Greytown 33/11kV 40MVA Substation + Solomon 500kVA
- 30.7 MVA Installed Capacity
- 12MVA NMD (12,28 ADMD)
- 88 Mini Substations
- 38660m of LV Cable Network
- 40260m of MV Cable Network
- 62980m of LV overhead Network
- 13200m of MV overhead Network
- 35 Pole Mounted Transformers
- 38200m of LV Cable Network
- 34260m of MV Cable Network
- Licence Distributor of Electricity

- 
- Well established INEP Programme

It is worth noting that even though the municipality current NMD is 12MVA, Greytown Substation has an installed capacity of 40MVA. This is supplied by a 7,56km 33KV Single Circuit Fox Overhead Line. The second bulk point of supply is 0,5 MVA feeding 5 by 200KVA transformers in Solomon Mzoloville

From the 40MVA installed at the Greytown substation, only about 22MVA is available due to the capacity that the limitations on the overhead lines installed.

From the substation, there are other 22kV Eskom Feeders supplying various customers near and around the uMvoti area. Subsequent to the completion of the new Msinga Substation and the upgrading of networks on some other substations by ESKOM, capacity is now available to continue with electrification in several areas within the Umvoti jurisdiction.

Currently Umvoti Local Municipal area is in possession of a license to supply electricity to the Greytown residential area. The rest of the area is the responsibility of Eskom who has the license to supply electricity.

The installation of high mast lighting where installed in most of our rural wards for crime prevention during the past 5 financial years.

Within the Integrated National Electrification Program (INEP) the project management and administration role of electrification will be the responsibility of licensed municipalities. This will affect detailed project planning and implementation at local and regional/district level through a consultative process. Project Planning will include selection, design and harmonisation with the IDP.

Other municipal responsibilities will include project management, financial management, auditing and reporting, claims administration and project queries and dispute resolution.

To meet the target of providing a basic supply of electricity to all households, the Umvoti Municipality Integrated Development Plan has identified the following objective:

To eliminate the electrification backlog, including new Enclosure projects. This will however depend entirely on the budget allocations both nationally but also locally when the available MIG & DoE budgets need to be allocated by the Local Municipality to the various sectors.

#### **3.6.4.5 THE STRATEGIES THAT NEED TO BE IMPLEMENTED TO ACHIEVE THE OBJECTIVES ARE:**

- To obtain maximum funding for electrification through thorough planning.
- Through the creation of electrical infrastructure.
- Funding the capital shortfall for grid electrification if required.

Funding criteria for bulk infrastructure projects is illustrated by the Department of Energy White Paper on Bulk Infrastructure Policy Guidelines for INEP

Umvoti Municipality currently requires R 40m to enable ESKOM to construct a new substation to supply Greytown Town. The current 33kV feeder line from Mizpah Substation to Greytown Substation has reached maximum limit that it can supply. The line cannot be upgraded in the current position and a new substation is required. This will ensure that there are no challenges for future development and growth of the town.

### 3.6.4.6 RENEWABLE ENERGY

The Municipality benefitted from the Department of Rich Minerals and Energy (DMRE) energy efficiency programme, of which the Municipality will utilise the funding to change old conventional light fittings, which are not energy efficient to new LED light fittings, which are energy efficient, which was completed in the 2021/2022 financial year.

The total amount funded through this programme was, R 2 000 000 in the 2021/2022 financial year.

An Independent power producers are assisting our electrical network with our energy crisis we currently facing. It is in the pipeline to connect a 10mw solar plant to our existing grid in ward 9 next to townlands development. It will assist our current Eskom grid and allow cheaper rates to the municipality so we can use profit for maintenance on our aged infrastructure.

We also engaged GLS CONSULTING to assist us with a feasibility study on different forms of generation we can utilise to generate electricity.

**Table 33: Electricity Projects for 2019/2020 Financial Year**

2019/20 FINANCIAL YEAR						
Project Name	Ward	Number of Connections	Estimated Budget (Excl. Vat)	Capacity Constrains	Licence Owner	Comments/Status
Khusane (Phasiwe, Mispah, Seven Oaks, Haries, and infill in Woolstone and Hhaloni)	10	150	R9 200 000.00	No	ESKOM	Under construction, the contractor was terminated for poor performance. For completion of outstanding works the contractor has appointed.
Nodlozi (Kwahlomela and Bomvini)	14, 11 & 12	200	R 6 000 000.00	No	ESKOM	Completed
Oshikishikini/ Hillerman Farm (Mhlazane, Siyavuna, Phembuluka, Kwachwane, Mbojwane and Santa Maria)	8, 9 & 11	200	R 6000 000.00	No	ESKOM	Completed
Greytown Slums Clearance Phase 1	7	513	R 7 000 000.00	No	Umvoti LM	Completed
<b>Total</b>		<b>1 063</b>	<b>R 28 200 000.00</b>			

**Table 34: 2020/2021 Electricity Projects FINANCIAL YEAR**

2020/21 FINANCIAL YEAR						
Project Name	Ward	Number of Connections	Estimated Budget (Excl. Vat)	Capacity Constrains	Licence Owner	Comments/Status
Greytown Slums Clearance Phase 2	7	517	R 7 000 000.00	No	Umvoti LM	17 Houses outstanding that was vandalized. The contractor only awaiting the houses to completed so that the houses can be electrified.
Ward 12 Electrification	12	504	R 12 375 000.00	No	Eskom	Construction stage 100% complete, awaiting outages
Greytown FET Point of Supply	7	1	R 1 500 000.00	No	Umvoti LM	100% Completed
<b>Total</b>		<b>1 022</b>	<b>R 20 875 000.00</b>			

**Table 35: ESKOM PROJECTS IN 2020/2021 FINANCIAL YEAR**

ESKOM PROJECTS						
Project Name	Ward	Number of Connections	Estimated Budget (Excl. Vat)	Capacity Constrains	Licence Owner	Status
Dayingubo (Bubu, Doremy) phase 2	1	115		No	Eskom	Completed
Eshane Electrification	4	114	R 2 954 697.47	No	Eskom	Completed
Total		229				

**Table 36: FUTURE PLANNED ELECTRICITY PROJECTS**

FUTURE PLANNED PROJECTS						
Project Name	Ward	Number of Connections	Estimated Budget (Excl. Vat)	Capacity Constrains	License Owner	Status
Kranskop Slums Clearance Project	5	500	R 5 808 063.57	No	Eskom	Planning Stage. (Housing Project delayed due to lack of sewer treatment plant.
Sanqele Electrification	5	30	R2 500 000.00	No	ESKOM	Planning stage
Nqabeni	5	50	R 1 200 000.00	No	Eskom	Planning Stage

### FUTURE PLANNED PROJECTS

Project Name	Ward	Number of Connections	Estimated Budget (Excl. Vat)	Capacity Constrains	License Owner	Status
Mbalane 3	11	150	R 4 788 000.00	No	ESKOM	Planning Stage, design completed
Mhlazane	4	100	R 3 192 000.00	No	ESKOM	Planning Stage
Odadeni	11	200	R 10 428 667.34	No	ESKOM	Planning Stage
Extension 9	9	28	R 2 500 000.00	No	UMVOTI LM	Planning Stage
Extension 14	7	600	R 12 000 000.00	No	UMVOTI LM	Planning Stage
Upgrade from Main feeder to Kiosk 54	7	TBA	R 5 000 000.00	No	UMVOTI LM	Planning Stage
LED Street Lihtging (Retro - Fit)	7,9 & 10)	TBA	R 9 000 000.00	No	UMVOTI LM	Planning Stage
Ntembisweni Infills	3	300	R 7 200 000.00	No	UMVOTI LM	Planning Stage
Matimatolo Infills	2	500	R 10 900 000.00	No	ESKOM	Planning Stage
Ward 4 Infills	4	500	R 10 900 000.00	No	ESKOM	Planning Stage
Nseleni Infills	5	100	R 2 400 000.00	No	ESKOM	Planning Stage
Kranskop Infills	5	500	R 10 900 000.00	No	ESKOM	Planning Stage
Ward 12 Infills	12	500	R 10 900 000.00	No	ESKOM	Planning Stage
Mbangweni Infills	13	500	R 10 900 000.00	No	ESKOM	Planning Stage
Mbuba Infills	13	500	R 10 900 000.00	No	ESKOM	Planning Stage
Ward 14 Infills	14	500	R 10 900 000.00	No	ESKOM	Planning Stage
Vikindlala Infills and ward areas	1	500	R 10 900 000.00	No	ESKOM	Planning Stage
Matimatolo Infills	2	500	R 10 900 000.00	No	ESKOM	Planning Stage
Ward 8 Infills	8	500	R 10 900 000.00	No	ESKOM	Planning Stage
Ward 6 Infills	6	500	R 10 900 000.00	No	ESKOM	Planning Stage
Townlands Infills	7	50	R 1 200 000.00	No	ESKOM	Planning Stage
Ward 10 Infills	10	100	R 10 900 000.00	No	ESKOM	Planning Stage
Greytown Network Upgrade	7, 9 & 10	for future development	R 25 000 000.00	No	Umvoti LM	Planning Stage

**Table 37: Electricity Backlog**

Backlog – District View						
District	2016 Census Count - Total Households	Greenfield	Brownfield	Backlog from Eskom Studies	No of H/H Electrified	% Electrified
Umzinyathi	126,791	10,863	10,800	21,663	91,806	72%
<b>Total</b>	<b>126,791</b>	<b>10,863</b>	<b>10,800</b>	<b>21,663</b>	<b>91,806</b>	<b>72%</b>

<b>Backlog – Local Munic View</b>						
<b>Local Municipality</b>	<b>2016 Census Count - Total Households</b>	<b>Greenfield</b>	<b>Brownfield</b>	<b>Backlog from Eskom Studies</b>	<b>No of H/H Electrified</b>	<b>% Electrified</b>
Umvoti (KZN245)	34, 664	2,518	3,340	5,858	21,424	61%
<b>Total</b>	<b>34, 664</b>	<b>2,518</b>	<b>3,340</b>	<b>5,858</b>	<b>21,424</b>	<b>61%</b>

### 3.6.5 ACCESS TO COMMUNITY FACILITIES

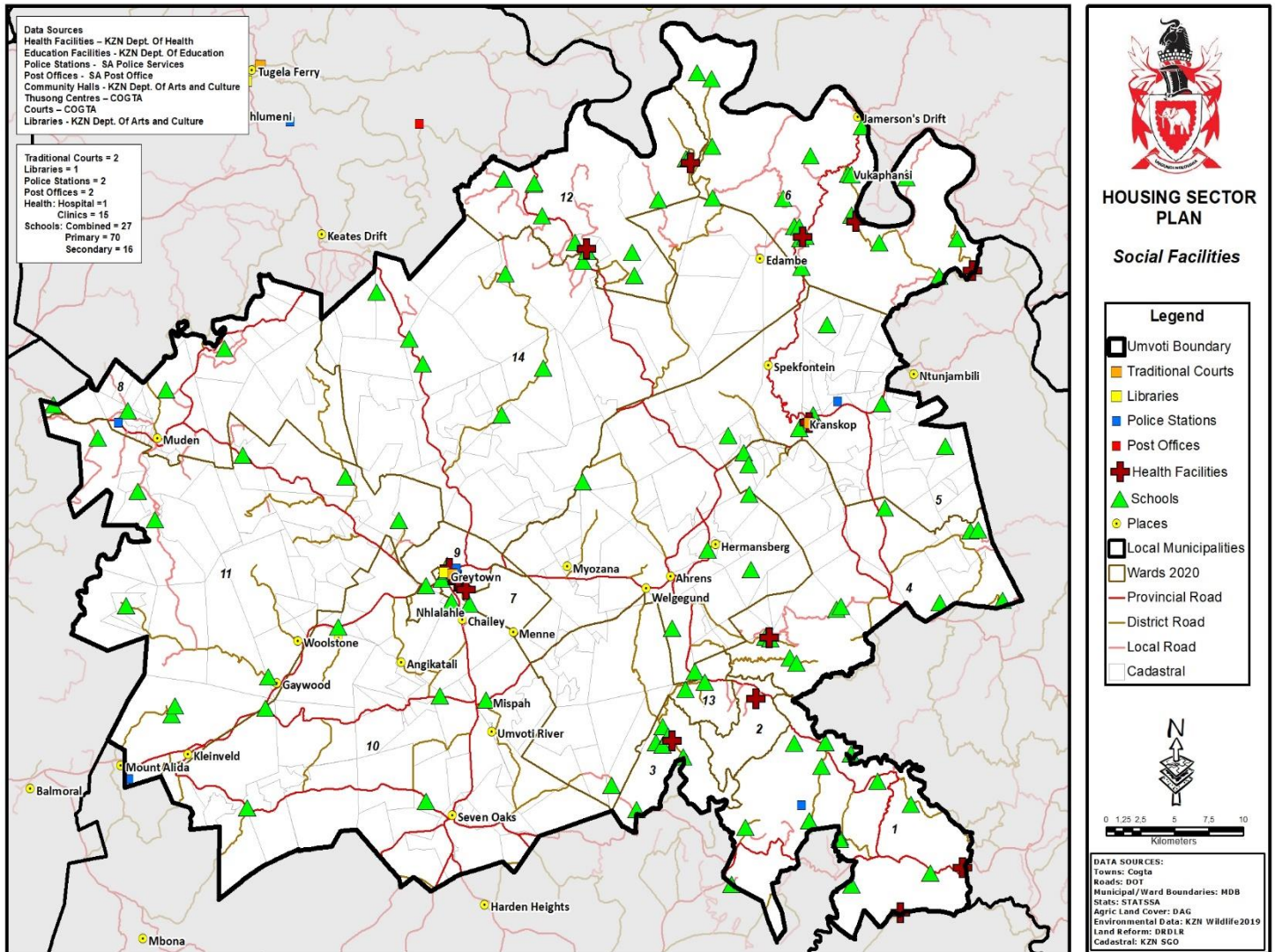
The municipality is responsible for the cemeteries/ crematoria function in terms of the Municipal Structures Act Section 83 and 84. Sufficient capacity is available at kwaGijima cemetery. Kranskop requires the development of the new cemetery.

Municipal documents such as the SDF indicate that a myriad of social facilities exist within the municipal area however there is still a backlog in certain areas within the municipality. The SDF asserts that the civic and social land use category includes health, traditional administration centres, educational, welfare, public buildings such as community halls and multi-purpose centres and other uses associated with social development and public administration. The map below and the secondary data shows the existing social facilities within the municipal area which are listed as the following:

- Traditional Courts x2;
- Educational Facilities (Schools): Combined x27, Primary x70, Secondary x16 & Crèches;
- Library x1;
- Police Stations x2;
- Post Office x2;
- Traditional Courts x2;
- Healthcare Facilities (Permanent Primary Health Facilities as well as mobile stations.) There is 1 TB Hospital in Greytown, 15 clinics (12 Fixed Clinics and 3 Mobile Clinics, 1 EMS Base and 1 Forensic Mortuary;
- Sport Facilities x8. The Provincial Department of Sport and Recreation are the key stakeholder in the development of sport facilities within the KwaZulu-Natal Province;
- Community halls and creches x 56;
- Municipal services;
- Cemetery Sites;
- Places of worship; and

- Department of Justice.
- Community Service Centre x 1

The map 48 below geographically show the existing social facilities and the current social facilities backlog (households that are not serviced by existing facilities according to the planning and design guidelines).



Map 48 : Spatial Distribution of Social facilities

### 3.6.6 HUMAN SETTLEMENTS

The number of households who reside within the formal houses has increased from 42% in 2001 to 57% in 2007 within Umvoti Municipal Area. This increase may be attributed to the decrease of households residing in rural areas as well as the households who have received formal houses for the first time due to completed low-cost housing projects between 2001 and 2007. Furthermore, the rural housing projects that were completed in 2013 and 14 led to the increase number of formal houses. The rural formal housing also increased with 650 Units

with the completion of Mthembu-Sithole Rural Housing Project Phase 1 in December 2018. There has also been increase in formal houses in the urban area of Greytown as 513 Units have been completed in 2019 for the Greytown Slums Clearance Housing Project. The municipality is very close in terms of meeting the national housing target of at least 60% of households to be formally housed within each municipality countrywide.

The Municipality has an existing **Housing Sector Plan** and is currently implementing the projects in line with the plan. The municipality ensures that the plan is reviewed on an annual basis to be in line with the KZN Human Settlements Master Plan.

## HOUSING FORUM

A Housing Forum is in place, and it is fully functional. The Forum sits on quarterly basis as an ongoing monitoring instrument to assist with monitoring the implementation of housing projects in progress in the municipality. The Technical Committee meetings as well as Steering Committee meetings are also structured and sits frequently to report on the projects under implementation.

### 3.6.6.1 URBAN SETTLEMENTS

Greytown is the main urban settlement consisting of various land uses such as commercial, education, offices, restaurants, motor servicing establishments, banks, and municipal offices. It functions as the service centre for the entire municipality.

The housing projects that are currently underway within the urban areas of Umvoti are as follows: -

**Table 38: Housing projects in progress within urban areas**

PROJECT	WARD	Number of Units	COMMENTS
Greytown Slums Clearance	9	1027	The project was completed on the 21 September 2021  Title Deeds is in progress. 935 Title Deeds have been registered to date and only 100 is outstanding.
Enhlalakahle Phase 2	07	600	The project has been approved. Stage 1 detailed planning activities are ongoing.  The main reason why the stage 1 activities have not completed it is because of the bulk water and sewer capacity not being enough around the Greytown area.
Community Residential Units (Hostel upgrade)	07	336 Units Plus an additional portion which	The project is in construction phase. The contractor is currently roofing 12 blocks which consist of 192 units.

PROJECT	WARD	Number of Units	COMMENTS
		will be gap housing	
Extension 14 – Middle income	9	972	<p>Stage 1 project approval has been granted. Drafting of bilateral contract with Umvoti Municipality has been finalised.</p> <p>All detailed studies have been completed and awaiting for phase 2 approval (construction phase)</p>
Extension 9	9	To be determined by Developer	Project at Planning Phase. The municipality is currently finalising land disposal processes.

### 3.6.6.2 SUBURBAN SETTLEMENTS

The main suburban settlements within UMvoti are Greytown, Enhlalakahle and Kranskop, and are located within the dominant agricultural area. These centres offer a wide variety of commercial and administrative support for both urban and rural communities within the municipal area. There has been moderate development experience over the years within the two centres, which has seen the rise of informal settlements within the centres as a result of a lack of housing (UMvoti SDF Review, 2021-2022). Suburban settlements of Greytown are located at the edge of the CBD. Kranskop is located in the eastern part of the municipal area, having the P51-1 provincial route crossing through it.

### 3.6.6.3 TOWNSHIP SETTLEMENTS

The only existing township is Enhlalakahle, which is noticeable as being urban in nature. The township is located within the Greytown area along the R74 route and is comprised of a few small commercial and social activities.

### 3.6.6.4 PERI-URBAN SETTLEMENTS

Peri-urban areas are zones of transition from rural to urban land uses located between the outer limits of urban and regional centres and the rural environment. The following are identified as peri-urban settlements within UMvoti Municipality:

- Challey;
- Woolstone;
- Gaywood;
- Angikatali;
- Menne;
- Mispah;
- Mvozana; and
- Spekfontein

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### **3.6.6.5 RURAL HOUSING DEMAND**

The demand for rural housing within UMvoti has never been captured by the housing demand/ waiting lists; instead, the census statistics have always been used to guide the municipality in this regard. According to the 2007 Census Community Survey, there were approximately 9 518 households who were recorded to be residing within the traditional settlements. This noted a decrease from 11 197 households who were residing in traditional settlement seven years ago (there were approximately 10 715 households residing in traditional settlements in 2001). However, the 2011 Census stated a higher increase on traditional dwelling units as these had reached 10 978 and the 2016 Community Survey suggests that there was a further increase which led to these being 13 314. However, through IDP forums and community needs it was identified that the current overall housing backlog sits at 25 538 in 2022.

### **3.6.6.6 MIDDLE – INCOME/ GAP HOUSING DEMAND**

“Gap housing” is a term used to describe the shortfall, in the housing market between residential units supplied by the state and houses delivered by the private sector. The gap housing market comprises people who typically earn between R3 500 and R15 000 per month, which is too little to enable them to participate in the private property market, yet too much to qualify for state assistance. The middle – income-housing demand has never been captured on the housing demand/ waiting lists. It is therefore difficult to estimate precisely how large the demand for the gap-housing product is, as it fluctuates with interest rate changes and employment levels.

It also depends on the number of families who voluntarily choose to make longer-term financial commitments. However, it is certain that this housing segment is huge and represents a significant demand within the Greytown. In fact, this housing spectrum is recently receiving attention from UMvoti Municipality. The need to explore options for this type of housing is considered important given the fact that the Breaking New Ground Housing Policy makes provision for any middle-income housing (gap market) to be addressed. The municipality anticipates that there are approximately 500 households that require housing who fall within the middle-income housing bracket. This is substantially higher than the census 2007 community survey middle – income-housing demand, which is estimated at 61 households. The municipality is in the process of finalising the disposal of Extension 14 and 9, which will address the shortfalls relating to middle-income housing. The municipality is also exploring the Serviced Site Programme as means of addressing the housing gap.

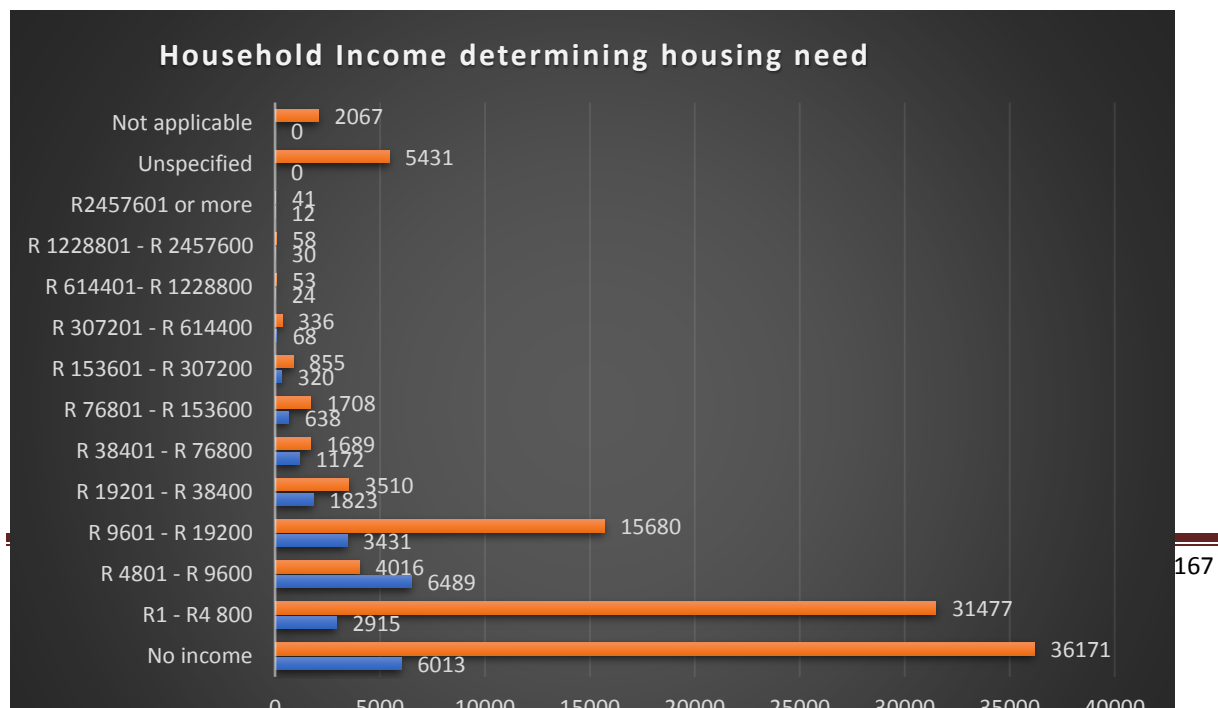
### **3.6.6.7 URBAN HOUSING DEMAND AND ERADICATION OF INFORMAL SETTLEMENTS**

A number of informal settlements have been identified to exist within UMvoti Local Municipality and their exact geographic location has been picked up. These informal settlements are located within precarious and hazards conditions such as close proximity to landfill sites, 50 – 100-year flood lines, Transnet owned servitudes and wetlands. The concept of informal settlements is defined as “makeshift structures not erected according to approved architectural standards” (Stats SA, 2016). There are five (5) informal settlements that exist within UMvoti Municipal Area of jurisdiction. As previously discussed, these accommodate approximately 537 households. The issue of informal settlements should be a matter of priority for the

Municipality, so to adhere to the principles of this Housing Sector Plan. Informal settlements have been identified in UMvoti LM. Unfortunately, none of these settlements can be formalized through in-situ upgrading due to a number of reasons, which can be outlined as follows:

- Tent Town – 111 (numbers has escalate since there is no proper monitory of informal settlements) households are located within the closed landfill site and it is not environmentally recommended to have the settlement there.
- Lindelani – It is located within the boundary of the Greytown Central Business District. It is bounded by the Railway line along its southern part. It is a small and a very dense settlement that has evolved within the main urban edge as a result of land invasion which is further perpetuated by urbanisation. 156 households are located within this Transnet owned servitude.
- Coloured Village – The 'Coloured Village' informal settlement is located on the north-eastern edge of Greytown. This small settlement (18 households) is located within a 50 – 100 year flood line and this possess a great danger. Unlike Lindelani and Tin Town, coloured village's settlement pattern could be described as scattered and disbursed in space. The settlement originates not from spatial planning considerations but from land needs and access to urban opportunities.
- Brickyard – this settlement is located in a wetland and comprises of 2 households.
- Kranskop – this is a very dense informal settlement with approximately 250 households. It will not be possible to accommodate all the households with the property that they have invaded since the household's structures are too congested. This settlement has grown overtime as the informal settlements were 250 when the project was planned.

#### Household Income determining housing need



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**Source: Stats SA, 2001 and Stats SA, 2011**

The population projections for five years indicates that the number of people residing within UMvoti will increase and this will trigger the need for future housing over and above the existing backlog. This future housing demand is calculated through analysing the monthly individual income categories that are within the population of UMvoti as well as the new families that will need housing units on the basis of population growth.

**Table 39: Prioritised Housing Projects**

PLANNED HOUSING PROJECTS							
Ward Number	Project Name	Number of estimated units	Type of project	Land ownership	Estimated Budget	Sources of Fund	Key Stakeholders
1	Ndosi Vikindlala Mbulwane Dayingubo Njengabantu Amakhabela	2000	Rural	Ingonyama Trust	To be determined by DOHS	DOHS	Department of Human Settlements, Umvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
2	Matimatolo Phase 2	1000	Rural	Ingonyama Trust	To be determined by DOHS	DOHS	Department of Human Settlements, Umvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
5	Kranskop Phase 2 500 units.	500	Urban	Municipal land	To be determined by DOHS	DOHS	Department of Human Settlements, Umvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
	Kranskop Informal Settlement	500					
11	(Nkonzo Mhlopheni	500		Farm land	To be determined by DOHS	DOHS	Department of Human Settlements, Umvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries

PLANNED HOUSING PROJECTS							
Ward Number	Project Name	Number of estimated units	Type of project	Land ownership	Estimated Budget	Sources of Fund	Key Stakeholders
7	Nhlalakahle Phase 2	600	Urban	Municipal land	To be determined by DOHS	DOHS	Department of Human Settlements, Umvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
3	Ntembisweni Mdlalanto	1000	Rural	Ingonyama Trust	To be determined by DOHS	DOHS	Department of Human Settlements, Umvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
4	<i>Sinyambothi Eshane</i>	370		Trust Land	To be determined by DOHS	DOHS	Department of Human Settlements, Umvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
5	<i>Hemmanesburg/Mhlazane Esigedlane Nseleni</i>	600 60	Rural  Rural	Trust Land Ingonyama Trust Land Trust land	To be determined by DOHS	DOHS	Department of Human Settlements, Umvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries

PLANNED HOUSING PROJECTS							
Ward Number	Project Name	Number of estimated units	Type of project	Land ownership	Estimated Budget	Sources of Fund	Key Stakeholders
10	Mispah Kusan Seven Oaks Phasiwe farm Woolstone Greenfield Bloemhof Macro Hloni Kusan)	600 units	Rural	Farm land	To be determined by DOHS	DOHS	Department of Human Settlements, Umvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
12	Ward 12 Rural Housing Project	3000 Units	Rural	Ingonyama Trust Land  Trust Land	To be determined by DOHS	DOHS	Department of Human Settlements, Umvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
13	Ward 13 Rural Housing Project	1000 Units	Rural	Ingonyama Trust Land	To be determined by DOHS	DOHS	Department of Human Settlements, Umvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
<b>TOTAL UNITS</b>		<b>17683</b>					

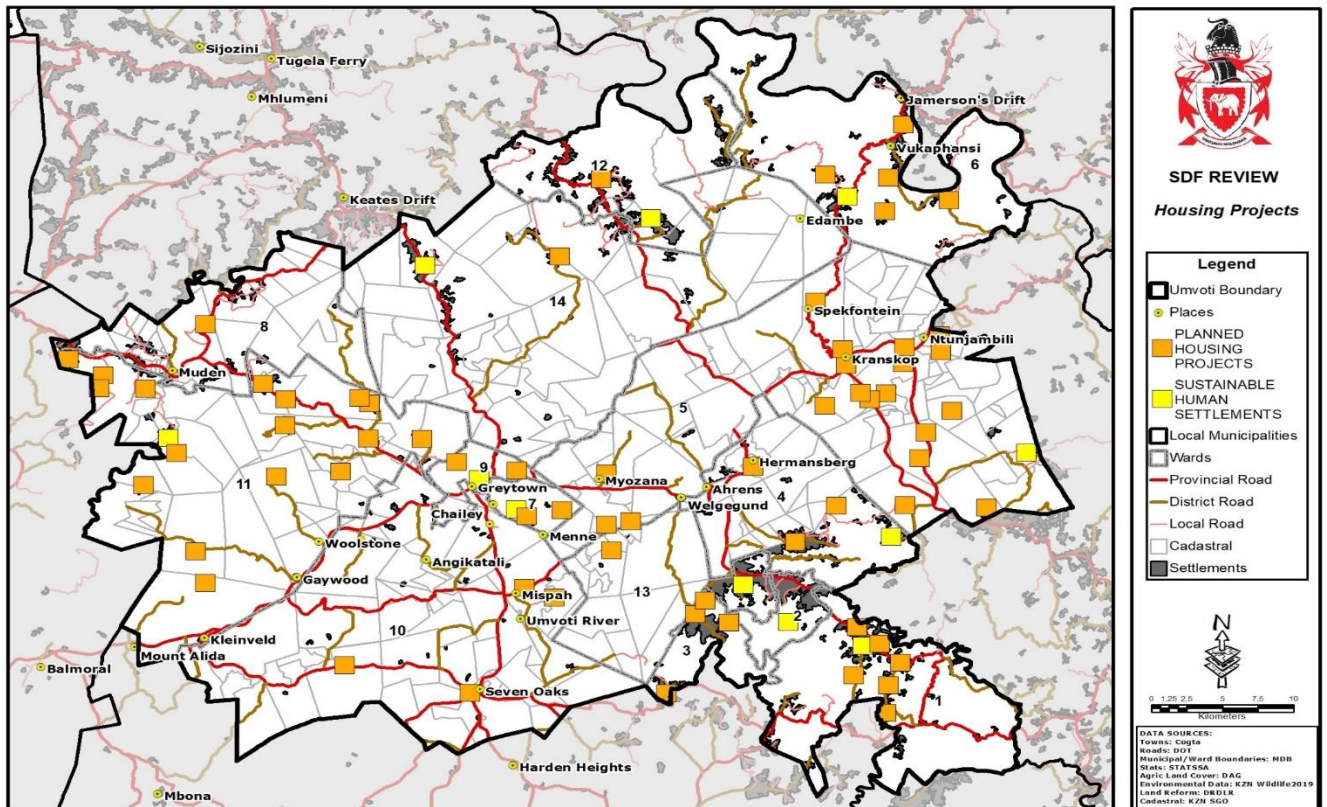
### 3.6.6.8 HOUSING PROJECTS IN PROGRESS IN URBAN AND RURAL AREAS

The housing projects that are currently underway within the urban and rural areas of UMvoti are indicated in the two tables below.

**Table 40 : Housing Projects in progress within urban and rural areas**

PROJECT NAME	WARD	NUMBER OF UNITS	COMMENTS
<b>URBAN AREAS</b>			
Greytown Slums Clearance	09	1027	The project was completed on the 21 September 2021  Title Deeds is in progress. 935 Title Deeds have been registered to date and only 100 is outstanding.
Enhlalakahle Phase 2	07	600	The project has been approved. Stage 1 detailed planning activities are ongoing.  The main reason why the stage 1 activities have not completed it is because of the bulk water and sewer capacity not being enough around the Greytown area.
Community Residential Units (Hostel upgrade)	07	332 Units plus an additional portion which will be gap housing	The project is in construction phase. The contractor is currently roofing 12 blocks which consist of 192 units.
Extension 14 – Middle income	9	972	Stage 1 project approval has been granted. Drafting of bilateral contract with Umvoti Municipality has been finalised.  All detailed studies have been completed and awaiting for phase 2 approval (construction phase)
Extension 9	9	To be determined by Developer	Project at Planning Phase. The municipality is currently finalising land disposal processes.
<b>RURAL AREAS</b>			
Mthembu-Sithole Rural Housing Project	4	1300	Phase 2 of construction of 600 units has been completed in the financial year of 2021/2022 but the contractor is still on site to complete but there is a snag list of 50 units.
Mthembu-Sithole Phase 2		600	
		370	Project planning phase. Establishment of project steering committee meeting held on 08/20/2022

PROJECT NAME	WARD	NUMBER OF UNITS	COMMENTS
Muden (Trust Land)	8&11	2000	<p>The project phase 2 has been approved and the beneficiary administration is currently progress.</p> <p>Subsidy section is currently busy with the capturing of 275 approvals however 25 were rejected due to different reasons.</p>
Mbulwane Rural Housing Project	01	2000	Project is currently busy with beneficiary administration and conduction interviews for CLO.
Makhabeleni Rural Housing Project	05 & 06	2753	Project in construction phase 2 of 300, the first phase completed 288 units due to steep sloppy.
Matimatolo Phase 2	02 &13 ADD	1000	Project in construction phase. The beneficiary administration has started with 274 approvals,10 failed and 2 invalid Identity document.



Map 49 : Housing Projects

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**3.6.6.9 CURRENT STATUS OF PROJECTS AT CONSTRUCTION STAGE IN  
UMVOTI MUNICIPALITY THAT HAVE BEEN BUDGETED FOR IN THE 2023-  
24 FINANCIAL YEAR**

**I. AMAKHABELENI RURAL HOUSING PROJECT – PHASE 2**

**PROJECT DETAILS**

Project Name	: Amakhabeleni Rural Housing Project- - Phase 2
Project Type	: Rural
Project No.	: K16060007
Ward	: 4 ,5, 6 & 12
Implementing Agent	: Zamokuhle Development Consultants
Project Yield	: 2753
Phase 2	: 300
Duration	: 18 months
Total Project Value	: R 49 206 057,00
Total Expenditure	: R 446 273,52
Balance	: R 48 759 783,48

- The project commenced in January 2023.
- The project is budgeted for in the 2023/2024 Financial year.
- Phase 2 is enrolled with NHBRC
- The status stands at 8 Foundation, 0 Wall plates, 0 Roofs and 0 Completions
- The project is active.

**II. MUDEN RURAL HOUSING PROJECT – PHASE 1**

**PROJECT DETAILS**

Project Name	: Muden Rural Housing Project- - Phase 1
Project Type	: Rural
Project No.	: K191900004/1
Ward	: 8 & 11
Implementing Agent	: CHS Development
Project Yield	: 2000
Phase 1	: 300
Duration	: 18 months
Total Project Value	: R 48 921 129,00
Total Expenditure	: R 0,00
Balance	: R 48 921 129,00

- 
- MEC for Human Settlements approved funding for the project on the 31st January 2023
  - Tripartite Agreement was concluded on the 9th March 2023
  - The project to commence in 1 April 2023.
  - The project is budgeted for in the 2023/2024 Financial year.
  - Beneficiary Administration and NHBRC Enrollment is underway.

### **III. MBULWANE RURAL HOUSING PROJECT – PHASE 1**

#### **PROJECT DETAILS**

Project Name	: Mbulwane Rural Housing Project- - Phase 1
Project Type	: Rural
Project No.	: K16030012
Ward	: 1
Implementing Agent	: Lwazi Project Managements
Project Yield	: 1000
Phase 1	: 300
Duration	: 18 months
Total Project Value	: R 48 651 528,00
Total Expenditure	: R 0,00
Balance	: R 48 651 528,00

- MEC for Human Settlements approved funding for the project on the 5th December 2022
- Tripartite Agreement was concluded on the 28th March 2023.
- The project commenced in 1 April 2023.
- The project is budgeted for in the 2023/2024 Financial year.
- Beneficiary Administration and NHBRC Enrollment underway

### **IV. MATIMATOLO RURAL HOUSING PROJECT – PHASE 1**

#### **PROJECT DETAILS**

Project Name	: Matimatolo Rural Housing Project - Phase 1
Project Type	: Rural
Project No.	: K16030013
Ward	: 2 & 13
Implementing Agent	: Makhosi Nyoka & Associates
Project Yield	: 1000
Phase 1	: 300
Duration	: 18 months

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Total Project Value	: R 47 791 365,00
Total Expenditure	: R 0,00
Balance	: R 47 791 365,00

- MEC for Human Settlements approved funding for the project on the 6th December 2022
- Tripartite Agreement was concluded on the 15th January 2023.
- The project commenced in 1 April 2023.
- The project is budgeted for in the 2023/2024 Financial year.
- Beneficiary Administration and NHBRC Enrollment underway

### 3.6.6.10 PREFEASIBILITY STUDIES FUNDING REQUEST FOR HOUSING PROJECTS

The Department of Human Settlements is encouraging municipalities to submit requests to the department for prefeasibility studies funding. The municipality has had some engagements with the Department of Human Settlements regarding its housing projects priorities whereby the municipality requested assistance to fast track all its projects. The municipality has submitted a request to the Department for the appointed Service Provider to undertake the prefeasibility studies for the following projects:

**Table 41: Prefeasibility Studies Funding Request for Housing Projects**

No.	PROJECT NAME	WARD	No of Units	PROJECT STATUS	CHALLENGES	SOURCE OF FUNDING
03	Nseleni Housing Project	05		The Planning Department submitted a request to the department for the following areas: Mahlazane- Hemmanesburg Nseleni Ngome Emabomvini	<ul style="list-style-type: none"> <li>No action to date</li> <li>Issues raised to the Department by councilors in the Housing Forum.</li> </ul>	The cost is borne by DoHS
						The cost is borne by DoHS
						The cost is borne by DoHS
04	Hemmanesburg-Mhlazane Housing Project	04		A report is to be presented by the Department and waiting for a response.		The cost is borne by DoHS

### 3.6.6.11 PROJECTS CURRENTLY UNDER THE PLANNING STAGE

The table below illustrates the Housing Projects that are currently under the planning stage.

**Table 42: Housing Projects under the Planning Stage**

PROJECT NO.	PROJECT NAME	WARD	NO. OF UNIT	PROJECT DESCRIPTION	PROJECT STATUS	CHALLENGES	SOURCE OF FUNDING
16/3/34 (K number not yet allocated)	Farm Dwellers Programme	Wards 4, 5, 12 & 14	3000	<ul style="list-style-type: none"> <li>The project entails the planning and construction of approximately 3000 units for farm workers/dwellers that reside within farms under poor living conditions with inadequate housing provision and services. It is a new project.</li> <li>The Supply Chain Management Office is finalising the appointment of the Implementing Agent.</li> <li>The following areas were submitted to the DoHS, it's to be noted that the settlements below are not the final list:</li> </ul>	<ul style="list-style-type: none"> <li>Project still at planning phase</li> <li>The project was presented on TEC for stage 1 approval and appointment of service provider on the 14<sup>th</sup> of June 2022.</li> <li>The project involving ward 12 and 14 has been approved by the MEC.</li> <li>Once the project has been prepared and planned, discussions will be held to identify how to divide the project between the two (2) wards.</li> <li>The project will follow the processes to ensure that it covers both ward 4 and 5. There is only</li> </ul>	<ul style="list-style-type: none"> <li>The project involving ward 4 and 5 has an issue regarding land tenants. One of which is an area 19 project which cannot continue due to the issue of sewerage and water not being available.</li> </ul>	DoHS

PROJECT NO.	PROJECT NAME	WARD	NO. OF UNIT	PROJECT DESCRIPTION	PROJECT STATUS	CHALLENGES	SOURCE OF FUNDING
				<ul style="list-style-type: none"> <li>○ Woostone</li> <li>○ Bloemhof</li> <li>○ Macro</li> <li>○ Haloni</li> <li>○ Kusan</li> <li>○ Seven Oakes/Mispa</li> <li>○ Rietvlei Road</li> <li>○ Esigedlane</li> <li>○ Phembuluka</li> <li>○ Townlands 1 &amp; 2</li> <li>○ Snawane village</li> </ul>	one farm left in the project and it is under the Department of Education. The farm has a school within its premises.		
16/3/34	Eshane Trust Housing Project	13	370	<p>The project entails the planning and construction of 370 housing units.</p> <p>The Eshane Project is no longer part of the Mthembu Sithole project hence the project presented is only for Eshane. A project that is part of a Trust cannot be part of the same project that is under another Trust. Bigen WBHO Housing Company is the appointed</p>	<ul style="list-style-type: none"> <li>• The project is at a planning phase</li> <li>• Stage 1 pack has been approved by DoHS</li> <li>• The project was introduced to Mthembu-Sithole Chief and the establishment of the PSC Members took place on the 8<sup>th</sup> of February 2022.</li> <li>• PSC members workshop took place on the 21<sup>st</sup> of February 2022</li> </ul>	N/A	DoHS

PROJECT NO.	PROJECT NAME	WARD	NO. OF UNIT	PROJECT DESCRIPTION	PROJECT STATUS	CHALLENGES	SOURCE OF FUNDING
				Implementing Agent for this project.			
K2009005	Extension 14 – Middle Income (urban)	Ward 09	976	<p>The project entails the construction of approximately 976 Middle Income units in Extension 14 in Greytown.</p> <p>Extension 9: Construction of housing units for the Upper Income group who do not qualify for the Social Housing Subsidy.</p> <p>The social amenities include a crèche, school, special needs school, business centre and a taxi rank.</p> <p>The Developer for this project is Lwazi Project Management.</p>	<ul style="list-style-type: none"> <li>Project at planning phase, it has been ongoing since 2018.</li> <li>Detailed geotech and land surveying, bulk service report and site investigation has been completed however, conveyancing, pegging, site establishment and beneficiary registration are outstanding.</li> <li>All specialist studies have been done.</li> </ul> <p>Phase 1:</p> <ul style="list-style-type: none"> <li>All detailed studies have been completed.</li> <li>SPLUMA application document is ready but outstanding a comment from the DOT (the IA has tried by all means to get feedback on the comments). The</li> </ul>	N/A	DoHS

PROJECT NO.	PROJECT NAME	WARD	NO. OF UNIT	PROJECT DESCRIPTION	PROJECT STATUS	CHALLENGES	SOURCE OF FUNDING
					<p>implications of submitting the SPLUMA is that they might make comments which require a change on the layout.</p> <ul style="list-style-type: none"> <li>Final survey and submission to the Surveyor General (Office) cannot be completed without the SPLUMA approval letter</li> </ul> <p><b>Outstanding:</b></p> <p>Phase 2</p> <ul style="list-style-type: none"> <li>Site Establishment</li> <li>Beneficiary Registration</li> <li>Installation Of Services</li> <li>Site Sales</li> </ul> <p>Phase 3</p> <ul style="list-style-type: none"> <li>Construction</li> </ul>		
K16030014	Enhlalakahle Phase 2 Housing Project	Ward 07	600	The project entails the planning and construction of 600 housing units. This is a Turnkey Project.	<ul style="list-style-type: none"> <li>Phase 2 of the project is currently at planning stage</li> <li>Phase 1 (Solomoni Mzolo Village) was</li> </ul>	<ul style="list-style-type: none"> <li>When the layout was first done, notice was made that land projected for the project overlapped into the land used for</li> </ul>	DoHS

PROJECT NO.	PROJECT NAME	WARD	NO. OF UNIT	PROJECT DESCRIPTION	PROJECT STATUS	CHALLENGES	SOURCE OF FUNDING
				CHS Developments is the appointed Implementing Agent for this project.	<p>completed in March 2013 with 497 units.</p> <ul style="list-style-type: none"> <li>• Extention of time have been submitted to the Municipality and DoHS, EOT has been granted by the DoHS</li> <li>• Construction of the project may start next year, but it all depends on the budget of the Department Of Human Settlements.</li> <li>• The extension of time has been submitted to the municipality and the DoHS and no extension of time granted to CHS. An extention of time was requested as planning could not continue.</li> </ul>	<p>construction of the FET.</p> <ul style="list-style-type: none"> <li>• The processes that a project has to undergo end up delaying the progress of the project. Such processes include the SPLUMA application.</li> <li>• As things stand, the current bulk services are not enough and already failing to service the community which will then pose a threat of another stoppage at a later stage of the project if the issue of bulk is not attended to swiftly.</li> <li>• It is suggested that a meeting be held between the municipality and the district to discuss this issue</li> </ul>	
16/3/34 (K number not yet allocated)	Mbulwane Rural Housing Project	01	2000	The project entails the planning and construction of 2000 housing units in Ward 1 in order to address	<ul style="list-style-type: none"> <li>• The project is currently at Planning Phase and the project started in April 2015.</li> </ul>	N/A	DoHS

PROJECT NO.	PROJECT NAME	WARD	NO. OF UNIT	PROJECT DESCRIPTION	PROJECT STATUS	CHALLENGES	SOURCE OF FUNDING
				<p>the housing backlog and provide quality houses.</p> <p>Lwazi Project Management is an appointed Implementing Agent for this project. This is a Turnkey project.</p>	<ul style="list-style-type: none"> <li>• All detailed studies have been completed.</li> <li>• A total of 2000 GPS coordinates have been taken on site.</li> <li>• The Development Rights Agreement (DRA) has been approved by the ITB and DRA has been submitted to DoHS.</li> <li>• Project Close out report has been sent to Province.</li> <li>• Tranche 2 pack has been submitted to Province.</li> <li>• Awaiting approval for Stage 2.</li> </ul>		
16/3/26 (K number not yet allocated)	Muden Rural Housing Project	08 & 11	2000	<p>The project entails the planning and construction of approximately 2000 housing units at Mudén in order to address the housing backlog and provide quality houses.</p> <p>CHS Developments is the appointed</p>	<ul style="list-style-type: none"> <li>• The project is currently at Planning Phase.</li> <li>• Application pack for stage 2 and the close out report has been submitted to the municipality and the DoHS for approval</li> </ul>	N/A	DoHS

PROJECT NO.	PROJECT NAME	WARD	NO. OF UNIT	PROJECT DESCRIPTION	PROJECT STATUS	CHALLENGES	SOURCE OF FUNDING
				Implementing Agent for this project. This is a Turnkey project.	<ul style="list-style-type: none"> <li>Stage 1 part of the project has been completed. Close out report submitted to municipality and DoHS on the 7<sup>th</sup> of September 2021. It was presented on the next TEC for approval.</li> </ul>		
K 16030013	Matimatolo Rural Housing Project Phase 2	02 & portion of 13	1000	<p>The project entails the planning and construction of 1000 housing units. This is a Turnkey project.</p> <p>Makhosi Nyoka &amp; Associates is the appointed Implementing Agent for Matimatolo Rural Housing Project Phase 2.</p>	<ul style="list-style-type: none"> <li>Application pack for stage 2 has been submitted to DoHS and Umvoti Local Municipality</li> <li>The development rights agreements (DRA) has been signed and approved by ITB, DRA has been submitted to DoHS.</li> <li>The completion of Phase 1 was in November 2014 with 600 units. The stage 1 close out report was submitted to the DoHS in March 2022 in order to allow for the project stage 1 to close and also to</li> </ul>	N/A	DoHS

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PROJECT NO.	PROJECT NAME	WARD	NO. OF UNIT	PROJECT DESCRIPTION	PROJECT STATUS	CHALLENGES	SOURCE OF FUNDING
					obtain the completion letter from the DoHS in regards to stage 1. The package was also submitted to the Municipality for their records. The IA was advised that the report has been prepared and will be submitted to the TEC in June 2022.		

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### 3.6.6.12 PROJECT PRIORITISATION BY WARD

This project prioritization by ward was formulated by the UMvoti Housing Forum in order to articulate clearly which wards had greater housing backlogs and needed attention.

**Table 43: Project Prioritisation by Ward**

NO.	PRIORITY NO.1	PRIORITY NO.2	PRIORITY NO.3
1	Wards 01	Wards 08	Wards 03
2	Wards 03	Wards 05	Wards 04
3	Wards 06	Wards 11	Wards 09
4	Wards 10	Wards 13	Wards 07
5	Wards 12		
6	Wards 14		

### 3.6.6.13 PLANNED HOUSING/ FUTURE HOUSING PROJECTS 2022/23 ONWARDS

UMvoti Municipality identified and prioritised projects in terms of all the wards. It has been discovered that previously the municipality has prioritized housing projects in terms of villages instead of grouping projects per wards. The projects in the table below are in an order of priority:

**Table 44: Prioritised housing projects**

PLANNED HOUSING PROJECTS							
Ward Number	Project Name	Estimated Units	Type of project	Land Ownership	Estimated Budget	Sources of Fund	Key Stakeholders
5	Kranskop Phase 2	500 units	Urban	Municipal land	To be determined by DoHS	DoHS	Department of Human Settlements, UMvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
10	Woolstone Greenfield (Nkonzo Mhlopheni Bloemhof Macro Haloni Kusan)	500 units	Farms	Farmland	To be determined by DoHS	DoHS	Department of Human Settlements, UMvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
3	Ntembisweni Mdelelanto	1000 units	Rural	Ingonyama Trust	To be determined by DoHS	DoHS	Department of Human Settlements, UMvoti Municipality, UMzinyathi

PLANNED HOUSING PROJECTS							
Ward Number	Project Name	Estimated Units	Type of project	Land Ownership	Estimated Budget	Sources of Fund	Key Stakeholders
							District Municipality and Project Beneficiaries
4	Hemmanesburg Esigedlane	500 units 50 units		Trust Land	To be determined by DoHS	DoHS	Department of Human Settlements, UMvoti Municipality, uMzinyathi District Municipality and Project Beneficiaries
5	Nseleni	1000	Rural	Trust land	To be determined by DoHS	DoHS	Department of Human Settlements, UMvoti Municipality, UMzinyathi District Municipality and Project Beneficiaries
10	Mispah Kusan Seven Oaks Phasiwe farm	600 units	Rural	Farmland	To be determined by DoHS	DoHS	Department of Human Settlements, UMvoti Municipality, UMzinyathi District Municipality and Project Beneficiaries
12	Ward 12 Rural Housing Project	1500 units	Rural	Ingonyama Trust Land Trust Land	To be determined by DoHS	DoHS	Department of Human Settlements, UMvoti Municipality, UMzinyathi District Municipality and Project Beneficiaries
13	Ward 13 Rural Housing Project	1000 Units	Rural	Ingonyama Trust Land	To be determined by DoHS	DoHS	Department of Human Settlements, UMvoti Municipality, UMzinyathi District Municipality and Project Beneficiaries
14	Ward 14 Rural Housing Project	1500 units	Rural	Ingonyama Trust Land	To be determined by DoHS	DoHS	Department of Human Settlements, UMvoti Municipality, UMzinyathi

PLANNED HOUSING PROJECTS							
Ward Number	Project Name	Estimated Units	Type of project	Land Ownership	Estimated Budget	Sources of Fund	Key Stakeholders
				Trust Land			District Municipality and Project Beneficiaries
TOTAL UNITS		7750					

**3.6.6.14 HUMAN SETTLEMENTS FUNDS ALLOCATED TO UMVOTI MUNICIPALITY 2023/2024 BUDGET**  
**TABLE 45 HOUSING 2023/2024 BUDGET**

PROJECTS (2023/24)					
Project Name	Units	Ward	Total Budget	Percentage	Progress
Umvoti Ward 4 & 5 (Greater Hemmansburg) RHP	3000	Mvoti 04&05	R11 193 360,00	Stage 1 planning	Finalizing appointment processes
Nhlalakahle Phase 2	1000	Mvoti 07	R3 086 740,00	Stage 1 planning is at 85%	Detailed planning activities on going

**3.6.6.15 EMPLOYMENT POTENTIAL IN THE PROCESS OF HOUSING PROVISION**

This section of the report argues that there is employment potential in the process of housing provision in Umvoti Local Municipality. Construction has the potential to be a very labour-intensive sector, particularly so when housing/ human settlements are concerned. In South Africa, the levels of unemployment and poverty are extremely high and two of South Africa's most pressing problems (McCutcheon, 2001; Thwala, 2005). Investment in housing development especially low-cost housing has a huge potential to redress the high unemployment and poverty levels in South Africa and also to correct the skill deficits in disadvantaged communities.

History has shown that labour-based methods of work have long been used in creating remarkable infrastructure works. Labour-intensive programmes generate more direct and indirect local employment opportunities and income by using locally available inputs (materials, simple tools and local labour) and thus creating a greater demand for local products and services than do high technology programmes reliant on imported technology and equipment. This goes to show that the construction of housing/ human settlements in Umvoti Local Municipality will contribute positively to local economic development (LED) in the municipal area. The local people will benefit through local labour and supplying depending on the nature and scale of the work.

From a theoretical perspective supported by experience elsewhere in Africa, there are reasons for considering that properly formulated labour-intensive programmes could be established to construct and maintain the required physical infrastructure, thus creating employment, skills and institutional capacities (McCutcheon, 2001; Thwala, 2005). This HSP attempts to obtain an estimated quantity of temporally jobs to be created in the current construction housing projects, as well as for the planned ones. The table below shows the estimated employment potential in the process of housing provision in Umvoti Local Municipality.

**Table 46: Job creation and Human Capital**

<b>CURRENT HOUSING PROJECTS IN THE CONSTRUCTION STAGE</b>				
<b>NAME OF HOUSING PROJECT</b>	<b>EMPLOYMENT</b>	<b>POTENTIAL</b>	<b>UNDER</b>	<b>VARIOUS STUFF</b>
Mthembu Sithole Rural Subsidised Housing Development Project - 650 Units	18 workers			
Enhlahakahle Community Residential Units (Hostel Upgrade) - 336 Units	9 skilled and 12 unskilled = 21 workers			

Amakhabeleni Rural Housing Project - 2752 Units	10 Workers – TBD
OPERATION SUKUMA SAKHE - 102 Units	12 Workers – TBD
Greytown Slum Clearance – 1027 Units	0 Workers
<b>TOTAL LABOUR</b>	<b>61</b>
<b>PROJECTS CURRENTLY UNDER THE PLANNING STAGE</b>	
<b>NAME OF HOUSING PROJECT</b>	<b>EMPLOYMENT POTENTIAL UNDER VARIOUS STUFF CATEGORIES</b>
Farm Dwellers Programme - 3000 Units	TBD
Eshane Trust Housing Project - 370 Units	TBD
Extension 14 – Middle Income (urban) - 976 Units	TBD
Enhlalakahle Phase 2 Housing Project - 600 Units	TBD
Mbulwane Rural Housing Project - 2000 Units	TBD
Muden Rural Housing Project - 2000 Units	TBD
Matimatolo Rural Housing Project Phase 2 - 1000 Units	TBD
<b>TOTAL LABOUR</b>	<b>TBD</b>

### 3.6.6.16 PREVIOUS CAPITAL INFRASTRUCTURE INVESTMENT PROGRAMME

This subsection of the report presents the previous capital infrastructure investment programme which has simultaneously depicted the Human Settlements Three-Year Plan (as per Department's business plan). The table below represents the Human Settlements projects that were approved.

**Table 47: Human Settlements approved projects**

PROJECT NAME	LOCATION	BUDGET 2018/2019	BUDGET 2019/2020	BUDGET 2020/2021	SOURCE FUNDING	OF
Amakhabeleni Rural Housing Project Stage 2 (Construction)	Ward 04, 05, 06, 12 & 14	R 14,446,350.00	Project funding as per Bilateral Agreement	R0.00	DoHS	
Nhlalakahle Phase 2 (Ward 7) (Planning)	Ward 07	R3 086 740.00	Project funding as per Bilateral Agreement	R0.00	DoHS	
Matimatolo Phase 2 Rural Housing Project (Planning)	Ward 02	R11,236,050.00	Project funding as per Bilateral Agreement	R0.00	DoHS	

**Note:** This was the previous approved budget for the Greytown Slums Clearance Project Phase 2 which was R63 763 622.36 and was spent over a period of 18 months. The approved budget for the Mthembu-Sithole Housing Project Phase 2 was R168 921 701.00 and was spent over a period of 18 months.

### 3.6.6.17 RECOMMENDED FUTURE INTEGRATED HOUSING PROJECTS

This section of the report gives an account of the recommended housing projects within UMvoti Local Municipality. It does so by identifying the list recommended or future proposed housing projects and these descend from the above-mentioned housing strategic objectives and development strategies (Section 11). The HSP recommends that the Municipality considers the projects presented below, in cognisance of the existing projects, as these are particularly a result of the housing conditions observed through the situational analysis.

The table below represents the proposed Housing Projects in UMvoti LM.

**Table 48: Proposed integrated housing projects for UMvoti LM.**

PROJECT NAME	LOCATION	CATEGORY	TYPE	UNITS	BUDGET (R000)	FINANCIAL YEARS (R000)					
						2022/23	2023/2024	2024/2025	2025/2026	2026/2027	SOURCE OF FUNDING
Housing relocation/resettlement projects (Slums Clearance)	Ward	Greenfield	Top structure + Services	TBD	TBD	TBD	TBD	TBD	TBD	TBD	DoHS
Housing Projects (BNG) in Rural and Urban Areas	Ward	Greenfield	Top structure + Services	TBD	TBD	TBD	TBD	TBD	TBD	TBD	DoHS
Social Housing Projects	Ward	Greenfield	Rental Housing	TBD	TBD	TBD	TBD	TBD	TBD	TBD	Public-Private Partnership (PPP)
Farmworker Housing Projects	Ward	Greenfield	Top structure + Services	TBD	TBD	TBD	TBD	TBD	TBD	TBD	DoHS and farm owners

PROJECT NAME	LOCATION	CATEGORY	TYPE	UNITS	BUDGET (R000)	FINANCIAL YEARS (R000)					
						2022/23	2023/2024	2024/2025	2025/2026	2026/2027	SOURCE OF FUNDING
Military Veterans Housing	Ward	Greenfield	Top structure + Services	TBD	TBD	TBD	TBD	TBD	TBD	TBD	DoHS and DMV
CRUs	Ward	Greenfield	Rental Housing	TBD	TBD	TBD	TBD	TBD	TBD	TBD	DoHS
Gap Housing (Serviced Sites and FLISP)	Ward	Greenfield	Serviced sites	TBD	TBD	TBD	TBD	TBD	TBD	TBD	DoHS
Emergency Assistance Housing Projects	Ward	Greenfield	Tin house	TBD	TBD	TBD	TBD	TBD	TBD	TBD	DoHS
Operation Sukuma Sakhe	Ward	Greenfield and Brownfield	Top structure + Services	TBD	TBD	TBD	TBD	TBD	TBD	TBD	DoHS
Borehole Revival	Ward	Greenfield and Brownfield	Borehole revival	TBD	TBD	TBD	TBD	TBD	TBD	TBD	DWFF, ULM, UMzinyathi DM

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Housing is more than a mere shelter. It transcends the physical structure and exists within a context defined by services and facilities which link individuals and families to the community, the town and a region. Therefore, UMvoti Municipality views integrated and sustainable human settlements not only as the provision of physical shelter, but as the provision of various aspects that include housing infrastructure, sports and recreation, educational facilities, basic services such as water and sanitation, refuse removal, electricity, etc. Some of the aforementioned aspects cannot be addressed by UMvoti Municipality alone, but there is a need for involvement of other sector departments. The municipality commits itself in achieving integrated and sustainable human settlements.

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### **3.6.7 INFORMATION AND COMMUNICATION TECHNOLOGY**

The information technology infrastructure resources are available, operational and safe at all times to support the Municipality in rendering its mandate, which is service delivery to the various communities of Umvoti Municipality. The ongoing research on new technology is done to align the Municipality with the rest of the industry with the latest technology, practices & innovations. The department strives for the protection of the Municipality's information assets from internal and external information security threats, backup solutions, the overall security of the network, data and communications, introducing cost effective solutions, expansion of the wireless networks in the rest of the Municipality and ensure that there is a reliable robust network infrastructure installed & available where necessary.

The Municipal Website serves as a line of communication to various audiences and this will soon be improved to ensure that all the latest information that has a public interest will be available on request from the website; In-house design allows flexibility and improvement as the need increases.

The Municipality makes use of additional communication platforms such as Facebook and WhatsApp to improve its outreach to all community members to ensure the community is constantly updated with current content across all major social media platforms.

Due to the COVID-19 pandemic, the municipality had to urgently upgrade its broadband & Email infrastructure to accommodate new communication technologies to allow users to work remotely and attend meetings remotely. The ADSL service was upgraded to microwave link and the speeds was tripled to a 30Mbps connection allowing users function more efficiently working locally and remotely, and additional microwave link has been installed for office 365 services to ensure stable response times, Email services have been moved to cloud based service with larger mailboxes and to ease of connection using mobile connections.

The municipality has invested in various virtual meeting software to facilitate meetings to allow council and other compulsory meetings to occur without interruption.

The IT Strategy Plan outlays various projects the IT Department will have to roll out and ensure that those targets are met in a timeously manner to assist the municipality in delivering and improving service delivery to the communities

The establishment of an IT Steering Committee will assist as an administrative body that reviews, monitors and prioritizes major IT projects from a cross-functional perspective to ensure all processes & objectives are maintained and governed by this committee.

The Establishment of a control room by Umvoti Municipality where the Information Technology department plays a critical role by rolling out the latest security technologies to improve the security of the CBD and community by using in-house expertise to setup and maintain the CCTV systems.

ICT Implementation Summary: Umvoti Municipality introduced the IT Framework in 2015 to assist the municipality, as IT has become a strategic element to create opportunities and innovations to help the municipality accelerate service delivery and achievement of the

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municipality's strategic goals. However, it entails inherent risk related to confidentiality, integrity and availability of information that requires attention. Umvoti Municipality also ensures that all standards in the King III Code and COBIT frameworks are followed.

The IT Framework is implemented in conjunction with the IT Strategy Plan to ensure all targets and milestones are met within a financial year. Senior Management play a vital role in the implementation of the IT Governance Framework as they provide guidance and direction to meet their departmental needs by ensuring that equipment and applications required are procured and implemented.

The Municipality adopted and adapted best practices to meet the business approach to changes in policies and processes to ensure IT-related goals are accomplished in a timeously manner. Key projects are prioritized and implemented with general controls in place to ensure that the rollout of these projects are successful.

The implementation plan for the ICT Framework is on an ongoing basis. The ICT Steering Committee sits on a quarterly basis to monitor the implementation of ICT Frameworks and deal with all other ICT related challenges. This has been reflected by reduction of Auditor General's IT Finding from about thirteen to One.

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#### **3.6.7.1 TELECOMMUNICATION**

A request by Umvoti Municipality has been made to Mobile Network operator Vodacom to erect new masts in the Muden / Rietvlei and Mbulwane areas to improve communication facilities for the communities residing in those areas since the current infrastructure does not service all the surrounding communities. This application was successful and technicians have been on site to conduct a survey to identify the areas facing poor network coverage..

Greytown's 3g coverage has now been improved to a much faster and robust 5g connection. Mobile network operators have fibre backbones which improve community members internet experience offering fast robust internet access to all Kranskop is still currently facing very poor mobile network connection speeds. There is still no ADSL coverage in the area but businesses have access to a WISP service provider based in Greytown.

Network highpoints to various offsite buildings have been upgraded with the latest Air Prism and LTU technology devices to reduce noise interference, improved transfer speeds, maximum performance of wireless links in high-density areas and to isolate RF Interference. The IT Department is currently rolling out fibre optic to core buildings within the main premises to improve on network stability and speeds

The remote offices have Internet Protocol Telephony installed and functional, which will in turn enable officials to communicate telephone extension over Wireless links without paying any additional cost to the service provider for individual extension line rentals as there is no physical copper between buildings.

During 2021 Fibre Optic was laid throughout Greytown CBD and residential areas by an external independent service provider which provides fibre to the door services to all residents of Greytown, the project was successful. The Project went live during December 2021 this has a major impact on the community of Greytown as the new technology improves their internet speeds using more stable technology.

Due to the majority of wards having a mountainous terrain which affects network coverage to low lying areas, It is recommended that all mobile network operators invest more in infrastructure in all wards of Umvoti in order to improve and meet the communication needs of the rapidly expanding communities within Umvoti.

### 3.6.8 SERVICE DELIVERY & INFRASTRUCTURE: SWOT ANALYSIS

**Table 49: Service Delivery SWOT analysis**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Good MIG Funding spending trend</li> <li>• High decrease of electricity backlog</li> <li>• The high number of young people found in the area suggests the readily available labour, thereby promoting equity through provision of jobs.</li> <li>• The Indigent Policy makes provision for poor households to receive a subsidy on service charges for water, sewerage and refuse removal.</li> <li>• A Housing Forum is established and fully functional within the Municipality. The Forum is responsible for all housing related matters including monitoring the implementation of housing projects and progress.</li> <li>• The Municipality knows the geographical locations of all the existing informal settlements.</li> <li>• There is total a total of 1 261 informal settlements and the Municipality has already completed 513 units aimed at slums clearance as well as 862 registered title deeds.</li> <li>• Traditional authorities and ward councillors are working closely in administering tribal areas, whilst keeping good working relations. This is advantageous for reducing unnecessary hindrances in the release of land for proposed new developments.</li> </ul>	<ul style="list-style-type: none"> <li>• Lack of human and financial capacity</li> <li>• Continuous changes in priorities</li> <li>• Ageing infrastructure <ul style="list-style-type: none"> <li>• The Central Business District is Greytown which is a small town with limited characteristics.</li> <li>• The Municipality is comprised of vast commercial agricultural land and is dominated by dispersed rural settlements.</li> <li>• There is little local economic activity occurring in the rural settlements outside of the urban component.</li> <li>• People residing in rural areas highly depend on external sources of income and social-welfare grants for daily living.</li> <li>• In terms of infrastructure and services, there is a high number of households without adequate water supply, relatively low sanitation provision, poor roads infrastructure and lack of stormwater management, as well as a 19,66% backlog of households without electricity. Furthermore, there are households possibly neglecting the use of electricity while having access, due to high poverty levels.</li> <li>• There is a backlog of social facilities in certain areas.</li> <li>• There are approximately 13 314 households residing in traditional (rural) settlements.</li> <li>• There is no existing municipal housing waiting list/beneficiary register.</li> </ul> </li> </ul>

	<ul style="list-style-type: none"> <li>Most or all informal settlements are precarious and hazardous conditions, therefore no in-situ upgrading is possible.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>Proper planning within financial constraints</li> <li>Recycling of waste</li> <li>Completion of Landfill site</li> <li>Utilisation of Alternative energy source(s)</li> <li>Take advantage of EPWP funding</li> <li>Establishment of Project Management Unit</li> <li>There is great opportunity for subsistent or commercial farming due to high potential agricultural land.</li> <li>The Municipality has must consider exploiting the tourism sector (particularly the hospitality sector i.e., accommodation, restaurants, etc.), thereby providing easy access to the Battlefields, Zulu Heritage and the Culture and Eco-tourism zones.</li> <li>In terms of tenure, a large portion of the households own and have fully paid off their houses or properties. This may create opportunity for boosting economic growth in the Municipality.</li> <li>There are opportunities for gap housing including social housing and Community Residential Units (CRUs).</li> </ul>	<ul style="list-style-type: none"> <li>Climate change</li> <li>Shortage of water (drought)</li> <li>UMvoti Municipality owns very little land, while land within the Area is mostly owned privately, by Ingonyama Trust Board or by Community Trusts. This has potential for difficult land acquisition and low investor confidence.</li> <li>The SDF notes that the Municipality has not been able to implement some proposals made in sector plans due to lack of funding.</li> <li>There is a total of 10 863 households located within undesirable spaces including environmentally sensitive areas or areas conducive to unhealthy living.</li> <li>The Municipality has a low education rate which causes limitations for income generating and employment opportunities. Therefore, there is a need for training and ABET programmes.</li> <li>The Municipality consists of a number of farms. Therefore, there is a need to assist farmworkers faced with inadequate housing.</li> </ul>

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## **3.7 LOCAL ECONOMIC & SOCIAL DEVELOPMENT ANALYSIS**

### **3.7.1 LOCAL ECONOMIC DEVELOPMENT AND SOCIAL ANALYSIS ANALYSIS**

#### **SUMMARY OF UMVOTI LOCAL ECONOMIC DEVELOPMENT (LED)**

LED is an adaptive and responsive process by which public, business and non-governmental sector partners work collectively to create better conditions for innovation-driven inclusive economic development that is characterised by skills development and knowledge transfer; employment generation; capacity building; investment attraction and retention; image enhancement and revenue generation in a local area in order to improve its economic futures and the quality of life for all (National Framework on LED, 2018-2028). The Economic Development and Planning department render the following services:

- Development Planning.
- Human Settlements; and
- Economic Development.

UMvoti Local Municipality has been actively governing the Local Economic Development Mandate through various initiatives. These includes the development of policies and strategies that will assist the municipality to unlock economic development that can take place within the area. UMvoti Municipality is well known of sectors of economic development, which contribute or drive the economic growth of the area. LED has a very strong strategic character, it essentially involves the process by which public, business, and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation in pursuit of a better life for all. UMvoti municipal area has several opportunities for economic development, and these can be summarised as follows:

- High Agricultural Potential: especially in the Muden are and vegetable production, citrus production (peach production).
- Agri Processing of agricultural products (dairy, vegetable, and citrus production).
- Spatial assets (six access: R33, R74, R622).
- Heritage and culturally based tourism: UMvoti municipal area has a rich history, which includes the battlefields, and the history of the Zulu nation, Germans, Afrikaners, etc.
- Nhlalakahle township tourism experience.
- Restoration of Bhambhatha Lodge and game reserve in the Ngome area.
- Agri Tourism: Location of the proposed culture and heritage route, midlands, and battlefields at the various tourism zones.
- Specialised manufacturing (leather tanning, Rockford brewery, timber production etc).
- Agroforestry.
- Industrial land in Greytown.
- Traditional arts and craft skills, which have been passed from generations to generations. There is potential to commercialize traditional arts and craft products.
- Irrigable land located along the uThukela, Mooi and UMvoti rivers, which creates opportunities for irrigation schemes.
- Development of the Greytown/Mavundla Mall entertainment cluster.

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### **3.7.2 LED FUNCTIONALITY AND CAPACITY**

#### **3.7.2.1 ADOPTED LED STRATEGY**

The Municipality has a Council approved LED Strategy that was reviewed in house during 2020 financial year and adopted by the Council in June 2021. The Strategy covered projects from the period 2018 - 2022, therefore is not older than 5-years. However, given that this is a 5<sup>th</sup> generation Integrated Development Plan, the LED Strategy was reviewed and adopted in 2022-2023 financial year.

#### **3.7.2.2 LED STRATEGY REVIEW**

The municipality outsourced professional services and appointed a consultant to develop a new LED plan for the next 10 years 2022 – 2032, and it has been completed and adopted with a vision that *“By 2032, UMvoti will be economically driven for sustainable socio-economic development through agriculture, tourism and trade and business”* and the Municipality has been workshoping all key stakeholders to this economic goal and the council for adoption. The draft has been presented all key stakeholders and have had one session with all municipal councillors. Final LED strategy was tabled at the Council meeting and adopted in June 2022.

#### **3.7.2.3 ANNUAL REVIEW OF THE LED IMPLEMENTATION PLAN**

The LED Review Strategy was adopted in June 2022, however, given that currently there is a development of a new LED plan that also takes into consideration of the existing projects as well as the proposed in terms of the prioritization model, the LED implementation plan is reviewed annually. The new LED plan was developed and does have a list of projects that indicates clear project description, realistic timeframes, estimated budget as well as monitoring plan that is reviewed annually. This plan is attached to this plan as annexure.

#### **3.7.2.4 MEC COMMENTS**

The 2022/2023 MEC comments were as follows:

- The LED Implementation Plan needs to be developed to indicate project description, timeframes, budget and annual monitoring and review.
- The Municipality is encouraged to identify projects in the LED Strategy for project packaging and funding applications, to be made to relevant public and private sector stakeholders for implementation.
- The LED Strategy needs to provide the estimated job opportunities to be created through the Extended Public Works Program (EPWP)/Community Works Program (CWP) and indicate the status of the EPWP Policy.
- The Ease-of-Doing-Business and Red Tape Reduction (RTR) programmes urgently need to be prioritized and proper communication channels such as the LED Forum needs to be re-established to drive the economic agenda of the Municipality with all relevant public and private sector stakeholders. This will facilitate partnerships formations to identify, package and implement prioritized economic development projects.

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The revised LED plan that has been adopted in 2022/23 FY has taken into consideration the 2021/22 MEC comments, and the plan intends to address all those remarks.

### **3.7.2.5 LED FORUM**

The Municipality has established its own LED Forums as it has been utilizing the existing District LED structures. The Municipality participates in the District LED Forum and District Development Agency meetings as and when required and receives technical and financial support pertaining to the LED Programmes and projects at District level so as the alignment between the District Municipality, Development Agency and UMvoti Municipality LED Programme and Projects. The municipality has identified the high impact programmes and projects and/or catalytic projects aimed at improving the service delivery pertaining to Social and Economic Development KPA. Therefore, in 2022/2023 financial year, the municipality have established the local LED structures from various sectors, since it has also prepared Terms of Reference and ensured that it is functioning and fully operational. Umvoti Business Chamber has since been established, Continuous engagements with uMvoti Business Sector have commenced where all key stakeholders are part of LED Forum have been identified. The different stakeholders to LED structures should commit themselves to working 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 extensive knowledge and
- understanding of the prevailing local economic conditions.
- Self-regulating local economic activity to promote economic development and the creation of viable employment

### **3.7.2.6 ALIGNMENT OF THE SECTOR-SPECIFIC FORUMS WITH THE LED FORUM**

Since the LED Forum within UMvoti has been resuscitated, therefore alignment of the sector specific forums with the existence of the Forum has been folded.

### **3.7.2.7 REGULARLY PARTICIPATION IN THE DISTRICT LED FORUM**

Refer to the 'LED Forum' sub-section/segment enlisted above.

### **3.7.2.8 CHALLENGES IN THE LED STRATEGY**

According to the existing organogram, the municipality LED Services Unit is not fully capacitated. Currently there is only positions of LED Manager and LED Officer filled. The adopted LED strategy proposed for two more LED Officer as an Agricultural Scientist and Tourism Officer because the existing officer is for SMME and Enterprise development. However, to compensate for the insufficient human resource capabilities, the municipality outsource some programme/project activities. Some of the LED interventions are feasible since the municipality budgets for these activities in each financial year. However, other

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interventions do not require municipal funding. Additional funding for projects is sourced from government departments such as DTI, Department of Agriculture, and the Department of Rural Development & Land Reform. To mobilize private sector funding to implement LED projects, the municipality needs to appoint a panel of consultants that will assist with developing bankable funding proposals. The performance of the LED unit is monitored through the Scorecard, Departmental SDBIP's as well as the Individual Work Plans. Moreover, below is a list of challenges in the LED Strategy:

- The overreliance on timber plantation poses a threat to the long-term sustainability of the local economy.
- The slow pace of the land restitution is a threat to the development and sustainability of local agriculture.
- There is very little circulation of money within the municipal boundaries.
- The rate of unemployment, poverty and inequality are unacceptably high.
- High crime rates.
- Poor telecommunication.
- Stock Theft.
- Lack of funding.
- Dilapidated infrastructure.
- Ineffective IGR.
- Financial and human constraints to undertake LED programme.
- Restricted agricultural potential exists in some parts especially within communally owned areas.
- Absence of scientific and technological institutions and municipal key sector skills.
- Lack of coordinated value-added processes in the timber, fruits and vegetables production sector.
- Preservation and maintenance of municipal facilities and heritage sites.
- Lack of promotion and enhancement of tourism sector.
- Low level of employment opportunities
- Minimal investment.
- The budget allocation to the LED Unit is too restrictive.
- Capacity constraints and skills amongst staff to enhance excellent performance.
- Additional posts in the LED Unit have not been identified. The unit is understaffed.
- Climate change issues
- The use of agricultural land for housing purposes is an increasing threat.
- The availability of developed land for future industrial development within the municipality is limited.
- The road network is not developed sufficiently to support tourism.
- Tedious process for conveyancing and land acquisition
- Developable land falls under ITB and is not readily available.
- Poor Revenue Enhancement and management.
- UMvoti is a very small rural dominantly municipality with limited private development taking place within it.
- Most of the land is privately owned which may limits the pace at which the state can deliver the public facilities since the land acquisition processes may sometimes be time consuming.
- Capacity and skills amongst staff to enhance excellence performance
- Grant dependent for infrastructure.
- Lack of incentives to attract investors or developers.
- Local SMME are not geared to take advantage of the emerging business and tender opportunities offered.
- Issue of water resources in the municipality.

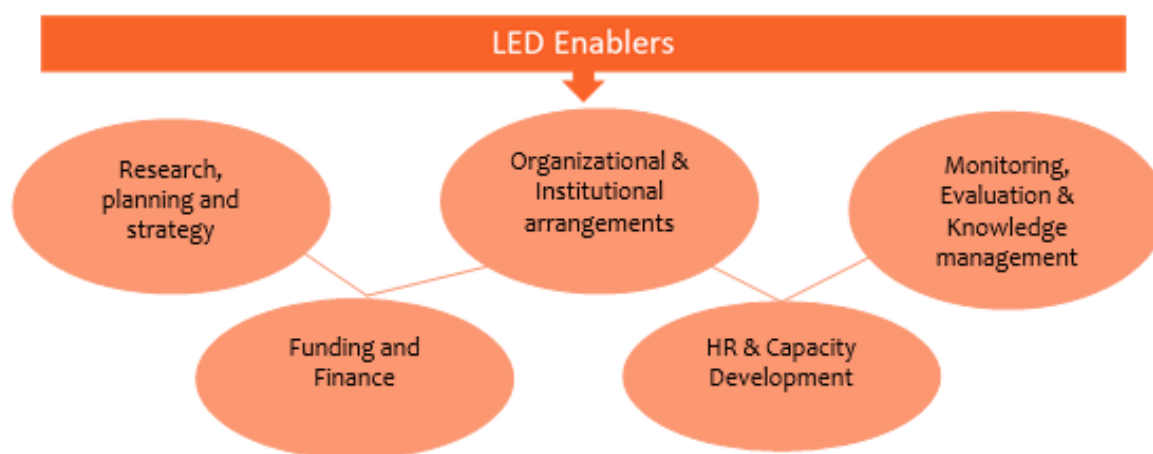
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### 3.7.3 POLICY/REGULATORY ENVIRONMENT AND ALIGNMENT

UMvoti Municipality local economic development strategy is formulated within the context and is aligned to the national, provincial, and local development policy. At a national level, this includes macro-economic development strategy and a range of the associated sector-based policies and programs, while the provincial economic development agenda is articulated in the Provincial Growth and Development Strategy. In addition to the Integrated Development Plans, both uMzinyathi District and uMvoti Municipality have developed several sector plans with serious implications for uMvoti LED.

### NATIONAL LED FRAMEWORK AND PLAN

**Figure 16: LED Enablers**



The KZN CoGTA assessment criterion for LED specifies that UMvoti LED plan must outline the core and enabling pillars of the National Framework on LED. Implementation of this Framework is designed around six core policy pillars, which are consistent with driving its vision. These pillars are the central themes for LED in the period 2018-2028. UMvoti LM will incorporate these, also into the IDP. These objectives reflect the aims of UMvoti socio-economic policy agenda as well as the views of stakeholders during the process of consultation, and therefore by including these objectives in the IDP and LED strategies/Economic Development Masterplan, UMvoti will align LED to national policy objectives and at the same time will set in motion processes to strengthen their local economies in line with the vision of this Framework.

In brief, the research and strategy highlight the importance of contextualising LED within intergovernmental planning and strategy instruments. Whereas the funding and financial processes of the LED Framework are intended to ensure that there is better targeting of investments for LED within UMvoti. This strategy understands that there is a plethora of government and non-governmental organisations as well as private sector organisations, which are active in LED. However, there is confusion about clear roles and responsibilities over strategy and implementation among the following role players, i.e., the three spheres of government; public entities (e.g., science councils, parastatals, agencies etc.); business, communities, and non-governmental organisations. These organisational and institutional processes for LED were consulted as the project unfolds. With regards to the pillar of human resources and capacity development, the importance is in ensuring that the implementation of

the LED Framework is a success. Within UMvoti LM, there is no need to implement a capacity development programme, for the municipality has the capacity to implement this strategy and evaluate whether it is achieving objectives set.

**Figure 27: National LED core pillars**

<b>Building Diverse &amp; Innovation-Driven Local Economies</b>	There is a need for significant diversification of these economies if long-term sustainable growth called for in the vision of this Framework is to take root. A diverse economy is also indicative of an economy that maximises opportunities, also called for by this Framework's vision.
<b>Developing Inclusive Local Economies</b>	The vision of this Framework speaks to inclusivity. The Informal business and township economic sectors are amongst the features of almost all of South Africa's local economies and working with it will do much to support the attainment of the vision
<b>Developing Learning and Skilful Economies</b>	Improved innovation and skills lead to increased productivity, which in turn increases the competitiveness of local economies. This Pillar is aimed at encouraging the development of a skilled, innovative, and adaptable workforce to entice and support the long-term growth of high value jobs through the growth and attraction of higher value-added businesses. The objective recognises that a skilled labour force is an indispensable condition in building competitive and inclusive local economies.
<b>Enterprise Development and Support</b>	This Framework refers to formalised small businesses, the promotion and strengthening of which remains an important priority of Government. Overall, SMMEs and Coops remain critical foci for local and regional development especially in light of the uneven spatial development that has resulted in marginalized communities in many parts of the country. Indeed, the sustainable development of local and regional economies is partly owed to the development of SMMEs.
<b>Economic Governance and Infrastructure</b>	In South Africa, the developmental state has an essential and strategic role in LED by investing in less developed areas through the deployment of state-owned enterprises and encouraging investment by development finance institutions. Greater state capacity at all three tiers of Government is critical in making this happen and in delivering the broad objectives of this Framework. This objective seeks to strengthen local capacity and is links directly to promoting accountable, responsive, efficient, and effective LED.
<b>Strengthening local innovation systems</b>	This Framework encourages UMvoti Municipality and other LED agents and actors to focus on strengthening the capacities, networks, and linkages of actors within a local system of innovation, i.e., institutions of higher learning, science councils, community-based innovation spaces/living labs, businesses, private sector R&D centres and government entities. The efforts must focus on broad innovations including STI activities that address socio-economic.

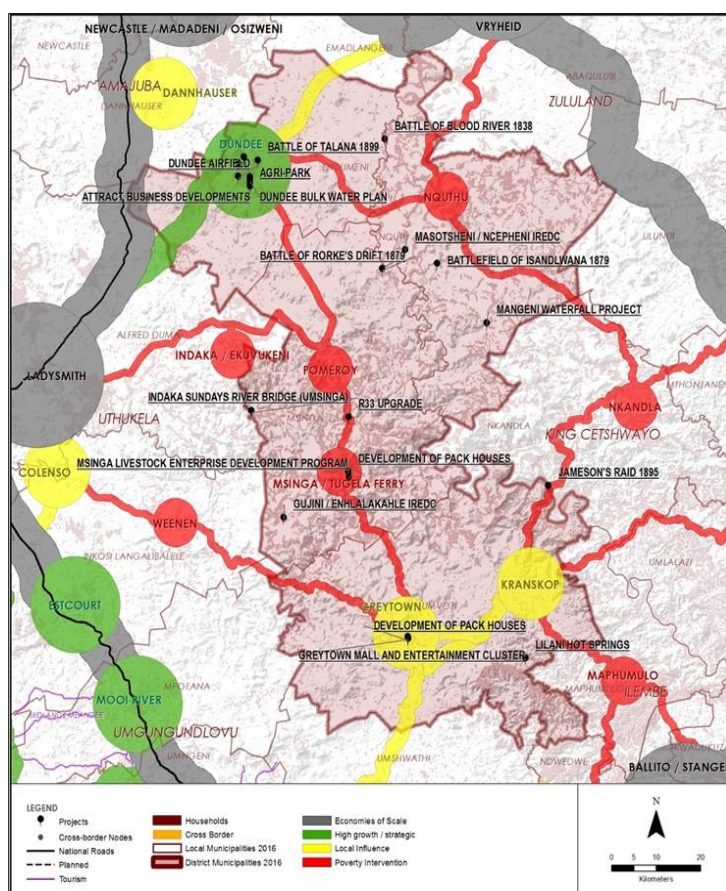
### 3.7.4 NATIONAL DEVELOPMENT VISION

There were a few capital projects stipulated on the municipal IDP which share infrastructure developmental themes of the policy objective of NDP. These include the construction of RDP houses, installation of electrification in provision of enabling infrastructure for economic and social development with the intention to advance the quality of the community expectations, needs and desires of UMvoti Municipality. It is therefore incumbent and very important for UMvoti Local Municipality to facilitate spatial and economic development that will meet with the purpose, goals and objectives contemplated in the NDP. Spatial planning and land use management are integral to bring this to fruition and including the local economic development. It is therefore crucial that the development of UMvoti Municipal LED Strategy along with practical and implementable projects is key and a response to the NDP for UMvoti Local Municipality.

**TABLE 50 : ALIGNMENT OF LED STRATEGY WITH PGDS STRATEGIC GOALS**

NDP	PGDS STRATEGIC GOALS AND OBJECTIVES	UMZINYATHI STRATEGIC OBJECTIVES	UMVOTI STRATEGIC OBJECTIVES	OUTPUTS/PROJECTS
Creating Jobs and Livelihoods	<p>Job Creation</p> <ul style="list-style-type: none"> <li>▪ Unleashing Agricultural potential</li> <li>▪ Enhancing industrial development through trade, investment, and exports</li> <li>▪ Promoting SMMEs, entrepreneurial and youth development</li> </ul>	<p>To promote and stimulate economic development through targeted and structured economic approach</p> <ul style="list-style-type: none"> <li>▪ Establishment of the Economic Development Agency</li> <li>▪ Establishment of Economic services Zones (create a vibrant economy)</li> <li>▪ Promotion of a competitive economy based on the comparative advantage</li> </ul>	<ul style="list-style-type: none"> <li>▪ To create economic growth and development</li> <li>▪ To increase job creation</li> <li>▪ To improve support to Local Development</li> <li>▪ Reduction in rate of unemployment</li> </ul>	<p>With the implementation of the LED strategy and 10 year projects identified, it is assumed that it will create several temporary jobs and a number of permanent jobs over the next 10 year period.</p>

### 3.7.5 PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY



The Provincial Spatial Economic Development Strategy (PSEDS) suggests the following pillars as the strategic focus areas for a new provincial development agenda:

- Economic development based on regional competitive advantages.
- Economic clustering based on a hierarchy of nodes model.
- Improved cooperation and dialog among key stakeholders at different levels.
- Broadening participation in the economy with a clear focus on cooperatives and Broad Based Black Economic Empowerment (BBBEE).
- Investment in critical economic infrastructure.

The PSEDS identifies Greytown as a quaternary node of local influence with commercial farming activities. Furthermore, the PSEDS on uMzinyathi comparative

advantage and economic drivers indicate that there are no economies of scale nodes or corridors in this district. Local influence nodes are Greytown and Kranskop. In the centre of the province are two poverty corridors - one which stretches from Dundee through Nquthu to Nkandla and beyond; and the other from Dundee through Pomeroy and Msinga / Tugela Ferry to Greytown with current development focused on Agriculture; Mining; Agro-processing; Meat processing and skins production. Kranskop and Greytown are local influence nodes in the south of the district. Local influence nodes must promote regional integration even if the regional integration goes beyond the boundaries of the district. The central location of these nodes within the province presents opportunities for them to become important north-south and east west linkages. The nodes could therefore benefit significantly from developments in KwaDukuza municipality such as Agriculture; agro-processing Agriculture and Tourism. These existing on a strategic corridor provincially prioritized for majorly for Agriculture and tourism with specific projects enlisted and spatially illustrated on the PSEDS map above.

### 3.7.6 UMZINYATHI DISTRICT DEVELOPMENT MODEL 2020

The District Development Model (DDM) was subsequently adopted by cabinet on the 21<sup>st</sup> of August 2019. The DDM is an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State. uMzinyathi District Development Model has been established and is fully operational. Under this model, district municipalities will be properly supported and adequately resourced to speed up service delivery. The Model takes forward key government plans and reinforces the existing policies geared to ensuring service delivery. The model signals a shift from 139 (1) to section 154 of the Constitution emphasizing closer support to Local Government by both National and Provincial spheres. Below are some of the planned catalytic projects indicated on the DDM within UMvoti LM:

- 
- Dlomo/Gcothoyi, Mthembu-Sithole, Bomvu and Amakhabela Maintenance of Traditional Administrative Centre
  - Combo Court
  - Construction of a Basic Sportfield
  - Construction of Halalisani P School Combo Court
  - Construction of Shane Library
  - Greytown TB Hospital - Day-to-Day/ Corrective Maintenance
  - Greytown TB Hospital - Pave parking area and build a new Guard House
  - Greytown Hospital - Upgrade the existing Theatres including 2 Theatre HVAC System
  - Greytown Hospital – Scheduled Maintenance
  - Greytown Hospital -Day-to-Day/Corrective Maintenance
  - Bhekiswe CSC Solar Maintenance
  - Matimatolo CSC Completion
  - L1859 Extension
  - Rehabilitation of P6-2 (KM26 to KM36)
  - Upgrade of P17 (KM52,31 to KM47)
  - Rehabilitation of P16-1 (KM0 to KM18)
  - Upgrade of P549 (KM25 to KM30)
  - Upgrade of P17 (KM0 to KM9,1)
  - Rehabilitation of P6-3 (KM41.4 to KM46.7)
  - Reseal of P6-2 (KM 0 to KM 26)
  - Design of Causeways
  - Eradication of Sanitation Backlogs
  - Muden Regional Bulk Water Supply Scheme (AFA) MIS 308819
  - New Greytown Traffic Department
  - Construction of Townlands Community Hall Ward 5
  - Construction of Kwaskobho Hall/Creche
  - Upgrading of Nseleni Road to Blacktop (Phase 2)
  - Upgrade of Shayamoya Road Ward 01
  - Vulamehlo Access Road Ward 3
  - Construction on Ngcakini Gravel Road Ward 14
  - Ematimatolo High Mast Lighting
  - Construction of Acacia Park (AFA) MIS 268059
  - Construction of Lakis Sports field
  - Installation of High Mast Lighting Ward 13 (Mbuba)
  - Installation of High Mast Lights in Ward 10, 3 and 6
  - Construction of Ring Road
  - Lilane Community Hall Ward 4
  - Construction of
  - Msengeni Community Hall in Ward 14 and Emsamo Community Hall in Ward 8
  - Upgrading of Enhlalakahle Sportfield Ward 7
  - Construction of Eyethu Hall/Creche in Ward 11
  - Construction of Hlalaphansi Community Hall

### **3.7.7 INFORMAL ECONOMY/TRADING POLICY**

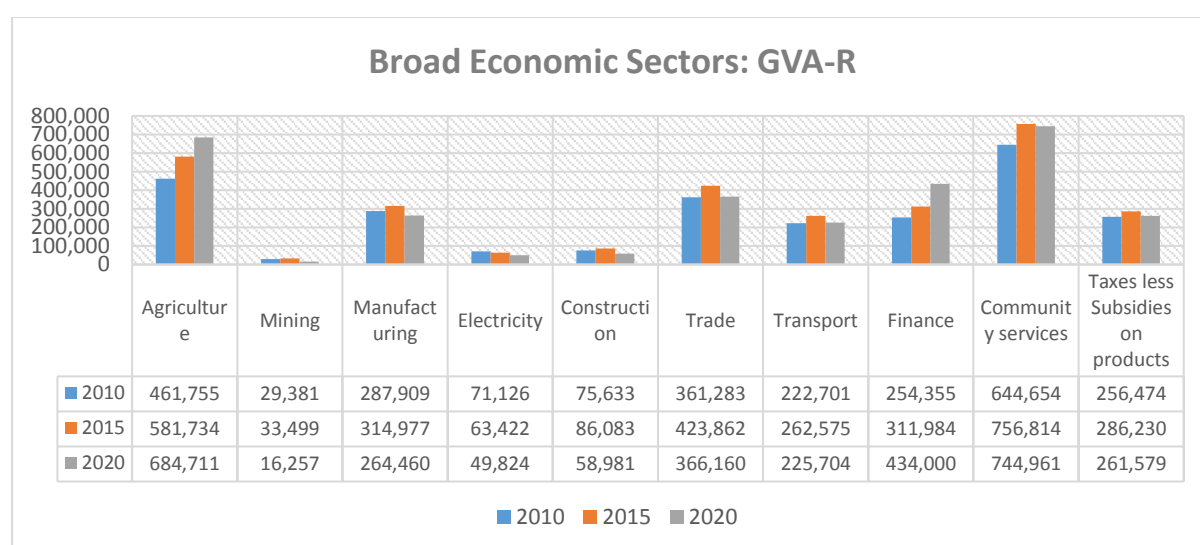
UMvoti has developed an Informal Policy with an assistance by KZN EDTEA and that has since been adopted by council, and also there is Street Trading By-law that informal traders were work shopped on in order to obtain their buy in. The Informal Traders database has also been developed and a proper implementation plan has been formulated and implemented. The number of informal traders is increasing since COVID 19 but working very closely with internal Town Planning to identify more legal spaces for trading. LED Strategy addresses the challenges of the informal sector, SMMEs and cooperatives in terms of skills, inputs, and infrastructure and market access since the majority of people. To promote local rural economic

development, the municipality continues to support SMMEs, cooperatives, informal sector, women and youth through facilitating skills programs, Learnerships, workshops and provision of inputs and equipment to businesses.

### 3.7.8 BUSINESS INVESTMENT AND RETENTION POLICY

In as far as the investment promotion is concerned, the Municipality aims to encourage the private sector to invest in UMvoti in various ways. This includes the updating of the Spatial Development Framework, Local Economic Development Strategy and the on-going efforts to assist investors with their development applications and partnerships with the local businesses. Currently, there is no Investment/Retention Policy in place. However, it must be noted that the main thrust of the reviewed LED Strategy is to promote the diversification and transformation of the local economy.

**FIGURE 28: SUMMARY OF THE KEY SECTORS AND THEIR PERFORMANCE**



### 3.7.9 AGRICULTURE AND FORESTRY

Agriculture is one of the dominant land uses, which accommodate buildings associated with farming practices such as crop production, livestock farming, forestry and horticulture. There is a well-established agricultural primary sector, which focuses on forest, sugar cane, etc. Remnants of subsistence farming are evident especially within rural areas and this currently occurs on adhoc bases without any unified approach. The main primary agricultural operations which also present opportunities for agri-processing and beneficiation along the entire value chain. According to the data stipulated below, the highest agricultural contribution is in 2020, before then it had declined by -5.8% in 2015. This sector is one of the major contributing sectors of the municipal GDP. In 2020 it was estimated to contribute R 684 711 (R1000) to the municipal GDP. The table below outlines the sector contribution from 2010 till the estimated contribution in 2020, and the contribution has increased. According to the data stipulated in the table below, since the increase of the agricultural contribution in 2010, the agricultural sector since has never declined. Below are maps illustrating agricultural potential within UMvoti.

Forestry is mainly found on the outskirts of the municipality as is predominantly privately owned. The municipality also owns the forestry plantations and are currently managed by Bracken Timbers for a period of one year as Mondi lease expired (to be updated) Low levels

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of agricultural practices are seen in some homesteads mainly for subsistence purposes. There are limited agricultural activities particularly on a commercial scale in the traditional authority areas. Lion bee is managing the Municipal Forestry. KZN Treasury has proposed a PPP model to be implemented in managing Forestry as the Municipal Asset. A plan for the optimization of the forestry to generate more income. Some of the issues that have had undesired effect on the agricultural development within UMvoti Local Municipality relates to the following:

- No clear value chain as no formal structures that accommodates emerging farmers
- No access to formal and big markets
- The lack of co-ordinated value-added processes in the timber, fruits and vegetables production sector.
- Adequate human resources within the municipality to drive the agricultural sector, and a need to have an agricultural officer since this is leading sector within the Municipality
- Proper co-ordination of agencies offering support within the municipality area.

Based on comparative advantages, some of the advantages associated with agricultural development in the Umvoti agricultural economy are as follow:

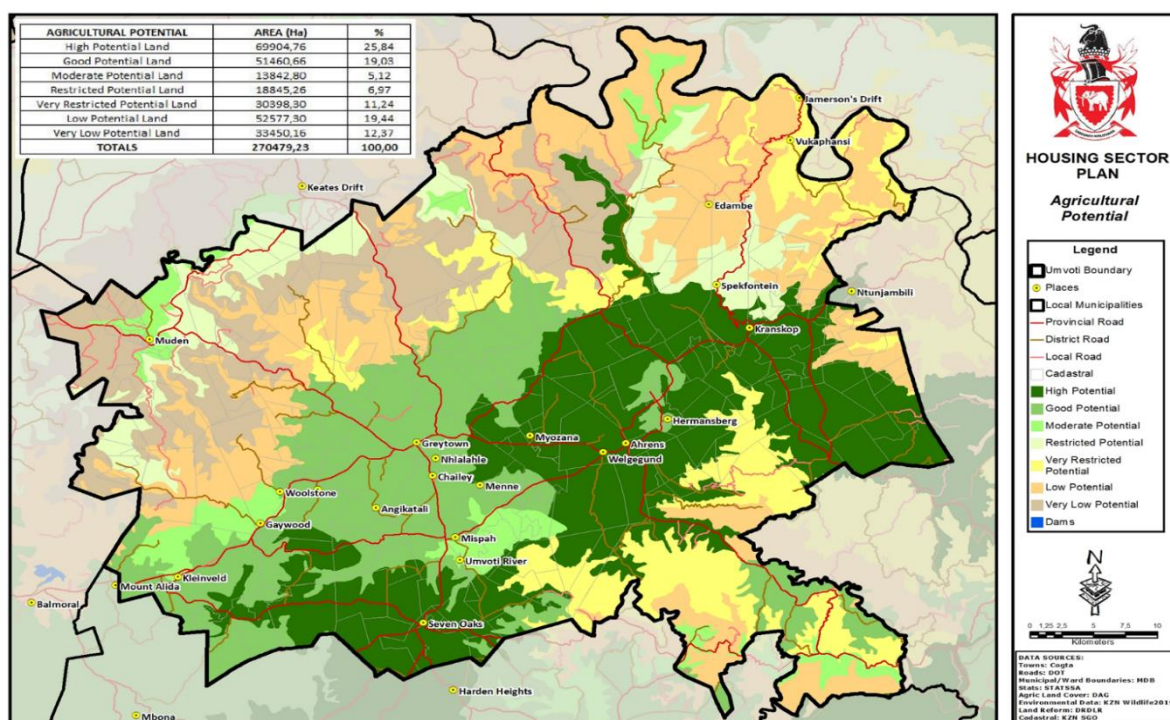
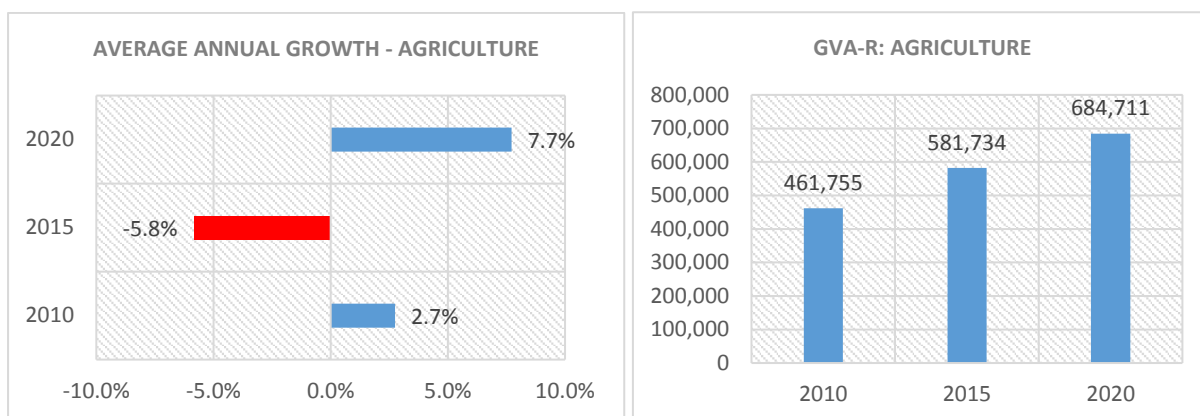
- The development of forest in communal owned areas.
- The development of sugarcane in communal areas
- Range of downstream forestry products from forestry waste
- Citrus production and processing, especially in the Mudén area
- Dairy production.
- Beneficiation of agricultural products; and
- Vegetable Production (especially along UMvoti River) and processing, etc.

Based on comparative advantages, the uMzinyathi LED Strategy and Programme identifies the following strengths of the Umvoti agricultural economy:

- Range of downstream forestry products from forestry waste;
- Stewardship Certification products; and
- Vegetable Production and processing on Mooi River Valley

It should be noted that during the stringent Covid Lockdown Periods Government reached out to the Agricultural Sector for small interventions to keep them financially viable. Umvoti applicants via the Department of Agriculture were the recipient of some 44 grants from the Department of Agriculture for amounts ranging from R15 000 to R44 000 – these were disbursed as vouchers. Whilst not all recipients who applied were successful some were able to get some form of assistance.

Two of our up-and-coming youth woman farmers were also the recipient of a Grant from ADA. (1) For an amount of R2 300 000. (10 HA Farm). This will be used for 10 Tunnels, a borehole with irrigation, a pack house, a cold storage unit, fencing and small appliances. (2) A Grant amount of R2 100 000 (45 HA Farm) for a pack house, further infrastructure, fertilizer storage etc. Both situated in Mudén.

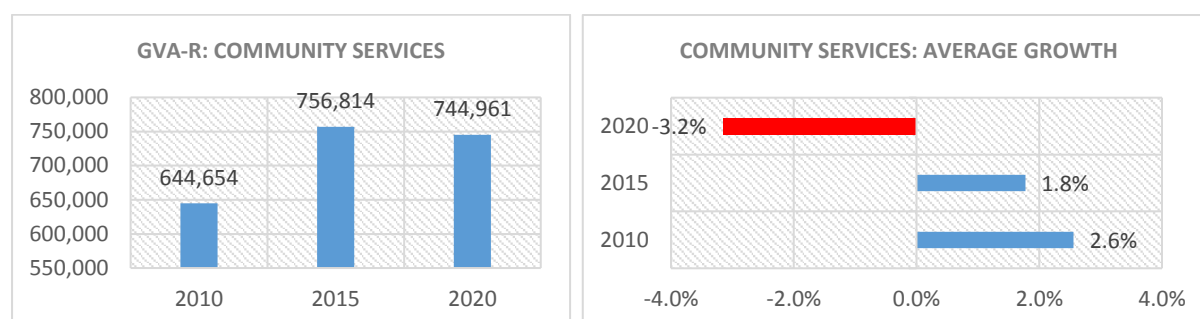


**Map 50 : Agricultural Potential**

### 3.7.10 GOVERNMENT

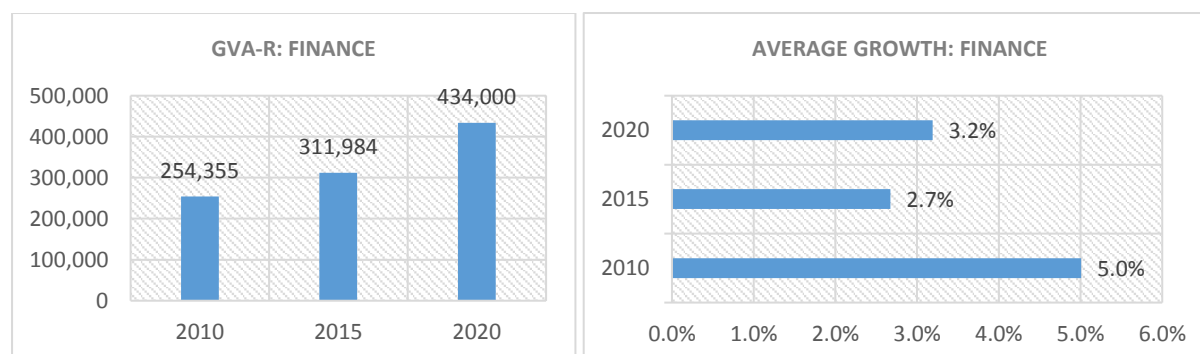
Local government is a distinct sphere of government that is interdependent and interrelated with both the national and provincial spheres, responsible for delivering public services to communities and providing a range of functions including LED. As such, it has a developmental role to play in communities which sees to the improvement in quality of life and the standard of living of all citizens. Although significant progress has been made since the democratic government in developing communities, local government is still aggrieved by socio-economic challenges including poverty, inequality, and underdevelopment. Municipalities, such as UMvoti, are thus obliged by the Constitution to play a facilitative role in promoting LED within their locality and create ideal environments for business that attracts and promotes investment. There are challenges that face agricultural sector, farmers, and all relevant stakeholders, which include lack of funding, access to market, high rate of agricultural land use changes to rapid urbanisation. The Municipality had partnered with TIKZN for Agriculture information with an aim to initiate and open a platform for the engagements among

the agricultural stakeholders. Strengthening LED in the municipality will require improvements in the market confidence of business in local government, growing municipal capacity that allows exploitation of competitive advantage and the identification of potential opportunities as well as creating an environment conducive for business whilst also intensifying local support for small business development. Economic data pertain this sector in UMvoti is illustrated as follows:



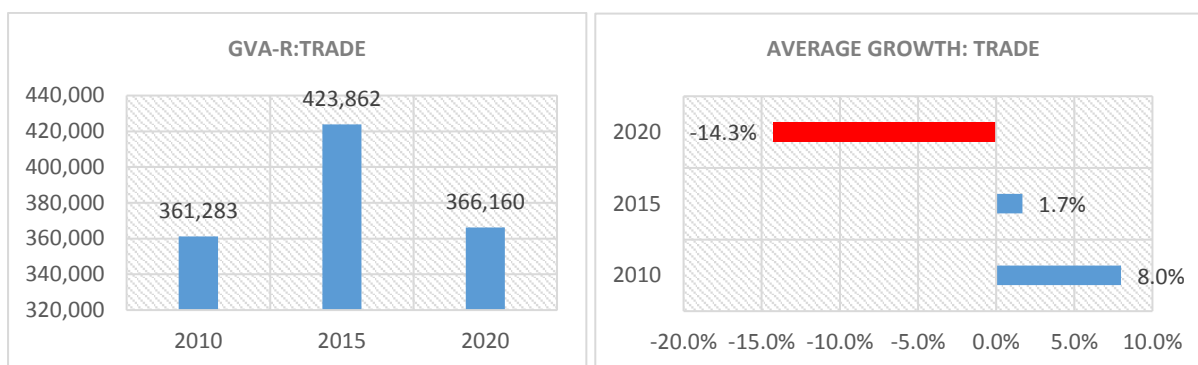
### 3.7.11 FINANCE, INSURANCE, REAL ESTATE AND BUSINESS SERVICES

The financial sector makes a direct contribution to the economy in terms of its value-added contribution to GDP, employment and taxation paid. Insurance companies help businesses mitigate risk and protect their employees. As with consumers, helping businesses mitigate risk can have a lasting, positive impact on the economy. These actions help businesses run successfully, which translate to more jobs and an increase in economic activity. With reference to UMvoti municipality this sector contributes 3.2% to the municipal 2020 GDP, which is estimated at R434 000 (R1000), and this sector has been increasing from the year 2010.



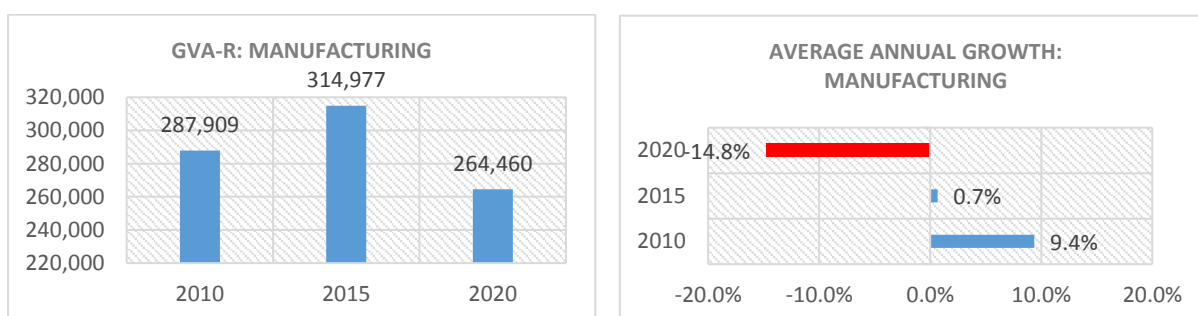
### 3.7.12 WHOLESALE AND RETAIL TRADE

Wholesale and retail trade are defined as resale of new and used untransformed goods to the general public. This service sector is the third of the three economic sectors of the three-sector theory. The tertiary sector of industry involves the provision of services to other businesses as well as final consumers. Services may involve the transport, distribution, sale of goods from producer to a consumer, as may happen in wholesaling and retailing, or may involve the provision of a service, such as tourism, accommodation, catering, entertainment, communication, finance, insurance, real estate, business services, community, social, personnel services and general government. Within UMvoti this sector is currently the fourth dominant. It absolutely makes sense for the GDP to drop the year 2020, because this is due to Covid-19 pandemic.



### 3.7.13 MANUFACTURING

The manufacturing sector is the fourth highest contributor to UMvoti economy. According to the data sourced from StatsSA 2021, manufacturing sector in UMvoti contributed approximately 23.6% of the national GVA. Although a significant growth in this sector has been noted at the district level over the past years, it is encouraging to highlight the considerable entry of this sector into the mainstream at the local level. The manufacturing sector is regarded as the competitive advantage of UMvoti due to its opportunities that exist in expanding in value-adding so as to realise the full economic potential that can be derived from this sector. The manufacturing sector has an opportunity to create employment through the forestry, forestry-waste products, maize, milling, wood and wood products, honey production, and bricks and blocks manufacturing. Manufacturing activities contributed about 0.7% to the GVA -R in 2019, decreased by 11.9% in 2020 due to the Covid 19 pandemic and estimated to contribute 5.2% in 2021 (Quantec 2021 Economic data), however the GDP of this sector is significantly high accounting for about 17% of the municipal economy.



### 3.7.14 TOURISM

UMvoti Municipal area was poorly developed as a tourist area and economic data pertaining tourism in UMvoti is unavailable. However, its location at the intersection of at least three tourism development zones each with unique character presents UMvoti with an exceptional and distinctive opportunity to develop as a tourist area providing easy access to the battlefields, Zulu Heritage and culture and eco-tourism zones. Over the last 5 years, since the existence of the CTO there has been extensive research and planning into the tourism sector and ecosystem in UMvoti and the larger regional municipality of uMzinyathi with the intention to develop Tourism platforms in the region, develop and commission a tourism strategy for the region, Identify Tourism opportunities in the region as a tourism and income driver, Identify opportunities for tourism to create jobs in the region, especially for the youth, Create and manage ongoing tourism projects that are sustainable. From the tourism audit of 2017, findings suggested that the tourism market in UMvoti collapsed between 2012 to 2015 and it

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was since collapse in the market in which the CTO was formed to assist the municipality in growing the sector back.

The opportunities that exist UMvoti include the following:

- UMvoti CTO Office Museum – Municipality with the aim of securing one of their container homes to become the UCTO permanent office, based in the same site as the Greytown Museum;
- Fishing: UMvoti as a premier inland fishing spot - Tot Hier Toe is lovely little gem and Lake Merthley is one of the best kept secrets in UMvoti in terms of fishing. The beauty of these places is that it is already there. It needs some minor financial intervention, but it already has a “good” history, and the place does need some refurbishing especially to the cabin and public ablutions, interior design of cabins and utility infrastructure. Beyond these two large dams there are private dams too on farmlands. Although this brings a lot of red tape with local farmers, if one can create a partnership where there is catch and release, no camping and they get half the cut of fishing licenses, we could bring in the farmers into the idea of making UMvoti one of the top fishing destinations in KZN. Moreover, St Catheryns is a popular fishing and golf spot in the area. Outside of the dams, Umvoti also have two rivers Tugela and Mooi River of which owns 20 to 30 km of. The municipality needs to create spots and local community owned fishing and camping spots. There is already a yellow fish fly fishing spot and sleep over on the Mooi River in the Muden Valley called Mount St Bernard’s Guest House where they offer guided fly fishing on the farm’s sections of the Mooi River
- Day Hiking, Running & Cycling Trails - UMvoti has an abundance of great hiking and cycling trails within the region and include Blink Water Trails, Mhlopheni Trails, Lilani Trails, Umvoti River Trails that include Bushmen paintings, Old Ngome Reserve Trails, Montello Trails, Tugela Valley Trails (community owned trails), Annual Coddwomple Run and Walk Showcasing the best of the Midlands with a variety of trail runs throughout the year, multi day, single, relays and a night series to name a few;
- UMvoti Flowers and Fauna - UMvoti hosts 3 very special Flower Farms, Namely Tarr Roses, Brayleigh Proteas and a Clivia Farm. Lake Merthley is also the home of the Hilton Daisy. Tarr Roses, roses and still more roses. Pinks, reds, yellows, striped, thousands of roses all proudly displaying their beautiful blooms. For visitors taking an amble around the countryside in the Greytown area, this country nursery was established in 1994. This is one of the very few rose propagation farms in the country where the art of propagating a healthy, hardy rose bush has been perfected over the last few years;
- UMvoti Waterfalls & Rockpools - there are some spectacular waterfalls just outside the boundaries of Umvoti Municipality that the UCTO can market to bring local tourists to the district. The most dominant waterfall in the region is Mooi River Waterfall. This waterfall is not marketed by the neighbouring municipality at all even though Zulu Falls Lodge provides some of the best views of a major water from its pool and deck. One can partner with the Zulu Falls Lodge, which is a semi community owned tourism project in marketing the waterfall and lodge to a bigger domestic and international tourist market;
- Cultural Village at Bhambatha Rock - There is a great opportunity to create a cultural village using local resources and low investment at Bhambatha Rebellion Rock in Ngome in partnership with a former KZN Tourism official and lecturer. At present, Rebellion rock has no formal infrastructure for tourists to really appreciate to the location, story and historical significance of the location. The spot also provides great hiking trails to the top of the mountain where the rebellion and attack would have been planned. Hikers to the top of the mountain will need secure facilities for parking and refreshments, thus, creating some basic infrastructure with a small museum in a Rondavel or container would be perfect for this location and historical sight;

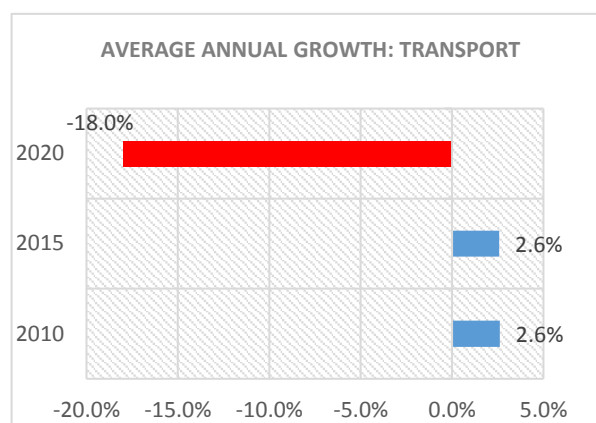
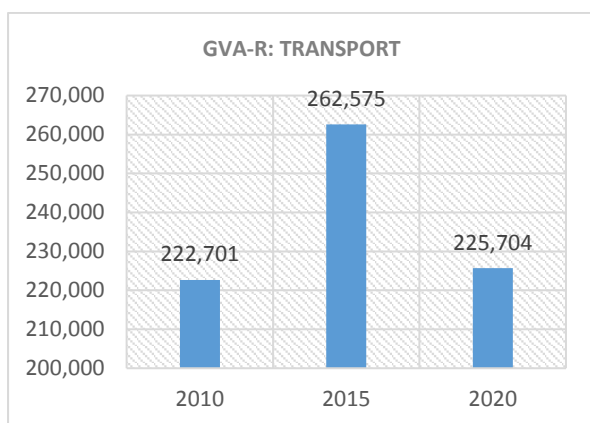
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- KwaSizabantu: Religious Toursim - There is a great opportunity to use already existing religious tourism destinations in Umvoti to market Umvoti as a spiritual destination. Mission Kwasizabantu is in the Umvoti Municipality and offers accommodation to up to 50 people to stay overnight to participate in their daily worships and their community empowerment and development projects
  - UMvoti The Town of Craft - UMvoti district has a great long-term opportunity to establish a craft beer and spirits culture in the Greytown with the many maize farmers and seed storage companies within Greytown, and the good opportunity is that Greytown already has a local craft brewery called Rockford Brewery. By having companies like Pannar and maize farmers with in Greytown, the supply and logistics of wheat, maize and barley are right on the doorstep of Greytown which makes the production of spirits and beer cheap;
  - The Daisy Creek Music Festival; and
  - UMvoti Outdoor Sports Events - UMvoti Region has great potential to host a number of large outdoor sporting events such as road marathons, ultra-trail runs, canoe races on the Tugela and Mooi River, and mountain biking races. Due to the closure of the Jacob Zuma marathon that was a qualifying race for the Comrades marathon, it is suggested that the UMvoti Municipality in partnership with the CTO, establish a 42 km road marathon that can bring thousands of runners to UMvoti over a weekend.
  - Tourism compliance workshop took place on the 27<sup>th</sup> February 2023 with an aim to assist with Tourism establishment to be in compliance.

**Following are possible projects that the Municipality is intending to implement with an intention of reviving the Tourism Sector:**

- Planning and Economic Services has appointed a panel and TOR are in place.
- The establishment of Tourism Forum will commence once Municipality has resolved issues with CTO;
- Establishment of the Tourism Information office;
- The list of intended projects includes the resuscitation of Lake Merthely and since the Municipality has also partnered with Drift Khana.

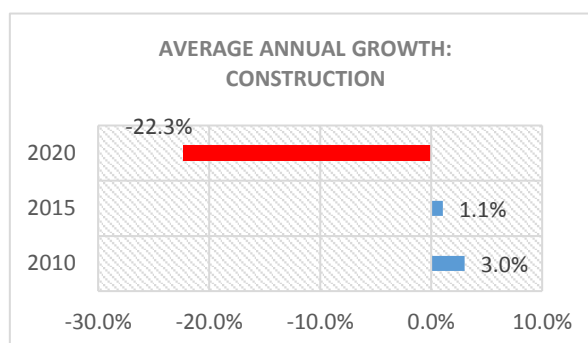
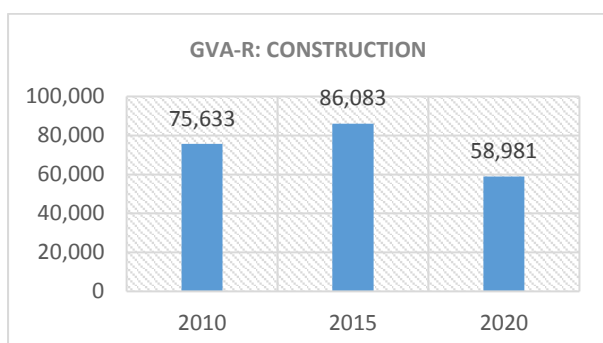
### **3.7.15 TRANSPORTATION**

Transportation is an economic factor of production of goods and services, implying that it is fundamental in the municipal generation, even if it accounts for a small share of input costs estimated at 7% to the municipal GDP. This implies that irrespective of the cost, an activity cannot take place without the transportation factor and the mobility it provides. With reference to the statistical data on the tables above the Transport sector has shown a gradual increase since the year 2015. However, it decreased in the year 2020 to R225 704, and this may be highly due to Covid-19 pandemic and stringent regulation about movement, and closure of shops, leading to less transportation of goods. The annual growth percentage also supports such assumption.

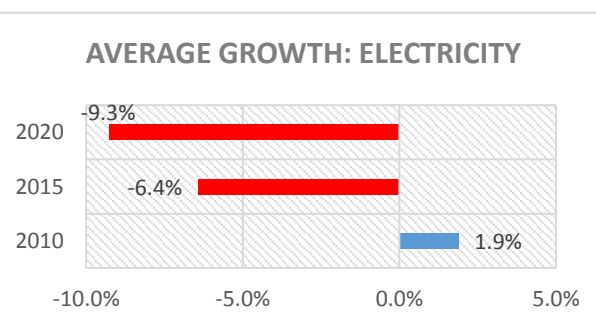
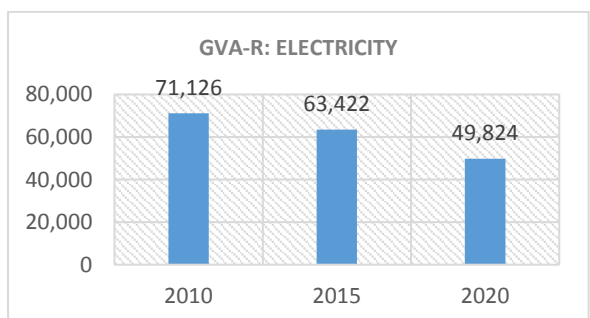


### 3.7.16 CONSTRUCTION

From the year 2010 to 2015, the construction sector was a growing industry within UMvoti Local Municipality. At a country scale, the South African construction industry can be alluded as a strategic sector that supports the government's National Development Plan (NDP). The Quantec 2021 economic data outlines that the construction sector has decreased since 2015 financial year. During the 2020 financial year, the construction sector heavily decreased its contribution by -22.3%.



### 3.7.17 ELECTRICITY, GAS AND WATER ILLUSTRATED ON THE FIGURES BELOW



### 3.7.18 INFORMAL SECTOR

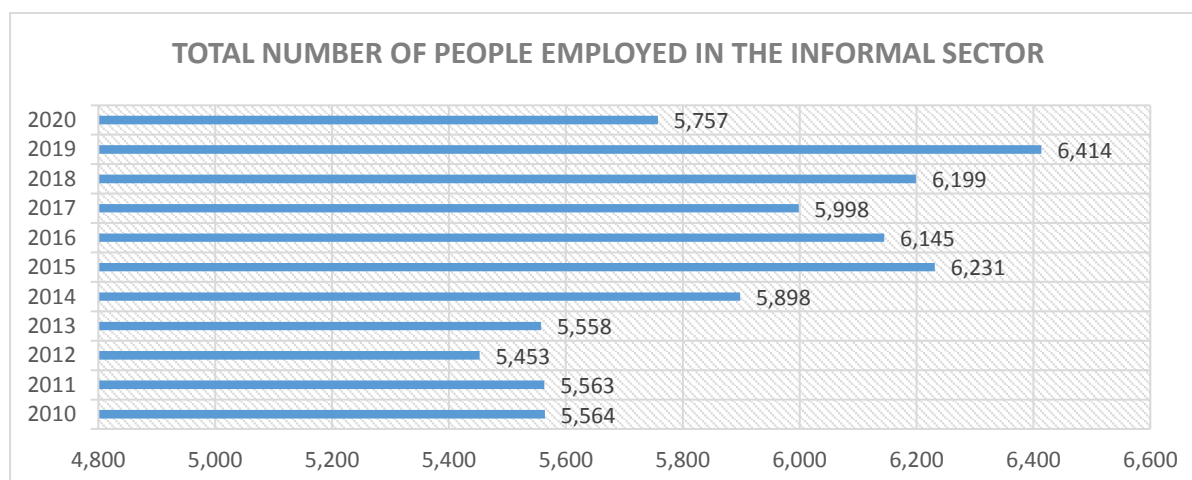
The informal economy is the diversified set of economic activities, enterprises, jobs, and workers that are not regulated or protected by the state. The informal sector of the economy is part of an economy that is neither taxed nor monitored by any form of government. Unlike the formal economy, activities of the informal economy are not included in a country's gross national product or gross domestic product. Although the informal sector makes up significant portion of the economies in developing countries, it is often stigmatized as unmanageable.

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However, the informal sector provides critical economic opportunities for the poor and has been expanding rapidly.

The informal sector is largely characterised by several qualities: easy entry, meaning anyone who wishes to join the sector can find some sort of work which will result in cash earnings, lack of stable employer-employee relationships, a small scale of operations, and skills gained outside of a formal education. The type of work that makes up the informal economy is diverse, particularly in terms of capital invested, technology used, and income generated. The spectrum ranges from self-employment or unpaid family labour to street vendors, shoe shiners, and junk collectors. Most workers in the informal sector, even those are self-employed or wage workers, do not have access to secure work, benefits, welfare protection, or sometimes even representation. Many local businesses operate informally - they are not properly registered and operate in marginal markets that are disconnected from larger, formal markets. Municipalities should encourage the formation of local business associations and consultative platforms that allow informal businesses to discuss their concerns. A better local business environment can create incentives for informal businesses to become formal and grow. Informal economies often contribute directly to poverty reduction by providing for the livelihoods of large portions of the population. The informal sector also has an important role to play as investor and entrepreneur.

According to the StatsSA data, during 2019, the informal economy had employed 6 414 number of people. This is the highest number recorded since 2015. The decline in employment opportunities in the formal economy has led to a growth in the informal sector within the municipality. This is due to the job losses and decline economic performance of businesses during the Covid-19 pandemic. Many informal businesses had suffered greatly due to lack of access to covid relief funds where they were not registered for UIF.



Owing to the non-availability of trading spaces in the town of UMvoti, informal trading takes on the verges of the roads and in front of formal commercial shops and this causes tensions between the formal business owners and informal traders. Below is a list of key challenges faced by the informal sector:

- High crime rates and no safety place for informal traders:
- There are dangers that we face on the road as street traders. This is aggravated by the lack of respect by the municipality. But this seems to be improving with the appointment of the LED Manager. The informal traders are in short supply of the many resources e.g., market stalls.

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- The informal traders now have cards for each trader. These assist to regularize the traders, but the biggest issue is the influx of people who come from different places some are even illegal traders.
  - Disaster: There are illegal traders who operate within the CBD in areas that they should not trade and some of these are illegal foreigners. There was an accident whereby there was truck that lost control and killed the two (2) informal traders.
  - There is no shelter for storage for informal trading and confidence for the municipality.
  - No market to buy from or facilitate the transport of goods from farmers.
  - There are people from Estcourt, eThekweni, and Greytown trading in the informal economy, the municipality must assist by decreasing the number and regulating the informal trading economy.
  - There is a high rate of theft of goods.
  - High rate of informal nations trading within the informal economy.
  - Lack of enforcement, foreign nationals trading without permit.
  - Lack of infrastructure (water, electricity, and ablution facilities).
  - Lack of street furniture, safe packaging, and storage facilities for sellers.
  - Lack of funding. Informal traders are unable to expand due to lack of capital; and
  - No formal market to buy goods.
  - Minimal financial and non-financial assistance and incentives from the municipality.
  - Access to information is limited. They are not informed and aware of incentives packages which could benefit them.

### **3.7.19 CONCLUSIONS ON HOW THE UMVOTI ECONOMY WORKS**

The following economic observation for UMvoti can be made:

- The municipal economy is agricultural driven and dominated by the primary sector.
- High unemployment rate and reliance on grants especially in rural areas which constrains the own revenue potential of the municipality.
- There is a gradual estimated decrease of all sectors due to the global pandemic.
- Scarce job opportunities mainly high youth unemployment.
- 28.4% indigents which earn less than R3500 per month.
- In terms of its spatial context, the Municipality is designed in an apartheid structure with a fragmented design. The only existing town is located in the centre of the municipality while other rural communities are located on the municipal edges in poverty pockets.
- The spatial economy of the municipality effects the economic behaviour as people are located away from spatial opportunities.
- There is a need to update infrastructure.
- Municipality has limited development budget.

### **3.7.20 SUMMARY OF THE KEY SECTORS AND THEIR PERFORMANCE**

This section presents the SWOT analysis which entails of the Strengths, Weaknesses, Opportunities, and the Threats that are relevant to UMvoti LED, thus permitting the identification of the strategic economic development actions that should be undertaken by UMvoti Municipality.

**TABLE 51 : LOCAL ECONOMIC DEVELOPMENT SWOT ANALYSIS**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>▪ Strategic location of UMvoti (Greytown)</li> <li>▪ Eco-Tourism (Lake Merthley, Ngome, etc)</li> <li>▪ Land availability (Mondi plantation)</li> <li>▪ Cultural Tourism (Historical Heritage)</li> <li>▪ UMvoti, Mooi River and the Mooi River Canal System and Tugela Rivers traversing the municipality;</li> <li>▪ High rainfalls, moderate temperatures, good soils and moderate slopes;</li> <li>▪ Carrying capacity of the land/soil is high in summer;</li> <li>▪ Vegetable Production and processing</li> <li>▪ Range of downstream forestry products from forestry waste; Stewardship Certification products; and Vegetable Production and processing on Mooi River Valley</li> <li>▪ Vacant land for development</li> <li>▪ Most areas are good arable land and vast land of agricultural potential</li> <li>▪ Spatial development framework and the land use management plan are currently reviewed for the whole area of UMvoti. These tools are important for direction and management of decision making towards sustainable development.</li> <li>▪ Availability of services such as the police station, clinics, and community library.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Unexploited economic Opportunities</li> <li>▪ Dilapidated infrastructure</li> <li>▪ Ineffective IGR</li> <li>▪ High rate of unemployment</li> <li>▪ Financial and human constraints to undertake LED programme</li> <li>▪ Restricted agricultural potential exists in some parts especially within communally owned areas.</li> <li>▪ Absence of scientific and technological institutions</li> <li>▪ Lack of coordinated value-added processes in the timber, fruits and vegetables production sector.</li> <li>▪ Preservation and maintenance of municipal facilities and heritage sites.</li> <li>▪ Lack of promotion and enhancement of tourism sector.</li> <li>▪ Low level of employment opportunities</li> <li>▪ Poor Revenue Enhancement and management.</li> <li>▪ UMvoti is a very small rural dominantly municipality with limited private development taking place within it.</li> <li>▪ Most of the land is privately owned which may limits the pace at which the state can deliver the public facilities since the land acquisition processes may sometimes be time consuming.</li> <li>▪ Capacity and skills amongst staff to enhance excellence performance</li> <li>▪ Grant dependent for infrastructure</li> <li>▪ Lack of incentives to attract investors or developers.</li> <li>▪ Local SMME are not geared to take advantage of the emerging business and tender opportunities offered</li> <li>▪ Issue of water resources in the municipality</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>▪ Charcoal production and furniture manufacturing</li> <li>▪ Mining (Stone crushing)</li> <li>▪ Investor funding</li> <li>▪ Dairy Production and processing</li> <li>▪ Feedlots – Meat Processing- Leather Tanning.</li> </ul>	<ul style="list-style-type: none"> <li>▪ The overreliance on timber plantation poses a threat to the long-term sustainability of the local economy.</li> <li>▪ The slow pace of the land restitution is a threat to the development and sustainability of local agriculture.</li> <li>▪ There is very little circulation of money within the municipal boundaries</li> </ul>

<ul style="list-style-type: none"> <li>▪ Forestry and forestry-waste products in UMvoti;</li> <li>▪ The municipality has 4000 ha of land around Greytown of which approximately 2800 ha is plantations. There was a lease in place with Mondi which expired in 2017, and since this date no long-term contract (PPP) has been finalized. Currently there is a management agreement in place with a company in Hillcrest who is subcontracting the locals, which is not an ideal situation. This is a golden opportunity for advancement of local businesses and transformation, but these are being hamstrung due to the short-term nature of the contracts that have been in place since 2017 (6 or 12 months at a time). Forestry is a business which requires investment in equipment and infrastructure which would require a much longer-term contract. There is an abundance of forestry skills and knowledge in the UMvoti area that can oversee such a project.</li> <li>▪ There is good skillset amongst the local people and opportunities exists for upskilling.</li> <li>▪ There is a need for the agricultural markets.</li> <li>▪ There is a need for the Agricultural Cold Storage Facility that can be able to assist informal traders. The best-case study for the market is Pietermaritzburg.</li> <li>▪ There is a good project that can be developed at Merthely Lake which could be a great tourism Venture.</li> <li>▪ There are prominent figures in UMvoti that can resuscitate the economy of UMvoti. These include (1) iThuna lika Bhambatha, (2) General Botha, and (3) Solomon Mzolo. These sites can be developed for Educational Tourism (i.e., Edu-Tourism).</li> <li>▪ Greytown businesses are doing well in terms of green economy which includes Green Economy such as Solar Energy. E.g., Solar.</li> <li>▪ Waste Management is a big challenge. There is a plan in-place to manage the issue of recycling.</li> <li>▪ There isn't a culture of recycling within the municipality.</li> <li>▪ There is a need to explore a highly coordinated effort at a municipal scale in</li> </ul>	<ul style="list-style-type: none"> <li>▪ The rate of unemployment, poverty and inequality are unacceptably high</li> <li>▪ High crime rates</li> <li>▪ Poor telecommunication</li> <li>▪ Stock Theft</li> <li>▪ Dilapidated Infrastructure</li> <li>▪ Lack of funding</li> </ul>
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<p>order to ensure that there is a widespread separation from source and transportation of waste at a recycling center.</p> <ul style="list-style-type: none"> <li>▪ The process has commenced to decommission the dump sites so that the regional site can be developed.</li> <li>▪ We would like the municipality to provide the hawkers with the shelters and storage facilities that can assist in terms of protecting our goods.</li> <li>▪ The collection of waste should be managed quite well so that the hawkers will be able to operate in a proper environment.</li> <li>▪ introducing Wi-Fi and Fibre.</li> <li>▪ There are concepts of home stays which have been a success in many places.</li> <li>▪ The businesses do support each other locally so the Business-2-Business relationship do exist. There are businesses that have developed the policy on procuring goods locally.</li> </ul>	
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### 3.7.21 UMVOTI ECONOMIC STRATEGY

#### 3.7.21.1 STRATEGIC THRUST/GOALS

The proposed strategies take into cognizance the inherent nature of the structure of the economy whilst also incorporating basic principles and dwelling on the need to address key strategic issues of intervention that emerged during the analysis phase (preceding phase). In order to attain tangible results, the strategies listed in subsequent sections of this report need to work in unison with regard to developing the economic base of UMvoti and making a serious contribution in the economy of the region. The following figure below indicates the Strategic Thrust of the economic strategy for UMvoti LM. The thrusts involve the following:

### **AGRARIAN DEVELOPMENT EXPANSION AND SUPPORT**

- Development of a Farmer Production Support Unit (FPSU).
- Develop grazing camp program in rural areas.
- Strengthen and synergise support for land reform projects.
- Agri-product 1: Agriculture Infrastructure Support
- Agri-product 2: Organic Food Production
- Agri-product 3: Timber and Wood Processing
- Agri-product 4: Intensive Farming
- Agri-product 5: Sugarcane Production
- Agri-product 6: Agro-processing
- Agri-product 7: Livestock Farming and Value Chain
- Agri-product 8: Revamping Poultry Farming Projects

### **INTENSIFY SUPPORT FOR MANUFACTURING SECTOR**

- Proposal 1: Expansion of forestry and development of forestry waste products
- Proposal 2: Hides and Leather Products
- Proposal 3: Bone and Horn Products
- Proposal 4: Brick and Block Manufacturing
- Proposal 5: Crush Stone and Rock Products
- Proposal 6: Wood Products
- Specialized Manufacturing: Bio-fuel and Timber Production
- Sustain Business Retention and Expansion Programme
- Investigate Provision of a Small-scale Retail Operation in Muden
- Charcoal Production

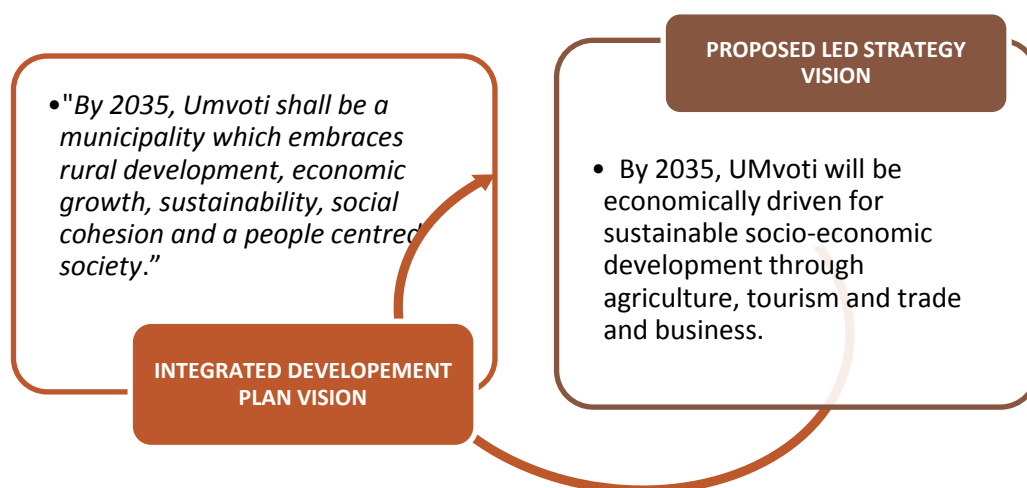
### **DEVELOPMENT OF TRADE AND BUSINESS SECTOR**

- Revitalization of Greytown
- Intervening in the Retail Services Value Chain Development
- Enterprise Support
- Procurement Processes
- Improving Business Confidence
- Formulate SMME Strategy and provide SMME and Second Economy Support

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## EXPANSION OF TOURISM SECTOR

- Development of UMvoti CTO Office Museum
- Proposal 1: Agro-tourism
- Proposal 2: Development of UMvoti Tourism Strategy
- Proposal 3: Cultural,Community Based and Educational Tourism
- Proposal 4: Eco-tourism Products
- Proposal 5: Adventure Tourism Products
- Proposal 6: Encourage Establishments to apply for Star Grading
- Proposal 7: Mainstreaming SMMEs on the sector
- Proposal 8: Development of Lake Merthley Precinct
- Proposal 9: UMvoti Outdoor Sports and Event Based Tourism
- Proposal 10: UMvoti Town and Townships Tourism Experience



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

- Ethical Governance.
- Rural prosperity.
- Skills development for municipal unity; and
- Socio-economic sustainability.

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

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

### 3.7.21.2 CORRESPONDING PROGRAMMES AND PROJECTS

#### 3.7.21.2.1 LED EXISTING CATALYTIC PROJECTS

The Local Economic Development projects for 2020/2021 financial year intend to respond to the economic development priorities as stipulated in the National, Provincial, District and Local policies and strategies such as the Provincial Growth and Development Strategy, LED Strategies, IDP. The main objective of the projects highlighted below is to enable job creation in Umvoti Municipal area of jurisdiction. The projects will be implemented as short term,

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medium term and long term. The municipality has budgeted R3 million for LED projects in 2021/2022 financial year.

#### **3.7.21.2.2 BUSINESS LICENCE APPLICATIONS**

The main function of Business Licensing is to ensure that all businesses within uMvoti jurisdiction have valid business licences to trade as per the Business Act 71 of 1991. The Municipality has since established a business compliance forum that sits quarterly. The committee is made of different sector Departments, District and Internal Departments, these includes Traffic Department, Town planning, Fire, Safety and Disaster, Building Control, Electricity, KZN Edtea and District Environmental Health.

Business sector is reminded annually to renew applications and workshopped on the importance and benefits of having licences. Furthermore, the forum conducts inspection quarterly to ensure all businesses are in compliance. One of the core components is to conduct inspections of premises for the purpose of administration of the Business Licence Act. These inspections are also conducted on an ad-hoc basis to verify whether businesses are trading with or without a business licence. Businesses trading without a business licence are issued with notices and are provided a time-frame for compliance with the Business Act. The development of business license by law is on hold until the development of Provincial business bill is fully adopted by cabinet.

#### **3.7.21.2.3 EASE OF DOING BUSINESS AND RED TAPE REDUCTION PROGRAMMES (RTR)**

The reduction of red tape is clearly embedded in the concepts of Local Economic Development and is one of several tools promoted by the South African Government. It is based on the dialogue between the public and private sector focusing specifically on the rules of the game: efficiency and effectiveness. As the Municipality, we really believe we have a critical role to play in South Africa in providing efficient and effective basic services, which contribute towards an effective environment for doing business.

To date, the Municipality has partnered with KZN EDTEA as they are conducting a study on Red tape reduction programmes. The Municipality have signed a Memorandum of Agreement with Edtea with an aim to assist the Municipality, assessing the challenges that are faced by the local businesses, establish platforms that will assist with addressing such challenges. The current programmes that the Municipality are busy with to ensure that they reduce red tape:

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- LED forum has been resuscitated to ensure continuous engagements with private sector;
  - automated system for the application of business licences as information management system to issue trading permits.
  - Communication tools
  - Complaints system is in place;
  - Payments are done twice a month by Finance
  - Continuous workshops to suppliers and SMMESs
  - Awareness to rate payers are conducted

Umvoti Local Municipality will continue to identify initiatives aimed at reducing red tape in different sectors where specific mechanisms will be designed to suit specific sectors e.g. informal trade red tape reduction surveys, contractors red tape seminars etc.

It is acknowledged that this budget will not be enough to fund all the projects therefore assistance will further be sourced from government departments, government entities and other stakeholders. Currently LED Project Applications received (some 120) are being appraised, checked and adjudicated. Moreover, the Municipality has funded fourteen (14) projects in previous years and 40 in 2022/2023 under the Cooperatives/SMMEs Programme as per the table below:

**TABLE 52 : 14 LED funded projects**

NO	NAME OF APPLICANT	CHAIRPERSON	AREA WARD	BRIEF PROJECT DESCRIPTION
<b>Sector: Charcoal Manufacturing</b>				
1	Sangweni Charcoal (Pty) Ltd	S Hlongwane	Kwadolo Ward12	Charcoal Project
2	Eshane Charcoal And Forestry	T P Msane	Eshane Area Ward 4	Charcoal Project
3	Phenyizinto Cooperative	N Mbeje	Mbuba Area Ward 13	Charcoal Project
<b>Sector: Agriculture</b>				
4	Gaby Jane (Pty) Ltd	G Zondi	Matimatolo Ward 2	Growing of Seedlings
5	Blingz Craft (Pty) Ltd	J Nxulamo	Enseleni Area Ward 5	Poultry Project
6	Greytown Youth Projects (Pty) Ltd	N Nxumalo	ENhlakahle Ward 7	Piggery Project
<b>Sector: Manufacturing</b>				
7	Donda 1984 (Pty) Limited (Toilet Guy)	S Xulu	Solomon Ward 7	Drain maintenance
8	Umusa Kajehova Co-Op	N Ncwngwa	Mbulwane Area Ward 1	Yogurt and Mass Production
9	Gawaza Ka Tetemane (Pty) Ltd	C Mpungose	Greytown Ward 7	Detergents Production
10	Cihoshest (Pty) Ltd	S Jaca	Enhlalakhale Ward 7	Furniture Making
<b>Sector: Beading Sewing Artistic Work</b>				
11	Isolemvelo Trading	D Mhlongo	Mbuba Ward 13	Sewing Project
12	Goodhope Khethelo Trading	T Ngubane	Angola Ward 7	Sewing Project
13	Ezamadumakude Trading	T Dumakude	Greytown Ward 7	Traditional Clothing
14	Thubalokubongwa Co-Op	L Basi	Muden Ward 11	Sewing and Tailor Project

### 3.7.21.2.4 PROPOSED STRATEGIC ECONOMIC INTERVENTIONS AND JOB CREATION (ESTIMATED JOB OPPORTUNITIES THAT ARE TO BE CREATED THROUGH DIFFERENT PROGRAMMES (EPWP AND CWP) AS WELL AS PERMANENT JOBS)

Based on the above strategic thrust, economic projects are envisioned to respond to the key issues and opportunities within UMvoti. The Municipality does have an adopted EPWP/CWP policy in place. The Municipality embraces EPWP, number of people have been appointed using the EPWP programme in collaboration of Public works as well as KZN COGTA. 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.

The below depicts the number of jobs to be created in both EPWP and capital projects (temporary and permanent), And these are tabulated in segments of years and indicative of whether temporal or permanent as follows in the table below:

**TABLE 53 : JOBS TO BE CREATED IN EPWP AND CAPITAL PROJECTS**

Year	Number	Economic Activity	Location	Estimated no. of jobs to be created	
				Temporal	Permanent
2023	1.	Nhlalakahle Township Tourism (Codessa Lifestyle)	Nhlalakahle	30	20
	2.	Greytown Aesthetic and Beautification	Greytown	20	5
	3.	Restoration of Bhambatha Lodge and game reserve in Ngome	Ngome and Greytown	30	20
	4.	Lake Merthley Waterfront Development	Greytown	20	30
	5.	Urban Agriculture	Greytown and Kranskop	10	35
	6.	Organic Food Production	Municipal Wide	-	20
	7.	Timber And Wood Processing	Municipal Wide	30	50
	8.	Development of Subsistence Farmers	Municipal Wide	-	20
	9.	Cannabis growing for essential oils and health products	Muden	-	50
	10.	Construction of wood Products	Municipal Wide	10	30
	11.	Intervening in the Retail Services Value Chain Development	Municipal Wide	10	30
	12.	Green Products and Services	Municipal Wide	10	20
	13.	Nhlalakahle TVET College	Nhlalakahle	-	20
	14.	Infrastructure development: electrification	Municipal Wide	30	-
	15.	Infrastructure development for Second Economy	Municipal Wide	20	-

Year	Number	Economic Activity	Location	Estimated no. of jobs to be created	
				Temporal	Permanent
2024	16.	Agroforestry	Municipal Wide	100	50
	17.	Development of Bone and horn Products	Municipal Wide	10	20
	18.	Crush Stone and Rock Products	Municipal Wide	-	10
	19.	Establish Agro-tourism products	Municipal Wide	-	10
	20.	Town and Township Tourism Experience	Greytown and Nhlalakahle	5	10
	21.	Establishment Of Tourism Office	Greytown	-	5
	22.	Expanded Public Work Programme (EPWP)	Municipal Wide	60	-
	23.	Development of Hides and Leather Products		100	60
	24.	Development of pack houses to package fresh produce from surrounding areas and link to Dube Trade Port	Greytown	20	10
	25.	Farmer Production Units	Municipal Wide	50	30
	26.	Agro processing (diary, vegetable, and citrus production)	Municipal Wide	10	20
	27.	Stone fruit (peach) production	Muden	20	30
2025	28.	Development of old age homes and care centres	Greytown	10	20
	29.	Lilani Hotsprings & Lilani Hot Springs upgrade	Matimatolo and Eshane	30	20
	30.	Community Gardens in all wards	Municipal Wide	20	140
	31.	Brick and Block Manufacturing	Nhlalakahle	5	10
2026	32.	Wood working Manufacturing	Nhlalakahle	5	20
	33.	Waste Trye Recycling Manufacturing	Nhlalakahle	5	20
	34.	Charcoal Manufacturing	Kranskop	5	10
	35.	Revitalization of Greytown	Greytown	30	50
	36.	Access to agricultural market	Municipal Wide	-	20
	37.	Establishment of cultural heritage, community-based and educational tourism	Municipal Wide	100	50
	38.	Establishment of Eco-Tourism Products	Municipal Wide	-	10
	39.	Muden Community Service Centre	Muden	50	50
	40.	Small-Scale Retail Operation	Muden	50	40

Year	Number	Economic Activity	Location	Estimated no. of jobs to be created	
				Temporal	Permanent
	41.	Establishment of Adventure Tourism Products	Municipal Wide	20	20
2027	42.	Upgrading of Heritage Sites (Bambatha and Lous Botha Site)	Greytown	10	20
	43.	Specialised Manufacturing: Biofuel and Timber production	Municipal Wide	20	30
	44.	Green economy job creation	Municipal Wide	10	30
	45.	Specialised manufacturing (leather tanning, timber production)	Greytown	20	30
	TOTAL			885	1 195

**TABLE 54 : LED IMPLEMENTATION PLAN**

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
<b>Establish LED Committee and supporting structures (with sectoral working groups)</b>	<p><b>Goal:</b> A set of structured and properly constituted forums to lead and direct LED Strategy formulation and implementation in UMvoti Local Municipality.</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>The successful establishment of a properly constituted and functioning LED Committee.</li> <li>The successful establishment of the relevant sectoral working groups. It is recommended that at least the following be established/ and or revived:</li> <li>Agriculture (commercial and emerging)</li> <li>Tourism</li> </ul>	<ul style="list-style-type: none"> <li>The basic design as presented (of Strategy and Programme document) and the recommendations as presented can be used as the basic points of departure.</li> <li>Do not duplicate the existing initiative to establish a “chairman’s form”, but it can be adjusted to incorporate the recommendations made.</li> </ul>	<ul style="list-style-type: none"> <li>Start by drafting a constitution for each of the forums.</li> <li>Establish the forums in accordance with the constitutions and use the recommendations of this strategy to develop the year work programme for year 1 (for each of the forums).</li> </ul>	The initiative should be driven as a joint effort between UMvoti Municipality and existing Business Forums.

	<ul style="list-style-type: none"> <li>• Service and Retail Businesses (Formal and Informal)</li> <li>• Manufacturing</li> <li>• The development of a work programme for year 1 for each forum, using this implementation Plan as a point of departure</li> <li>• The development of a monitoring system to assess the implementation of the various work programmes.</li> </ul>			
<b>Municipality to improve communications and services to customers</b>	<p><b>Goal:</b> To improve the speed and efficiency of the communication between the municipality and its clients, with reference to the local rate payers (including business).</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>• Increase the number of queries from clients addressed successfully by the various line departments (for this purpose, a record should be kept of queries lodged and addressed).</li> </ul>	<ul style="list-style-type: none"> <li>• The national initiative around Batho Pele must be used as the basic reference framework.</li> <li>• This is not a once-off project, but a continuous process of improvement (i.e., the municipality must always strive and act to improve its service levels – a continuous striving towards excellence).</li> </ul>	<p>Start by assessing the three core problems as noted as the extent and nature of these issues will determine the action(s) required.</p> <ul style="list-style-type: none"> <li>• Based on the findings, review the official municipal Communication Strategy to identify specific shortcomings.</li> <li>• The DPSA should be contacted to source all relevant documentation such as the Batho Pele Handbook – A Service</li> </ul>	UMvoti Municipality

	<ul style="list-style-type: none"> <li>• Reduction in the reaction time to queries from the clients.</li> <li>• Improve the standard of service at the “front line”.</li> </ul>		Delivery Improvement Guide	
<b>Red tape reduction</b>	<p><b>Goal:</b> To make it easier and more cost effective to do business in UMvoti.</p> <p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>• Ensure automated systems that make it easier to do procurement processes.</li> <li>• Improving Municipal Service Delivery: Citizen Service Charters and Complaints Notification Systems (CNS)</li> <li>• Improving Municipal Communication</li> <li>• Improving Municipal Policies, By-laws, and Regulations</li> <li>• Improving Supply Chain Management Processes</li> <li>• Speeding up Land Development</li> </ul>	Reducing the regulatory constraints on small micro and medium enterprises (SMMEs) is one of the key focus areas for UMvoti. Red tape is identified as one of the core elements which restrict business development and growth.	<ul style="list-style-type: none"> <li>• Engage the Department of Trade and Industry National Guidelines on Local Government Red Tape Reduction.</li> <li>• Development of Red tape Reduction Plan for Supply Chain Management.</li> <li>• Participate (e.g., through Red Tape action planning workshops) in identifying the causes of Red Tape problems and identifying solutions to address the causes.</li> <li>• Work with Municipalities, via an agreed process with the Municipal Manager or relevant senior manager, to</li> <li>• identify priority Red Tape problems that are negatively impacting on businesses</li> </ul>	UMvoti Municipality

	<p>Processes and Time Frames</p> <ul style="list-style-type: none"> <li>• Speeding up Building Plan Approval Processes and Time Frames</li> <li>• Better Management of Informal Trading</li> </ul>			
<b>Public Procurement Processes</b>	<p><b><u>Goal:</u></b> To use the fiscal resources of government to deliver services to the public while promoting the local business.</p> <p><b><u>Objectives:</u></b></p> <ul style="list-style-type: none"> <li>• Pro-localism procurement and servicing policies</li> <li>• Support for small &amp; medium businesses through the provision of training and support mechanisms and creating optimal infrastructure, e.g., SMME incubators</li> <li>• Improvement in infrastructure and services in general to improve economic efficiency and productivity</li> </ul>	<ul style="list-style-type: none"> <li>• Procurement does not seem to have been positioned towards building the local businesses.</li> <li>• The lack of skills and specialized companies has caused government to look outside for specific services and goods that needs to be procured.</li> </ul>	<ul style="list-style-type: none"> <li>• Skills Audit.</li> <li>• Diagnostic of policy position for the municipality in terms of local procurement.</li> <li>• Review of Supply Chain Management Policy to suggest preference to local contractors, suppliers, and service providers.</li> <li>• Development of Toolkits to train and capacitate the local contractors, suppliers, and service providers.</li> <li>• Development of a programme similar to a model that was used by KZN Dept. of Transport [i.e., Vukuzenzele]</li> </ul>	<p>UMvoti Municipality, LED Forum and CoGTA</p>

	<ul style="list-style-type: none"> <li>• Training and capacity building initiatives</li> <li>• Targeted investment to boost potentially growing sectors, e.g., Tourism, knowledge industries</li> <li>• Simplifying regulations and by-laws to stimulate, as opposed to hindering, economic development; and</li> <li>• Defining the municipality as an economic actor in the local economy with considerable clout and leverage capability</li> </ul>			
<b>Career guidance and promotion Fourth Industrial Revolution</b>	<p><b>Goal:</b> To equip learners with necessary guidance and skills that is directly linked to 4IR and future jobs</p> <p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>• To help in the total development of the student</li> <li>• To help in the proper choice of courses and career</li> </ul>	Our South African reality is that we are already faced with huge unemployment challenges, with the majority of our population being employed in lower-skilled jobs. Of concern is our digital economy, with skills shortages especially within the context of job creation and the promotion of local businesses. There is a need to guide students to study careers that will skill	<ul style="list-style-type: none"> <li>• Visit career resource centres or skills to give guidance to students and maximizing career opportunities</li> <li>• Create a social media page that broadens knowledge and skills on 4IR</li> <li>• Create career roadshows and expos</li> </ul>	UMvoti Municipality Department of Education

	<ul style="list-style-type: none"> <li>To help the students in vocational development</li> <li>To minimize the mismatching between education and employment and help in the efficient use of manpower.</li> </ul>	them in the fourth industrial economy.		
<b>Proposal 6: Encourage establishments to apply for start grading.</b>	<p><b>Goal</b> To improve the overall standard and quality of the local tourism product.</p> <p><b>Objective</b></p> <ul style="list-style-type: none"> <li>All tourism establishments must be graded.</li> <li>The tourism establishments must at least maintain but preferably improve their grading.</li> </ul>	Very few of the local establishments are star graded. Although it may not pose much of a problem for those establishments that focus on the local market or the “repeater” visitor, it limits the promotion and marketability of the industry in general, particularly so for the international market.	<ul style="list-style-type: none"> <li>Make contact be made with the Grading Council of South Africa to establish the criteria, procedure, and costs.</li> <li>Encourage the local establishments to apply for grading. If necessary, a workshop can be arranged to take the owners through the application process.</li> </ul>	Tourism Work group
<b>Development of a Comprehensive UMvoti Tourism Strategy</b>	<p><b>Goal:</b> Develop UMvoti Local Municipality as the preferred tourism destination in the uMzinyathi District Municipality.</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Increase the number of visitors to UMvoti (both domestic and international).</li> </ul>	<ul style="list-style-type: none"> <li>UMvoti enjoys a comparative advantage in the tourism industry as it offers a wide portfolio of attractions and tourism hotspots.</li> <li>There is a need for a shared strategic vision</li> </ul>	<ul style="list-style-type: none"> <li>A key element of the strategy must be to provide a clear future vision for UMvoti Municipality tourism that describes the market segments to be developed.</li> <li>Examples of issues to be analyzed include the following: Tourism experience. A lack of tourism intelligence.</li> </ul>	Tourism work group

	<ul style="list-style-type: none"> <li>• Increase the number of jobs created by tourism.</li> <li>• Increase the number of businesses directly involved in tourism.</li> <li>• Improve the forward and backward linkages to increase the multiplier effect.</li> <li>• Improve the BEE profile of the industry.</li> <li>• Upgrade the infrastructure and physical appearance of UMvoti particularly so in the towns.</li> </ul>		<p>Lack of progress with BEE.</p> <p>The strategy must also provide clarity on issues such as the market segments that should be pursued and the marketing platforms to be used etc.</p>	
<b>Waste Tyre Recycled Products</b>	<p><b><u>Goal:</u></b> Creation of jobs through implementing the Extended Producer Regulatory (EPR) scheme within the Municipality.</p> <p><b><u>Objectives:</u></b> Establish the EPR scheme for tyre recycling within the Municipality to create employment for the community.</p>	<p>“The Drive for EPR” started in 2012 with the publication of the Integrated Industry Waste Tyre Management Plan (IIWTMP)</p> <p>The IIWTMP is managed by a Producer Responsibility Organization (PRO) and it is aimed at fulfilling tyre producers’ responsibilities for end-of-life waste tyres, through a mandatory Extended Producer Responsibility (EPR) scheme.</p> <p>This gave rise to the creation of the Recycling and Economic Development Initiative of South Africa (REDISA). South Africa seemed to have a working example of how to</p>	<p>Establish collection depots where the waste tyres can be brought forth by collectors.</p> <p>Instead of just having collection depots, also construct processing plants for shredding the rubber and providing it to be used for something else suitable.</p>	REDISA, UMvoti Local Municipality, The Department of Environmental Affairs

		<p>turn waste into jobs and money, for a moment, as REDISA was the runner-up in the World.</p> <p>REDISA proposed a system in which waste pickers would collect the 30-million waste tyres, rather than leave them lying around, be burnt or placed back on vehicles, as was generally the case. The pickers would take these waste tyres to collection depots, which would then be transported to central processing plants, where most of the rubber would be shredded and used for road surfaces or spongy matting in playgrounds. The rest would be burnt in kilns to provide energy for cement plants and so forth.</p>		
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NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
<b>Labor skills development</b>	<p><b>Goal:</b></p> <ul style="list-style-type: none"> <li>To improve the skills base of the labor force in order to increase productivity and marketability.</li> </ul> <p><b>Objectives:</b></p>	<ul style="list-style-type: none"> <li>The highly competitive global economy requires a skilled work force. This trend is also evident in South Africa with the liberalization of the economy in the early 1990's, which resulted in</li> </ul>	<ul style="list-style-type: none"> <li>Start off by conducting a simple survey to determine the extent to which local businesses are making use of SETA's and in</li> </ul>	LED Forum

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
	<ul style="list-style-type: none"> <li>▪ Increase the number of local employees registering for SETA and other courses.</li> </ul>	<p>exposure to international competition from low-cost producers such as India and China. To remain competitive, South Africa had to engage in more sophisticated production processes and as a result, employment of low and semi-skilled workers fell by 19% between 1990 and 1998, whereas the demand for demand for skilled and high skilled labour increased by 12%.</p> <ul style="list-style-type: none"> <li>▪ To ensure the labour market react to this change in demand, government established the Sector Education and Training Authorities (SETA's) to plan and promote the training of employees. Twenty-three (23) of these SETA's have been established, of which the following are the most important for UMvoti: <ul style="list-style-type: none"> <li>▪ o Agricultural sector training authority (AgriSETA)</li> <li>▪ o Local government (LGSETA)</li> <li>▪ o Tourism and hospitality SETA (THETA)</li> </ul> </li> </ul>	<p>particular: In what sector(s)</p> <ul style="list-style-type: none"> <li>▪ The number of persons sent on courses and the type of courses completed.</li> <li>▪ The reasons why some businesses are not taking part.</li> <li>▪ The experience of labour upon completing the course.</li> <li>▪ The experience of business upon labour completing the course(s)</li> <li>▪ It is also recommended to get the sector plans from each of these SETA's to assess the main trends in and strategies for the sectors</li> <li>▪ Based on the findings of this survey, a strategy can be developed per sector to address the concerns and bottlenecks to increase the participation levels.</li> </ul>	

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
		<ul style="list-style-type: none"> <li>o Wholesale and retail SETA (W&amp;RSETA)</li> <li>▪ Indications are that very few local businesses make use of the SETA's, even though they contribute towards the levy.</li> </ul>		
<b>Brick and Block Manufacturing</b>	<p><b><u>Goal:</u></b> Creation of jobs through manufacturing of bricks and blocks and supply around the around</p> <p><b><u>Objectives:</u></b></p> <ul style="list-style-type: none"> <li>▪ The create employment for the community.</li> <li>▪ Recreating local economic development in UMvoti Municipality</li> </ul>	<ul style="list-style-type: none"> <li>▪ There is need to introduce and encourage manufacturing as an economic sector across municipalities in the country and UMvoti already has this sector going on, however it is ideal to embark on exploring the value chain opportunities for existing developments.</li> </ul>	Establishing brick & block manufacturing plants in UMvoti.	UMvoti LM & KZN DEDTEA
<b>Proposal 3: Cultural tourism, Community Based and Education Tourism</b>	<p><b><u>Goal:</u></b></p> <ul style="list-style-type: none"> <li>▪ To maximize community benefit on the tourism sector and ensure that the benefits of the tourism industry are cascaded down to the community.</li> </ul> <p><b><u>Objectives:</u></b></p> <ul style="list-style-type: none"> <li>▪ To increase tourist product offering</li> <li>▪ To increase the number of tourists as</li> </ul>	<ul style="list-style-type: none"> <li>▪ Community Based Tourism (CBT) centers on the involvement of the host community in planning and maintaining tourism development in order to create a more sustainable industry. Residents manage their resources in community as the tourism supply and provide it to tourist. The residents earn income as land managers, entrepreneurs, service and</li> </ul>	<ul style="list-style-type: none"> <li>▪ The identification of cultural and heritage assets that will promote tourism development</li> <li>▪ Identify CBT opportunities</li> <li>▪ Design and test the CBT venture</li> <li>▪ Set a stakeholder structure</li> <li>▪ Develop the community-based tourism venture</li> </ul>	Tourism work group, EDTEA, SEDA, LED Forum, and UMvoti Municipality

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
	<p>well as the new players within the industry; and</p> <ul style="list-style-type: none"> <li>To develop and mainstream the local community to the benefits of the tourism industry.</li> <li>To promote cultural and community-based tourism in UMvoti so that the local communities can receive benefits from the tourism industry.</li> <li>To preservation and promotion of culture and heritage assets through tourism</li> </ul>	<p>produce providers, and employees. At least part of the tourist income is set aside for projects which provide benefits to the community as a whole. Community-based tourism has been specifically recognized as a tourism development approach aimed at facilitating the development of disadvantaged communities.</p>	<ul style="list-style-type: none"> <li>Operating a community-based tourism venture</li> <li>Track progress and success</li> <li>Possible ventures identified by the community include:</li> <li>Establishment tourism centre</li> <li>Historic storytelling and role playing of history</li> <li>Cultural events - which involve the visit to local cultural village centre or tourism center for observations and experience of traditional life, music, dances, food and oral history (story telling). The tourists can also be shown how to make traditional food and beer (umqombothi) etc.</li> </ul>	
<b>SMME And Second Economy Support</b>	<p><b>Goal:</b></p> <ul style="list-style-type: none"> <li>To assist co-operatives and small businesses to get support for business development.</li> </ul> <p><b>Objective:</b></p>	<ul style="list-style-type: none"> <li>There are a number of co-operatives and small business operators who stand a good chance of benefiting from such initiatives. Central to the</li> </ul>	<ul style="list-style-type: none"> <li>Identify existing co-operatives including small businesses</li> <li>Create a database of all co-operatives and small businesses</li> </ul>	UMvoti Municipality and uMzinyathi District Municipality and LED Forum

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
	<ul style="list-style-type: none"> <li>▪ To support co-operatives and small businesses with:</li> <li>▪ Information, advice, and referrals</li> <li>▪ Import and export training</li> <li>▪ Tender information and advice</li> <li>▪ Trade information</li> <li>▪ Business assessment</li> <li>▪ Technical support</li> <li>▪ Business mentoring</li> <li>▪ Market access, and</li> <li>▪ Business linkages etc.</li> </ul>	<p>theme of this initiative is the notion of assisting those “who are presently economically trapped in the non-functioning local township and rural marginalized economies of the Second Economy.” This is in line with the broader objectives of ASGISA, National LED strategy and Provincial interventions such as the Provincial Growth Development Strategy (PGDS) and Provincial Spatial Economic Development Strategy (PSEDS).</p>	<ul style="list-style-type: none"> <li>▪ Undertake needs assessment for co-operatives and small businesses</li> <li>▪ Undertake skills audit</li> <li>▪ Identify sectors which could be exploited by co-operatives and small businesses. e.g. tourism, agriculture etc</li> <li>▪ Establish skills training centre</li> <li>▪ Identify programmes that can assist co-ops and small businesses</li> <li>▪ Link co-ops with relevant structures e.g. SEDA, DED etc</li> <li>▪ Provide training with sector focus; and</li> <li>▪ Provide an entrepreneurial environment.</li> </ul>	

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
<b>Crush Stone and Rock Products</b>	<p><b><u>Goal:</u></b></p> <ul style="list-style-type: none"> <li>Creation of jobs through manufacturing of bricks and blocks and supply within the municipal wide</li> </ul> <p><b><u>Objectives:</u></b></p> <ul style="list-style-type: none"> <li>To create sustainable employment opportunities for the communities in UMvoti.</li> <li>Improving the local economy of UMvoti through industry</li> </ul>	<ul style="list-style-type: none"> <li>There is a need to explore the economic potential of Crush Stone and Rock Products</li> </ul>	<ul style="list-style-type: none"> <li>Construct processing plants for crush stone and rock products</li> </ul>	UMvoti Municipality and EDTEA
<b>Wood products</b>	<p><b><u>Goal:</u></b></p> <ul style="list-style-type: none"> <li>Enhance and promote the use of sustainable products</li> </ul> <p><b><u>Objectives:</u></b></p> <ul style="list-style-type: none"> <li>To contribute to the process of sustainable development</li> <li>Promote increased and further processing of tropical timber from sustainable sources</li> <li>Work in harmony with natural areas and neighboring community</li> </ul>	<ul style="list-style-type: none"> <li>UMvoti municipality has enormous land cover of plantation that can be extracted and converted to wood products. There are so many examples of products made from wood: houses, furniture, toothpicks, baseball bats, musical instruments, handles, charcoal, toys, crutches, fences, airplane parts, floors, boats, bridges, cabinets, canes, boxes, coffins, barrels, decks, docks, doors, matches, canoe paddles, poles, pencils, picture.</li> </ul>	<ul style="list-style-type: none"> <li>Set up business system</li> <li>Establish PPP</li> <li>Conduct skills development on how to best use existing wood</li> <li>Municipality to allocate land for wood workshop</li> </ul>	Mondi, UMvoti, EDTEA, DARD, SAPPI

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
<b>Proposal 1: Agro tourism</b>	<p><b>Goal:</b></p> <ul style="list-style-type: none"> <li>To increase farm income by providing fee-based recreation and education to the clients.</li> </ul> <p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>To promote recreational and leisure and employment opportunities</li> <li>To promote sustainable tourism development</li> </ul>	<ul style="list-style-type: none"> <li>UMvoti boosts with rich agri tourism products that can promote tourism and economic development within the area. This will also promote UMvoti to visitors and educate them about our agricultural resources.</li> </ul>	<ul style="list-style-type: none"> <li>Identify agritourism product</li> <li>Undertake feasibility study to determine economic revenue</li> <li>Develop a self-guided tour to the agritourism facilities</li> <li>Develop itineraries designed to attract visitors in UMvoti</li> <li>Create directories of agritourism businesses and install at information centres</li> </ul>	EDTEA, SEDA, UMvoti
<b>Proposal 4: Ecotourism products</b>	<p><b>Goal:</b></p> <ul style="list-style-type: none"> <li>To use ecotourism products to position UMvoti into a notable tourism hub.</li> </ul> <p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>To maximize the visibility of the area</li> <li>To increase the length of stay within the area</li> <li>To maintain the aesthetic beauty of the area; and</li> <li>To harness from other opportunities that are still available especially by the SMME.</li> </ul>	<ul style="list-style-type: none"> <li>Currently in UMvoti exists the following ecotourism products: Hiking, birdwatching (home of the blue swallow), dam fishing, game reserves, campsites, Eco Spas: Blinkwater Nature Reserve, UMvoti Vlie Nature Reserve..</li> </ul>	<ul style="list-style-type: none"> <li>Develop relations with product owners</li> <li>Identify issues that require government involvement e.g. signage and infrastructure</li> <li>Participate in tourism expo and related engagements</li> <li>Support SMMEs who intend to establish tourism hospitality business ; and</li> <li>Introduce EDTEA, SEDA and NEF to the</li> </ul>	EDTEA, SEDA, UMvoti

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
			projects that have been conceived.	
<b>Mainstreaming SMME on tourism sector</b>	<p><b>Goal:</b></p> <ul style="list-style-type: none"> <li>The support to SMMEs in their development process will assist them with building business networks and credibility.</li> </ul> <p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>This will assist the previously disadvantaged black owned SMMEs and entrepreneurs in obtaining the necessary product development, tourism infrastructure support, training and education opportunities and it will assist these SMMEs in gaining access to participate in the tourism sector.</li> </ul>	<ul style="list-style-type: none"> <li>SMMEs are said to be the core of the South African tourism sector. These enterprises contribute largely to economic growth and the creation of either temporary or permanent employment opportunities in the tourism sector.</li> </ul>	<ul style="list-style-type: none"> <li>Identify SMME mainstreaming in tourism</li> <li>Conduct workshops and attend expos on tourism sector</li> <li>Identify and incorporate black owned SMMEs into marketing campaigns and Tourism Enterprise Partnership (TEP) programmes to ensure that they too derive benefits from marketing campaigns such as Sho't Left</li> <li>Promote the establishment of Private -Public Partnerships by strengthening the collaboration between SMMEs and core tourism related associations</li> </ul>	EDTEA, uMzinyathi District Municipality, UMvoti LM and SEDA
<b>Proposal 5: Adventure Tourism Product</b>	<p><b>Goal:</b></p> <ul style="list-style-type: none"> <li>To use adventure tourism to position UMvoti into a notable tourism hub.</li> </ul>	<ul style="list-style-type: none"> <li>Currently in UMvoti exists the following adventure tourism products: <ul style="list-style-type: none"> <li>4x4 trails</li> <li>Sky diving</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>Develop relations with product owners</li> <li>Identify issues that require government involvement e.g.</li> </ul>	EDTEA, uMzinyathi SEDA, UMvoti

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
	<b>Objective:</b> <ul style="list-style-type: none"> <li>To maximize the visibility of the area</li> <li>To increase the length of stay within the area</li> <li>To maintain the aesthetic beauty of the area; and To harness from other opportunities that are still available especially by the SMME.</li> </ul>	<ul style="list-style-type: none"> <li>Hot air balloons and paragliding</li> <li>Off-road driving</li> </ul>	signage and infrastructure <ul style="list-style-type: none"> <li>Participate in tourism expo and related engagements</li> <li>Support SMMEs who intend to establish tourism hospitality business ; and</li> <li>Introduce EDTEA, SEDA and NEF to the projects that have been conceived.</li> </ul>	
<b>Encourage establishments of green enterprise</b>	Goal: <ul style="list-style-type: none"> <li>Position UMvoti as a sustainable green city</li> </ul> Objective: <ul style="list-style-type: none"> <li>Using efficient renewable energy products</li> <li>Reduce carbon footprint</li> <li>Eliminate negative impact on the environment</li> </ul>	<ul style="list-style-type: none"> <li>UMvoti only has recycling products as a form of green economy initiatives, therefore a need to invest in the green economy is emphasized</li> </ul>	<ul style="list-style-type: none"> <li>Solar panel installation - Install solar panels for sustainable energy in homes or businesses.</li> <li>Energy auditing and green consulting - Work with businesses or individuals to help them implement strategies to reduce their carbon footprint.</li> <li>Eco restaurants - Open a restaurant that uses only locally sourced food and sustainable products and processes.</li> <li>Wind power development - Build wind farms that</li> </ul>	UMvoti Municipality, EDTEA, DAFF, uMzinyathi

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
			<p>produce sustainable energy.</p> <ul style="list-style-type: none"> <li>▪ Solar panel manufacturer - Produce the energy-saving panels for homes and businesses.</li> <li>▪ Environmental Municipal blog - Publish information and news about climate change and subjects of interest to the environment, existing recycling projects and green initiatives.</li> <li>▪ Eco-travel planner – Develop a plan of eco-friendly travel destinations and activities for tourists within the municipality.</li> </ul>	
<b>Entrepreneurial and business skills development</b>	<p><b><u>Goal:</u></b></p> <ul style="list-style-type: none"> <li>▪ Improve the level of business skills amongst entrepreneurs (with specific focus on the emerging group).</li> </ul> <p><b><u>Objectives:</u></b></p>	<ul style="list-style-type: none"> <li>▪ One of the critical problem areas for emerging entrepreneurs involves the lack of skills required to conduct systematic research to compile a bankable business plan. The real value of drafting a business plans does not only involve</li> </ul>	<ul style="list-style-type: none"> <li>▪ Make contact with the various institutions and invite them to give presentations to the local community on the courses on offer.</li> <li>▪ Start with TIKZN and SEDA.</li> </ul>	LED Forum

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
	<ul style="list-style-type: none"> <li>At least one presentation given by Trade and Investment Kwazulu-Natal (TIKZN) and SEDA each</li> <li>Four courses presented by TIKZN and SEDA each</li> <li>Entrepreneurs able to engage in systematic research and the development of a bankable business plan for their business.</li> <li>Fewer businesses going bankrupt as a result of bad cashflow management practices.</li> <li>Entrepreneurs able to engage and stick to proper budgets</li> </ul>	<p>getting access to funding, but the procedure also forces the entrepreneur to apply his mind and systematically think about the various aspects of the enterprise.</p> <ul style="list-style-type: none"> <li>Included in this is the lack of skill to develop a bankable budget and then to stick to the budget (and avoid the temptation of spending both startup capital and the profits on “luxuries”).</li> </ul>		
<b>Development of subsistence farmers</b>	<p><b>Goal:</b></p> <ul style="list-style-type: none"> <li>To attain food security targets and ensuring that the potential that exists is optimally utilized.</li> </ul> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>To introduce proper methods of subsistence farming to</li> </ul>	<ul style="list-style-type: none"> <li>This will ensure that local small-scale farmers and surrounding communities are afforded with economic development opportunities and employment opportunities. It will also enable these farmers to Invest in climate-resilient agricultural practices and physical</li> </ul>	<ul style="list-style-type: none"> <li>Engagement with existing subsistence farmers and aspiring farmers.</li> <li>Secure meetings with the Department of Agriculture.</li> <li>Identification of the needs and the budgetary resources as well as suitable</li> </ul>	KZN Department of Agriculture, UMvoti and uMzinyathi,

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
	<p>UMvoti communities in rural areas.</p> <ul style="list-style-type: none"> <li>To provide support to the subsistence farmers in terms of farm implements and resources; and</li> <li>To provide training and mentorship on a structured and on-going basis.</li> </ul>	<p>infrastructure that will mitigate impacts of climate variability whilst connecting farming cooperatives to existing and new markets.</p>	<p>programmes with the Department.</p> <ul style="list-style-type: none"> <li>Inclusion of commitment on the IDPs and Provincial Budgets; and Implementation</li> <li>Monitoring and Evaluation.</li> </ul>	
<b>Intervening in retail service value chain</b>	<p><b>Goal:</b></p> <ul style="list-style-type: none"> <li>To maximise local income circulation.</li> </ul> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>To increase local trading amongst businesses;</li> <li>To encourage the internal fiscal, circulate before income leakages weakens the local economy; and</li> <li>To encourage the existing local business to trade with the new emerging local businesses.</li> </ul>	<ul style="list-style-type: none"> <li>One of the key weaknesses with the local economy is the continued reliance on the outside enterprises which promote income leakages. A need exists for the local business to begin trading with each other in order to improve the local income circulation economic targets.</li> </ul>	<ul style="list-style-type: none"> <li>Compilation of a database of the local business;</li> <li>Undertake an audit of the existing companies that outsource some of their services;</li> <li>Identification of the possibilities to source some of the services from the local businesses that exists or creation of the new local business that can deliver on such services; and</li> <li>Engagements between businesses.</li> </ul>	LED Forum
<b>Enterprise Support</b>	<p><b>Goal:</b></p> <ul style="list-style-type: none"> <li>To assist co-operatives and small businesses</li> </ul>	<ul style="list-style-type: none"> <li>There are a number of co-operatives and small business operators who stand a good chance of</li> </ul>	<ul style="list-style-type: none"> <li>Identify existing co-operatives including small businesses;</li> </ul>	UMvoti Municipality, LED Forum and uMzinyathi

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
	<p>to get support for business development.</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>▪ To support co-operatives and small businesses with:</li> <li>▪ Information, advice and referrals;</li> <li>▪ Import and export training;</li> <li>▪ Tender information and advice;</li> <li>▪ Trade information;</li> <li>▪ Business assessment;</li> <li>▪ Technical support;</li> <li>▪ Business mentoring;</li> <li>▪ Market access, and</li> <li>▪ Business linkages etc.</li> </ul>	<p>benefiting from such initiatives. Central to the theme of this initiative is the notion of assisting those “who are presently economically trapped in the non-functioning local township and rural marginalized economies of the Second Economy.” This is in line with the broader objectives of ASGISA, National LED strategy and Provincial interventions such as the Provincial Growth Development Strategy (PGDS) and Provincial Spatial Economic Development Strategy (PSEDS).</p>	<ul style="list-style-type: none"> <li>▪ Create a database of all co-operatives and small businesses;</li> <li>▪ Undertake needs assessment for co-operatives and small businesses;</li> <li>▪ Undertake skills audit;</li> <li>▪ Identify sectors which could be exploited by co-operatives and small businesses. e.g. tourism, agriculture etc;</li> <li>▪ Establish skills training centre;</li> <li>▪ Identify programmes that can assist co-ops and small businesses;</li> <li>▪ Link co-ops with relevant structures e.g. SEDA, DED etc;</li> <li>▪ Provide training with sector focus; and</li> <li>▪ Provide an entrepreneurial environment.</li> </ul>	
<b>Sustain business retention and expansion program</b>	<p><b>Goal:</b></p> <ul style="list-style-type: none"> <li>▪ To ensure that the area attract and sustain businesses that helps to build the economy and create jobs.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Business investment and retention policy is an economic development policy of proactively connecting with existing businesses to understand</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of the investment and retention targets for the area</li> <li>▪ To develop the Terms of Reference for</li> </ul>	UMvoti, uMzinyathi Development Agency

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
	<p><b><u>Objectives:</u></b></p> <ul style="list-style-type: none"> <li>▪ To invite new businesses into the area.</li> <li>▪ To ensure that the existing businesses within the area continue to strive.</li> <li>▪ To assist the companies with mentorship programmes that will ensure that the businesses grow and expand.</li> <li>▪ To ensure that the local businesses partake in analysis of local economies, identifying, designing and implementing strategies that can help strengthen existing businesses and industries</li> </ul>	<p>and respond to local business needs. UMvoti must give special attention to small businesses that employ between 10 to 99 employees, otherwise known as Stage 2 firms. Purdue Extension recognizes that thriving communities need to be economically successful. Communities with an active and sustained economic development strategy will plant seeds of success locally and regionally—and should be part of that equation.</p>	<p>Investment and Retention policy</p> <ul style="list-style-type: none"> <li>▪ To identify a championing and Co-ordinator for the policy</li> <li>▪ Mobilizing funding for the Programme; and</li> <li>▪ Implementation</li> </ul>	
<b>Agri- Product 2: Organic Food Production</b>	<p><b><u>Goal:</u></b></p> <ul style="list-style-type: none"> <li>▪ To strategically position UMvoti for the export of organic food.</li> </ul> <p><b><u>Objectives:</u></b></p> <ul style="list-style-type: none"> <li>▪ To undertake the feasibility study and</li> </ul>	<ul style="list-style-type: none"> <li>▪ The growth in organic agriculture has been paralleled and promoted by the public's increasing awareness of health and lifestyle issues. Vegetables: Organic salad and cooked vegetables are perhaps the</li> </ul>	<ul style="list-style-type: none"> <li>▪ Identification of suitable areas for organic food farming</li> <li>▪ Identification of the market</li> <li>▪ Mobilize the target beneficiaries</li> </ul>	KZN Department of Agriculture and UMvoti Local Municipality

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
	<p>business plan for Cannabis Production.</p> <ul style="list-style-type: none"> <li>To initiate the suitable Cannabis production.</li> <li>To develop and maintain relationships with the national and international markets.</li> </ul>	<p>most common form of organic production. The vegetables include different varieties of lettuce, cabbage, broccoli, cauliflower, butternut, squash, marrows, peas, beans, radish; in fact, all of the “Western” salad vegetables as well as some “Eastern” vegetables.</p>	<ul style="list-style-type: none"> <li>Development of Business Plans</li> <li>Package application for funding</li> <li>Implementation; and</li> <li>Monitoring and Evaluation.</li> </ul>	
<b>Hides and Leather Products</b>	<p><b>Goal:</b></p> <ul style="list-style-type: none"> <li>To become the producer of high-quality hides that can be used is a wide range of applications.</li> </ul> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>Decrease the damage to hides on the farm to increase the percentage of hides that can be used.</li> <li>Increase the number of hides bought and used by the tanners.</li> </ul>	<ul style="list-style-type: none"> <li>Hides and skins are essentially a by-product of the meat, dairy and wool industries, but there is very little financial incentive for the farmer to look after the skins as its monetary value is a fraction of the main commodity. As a result, much damage is done to the hides through parasites and scratches.</li> <li>Recent years have seen a strong growth in the demand for hides and skins in the automotive industry which was further fueled by government incentives under the Motor Industry Development Act, in the form of rebates for locally produced hides. This increase in the demand for</li> </ul>	<ul style="list-style-type: none"> <li>It is recommended that a study be undertaken to establish the potential value of hides and skins in the study area, starting with cattle and including the game industry. The study should at least focus on the following: <ul style="list-style-type: none"> <li>The main trends (national) in the demand and supply of hides (including imports and exports) – specific focus on the drivers of these trends such as the automotive industry.</li> <li>The problems experienced by tanners in South Africa.</li> </ul> </li> </ul>	Agriculture work group

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
		<p>hides in the automotive industry has encouraged tanneries to produce for this sector, resulting in a shortage in supply in the domestic footwear and clothing industries. As a result, there are virtually no clothing tanneries left and just about all leather used in the clothing industry now has to be imported.</p> <ul style="list-style-type: none"> <li>▪ Although there may be little financial incentive at present for the farmer, the production of a high-quality raw hide may improve the financial return for the farmer.</li> <li>▪ The strategy calls for the better coordination between the tanning section of the value chain and the upstream stages, most importantly the farming stage and to a lesser extent the abattoirs. The main objective would be to develop treatment/handling regimes that will reduce damage to the hides. However, this can only be achieved if there is some form of financial incentive for</li> </ul>	<ul style="list-style-type: none"> <li>▪ The views and opinions of the local farmers on hides and skins</li> <li>▪ The bottlenecks that exist between the local farmers and tanners</li> <li>▪ • Ultimately, the study must make recommendations on how these bottlenecks can be addressed, with specific reference to the possible incentives for the farmers to improve the quality of the hides.</li> </ul>	

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
		the farmer to improve framing practices in order to improve the quality of the hides.		
<b>Improving Business Confidence</b>	<p><b><u>Goal:</u></b></p> <ul style="list-style-type: none"> <li>▪ To improve the forward-looking expectations of local businesses.</li> </ul> <p><b><u>Objectives:</u></b></p> <ul style="list-style-type: none"> <li>▪ To encourage an investor friendly environment</li> <li>▪ To improve relations between the municipality and the businesses</li> <li>▪ To strengthen clear procedures and reduce unnecessary blockages; and</li> <li>▪ To encourage business growth</li> </ul>	<ul style="list-style-type: none"> <li>▪ Local municipalities need to use tools at their disposal to create an enabling environment for business development and growth.</li> </ul>	<ul style="list-style-type: none"> <li>▪ Development of tools such as: Land Use Management Systems (LUMS), Integrated Development Plans (IDP's), Municipal By-Laws Budgets, Procurement Policies, Rates and Levies, Social Relief Programmes, Policies dealing with Indigent, Youth, Elderly, Disabled, Women and Business support institutions etc.</li> <li>▪ Continuous dialog between stakeholders and the municipality on a range of issues. i.e. transparency and open dialogue on municipal by-laws (how they are formulated and implemented and the implications thereof).</li> <li>▪ Also, the provision of both soft and hard infrastructure.</li> </ul>	LED Forum and UMvoti Municipality and EDTEA

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
<b>Development of UMvoti (CTO) office</b>	<p><b>Goal:</b> Access to tourism information and promotion.</p> <p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>• To grow the tourism sector's absolute contribution to the economy</li> <li>• To provide excellent people development and decent work within the tourism sector</li> <li>• To increase domestic tourism's contribution to the tourism economy</li> <li>• To contribute to the regional tourism economy</li> </ul>	A tourism officer will encourage, promote and develop tourism as a major socio-economic activity to generate local employment and to spread the benefit of tourism to a wider segment of a population with the assistance of both private and public agencies.	<ul style="list-style-type: none"> <li>• Budget allocation for the operation of the RTO which includes inventory</li> <li>• Budget allocation for marketing i.e., events, website, brochures, banners, signage, logo, tourism map.</li> <li>• Assistance in acquiring building from public works for the Tourism Information Centre</li> </ul>	UMvoti Municipality, CTO, uMzinyathi
<b>Green products and services</b>	<p><b>Goal:</b> Use of biodegradable materials to creating products that protect rather than harm the environment</p> <p><b>Objective:</b></p>	There is growing international consensus on the need to harness green economy as one of the pathways towards achieving sustainable development, eradicate poverty and create jobs	<ul style="list-style-type: none"> <li>• Reforming institutions and policies to provide new incentives for green enterprises</li> <li>• Greening public procurement and redirecting public</li> </ul>	Department of Environmental Affairs and Tourism, UMvoti LM, uMzinyathi

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
	<ul style="list-style-type: none"> <li>Reduction of environmental pollutants.</li> <li>Resource conservation and energy conservation.</li> <li>Sustainable use of natural resources.</li> <li>Use of recycled resources (promoting the 4Rs)</li> <li>Simplified waste treatment and disposal.</li> <li>Emphasis on safety-consciousness.</li> <li>Environmental and safety information included on product labels.</li> </ul>	<p>within the context of global climate change and degradation of ecosystems. There is still a need to strengthen and encourage more green economy project in the area.</p>	<p>investment towards green economy and sustainable development goals</p> <ul style="list-style-type: none"> <li>Develop a greening centre to create green products e.g., creating recycled bags, arts and craft etc</li> </ul>	
<b>Bone and horn products</b>	<p><b>Goal:</b> Creating employment opportunities for the rural community.</p> <p><b>Objective:</b> Provide support to the industry through supplying capital for manufacturing these variety products.</p>	<ul style="list-style-type: none"> <li>Ranking on our developed industry experience, KZN is known as a recognized Animal Horn Manufacturers, Exporters and Suppliers, based in Delhi (India).</li> <li>KZN deal in manufacturing and supplying a huge array</li> </ul>	<p>The municipality boast intensive livestock enterprises such as poultry, pigs, and dairy. UMvoti Local Municipality must pursue to be part of these global markets to create sustainable jobs and on the other hand creating business entrepreneurs.</p>	UMvoti Local Municipality, SEDA, DTI and EDTEA

		<p>of Fashion Jewellery water buffalo horn products, Handicrafts items, Horn massages tools and much more.</p> <ul style="list-style-type: none"> <li>• Our wide range of products include Horn Buttons Blanks, Bone Buttons Blanks, Buffalo Horn Spectacle Frame Plates, Horn Toggles, Ox Horn Plates, Bone Scales, Animal Horn, Horn Roll, Horn Archery Products, Buffalo Horn Roll, Cow Horn Roll, Horn Massages Tools, Buffalo Horn Slab, Horn Roll, Buffalo Horn Long Strips, Hair Accessories, Bracelet, Fashion Bangle, Coasters and Napkin Ring, Magnifier, Earring, Pendant, Necklace, Wood Spoon and so on.</li> <li>• These products will be made available all over the world which includes India, Canada, USA, UK and Australia. Apart from</li> </ul>		
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NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
		<p>all this, the range of products will also be offered in Middle East countries and in Europe.</p> <ul style="list-style-type: none"> <li>Each item is completely handmade of horn in a socially responsible manner.</li> </ul>		
<b>Expanded Public Work Programme (PPP)</b>	<p><b>Goal:</b> Eradicate poverty and unemployment</p> <p><b>Objective:</b> To use existing government and public entity budgets to reduce and alleviate unemployment and increase the ability of workers to earn an income, either through the labour market or through entrepreneurial activity.</p>	<p>There is a tight but complex relationship between the skill levels of a population on the one hand, and the growth and development of the economy. Broadly speaking, an increase in global competition and to increase production output, reduce costs and stay competitive. Complex and more sophisticated production techniques in their turn require high skill levels. But, unfortunately due to shrinkage of markets that resulted in high rate of job losses, many sectors, to curb the rate of unemployment and to assist local municipalities in bettering the livelihood of its</p>	<p>Establish EPWP database for interested unemployed residents of UMvoti</p> <p>Undertake EPWP training programme</p>	UMvoti Local Municipality and Department of Public Works and Infrastructure

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
		communities, went the route of Extended Public Works Programme. The Expanded Public Works Programme is one of government's key programmes aimed at providing poverty and income relief through temporary work for the unemployed.		

NAME OF RECOMMENDATION	GOAL AND OBJECTIVES	COMMENTS	ACTIONS	IMPLEMENTING AGENT
<b>Access to agricultural markets</b>	<p><b>Goal:</b> To establish seasonal and permanent agricultural markets, fairs, and auction facilities.</p> <p><b>Objectives:</b></p> <ul style="list-style-type: none"> <li>To develop a formal market that can be used by the subsistence farmers for the display of their products and sale to the end users</li> <li>To assist the subsistence farmers to penetrate on the</li> </ul>	While noted that small and emerging farmers struggle to get access to formal markets. Almost all produce that is not used for consumption can be found in the informal markets found along main roads, outside bus stations, taxi ranks, alongside existing fresh produce markets and in parts of the CBD. There is therefore a need to develop programmes aimed at providing small and emerging farmers access to formal	<ul style="list-style-type: none"> <li>Identification of value chain partners and associated business model</li> <li>Engagement on meetings and workshops</li> <li>Obtaining required licenses and permits in terms product compliance</li> <li>Development of business plans and Memorandum of Agreements</li> <li>Implementation; and</li> <li>Monitoring and Evaluation</li> </ul>	KZN Department of Agriculture, UMvoti LM, and uMzinyathi

	<p>existing formal markets; and</p> <ul style="list-style-type: none"> <li>To introduce the new marketing mechanisms (Website, Facebook, Twitter and Instagram Pages) that would publicize and broadcast the produce in order to create and increase the clientele.</li> </ul>	<p>markets. This could be done through the establishment of seasonal and permanent agricultural markets, fairs and auction facilities to support local trade accompanied by the provision of logistical support through preferential agreements with local transporters and the provision of specialised cooperative processing facilities and Infrastructure.</p>		
<p><b>Specialised Manufacturing: biofuel and timber processing</b></p>	<p><b>Goal</b> To gain greater efficiency, higher capital investment and promote renewable energy</p> <p><b>Objective</b></p> <ul style="list-style-type: none"> <li>Promote R&amp;D</li> <li>Increase rural income and ensure women empowerment.</li> <li>Generate rural employment.</li> <li>Promote Renewable Energy through harnessing of Biofuel energy.</li> <li>Reduce the import bill of oil for the</li> </ul>	<p>Replacing fossil fuels with biofuels—fuels produced from renewable organic material—has the potential to reduce some undesirable aspects of fossil fuel production and use, including conventional and greenhouse gas (GHG) pollutant emissions, exhaustible resource depletion, and dependence on unstable foreign suppliers.</p>	<ul style="list-style-type: none"> <li>Promote R&amp;D facility for undertaking need-based research</li> <li>Develop appropriate technology and extension packages</li> </ul>	<p>Department of Minerals and Energy, UMvoti LD, Department of Agriculture</p>

	<p>country/State Promote availability of organic manure.</p> <ul style="list-style-type: none"> <li>• Reduce toxic emission during combustion of Biofuel, which is practically free of sulphurous compound.</li> <li>• Reduce greenhouse gas emissions through substitution of fossil fuels with plant oils-based fuels.</li> </ul>		<p>to attain the targeted output.</p> <ul style="list-style-type: none"> <li>• Identification of areas conducive for biofuel plant</li> <li>• Create partnerships with community and businesses.</li> <li>• Undertake investigation for funding opportunities</li> <li>• Development of partnerships along the value chain</li> </ul>	
<b>Provide support for science and technology and infrastructure</b>	<p><b>Goal</b> Promoting competitiveness and employment creation and Developing human resources</p> <p><b>Objective</b></p> <ul style="list-style-type: none"> <li>• Have become indispensable inputs into a country's economic, social, and environmental development</li> <li>• Allocation of resources for scientific and technical research</li> </ul>	<p>Science and technology play a critical role in meeting social, economic and environment goals and objectives of sustainable development. The suggested development, strengthening and general improvement of the knowledge infrastructures will help the countries apply knowledge to their economic and social development. There is however, a need to invest in science and technology infrastructure.</p>	<ul style="list-style-type: none"> <li>• Invest in science and technology infrastructure in schools and at higher educational levels.</li> <li>• Upgrading of science laboratories and the establishment of world class STI infrastructure (This includes research and innovation facilities such as laboratories (for teaching, engineering, and clinical trials), teaching hospitals, ICT equipment and infrastructure, Innovation Spaces,</li> </ul>	<p>Department of Science and Innovation, UMvoti Local Municipality</p>

			<p>Living Labs and National Research and Education Networks (NRENs).</p> <ul style="list-style-type: none"> <li>• Create Partnerships for investment and funding opportunities</li> <li>• Develop research and innovation centres</li> </ul>	
<b>Revitalisation of Greytown</b>	<p><b>Goal:</b></p> <ul style="list-style-type: none"> <li>• To redevelop the towns of Greytown as primary commercial centres in order to strengthen the trade and commercial sector.</li> </ul> <p><b>Objective:</b></p> <ul style="list-style-type: none"> <li>• To improve the aesthetic appeal of the commercial hubs</li> <li>• To create a very attractive environment for businesses to prosper; and</li> <li>• To Improve functionality and create a more</li> </ul>	<p>Local government has also realized the importance of reviving urban centres in order to promote economic growth and as such is taking the initiative to develop urban regeneration/renewal policy. These policies should however be aligned to the municipality's integrated development plans to ensure maximum impact. Greytown must develop a proposal for an Urban Renewal Framework that will enhance the performance of the towns and contribute to meeting the development needs of those who work, live and/or use the towns.</p>	<ul style="list-style-type: none"> <li>• Develop the Terms of Reference for Greytown Town Centre Development</li> <li>• Establish a PSC (include business chamber, informal economy etc.)</li> <li>• Preparation and completion of the plans; and</li> <li>• Adoption and implementation.</li> <li>• Municipality to update infrastructure</li> <li>• Municipality to conduct land use audit to ensure municipal land is effectively used and maintained</li> </ul>	UMvoti Municipality and COGTA

	<p>attractive urban environment</p> <ul style="list-style-type: none"> <li>• Improve the environment</li> <li>• Provide efficient transport</li> <li>• Improve urban management and safety and security; and</li> <li>• Create investment and economic opportunities and to protect the area from competing developments in out-of-town locations.</li> </ul>			
<b>Agri-product 6- Agro-processing</b>	<p><b>Goal:</b> To increase value-add on agricultural products as well as improve income generation and food security</p> <p><b>Objective:</b> To provide support to the subsistence farmers in terms of farm implements and resources</p>	<p>The municipality is encouraged to participate in agro processing as the sector focuses as it contributes a significant component of total manufacturing value added as well as employment. There is also a need to budget for Research and Development. This budget can be utilized for product research and development for the transformation of local produce into value added agricultural products as</p>	<ul style="list-style-type: none"> <li>• Feasibility study on market idea for processing</li> <li>• Business plan for funding</li> <li>• Product development and marketing</li> <li>• Attend forums, workshops, and seminars on commercialization</li> <li>• Create partnerships with community, business, and farmers.</li> </ul>	<p>UMvoti LM, COGTA, DARD, DTI and uMzinyathi</p>

		well as the transfer of technology for agri-business development to improve income generation and food security.		
<b>Agri-product 1: Agriculture infrastructure support</b>	<p><b>Goal:</b> To attain food security targets and ensuring that the potential that exists is optimally utilized.</p> <p><b>Objective</b></p> <ul style="list-style-type: none"> <li>• To introduce proper methods of subsistence farming to communities of UMvoti rural areas.</li> <li>• To provide support to the subsistence farmers in terms of farm implements and resources; and</li> <li>• To provide training and mentorship on a structured and on-going basis.</li> </ul>	This will ensure that local small-scale farmers and surrounding communities are afforded with economic development opportunities and employment opportunities. It will also enable these farmers to Investment in climate-resilient agricultural practices and physical infrastructure that will mitigate impacts of climate variability whilst connecting farming cooperatives to existing and new markets.	<ul style="list-style-type: none"> <li>• Engagement with existing subsistence farmers and aspiring farmers</li> <li>• Secure meetings with the Department of Agriculture</li> <li>• Identification of the needs and the budgetary resources as well as suitable programmes with the Department</li> <li>• Inclusion of commitment on the IDPs and Provincial Budgets; and</li> <li>• Implementation</li> <li>• Monitoring and Evaluation.</li> </ul>	KZN Department of Agriculture, UMvoti Municipality and uMzinyathi

<b>Intensive Farming</b>	<p><b>Goal:</b> UMvoti to become the significant crop farming producer within uMzinyathi District Municipality.</p> <p><b>Objective:</b> To focus on rare and lucrative crops that are a scarcity in the marketplace i.e., Strawberries</p>	UMvoti Municipality has an abundance of agricultural land which is geographically located outside of the urban and settlement areas. The agricultural pattern within the area is primarily due to the gentle topography and good weather pattern.	<ul style="list-style-type: none"> <li>• Identification of suitable areas for intensive crop farming</li> <li>• Mobilize the target beneficiaries</li> <li>• Development of Business Plans</li> <li>• Package application for funding</li> <li>• Implementation; and</li> <li>• Monitoring and Evaluation.</li> </ul>	KZN Department of Agriculture, UMvoti Municipality and uMzinyathi
<b>Infrastructure Upgrade</b>  <b>Road infrastructure</b> <b>Bulk water infrastructure</b> <b>Sanitation infrastructure</b>	<p><b>Goal:</b></p> <ul style="list-style-type: none"> <li>▪ To unlock economic development through resourcing the area with the requisite infrastructure.</li> </ul> <p><b>Objective:</b> To create a conducive economic environment for businesses.</p> <ul style="list-style-type: none"> <li>• To improve access to economic opportunity areas</li> <li>• To enable business to function seamlessly; and</li> <li>• To create an environment that attracts new investments.</li> </ul>	The quality of infrastructure sometimes renders challenges for development purposes. Infrastructure upgrade is part and parcel of creating business promotion and retention. The existence of infrastructure in a town also ensures investment.	<ul style="list-style-type: none"> <li>• To upgrade the existing road infrastructure</li> <li>• Improve Movement System and Connectivity in terms of road and stormwater infrastructure</li> <li>• Upgrade interchanges that connect the settlements</li> <li>• Construction of Sidewalks along Main Roads</li> <li>• Streetscape and Beautification of towns linked to Gateways &amp; Public</li> </ul>	DOT, UMvoti Local Municipality and uMzinyathi District Municipality

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			<div>Realm (Trade Spaces)</div> <ul style="list-style-type: none"><li>• Proper signage and road markings</li><li>• Upgrade and Improve Public Transport Facilities (Taxi Ranks)</li><li>• Upgrade of bulk water and electricity infrastructure when required.</li></ul>	
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**TABLE 55: SUMMARY OF IMPLEMENTATION PLAN**

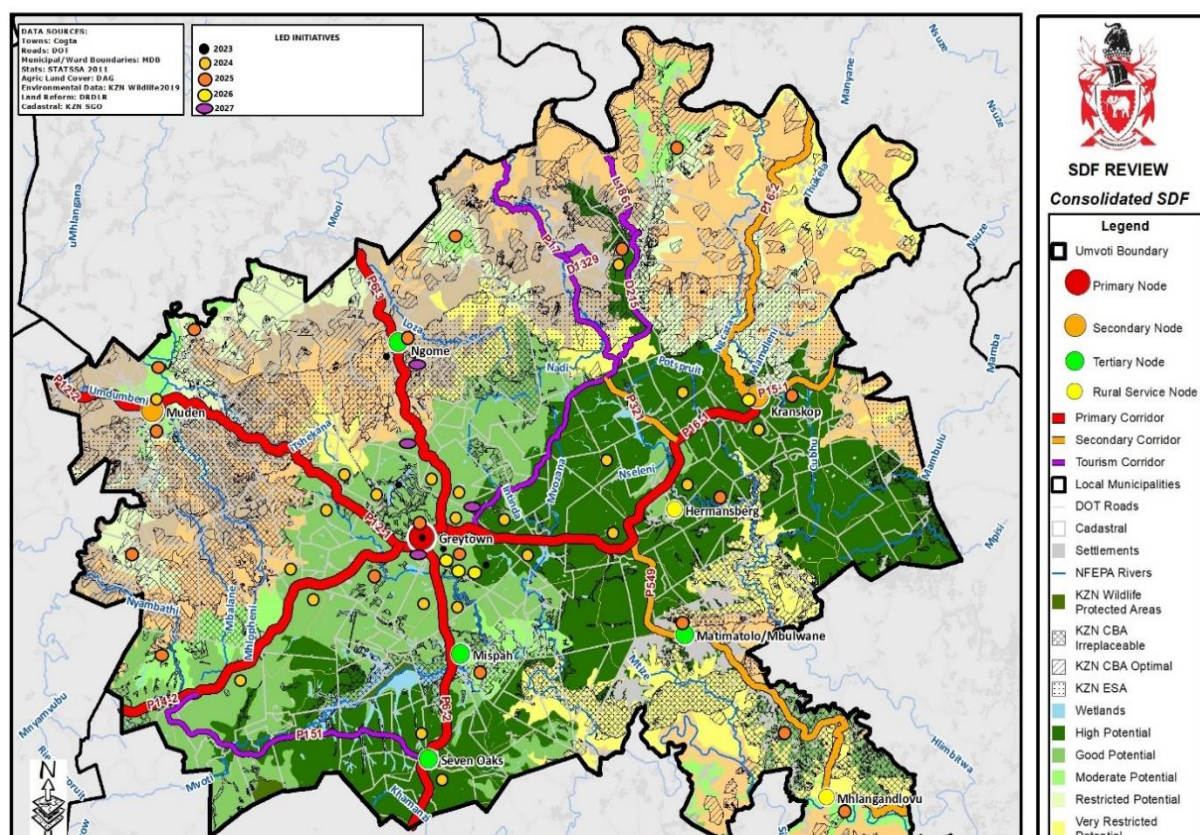
RECOMMENDATION	IMPLEMENTING AGENT	1ST YEAR BUDGET CYCLE	3-YEAR BUDGET CYCLE	5-YEAR BUDGET CYCLE	10-YEAR BUDGET CYCLE	ESTIMATED BUDGET
Establishment of the LED Committee and Supporting Structure	UMvoti Municipality and existing Business Forums.	✓				R 100 000.00
Municipality to improve communications and services to customers	UMvoti Municipality	✓				R 100 000.00
Red Tape Reduction	UMvoti Municipality	✓				R200 000.00
Proposal 2: Develop a comprehensive UMvoti tourism strategy	Tourism work group	✓				R 300 000.00
Procurement Process	UMvoti Municipality	✓				R10 000.00
Public Sector Procurement	UMvoti Municipality, LED Forum and COGTA	✓				R 10 000.00
Development of Investment and Retention Policy	LED Forum	✓				R 200 000.00
Career guidance and promotion of 4 <sup>th</sup> Industrial Revolution	UMvoti Municipality, DHET, EDTEA	✓				R 10 000.00
Waste Recycling Products	REDISA, UMvoti, the Department of Environmental Affairs	✓				R 10 000 000.00
Proposal 6: Encourage Establishments to apply for star grading	Tourism Grading Council of South Africa	✓				R 10 000.00
Road Infrastructure	DOT, uMzinyathi District Municipality, UMvoti Municipality.		✓			R 150 000 000.00
Agri-Product 1: Food Production	KZN Department of Agriculture and UMvoti Local Municipality		✓			R 40 680.00 [Per HA]
Wood products	UMvoti Municipality, DAFF		✓			R 1 000 00.00
Proposal 1: Agro-tourism	UMvoti and EDTEA		✓			R 1 000 000.00
Proposal 4: Eco-tourism products	UMvoti and EDTEA		✓			R 1 000 000.00

RECOMMENDATION	IMPLEMENTING AGENT	1ST YEAR BUDGET CYCLE	3-YEAR BUDGET CYCLE	5-YEAR BUDGET CYCLE	10-YEAR BUDGET CYCLE	ESTIMATED BUDGET
Proposal 5: Adventure Tourism products	UMvoti and EDTEA		✓			R 1 000 000.00
Encourage establishment of green enterprise	UMvoti and EDTEA		✓			R 50 000.00
Employment equity: Vulnerable groups	UMvoti Municipality		✓			R 800 000.00
Development of subsistence farmers	UMvoti Municipality, DAFF and UMDM		✓			R 10 000 000.00
Sustain business retention and expansion programme	UMvoti Municipality, SEDA		✓			R 300 000.00
Intervening in retail service value chain	UMvoti Municipality, DSBD		✓			R 50 000.00
Enterprise Support	UMvoti Municipality, DSBD, SEDA		✓			R 1 000 000.00
Agri-Product 5: Sugarcane Production	UMvoti Municipality, DAFF, DTI		✓			R 50 000 000.00
Agri-Product 3: Timber and wood processing	UMvoti Municipality, DAFF, DTI		✓			R 50 000 000.00
Partnerships to deliver on LED	UMvoti Municipality, DAFF and CoGTA		✓			R 10 000.00
Agri-Product 2: Organic Food Production	UMvoti Municipality, DAFF and CoGTA		✓			R 200 000.00
Agri-Product 4: Intensive Farming	KZN EDTEA and UMvoti Local Municipality				✓	R 6 500 000.00
Agri-Product 1: Agriculture Infrastructure Support	KZN Department of Agriculture, UMvoti LM and uMzinyathi District Municipality				✓	R 30 000 000.00
Agri-Product 6: Agro-Processing	UMvoti LM, DARD, DTI and uMzinyathi District Municipality				✓	R 2 000 000.00
Entrepreneurial and business skills development	LED Forum		✓			R 200 000.00
Labour skills development	LED Forum		✓			R 1 000 000.00

RECOMMENDATION	IMPLEMENTING AGENT	1ST YEAR BUDGET CYCLE	3-YEAR BUDGET CYCLE	5-YEAR BUDGET CYCLE	10-YEAR BUDGET CYCLE	ESTIMATED BUDGET
Proposal 7: Mainstreaming SMME on tourism sector	EDTEA, uMzinyathi District Municipality, UMvoti LM and SEDA		✓			R 1 000 000.00
Stock Farming Value Chain	KZN Department of Agriculture, UMvoti LM, and uMzinyathi District Municipality		✓			R 500 000.00
Hides and Leather Products	Agriculture Work Group		✓			R 300 000.00
Bone and Horn Products	UMvoti Local Municipality, SEDA, DTI and EDTEA			✓		R 300 000.00
Proposal 8: Establishment of tourism (CTO) office	UMvoti Municipality			✓		R500 000.00
Green economy product and services	UMvoti Municipality, EDTEA			✓		R100 000.00
Improving Business Confidence	LED Forum and UMvoti Municipality		✓			R 50 000.00
Revitalization of Greytown	UMvoti Municipality and COGTA				✓	R 15 000 000.00
Access to Agricultural Market	KZN Department of Agriculture, UMvoti LM and uMzinyathi District Municipality				✓	R50 000.00
Specialized Manufacturing (Biofuel, Timber Production)	KZN Department of Agriculture, UMvoti LM and uMzinyathi District Municipality				✓	R 10 000 000.00
Proposal 8: Development of Lake Marthley Precinct	UMvoti Municipality				✓	TBD
Support for Science and Technology Infrastructure	UMvoti LM and uMzinyathi District Municipality, DHET				✓	R 1 000 000.00
4IR and ICT	UMvoti LM and uMzinyathi District Municipality, DHET				✓	R 10 000 000.00

RECOMMENDATION	IMPLEMENTING AGENT	1ST YEAR BUDGET CYCLE	3-YEAR BUDGET CYCLE	5-YEAR BUDGET CYCLE	10-YEAR BUDGET CYCLE	ESTIMATED BUDGET
Waste Tyre Recycled Products	REDISA, UMvoti, the Department of Environmental Affairs	✓				R 8 000 000.00
Brick and Block Manufacturing	UMvoti LM & KZN DEDTEA		✓			R 6 000 000.00
Crush Stone and Rock Products	UMvoti Municipality and EDTEA		✓			R 3 000 000.00
Cultural and Community Based Tourism	Tourism work group, EDTEA, SEDA, LED Forum, and UMvoti Municipality			✓		R 5 000 000.00
SMME and Second Economy Support	UMvoti Municipality and uMzinyathi District Municipality and LED Forum		✓			R 50 000.00
Expanded Public Work Programme (PPP) And Government Employment Systems	UMvoti Local Municipality and Department of Public Works and Infrastructure			✓		R 1 000 000.00
<b>TOTAL</b>						<b>R 378 940 680.00</b>

**MAP 51: SPATIAL MAPPING**



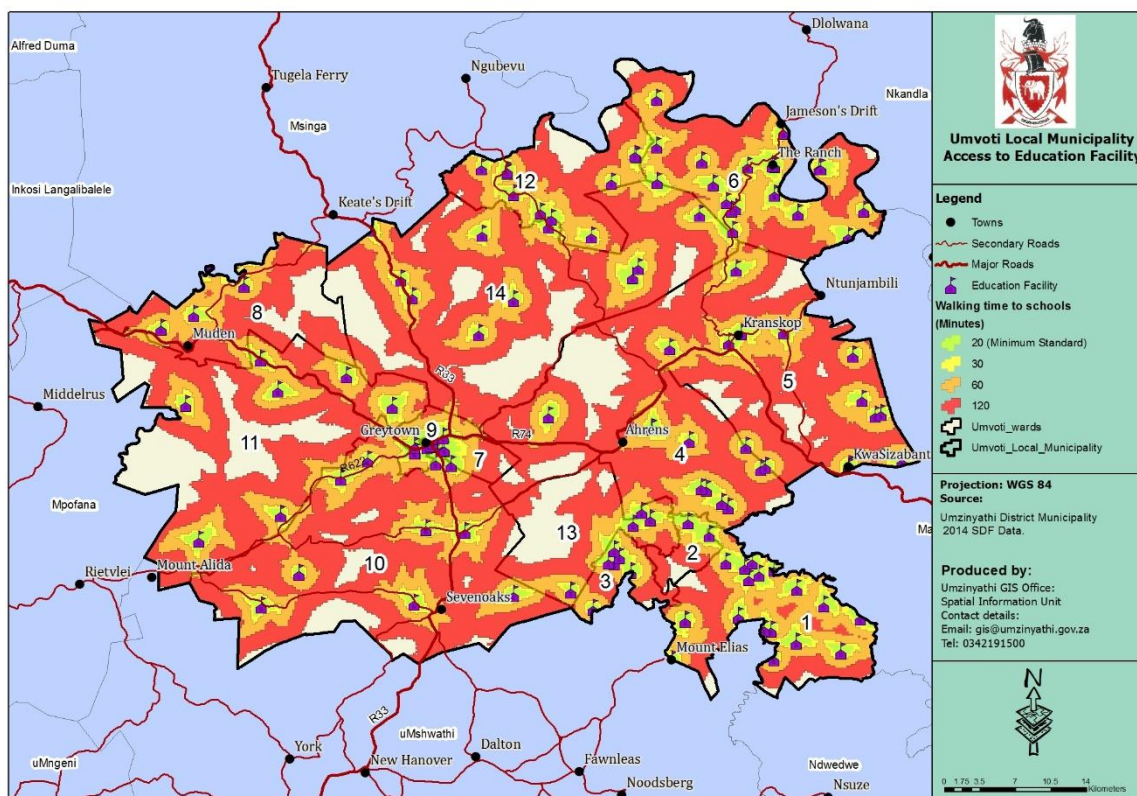
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### 3.7.3 SOCIAL DEVELOPMENT ANALYSIS

#### 3.7.3.1 EDUCATION

Umvoti Municipality is composed of 111 schools housing 32 920 learners in 2022. Some of the schools are supplied with learner transport to and from schools. The general condition of these schools are in a “FAIR” condition. There is a huge infrastructural backlog in most of the schools hence priority of projects take precedence. Below is the 2023/2024 Budget allocations for Umvoti :

<b>NEW SCHOOLS</b>	<b>BUDGET</b>
Enseleni Primary School	R 64 000 000
<b>UPGRADES AND ADDITIONS</b>	
Endubazi Primary School	R 38 000 000
<b>MAJOR REPAIRS AND RENOVATIONS</b>	
Maqhingha Memorial High School	R 17 000 000
<b>STORM DAMAGE</b>	
Umvoti High School	R 9000 000
Indosi Primary School	R 3000 000
Mgwempisi Fabase C	R 2 500 000
<b>ELECTRIFICATION</b>	
Khumbulani Primary School	R 15 000
<b>WATER AND SANITATION</b>	
Kwazubusele Primary School	R 1 300 000
Manyonyo Primary School	R 1 300 000
Qhubinyathi Secondary School	R 1 300 000
Ithembani Primary School	R 1 300 000
Vavule Primary School	R 1 300 000

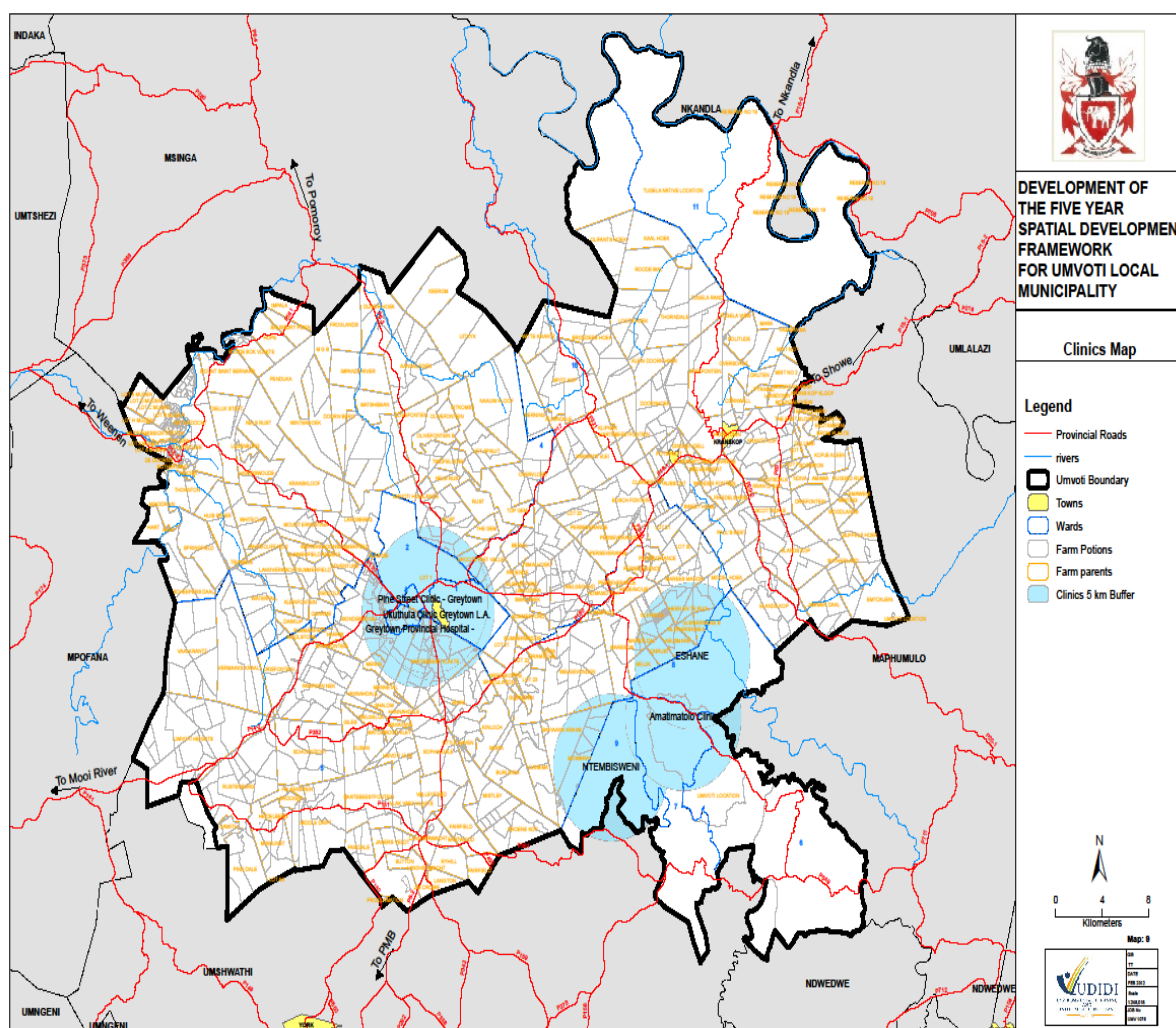


**MAP 52: Schools within Umvoti Municipal area**

Most of the schools throughout the municipal wards are supported with the National School Nutrition Programme (NSNP).

### 3.7.3.2 HEALTH

The municipal area comprises of both Permanent Primary Health Facilities as well as mobile stations. The Mudén Health Care Facility situated in ward 11 has been completed and is in operation. The school health programme is currently being implemented and there is one team that is operating under school health. There are three mobile teams operating in Umvoti Municipal area with sixty (60) stopping points that are servicing a minimum of two thousand (2000) people. The challenge faced by the mobile teams relate to lack of shelters, poor road conditions and poor network coverage in outlying areas. The map below depicts the clinics in Umvoti Municipal Area.



**MAP 53: Clinics in Umvoti Municipal Area**

### 3.7.3.3 SAFETY & SECURITY

Umvoti Municipality is currently running an in-house security service that has been in operation since May 2013. The contract of the current Security Officers expired at the end of October 2014. They are now employed on month-to-month basis. The Security Officers have also received training as Peace Officers. An out-sourced Service Provider is responsible for armed response, alarm control, banking and to attend to emergency responses. Umvoti Municipality has four major Police Stations. In rural areas, South African Police Services (SAPS) provide security. The Community Policing Forums (CPFs) have been formed in different areas of the municipality; however, these forums are not functioning. The problem for non-functionality of the CPFs is caused by a lack of training and understanding the role to be played by CPF members.

The municipality has a compliment of eleven (11) Traffic Officers, one Superintendents and the other tow positions are vacant ie Superintendent and one Senior Superintendent falling under Protection Services Department who bring in income through infringement notices and the execution of Warrants of Arrest. The Municipality also works closely with the KwaZulu-Natal Road Traffic Inspectorate in order to improve the services rendered.

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The municipality has not developed a Safety Plan and will request assistance from the Department of Safety and Community Liaison.

The Municipality appointed a service provider for the supply and installation of Close Circuit Television (CCTV) cameras in Greytown. The service provider commenced work in November 2018. The requirements include, among other things, number plate recognition cameras, night vision cameras therefore, providing another safety boost for the town to ensure there is measure in place to curb crime.

The Project has been successfully completed with 40 cameras installed in the CBD and some installed within the municipality buildings. The control room has been established and well equipped. The Municipality will form partnership with private companies to provide armed response for criminal activities detected from the cameras.

The installation of CCTV cameras has led to reduction of crime which includes armed robberies. SAPS has managed to conclude various criminal cases using evidence obtained from CCTV cameras.

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#### **3.7.3.4 NATION BUILDING & SOCIAL COHESION**

The National Social Cohesion Summit drafted and adopted a twelve (12) point's declaration, which informed the Social Cohesion implementation or operational plan. Inter alia, the declaration resolved that South Africa has, "to convene a national social cohesion report-back and monitoring summit in 2014 when 20 years of freedom and democracy was celebrated, and thereafter at five-year intervals progress".

Various Sporting Programmes have been used widely to ensure that people of different categories are taken off the street. The old age participate in Golden Games as part of the programme to expose them to different activities they can undertake and promote healthy living lifestyles.

The main municipal focus is on youth, and they participate in all different sports codes in SALGA's Local, District and Provincial games.

For the purpose of active participation, the municipality has provided sports equipment to organized teams in all eleven municipal wards and also the KZN Department of Sports and Recreation has also assisted in providing additional sporting equipment thus ensuring that youth actively participate in sports.

Umvoti Municipal youth's active participation in sports has resulted in one of the football team from the municipal area playing in SAFA's lower league. UMVOTI Local Municipality will also build a good work relationship uMvoti football association and hence embark on a synergic partnership in order to nurture youth talents and in order to revive league from ward level.

There are also Sports Development Hubs that were established by the Department of Art, Culture Sports and Recreation in four wards.

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### **3.7.3.5 COMMUNITY DEVELOPMENT WITH PARTICULAR FOCUS ON VULNERABLE GROUPS**

Umvoti Municipality acknowledges challenges facing vulnerable groups and community development. The Special Programmes have been identified as imperative and the municipality has established the Special Programmes Unit within the office of the Municipal Manager.

Umvoti Municipality intends formulating a Gender Equity Programme. It is envisaged that this Programme will promote the municipality where women and men have equitable access to opportunities and resources to address and meet socio-economic needs and improve the quality life of the community. In order to ensure effectiveness of the said Programme, a Gender Forum will need to be established and all municipal wards will have to be presented. This will assist the Umvoti Municipality to increase the participation of marginalised or target groups in all developmental processes.

The municipality has developed an initiative of supporting households with food production. The Programme is One Home One Garden and is done in partnership with the Department of Agriculture. The Programme is currently being rolled out in Ward 7 in two areas: Holnek and Townlands. It is the intention of the municipality to rollout the plan in all the wards falling within its area of jurisdiction.

### **3.7.3.6 YOUTH DEVELOPMENT**

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The Office of the Presidency is currently reviewing the implementation of the National Youth Policy 2009-2014. The draft National Youth Policy 2014-2019 has been prepared. The goal of the National Youth Policy 2014-2019 is to consolidate youth initiatives that intentionally enhance the capabilities of young people to transform the economy and society they live in by addressing their needs, promoting positive outcomes, opportunities, choices, relationships and support necessary for holistic development of all young people, and in particular, those outside the social, political and economic mainstream. This policy thus emphasizes the need for various youth development efforts and interventions to respond to the needs of young people by focusing on all aspects or spheres of their lives. It therefore goes without saying that, interventions targeting this population group should also be geared towards responding to their needs holistically.

The municipality has a challenge in ensuring that youth in all municipal wards have access to services relating to them as a result of lack of facilities promoting youth participation in various programmes. The municipality does not have an established Youth Centre or desk whereby youth access information and get assisted in accessing government opportunities. The only effective programmes where they actively participate are SALGA KZN Games.

The strengthening of relationships with the National Youth Development Agency, Small Enterprises Development Agency, Sector Education and Training Authorities will assist in youth development. Regular youth career exhibitions will play a pivotal role in dealing with youth development issues.

The municipality will formulate the Youth Programme in line with the National and Provincial priorities. Funds have been set aside to assist youth with training. There are Youth Organisations that are funded by the Provincial Department of Social Development.

The Youth Programme has been launched that will focus on all youth SMMEs as well as other programmes that will benefit the youth such as sports. The municipality has also introduced the Driving License Programme in order to assist the youth in all the 14 Wards. This programme will run over a period of three years. UMVOTI LOCAL MUNICIPALITY shall conduct national science week every second week of August just to encourage high school learners to pursue the field of science and technology.

### 3.7.3.7 DEVELOPMENT OF THE PEOPLE WITH DISABILITIES

Currently the municipality does not have a programme for People Living with Disability. The municipality assist the disabled on adhoc basis. However, the municipality has leased a property to the Umvoti People Living with Disability Organisation disabled free of charge for their coffin-manufacturing project and other related activities. This organisation has received funds from the Provincial Department of Social Development. There are disabled people serving as ward committee members. The municipality subscribes to employment equity and has employed two people with disabilities with one office based and the other one being a field worker.

### 3.7.3.8 LEVELS OF DISABILITY WITHIN THE LOCAL MUNICIPALITY

The below table is informed by information sourced from the KZN Department of Social Development.

**Table 56: types of disabilities**

Type of Disability	No Difficulty	Some Difficulty	A lot of difficulty	Cannot function	Undetermined	Yet to be determined	Unspecified	Not Applicable	Total
<b>Communication</b>	88 393	2772	620	695	306	4520	3720	2067	103 093
<b>Memory</b>	85 035	5103	1539	726	333	4614	3672	2067	103 093
<b>Self-Care</b>	78 348	2571	701	1885	470	13127	3925	2067	103 093
<b>Hearing</b>	88 745	3148	642	339	175	4506	3469	2067	103 093
<b>Sight</b>	83 063	7859	1632	379	125	4581	3387	2067	103 093
<b>Walking</b>	88 226	3220	845	615	215	4391	3513	2067	103 093

The municipal programmes need to take into consideration the types of disabilities highlighted in the table above. The municipality will resuscitate Disability forum in order to engage with people with disabilities and to make sure that their voice is being heard.

### 3.7.3.9 DEVELOPMENT OF THE ELDERLY

The Municipality work with sports and recreation in making sure that older persons are involved in sports, they participate in Golden games. The Provincial Department of Social Development has a sub-programme for the elderly people. The objective of the programme is to provide community based care and support to older persons. In terms of the information

received from the Department, there are seven (7) organisations funded for the old age: the six are luncheon clubs and one is an Old Age Home.

### 3.7.3.10 DEVELOPMENT OF WOMEN

The municipality needs to develop a Programme for Women Empowerment. There are several programmes rendered by other government departments that the municipality need to align its programmes with. The municipality has budgeted for Women Empowerment however there is no plan of action of how these funds will be spent.

### 3.7.3.11 PEOPLE AFFECTED BY CRIME, HIV/AIDS, DRUGS, ETC.

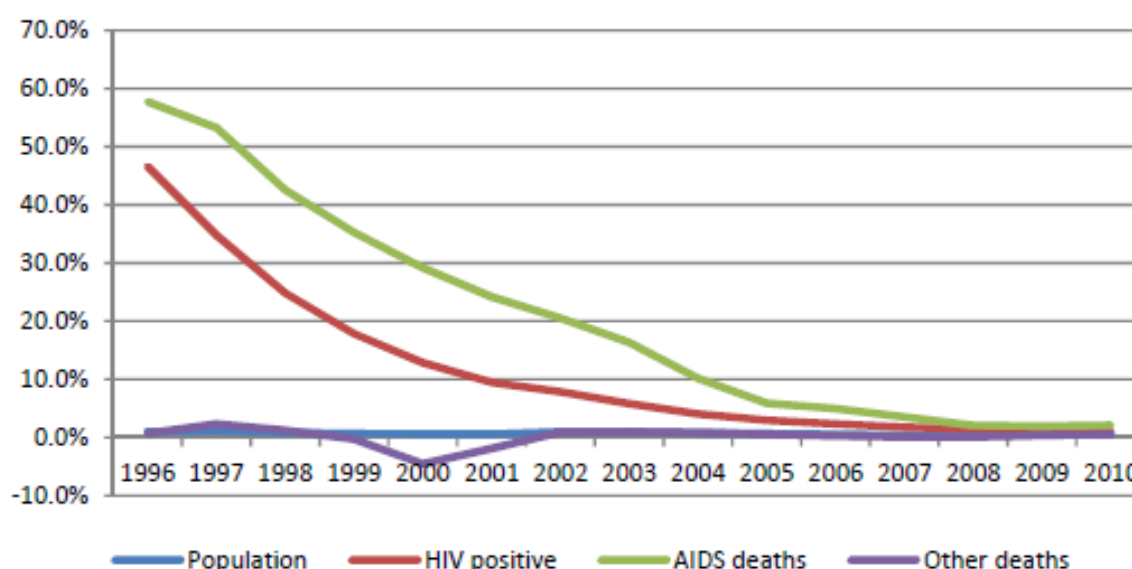
#### 3.7.3.11.1 IMPACT OF HIV/AIDS

HIV/AIDS do have far-reaching implications for population growth in the area. Not only does it affect the growth rate, it also affects the population structure of the area. There are several areas in the municipality characterized by high concentrations of rural and poverty-stricken population and where the backlogs in service provision, both social and engineering, are severe. It is anticipated that the impact of HIV/ Aids in these areas will have the most profound effect.

The Department of Social Development has funded two centres under its sub-programme: HIV/AIDS. These centres are Umvoti AIDs Centre and Bhambatha Community Care Centre.

The Department also funds the Harmony Retreat Centre under its sub-programme: Substance abuse, Prevention and Rehabilitation. This centre provides in-patient treatment to clients who have substance abuse problems. The following statistics are sourced from the Umzinyathi SDF related to the District in its entirety:

**Figure 29: Change in annual rates in HIV/AIDS related variables**



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### 3.7.3.11.12 CRIME

There is a high crime rate in our jurisdiction with crimes including murder, faction fighting, hijackings, stock theft etc. Different Neighbourhood Watches were formed in 2016 within the CBD and the residential areas in Greytown. Also in 2016 the Community Safety Forum was formed under the Chairperson of His Worship the Mayor. In January 2017 the Crime Prevention Forum was formed. The crime rate has decreased after the formation of these Forums. In the most cases the increase in crease in crime rate is a result of the abuse of drugs and substance abuse. UMVOTI Local Municipality together with the department of Social Development and other departments, CBO, NGOs are intending to establish local drug action where the mayor is the champion of the said committee and the department of social development is the Secretary. This will assist to deal with the issue of drug and substance abuse.

### 3.7.3.11.13 EARLY CHILDHOOD DEVELOPMENT

The municipality has built crèches across the fourteen wards. Some of the crèches were built by other organisations. The Department of Social Development through its Early Childhood Development Sub-Programme provide grants for the crèches in order to ensure their sustainability.

The Ifalabantwana NGO in partnership with Project Preparation Trust (PPT) has a programme of looking at Early Childhood Centres in underserviced communities. Umvoti Municipality is one of the municipality's benefitting in working with these stakeholders. The survey of ECDs in Umvoti Municipal area has been undertaken and it identifies challenges encountered in the ECDs and there are proposed interventions. The municipality needs to work closely with these organisations in ensuring that the ECDs challenges are addressed.

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### 3.7.3.11.14 SOCIAL DEVELOPMENT: SWOT ANALYSIS

**Table 57: Social Development SWOT Analysis**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"><li>Traffic Management, learner and motor licensing facilities are provided</li></ul>	<ul style="list-style-type: none"><li>High level of crime</li><li>24-hour Health Facilities needed</li><li>High level of illiteracy</li><li>Non-existence of a Tertiary Education Facility within Umvoti</li></ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"><li>Community upliftment through education</li><li>Partnership between municipality and Traditional leadership</li><li>Provision of an FET College</li></ul>	<ul style="list-style-type: none"><li>Crime</li><li>Lack of resources</li><li>Vandalism of facilities</li></ul>

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## **3.8 MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS**

### **3.8.1 FINANCIAL VIABILITY & MANAGEMENT ANALYSIS**

The following budget principles and guidelines directly informed the compilation of the 2023/2024 MTREF:

- The 2023/2024 budget priorities and targets;
- Intermediate service level standards were used to inform the measurable objectives, targets and backlog eradication goals;
- The need to keep rates affordable but also contributing towards service delivery. Estimates were informed by the new valuation roll in place. The overall effective increase in rates is 2% compared to the previous year's final budget. This was driven by increases in property values only.
- The agriculture category proposals include a 50% staggered rebate which is meant to cushion property owners from the property tax increase.
- There will be no budget allocated to national and provincial funded projects unless the necessary grants to the municipality are reflected in the national and provincial budget and have been gazetted as required by the annual Division of Revenue Act;
- The compilation of the 2023/2024 MTREF was a major challenge in many respects; we had a mammoth task of having to balance the budget between the limited revenue sources available against the demand to provide quality yet affordable services to our communities. Of greater challenge is addressing the historical infrastructure backlogs in our communities.
- This task had to be undertaken amidst persistent challenges of historic debt, over expenditure patterns and a bloated staff establishment, which require a huge budget allocation.
- The broader economic factors that were at the helm of the compilation of the Budget for 2023/2024 which are contained in the Municipal Budget Circular PT-MF 08 of 2022-23 for the Medium Term Revenue and Expenditure Framework were accordingly considered.
- Global and National Economic outlook continues to weaken and thus resulting in huge operational costs and programme implementation. Conflicts in some parts of the world such as Europe are further impacting on energy and fuel prices, further weakening consumer spending ability. Bulk purchases and consumer electricity

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tariffs have been proposed to go up by 15.10% which will add a strain on consumers and the municipality's ability to collect from debtors.

- Persistent high unemployment and job losses in the key sectors of the economy such as mining remains a pressing challenge.

The following financial strategies were considered in adopting the Medium term expenditure frameworks

- Containing costs in every possible way, whilst putting in place measures such as the empowering the cashflow committee to manage the meagre resources that the municipality has
- Generate a more substantial surplus in order to supplement the National and Provincial Funding Sources.
- Adopt a conservative approach in revenue projections to guard against overestimation of revenue sources.
- Ensure that all conditional grants allocated are injected in the delivery on National priorities.
- Elimination of non-core expenditure and implementation of cost cutting measures

Taking all of the aforementioned factors into consideration it remains an undeniable reality that municipal revenues and cash flows are expected to remain under severe pressure in 2023/2024 and possibly beyond should the macro-economic climate remain unfavourable. This means that the municipality needs to adopt a conservative approach when projecting expected revenues and cash receipts for the MTREF.

In view of the aforementioned, the following table is a consolidated overview of the proposed 2023/2024 Medium-term Revenue and Expenditure Framework:

**Table 58: Consolidated Overview of the 2023/2024 MTREF**

**KZN245 Umvoti - Table A4 Budgeted Financial Performance (revenue and expenditure)**

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>R thousand</b>	1										
<b>Revenue By Source</b>											
Property rates	2	87,513	104,849	80,621	46,791	46,791	46,791	75,036	50,123	52,328	54,683
Service charges - electricity revenue	2	69,581	75,438	82,857	95,829	95,829	95,829	82,278	105,231	109,861	114,805
Service charges - water revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	2	9,120	8,898	9,112	8,051	10,056	10,056	8,987	10,559	11,024	11,520
Rental of facilities and equipment		1,105	793	444	32	328	328	321	437	456	476
Interest earned - external investments		2,555	2,641	2,361	2,068	2,068	2,068	3,075	2,168	2,263	2,365
Interest earned - outstanding debtors		4,498	2,962	–	–	–	–	–	–	–	–
Dividends received		–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		1,818	2,273	1,837	108	46	46	46	48	50	53
Licences and permits		3,290	2,553	3,040	2,344	2,272	2,272	3,286	2,385	2,490	2,602
Agency services		(1)	–	–	–	–	–	–	–	–	–
Transfers and subsidies		118,935	134,965	172,496	152,773	152,773	152,773	150,070	170,574	174,447	182,179
Other revenue	2	8,084	8,360	7,327	2,506	1,006	1,006	658	5,924	6,185	6,463
Gains		–	–	–	–	–	–	–	–	–	–
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>306,499</b>	<b>343,733</b>	<b>360,093</b>	<b>310,503</b>	<b>311,170</b>	<b>311,170</b>	<b>323,757</b>	<b>347,449</b>	<b>359,104</b>	<b>375,146</b>

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Umvoti Municipality revenue sources are refuse removal, electricity sales, rental income and property rates, and thus accounts for 50% of operating revenue. The municipality remains dependant on grants and shall remain so for the foreseeable future until such time that alternative revenue sources are created to enhance the current constrained own revenue sources.

Approximately 53.8% of total Council revenue comes from National Transfers and there is little scope for cross subsidisation given the limited business sector. Any increase in tariffs impacts directly upon domestic consumers and hence almost immediately burdens the municipality's cash flow. Tariffs have been increased as follows: refuse removal of 5%, 5% increase in property rates and 15.10% for electricity as per NERSA regulations.

A substantial portion of Umvoti Municipality is rural, which means that even the rating of properties is constrained within the rural residential properties that generates very little in the form of Property taxes. There is therefore an obvious miss-match between revenues and Service demands. The new valuation roll was implemented and the next roll will be implemented in 01 July 2025.

The total operating revenue for the 2023/2024 financial year amounts to R376, 7 million against an adjusted total of R353.5 million approved operating revenue in the 2023/2024.

It is also notable that the equitable share has increased from R162.2 million to R176.2 million an increase of about 8.5%.

**Table 59: Total operating expenditure for 2023/2024**

KZN245 Umvoti - Table A4 Budgeted Financial Performance (revenue and expenditure)											
Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>Expenditure By Type</b>											
Employee related costs	2	113,355	109,426	125,305	133,270	140,576	140,576	125,325	145,078	148,060	154,723
Remuneration of councillors		9,986	10,126	10,136	10,669	10,669	10,669	9,308	10,806	-	-
Debt impairment	3	10,948	16,466	34,800	16,726	36,951	36,951	8,913	8,475	8,848	9,246
Depreciation & asset impairment	2	29,481	31,211	33,448	35,064	38,230	38,230	26,438	30,651	31,999	33,439
Finance charges		2,647	2,853	2,854	300	300	300	(49)	314	328	343
Bulk purchases - electricity	2	50,010	58,683	64,136	73,576	73,576	73,576	65,519	79,911	83,427	87,181
Inventory consumed	8	-	-	-	4,262	3,981	3,981	5,707	5,033	5,254	5,491
Contracted services		48,595	47,420	43,672	37,754	37,479	37,479	28,577	44,368	47,983	50,027
Transfers and subsidies		1,052	864	1,331	1,420	1,421	1,421	1,271	1,700	1,775	1,855
Other expenditure	4, 5	32,813	29,312	36,227	27,971	33,330	33,330	40,115	36,067	37,539	39,228
Losses		1,215	1,027	-	-	797	797	797	-	-	-
<b>Total Expenditure</b>		<b>300,103</b>	<b>307,389</b>	<b>351,908</b>	<b>341,010</b>	<b>377,311</b>	<b>377,311</b>	<b>311,921</b>	<b>362,402</b>	<b>365,213</b>	<b>381,532</b>

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The total operating expenditure for the 2023/24 financial year has been appropriated at R416.0 million against an adjusted full year forecast of R408.7 million in the 2022/2023 financial year.

All other items expenditure have increased by a projection of 5% and bulk purchase by 18.49% as per NERSA guideline.

The budget deficit over the MTREF is attributed to the budgeted non-cash items (depreciation, interest on post-employment benefits and debt impairment) that need to be factored on the tariff of charges and it amounts to R45.6 million.

Taking all of the aforementioned factors into consideration it remains an undeniable reality that municipal revenues and cash flows are expected to remain under severe pressure in 2023/24 and possibly beyond should the macro-economic climate remain unfavourable, this has therefore meant we have had to adopt a conservative approach when projecting our expected revenues and cash receipts for the MTREF.

**Table 60: Capital Budget**

Vote Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>R thousand</b>	<b>1</b>										
<b>Capital Expenditure - Functional</b>											
<b>Governance and administration</b>		157,467	150,491	153,652	1,505	2,117	2,117	–	3,843	3,594	3,756
Executive and council		356	356	356	1,000	1,200	1,200	–	3,250	3,393	3,546
Finance and administration		157,111	150,136	153,296	505	917	917	–	593	201	211
Internal audit		–	–	–	–	–	–	–	–	–	–
<b>Community and public safety</b>		121,086	133,882	163,527	21,669	24,734	24,734	–	8,696	–	–
Community and social services		121,086	133,882	149,556	3,585	3,585	3,585	–	–	–	–
Sport and recreation		–	–	13,780	18,083	21,148	21,148	–	8,696	–	–
Public safety		–	–	190	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–	–
Health		–	–	–	–	–	–	–	–	–	–
<b>Economic and environmental services</b>		339,900	360,211	372,509	17,588	20,073	20,073	–	19,277	29,204	31,914
Planning and development		92,525	95,676	99,333	8,644	10,728	10,728	–	100	104	109
Road transport		247,375	264,535	273,176	8,945	9,345	9,345	–	19,177	29,099	31,805
Environmental protection		–	–	–	–	–	–	–	–	–	–
<b>Trading services</b>		152,212	153,603	157,267	–	3,932	3,932	–	600	–	–
Energy sources		118,521	118,955	122,618	–	2,000	2,000	–	–	–	–
Water management		–	–	–	–	–	–	–	–	–	–
Waste water management		33,691	34,648	34,648	–	–	–	–	–	–	–
Waste management		–	–	–	–	1,932	1,932	–	600	–	–
<b>Other</b>		–	–	–	–	–	–	–	–	–	–
<b>Total Capital Expenditure - Functional</b>	<b>3</b>	<b>770,663</b>	<b>798,188</b>	<b>846,955</b>	<b>40,762</b>	<b>50,855</b>	<b>50,855</b>	<b>–</b>	<b>32,416</b>	<b>32,798</b>	<b>35,670</b>
<b>Funded by:</b>											
National Government		429,408	458,299	490,696	39,257	43,104	43,104	–	27,773	28,995	31,696
Provincial Government		–	–	8,823	–	3,065	3,065	–	–	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions)		–	–	–	–	–	–	–	–	–	–
<b>Transfers recognised - capital</b>	<b>4</b>	<b>429,408</b>	<b>458,299</b>	<b>499,519</b>	<b>39,257</b>	<b>46,170</b>	<b>46,170</b>	<b>–</b>	<b>27,773</b>	<b>28,995</b>	<b>31,696</b>
<b>Borrowing</b>	<b>6</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>	<b>–</b>
<b>Internally generated funds</b>		<b>341,255</b>	<b>339,889</b>	<b>347,435</b>	<b>1,505</b>	<b>4,685</b>	<b>4,685</b>	<b>–</b>	<b>4,643</b>	<b>3,803</b>	<b>3,974</b>
<b>Total Capital Funding</b>	<b>7</b>	<b>770,663</b>	<b>798,188</b>	<b>846,955</b>	<b>40,762</b>	<b>50,855</b>	<b>50,855</b>	<b>–</b>	<b>32,416</b>	<b>32,798</b>	<b>35,670</b>

### 3.8.2 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

The municipality has in the past encountered challenges with completion of some projects and would follow processes to seek approval of funds rollovers. The Project Management Unit was inadequately capacitated and through the approval of 5% MIG top slice and subsequent filling of posts there's significant improvement.

Contracted services are primarily high due to shortage of skills within the municipality. Technical Services Department relies heavily on consultants for both preliminary studies and implementation of the projects. The municipality has a Project Management Unit with the proper technical skills to undertake the capital projects and MISA has deployed support under these critical units. The municipality is utilising the 5% MIG slice to fund the Unit and savings derived shall be directed to repairs and maintenance.

The capital expenditure emphasis for the 2023/2024 financial year is mainly community halls, roads and sports fields to be funded primarily from the MIG grant and electrification of rural households to be funded from the National electrification grant. Going forward this trend has to change where capital infrastructure is to be balanced between community infrastructure and revenue generating infrastructure as well as setting aside an allocation for infrastructure maintenance.

<b>CAPITAL FUNDING AND EXPENDITURE TO ADDRESS SERVICE DELIVERY (LED prevalent KPA information)</b>			
	<b>MIG CAPITAL GRANT</b>		
	<b>Year 1 (2021)</b>	<b>Year 2 (2022)</b>	<b>Year 3 (2023)</b>
Receipts	29 259 000.00	41 323 000.00	48 120 000.00
Roll over	8 138 692.00	-	
Expenditure	37 397 692.00	41 323 000.00	28 279 717.26
% of expenditure of Capital Budget	100%	100%	59%
Is there any roll-over grants – provide details	Roll-over for the amount of R8,138,692.00 was from the period 2020.		

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### 3.8.3 INDIGENT SUPPORT (INCLUDING FREE BASIC SERVICES)

The municipality reviews the indigent policy on an annual basis. The applicants are invited to register in order to benefit from the Free Basic Services (FBS) allocation as social and economic redress programme funded through equitable share. A thorough verification process is conducted in order to ensure that the applicants are indeed destitute. Approved indigents for 2022-23 were 1116 and 2023-24 indigent verification process is underway after completion of the internal process.

Rural community within Umvoti jurisdiction are also benefitting through ESKOM processes where free 50kws' is for paid by municipality.

The local municipality does not benefit from the allocation of the district municipality for indigent relief.

For the past three financial years the municipality had made an allocation of indigent support as follows:

**Table 61 : 3 year indigent support allocation**

	2021/22	2022/23	2023/24
<b>Budget</b>	R4.6 million	R4.7 million	R4.9 million
<b>No. of registered indigents</b>	1014	1116	1430

The Indigent policy has been significantly reviewed to address the issue of customers who are indigent but are billed rates and refuse, thus increasing debtors' book.

**The indigent policy and registers are attached as an Annexure.**

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### 3.8.4 REVENUE ENHANCEMENT AND PROTECTION STRATEGIES

The municipality is inundated with escalating historical debt and measures have been put in place to address this challenge, such as development and implementation of the revenue enhancement strategy. It encompasses the following: annual review of debt and credit control policies, indigent policies, rates etc. Apart from policy reviews, there are proposed measures such as there are debt relief and incentives, i.e. debt incentive programme, deceased accounts write-offs, indigent support programmes.

The Municipality continues to embark on implementing a range of revenue collection strategies to optimize the collection of debt owed by consumers. With the general dull economic climate on a macro level, collection of outstanding debts continues to be a daunting task requiring strategies that are outside the box.

For Umvoti Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times, strong revenue management is fundamental to the financial sustainability of every municipality.

DBSA appointed a service provider for a Revenue Enhancement programme, which includes a holistic overview of the revenue management cycle, electricity infrastructure to address electricity distribution losses, meter audit and the cost of supply determination.

	<b>Billed revenue</b>	
2021-2022	Service charges	99 898 215.00
	Property Rates	45 673 389.00
2020-2021	Service charges	47 833 457.00
	Property Rates	91 968 117.00
	<b>Collected revenue</b>	
2021-2022	Total	136 807 598.78
2020-2021	Total	129 520 462.02

Revenue Enhancement strategy plan is annexed.

### 3.8.5 MUNICIPAL CONSUMER DEBT POSITION

As at 30 April, the total debtors' book was sitting at R53.9 million. R22.2 million had been impaired and R8.9 million written off so the municipality needs to consider a robust approach in dealing with culture of non-payment through strengthening credit control policy monitoring.

The 2023/24 MTREF has been prepared based on achieving an average debtors' collection rate of 96 per cent on current billings. In addition, the collection of debt in excess of 90 days has been prioritised as a pertinent strategy in increasing the Municipality's cash levels.

The debtors' book has been high over the years, however a plethora of initiatives including the revenue enhancement strategy and debt incentives reduce the outstanding balances year on year since 2021 as shown in the table below. **Revenue strategy and plan and the DBSA Action plan as well as copies of debtors' age analysis are attached as annexures.**

Debt position

	<b>2021</b>	<b>2022</b>	<b>2023 April</b>
Organs of State	13 815 121.21	9 767 388.59	8 235 204
Commercial	10 064 855.38	10 795 273.90	12 019 049
Households	33 231 248.70	29 773 923.79	23 896 157
Other	13 149 327.48	8 551 818.79	9 757 978
	<b>70 260 552.77</b>	<b>58 888 405.07</b>	<b>53 908 388</b>

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### 3.8.6 GRANTS & SUBSIDIES

Operational Grants Transfers amounts to R186.5 million and contributes 48.25% towards the total operating revenue budget of R376.7 million in 2023/24. Transfers recognised -operating includes the local government equitable share and other operating grants from national and provincial government such as the FMG, EPWP, LIBRARY SUBSIDY and MUSEUM SUBSIDY.

It must also be noted that although the equitable share has been increased from R162.2 million in the 2023/2024 financial period to R176.2 million in the 2023/2024 financial year, the increase did not translate to any extra revenue to address service deliver priorities such as infrastructure backlogs. This is given the high cost of living and general economic downturn.

*Grants and subsidies allocation for 2023/24 is stated below:*

**Table 62: Grants and subsidies allocation for 2023/24KZN245**  
**Umvoti - Supporting Table SA18 Transfers and grant receipts**

Description  R thousand	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2023/24 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>RECEIPTS:</b>	1, 2									
<b><u>Operating Transfers and Grants</u></b>										
<b>National Government:</b>		–	–	116,606	(148,369)	–	(148,369)	(167,543)	(177,304)	(191,155)
Local Government Equitable Share		–	–	112,887	(145,819)	–	(145,819)	(162,289)	(174,754)	(188,605)
EPWP Incentive		–	–	1,849	–	–	–	(2,704)	–	–
Finance Management Other transfers/grants [insert description]		–	–	1,870	(2,550)	–	(2,550)	(2,550)	(2,550)	(2,550)
<b>Provincial Government:</b>		–	–	–	–	–	–	(2,453)	(2,467)	(2,575)
Other transfers/grants [insert description]								(235)	(249)	(260)
								(2,218)	(2,218)	(2,315)
<b>District Municipality:</b>		–	–	–	–	–	–	–	–	–
<i>[insert description]</i>										
<b>Other grant providers:</b>		79	79	79	(79)	–	–	–	–	–

<i>Provincial Departmental Agencies_KwazuluNatal Tourism Authority_Receipts</i>	–	2	2	2	(2)	–	–	–	–	–
<i>Unspecified_Specify (Replace with the name of the Entity)_Receipts</i>	–	77	77	77	(77)	–	–	–	–	–
<b>Total Operating Transfers and Grants</b>	5	<b>79</b>	<b>79</b>	<b>116,685</b>	<b>(148,448)</b>	<b>–</b>	<b>(148,369)</b>	<b>(169,996)</b>	<b>(179,771)</b>	<b>(193,730)</b>
<b><u>Capital Transfers and Grants</u></b>										
<b>National Government:</b>		<b>209</b>	<b>12,232</b>	<b>4,142</b>	<b>(62,041)</b>	<b>(5,436)</b>	<b>(5,436)</b>	<b>(50,339)</b>	<b>(52,554)</b>	<b>(56,524)</b>
Municipal Infrastructure Grant (MIG)	–	–	8,139	–	(39,257)	–	–	(31,939)	(33,344)	(36,450)
Integrated National Electrification Programme Grant	–	98	–	(168)	(17,237)	–	–	(18,400)	(19,210)	(20,074)
KwaZulu-Natal_Capacity Building and Other_Capacity Building and Other_RECEIPTS	–	–	–	3,000	(3,000)	(3,000)	(3,000)	–	–	–
Urban Settlement Development Grant	–	111	4,094	1,310	(2,547)	(2,436)	(2,436)	–	–	–
Other capital transfers/grants [insert desc]										
<b>Provincial Government:</b>		–	–	–	–	–	–	–	–	–
Other capital transfers/grants [insert description]										
<b>District Municipality:</b>		–	–	–	–	–	–	–	–	–
<i>[insert description]</i>										
<b>Other grant providers:</b>		–	–	–	–	–	–	–	–	–
<i>Provincial Departmenta</i>										

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<b>Total Capital Transfers and Grants</b>	5	209	12,232	4,142	(62,041)	(5,436)	(5,436)	(50,339)	(52,554)	(56,524)
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>		288	12,312	120,827	(210,489)	(5,436)	(153,805)	(220,335)	(232,325)	(250,254)

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### 3.8.7 MUNICIPAL INFRASTRUCTURE ASSETS & MAINTENANCE

Another area of priority is that of infrastructure maintenance, it continues to remain a critical component requiring our undivided attention when allocating resources, this is if we are to adequately secure the effective provision of basic services to our communities.

We are mindful of the fact that repairs and maintenance of municipal assets are required to ensure the continued provision of services and this has been taken into account during the drafting process of the budget. However, it has to be stated upfront that we are still miles away from the 8% benchmark of the net book value of the assets as advocated by National Treasury but are gradually making headway to ensuring that the repairs and maintenance budget is given the priority it deserves. The municipality has allocated only 2% of total operating expenditure towards repairs and maintenance.

Budgetary constraints over the years have been forcing the municipality to allocate funds not exceeding 3% since 2021 as illustrated below.

**Table 63: Repairs and maintenance – Audited and budgeted.**

Year	Total operating expenditure	Repairs and maintenance	Ratio
2021 Audited	344 344 765.00	8 446 774.00	2%
2022 Audited	376 322 779.00	9 946 292.00	3%
2023 Adjusted Budget	412 175 680.49	6 279 718.86	2%
2024 Draft budget	416 040 275.97	6 732 981.00	2%

The municipality has not been able to maintain assets including the electrical infrastructure due to limited funding and competing priorities. The repairs and maintenance plan was developed but its implementation has remained a challenge due to funding constraints.

**Asset Maintenance plan is annexed.**

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### 3.8.8 CURRENT & PLANNED BORROWINGS

**The municipality does not have any borrowings or planned borrowings.**

### 3.8.9 MUNICIPALITY'S CREDIT RATING

No credit rating undertaken.

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### 3.8.10 EMPLOYEE RELATED COSTS (INCLUDING COUNCILOR ALLOWANCES)

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

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The following table is a high-level summary of the 2023/24 budget and MTREF (classified per main type of operating expenditure)

Table 64: Summary of 2023/2024 Employee Related Cost Budget and MTREF

KZN245 Umvoti - Supporting Table SA22 Summary councillor and staff benefits

Summary of Employee and Councillor remuneration  R thousand	Re f	2018/19	2019/20	2020/21	Current Year 2021/22			2023/24 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2023/24	Budget Year +1 2023/24	Budget Year +2 2024/25
<b><u>Councillors (Political Office Bearers plus Other)</u></b>	1	A	B	C	D	E	F	G	H	I
Basic Salaries and Wages		7,175	7,263	7,211	7,340	7,954	7,954	8,609	–	–
Pension and UIF Contributions		–	–	–	–	–	–	–	–	–
Medical Aid Contributions		–	–	–	–	–	–	–	–	–
Motor Vehicle Allowance		–	–	–	–	–	–	–	–	–
Cellphone Allowance		1,199	1,171	1,173	1,199	1,199	1,199	1,199	–	–
Housing Allowances		–	–	–	–	–	–	–	–	–
Other benefits and allowances		1,612	1,693	1,752	2,130	1,516	1,516	998	–	–
<b>Sub Total - Councillors</b>		<b>9,986</b>	<b>10,126</b>	<b>10,136</b>	<b>10,669</b>	<b>10,669</b>	<b>10,669</b>	<b>10,806</b>	<b>–</b>	<b>–</b>
<b>% increase</b>	4		<b>1.4%</b>	<b>0.1%</b>	<b>5.3%</b>	<b>–</b>	<b>–</b>	<b>1.3%</b>	<b>(100.0%)</b>	<b>–</b>

<b><u>Senior Managers of the Municipality</u></b>	2									
Basic Salaries and Wages		914	947	947	3,332	947	947	4,100	4,281	4,474
Pension and UIF Contributions		2	2	2	9	2	2	13	13	14
Medical Aid Contributions		–	–	–	–	–	–	–	–	–
Overtime		–	–	–	–	–	–	–	–	–
Performance Bonus		–	–	–	–	211	211	672	702	733
Motor Vehicle Allowance	3	–	135	180	884	180	180	1,014	1,059	1,106
Cellphone Allowance	3	–	–	–	–	–	–	–	–	–
Housing Allowances	3	–	–	–	492	–	–	606	632	661
Other benefits and allowances	3	0	0	0	1	0	0	1	1	1
Payments in lieu of leave		–	–	–	–	–	–	–	–	–
Long service awards		–	–	–	–	–	–	–	–	–
Post-retirement benefit obligations	6	–	–	–	–	–	–	–	–	–
<b>Sub Total - Senior Managers of Municipality</b>		<b>916</b>	<b>1,084</b>	<b>1,129</b>	<b>4,717</b>	<b>1,340</b>	<b>1,340</b>	<b>6,406</b>	<b>6,688</b>	<b>6,989</b>
<b>% increase</b>	4		<b>18.4%</b>	<b>4.2%</b>	<b>317.8%</b>	<b>(71.6%)</b>	<b>–</b>	<b>378.0%</b>	<b>4.4%</b>	<b>4.5%</b>
<b><u>Other Municipal Staff</u></b>										
Basic Salaries and Wages		76,056	80,505	86,071	93,394	97,681	97,681	96,469	97,340	101,720

Pension and UIF Contributions		9,572	10,125	10,602	11,634	11,766	11,766	12,910	13,451	14,056
Medical Aid Contributions		2,912	3,011	3,191	3,888	3,347	3,347	4,229	4,415	4,613
Overtime		2,403	4,154	6,923	4,154	4,311	4,311	5,123	5,348	5,589
Performance Bonus		5,396	5,683	6,124	6,550	6,765	6,765	7,128	7,442	7,777
Motor Vehicle Allowance	3	2,210	2,134	2,280	1,807	3,396	3,396	3,252	3,395	3,548
Cellphone Allowance	3	91	79	79	79	126	126	175	182	190
Housing Allowances	3	902	848	994	475	1,087	1,087	540	563	589
Other benefits and allowances	3	2,465	2,635	2,896	2,742	5,222	5,222	3,421	3,571	3,732
Payments in lieu of leave		2,410	2,464	1,820	918	1,267	1,267	170	177	185
Long service awards		958	270	19	–	–	–	792	827	865
Post-retirement benefit obligations	6	7,065	(3,566)	3,177	2,911	4,268	4,268	4,463	4,660	4,870
<b>Sub Total - Other Municipal Staff</b>		<b>112,439</b>	<b>108,342</b>	<b>124,176</b>	<b>128,552</b>	<b>139,236</b>	<b>139,236</b>	<b>138,672</b>	<b>141,372</b>	<b>147,734</b>
<b>% increase</b>	4		<b>(3.6%)</b>	<b>14.6%</b>	<b>3.5%</b>	<b>8.3%</b>	<b>–</b>	<b>(0.4%)</b>	<b>1.9%</b>	<b>4.5%</b>
<b>Total Parent Municipality</b>		<b>123,341</b>	<b>119,553</b>	<b>135,441</b>	<b>143,939</b>	<b>151,245</b>	<b>151,245</b>	<b>155,884</b>	<b>148,060</b>	<b>154,723</b>
<b>TOTAL SALARY, ALLOWANCES &amp; BENEFITS</b>			<b>(3.1%)</b>	<b>13.3%</b>	<b>6.3%</b>	<b>5.1%</b>	<b>–</b>	<b>3.1%</b>	<b>(5.0%)</b>	<b>4.5%</b>
		<b>123,341</b>	<b>119,553</b>	<b>135,441</b>	<b>143,939</b>	<b>151,245</b>	<b>151,245</b>	<b>155,884</b>	<b>148,060</b>	<b>154,723</b>
<b>% increase</b>	4		<b>(3.1%)</b>	<b>13.3%</b>	<b>6.3%</b>	<b>5.1%</b>	<b>–</b>	<b>3.1%</b>	<b>(5.0%)</b>	<b>4.5%</b>

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<b>TOTAL MANAGERS AND STAFF</b>	5,7	113,355	109,426	125,305	133,270	140,576	140,576	145,078	148,060	154,723
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### **3.8.11 SUPPLY CHAIN MANAGEMENT (SCM)**

The SCM unit has a staff complement of five (5), the SCM manager, Practitioner (Demand), Practitioner Acquisition), Contract management officer and SCM Clerk

The following remain the core challenges in the SCM unit of Umvoti Municipality:

- Inadequate supplier performance assessment and monitoring.
- Lack of cooperation during development of procurement plan resulting in poor implementation.
- Failure to prevent Unauthorised, fruitless and wasteful expenditure.
- Non-compliance with Local production and content by bidders.
- Awarding of bids to the Employees of state.

The municipality's SCP unit developed a policy that deliberately seek to address historical and physical imbalances in the procurement of goods and services. To that extent, the policy was updated to include criteria on people living with disabilities in subcontracting and provision of goods and services.

**Unauthorised, Irregular and Fruitless Expenditure, Contract register and the SCM policy are attached for reference.**

### **3.8.12 THE BUDGET AND TREASURY OFFICE (BTO) STAFF COMPONENT**

The Budget and Treasury Office comprises of five sections, Supply Chain Management Unit, Budget and Reporting Unit, Revenue Management Unit, Expenditure Management Unit and Asset Management unit. The department has a staff compliment of 42 employees and 5 of those posts are vacant. The municipality ensures that the SCM personnel timeously undergo training to ensure compliance with relevant SCM regulations.

The department has filled most of the vacant posts and thus has eliminated reliance on interns on daily routine work. In accordance with FMG requirements, five (5) will be appointed to boost capacity within the department.

### **3.8.13 FINANCIAL RATIOS**

The municipality has been maintaining a cash coverage ratio within the National Treasury norm of between 1 – 3 months.

**Table 65 : Financial ratios**

RATIOS			
RATIO	2020-2021	2021-2022	2022-2023
Cost Coverage Ratio	2 Months	1 Month	2 Months
Current Ratio	1.27:1	1.11:1	1.44:1
Debt to revenue	NIL	NIL	NIL
Collection rate	93%	97%	74%
Remuneration to total expenditure	39%	40%	45%
Distribution losses: Electricity	19.25%	22%	14.88%
Creditors days	30 days	30 days	30 days
Budget funding status	Funded	Funded	Funded
Conditional grants cash backed	100%	100%	100%
Grant dependency			
Loans	NIL	NIL	NIL

This may be attributable to collection efforts and cost reduction initiatives. **A copy of the cost reduction plan is attached as an Annexure.**

### 3.8.14 IMPLEMENTATION OF MSCOA

Implementation of the Municipal Standard Chart Of Accounts (MSCOA) has reached the system support and maintenance stage.

The municipality is transacting on MSCOA utilising all segments. However, the challenges encountered are in relation to the MSCOA reporting module, which is not fully populating all the schedules as required. This is still a challenge and as a result data strings and budget schedules do not reconcile fully.

The Municipality is looking forward to installing Version 6.7 during the 2023/2024 draft budget that has just been released by National Treasury.

### 3.8.15 KEY FINANCIAL CHALLENGES

The main challenges experienced during the compilation of the 2023/24 MTREF are summarized as follows:

- Slow implementation of structural reforms continues to weigh on business confidence and private investment at a national level;
- Electricity supply constraints, which could worsen over the short term, are a drag on economic growth.
- Inability to provide funds for the minimum allocation for repairs and maintenance of 8% as per National Treasury guide.
- A high debtors' book which puts a strain on budget performance and liquidity position.

- High rate of electricity theft and distribution losses.
- High staff costs
- Inability to internally fund capital projects thus slowing down renewal of assets for service delivery
- Inability to set aside budget allocation on non-cash items such as depreciation, debt and asset impairments thus attributed to budget deficit.

### 3.8.16 FINANCIAL VIABILITY AND MANAGEMENT SWOT ANALYSIS

**Table 66: Financial Viability and Management SWOT analysis**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Preparation of AFS that are free from material misstatements.</li> <li>• Compilation and approval of a funded budget.</li> <li>• Effective cash flow management processes resulting in maintenance of a cash coverage ratio within the 1-3 months Treasury norm.</li> <li>• Payment of suppliers within 30 days including Eskom</li> <li>• Effective implementation of budget related policies</li> </ul>	<ul style="list-style-type: none"> <li>• High debtors book</li> <li>• Inadequate monitoring of contractors performance</li> <li>• High employment related costs as a result of bloated organogram</li> <li>• Inability to allocate 8% for repairs and maintenance budget.</li> <li>• MSCOA compliant issues</li> <li>• High Electricity losses</li> <li>• Failure to optimally utilise forestry to generate additional revenue.</li> <li>• Loss of revenue due to unreported new developments and expansions.</li> </ul>
• OPPORTUNITIES	• THREATS
<ul style="list-style-type: none"> <li>• Participation in IGR structures</li> <li>• Public-private partnership prospects.</li> </ul>	<ul style="list-style-type: none"> <li>• Property losses due to floods</li> <li>• Inability to enforce credit control on Eskom supplied areas,</li> <li>• Shortage of land for new development thus hindering additional revenue base prospects.</li> </ul>

## 3.9 GOOD GOVERNANCE & PUBLIC PARTICIPATION ANALYSIS

### 3.9.1 2022/2023 IDP REVIEW MEC COMMENTS

The Final 2022/2023 IDP Review was adopted by Council in 30 May 2022, and submitted to the Department of Co-operative Governance and Traditional Affairs for consideration. The Department of Co-operative Governance and Traditional Affairs provided the following comments on the final 2022/2023 IDP Review to be addressed as part of the 5<sup>th</sup> Generation 2022/2023 IDP Review. The municipality has developed an action plan to address the comments, and is presented as follows:

**Table 67: Umvoti 2022/2023 IDP Review MEC's Comments Response Action Plan**

KEY PERFORMANCE AREA	MEC'S COMMENTS	ACTION/RESPONSE	RESPONSIBILITY
<b>Municipal Transformation and Organisational Development</b>	The Municipality is commended for adequately addressing the key elements of this KPA. To further enhance this KPA, the Municipality is encouraged to <b>indicate the status of the Workplace Skills Plan being submitted to LGSETA and further to provide additional information on the implementation of the Human Resources policies and plans.</b>	The Workplace Skills Plan was submitted to Local Government Sector Education and Training Authority in April 2022 as per the requirement. It is implemented gradually through skills programmes and formal learning using internal funds. It covers the capacity building interventions as per skills audit exercise conducted both internally and externally. One of the challenges faced in addressing some of the programmes are finances. The policies and plans that are in place are documents that directs, guide daily operations, and are implemented continuously. Reviews are done as and when required as well as due to changes in legislation.	<b>Corporate Services</b>
	The Municipality is commended for employing two people living with disabilities and is encouraged to continue with efforts to attract and employ more people living with disabilities	Comment is noted.	
<b>LOCAL ECONOMIC DEVELOPMENT</b>	The <b>LED Implementation Plan</b> needs to be developed to indicate <b>project description, timeframes,</b>	Comment is noted	<b>Planning and Economic Services</b>

KEY PERFORMANCE AREA	MEC'S COMMENTS	ACTION/RESPONSE	RESPONSIBILITY
	<b>budget and annual monitoring and review.</b>	LED implementation plan was reviewed and adopted on the LED strategy in June 2022.	
	The Municipality is <b>encouraged to identify projects in the LED Strategy for project packaging and funding applications, to be made to relevant public and private sector stakeholders for implementation.</b>	LED Strategy was reviewed and adopted in June 2022. Umvoti Councillors were also consulted on one on one and there is a list of catalytic projects in place but needs funding for implementation	<b>Planning and Economic Services</b>
	The <b>LED Strategy</b> needs to <b>provide the estimated job opportunities to be created through the Extended Public Works Program (EPWP)/Community Works Program (CWP) and indicate the status of the EPWP Policy.</b>	The list is catalytic projects from LED Strategy does indicate job estimation for both temporary and permanent jobs to be created.	<b>Planning and Economic Services and</b>
	The <b>Ease-of-Doing-Business and Red Tape Reduction (RTR) programmes</b> urgently need to be	The comment has been noted.	<b>Planning and Economic Services</b>

KEY PERFORMANCE AREA	MEC'S COMMENTS	ACTION/RESPONSE	RESPONSIBILITY
	<b>prioritized and proper communication channels such as the LED Forum needs to be re-established</b> to drive the economic agenda of the Municipality with all relevant public and private sector stakeholders. This will facilitate partnerships formations to identify, package and implement prioritized economic development projects.	Letters to identify stakeholders to participate in LED Forum has been prepared with an aim to resuscitate it.  EDTEA has nominated Umvoti Municipality to conduct a study on Red Tape reduction programme	
<b>Basic Service Delivery</b>	Local municipalities within the District are required to indicate <b>water and sanitation information in line with the District priorities</b> . This would strengthen municipal IGR structures within district as a whole.	Technical Services will engage Umzinyathi District and indicate water and sanitation information in line with the District by the 31 <sup>st</sup> March 2023.	<b>Technical Services</b>
	The Department commends the municipality for having provided updated Eskom projects in the IDP.	Comment is noted.	<b>Technical Services</b>
<b>FINANCIAL VIABILITY AND MANAGEMENT</b>	The Municipality is commended for the manner in which the KPA on Financial Viability and Management	Comment is noted. Management will ensure that the Financial Viability and Management KPA	<b>BTO</b>

KEY PERFORMANCE AREA	MEC'S COMMENTS	ACTION/RESPONSE	RESPONSIBILITY
	is structured. All the key indicators are articulated in the IDP in line with the IDP Assessment Criteria.	continues to be structured and in line with the IDP assessment criteria.	
<b>GOOD GOVERNANCE AND PUBLIC PARTICIPATION</b>	The Municipality is again commended on the coverage and reporting on the Good Governance and Public Participation KPA. The effort in addressing the comments made in 2021 is noted.	Comment is noted. Management will ensure an improved reporting and that all comments received on the assessment criteria comments are addressed for the 2023/2024 IDP review.	<b>Corporate Services</b>
	Please note, as per the Cabinet Resolution dated September 2016, all Municipalities are expected to implement the Batho Pele Principles. The Municipality has a draft Service Delivery Improvement Plan (SDIP) as recommended in the IDP Framework Guideline. <b>The Municipality is therefore again advised to fast-track the development and adoption of the SDIP to ensure compliance with the Batho Pele requirements.</b>	The municipality adopted Batho Pele Manual and Local Government Service Charter, which is in line with the people first principle. The intervention required is for CoGTA and other stakeholder's assistance to roll out basic Batho Pele training as a basis of the procedure manual to all municipal employees. The municipality is responsible for all six key performance areas and the ones that have an impact to communities need to be improved, mainly the provision of basic services which directly impacts to the community as well as stakeholder engagement.	<b>Corporate Services</b>

KEY PERFORMANCE AREA	MEC'S COMMENTS	ACTION/RESPONSE	RESPONSIBILITY
	It is recommended that the Municipality provide <b>more detail on the functionality of the IDP Steering Committee.</b>	The Municipality will provide more details on the functionality of the IDP steering Committee in the 2023/2024 IDP.	<b>Planning and Economic Services</b>
	The Municipality is <b>encouraged to include fraud risk into the Risk Register. Ensure that the Risk Register is updated quarterly.</b>	The comment is noted. The Fraud Risk Register is not in place, it will be developed for the 2023/2024 financial year , during the annual risk assessments.	<b>MM's Office</b>
	There should be a link and flow in discussions of challenges mentioned in Chapter A, the good governance status quo in the Good Governance Chapter and the concluding good governance SWOT Analysis and the identified good governance challenges.	Management will ensure that there is a link and flow in discussions of challenges mentioned in Chapter A, the good governance status quo in the Good Governance Chapter and the concluding good governance SWOT Analysis and the identified good governance challenges as recommended.	<b>Corporate Services / Planning and Economic Services</b>

KEY PERFORMANCE AREA	MEC'S COMMENTS	ACTION/RESPONSE	RESPONSIBILITY
<b>CROSS CUTTING</b>	The Municipality has complied with Section 26(e) of the MSA and Sections 12(1) and 20 of the Spatial Planning and Land Use Management Act (SPLUMA), Act No 16 of 2013, by developing and submitting the Spatial Development Framework (SDF) as an annexure to the IDP.	The Comment is noted. Management will ensure that it complies with Section 26(e) of the MSA and Sections 12(1) and 20 of the Spatial Planning and Land Use Management Act (SPLUMA), Act No 16 of 2013, by developing and submitting the Spatial Development Framework (SDF) as an annexure to the IDP in the 2023/2024 IDP review.	<b>Planning and Economic Services</b>
	It is noted that the SDF was advertised in the media, however the notice in the Provincial Gazette is outstanding.	The comment is noted. Management will ensure that the SDF is advertised on the Provincial Gazette as per requirements.	<b>Planning and Economic Services</b>
	The SDF does cover analysis of statistics, however, it <b>lacks to unpack the past trends which are critical in forecasting future trends</b> . The Municipality needs to <b>incorporate forecasting of economic activity and employment trends over the next five years and the impact on the</b>	The comment is noted. Management will ensure that the forecasting of economic activities and employment trends over the next five years is incorporated and the impact on the development of the Municipal Spatial Form will be included in the IDP 2023/2024 review as an overlay.	<b>Planning and Economic Services</b>

KEY PERFORMANCE AREA	MEC'S COMMENTS	ACTION/RESPONSE	RESPONSIBILITY
	development of the Municipal spatial form needs to be included in the review.		
	The Municipality is commended on the development of the five-year Spatial Development Plan (SDP) and the Capital Investment Framework (CIF) that identifies estimated budgets and resources required for implementation. The Municipality is to ensure that the <b>SDP and CIF link to other key implementation, coordination and budgeting plans for the Municipality.</b>	The comment is noted. Management will ensure that the SDP and CIF correlates to other key implementation, coordination and budgeting plans for the Municipality.	<b>Planning and Economic Services,</b>

KEY PERFORMANCE AREA	MEC'S COMMENTS	ACTION/RESPONSE	RESPONSIBILITY
<b>STRATEGIC THRUST OF THE 6 KPAs AND THE SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)</b>	The Municipality is commended for considering performance and areas of underperformance from the previous performance cycles and including these, with corrective measures in its IDP.	The Comment is noted. The Municipality will ensure that the IDP Review is in line with the IDP assessment criteria.	<b>Planning and Economic Services</b>
	The Municipality is encouraged to <b>better articulate the Goals, Objectives and Strategies</b> in its IDP and <b>align the definitions of these with the standardised ones in the IDP Format Guideline</b> . The Municipality is encouraged to <b>indicate the alignment between its key challenges and its Goals, Objectives and Strategies in its Strategic Framework and Implementation Plan</b> .	Management will ensure that Goals, Objectives and Strategies are better articulated and align the definitions of these with the IDP format guideline in the 2023/2024 IDP Review.  Management will indicate the alignment between its key challenges and its goals, objectives and strategies in the strategic framework and implementation plan during the 2023/2024 IDP review.	<b>Planning and Economic Services</b>
	The <b>Implementation Plan was not included in the IDP</b> . It is also noted that there is <b>no budget allocation for all listed projects</b> . The Municipality must ensure to include a	Management will ensure that the 5year implementation plan is included in the 2023/2024 IDP review.	<b>ALL departments</b>

KEY PERFORMANCE AREA	MEC'S COMMENTS	ACTION/RESPONSE	RESPONSIBILITY
	<b>5-year Implementation Plan that is in line with Appendix F and G of in the reviewed IDP Framework Guideline.</b> The Municipality needs to ensure that the 5-year Implementation Plan is aligned with the SDBIP and the Strategic Framework.		
	In line with Appendix F, please prepare an Implementation Progress Report for Year 1 Review (2022/2023), as per Appendix G of the reviewed IDP Framework Guideline. This will be in line with the catalytic projects identified in the assessment.	The Comment is noted, Management will prepare the necessary documents for the 2023/2024 IDP review.	<b>Planning and Economic Services.</b>
	The SDBIP is aligned with the Goals, Objectives and Strategies contained in the IDP.	The Comment is noted. Management will ensure that the goals, objectives and strategies are aligned in the 2023/2024 IDP review.	<b>MM's Office</b>
	There is a clear explanation of how the Organisational Performance Management System (OPMS) is applied in the Municipality, however the Municipality <b>has not reviewed</b>	The Municipality has since reviewed the OPMS Framework and approved by Council on the 30 <sup>th</sup> August 2022. The Municipality will ensure that the 2023/2024 OPMS Framework is reviewed and adopted by Council prior the start of the next	<b>MM's Office</b>

KEY PERFORMANCE AREA	MEC'S COMMENTS	ACTION/RESPONSE	RESPONSIBILITY
	its PMS Framework or Policy and has not attached the approved PMS Framework to its IDP. The Municipality is advised that it should review and adopt a PMS Framework/Policy annually as part of its IDP process.	financial year. Management will ensure that the OPMS framework is attached to the IDP review.	
	The Municipality is commended on the incorporation of the Back to Basics (B2B) Programme in the IDP and alignment of the B2B Pillars with the Objectives and development Strategies in the SDBIP. There is alignment between Municipal Objectives and B2B in the IDP and the SDBIP and this is clearly articulated.	The Comment is noted. Management will ensure that it continues to incorporate the B2B programme and ensure alignment of the B2B Pillars with the Objectives and development Strategies in the SDBIP.	MM's Office

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### **3.9.2 GOOD GOVERNANCE ANALYSIS**

#### **3.9.2.1 NATIONAL AND PROVINCIAL PROGRAMMES AT MUNICIPAL LEVEL**

##### **3.9.2.1.1 OPERATION SUKUMA SAKHE (OSS)**

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The Umvoti OSS Local Task Team was re-established in June 2014. It comprises of a Chairperson, Deputy Chairperson, Secretary, Deputy Secretary and three additional members. Government departments and the municipality also play a major role in ensuring that this programme is effective and beneficial to its residents. During the August 2016 elections Umvoti Municipality inherited 3 additional wards with the new demarcation. Hence 14 War rooms have been resuscitated in all the fourteen (14) wards. The municipality has renovated community halls as Service Centres. These Service Centres are used as War Rooms whereby all issues affecting residents (such as poverty related, abuse, service delivery issues, etc) are reported. The Councillors' offices are also catered for in the Service Centres in order to ensure functionality of these centres. The availability of the Councillors close to the communities will also assist in ensuring access to Council services and information.

The Manager Committee Administration in consultation with the OSS Chairperson for Umvoti Municipality has been tasked to oversee the functioning of the centres and monitor the effectiveness of the services rendered in these centres.

The key challenges associated with OSS are as follows:

- Minimal participation of government departments on Operation Sukuma Sakhe (OSS) war rooms and at OSS Local Task team meetings thus resulting in the delay in the execution of interventions.
- Minimal participation of municipal officials deployed in the wards
- There is no vehicle assigned specifically for OSS

On the 05<sup>th</sup> of April 2022 the MANCO (Management Committee) of Umvoti Municipality took a decision to revive OSS Structures by deploying senior and middle managers to sit in War Rooms and most are functional to support a coordinated role at local municipality as well as the District Development Model. LTT has been launched and functional all war rooms are sitting. The list of Managers sitting on war rooms from municipality has been developed and they have been task to sit in those War Rooms as per schedule submitted by each ward.

##### **3.9.2.1.2 COMMUNITY BASED PLANNING**

Community Based Planning (CBP) is a form of participatory planning which has been designed to promote community action. CBP methodology provides municipalities with the means to strengthen the participatory aspects of their Integrated Development Plans (IDPs) – giving effect to the requirements of the White Paper and the Systems Act. CBP promotes ward level plans & community action; thus promoting other aspects of government policy such as Letsema and Vukuzenzele. CBP establishes a participatory process for mobilising communities and planning around grassroots issues and how they (issues) can relate to the broader municipal planning perspective The CBP process is a forerunner to the IDP. It

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captures what communities see as their desired outcomes and this helps speed up the implementation of the IDP. The plans are more targeted and relevant to addressing the priorities of all groups, including the most vulnerable and are specific to wards.

The Provincial Department of Co-operative Governance and Traditional Affairs (COGTA) initiated the Community based planning project because many IDPs were found through assessment that the public participation process was lacking. Umvoti Municipality embarked on the Community Based Planning process on the 26<sup>th</sup> May 2022 in order to ensure that ward based plans are formulated for all the fourteen (14) municipal wards in order to enhance the IDP. The ward-based plans have since been prepared. The Ward Based Plans are currently being reviewed in line with COGTA's template and will be submitted with the final 2022/2023 IDP Review. **The Ward Based Plans will be attached to the final IDP.**

#### **3.9.2.1.3 BATHO PELE:**

The Batho Principle Procedure Manual and The Batho Pele Procedure Manual and Local Government Service Charter was adopted by Council. The Batho Principles are also incorporated in the Integrated Complaints Management Manual. The customer complaints management has also been institutionalized.

The service delivery improvement plan (SDIP) has been drafted and will be adopted in the 2023/2024 financial year. The services to be improved in the draft plan are:

**Customer Service** - The municipal officials especially front line office staff must demonstrate professionalism when dealing with the public and fellow colleagues including those from other stakeholders. Also a complaints procedure and policy has been developed and was advertised for public awareness.

**Turnaround time when address queries and complaints** – to improve the turnaround time on queries and complaints received which will enable the municipality to provide timeous service delivery.

**Record Keeping** - record keeping to be improved to avoid situations whereby there will be missing documents.

To encourage public participation to all stakeholders, Umvoti Municipality took a decision to revive OSS Structures by deploying senior and middle managers to sit in War Rooms late in the year 2020 and most are functional to support a coordinated role at local municipality as well as the District Development Model. LTT has been launched and functional all war rooms are sitting. The list of Managers sitting on war rooms from municipality has been developed and they have been task to sit in those War Rooms as per schedule submitted by each ward.

#### **3.9.2.1.4 INTERGOVERNMENTAL RELATIONS (IGR) STRUCTURES**

The Intergovernmental Relations Framework Act (No 13 of 2005) stipulates that there must be a district Intergovernmental forum to promote and facilitate intergovernmental relations between the district and local municipalities within the district. Section 25 (1) of the legislation further indicates that:

A district intergovernmental forum consists of:

- the mayor of the district municipality;

- the mayors of the local municipalities in the district or, if a local municipality does not have a mayor, a councillor designated by the municipality; and
- the administrator of any of those municipalities if the municipality is subject to an intervention in terms of section 139 of the constitution.

In terms of Section 26 (1), the functions to be performed by the forum as stipulated in the legislation are as follows:

- National and provincial legislation relating to matters affecting local government interests in the district;
- the implementation of national and provincial policy and legislation with respect to such matters in the district;
- matters arising in the Premier's intergovernmental forum affecting the district;
- mutual support in terms of section 88 of the Municipal Structures Act (No 177 of 1998);
- the provision of services in the district;
- coherent planning and development in the district;
- the co-ordinations and alignment of the strategic and performance plans and priorities, objectives, strategies of the municipalities in the district;
- Any other matters of strategic importance which affect the interests of the municipalities in the district.

The following summarises the IGR structures that the Umvoti municipality participates in.

**Table 68: Intergovernmental Relations Structures**

Intergovernmental Relations Forum	Objective of the Function	Functionality
<b>Umzinyathi District Coordinating Forum</b>	The objective of the forum is to promote and facilitate intergovernmental relations and co-operative governance between the district and local municipalities, the forum meets on quarterly basis and is functioning properly.	Yes
<b>Municipal Managers Forum</b>	The Municipal Managers Forum serves as a technical support to the District Co-ordinating Forum and implements their resolutions. The members of the technical support structure are the Municipal Managers of the district family of municipalities, or	Yes

Intergovernmental Relations Forum	Objective of the Function	Functionality
	officials designated by them, and it also meets on quarterly basis and is functioning properly.	
<b>Speakers Forum</b>	The forum is in place and is functional, the members of the forum are the Speakers of the district family of municipalities, and they serve to promote public participation issues on the main, and it meets on quarterly basis and is functioning properly.	Yes
<b>General and Social Service Forum</b>	The forum deals with matters relating to the Special groups which is youth, women, people living with disability, gender, children and elderly, and it also consist of government departments whose line function deals with the special groups, and the forum is functional.	
<b>Provincial COGTA Forums</b>	These are provincial structures which are being attended by the municipalities which Include PCF, munimec and IGR. their purpose is to track municipal progress in various sectors and departments .	
<b>Corporate Services Forum</b>	The purpose of the forum is to share information on Administrative, Human Resource and Information Technology issues matters, and also to provide advice to the Municipal Managers Forum such matters.	Yes
<b>Planning and Development Forum</b>	The purpose of the forum is to co-ordinate planning and development within Umzinyathi District by ensuring improved and continued communication amongst the various planning sectors, and also to ensure that planning and development within the	Yes

Intergovernmental Relations Forum	Objective of the Function	Functionality
	District is undertaken in a holistic way and that it takes place within the framework of all Municipalities' Integrated Development Plans, and it meets on quarterly basis and is functioning properly.	
<b>Disaster Advisory Forum</b>	The purpose of the forum is to implement, monitor and co-ordinate all disaster management related issues within Umzinyathi District by ensuring improved and continued communication. The forum consists of representatives from the district and local municipalities, SAPS, Traffic, emergency services etc.	Yes
<b>Planning Cross border alignment Forum</b>	The forum ensures alignment and integration of functional areas on the IDP and Spatial development framework. It also assists the municipalities to align development issues in an efficient, effective and sustainable manner especially where there are shared and interdependent functional areas across the district, and it's not fully functional.	Partially functional
<b>Disaster Cross border alignment Forum</b>	This forum ensures alignment and integration of functional areas on the Disaster Management.	
<b>Chief Financial Officer Forum</b>	The purpose of the forum is to share information on financial management and also to provide advice to the Municipal Managers Forum on financial matters.	Yes
<b>Infrastructure Forum</b>	The purpose of the forum is to ensure integration and alignment of Infrastructure projects being implemented within the district.	Yes
<b>IDP_LED Planning Technical Committee</b>	The purpose of the forum is to: <ul style="list-style-type: none"> <li>• Streamline the planning process;</li> </ul>	Yes

Intergovernmental Relations Forum	Objective of the Function	Functionality
	<ul style="list-style-type: none"> <li>• Finding a common district wide development vision;</li> <li>• Consolidation and alignment of programmes and budgets;</li> <li>• Unifying the channelling of both private and public sector investments;</li> <li>• Combating socio-economic ills in a strategic and coordinated manner; and</li> <li>• Put forward a plan of action that will enjoy political buy-in at all levels, and it meets on quarterly basis and is functioning properly.</li> </ul>	
<b>DDM Structures</b>	<p>After the introduction of the DDM – 1 Geranaration plan, structures were established, such as the:</p> <ul style="list-style-type: none"> <li>• <b>Political hub</b>, the purpose of the hub is to provide political intervention and penetration on those projects which require such.</li> <li>• <b>Technical hub</b>, the purpose is to create a platform for inter-governmental consultation on matters such as budgeting for developmental pprojects.</li> <li>• <b>Local Clusters</b> were established with the aim of allowing “foot soldiers” to align planned projects. The overall intention is to create a platform where district sector departments and the municipality conduct aligned planning of projects and programmes. These structures are active and are focusing on governancence, social ills, infrastructure and justice issues.</li> </ul>	

All strategic announcements made national, provincial and district levels forms part of the reports for discussion. IGR Reports are discussed in IGR Meetings and only those that require the attention of Council are tabled as it cannot be all reports.

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Besides participating in IGR structures, the municipality has continuous engagement with stakeholders including government departments on issues that affects the municipality as well as in terms of requesting support where required.

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### **3.9.2.2 MUNICIPAL STRUCTURES**

#### **3.9.2.2.1 MANAGEMENT COMMITTEE (MANCO)**

The municipality has an established management committee that sits on a weekly basis, which consists of the Municipal Manager and Directors reporting Directly under the Municipal Manager. The main purpose of this committee is to deliberate on administrative issues that are focused on service delivery and operational management of the municipality.

#### **3.9.2.2.2 PORTFOLIO COMMITTEES**

The Local Government: Municipal Structures Act, 1998, provides that a municipality, taking into account the extent of its functions and powers the need for a delegation and the resources available, may establish committees.

Portfolio committees has been established in terms of Section 79 and 80 of the Local Government Municipal Structures Act (act 117 of 1998). Three (3) Section 80 Committees, which are Council Portfolio committees have been established as follows:

- Planning and Economic Services Portfolio Committee (6 Councillors)
- Community and Corporate Services Portfolio Committee (7 Councillors)
- Finance and Technical Services Portfolio Committee (8 Councillors)

Portfolio Committees assist the Executive Committee in executing its functions. The portfolio committees are functional and sit on a monthly basis to play an oversight role over departmental functions and responsibilities. These committees are streamlined to promote more effective and efficient service delivery to the people of Umvoti.

These Committees were constituted at a meeting of the Council and each Portfolio Committee has an adopted Terms of Reference. The Chairperson of each Portfolio Committee is a member of the Executive Committee. The resolutions of the Portfolio Committee are tabled to the Executive Committee and Council.

The Section 79 Committees that have been established are the Municipal Public Accounts Committee (MPAC). The committee comprises of a Chairperson and Councillors as appointed by Council and is duly represented by all political parties. The Committee consists of (7) seven Councillors, HODs and other stakeholders.

The terms of references for the Municipal Public Accounts Committees was drafted and adopted by Council. The Municipal Public Account Committee (MPAC) is functional, the committee has a minimum of four (4) meetings in a financial year or as may be necessary in accordance with the approved work programme.

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The main purpose of the MPAC is to exercise oversight over the executive functionaries of council and to ensure good governance in the municipality. This includes oversight over municipal entities. In order for the MPAC to fulfill this oversight role, it needs to be provided with the necessary information and documentation to interrogate the actions of the executive.

The Municipal Public Accounts must interrogate the following financial aspects addressed in the Municipal Finance Management Act:

- 1.1 Unforeseen and unavoidable expenditure;
- 1.2 Unauthorised, irregular or fruitless and wasteful expenditure;
- 1.3 Mid-year budget and performance assessment;
- 1.4 Mid-year budget and performance assessment of municipal entities;
- 1.5 Disclosures concerning councillors, directors and officials;
- 1.6 Annual financial statements;
- 1.7 Annual report;
- 1.8 Oversight report

The recommendations from the Municipal Public Accounts Committee are then tabled to Council for consideration. Amakhosi do participate in Council meetings, however their attendance is not consistent. The Office of the Speaker has engaged Amakhosi and out of four, two regularly attend if they have no commitment and the other two cited personal reasons.

### **3.9.2.2.3 WARD COMMITTEES**

Ward committees' elections were complete on 22 June 2022 with all sectors represented in all 14 wards. The training of the newly elected ward committees has been arranged to start in March 2023.

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### **3.9.2.2.4 AUDIT COMMITTEE**

The municipality has a functional Audit Committee as required in terms of section 166 (6) (a) of the Municipal Finance Management Act 56 of 2003 and Section 14 (2) (a) of Municipal Planning and Performance Management Regulations 2001, and the purpose and objectives of the committee is to assist council in fulfilling its oversight responsibilities, which are as follows: -

- Provision of oversight responsibilities of all financial and performance reporting;
- Advisory function on matters relating to:
  - Internal financial control and Internal Audit
  - Risk Management
  - Accounting Policies
  - The adequacy, reliability, and accuracy of financial reporting and information
  - Performance management
  - Effective governance
  - Ensuring reasonable assurance that the Council complies with relevant legislation, regulations and professional

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The Audit and Performance Audit Committee is functional and meets on a quarterly basis to play an oversight role in the functioning of the municipality. Appointment of members was made in line with the requirements of Circular 65 of the MFMA and to ensure that skills and expertise of members is diverse.

### **3.9.2.2.5 INTERNAL AUDIT**

In order for the Audit Committee to meet the broad objectives, the municipality has an internal audit Unit and a Risk Unit, each consisting of one member per unit. Internal Audit has also partially outsourced the function to Service provider while also strengthening the internal capacity.

Internal Audit is an independent, objective, assurance and consulting activity designed to add value and improve organization's operations. It helps an organization to accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes.

The responsibilities of the Internal Auditing Unit are amongst others:

- Review the Internal Audit Charter;
- Review the annual risk based plan and the internal audit program; and
- Ensure that all identified risk areas are prioritized and incorporated in the annual internal audit plan.
- Compilation of the Risk register which includes fraud risk, of which implementation is updated on a quarterly bases by the Risk Unit.

The internal audit activity helps an organization accomplish its objectives by bringing a systematic, disciplined approach to evaluate and improve the effectiveness of risk management, control and governance processes. An internal audit helps the organization to ensure that it has the proper controls, governance and risk management processes in place. By nature, an independent activity can present objective findings and make recommendations for corrective measures. Internal auditing provides insight into an organization's culture, policies, procedures, and aids board and management oversight by verifying internal controls such as operating effectiveness, risk mitigation controls, and compliance with any relevant laws or regulations. The recommendations in an internal audit report are designed to help the organization achieve effective and efficient governance, risk and control processes associated with operations objectives, financial and management reporting objectives; and legal/regulatory compliance objectives. The benefits of the Internal Audit function therefore includes amongst others the protection of assets reduction of the possibility of fraud, improving efficiency in operations, increasing financial reliability and integrity as well as ensuring compliance with laws and statutory regulations

In terms of section, 131 of the Municipal Finance Management Act a municipality must address any issues raised by the Internal Audit and Auditor General in an internal audit report. The Political Leadership and Administrative Management have a responsibility of ensuring compliance by the municipality with this subsection.

An internal Audit action plan was developed to address the issues raised in the internal audit reports. Monthly and Quarterly Reports on the Internal Audit Activity update for the main findings of internal audit reports are submitted the various Governance Structures such as

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Portfolio Committees Executive Committee and Council to enable effective oversight on progress made in addressing finding raised as well as challenges encountered in the implementation of the issues raised. Internal Audit issued a formal report for each audit undertaken as part of the annual audit plan. Each audit report contains audit findings from each department audited during the year under review as well as incorporates all the recommendations made by Internal Audit to assist in address the audit findings

The internal audit report provides the Internal Audit Activity update on the main findings of internal audit reports. Substantial progress has been made during the 2021/2022 financial year in implementing the recommendations by internal audit for each Department and ongoing monitoring continues to ensure a complete implementation of the Internal Audit reports.

The Audit and Performance Audit Committee is functional and meets on a quarterly basis to play an oversight role in the functioning of the municipality. Appointment of members was made in line with the requirements of Circular 65 of the MFMA and to ensure that skills and expertise of members is diverse.

### **3.9.2.3 AUDITOR GENERAL AUDIT ISSUES**

In terms of section, 131 of the Municipal Finance Management Act a municipality must address any issues raised by the Auditor General in an External audit report. The Political Leadership and Administrative Management have a responsibility of ensuring compliance by the municipality with this subsection. The external audit report for the 2022/2023 financial year will be issued in January 2024.

An External Audit action plan has been developed to address the issues raised in the External Audit report by the Auditor General. Monthly and Quarterly Reports on the External Audit Activity update for the main findings of External audit report are submitted to the various Governance Structures such as Portfolio Committees Executive Committee and Council to enable effective oversight on progress made in addressing finding raised as well as challenges encountered in the implementation of the issues raised.

The external audit report provides the external Audit Activity update on the main findings of the external audit report. Substantial progress has been made during the 2022/2023 financial year in implementing the recommendations by external audit for each Department and ongoing monitoring continues to ensure a complete implementation of the external Audit and management letter recommendations subsequently minimizing external audit findings in the new financial year. Monthly reports are also submitted to COGTA on a monthly basis to enable them exercise oversight on the implementation of the external audit action plan.

### 3.9.2.4 STATUS OF MUNICIPAL POLICIES

The municipality prepared the policies highlighted in Table 59 below of which Council has approved :

**Table 69: Status of Municipal Policies**

No.	POLICIES	PROGRESS
1.	Recruitment, Selection & Appointment Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
2.	Indigent Services Policy, to read Indigent and Pensioners Rebate Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
3.	External Study Assistance Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
4.	Notch Progression Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
5.	Overtime Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
6.	Housing Sector Plan	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
7.	Local Economic Development Strategy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
8.	Spatial Development Framework	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
9.	Records Management Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
10.	HR Strategy (new)	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
11.	POPI Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
12.	Security Procedure Manual	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
13.	Traffic Police & Administrative Services Procedure Manual	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
14.	CCTV Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
15.	Out of Pocket for Ward Committee Members	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)

No.	POLICIES	PROGRESS
16.	IT Security Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
17.	Transfer Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
18.	Retention Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
19.	Remuneration Policy for Officials	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
20.	Relocation Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
21.	Records Management Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
22.	Nepotism Prevention Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
23.	Intoxicating & Substance Abuse Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
24.	Internal Study Assistance	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
25.	Funeral Attendance Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
26.	Fleet Management	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
27.	Employment Equity Plan	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
28.	Community Participation Plan	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
29.	Communication Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
30.	Leave policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
31.	Pauper and Destitute Persons Burial Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
32.	Acting Allowance Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
33.	Staff Housing Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)

No.	POLICIES	PROGRESS
34.	Risk Management Strategy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
35.	Anti-Fraud & Anti-Corruption Plan	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
36.	Task Job Evaluation Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
37.	IT Governance Framework	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
38.	IT Strategy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
39.	Special Programmes Framework	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
40.	Health and Safety Framework	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
41.	Performance Management (Cascading) Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
42.	OPMS Framework	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
43.	Complaints Management Policy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
44.	Communication Strategy	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
45.	OPMS Procedure Manual	Adopted by Council on the 30 <sup>th</sup> August 2022 under item UMS 30 (9)
46.	Grant in Aid Policy	Adopted by Council on the 29 June 2021 under item UMS 56 (2)

### 3.9.2.5 MUNICIPAL RISK MANAGEMENT

The MFMA S 62 (i) (c) requires a municipality to have and maintain an effective, efficient and transparent system of risk management. The focus of risk management in Umvoti Municipality is on identifying, assessing, managing and monitoring all known forms of risk across the municipality.

While operating risk cannot be fully eliminated, the municipality endeavours to minimise it by ensuring that appropriate infrastructure, controls, systems and ethical behaviour are applied and managed within predetermined procedures and constraints. Responsibility for the risk management resides mostly with departmental managers; however, every employee is responsible for risk management. Risk assessment workshops with management are conducted annually with the aim of ensuring that management identify departmental risks and develop actions to mitigate the risks identified. A risk management officer has been appointed

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to monitor the risk register and departmental risk champions have been tasked with monitoring departmental risks as contained in the individual departmental risk registers.

The Council has adopted the Enterprise Risk Management Framework and Risk Management Policy and Strategy. Risk management is recognised as an integral part of responsible management and the Municipality therefore adopts a comprehensive approach to the management of risk. The features of this process are outlined in the Municipality's Enterprise Risk Management Framework. It is expected that all departments / sections, operations and processes will be subject to the Enterprise Risk Management Framework. It is the intention that these departments / sections will work together in a consistent and integrated manner, with the overall objective of reducing risk, as far as reasonably practicable.

The Municipality has set up a Risk Management Committee, which includes the Independent Chairperson, Municipal Manager, and Heads of Departments. Its role is to guide the implementation of risk management and to monitor the implementation of actions to mitigate risks as contained in the risk register including those emerging risks, which arise from time to time.

The Council adopted the Anti-Fraud and Corruption Policy which will be reviewed annually. The Municipality is currently in a process for development of Fraud Risk Register for the 2023/2024 Financial year.

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### **3.9.2.6 MUNICIPAL BYLAWS**

The by-laws in table 50 below have been prepared and some promulgated:

**Table 70: Municipal By-Laws**

<b>No.</b>	<b>BY-LAWS</b>	<b>PROGRESS</b>
1.	Informal Traders By-Law	After review and there being no changes, Council at its meeting on the 30th August 2022 adopted the By Laws (as promulgated in September 2021) under item UMS 30 (9) .
2.	Fire Brigade Services By-Laws	After review and there being no changes, Council at its meeting on the 30th August 2022 adopted the By Laws (as promulgated in September 2021) under item UMS 30 (9) .
3.	Impound By- Laws	After review and there being no changes, Council at its meeting on the 30th August 2022 adopted the By Laws (as promulgated in September 2021) under item UMS 30 (9) .
4.	Waste Management By-Law	After review and there being no changes, Council at its meeting on the 30th August 2022 adopted the By Laws (as promulgated in September 2021) under item UMS 30 (9) .
5.	Traffic & Crime prevention By-Law	After review and there being no changes, Council at its meeting on the 30th August 2022 adopted the By Laws (as promulgated in September 2021) under item UMS 30 (9) .

6.	Cemeteries, Crematoria and Undertakers By-Law	After review and there being no changes, Council at its meeting on the 30th August 2022 adopted the By Laws (as promulgated in September 2021) under item UMS 30 (9) .
7.	Public Amenities By-Law	After review and there being no changes, Council at its meeting on the 30th August 2022 adopted the By Laws (as promulgated in September 2021) under item UMS 30 (9) .
8.	Fireworks By-Law	After review and there being no changes, Council at its meeting on the 30th August 2022 adopted the By Laws (as promulgated in September 2021) under item UMS 30 (9) .
9.	Electricity By-Law	After review and there being no changes, Council at its meeting on the 30th August 2022 adopted the By Laws (as promulgated in September 2021) under item UMS 30 (9) .

### 3.9.3 PUBLIC PARTICIPATION ANALYSIS

In terms of chapter 4, Section 16(1)(a)(iv) of the Local Government Municipal Systems Act, municipalities are required to develop a culture of public participation and consult their respective communities on developmental issues.

The following mechanisms were utilised for public participation when reviewing the 2023/2024 IDP.

- **IDP Representative Forum (IDP RF):** This forum includes all interested and affected stakeholders within Umvoti such as ward committees, government departments, Non-Government Organisations (NGOs) and Community Based Organisations (CBOs).
- **Media:** The municipality also made use of the local newspaper to inform the public on the process of the IDP/Budget review and schedule of public participation meetings such as IDP AND Budget road shows.
- **Ward Committees:** Umvoti established ward committees for all the 14 wards. The ward committees are expected to participate during the IDP review process through the IDPRF meeting and IDP/Budget road shows.
- **Community Based Planning:** This programme was undertaken whilst conducting of the IDP Roadshows as mentioned above in order to enhance participation of communities in the IDP as well as review of ward-based plans that were developed on the 26<sup>th</sup> May 2022 for the 5<sup>th</sup> Generation IDP. The reviewed Ward Based Plans will be submitted with the final 2023/2024 IDP Review.

**IDP/Budget Road shows:** Umvoti Local municipality undertook the IDP public consultation process in April 2023 as follows :

Date : 23. April 2023, All Wards, Cancelled due to inclement weather conditions.

Date : 22<sup>nd</sup> May 2023, Traditional Leadership

Date : 23<sup>rd</sup> May 2023, Rate payers and Business owners

Date : 05<sup>th</sup> June 2023, All wards

The municipality has appointed an Administration Manager and placed an incumbent as Head: Public Participation and these incumbents are responsible for public participation. Amongst other things, this incumbent is responsible to ensure that ward committees, Service Centres, and structures related to public participation are fully functional.

### 3.9.4 GOOD GOVERNANCE & PUBLIC PARTICIPATION: SWOT ANALYSIS

**Table 71: Good Governance and Public Participation SWOT Analysis**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Committees are functional to play their oversight roles.</li> <li>• Mayor and leadership have regular meetings with communities.</li> <li>• Operation Sukuma Sakhe now functional</li> <li>• Trained ward committees</li> <li>• Strong relationship with traditional authorities.</li> <li>• Appointed internal Audit</li> <li>• IGR Structures are fully functional i.e Speakers forum, MM's Forum, Mayors Forum , DDM Structres etc</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• No clear programmes addressing the needs of special groups.</li> <li>• Poor participation of all traditional leaders in Council activities.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Community Based Planning</li> </ul>	<ul style="list-style-type: none"> <li>• Poor participation of community members and clear understanding of the concept.</li> </ul>

### 3.10 COMBINED SWOT ANALYSIS

**Table 72: Combined SWOT Analysis**

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>• Umvoti Municipality is located at the edge of the Midlands area, which is renowned for its high agricultural potential and high value outputs</li> <li>• Location along R33 and approximately 75 km from Pietermaritzburg</li> <li>• Strong natural resource base</li> <li>• Eco-Tourism (Lake Merthley, Ngome, etc)</li> <li>• Cultural Tourism (Historical Heritage)</li> <li>• Risk Management policy in place</li> <li>• Fraud and Corruption policy in place</li> <li>• MFMP Training for Senior Management</li> <li>• MIG Funding</li> <li>• Land availability (Mondi plantation)</li> <li>• Traffic Management, learner and motor licensing facilities are provided</li> <li>• Disaster Policy Framework in place</li> <li>• Established Disaster Management Unit</li> <li>• Risk assessment conducted</li> <li>• Functional Audit Committee</li> <li>• Operation Sukuma Sakhe</li> <li>• Trained ward committees</li> <li>• Strong relationship with traditional authorities</li> </ul>	<ul style="list-style-type: none"> <li>• Dispersed low-density settlement pattern in traditional council areas, making the provision of physical and social infrastructure (roads, water, electricity, clinics, schools, and police stations), and the costs of installing, maintaining and operating infrastructure very high.</li> <li>• Steep river valleys and hilly terrain, which create obstacles to accessibility, and limits the extent of agricultural production.</li> <li>• Weak road and communication linkages exacerbated by hilly topography, with few tarred surfaces and few bridges across rivers.</li> <li>• Poor management of the natural environment as a prime asset and resource base for the municipality</li> <li>• Integrated information System not In place</li> <li>• Financial constrains</li> <li>• Lack of sufficient funding to implement capacity building interventions, thus resulting to a lower number of staff trained per year</li> <li>• Skills Development Policy not fully implemented</li> <li>• Low number of staff trained per year</li> <li>• No staff support programmes in place (i.e. Employee Assistance Programme)</li> <li>• Lack of human and financial capacity</li> <li>• Poor planning</li> <li>• Continuous changes in strategic priorities</li> <li>• Dilapidated infrastructure</li> <li>• Unspent MIG funding</li> <li>• Unexploited economic Opportunities</li> <li>• High rate of unemployment</li> <li>• Low levels of skills across the municipality with the majority of residents possessing 'elementary' skills.</li> <li>• High level of crime</li> <li>• 24 hour Health Facilities needed</li> </ul>

	<ul style="list-style-type: none"> <li>• Non-existence of a Tertiary Education Facility within Umvoti</li> <li>• Overspending on operational budget</li> <li>• Under-spending on capital budget</li> <li>• Wasteful expenditure (noncompliance with SCM Procedures)</li> <li>• Critical vacancies not filled</li> <li>• Ineffective consultations with stakeholders</li> <li>• No programmes to address the needs of special groups</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>• Rural Housing Projects to address issues of densification.</li> <li>• Upgrade of R33 presents a major opportunity for tourism activities</li> <li>• Mark all occurrences of rare and endangered species (GPS) (especially vegetation) and follow up its existence in following years</li> <li>• A program to cultivate rare and endangered vegetation species should be initiated and the community should be included.</li> <li>• An inventory of popular medicinal plants must be drawn up and efforts to commercially produce these species must be encouraged.</li> <li>• Developments should be avoided in areas that contain Red Data Species.</li> <li>• Compile guidelines for the protection of all wetland areas</li> <li>• Co-ordinate activities of water users and of water management institutions within its water management area.</li> <li>• A greening' programme in urban and rural areas to provide shade, erosion protection, and beautification</li> <li>• Strengthen relations with other disaster institutions</li> <li>• Alignment of programmes and projects for disaster relief</li> <li>• Implementation of the Umvoti disaster management Policy Framework.</li> <li>• Establishment of Umvoti disaster risk management committee or advisory forum</li> <li>• Mapping of priority disaster risks affecting the municipality.</li> <li>• Alignment of Risk Reduction Plan with IDP</li> <li>• Introduce disaster risk reduction efforts consultatively with the affected</li> </ul>	<ul style="list-style-type: none"> <li>• High cost of infrastructure and Financial constraints</li> <li>• Loss of indigenous vegetation.</li> <li>• Reduced water resource through alien invasive vegetation.</li> <li>• Increased risk of flooding</li> <li>• Increased soil erosion</li> <li>• Wetland destruction or drainage, low patterns, and groundwater abstraction</li> <li>• Reduced vegetation cover leading to reduced primary productivity and land carrying capacity</li> <li>• Over grazing</li> <li>• Uncontrolled veld fires</li> <li>• Wood burn</li> <li>• Lack of capacity to deal with disasters</li> <li>• Disaster management Unit is still new</li> <li>• Unpredicted weather conditions as a result of climate change</li> <li>• Non-existence of Umvoti disaster risk management committee or advisory forum</li> <li>• Priority disaster risks affecting the municipality are not mapped.</li> <li>• Risk Reduction Plan not aligned with the IDP</li> <li>• Financial constraints</li> <li>• Climate change</li> <li>• Financial constraints</li> <li>• Low skilled staff</li> <li>• Political instability</li> <li>• Climate change</li> <li>• Shortage of water</li> <li>• Stock Theft</li> <li>• Dilapidated Infrastructure</li> <li>• Crime</li> <li>• Lack of resources</li> <li>• Vandalism of facilities</li> <li>• Bankruptcy</li> <li>• Non-payment for services</li> </ul>

<p>communities and key stakeholders in order to reduce the likelihood of future loss.</p> <ul style="list-style-type: none"> <li>• Strengthen skills base by staff training</li> <li>• Proper planning within financial constraints</li> <li>• Recycling of waste</li> <li>• Landfill site</li> <li>• Alternative energy source(s)</li> <li>• Take advantage of EPWP funding</li> <li>• Establishment of Project Management Unit</li> <li>• Green economy</li> <li>• Charcoal production and furniture manufacturing</li> <li>• Mining (Stone crushing)</li> <li>• Alternative funding sources</li> <li>• Agro-processing</li> <li>• Dairy Production and processing</li> <li>• Feedlots – Meat Processing- Leather Tanning</li> <li>• Forestry and forestry-waste products in Umvoti;</li> <li>• Coordination with other spheres of government is important to maximise spin-offs from Provincial and District Level Projects.</li> <li>• Community upliftment through education</li> <li>• Partnership between municipality and Traditional leadership</li> <li>• Provision of an FET College</li> <li>• Operation Clean audit 2014</li> <li>• Revenue enhancement strategies</li> <li>• Development of charts of accounts</li> <li>• Community Based Planning</li> </ul>	
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### 3.11 KEY CHALLENGES

- Dispersed low-density settlement pattern in traditional council areas, making the provision of physical and social infrastructure (roads, water, electricity, clinics, schools, and police stations), and the costs of installing, maintaining and operating infrastructure is very high.
- Steep river valleys and hilly terrain, which create obstacles to accessibility, and limits the extent of agricultural production. But this type of terrain or topography also provides eco-tourism opportunities and the municipality should consider community conservancy projects in these areas.

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- Weak road and communication linkages exacerbated by hilly topography, with few tarred surfaces and few bridges across rivers.
  - Limited farming practices in traditional council areas that do not make optimal productive use of the agricultural potential of the area.
  - Limited economic activity in traditional council areas, resulting in income leakage outside these areas, exacerbated by a lack of business support services.
  - Overgrazing, fire, illegal sand winning and encroaching settlement could cause environmental degradation if not controlled or dealt with decisively.
  - The on-going difficulties in the national and local economy;
  - Aging and poorly maintained roads and electricity infrastructure;
  - The need to reprioritise projects and expenditure within the existing resource envelope given the cash flow realities and declining cash position of the municipality;
  - The increased cost of bulk electricity (due to tariff increases Eskom), which is placing upward pressure on service tariffs to residents. Continuous high tariff increases are not sustainable - as there will be point where services will no-longer be affordable;
  - Wage increases for municipal staff that continue to exceed consumer inflation, as well as the need to fill critical vacancies;
  - Additional staff request from management without any due diligent studies being conducted and the establishment of a security and disaster section.
  - Affordability of capital projects
  - Outside of the urban centres, levels of service provision are very poor with large backlogs.
  - Where existing service levels are low, this may negatively impact on opportunities for future development and may drive entrepreneurs to areas of higher service provision.
  - The economy is reliant on the primary sector with limited development of the secondary and tertiary sectors thus making is susceptible to macro -economic changes.
  - There are growing unemployment levels, with areas of high unemployment and pockets of poverty occurring in the tribal areas and around the major centre.
  - A population characterised by more females than males indicating a large migrant population
  - Worsening unemployment rates with time

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- Increasing numbers of dependants per economically active individuals.
  - Low levels of skills across the municipality with the majority of residents possessing 'elementary' skills.
  - Coordination with other spheres of government is important to maximise spin-offs from Provincial and District Level Project.

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## SECTION 4: DEVELOPMENT VISION, GOALS, OBJECTIVES AND STRATEGIES

### 4.1 VISION

#### 4.1.1 Umvoti Vision

The Council formulated a new vision in order to align itself with the Provincial and National visions which read as follows:

***“By 2035, Umvoti shall be a municipality which embraces rural development, economic growth, sustainability, social cohesion and a people centred society.”***

#### 4.1.2 MISSION

As part of fulfilling its mandate, Umvoti Municipality commits itself to:

- Provide democratic, transparent and accountable local government;
- Encourage community participation on local government affairs;
- Ensure equity and integrated transformation;
- Ensure sound inter-governmental relations for integrated development planning;
- Facilitate economic and social development;
- Promote a safe and healthy environment; and
- Render and expand affordable and sustainable services in a transparent and accountable manner and promote a culture of payment for services.

### 4.2 KEY DEVELOPMENT PRIORITIES

Key development priorities have been identified through public consultation meetings. The priorities will be used as an instrument to realise the developmental mandate of Council.

1. Access Roads
2. Water and Sanitation
3. Community Halls
4. Agriculture
5. Bridges
6. Housing
7. Electricity
8. Clinics
9. Sports field
10. Network
11. Crèches
12. Job creation
13. Graveyards

### 4.3 MUNICIPALITY'S DRAFT 2023/2024 OBJECTIVES AND STRATEGIES

The municipality has prepared its Draft objectives and strategies in order to ensure that its vision is implemented:

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
OUTCOME 9 - DIFFERENTIATED APPROACH TO MUNICIPAL PLANNING AND SUPPORT							
NATIONAL KPA - MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT							
B2B PILLAR 5 - BUILDING CAPABLE LOCAL GOVERNEMNT							
To ensure Functional Performance Management System	Review of the Performance Management System framework and procedure manual for the 2023/2024 financial year	OPMS Framework and Procedure Manual reviewed and approved by Council by 28 June 2024	28 June 2024	N/A	N/A	N/A	28 June 2024
	Implementation of the Performance Management System framework and procedure manual (2023/2024 financial year)	Number of PMS Contracts signed by 13 July 2023	6	5	N/A	N/A	N/A
		Number of quarterly formal and informal assessments conducted	2 informal 1 formal	N/A	1	1	1
		Number of quarterly reviews by Internal Audit Unit	4	1	1	1	1

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
		Number of 2022/2023 Annual Performance Assessments conducted by 28 June 2024	5	N/A	N/A	N/A	5
To improve institutional and organizational capacity	Filling of critical posts	Percentage of Section 54 and 56 Managers posts maintained annually	100%	100%	100%	100%	100%
	Submission of the Employment Equity Report (EER)	Employment Equity Report submitted to the Department of Labor by 15 January 2024	15 January 2024	N/A	N/A	15 January 2024	N/A
	Implementation of the Workplace Skills Plan and Capacity Building interventions	Number of capacity building interventions implemented by 28 June 2024	12	3	3	3	3
To enhance and ensure the effectiveness of the Information Communication	Implementation of the I.T Strategy	Number of ICT Steering committee quarterly meetings held	4	1	1	1	1

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
Technology (ICT) Systems							
To promote a safe working environment	Responding to reported health and safety incidents	% of reported health and safety incidents responded to within 7 days as per the Compensation of Injuries and Diseases Act	100%	100%	100%	100%	100%
To ascertain the rate of confidence in the municipality's ability to provide basic services	Implementation of the Batho Pele Principles	Percentage of submitted complaints via the official complaints system attended to on quarterly basis	100%	100%	100%	100%	100%

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
OUTCOME 9 - IMPROVED ACCESS TO BASIC SERVICES							
NATIONAL KPA - BASIC SERVICES							
B2B PILLAR 2 - DELIVERING BASIC SERVICES							
To improve access to electricity services	Provision (maintenance)of electricity in urban areas	Number of billed households with access to electricity (municipal licensed area)	745	745	745	745	745
		Number of billed businesses with access to electricity (municipal licensed area)	445	445	445	445	445
	Installation of electricity in rural and urban areas	Number of new electricity connections completed in Esitikitikini/Dambe Electrification Project (Wards , 12 and 14) as per the implementation plan by 28 June 2024	200	Planting of wooden poles 100%	Stringing of three phase and dual phase of 22Kv fox line 100%, Intallation of transformers 100%,	Installation of data concentrators 100%, Stringing of 4 core ABC with insulated neutral 100%,	Stringing of 6mm airdac 100%, Install 20A x 200 smart meters 100%
		Percentage of kilometres of MV line constructed at Vovonya in Ward 11	100%	20%	50%	70%	100%

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
		completed by 28 June 2024					
		Percentage of kilometres of MV line constructed at Estikitikini in Ward 12 and 14 completed by 28 June 2024	100%	20%	50%	70%	100%
		Number of street lights maintained (routine maintenance) in ward 7,9 and 10 by 28 June 2024	1505	1505	1505	1505	1505
To ensure provision of recreational facilities	Upgrading of Sportsfields	Percentage of activities Enhlalakahle Sportsfield in Phase 2 (Ward 7) as per the implementation plan Completed by 28 June 2024	100%	Site Supervision 100%	Procurement processes 100%	Site establishment of site 100% Installation of sign boards 100% site clearance 100% Import G7 material 100% Main Pitch	Formwork: 100% High tensile steel: 100% Grill blocks: 100% Brickwork: 100% Paving: 100% Waterproofing: 100% Roof

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
						Layerworks: 100% Combo court layerworks: 100% Soil Poisoning: 100% Pouring Concrete on first floor slab: 100% Finishing top surfaces of concrete: 100% Formwork: 50%	sheeting: 100% Doors: 100% Plaster: 100% Paintwork: 50% Tiling: 100% Plumbing 50% Electrical 50% Glazing 100% Swimming Pool 100% Ballustrades: 100%
		Percentage of outstanding activities in Ward 1 Sportsfield completed as per the implementation plan by 28 June 2024	100%	Procurement processes and Documentation 50%	Procurement processes and Documentation 100%	Site Establishment 100%	Guardhouse refurbishment 70% Spectator fence refurbishment 100% Subsoil drainage 100% Combo court 80% ClearVu fence refurbishment 100% Grandstand 60%

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
							Retaining Wall:30%
		Percentage of outstanding activities in Candabhuthule sportsfield in (Ward 3) constructed as per the implementation plan 28 June 2024	100%	Changerooms foundation: 15% Installation of ClearVu Fence 50% Combocourt layerworks: 100% Combocourt surfacing: 50%	Changeroom foundations: 100% Changeroom Brickwork: 15% Combocourt surfacing: 98%	Changeroom Brickwork: 100% Borehole: 100% Parking 100% Main Pitch layerworks: 100% Topsoiling and Grassing: 100% High Mast Lightning: 100% Installation of Grandstands: 100% Guardhouse:100% Electricity Installation:100% Combo court: 100% Combo court Surfacing: 100%	Parking: 100% ClearVu fence: 100% Finishing:100% Completion: 100% Sitehandover: 100%
To improve access to solid	Provision of solid waste	Number of billed households with	2806	2806	2806	2806	2806

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
waste removal services	removal services to the community	access to weekly solid waste removal (Licensed Area- ward 5,7,9 and 10)					
		Number of billed businesses with daily access to solid waste removal (Licensed Area- ward 5,7,9 and 10)	545	545	545	545	545
To ensure provision and maintenance of parks,gardens and cemtries	Maintenance of parks and gardens	Number of Parks and Gardens maintained(Grass Cutting, Brush Cutting, Tree Pruning, weed killing, raking, emptying of litter bins, cleaning of storm water drains, leave removal and raking, alien species removal) (King Edward Park, Botanical Garden, Lake Merthley, Lakhī's Sportsfield, Acacia Park)	5	5	5	5	5

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
	Maintenance of Greytown CBD , residential area and cemetery	Number of cemtries maintained(Grass Cutting, Brush Cutting, Tree Pruning, weed killing, raking, emptying of litter bins, cleaning of storm water drains, leave removal and raking, alien species removal) (Kwa gijima ,Kranskop, old cemetery and KwaMnqandi)	4	4	4	4	4
To promote the development of sustainable human settlements and quality housing	Review Housing Sector Plan	Date Housing Sector Plan reviewed by 30 May 2024	30 May 2024	N/A	N/A	N/A	30 May 2024
	Ensure functionality of Housing Forum	Number of Umvoti Housing Forum quarterly meetings held by 28 June 2024	4	1	1	1	1

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
To improve access to roads and pavements	Maintenance of Roads, pavements and storm water drains in urban areas	Number of kilometres of roads and storm water drains maintained ( <i>cleaning of storm water drains and catch pits, weed killing, unblocking, patching of potholes, closing of crocodile cracks, fixing of edge breaks</i> )per annum	52.8Km	13.4Km	4.6 km	13Km	13.4Km
	Provision of access roads to rural areas	Percentage of outstanding activities of Urban Roads (Dr. Wessels street)in Ward 10 rehabilitated as per the implementation plan by 28 June 2024	100%	Procurement processes 100%	Site Establishment: 80% Removal of Asphalts: 80% Cut and Borrow: 60% Filling:80% Testing: 25% Layerworks (Subgrade): 80% Layerworks (sub base): 0% Layerworks (base): 0%	Site Establishment: 100% Accomodation for Traffic: 100% Removal of Unsuitable Material : 100% Removal of Asphalts: 95% Stockpilling: 100% Cut and Borrow: 100% Filling: 100% Testing: 50% Layerworks	Removal of Asphalts: 100% Layerworks (Subgrade): 100% Layerworks (Subbase): 100% Layerworks (Base): 100% Stabilization: 100% Testing: 100% Preparation Drainage

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
						(Subgrade): 90% Layerworks (sub base): 50% Layerworks (base): 50% Drainage System : (Side Drain, Open Channel, Discharge Outlets and Excavation for drainage) : 20%	System: 100% Drainage System : (Side Drain, Open Channel, Discharge Outlets and Excavation for drainage) : 100% Installation of kerb and channelling: 100% Premix asphalt: 100% Road Furniture : (Road signs and Road marking): 100% Finishing the road: 100%
To maintain Municipal vehicles, Plant and Equipment	Maintenance of municipal vehicles (in house and out sourced)	Number of Municipal Vehicles and plant licenses renewed within the 21 day time frame after expiry by 28 June 2024	76	28	6	42	0

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
		Number of Municipal Vehicles and plant insured by 28 June 2024	77	77	77	77	77
Free Basic Services	To ensure access to free basic services (electricity and solid waste removal)	Number of beneficiaries receiving free basic services (electricity and solid waste removal services) as per the approved indigent list	1001	1001	1001	1001	1001
OUTCOME 9 - COMMUNITY WORK PROGRAMME IMPLEMENTED AND COOPERATIVES SUPPORTED							
NATIONAL KPA - LOCAL ECONOMIC DEVELOPMENT							
B2B PILLAR 1 - PUTTING PEOPLE FIRST							
To create an environment conducive to economic	Job creation through EPWP and capital projects	Number of EPWP jobs created by 28 June 2024	350	N/A	N/A	N/A	350

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
growth and development	Development and training of SMME's/Co-operatives	Percentage of SMME's/ Co-operatives training opportunities facilitated, supported on quarterly basis	100%	100%	100%	100%	100%
		Percentage of compliant company registrations and co operative registrations with CIPC concluded on quarterly basis	100%	100%	100%	100%	100%
	Review of the LED Strategy	Date LED Strategy reviewed and adopted by 30 May 2024	30 May 2024	N/A	N/A	N/A	30 May 2024
OUTCOME 9 - DEEPEN DEMOCRACY THROUGH A REFINED WARD COMMITTEE SYSTEM							
NATIONAL KPA - GOOD GOVERNANCE, COMMUNITY PARTICIPATION AND WARD COMMITTEE SYSTEMS							
B2B PILLAR 1 - PUTTING PEOPLE FIRST & PILLAR 3 - GOOD GOVERNANCE							
To promote social cohesion	Review of the 2023/2024	Special Programmes Plan reviewed and	28 June 2024	N/A	N/A	N/A	28 June 2024

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
and address the needs of vulnerable groups	Special Programmes Plan	adopted by 28 June 2024					
	Implementation of the Special Programmes Plan	Number of special programmes facilitated and supported by 28 June 2024	12	3	3	3	3
To ensure effective public engagement and participation in municipal affairs	Review of the Communication Policy	Communication Policy reviewed and adopted by 28 June 2024	28 June 2024	N/A	N/A	N/A	28 June 2024
	Review of the Communication Strategy	Communication strategy Reviewed by 28 June 2024	28 June 2024	N/A	N/A	N/A	28 June 2024
	Implementation of the 2023/2024 communication strategy	Percentage of communication activities implemented on a quarterly basis	100%	100%	100%	100%	100%

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
	Monitor and manage the functionality of ward committees	Number of ward committees meetings held per quarter	168	42	42	42	42
To improve the Municipal Audit outcome, Corporate Governance and Accountability	Approval of the Internal Audit Plan	Internal Audit Plan developed and approved by the Audit Committee by 29 September 2023	29 September 2023	29 September 2023	N/A	N/A	N/A
	Implementation of the Internal Audit Plan	Number of quarterly internal audit reports submitted to the Audit Committee by 28 June 2024	4	1	1	1	1
	Implementation of the 2022/2023 Internal Audit Action Plan	Percentage of 2022/2023 Internal Audit queries addressed by 30 June 2023	56%	25%	46%	56%	65%
	Development of the 2022/2023	2022/2023 AG Audit Action Plan developed	31 January 2024	31 January 2024	N/A	N/A	N/A

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
	Audit Action Plan (AG)	and approved by the Municipal Council by 31 January 2024					
	Implementation of the 2022/2023 AG's Action Plan	Percentage of 2022/2023 AG queries addressed	80%	N/A	N/A	40%	80%
	Submission of 2022/2023 Annual Financial Statements	2022/2023 Annual Financial Statement submitted to the Auditor General by 31 August 2023	31 August 2023	31 August 2023	N/A	N/A	N/A
	Submission of 2022/2023 Annual Performance Report	2022/2023 Annual Performance Report submitted to the Auditor General by 31 August 2023	31 August 2023	31 August 2023	N/A	N/A	N/A
	Tabling of the final 2022/2023 Annual report	2022/2023 Draft Annual Report tabled to Council by 31 January 2024	31 January 2024	N/A	N/A	31 January 2024	N/A

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
	Tabling of the draft 2022/2023 Annual report	2022/2023 Final Annual Report tabled to Council by 29 March 2024	29 March 2024	N/A	N/A	29 March 2024	N/A
	Preparation and adoption of the 2022/2023 oversight report	2022/2023 oversight report prepared and adopted by Council by 29 March 2024	29 March 2024	N/A	N/A	29 March 2024	N/A
	Submission of Corporate Services Monthly Departmental reports	Number of monthly Corporate Services departmental reports submitted to the Corporate and Community Portfolio meetings by 28 June 2024	11	3	2	3	3
	Submission of Planning and Economic Services Monthly	Number of monthly Planning and Economic services departmental reports	11	3	2	3	3

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
	Departmental reports	submitted to the Planning and Economic Services Portfolio meetings by 28 June 2024					
	Submission of Technical Services Monthly Departmental reports	Number of monthly Technical Services departmental reports submitted to the Finance and Technical Services Portfolio meetings by 28 June 2024	11	3	2	3	3
	Submission of Community Services Monthly Departmental reports	Number of monthly Community Services departmental reports submitted to the Corporate and Community Portfolio meetings by 28 June 2024	11	3	2	3	3

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
To ensure that Council is Functioning Effectively and Efficiently	Ensure functionality oversight structures	Number of Council meetings held per annum	4	1	1	1	1
		Number of ExCo meetings held annum	11	3	2	3	3
		Number of Section 44 reports submitted to Council per annum	4	1	1	1	1
		Number of Portfolio Committee meetings held and attended per annum (Finance, Planning and Economic Services, Technical Services, Community & Corporate Services)	33	9	6	9	9
		Number of Portfolio Committee reports (Resolution registers) submitted to ExCo by 28 June 2024	33	9	6	9	9

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
		Number of MPAC meetings held by 28 June 2024	4	1	1	1	1
		Number of MPAC reports submitted to Council by 28 June 2024	4	1	1	1	1
		Number of Local Labor Forum Meetings held by 28 June 2024	4	1	1	1	1
		Number of Audit Committee meetings held by 28 June 2024	4	1	1	1	1
		Number of Audit Committee reports submitted to Council by 28 June 2024	2	N/A	N/A	1	1

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
To ensure safeguarding of municipal records	Safe guarding of Awarded Bid Documents	% of awarded bid documents safeguarded by 28 June 2024 (7 day quotation and competitive bids)	100%	100%	100%	100%	100%
To identify and prioritise risk events	Conduct risk assessment	Number of 2023/2024 risk assessment completed by 28 June 2024	1	N/A	N/A	N/A	1
	Monitor the implementation of the risk register	Percentage of top 2 risk actions addressed per department by 28 June 2024	20%	5%	10%	15%	20%
	To implement and maintain compliant, effective and efficient Risk Management systems and processes	Enterprise Risk Management Framework and Strategy reviewed and approved by council by 28 June 2024	28 June 2024	N/A	N/A	N/A	28 June 2024

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
	To implement and maintain compliant, effective and efficient Risk Management systems and processes	Anti-Fraud and Corruption Strategy & Policy reviewed and approved by council by 28 June 2024	28 June 2024	N/A	N/A	N/A	28 June 2024
	To implement and maintain compliant, effective and efficient Risk Management systems and processes	Number of Risk Committee meetings held by 28 June 2024	2	N/A	N/A	1	1

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OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
	To implement and maintain compliant, effective and efficient Risk Management systems and processes	Number of Risk registers updated annually by 28 June 2024 (Strategic Risk Register, Operational Risk Register, ICT Risk Register and Anti-Fraud and Corruption Risk Register).	4	N/A	N/A	N/A	4

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
	To implement and maintain compliant, effective and efficient Risk Management systems and processes	Number of 2023/2024 Enterprise Risk Management Register submitted to Council for approval by 28 June 2024	1	N/A	N/A	N/A	1
To ensure maximum compliance with legislative framework	Implementation of the compliance checklist	Percentage of legislated provisions as contained in the compliance checklist complied with by 28 June 2024	100%	100%	100%	100%	100%

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
<b>OUTCOME 9 - IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATIVE CAPABILITY</b>							
<b>NATIONAL KPA - MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT</b>							
<b>B2B PILLAR 4 - SOUND FINANCIAL MANAGEMENT</b>							
To ensure achievement of expenditure targets	Monitor the implementation of the procurement plan	% of items procured as contained in the procurement plan	100%	35.55%	66.66%	93.33%	100%
To improve budget implementation in the municipality	To comply with Supply Chain Management regulations	% of UIFW to total expenditure	0%	0%	0%	0%	0%
	To ensure effective and efficient Supply Chain Management turnaround times	Number of quarterly SCM Policy implementation reports submitted to Council by 28 June 2024	4	1	1	1	1
To ensure optimal	Implementation of a revenue enhancement	% of collection of debtors in respect of service billings	95%	95%	95%	95%	95%

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
revenue collection	strategy and revenue debt collection policy	% of reduction in the debtors book	10%	3%	6%	8%	10%
		Bad Debts written off as a percentage of bad debts provision	10%	3%	6%	8%	10%
To ensure capital expenditure management	Monitor implementation of the capital budget	% spent on Capital expenditure programme	100%	35.55%	66.66%	93.33%	100%
To effectively manage municipal financial resources in a sustainable and accountable manner	Optimise expenditure of operational budget	Percentage of Operational budget on repairs and maintenance	100%	25%	45%	70%	100%
	Effective and efficient inventory management	Number of stock taking conducted	4	1	1	1	1
To ensure compliance with the MFMA on expenditure management	Monitor implementation of the operational budget	% of operational expenditure	100%	24%	48%	75%	100%
	Monitoring compliance of creditors payment	Percentage of compliant invoices signed within 10 days of receipt	100%	100%	100%	100%	100%

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
		% of compliant invoices paid within 30 days	100%	100%	100%	100%	100%
To ensure compliance with the MFMA on liability management	Monitoring of operational and capital commitments	Number of monthly updates undertaken on the Contract Register	12	3	3	3	3
		Percentage of Service Providers monitored and evaluated as per the Updated Contract Register	100%	100%	100%	100%	100%
To achieve sustainability and liquidity ratios	Monitor implementation of the cash flow management strategy which will serve to safeguard the cash flow requirements of the institution	Cash coverage ratio in days	1-3 months	1-3 months	1-3 months	1-3 months	1-3 months

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
	Monitor implementation of expenditure management and cash flow requirements in a manner that will ensure timeous payment of both long term and short term financial obligations.	current ratio 1.5:1	1.5:1	1.5:1	1.5:1	1.5:	1.5:1
To safeguard Municipal Assets	Update assets register on a monthly basis	Number of monthly updates undertaken on the GRAP Compliant Asset Register	12	3	3	3	3
	Effective and efficient asset management	Number of assets verification report prepared by 28 June 2024	4	1 (Computer equipment, Transport assets)	1 (Buildings, Community Assets)	1 (Roads, Work in Progress)	1 (All categories, emphasis on Plant on Machinery)
To achieve effective financial reporting	Preparation of quarterly financial statements	Number of interim financial statements prepared by 28 June 2024	3	N/A	1	1	1

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
	Preparation of section 71 reports	Number of monthly section 71 reports prepared and submitted to the Finance and Technical Services Portfolio Committee and the Executive Committee by 28 June 2024	11	3	2	3	3
	Preparation of section 52 (d) reports	Number of section 52 (d) reports prepared and submitted to Council by 28 June 2024	4	1	1	1	1

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
To improve budget implementation in the municipality	Review of the Budget Related Policies as per MFMA	Number of budget related policies and by-laws reviewed and adopted by Council by 30 May 2024 (Loss Control Policy & Procedure Framework, Petty Cash Policy, Travel /Locomotion Allowance Policy, Property Rates By-Law, Asset Management Policy & Procedure Framework, Budget Virement Policy, Cash Management Banking And Investment Policy, Contract Management Policy, Cost Containment Policy, Credit Control And Debt Collection Policy Framework, Credit Control By-law, Financial Delegations Policy	19	N/A	N/A	N/A	19

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
		Framework,Indigent Policy,Addendum To The Supply Chain Management Policy, Pre-Payments And Deposits,Subsistence & Travel Allowance,Tariff Policy & Procedure Framework,Telephone, Cellphone & 3g Usage Policy & Procedure Framework,Supply chain Management Policy)					
To Improve budget implementation in the municipality	Compilation of the budget within the legislated time frames	2023/2024 adjustment budget adopted by Council by 29 February 2024	29 February 2024	N/A	N/A	29 February 2024	N/A
		2023/2024 Mid Year Performance Assessment submitted	25 January 2024	N/A	N/A	25 January 2024	N/A

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
		to the Mayor by 25 January 2024					
		Draft 2024/2025 budget tabled to Council by 29 March 2024	29 March 2024	N/A	N/A	29 March 2024	N/A
		2024/2025 annual budget adopted by Council by 30 May 2024	30 May 2024	N/A	N/A	N/A	30 May 2024
<b>OUTCOME 9 - IMPROVED MUNICIPAL FINANCIAL AND ADMINISTRATION CAPABILITY</b>							
<b>NATIONAL KPA - CROSS CUTTING INTERVENTIONS</b>							
<b>B2B PILLAR 1 - PUTTING PEOPLE FIRST</b>							
To ensure efficient and credible strategic and spatial	Revision of the 2023/2024 Integrated Development Plan	IDP/Budget Process Plan approved by the Municipal Council by 31 August 2023	31 August 2023	31 August 2023	N/A	N/A	N/A

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
municipal planning		2024/2025 draft IDP tabled to Council by the prescribed date of 29 March 2024	29 March 2024	N/A	N/A	29 March 2024	N/A
		2024/2025 IDP Review adopted by the Municipal Council by 30 May 2024	30 May 2024	N/A	N/A	N/A	30 May 2024
	Implementation of the Spatial Planning and Land Use Management Act (SPLUMA) and Umvoti Spatial Planning and Land use Management Bylaws	Percentage of compliant applications considered and concluded per annum	100%	100%	100%	100%	100%
	Implementation of the National Building Standards and	Percentage of compliant building plans and signage applications	100%	100%	100%	100%	100%

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
	Regulations by-laws	considered and concluded per annum					
	Review Spatial Development Framework to be in line with SPLUMA requirements	Date Spatial Development Framework (SDF) reviewed and approved by 30 May 2024	30 May 2024	N/A	N/A	N/A	30 May 2024
To ensure effective disaster management	Review Disaster Management Sector Plan	Date Disaster Management Sector Plan Reviewed and approved	30 May 2024	N/A	N/A	N/A	30 May 2024
	Functioning of the Disaster Management Forum	Number of Disaster Management Forum Meetings held per annum	4	1	1	1	1
To mitigate disaster incidents in communities	Conduct schools and community awareness campaigns	Number of disaster awareness campaigns conducted	4	1	1	1	1

OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
To mitigate the effect of disasters and ensure improved responses	Responding to reported Disasters	Percentage response to reported disasters	100%	100%	100%	100%	100%
To provide a safe and secure environment	Conduct road blocks to enhance law enforcement	Number of road blocks conducted.	24	6	6	6	6
	Render a prompt and efficient reaction to road traffic accidents	Percentage response to reported accidents within the prescribed turnaround time of two hours	100%	100%	100%	100%	100%
	Enhance Law Enforcement	Number of Section 56 notices (Traffic Violation summons) issued by 28 June 2024	499	184	115	100	100
	Enforcement of Municipal By laws	Number of Municipal Bylaws enforced by 28 June 2024 (Illegal Trading, Building Regulations, Environmental and	4	4	4	4	4

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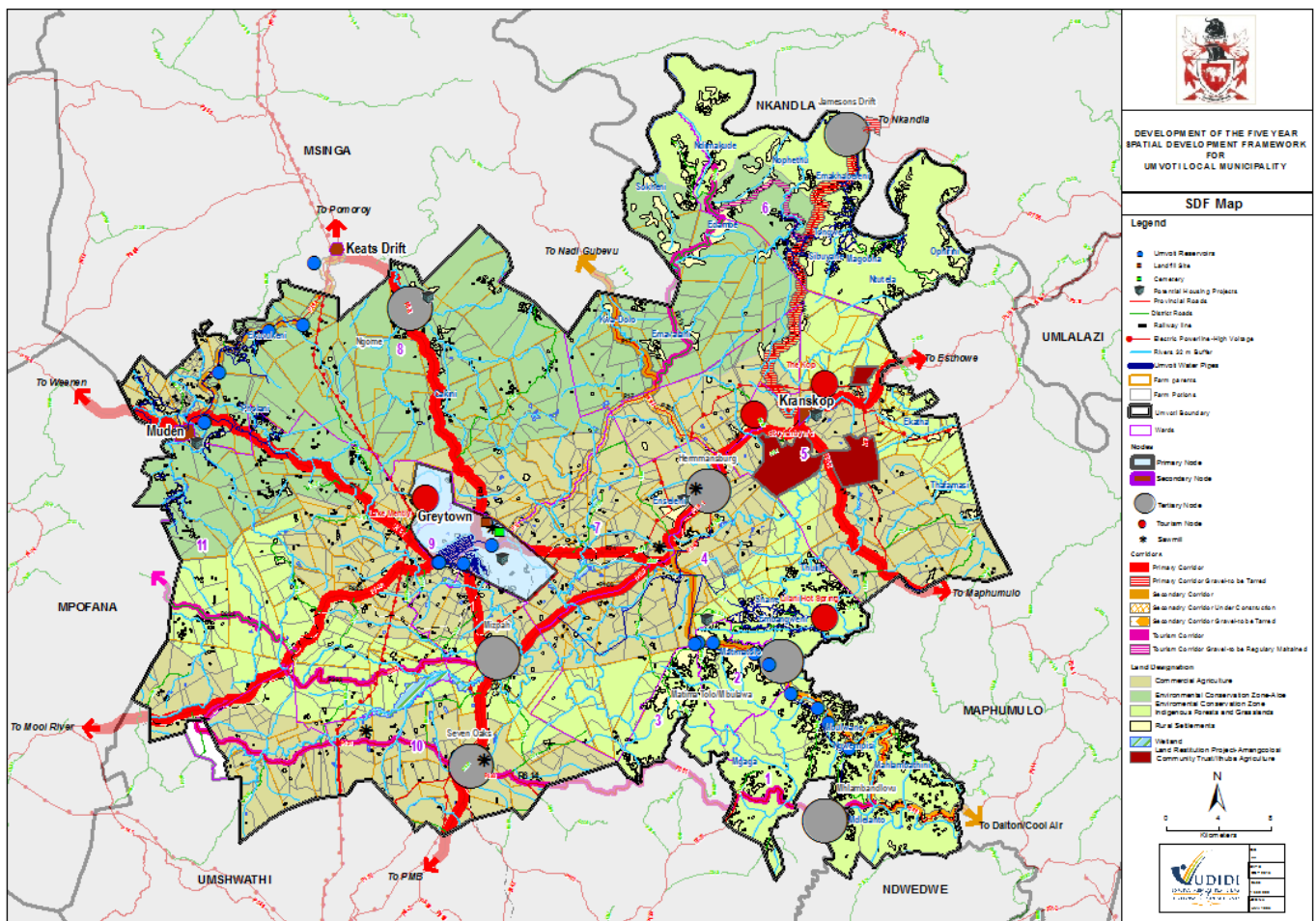
OBJECTIVE	STRATEGIES	INDICATORS	ANNUAL TARGET	QUARTER 1	QUARTER 2	QUARTER 3	QUARTER 4
				Projected Target	Projected Target	Projected Target	Projected Target
		Health, Prevention of land envasion)					
To promote Library and related Services	Conduct schools and community awareness campaigns	Number of Library awareness campaigns conducted	4	1	1	1	1
To promote Museum and related Services	Conduct schools and community awareness campaigns	Number of museum awareness campaigns conducted	4	1	1	1	1

## SECTION 5: STRATEGIC MAPPING AND IMPLEMENTATION PLAN

### 5.1 STRATEGIC MAPPING

#### 5.1.1 DESIRED SPATIAL OUTCOMES

The municipality developed its new five year Spatial Development Framework (SDF) in 2013. The municipality has reviewed its SDF during the 2018/2019 financial year with the assistance of Umzinyathi District, Municipal Infrastructure Grant Agency (MISA) and the Department of Cooperative Governance and Traditional Affairs. The municipality has budgeted for a full SDF review during the 2018/19 financial year. The SDF map is presented in Figure 62 below:



Map 54: Umvoti SDF

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Umvoti like any given municipality accommodates a hierarchy of nodes which shows the relative intensity of development anticipated for the various nodes, and the dominant nature and activity of the nodes.

- ✓ Primary Node (Rural Service Centre: - Main Hub- Greytown) - Administrative and Economic Centre
- ✓ Secondary Node (Satellite: - Support Centre Kranskop, Muden and Keats drift on the edge of the Municipality) - Distribution and co-ordination point
- ✓ Tertiary – Hermannsburg, Matimatolo/Mbulwane, Mizpah, Seven Oaks, Ngome with Mahlambandlovu on the Edge of the Municipality

These words distinguish between the higher order and lower order cores or centres within the area of influence of the service centre.

The Nodes have different buffers, which are determined by the type of node. This buffer is an indication of the threshold served by each node. The primary node has a 10 km radius buffer, whilst the secondary and tertiary nodes both have a 5 km radius buffer.

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### **5.1.2 DESIRED SPATIAL FORM AND LAND USE**

The municipality has developed and reviewed its Five Year Spatial Development Framework (SDF) as presented in **Figure 54 above**. The proposed spatial form is presented in **Figure 54 above**.

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### **5.1.3 SPATIAL RECONSTRUCTION OF THE MUNICIPALITY AND STRATEGIC GUIDANCE IN RESPECT OF THE LOCATION AND NATURE OF DEVELOPMENT WITHIN THE MUNICIPALITY**

#### **5.1.3.1 UNDERLYING PRINCIPLES**

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- Integrated Development: Integrated development endeavours to marry the various needs of the district in a manner which will provide a national mix of development to meet socio economic needs and requirements for environmental conservation.
- Sustainable Development: Sustainable Development is a concept which focuses on the enhancement and improvement of various components of main environments in a manner which will protect the bio-physical environment, cultural heritage and improve the quality of life so that community development will be enriched rather than impoverished in the interest of present and future generation.
- Establishment of Structure: This concept can best be achieved through the use of a variety of planning tools to include the identification, linking and zoning of areas, nodes and corridors in a structured manner that will promote sustainable development within an area.

- 
- **Unique Character:** The unique character of an area, place or region is described as an assessment of its attributes and determining those that make it different from others in the region.
  - **Implementation Orientated Planning:** This is geared to the preparation of plans linked to strategic implementation objectives according to time lines.
  - **Development as a Continuous Process:** This concept stems from a view that development is dynamic and progresses along a continuum of cause and effect.
  - **Participatory Planning:** Consultation with interested and affected parties is the basis of this process in order to identify key issues and address these in the plan being prepared. It is also very much part of the integrated development process toward achieving sustainable development.

### **5.1.3.2 PLANNING STRATEGIES**

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- ***Access Routes as Investment Lines***
  - Developing a district structure (see establishment of structure above)
  - Establishing a clear framework which facilitates access in its wider context
  - Creating a framework to direct public and private investment
  - Developing a network of opportunity on the basis of existing roads, settlement, natural resources and features
  - These routes represent the spines around which existing development has been attracted to and potentially also represent opportunities for future development
  - A hierarchy of investment lines can be distinguished consisting of primary, secondary and tertiary routes
  - The identification of this hierarchy provides guidance for the location of relevant land uses.
- ***A Service Centre Strategy***
  - Creating a hierarchy of service centres (nodes) offering a range of facilities and activities throughout the district.

- 
- Four levels of areas are suggested to include a district centre, primary, secondary and satellite service nodes.
  - The centres are conceptualised as serving different catchments and offering a range of services and opportunities
  - In general higher order centres will at the same time serve as the relevant lower order centres
  - The principles suggested will have to be adjusted to specific local circumstances.

- **Natural Resource as Primary Asset and Structuring Element**

- Acknowledging, protecting and enhancing the inherent qualities of the landscape and managing the natural environment as a prime asset and resource base for the district.
- Environmental sustainability, restoration and rehabilitation and appropriate usage forms the basis for this
- The sustainable utilization of natural resources is suggested to *inter alia* promote the development of agriculture as a key driver of the rural economy incorporating currently underutilized agricultural land
- The identification of new inherent opportunities to be found within the picturesque landscape which characterizes much of the district including developing latent potential particularly with regards to tourism opportunities.

- **Integration**

- Integrate Low Income residential areas to high order centres
- New economic opportunities in growth area and adjacent to major roads

- **Compaction**

- New and Infill development focused to create coherent system, mainly in urban and peri-urban areas Greytown and Kranskop

- **Meeting Land Use Needs and Identification of areas of economic development potentials**

- New Residential areas

- 
- New economic opportunity areas, especially those areas which were previously excluded from the main stream economy
  - New nodal points
  - Restructure CBD
- 
- **Restructuring of the LM:**
    - Creation of new nodes and new economic opportunity areas
    - Limited mixed-use activity spines between focus points
    - Redressing imbalances with improved infrastructure
- 
- **Sustainability**
    - Protecting environmentally sensitive areas
    - Coherent and reinforcing infrastructure
    - Protecting agriculture potential areas
    - Upgrade residential areas with appropriate infrastructure
    - In situ upgrading of Informal settlements
- 
- **Establishing a Management Framework**
    - Having established an investment framework and a natural resource base, it is possible to identify an overall management framework to guide future development.
    - Such guidance will include the identification of primary land use zones such as environmental conservation zones, agricultural zones, areas for residential settlement etc.

## **5.1.4 SPATIAL ALIGNMENT WITH NEIGHBOURING MUNICIPALITIES**

### **5.1.4.1 KZN SDF**

#### **5.1.4.1.1 KZN SDF ALIGNMENT ASPECTS**

**Table 73: KZN SDF Alignment aspect**

<b>Area of Alignment</b>	<b>Observations</b>
Development Corridors	The corridors identified in the Provincial SDF are aligned with the district SDF. There are also Priority conservation corridors and Biodiversity priority areas with need to be maintained for sustainability of ecosystems.
Cross Boundary Dependencies	Areas of cross boundary dependencies include economic support areas to the north and the east of Umvoti Municipality. Agricultural investment area are evidential to the south and west of Umvoti Municipality.
Cross Boundary Co-operation	These should be at provincial, district and local level especially with regards to the Priority conservation corridors and Biodiversity priority areas for sustainability of ecosystems
Potential Contradictions	There are no contradictions identified thus far in the Provincial SDF.

### **5.1.4.2. UMZINYATHI SDF**

#### **5.1.4.2.1 UMZINYATHI DM ALIGNMENT ASPECTS**

**Table 74: Umzinyathi DM alignment aspects**

<b>Area of Alignment</b>	<b>Observations</b>
Development Corridors	R33 and R74 (to Maphumulo, Muden and Weenen) are primary corridors identified in the District SDF. A secondary corridor is identified as a road from Greytown to Mooi River. Various tertiary corridors are identified within the local municipality
Cross Boundary Dependencies	Areas of environmental significance are not depicted at cross boundary level.
Cross Boundary Co-operation	There is a need to identify major corridors that link communities within the district and prioritize those. Also

	environmental considerations need cross boundary co-operation.
Potential Contradictions	There are contradictions in identification of movement corridors.

### 5.1.4.3 MSINGA SDF

#### 5.1.4.3.1 MSINGA LM ALIGNMENT ASPECTS

**Table 75: Msinga LM alignment aspects**

Area of Alignment	Observations
Development Corridors	R33 is identified a primary corridor. A tourism corridor from Keats Drift to Kwadolo and to R74 is also linked to Umvoti Municipality.
Cross Boundary Dependencies	Nkonyane Rural Settlement cluster and Keats Drift Rural Service centre also serve Umvoti Community.
Cross Boundary Co-operation	The provision of services should not be duplicated on the identified nodes within the region.
Potential Contradictions	There are no potential contradictions identified.

### 5.1.4.4 NKANDLA SDF

#### 5.1.4.4.1 NKANDLA SDF, 2011

**Table 76: Nkandla LM alignment aspects**

Area of Alignment	Observations
Development Corridors	The road passing Jameson's Drift is identified as a high access route. This should link to the road to Kranskop.
Cross Boundary Dependencies	The above route needs to be prioritised as a primary corridor in both Nkandla and Umvoti Municipality. Both at Provincial and District this corridor should be prioritised.
Cross Boundary Co-operation	There is a need for cooperation at all levels with regard to prioritisation of this corridor and preservation of the environment

Potential Contradictions	The rural landscape to the north boundary of Umvoti should be properly designated in terms of land use.
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#### 5.1.4.5 MAPHUMULO SDF

##### 5.1.4.5.1 MAPHUMULO LM ALIGNMENT ASPECTS

**Table 77: Maphumulo LM alignment aspects**

Area of Alignment	Observations
Development Corridors	R74 to Maphumulo and The road from Eshowe to Kranskop are identified as primary corridors.
Cross Boundary Dependencies	A Secondary node identified in Maphumulo municipality to the north of Maphumulo town is on the boundary of the two municipalities and serve Umvoti Community.
Cross Boundary Co-operation	There is a need to consolidate services on this node and not duplicate in Umvoti Municipality
Potential Contradictions	No Land Use Designation are proposed in Maphumulo SDF

#### 5.1.4.6 UMSHWATHI SDF

##### 5.1.4.6.1 UMSHWATHI LM ALIGNMENT ASPECTS

**Table 78: Umshwathi LM alignment aspects**

Area of Alignment	Observations
Development Corridors	R33 from Pietermaritzburg links Umshwathi and Greytown
Cross Boundary Dependencies	The R33 needs to be prioritized as provincial corridor linking Umshwathi, Umvoti, Msinga and Dundee
Cross Boundary Co-operation	There is a need for cooperation at all levels with regard to prioritization of this corridor and preservation of the environment
Potential Contradictions	Environmental considerations should be aligned

#### 5.1.4.7 MPOFANA LM ALIGNMENT ASPECTS

**Table 79: Mpofana LM alignment aspects**

Area of Alignment	Observations
Development Corridors	R74 from Weenen to Muden and road from Mooi River to Greytown is identified as primary corridors within Mpofana LM SDF
Cross Boundary Dependencies	The above route needs to be prioritized as a primary corridor in both Nkandla and Umvoti Municipality. Both at Provincial and District this corridor should be prioritized.
Cross Boundary Co-operation	There is a need for cooperation at all levels with regard to prioritisation of this corridor and preservation of the environment
Potential Contradictions	Environmental considerations should be aligned.

#### 5.1.4.8 UMVOTI SPATIAL DEVELOPMENT FRAMEWORK

##### 5.1.4.8.1 UMVOTI LM ASPECTS TO BE ADDRESSED AS PER MEC COMMENTS

**Table 80: Umvoti LM aspects to be addressed as per MEC comments**

Area of Alignment	Observations
Alignment with relevant sector and master plans	Although various Sections of the SDF discuss principles and strategies, they are not directly associated to the Municipal area, giving no strategic direction i.e. alignment with relevant Sector and Master Plans.
Urban/development edges	Indicate Urban/Development Edges to discourage sprawl and dispersed settlement patterns.
Spatial Planning and Land Use Management	It is recommended that in reviewing your SDF, particular attention be given to the requirements of Section 21 of the Act.

Act 16 of 2013 (SPLUMA)	
Mapping	Improvement of the legibility of maps contained in the SDF. It is noted that certain maps require associative discussion.
Strategic assessment of the SDF	Inclusion of a strategic assessment of the SDF proposals on the local environment.
Densification framework or related strategies	Inclusion of a densification framework or related strategies on managing the development of settlements (especially within the Community Project Areas) and the future housing demand.

#### **5.1.4.8.2 LAND USE MANAGEMENT SCHEME**

The KwaZulu-Natal Planning and Development Act, No. 6 of 2008 requires municipalities to prepare the Wall-to-Wall Scheme for the whole municipality within five (5) years from the date of the commencement of the Act. Umvoti Municipality has adopted an Urban Land Use Scheme for its urban areas: Greytown, Kranskop and Enhlalakahle. The Municipality has budgeted for the finalisation of the scheme by preparing a Rural Land Use Scheme which will then allow the municipality to have a Wall to Wall Scheme in its 2018/2019 financial year budget.

Due to immediate needs for growth of the town, the existing Urban Land Use Scheme boundary is proposed to be extended. Urban edge/ urban growth boundary: detailed planning for future infrastructure and services in the area identified needs to be undertaken to cater for the growth of Greytown Town.

#### **5.1.5 INDICATE WHERE PUBLIC AND PRIVATE LAND DEVELOPMENT AND INFRASTRUCTURE INVESTMENT SHOULD TAKE PLACE**

There are several areas with special attention by virtue of their location or special circumstances. They provide opportunities for development that would benefit the Municipality as a whole.

- 
- The infrastructure in Greytown as a Primary node and corridor and the town of Kranskop which is the secondary node and corridor need to be rehabilitated in order to draw investment to these areas.
  - Areas with underutilized but high agricultural potential: Future investigations into niche market commercial agriculture as well as the focus of training should be considered for these areas.
  - Areas with Land Reform potential: Land Reform is a priority in the area. These areas should be the prioritized targets of future land reform initiatives that build on their agricultural potential. Muden has a number of derelict buildings, which requires substantial upgrading and redevelopment in some instances. Commercial farms and land reform projects surround the centre. Muden has potential to develop as a service and agri-processing centre.
  - Areas that have particular value in terms of Tourism: These are areas that should be celebrated and promoted for their potential to draw outside visitors. Many of these areas are environmentally sensitive and protection as well as celebration is required. Investment is required to make them attractive and accessible – thereby providing an income source for local residents

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## **5.1.6 AREAS WHERE STRATEGIC INTERVENTION IS REQUIRED**

### **5.1.6.1 AREAS OF SPECIAL NEED**

Areas that deserve special attention are those very isolated pockets of land, with a low level of services and particularly dispersed populations. There is limited agricultural potential, although some opportunity does exist in terms of land reform given proximity to State land. These areas should be prioritized for intervention including improved access roads and an essential level of services. This means that the Municipality needs to put more effort on Rural Development.

The tertiary nodes (Hermannsburg, Matimatolo/Mbulwane, Mispah, Seven Oaks, Jameson drift and Ngome) need to be rehabilitated in future.

- Hermannsburg: Hermannsburg is a village located on R74 between Greytown and Kranskop. There is a formal Middle Income Housing development with a few shops, a Post Office, a high school and a major international NTE factory. There is also a Piggery in the village. The village is serviced with water, electricity, roads and a sewerage treatment works. There is a vast land suitable for housing development and the area has potential for infrastructure upgrade. Identified and reform projects can have spin-offs in the developments in this node.
- Matimatolo/Mbulwane: Matimatolo/Mbulwane area is in a Traditional Authority area and is a dense rural settlement. Within this node, there are two high schools, a police station, clinic community centres, churches, sports fields and shops. Access roads however, need to be regularly maintained and community centres upgraded. This is a potential for green field residential project on privately owned land on the periphery of

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the Traditional Authority. This will provide security of tenure to the community and upgrade living conditions.

- Mispah: This is a small railway station node with a few shops, old dilapidated industries and a school. Housing development has potential in this area as it would provide shelter for farmworkers and farm dwellers, thereby formalising the settlements and reviving the area.
- Seven Oaks: There is an old railway station in Seven Oaks, sawmill, small holdings, a petrol filling station and a few convenient shops. This area has potential for residential development to accommodate farm and sawmill workers.
- Jameson Drift: Jameson Drift services the Emakhabeleni area and Nkandla Municipality – service provision of health, police station, Department of Home Affairs, and infrastructure need to be improved in this area as these are desperate from these communities. A Thusong Centre is proposed in this node as this will also attract tourism in the area.
- Ngome: Ngome tertiary node has Inkosi Mbongeleni Zondi One Stop development centre (with clinic, social development, reserve police officer, and other departments), several schools, poultry project, Inkosi Bambatha Memorial hall, Ngome Game Reserve, sports fields and a few shops. The area has the potential for LED and tourism related opportunities around the development centre; however infrastructural development is still a challenge in this area. Ngome is in close proximity to Keats Drift Commercial node in Msinga Municipality.

Woolstone area is situated outside the urban edge and has been identified as an area that can be developed into an Agri-village. The Woolstone Local Area Plan was developed and it identifies areas of intervention that need to be considered for the development of this area. The implementation plan was also prepared. The Project Steering Committee was established in order to ensure that the identified projects are implemented in an integrated manner. However, the land procurement from Mondi for the Woolstone Community has not yet been finalised.

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#### **5.1.6.2 AREAS THAT HAVE PARTICULAR VALUE IN TERMS OF TOURISM**

These are areas that should be celebrated and promoted for their potential to draw outside visitors. Many of these areas are environmentally sensitive, thus protection as well as celebration is required. Investment is required to make them attractive and accessible – thereby providing an income source for local residents. The Environmental Education Centre proposed in the Development Strategies is intended to be a resource that will provide environmental education as well as being an added tourist attraction for those visiting Nature Reserves. The Investment Framework Plan depicts tourism routes, investment lines and interceptor points for investments.

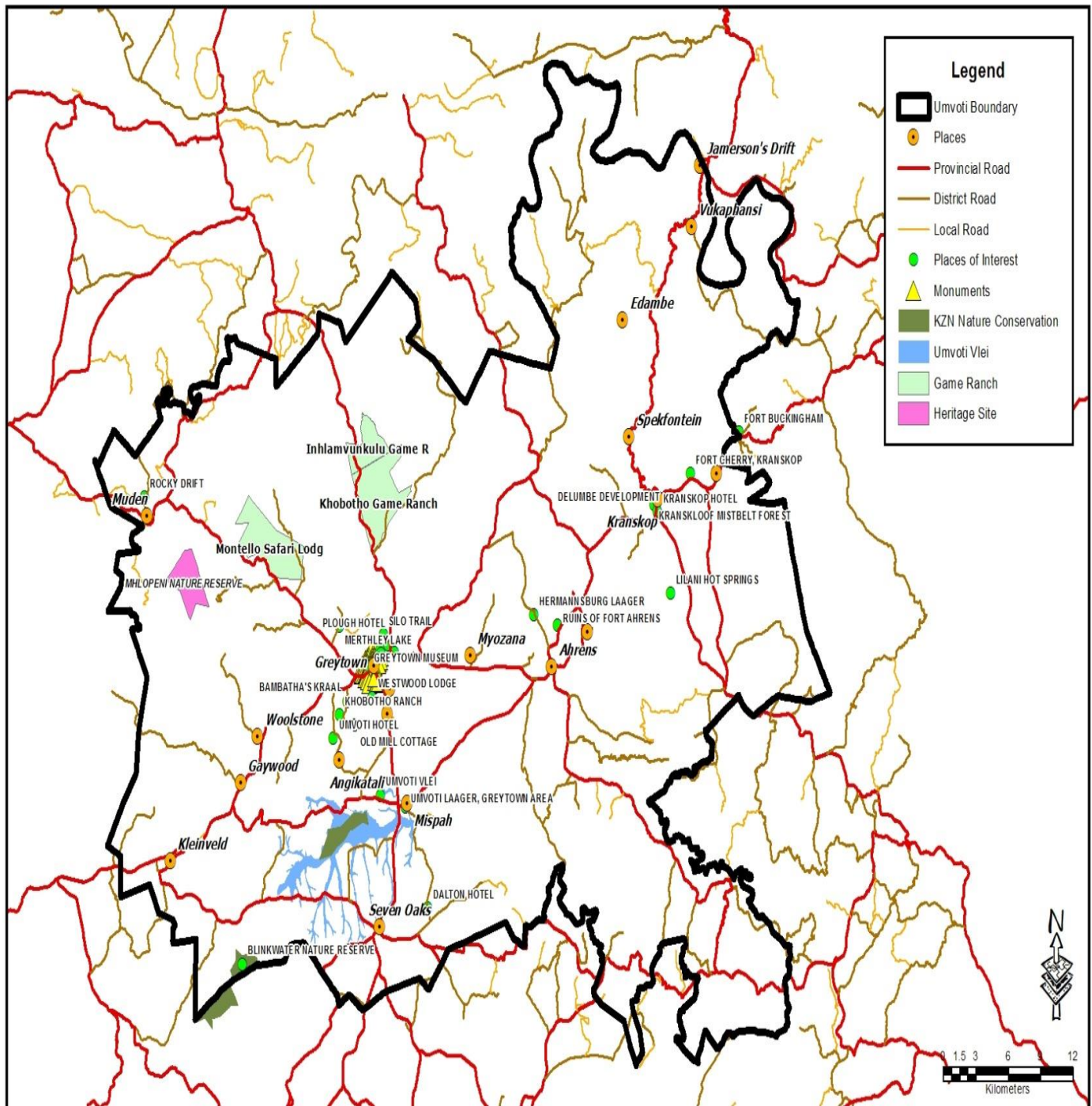
The tourism assets within the Umvoti municipality include the following assets and heritage sites:

- Muden Culture and Craft Village
- Bhambatha Heritage and Craft Centre

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- Ngome Community Game Reserve
  - Ntunjambili View Site
  - Liliani Hot Springs
  - Mvoti Vlei
  - Greytown Museum
  - Hermannsburg Mission House
  - Lake Merthley
  - Blinkwater Hiking Trails
  - The Grave of Sarie Marais
  - Several Forts such as Darnall, Mispah, Ahrens and Lilani

**Tourism Routes:** R614, D215, P362, D222 are tourism corridors which link Umvoti rural community. The scenery in these routes blends themselves to unlimited nature and culture based tourism. Important tourism link route that needs regular maintenance is the one linking Edambe to Makhabeleni.

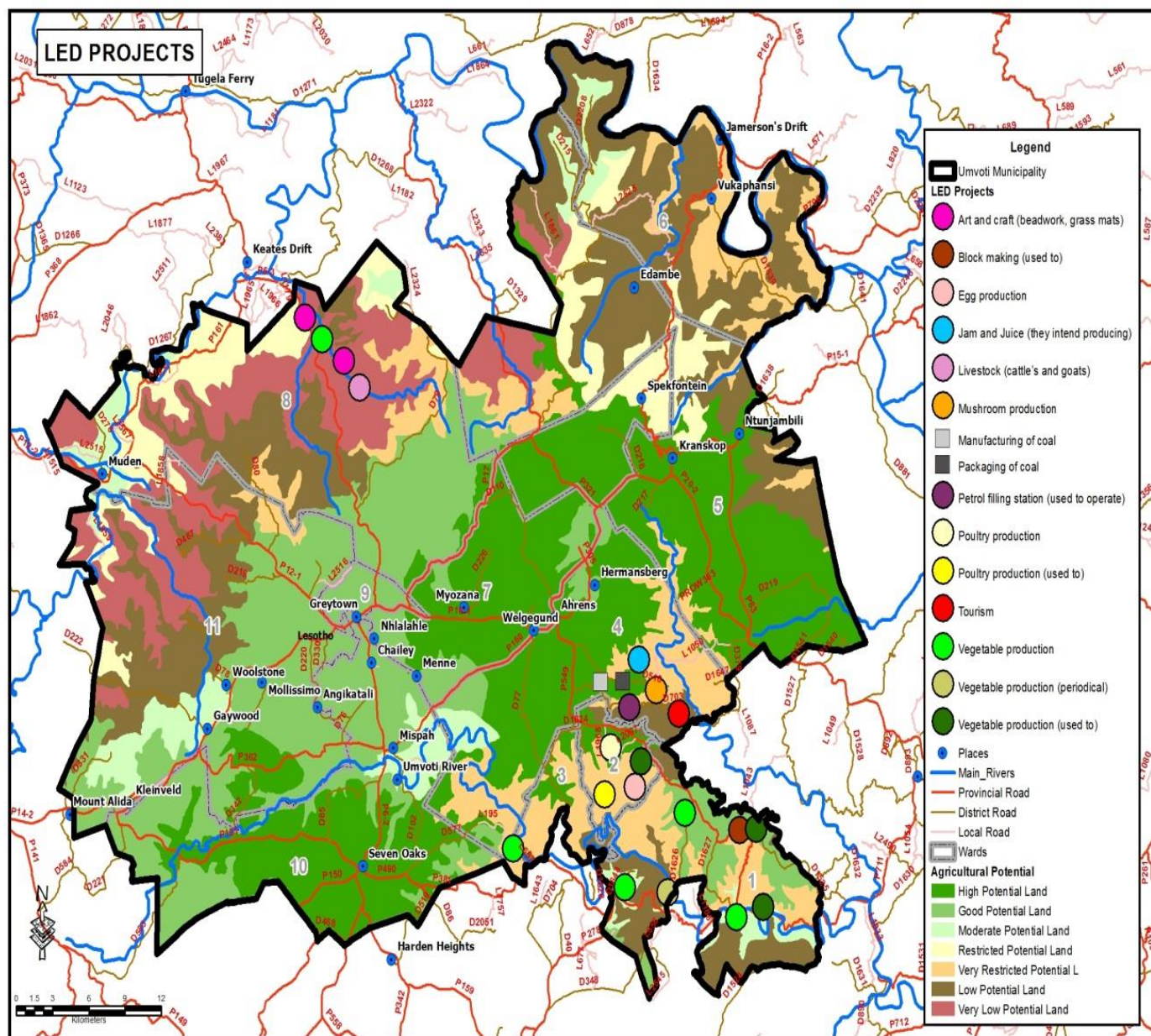
These tourism products need to be developed in an integrated manner and serve as the basis for the Umvoti Tourism Route which will be developed and marketed along the same lines as Midlands Meander.



**Map 55: Tourism Assets**

### 5.1.7 AREAS WHERE PRIORITY SPENDING IS REQUIRED

The nodes and corridors (primary, secondary and tertiary) need to be given special attention in order to attract more investment into Umvoti Municipal Area. The municipality also needs to improve economic existing LED related initiatives in order to ensure sustainable livelihoods. The map below shows some of the existing LED initiatives within Umvoti Municipality.



Map 56: Some of the existing LED related initiatives within Umvoti

### 5.1.8 SDF IMPLEMENTATION PLAN ( CAPITAL PROJECTS)

The implementation of the SDF also requires the alignment of spatial strategies and infrastructure planning and budgeting. The main capital projects that will be undertaken in the next three (3) years involve the MIG funded projects as well as electrification projects funded by the Department of Energy. Other government departments fund the other projects.

### 5.1.9 UMVOTI TOP 5 WARD PRIORITIES AND WISH LIST

The list of all municipal projects have been compiled after the Umvoti Strategic Planning Session as a draft of community needs. The Community Based Planning meetings took place on the 26<sup>th</sup> May 2022 for further consultation with the community and reviewed during the IDP/Budget roadshows as indicated in the Public Participation analysis. All of the projects presented below have no funding allocated to them. It is therefore important that the Municipality put in place a strategy to outsource funds and communicate with the other government departments in order to ensure that service delivery is improved. These projects are presented in the table below:

**TABLE 81 : TOP 5 WARD PRIORITIES AND WISH LIST (2022- 2027)**

WARD	TOP 5	WISH LIST
1	<ol style="list-style-type: none"> <li>1. Tarred and Access Roads (Upgrade of P549)</li> <li>2. Mobile Clinic</li> <li>3. Water and Sanitation</li> <li>4. Educational Resources (Libraries)</li> <li>5. Bubu Community Hall</li> </ol>	<ol style="list-style-type: none"> <li>6. Nculwane Bridge</li> <li>7. Skills Development Centre and Youth Bursaries</li> <li>8. Crime Prevention Centres</li> <li>9. Water Engine</li> <li>10. Fencing of Njengabantu grazing land</li> </ol>
2	<ol style="list-style-type: none"> <li>1. Water</li> <li>2. Housing</li> <li>3. Lightning Conductors</li> <li>4. Job Opportunities (Agriculture, Arts and Craft)</li> <li>5. Apollo street lights</li> </ol>	<ol style="list-style-type: none"> <li>6. 15 Water tanks</li> <li>7. Sports field</li> <li>8. Multi-Purpose Centre</li> <li>9. Rehabilitation of Cattle Dip</li> <li>10. Installation of electricity meter and toilets at Gwinyamathe Hall</li> </ol>
3	<ol style="list-style-type: none"> <li>1. Water (Benoni, Ngqayizivele, Mgaga and Tabang)</li> <li>2. Tar and gravel roads (Ntembisweni and Mdlelanto)</li> <li>3. Housing Project</li> <li>4. Satellite Police Station at (Mdlelanto and Ntembisweni)</li> <li>5. Mobile Clinic and (Mdlelanto and Ntembisweni)</li> </ol>	<ol style="list-style-type: none"> <li>6. Bus Shelters</li> <li>7. Sanitation</li> <li>8. Mdlelanto Sports field</li> <li>9. Electricity Infills</li> <li>10. LED initiative (Tractor)</li> </ol>
4	<ol style="list-style-type: none"> <li>1. Schools at Mthiyaqwa</li> <li>2. Bridge from Lilani to Mabomvini</li> <li>3. Water at Thulini</li> <li>4. Sports Field at EShane</li> <li>5. Thulini Community Hall</li> </ol>	<ol style="list-style-type: none"> <li>6. Mthiyaqwa Network, Road and Water</li> <li>7. Snomboza School</li> <li>8. Library at Maqginga</li> <li>9. High Masts (Thulini, Lilani and Mthiyaqwa)</li> </ol>

WARD	TOP 5	WISH LIST
		10. Rehabilitation of Lilani Roads
<b>5</b>	<ol style="list-style-type: none"> <li>1. Housing Project</li> <li>2. Water in Mbhoshongweni</li> <li>3. High Mast (Nseleni and Dulumbe)</li> <li>4. Upgrading of Gqamu Road</li> <li>5. Home Affairs Services</li> </ol>	<ol style="list-style-type: none"> <li>6. Pavements in Kranskop Rank</li> <li>7. Roads in Dulumbe, Mhlazane, Delevu and Mbhoshongweni</li> <li>8. Shelters for Kranskop Informal Traders</li> <li>9. Request for Borehole in Enqabeni</li> <li>10. Bus Shelters in Dulumbe and Enseleni</li> </ol>
<b>6</b>	<ol style="list-style-type: none"> <li>1. Mathambala Hall</li> <li>2. Ntuthela Creche</li> <li>3. Magobhe Community Hall</li> <li>4. Nhlosweni Community Hall</li> <li>5. Mhlabathini Creche</li> </ol>	<ol style="list-style-type: none"> <li>6. Gcothoyi Sports field</li> <li>7. Vukuzakhe Project</li> <li>8. Ehluthi Agricultural Project</li> <li>9. Zingelwayo Agriculture</li> <li>10. Infills</li> </ol>
<b>7</b>	<ol style="list-style-type: none"> <li>1. Storm Water drainage (France, Solomon, Angola and Townlands)</li> <li>2. Access Roads (Angola, Solomon, Townlands and Enhlalakahle)</li> <li>3. Renovation of Enhlalakahle Council Chamber and Municipal Offices including the Library</li> <li>4. Multi-Purpose in Townlands</li> <li>5. Solomon Creche</li> </ol>	<ol style="list-style-type: none"> <li>6. Sports field in Wolneka</li> <li>7. 2 High Masts in Townlands</li> <li>8. Skills/ Hall in Enhlalakahle</li> <li>9. Wolneka Creche</li> <li>10. Mobile Clinic (Wolneka and Townlands)</li> </ol>
<b>8</b>	<ol style="list-style-type: none"> <li>1. Water and Sanitation</li> <li>2. Electricity and Infills</li> <li>3. Housing Project</li> <li>4. Upgrading of Tar Road in Othini</li> <li>5. Fencing of Gardens and Grazing land</li> </ol>	<ol style="list-style-type: none"> <li>6. Construction of eSihlabeni Roads</li> <li>7. Vondela, Msamo, Ngubevu kick about</li> <li>8. Purchasing of Land for Muden</li> <li>9. Skills Development Centre</li> <li>10. Construction of Kwa Leje Sports Field</li> </ol>
<b>9</b>	<ol style="list-style-type: none"> <li>1. Sewer Plant (Bulk services)-Water and Sanitation inclusive of Public Toilets (Extension 14 and 9)</li> <li>2. Speed humps (York and Durban Street, Gugulethu and UBuhlebomvoti School)</li> <li>3. Multi-Purpose Centre</li> <li>4. Tar Road and Pavements (Phembuluka and Gugulethu)</li> <li>5. Storm Water Channels (drive way)</li> </ol>	<ol style="list-style-type: none"> <li>6. 6 High Masts in Gugulethu</li> <li>7. Additional CCTV Cameras in CBD and Residential Areas</li> <li>8. Primary School in Gugulethu</li> <li>9. Eradicating of Informal Settlements (The Village and Tent Town)</li> <li>10. Reviving Old Camp Sites for Religious Purpose</li> </ol>
<b>10</b>	<ol style="list-style-type: none"> <li>1. Water and Sanitation (Boreholes in 5VD's Plus Additional Jojo Tanks)</li> <li>2. Electricity</li> <li>3. Rural housing</li> <li>4. Recreational facilities</li> </ol>	<ol style="list-style-type: none"> <li>6. Network</li> <li>7. Kind Edward Park rehabilitated</li> <li>8. Museum to be Upgraded with Tourism Office</li> </ol>

WARD	TOP 5	WISH LIST
	5. Clinic	9. Re-establishment of Botanical Gardens including the adjacent swimming pool 10. Roads system in Ward 10
11	1. Makhuzeni Road 2. Macongco Sports Field 3. Mbalane 3 Electricity 4. Mbalane 2 Sports Field 5. Water Engine EMhlazane	6. Ward 11 Infills 7. KwaBhoyiBhoyi gravel Road 8. Mbalane 1 and 2 Link Road 9. Ntabenzima Sports Field 10. Bridge from Mhlambe to Eyethu
12	1. Water Project and Boreholes 2. Road linking Kwa Dinda to Kwa Senge 3. Housing Project 4. P17 Road upgrade 5. Network Aerial Installation	6. Road link to Manzimhlophe to Hlomela 7. Electricity Infills 8. Course Way Bridges 9. Construction of Cattle Camp/Grazing 10. Fencing of Halls and Crèches
13	1. Water Supply (entire ward) 2. Housing (Inkosi Ngubane and Nkosi Cele) 3. Access Roads (entire ward) 4. Sports Complex (Next to Sizwe and Sangweni Schools) 5. Multi-Purpose Centre (Skills Development and Government Services)	6. Clinic (Mabuthela Area) 7. High School (next to taxi rank) 8. Police Station 9. Water Tanks (entire ward) 10. Fencing of Agricultural Land (All Gardens)
14	1. Ngome Housing project 2. Rehabilitation of Roads 3. Water and Sanitation 4. Mpanza Community hall 5. Ngome Clinic	6. D79 to P17 Link road 7. Etsheni Road 8. Stikitikini Road 9. Fencing of Grazing land 10. Upgrade of Nodlozi Sports Field

#### 5.1.9.1 CAPITAL INVESTMENT PLAN

The projects included in this three-year investment programme are the MIG funded project where by the funds are already committed and projects registered with MIG. The other projects included are the electrification projects funded through the Integrated Electrification Programme (INEP). Other government departments fund the other projects.

The municipal Council took a resolution of clustering projects after taking into consideration the financial constraints faced by the municipality. The municipality completed the clustering period and is now implementing other projects utilising the Municipal Infrastructure Grant. The Capital Investment Plan will be incorporated into the final IDP.

**5.1.10 CAPITAL INFRASTRUCTURE INVESTMENT PROGRAMME ( 2023/2024, 2024/2025, 2025/2026) MIG, INEP, OTHER SECTOR DEPARTMENTS PROJECTS/PROGRAMMES**

**Table 82: Capital Infrastructure Investment Programme**

**MUNICIPAL INFRASTRUCTURE GRANT (MIG) BUDGET ALLOCATION**

<b>Total MIG Allocation</b>	<b>2023/2024</b>	<b>2024/2025</b>	<b>2025/2026</b>
	R 34 987 000.00	R 36 441 000.00	R36 450 000.00

**TABLE 83 : 2023/2024 MIG PROJECT LIST**

<b>No.</b>	<b>PROJECT NAME</b>	<b>WARD</b>	<b>ALLOCATION FOR 2023/2024 FINANCIAL YEAR</b>	<b>STATUS</b>
1	Completion of Enhlalakahle Sportfield Phase 2 in Ward 7	7	R16 032 722.08	In progress
2	Construction of uMvoti Ward 01 Sportsfield (AFA) MIS 394109	1	R 7 955 835.98	In progress
3	Construction of Candabuthule Sportfield in Ward 3	3	R16 182 577.18	In progress
4	Rehabilitation of Greytown Roads Phase 01 A	9	R 38 587 225,95	Completed
5	Rehabilitation of Greytown Roads Phase 1 B	9		completed
6	Rehabilitation of Greytown Urban (Dr Wessels Street) in Ward 10 - Phase 02 - (Award adjustment) AFA 461558	10	R18 165 729,35	In progress

**TABLE 84 : CURRENT PROJECTS 2022/2023 FINANCIAL YEAR- COMMUNITY FACILITIES: MIG**

No.	Project Name	Ward	Estimated Budget	Expenditure to Date	Status	Comments
1.	Upgrading of Enhlalakahle Sport field (Completion)	07	R 13 330 765.95	R 699 045.20	35% Complete.	New Consultant and Contractor were appointed for Completion of the project. The initial scope of works costed R 12 104 040.97
2.	Project name: Ward 1 sport field. (Completion)	01	R 16 243 464.00	R 344 306.69	11% Complete.	<p>Project was funded by Department of Sport and Municipality (MIG).</p> <p>DSR Funding : R 9 000 000.00</p> <p>MIG : R 7 955 835.96</p> <p>Total : R 16 955 835.90</p> <p>The Contractor was terminated for poor performance and with R 11 480 589.34 Expenditure.</p> <p>New Contractor has been appointed for completion of the outstanding works.</p> <p>Start date: March 2023</p> <p>Completion date: September 2023</p>

No.	Project Name	Ward	Estimated Budget	Expenditure to Date	Status	Comments
	Upgrading of Candabuthule Sport field		R 16 182 577.18	R 6 763 501.52	52%	<p>Start date: 22 November 2021  Completion date: 31 October 2022  Revised completion: 30 June 2023</p> <p>a) Reasons for delays: There has been delays caused by a local business forum, demanding a 30% CPG. Removal of unsuitable materials. The Land ownership issue.  b) Remedial actions: The contractor is working on weekends and have sub-contracted other activities to the experienced contractor who has more capacity.</p>

**TABLE 85 : MIG PROJECTS 2016 – to date**

NO.	PROJECT NAME	WARD	ESTIMATED BUDGET	EXPENDITURE TO DATE	STATUS	COMMENTS
2.	Construction of Emsengeni Hall	14	R 7 360 962. 48	R 7 360 962. 48	100% Complete.	Project was handed over to the Community. Community Services will provide caretaker and Security for the facility using EPWP employees.
3.	Construction of Hlalaphansi Hall/Creche	12	R 4 868 515.56	R 4 868 515.56	100% Complete.	Project was handed over to the Community. Community Services will provide caretaker and Security for the facility using EPWP employees.
5.	Construction of Lilane Sportfield	04	R 4 514 736.70	R 4 514 736.70	100% Complete.	Project was handed over to the Community. Community Services will provide caretaker and Security for the facility using EPWP employees.

NO.	PROJECT NAME	WARD	ESTIMATED BUDGET	EXPENDITURE TO DATE	STATUS	COMMENTS
6.	Construction of Emsamo Community Hall.	08	R 6 500 000.00	R 6 500 000.00	100% Complete	Project was handed over to the Community. Community Services will provide caretaker and Security for the facility using EPWP employees.
7.	Construction of Lakhis Sportfield.	09	R 13 999 319.54	R 12 863 336.13	100% Complete	24 hour security is required to look after the facility.
8.	Construction of Acacia Park.	09	R 10 447 347.50	R 10 056 170.73	100% Complete	24 hour security is required to look after the facility.

**TABLE 86: PROJECTS: 2021/2022 to 2022/2023 FINANCIAL YEAR COMMUNITY FACILITIES**

NO.	PROJECT NAME	WARD	ESTIMATED BUDGET	EXPENDITURE TO DATE	STATUS	COMMENTS
1.	Construction of Candabuthule Sportfield	03	R16 182 577,18	R 6 763 501.52	50% Complete	<p>The contractor is very slow on progress, as they have experienced the following challenges:</p> <ol style="list-style-type: none"> <li>1. The local business forum requesting to benefit from the project and making demands on the project. (Amadela ngokubona)</li> <li>2. The pioneer layer was delayed due to supplier's plant breakdowns</li> <li>3. Site not accessible in rainy days' ad it becomes very muddy</li> <li>4. Contractor importing the Dump rock is very slow due to the supplier is very far.</li> <li>5. Adverse weather condition.</li> </ol>

**TABLE 87 : PROJECTS 2016 TO 2021 ROADS.**

NO.	PROJECT NAME	WARD	ESTIMATED BUDGET	EXPENDITURE TO DATE	STATUS	COMMENTS
1.	Construction of Khokhoba Road to Matshemane Road Link.	12	R 9 465 878.03	R 8 654 959.41	99% Completion	The contractor was terminated due to abounding the site, the new service provider was appointed to complete the outstanding activities. The project is now practical complete and the contractor is busy with snags.
2.	Construction of Ngcakini Gravel Road.	14	TBA	TBA	Completed	In-house Project.
3.	Construction of Shalom Gravel Road.	10	TBA	TBA	Completed.	In-house Project.
4	Construction of Magcumaneni Gravel Road.	14	TBA	TBA	Completed	In-house Project.
5.	Compilation of Roads and Storm water infrastructure Plan.	All Wards	R 2,5 million.	R 2 000 000.00	100% Complete	Project was funded by DBSA. JG Afrika has done the presentation during strategic Workshop and has been approved.

**TABLE 88: PROJECTS 2021/2022 TO 2022/2023 FINANCIAL YEAR: ROADS**

NO.	PROJECT NAME	WARD	ESTIMATED BUDGET	STATUS	EXPENDITURE TO DATE	COMMENTS
1.	Rehabilitation of Town roads Phase 1A (Greytown High School Road, Harding	09 & 10	R 16 786 603.56	100% Complete	R 16 786 603.56	The project is practical complete.

	Street, Sargent Street – Maitland to Gosttown)					
2.	Rehabilitation of Town roads Phase 1B. (Kelly – Durban Street to York Street, Vortrekker Street – Maitland to Kelly Street)	09	R 19 172 872,36	99% Complete	R 17 985 398,46	The project is practical complete and the contractor is busy with snags.
3.	Construction Of Ring Road	07	R 11 760 999.08	Design and Tender Stage	R 972 885.70	2023/2024 financial year

**Table 89 : ELECTRIFICATION PROVISION: ALLOCATION MTEF**

	2023/2024	2024/2025	2025/2026
<b>INEP ESKOM (Schedule 6)</b>	R6 576 739.04	R 28 896 000.00	R 28 896 000.00
<b>INEP MUNICIPALITY(schedule 5b)</b>	R12 355 00.00	R16 717 000.00	R 10 448 000.00

**TABLE 90 : 2023/2024 INEP PROJECT LIST**

No.	PROJECT NAME	NUMBER OF CONNECTIONS	WARD	ALLOCATION FOR 2023/2024 FINANCIAL YEAR	STATUS
1	Vovonya MV Line	MV Line	11	R 5 000 000 .00	In progress
2	Esitikitini Phase 2	200 Households	12 and 14	R 4 000 000.00	In progress
3	Esitikitini MV Line	MV Line	12 and 14	R3 355 000.00	In progress

**TABLE 91:2022/2023 INEP PROJECT LIST**

NO.	PROJECT NAME	WARD	ESTIMATED BUDGET	ALLOCATION FOR 2022/2023
1.	Esitikitikini/Dambe Electrification (Emadekeni/Ndimakude,Kwadinda, Mawalane, Emhlabathini and KwaSenge)	6, 12, 14	R 11 000 000.00	R 11 000 000.00
2.	Sanqele Electrification (Ngubevu, Mbalane, Vovonya, Thanya, Odadeni, Esibhaxeni, Thayini and Edwaleni))	11	R 7 4000 000.00	R 7 4000 000.00
<b>Total</b>			R 18 4000 000.00	<b><i>R 18 4000 000.00</i></b>

**TABLE 92 : CURRENT PROJECTS 2016 TO 2021 FINANCIAL YEAR: ELECTRICITY (SCHEDULE 5).**

NO.	PROJECT NAME	WARD	ESTIMATED BUDGET	EXPENDITURE TO DATE	STATUS	COMMENTS
1.	Ward 10 Electrification (Khusane) 150 Connections	10	R 9 200 000.00	R 7 812 289.27	80% Complete	Contractor was terminated for poor performance.  The contractor is booking the outages with ESKOM.  The was the challenge with the wayleave agreements. Consultant is currently attending the matter.
2.	Greytown Slum Clearance Phase 1 – 513 Connections.	7	R 14 500 000.00	R 14 035 201.24	100% Complete	513 Connections are complete.
3.	Oshikishikini/Hillerman Farm(Siyavuna, Phembuluka, Mbenjwane and Santa maria, Kwachwane)	11	R 10 million	R 3 892 355.25	100% Complete	100% Complete.
4.	Nodlozi/Kwahlomela Electrification – 252 Connections.	12 & 14	R 8.5 million	R 4 774 193.44	Practical Complete	Practical Complete – 17 households are still waiting for outage. We are currently having challenge with the permit from MONDI.
5.	Greytown Slum Clearance Phase 2 – 514 Connections.	7	R 9 584 291.79	95% Complete	R 6 million	500 Connections are complete. 13 houses were vandalized.

NO.	PROJECT NAME	WARD	ESTIMATED BUDGET	EXPENDITURE TO DATE	STATUS	COMMENTS
6.	Mabomvini Electrification /Ward 12 Electrification (Nqabeni, Madwaleni, Enseleni, Esphindeleni, Mabheni, Nyamathi, Kwambhodlo, Esdumbeni, Manzamhlophe, Dlangamandla, Ngome, Mpanza, Mpalaza, Mahlozobane) – 509 Connections.	5, 12&14	R 23 million	40% complete.	R 11,2 million	Acceleration programme. Project is anticipated to be completed to August 2022.

**TABLE 93 : PROJECTS 2016 TO 2021 FINANCIAL YEAR: ELECTRICITY (COMMUNITY LIGHTING).**

NO.	PROJECT NAME	WARD	ESTIMATED BUDGET	STATUS	EXPENDITURE TO DATE	COMMENTS
1.	Installation of 30 High Mast in ward 06.	06	R 16 767 988.91	R 12 901 519.11	99% Complete.	30 High Mast Lights were installed and ESKOM have provided 26 points of supply. 1 High Mast in Madekeni area was not quoted for by ESKOM due to the distance to the High Mast. 3 high mast were paid by the Municipality and still waiting for ESKOM. The Municipality and ESKOM have met to resolve the issues. Contractor is currently attending the High Mast with challenges.
2.	Installation of 2 High Mast in ward 09 (Gugulethu).	09	R		100% Complete.	

3.	Installation of 20 High Mast in ward 13.	13	R 10 281 738.60	100% Complete.	R 10 281 738.60	Challenges with vandalism. Assessment was conducted for undertaking repairs.
4.	Installation of 25 High Mast in ward 03.	03	R 15 576 098.18	100% Complete	R 15 576 098.18	Challenges with vandalism. Assessment was conducted for undertaking repairs.
5.	Installation of 8 High Mast in ward 10.	10	R 6 166 497.33	100% Complete	R 6 166 497.33	Challenges with vandalism. Assessment was conducted for undertaking repairs.
6.	Installation of 3 High Mast in ward 05 (Kranskop).	05	R 15 576 098.18	100% Complete	R 13 257 374.00	Challenges with vandalism. Assessment was conducted for undertaking repairs.

**TABLE 94 : PROJECTS 2016/2017 TO 2020/2021 FINANCIAL YEAR: ELECTRICITY (MASSIFICATION PROJECT**

NO.	PROJECT NAME	WARD	ESTIMATED BUDGET	STATUS	EXPENDITURE TO DATE	COMMENTS
1.	Makhabeleni Electrification Phase 01 - 1334 Connections.	06	R 48 565 534.66	100% Complete.	R 48 327 480.56	Project was handed over to the Community by MEC Hounorable S Hlomuka.

2.	Makhabeleni Electrification Phase 02 – 1080 Connections. (Currently known as Esitikitikini Electrification).	06	R 51 394 595.00	87% Complete.	R 42 727 327.68	The Municipality appointed for project completion using acceleration programme. 723 connections are still outstanding made up as follows:- Madekeni 72, Mawalane 68, Mhlabathini 117, Vavule 193, KwaSenge 136, KwaDinda 68, Esitikitikini 129. Revised Project Value R 23 million.
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**TABLE 95 : 2020/2021 FINANCIAL YEAR: ELECTRICITY (SCHEDULE 6).**

NO.	PROJECT NAME	WARD	ESTIMATED BUDGET	STATUS	EXPENDITURE TO DATE	COMMENTS
1.	Dayingubo/ Hlimbithwa Phase 2 – 145 connections.	1	R 2 954 697.47	Complete	TBA	ESKOM is doing the project in phases. They have started with MV for phase 01 and phase 2 will be house connections.
2.	Eshane Electrification - 114 connections	5	R 4 225 743.72	Construction	TBA	

**TABLE 96: PROJECTS 2021/2022 FINANCIAL YEAR: ELECTRICITY ENERGY EFFICIENCY. (UMVOTI LICENCED AREA)**

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NO.	PROJECT NAME	WARD	ESTIMATED BUDGET	STATUS	EXPENDITURE TO DATE	COMMENTS
1.	Installation of LED Street Lighting phase 1.	7, 9 & 10	R 2 million	Tender stage	R 170 000.00	Bid Evaluation Committee is currently busy with the evaluation.

**TABLE 97: PROJECTS 2016 TO 2021 FINANCIAL YEAR THROUGH ACCELERATION PROGRAMME: ELECTRICITY (SCHEDULE 6)**

NO.	PROJECT NAME	WARD	STATUS	COMMENTS
1.	Emakhuzeni Phase 1	8 & 11	100% Complete.	287 connections achieved.
2.	Emakhuzeni Phase 2	8 & 11	100% Complete.	281 connections achieved.
3.	Njengabantu Electrification	1	100% Complete.	193 connections achieved.
4.	Dayingubo Electrification	1	100% Complete.	405 connections achieved.

**TABLE 98: PROJECTS 2021/2022 TO 2022/2023 FINANCIAL YEAR THROUGH ACCELERATION PROGRAMME : ELECTRICITY (SCHEDULE 5)**

NO.	PROJECT NAME	WARD	ESTIMATED BUDGET	STATUS	EXPENDITURE TO DATE	COMMENTS
1.	Mabomvini Eelectrification /Ward 12 Electrification ( Nqabeni, Madwaleni, Enseleni, Esphindeleni, Mabheni, Nyamathi, Kwambhodlo, Esdumbeni, Manzamhlophe, Dlangamandla, Ngome, Mpanza,Mpalaza,Mahlozobane) – 509 Connections.	5, 12&14	R 24 million	40% Complete	R 11.2 million	Contractor on site. The anticipated completion date is 30 June 2022.
2.	Esitikitikini/Dambe Electrification (Emadekeni/Ndimakude, Kwadinda, Mawalane, Emhlabathini and KwaSenge) 783 Connections and the bulk Infrastructure.	6,12 &14	R 59 128 633.68 million	60% complete	R 3 998 037.42	Contractor on site through acceleration programme.
3.	Vovonya Electrification ( Ngubevu, Mbalane, Sanqeke, Thanya, Odadeni, Esibhaxeni, Thayini and Edwaleni) 296 Connections and bulk Infrastructure.	11	R 17 366 163.42 million	Contractor is on site at Sanqeke.	R 4 588 410.10	Contractor on Site through acceleration programme.
4.	Greytown Slums Clearance Bulk infrastructure.	7	R 10 million	Planning Stage	R 0.00	Project don't have the funding for implementation.

**TABLE 99 : PROJECTS 2016 TO 2021 FINANCIAL YEAR: URBAN RENEWAL**

NO.	PROJECT NAME	WARD	ESTIMATED BUDGET	STATUS	EXPENDITURE TO DATE	COMMENTS
1.	Urban renewal in Enhlalakahle Township	7	R 5 million	100% Complete	R 5 000 000.00	The delays in project completion were experienced due to Contractor poor performance and Covid 19 pandemic and Lockdown.

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						<p>The Community also stopped the project demanding 30% Contracted Goals Participation (CPG).</p> <p>The service Provider has been terminated and project was completed by the new Service Provider.</p>
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## UMVOTI 2023/2024 PROJECTS- SECTOR DEPARTMENTS

### FORESTRY, FISHERIES AND THE ENVIRONMENT PROJECTS UNDER PLANNING

Adaptive Capacity Facility Human Settlement Pilot Project

(Climate Change  
thermatic area)

Municipal Cleaning  
area)

(Waste Management thermatic

**TABLE 100: ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS**

PROJECT	DESCRIPTION	LOCATION	STATUS	BUDGET
Social Entrepreneurship Training/Mentorship Programme at DUT, MUT, UKZN and UNIZULU	Collaboration with UKZN (GSB&L) and DUT to deliver mentorship and training for 135 social entrepreneurs over 3 years 2021-2024. 59 participants 2022 academic year.	Province wide	Advert for 2023 academic year DUT-Closed UKZN/MUT/ZUL - closing on 25/11/22	EDTEA
Municipal Employment Initiative	Funding municipalities to fund small businesses existing businesses	Province wide	Call for proposals closed for 2022/23	Pending
Municipal Infrastructure for Informal Economy	Funding municipalities to Provide fixed and mobile infrastructure for informal economy	Province wide	Call for proposals closed for 2022/23	Pending
Informal Economy Infrastructure	Provision of the movable and immovable infrastructure for the informal economy in UMvoti (Including the storage facility)	Ward 5, 7, 9	Implementation	R3 000 000
Social Entrepreneurship Training/Mentorship Programme at DUT, MUT, UKZN and UNIZULU	Collaboration with UKZN (GSB&L) and DUT to deliver mentorship and training for 135 social entrepreneurs over 3 years 2021-2024. 59 participants 2022 academic year.	Province wide	Advert for 2023 academic year DUT-Closed UKZN/MUT/ZUL - closing on 25/11/22	EDTEA
Municipal Employment Initiative	Funding municipalities to fund small businesses existing businesses	Province wide	Call for proposals closed for 2022/23	Pending
Municipal Infrastructure for Informal Economy	Funding municipalities to Provide fixed and mobile infrastructure for informal economy	Province wide	Call for proposals closed for 2022/23	Pending

Informal Economy Infrastructure	Provision of the movable and immovable infrastructure for the informal economy in UMvoti (Including the storage facility)	Ward 5, 7, 9	Implementation	R3 000 000
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### Support Initiative :

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 Programmes
- ☐ District Development Agency (DDA) support & capacitation & DDM Model

Development & Implementation of Economic Recovery Plans

### Strategic Policy & Planning Support :

Provide Municipalities with economic data and statistics for their area of jurisdiction

**TABLE 101: AGRICULTURE AND RURAL DEVELOPMENT**

No.	INTERVENTIONS	NO. OF BENEFICIARIES	BUDGET
1	Household Gardens	120	R 170 000.00
2	Community Gardens	3	R 75 400.00
3	Mechanisation Services	500	R 1 500 000.00
4	Poultry Projects	1	R 14 500.00
5	Production Inputs	1300	R 503 000.00
6	Fencing programme	5	R 290 000.00
7	Projects:		
7.1	Water Tanks	10	R 100 000.00
7.2	Voted dip-tank	15	R 1 490 000.00
7.3	Dams, diptank & Borehole	11	R 670 000.00

**TABLE 102 : Mechanization & Food security projects 2023/2024**

PROJECT NAME/ TYPE	TARGETED	AREAS TO BE COVERED
Mechanization by service providers	300ha	Muden, Emabomvini, Kranskop area
Own mechanization	200	All Wards-provision of production inputs and advice
One home one garden	140	All wards ( 10 projects per ward)
Boreholes (0) & Water Tanks	1	Direct Funded project along ward
Water harvesting	10	Provision of watertanks mostly for community gardens

**TABLE 103 : COMMUNAL INFRASTRUCTURAL PROJECTS**

INFRASTRUCTURE/ BOREHOLES	AREA	TRADITIONAL COUNCIL
Odadeni Borehole	odadeni	Mchunu Tribal
Shayizandla Borehole	Shayizanda	Mchunu Tribal
Mlilo Borehole	Ntembisweni	Njengabantu
SondliNgome	NKONYANE	Zondi tribal
Lafani	Galafana	Mabomvini
Biyela Farming	Ward 02	Mthembu Sithole
Ntombela Mushroom Project	Ward 02	Mthembu Sithole
Ububu borehole	Mbulwane	Emakhabeleni
Notha	ward 01	Emakhabeleni
Chibini CO OP	Ward 12	Mbomvu tribal
Ezanqaweni	Ward 14	Mbomvu tribal
Mavalana	Ward 14	Mbomvu tribal
Mathunjwa	Ward 14	Mbomvu tribal
Galafani	Ward 14	Mbomvu tribal
Nhlanhlani project	ward 6	Emakhabeleni
Sifundisekile	ward 6	Emakhabeleni
Injanjeni Dip Project	Ward 13	Njengabantu Tribal

**TABLE 104 : ESKOM PROJECTS 2024/2025 FINANCIAL YEAR**

NO.	PROJECT NAME	WARD	CONNECTION
1.	Mbulwane	1	133
2.	Nseleni	5	149
3.	Vukaphansi	6	273
4.	Sheshisamsamo	8	200
5.	Etshekani	11	75

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## SECTION 6: FINANCIAL PLAN

### 6.1 INTRODUCTION

#### 6.1.1 LEGISLATIVE FRAMEWORK

Chapter 5 of section 26 of the Local Government Municipal Systems Act prescribes the core components of the Integrated Development Plan; Section 26(h) requires the inclusion of a financial plan, which should include a budget projection for at least the next 3 years. The financial plan aims to determine the financial affordability and sustainability levels of Umvoti Municipality over the medium term.

The Municipal budget and reporting regulations require the accounting officer to ensure that budget related policies such as the tariff policy, credit control and debt collection policy, budget and virement policy; cash management policy, banking and investment policy, supply chain management policy, property rates policy, petty cash policy, asset management policy are all developed and submitted to Council For approval. All of the above policies are aims to ensure that the long-term planning of the municipality is structured to ensure long-term financial affordability and sustainability is achieved.

The municipal Financial Plan will seek or rather strive to achieve the financial relationships of various revenue and expenditure streams to give effect to the Integrated Development Plan (IDP). It provides guidance for the development of current budgets and assesses financial impacts on the outer years' budgets by incorporating capital expenditure outcomes, operating expenditure trends, optimal asset management plans and the consequential impact on rates tariffs and other service charges.

#### 6.1.2 FINANCIAL STRATEGIES APPROACH

The 2023 /2024, MTREF Period represents the second year of the five-year IDP Period. The following sources of information were scrutinized and taken into consideration in the conclusion of the Independent Financial Analysis and the development of the Long-Term Financial Plan.

- Financial Statements
- Medium Term Expenditure Framework
- Financial Budget Policies
- Treasury Circulars and all other documents where relevant

### 6.1.3 PROPOSED FINANCIAL STRATEGIES

The table below provides a summary of strategies that the municipality intends exploring, which will aid in the achievement of the Long Term financial Plan goals.

**Table 105: Proposed Financial Strategies**

LONG TERM FINANCIAL PLAN	INSTRUMENT	STATUS TO DATE
<b>1. DEVELOPMENT OF A COMPREHENSIVE MUNICIPAL REVENUE</b>	<ul style="list-style-type: none"> <li>▪ Careful safeguarding Existing revenue sources and work towards increasing future revenue sources by at least more than the CIP Growth Rates. This will be achieved by a combination of the following factors               <ul style="list-style-type: none"> <li>a) Increased sales</li> <li>b) Increase in Tariffs</li> <li>c) New revenue Sources</li> <li>d) Collection of outstanding debt</li> </ul> </li> <li>▪ Collectively identify other revenue sources such on an incentivized manner</li> </ul>	<ul style="list-style-type: none"> <li>▪ Increase of Rates and refuse Tariff by at least 5% during the 23/24 financial year.</li> <li>▪ Electricity tariff is 15.10%, as per NERSA regulations.</li> <li>▪ Continuous implementation of the revenue enhancement strategy</li> </ul>
<b>2. UNDERTAKE COMPREHENSIVE TARIFF STUDY</b>	<ul style="list-style-type: none"> <li>▪ Review all existing tariffs of charges to ensure that the tariffs reflect the cost of providing the Service</li> </ul>	<ul style="list-style-type: none"> <li>▪ The municipality is currently reviewing the costs of providing revenue and electricity to consumers.</li> </ul>
<b>3. ADOPT A MUNICIPAL FINANCIAL VIABILITY FRAMEWORK</b>	<ul style="list-style-type: none"> <li>▪ Develop a Municipal Financial Viability Strategy for quarterly reporting to the Executive Committee and Council to ensure prudent financial management</li> </ul>	<ul style="list-style-type: none"> <li>▪ Municipal financial reporting has been enhanced and it provides a holistic overview of the financial state of the municipality. Quarterly reports tabled to Council committees are comprehensive.</li> </ul>

LONG TERM FINANCIAL PLAN	INSTRUMENT	STATUS TO DATE
<b>4. ADOPT A LIQUIDITY FRAMEWORK</b>	<ul style="list-style-type: none"> <li>▪ Maintain a liquidity ratio of at least 2:1</li> <li>▪ Maintain a cash backed liquidity reserve of at least 3 months in addition to maintaining an unspent conditional grant and short term provision</li> <li>▪ Sufficient provision for cash for the escalation in short term provision of employee benefits</li> </ul>	<ul style="list-style-type: none"> <li>▪ Liquidity analysis report is incorporated into sec 71 report and tabled to Council on a monthly basis.</li> <li>▪ Unspent Conditional grants are fully cash-backed and ring-fenced.</li> <li>▪ The municipality always ensures that there is adequate funding for short-term obligations.</li> </ul>

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#### 6.1.4 OVERVIEW OF THE 2023/2024 MTREF

Umvoti Municipality still finds itself in a vulnerable financial position constantly having to manage itself from past deficiencies and inappropriate financial management decisions towards a position of financial viability and sustainability. The municipality's business and service delivery priorities were reviewed as part of the year's planning and budgeting process. Funds were made available to address crucial service delivery needs and ensure compliance with legislative requirements and to meet service delivery obligations. Following is a summary of key challenges experienced during the compilation of the 2023/2024 MTREF as outlined in both the National and Provincial Treasury Summary

- The slow recovery from the economic downturn that is still hampering growth and development.
  - Infrastructure Backlogs and housing needs exceeding the municipal financial capacity.
  - Ageing and maintenance of service delivery infrastructure such as roads, community and electricity infrastructure
  - The increased cost of bulk electricity as a result of continued annual increases which is placing upward pressure on service tariffs to residents.
  - Wage increases for municipal staff as well as bloated organizational structure.
  - Availability of affordable capital funding and cash reserves for capital infrastructure
  - Continued funding constraints with regards to the low available funding for capital budgeting
- ❑ Below is a summary of the consolidated overview of the proposed medium-term revenue and expenditure framework that provides a concise overview of Umvoti Municipality budget from all the major financial perspectives (operating, capital expenditure, financial position, and cash flow and MFMA Funding compliance. The table provides an overview of amounts approved by Council for operational performance, resources deployed to capital expenditure financial position, cash and funding compliance.
- ❑ Total operating expenditure for the 2023/2024 Financial year has been appropriated at R423.3 million when compared to the 2022/2023 budget adjustment of R385.8 million. Once again, the municipality has extremely reduced its operational expenditure in due consideration of the cost containment measures and ensuring that the approved budget remain funded particularly on cash items which is critical in determining whether the budget is funded or not.
- ❑ The capital expenditure budget in 2023/2024 is R44.5 million compared to 2022/2023 capital expenditure allocation of R32.5 million. A major portion of the capital budget is funded by the MIG Grant to eliminate basic service delivery backlogs.

**Table 106: Budget Summary**

**KZN245 Umvoti - Table A1 Budget Summary**

Description	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>R thousands</b>										
<b>Financial Performance</b>										
Property rates	87,513	104,849	80,621	46,791	46,791	46,791	61,095	50,123	52,328	54,683
Service charges	78,701	84,336	91,968	103,881	105,886	105,886	74,136	115,790	120,885	126,324
Investment revenue	2,555	2,641	2,361	2,068	2,068	2,068	2,146	2,168	2,263	2,365
Transfers recognised - operational	118,935	134,965	172,496	152,773	152,773	152,773	112,361	170,574	177,382	185,361
Other own revenue	18,795	16,941	12,647	4,989	3,652	3,652	4,315	3,859	4,029	4,210
<b>Total Revenue (excluding capital transfers and contributions)</b>	<b>306,499</b>	<b>343,733</b>	<b>360,093</b>	<b>310,503</b>	<b>311,170</b>	<b>311,170</b>	<b>254,052</b>	<b>342,513</b>	<b>356,886</b>	<b>372,943</b>
Employee costs	113,355	109,426	125,305	133,270	140,576	140,576	102,940	144,405	149,628	156,361
Remuneration of councillors	9,986	10,126	10,136	10,669	10,669	10,669	7,673	10,806	11,281	11,789
Depreciation & asset impairment	29,481	31,211	33,448	35,064	38,230	38,230	21,149	30,651	31,999	33,439
Finance charges	2,647	2,853	2,854	300	300	300	(49)	314	328	343
Inventory consumed and bulk purchases	50,010	58,683	64,136	77,838	77,557	77,557	52,626	84,944	88,681	92,672
Transfers and grants	1,052	864	1,331	1,420	1,421	1,421	1,084	1,200	1,253	1,309
Other expenditure	93,571	94,226	114,699	82,451	108,557	108,557	58,618	85,290	89,043	93,050
<b>Total Expenditure</b>	<b>300,103</b>	<b>307,389</b>	<b>351,908</b>	<b>341,010</b>	<b>377,311</b>	<b>377,311</b>	<b>244,041</b>	<b>357,609</b>	<b>372,213</b>	<b>388,963</b>
<b>Surplus/(Deficit)</b>	<b>6,397</b>	<b>36,344</b>	<b>8,185</b>	<b>(30,507)</b>	<b>(66,140)</b>	<b>(66,140)</b>	<b>10,011</b>	<b>(15,096)</b>	<b>(15,327)</b>	<b>(16,020)</b>
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)	33,275	23,688	45,108	39,257	44,322	44,322	22,178	33,620	35,099	36,679
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporations, Higher Educational Institutions) & Transfers and subsidies - capital (in-kind - all)	—	—	483	—	317	317	317	—	—	—
<b>Surplus/(Deficit) after capital transfers &amp; contributions</b>	<b>39,672</b>	<b>60,032</b>	<b>53,776</b>	<b>8,749</b>	<b>(21,501)</b>	<b>(21,501)</b>	<b>32,507</b>	<b>18,524</b>	<b>19,772</b>	<b>20,659</b>
Share of surplus/ (deficit) of associate	—	—	—	—	—	—	—	—	—	—
<b>Surplus/(Deficit) for the year</b>	<b>39,672</b>	<b>60,032</b>	<b>53,776</b>	<b>8,749</b>	<b>(21,501)</b>	<b>(21,501)</b>	<b>32,507</b>	<b>18,524</b>	<b>19,772</b>	<b>20,659</b>
<b>Capital expenditure &amp; funds sources</b>										
<b>Capital expenditure</b>	<b>770,663</b>	<b>798,188</b>	<b>846,955</b>	<b>40,762</b>	<b>50,855</b>	<b>50,855</b>	<b>—</b>	<b>42,898</b>	<b>44,786</b>	<b>46,801</b>
Transfers recognised - capital	429,408	458,299	499,519	39,257	46,170	46,170	—	33,620	35,099	36,679
Borrowing	—	—	—	—	—	—	—	—	—	—
Internally generated funds	341,255	339,889	347,435	1,505	4,685	4,685	—	9,278	9,686	10,122
<b>Total sources of capital funds</b>	<b>770,663</b>	<b>798,188</b>	<b>846,955</b>	<b>40,762</b>	<b>50,855</b>	<b>50,855</b>	<b>—</b>	<b>42,898</b>	<b>44,786</b>	<b>46,801</b>
<b>Financial position</b>										
Total current assets	48,493	83,362	99,121	142,400	510,511	510,511	113,393	109,283	114,118	119,232
Total non current assets	620,612	641,109	643,943	461,252	372,759	372,759	1,268,478	508,479	526,553	545,852
Total current liabilities	65,411	91,168	74,353	119,161	84,065	84,065	(80,194)	76,746	80,123	83,729
Total non current liabilities	28,077	26,083	31,024	52,166	35,715	35,715	(31,024)	—	—	—
Community wealth/Equity	484,671	488,961	501,082	432,326	763,490	763,490	(993,789)	541,015	560,548	581,356
<b>Cash flows</b>										
Net cash from (used) operating	4,790	33,734	15,302	205,464	475,744	475,744	21,449	57,398	59,829	62,519
Net cash from (used) investing	—	—	—	—	(300,686)	(300,686)	—	(42,898)	(44,786)	(46,801)
Net cash from (used) financing	—	—	185	—	—	—	185	—	—	—
<b>Cash/cash equivalents at the year end</b>	<b>4,790</b>	<b>33,734</b>	<b>15,487</b>	<b>242,452</b>	<b>230,264</b>	<b>230,264</b>	<b>21,634</b>	<b>69,706</b>	<b>84,750</b>	<b>100,468</b>
<b>Cash backing/surplus reconciliation</b>										
Cash and investments available	17,787	45,227	63,449	89,624	455,421	455,421	75,820	52,464	54,678	57,136
Application of cash and investments	79,979	98,967	94,833	108,251	71,594	71,594	(105,082)	29,969	31,175	32,596
<b>Balance - surplus (shortfall)</b>	<b>(62,192)</b>	<b>(53,740)</b>	<b>(31,384)</b>	<b>(18,627)</b>	<b>383,827</b>	<b>383,827</b>	<b>180,902</b>	<b>22,495</b>	<b>23,503</b>	<b>24,540</b>
<b>Asset management</b>										
Asset register summary (WDV)	620,612	641,109	643,943	461,252	372,759	372,759	372,759	508,479	526,553	545,852
Depreciation	29,481	31,211	33,448	35,064	38,230	38,230	38,230	30,651	31,999	33,439
Renewal and Upgrading of Existing Assets	658,718	672,752	691,960	3,990	7,055	7,055	7,055	—	—	—
Repairs and Maintenance	3,493	4,231	4,933	5,178	5,191	5,191	5,191	7,325	7,648	7,992
<b>Free services</b>										
Cost of Free Basic Services provided	—	—	—	—	—	—	—	—	—	—
Revenue cost of free services provided	(14,719)	(12,451)	(14,201)	24,641	24,641	24,641	21,912	21,912	22,876	23,905
<b>Households below minimum service level</b>										
Water:	—	—	—	—	—	—	—	—	—	—
Sanitation/sewerage:	3	3	3	3	3	3	3	3	3	3
Energy:	16	16	16	16	16	16	16	16	16	16
Refuse:	20	20	20	20	20	20	20	20	20	20

<b>Capital expenditure &amp; funds sources</b>										
<b>Capital expenditure</b>	<b>701,023</b>	740,842	768,366	65,941	59,431	59,431	–	40,762	–	–
Transfers recognised - capital	<b>372,818</b>	399,587	428,477	54,771	48,215	48,215	–	39,257	–	–
Borrowing	–	–	–	–	–	–	–	–	–	–
Internally generated funds	<b>328,205</b>	341,255	339,889	11,170	11,216	11,216	–	1,505	–	–
<b>Total sources of capital funds</b>	<b>701,023</b>	740,842	768,366	65,941	59,431	59,431	–	40,762	–	–
<b>Financial position</b>										
Total current assets	<b>49,845</b>	48,160	82,793	–	132,221	132,221	109,823	142,400	167,357	173,760
Total non current assets	<b>588,838</b>	608,716	631,660	65,941	674,980	674,980	1,135,734	461,252	327,882	306,711
Total current liabilities	<b>58,143</b>	65,411	91,168	18,350	120,429	120,429	(64,173)	119,161	170,992	167,668
Total non current liabilities	<b>18,940</b>	28,077	26,083	–	–	–	(26,083)	52,166	26,083	26,083
Community wealth/Equity	<b>486,084</b>	484,671	488,961	53,959	843,868	843,868	(1,052,481)	432,326	298,164	286,720
<b>Cash flows</b>										
Net cash from (used) operating	<b>6,896</b>	4,458	33,165	–	62,241	62,241	43,014	129,689	115,398	112,767
Net cash from (used) investing	–	–	–	–	–	–	–	–	–	–
Net cash from (used) financing	–	–	–	–	–	–	334	–	–	–
<b>Cash/cash equivalents at the year end</b>	<b>6,896</b>	4,458	33,165	–	99,229	99,229	43,347	166,677	282,075	394,842
<b>Cash backing/surplus reconciliation</b>										
Cash and investments available	<b>13,709</b>	17,787	45,227	–	99,229	99,229	88,056	89,624	82,478	88,447
Application of cash and investments	<b>46,401</b>	50,989	71,924	5,750	77,991	77,991	(50,130)	53,487	81,156	80,269
<b>Balance - surplus (shortfall)</b>	<b>(32,692)</b>	(33,202)	(26,697)	(5,750)	21,239	21,239	138,187	36,137	1,322	8,178
<b>Asset management</b>										
Asset register summary (WDV)	<b>588,838</b>	608,716	631,660	65,941	674,980	674,980	674,980	461,252	327,882	306,711
Depreciation	–	–	–	33,747	33,747	33,747	33,747	35,064	36,536	38,144
Renewal and Upgrading of Existing Assets	<b>596,002</b>	628,896	642,931	8,750	8,850	8,850	8,850	3,990	–	–
Repairs and Maintenance	<b>4,062</b>	3,493	4,231	5,061	5,644	5,644	5,644	5,178	5,396	5,633
<b>Free services</b>										
Cost of Free Basic Services provided	–	–	–	–	–	–	–	–	–	–
Revenue cost of free services provided	<b>(58,923)</b>	(14,719)	(12,451)	17,931	18,562	18,562	24,641	24,641	25,676	26,805
<b>Households below minimum service level</b>										
Water:	–	–	–	–	–	–	–	–	–	–
Sanitation/sewage:	3	3	3	3	3	3	3	3	3	3
Energy:	16	16	16	16	16	16	16	16	16	16
Refuse:	20	20	20	20	20	20	20	20	20	20

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### 6.1.5 OPERATING REVENUE FRAMEWORK

For Umvoti Municipality to continue improving the quality of services provided to its citizens it needs to generate the required revenue. In these tough economic times strong revenue management is fundamental to the financial sustainability of the municipality. The municipality is faced with development backlogs and poverty. The expenditure required to address these challenges will inevitably always exceed available funding; hence difficult choices have to be made in relation to tariff increases and balancing expenditures against realistically anticipated revenues.

The municipality's revenue strategy is built around the following key components:

- a) National Treasury's guidelines and macroeconomic policy;
- b) Growth in the Municipality and continued economic development;
- c) Efficient revenue management, which aims to ensure a 90 per cent annual collection rate for property rates and other key service charges;
- d) Electricity tariff increases as approved by the National Electricity Regulator of South Africa (NERSA);
- e) Achievement of full cost recovery of specific user charges especially in relation to trading services;
- f) Determining the tariff escalation rate by establishing/calculating the revenue requirement of each service;
- g) The municipality's Property Rates Policy approved in terms of the Municipal Property Rates Act, 2004 (Act 6 of 2004) (MPRA);
- h) Increase ability to extend new services and recover costs;
- i) The municipality's Indigent Policy and rendering of free basic services; and
- j) Tariff policies of the Municipality.

The following table is a summary of the 2023/2024 MTREF (classified by main revenue source):

**Table 107: CONSOLIDATED OVERVIEW OF THE 2023/2024 REVENUE MTREF**

**KZN245 Umvoti - Table A4 Budgeted Financial Performance (revenue and expenditure)**

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>R thousand</b>	<b>1</b>										
<b>Revenue By Source</b>											
Property rates	2	87,513	104,849	80,621	46,791	46,791	46,791	75,036	50,123	52,328	54,683
Service charges - electricity revenue	2	69,581	75,438	82,857	95,829	95,829	95,829	81,077	105,231	109,861	114,805
Service charges - water revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	2	9,120	8,898	9,112	8,051	10,056	10,056	8,994	10,559	11,024	11,520
Rental of facilities and equipment		1,105	793	444	32	328	328	321	437	456	476
Interest earned - external investments		2,555	2,641	2,361	2,068	2,068	2,068	2,726	2,168	2,263	2,365
Interest earned - outstanding debtors		4,498	2,962	–	–	–	–	–	–	–	–
Dividends received		–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		1,818	2,273	1,837	108	46	46	45	48	50	53
Licences and permits		3,290	2,553	3,040	2,344	2,272	2,272	3,012	2,385	2,490	2,602
Agency services		(1)	–	–	–	–	–	–	–	–	–
Transfers and subsidies		118,935	134,965	172,496	152,773	152,773	152,773	149,826	170,574	174,447	182,179
Other revenue	2	8,084	8,360	7,327	2,506	1,006	1,006	616	5,924	6,185	6,463
Gains		–	–	–	–	–	–	–	–	–	–
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>306,499</b>	<b>343,733</b>	<b>360,093</b>	<b>310,503</b>	<b>311,170</b>	<b>311,170</b>	<b>321,654</b>	<b>347,449</b>	<b>359,104</b>	<b>375,146</b>

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Revenue generated from Electricity services charges forms a significant percentage of the revenue basket of Umvoti Municipality. Electricity service charges revenue account for (R109.7 million) of the total Operating revenue for the 2023/2024 budget year, followed by Property rates contributing (R50.9 million) and Refuse Removal which contributes only (R13.9 million). The trading services and property services combined contribute 46.4% towards the total operating revenue mix.

The 'Other revenue' constitute only 4.1% towards total Operating Revenue, which consists of various items such as income received from building plan fees, connection fees, transport fees and advertisement fees. Departments have been urged to review the tariffs of these items on an annual basis to ensure they are cost reflective and market related. Operational Grants Transfers amounts to R187.2 million and contributes 44% towards the Operating Revenue budget in 2023/2024.

Table 108: Transfers and grants received

KZN245 Umvoti - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22			2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>RECEIPTS:</b>	1, 2									
<b><u>Operating Transfers and Grants</u></b>										
<b>National Government:</b>		–	–	116,606	(148,369)	–	(148,369)	(167,543)	(177,304)	(191,155)
Local Government Equitable Share		–	–	112,887	(145,819)	–	(145,819)	(162,289)	(174,754)	(188,605)
EPWP Incentive	–	–	–	1,849	–	–	–	(2,704)	–	–
Finance Management	–	–	–	1,870	(2,550)	–	(2,550)	(2,550)	(2,550)	(2,550)
Other transfers/grants [insert description]										
<b>Provincial Government:</b>		–	–	–	–	–	–	(2,453)	(2,467)	(2,575)
Other transfers/grants [insert description]								(235)	(249)	(260)
								(2,218)	(2,218)	(2,315)
<b>District Municipality:</b>		–	–	–	–	–	–	–	–	–
[insert description]										
<b>Other grant providers:</b>		79	79	79	(79)	–	–	–	–	–

Provincial Departmental Agencies_KwazuluNatal Tourism Authority_Receipts	–	2	2	2	(2)	–	–	–	–	–
Unspecified_Specify (Replace with the name of the Entity)_Receipts	–	77	77	77	(77)	–	–	–	–	–
<b>Total Operating Transfers and Grants</b>	5	<b>79</b>	<b>79</b>	<b>116,685</b>	<b>(148,448)</b>	<b>–</b>	<b>(148,369)</b>	<b>(169,996)</b>	<b>(179,771)</b>	<b>(193,730)</b>
<b><u>Capital Transfers and Grants</u></b>										
<b>National Government:</b>		<b>209</b>	<b>12,232</b>	<b>4,142</b>	<b>(62,041)</b>	<b>(5,436)</b>	<b>(5,436)</b>	<b>(50,339)</b>	<b>(52,554)</b>	<b>(56,524)</b>
Municipal Infrastructure Grant (MIG)	–	–	8,139	–	(39,257)	–	–	(31,939)	(33,344)	(36,450)
Integrated National Electrification Programme Grant	–	98	–	(168)	(17,237)	–	–	(18,400)	(19,210)	(20,074)
KwaZulu-Natal_Capacity Building and Other_Capacity Building and Other_RECEIPTS	–	–	–	3,000	(3,000)	(3,000)	(3,000)	–	–	–
Urban Settlement Development Grant	–	111	4,094	1,310	(2,547)	(2,436)	(2,436)	–	–	–
Other capital transfers/grants [insert desc]										
<b>Provincial Government:</b>		–	–	–	–	–	–	–	–	–
Other capital transfers/grants [insert description]										
<b>District Municipality:</b>		–	–	–	–	–	–	–	–	–
[insert description]										
<b>Other grant providers:</b>		–	–	–	–	–	–	–	–	–
Provincial Departmenta										

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<b>Total Capital Transfers and Grants</b>	5	209	12,232	4,142	(62,041)	(5,436)	(5,436)	(50,339)	(52,554)	(56,524)
<b>TOTAL RECEIPTS OF TRANSFERS &amp; GRANTS</b>		288	12,312	120,827	(210,489)	(5,436)	(153,805)	(220,335)	(232,325)	(250,254)

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### 6.1.6 OPERATING EXPENDITURE FRAMEWORK

The Municipality's expenditure framework for the 2023/2024 budget and MTREF is informed by the following:

- a) Balanced budget constraint (operating expenditure should not exceed operating revenue) unless there are existing uncommitted cash-backed reserves to fund any deficit.
- b) Finalization of legacy challenges and backlogs in order to focus on service delivery and financial sustainability.
- c) Funding of the budget over the medium-term as informed by Section 18 and 19 of the MFMA.
- d) The capital programme is aligned to the asset renewal strategy and backlog eradication plan.
- e) Operational gains and efficiencies will be directed to funding the capital budget and other core services; and
- f) Strict adherence to the principle of *no project plans no budget*. If there is no business plan no funding allocation can be made.

For the 2023/2024, an amount of R33.2 million has been appropriated for the development of infrastructure. Whilst working on the reserve policy framework, the municipality will strive to ensure that any operational gains and efficiencies that may be realized will be directed to ensure appropriate cash backing of statutory funds provisions and reserves as well as funding the capital budget and other core services

### 6.1.7 REPAIRS AND MAINTENANCE

As already outlined in the financial plan and strategy above, Council must provide for the repairs and maintenance of its infrastructure assets, such expenses are needed to maintain the current service standards and will extend the assets useful lives. Budget circular 66 cautions municipalities not to effect savings in repairs and maintenance to balance the budget but to ensure that sufficient budgetary allocation is made for this expenditure item. A total amount of R6.7 million has been appropriated towards the repairs of assets, whilst this amount does not meet the 8% norm due to funding constrain; attempts will be gradually made to address full compliance with this requirement.

### 6.1.8 Free Basic Services

The social package assists poor households in paying for municipal services. To receive the free services the households are required to register in terms of the Municipality's Indigent policy. Council has approved the policy and there are currently 1116 indigent customers for the 2022/2023, due to stringent process of ensuring that indigent beneficiaries meets the criteria. Applications for 2023/2024 MTREF amounted to 1430, they are going through a verification process prior to be tabled to council for approval. The indigent process is undertaken annually and National Government finances the cost of the Social Package of the registered households through the Local Government Equitable share received in terms of the annual Division of Revenue Act.

The following table is a high-level summary of the 2023/2024 budget and MTREF (classified per main type of operating expenditure):

**Table 109: Summary of operating expenditure by standard classification item**

**KZN245 Umvoti - Table A4 Budgeted Financial Performance (revenue and expenditure)**

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
<b>R thousand</b>	1										
<b>Revenue By Source</b>											
Property rates	2	87,513	104,849	80,621	46,791	46,791	46,791	75,036	50,123	52,328	54,683
Service charges - electricity revenue	2	69,581	75,438	82,857	95,829	95,829	95,829	81,077	105,231	109,861	114,805
Service charges - water revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	2	9,120	8,898	9,112	8,051	10,056	10,056	8,994	10,559	11,024	11,520
Rental of facilities and equipment		1,105	793	444	32	328	328	321	437	456	476
Interest earned - external investments		2,555	2,641	2,361	2,068	2,068	2,068	2,726	2,168	2,263	2,365
Interest earned - outstanding debtors		4,498	2,962	–	–	–	–	–	–	–	–
Dividends received		–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		1,818	2,273	1,837	108	46	46	45	48	50	53
Licences and permits		3,290	2,553	3,040	2,344	2,272	2,272	3,012	2,385	2,490	2,602
Agency services		(1)	–	–	–	–	–	–	–	–	–
Transfers and subsidies		118,935	134,965	172,496	152,773	152,773	152,773	149,826	170,574	174,447	182,179
Other revenue	2	8,084	8,360	7,327	2,506	1,006	1,006	616	5,924	6,185	6,463
Gains		–	–	–	–	–	–	–	–	–	–
<b>Total Revenue (excluding capital transfers and contributions)</b>		<b>306,499</b>	<b>343,733</b>	<b>360,093</b>	<b>310,503</b>	<b>311,170</b>	<b>311,170</b>	<b>321,654</b>	<b>347,449</b>	<b>359,104</b>	<b>375,146</b>

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### **6.1.9 CASH/ LIQUIDITY POSITION**

Cash and cash management is vital for both the short-term and long-term survival of the Municipality. It is essential that an effective cash management process is established that will contribute to a positive current ratio, whereby the municipality's current assets cover current liabilities at least by 2:1. This ratio refers to the Municipality's ability to convert current assets into cash and settle current liabilities within a 12 months period. The Municipality will strive to maintain a cash backed liquidity reserve of at least 3 months in addition to maintaining an unspent conditional grant and short-term provision sufficient for the escalation in short term provision of employee benefits.

### **6.1.10 TRADING AND COMMUNITY SERVICES**

The electricity service continues to trade at a deficit thus the municipality has to strike a balance between recovering the high cost of Eskom bulk purchases as well as illegal connections and the tariff setting policy of the municipality to buffer the impact of these increases on individual consumers.

The Refuse removal service is still operating at a loss. The Municipality will have to implement a solid waste strategy to ensure that this service can be rendered in a sustainable manner over the medium to long-term. The main contributors to this deficit are employee related costs, hire charges, inventory consumed (fuel)-as well as transporting of waste to Pietermaritzburg.

In consideration of the refuse removal deficit, a comprehensive investigation into the cost structure of solid waste function is being undertaken. The Administration must continue exploring ways of enhancing waste management towards operating at a breakeven point.

### **6.1.11 POTENTIAL SOURCES OF INCOME AND REVENUE RAISING STRATEGIES**

It is proposed that the following strategies be implemented to address the deficit:

- Traffic law enforcement and the collection of outstanding traffic fines.
- Sweep of all electricity meters to ensure there are no illegal connections or tampering.
- Investigation to be done regarding the high electricity losses and to implement measures to address the losses.
- Fill only essential and critical posts.
- Restructuring of commercial tariffs.

### **6.1.12 DEBT CONTROL MEASURES**

Council has approved the credit control and debt collection policy. While the adopted policy is credible, sustainable, manageable and informed by affordability and value for money there has been a need to review certain components to achieve a higher collection rate. In addition, emphasis will be placed on speeding up the indigent registration process to ensure that credit control and debt collection efforts are not fruitlessly wasted on these debtors.

As most of the indigents within the municipal area are unable to pay for municipal services because they are unemployed, it is proposed that the administration considers development of an Integrated Indigent Exit Programme that will link the registered indigent households to development, skills and job opportunities. The development of the Indigent Exit Program must

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ensure that all departments as well as external role players are actively involved in the reduction of the number of registered indigent households.

The 2023/2024 MTREF has been prepared based on achieving an average debtors' collection rate of 96 per cent on current billings. In addition, the collection of debt in excess of 90 days has been prioritised as a pertinent strategy in increasing the Municipality's cash levels. In addition, the potential of a payment incentive scheme is being investigated and if found to be viable will be incorporated into the policy.

#### **6.1.13 AUDITOR GENERAL'S COMMENTS FOR THE 2021/2022 FINANCIAL YEAR IS ATACHED**

Type of Opinion: Unqualified with matters

#### **Adequacy of Audit Responses:**

**The AG report is attached as an Annexure**

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## **SECTION 7: Annual Operational Plan (SDBIP)**

The 2023/2024 Service Delivery and Budget Implementation Plan will be approved within 28 days after the adoption of the 2023/2024 Budget, as required in terms of Municipal Financial Management Act.

The Service Delivery and Budget Implementation Plan will be prepared in line with the National Treasury circular identifying key components as follows:

- Monthly projections of revenue to be collected for each source;
- Monthly projections of expenditure (Operating and Capital) and revenue for each vote;
- Quarterly projections of service delivery targets and performance indicators for each vote;
- Ward information for expenditure and service delivery; and
- Detailed capital works plan broken down by ward over three years.

**The draft 2023/2024 SDBIP is attached in this document as an Annexure.**

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## **SECTION 8: Organisational & Individual Performance Management System**

### **8.1 ORGANISATIONAL PERFORMANCE MANAGEMENT SYSTEM**

Performance Management is a strategic approach to management, which equip 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 organisation in terms of indicators and targets for efficiency, effectiveness and impact.

**Chapter 6: of the Municipal Systems Act (No 32 of 2000) requires municipalities to:**

- Develop a performance management system;
- Set targets, monitor and review performance based on indicators linked to their IDP;
- Publish an annual report on performance for the councillors, staff, the public and other spheres of government;
- Incorporate and report on a set of general indicators prescribed nationally by the minister responsible for local government;
- Have their annual performance report audited by the Auditor-General; and
- Involve the community in setting indicators and targets and reviewing municipal performance.

**2001 Municipal Planning and Performance Regulations states that:**

- Performance Management System must entail a Framework that describes and represent how the municipality's cycle and process of performance management, including measurement, review, reporting and improvement, will be conducted;
- Performance Management System must inter alia comply with the requirements of the Systems Act, relates to the municipality's employee performance management processes and be linked to the municipality's IDP.

In terms of measuring the performance of the municipality in implementing the 2018/19 IDP Review, the municipality will review the entire system of Performance Management System, and has the following documents in place which guide the review, implementation, monitoring and reporting on performance management system:

- Organisational Scorecards;
- Departmental Scorecards;
- Performance Framework; and
- Performance Procedure Manual

### **8.2 INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM**

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Subsequent to the adoption of the 2023/2024 IDP Review and Budget by Council, the municipality will prepare the Service Delivery and Budget Implementation Plan which will serve as a monitoring tool for the implementation of the 2023/2024 IDP Review, and then prepare the performance agreements for the Sections 54, 56 and 57 Managers as required by the 2006 Performance Regulations and 2014 Regulations on appointment and conditions of employment of Senior Managers which will have to be concluded within 14 after the adoption of the SDBIP.

### **8.3 MONITORING, EVALUATION AND REVIEW**

The municipality will also undertake the quarterly reviews during 2019/2020 financial year to monitor performance as per the following quarters:

- **First quarter** : July 2023– September 2023
- **Second quarter** : October 2023 – December 2023
- **Third quarter** : January 2024 – March 2024
- **Fourth quarter** : April 2024 – June 2024

The performance agreements, which will be concluded, will consist of the following documents:

- Annexure A: Performance Plan
- Annexure B: Personal Development Plan
- Annexure C: Financial Disclosure Form
- Annexure D: Code of Conduct

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## Section 9: appendices

Umvoti Municipality has developed a number of Sector Plans, which are aimed at assisting the municipality in making well-informed decisions to enable effective implementation thereby improving the quality of life for our respective communities. A table hereunder indicates the sector plans that have been prepared by the municipality to date and their status:

**Table 110: Sector Plans and status**

SECTOR PLAN	COMPILING AGENT	Completed? (Y/N)	Adoption Date (if adopted)
Housing Plan	LM	Completed , under comprehensive review. The review will be completed by 30 June 2022	30 May 2022
Umvoti Local Economic Development Strategy	LM	Completed (November 2013) Under comprehensive review, the review will be completed by 30 June 2022	30 May 2022
Umvoti Spatial Development Framework	LM	Completed (November 2013)  Under comprehensive review, the review will be completed by 30 June 2022	30 May 2022
Urban Land Use Management Scheme	LM	Completed	Need to be reviewed
Electricity Service Delivery plan	LM	Completed	31 October 2019, review every 5 years.
Disaster Management Plan	LM	Completed	30 May 2022
Integrated Waste Management Plan	LM	Under review	