UMHLABUYALINGANA LOCAL MUNICIPALITY INTEGRATED DEVELOPMENT PLAN– 2024/2025

Main Road R22, KwaNgwanase
Private Bag X901
T: +27 35 592 0680/ +27 35 592 9628
F: +27 35 592 0672

E: info@mhlabuyalingana.gov.za

Table of Contents

MAYORS FOREWORD I

MUNICIPAL MANAGERS OVERVIEW I

THE STRUCTURE OF UMHLABUYALINGANA IDP II

EXECUTIVE SUMMARY I

SPATIAL LOCATION WITHIN KZN I
DEMOGRAPHIC PROFILE II
NUMBER OF WARDS AND TRADITIONAL AUTHORITY AREAS IV
ECONOMIC PROFILE IV
HOW WAS THIS PLAN (IDP) DEVELOPED? V
WHAT ARE OUR KEY CHALLENGES AND INTERVENTIONAL MEASURES? XXVII
LONG TERM VISION XXX
SPATIAL VISION XXX
WHAT ARE WE GOING TO DO TO UNLOCK AND ADDRESS OUR KEY CHALLENGES? XXXII
WHAT COULD YOU EXPECT FROM US? XXXIV

1 PLANNING AND DEVELOPMENT LEGISLATION AND POLICY 1

1.1 PLANNING AND DEVELOPMENT PRINCIPLES 1
1.2 LEGISLATIVE FRAMEWORK 2
1.2.1 THE CONSTITUTION OF THE REPUBLIC OF SOUTH AFRICA 2
1.2.2 MUNICIPAL STRUCTURES ACT, 117 OF 1998 2
1.2.3 MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000 3
1.2.4 MUNICIPAL FINANCIAL MANAGEMENT ACT 4
1.2.5 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (SPLUMA), 2013 4
1.3 POLICY FRAMEWORK 5
1.3.1 SUSTAINABLE DEVELOPMENT GOALS (SDGS) 5
1.3.2 WHITE PAPER ON LOCAL GOVERNMENT IN SOUTH AFRICA 7
1.3.3 NATIONAL DEVELOPMENT PLAN 8
1.3.4 MEDIUM-TERM STRATEGIC FRAMEWORK 11
1.3.5 INTEGRATED URBAN DEVELOPMENT FRAMEWORK(IUDF) 11
1.3.6 BACK TO BASICS STRATEGY 12
1.3.7 STATE OF THE NATION ADDRESS 2024 13
1.4 KWAZULU-NATAL PROVINCIAL SECTOR PLANS 15
1.4.1 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY AND PLAN 15
1.4.2 PROVINCIAL SPATIAL DEVELOPMENT FRAMEWORK 15
1.4.3 PROVINCIAL SPATIAL ECONOMIC STRATEGY 16
1.4.4 DISASTER RISK MANAGEMENT POLICY FRAMEWORK FOR KWA ZULU NATAL, 2010 16
1.4.5 DISTRICT DEVELOPMENT MODEL 17
1.4.6 STATE OF THE PROVINCE ADDRESS 2024 18
1.5 ALIGNMENT OF GOVERNMENT PRIORITIES 18

1.6 ALIGNMENT WITH BACK TO BASICS 20

2 SITUATIONAL ANALYSIS 21

2.1 DEMOGRAPHIC PROFILE 21
2.1.1 PROVINCIAL AND DISTRICT POPULATION SIZE 21
2.1.2 POPULATION SIZE AND GROWTH 22
2.1.3 POPULATION GROWTH PROJECTIONS 23
2.1.4 HOUSEHOLD STRUCTURE 24
2.1.5 POPULATION DISTRIBUTION BY AGE AND GENDER 24
2.1.6 POPULATION DISTRIBUTION BY RACE 28
2.1.7 ORPHAN CHILDREN 28
2.1.8 PEOPLE LIVING WITH A DISABILITY 28
2.1.9 FERTILITY, MORTALITY AND LIFE EXPECTANCY 30
2.1.10 SOCIO-ECONOMIC PROFILE 34
2.1.11 ACCESS TO BASIC SERVICES 39
2.2 SWOT ANALYSIS OF THE DEMOGRAPHIC AND SOCIO-ECONOMIC DYNAMICS 41
2.3 SPATIAL ANALYSIS 42
2.3.1 REGIONAL CONTEXT 42
2.4 ADMINISTRATIVE ENTITIES 43
2.4.1 LAND OWNERSHIP 46
2.4.2 LAND REFORM 47
2.4.3 LAND CAPABILITY 48
2.4.4 ENVIRONMENTAL ANALYSIS 50
2.4.5 AGRICULTURAL AND ENVIRONMENTAL: TRENDS AND ANALYSIS 64
2.4.6 AGRICULTURAL AND ENVIRONMENTAL: SWOT ANALYSIS 65
2.4.7 AGRICULTURAL AND ENVIRONMENTAL: KEY CHALLENGES 66
2.4.8 DISASTER MANAGEMENT 67

3 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT 74

3.1 INSTITUTIONAL ARRANGEMENTS 74
3.1.1 CORPORATE SERVICES PORTFOLIO 74
3.1.2 FINANCE PORTFOLIO 74
3.1.3 PLANNING, LED AND INFRASTRUCTURAL DEVELOPMENT PORTFOLIO 75
3.1.4 COMMUNITY PORTFOLIO 75
3.1.5 GOVERNANCE 75
3.1.6 COUNCIL COMMITTEES 75
3.1.7 BUSINESS PROCESSES / PROCESS FLOW 75
3.1.8 MPAC 76
3.1.9 AUDIT/PERFORMANCE COMMITTEE 77
3.2 POWERS AND FUNCTIONS 77
3.3 APPROVED ORGANISATIONAL STRUCTURE / ORGANOGRAM 78
3.4 MUNICIPAL INSTITUTIONAL CAPACITY AND STATUS OF CRITICAL POSTS 85
3.4.1 STATUS OF CRITICAL POSTS (MM & SECTION 56 POSTS) 85
3.5 STATUS AND IMPLEMENTATION OF HUMAN RESOURCE DEVELOPMENT 86
3.5.1 HUMAN RESOURCES STRATEGY AND PLAN 86

3.5.2 Employment Equity Plan 87
3.5.3 Workplace Skill Plan 89
3.5.4 Recruitment and Selection Policy, and Retention Policy 91
3.6 ICT Policy Framework 92
3.6.1 ICT Strategy Deliverables 94
3.6.2 ICT Strategic Objectives 94
3.7 Municipal Transformation & Organisational Development: Swot Analysis And Key Challenges 96
3.7.1 Municipal Transformation & Organisational Development: Swot Analysis 96
3.7.2 Municipal Transformation & Organisational Development: Key Challenges 96

4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS 98

4.1 Good Governance Analysis 98
4.1.1 National and Provincial Programmes Rolled Out at Municipal Level 98
4.1.2 uMkhanyakude District Development Model and IGR 101
4.1.3 IGR Status And Functionality 103
4.1.4 Provincial Forums and Munimec 103
4.1.5 Functionality Of Management Structures 103
4.1.6 Functionality of Municipal Structures 103
4.1.7 Internal Audit Committee 105
4.1.8 Enterprise Risk Management 106
4.1.9 Municipal Bid Committees 107
4.1.10 Adoption Status of Policies and Bylaws 108
4.2 Public Participation Analysis 110
4.2.1 Ward Committees' Status And Functionality 110
4.2.2 Participation Of Amakhosi In Council Meetings 111
4.2.3 Communication Plan For Public Participation 112
4.2.4 Status of Ward-Based Planning 113
4.3 Land Use Management 117
4.4 Good Governance & Public Participation: SWOT Analysis and Key Challenges 117
4.4.1 Good Governance & Public Participation: SWOT Analysis 117
4.4.2 Good Governance & Public Participation: Key Challenges 118

5 SERVICE DELIVERY AND INFRASTRUCTURE 119

5.1 Water and Sanitation 119
5.1.1 Water Services Authority 119
5.1.2 Water Services Development Plan (WSDP) 119
5.1.3 Operations And Maintenance For Water And Sanitation 120
5.1.4 Water Infrastructure 120
5.1.5 Status Of The Infrastructural Backlogs, Needs And Priorities 123
5.1.6 Water Status And Challenges 128
5.1.7 Infrastructure Project Development 130
5.1.8 Status Of Sanitation 130
5.1.9 Sanitation Challenges 131
5.1.10 Municipal Coordination 132

5.2 SOLID WASTE MANAGEMENT 132
5.2.1 WASTE COLLECTION SERVICES 132
5.2.2 THE STATUS OF WASTE DISPOSAL SITES 133
5.2.3 COUNCIL APPROVED INTEGRATED WASTE MANAGEMENT PLAN 134
5.2.4 PROGRESS OF IMPLEMENTATION OF INTEGRATED WASTE MANAGEMENT PLAN 134
5.2.5 WASTE DIVERSION 134
5.3 TRANSPORTATION INFRASTRUCTURE 134
5.3.1 ROAD NETWORK 134
5.3.2 ROAD CLASSIFICATION 137
5.3.3 ROAD CONDITION 137
5.3.4 ROAD INFRASTRUCTURE PRIORITY AREAS 137
5.3.5 INSTITUTIONAL RESPONSIBILITY FOR TRANSPORT INFRASTRUCTURE 141
5.3.6 TRANSPORTATION ANALYSIS 142
5.3.7 RAIL 142
5.3.8 AIR TRANSPORT 142
5.3.9 OPERATIONS AND MAINTENANCE FOR ROADS AND TRANSPORTATION 143
5.3.10 INTEGRATED TRANSPORT PLAN 143
5.4 ENERGY 143
5.4.1 ELECTRICITY/ENERGY PROVIDER 143
5.4.2 ENERGY SECTOR PLAN 143
5.4.3 ELECTRICITY INFRASTRUCTURE 143
5.4.4 ESKOM – PLANNED PROJECTS 146
5.4.5 OPERATIONS AND MAINTENANCE PLAN 147
5.4.6 SCHEDULE 5B PROJECTS 147
5.4.7 STATUS, BACKLOGS, NEEDS AND PRIORITIES FOR ELECTRICITY/ENERGY SERVICES 147
5.4.8 ELECTRICITY CHALLENGES 148
5.4.9 MUNICIPAL CO-ORDINATION WITH RELEVANT SECTOR DEPARTMENTS AND SERVICE PROVIDERS 148
5.5 ACCESS TO COMMUNITY FACILITIES 148
5.5.1 CEMETERIES AND CREMATORIA 148
5.5.2 HEALTH FACILITIES 148
5.5.3 EDUCATION FACILITIES 151
5.5.4 LIBRARIES 152
5.5.5 POLICE STATIONS 155
5.5.6 COMMUNITY HALLS 157
5.5.7 SPORTS FACILITIES 157
5.5.8 COMMUNITY SERVICE CENTRES/THUSONG CENTRE 159
5.5.9 POUNDS 159
5.5.10 FIRE PROTECTION 159
5.5.11 COORDINATION OF DEVELOPMENT ACTIVITIES 161
5.6 HUMAN SETTLEMENTS 161
5.6.1 HOUSING SECTOR PLAN 161
5.6.2 HUMAN SETTLEMENTS IN UMHLABUYALINGANA 161
5.6.3 HOUSING DEMAND, SUPPLY AND BACKLOG 162
5.6.4 EXISTING AND PLANNED HOUSING PROJECTS 165
5.6.5 DEPARTMENT OF HUMAN SETTLEMENT HOUSING PROJECTS 2024/2025 165
5.6.6 LEVEL OF SERVICES AND BACKLOGS 167
5.6.7 CO-ORDINATION OF HOUSING DEVELOPMENTS 167
5.6.8 COMMITTED FUNDING FOR THE SERVICES IN SUPPORT OF HOUSING PROJECTS 168

5.7 TELECOMMUNICATIONS 168
5.7.1 PROVISION OF INFRASTRUCTURE PROJECTS RELATING TO NATIONAL 2024 AND LOCAL GOVERNMENT 2022 ELECTIONS 170
5.8 SERVICE DELIVERY & INFRASTRUCTURE: SWOT ANALYSIS AND KEY CHALLENGES 171
5.8.1 SERVICE DELIVERY & INFRASTRUCTURE: SWOT ANALYSIS 171
5.8.2 SERVICE DELIVERY & INFRASTRUCTURE: KEY CHALLENGES 171

6 LOCAL ECONOMIC DEVELOPMENT 173

6.1 LOCAL ECONOMIC DEVELOPMENT ANALYSIS 173
6.1.1 LED FUNCTIONALITY AND CAPACITY 173
6.1.2 POLICY / REGULATORY ENVIRONMENT AND ALIGNMENT 175
6.1.3 STRATEGIC ECONOMIC ANALYSIS AND INTERVENTIONS 178
6.2 JOB CREATION 196
6.2.1 EPWP INDICATORS 204
6.3 UMHLABUYALINGANA LED STRATEGIC PARTNERS 204

7 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT 207

7.1 CAPITAL FUNDING AND EXPENDITURE 207
7.1.1 CAPITAL GRANT FUNDING 207
7.1.2 CAPITAL BUDGET PROJECTS 208
7.1.3 INVESTMENT REGISTER 208
7.2 ASSETS AND INFRASTRUCTURE 208
7.3 REPAIRS AND MAINTENANCE 209
7.4 SUPPLY CHAIN MANAGEMENT (SCM) 209
7.5 INDIGENT MANAGEMENT 210
7.6 REVENUE MANAGEMENT 210
7.7 DEBT MANAGEMENT 211
7.7.1 DEBTORS AGE ANALYSIS 211
7.7.2 DEBT IMPAIRMENT 212
7.8 FINANCIAL VIABILITY RATIOS 212
7.8.1 LOANS / BORROWINGS AND GRANT DEPENDENCY 213
7.8.2 EXPENDITURE MANAGEMENT 213
7.9 AUDITOR-GENERAL'S OPINION 214
7.10 FINANCIAL VIABILITY & MANAGEMENT: SWOT ANALYSIS AND KEY CHALLENGES 214
7.10.1 FINANCIAL VIABILITY & MANAGEMENT: SWOT ANALYSIS 214
7.10.2 FINANCIAL VIABILITY & MANAGEMENT: KEY CHALLENGES 215

8 KEY CHALLENGES 216

8.1 COMBINED KEY CHALLENGES 216
8.2 COMBINED SWOT ANALYSIS 218

9 STRATEGIC OBJECTIVES AND DEVELOPMENT STRATEGIES 222

9.1 UMHLABUYALINGANA MUNICIPALITY IDP VISION 222
9.2 MISSION STATEMENT 222
9.2.1 CORE VALUES 222
9.2.2 KEY PERFORMANCE AREAS AND ORGANIZATIONAL OBJECTIVES 222
9.2.3 THE MUNICIPAL STRATEGIC PROGRAMME IS ALIGNED TO THE 5 KPA'S AND 6TH WITH KZN-KPA'S 222
9.3 DEFINING A GOAL, OBJECTIVE AND STRATEGIES 223
9.4 LONG TERM DEVELOPMENT GOALS, OBJECTIVES AND STRATEGIES 223
9.5 SPATIAL VISION 225

10 IMPLEMENTATION PLAN 230

10.1 IMPLEMENTATION PLAN 230

11 FINANCIAL PLAN 232

11.1 ADOPTION OF A FINANCIAL PLAN 232
11.2 FINANCIAL POLICIES 232
11.3 MUNICIPAL BUDGET OVERVIEW 233
11.3.1 OPERATING BUDGET 233
11.3.2 ALIGNMENT OF THE MUNICIPAL BUDGET WITH THE MUNICIPAL GOALS AND OBJECTIVES 236
11.3.3 OPERATIONAL AND MAINTENANCE COSTS 238
11.3.4 CAPITAL BUDGET 240
11.3.5 AUDITOR GENERAL RESPONSES AND ACTION PLAN 246

12 ANNUAL OPERATIONAL PLAN (DRAFT SDBIP) 247

13 ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM 255

13.1 PERFORMANCE MANAGEMENT SYSTEM PROCESS SET-UP 255
13.2 PERFORMANCE MANAGEMENT PLANNING, IMPLEMENTATION AND REVIEW 256
13.2.1 PLANNING CYCLE OF THE PMS 256
13.2.2 PMS IMPLEMENTATION AND REVIEW 256
13.2.3 PERFORMANCE MANAGEMENT CYCLE 256

14 BACK TO BASICS 258

ANNEXURES 269

LIST OF FIGURES

Figure 1: Governance Structure vii
Figure 2: Administrative Governance xi
Figure 3: IGR Functionality And DDM Implementation Through the IDP 17
Figure 4: uMkhanyakude District Within KZN Province 21
Figure 5: District Population Growth between 2011 and 2022 22
Figure 6: Umhlabuyalingana LM within the District 22
Figure 7: Population And Household Projections 23
Figure 8: Projected Population Growth 23
Figure 9: Gender Structure 25
Figure 10: Distribution of population by broad age groups 25
Figure 11: Population Age Pyramid 26
Figure 12: Population By Age And Gender Comparison: 2011 And 2022 26
Figure 13: Distribution of population aged less than 18 years old by orphanhood status 28
Figure 14: People With Disabilities 29
Figure 15: % Assistive Devices 29
Figure 16: HIV Prevalence among pregnant women by district (2022) 31
Figure 17: Life Expectancy 32
Figure 18: Human Development Index 33
Figure 19: General Labour Market Indicators 34
Figure 20: Employment and Unemployment Trends in Umhlabuyalingana 34
Figure 21: Attendance at an ECD institution (%) 36
Figure 22: Highest level of education (20+ years) 37
Figure 23: Percentage distribution of households that skipped a meal 38
Figure 24: Source of water for household use 39
Figure 25: Access to Piped Water 39
Figure 26: Access To Sanitation 40
Figure 27: Access to Electricity for Cooking 40
Figure 28: Access to Refuse Removal 41
Figure 29: KZN Coast 62
Figure 30: District Disaster Response and Recovery Framework 70
Figure 31: Model of an integrated information management and communication system for disaster risk management 71
Figure 32: Process Flow 76
Figure 33: Umhlabuyalingana Municipal Organogram 79
Figure 34: Current Organogram For Management Department 80
Figure 35: Organogram For Corporate Services 81
Figure 36: Current Organogram For Finance Department 82
Figure 37: Current Organogram: Department Of Technical Services 83
Figure 38: Current Organogram: Department Of Community Services 84
Figure 39: uMkhanyakude Water Intervention Supply Areas and Infrastructure from Umgeni Universal Access Plan III Study 2020 121
Figure 40: Conceptual Plan For Regional Bulk Supply 127
Figure 41: Additional Projects To Address Backlogs 128
Figure 42: Access to Water Sources 129
Figure 43: Eskom Infrastructure Plan 146

Figure 44: Sources of Energy 147
Figure 45: Main Dwelling Type 162
Figure 46: Projected Housing Demand by Income Categories 164
Figure 47: Access to the Internet 168
Figure 48: : %Change in GDP, Year-on-year seasonally adjusted: Umhlabuyalingana 2010-2019 178
Figure 49: Umhlabuyalingana Sectoral GVA Contribution (%) 179
Figure 50: Umhlabuyalingana LM GVA contribution to uMkhanyakude District GVA 180
Figure 51: Spatial Vision 226
Figure 52: Performance Management Cycle 256

LIST OF TABLES

Table 1: Representation of Political Parties vii
Table 2: Planning And Development Principles 1
Table 3: Municipal Goals Alignment to the SDGs 6
Table 4: 14 National Outcome Delivery Agreements Discussion Table 8
Table 5: Municipal Goals Alignment to National, Provincial and District Goals 18
Table 6: Number of Households and Household Size 24
Table 7: Missing Father 24
Table 8: Population Distribution by Race (Percentage) 28
Table 9: Child Health Indicators 30
Table 10: Ten leading underlying natural causes of death in uMkhanyakude district, 2019 30
Table 11: HIV Treatment Indicators 31
Table 12: Distribution of population by province of usual residence & province of previous residence, Census 2011 & 2022 33
Table 13: Average Monthly Household Income 35
Table 14: Dependency Ratio 35
Table 15: Attendance at an educational institution (5-24 years) 36
Table 16: Educational Trends 37
Table 17: Municipalities within the district 42
Table 18: Critical Biodiversity Areas 56
Table 19: Priority hazards identified at Umhlabuyalingana Municipality 68
Table 20: Role-Players In Disaster Response And Recovery 70
Table 21: Capacity-building workshops will target various critical role players 72
Table 22: Public awareness campaigns 72
Table 23: Budgets for programmes 72
Table 24: MPAC Members 76
Table 25: uMkhanyakude and its Local Powers and Functions 77
Table 26: Municipal Departments and Their Functions 85
Table 27: Workforce Profile: Total Number of Employees 87
Table 28: Employees with Disability 88
Table 29: Employment Equity Numerical Goals 88
Table 30 Employment Equity Targets 89
Table 31: New Recruitments Inclusive of People with Disabilities 90
Table 32: 2024/25 Training Programmes 90
Table 33: Total Number of Employees Trained 91

Table 34: IGR Structures 101
Table 35: MPAC Members 105
Table 36: Council Adopted Policies 108
Table 37: Council Adopted Bylaws 109
Table 38: Council Adopted Sector Plans 109
Table 39: Council-Approved Financial Management Policies 110
Table 40: Ward Priorities 113
Table 41: District Water and Sanitation Projects 119
Table 42: Water Services Level 123
Table 43: Percentage Household Water Access 123
Table 44 Water Demand 124
Table 45: Source of water for household use 129
Table 46: Distribution of households by access to piped (tap) water and Municipality 1996, 2001, 2011 and 2022 129
Table 47: Access To Toilet Facilities (2011 and 2022) 130
Table 48: Refuse Removal 133
Table 49: Road Classification 137
Table 50: Road Surface 137
Table 51: Road Infrastructure for Tourism 139
Table 52: Road Infrastructure Trade And Mobility 139
Table 53 Public Transport Accessibility 142
Table 54: Proposed Substations 144
Table 55: Project Status: Sub-Transmission Strengthening Projects 146
Table 56: Eskom Projects-Planned 146
Table 57: Analysis of Health Facilities 149
Table 58: Hospitals in ULM - Department of Health, 2019 151
Table 59: Clinics in ULM 151
Table 60: Analysis of Educational Facilities 152
Table 61: Analysis of Libraries 152
Table 62: Analysis of Police Stations 155
Table 63: Analysis of Community Halls 157
Table 64: Sports Facilities 157
Table 65: Analysis of Sports Facilities 158
Table 66: Analysis of Community Service Centres 159
Table 67: Housing Market 162
Table 68: Housing Supply 163
Table 69: Existing Housing Projects 165
Table 70: Pipeline / Planned Housing Projects 165
Table 71: Proposed Housing Projects 165
Table 72: Housing Projects 165
Table 73: PGDS Alignment 175
Table 74: Umhlabuyalingana Trade Balance (R'), 2016-2020 180
Table 75: Umhlabuyalingana LED Programmes and Projects 192
Table 76: LED Projects and Jobs to be Created 197
Table 77: EPWP & CWP Projects 204
Table 78: Strategic Partners 205

Table 79: Capital Grant Funding and Expenditure 207
Table 80: Operational Grant Funding and Expenditure 207
Table 81: Capital Expenditure 208
Table 82: Invested Grants 208
Table 83: repairs and maintenance 209
Table 84: Revenue Collection By Vote For 2022/2023 210
Table 85: 4-year Debtors Age Analysis 211
Table 86: Debtors Age Analysis (30 April 2024) 212
Table 87: Municipal Financial Ratios 212
Table 88: Operating Revenue 213
Table 89: Operating Expenditure 213
Table 90: Municipal Goals 222
Table 91: Municipal Strategic Programme 222
Table 92: Municipal Transformation & Institutional Development 223
Table 93: Good Governance and Public Participation 224
Table 94: Basic services Delivery and Infrastructure Development 224
Table 95: Local Economic Development 224
Table 96: Municipal Financial Viability and Management 225
Table 97: Cross Cutting Interventions 225
Table 98: Council Adopted Financial Policies 232
Table 99: Budget Summary 234
Table 100: Transfers and grant receipts 235
Table 101: Reconciliation of IDP strategic objectives and budget (revenue) 236
Table 102: Reconciliation of IDP strategic objectives and budget (capital expenditure) 237
Table 103: Allocation for Operations and Maintenance 238
Table 104: Asset Management 238
Table 105: Municipal Capital Budget 240
Table 106: Municipal Three-Year Capital Programme 241
Table 107: District Three-Year Capital Programme 241
Table 108: District Wide Three-Year Capital Programme 241
Table 109: Agricultural Projects 242
Table 110: Department of Education Projects 242
Table 111 Department of Social Development Projects 242
Table 112: DOT Projects 243
Table 113: Housing Projects 244
Table 114: Electricity Projects 244
Table 115: Eskom Projects-Planned 245
Table 116: Isimangaliso Projects 245
Table 117: SANRAL Projects 245
Table 118: EDTEA Projects 246
Table 119: Umhlabuyalingana Top Layer Service Delivery And Implementation Plan 2024-2025 248
Table 120: Back To Basic Pillars And Municipal Strategies 258
Table 121: Back to Basics Support Plan 261

LIST OF MAPS

Map 1: Proximity of Umhlabuyalingana LM in UKDM and the KZN Province i
Map 2: Composite Spatial Development Framework xxxi
Map 3: Provincial and District Locality of Umhlabuyalingana Municipality 43
Map 4: Municipal Wards 44
Map 5: Wards and Traditional Council Areas 45
Map 6: Land Ownership 47
Map 7: Land Claims 48
Map 8: Land Capability 49
Map 9: Topography 50
Map 10: Agriculture Potential Areas 54
Map 11: Priority Agricultural Areas 55
Map 12: Critical Biodiversity and Protected Areas 57
Map 13: Hydrology 61
Map 14: Extract Of Water Intervention Supply Areas And Infrastructure From Umgeni Universal Access Plan Iii Study 2020 (2) 120
Map 15: District Water Service Lines 122
Map 16: Percentage of Population with Access to Sewerage Systems 131
Map 17: Road Network 136
Map 18: Road Surface 138
Map 19: Proposed New Roads And Road Upgrades 141
Map 20: Electrical Infrastructure 145
Map 21: Health facilities 150
Map 22: Education Facilities 153
Map 23: Access to Libraries 154
Map 24: Police Stations 156
Map 25: Community Service Centres 160
Map 26: Housing Projects 166
Map 27: Cell phone Network Coverage 169
Map 28: Access to Cell phones 170
Map 29: Nodes and Corridors 227
Map 30: Composite Spatial Development Framework 229

MAYORS FOREWORD

Our duty as political principals of the Municipality are to ensure meaningful contribution in the eradication of the three social ills namely: poverty, unemployment and inequality in our municipal area. This can only be achieved through playing a constructive oversight role over the administration in their performance and monitoring the implementation of council-approved municipal performance plans.

Cllr T S KHUMALO: Mayor



As the Mayor of the Municipality, I take pride in presenting the 2024/2025 Draft IDP which will be used by the Municipality as the mechanism to determine how and where development and the allocation of resources are managed. It is known that the Municipality is at the coal face of development in its area of jurisdiction where the needs and priorities constantly change as time goes by. In line with Chapter 4 of the Municipal Systems Act No; 32 of 2000, Umhlabuyalingana Municipality has a role to play in providing quality quick service delivery aimed at promoting quality of life for the people of this Municipality through a culture of public participation that promotes community participation in the affairs of the Municipality.

Our commitment is to maintain maximum participation of all stakeholders through an integrated approach towards development. This is envisaged to improve performance of the Municipality for the meaningful role of all stakeholders with intent of creating sense of ownership and sustainable development within Umhlabuyalingana municipal area.

This IDP is the fifth generation IDP which is aligned to the local government's 5-year term which outlines in-depth the strategic agenda for the Umhlabuyalingana Municipality. It is my pleasure to report on the progress in respect of what we pledge to deliver for the community of Umhlabuyalingana Municipality in this current cycle (1 of the 5-year period). Our progress and pledge can be marked in accordance with the six key performance areas namely:

1. MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

KEY PROGRAMMES/PROJECTS

Development and Implementation of Policies, Plans, by-laws, and standard operating procedures for the Municipality will be prioritized. Several policies, plans, by-laws, and standard operating procedures will be identified, developed and implemented in order to ensure the successful achievement of the Municipality's vision.

Filling of critical positions

All critical positions during this 5-year term are filled to ensure the successful implementation of the Municipality's vision.

Capacity building

The Council of Umhlabuyalingana Municipality will be continuously provided with accredited training on all relevant local government – governance requirements for it to provide sufficient oversight.

The Municipality through the Corporate Services Department will conduct a skills audit on an annual basis to identify skills gaps and ensure the provision of training to bridge the skills gaps. Several municipal officials have been up skilled through this process.

Performance Management

The Municipality has developed an Organisational Performance Management Framework and Individual Performance Management Policy. These documents are reviewed on an annual basis. The performance Management System is a strategic approach to management, which equips councillors, managers, employees, and other stakeholders at different levels with a set of tools and techniques to regularly plan, continuously monitor, periodically measure and review the performance of Umhlabuyalingana Municipality in terms of indicators and targets for efficiency, effectiveness and impact. This system will therefore in turn ensure that all the councillors, managers and individuals in the Municipality are held accountable for their actions, which should bring about improved service delivery and value for money.

Performance management is aimed at ensuring that the Municipality monitors its IDP and continuously improves its operations. The performance management system has assisted in making a significant contribution to organizational and individual performance. The system is designed to improve strategic focus and organizational effectiveness by continuously seeking to improve the performance of the Municipality as a whole and the individuals in it.

2. BASIC SERVICE DELIVERY

KEY PROGRAMMES/PROJECTS

- Construction of new and upgrading of access roads
- Construction of new and refurbishment of community facilities (halls, library, sports fields, etc.)
- Electrification Programme
- Development/Review of Umhlabuyalingana Waste By-Laws
- Development/Review of Umhlabuyalingana Waste Management Policy
- Development/Review of Integrated Waste Management Plan
- Development/Review of refuse collection tariffs
- Job creation through Waste Management Programmes
- Management and Operation of landfill sites

Special Social Programmes

- Establishment of a Local Aids Council to deal with issues such as HIV/AIDS, Teenage pregnant, and TB.

- Establishment of a Women's Forum to deal with all women-related issues under Umhlabuyalingana Municipality
- Establishment of a Youth Council to deal with all youth-related issues under Umhlabuyalingana Municipality, e.g. career guidance exhibition.
- Establishment of Disability Forum to investigate all issues on people living with disabilities.

Gender Programme

- Establishment of a Sports Council, and participate in the Mayoral cup, and SALGA Games, to encourage youth to stay away from drugs.
- Implementation of Sports Programs

Indigent Register

The Municipality has developed an indigent policy which seeks to provide financial relief to the citizens of the communities who are unable to afford basic services. An indigent register has been developed as a result and is updated on an annual basis to reassess the existing beneficiaries' affordability and extend to those who are needy.

The Municipality has a Tertiary Registration Program which assists needy learners to be able to register in tertiary institutions, as a result of hundreds of young people from Umhlabuyalingana have had access to tertiary education and many have graduated through this initiative. Ward Councillors have played a big role in the identification of learners in their communities.

Arts and Culture

- The Municipality has established an Arts and Culture Forum, i.e. Maiden Forum for Umkhosi Womhlanga. The Municipality supports participation and funds the participants from all four Amakhosi areas of Umhlabuyalingana.
- The Municipality hosts Arts Competitions as a platform for the display of young talent within Umhlabuyalingana. The budget is allocated for winners of the competition to further their talents.
- Umhlabuyalingana Municipality also hosts a 100% Music Festival where only artists from this Municipality are given the platform to perform. The artists have also undergone a mentorship programme which covered mainly two parts namely: the stage performance and stage management and the administration matters in the music business. The festival focuses on all music genres.

Traffic

- The DLTC provides the following services, learner driver licenses, driver licenses, PrDP and temporary driver licenses. The DLTC current average is 2 million per annum.
- The DLTC is currently providing vehicle licensing and it is in the process of upgrading to full services.

Law Enforcement Unit

The unit works with other road safety structures to provide awareness campaigns in schools, churches, etc. The number of road fatalities has dramatically decreased in the last 5 years.

3. LOCAL ECONOMIC AND SOCIAL DEVELOPMENT

KEY PROGRAMMES/PROJECTS

- **Tourism Development and Promotion:** The Municipality provides a variety of hospitality services to the influx of tourists and therefore trains the community members (youth);
- Two municipal by-laws on business licencing and informal trading have been adopted by the council;
- Expanded Public Works Programme (EPWP) and Community Works Programme (CWP);
- Job opportunities will be created through the Expanded Public Works Programme.

4. GOOD GOVERNANCE AND PUBLIC PARTICIPATION

KEY PROGRAMMES/PROJECTS

Council Oversight Structures

The Municipality has established the following committees to ensure efficient oversight over the Municipality's administration:

- Council
- Executive Committee
- Portfolio Committees
- MPAC
- Audit Committee

The abovementioned structures are in place and are fully resourced, capacitated, and operational. In terms of Section 81 of the Municipal Structures Act, all Amakhosi within Umhlabuyalingana Municipality are allowed to participate and participate in Municipal Council Meetings.

Ward Committees

Elected ward committees in all 20 wards, each ward has 10 members, trained all Ward Committee Structures and Ward Committee Reports are timeously submitted.

Internal Audit

The Municipality established an Internal Audit Unit in terms of section 165 of the MFMA. However, it is a core sourced function wherein the municipality permanently employs and Internal Audit Manager and core sources Ntshidi and Associates. This has not in any way compromised the Council's Internal Audit's objectives in terms of governance requirements.

Risk Management

The Municipality established a risk management unit; through which strategic risk management documents have been developed to ensure a systematic process of risk management within the Municipality. An assessment of the Municipality's risk is done on an annual basis to ensure optimum achievement of the Municipality's objectives. This process allows for prioritization and monitoring of the identified risks.

Communications

Umhlabuyalingana Municipality has a Communication Strategy in place. This document outlines the Municipality's strategies and processes of communication with all municipal stakeholders.

5. MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

KEY PROGRAMMES/PROJECTS

Municipal Property Rates Act

The Municipality developed the new General Valuation Roll in 2023 has been appointed for 2024/2025-2029/2030 financial year implementation which is valid for five years, wherein the municipalities develop Supplementary Valuation Roll which is performed annually to accommodate new developments which have occurred after the adoption of the General Valuation Roll by the municipal council. The municipalities have managed to adopt the supplementary valuation roll which is to be adopted on 31 May 2023 for implementation.

Revenue Enhancement Strategy

It is vital to indicate that our Municipality is still dependent on grants; however, the Municipality is trying its level best to enhance its revenue generation within its area of jurisdiction. The draft revenue enhancement strategy was represented to the finance and information portfolio for comments. Furthermore, apart from the revenue enhancement strategy management has further adopted other strategies to encourage property owners to pay for services and taxes, wherein meetings have been held between the Municipality and property owners to discuss discounts and certain write offs. The Municipality has also appointed legal firms to assist the Municipality with recovery of monies owed to the Municipality.

Asset Management

The Municipality has recently purchased the asset management system, which will be utilized to record municipal assets. Asset verification was conducted, and council was advised accordingly to take necessary resolution to write off assets that are eligible to be written off from the asset register.

Supply Chain Management

The review of the SCM policy was adopted by the council on the 25th of January 2023 to allow new changes in the current legislation.

Auditor General's –Audit Outcome

The Municipality has acquired a clean administration for the past four financial years and in the previous financial year the Municipality obtained unqualified findings. The Municipality has developed an action plan to address the issues which were raised as matters of emphasis.

6. CROSS CUTTING INTERVENTIONS

KEY PROGRAMMES/PROJECTS

Disaster Risk Management (Incorporation Fire and Rescue Services Unit)

- The number of Employees has increased over the years.
- The Municipality has strengthened its function in the area.
- The unit also provides several Awareness campaigns in the area.
- The unit also embarks on several proactive measures to reduce the number of incidents in the area.
- Amongst other things, the disaster management unit conducts inspections in public facilities and businesses.

Umhlabuyalingana Single Land Use Management Scheme

To provide for a Legal Framework in which land use management operate and provides for appropriate land use and general definitions and standardized zones and district which will apply throughout the Municipality, and furthermore enable the efficient and coordinated use of land.

SPLUMA By-Laws

The Municipality has adopted and gazetted planning by-laws.

Mbazwana, Phumobala and Skhemelele Rural Precinct Plans

To give effect to the development principles contained in the Spatial Planning & Land Use Management Act including:

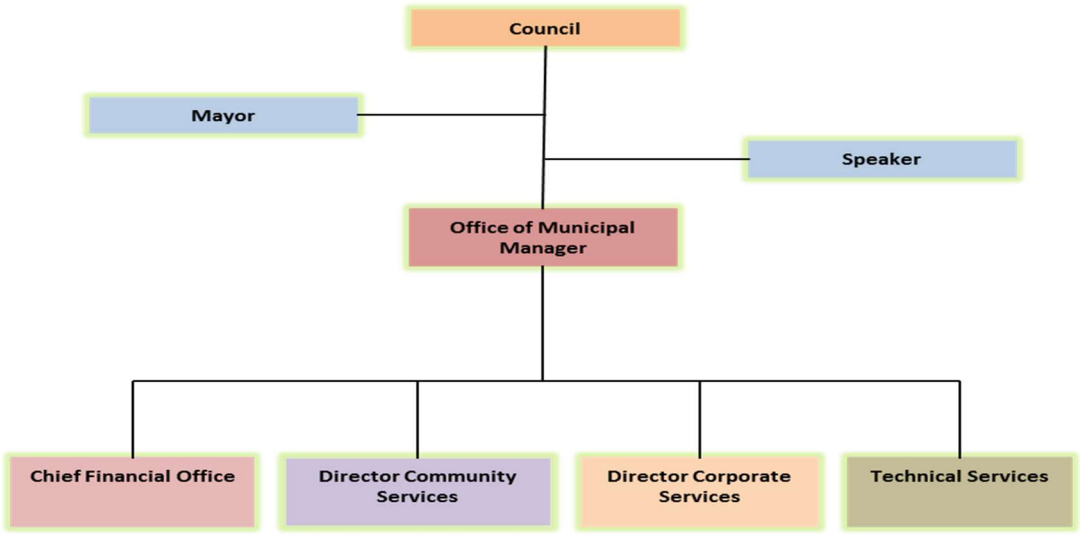
- Spatial Justice; Spatial Sustainability; Efficiency; Spatial Resilience; and, Good Administration
- The plans set out objectives that reflect the desired spatial form of the rural Municipality.
- A Rural Precinct Plan demonstrates the relationship between the rural precinct planning intent and other planning initiatives such as local economic development strategies, Revitalization of Rural Towns, infrastructure planning, natural resource management plans and environmental

management strategies and should encourage and support rural economic development opportunities.

MUNICIPAL POLITICAL GOVERNANCE STRUCTURE

Umhlabuyalingana Municipality's political governance structure consists of Portfolio Committees, EXCO, MPAC and Council.

FIGURE 1: GOVERNANCE STRUCTURE



In addition, the Council is constituted by 6 political parties in a form of public representation, which is as follows:

TABLE 1: REPRESENTATION OF POLITICAL PARTIES

Political Party	Number of Representatives/Councillors
African National Congress	17
Inkatha Freedom Party	16
ABMM	1
Democratic Alliance	1
Economic Freedom Fighters	2
ACDP	1
NFP	1
TOTAL	**39**

EXECUTIVE COMMITTEE

CLLR T S KHUMALO



MAYOR (IFP)

CLLR EZ MTSHALI



DEPUTY MAYOR (NFP)

CLLR MD MATHENJWA



SPEAKER (IFP)

CLLR KC MTHEMBU



ANC

CLLR LD TEMBE



ANC

CLLR HK GUMEDE



IFP

CLLR ZM MHLONGO



ANC

CLLR PT VUMASE



EFF

WARD COUNCILLORS

WARD 1



CLLR TP MANZINI (ANC)

WARD 2



CLLR JP ZIKHALI (IFP)

WARD 3



CLLR T MNGOMEZULU (ANC)

WARD 4



CLLR LD TEMBE (ANC)

WARD



CLLR SM MANUKUZA (IFP)

WARD 6



CLLR FS MPANZA (ANC)

WARD 7



CLLR BK MBUYAZI (IFP)

WARD 8



CLLR SM TEMBE (ANC)

WARD 9



CLLR MV MAHAMBA (IFP)

WARD 10



CLLR SJ MABIKA (ANC)

WARD 11



CLLR LS NTULI (ANC)

WARD 12



CLLR BD MTSHALI (ANC)

WARD 13



CLLR IT GWALA (IFP)

WARD 14



CLLR PV KHATHWANE (IFP)

WARD 15



CLLR NC MDLETSHE (ANC)

WARD 16



CLLR NJ KHUMALO (IFP)

WARD 17



CLLR KA BUTHELEZI (ANC)

WARD 18



CLLR BE BIYELA (IFP)

WARD 19



CLLR PS MABIKA (IFP)

WARD 20



CLLR SS MKHUMBUZI (ANC)

PR COUNCILLORS

CLLR ZV MTHEMBU



(ABMM)

CLLR NP KHUMALO



(ACDP)

CLLR ZM MHLONGO



(ANC)

CLLR KC MTHEMBU



(ANC)

CLLR TN MAGAGULA



(ANC)

CLLR NP MTHEMBU



(ANC)

CLLR WNO NXUMALO



(ANC)

CLLR FG MLAMBO



(ANC)

CLLR TS MYENI



(DA)

CLLR D MLAMBO



(EFF)

CLLR PT VUMASE



(EFF)

CLLR MD MATHENJWA



(IFP)

CLLR TS KHUMALO



(IFP)

CLLR MZ MHLONGO



(IFP)

CLLR SM GUMEDE



(IFP)

CLLR HK GUMEDE



(IFP)

CLLR HN NTSHANGASE



(IFP)

CLLR KA KUNENE



(IFP)

CLLR EZ MTSHALI



(NFP)

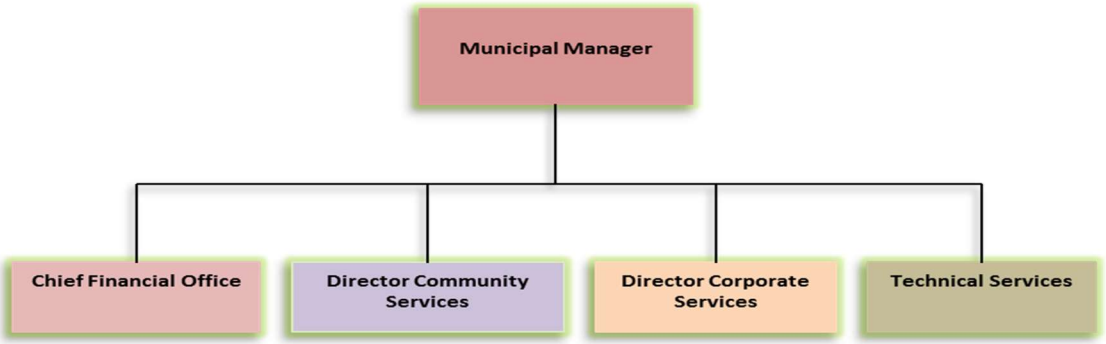
ADMINISTRATIVE GOVERNANCE STRUCTURE



MR NPE MYENI MUNICIPAL MANAGER | MRS NP MKHABELA CHIEF FINANCE OFFICER | MR CR KHUMALO DIRECTOR CORPORATE SERVICES | MR. W. S NHLENYAMA DIRECTOR COMMUNITY SERVICES | MR DI TEMBE DIRECTOR TECHNICAL SERVICES

The administrative governance of Umhlabuyalingana Local Municipality comprises the Municipal Manager and four Heads of Departments (HODs) which are Section 54 and 56 posts. The critical posts are all filled to ensure optimal functionality in the Municipality and speedy delivery of services to the Umhlabuyalingana community. The Municipality also has an overall staff complement of 443.

FIGURE 2: ADMINISTRATIVE GOVERNANCE



I would like to take this opportunity to thank the Councillors, Section 54 and 56 managers and all municipal staff, without them, we as Umhlabuyalingana Local Municipality will not be able to present this 5-year strategic plan. Finally, I would like to thank the members of the public who actively and continuously participated during the formulation of this IDP, its programmes and projects and their support and understanding of all aspects with one intention, to have a better future for all in Umhlabuyalingana LM.

Cllr T.S. Khumalo
Mayor Umhlabuyalingana Municipality

MUNICIPAL MANAGERS OVERVIEW



Mr NPE Myeni

Municipal Manager

In accordance with Act No. 32 of the Local Government Municipal System Act, 2000, each Municipality is required to develop and review the Integrated Development Plan (IDP) on an annual basis. The IDP is therefore a process whereby a Municipality prepares its strategic development plan for a five-year cycle directly linked to the term of office of its Council. Umhlabuyalingana Local Municipality's IDP is at the centre of development, making this Municipality more strategic, inclusive, responsive and performance-driven.

The IDP seeks to integrate and balance the economic, ecological, and social pillars of sustainability to ensure effective, participatory and responsive service delivery programmes and projects. The realization of strategic goals and objectives encapsulated in the Municipal IDP will be achieved by implementing and coordinating the efforts needed across sectors and relevant spheres of government. This is the 5th generation of the IDPs following the local government elections in November 2021. The Council of Umhlabuyalingana Municipality Local held its strategic planning in February 2024 to look at its challenges and interventions, internal and external environmental analysis, vision, mission, core values, goals, and strategic objectives. A 5-year strategic plan with departmental programmes, projects and budget was developed and attached, thus (5-year plan and annual operational plans).

The Municipality is looking forward to addressing its developmental challenges and serving residences to the best of its ability. The integration of municipal plans, district plans and sector-departmental plans will play a pivotal role in assisting the Municipality towards fast-tracking delivery, thereby providing the required services in a simpler, faster, effective, and efficient manner.

The Municipality will continue to align itself with the National Development Plan (NDP) Vision and Priorities, 2016 Revised KZN Provincial Growth and Development Strategy, District Development Model (DDM) and other provincial strategies and policies. The importance of national and provincial government to provide the necessary finances and resources to enable us to attain our goals is of fundamental significance and together, through the IDP we will move this Municipality forward and remain committed and focused to achieve our goals.

Mr. N.P.E Myeni
Municipal Manager

THE STRUCTURE OF UMHLABUYALINGANA IDP

The structure of Umhlabuyalingana Local Municipality's IDP is based on the Revised KZN IDP Assessment Criteria and Guidelines (Dated 02 February 2024) provided by the Department of Co-operative Governance and Traditional Affairs.

The ***Executive Summary*** indicates issues facing the Municipality, development opportunities, municipal plans to address opportunities and constraints, institutional development programmes and five-year service delivery programmes.

A shared and ***detailed analysis*** of the current situation forms the basis for the identification of key development issues, development opportunities and a review of the strategic framework.

Appropriate mechanisms, processes and procedures for ***consultation and participation of local communities***, organs of state, Tribal Councils, and other role players in the IDP drafting process have been used.

The ***development strategy*** indicates the long-, medium- and short-term development vision. These are expressed in the form of a long-term vision, medium-term development strategies and short-term interventions/projects.

An indication of the organizational arrangements for the IDP processes has been expressed in the process plan, which includes the following:

- Binding plans and planning requirements, i.e. policies, legislation, mechanisms and procedures for vertical and horizontal alignment.
- Alignment of the budget and the IDP expressed in the form of a medium-term (3 years) capital programme corresponding with the medium-term expenditure framework, a one-year capital programme indicating the projects to be implemented in this financial year, etc.

The following IDP-Sector Plans have been submitted and some are attached in the Draft IDP (2024/2025):

- Financial Plan, Organisational Performance Management Framework and Individual Performance Management Policy, Housing Sector Plan, and Spatial Development Framework indicating a link between the IDP policy framework and the site-specific Land Use Management System (LUMS) and Disaster Management Plan.
- The IDP has incorporated the MSCOA segments to comply with the MSCOA requirements.

The MSCOA Compliance

The Minister of Finance has, in terms of section 168 of the Local Government: Municipal Finance Management Act, 2003 (Act No.56 of 2003), and acting with the concurrence of the Minister of Cooperative Governance and Traditional Affairs gazetted the Municipal Regulations on Standard Chart of Accounts (MSCOA) into effect on 22 April 2014. Municipal SCOA provides a uniform and standardized financial transaction classification framework. Essentially this means that MSCOA

prescribes the method (the how) and format (the look) that municipalities and their entities should use to record and classify all expenditures (capital and operating), revenue, assets and liabilities, policy outcomes and legislative reporting. This is done at a transactional level and ensures that a Municipality and its entities have minimum business processes in place. This will result in an improved understanding of the role of local government in the broader national policy framework and linkage to other government functions.

The Regulations apply to all municipalities and municipal entities and indicate their applicability and relevance to each specific municipal environment while accommodating organizational uniqueness and structural differences. The Regulation provides for a three-year preparation and readiness window and all 278 municipalities were expected to be compliant to the MSCOA classification framework by 1 July 2017.

Chapter 6 of the MFMA tasks the Municipal Manager of the Municipality with managing the financial administration of the Municipality. Since MSCOA is a municipal business reform, the Municipal Manager has the overall responsibility to manage the successful implementation of the MSCOA project within the Municipality, to ensure the Municipality can capture all transactions (at the posting level) in accordance with MSCOA within its respective financial applications (systems) by 1 July 2017 going forward.

MSCOA Terms of Reference

The MSCOA Steering Committee of the Municipality should be multi-disciplinary and include members of top management, including the following functions and skills:

- Finance and Budgeting
- Management
- Risk management;
- Engineering; Technical and Planning
- Information technology
- Human resources.
- Community
- Local Economic Development

The representatives, at the appropriate senior level, of all departments should also be represented on the Steering Committee, which should be chaired by the Municipal Manager or a Project Sponsor, duly assigned the role in writing. Committee members should be assigned in writing to the Steering Committee and their performance agreements amended to accommodate these responsibilities.

Composition of the MSCOA Steering Committee:

The MSCOA Steering Committee appointed by the Accounting Officer-

Chairperson	**The Accounting Officer**
Secretariat	Miss N.P Jali

Members	
Municipal Manager	Mr. NPE Myeni
Chief Financial Officer	Mrs. N. P Mkhabela
Director Community Services	Mr. W. S Nhlenyama
Director PLID	Mr. D. I Tembe
Director Corporate Services	Mr. C. R Khumalo
Deputy Director Community Services	Mrs. N. F Mngomezulu
Deputy Director PLID	Mr S.N Zikhali
Deputy Chief Financial Officer	Vacant
IDP Manager	Mr. N. M. Mthembu
Risk and Compliance Manager	Mrs T. P Nhlenyama
Internal Audit Manager	Mrs K. Zikhali
Deputy Director Corporate Services	Mr. T. S Mkhabela
Human Resource Manager	Miss L. Sithole
Finance Manager	Mr S.M. Ngubane
Fleet Manager	Mr S. Bhengu
Manager Protection Services	Mr. S. L. Mahaye
LED/Tourism Manager	Mrs. N. Bukhosini
SCM Manager	Mr. N. M. Mthembu
Budget and Reporting Manager	Mrs F. X. H. Khumalo
Waste Manager	Mr S.M Ntshangase
Technical Manager	Mrs F. Msabala
Manager Planning and Development	Miss Z. Macingwana
PMS Manager	Mr N.J. Mpontshane
Manager - Library	Miss S. Ndlazi
Manager IT	Mr M.S. Ngubane
IT Officer	Mr. T. Mokoatle
Senior Technical Officer	Mrs L.T. Masinga
Budget Officer	Mr N.M. Zungu
Youth Coordinator	Mr. T. S Gumede
Manager Social Services	Mr S.B. Zwane
Manager Special Programmes	Mr T.D. Mlambo
Manager in the Office of The Mayor/Communication	Mr M.X Dludla

Implementation of MSCOA by Umhlabuyalingana

The Municipality has managed to implement the MSCOA as per the National Treasury requirements by the 1st of July 2017. The financial system being used by the Municipality is MSCOA compliant since the municipal IDP and SDBIP have been captured into the system and successfully managed to develop the budget chart on the system. On the 1st of July 2017, the Municipality managed to go live on MSCOA and can transact on the financial system.

Challenges experienced:

- Incorrectly created accounts in terms of 3 segments which are the Project Segment, Item Segment and Function Segment.
- The alignment of the main budget submitted to the National Treasury in A Schedule with the budget submitted to the National Treasury via the Treasury Portal in data strings.

Remedial Actions taken to resolve the challenges:

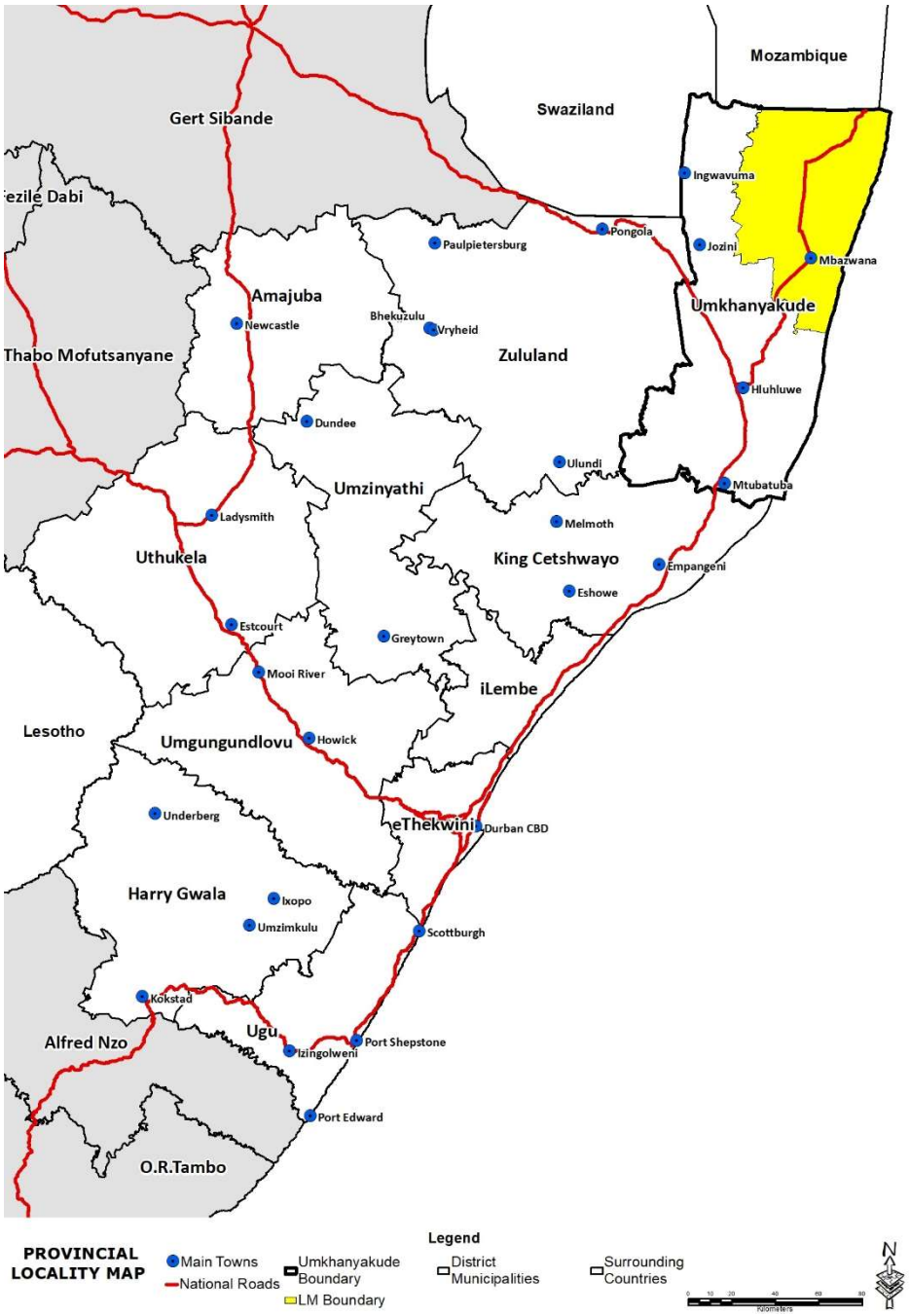
- Currently working on correcting all those errors of misallocations in terms of segments and
- Also managed to reconcile the A schedule and the data strings submissions for the original budget.

EXECUTIVE SUMMARY

Spatial Location Within KZN

Umhlabuyalingana Local Municipality is one of the four local municipalities that comprise uMkhanyakude District.

MAP 1: PROXIMITY OF UMHLABUYALINGANA LM IN UKDM AND THE KZN PROVINCE



Umhlabuyalingana Local Municipality is in Northern KwaZulu-Natal along the border with Mozambique to the north, the Indian Ocean to the east, Jozini Municipality to the west and the Big Five Hlabisa Municipality to the south. The Municipality is generally rural, with the population being

spread among the 20 municipal wards and four traditional council areas (Tembe, Mashabane, Mabaso and Zikhali), these areas are distributed in a total municipal area of 4977 km^2.

Demographic Profile

Population Size

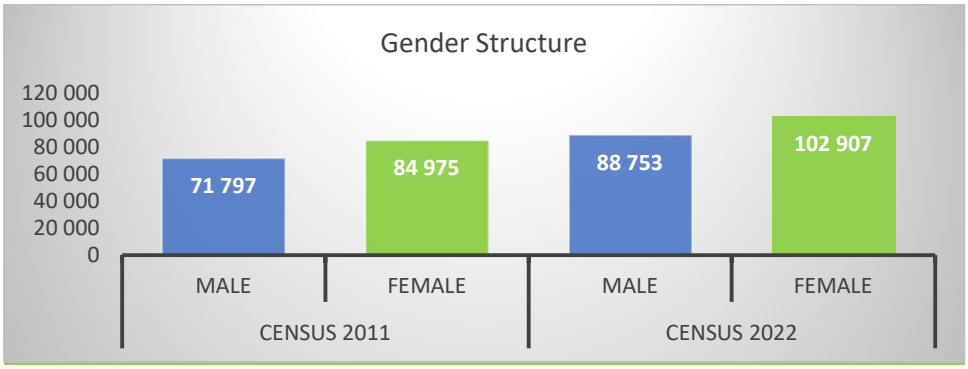
The population in Umhlabuyalingana LM was 156 772 in 2011 and increased to 191 660 in 2022 at a growth rate of 2%. While much of Umhlabuyalingana Municipality consists of very low intensity and sparsely populated rural settlements, Manguzi and to some extent Mbazwana, Mseleni and Skhemelele are fast emerging as urban centres albeit to different levels of concentration.

Population Growth	2021	2022
	156 772	191 660

Source: Census 2022 Provinces at a glance / Statistics South Africa: 2023

Gender Differentiation

The gender composition of the population indicates that females are in the majority compared to their male counterparts (refer to Figure below). The gender ratio indicates that there were 84.5 males per 100 females in 2011, which increased to 86.9 males per 100 females in 2022. Females represented 53.7% of the population in 2022.



Source: Census 2022 Provinces at a glance / Statistics South Africa: 2023

The Municipality has partnered with the Department of Social Development to implement projects aimed at addressing the needs of women. These needs include developmental needs and societal needs such as addressing gender-based violence issues through victim empowerment support.

Gender-Based Programmes for Women

In other to ensure that service delivery programmes by Umhlabuyalingana Municipality and government departments respond to the population dynamics at a grassroots level, the Umhlabuyalingana Municipality in partnership with government departments will be delivering these initiatives for women during the 2024/25 financial year:

- **Siyakhona Women Empowerment** and **Senzokuhle Women Empowerment Projects**. These projects will be done in partnership with the Department of Social Development to cater for the developmental needs of women.

Gender-Based Programmes for Elderly Women

Furthermore, the Umhlabuyalingana Municipality will conduct the abovementioned interventions at a ward level to address challenges faced by women. These projects are also aimed at addressing issues of Gender-based violence through victim empowerment support that is embedded in these projects.

In the statistics of females provided below, it is important to mention that most females are also among the elderly groups. The Municipality has prioritized the community engagements named Luncheon Clubs in various wards with the intent of engaging elderly women about the challenges they are currently facing, the proposed interventions and the role they can also play in the preservation of cultural values and norms.

The planned and budgeted projects for elderly women that will be done in partnership with the Department of Social Development include the:

- Siyaphambili Clubs Club
- Lindokuhle Luncheon Club
- Qedusizi Luncheon Club
- Fasimba Luncheon Club.

It is crucial to indicate that the projects are not merely a talk show, but interventions aimed at unlocking challenges, development potential and proactively addressing social ills. These projects ensure that IDP responds to issues of women's development and empowerment.

Population Group

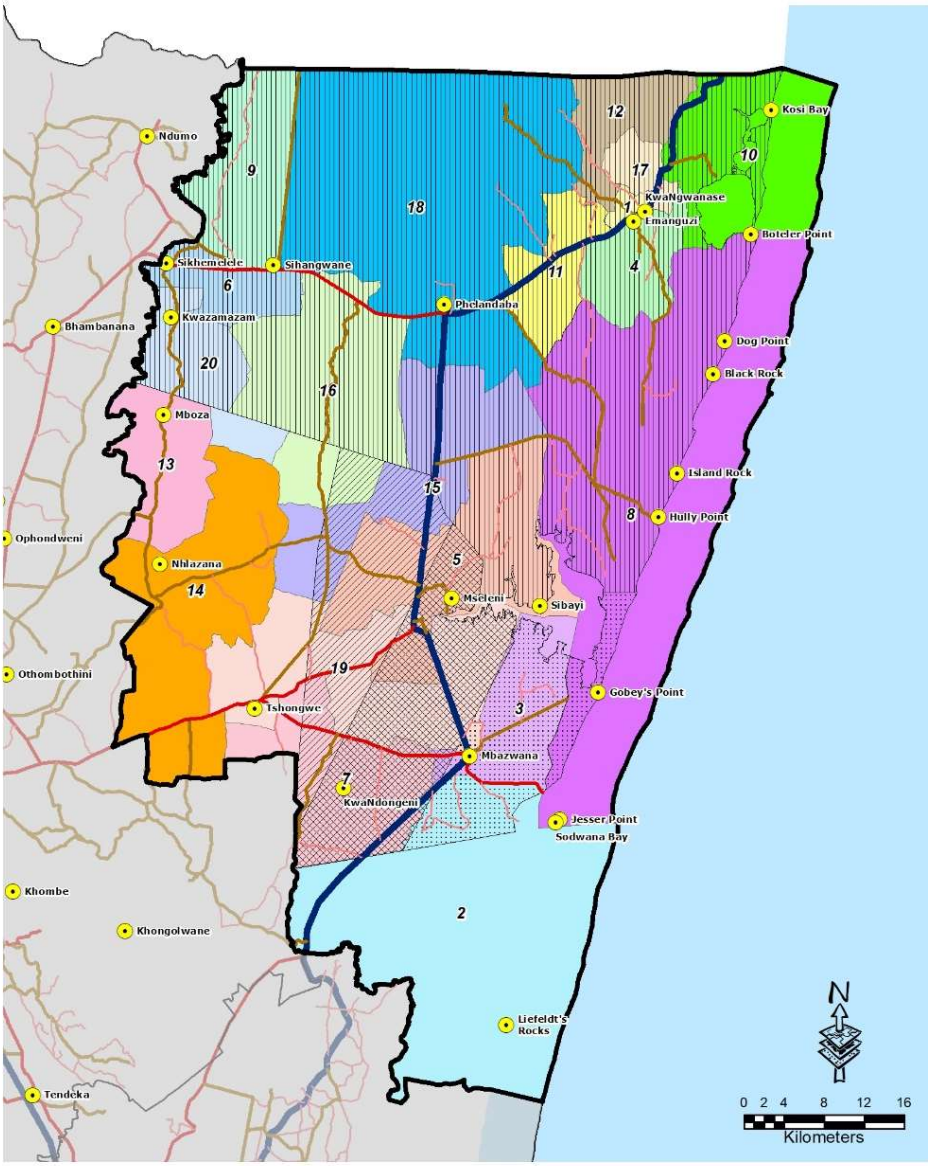
The table below provides an analysis of the racial groups in the municipality. It indicates that in 2022, the African population constituted 99.3% of the municipal population, 98.8% of the uMkhanyakude District, and 84.8% of the provincial population. There is thus a clear dominance of the African population group in the province, district and at a local municipal level.

Municipality	Census 2011					Census 2022				
	Black African	Coloured	Indian/Asian	White	Other	Black African	Coloured	Indian/Asian	White	Other
KwaZulu-Natal	86,8	1,4	7,4	4,2	0,3	84,8	1,5	9,3	4,1	0,2
uMkhanyakude DM	98,8	0,2	0,2	0,7	0,2	98,8	0,2	0,2	0,6	0,1
Umhlabuyalingana LM	99,3	0,1	0,1	0,3	0,1	99,3	0,2	0,1	0,4	0,1

Source: Statistics South Africa | Census Dissemination (statssa.gov.za), 2011 and 2022

Number Of Wards And Traditional Authority Areas

At present, the Municipality consists of 20 wards. Umhlabuyalingana Municipality is classified as 99% rural. The Traditional authority areas are estimated at 60% of the municipal area, with the remaining 40% consisting of commercial farms and conservation areas. The map illustrates the ward boundaries and traditional authority areas in Umhlabuyalingana Municipality.



Economic Profile

Umhlabuyalingana Municipality, like any other Municipality in the country, has a huge service backlog. The Municipality does try to deliver relevant services to the communities through effective utilization of funds and human resources, but there is still much work to be done. Its economic base depends largely on tertiary services, with community services accounting for about 70% of the Municipality's GDP. Agricultural production contributes about 20%, while the secondary sector consisting of manufacturing, electricity/gas/water supply contributes 10% to the GDP of the Municipality.

How Was This Plan (IDP) Developed?

The Municipal Systems Act (Act, No. 32 of 2000) requires Municipalities to annually prepare, review and adopt their Integrated Development Plan. An IDP is one of the key mechanisms for Local Government to cope with its new developmental role. Furthermore, it seeks to facilitate strategic decisions on issues of Municipal importance, such as Land Use Management Systems, Local Economic Development and Institutional transformation in a consultative and systematic manner. The Municipal Systems Act, which provides a framework for the preparation of IDP's recommends that once in place, each IDP must be reviewed annually to reassess and re-evaluate Municipal's development priorities and challenges and to accommodate new developments in local government processes.

- The Municipal Systems Act (MSA) also prescribes that an extensive consultation process must be undertaken as part of the IDP process to obtain inputs from communities in respect of their needs. Apart from specifying the needs of communities, the IDP should also specify a vision for the area, i.e. the desired future state of the community and its surrounds and a plan to achieve it.
- In line with the systems Act the Municipality prepared a process plan and this plan included the following:
    - → A programme specifying the time frames for the different planning steps;
    - → Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process;
    - → An organisational arrangement for the IDP process;
    - → Binding plans and planning requirements, i.e. policy and legislation; and Mechanisms and procedures for vertical and horizontal alignment;
    - → The process plan was adopted by the council.

Approach

The IDP adopts an outcome-based approach in line with the national government priorities and the associated 14 outcomes. The strategic objective of the outcome-based approach is to improve service delivery across all spheres of government and to introduce a systematic planning, monitoring and evaluation process.

Government Outcome 9 commits the Minister of Cooperative Governance and Traditional Affairs to develop a local government system which is efficient, effective, responsive and accountable. In line with Outcome 9, Umhlabuyalingana Municipality responds directly to issues facing the area and its communities and renders local government services efficiently and effectively.

However, the Municipality will also contribute directly and indirectly to the attainment of other outcomes, particularly those dealing with economic development, infrastructure development, rural development and environmental management. Therefore, alignment with the relevant sector frameworks and programmes across the spheres of government is critical.

IDP Process Plan

SECTION 1: INTRODUCTION

Integrated Development Planning Process:

The Integrated Development Planning process is a continuous cycle of planning, implementation, formulation, and review. All municipalities are expected to formulate their Integrated Development Plans (IDP) for every five years and these IDPs are then reviewed annually (financial year).

In the November 2021 elections, the municipality was engaged in a new 5-year IDP cycle. After these elections, a new IDP was developed, and it will come to an end in the year 2026/2027. The IDP implementation programme is monitored to identify if the Organizational objectives, Key Performance Indicators and Targets are being achieved. Monitoring also involves gathering information on changing circumstances in different situations such as:

- Baseline data and demographics,
- New policy legislation,
- Corporate development,
- Sector departments,
- New investment opportunities,
- Sector development plans,
- Changes in the existing situation due to unexpected events such as natural disasters,
- Input from stakeholder organizations and constituencies,
- Budget information in compliance with MSCOA from other spheres of government as well as municipal budget review process,
- More or improved in-depth information about new developments and trends.

The Municipal Systems Act requires that each municipality, before the drafting of the IDP, prepare a process plan indicating:

- Roles and Responsibilities and responsible persons
- A description of the organizational arrangements to be established including the terms of reference,
- An action programme with activities and horizontal alignment, binding legislation and planning requirements and the cost estimates for the whole review process,
- Mechanisms and procedures for public participation.

LEGISLATIVE REQUIREMENTS FOR IDP REVIEW

The preparation of an IDP Process Plan is referred to in Chapter 5, Section 28 of the Municipal Systems Act, 32 of 2000 as follows:

- Each municipal council, within a prescribed period after the start of its elected term, must adopt a process set out in writing to guide the planning, drafting adoption and review of its integrated development plan.
- The municipality must through appropriate mechanisms, processes and procedures established in terms of Chapter 4, consult the local community before adopting the process
- A municipality must give notice to the local community of particulars of the process.

In order to ensure certain minimum quality standards of the IDP process and proper coordination between and within spheres of government, the preparation of the Process Plan has been regulated in the MSA. The preparation of a Process Plan, which is in essence the IDP Review Process set in writing, requires adoption by the Council. This plan must include the following:

- A programme specifying the time frames for the different planning steps,
- Appropriate mechanisms, processes and procedures for consultation and participation of local communities, organs of state, traditional authorities, and other role players in the IDP drafting process,
- An indication of the organisational arrangements for the IDP process,
- Binding plans and planning requirements, i.e. policy and legislation; and Mechanisms and procedures for vertical and horizontal alignment.

BUDGET PREPARATION

Municipal Finance Management Act. Act 56 of 2003

KEY ELEMENTS TO BE ADDRESSED DURING THE REVIEW PROCESS

Umhlabuyalingana Municipality will for the 2024/2025 IDP review address amongst other issues the following.

- MEC panel comments for 2024/2025 IDP
- New council priorities
- Outcome-based approach cabinet Lekgotla Resolutions, District Lekgotla Resolutions, OPMS, State of the Nation Address, State of the Province Address, PGDS and PDP, Outcome 9, MTAS, COP17
- The Sukuma Sakhe/War on Poverty and War Rooms
- The Updating of the SDF
- Ensure that the IDP is Aligned with the SDF

MSCOA Compliance

The Minister of Finance has, in terms of section 168 of the Local Government: Municipal Finance Management Act, 2003 (Act No.56 of 2003), and acting with the concurrence of the Minister of Cooperative Governance and Traditional Affairs gazetted the Municipal Regulations on Standard Chart of Accounts (MSCOA) into effect on the 22 April 2014. Municipal SCOA provides a uniform and standardised financial transaction classification framework. Essentially this means that MSCOA

prescribes the method (the how) and format (the look) that municipalities and their entities should use to record and classify all expenditures (capital and operating), revenue, assets and liabilities, policy outcomes and legislative reporting. This is done at a transactional level and ensures that a municipality and its entities have minimum business processes in place. This will result in an improved understanding of the role of local government in the broader national policy framework and linkage to other government functions.

The Regulations apply to all municipalities and municipal entities and indicate their applicability and relevance to each specific municipal environment while accommodating organisational uniqueness and structural differences. The Regulation provided for a three-year preparation and readiness window and all 278 municipalities must be compliant with the MSCOA classification framework which was set for 1 July 2017.

Chapter 6 of the MFMA tasks the Municipal Manager of the municipality with managing the financial administration of the municipality. Since MSCOA is a municipal business reform, the Municipal Manager has the overall responsibility to manage the successful implementation of the MSCOA project within the municipality, to ensure the municipality can capture all transactions (at posting level) in accordance with MSCOA within its respective financial applications (systems) by 1 July 2017 going forward.

MSCOA TERMS OF REFERENCE

The MSCOA Steering Committee of the municipality should be multi-disciplinary and include members of top management, including the following functions and skills:

- Finance and Budgeting
- Management
- Risk management;
- Engineering; Technical and Planning
- Information technology
- Human resources.
- Community
- Local Economic Development

Representatives, at the appropriate senior level, of all departments should also be represented on the Steering Committee, which should be chaired by the Municipal Manager or a Project Sponsor, duly assigned the role in writing. Committee members should be assigned in writing to the Steering Committee and their performance agreements amended to accommodate these responsibilities.

Composition of the MSCOA Steering Committee:

The MSCOA Steering Committee is appointed by the Accounting Officer.

Chairperson	**The Accounting Officer**
Secretariat	
Members	

Chairperson	The Accounting Officer
Chief Financial Officer	Mrs NP Mkhabela
Director Community Services	Mr WS Nhlenyama
Director Corporate Services	Mr CR Khumalo
Director Technical Services	Mr DI Tembe
IDP Manager	Mr NM Mthembu
Risk and Compliance Manager	Mrs TP Nhlenyama
Internal Auditor Manager	Mrs K Zikhali
Deputy Director Corporate Services	Mr TS Mkhabela
Deputy Chief Financial Officer	Vacant
Fleet Manager	Mr SN Bhengu
Human Resource Manager	Ms L Sithole
Deputy Director Community Services	Mrs NF Mngomezulu
Deputy Director Technical Services	Mr SN Zikhali
LED/Tourism Manager	Mrs N Bukhosini
SCM Manager	Mr NM Mthembu
Finance Manager	Mr SM Ngubane
Budget and Reporting Manager	Mrs FXH Khumalo
Waste Manager	Mr SM Ntshangase
Technical Manager	Mrs F Msabala
Planning and Development Manager	Ms Z Macingwana
PMS Manager	Mr NJ Mpontshane
Strategic Manager	Mr MS Mnguni
Library Manager	Ms SF Ndlazi
IT Manager	Mr MS Ngubane
Special Programmes Manager	Mr TD Mlambo
Social Services Manager	Mr SB Zwane
Manager in the Office of the Mayor/Communication	Mr MX Dludla
Public Safety Manager	Mr SL Mahaye

SECTION 2: ORGANISATIONAL ARRANGEMENTS

The IDP Manager:

Functions of the IDP Manager:

- Responsible for the participation of the IDP Process Plan
- Responsible for the day-to-day management of the IDP review process and the allocation of resources, time, and people, thereby ensuring:
- Involvement of all different role-players, especially councillors and officials.
- The allocation of the roles to officials,
- Conditions for participation are conducive,
- That the timeframes are adhered to,
- The participatory, strategic, implementation-oriented and sector planning requirements are compiled with,
- That information is gathered, collated evaluated and properly documented,
- The information obtained receives attention during the IDP process,
- The review process is horizontally and vertically aligned and complies with national and provincial requirements.

The IDP/Budget Steering Committee

The IDP/Budget Steering Committee must be established during the IDP process, and it must continue performing its functions during the IDP review process. It is a technical working group made up of senior officials and relevant officials to support the IDP Manager and budget officer and ensure a smooth review process. The mayor chairs the IDP/ Budget Steering Committee, and the secretarial duties are performed by the municipal officials of Umhlabuyalingana Municipality.

Terms of Reference for the Umhlabuyalingana IDP/Budget Steering Committee:

- To act as a secretariat for the IDP Representative Forum
- To ensure alignment at a district and local level,
- To support the IDP Manager,
- To support and advise the IDP Representative Forum on technical issues,
- To make content recommendations,
- To prepare facilitate and document meetings,
- To commission relevant and appropriate research studies during the IDP and budget process,
- To consider and comment on the inputs the consultants, study teams, task departments and service providers,
- Processing, summarising and documentation of project outputs,

Composition of the IDP/BUDGET Steering Committee:

The IDP/Budget Steering Committee is composed of the following:

Chairperson	**The Mayor**
Secretariat	Municipal official
Members	
Municipal Manager	Mr NPE Myeni
Director Technical Services	Mr DI Tembe
Chief Financial Officer	Mrs NP Mkhabela
Director Community Services	Mr WS Nhlenyama
Director Corporate Services	Mr CR Khumalo
IDP Manager	Mr NM Mthembu
Strategic Manager	Mr MS Mnguni
Risk and Compliance Manager	Mrs TP Nhlenyama
Internal Auditor Manager	Mrs K Zikhali
Deputy Director Corporate Services	Mr TS Mkhabela
Deputy Chief Financial Officer	Vacant
Fleet Manager	Mr S Bhengu
Deputy Director Community Services	Mrs NF Mngomezulu
Deputy Director Technical Services	Mr SN Zikhali
LED/Tourism Manager	Mrs N Bukhosini
Human Resources Manager	Ms L Sithole
SCM Manager	Mr NM Mthembu
Budget and Reporting Manager	Mrs FXH Khumalo
Finance Manager	Mr S.M. Ngubane
Waste Manager	Mr SM Ntshangase
Technical Manager	Mrs F Msabala

Chairperson	The Mayor
IT Manager	Mr MS Ngubane
Planning and Development Manager	Ms Z Macingwana
Special Programmes Manager	Mr TD Mlambo
PMS Manager	Mr NJ Mpontshane
Library Manager	Ms SF Ndlazi
Social Services Manager	Mr SB Zwane
Public Safety Manager	Mr SL Mahaye

The IDP/Budget Steering Committee has no decision-making powers but acts as an advisory body to the IDP Representative Forum.

ALLOCATION OF ROLES AND RESPONSIBILITIES

(a) Role-Players

The involvement and participation of the following role-players will be crucial to the accomplishment of a participatory review process:

- All municipal Councillors
- The municipal council
- The Executive Committee
- The IDP Manager
- Municipal Manager
- The IDP/ Budget Steering Committee
- The IDP Representative Forum
- The District IDP Steering Committee
- Organised business structures
- Traditional Councils
- Sector Departments
- Ward Committees
- Municipal Officials
- Neighbouring Provinces
- NGOs and CBOs
- Local Farmers Association
- Organised Farm-workers structures
- Private sector

(b) Internal role players: Roles and Responsibilities

UMHLABUYALINGANA MUNICIPAL COUNCIL

Umhlabuyalingana Municipal Council is responsible for the following:

- Adoption of the IDP Process Plan
- Adoption and approval of the reviewed IDP,
- Amendment of the IDP in accordance with the comments by sector departments and MEC,
- Approval of the various review phases,

- Adoption of the MSCOA Action Plan
- Ensuring that the IDP is linked to the PMS and Municipal Budget

THE EXECUTIVE COMMITTEE

The Executive Committee has the following responsibilities:

- Recommend to Council the adoption of the IDP Process Plan and review IDP.
- Overall management of the IDP Review process,
- Monitoring the IDP review process

THE IDP MANAGER

The IDP Officer is assigned the following responsibilities:

- Management and Co-ordination of the IDP process
- Ensure that there's vertical and horizontal alignment,
- Management of the consultants,
- Ensuring all stakeholders are informed of the process and their involvement,
- Create a conducive environment for public participation,

IDP/BUDGET STEERING COMMITTEE

The IDP Steering Committee is assigned the following responsibilities:

- Ensuring the gathering and collating of information while the IDP implementation is proceeding,
- Support the IDP Manager in the management and co-ordination of the IDP,
- Discussion of input and information for the IDP review,
- Ensuring the monitoring and evaluation of the gathered information,
- Attending to MEC' s comments

SECTION3. EXTERNAL ROLE PLAYERS

IDP Representative Forum

The IDP Representative Forum is assigned the following responsibilities:

- Recommend reports for approval/adoption,
- Representing the interests of the constituents,
- Present a forum for communication and participation for all stakeholders,
- Monitoring the IDP review process.

uMkhanyakude District Municipality Planning and Development Forum

The uMkhanyakude District Municipality forms a district-wide Planning and Development Forum for the purpose of alignment with all the local municipalities within the district:

Municipal Officials

The municipal officials are responsible for the implementation of the IDP and in the process gather information on any changes in the circumstances. They must provide budgetary information and any

information on the performance evaluation. They provide technical expertise during the planning process. Municipal Officials also interact with the Ward Councillors and Ward Committees and provide guidance and advice that is crucial during the IDP process.

Ward Committees

The Ward Committees have been established from all the 20 wards in Umhlabuyalingana. They are all functional. Ward Based Plans are in place. The Ward Committees have a crucial role in identifying the needs and service delivery gaps in the community and report to the Ward Councillor.

Sector Departments

The Sector Departments have the following responsibilities:

- Assist in the IDP formulation and review process,
- Provide budget information and sector plans,
- Provide data and information,
- Ensure programme and project alignment between the municipality and province,
- Ensure budgetary alignment between provincial programmes and projects and the municipality's IDP.

Ward Councillors

Ward Councillors are an important link between the municipality and the constituents. They are the first to know of any community needs or service delivery gaps. The Councillors will be responsible for forwarding this information to the municipal officials. They are also responsible for organizing community meetings and ensuring maximum participation of residents in the IDP review process.

Traditional Councils

The Traditional Councils will work as a link between the community and Ward Councillors and matters of service delivery and the needs of the people. Assist in giving information regarding land rights and possible available areas for future development.

The IDP Representative Forum

This is the structure, which institutionalises and ensures a participatory IDP review process. It represents the interests of the constituents of the municipality in the review process. It is envisaged that all organisations, stakeholders, or interest groups are represented in the forum.

Terms of Reference for the IDP Representative Forum:

- To monitor the performance and implementation of the IDP
- To ensure alignment takes place at the various levels,
- To represent the interest of the constituents in the IDP process,
- To provide input on new strategies and discuss changes to circumstances,
- To provide a forum and a mechanism for discussion, debate and agreement on development planning and progress on the IDP implementation,
- To ensure communication between all the stakeholders in the IDP process.

Composition of the IDP Representative Forum:

Chairperson : The Mayor
Secretariat : Umhlabuyalingana IDP Steering Committee
Members : All Municipal Councillors
: The Executive Committee
: Councillors and Officials from uMkhanyakude District
: Municipal Manager and Municipal Officials
: Traditional Leaders within Umhlabuyalingana Municipality
: Ward Committees Representatives
: Community Development Workers (CDWs)
: Parastatals and Service Providers
: NGOs and CBOs
: Sector Departments
: Neighbouring Municipalities
: Neighbouring Countries
: Farmers Associations
: Traditional Healers
: Churches
: Private sector

The IDP Representative Forum will meet according to the action programme and as when there is a need.

SECTION 4: MECHANISMS FOR PUBLIC PARTICIPATION

1. Context of Public Participation

It appears in Chapter 4 of the Municipal Systems Act, Act 32 of 2000 that a municipality must encourage and create conditions for the local community to participate in the affairs of the municipality, including in the preparation and implementation of its Integrated Development Plan. In this context, the municipality has committed to a participatory process of IDP whereby the community will play a meaningful role.

2. Mechanisms for Public Participation

The following mechanisms will be used for participation:

- **Mayoral IDP Road Show**

  Umhlabuyalingana Municipality will use a mayoral roadshow to enhance public participation

- **Ward IDP Consultative meetings**

  The municipality has 20 wards and will engage all 20 wards for meaningful participation in the process.

- **Breakfast meeting**
  The municipality will timeously have breakfast meetings as a measure to maximise participation.
- **IDP Representative Forum**

  This forum should represent all stakeholders and be as inclusive as possible and it must meet as the action programme.

- **Media**

Municipal web site, broachers, Local newspapers circulating within the municipal area of jurisdiction will be used to inform on progress and issuing public notices on the IDP and Budget processes. The local/community Radio Stations will also be utilised for publicity purposes.

- **Ward Committees and Community Development Workers**

  As formal structures established in terms of the Municipal Structures Act, the Ward Committees and Ward Councillors will be used as a link between the municipality and communities, to obtain information on any other information on progress on the IDP and Budget implementation.

- **Municipal Notice Boards**

  The municipal notice boards, library notice boards and traffic station notice boards will be used to inform stakeholders of crucial meetings.

- **Community Radio Station**
  Another alternative for the maximization of public participation is to use the Community Radio Station (Maputaland Community Radio).

SECTION 5: MECHANISMS ON ALIGNMENT

1. **Alignment between National and Local Government**

   Umhlabuyalingana Municipality will endeavour to align the IDP and Budget review process with relevant national legislation, policies, programmes (CBPWP, NDP, ISRDP, Urban Renewal Programme, etc.) and financial plans (e.g. MTEF, MTEP)

2. **Alignment between Provincial and Local Government**

   Alignment between the province and the municipality will occur at the IDP Representative Forum. The process will have to be able to integrate the plans, programmes, and budgets of the Provincial Sector Departments into the Municipal IDP this include alignment with PGDS.

3. **Alignment between District and Local Municipality**

   Alignment at this level will be co-ordinated at the uMkhanyakude District Municipality's Planners forum. The main function of the Forum is to monitor progress in the various review processes and to ensure alignment between the district and the local municipality in terms of the framework plan.

4. **Alignment at Local Municipal Level**

   The Municipal Manager/IDP Manager with the support of the IDP Steering Committee will ensure that all the role-players are performing their duties. Performance in terms of expected roles and responsibilities will be monitored at the Steering Committee meetings and corrective measures be taken should there be unsatisfactory performance.

   The alignment with other border municipalities i.e. Jozini and The Big Five False Bay should be strengthened.

5. Alignment between Countries

Since Umhlabuyalingana Municipality is located at the South Africa – Mozambique and Swaziland border it is crucial to identify competitive advantages of this positioning of the municipal countries we therefore will take advantage of existing programme like TFCA with is aimed at creating link between these three.

SECTION 6: ACTION PROGRAMME AND TIME FRAMES

The methodology to be followed in the IDP and budget processes is as follows:

Phase 1: Preparing for IDP / Formulation

Phase 2: Gathering of Information

Phase 3: Assessment and Evaluation of Information

Phase 4: Aligning IDP, Budget, SDF and PMS

Phase 5: Adoption of IDP

PHASE 1: PREPARATION FOR IDP/ANALYSIS

- Preparation of Process Plan
- Discussing the IDP Process Plan at the Steering Committee
- Adoption of Process Plan by Council
- Submission of Process Plan to uMkhanyakude and Advertising

Time frame: July 2023- September 2023
(18/07/2023: Housing Forum)
(21/07/2023: EXCO Meeting)
(28/07/2023: Special Council)
(04/08/2023: Housing Forum)
(21/08/2023: LED Forum)
(24/08/2023: EXCO Meeting)
(30/08/2023: Special Council Meeting)
(21/09/2023: EXCO Meeting)
(22/09/2023: IDP Representative Forum)
(28/09/2023: Ordinary Council Meeting)
(29/09/2023: BSC Meeting)

PHASE 2: GATHERING OF INFORMATION

Collection and collation of new information on project implementation and performance targets e.g. Implementation management information about achievement or non-achievement of Objectives, KPIs and Targets and Changes in priority issues.
Any new information generated from internal and external sources e.g. municipal officials, stakeholders, sector departments, service providers etc.
Identify sector plans that needs to be integrated in the plan.

Collate information Steering Committee, IDP Representative Forum and Public Participation uMkhanyakude Planning and Alignment Meeting

Time Frame: October 2023 – December 2023
(03/10/2023: Housing Forum)
(05, 06, 17, 18 October 2023: IDP Review Community Meetings and SDF Public Participation Meetings)
(19/10/2023: EXCO Meeting)
(26/10/2023: Special Council Meeting)
(23/11/2023: EXCO Meeting)
(05/12/2023: BSC Meeting)
(12/12/2023: EXCO Meeting)
(14/12/2023: Ordinary Council Meeting)

PHASE 3: ASSESSMENT AND EVALUATION OF INFORMATION

Prepare a summary document that contains information in terms of its relevance, Prepare a report on financial changes due to budget review and MIG allocations.
Draft proposed changes and new information sections of the IDP.
IDP Steering Committee and EXCO Meetings Publicize the proposed changes to IDP on 21 day inspection.

Time Frame: January 2024 – March 2024
(19/01/2024: EXCO Meeting)
(23/01/2024: Housing Forum)
(24/01/2024: Special Council)
(02/02/2024: Housing Forum)
(06/02/2024: BSC Meeting)
(19/02/2024: EXCO Meeting)
(21/02/2024: LED Forum)
(23/02/2024: Special Council Meeting)
(05/03/2024: BSC Meeting)
(15/03/2024: IDP Steering Committee)
(20/03/2024: EXCO Meeting)
(27/03/2023: Ordinary Council Meeting)

PHASE 4: IDP, Budget, SDF and PMS alignment

- Incorporate comments from all stakeholders
- Incorporate completed sector plans
- Draft IDP
- Distribute IDP to Councillors and Officials for comments
- Conduct IDP Steering Committee and IDP Representative Forum meeting.
- Submission of Draft IDP to Province for assessment

April 2024 – June 2024
(17, 18, 23, 24 April 2024: IDP/Budget Public Participation Meeting)
(25/04/2024: EXCO Meeting)

(30/04/2024: Special Council Meeting)
(02/05/2024: IDP Representative Forum)
(03/05/2024: Housing Forum)
(07/05/2024: BSC Meeting)
(13/05/2024: LED Forum)
(23/05/2024: EXCO Meeting)
(30/05/2024: Special Council Meeting)
(20/06/2024: EXCO Meeting)
(28/06/2024: Ordinary Council Meeting)

PHASE 5: APPROVAL OF THE FINAL IDP

Submission of the IDP to the IDP Steering Committee and Representative Forum. Public comments Approval by the Executive Committee, Adoption by Council, Submission of Final IDP to both Province and uMkhanyakude.

Important dates

EVENT	DATE	TIME	VENUE
HOUSING FORUM	18/07/2023	TBC	MUNICIPAL CHAMBER
EXCO MEETING	21/07/2023	TBC	MUNICIPAL CHAMBER
SPECIAL COUNCIL MEETING	28/07/2023	TBC	MUNICIPAL CHAMBER
HOUSING FORUM	04/08/2023	TBC	COUNCIL CHAMBER
LED FORUM	21/08/2023	TBC	COUNCIL CHAMBER
EXCO MEETING	24/08/2023	TBC	MUNICIPAL CHAMBER
SPECIAL COUNCIL MEETING	30/08/2023	TBC	MUNICIPAL CHAMBER
EXCO MEETING	21/09/2023	TBC	MUNICIPAL CHAMBER
IDP REPRESENTATIVE FORUM	22/09/2023	TBC	MUNICIPAL CHAMBER
ORDINARY COUNCIL MEETING	28/09/2023	TBC	MUNICIPAL CHAMBER
BSC MEETING	29/09/2023	TBC	MUNICIPAL CHAMBER
HOUSING FORUM	03/10/2023	TBC	MUNICIPAL CHAMBER
IDP REVIEW PUBLIC PARTICIPATION	05/10/2023	10H00	CLUSTER 1
IDP REVIEW PUBLIC PARTICIPATION	06/10/2023	10H00	CLUSTER 2
IDP REVIEW PUBLIC PARTICIPATION	17/10/2023	10H00	CLUSTER 3
IDP REVIEW PUBLIC PARTICIPATION	18/10/2023	10H00	CLUSTER 4
EXCO MEETING	19/10/2023	TBC	MUNICIPAL CHAMBER
SPECIAL COUNCIL MEETING	26/10/2023	TBC	MUNICIPAL CHAMBER
EXCO MEETING	23/11/2023	TBC	MUNICIPAL CHAMBER
BSC MEETING	05/12/2023	TBC	MUNICIPAL CHAMBER
EXCO MEETING	12/12/2023	TBC	MUNICIPAL CHAMBER
ORDINARY COUNCIL MEETING	14/12/2023	TBC	MUNICIPAL CHAMBER
STRATEGIC MEETING	TBC	TBC	TBC
ANNUAL REPORT PUBLIC PARTICIPATION	14/01/2024	TBC	TBC
EXCO MEETING	19/01/2024	TBC	MUNICIPAL CHAMBER
HOUSING FORUM	23/01/2024	TBC	MUNICIPAL CHAMBER
SPECIAL COUNCIL MEETING	24/01/2024	TBC	MUNICIPAL CHAMBER
HOUSING FORUM	02/02/2024	TBC	MUNICIPAL CHAMBER
BSC MEETING	06/02/2024	TBC	MUNICIPAL CHAMBER

EVENT	DATE	TIME	VENUE
EXCO MEETING	19/02/2024	TBC	MUNICIPAL CHAMBER
LED FORUM	21/02/2024	TBC	MUNICIPAL CHAMBER
SPECIAL COUNCIL MEETING	23/02/2024	TBC	MUNICIPAL CHAMBER
BSC MEETING	05/03/2024	TBC	MUNICIPAL CHAMBER
IDP STEERING COMMITTEE MEETING	15/03/2024	TBC	MUNICIPAL CHAMBER
EXCO MEETING	20/03/2024	TBC	MUNICIPAL CHAMBER
ORDINARY COUNCIL MEETING	27/03/2024	TBC	MUNICIPAL CHAMBER
IDP/BUDGET CONSULTATIVE MEETING	17/04/2024	10H00	CLUSTER1
IDP/BUDGET CONSULTATIVE MEETING	18/04/2024	10H00	CLUSTER2
IDP/BUDGET CONSULTATIVE MEETING	23/04/2024	10H00	CLUSTER3
EXCO MEETING	25/04/2024	TBC	MUNICIPAL CHAMBER
SPECIAL COUNCIL MEETING	30/04/2024	TBC	MUNICIPAL CHAMBER
IDP REPRESENTATIVE FORUM MEETING	02/05/2024	10H00	MUNICIPAL OFFICES
HOUSING FORUM	03/05/2024	TBC	MUNICIPAL CHAMBER
BSC MEETING	07/05/2024	TBC	MUNICIPAL CHAMBER
LED FORUM	13/05/2024	TBC	MUNICIPAL CHAMBER
EXCO MEETING	23/05/2024	TBC	MUNICIPAL CHAMBER
SPECIAL COUNCIL MEETING	30/05/2024	TBC	MUNICIPAL CHAMBER
EXCO MEETING	20/06/2024	TBC	MUNICIPAL CHAMBER
ORDINARY COUNCIL MEETING	28/06/2024	TBC	MUNICIPAL CHAMBER

Budget Process 2023-2024

Description	Responsibility	Quarter		
Quarter One				
		July 2023	**August 2023**	**September 2023**
STAGE ONE Planning and Strategizing	Mayor and Accounting Officer	• Commence planning for next three-year budget, reviews of IDP and budget policies and consultation in accordance with budget process co-ordination • Review council delegations and budget time schedule for key deadlines	• Commence process to review policies • Table to council – Budget and IDP process plan • Plan programme of internal and public meetings • Advertise all Budget and IDP time schedule • Determine strategic objectives for service delivery and development including backlogs for next three-year budget including reviews of other	• Implement Budget and IDP key deadlines • Finalise the reviewing of budget related policies • Consult on Tariffs, indigent, credit control • Consider local, provincial, national issues and previous year's performance

Description	Responsibility	Quarter		
			municipal, provincial and National government sector and strategic plans	
Quarter Two				
		October 2023	**November 2023**	**December 2023**
STAGE TWO Preparation	MAYOR, AO & CFO	• Commence Preparation of departmental operational plans and service delivery and budget implementation plan aligned to strategic priorities in IDP and inputs from other stakeholders including government and bulk service providers	• Commence community and stakeholder consultation process, review inputs, financial models, assess impacts on tariffs and charges and consider funding decisions including borrowings. • Adjust estimates based on plans and resources. •	• Finalise first draft of departmental operational plans and service delivery and budget implementation plan for review against strategic priorities.
Quarter Three				
Description	**Responsibility**	**January 2024**	**February 2024**	**March 2024**
STAGE THREE Tabling to council	Mayor, AO and CFO	• Review all aspects of budget including any unforeseen and unavoidable expenditure in light of need for adjustment budget • Table MID Year performance report, AG Report & Annual report to council • Finalise detailed operating and capital budgets in the prescribed format incorporating National and Provincial budget allocations	• Table Adjusted Budget for 2023/2024, to council for approval(Schedule B format) • Confirm 2024/2025 allocations from NT, PT & district municipality and incorporate allocation to the draft budget • Submit Adjusted Budget to NT & PT • Engagement meeting with Provincial Treasury to discuss Mid-Year Assessment report •	• • Print and Distribute all budget documents and supporting documents prior to the meeting • Table to the council the draft annual budget & supporting documents for 2024/2025 • Submit tabled annual budget to NT,& PT •

Description	Responsibility	Quarter		
Quarter Four				
Description	**Responsibility**	**April 2024**	**May 2024**	**June 2024**
STAGE FOUR Approving and Finalising	Mayor, AO and CFO	• Advertise tabled annual budget • Commence consultation process on annual budget 2024/2025 • Publish ward base information for ward councillors • Conclude consultation process • Revise annual budget after consultation, take into account third quarter report (section 52)	• Prepare the final budget document for final approval by the council • Print and distribute the ALL budget documentation including, Draft IDP, SDBIP and performance contracts prior to the meeting at which budget is to be approved • Consider approval of annual budget • Engagement meetings with Provincial Treasury to assess budget processes for 2024/2025.	• Approve annual budget by a council resolution, including taxes, tariff, measurable performance objectives, changes in IDP and budget related policies, service delivery agreements and long term contracts • Submit approved annual budget to NT & PT • Submit Municipal Banking Details to NT • Advertise the final budget, SDBIP & performance agreements in the municipal website

IDP/BUDGET PUBLIC PARTICIPATION BUDGET ALLOCATION

Umhlabuyalingana Municipality has identified and clustered its community for the IDP processes into four clusters according to its four traditional councils i.e. Tembe Traditional Authority, Mashabane Traditional Council, Mabasa Traditional Council and Mbila Traditional Council. There is an allocated budget of R550 000 for IDP/ Budget and annual report public consultation and participation meetings. Below is the budget to be used**.**

ITEM	BUDGET ALLOCATED
IDP/BUDGET AND ANNUAL REPORT PUBLIC CONSULTATIVE AND PARTICIPATION MEETINGS	R550 000

SECTION 7

IDP, PMS and Budget Broad Action Plan

1st Quarter	IDP	OPMS	BUDGET
JULY	IDP implementation (2024/2025) Preparation of the Process Plan and the Framework Plan Submission of the IDP Process Plan for assessment by the DLGTA	4th quarterly review due (2023/2024)	• Commence planning for next three years budget, reviews of IDP and budget policies and consultation in accordance with budget process co –ordination role, review previous year budget evaluation checklist, council delegations and budget time schedule of key deadlines • Review delegation and all budget related policies including review tariff, rates, credit control and supply chain management and cash management/investment policies • Establish department budget committees to include portfolio councillors and official and delegation in accordance with delegation policy
AUGUST	IDP Process Plan for 2024/2025 finalized and adopted by the Council **IDP Alignment meeting** at DC 27 District-wide **IDP Strategic Planning Workshop**	Launch campaign to publish performance	• Table in council budget and IDP time table schedule of key deadlines(include timing for development of policies and process of consultation • Mayor must established appropriate committees and consultation forums and plan programmes of internal and public meeting, to update community needs analysis and obtain feedback on past years performance • Advertise budget and IDP time schedule in terms of budget consultation policy
SEPTEMBER	Implementation of the IDP Process Plan **IDP Representative Forum Meeting** Commencement of IDP **Analysis and Strategies Phase**	First quarterly review due	• Determination of revenue projections and draft initial allocations to powers and functions and departments for the 2024/2025 financial year. • Implementation of budget and IDP time schedule of key deadlines for 2024/2025 financial year

2nd Quarter	IDP	OPMS	BUDGET
OCTOBER	Evaluation of changed circumstances Continuation of development of objectives and strategies	Inform the IDP Preparation Process of KPA, objectives, and strategies	• Next three year budget- commence preparation of departmental operational plans and service delivery and budget implementation plan aligned to strategic priorities in IDP and inputs from other

2nd Quarter	IDP	OPMS	BUDGET
	Development of sector Plans initiation		stakeholders including government and bulk service providers(NER) • Conclude the first draft and policies for initial council discussion as per MFMA guide
NOVEMBER	Continuation of development of objectives and strategies	Inform the IDP Preparation Process of KPA, objectives and strategies	• Next three year budget- commence community and stakeholders consultation process, review inputs, financial models, assess impacts on tariffs and charges and consider funding decisions incl. borrowing, adjust estimates based on plans and resources as per MFMA guide
DECEMBER	Continuation of development of objectives and strategies Completion of Projects Proposals to inform Municipal, Provincial and National budget processes **IDP Alignment Meeting** convenes	Inform the IDP Preparation Process of KPA, objectives and strategies	• Finalize first draft of departmental operational plans and services delivery and budget implementation plan for review against strategic priorities as per MFMA guide •

3rd Quarter	IDP	OPMS	BUDGET
JANUARY	Continuation of Projects Planning Continuation of Sector Planning	Bi-annual report preparation	• Notes the presidents' state of the address for further budget priorities, finalize details operating and capital budget in the prescribed format incorporating national and provincial budget allocation, integrate and align to IDP documentation and draft service delivery and implementation plan, finalize budget polices including tariffs policy • As per MFMA guide tabling (Proposed National and Provincial allocations for three years must be made available by 20 January of each year) **MFMA s 36**
February	**IDP**	**OPMS**	**BUDGET** • Note national budget for provincial and provincial allocations to municipalities for incorporation into budget • Accounting officer must table adjustment budget as per MFMA section 28
MARCH	Fifth **IDP Alignment Meeting** convenes at DC27 Finalization of draft IDP document Submission of the draft IDP document	Finalization of customer and employee survey	• Accounting Officer must receive the notification of any transfers that that will be made to the municipality from other municipalities in each of the next three financial year as per MFMA section 37(2)

3rd Quarter	IDP	OPMS	BUDGET
	for assessment by sector departments		• Table in council the draft annual budget and all supporting document as section 16(2)17 & 87 (3) • Make public the tables annual budget and accompanying budget documentation, invite the community to submit representation and submit to the provincial treasury, national treasury and other affected organs of state as MFMA section 22

4th Quarter	IDP	OPMS	BUDGET
APRIL	Advertisement of final draft IDP for public comments Assessment of the IDP by sector departments	3rd quarterly review due	• Accounting officer assists the Mayor in revising budget documentation in accordance with consultative processes and taking into account the results from the third quarterly review of the current year • Confirm provincial and national allocations
MAY	Consideration of gazetted budgets from National and Provincial Government Departments Consideration of inputs following 21 day notice period and assessment by sector departments **IDP Representative Meeting** convenes Council adoption of IDP document	Service and scorecards targets set for the next financial year Annual strategic targets broken down to quarterly targets	• Public hearings on the budget and Council debate • Council considers views of the community and other Provincial and National organs of the state and municipalities • Accounting Officer assists the Mayor in preparing the final budget documentation for consideration and approval at least 30 days before the start of the budget year taking into account consultative processes and any other new information of material nature • Mayor to be provided with an opportunity to respond to submissions during consultation budget amendments for Council consideration • Council to consider approval of budget and plans at least 30 days before start of budget year – **MFMA s 23, 24, MSA Chapter 4 as amended**
JUNE	Submission of Council adopted IDP document to the MEC for noting and comment	Approval of services and strategic scorecard targets Review and conclusion of HOD performance contracts	• Council to approve annual budget by resolution, setting taxes and tariffs, approving changes to IDP and budget related policies, approving measurable performance objectives for revenue by source expenditure by vote before start of budget year – **MFMA s 213, 24: MSA Chapter 4 as amended** • Accounting Officer of the Municipality publishes adopted budget and Plans –**MFMA s 69; MSA s57** • Accounting Officer submits to the Mayor no later than 14 days after approval of the

4th Quarter	IDP	OPMS	BUDGET
			budget a draft of the SDBIP and annual performance agreements required by s 57 (1) (b) of the MSA **MFMA s 69; MSA s 57** • The Mayor approves the SDBIP within 28 days after approval of the budget and ensures that annual performance contracts are concluded in accordance with s 57 (2) of the MSA. • The Mayor submits the approved SDBIP and performance agreements to Council and MEC for Local Government and makes public within 14 days after approval – **MFMA s 53; MSA s 38-45, 57 (2)** • Council finalizes a system of delegations – **MFMA s 59, 79, 82; MSA s 59-65**

PROGRESS DIAGRAM AND TIME FRAMES

PHASE / MONTHS	1J	2A	3S	4O	5N	6D	7J	8F	9M	10A	11M	12J
PHASE 1												
Preparation of Process Plan												
Advertising and Publicising of Process Plan												
IDP Steering Committee Meeting												
IDP Rep Forum												
Adoption by Council												
PHASE 2												
Collection of relevant information												
Evaluate and assess information												
IDP Steering Committee Meeting												
IDP Representative Forum												
PHASE 3												
Prepare a summary document												
Prepare implementation strategy												
IDP Steering Committee												
PHASE 4												
Incorporate Comments from stakeholders												
Incorporate completed sector plans												
Draft IDP												

PHASE / MONTHS	1J	2A	3S	4O	5N	6D	7J	8F	9M	10A	11M	12J
IDP Steering Committee Meeting												
IDP Rep Forum												
Prioritise Projects												
IDP, Budget and PMS Alignment												
PHASE 5												
IDP Steering Committee & Rep. Forum												
Advertise for Public Comment												
IDP Steering committee meeting												
IDP Rep Forum												
Incorporate Public Comments												
Adoption by Council												
Submission of Final Draft												
	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN

Public Participation

Public participation is important to determine the exact needs that exist in the communities in relation to the developmental priorities during public meetings and information gathering. Umhlabuyalingana Municipality is utilizing the following mechanisms for public participation when developing its IDP;

- **IDP Representative Forum (IDP RF**): This forum represents all stakeholders and key interested and affected parties. This includes the ward committees, Amakhosi, Non-Governmental Organizations (NGOs), Community Based Organizations (CBOs), etc.
- **Media**: Local newspapers are used to inform the public about progress with the IDP and to invite comments on the process plan, draft IDP and final adoption of the IDP.
- **Radio Slots:** The community radio station is used to make public announcements where necessary.
- **uMkhanyakude and Umhlabuyalingana Website:** uMkhanyakude DM's website will also be utilized to communicate and inform the community. Copies of the IDP and Budget will be placed on the website for people and service providers to download.
- **Ward Committees:** Umhlabuyalingana Municipality has adopted the Ward Committee guidelines which have resulted in the establishment of ward committees. The Municipality considers ward committees as one of the institutional bodies to fast-track service delivery. They are represented in the IDP RF meetings, and their input is always considered. They are also being used to disseminate information about the agenda of the Municipality.

MEC Comments

Umhlabuyalingana Municipality acknowledges the comments that the MEC made in respect of the 2023/2024 IDP, IDP assessments conducted by COGTA in November 2023. The comments have helped to enrich the process towards the compilation and content of this IDP.

Findings and Recommendations of the Auditor General

Umhlabuyalingana Municipality acknowledges the findings and recommendations of the Auditor General made in respect of the 2023/2024 Financial Year. The comments have helped to enrich the process towards the compilation and content of this IDP.

What Are Our Key Challenges And Interventional Measures?

No.	Challenges	Intervention
Municipal Transformation and Institutional Development		
1	Implementation of Retention Strategy and OPMS Framework IPMS Policy-	The Municipality has explored different strategies which are articulated in the Retention strategy, one of which is reviewing travelling allowance, this will retain the employees taking into consideration the topography of the Municipality and the conditions and accessibility of the roads and the locations of the municipal boundaries. This will motivate the employees to perform their duties to the best of their abilities. The Municipality is implementing the Performance Management system in phases. This has helped realize the achievable results; the Municipality is implementing the system to Deputy Directors and all managers reporting to Heads of Departments. In the 2022/23 financial year the system will be implemented to all municipal officers
2	Slow progress in finalization of TASK Job Evaluation hampering the grading of posts within the Municipality and causing unrest.	Action plan has been developed for submission of Job Descriptions to the Regional Job Evaluation Committee. This will be monitored on monthly basis.
3	Network infrastructure resulting in poor ICT (Poor infrastructure, geographical location and cable theft posing challenges).	The Municipality embarked on a project of replacing network cables to improve internet connectivity. The post of IT Manager has been approved by Council in the Organogram and the post has been filled. Enhancing capacity will assist in resolving challenges identified in the IT unit.
4	Limited funding towards structured trainings and capacity building programmes which will assist the employees to enhance capacity.	There is an on- going consultation with relevant stakeholders like LGSETA to apply for grant funding where possible and to cease opportunities where stakeholders like SALGA and COGTA can provide such assistance. The funding set aside from municipal budget is inadequate to cover all training needs. The establishment and sustainability of government funded training institutions will have positive impact in overcoming this challenge.
Basic Service Delivery And Infrastructure Development		
1.	Electricity capacity constraint	ESKOM is putting infrastructure in place to boost electricity capacity.

No.	Challenges	Intervention
2.	Water shortage due to poor planning at a district level, i.e. alignment of RBIG and MIG	COGTA has intervened in the District Municipality to the extent that UMGENI water and UMHLATHUZI water are appointed as support entities in the entire district
3	Sanitation backlog	District function
4.	Poor coordination between the local and provincial sphere (department of Transport) thus leading to unsatisfactory road conditions in Umhlabuyalingana, this despite the efforts from the local Municipality	To invite the department of transport to portfolio committee meeting and other forums
5.	Poor maintenance of existing public facilities	Maintenance Plan has been developed and will be monitored quarterly
Local Economic Development		
1	High rate of the economically active population receives either no income, or less;	Introduction of more responsive training opportunities to capacitate the business population.
2	Household income levels in the Municipality are extremely low;	Identification and implementation of more labour intensive catalytic projects
3	Unsustainable agricultural economy and reduced tourist length of stay due to restrictions on various tourism experiences.	Development of an inclusive LED strategy monitoring plan with clear institutional arrangements that will focus on agricultural production sustainability while also unlocking tourist experience in a responsible manner.
4	Non-compliant business operators and high rate of illegal immigrants taking over on local enterprises.	Report on Informal Traders By-laws and Business Licensing By-laws Enforcement
5	Limited energy supply which compromises investment rate;	Enforcement of a responsive renewable energy technology plan to boost the current gap between energy supply and demand private sectors
Financial Viability And Financial Management		
1	Low revenue base and highly dependent on Grant Funding owing to financial constraints.	Implementation of revenue enhancement strategy.
2	Poor revenue enhancement strategy	Implementation of the revenue enhancement strategy
3	Uncooperative business community in the implementation of the MPRA	Awareness campaigns that aim to educate and involve the business community on the impact thereof.
Good Governance And Public Participation		
1	Poor functioning of IGR structures	Promote participative, facilitative and accountable governance. Policy and strategy co-ordination IGR
2	Developed an MPAC workplan but it is not adhered to as desired meeting	Enforce actions as per the plan.

No.	Challenges	Intervention
3	Functionality of ward committees is not consistent across all wards	Improve the administration of ward committees through reviewing the organogram to reflect the administrative aspect of ward committees.
Cross Cutting Intervention		
1	Lack of intergovernmental linkages	Improve IGR participation
2	Slow progress in the formalization of towns (Manguzi and Mbazwana) as approved by the KwaZulu Natal Cabinet in 2011	Umhlabuyalingana Spatial Development Framework identifies important nodes, such as Mbazwana (Primary Node), Manguzi (Primary Node), etc. Obviously, these nodes have different functions or roles in the development of Umhlabuyalingana. The successful development of Manguzi and Mbazwana Towns would have many economic benefits for the people of Umhlabuyalingana. In five years' time, Umhlabuyalingana would have made significant progress in terms of attracting investors to the towns, thereby creating a platform for a sustainable revenue base for the Municipality.
3	Response to climate change	Sound and effective disaster management Increase productive use of land resources.
4	Umhlabuyalingana Municipality is currently experiencing problems with poor response to public involvement in the implementation of the land use scheme and land management.	Umhlabuyalingana is currently working on developing municipal-wide wall-to-wall schemes.

Long Term Vision

Vision Statement

To be a people-centred premier socio-economic development and environmentally friendly service delivery Municipality by 2030.

Mission Statement

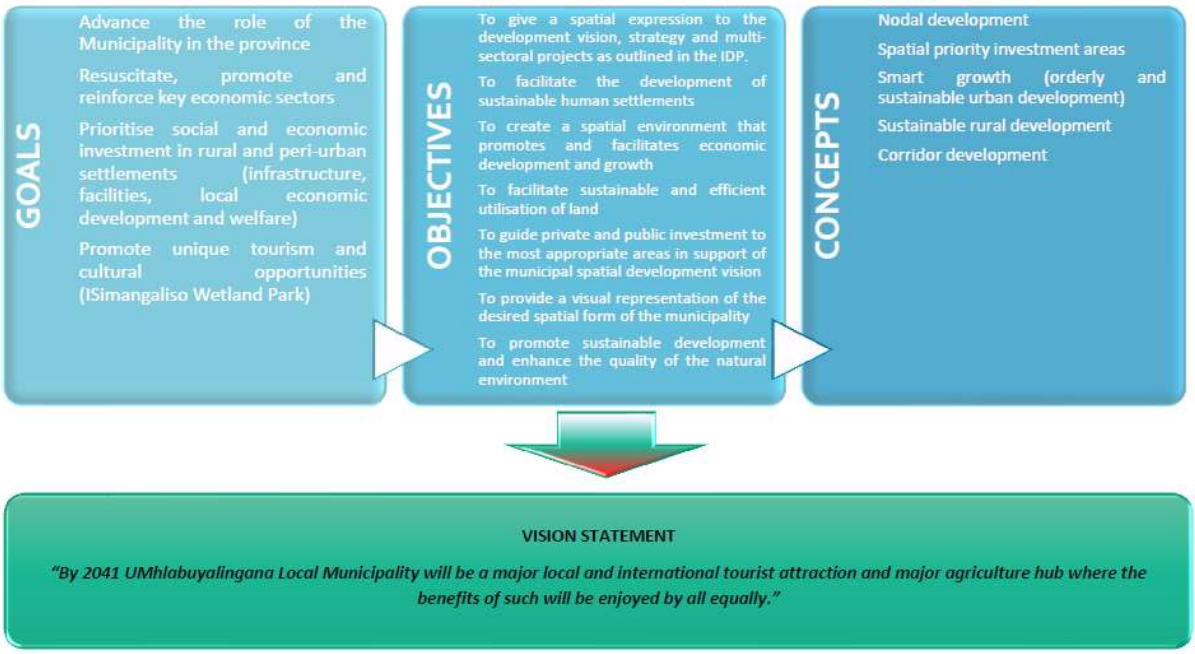
Creating an enabling environment and sustainable development which promotes quality of life.

1.7.3 Core Values

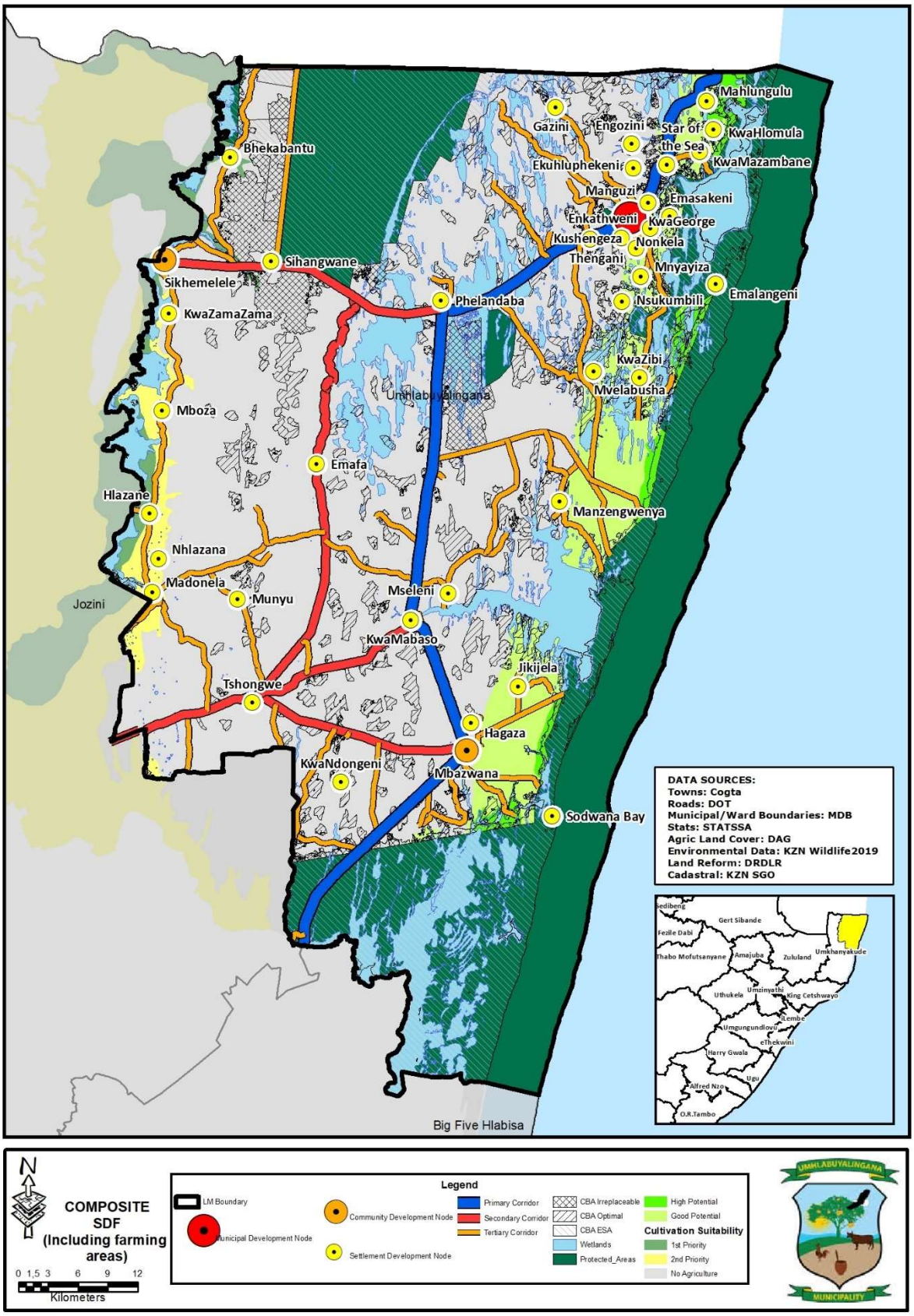
- Integrity
- Redress
- Benchmarking
- Commitment
- Interpersonal skills
- Accessibility
- Courtesy
- Quality service
- Good governance
- Honesty
- Responsibility
- Accountability
- Transparency
- Learning
- Dialogue and Diversity
- Partnership and Professionalism
- Consultation/Participation

Spatial Vision

The spatial vision for Umhlabuyalingana Local Municipality maps out the desired spatial state and development trajectory over the 20-year period (2022-2042).



MAP 2: COMPOSITE SPATIAL DEVELOPMENT FRAMEWORK



What Are We Going To Do To Unlock And Address Our Key Challenges?

Objective	Strategies
Municipal Transformation and Institutional Development	
To attract, capacitate, retain qualified and experienced staff across the staff establishment	Compile WSP and submit to LGSETA
	Submission of employment equity report to Department of Labour
	Training of councilors and staff as per the WSP/Training plan
	Review and implementation of Employment Equity Plan and Policy
To ensure effective governance through regular meeting of council structures	Hold Council Meetings
	Hold ExCO Meetings
To create an appropriate organizational climate that will attract and ensure retention of staff	Review the Organogram
	Filling of funded vacant posts
	Employment of designated group under the employment equity Act in the three highest levels.
To manage and enhance the performance of the municipality	Compile and submit quarterly Top layer SDBIP reports to council
	Approval of Annual Performance Report
	Submission of Annual Performance Report to Auditor General
	Approval of AR and Oversight Report by Council
To maintain an organizational performance management system as a tool to monitor progress on service delivery	Signing of section 54/56 annual performance agreements
	Submission of section 54/56 performance agreements to Cogta
	Section 54/56 mangers quarterly performance reviews
Good Governance And Public Participation	
To develop a credible IDP in terms short medium-term guide for development and service delivery	Review and adopt the IDP
	Compile and approve IDP/Budget Process Plan
	Holding of consultative engagements in respect of IDP/Budget
	Holding of consultative engagements in respect of IDP review
Ensure reliability and maintain independence of Internal Audit Activities	To resolve Internal Audit findings
	To resolve AG Findings
	Execution of internal audit plan
To ensure effective and efficient administration complying with its Legal Mandates	Declaration of financial interest by councillors
	Review of HR and ICT policies
	Review of strategies, frameworks and plans
	Review of indigent policy
To enhance municipality's waste management capacity	Review integrated waste management plan
	Review waste management By-laws
Basic Service Delivery	
Provision/subsidization of basic services to the community in a sustainable manner	Collection of waste from Areas benefiting from free basic waste disposal services

Objective	Strategies
	Update Indigent Register
Provision of efficient and effective security services and promotion of road safety	Execution of law enforcement operations
	Conduct motor vehicle, driver licensing and registration operations
To enhance skills development and life-long learning	Conduct library outreach programs
To provide and improve access to community/public facilities to minimum standards	Refurbish manguzi sport field
To provide access and facilitate vehicular movement in Umhlabuyalingana	Construction of market stalls
	Construction of tarred roads (Manguzi)
	Construction of gravel road (Skhemelele)
Local Economic Development	
To implement and coordinate expanded public works program and community works program in a manner that enhances skills development and optimizes decent employment and entrepreneurship	Creation/maintenance of jobs through EPWP
	Creation/maintenance of jobs through CWP
To create an environment conducive for investment and economic growth and to facilitate investment	Review of LED strategy
Municipal Financial Viability and Management	
Compliance with financial legislation and policies	Expenditure of allocated infrastructure budget
	Approval of annual budget
	Approval of adjustment budget
	Compile reports on Unauthorized, irregular fruitless and wasteful expenditure
	Compile and submit to council MFMA section 52 reports
	Submission of AFS to Auditor General
	Expenditure of allocated budget on implementing WSP
	Compilation, approval and submission of procurement plan
To improve revenue and all possible revenue streams applicable to uMhlabuyalingana	Collection of billed revenue
To measure municipality's operational efficiency, liquidity and stability	Calculation of ratio quarterly/annually
Cross Cutting Interventions	
To bring the organization to an enabled risk maturity level	Complete risk action plans relevant to top ten organizational risks
	Conduct risk assessments
	Review Business Continuity Plan (BCP)
	Compile reports on the implementation of the Business Continuity Plan (BCP)
To promote development of efficient and sustainable settlement pattern	Review of SPLUMA compliant SDF

What Could You Expect From Us?

Outcome/Deliverables

KEY PERFORMANCE AREA	ISSUES ADDRESSED / TO BE ADDRESSED
KPA 1: Municipal Transformation and Organizational Development	Support skills development through economic growth
KPA 2: Basic Service Delivery and Infrastructure Development	Ensure access to affordable, reliable, sustainable and modern energy for all
KPA 3: Local Economic Development	Improve the efficiency, innovative and variety of government led job creation programmes
KPA 4: Municipal Financial Viability and Management	Building government capacity
KPA 5: Good Governance and Public participation	Promote participative, facilitative and accountable governance
KPA 6: Cross Cutting Interventions	Ensure integrated land management use across Umhlabuyalingana Municipality, ensuring equitable access to goods and services, attracting social and financial management

Further to this there are capital projects which the Municipality is currently implementing, and others will be implemented in the coming financial years. These projects include municipal roads projects, buildings, community halls and markets, sports ground, and electrification projects. Details on these projects, their funding source and year of implementation with their associated budget are provided under the financial viability KPA.

How Will Our Progress Be Measured?

The implementation of the IDP and the measurement of performance of the IDP strategies and projects should align with the performance management system of the organization. The MSA envisages that the IDP will equip the organization, its leaders, managers, and workers, as well as all other local stakeholders, in decision-making, monitoring and reviewing the achievements of the Municipality in integrated development planning.

Concurrent would be the process of integrating organizational performance with employee performance, ensuring that the IDP and organizational priorities cascade into the performance agreements and contracts with individual employees.

The link between these processes and systems lies in the organizational priorities which have been determined in the preparation of the Performance Management System (PMS) and the contracts and the way in which they are designed and implemented.

The IDP was compiled based on the inputs received from municipal stakeholders, national and provincial policy directives, the status of service delivery, various strategic plans completed and resources available. The municipal budget was prepared based on the municipal strategic objectives; the requirements applicable to the Municipality in the IDP. These strategies, actions and financial resources are linked with each other hereby ensuring alignment of the municipal budget with the IDP.

These strategies will be used to annually formulate the Service Delivery Budget Implementation Plan (SDBIP), Organisational Scorecard and performance indicators for the Umhlabuyalingana Municipality, which will be used to monitor the implementation of the municipal strategies (IDP) and budget. The performance of the Municipality will then be assessed and reported on quarterly as well as annually in the Municipality's annual report.

1 PLANNING AND DEVELOPMENT LEGISLATION AND POLICY

1.1 Planning and Development Principles

The following table depicts the planning and development principles that underpin the Umhlabuyalingana IDP:

TABLE 2: PLANNING AND DEVELOPMENT PRINCIPLES

Spatial Justice
• Past spatial and other development imbalances are redressed through improved access to and use of land; • Spatial Development Frameworks and policies at all spheres of government address the inclusion of persons and areas that were previously excluded, with an emphasis on informal settlements, former homeland areas and areas characterised by widespread poverty and deprivation; • Spatial planning mechanisms, including land use schemes, include provisions that enable redress in access to land and property by disadvantaged communities and persons; • Land use management systems are inclusive of all areas of a municipality and specifically include provisions that are flexible and appropriate for the management of disadvantaged areas, informal settlements and former homeland areas; • Land development procedures will include provisions that accommodate access to secure tenure and the incremental upgrading of informal areas; and • Where a planning tribunal considers an application before it, the planning tribunal's exercise of discretion may not be impeded or restricted on the ground that the value of land or property is affected by the outcome of the application;
Spatial Sustainability
• Promote land development that is within the fiscal, institutional and administrative means of the country; • Ensure protection of the prime and unique agricultural land, the environment and other protected lands and the safe utilisation of land; • Promote and stimulate the effective and equitable functioning of land markets; • Consider all the current and future costs to all parties for the provision of infrastructure and social services in land developments;
Spatial Efficiency
• Promote land development in locations that are sustainable and limit urban sprawl; • Result in communities that are viable; • Land development optimises the use of existing resources and infrastructure; • Decision-making procedures are designed with a view to minimising negative financial, social, economic or environmental impacts; and • Development application procedures are efficient and streamlined and time frames are adhered to by all parties;
Spatial Resilience
• Flexibility in spatial plans, policies and land use management systems is accommodated to ensure sustainable livelihoods in communities most likely to suffer the impacts of economic and environmental shocks;
Good Administration
• All spheres of government ensure an integrated approach to land use and land development that is guided by the spatial planning and land use management systems as embodied in this Act; • No government department may withhold their sector input or fail to comply with any other prescribed requirements· during the preparation or amendment of Spatial Development Frameworks;

- The requirements of any law relating to land development and land use are met timeously;
- The preparation and amendment of spatial plans, policies, land use schemes as well as procedures for development applications, to include transparent processes of citizen participation and all parties to have the opportunity to provide inputs on matters affecting them; and
- Policies, legislation, and procedures must be clearly set out and inform and empower citizens.

1.2 Legislative Framework

1.2.1 The Constitution of The Republic of South Africa

Municipalities function within the realm of an extensive legislative and policy framework that provides prescripts and guidelines for municipal objectives, strategies and programmes to be implemented and aligned with municipal functions. Umhlabuyalingana Local Municipality realises that in order to achieve growth and development, the budget, programmes and projects must be aligned to development and institutional policy directives.

Chapter 7 of the Constitution of the Republic of South Africa, Act 108 of 1996 establishes local government as a distinct sphere of government with full authority to govern, on its own initiative, the local government affairs of its own community subject to national and provincial legislation. Section 152 of the Constitution defines the core business and basis for the existence of local government as:

- To ensure a sustainable provision of services;
- To provide a democratic and accountable government for all communities;
- To promote social and economic development;
- To promote a safe and healthy environment;
- To give priority to the basic needs of communities; and
- To encourage the involvement of communities and community organisations in a matter of local government.

1.2.2 Municipal Structures Act, 117 Of 1998

Part B of Schedules 4 and 5 of the Constitution indicates the exclusive competencies of local government. However, the Local Government: Municipal Structures Act, Act No. 117 of 1998 provides details on the establishment, structure and allocation of powers and functions between district and local municipalities. Section 12 (1) bestows the responsibility for the establishment of a municipality by government gazette notice to the MEC for local government in the province. It provides for the establishment and operation of municipal structures including municipal council, executive committees, ward committees, municipal administration and any other committees that are necessary for an efficient and effective performance of powers and functions. The Systems Act further requires a district municipality, including the Umhlabuyalingana LM, to seek to achieve the integrated, sustainable, and equitable social and economic development of its area as a whole by:-

- ensuring integrated development planning for the district as a whole;
- promoting bulk infrastructural development and services for the district as a whole;

- building the capacity of local municipalities in its area to perform their functions and exercise their powers where such capacity is lacking; and
- promoting the equitable distribution of resources between the local municipalities in its area to ensure appropriate levels of municipal services within the area.

1.2.3 MUNICIPAL SYSTEMS ACT, ACT 32 OF 2000

The Municipal Systems Act (MSA) Act 32 0f 2000 requires municipalities to develop Integrated Development Plans which should be single, inclusive and strategic in nature. The IDP of a Municipality will guide development within the council's area of jurisdiction once adopted and IDP should also be reviewed annually. In addition, the Act also stipulates the IDP process and the components to be included.

The Local Government: Municipal Planning and Performance Management Regulations of 2001 set out the following minimum requirements for an Integrated Development Plan:

- Regulation 2 (1) states that the Municipality's IDP must at least identify:
    - → the institutional framework, which must include an organogram required for the implementation of the Integrated Development Plan and addressing the internal transformation;
    - → any investment initiatives in the Municipality;
    - → any development initiatives in the Municipality, including infrastructure, physical, social, and institutional development;
    - → all known projects, plans and programmes to be implemented within the Municipality by any organ of the state; and
    - → the key performance indicators set by the Municipality.
- Regulation 2 (2) states that an IDP may:
    - → have attached to it maps, statistics and other appropriate documents;
    - → refer to maps, statistics and other appropriate documents that are not attached, provided they are open for public inspection at the offices of the Municipality.
- Regulation 2 (3) sets out matters/issues that must be reflected in the financial plan that must form part of the integrated development plan.
- Regulation 2 (4) states that a spatial development framework reflected in the Municipality's integrated development plan must:
    - → Give effect to the principles contained in chapter 1 of the Development Facilitation Act, 1995 (Act 67 of 1995);
    - → Set out objectives that reflect the desired spatial form of the Municipality;
    - → Contain strategies and policies regarding the manner in which to achieve the above, which strategies and policies must:
    - → Indicate desired pattern of land use within the Municipality;
    - → Address the spatial reconstruction of the Municipality; and

→ Provide strategic guidance in respect of the location and nature of development within the Municipality.
→ Set out basic guidelines for a land use management system;
→ Set out a capital investment framework for the development program within a Municipality;
→ Contain a strategic assessment of the environmental impact of the spatial development framework;
→ Identify programs and projects for the development of land within the Municipality;
→ Be aligned to the spatial development frameworks reflected in the integrated development plans of the neighbouring municipalities;
→ Must indicate where public and private land development and infrastructure investment should take place,
→ May delineate the urban edge; and
→ Must identify areas where strategic intervention is required and must indicate areas where priority spending is required.

1.2.4 MUNICIPAL FINANCIAL MANAGEMENT ACT

Section 21(2) of the Municipal Finance Management Act (Act 56 of 2003) (MFMA) states that, when preparing the annual budget, the mayor of a Municipality must:

- consider the Municipality 's Integrated Development Plan,
- take all reasonable steps to ensure that the Municipality revises the integrated development plan in terms of section 34 of the MSA, taking into account realistic revenue and expenditure projections for future years,
- taking into account the national budget, the relevant provincial budget, the national government's fiscal and macroeconomic policy, the annual Division of Revenue Act and any agreements reached in the Budget Forum,
- consult the relevant district Municipality and all other local municipalities within the area of the district Municipality, if the Municipality is a local Municipality,
- the relevant provincial treasury, and when requested, the National Treasury; and
- any national or provincial organs of state, as may be prescribed; and
- provide, on request, any information relating to the budget to the National Treasury; and
- subject to any limitations that may be prescribed, to the national departments responsible for water, sanitation, electricity and any other service as may be prescribed,
- any other national and provincial organ of states, as may be prescribed; and
- another Municipality affected by the budget.

1.2.5 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT (SPLUMA), 2013

The Spatial Planning and Land Use Management Act, Act No. 16 of 2013 came into operation in 2015. It is a framework legislation that governs spatial planning and sets uniform norms and standards in

this regard for the whole of South Africa. It provides for the formulation of spatial development frameworks across the spheres of government, and the preparation of land use schemes in each local municipality.

The formulation of spatial development frameworks is also required by the Municipal Systems Act, which requires municipalities to adopt IDPs that contain spatial development frameworks as a core component. Basic guidelines for a land use management system, and statements that demonstrate the short term (5 year) plan for the spatial form of a municipality as well as more strategic longer-term vision statement for the desired spatial growth and development pattern of the municipality for the next 10 to 20 years, are, amongst others, also required by SPLUMA.

The purpose of the Act is to also to provide for a framework for spatial planning and land use management in the republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for inclusive developmental, equitable and efficient spatial planning at the different spheres of government; to provide a framework of monitoring, co-ordination and review of spatial planning and land use management system.

In addition, it must provide for the establishment, functions and operations of municipal planning tribunals, to provide for the facilitation and enforcement of land use and development measures and to provide for matters connected therewith the area.

In this regard, the Municipality has established a fully functional Joint Municipal Planning Tribunal (JMPT) through uMkhanyakude District Municipality. Umhlabuyalingana Municipality has complied with SPLUMA Regulation 14, and a Municipal Planning Authorised Officer has been appointed.

The Municipality has amended the delegations for KZNPDA to SPLUMA Bylaws and the applications been categorized. The SPLUMA Bylaws have been adopted and gazetted.

Umhlabuyalingana Municipality resolved on the Appeal Authority as per the conditions of the JMPT in partnership with uMkhanyakude District Municipality's Exco. Similarly, the delegation process was also taken into consideration.

1.3 Policy Framework

1.3.1 Sustainable Development Goals (SDGs)

The Sustainable Development Goals were developed by the United Nations. It addresses some of the systemic barriers to sustainable development but also offer better coverage of, and balance between, the three dimensions of sustainable development – social, economic and environmental – and the institutional/governance aspects. The overall balance is illustrated by four of the goals discussing global environmental issues (climate, water, ecosystems, oceans).

The MDGs dealt only with developing countries and only to a limited degree captured all three dimensions of sustainability. In contrast, the SDGs deal with all countries and all dimensions, although the relevance of each goal will vary from country to country. The SDGs' process has been a huge step

forward through the effort to create universal goals that articulate the need and opportunity for the global community to come together to create a sustainable future in an interconnected world.

The Sustainable Development Goals (SDGs) initiative is aimed at attaining the following goals. Each goal has specific target/s:

- **Goal 1**: End poverty in all its forms everywhere.
- **Goal 2**: End hunger, achieve food security and improved nutrition, and promote sustainable agriculture.
- **Goal 3**: Ensure healthy lives and promote well-being for all at all ages
- **Goal 4**: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all.
- **Goal 5**: Achieve gender equality and empower all women and girls.
- **Goal 6**: Ensure availability and sustainable management of water and sanitation for all.
- **Goal 7**: Ensure access to affordable, reliable, sustainable and modern energy for all.
- **Goal 8**: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.
- **Goal 9**: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation.
- **Goal 10**: Reduce inequality within and among countries.
- **Goal 11**: Make cities and human settlements inclusive, safe, resilient, and sustainable.
- **Goal 12**: Ensure sustainable consumption and production patterns.
- **Goal 13**: Take urgent action to combat climate change and its impacts.
- **Goal 14**: Conserve and sustainably use the oceans, seas, and marine resources for sustainable development.
- **Goal 15**: Protect, restore and promote sustainable use of terrestrial ecosystems, sustainably manage forests, combat desertification, and halt and reverse land degradation and halt biodiversity loss.
- **Goal 16**: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels.
- **Goal 17**: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.

The table below reflects on the alignment between the SDG goals and those of the municipality.

TABLE 3: MUNICIPAL GOALS ALIGNMENT TO THE SDGS

Sustainable Development Goals (SDGs)	Alignment to Umhlabuyalingana Goals, Strategic Goals And Objectives
Goal 8: Promote sustained, inclusive and sustainable economic growth, full and productive employment and decent work for all.	To build competent human capital for the development of uMhlabuyalingana.

Sustainable Development Goals (SDGs)	Alignment to Umhlabuyalingana Goals, Strategic Goals And Objectives
Goal 9: Build resilient infrastructure, promote inclusive and sustainable industrialization and foster innovation	To build new infrastructure and maintain the existing infrastructure to ensure sustainable services.
Goal 17: Strengthen the means of implementation and revitalize the Global Partnership for Sustainable Development.	To create a conducive and enabling environment for economic growth and development.
Goal 4: Ensure inclusive and equitable quality education and promote life-long learning opportunities for all. **Goal 16**: Promote peaceful and inclusive societies for sustainable development, provide access to justice for all and build effective, accountable and inclusive institutions at all levels	To promote good governance and public participation
Goal 12: Ensure sustainable consumption and production patterns	To improve municipal financial viability and management
Goal 7: Ensure access to affordable, reliable, sustainable and modern energy for all **Goal 13**: Take urgent action to combat climate change and its impacts **Goal 14**: Conserve and sustainably use the oceans, seas and marine resources for sustainable development	To promote integrated and sustainable environment.

1.3.2 White Paper On Local Government In South Africa

The White Paper on Local Government in South Africa introduces the notion of "developmental local government", which it defined as "local government committed to working with citizens and groups within the community to find sustainable ways to meet their social, economic and material needs and improve the quality of their lives." The White Paper identifies and outlines four characteristics of developmental local government, namely:

- exercising municipal powers and functions in a manner which maximises 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;
- democratising development; and
- building social capital through providing community leadership and vision and seeking to empower marginalised and excluded groups within the community.

As the South African democracy matures and an ideal of a democratic South Africa unfolds, it is critically important to enhance the capacity of local government to deliver services, respond to the needs of the local communities and promote the involvement of local communities in local government matters. Transformation for developmental local government thus requires a continuous

process of strategy formulation to gear the municipality to meet the considerable challenges of social, economic, and material development in all communities.

1.3.3 National Development Plan

The National Development Plan is a step in the process of charting a new path for the country. The broad goal is to eliminate poverty and reduce inequality by 2030. The National Planning Commission (NPC) has been established and tasked *inter alia* with the formulation of a long-term strategic plan for South Africa. The plan articulates a long-term vision and a plan for its implementation. It will shape government's service delivery and development programmes and guide spatial transformation.

It commits the government to building a capable and developmental state, a thriving economy, and strong civil society institutions with shared and complementary responsibilities. It identifies decent work, education, and the capacity of the state as particularly important priorities. It also highlights the need to improve the quality of administration of many government activities. It identifies the following priorities:

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

The NDP is also structured around 14 priority outcomes, which include education, health, safety and security, economic growth and employment, skills development, infrastructure, rural development, human settlements, local government, environment, international relations, an effective public sector, social protection, nation-building and social cohesion.

Table 4: 14 National Outcome Delivery Agreements Discussion Table

Outcome	Umhlabuyalingana Goals and Role	
Outcome 1: Improved quality of basic education	Improving Citizens Skills levels and education	Although the Municipality is not responsible for basic education, it will from time to time support schools and other learning institutions with learning and other resources. Collaborate with the local colleges to support science, technology and agricultural development. Support will also be given to schools on mining and conservation
Outcome 2: A long and healthy life for all South Africans	Improve Quality of citizens Health	The Umhlabuyalingana Municipality has a number of special projects aimed at supporting government's initiatives to improve health and life expectancy of citizens
Outcome 3: All South Africans should be and feel safe; there should be decent	Creation of Secure and Friendly City through fighting crime	Although the Municipality is not directly responsible for crime prevention and safety, community safety campaigns and initiatives are continuously supported

Outcome	Umhlabuyalingana Goals and Role	
employment through inclusive growth		
Outcome 4: Decent Employment through Inclusive Economic Growth	Job Creation through economicdevelopment	uMhlabuyalingana Municipality has adopted the Expanded Public Works Programme in partnership with other sector departments and/or government agencies as an integral part of all its projects in order to create jobs and grow the economy
Outcome 5: An efficient, competitive and responsive economic infrastructure network	Municipality Resourced and committed to attaining the vision and mission of the organization	Training and development will form the hallmark of the Umhlabuyalingana Council to improve the skills and capacity of the workforce and political structure
Outcome 6: There should be vibrant, equitable, sustainable rural communities with food security for all	Efficient and Integrated infrastructure and services	Council has identified the absence of economic infrastructure as one of the main weaknesses of the local economy. Umhlabuyalingana Municipality will engage the District to develop an economic infrastructure plan which will form part of the UMkhanyakude District Growth and Development Strategy
Outcome 7: Vibrant, equitable and sustainable rural communities with food security for all	Viable Economic Growth andDevelopment	As a predominantly rural are, the Municipality will prioritize agriculture as one of the catalysts of the fight against poverty and hunger
Outcome 8: Sustainable Human Settlements and Improved Quality of Household Life	To promote the achievement of a non-racial, integrated society through the development of sustainable human settlements and quality housing	The Municipality will continue to play a supporting role in the creation of sustainable human settlement through service provision
Outcome 9: A responsive, accountable, effective and efficient Local Government System.	Democratic, Responsible, transparent, Objective and equitable Municipal Governance	A new approach to planning and implementation has been adopted to ensure that Umhlabuyalingana Municipality responds timely to the needs of the community through a strong partnership with neighboring municipalities including Umkhanyakude and sector departments
Outcome 10: Environmental assets and natural resources that are valued, protected and continually enhanced.	To promote environmental; conservation and promotion	Encourage partnership with Ezemvelo/KZN Wildlife and Department of Agriculture and Environmental Affairs (Provincial and National) which has been established to address issues of nature conservation and preservation though out the municipal area
Outcome 11: Create a better South Africa and contribute to a better and safer Africa and World	Promoting Social Cohesion	The Municipality will pursue beneficial partnerships with municipalities in other parts of the country, Africa and beyond
Outcome 12: An efficient, effective and development oriented Public Service and An empowered, fair and inclusive citizenship	Democratic, Responsible, transparent, Objective and equitable Municipal Governance	The Municipality will contribute to the attainment of the notion of developmental state through active community involvement
Outcome 13: An inclusive and responsive social protection system	Democratic, Responsible, transparent, Objective and equitable Municipal Governance	The Municipality currently has an indigent policy and register whereby support is provided to those who are identified as indigent.

Outcome	Umhlabuyalingana Goals and Role	
		Municipality will explore avenues to assist ECD with structures for crèches
Outcome 14: Nation building and social cohesion	Social Cohesion	The Municipality in partnership with Umkhanyakude District Traditional Leadership and Tembe Traditional Council convenes *Umkhosi Wamaganu* which is a traditional ceremony to enhance nation building and social cohesion through preservation of culture

The effective implementation of the service delivery agreement will assist in achieving the following imperatives:

- Creating a radical paradigm shift in the management of the public service by aligning service delivery with the values and needs of the public;
- Ensuring a focus on customer value proposition which should entail evaluation of service delivery through the eyes of the customer;
- Providing strong feedback mechanisms on quality and timeliness of service delivery.
- Creating of strong public/private partnerships through involvement of the private sector and civil society in the broad process of policy determination and implementation,
- Unprecedented improvement of the image of government in the eyes of the public by enthusiastically embracing and supporting the process and culture of performance
- Through the service delivery agreement; COGTA and municipalities commit to the following:
- The extension of basic services which include water, sanitation, electricity and waste
- Systems for improved service Management;
- Creation of job opportunities through the Community Works Programme;
- Transformation of administrative and financial systems in the municipalities which includes Supply Chain Management and the integration and streamlining all of our internal software systems to ensure uniformity, linkages and value for money;
- That all municipalities in the province will achieve clean audits;
- Building municipal capacity to enable municipalities to collect 90% of their revenues;
- Strengthening the organizational performance management delivery and accountability to the communities;
- Improving our interaction with the institutions of traditional leaders and integrating the ward-based system of planning and governance with the programme of traditional councils, where they exist.

These talk to the National Key performance Areas (KPAs) and should form basis for every Municipality's strategic objectives.

Through the service delivery agreement; the Honourable Mayors of all municipalities commit themselves of the following:

- That they will play their role as outlined in the Municipal Finance Management Act by monitoring the prudent management and utilization of their municipal finances;

- That they will monitor the execution of their municipal Service Delivery and Budget Implementation Plans (SDBIPs) for improved and accelerated service delivery;
- That they will take personal responsibility and accountability for non-delivery to communities;
- That they will ensure every rand spent in their municipalities does what it is earmarked for;
- That they will advocate and actively work towards corrupt-free municipalities;
- That they will lead by example in their various communities by adhering to ethical standards and professional conduct in their public and private lives;
- That they will render unwavering support to the effective functionality of their newly established Municipal Public Accounts Committees and Audit Committees to ensure that corruption, fraud and mismanagement is unprotected
- That, working with our esteemed traditional leaders, they will work tirelessly in restoring the confidence of the people in the system of local government.

1.3.4 MEDIUM-TERM STRATEGIC FRAMEWORK

The Medium-Term Strategic Framework (MTSF) 2019-2024 is the second 5-year implementation plan of the National Development Plan. It also sets out the package of interventions and programmes that will advance the seven priorities adopted by the government:

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

National and provincial departments have to develop their five-year strategic plans and budget requirements taking into account the medium-term imperatives. Municipalities are expected to adapt their Integrated Development Plans in line with the national medium-term priorities. Each of the priorities contained in the MTSF should be attended to by the municipality.

1.3.5 INTEGRATED URBAN DEVELOPMENT FRAMEWORK(IUDF)

The Integrated Urban Development Framework (IUDF) is a policy initiative of the Government, that responds to the SDGs and focuses on how to manage urbanisation and achieve the goals of economic development, job creation and improved living conditions for our people.

The goals identified in the IUDF include the following:

- To forge new **integrated spatial forms** in settlement, transport, social and economic areas.
- To ensure people have **access to social and economic services**, opportunities and choices.
- To harness urban dynamism for inclusive, sustainable economic **growth** and development.

- To enhance the **capacity of the state and its citizens** to work together to achieve spatial and social integration.

The strategic pillars of the IUDF include access, growth, governance, and spatial transformation, with the nine strategic levers/programmes being:

- Integrated Urban Planning and Management (Spatial Planning)
- Integrated Transport and Mobility
- Integrated Sustainable Human Settlements
- Integrated Urban Infrastructure
- Efficient Land Governance and Management
- Inclusive Economic Development
- Empowered Active Communities
- Effective Urban Governance
- Sustainable Finances

1.3.6 BACK TO BASICS STRATEGY

The "Back to basics – serving our communities better" programme was introduced after the national government elections of 2014 by the national Department of Cooperative Governance and Traditional Affairs (CoGTA). This was in response to the 2014 State of Nation address where the President emphasised that the people's experience of Local Government must be positive and that local government must be at the forefront of improving people's lives and creating condition for inclusive economic growth. The programme responds to the notion that the mandate of local government is service delivery and that the core services that the local government provides includes clean drinking water, sanitation, electricity, shelter, waste removal and roads.

The vision of the developmental local government was that it would be the building block on which the reconstruction and development of our country and society was built, a place in which the citizens of our country could engage in a meaningful and direct way with the institutions of the state. Local government is where most citizens interface with government, and its foundational ethos must be about serving people.

- Basic Services - Creating decent living conditions by consistently delivering quality municipal services.
- Good Governance focus on reducing wastage, spend public funds carefully, hire competent staff, and ensure transparency and accountability.
- Public Participation: Putting People First by ensuring effective public participation platforms.
- Sound Financial Management: manage resources to sustainably deliver services and bring development to communities.
- Building Capable Institutions and Administrations by ensuring that the personnel are dedicated and skilled at all levels.

1.3.7 STATE OF THE NATION ADDRESS 2024

The President, Cyril M. Ramaphosa delivered the State of the Nation Address (SONA) on 08 February 2024. The Umhlabuyalingana LM intends to align its planning and development to the focus areas of the SONA. The following provides a summary of the highlights of the SONA:

Job creation

- Creating youth employment: The government has, working together with the National Youth Development Agency (NYDA), set up several initiatives to provide opportunities for young people, including the National Youth Service and the Youth Employment Service.
- Workplace equality remains an important aspect to be supported.

The fight against corruption

- Restoring institutions and rebuilding the economy: Challenges like state capture and corruption had to be dealt with and the credibility and efficiency of institutions like the South African Revenue Service (SARS) have been restored and their performance improved.
- Combating corruption and other serious crimes: The government set up the Investigating Directorate as a specialized and multidisciplinary unit within the National Prosecuting Authority (NPA) to investigate corruption and other serious crimes.

Economic Recovery

- Revival of the economy through job creation: The unemployment rate is the highest it has ever been. Even as employment is growing, more people are entering the job market each year than jobs are being created.
- Economy and investment: Government introduced economic reforms, an ambitious investment drive, and an infrastructure programme that is starting to yield results. Government is on track to resolve the most important constraints on economic growth by stabilising the energy supply and fixing the logistics system. As these obstacles are removed, the true potential of the economy is unleashed.
- Promoting a green economy through initiatives such as the Special Economic Zone in the Boegoebaai port to drive investment in green energy, supporting electric vehicle manufacturing in South Africa to grow the automotive sector, and increasing the financing pledges for the Just Energy Transition Investment Plan.
- Climate Change Response Fund: This fund will bring together all spheres of government and the private sector in a collaborative effort to build resilience and respond to the impacts of climate change.
- Improving freight logistics: Actions are taken to stabilise and reform the freight logistics system and improve the ports and rail networks.
- VISA system: new regulations have been introduced to reform the visa system, which will make it easier to attract the skills that the economy needs.

Trade and investment

- Support for the Mining Sector through the modernisation of the mining rights licensing system and launching an exploration fund to support emerging miners and exploit new mineral deposits.
- Support for Black Industrialists.

Infrastructure development

- Access to broadband and the internet: Government completed the auction of broadband spectrum, resulting in new investment, lower data costs, and improved network reach and quality. Access to the Internet has risen dramatically.
- Improving water supply: The Department of Water and Sanitation aims to enhance water resource management by initiating infrastructure projects to secure water supply and diversifying water sources to reduce dependence on surface water.
- Road and rail infrastructure: A framework for high-speed rail was approved, focusing initially on the Johannesburg to Durban corridor.

Education

- Improve education.

Services

- Formal housing and clean drinking water to improve.
- Improving municipalities: Several measures are being implemented to address inefficient municipalities by providing support to local government, including professionalising the civil service and ensuring that people with the right skills are appointed to key positions. The District Development Model has proven to be an effective instrument to enhance cooperative governance and collaboration. Government will continue to broaden and deepen this process.
- Interventions to end load-shedding: Government has delivered on its commitments to bring substantial new power through private investment onto the grid.
- Improved life expectancy and healthcare: Life expectancy has increased from 54 years in 2003 to 65 years in 2023. Maternal and infant deaths have declined dramatically. Better quality care to more South Africans by building more hospitals and clinics. The National Health Insurance (NHI) will provide free healthcare at the point of care for all South Africans, whether in public or private health facilities.
- Poverty alleviation: By 2010, the poverty rate had dropped to 60.9%, and it continued to decrease, reaching 55.5 % in 2020, as reported by the World Bank.

Crime

- Crime and violence: Equipping law-enforcement agencies, which had been systematically weakened, to do their work effectively.
    - → Operation Shanela was introduced as a new approach to target crime hotspots.
    - → Border control: Government launched the new Border Management Authority last year to improve the security of the borders.

- Fight against GBVF: Together with civil society, government has developed the National Strategic Plan on GBVF, together with civil society, as a society wide response to this pandemic.

International

- A better Africa and a better world: Government remains committed to playing a constructive role on the continent and around the globe for the realisation of a better Africa and a better world. It will continue to play an important role to silence the guns throughout the continent.

1.4 KwaZulu-Natal Provincial Sector Plans

1.4.1 Provincial Growth And Development Strategy and Plan

The Provincial Growth and Development Strategy (PGDS) outlines a development vision for the KwaZulu-Natal Province. The review of the strategy started in 2021/22 and is still in progress. The seven objectives stated in the 2019–2024 Medium-Term Strategic Framework are reflected in the framework for the review of the 2021 PGDS in the interests of alignment, coordination, and integration. These objectives thus include a capable, ethical and developmental state; economic transformation and job creation; education, skills and health; consolidating the social wage through reliable and quality basic services; spatial integration, human settlements and local government; social cohesion and safe communities; and a better Africa and world. The strategy focuses on:

- what the key priorities of the Province are;
- what the collective impact is;
- what the anticipated outcomes are that must be realised;
- what the interventions are that will be focused on to achieve this;
- how performance will be measured; and
- where is the province going to do this and what are the spatial priorities.

Provincial Growth and Development Plan (PGDP) translates the PGDS into an implementation plan that provides a sound platform for departmental, sectoral and stakeholder annual performance planning, resource allocation, and monitoring.

1.4.2 Provincial Spatial Development Framework

The KwaZulu-Natal Provincial Spatial Framework represents the long-term spatial vision of the province and the spatial expression of the Provincial Growth and Development Strategy (PGDS). It provides the spatial context for proposed strategic interventions. The PSDF depicts the main drivers of the economy, and spatially identifies areas of focused investment by targeting areas of highest need, and the highest potential for improvement within the province.

The PSDF has recently been reviewed and the 2022-2027 PSDF has been adopted by cabinet on the 22 of June 2022.

1.4.3 PROVINCIAL SPATIAL ECONOMIC STRATEGY

The Provincial Spatial Economic Strategy (PSEDS) incorporates spatial planning into an economic development framework that allows economic development plans to provide guidance in developing economic activity nodes and routes (corridors) that link them. The PSEDS is therefore able to respond to the local context resulting in appropriate interventions occurring where they are likely to have the greatest impact, particularly in terms of addressing spatial inequalities.

The objectives of the PSEDS may be summarised as follows:

- To identify development corridors and nodes to provide guidance as to the type of government interventions required and where these should be situated.
- Devise an objective criterion for geo-referencing and mapping the corridors, nodes, PSEDS regions and catalytic projects.
- Ensure stakeholder involvement to try and get their buy-in through workshops for the framework across all districts.
- Outline the roles and responsibilities of the various implementation agencies.

The PSEDS aims for the following outcomes by providing development direction at local government level:

- Interventions of the government become evidence based.
- The provincial government will provide an enabling framework for economic development.
- Greater involvement of the private sector as the development plans of the government are clearer.
- The economic development will take place within the intergovernmental framework and in the PSEDS is a guide for the prioritisation of investments in the province by both the public and private sector.
- The context of close cooperation other government departments and agencies.
- Economic development will support the economic, social and environmental goals and policies of the national and provincial government.
- That interventions going forward are implemented based on the projected economic impact on the local communities.
- Alignment of initiatives by the various spheres of government and their agencies.

1.4.4 DISASTER RISK MANAGEMENT POLICY FRAMEWORK FOR KWA ZULU NATAL, 2010

The Policy Framework for Disaster Risk Management in the Province of KwaZulu-Natal (2010) was prepared in compliance with Section 28 of the Disaster Management Act, Act No. 57 of 2002. The framework seeks an integrated and uniform approach to disaster management in the province by all provincial organs of state, provincial statutory functionaries, non-governmental organisations involved in disaster management in the province and by the private sector.

1.4.5 District Development Model

The South African government developed the District Development Model (DDM) in 2020, as a vehicle to promote inter-spherical planning through the development and implementation of One Plan and One Budget. This district-based coordination model aims to address service delivery and economic development challenges through the synchronisation of planning across all spheres of government.

The uMkhanyakude District Municipality developed the uMkhanyakude District Municipality's One Plan One Budget in partnership with the family of local municipalities. The uMkhanyakude District Municipality's One Plan One Budget is aligned with the Umhlabuyalingana Municipality's IDP, SDF, SDBIP, Ward-based Plans and Operation Sukuma Sakhe.

The community priority needs included in the ward-based plans are aligned to the service delivery needs entailed in the Operation Sukuma Sakhe plans per ward and then budgeted and implemented in the SDBIP. Furthermore, the key developmental needs of Umhlabuyalingana Municipality are aligned to the uMkhanyakude District Growth and Development Plan, uMkhanyakude District Municipality's One Plan One Budget, Operation Sukuma Sakhe District Task Team Plan and sector departmental plans. The implementation of provincial and national priorities at Umhlabuyalingana Municipality through the municipal IDP and SDBIP enables the realisation of One Plan and One Budget. The Diagram illustrated below indicates the implementation of DDM in line with Operation Sukuma Sakhe, Ward-based Planning, and sector department's budgetary commitments.

The implementation of DDM in the Umhlabuyalingana Municipality enables the interface of political, traditional, and administrative governance through the functionality of clusters and committees. The functionality of the inter-governmental forums at a district and local Municipality's levels enables the effective management and accountability of service delivery priorities in a manner that promotes seamless governance and realisation of One Plan One

Figure 3: IGR Functionality And DDM Implementation Through the IDP



Budget. The diagram provides a clear picture of seamless governance in the implementation of DDM in Umhlabuyalingana Municipality.

1.4.6 State of the Province Address 2024

The following key points, focusing on economic recovery, social challenges, and infrastructure development, were highlighted during the 2024 State of the Province Address for KwaZulu-Natal by Premier Nomusa Dube-Ncube.

Economic Recovery and Job Creation

Job creation initiatives, particularly in sectors like agriculture, manufacturing, and tourism, were undertaken in the province. Other important economic growth elements were highlighted as investments in infrastructure projects and small businesses support.

Infrastructure and Service Delivery

Progress have been made with service delivery and it was noted that over 97% of households have access to electricity, and 85% have access to piped water in the province.

Education and Skills Development

Education and training programs must remain key areas of focus in the province. The provincial government remains committed to enhancing education and skills development to empower the youth.

Social Cohesion and Safety

Social cohesion and community safety are important points for the province. There are several initiatives to reduce crime and enhance community policing in the province. Peace and stability are of special importance within the province.

Healthcare and COVID-19 Response

The resilience of the healthcare system was highlighted. Efforts to improve healthcare services are also ongoing and vaccination campaigns and support for healthcare workers remain key focus areas.

1.5 Alignment of Government Priorities

The tabe belwo depicts the alignment between the National Development Plan Priorities, Provincial Growth and Development Strategy, Umkhanyakude District Growth and Development Plan and Umhlabuyalingana development priorities.

Table 5: Municipal Goals Alignment to National, Provincial and District Goals

National Development Plan Priorities	PGDS Strategic Goals	uMkhanyakude District Development Model	Umhlabuyalingana Goals and Priorities
Create jobs	Inclusive Economic Growth	Inclusive Economic Growth	Job Creation through Economic Development

National Development Plan Priorities	PGDS Strategic Goals	uMkhanyakude District Development Model	Umhlabuyalingana Goals and Priorities
	(economic transformation and job creation)	• Expanded district economic output and increased quantity and quality of employment opportunities	
Quality Education Build a Capable State	Human Resource Development (capable, ethical and developmental state; education, skills and health)	Human Resource Development • Enhanced quality of district human resource	Viable Economic Growth and Development
Quality Health Care Unite the Nation	Human and community Development (education, skills and health; social cohesion and safe communities; a better Africa and world)	Human and community Development • Improved quality of life and life expectancy	Municipality Resourced and committed to attaining the vision and mission of the organization
Expand infrastructure	Strategic Infrastructure (consolidating the social wage through reliable and quality basic services)	Strategic Infrastructure • High quality infrastructure network to support improved quality of life and economic growth	Efficient and Integrated Infrastructure and services Municipality Resourced and committed to attaining the vision and mission of the organization
Use Resources Properly	Environmental Sustainability (spatial integration, human settlements and local government)	Environmental Sustainability • District characterized by integrity and quality of its physical environment and underpinned by a coherent spatial development	To promote environmental conservation and promotion
Fight Corruption Use Resources Properly	Governance and Policy	Governance and Policy • Excellence in governance and leadership	Democratic, Responsible, Transparent, Objective and Equitable Municipal Governance Improve municipal financial viability and management
Inclusive Planning	Spatial Equity (spatial integration, human	Spatial Equity • District characterized by integrity and quality of its	Integrated Urban and Rural Development

National Development Plan Priorities	PGDS Strategic Goals	uMkhanyakude District Development Model	Umhlabuyalingana Goals and Priorities
	settlements and local government)	physical environment and underpinned by a coherent spatial development pattern	

1.6 Alignment With Back To Basics

The core services that the local government provides – clean drinking water, sanitation, electricity, shelter, waste removal and roads – are basic human rights, essential components of the rights to dignity enshrined in our Constitution and Bill of Rights. The vision of the developmental local government was that it would be the building block on which the reconstruction and development of our country and society were built, a place in which the citizens of our country could engage in a meaningful and direct way with the institutions of the state. Local government is where most citizens interface with government, and its foundational ethos must be about serving people.

National Development Plan makes it clear that meeting our transformation agenda requires functional municipalities and capable machinery at a local level that can create safe healthy and economically sustainable areas where citizens and people can work, live and socialise. Our goal is to improve the functioning of municipalities to better serve communities by getting the basics right.

During the 2014 State of the Nation address the President emphasised that the people's experience of the Local Government must be a positive one and local government must be at the forefront of improving people's lives and creating conditions for inclusive economic growth. That was followed by the introduction of the Back to Basics programme which was launched with the theme "Serving our Communities Better" on the 18th of September 2014, in which The President outlined the government plan of action for the next five years which is to ensure a focused and strengthened Local Government by getting the basics right working with all other spheres of government.

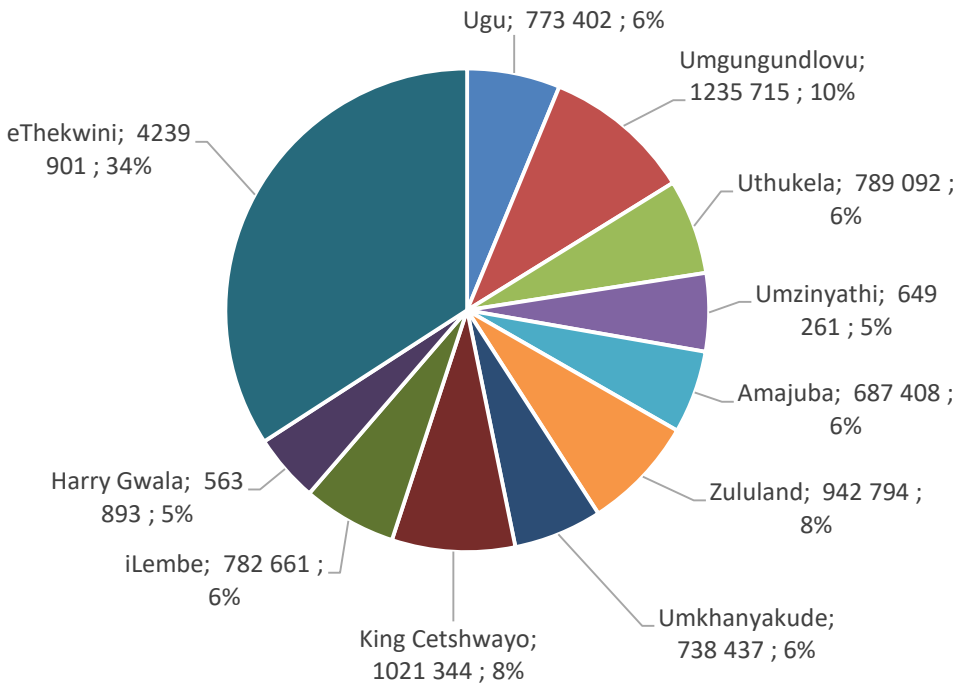
2 SITUATIONAL ANALYSIS

2.1 Demographic Profile

2.1.1 Provincial and District Population Size

The uMkhanyakude District has the fourth smallest population in the KwaZulu Natal Province, with 738 437 people. It accounts for 5.9% of the total KZN population (12 423 908). According to the 2022 Census data (Stats SA), the eThekwini Metropolitan Municipality is the most populated municipality in the province (34.1%), followed by uMgungundlovu District (9.9%) and King Cetshwayo District (8.2%). More than 50% of the provincial population resides in municipalities that have the largest urban centres, that is eThekwini, uMgungundlovu, and King Cetshwayo Municipalities (refer to figure below).

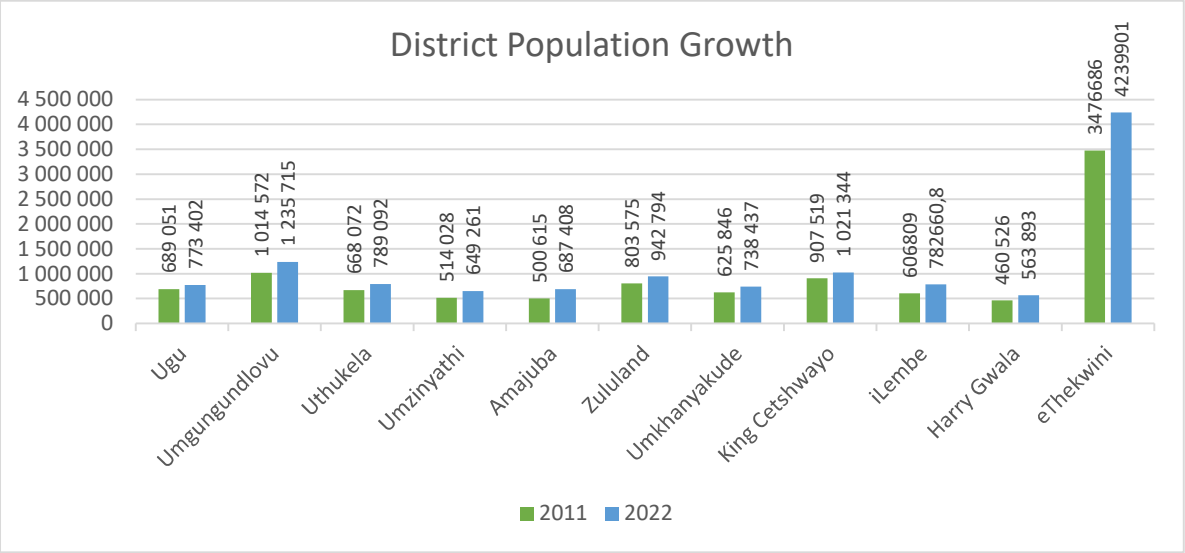
Figure 4: uMkhanyakude District Within KZN Province



Source: Census 2022 Provinces at a glance / Statistics South Africa: 2023

The figure below indicates the population growth per district municipality between 2011 and 2022. The data reveals that the population of the uMkhanyakude District Municipality increased by 112 591 people during this period.

FIGURE 5: DISTRICT POPULATION GROWTH BETWEEN 2011 AND 2022



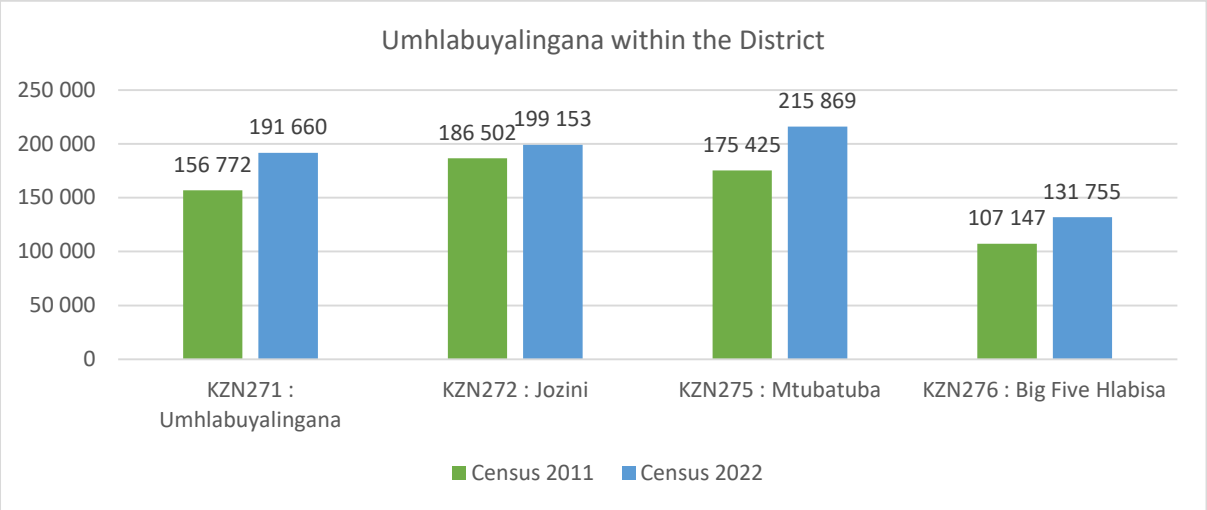
Source: Census 2022 Provinces at a glance / Statistics South Africa: 2023

2.1.2 POPULATION SIZE AND GROWTH

The population in Umhlabuyalingana LM was 156 772 in 2011 and increased to 191 660 in 2022 at a growth rate of 2%. The other two municipalities that also grew at 2% were Mtubatuba and Big Five Hlabisa, while Jozini grew at only 0,6%.

The Big Five Hlabisa LM has the smallest population in the district at 17.8%, followed by Umhlabuyalingana LM (26%) and Jozini LM (27%). Mtubatuba LM has the largest population, representing 29.2% of the district.

FIGURE 6: UMHLABUYALINGANA LM WITHIN THE DISTRICT



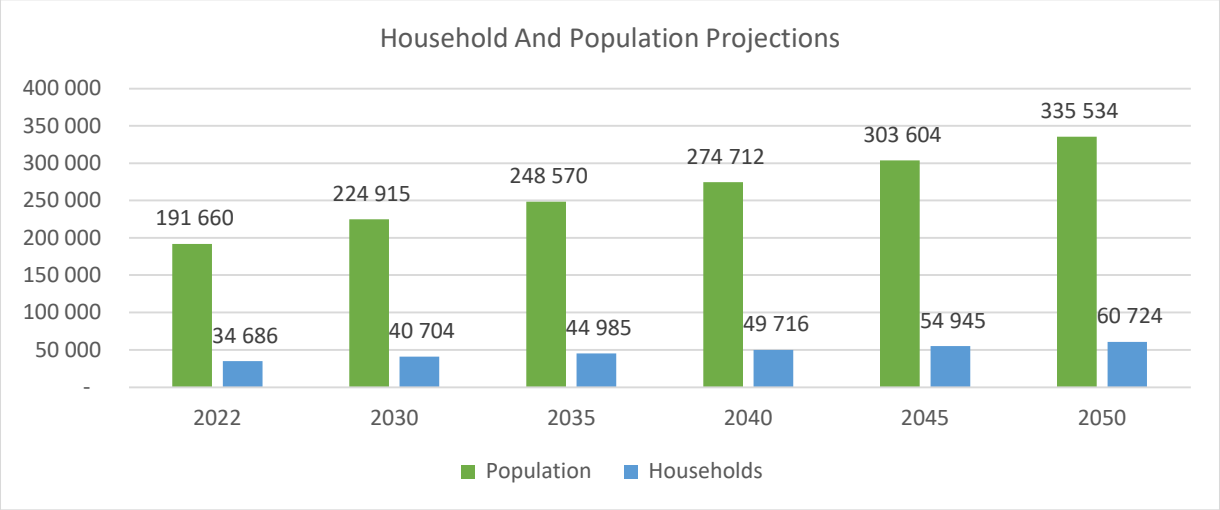
Source: Census 2022 Provinces at a glance / Statistics South Africa: 2023

The population in Umhlabuyalingana grew by 2% per annum between 2011 and 2022, whereas the previous population growth between 2001 and 2011 was 0.95%.

2.1.3 Population Growth Projections

The Figure below indicates the projected household and population in 2050. It is based on the population growth rate of 2% recorded between the 2011 and 2022 Census periods. It is estimated that the population of Umhlabuyalingana LM will increase from 191 660 to 335 534 and households from 34 686 to 60 724 in 2050. The population will thus increase by 143 874 over 28 years, with an average annual increase of 5 138.

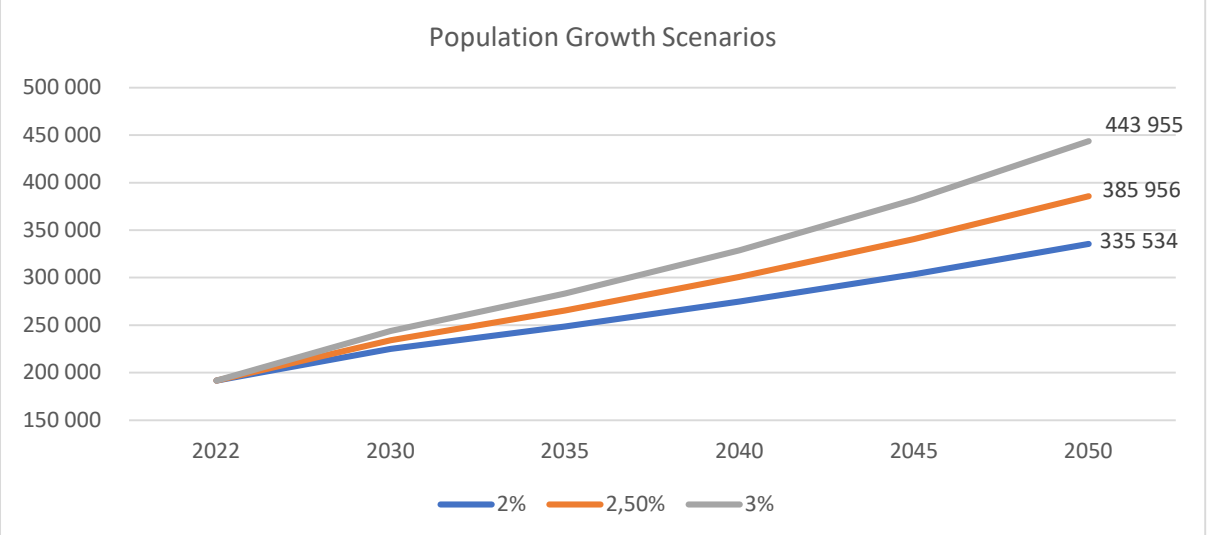
Figure 7: Population And Household Projections



Source: Census 2022 Provinces at a glance / Statistics South Africa: 2023; own calculations

The figure below indicates population growth rate projections based on low, medium, and high growth scenarios. Assuming a high growth rate, the population will reach 283 078 by 2035 and 443 955 by 2050. Assuming a low growth rate (current), the population will be about 248 570 by 2035 and 335 534 by 2050.

Figure 8: Projected Population Growth



Source: Census 2022 Provinces at a glance / Statistics South Africa: 2023; own calculations

2.1.4 Household Structure

Households increased by 815 households between 2011 and 2022. The average household size in Umhlabuyalingana LM was 5.5 in 2022. This has increased by 2.1 household members from 3.4 in 2011. This current household size is also higher than the provincial average household size of 4.4 people per household in 2022.

Table 6: Number of Households and Household Size

	Census 2011	Census 2022
Total Households	33 871	34 686
Average Household Size	4,6	5,5

Source: Census 2022 Provinces at a glance

2.1.4.1 Missing Father

Fatherhood is an important factor in South African society and SA has among the highest figures of absent fathers. Most South African communities are facing the challenge of a father's absence. Fathers play a crucial role in families, and this must be restored.

The table below represents information on missing fathers in Umhlabuyalingana LM, according to the MYPE 2023. The population pyramid suggests that the municipality has more children compared to any other age cohort. This affects the socio-economic status of families and service delivery.

Table 7: Missing Father

MISSING FATHER	0–14-year-olds	Father alive "Yes", father part of household "No"	Father alive "Yes", father part of household "No" (%)
DC27: UMkhanyakude	281 781	194 223	68,9
KZN271 : Umhlabuyalingana	70 050	46 818	66,8
KZN272 : Jozini	82 344	55 972	68,0
KZN275 : Mtubatuba	82 443	58 873	71,4
KZN276 : Big Five Hlabisa	46 945	32 560	69,4

Source: MYPE 2023

According to MYPE 2023 data for living arrangements in the province, 50.6% of children reside with their mother, while only 19.8% live with their father and 24.8% live with neither.

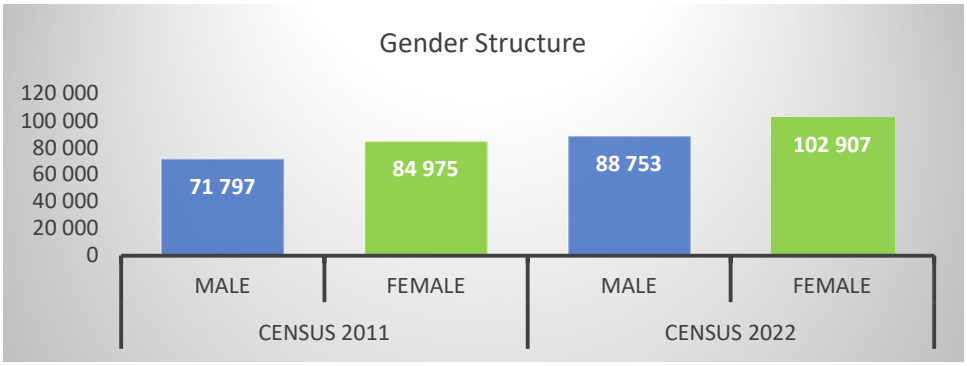
2.1.5 Population Distribution By Age And Gender

2.1.5.1 Population Distribution By Gender

The gender composition of the population indicates that females are in the majority compared to their male counterparts (refer to Figure below).

The gender ratio indicates that there were 84.5 males per 100 females in 2011, which increased to 86.2 males per 100 females in 2022. Females represented 53.7% of the population in 2022.

FIGURE 9: GENDER STRUCTURE



Source: Census 2022 Provinces at a glance / Statistics South Africa: 2023

Gender-Based Programmes for Women

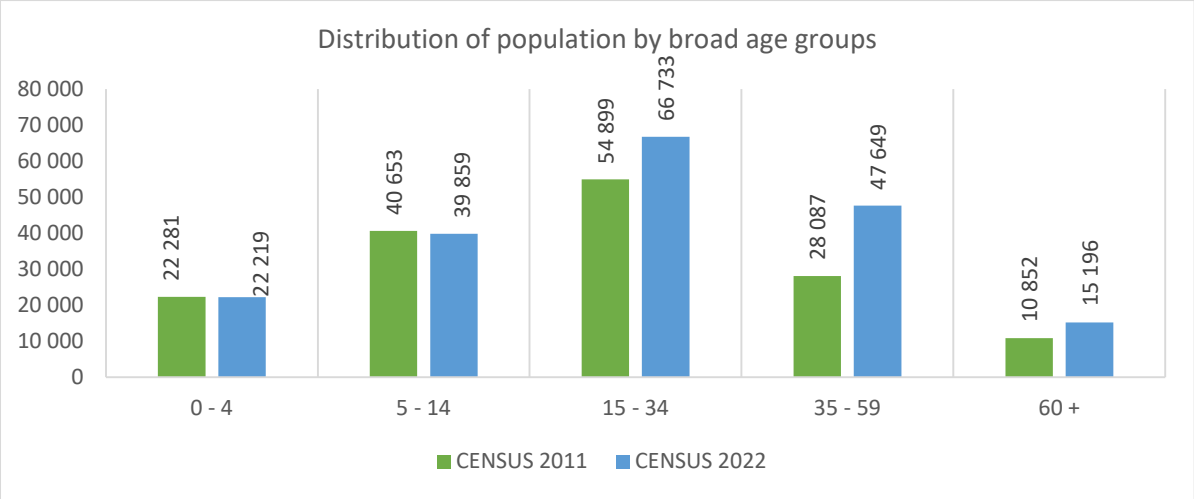
The Umhlabuyalingana Municipality and government departments respond to the population dynamics at a grassroots level and will be implementing the **Siyakhona Women Empowerment** and **Senzokuhle Women Empowerment Projects**. These projects will be done in partnership with the Department of Social Development to cater for the developmental needs of women.

Furthermore, the Umhlabuyalingana Municipality will conduct the interventions at a ward level to address challenges faced by women. These projects are also aimed at addressing issues of Gender-based violence through victim empowerment support that is embedded in these projects.

2.1.5.2 Population Distribution By Age

The Figure below indicates the distribution of the population by broad age groups between 2011 and 2022. The results indicate that all the ages increased, except the 0-4 and the 5-14 age category, which decreased slightly. The age categories with the highest increase are between 35 to 59. This category also represents most of the population accounting for 24.9% in 2022.

FIGURE 10: DISTRIBUTION OF POPULATION BY BROAD AGE GROUPS

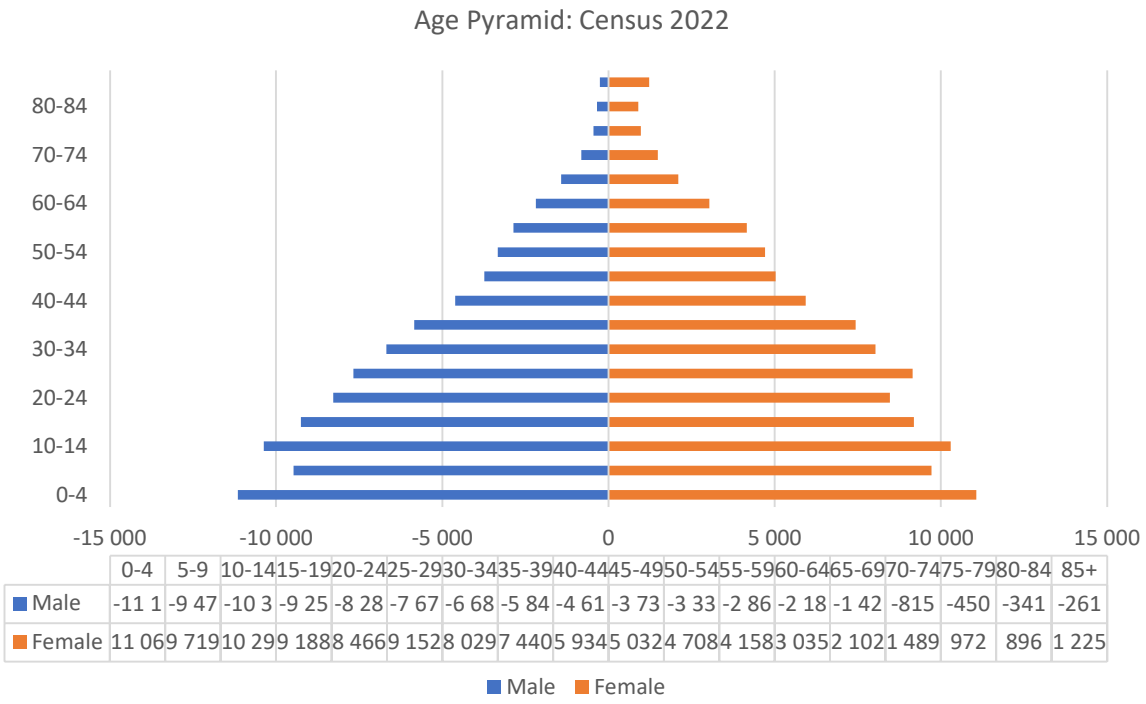


Source: Census 2022 Provinces at a glance / Statistics South Africa: 2023

Approximately 67.2% of the population in 2022 were below the age of 34, which is essentially youth. This implies that the municipality must respond to the needs of the youth and provide healthcare

services, ECDs, education, and the welfare of children. The municipality must also ensure that opportunities are created that cater to the youth to create a positive contribution to economic growth. The youth will contribute to population growth, an increased need for social facilities, and demand for jobs in the medium to long term.

FIGURE 11: POPULATION AGE PYRAMID

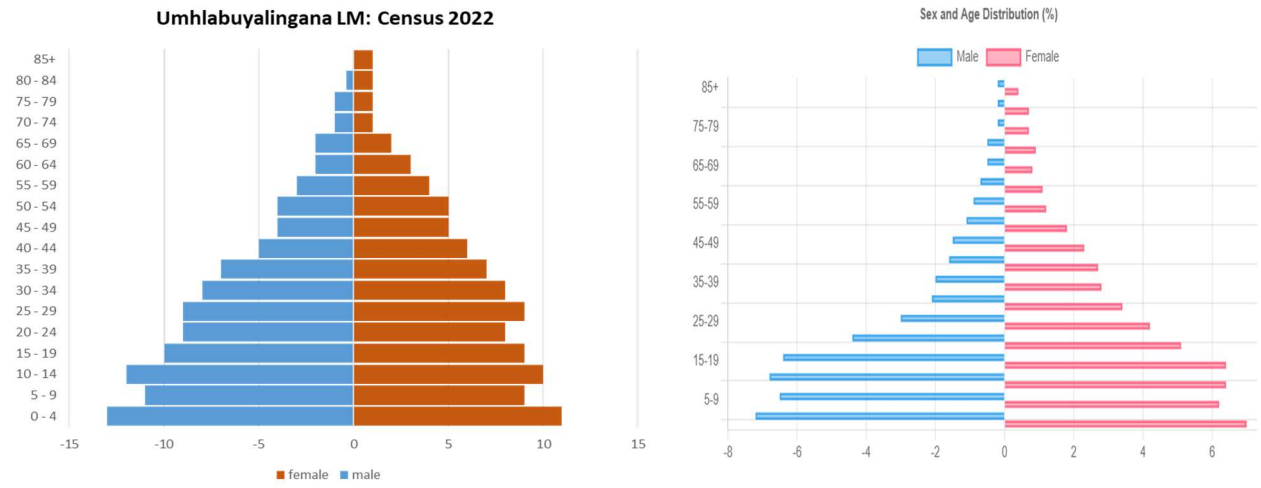


	0-4	5-9	10-14	15-19	20-24	25-29	30-34	35-39	40-44	45-49	50-54	55-59	60-64	65-69	70-74	75-79	80-84	85+
Male	-11 1	-9 47	-10 3	-9 25	-8 28	-7 67	-6 68	-5 84	-4 61	-3 73	-3 33	-2 86	-2 18	-1 42	-815	-450	-341	-261
Female	11 069	719	10 299	1888	466	9 152	8 029	7 440	5 934	5 032	4 708	4 158	3 035	2 102	1 489	972	896	1 225

Source: Census 2011; Census 2022 Provinces at a glance / Statistics South Africa: 2023

The population pyramid for 2022 reflects an ageing population, with 15.6% being over the age of 60. There are also more elderly women than men (9.4%), indicating a higher mortality rate among males in older age groups than females. The aged adds pressures on public healthcare and social welfare responsibilities of the government and must be targeted through Elderly Programmes.

FIGURE 12: POPULATION BY AGE AND GENDER COMPARISON: 2011 AND 2022



Source: Census 2011; Census 2022 Provinces at a glance / Statistics South Africa: 2023

The pyramid above, comparing 2011 and 2022 age and gender, depicts a shift whereby there is recognisable growth in the economically active age group. The working-age population (15-64 years) increased from 54.8% in 2011 to 62.4% in 2022. This has implications for adequate skills to contribute to employment and economic growth, as well as available health services.

The 0-4 age group also experienced growth, which implies high fertility trends in the LM.

ECD Interventions

Creches in partnership with the Department of Social Development are operational and funded in wards 1, 9, 10, 11, 12, 13, 16, 17 and 18. These creches are used to equip children with sufficient knowledge and skills required to commence Grade 1. It is imminent that Umhlabuyalingana Municipality plays a paramount role in the investment of quality education in line with the KZN Provincial Growth and Development Strategy and National Development Plan.

Youth Interventions and Programmes

Youth Development is a process that automatically involves all of the people around a youth—family and community. A young person will not be able to build essential skills and competencies and be able to feel safe; cared for, valued, useful, and spiritually grounded unless their family and community provide them with the support and opportunities they need along the way.

The Municipality is working towards positive results in the lives of youth by focusing on different aspects of life rather than concentrating only on academic skills and competencies. The expected outcomes of youth development programmes include physical well-being, mental well-being, Intellectual health, employability, and civic and social investment. Umhlabuyalingana Municipality therefore engaged in numerous programmes to achieve their goal.

The Municipality runs the youth programmes which are mainly focused on youth and established a youth forum/desk, which specifically looks at the programmes or issues affecting the youth. The youth structure was formed by members from 20 wards, with an executive that consists of the Chairperson, Deputy Chair, Secretary, Deputy Secretary, Treasurer and 2 additional members. They have also developed terms of reference. In the past two years, they have done Career exhibitions and the Jabula Uzibheke Programme where they encourage youth to take care of themselves during the festive season.

In the 2024/25 Draft IDP, the Municipality has prioritised the development and maintenance of the Scabazini Youth Academy which intends to unleash the youth's talent and development. The Municipality further has a Youth Manager in its organogram and an official who is tasked with effectively and efficiently dealing with youth programmes and projects.

Interventions for the Elderly

The Municipality has prioritised the community engagements named Luncheon Clubs in various wards with intent of engaging elderly women about the challenges they are currently facing, the proposed interventions and role they can also play in the preservation of cultural values and norms.

The planned and budgeted projects for the elderly women that will be done in partnership with Department of Social Development include:

- Siyaphambili Clubs Club
- Lindokuhle Luncheon Club
- Qedusizi Luncheon Club
- Fasimba Luncheon Club.

It is crucial to indicate that the aforementioned projects are not merely a talk show, but interventions aimed at unlocking challenges, development potential and proactively addressing social ills.

2.1.6 Population Distribution by Race

The table below provides an analysis of the racial groups in the municipality. It indicates that in 2022, the African population constituted 99.3% of the municipal population, 98.8% of the uMkhanyakude District, and 84.8% of the provincial population.

Table 8: Population Distribution by Race (Percentage)

Municipality	Census 2011					Census 2022				
	Black African	Coloured	Indian/Asian	White	Other	Black African	Coloured	Indian/Asian	White	Other
KwaZulu-Natal	86,8	1,4	7,4	4,2	0,3	84,8	1,5	9,3	4,1	0,2
uMkhanyakude DM	98,8	0,2	0,2	0,7	0,2	98,8	0,2	0,2	0,6	0,1
Umhlabuyalingana LM	99,3	0,1	0,1	0,3	0,1	99,3	0,2	0,1	0,4	0,1

Source: Statistics South Africa | Census Dissemination (statssa.gov.za), 2011 and 2022

There is thus a clear dominance of the African population group in the province, district and at a local municipal level.

2.1.7 Orphan Children

The table below indicates the orphaned children aged less than 18 years old. Most children who are orphans in the municipality lost their fathers (2697), followed by maternal orphans (6267) and double orphans (891). This accounts for approximately 12.2% of the population younger than 19 years.

Figure 13: Distribution of population aged less than 18 years old by orphanhood status

	Maternal Orphan	Paternal Orphan	Double Orphan
DC27: uMkhanyakude	18 119	35 035	7432
KZN271 : Umhlabuyalingana	2 697	6 267	891

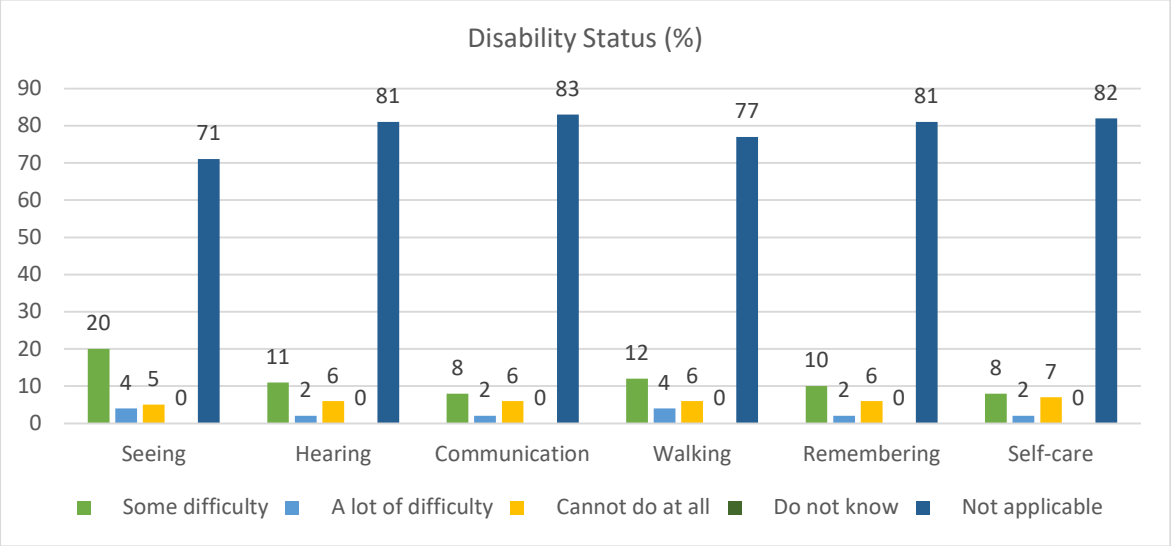
Source: StatsSA: Community Survey 2016

2.1.8 People Living With A Disability

The table below indicates that approximately 69% of the municipal population have some disability, while 16% have a lot of difficulty, and 36% have a disability as indicated in the figure below. The

Municipality is focusing on enabling disability mainstreaming and integration through workshops and partnerships with stakeholders such as the Department of Social Development and the Department of Health.

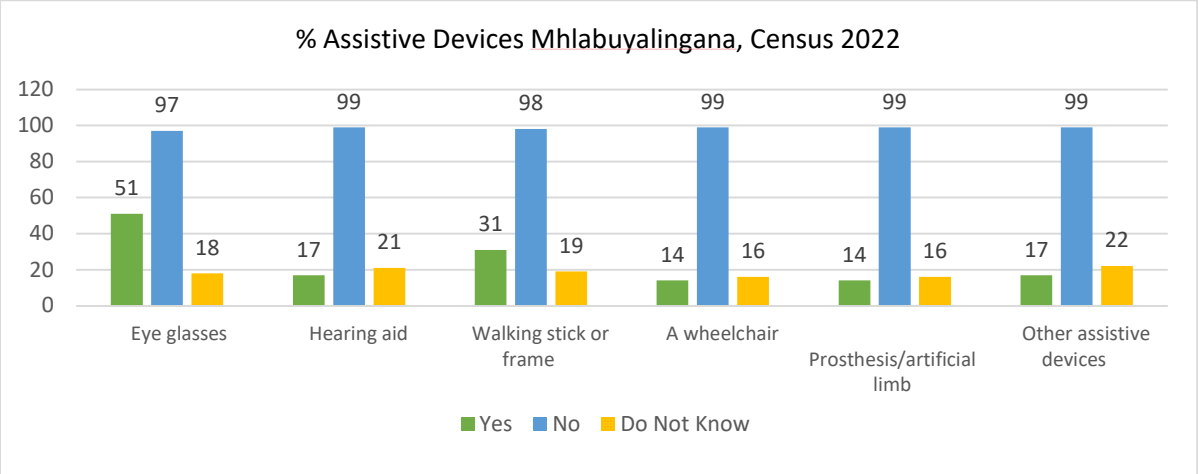
FIGURE 14: PEOPLE WITH DISABILITIES



Source: StatsSA, SuperCROSS 2022

The figure below indicates the percentage of the population that uses assistive devices.

FIGURE 15: % ASSISTIVE DEVICES



Source: StatsSA, SuperCROSS 2022

Disability Mainstreaming

In support of the vulnerable and disabled groups, the Municipality in partnership with the Department of Social Development established the following special programmes:

- Women's Forum: Meet quarterly and 2 planned awareness campaigns.
- Gender Forum: Meet quarterly and 2 planned awareness campaigns.
- Disability Forum: Meet quarterly and there are 2 planned disability campaigns.
- The Municipality holds disability campaigns annually and there are 2 campaigns planned for 2024/2025.

- Youth Forums: The Municipality has planned a Youth Summit, Career Exhibition, School Support, Festive Season Programme and Youth Leadership.
- HIV/AIDS Programme: The are 4 campaigns planned for the new financial year.
- Sports and Recreation: There are ward-based sports activities.
- Arts and Culture: The Municipality assists the up-and-coming artists who are trained by seasoned professionals. The Municipality also provides support to the youth during the Reed Dance Festival (Umkhosi Womhlanga) which usually takes place at eNgwavuma-eMachobeni andKwaNongoma–Enyokeni. This encourages young women to take care of themselves and about moral regeneration.

2.1.9 Fertility, Mortality And Life Expectancy

The table below indicates the child health indicators for Umhlabuyalingana Municipality. There has been an increase in infant mortalities between 2016 and 2019, increasing from 9.6 to 12.2. A similar trend is noted for mortality under the age of five. Babies born with a low birth rate also increased during this period. These trends are associated with factors such as access and quality of healthcare, poverty, nutrition and some infectious diseases.

The immunisation rate and the acute malnutrition rate under five similarly increased within this period from 86.4% to 116.9%. Although the increase in the immunisation rate can be seen as a positive trend, malnutrition is negative, because more children under five suffer from malnutrition.

Table 9: Child Health Indicators

Child Health Indicators	2016	2017	2018	2019
Infant mortality	9.6	14.5	19.8	12.2
Under five mortality	2.9	6.1	6.6	4.9
Low birth rate	2.1	5.3	6.3	9.8
Immunisation rate	86.4	94.1	106.7	116.9
Acute malnutrition under five	86.4	94.1	106.7	116.9

- Infant mortality refers to the number of children younger than one who die in a year per 1 000 live births.
- Acute malnutrition refers to a child under five with a weight below -3z scores of the median WHO growth standards.
- The immunisation rate is the percentage of children younger than one who received all the primary vaccines.
- Low birth rate is the percentage of babies born in a facility who weigh less than 2.5 kilograms

Source: Health Department, 2020 & DPME, 2017, cited in Umhlabuyalingana: Municipal Socio-Economic Profiles, 2021

The table below indicates the leading underlying causes of death in the district. The data suggests that natural causes are the most common cause of death, accounting for 42.8%. This is followed by HIV and cerebrovascular diseases.

Table 10: Ten leading underlying natural causes of death in uMkhanyakude district, 2019

Underlying natural causes of death	No.	%
Human immunodeficiency virus [HIV] disease (B20_B24)	287	10,2
Cerebrovascular diseases (I60_I69)	237	8,4

Underlying natural causes of death	No.	%
Tuberculosis (A15_A19)	184	6,5
Diabetes mellitus (E10_E14)	136	4,8
Hypertensive diseases (I10_I15	121	4,3
Other forms of heart disease (I30_I52)	108	3,8
Influenza and pneumonia (J09_J18)	92	3,3
Other bacterial diseases (A30_A49)	89	3,2
Renal failure (N17_N19	87	3,1
Other viral diseases (B25_B34	67	2,4
Other Natural	1207	42,8
Non-natural	203	7,2
All causes	2818	100

Source: StatsSA, Mortality and causes of death in South Africa: Findings from death notification, 2019

2.1.9.1 HIV Prevalence

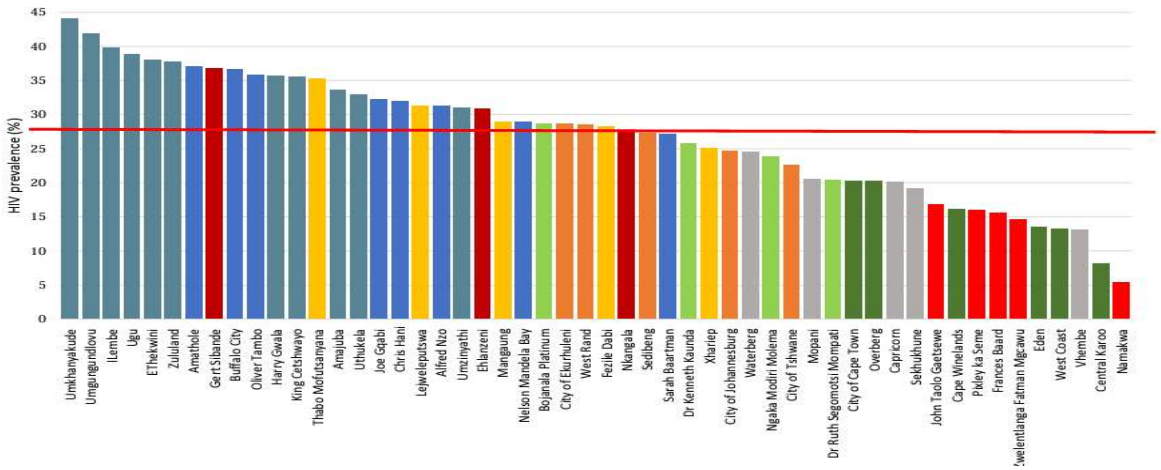
The table below indicates the HIV programmes between 2016 and 2019 for Umhlabuyalingana municipality. HIV prevalence increased by 87 012 between 2016 and 2019. The number of clients starting ART decreased by 1453 between 2016 and 2019.

TABLE 11: HIV TREATMENT INDICATORS

HIV TREATMENT INDICATORS	2016	2017	2018	2019
Patients remaining on ART	258 212	294 817	327 633	345 224
Patients starting ART treatment	3 835	2 986	2 722	2 382

Source: National Treasury 2021, cited in Umhlabuyalingana: Municipal Socio-Economic Profiles, 2021

FIGURE 16: HIV PREVALENCE AMONG PREGNANT WOMEN BY DISTRICT (2022)



Source: Antenatal HIV Sentinal Survey, South Africa

According to national surveys, uMkhanyakude had the seventh-highest number of HIV in the country. The antenatal survey in 2022, however, indicates that the district is now number 1 in the country in respect of HIV prevalence. Contributing factors must be addressed collectively.

In addition, young people are faced with several challenges that affect their well-being which include amongst others, substance abuse, teenage pregnancy, rape, crime, violence, unsafe sex, abortion, HIV/AIDS, TB and emotional abuse. The Municipality hosted several awareness campaigns on HIV/AIDS, TB and teenage pregnancy. The target group was the youth, and out of school. High Schools

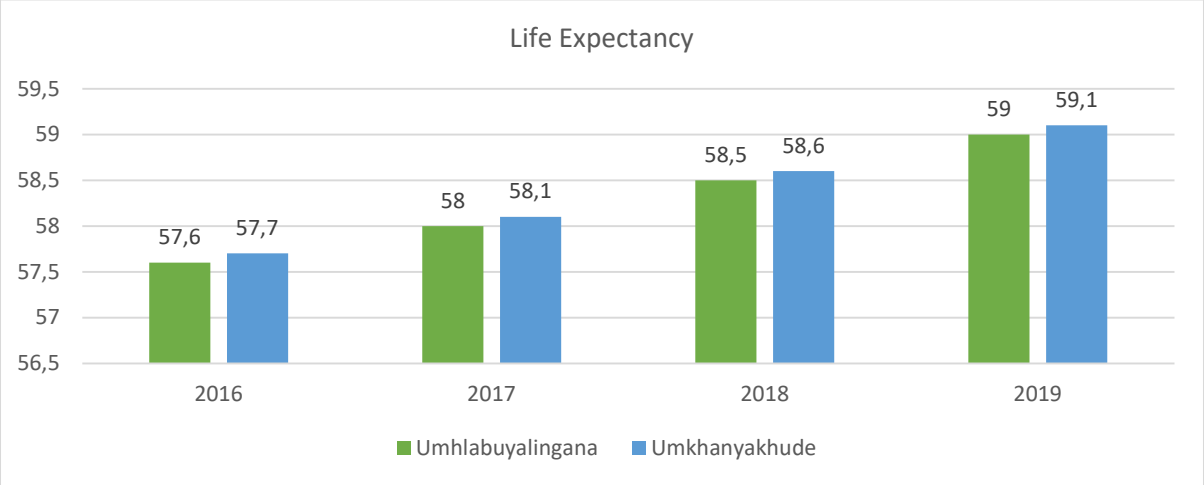
are targeted for participation in the workshop. The workshop objectives will be to expose young people to relevant information regarding Anti-Substance Abuse and Anti-Drug Abuse programmes and provide a platform for an intense interaction between experts in the field of Anti Substance Abuse and Anti-Drug Abuse among the youth within Umhlabuyalingana.

To effectively address the cross-cutting challenges facing the special groups, the focus should be placed on the enhancement of government capacity and collaboration between three spheres of government, the promotion of the role of civil society and community participation, and the improvement of data quality for a better life for all. Umhlabuyalingana Local Municipality has also established Ward Aids committees in all 20 wards and a Local Aids Council which is chaired by the Mayor.

2.1.9.2 Life Expectancy

The life expectancy[1] in the Umhlabuyalingana Municipality has increased from 57.6 to 59 years between 2016 and 2019. The life expectancy is less compared with that of the uMkhanyakude District (Umhlabuyalingana: Municipal Socio-Economic Profiles, 2021).

FIGURE 17: LIFE EXPECTANCY



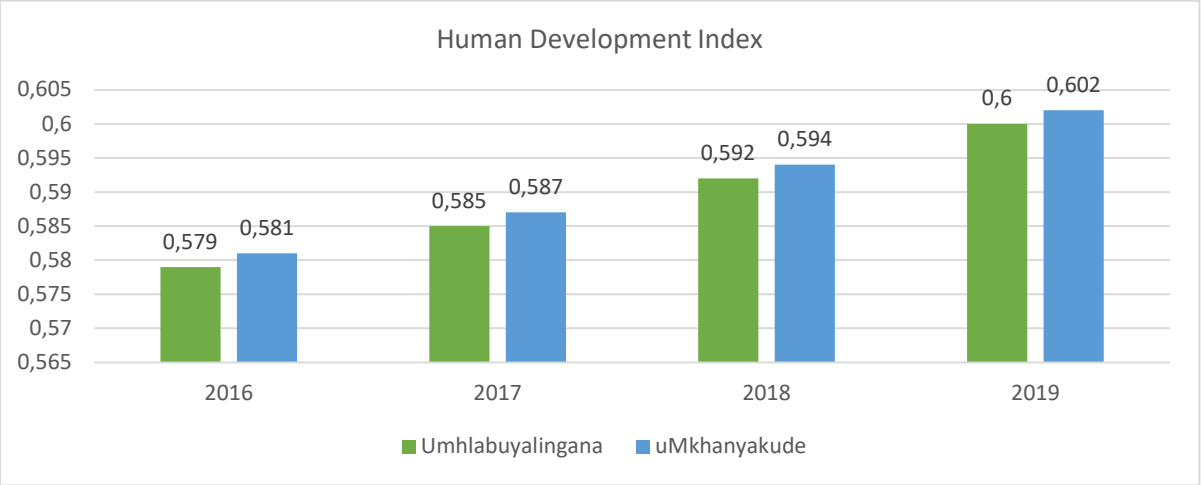
Source: Quantec 2021, cited in Umhlabuyalingana: Municipal Socio-Economic Profiles, 2021

2.1.9.3 Human Development Index

The Human Development Index is a composite index which takes into consideration three elements of human development, namely a long and healthy life, access to knowledge and a decent standard of living (Umhlabuyalingana: Municipal Socio-Economic Profiles, 2021).

[1] Life expectancy is the number of years a new-born would live if prevailing patterns of age-specific mortality rates at the time of birth were to stay the same throughout the child's life (DPME, 2017).

FIGURE 18: HUMAN DEVELOPMENT INDEX



Source: Quantec 2020, cited in Umhlabuyalingana: Municipal Socio-Economic Profiles, 2021

The figure above indicates that there has been an increase in the HDI in both Umhlabuyalingana and uMkhanyakude between 2016 and 2019. It can thus be deduced that the well-being of people in the municipality improved (beyond just economic growth). The value of the index in the municipality does however indicate that human development is still low to medium in Umhlabuyalingana.

2.1.9.4 Migration Patterns

Limited data is available in respect of migration patterns, especially at a local municipal level. However, migration is an important contributing factor to population growth. Intercensal migration is the migration flows between the Census 2011 and Census 2022. The table below shows the place of residence in the previous census compared to the current census. While five of the provinces (Western Cape, Northern Cape, Northwest, Gauteng and Mpumalanga) received more people into the province, the other four experienced a negative migration of people moving out of the province. KZN falls in the latter category and recorded a negative net migration of -10 067.

TABLE 12: DISTRIBUTION OF POPULATION BY PROVINCE OF USUAL RESIDENCE & PROVINCE OF PREVIOUS RESIDENCE, CENSUS 2011 & 2022

Province of previous residence	Province of usual residence									In-migration	Out-migration	Net-migration	Turn over
	WC	EC	NC	FS	KZN	NW	GP	MP	LP				
WC	6 706 820	60 082	8 916	3 564	7 615	2 400	25 780	1 825	2 338	406 549	112 520	294 029	519 069
EC	124 225	6 792 242	2 823	8 051	38 941	10 226	54 323	5 153	3 100	184 213	246 842	-62 629	431 055
NC	11 098	2 751	1 272 160	3 738	1 046	5 198	6 576	897	978	44 376	32 282	12 094	76 658
FS	12 823	7 457	5 339	2 778 654	5 200	9 879	36 289	3 940	2 594	73 643	83 521	-9 878	157 164
KZN	25 730	21 091	1 358	6 337	11 793 136	3 835	100 052	17 505	3 342	189 183	179 250	-10 067	348 433
NW	8 344	4 935	9 249	6 478	2 578	3 522 544	56 780	3 184	7 439	146 262	98 987	47 275	245 249
GP	97 972	46 820	8 184	24 183	53 810	58 128	13 734 733	42 394	64 486	795 330	395 977	399 353	1 191 307
MP	8 176	3 922	1 325	3 956	9 154	5 796	70 811	4 852 153	16 669	132 459	119 809	12 650	252 268
LP	7 540	3 457	1 510	2 629	3 495	14 424	161 877	20 342	6 197 192	100 946	215 274	-114 328	316 220
Outside SA	110 641	33 698	5 672	14 707	47 344	36 376	282 842	37 219	50 411				

Note: This table excludes cases where the province was unspecified, not applicable and do not know. Information only obtained from household questionnaire.

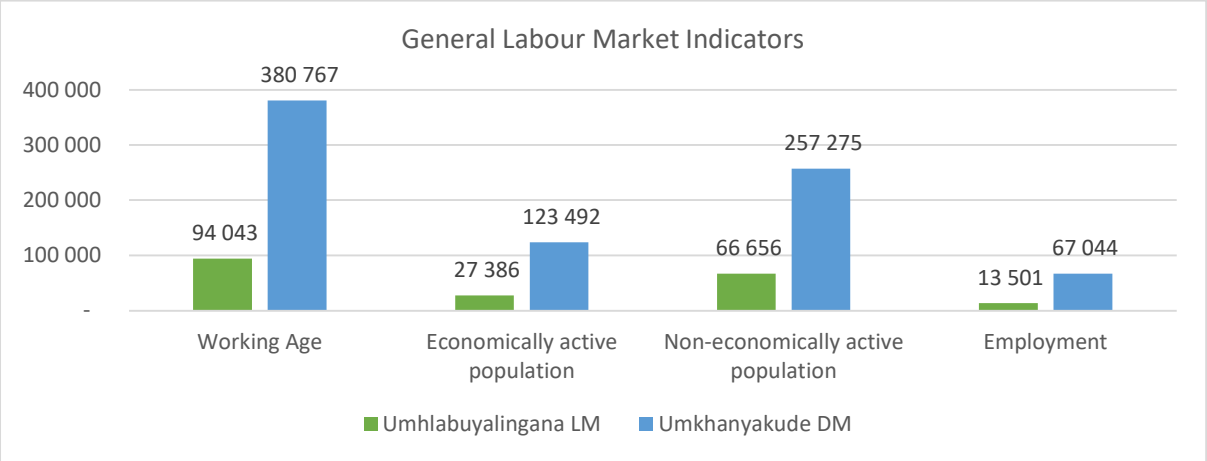
Source: Census 2022 Provinces at a glance / Statistics South Africa: 2023

2.1.10 Socio-Economic Profile

2.1.10.1 Economic Activity

Unemployment is one of the key challenges facing the area. Umhlabuyalingana LM had 94 043 people designated as the working age population (15-64) in 2019 but only 14.3% of that population was employed in that same period.

Figure 19: General Labour Market Indicators



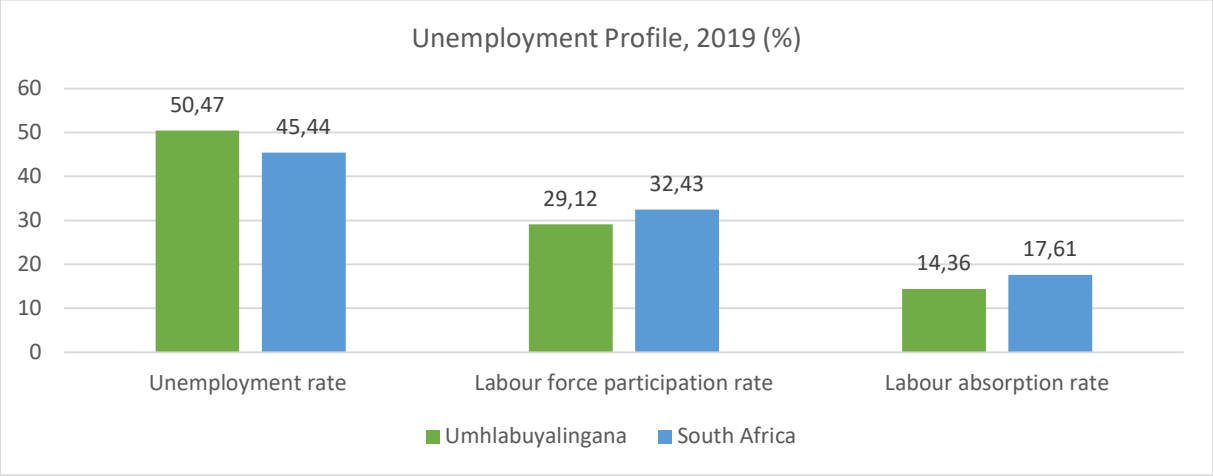
Source: Quantec 2022, cited in Umhlabuyalingana Municipality LED Strategy Report 2022

The absence of limited employment opportunities due to weak economic growth has resulted in approximately 71% of the municipality's working-age population falling under the non-economically active labour market category (Umhlabuyalingana Municipality LED Strategy 2022). There is an urgent need for government to intervene with initiatives and programmes that can stimulate economic growth in the area.

2.1.10.2 Unemployment Rate

The figure below indicates the relatively low labour force participation rate of 29.1% in Umhlabuyalingana LM, which correlates with the high number of 'not economically active population'. This indicates that many of the working age group that is not participating in any economic activity.

Figure 20: Employment and Unemployment Trends in Umhlabuyalingana



Source: Quantec 2022, cited in Umhlabuyalingana Municipality LED Strategy Report 2022

The official unemployment rate within Umhlabuyalingana was registered at 50.7%, which means that half of the population is unemployed (excluding discouraged workers). The expanded unemployment rate, which includes the share of discouraged workers, was 85.6% in 2022. Similar trends are observed in the district.

2.1.10.3 Annual Household Income

The table below depicts the average monthly income (in current prices) of the households within the Umhlabuyalingana Municipality, the uMkhanyakude District and that of South Africa, as well as the household income growth between 2016 and 2019.

The Umhlabuyalingana LM has a much smaller average household income (22%) than that of the district. It also suggests that the low average household income indicates high levels of poverty.

TABLE 13: AVERAGE MONTHLY HOUSEHOLD INCOME

Municipality	Average household income (2019)	Average household income growth (2016-2019)
uMkhanyakude DM	R205	1.93%
Umhlabuyalingana LM	R905	1.95%
South Africa	R166 641	1.83%

Source: Quantec, 2020, cited in Department of National Treasury: Municipal Socio-Economic Profiles, 2021

2.1.10.4 Dependency Ratio

The dependency ratio[2] of the municipality decreased between 2011 and 2022 from 82.5% to 60.2 Umhlabuyalingana LM thus had about 60.2 dependents for every 100 people of working age in 2022.

The larger the dependency ratio, the greater the burden on the average adult because the needs of the dependents must be met by the rest of the adult population. The municipality managed to decrease the dependency ratio.

TABLE 14: DEPENDENCY RATIO

Municipalities	Dependency Ratio (%)		
	2011	2022	
Umhlabuyalingana LM	82.5	60.2	

Source: Statistics South Africa | Census Dissemination (statssa.gov.za), 2011 and 2022

2.1.10.5 Indigent Profile

Indigent households are households that earn below a certain threshold and qualify for free basic services. High levels of unemployment and consequent poverty exacerbate a situation where households are unable to pay for normal municipal services. The Municipality adopted an indigent management policy in 2023 to ensure that these households have access to at least basic municipal

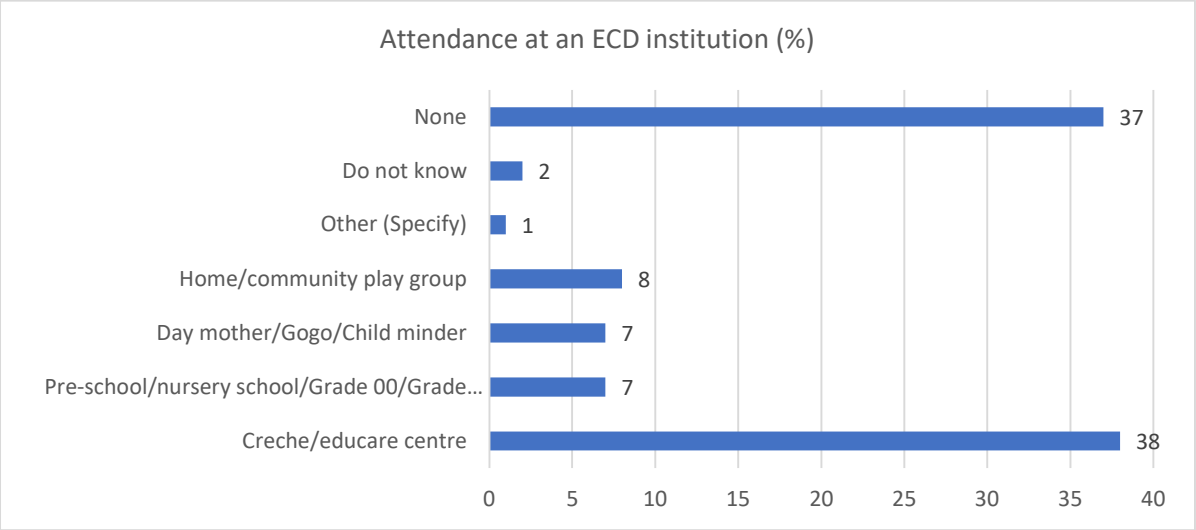
[2] Dependency ratio is the ratio of dependents (people younger than 15 or older than 64) to the working-age population (those ages 15-64).

services. There is an indication that the number of registered indigents on the indigent register is 271 (2023/24). However, the register is being updated and the numbers are expected to change.

2.1.10.6 Education Profile

2.1.10.6.1 Early Childhood Development (ECD)

FIGURE 21: ATTENDANCE AT AN ECD INSTITUTION (%)



Source:StatsSA, SuperCROSS

Early childhood development is critical in the development of children and readiness for schooling. The figure below indicates the attendance at an ECD Institution. Approximately 37% of children under five years of age do not attend any creche or pre-school. Only 7% attend a pre-school, nursery school, Grade 00, Grade 000, or Grade R.

2.1.10.6.2 School Attendance

The table below indicates that approximately 80.8% of the population between the ages of 5-24 attended an educational facility in 2022. This percentage decreased from 83% in 2011, which is a cause for concern.

TABLE 15: ATTENDANCE AT AN EDUCATIONAL INSTITUTION (5-24 YEARS)

	Census 2022		Census 2011	
Yes	55 283	80,80%	61 047	83,00%
No	13 098	19,20%	12 485	17,00%

Source: Statistics South Africa | Census Dissemination (statssa.gov.za)

2.1.10.6.3 Highest levels of Education

Although education is one of the basic human rights in South Africa, 24.4% of the population of Umhlabuyalingana LM had no formal schooling in 2022. Only 3.8% had some primary education, and 24.4% had some secondary education.

The table below indicates that there has been an improvement in respect of people with no schooling between 2011 and 2022. There is however an urgent need for education authorities to intervene.

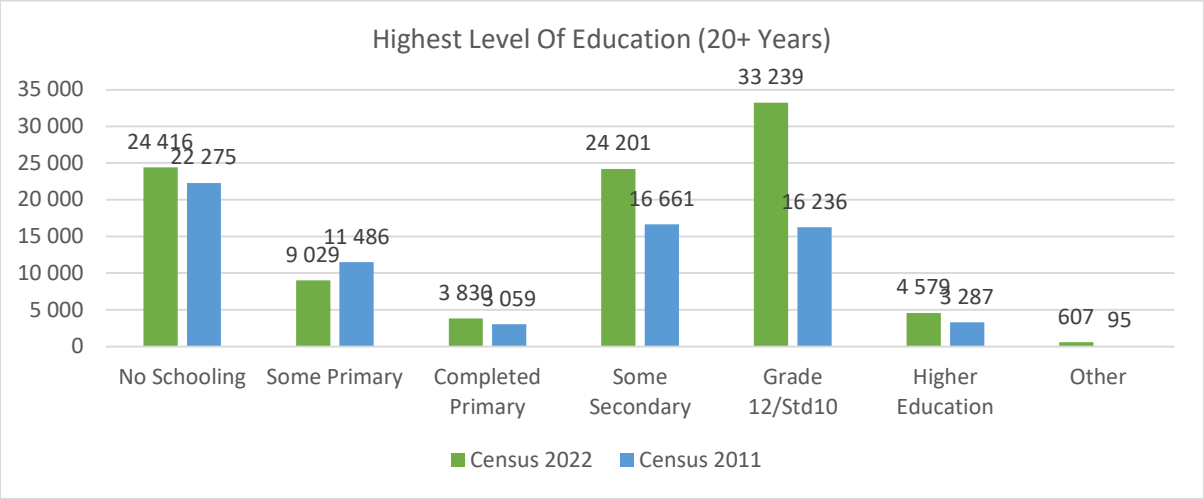
TABLE 16: EDUCATIONAL TRENDS

	2022	2011
No schooling (20+ years)	24,40%	30,50%
Higher education (20+ years)	4,60%	4,50%

Source: Statistics South Africa | Census Dissemination (statssa.gov.za)

The table below further indicates that there has been an improvement in the number of people with grade 12. This increased from 22,2% in 2011 to 33,3%.

FIGURE 22: HIGHEST LEVEL OF EDUCATION (20+ YEARS)



Source: Statistics South Africa | Census Dissemination (statssa.gov.za)

2.1.10.7 The Status And Progress Of Poverty Eradication

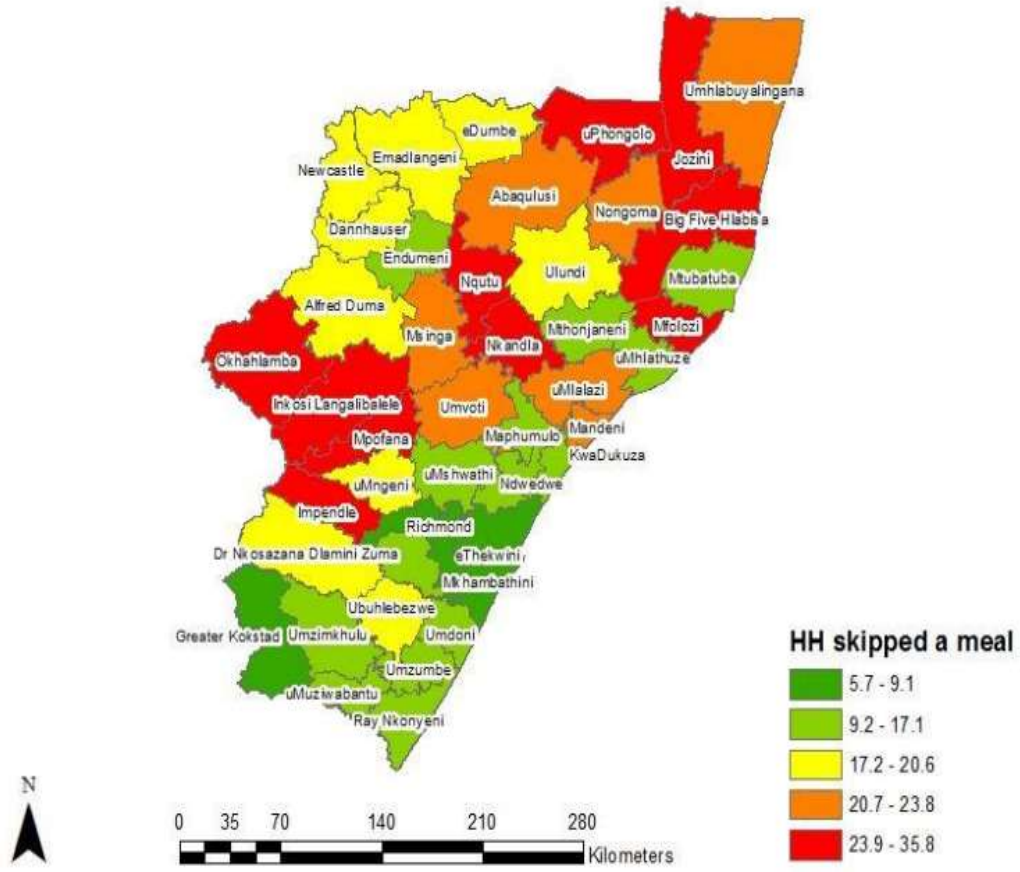
The figure below indicates that between 20,7-23,8% of households in Umhlabuyalingana skipped a meal in the last 12 months (Community Survey 2016). This is one of the contributing factors of poverty.

The Poverty Eradication Master Plan (PEMP) is a bold and multi-pronged plan for eradicating poverty in the province and giving dignity to our people. The PEMP was developed through an Operation Phakisa Model and LAB process and has been fully aligned with the National Development Plan (NDP) and the PGDP.

The PEMP comprises five key strategies or pillars, each underpinned by specific game changers, namely:

- Social security and housing, where the focus is on improving Child Health Outcomes, Improving access to quality Education, Uplifting Living Standards, Food and Nutrition Security, Social Security, as well as Community Mobilisation and Development.
- Agriculture development, by adopting, adapting and fast-tracking the Fetsa-Tlala approach to ensure household food security, linking mechanisation to entrepreneurship, commercialisation of livestock on communal land; revitalisation of land reform farms; promotion of agriculture cooperatives and agribusiness youth empowerment.

FIGURE 23: PERCENTAGE DISTRIBUTION OF HOUSEHOLDS THAT SKIPPED A MEAL



Source: Community Survey 2016

- Enterprise Development through opportunities presented in waste management, construction, processing plants, rural renewable energy, mining and business support
- Employment Creation with specific emphasis on rural infrastructure development revamped expanded public works programme, rural tourism and communal milling stations
- Skills Development, in particular addresses issues of early childhood development, primary and secondary school education improvement, skills alignment to economic growth, artisan development, and youth skills development and lifelong learning.

Although there is no specific plan for Poverty Eradication, there are some elements of the poverty eradication plans that are addressed in the following municipal programmes and are budgeted for:

- LED Strategy Implementation
- Indigent Support
- Poverty alleviation programme
- Registration Assistance Programme (Student support)

Over and above the municipal programmes/projects listed above, the Municipality is coordinating the implementation of poverty eradication through the government sector departments such as the Department of Agriculture, Department of Education, SASSA, etc. These departments have submitted their planned projects and budget for the implementation of poverty alleviation.

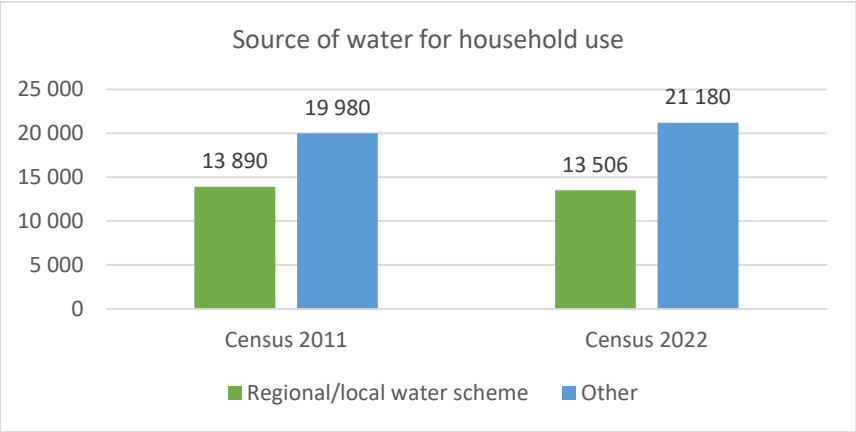
2.1.11 Access to Basic Services

This section is informed by the latest 2022 Census data. However, the backlogs identified cannot be depicted spatially at this time, since the ward-level data has not been released yet.

2.1.11.1 Access to Water

According to the Census 2022 data, access to a water source decreased by 2.1% from the 2011 Census. Access to other water sources increased by 2%. The figure below indicates that 38.9% of households had access to water in the form of a regional water scheme in 2022.

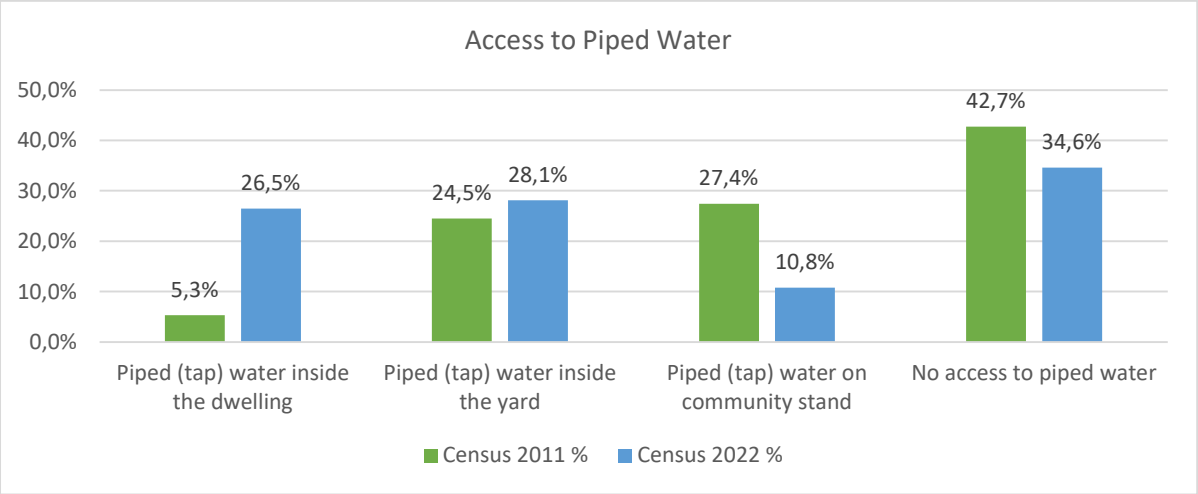
FIGURE 24: SOURCE OF WATER FOR HOUSEHOLD USE



Source: Census 2022 Provinces at a glance / Statistics South Africa: 2023

The figure below indicates that most households in the study area access their water via piped (tap) water inside their yard (28.1%), while 26.5% have piped water inside the dwelling. The latter category seeing a substantial increase, while there is less reliance on communal standpipes (10.8%). Overall, there have also been fewer households with no access to water, implying that there has been an overall improvement in access to water.

FIGURE 25: ACCESS TO PIPED WATER



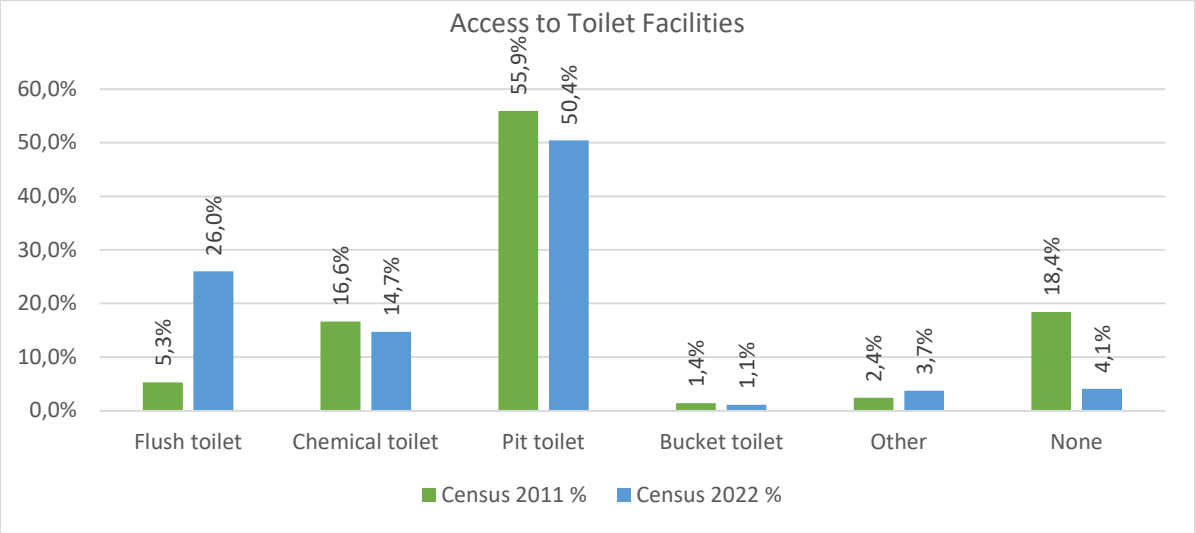
Source: [Statistics South Africa | Census Dissemination (statssa.gov.za)]

2.1.11.2 Access to Sanitation

Toilet facilities in the form of flushed toilets, markedly improved from 5,3% in 2011 to 26% in 2022. The number of households with no access to sanitation also decreased from 18.4% to 4.1%, indicating that there has been an improvement in the number of households with access to sanitation.

There are however still 50.4% of households that use pit latrines and 14.7% that use chemical toilets. Pit latrines are normally found in more rural areas, like Umhlabuyalingana.

FIGURE 26: ACCESS TO SANITATION

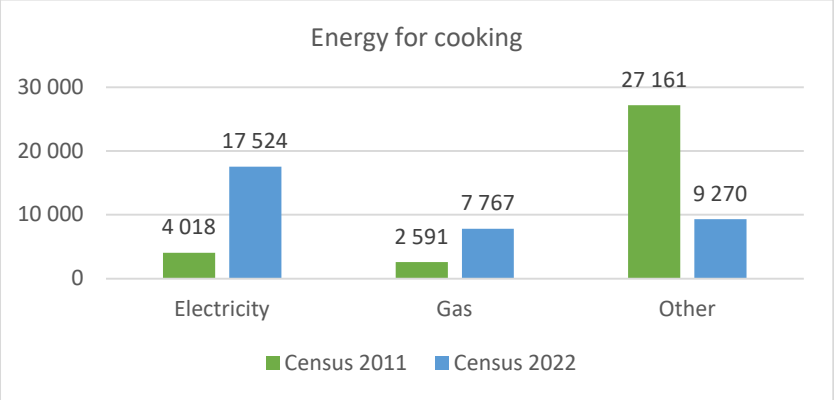


Source: Statistics South Africa | Census Dissemination (statssa.gov.za)

2.1.11.3 Access to Electricity

Sources of energy for cooking are shown in the Figure below. More households in 2022 (50.7%) use electricity for cooking than in 2011 (11.9%). It is also evident that there was an increase of 14.8% of households that use gas instead of other sources of energy. This can likely be ascribed to the current energy crisis facing the country and an attempt by households to access other forms of energy.

FIGURE 27: ACCESS TO ELECTRICITY FOR COOKING



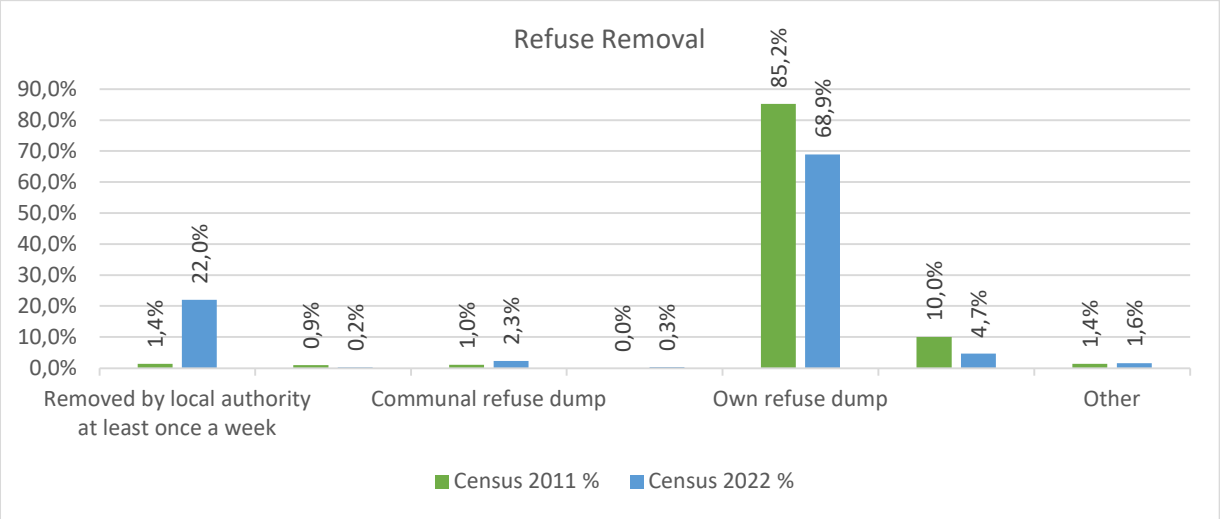
Source: Census 2022 Provinces at a glance / Statistics South Africa: 2023

2.1.11.4 Access to Refuse Removal

Most households in the municipality make use of their personal refuse dumps or a communal refuse dump. This is due to the rural nature of the area. There has however been a decrease in the use of own refuse dumps and an increase in municipal refuse removal.

The municipality only removes 22% of household refuse, which is mainly in the more urban areas of Mbazwana, Manguzi and Sikhemele.

FIGURE 28: ACCESS TO REFUSE REMOVAL



Source: [Statistics South Africa | Census Dissemination (statssa.gov.za)]

2.2 SWOT Analysis of the Demographic and Socio-Economic Dynamics

STRENGTHS	WEAKNESSES
• Gender-Based Programmes for Women • ECD and Youth Interventions and Programmes by the municipality • Municipal interventions for the Elderly exist • Increased immunisation rate • Number of clients starting ART decreased • Increased life expectancy • Increase in the HDI	• Increase in population growth rate per annum • Increase in average household size • Dominance of female population • Large youth cohort requires special needs, such as healthcare services, ECDs, education, and the welfare of children • Ageing population adds pressures on public healthcare and social welfare • Orphaned children • Lower dependency ratio • Low levels of education
OPPORTUNITIES	**THREATS**
• Large youth cohort with potential labour pool • Large non-economically active labour market category	• Increase in infant mortalities • Increased malnutrition under children • HIV prevalence increased • High unemployment rate • High levels of poverty

2.3 Spatial Analysis

2.3.1 Regional Context

Umhlabuyalingana Local Municipality is one of the five municipalities in the jurisdiction of uMkhanyakude District Municipality, situated in the northeastern part of Kwazulu-Natal Province in South Africa. The Municipality has an area of 4977 km^2 and a population of 191 660 people according to Statistics South Africa Census 2022 data.

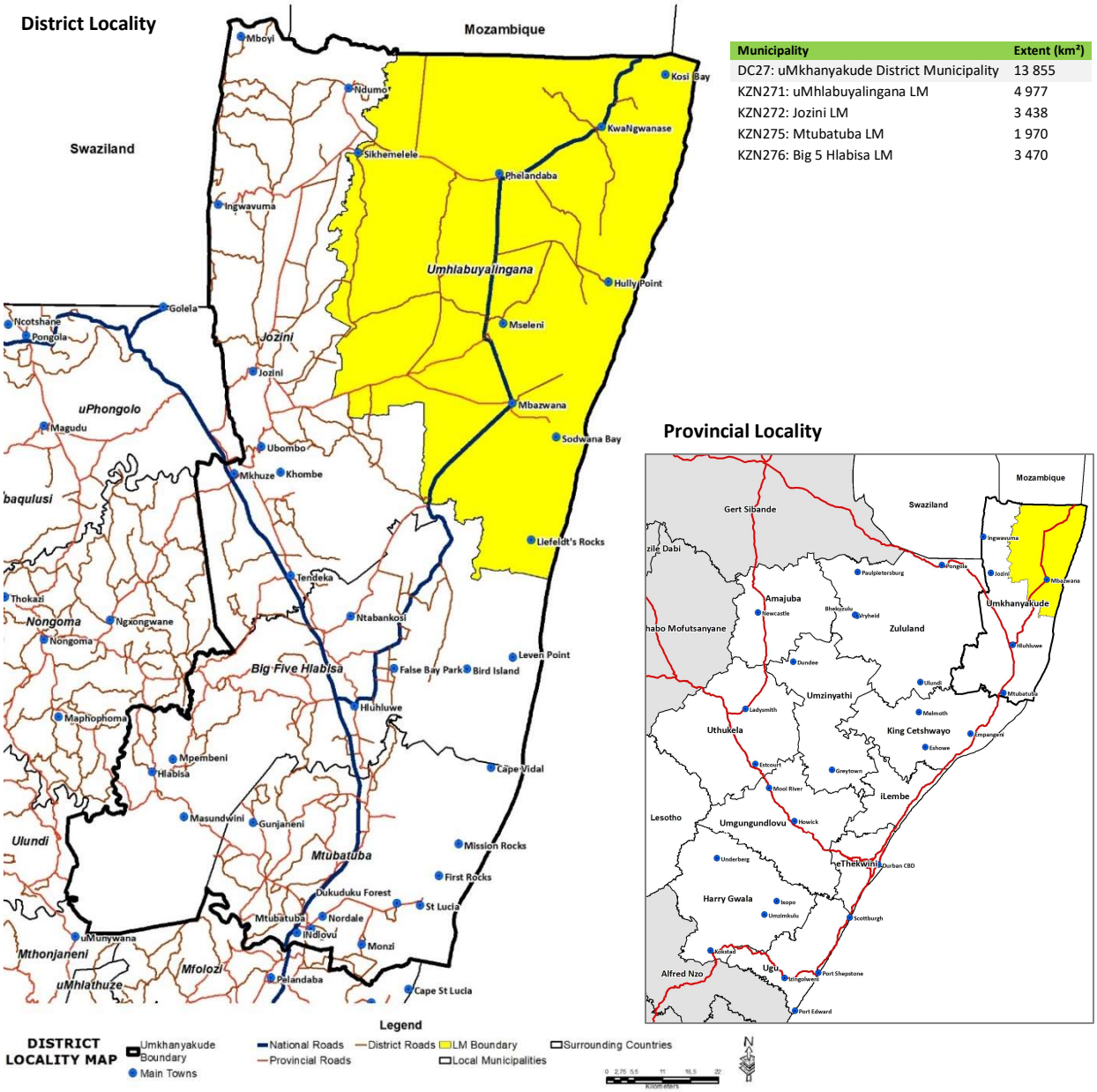
It is bordered by Jozini LM to the west, Big 5 Hlabisa LM to the south, Mozambique to the north and the Indian Ocean to the east.

Table 17: Municipalities within the district

Municipality	Extent (km²)
DC27: uMkhanyakude District Municipality	13 855
KZN271: Umhlabuyalingana LM	4 977
KZN272: Jozini LM	3 438
KZN275: Mtubatuba LM	1 970
KZN276: Big 5 Hlabisa LM	3 470

The maps on the overleaf depicts the municipal locality within the province and district, wards, as well as the tradition council areas.

MAP 3: PROVINCIAL AND DISTRICT LOCALITY OF UMHLABUYALINGANA MUNICIPALITY



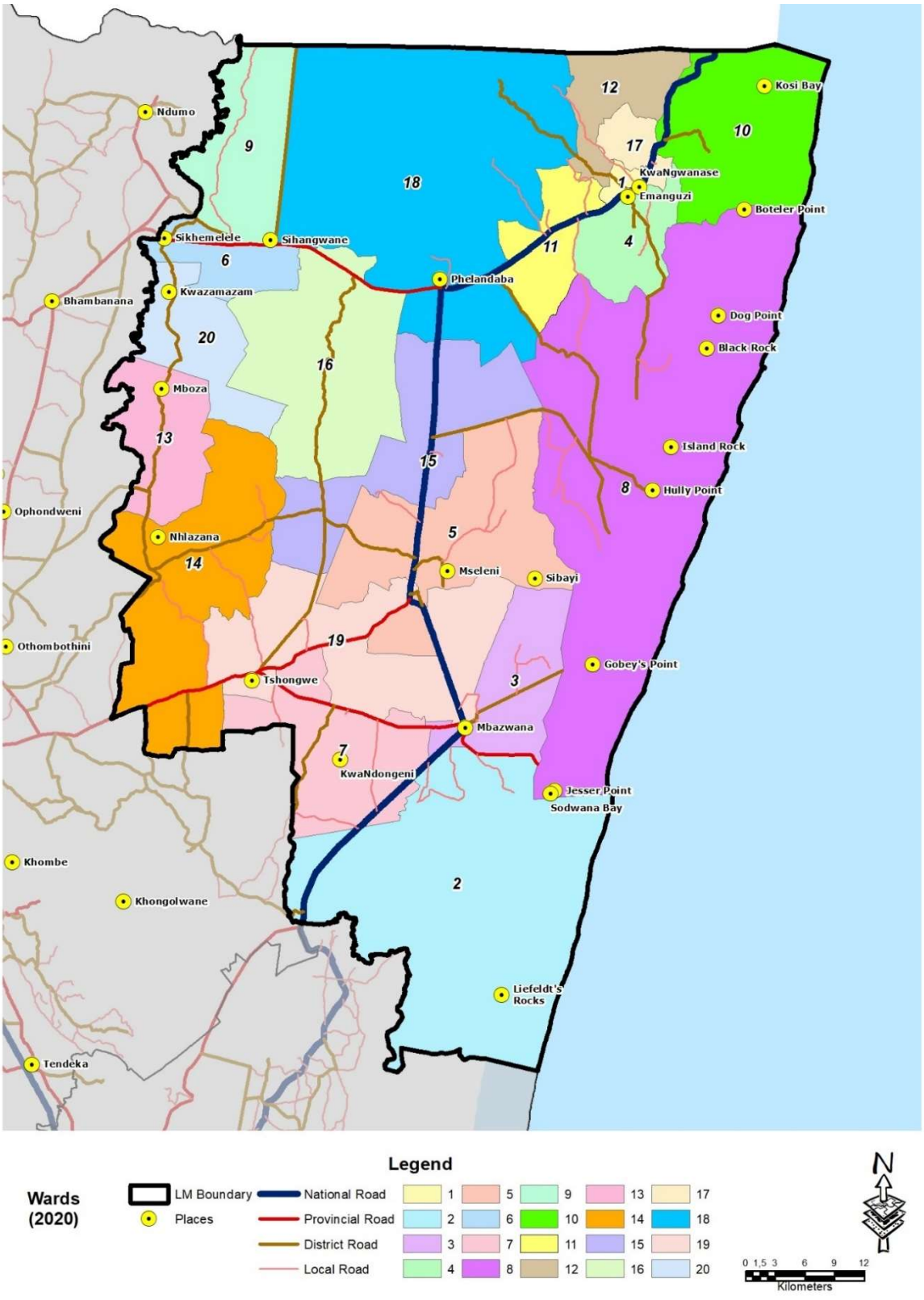
Municipality	Extent (km²)
DC27: uMkhanyakude District Municipality	13 855
KZN271: uMhlabuyalingana LM	4 977
KZN272: Jozini LM	3 438
KZN275: Mtubatuba LM	1 970
KZN276: Big 5 Hlabisa LM	3 470

Despite the Municipality being strategically located in terms of its regional context, Umhlabuyalingana Municipality is one of the most deprived municipalities in the country in terms of economic development; it encompasses a World Heritage Site and several areas under environmental protection. Towns and major settlement nodes in the area include Emanguzi, Mbazwana, Kwangwanase, Maputa, Mbazwana, Mboza, Mseleni and Skhemelele. Areas of conservation and environmental interest within or adjacent to the Umhlabuyalingana area include the Tembe Elephant Park, iSimangaliso Wetland Park (a World Heritage Site), the Suni-Ridge Sand Forest Park, and the Phongolo Nature Reserve.

2.4 Administrative Entities

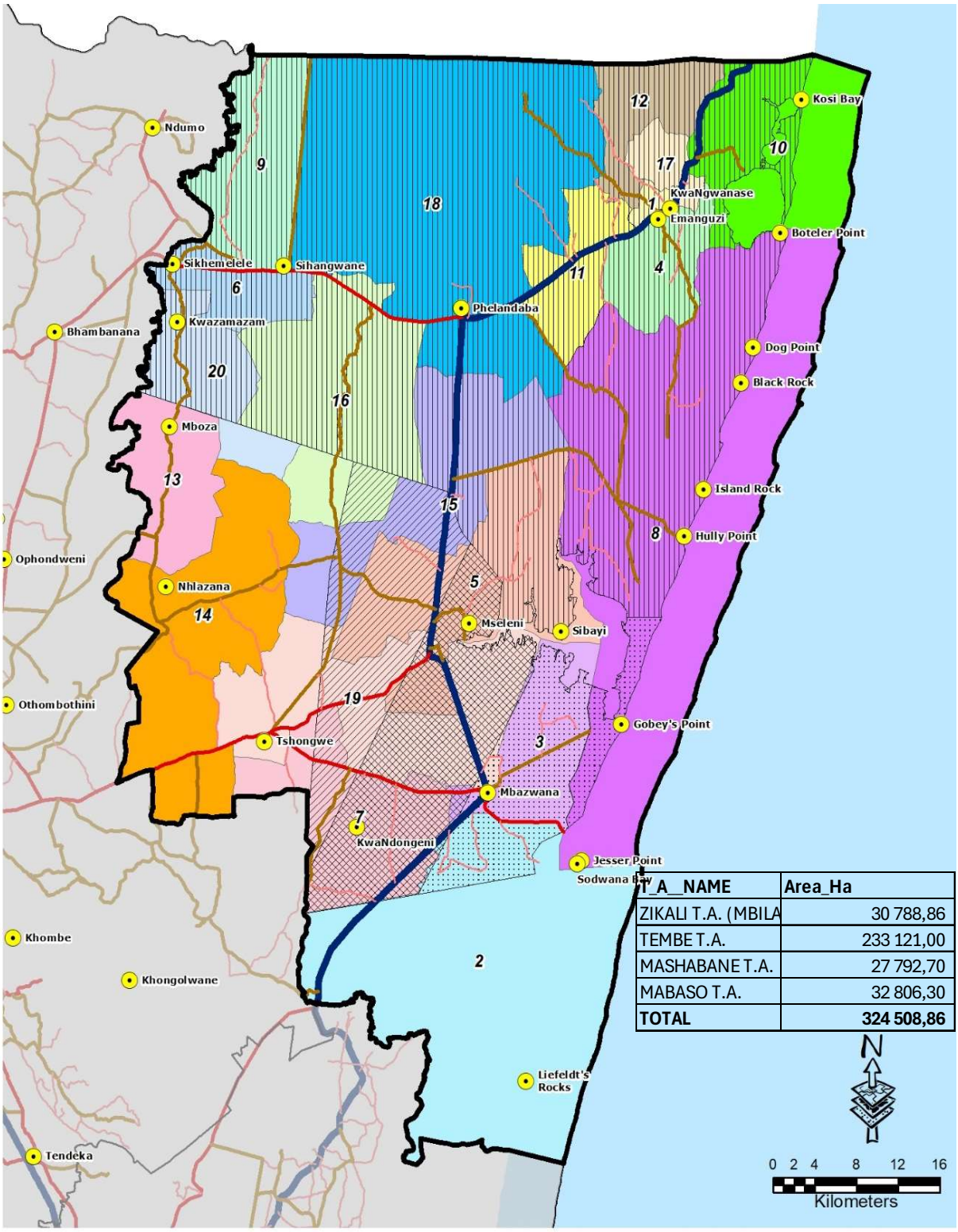
The municipality forms part of the uMkhanyakude District and consists of twenty (20) wards (map 4).

MAP 4: MUNICIPAL WARDS



It has a predominantly rural character with 99% of the Municipality classified as rural. There are four traditional authority areas, namely the Mashabane TA, Zikali/Mbila TA, Tembe TA, and the Mabaso TA (see map on overleaf). Approximately 65 % of the municipal area falls under traditional authority ownership, with the remaining 35% consisting of commercial farms and conservation areas.

MAP 5: WARDS AND TRADITIONAL COUNCIL AREAS



T_A__NAME	Area_Ha
ZIKALI T.A. (MBILA	30 788,86
TEMBE T.A.	233 121,00
MASHABANE T.A.	27 792,70
MABASO T.A.	32 806,30
TOTAL	**324 508,86**

Traditional Council/ Wards (2020)

Legend

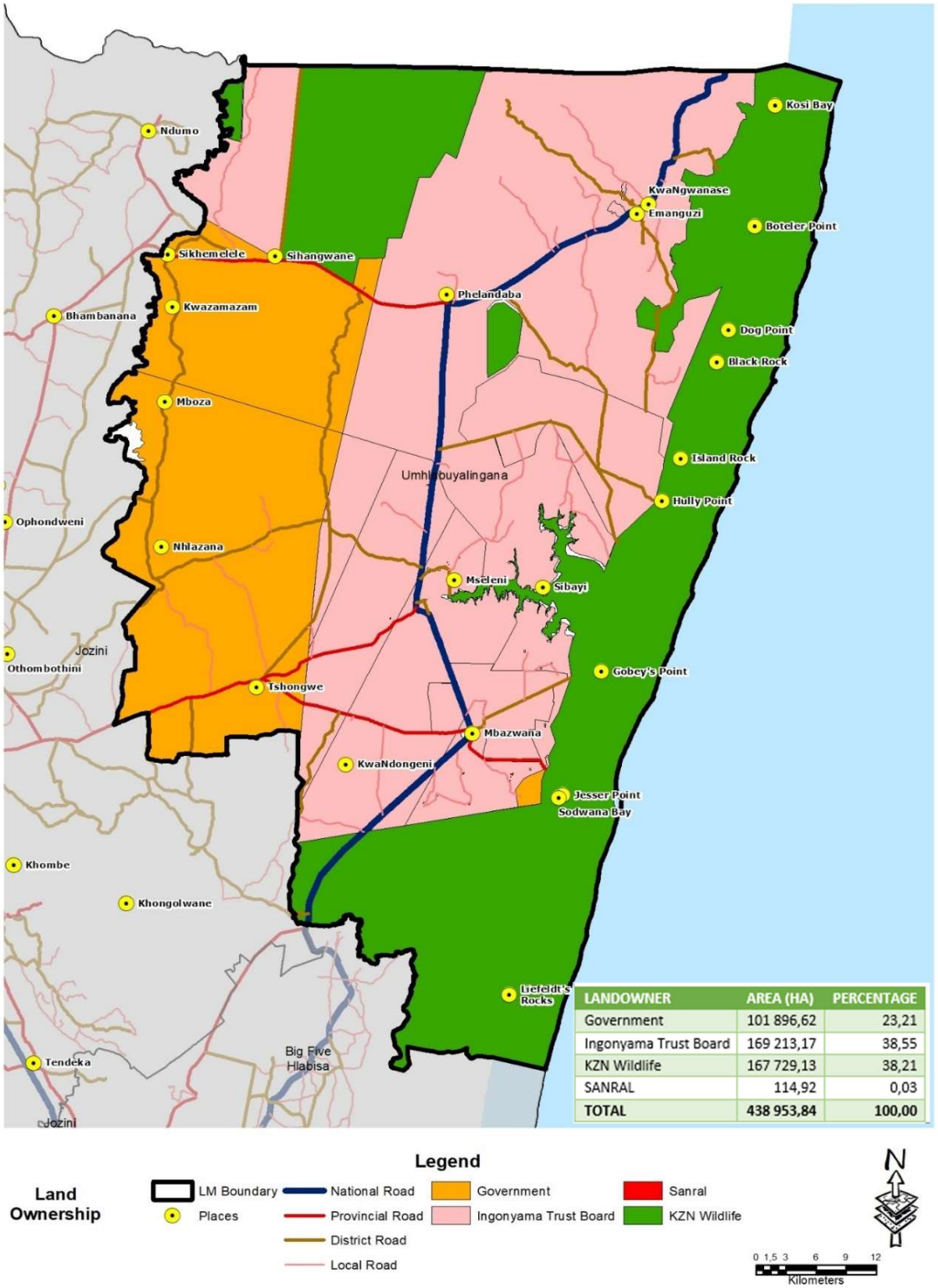
LM Boundary
Places
National Road
Provincial Road
District Road
Local Road
MABASO T.A.
MASHABANE T.A.
TEMBE T.A.
ZIKALI T.A.
1 2 3 4 5 6 7 8 9 10 11 12 13 14 15 16 17 18 19 20

2.4.1 LAND OWNERSHIP

The pattern of land ownership reflects a multiple form of tenure and freehold which ranges from a singular individual (natural person) to a group of people who have formed structures (juristic person) that the land has been registered in. These can be listed as follows:

- **Ingonyama Trust Board (ITB):** Most of the land in the municipality is owned by the ITB. This constitutes land located centrally and adjacent to the coastal area. Land allocation is undertaken by the local Amakhosi and Izinduna, who allocate land primarily for settlement purposes. ITB owns 38.55% of the land which equates to about 169 213,17ha of the entire municipality.
- **Government:** About 23.21% of the land in the municipality constitutes about 101869.69ha. This is evidenced in the vast tracks of land located west of the municipality abutting the Jozini Local Municipality.
- **South African National Roads Agency Limited (SANRAL):** SANRAL owns the least amount of land in the municipality with about 114.92ha under their ownership, constituting 0.03% of the municipal land area.
- **Ezemvelo KwaZulu Natal Wildlife** is the second largest landowner in the municipality owning about 167 729,13ha of land constituting about 38.21% of the municipal land area. This is evidenced by vast tracks of land covering the east side, coastal area of the municipality as well as a portion of ISimangaliso Wetlands Park area located south of the municipality.

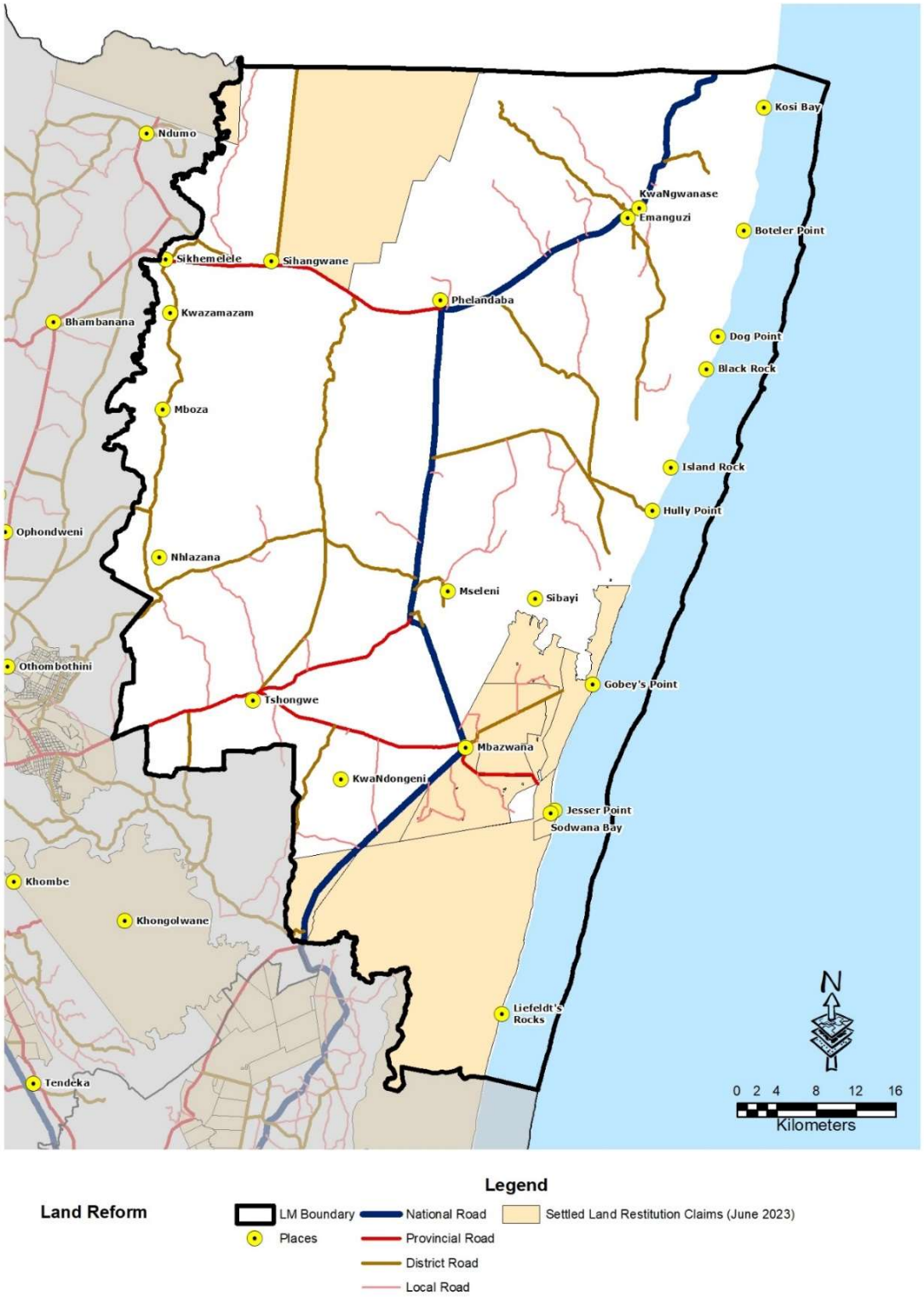
MAP 6: LAND OWNERSHIP



2.4.2 LAND REFORM

Approximately 101 792,12 ha of land, forms part of Settled Land Restitution Claims. These claims are previously Gazetted Land Restitution claims which have followed due process and whereby ownership has been transferred to the claimants.

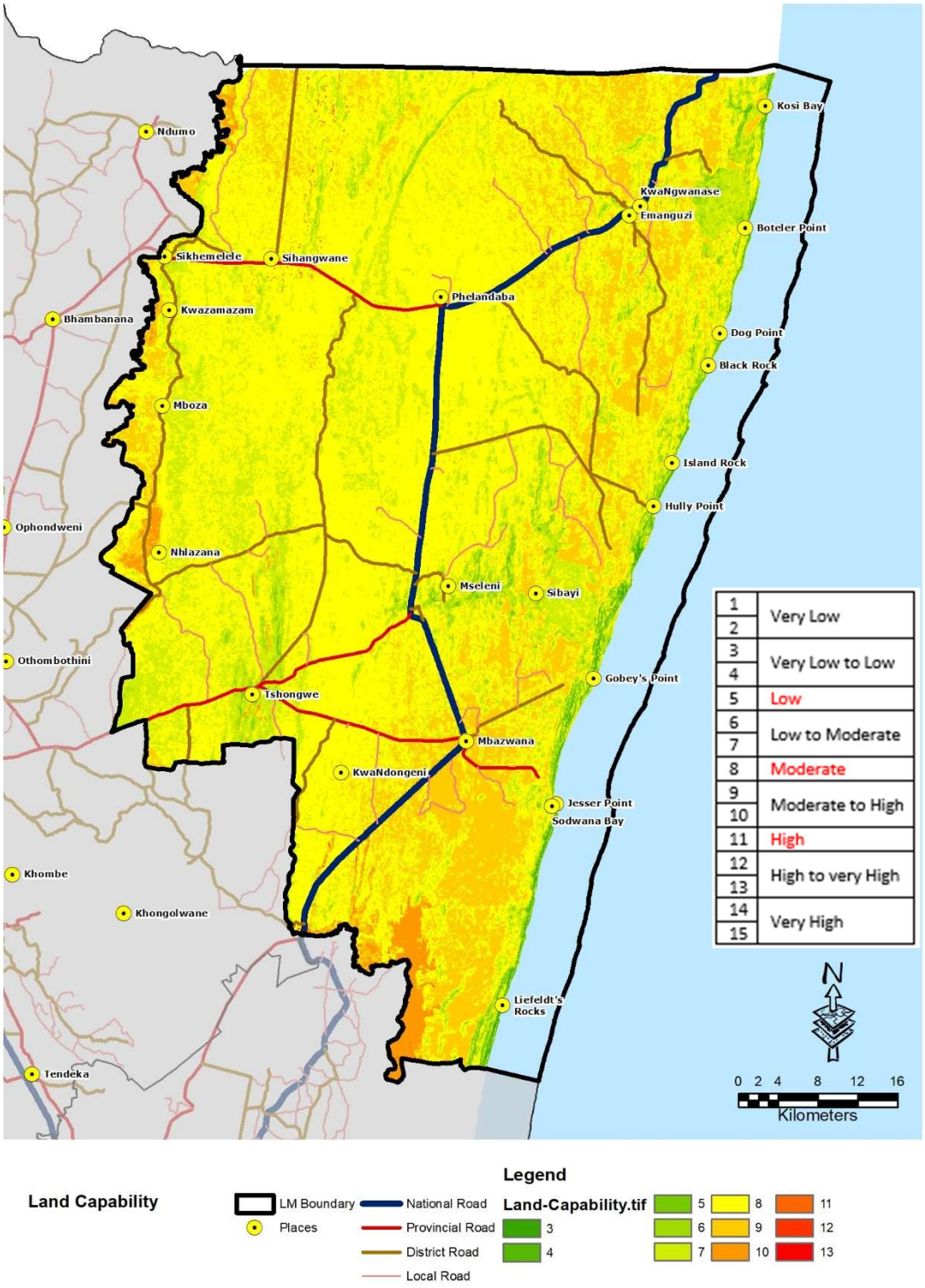
MAP 7: LAND CLAIMS



2.4.3 LAND CAPABILITY

According to the Land Capability Evaluation 2017, land capability is defined as the most intensive long-term use of land for purposes of **rainfed** farming determined by the interaction of climate, soil and terrain.

MAP 8: LAND CAPABILITY



The map above indicates that most of the municipal area can be categorised as having moderate land capability (62.8%), while some areas closer to the coast (18.5%), have moderate to high land capability. Areas of low to moderate capability account for approximately 17.15%. The latter is found along the coastline and scattered through the area.

2.4.4 ENVIRONMENTAL ANALYSIS

2.4.4.1 Climate

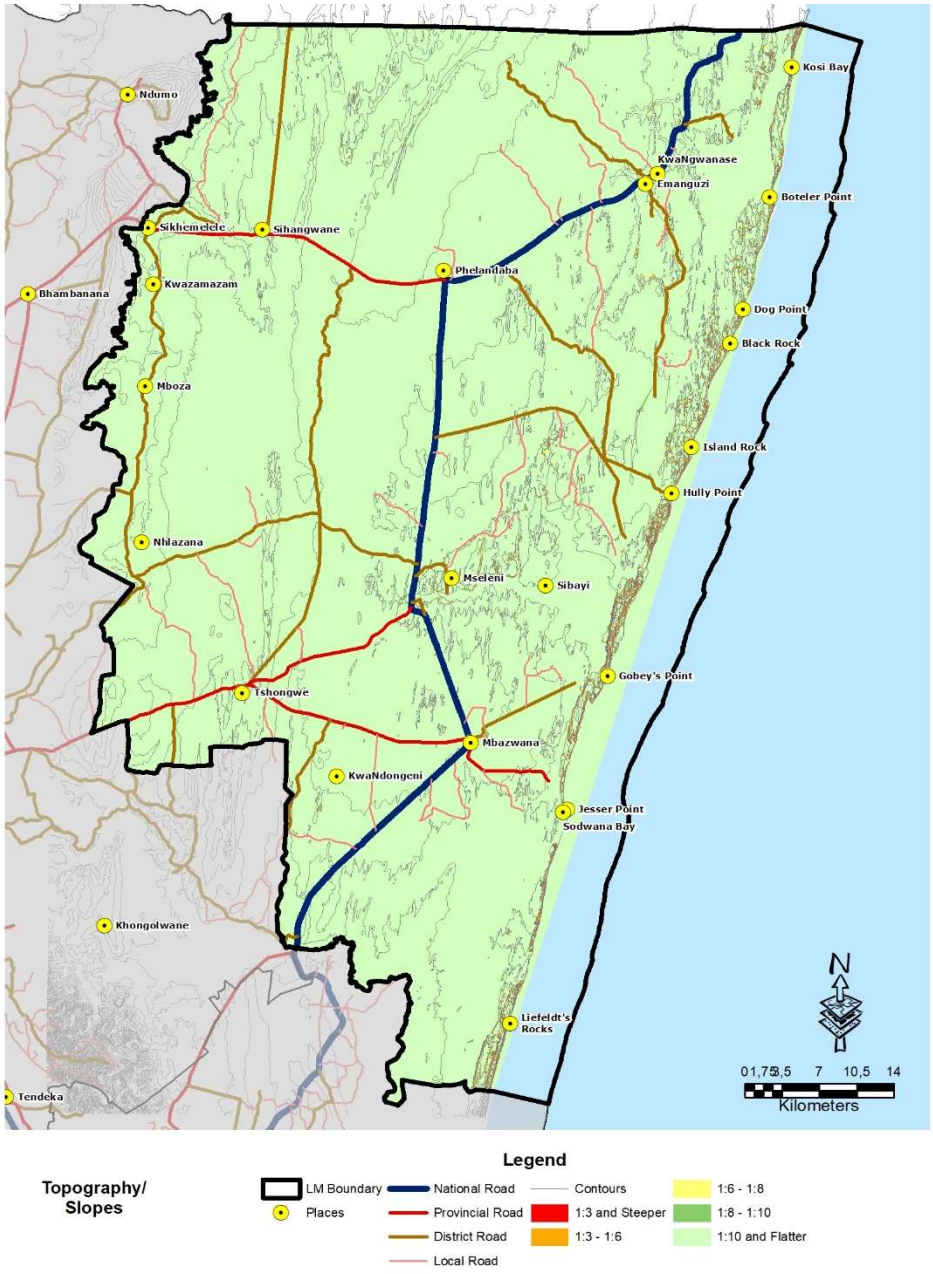
The area's climate has been described as subtropical with an annual average temperature of 21.5 ºC. While summers are warm to hot, winters are generally cool to mild. The annual rainfall ranges between 600 and 700mm in the western areas which are predominantly rural and between 1201 and 1250 on the eastern side, along the coastal sea belt.

2.4.4.2 Topography and Slope

The general topography within the Umhlabuyalingana Municipal area is characterized by a flat to gently rolling terrain. Most of the land in Umhlabuyalingana (98.55%) boasts a gradient slope of 1:10 or flatter, with only 0.28% of the terrain being 1:3 and steeper. This topographical makeup implies that there are minimal obstacles to development in terms of the topography.

The gentle slope in the area falls within acceptable limits for development; however, it is crucial to consider the sandy nature of the topsoil. Disturbing the ground cover, particularly in moderately sloping areas, may lead to erosion. Hence, it is strongly recommended that activities involving significant removal of vegetation or land cover be avoided in these sloping regions

MAP 9: TOPOGRAPHY



during the planning of developments.

To mitigate potential issues, it is advisable to conduct development-specific geotechnical investigations. These assessments will provide valuable insights into the subsoil stability, aiding in the informed planning of specific developments. By understanding the underlying soil conditions, developers can implement measures to prevent erosion and ensure the long-term stability of structures and landscapes.

2.4.4.3 Agriculture Potential Areas

Agriculture is one of the two key drivers of the economy in Umhlabuyalingana LM, the other being tourism. Most of the population in Umhlabuyalingana LM is involved in these two sectors. Agriculture in the Municipality is based on commercial agriculture and consumption agriculture which is directed towards meeting the consumption needs of the population.

The Umhlabuyalingana LM consists of 9 bio-resource units. It has flat land with good soil conditions with weather conditions that influence the agriculture production in this Municipality. The Umhlabuyalingana LM also falls under the Makhathini Flats area which is also characterized by its flat land and rich soils which make it suitable for agricultural production. Commercial farming has become a key area where investment has been directed in the Makhathini Flats and there has been much focus on development and job stimulation in the agricultural sector in this area.

The Makhathini Integrated Development Plan is one such programme that is being implemented in the area which is focused on the provision of agricultural infrastructure to optimize opportunities for crop and animal production in the Makhathini Flats. Although this programme started in the 2009/2010 financial year, efforts for infrastructure development intensified in the 2010/2011 financial year. The main infrastructure projects included the improvement of farm access roads, refurbishment of pumps and irrigation infrastructure, construction of drainage canals and construction of livestock centres in Jozini and Umhlabuyalingana Municipalities.

Improvement of irrigation infrastructure will stop water losses due to leaking pipes while the construction of drainage canals will address water logging currently affecting 2500 ha. Livestock centres aim to support livestock farmers in the Makhathini Flats to improve animal production and enhance local economic development. Implementation of these infrastructure projects created 192 job opportunities for the local people.

The agricultural potential of the land varies throughout Umhlabuyalingana LM; where relative to the eastern seaboard. The area with high potential for dry land agriculture is closest to the sea and the area with low potential furthest from the sea with the moderate potential area falling in-between.

Agricultural development in areas in Umhlabuyalingana LM that have a high agricultural potential is hindered by the limited availability of land due to the sandy nature of the soils, the settlements present in these areas and the fact that these areas often fall within the environmentally protected spaces of the Municipality.

Access to water resources also plays an important role in both commercial and consumption agriculture and determines what types of crops can be grown and where they can be grown. The limited and lack of access to water can further hinder development in the agricultural sector. The major surface water resources in Umhlabuyalingana LM are as follows.

- The Pongola River- which provides opportunities for irrigation along the Pongola floodplains. It is also evident that the Pongola floodplains have been a draw card for settlements that have settled informally and have increased in density in areas close to the floodplains which reinforces the fact that people are dependent on natural resources for their survival in the Umhlabuyalingana LM. Usuthu River which runs along the north-western boundary of Umhlabuyalingana LM. The coastal freshwater lakes and swamps which include Lake Sibaya and Kosi Bay
- Water sources, in the form of large water bodies, reside on the peripheral ends of the Municipality and include areas such as the Kosi Lake system, Lake Sibaya, Bhangazi and the St Lucia system. In recent years' efforts have been made to improve the irrigation systems in the Makhathini Flats area however research has indicated that the lack of reliable sources of water for irrigation poses a major constraint on commercial agriculture projects such as the Mboza groundnuts project.
- The predominant forms of agricultural activities that take place in Umhlabuyalingana can broadly be categorized as follows:
    - → Homestead and community gardens are dominated by the production of fresh vegetables.
    - → Crop production systems (groundnuts, maize, cassava, cowpea, taro (amadumbe), sweet potato (red, white & yellow), jugo (izindlubu and sugar beans).
    - → Forestry Plantations (pine and eucalypt); Livestock farming; and Commercial forestry plantations.

There is evidence of commercial forestry plantations that are located at Mbazwana and Manzengwenya along the coast. Although the predominant commercial agriculture activities are limited to the production of cashew nuts, ground nuts and a few other niche products that are poorly developed, there is potential to expand and this is dependent on several factors such as improving the accessibility to water, access to defined blocks of land that are designated to agricultural activities, etc. As consumption agriculture is an important activity in the Umhlabuyalingana LM area, community garden initiatives have been established in Umhlabuyalingana LM and play an important role in alleviating poverty and ensuring food security. The community gardens are important generators of fresh vegetables in the area that are directed toward consumption needs. However, the poor design of these community gardens has resulted in several problems such and range from lack of infrastructure and funds to group dynamics

Production systems are considered to include the activities that are coordinated either by the government or private companies and such activities in Umhlabuyalingana include the production of cotton which is concentrated mainly in the Makhathini Flats area; pineapples which are in the process of being introduced in the Umhlabuyalingana; ground nuts; essential oils; honey cashew nuts.

Households involved in consumption agriculture are involved in the production of a range of crops for household consumption which includes crops such as maize, amadumbe, sweet potatoes, etc. The type of crops grown in the various households throughout Umhlabuyalingana is again dependent on accessibility to water resources and the type of soil conditions. Research has indicated that there is potential to commercially produce these crops, but this is dependent on technology and the supply of water, for example, the provision of water irrigation systems. Livestock production also forms an integral part of community activities that ensure food security and also as an income-generating resource including livestock such as chickens, cattle and goats.

Agricultural Projects And Potential Areas For Agricultural Development

The areas for potential agricultural development in Umhlabuyalingana LM. The full potential of the agricultural sector has not been fully realized in Umhlabuyalingana as the areas of existing agricultural activities are small in comparison to the areas that have agricultural potential. It is evident that Umhlabuyalingana can expand its agricultural sector in the following areas: fruit tree farming - fruits that can be grown in the Municipality include mango, amarula, coconut and lala palm; game ranching - such a development can impact both the agriculture sector and the tourism sector; irrigated farming; homestead farming in areas that have plot sizes of less than 5 hectares and homestead farming in areas that have plot sizes of between 5 and 50 hectares.

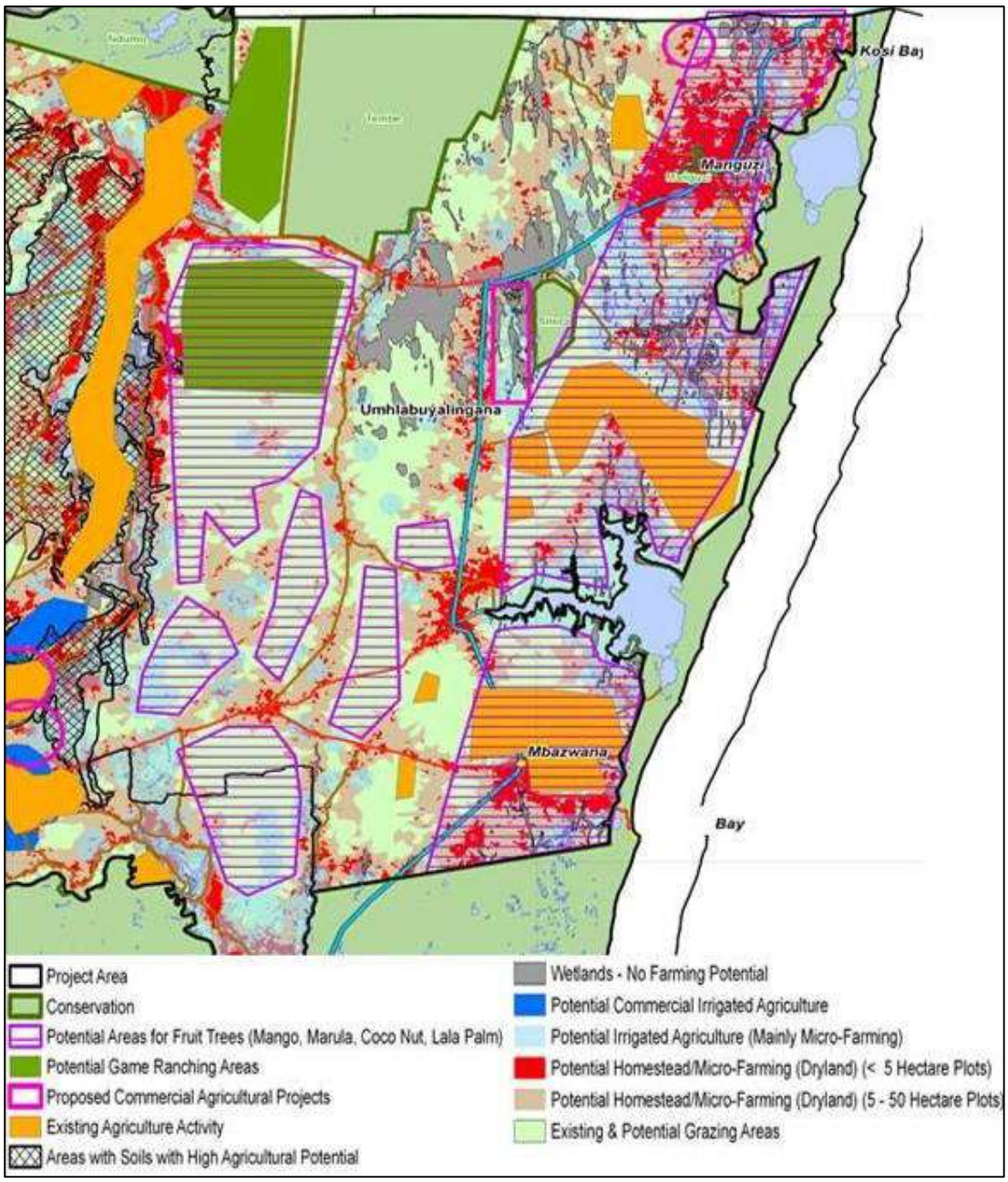
- Cashews nuts project and its spin-offs: Cashew nuts are an important part of the commercial agriculture sector in Umhlabuyalingana, and it is grown in the areas around Umhlabuyalingana LM where the soils are most favourable. Cashew nuts have been in production in the Maputaland area since 1980 and began as part of a research project by the Industrial Development Corporation. A joint partnership with Ithala Development Corporation was formed and Coastal Cashew (Pty) Ltd. Was established. The scheme of this venture under Coastal Cashew (Pty) Ltd was extended into Manguzi to include and is still in operation today. The development of the cashew nuts out grower block has stimulated development and interest in other agricultural production initiatives for the Umhlabuyalingana LM and surrounding areas in the Maputaland region which includes essential oils, peanuts, honey, cashews, and ground nuts.
- Ground nuts: The favourable coastal climate and sandy soils increase the potential for ground nuts production in the Maputaland area. Ground nuts projects have currently been established in Umhlabuyalingana LM where large tracts of land have been made available for this type of project in areas such as Mboza.
- Beekeeping and honey production activities: According to the MDIC (2012) beekeeping and honey production activities have been exclusively practised by the community in the forests that are owned by Sappi and Mondi in the Umhlabuyalingana LM. The MDIC further indicates that honey production can be a lucrative business venture for community development [as] it has very little initial capital cost, little management is required [and it] promotes the retaining of indigenous trees in the area. It is ideal for resource-poor farmers, as it requires low-cost technology, minimum infrastructure and no land ownership. Eucalyptus trees provide an excellent source of pollen, and

these are found extensively in the [uMkhanyakude] District another opportunity exists in the natural forests in the game parks.

- Palms: Umhlabuyalingana LM is notable for the prolific growth of palms in this area. These palms are used by the local people for the manufacturing of handcrafts, while a significant quantity of the palm fronds (the Lala Palm) is exported to other regions for use by craft workers. The sap of Wild Date Palm, and in particular the Lala Palm is used to produce palm wine. The over-harvesting of palms could be a problem, but current controls and active planting of palms are ensuring their sustainability. However, the sale of palm material for craftwork outside of the district should be restricted.

The map below indicates different areas with different agricultural opportunities.

MAP 10: AGRICULTURE POTENTIAL AREAS

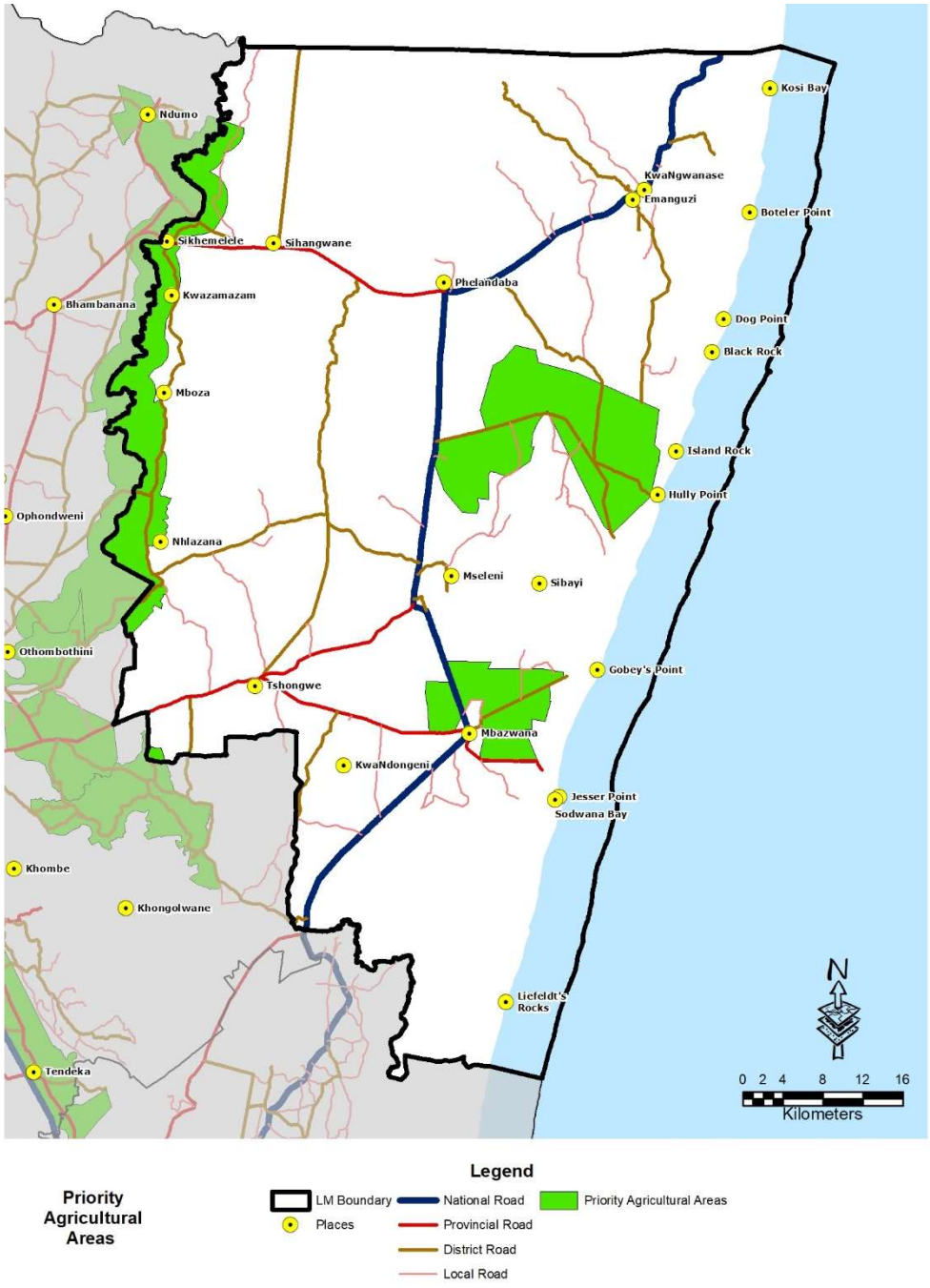


2.4.4.4 Priority Agricultural Areas

The Department of Agriculture, Land Reform and Rural Development (DALRRD) identified and demarcated high value agricultural areas suitable for continued long-term agricultural production purposes. These demarcated areas are called the Protected Agricultural Areas (PAAs) and will be gazetted under the Preservation and Development of Agricultural Land Framework Bill (PD-ALF), with supporting procedures and processes as well as permitted, conditional and non-permitted land uses for each of the PAAs. (DALRRD, 2020). Priority Agricultural Areas (PAAs) designate areas across diverse natural resources, rather than individual land parcels. PAAs can also direct non-agricultural developments to currently developed areas to intensify development where infrastructure is already in place.

While the PD-ALF is not yet enacted, this will have substantial implications for development in the future. Agricultural land once disturbed, altered, or destroyed is difficult to rehabilitate, and can never fully be returned to its prior productive state. The map on depicts the PAAs identified in Umhlabuyalingana.

MAP 11: PRIORITY AGRICULTURAL AREAS



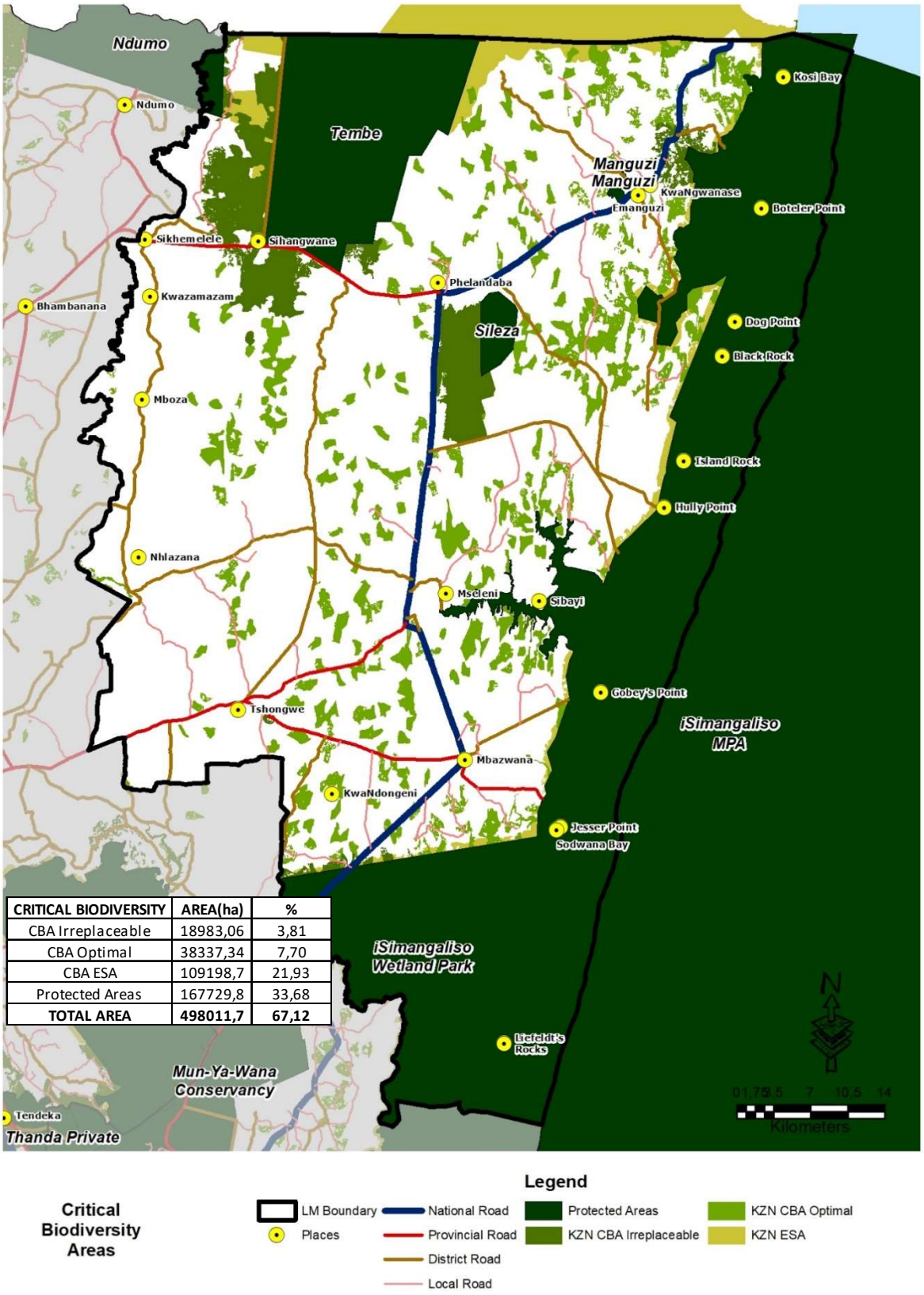
2.4.4.5 Biodiversity

Critical Biodiversity Areas are natural or near-natural landscapes that are considered critical for meeting biodiversity targets and thresholds, and which safeguard areas required for the persistence of viable populations of species and the functionality of ecosystems. The table below indicates the CBA categories within the Municipality and affected areas.

TABLE 18: CRITICAL BIODIVERSITY AREAS

CATEGORY	AFFECTED AREA	COMPATIBLE LAND USES
CBA Irreplaceable: Areas which are required to meet biodiversity conservation targets, and where there are no alternative sites available. (Category driven by species and feature presence)	• CBA Irreplaceable is located in Manguza along R22. • The western border of Tembe Elephant Park and South of Tembe Elephant Park in Sihangwe area. • Adjacent to the western boarder of Sileza Nature Reserve, south of Phelandaba area. • CBA Irreplaceable covers an estimated area of 18983.06 ha. • CBA Irreplaceable within the Municipality remain natural and small land south of Phelandaba area used for commercial agriculture.	• Open space • Low impact ecotourism or recreation
CBA Optimal: Areas that are the most optimal solution to meet the required biodiversity conservation targets while avoiding high-cost areas as much as possible (Category driven primarily by process).	CBA Optimal Areas cover an estimated area of 38337.34 ha and are scattered all over the Municipality in areas such as KwaNdongeni, South-west of Sibaya Lake.	• Open space • Low impact ecotourism or recreation
ESA: Areas that support the ecological functioning of protected areas or CBAs. These areas are identified as influencing land-use management that is not derived based on biodiversity priorities alone but also address other legislation/agreements which the biodiversity sector is mandated to address, for example triggers for EIA Regulations.	ESA areas covers an area of approximately 109198,66ha and is found in and adjacent protected areas such as Tembe Elephant Park, Indumo Game Reserve and Isimangaliso Wetland Park.	• Low impact ecotourism or recreation • Sustainably managed rangelands • Certain forms of low-density housing

MAP 12: CRITICAL BIODIVERSITY AND PROTECTED AREAS



CRITICAL BIODIVERSITY	AREA(ha)	%
CBA Irreplaceable	18983,06	3,81
CBA Optimal	38337,34	7,70
CBA ESA	109198,7	21,93
Protected Areas	167729,8	33,68
TOTAL AREA	**498011,7**	**67,12**

Critical Biodiversity Areas

Legend

- LM Boundary
- Places
- National Road
- Provincial Road
- District Road
- Local Road
- Protected Areas
- KZN CBA Irreplaceable
- KZN CBA Optimal
- KZN ESA

2.4.4.6 Protected Areas

Formally protected areas cover approximately 167729,83ha or 33,68% of Umhlabuyalingana LM and include the following (refer to map: Critical Biodiversity And Protected Areas):

Tembe Elephant National Park

The Tembe Elephant National Park is situated on the Mozambique border near Ndumo Game Reserve. The park is approximately 30,000 ha in extent and managed by Ezemvelo KZN Wildlife. The park is situated within the sand veld ecological zone and consists mainly of closed woodland and secondary thicket formation, with clumps of Sand Forest. The zone falls within vegetation. This results in high diversity of birdlife (340 bird species). The park is also home to approximately 220 elephants, some of which are among the largest in the world.

Manguzi Nature Reserve

The Manguzi Forest Reserve is situated on the outskirts of the Manguzi urban centre. The reserve is 237 ha in extent and managed by Ezemvelo KZN Wildlife. The reserve protects the last significant patch of KwaZulu-Natal Coastal Forest, an Endangered Ecosystem, to the north of Lake Sibaya. There are currently no facilities for visitors to the reserve.

Sileza Nature Reserve

The Sileza Nature Reserve is situated south-west of Manguzi. The reserve is 2,125 ha in extent and managed by Ezemvelo KZN Widlife. The reserve protects a large portion of Maputuland Wooded Grassland, which is classified as Vulnerable. There are currently no facilities for visitors to the reserve.

Tshanini Community Conservation Area

The Tshanini Nature Reserve is a community conservation area to the south of Tembe National Elephant Park. The reserve is approximately 3,000 in extent and managed by the local Tshanini community, with assistance from the Wildlands Conservation Trust. The reserve largely protects areas of Tembe Sandy Bushveld and Sand Forest.

Ndumo Game Reserve

The Ndumo Game Reserve is a registered Ramsar Site which is situated on the Mozambique border. It is located at the confluence of the Great Usutu, which forms its Northern boundary, and the Pongola River. The reserve is approximately 11,860 ha in extent and comprises a variety of ecosystems, including floodplain pans, wetlands, reedbeds, savanna and sand forest It has the highest bird count in South Africa with 430 recorded bird species. This includes several aquatic species, such as Black Egret, Pygmy Geese, and Pelicans, as well as several species of interest, such as the Pell's Fishing Owl, Broadbill, and Southern Banded Snake Eagle. The reserve is home to a number of game species, including Nyala, Bushbuck, Impala, Red Duiker, Suni, Black and White Rhino, Hippopotamus and Crocodiles.

ISimangaliso Wetland Park

The ISimangaliso Wetland Park is South Africa's first UNESCO World Heritage Site. The 332,000 ha park contains three major lake systems, most of South Africa's remaining swamp forest, Africa's largest estuarine system, 526 bird species, and 25,000-year-old coastal dunes. The park also includes an extensive Marine Reserve which protects 190,000 km of the South African coastline. There are also four RAMSAR sites, namely the Kosi Bay System, Turtle Beaches / Coral Reefs, Lake Sibaya, and the St Lucia System within the park.

2.4.4.7 Hydrology

The area has limited drainage lines and rivers with exception of Pongola River that runs on western edge of the municipal boundary. However, there are extensive wetlands, with the presence of typical wetland vegetation species like the Jancus species (Ncema.) These hydrologically sensitive areas are mainly on the central and eastern sections of the municipal area under investigation. There are also patches of wetlands along the R22 Mbazwana bound road. The typically wet areas may be underlain by clayey sandy soils.

Surface Water And Drainage

The Umhlabuyalingana Local Municipality falls under the W70A Quaternary catchment within the Usuthu-Mhlatuze Water Management Area (WMA). Local communities within this municipality rely on groundwater as their primary water supply source (DWAF, 2008). Notably, the Ngwavuma and Phongolo rivers traverse the border between Jozini and Umhlabuyalingana Local Municipality, passing through Sikhelele, KwaZamazama, Mbosa, and Nhlazana areas.

The Phongolo River is currently described as "Moderately Modified," indicating a loss and change of natural habitat and biota. Although alterations have occurred, the basic ecosystem functions remain predominantly unchanged. The desired state is classified as Class C Moderately Modified.

The Swamanzi River is characterized as unmodified and natural. Currently, these rivers are in good condition and should be prioritized for retaining their free-flowing character. Activities that may lead to deterioration in their current condition are deemed unacceptable.

The Mkhuze River is largely natural with few modifications. While some changes in natural habitats and biota may have occurred, the ecosystem functions remain essentially unchanged. The focus is on avoiding further deterioration.

Wetlands

The most significant hydrological system in the area is wetlands. Most of the wetlands in the area appear to be functional wetlands with little disturbances. It is known that wetlands function to provide several ecosystem goods and services which for the area under investigation will to a large extent, be provision of grass for crafts and households use and flood attenuation. Thus, maintenance of the integrity of the wetland and assurance of its functionality are important management considerations during development planning for the area.

Wetlands in the study area are primarily channelled valley-bottom wetlands associated with watercourses. Larger wetland units are found at the confluence of rivers and are particularly associated with the Pongola River. There are five Ramsar registered sites within the municipality, underscoring their international importance:

- Kosi Bay (277.3 ha)
- Lake Sibaya (60.4 ha)
- Ndumo Game Reserve (1220.8 ha)
- St Lucia System (71.5 ha)
- Turtle Beaches/ Coral Reefs of Tongaland (along the Municipal coastal line)

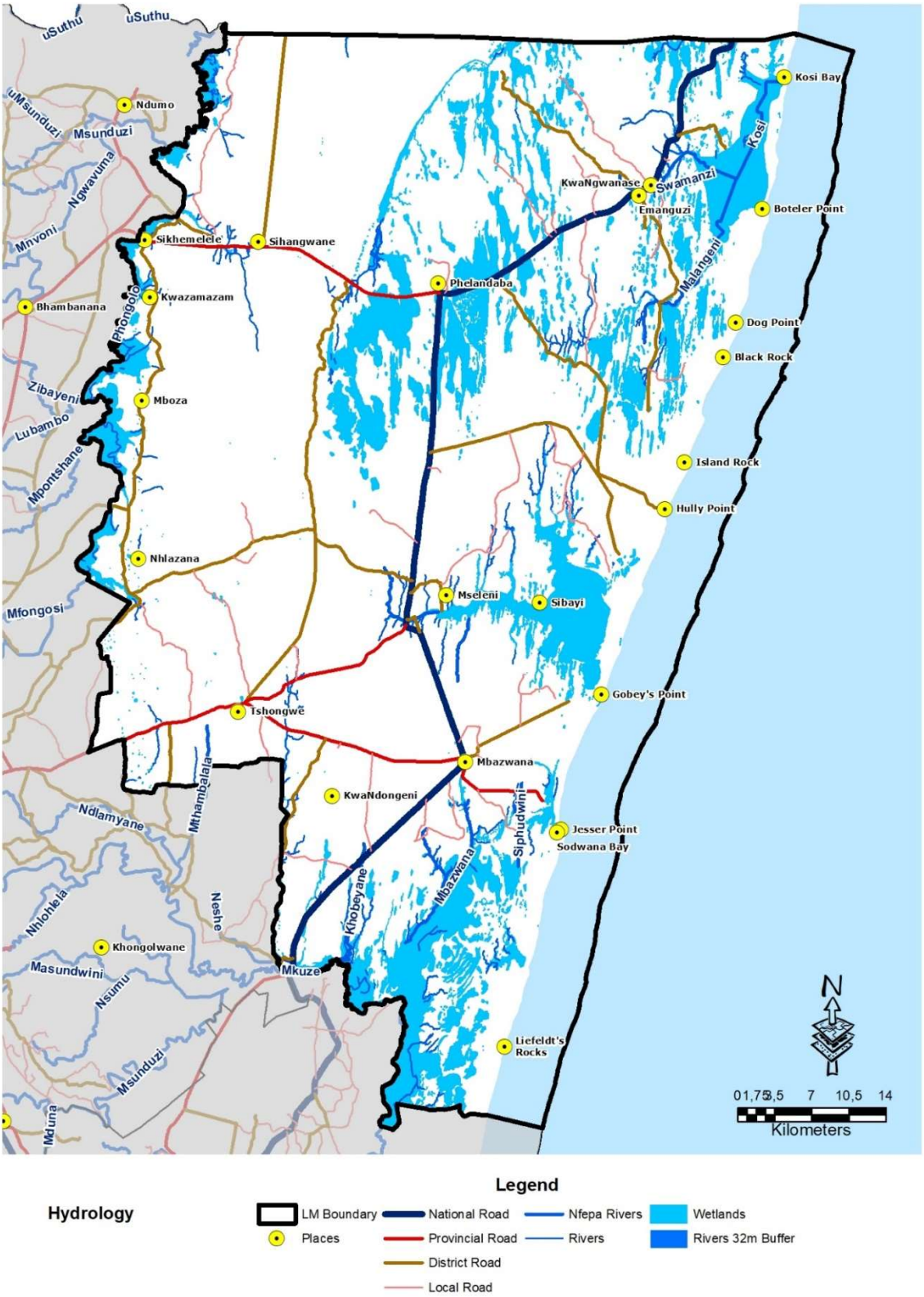
All five sites are currently within the Protected Area network.

Coastal And Freshwater Lake Systems

The Umhlabuyalingana Local Municipality features two types of coastal lake systems: estuarine-linked lakes (St Lucia, Kosi, and Mgobozeleni) and freshwater lakes (Sibaya, Bhangazi North, and Bhangazi South).

- One of the largest estuarine systems on the African continent, Lake St Lucia is characterized by sediment accumulation, resulting in a shallow lake with freshwater inputs from streamflow, rainfall, and dune seepage. The uMfolozi River is a major freshwater source, and since 2012, the link between the uMfolozi River and Lake St Lucia has been re-established.
- The Kosi System comprises distinct lakes connected by narrow channels, with a salinity gradient from freshwater in the south to seawater at the estuary. The system is linked to the sea, and the estuary mouth is generally open throughout the year.
- Mgobozeleni is the smallest of the three estuarine lake systems, featuring interconnected lakes connected to the sea via a narrow channel.
- Lake Sibaya, Lake Bhangazi North, and Lake Bhangazi South: These freshwater lakes, situated in areas of low relief, are fed by small catchments, and maintained largely from groundwater seepage. They are nutrient-poor due to the sandy, leached nature of their substrates.

MAP 13: HYDROLOGY



2.4.4.8 Air Quality

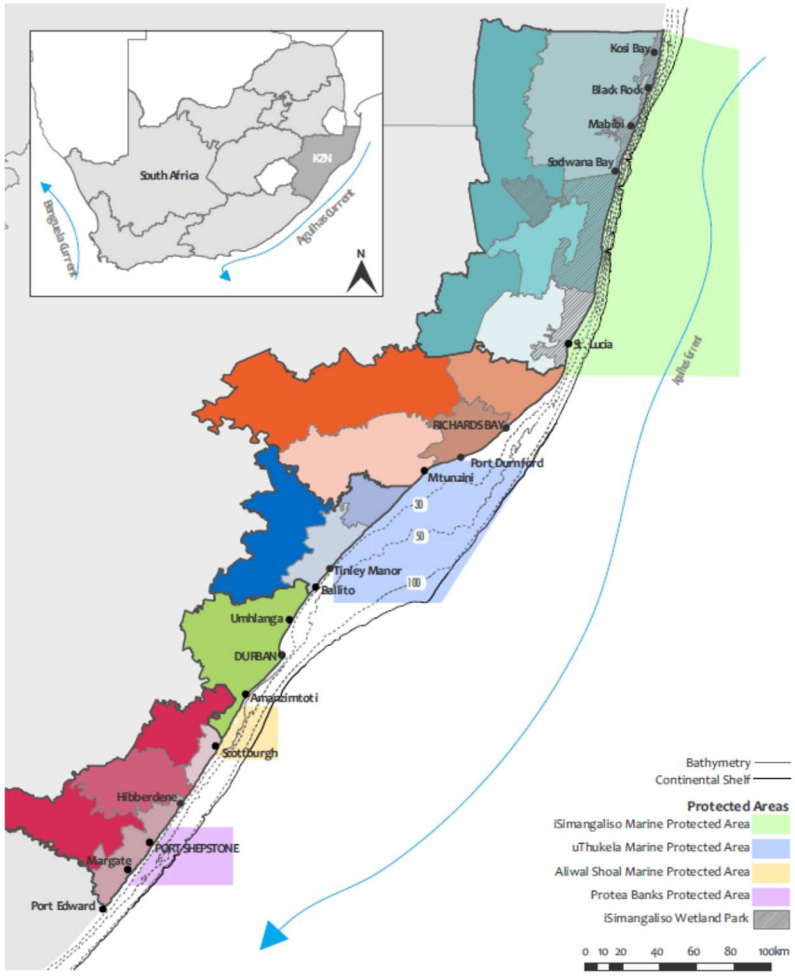
The Municipality has not done a study to determine air quality.

2.4.4.9 Coastal Management

Coastal Management is critical to ensure that the coastal zone is recognised for its importance and the future sustainability thereof. Increased population pressures along the coastal areas, the pressure this exerts on the natural resources; and the conflict between the need for immediate consumption or use of coastal resources and the need to ensure the long-term supply of those resources, emphasise the need for proper management of this resource.

The coastal area of Umhlabuyalingana Municipality was proclaimed as a nature reserve in 1987. South Africa currently has 16 wetlands designated as wetlands of international importance in accordance with the Ramsar Convention and will have 19 by 2007. The Isimanagaliso Wetland Park System is among these. The site is a Nature Reserve administered by the KZN Wildlife under the communally owned land falling under the Tembe, Mabaso, Mbila and Mashabane Traditional Council. Formally protected areas and TFCAs within and surrounding the Umhlabuyalingana Municipality.

FIGURE 29: KZN COAST



Source: State of the Coast, March 2022

In addition, the iSimangaliso Marine Protected Area is a coastal and offshore Marine Protected Area stretching from the South Africa-Mozambique border in the north to Cape St Lucia Lighthouse in the south.

2.4.4.10 Climate Change

Climate change already causes and will continue to cause several challenges for this Municipality, linked to impacts such as increased temperatures, extreme weather events (e.g. flooding and drought), severe heat, sea level rise and climate variability.

Climate change impacts will affect disaster management, infrastructure, and human settlements in several ways in Umhlabuyalingana Municipality. Increases in the severity of storm events and increases in flooding will damage infrastructure which may result in a loss of industrial productivity

and service delivery disruptions. The impacts of storm events will particularly affect communities located in informal settlements, on flood plains and where there is poor drainage infrastructure. In addition, communities in rural areas that depend on subsistence farming may be unable to grow crops that they have grown in the past due to the changing climate. It is predicted that there will therefore be an increase in rates of rural-urban migration. Rural communities may also become more physically isolated due to extreme events impacting key infrastructure.

Climate change impacts may include:

- An increase in the frequency and intensity of floods and droughts;
- A decrease in water availability due to changed rainfall patterns and increased evaporation; will affect subsistence dryland farmers the most.
- An increase in the erosional capacity of river courses, results in the loss of more topsoil, thus decreasing the agricultural value of land and increasing siltation in dams.
- Infrastructural damage as a result of extreme weather events causing flooding, affecting human well-being and safety as well as insurance costs;
- An increase in erosion of coastal areas due to sea-level rise;
- Higher energy consumption due to increased residential cooling load;
- An increase in economic losses due to property damage and decreased tourism revenue;
- An increase in heat-related vector-borne (e.g. malaria) and water-borne (e.g. cholera) illnesses;
- An increase in heat stress, leading to dehydration, particularly for those that reside in the Municipality, as well as children and the elderly;
- Changes in the geographical distribution of plants and animals with the extinction of species that are unable to move and an increase in the prevalence of alien invasive species. This will negatively affect the biodiversity and the associated ecosystem services;
- Further loss of critically endangered grassland habitats as they are outcompeted by woody species able to utilize the higher concentrations of CO2 in the atmosphere.
- A reduction in yield of staple food crops, such as maize;
- Changes in the optimal planting and harvesting dates for crops as well as land suitable for crop
- Heat stress increases livestock and poultry mortality rates;
- An increase in respiratory problems in the Municipality due to a decrease in air quality (e.g. changes in the concentration and distribution of near-surface ozone) and increased dampness;
- Deterioration of foods leading to increased incidents of food-borne diseases;
- The loss of land above the current high-water mark due to sea-level rise. Shoreline Management Plans are required to determine what adaptation interventions, if any, are required now or in the future.

The municipality and the district municipality attended the Durban Adaptation Charter (DAC) conference to see how the metro tries to adapt to the changes caused by climate. This is a phased programme, which has focused on climate change adaptation and enhancing the Municipality's ability

to cope with climate change impacts. The likely climate change impacts have been assessed and plans, programmes and projects will be developed to assist the Municipality in dealing with these impacts.

2.4.4.11 Strategic Environmental Assessment

Municipalities are required to compile Strategic Environmental Assessments (SEAs) as a core component of their Integrated Development Plans (IDPs) and Strategic Development Frameworks (SDF), in accordance with Section 26(e) of the Local Government: Municipal Systems Act, 2000 (Act 32 of 2000), and the Local Government: Municipal Planning and Performance Management Regulations, 2001. Additionally, compliance is mandated by the more recent Spatial Planning and Land Use Management Act No. 16 of 2013.

The Umhlabuyalingana Local Municipality (ULM) accordingly prepared a Strategic Environmental Assessment (SEA) for its area of jurisdiction. The Municipality aims to utilise the SEA as a management tool at a strategic level, ensuring that environmental considerations are integrated into the implementation of policies, by-laws, plans, and physical development. This approach aligns with the municipality's commitment to complying with the World Summit on Sustainable Development (WSSD) Sustainable Development goals.

2.4.5 Agricultural and Environmental: Trends and Analysis

Constraints and limits to the development of the agricultural sector

Several constraints that impede or limit commercial agricultural development in Umhlabuyalingana LM were identified in Umhlabuyalingana LM. Umhlabuyalingana Local Economic Development Strategy (LED) 2016 includes, but is not limited, to the following:

- Access to adequately sized agricultural land is limited. Dispersed settlement patterns with no formally defined areas designated for agricultural production further limit agricultural production activities as well as access to sufficient land in areas under traditional leadership is limited. Dense settlements also occur primarily in high-potential agricultural areas, limiting land availability for agricultural activities.
- Land Claims - large portions of land under state authority cannot be developed until land claim issues are resolved. This is largely limited to the coastal forestry reserve and the Pongola flood plains.
- Management and control of communal grazing areas for livestock. The management and stock of communal grazing land is difficult. This is largely due to the overstocking of livestock in some areas which leads to the degeneration of land, the land that is available for grazing is not managed or maintained, livestock are often not contained in a specific area and their movements are not controlled and negatively impact on other areas such as croplands and conservation areas.
- Consumption agriculture - Food security is naturally the prime motivation for crop selection and general agricultural practice. The change to producing a commercial cash crop has real risks associated with it, and it is difficult to overturn the habits and rituals of many generations. Way of

minimizing risks and appropriate ways of introducing commercial ventures into the areas where consumption agriculture is practised need to be employed.

- Technical and financial support. There is a lack of technical expertise and knowledge where the production of high-value cash crops or niche market products is required.
- Lack of sector-strong organization. Although farmer groups do exist, and some activities such as ploughing may rely on the sharing of resources, there are generally not strong and effective agricultural organizations within the tribal areas. This denies the farmers benefits that could be derived from joint buying of seeds or fertilisers, collective use of machinery, collective marketing, and transport strategies.
- Inadequate Processing and Storage Facilities. Processing and storage facilities are absent or lacking within Umhlabuyalingana LM, especially if highly valuable, perishable and/or produce requiring processing is required. This is particularly so in the more remote, northeastern parts of the area, where the conditions are most conducive to tropical fruit production and aquaculture, where these facilities would be in the most demand.

2.4.6 AGRICULTURAL AND ENVIRONMENTAL: SWOT ANALYSIS

STRENGTHS	WEAKNESSES
• Flat to gently rolling terrain • Makhathini Flats area is characterized by its flat land and rich soils which make it suitable for agricultural production • Undeveloped Natural Areas • Minimal slope, thus less risk of erosion	• Short rainfall in summer • Insufficient seasonal rainfall • Prone to drought • Prone to outbreak of wildfires • Dust pollution • Degraded landscape • Access to adequately sized agricultural land is limited • Management and control of communal grazing areas for livestock • Technical and financial support • Lack of sector-strong organization • Increase in informal residential settlement in rural farming areas thus leading to land degradation through numerous unauthorized and un-regulated land developments • Access to agricultural infrastructure and/mechanization services (i.e. irrigation systems, fencing) • Access to markets (local and outside markets) and inadequate agribusiness support • Highly erodible land soils within the catchment areas intensified by overgrazing • Slow land reform processes • Inadequate access to funding for agricultural production and infrastructure support for communal agricultural development

OPPORTUNITIES	THREATS
• To realise the full potential of the agricultural sector • Potential to expand commercial forestry plantations • Support sustainable agricultural practices in floodplain areas • Promote responsible cultivation practices in degraded areas • Preserve and protect natural areas to maintain ecological diversity. • Implement conservation measures for environmental balance.	• Climate change impacts • Severe weather conditions • Caution in areas with sandy topsoil to prevent erosion

2.4.7 AGRICULTURAL AND ENVIRONMENTAL: KEY CHALLENGES

Challenges	Measures to address challenges
Lack of intergovernmental linkages	Improve IGR participation
Slow progress in the formalization of towns (Manguzi and Mbazwana) as approved by the KwaZulu Natal Cabinet in 2011	Umhlabuyalingana Spatial Development Framework identifies important nodes, such as Mbazwana (Primary Node), Manguzi (Primary Node), etc. Obviously, these nodes have different functions or roles in the development of Umhlabuyalingana. The successful development of Manguzi and Mbazwana Towns would have many economic benefits for the people of Umhlabuyalingana. In five years' time, Umhlabuyalingana would have made significant progress in terms of attracting investors to the towns, thereby creating a platform for a sustainable revenue base for the Municipality.
Response to climate change	• Sound and effective disaster management • Increase productive use of land resources. • Implement effective response strategies. Adaptation and mitigation strategies. • Stop land degradation trends and protect natural systems such as floodplains, wetlands and forested valleys that "absorb" the shocks of natural extremes such as floods. • Implementation of terrestrial landscape corridors. • Integrate Disaster Management and Climate Risk Management.
Umhlabuyalingana Municipality is currently experiencing problems with poor response to public involvement in the implementation of the land use scheme and land management.	Umhlabuyalingana is currently working on developing municipal-wide wall-to-wall schemes.
Short rainfall in summer Insufficient seasonal rainfall	Cultivate appropriate crops.

Prone to drought	Appropriate cultivars
Prone to outbreak of wildfires	Fire control measures
Dust pollution	Regulated mining (EMPr)
Degraded landscape	Promote sustainable use of natural resources. Eradicate and/or control alien invasive plant infestations.
Water scarcity and uneven distribution	Implement water conservation measures, promote efficient water use, and explore alternative water sources.
Pollution from industrial effluents, sewage, acid mine drainage, agricultural runoff, and litter	Enforce regulations to control and reduce pollutants, implement waste treatment technologies, and promote sustainable land management.
Threatened ecosystem types in rivers and wetlands	Implement conservation efforts and regulatory measures to protect rivers and inland wetlands, focusing on Critically Endangered and Endangered types.
Declining quantity and quality of freshwater resources in KwaZulu-Natal province	Develop sustainable water management practices, monitor and control water consumption, and adapt to changing climate patterns.
Reliance on groundwater in Umhlabuyalingana LM	Implement measures for sustainable groundwater use, monitor groundwater levels, and explore alternative water sources.

2.4.8 DISASTER MANAGEMENT

2.4.8.1 Municipal Disaster Management Plan

The Disaster Management Sector Plan is a core component of the Integrated Development Plan (IDP). Section 26 (g) of Municipal Systems Act No. 32 of 2000 requires the municipal IDP to reflect an applicable Disaster Management Sector Plan (DMSP). Furthermore, Section 53 (2) (a) of Disaster Management Act No. 57 of 2002 stipulates that a disaster management sector plan for a municipal area must form an integral part of the Municipality's IDP. As required by Section 53 of the Disaster Management Act No.57 of 2002, the applicable Municipal Disaster Risk Management Plan was developed in 2014 and has been reviewed regularly. The Disaster Management Plan is attached as an Annexure to the IDP and has been recommended by the community services portfolio committee to the EXCO committee and the Council for approval (Disaster Management Draft Plan for 2024/2025).

The hazards and disaster risk are dynamic hence various methods have been used to ensure that the accurate risk profile of the district is known. Capturing and keeping incidents or disaster data is one of the methods that have been employed to ensure that the spatial location of prevailing hazards and risks is well known, particularly at a ward level.

The municipality has used this scientific method to understand and spot the spatial or geographic location of hazards and associated risks and to design specific disaster risk reduction activities that target affected communities.

Municipal Disaster Management Inter-Departmental Committee

Internally, the portfolio committee that deals with matters relating to Disaster and Disaster Risk Management is functional and meets every month or when necessary.

District Disaster Risk Management Practitioners Meeting

The Municipality is actively involved in the District Disaster Risk Management Practitioners Meeting. The main objective of these meetings, which are held every quarter or when necessary is to share experiences, and best practices and to ensure capacity development as well as a uniform approach as envisaged by disaster management legislation and policy.

Municipal Disaster Management Advisory Forum (DMAF)

The Local Disaster Management Advisory Forum is functional and held quarterly or as and when necessary. The District DMAF is a fundamental structure that provides a platform for the interaction of all relevant role-players responsible for disaster risk management in the district.

2.4.8.2 Municipal Institutional Capacity

The responsibility for reducing disaster risk, preparing for disaster, and responding to disaster is shared among all departments and employees of the uMkhanyakude District Municipality, local municipalities within the uMkhanyakude District Municipality, all departments, and employees of Umhlabuyalingana Local Municipality. All provincial and national organs of state operating within the municipality, all sectors of society within the municipality and perhaps most importantly all the residents of the municipality.

The uMkhanyakude District Municipality has a fully functional Disaster Management Centre allocated in Hluhluwe. The Disaster Centre consists of a Fire Station building which is currently occupied by Big 5 Hlabisa Firefighters from Hluhluwe Offices. There are 4 disaster officers allocated to each local municipality, 1 chief fire officer for the whole district and 5 call centre operators with 1 supervisor. The Disaster and Rescue Officer for Umhlabuyalingana Municipality (assigned as above) falls under the Community Services Department.

2.4.8.3 Risk Assessment

The Umhlabuyalingana Municipality just like any other municipality in the Province is prone to several natural and man-made hazards. The vulnerability varies, which mainly depends on socio-economic status as well as the exposure of a particular household or community to a specific hazard.

Below is a list of priority hazards that are affecting the Municipality, the spatiotemporal characteristics of these hazards are well known since they have been observed and recorded continuously.

TABLE 19: PRIORITY HAZARDS IDENTIFIED AT UMHLABUYALINGANA MUNICIPALITY

HAZARDS	LOCATION
COVID-19 **Severe weather conditions:**	All wards
Lightning	Wards: 2; 5; 6; 7; 9; 10; 11; 12; 13; 14; 15; 16; 18,19 and 20

HAZARDS	LOCATION
Strong winds	Wards: 3; 6; 7; 8; 11; 13; 14; 18,19,20
Hail	All 20Wards
Heavy rain	All 20Wards
Extreme temperatures	All 20Wards
Fire: Structural	All 20Wards
Fire: veldt/bush	Wards: 2; 3; 4; 8; 10; 12; 15; 18,19
Accidents (MVA)	Mainly along R22, P748, P522 & P447
Drought	All 20wards
Foot & mouth diseases	Wards 6; 8; 9; 10; 11; 12; 16; 17; 18
Communicable diarrheal diseases	All 20 wards
Malaria fever	All 20 wards
River/Sea drownings	Wards: 2; 3; 5; 6; 9; 10; 13
Elephants crossing the border from Mozambique	Wards 9; 10; 12

2.4.8.4 Risk Reduction & Prevention

Disaster risk reduction plans providing for prevention and mitigation strategies have been compiled through a participative process and have not been vetted or submitted to feasibility studies.

The risk reduction plans which are implementable must be considered for inclusion within the IDP project of the municipality and if included must be budgeted for in terms of the operating and capacity budgets of the municipality.

Each project should be evaluated to determine which municipal department can lead its implementation. When a lead department is assigned through consensus in the DMAF, such a lead department must manage all planning and budgeting processes for said project. The Disaster Management Department of Umhlabuyalingana local municipality must assist in this regard.

Where the proposed project fails outside the mandate of the municipality, the municipality should establish a lobbying and monitoring mechanism to motivate the need for the project in the correct government or societal sector and to track progress on the project.

2.4.8.4.1 Risk Reduction Plans for Umhlabuyalingana Local Municipality

Risk reduction project proposals for priority risks are listed in the reduction plan attached to the disaster plan.

2.4.8.4.2 Risk Reduction Capacity for Umhlabuyalingana Local Municipality

The organisational structure for risk reduction within the municipality includes the Umhlabuyalingana Disaster Management Advisory Forum, the top management team of Umhlabuyalingana municipality, the Nodal points for disaster management within municipal departments within the municipality, departmental planning groups, risk reduction project teams and preparedness planning groups.

The total structure of the municipality, with every member of personnel and every resource, should also be committed to disaster risk reduction.

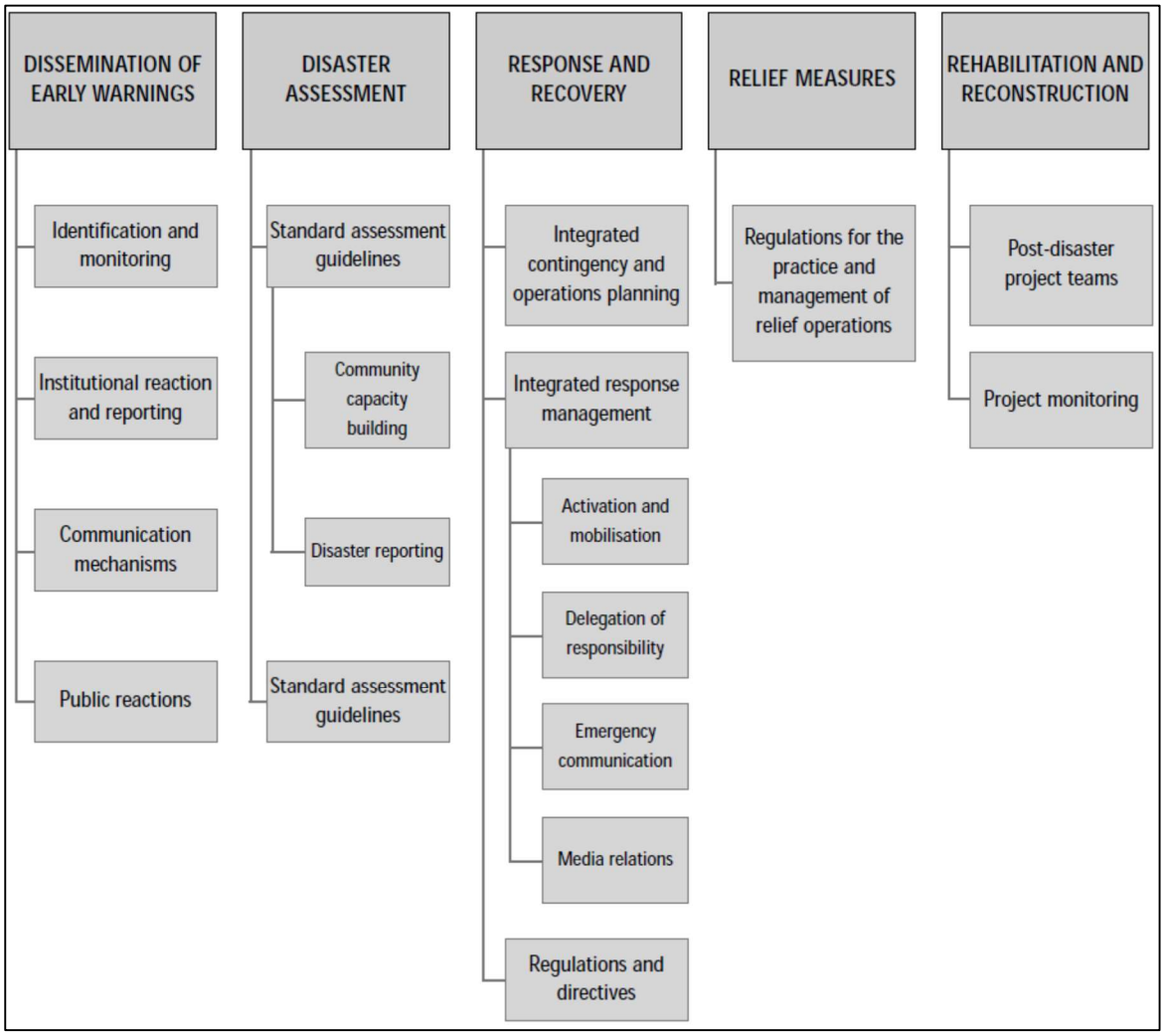
Ongoing capacity-building programs will be required to ensure the availability of adequate capacity for risk reduction.

2.4.8.5 Response And Recovery

Whenever there is a threatening or imminent hazard an early warning shall be disseminated accordingly to the relevant communities or sectors. Preparedness levels shall be kept high all the time through various means e.g. physical engagement with the public particularly during capacity building and awareness campaign programmes as well as through the media and other methods.

Ward Councillors, Ward Committees, Traditional Leadership, CDWs and Volunteers will be utilized to carry out response and recovery activities.

FIGURE 30: DISTRICT DISASTER RESPONSE AND RECOVERY FRAMEWORK



The following is the list of relevant role-players in disaster response and recovery:

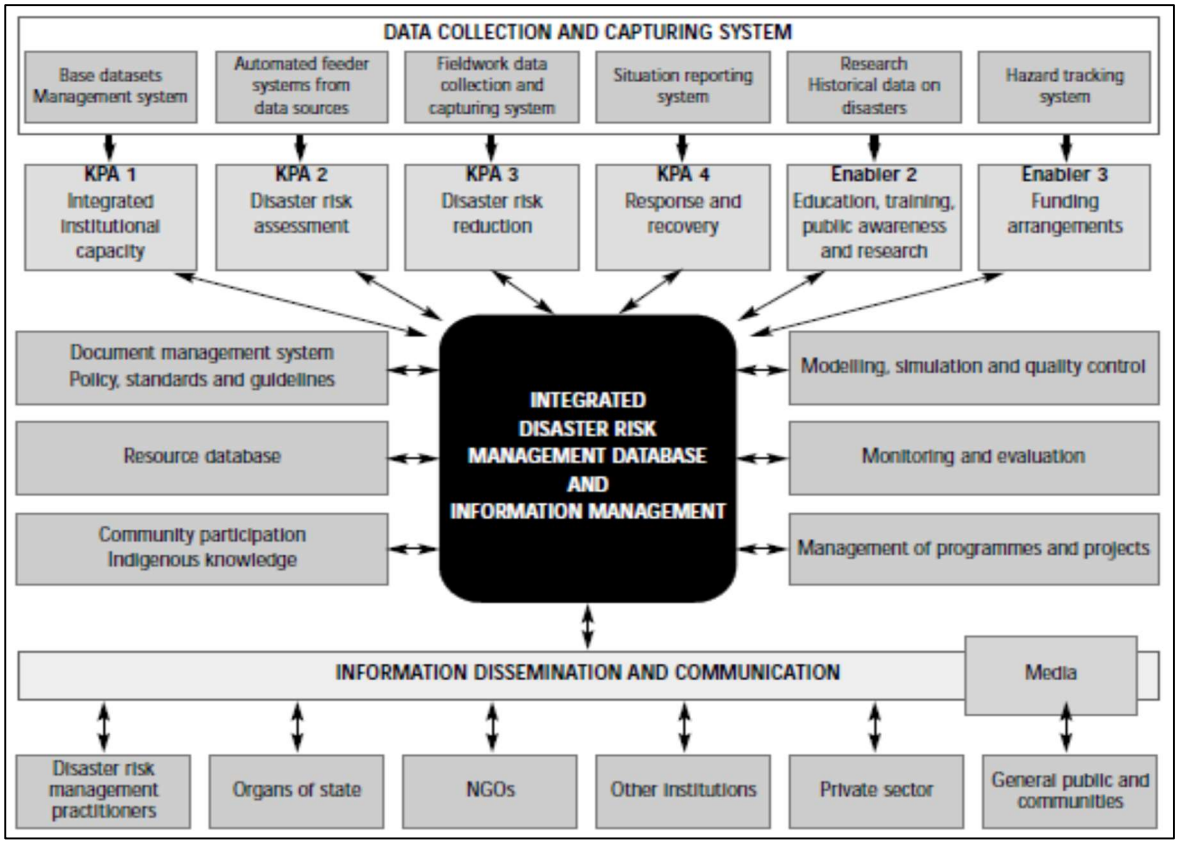
TABLE 20: ROLE-PLAYERS IN DISASTER RESPONSE AND RECOVERY

uMkhanyakude Disaster Management Centre	uMhlabuyalingana Disaster Management Centre	SANRAL
Cross Border	Diplomats	Road Accident Fund (RAF) –
SASSA	DSD - Mbazwana	DSD - Manguzi

Mbazwana SAPS	Manguzi SAPS	Manguzi Hospital
Mseleni Hospital	Human Settlement	Department of Agriculture
DAFF	Tembe Elephant Park	NCS Manguzi
NCS Sodwana	Big5 False Bay Local Municipality	Jozini Local Municipality
Emergency Medical Rescue Services	Environmental Health	Dept. Enviro. Affairs
Isimangaliso Wetland Park	Water Affairs	SAPS – Kosi Border
Home Affairs - Immigration	National Sea Rescue Institute Richards Bay	Working on Fire
KZN RTI	Ithala Bank	

A comprehensive information management and communication system must be established to provide integrated communication links with all disaster risk management role-players.

FIGURE 31: MODEL OF AN INTEGRATED INFORMATION MANAGEMENT AND COMMUNICATION SYSTEM FOR DISASTER RISK MANAGEMENT



Source: NDRMPF, 2005

The information management and communication system is managed at a district level and the district call centre is mainly used to coordinate response activities. It is envisaged that the system will link the District and all its Local Municipalities as well as all other relevant stakeholders. At the moment the existing system is mainly used for capturing as well as monitoring incidents and response thereof. The vision is to have an integrated municipal call centre where all queries regarding the services will be directed and attended to efficiently. The current collection and storage of incidents/disasters assist in disaster risk reduction planning and strategic development of interventions.

2.4.8.6 Training and Awareness

An integrated capacity-building and public awareness strategy for Umhlabuyalingana has been developed and continuously implemented to encourage risk-avoidance behaviour by all role players, including all departments, and especially in schools and communities known to be at risk. Such a strategy seeks to promote an informed, alert, and self-reliant society capable of playing its part in supporting and cooperating with the district in all aspects of disaster risk and vulnerability reduction.

The following capacity-building programmes have been identified:

TABLE 21: CAPACITY-BUILDING WORKSHOPS WILL TARGET VARIOUS CRITICAL ROLE PLAYERS

TARGETED STAKEHOLDERS	BUDGET	COMMENTS	FINANCIAL YEAR
Early Warning System	R0	All Wards	2024/2025
Fire Equipment/Resources	R0	All wards	2024/2025
Awareness Campaigns	R0	All wards 24 campaigns	2024/2025
Local Advisory Forum	R0	Meets once per quarter	2024/2025
Disaster/Social Relief	R500 000	All Wards	2024/2025

Public Awareness Campaigns will target critical sectors of society as shown in the table below:

TABLE 22: PUBLIC AWARENESS CAMPAIGNS

TARGETED STAKEHOLDERS	BUDGET	COMMENTS	FINANCIAL YEAR
1. Schools	~	All Wards	2024/2025
2. Communities (at risk)	~	All Wards	2024/2025
3. Informal Settlements	~	All Wards	2024/2025
6. other stakeholders	~	All Wards	2024/2025

2.4.8.7 Funding Arrangements

The following sources of funding are available:

- Umhlabuyalingana Municipality
- uMkhanyakude District Municipality
- Provincial Disaster Management Centre
- National Disaster Management Centre (prospective)

The budget and planned programmes are indicated below:

TABLE 23: BUDGETS FOR PROGRAMMES

PROJECT/PROGRAMME	BUDGET	COMMENTS	FINANCIAL YEAR
1. Early Warning	R0	All Wards	2024/2025
2. Advisory Forum	R0	Meets Once Per Quarter	2024/2025
3. Fire Equipment	R0	All Ward	2024/2025
4. Local Support/ Relief Materials	R500 000	Relief Materials Like Blankets, Sponge Mattresses, Etc.	2024/2025

2.4.8.8 Ecosystem-Based Disaster Risk Reduction (EcoDRR)

The Municipality has wetlands such as the Isimangaliso Wetland and Manguzi Nature Reserve. These environmentally sensitive areas require the development and implementation of a Disaster

Management Plan that takes into consideration the balance between ecosystems and spatial efficiency. As a result, the Municipality has incorporated into the municipal SDBIP the balance of land uses and management in a manner that promotes spatial resilience, generates economy, and attracts Umhlabuyalingana as a tourism destination. These strategic interventions will be done in accordance with the Municipal Land Use Scheme, Communication Plan, Disaster Management Plan, etc.

2.4.8.9 Disaster Management: SWOT Analysis and Key Challenges

STRENGTHS	**WEAKNESSES**
• Good management • A Disaster Management Plan is in place with all identified risks • All role players in the disaster management arena (including Government, None-Governmental Organizations, Traditional Authorities and the Private Sector) work together to prevent and or mitigate the occurrence of disasters • The Disaster Management Advisory Forum is in place. • We have two other firefighting organisations in the area (Fire Wise and Working on Fire).	• Insufficient human resources (Staff) • Vehicle shortage • The efficient provision of disaster management services is reliant on ongoing cooperation between all role players within the municipal and district areas • No Fire Station • Lack of resources, equipment • Lack of capacity to adequately handle all kinds of Disaster-related incidents. • Insufficient funds allocated to the section.
OPPORTUNITIES	**THREATS**
• Employment of more staff. • The existing disaster management centre is located at the Traffic Station. • Potential growth in terms of expansion and economics.	• The location of the Municipality on the coastline and its proximity to shipping routes present numerous natural marine and coastal threats. • The settlement of communities in disaster high-risk areas leads to chronic disaster vulnerability threats that range from floods to repeated informal settlement fires. • More than 60% of the area is prone to lightning and strong winds. • 98% of the area is rural, and sandy.

3 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

The Municipality has made strides in placing municipal transformation and institutional matters in its strategic agenda. This is evident in the implementation of programmes which address institutional development.

The functions and objects of Local Government are realised in the Constitution of the Republic and the Municipality must ensure full compliance and adherence to these. Municipal Transformation and Institutional development as one of the national key performance areas, incorporates Information and Communication Technology as one of the key functions. To realise and advance service delivery, the Municipality must while focusing on service delivery as the core function, however, acknowledge the shift in and impact of global trends in municipalities. The new methods of service delivery and new technological methods must be incorporated to ensure that institutional shortcomings are addressed. The Umhlabuyalingana Municipality was established in terms of the Municipal Structures Act, of 1998 (Act No. 117 of 1998). The functions of Municipal Transformation and Institutional Development are as follows:

- Human Resources Management and Development
- Information and Communication Technology Management
- Council Structure functionality
- Records Management
- Staff Performance

3.1 Institutional Arrangements

In its bid to fulfil legislated functions, the Council committees has been arranged as per delegations, roles and responsibilities as follows:

3.1.1 Corporate Services Portfolio

Exercise oversight and recommend to EXCO and Council on the following matters human resources matters:

- Consider Information and Communication Technology and recommend to EXCO and Council.
- Exercise oversight over records management functions.
- Exercise oversight over matters relating to secretarial support.

3.1.2 Finance Portfolio

Exercise oversight and recommend to EXCO and Council on the following matters:

- Exercise oversight of matters related to the budget.
- Consider statutory reports like Section 71 and Section 54.
- Consider all matters tabled to the portfolio for consideration (including but not limited to asset management.

3.1.3 PLANNING, LED AND INFRASTRUCTURAL DEVELOPMENT PORTFOLIO

Exercise oversight and recommend to EXCO and Council on the following matters:

- Fleet Management function.
- Implementation of Capital Projects.
- Maintenance of infrastructure projects.
- Monitor expenditure on grant funding.

3.1.4 COMMUNITY PORTFOLIO

Exercise oversight and recommend to EXCO and Council on the following matters:

- Special Programmes (Youth, People Living with Disabilities, gender etc.).
- Implementation of waste management plan.
- Functioning of the library.
- Law enforcement and Disaster Management.

3.1.5 GOVERNANCE

In exercising its constitutional powers in terms of Section 161 thereof and as per the Municipal Structures Act, the Council delegates some of its functions to other committees such as the Executive Committee in line with the Sections 79 and 80 Committees.

3.1.6 COUNCIL COMMITTEES

The Municipality has a Council which consists of council members as elected and sworn in, the Council exercise its powers as legislated in the Constitution. The Council is responsible for passing of by-laws, approval of budget, imposition of rates and taxes and raising of loans.

The Council further established the Executive Committee, which is entrusted with executive powers to make decisions, however, the decisions are to be reported to the Council. The committee was established in compliance with the Structures Act and it is currently functional as it meets monthly.

Section 79 committees (portfolio committees) have been established in line with National Key Performance Areas. These committees report to the Executive Committee monthly and EXCO reports are escalated to the Council quarterly. In addition to these portfolio committees, the Municipal Public Accounts Committee (MPAC) was established to exercise oversight functionality and handling of municipal finances. All the reports that have been discussed in the MPAC are reported to the Council.

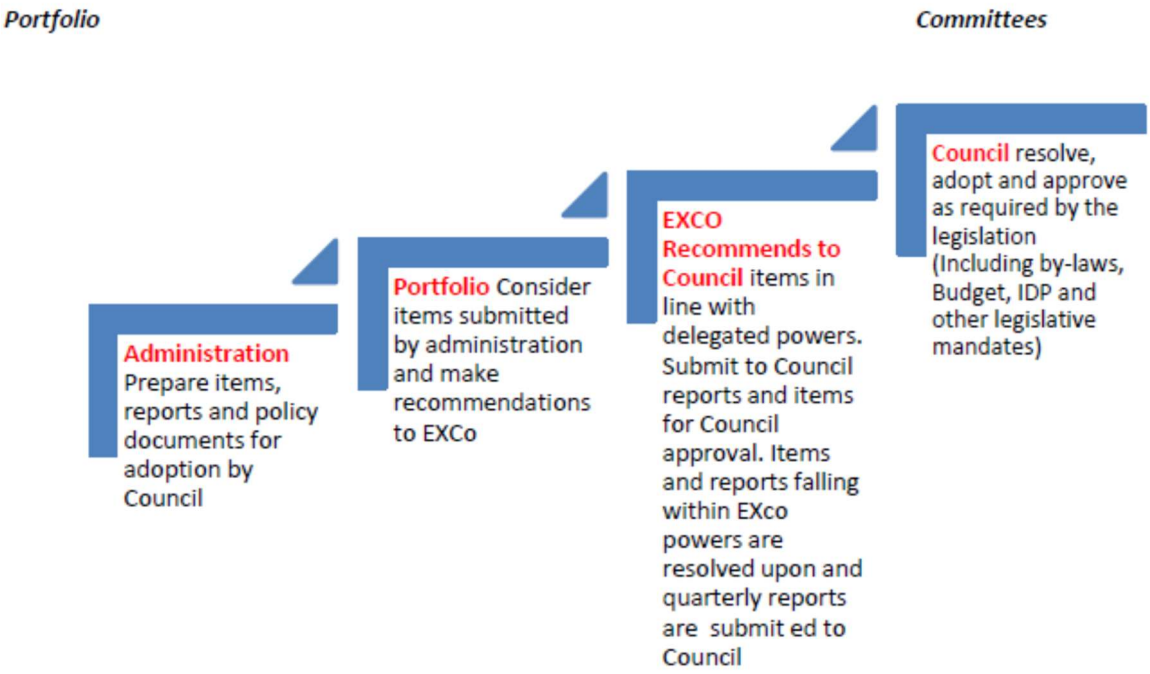
The Municipality has a functional Audit Committee which reports to Council quarterly.

3.1.7 BUSINESS PROCESSES / PROCESS FLOW

Administration prepares matters for tabling to portfolio committees as per their functional areas, once tabled to portfolio committees they follow the process of being tabled to the Council for final adoption and approval.

Resolutions taken by EXCO and Council are documented in the resolution register which assists in following implementation of the resolutions taken. The municipal Council adopts the municipal calendar which serves as the framework for scheduling meetings of the council and its council committees.

FIGURE 32: PROCESS FLOW



Members of municipal departments hold meetings monthly wherein they table, deliberate on issues and make recommendations to EXCO and Council for approval. Essentially Portfolio Committees exercise political oversight on these meetings. The arrangement of the portfolio committees is as follows:

- Corporate Services Portfolio Committee
- Finance Committee
- Technical/Planning and Local Economic Portfolio Committee
- Community Services Portfolio Committee

3.1.8 MPAC

The Municipal Public Accounts Committee (MPAC) convenes four times per financial year, in terms of Section 79 of the Municipal Structures Act to consider matters about the exercising of oversight on financial and governance matters.

TABLE 24: MPAC MEMBERS

MEMBERS OF THE MPAC	GENDER	AFFILIATION
Cllr T.S. Myeni	(Chairperson)	DA
Cllr I.T. Gwala	(Committee member)	IFP
Cllr F.G. Mlambo	(Committee member)	ANC
Cllr S.L. Ntuli	(Committee member)	ANC

MEMBERS OF THE MPAC	GENDER	AFFILIATION
Cllr T.P. Manzini	(Committee member)	ANC
Cllr H.N. Ntshangase	(Committee member)	IFP
Cllr. D Mlambo	(Committee Member)	EFF

3.1.9 Audit/Performance Committee

The Audit / Performance Committee was appointed to assist the Council in strengthening its role. This Committee meets quarterly as and when required to attend to matters at hand. The Audit Committee and Performance are chaired by one chairperson who is responsible for all regulated matters to be considered by the committee.

3.2 Powers And Functions

The Constitution of the Republic of South Africa Act 108 of 1996, precisely Schedule 4, Part B, read together with Section 152 thereof and containing the objects of local government, vests the powers and functions of the Municipality. Meanwhile, municipal transformation and institutional development relate to a fundamental and significant change relating to the way the municipalities perform their functions, how resources are deployed and the institutional strategies which are implemented to ensure optimum results in service delivery to the community. It must be noted however that there are functions which the Municipality is not performing due to capacity and also due to its location.

The following comprises of the functions that the Municipality is performing;

- Building regulations
- Firefighting services
- Local Tourism
- Municipal planning
- Municipal Public Works
- Trading regulations

The table below indicates the powers and functions of the district, as well as the Umhlabuyalingana Municipality.

Table 25: uMkhanyakude and its Local Powers and Functions

DISTRICT MUNICIPAL FUNCTIONS	SHARED FUNCTIONS DISTRICT AND LOCAL	LOCAL MUNICIPAL FUNCTIONS
Potable Water Supply	Fire Fighting services	Air Pollution
Sanitation Services	Local Tourism	Building regulations (National Building Regulations)
Electricity Reticulation	Municipal Airports	Childcare Facilities
Municipal Health Services	Municipal Planning	Pontoons, Ferries, Jetties, Piers and Harbours
Regional Airport	Municipal Public Transport	Storm Water Management System In Built-up areas

DISTRICT MUNICIPAL FUNCTIONS	SHARED FUNCTIONS DISTRICT AND LOCAL	LOCAL MUNICIPAL FUNCTIONS
	Cemeteries, Funeral Parlours and Crematoria	Trading regulations
	Markets	Beaches and Amusement Facilities
	Municipal Abattoirs	Billboards and the Display of advertisements in Public places
	Municipal Roads	Cleansing
	Refuse Removal, Refuse Dumps and Solid Waste	Control of Public Nuisances
		Facilities for the Accommodation, Care and Burial of Animals
		Fencing and Fences
		Licensing of Dogs
		Local amenities
		Local Sport Facilities
		Municipal Parks and Recreation
		Noise Pollution
		Pounds
		Public Places
		Street Trading
		Street Lighting
		Traffic and Parking

3.3 Approved Organisational Structure / Organogram

The organogram shows an overview of the municipal administrative structure which was approved by the Council on 30th March 2024. It aligns with the long-term development plans of the Municipality, as well as the powers and functions of the Municipality. The municipal vacancy rate is 3.4%.

FIGURE 33: UMHLABUYALINGANA MUNICIPAL ORGANOGRAM

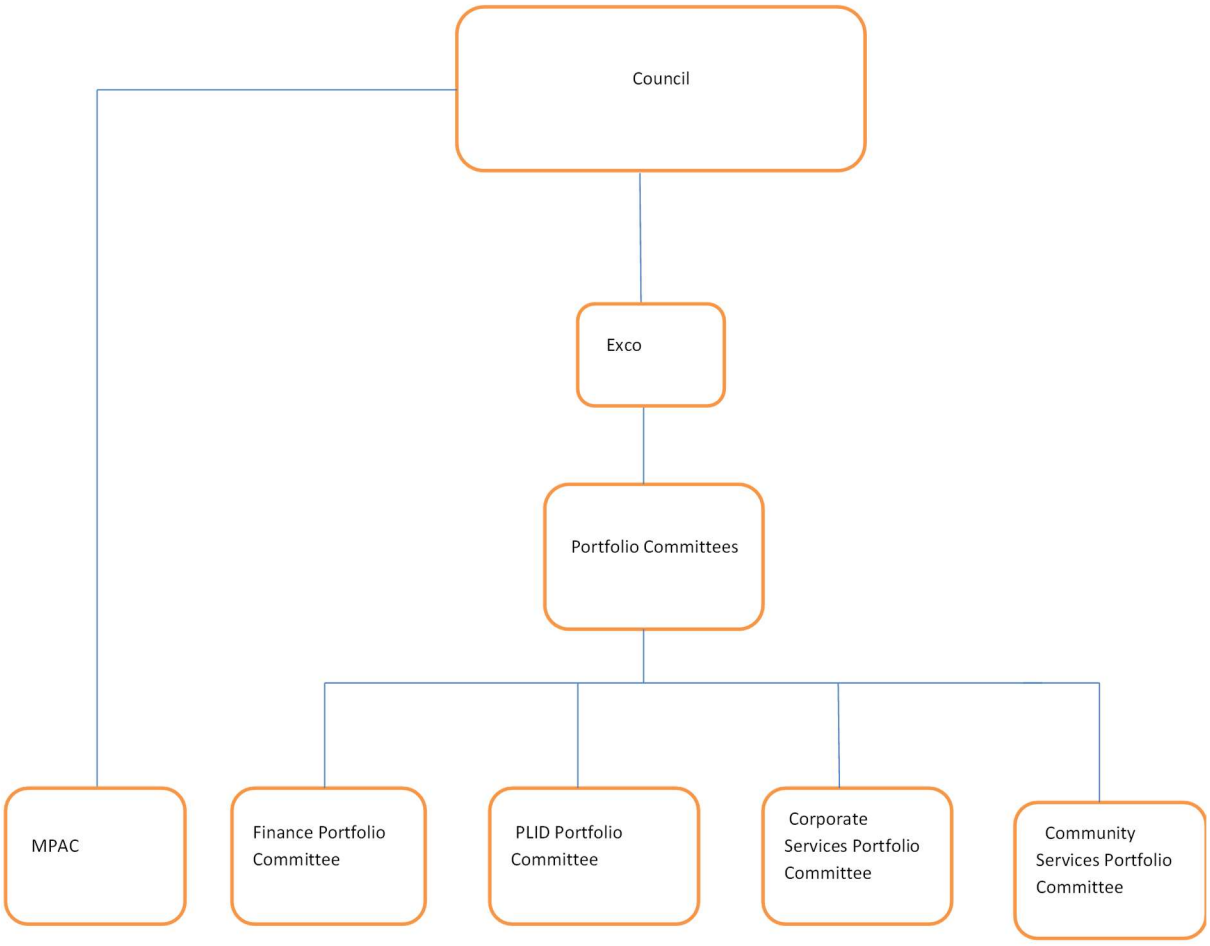


FIGURE 34: CURRENT ORGANOGRAM FOR MANAGEMENT DEPARTMENT

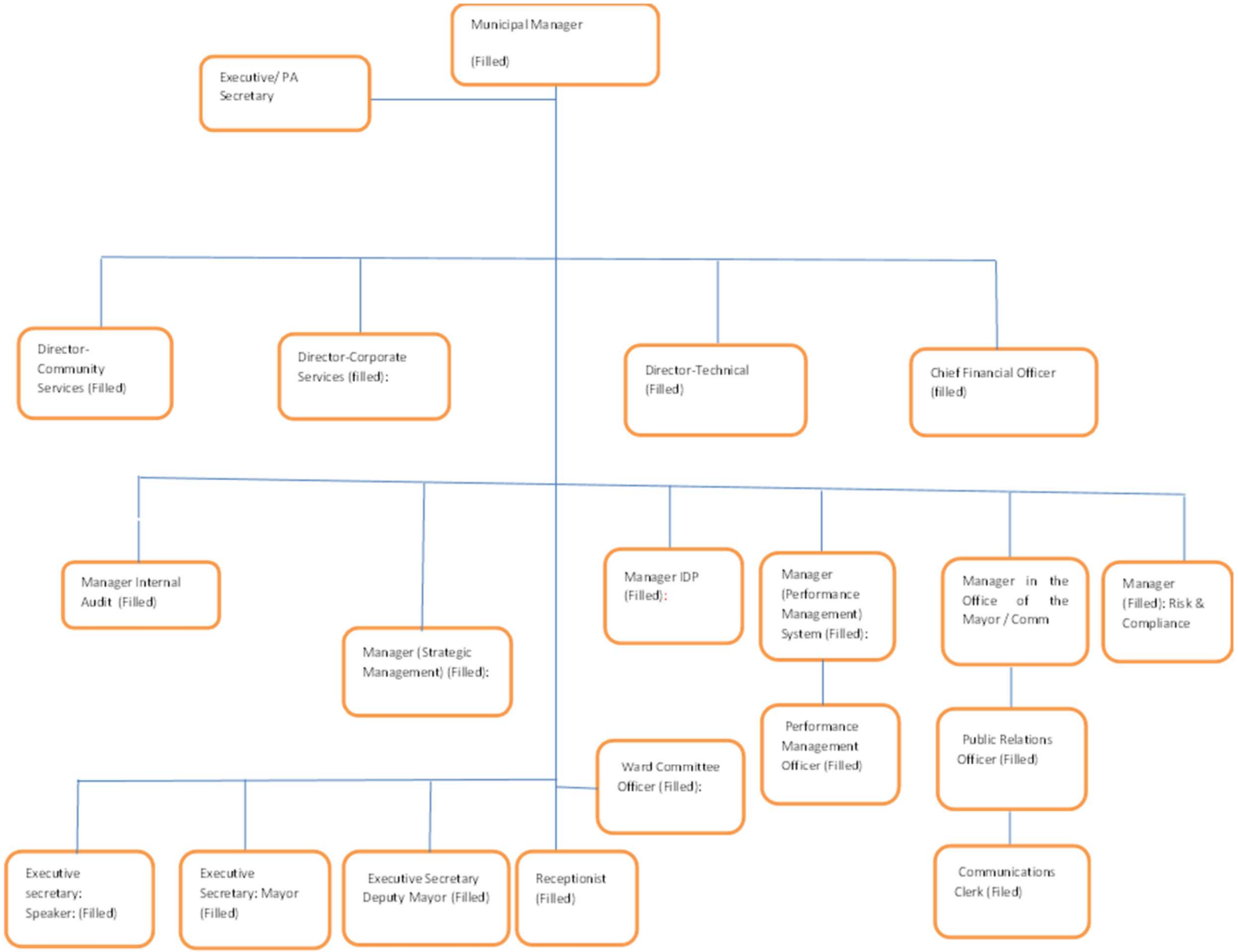


FIGURE 35: ORGANOGRAM FOR CORPORATE SERVICES

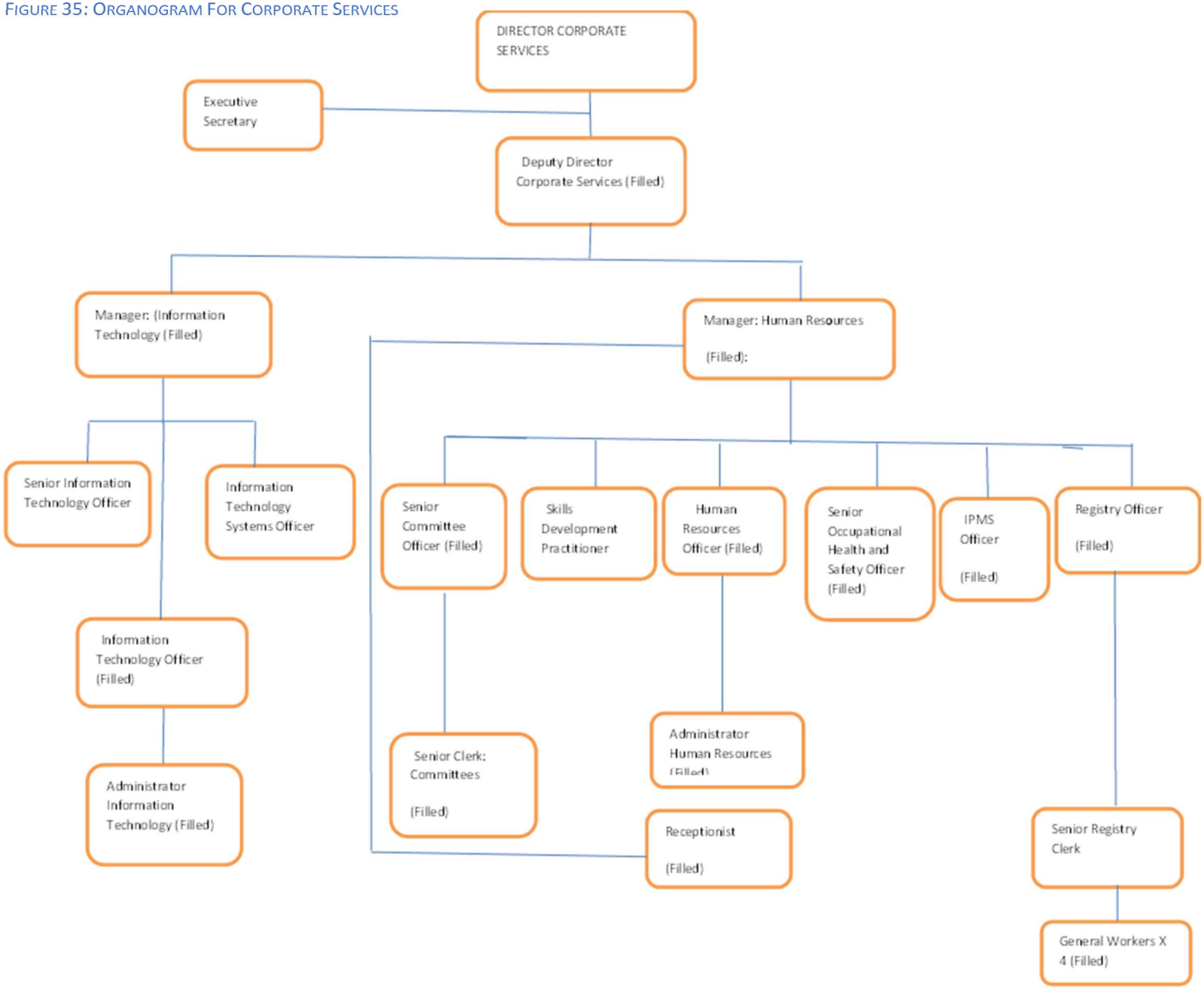


FIGURE 36: CURRENT ORGANOGRAM FOR FINANCE DEPARTMENT

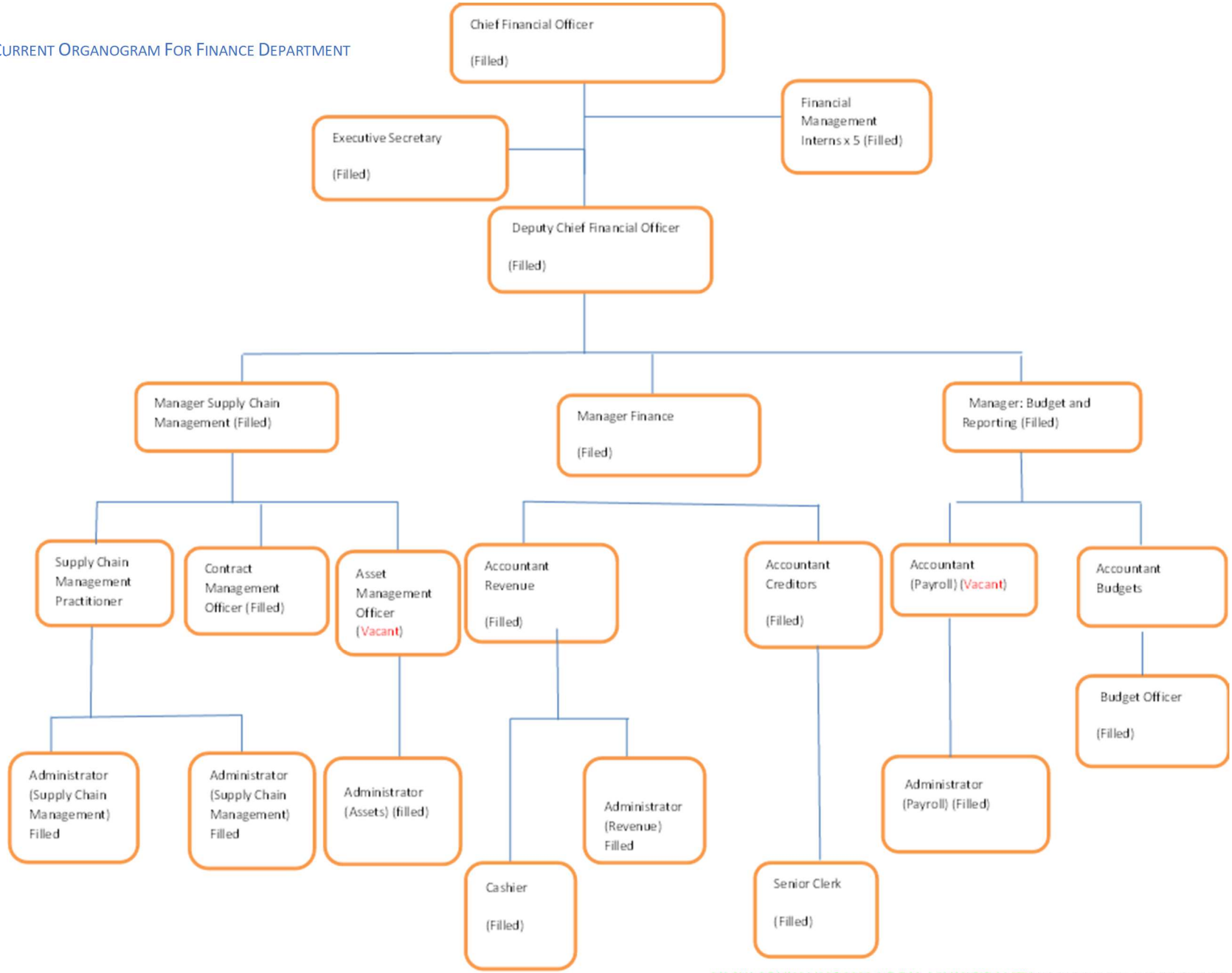


FIGURE 37: CURRENT ORGANOGRAM: DEPARTMENT OF TECHNICAL SERVICES

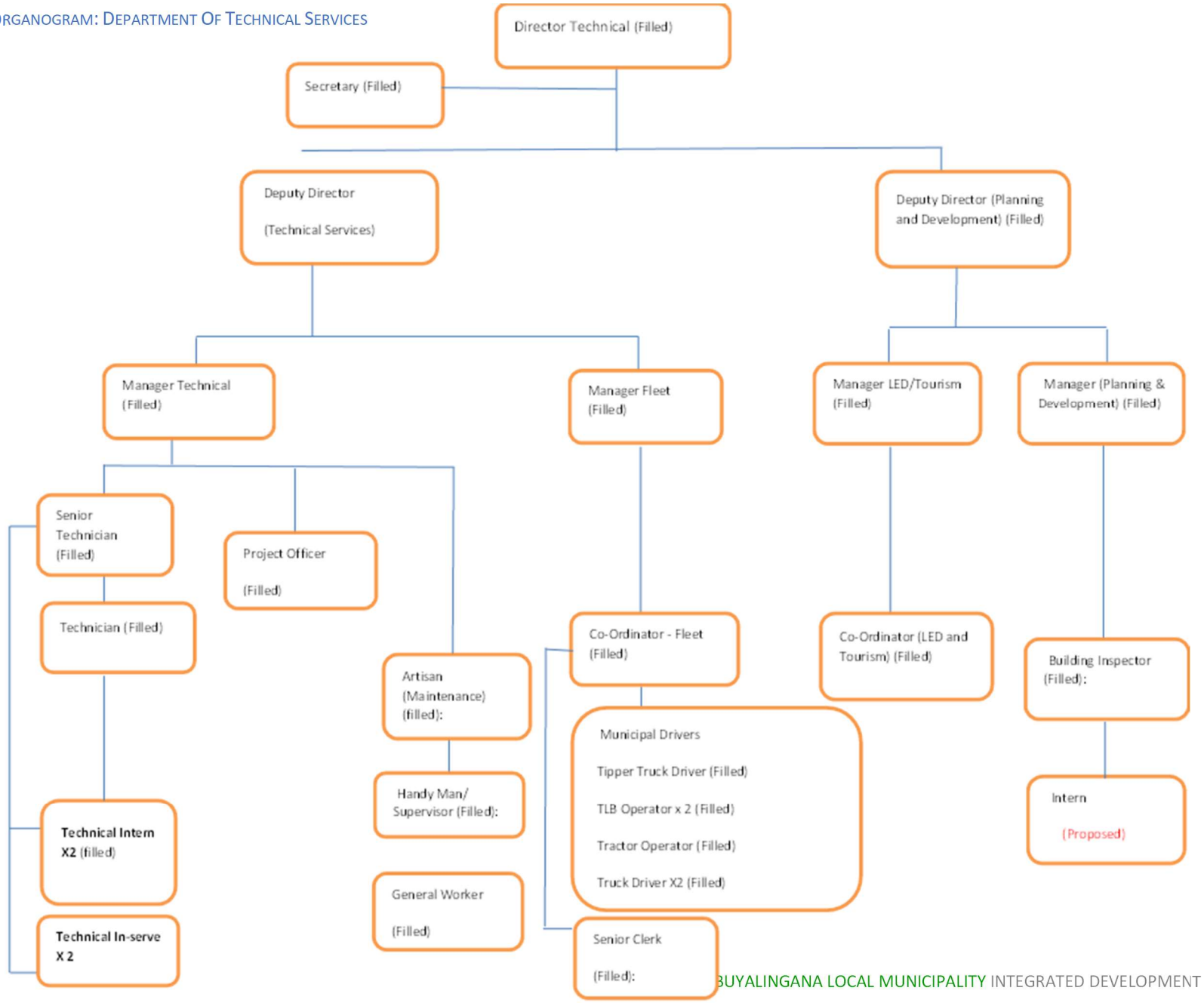
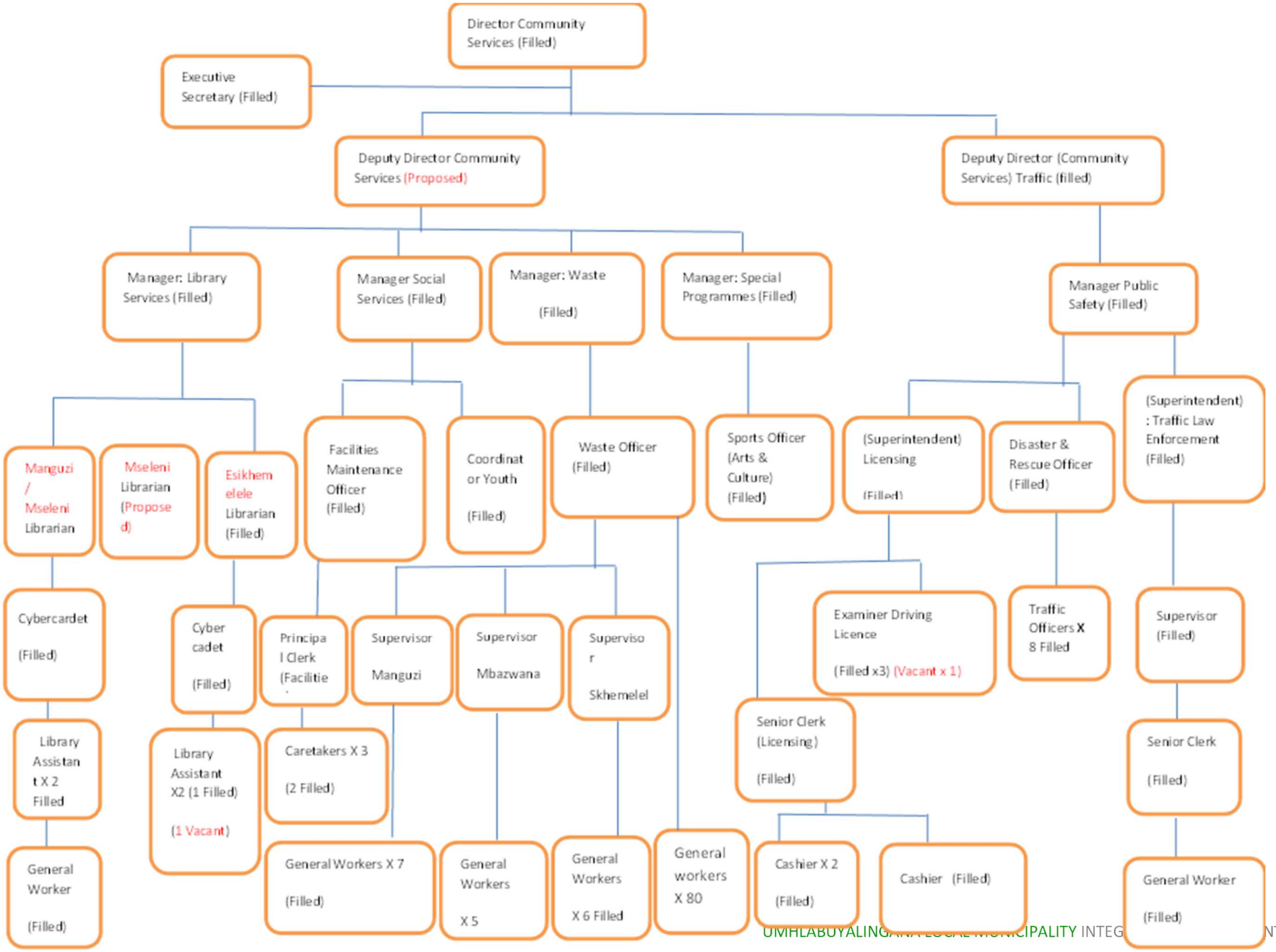


FIGURE 38: CURRENT ORGANOGRAM: DEPARTMENT OF COMMUNITY SERVICES



3.4 Municipal Institutional Capacity And Status Of Critical Posts

The Municipality consist of five main departments namely Corporate, Finance, Community, Technical & Planning, and the Office of the Municipal Manager.

3.4.1 Status of Critical Posts (MM & Section 56 Posts)

The posts of Municipal Manager, including all Section 56 posts, are considered critical posts. All these critical posts have been filled.

The Municipality has five departments that perform functions as per the table below:

Table 26: Municipal Departments and Their Functions

DEPARTMENT	FUNCTIONS
Office of the Municipal Manager	• Communication • Internal Audit & Risk Management • Corporate Governance and Administration • IDP • Strategic Planning and Protocol • PMS
Corporate Services	• Human Resource Management • Administration • Legal Services • ICT Management • Council Support & Auxiliary Services
Community Services	• Protection Services and Law Enforcement • Disaster Management • Special Programmes • Public Participation & OSS • Waste Management • Library Services
Technical, Planning & LED Services	• Roads & Storm Water • Electrification • Infrastructure/Capital Projects • Operations & Maintenance • LED and Tourism • Planning
Financial Services	• Revenue Management • Expenditure Management • Supply chain Management • Asset Management • Budget and Reporting

3.5 Status And Implementation Of Human Resource Development

3.5.1 Human Resources Strategy And Plan

One of the key activities under Municipal Transformation and Institutional Development is the implementation of the Human Resource Strategy. The implementation of this strategic plan focuses amongst others on the following:

- planning for the municipal workforce in its entirety;
- developing a capable and skilled workforce that strives towards service excellence; and
- setting guidelines intended to fortify or strengthen leadership and develop human capital through attracting, and retaining scarce, valued, and critically required skills for the Municipality.

The strategy further articulates how various elements of human resources management contribute to the achievement of the organizational goals, which means that key areas and strategic priorities must consistently be revisited and redesigned where necessary.

The strategic goals of the strategy include the following:

- Strategic Alignment
- Effective Human Resource Planning
- Organisational Development
- Build and Sustain a Capable, Diverse, Well-Trained, Workforce and Enhance Retention Through Learning and Professional Development Opportunities
- Inculcate A Results-Oriented High-Performance Culture
- Recognise and Reward Performance
- Sound Employee Relations & Human Resources Governance
- Comprehensive Employee Wellness Programme

The development of the Human Resource Management Strategy involved all the key stakeholders in the Municipality, the trade unions through the Local Labour Forum, Corporate Portfolio, Executive Committee and Council as the approving governance structure. The development process considered appropriate strategies for the management of human resources within the context of the internal and external environment.

Currently, the Municipality conducts a skills audit to ascertain the skills needed to develop a proper development plan and to incorporate such into the Workplace Skills Plan. The implementation of this strategic document will assist the Municipality in enhancing its knowledge and to increase develop skills within the Municipality or changing the knowledge and skills of all stakeholders.

The following are key factors to be recognised as achievement and successful implementation of strategy:

- Linking and identifying the IDP objectives to the required skills (Overall skills matrix),
- Identify skills gap, and propose interventions linking to the available budget;

- Identify and distinguish between long–term goals, medium and short-term goals;
- Set key deliverables which will inform the Service Delivery and Budget Implementation Plans of different departments;
- Aligning the strategy to the national skills development targets.

The ultimate long–term goal is to have a capacitated and skilled workforce which will see the Municipality performing and allocating resources efficiently and effectively:

The Human Resources Strategy and Implementation Plan has been adopted and therefore forms part of the 2024/2025 Draft IDP.

3.5.2 Employment Equity Plan

Umhlabuyalingana Municipality has an Employment Equity Plan which was tabled to Council in September 2023. The employment equity plan covers five (5) years, but it is imperative to review the plan on an annual basis to determine whether the Municipality is making any progress or regressing in meeting its employment equity targets. The Employment Equity Plan is currently sensitive to national general key performance indicator that regulates the number of people from employment equity groups employed in the three highest levels of management. The Municipality is still implementing the current plan though it has exhausted its time frame because we were unable to attain our employment equity targets. The municipal employment equity status and targets are reflected in the tables below:

Table 27: Workforce Profile: Total Number of Employees

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	1	0	0	0	0	0	1
Senior management	3	0	0	0	1	0	0	0	0	0	4
Professionally qualified and experienced specialists and mid-management	20	0	0	0	20	0	0	0	0	0	40
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	17	0	0	0	10	0	0	0	0	0	27
Semi-skilled and discretionary decision making	9	0	0	0	12	0	0	0	0	0	21
Unskilled and defined decision making	9	0	0	0	13	0	0	0	0	0	22
TOTAL PERMANENT	58	0	0	0	57	0	0	0	0	0	115
Temporary employees	1	0	0	0	1	0	0	0	0	0	2
GRAND TOTAL	59	0	0	0	58	0	0	0	0	0	117

TABLE 28: EMPLOYEES WITH DISABILITY

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

The table above is yet to be updated (in the Employment Equity Plan) because two (2) employees have recently disclosed their disability status. Moreover, the Municipality is in the process of restructuring the organogram, which will assist in identifying positions where people living with disabilities will be appointed.

TABLE 29: EMPLOYMENT EQUITY NUMERICAL GOALS

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	1	0	0	0	0	0	0	0	0	0	1
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	3	0	0	0	2	0	0	0	0	0	5
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	1	0	0	0	0	0	0	0	0	0	1
Semi-skilled and discretionary decision making	1	0	0	0	2	0	0	0	0	0	3
Unskilled and defined decision making	0	0	0	0	0	0	0	0	0	0	0
TOTAL PERMANENT	6	0	0	0	4	0	0	0	0	0	10
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	6	0	0	0	4	0	0	0	0	0	10

TABLE 30 EMPLOYMENT EQUITY TARGETS

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	0	0	0	0	0	0	0
Senior management	1	0	0	0	0	0	0	0	0	0	1
Professionally qualified and experienced specialists and mid-management	2	0	0	0	3	0	0	0	0	0	5
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	4	0	0	0	1	0	0	0	0	0	5
Semi-skilled and discretionary decision making	4	0	0	0	2	0	0	0	0	0	6
Unskilled and defined decision making	1	0	0	0	1	0	0	0	0	0	2
TOTAL PERMANENT	12	0	0	0	7	0	0	0	0	0	19
Temporary employees	0	0	0	0	0	0	0	0	0	0	0
GRAND TOTAL	12	0	0	0	7	0	0	0	0	0	19

3.5.3 WORKPLACE SKILL PLAN

The Council adopted the Workplace Skills Plan that aligns training programmes and capacity-building initiatives to the strategic objectives of the Municipality. This assists the Municipality in achieving its overall objectives. The Municipality focused on project management (which will cut across all departments capacitating its staff in managing their programmes and projects), supervisory skills, records management, traffic management as part of enhancing law enforcement, leadership development course (enhancing political oversight), administration (for producing quality reports to be tabled to Council and Council committees), performance management system and other trainings. The Workplace Skills Plan was tabled to the Council in April 2024 for implementation in 2024/2025.

The Workplace Skills Plan focuses more on organizational development, change management and legislative prescripts.

3.5.3.1 Implementation Of EEP And WSP (Training And Recruitment)

The process of skills audit is updated annually to ensure the accuracy of information at hand which must be translated to WSP. The Municipality is implementing the Employment Equity Plan and Workplace Skills Plan. In terms of the municipal recruitment process the Municipality is recruiting in line with its employment equity plan and the recruitment and selection policy, this includes race, gender and disability.

TABLE 31: NEW RECRUITMENTS INCLUSIVE OF PEOPLE WITH DISABILITIES

Occupational Levels	Male				Female				Foreign Nationals		Total
	A	C	I	W	A	C	I	W	Male	Female	
Top management	0	0	0	0	1	0	0	0	0	0	1
Senior management	0	0	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	2	0	0	0	4	0	0	0	0	0	6
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	4	0	0	0	2	0	0	0	0	0	6
Unskilled and defined decision making	0	0	0	0	1	0	0	0	0	0	1
TOTAL PERMANENT	6	0	0	0	8	0	0	0	0	0	14
Temporary employees	0	0	0	0	1	0	0	0	0	0	1
GRAND TOTAL	6	0	0	0	9	0	0	0	0	0	15

Training is a learning experience in that it seeks a relatively permanent change in an individual that will prove his or her ability to perform on the job. It has also been identified as one of the retention strategies aimed at ensuring that employees are trained, capacitated and given learning opportunities to retain them. As part of this retention and training employees are required to work back the period equal to the time spent undergoing training.

Training can therefore be regarded as a planned process to modify attitude, knowledge or skilled behaviour through learning experience, to achieve effective performance in an activity or range of activities. Its purpose, in the work situation, is to develop the abilities of the individual and to satisfy the current and further needs of the organization.

In line with the WSP, the Municipality has enrolled on some successful training for municipal employees and the results/ outcome of those training are positive. Municipal staff has been enrolled in the following training programmes:

TABLE 32: 2024/25 TRAINING PROGRAMMES

NO	NAME OF COURSE	BENEFICIARIES
1	Excellent Customer Services	Municipal official
2	Supply Chain Management	Municipal official
3	Maintenance: Superintendent	Municipal official
4	Maintenance	Municipal official
5	Advance Driving	Municipal official
6	Plant and Machinery	Municipal official
7	Supervisory skills	Municipal official
8	Trauma and Depression	Municipal official
9	Fleet Management	Municipal official
10	Leadership Management	Municipal official

NO	NAME OF COURSE	BENEFICIARIES
11	Performance Management Systems	Municipal official
12	SAGE 300 System	Municipal official
13	Presentation skills	Municipal official
14	Project Management	Municipal official
15	Handyman	Municipal official
16	Performance Management Systems	Municipal official
17	ICT Risk Management	Municipal official
18	Sport Management	Municipal official
19	Waste Management	Municipal official
20	Cashier	Municipal official
21	Office Administration	Municipal official
22	Building Control Management	Municipal official
23	MFMP	Municipal official
24	Finance Management/ Improving financial and administrative capabilities of the municipality	Municipal Council
25	Governance Policing formulation and oversight	Municipal Council
26	Local Economic Development – Improve the efficiency of innovation and sustainability	Municipal Council
27	Community Development	Municipal Council
28	Improving the financial and administrative capabilities of the municipality.	Municipal Council

TABLE 33: TOTAL NUMBER OF EMPLOYEES TRAINED

Occupational Levels	Male				Female				Total
	A	C	I	W	A	C	I	W	
Top management	0	0	0	0	0	0	0	0	0
Senior management	0	0	0	0	0	0	0	0	0
Professionally qualified and experienced specialists and mid-management	2	0	0	0	3	0	0	0	5
Skilled technical and academically qualified workers, junior management, supervisors, foremen, and superintendents	0	0	0	0	0	0	0	0	0
Semi-skilled and discretionary decision making	14	0	0	0	5	0	0	0	19
Unskilled and defined decision making	1	0	0	0	0	0	0	0	1
TOTAL PERMANENT	17	0	0	0	8	0	0	0	25
Temporary employees	0	0	0	0	0	0	0	0	0
GRAND TOTAL	17	0	0	0	8	0	0	0	25

3.5.4 RECRUITMENT AND SELECTION POLICY, AND RETENTION POLICY

The Municipality has a recruitment and selection policy in place which has been adopted and is being implemented. In addition, the Municipality also has a retention policy and strategy in place which has been adopted and is being implemented. This policy assists with the retention of staff within the Municipality.

The Council adopted these strategies to circumvent high staff turnover and most importantly to retain skilled personnel and retain institutional memory. It focused on the following objectives:

- To attract and retain competent staff.
- To attract and retain critical and scarce skills.
- To reduce staff turnover.
- To ensure a conducive and harmonious working environment.
- To endeavour to become the best employer.

The following actions are required to effectively implement and realise the above objectives:

- Implementing Training and development initiatives that are strategically aligned;
- Strengthening Employee Assistance Programmes and measuring their effectiveness and impact;
- Enhancing leadership and management styles to promote growth;
- Improving recruitment and selection policies;
- Cultivating a culture of Performance Management throughout the Municipality.

3.6 ICT Policy Framework

Umhlabuyalingana Municipality has an ICT Policy Framework in place that was tabled to the Council for adoption in June 2022. The purpose of this document is to define the guidelines, principles and policy statements for the governance of Information Technology (IT) within the Municipality. The framework is based on the Public Service Corporate Governance of Information and Communication Technology Policy Framework of the Department of Public Service and Administration, and the SALGA guide (A Municipal Guide/Roadmap to Successful ICT Governance). It is however acknowledged that the framework must be reviewed.

The consideration of King III and King IV assist the Municipality in positioning the ICT function at a strategic level. The IT Steering Committee is responsible for considering implementation and stimulating Information and Communication Technology within the Municipality. The Municipality has made significant progress in improving the status of ICT within the Municipality and elevating it from the level of a follower, where minimal ICT activities were performed, to a business-effective status. ICT infrastructure and ICT Policies have been considered to be the strategic enabler for Umhlabuyalingana Municipality.

The IT Steering Committee assist in ensuring implementation by considering all matters related to IT, (IT Policies, system procedures, acquisition of new technology). The committee also considers the findings raised by the AG, the Action Plan and the IT Risk Register and Management.

The following are key factors that are directly linked to the successful implementation of the ITC Governance Framework:

Defining roles for successful implementation:

- The Municipality has successfully identified the role of different structures of the Council where the Council is responsible for the adoption of Information Technology policies.
- The Executive Committee makes recommendations to the Council after considering the draft policies.
- The management established an IT Steering Committee which meets quarterly.

The Municipality appointed an ICT Governance Champion, whose roles and responsibilities include among others, the following:

- Promote the ICT Governance framework throughout the Municipality and help develop an enterprise-wide commitment to sustaining and maximising the provision of ICT services;
- Oversee and coordinate/provide input to staff ICT governance training and awareness;
- Strengthen organisational ethics by promoting the values by which the Municipality wishes to live;
- Contribute, through personal example and effective communication, to ensuring that ICT goals are aligned with business goals and that this is supported by best practices;
- Facilitate the alignment process between ICT and the IDP;
- Act as an internal advisor for all business units on ICT Governance;
- Contribute, through personal example and communication, to the implementation of appropriate ICT governance policies and practices.

The Municipality has further strengthened the functioning of the ICT Steering Committee whose roles and responsibilities include the following:

- Develop corporate-level ICT strategies and plans that ensure the cost-effective application and management of ICT systems and resources throughout the Municipality;
- Review current and future technologies to identify opportunities to increase the efficiency of ICT resources;
- Monitor and evaluate ICT projects and achievements against the ICT Strategic Plan;
- Inform and make recommendations to the Mayor and Council of the Municipality on significant ICT issues; and
- Assume the responsibilities for Change Management and Disaster Recovery.
- Ensuring that ICT strategies are aligned with wider municipal directions and policy priorities as well as the Municipality's strategic and corporate objectives, its Integrated Development Plan and its Service Delivery and Budget Implementation Plan.
- Improving the quality, management and value of information, business systems and ICT.
- Prioritising strategies and projects as High, Medium and Low to provide a true indication of the areas that need to be addressed first.
- Developing the ICT Strategic Plan for approval by the Council.
- Taking action to ensure that the ICT Strategic Plan is delivered within the agreed budget and timeframe.

Importance of the Role of the Audit Committee

As part of implementing the ICT Governance Framework, the Audit Committee, as a Council Committee appointed in terms of Municipal Finance Management, assists the Council in exercising its oversight role in matters that need expertise in a certain field. The committee considers the IT reports, IT Internal Audit findings and AG Action Plan progress report on IT-related matters.

The Municipality ICT Steering Committee meets regularly and has achieved great strides in ICT matters. The ICT Governance Framework has been workshopped by staff members as users and the Council on all ICT policies. The ICT policies were adopted by the Council in May 2019 for 2019/2020 implementation. The Municipality must not separate itself from global dynamics such as the Industrial Revolution 4 (4.0) or IR4 as popularly known, and hence the continuous road to being a business enabler for the whole organisation.

3.6.1 ICT Strategy Deliverables

The successful implementation of the strategy will require the introduction of a sustainable programme for new areas and a monitoring programme for those areas already implemented (to ensure sustainable ICT). The ongoing oversight of the ICT Steering Committee is imperative to the success of the ICT Strategy implementation. The key areas are:

- ICT Infrastructure and Service Standardization, Integration, and Consolidation.
- ICT Service Restructure.
- ICT Governance.
- ICT Technology Investment.

All four areas are intrinsically linked, and all are required for the strategy to succeed. An outline of these areas is given below and the latest developments in each are highlighted

3.6.2 ICT Strategic Objectives

The strategic development process identified the potential benefits offered by ICT. These include:

- To enable a mobile and flexible workforce that rapidly responds to service delivery needs and services requests according to demand, made possible through new technologies. The promotion of video conferencing, collaboration and tasks through Microsoft Teams will support this goal. An awareness campaign and training plan will be established in the 2021/22 financial year.
- To continue to improve data security and integrity through targeted security awareness initiatives and the establishment and implementation of an ICT Security Plan.
- To improve data management by creating dashboard reports that enable optimised analysis of information and improved decision-making.
- Enhanced ability to work with strategic partners external to the Municipality.
- To be an attractive employer able to recruit and retain ICT staff.
- To keep abreast of ICT trends and technologies in the market and industry.

- To promote and sustain teamwork in all aspects of ICT.
- To review ICT policies in line with the ICT strategy.
- To participate in awareness and initiatives in respect of Broadband in the Municipality
- Alignment to the State of the Nation Address (SONA) and State of the Municipality Address (SODA)

Strategic Objectives listed and already implemented and achieved through the period of the ICT Strategy include the following:

- To improve ICT asset management.
- To demonstrate improvement and potential to external bodies such as the Auditor General.
- Implementation of SLAs and ensuring adequate contract management.
- Formulation and documentation of Disaster Recovery procedures.
- To standardise all hardware and software solutions.
- To reduce costs by implementing a centralised printing solution.
- To increase ICT presence at all Municipal sites including offices and others through email, telephony and systems access.
- To reduce telephony costs by leveraging the wide area network technology for voice using VOIP
- To reduce costs by lessening the dependency on consultants where possible.

To obtain the benefits the Municipality needs to invest in these specific areas:

- Secure remote and mobile working technologies at network and client levels. Streamline network operations by updating security tools, and consolidating voice and data networks.
- Sound and scalable technical ICT designed to deliver integration.
- Encourage organizational development by promoting technology training and purchasing as strategic investments, rather than ad-hoc activities.
- Continued upgrading of the Municipality's computer and network infrastructure, website, and telephone infrastructure.
- Robust information management and workflow across the Municipality and with the Municipality's partners.
- Enough ICT staffing capacity.
- Training of ICT staff to ensure compliance with project management standards and the implementation of standard project management procedures.
- Setting and measuring service level standards with regard to first- and second-line support
- Seeking broadband funding opportunities through the combined efforts of ICT

The above investments must be made in the context of a strategic architecture based on components, which will deliver technical integration as standard and be configurable and able to undertake the functions required from service-specific applications.

3.7 Municipal Transformation & Organisational Development: Swot Analysis And Key Challenges

3.7.1 Municipal Transformation & Organisational Development: Swot Analysis

STRENGTHS	WEAKNESSES
• Good relationship between Council and Administration • Council structures functional • Adequate human resources capacity • Availability of institutional policies • Political stability in the Municipality • Creation of job opportunities for senior managers • Conducive working environment for disabled employees	• Inadequate office space for conducive working environment • Weak political oversight • Inadequate implementation of PMS at all levels • Poor implementation of policies resulting in poor performance, and non –compliance in some cases • Poor record keeping • Reliance on external service providers (Lack of consultant's reduction plan) • Recruitment of Senior Managers within stipulated time frames • Inadequate strategies to market Umhlabuyalingana Municipality as the employer of choice to competent disabled employees
OPPORTUNITIES	**THREATS**
• Capacity-building initiatives by sector departments and other local government stakeholders • Structured Skills development programmes offered by different SETAs	• Inability to attract and retain skilled individuals due to unattractive remuneration packages • Staggering implementation of Job Evaluation • Staff turnover

3.7.2 Municipal Transformation & Organisational Development: Key Challenges

Challenges	Measures to address challenges
Implementation of Retention Strategy and OPMS Framework IPMS Policy-	The Municipality has explored different strategies which are articulated in the Retention strategy, one of which is reviewing travelling allowance, this will retain the employees taking into consideration the topography of the Municipality and the conditions and accessibility of the roads and the locations of the municipal boundaries. This will motivate the employees to perform their duties to the best of their abilities. The Municipality is implementing the Performance Management system in phases. This has helped realize the achievable results; the Municipality is implementing the system to Deputy Directors and all managers reporting to Heads of Departments.

Challenges	Measures to address challenges
	In the 2022/23 financial year the system will be implemented to all municipal officers
Slow progress in finalization of TASK Job Evaluation hampering the grading of posts within the Municipality and causing unrest.	Action plan has been developed for submission of Job Descriptions to the Regional Job Evaluation Committee. This will be monitored on monthly basis.
Network infrastructure resulting in poor ICT (Poor infrastructure, geographical location and cable theft posing challenges).	The Municipality embarked on a project of replacing network cables to improve internet connectivity. The post of IT Manager has been approved by Council in the Organogram and the post has been filled. Enhancing capacity will assist in resolving challenges identified in the IT unit.
Limited funding towards structured trainings and capacity building programmes which will assist the employees to enhance capacity.	There is an on- going consultation with relevant stakeholders like LGSETA to apply for grant funding where possible and to cease opportunities where stakeholders like SALGA and COGTA can provide such assistance. The funding set aside from municipal budget is inadequate to cover all training needs. The establishment and sustainability of government funded training institutions will have positive impact in overcoming this challenge.

4 GOOD GOVERNANCE AND PUBLIC PARTICIPATION ANALYSIS

4.1 Good Governance Analysis

4.1.1 National and Provincial Programmes Rolled Out at Municipal Level

4.1.1.1 Batho Pele Principles

As the service-oriented public entity, the Council of Umhlabuyalingana Municipality adopted the Batho Pele Policy and Procedure Manual, which is reviewed annually, to ensure that all staff uphold the ethos of Batho Pele. This policy applies to all staff and managers in all departments and sections, Ward Councillors and Ward Committee members within Umhlabuyalingana Municipality.

The purpose and objectives of the Batho Pele Policy are as follows:

- To provide quality service to all stakeholders interacting with the Municipality – the public, service providers, contractors, fellow staff members in every department and other government agencies.
- To ensure that customers are provided with the relevant information as and when needed in the appropriate format.
- To ensure customer complaints are addressed promptly, timeously and to the satisfaction of the client.
- To ensure that customers, both internal and external to the Municipality receive consistent and fair treatment at all times.
- To reduce financial and time costs incurred arising from poor customer service due to repeat calls from and to customers.
- To equip our staff with knowledge and competencies to continuously enhance the service standards according to changing customer needs.
- Complaints registers and suggestion boxes are available in all municipal offices and service centres. The policy contains service standards which all council employees in all departments [including Senior Managers] should adhere to.

The Municipality adopted the Batho Pele Policy and Procedure Manual (June 2019). It is being reviewed annually and was last reviewed on 30 June 2023 for the 2023/2024 financial year. It will be reviewed again in June 2024 for the 2024/2025 financial year.

4.1.1.2 Umhlabuyalingana Service Standards

The Municipality adopted a Service Delivery Charter and Standards which will be reviewed on an annual basis.

All council employees in all departments (including Senior Managers) should adhere to the following customer service standards:

- Acknowledge receipt of enquiries within 3 working days and respond within 10 working days.
- Acknowledge 100% of enquiry emails within one working day.

- Acknowledge receipt of formal complaints within three working days and respond within 25 Working days.
- Answer 90% of telephone calls across the council within 15 seconds.
- Provide information, where possible, about services in languages other than IsiZulu, English, or sign.
- Show empathy when addressing any special needs of clients.
- Ensure, where necessary that all buildings are accessible for disabled people.
- Involve the community in the process of developing and enhancing our services – employ.
- An outside-in approach as a basis for enhancing customer services.
- Aim to provide a service that treats people fairly.
- Project a customer-friendly gesture at all times whether you can provide the necessary service standards to the client or not.

4.1.1.3 Service Delivery Improvement Plan

The Municipality will develop the Service Delivery Improvement Plan (SDIP) with assistance from KZN COGTA.

The Municipality is identifying service(s) to be improved (maximum 3) which will be implemented in the 2024/25 Financial Year as per the KZN Cabinet resolution.

4.1.1.4 Operation Sukuma Sakhe

Operation Sukuma Sakhe has a 'whole of Government approach' as its philosophical basis. It spells out every initiative and how it links to initiatives being implemented by the different sector departments and the spheres of government, therefore delivery of services is required through a partnership with the community, stakeholders and government.

Operation Sukuma Sakhe is a continuous interaction between the Government and the community to come together to achieve the National Outcomes. It encourages social mobilization where communities have a role, as well as delivery of government services in a more integrated way. The government has structured programs which need to get as deep as to the level of the people we are serving. The new command has been introduced by the Disaster Management Act known as the local command centre, our LTT is actively involved.

The Umhlabuyalingana Sukuma Sakhe comprises the following departments:

- Department of Sport and Recreation
- Department of Health
- Department of Education
- Department of Social Development
- Department of Transport
- Department of Home Affairs
- SASSA
- Non-Profit Organizations

- KwaNgwanase and Mbazwana S.A.P.S
- Umhlabuyalingana Municipality
- Office of the Premier (Youth Ambassadors)
- CDW's
- iSimangaliso Wetland Park Authority

Umhlabuyalingana Sukuma Sakhe was established in 2011 and has been updated in 2022 and has monthly meetings. The Municipality supported Operation Sukuma Sakhe Structure and provided with deploying more staff who will work at the war room level (municipal ward ambassadors). In the meetings, we discuss challenges facing communities in each ward and devise multi-sectoral responses to assist members of our communities. The programme assists in aligning government projects and efforts and in reducing the wastage of resources. We have also participated in the new District Development Model (DDM) as it enhances service delivery (one budget).

The Umhlabuyalingana LTT (OSS) is well-constituted at the local level. Seventeen war rooms have been established, while 3 war rooms are still to be established (wards 10, 12 and 17). The unavailability of the champions (ward councillors) was the main reason for not being able to establish the 3 outstanding war rooms.

The functionality of the 17 established war rooms is as follows: 3 are functioning poorly, 15 are functional and 2 are fully functional. All the ward committees are fully functional. The LTT Executive Committee visited all 20 wards to reconfirm the WTT.

4.1.1.5 Expanded Public Works Programmes

Umhlabuyalingana Municipality is one of the municipalities within uMkhanyakude District Municipality that has been identified as the Presidential poverty node. This is because it is one of the municipalities that fall within a deprivation trap which is characterized by triple challenge, namely, poverty; unemployment; and inequality. The Extended Public Works Programme (EPWP) has been therefore identified as one of the main responses to the above challenges. This programme became one of the resolutions of the June 2003 Growth and Development Summit (GDS), which is guided by the Ministerial Determination: Code of Good Practice and Basic Conditions of Employment Act for EPWP projects.

The positive impacts of the extended public works programme at Umhlabuyalingana would be reflected in a reduced unemployment rate; increased income rate; reduced poverty level; improved social stability by mobilizing the unemployed in productive activities; and improved quality of life for EPWP beneficiaries. The positive impacts of the EPWP include the following:

- Poverty Alleviation;
- Employment;
- Gender inequality;
- Resource Efficiency
- Clean business environment; and

- Reduced indigent register

Umhlabuyalingana Municipality, Environment and Culture; Infrastructure; Social; and Housing Sectors remain the main mechanisms that lead to the active participation of the Expanded Public Works Programme (EPWP). The Municipality is trying to engage in efficient implementation of the programme through a conditional grant that was received from the National Department of Public Works.

4.1.2 uMkhanyakude District Development Model and IGR

The District Development Model (DDM) is an operational model for improving Cooperative Governance aimed at building a capable, ethical Developmental State. The IGR concept has since been infused with the uMkhanyakude District Development Model.

The uMkhanyakude District Development Model will enable its implementation to proceed with greater clarity and speed through a practical and well-managed process. All existing DDM processes initiated in the district and various provincial and national departments must be aligned to the approach outlined in this DDM framework to enable the DDM intent to be properly and fully realized (uMkhanyakude Draft IDP 2024/2025).

- **District Political Hub:** The Political Hub has remained dysfunctional since it last met on 01 November 2021.
- **District Technical Hub**: The Technical Hub is functional, and several meetings have been held with satisfactory attendance from LMs and other government departments. Currently, the meetings are discussing One Plan One Budget which remains a working document until adopted by the Council.

4.1.2.1 District Cluster Hubs

The table below indicates the various IGR structures in the district:

Table 34: IGR Structures

DISTRICT CLUSTER	ISSUES DISCUSSED AND FORM PART OF THE DECISION MATRIX
ESID Cluster coordinated by INKOSI Mtubatuba' LM is reported functional with satisfactory attendance from LMs and Governance departments, the meetings discuss issues of infrastructure and economic development and the decision matrix is monitored and implemented.	• Compliance with Regulations and directives • Small Business Support • Support to Employers in dealing with employees in distress • Support to Farmers in distress • Support to Businesses in distress • Donation equipment/necessities drop centres in the District and all LM's • Tourism Industry • Informal traders • District economy Recovery plan • Infrastructure Development • Capacity & Institutional Development

DISTRICT CLUSTER	ISSUES DISCUSSED AND FORM PART OF THE DECISION MATRIX
JSCP Cluster coordinated by Jozini LM is reported functional with satisfactory attendance from LMs and Government Departments. The meetings discuss issues of security and justice with the uMkhanyakude area of jurisdiction. The decision matrix is monitored and implemented.	• Compliance with Regulations and directives • Crime Prevention • Safety and Security • Traffic • Disaster Management • Fire Rescue Services • Legal Services
GSCID Cluster coordinated by Umhlabuyalingana LM is reported functional with satisfactory attendance from LMs and Government Departments. The meetings are discussing issues of governance and administration. The decision matrix is monitored and implemented.	• Develop and manage the programme of the Governance State Capacity and Institutional Development (GSCID) Cluster; • Report to the Technical Cluster on the impact of all Governance State Capacity and Institutional Development (GSCID) Cluster programmes; • Ensure the alignment of GSCID Provincial Programme of Action with the Provincial and National GSCID Programme of Action; • Monitor the impact of all District GSCID Cluster programmes that have been implemented in the district; • Continuously promote and enforce a culture of good governance and accountability in the Municipal Administration; • Enhance the capacity for Governance and Provincial Public Policy Management and Strategic Planning; • Enhance public participation in governance, public policy management, and services delivery through credible participatory structures and community empowerment; • Enhance the Monitoring and Evaluation systems of KZN Government and Administration; • Strengthen Intergovernmental Relations and Co-ordination Mechanisms and systems and implement the 5-year Local Government Strategic Agenda; • Implement a District Governance system for risk management; • Ensure the establishment of the most appropriate legal framework for service delivery and its implementation thereof; • Ensure the establishment of the legal basis and authority for all structures, programmes, functions and activities of government; • Ensure the implementation of Political and Technical Hub resolutions.
Social Cluster coordinated by Big 5 Hlabisa LM is reported functional with satisfactory attendance	• District One Plan • Compliance with Regulations and directives

DISTRICT CLUSTER	ISSUES DISCUSSED AND FORM PART OF THE DECISION MATRIX
from LMs and Governance departments, the meetings discuss issues of social and the decision matrix is monitored and implemented.	• Health • Social Security and Development • Ward Committee • OSS • Local Economic Development

Source: UKDM Draft IDP Review - 2024/2025

4.1.3 IGR Status And Functionality

The Provincial Department of COGTA provided grant funding to support the uMkhanyakude family of municipalities to strengthen their IGR functions. The necessary forums required to facilitate IGR have been established and terms of reference to facilitate smooth operations for these forums have been developed.

There has been an improvement in the sitting of the forums, however, dates of IGR meetings are incorporated in the District Events Calendar. The council made a resolution that all IGR reports will be tabled to the Council every quarter starting from this financial year.

Protocol Agreements were signed by all the Mayors and Municipal Managers in October 2016. Technical Forum and Sub Committee meet frequently.

4.1.3.1 Dedicated IGR Official

The Municipality appointed the Public Relations Officer as an IGR Official. The Public Relations Officer attends all the related IGR meetings and reports back to the Accounting Officer.

4.1.4 Provincial Forums and Munimec

The Municipality participates in the Provincial Forums and the municipal manager participates in the Munimec. The Municipality also participates in the Mayors, Speakers and CFOs Forums which meet quarterly.

4.1.5 Functionality Of Management Structures

The management structures such as MANCO sit every month, and the Extended MANCO sit every quarter.

All critical posts are filled. These include the posts of Municipal Manager, including all Section 56 posts.

4.1.6 Functionality of Municipal Structures

4.1.6.1 IDP Steering Committee

The IDP Steering Committee/similar committee is established and functional. HODs also participate in these meetings.

The Municipality has an IDP Stakeholders Forum which sits quarterly where all governmental, civic, and non-governmental organizations, etc. participate.

4.1.6.2 Portfolio Committees

All the portfolio committees are properly constituted, represented and functional. The Municipality has four Portfolio Committees that meet every month, as follows:

- Finance Portfolio Committee,
- PLID Portfolio Committee,
- Community Services Portfolio Committee
- Corporate Services Portfolio Committee.

4.1.6.3 Municipal Public Accounts Committee (MPAC)

The MPAC is a committee of the municipal council, appointed as per section 79 of the Municipal Structures Act. The main purpose of the MPAC is to exercise oversight over the executive functionaries of the council and to ensure good governance in the Municipality. This also includes oversight over municipal entities. This committee meets and is functional, however, when there are clashes in meeting dates (as per the approved municipal calendar) it does not meet.

The MPAC may engage directly with the public and consider public comments when received and will be entitled to request documents or evidence from the Accounting Officer of a Municipality or municipal entity.

The primary functions of the Municipal Public Accounts Committee are as follows:

- To consider and evaluate the content of the Annual Report and to make recommendations to the Council when adopting an oversight report on the Annual Report.
- To assist with the conclusion of matters that may not be finalized, information relating to past recommendations made on the Annual Report, must also be reviewed. This relates to current in-year reports, including the quarterly, mid-year and Annual Reports.
- To examine the financial statements and audit reports of the Municipality and municipal entities, and in doing so, the committee must consider improvements from previous statements and reports and must evaluate the extent to which the Audit Committee's and the Auditor General's recommendations have been implemented.
- To promote good governance, transparency and accountability in the use of municipal resources.
- To recommend or undertake any investigation in its area of responsibility, after reviewing any investigation report already undertaken by the Municipality or the Audit Committee.
- To perform any other functions assigned to it through a resolution of the Council within its area of responsibility.

The MPAC reports to the Council, at least quarterly, on the activities of the Committee which includes a report detailing its activities of the preceding and current financial years, the number of meetings held, the membership of the committee and key resolutions taken in the annual report.

TABLE 35: MPAC MEMBERS

MEMBERS OF THE MPAC	GENDER	AFFILIATION
Cllr T.S. Myeni	(Chairperson)	DA
CllrI.T Gwala	(Committee member)	IFP
Cllr F.G. Mlambo	(Committee member)	ANC
Cllr S.L. Ntuli	(Committee member)	ANC
Cllr T.P. Manzini	(Committee member)	ANC
CllrH.N. Ntshangase	(Committee member)	IFP
Cllr. D Mlambo	(Committee member)	EFF

4.1.7 INTERNAL AUDIT COMMITTEE

4.1.7.1 Functionality Of The Internal Audit

Section 165 of the MFMA No 56 of 2003, states that each Municipality must have an internal audit unit. The internal audit unit must:

- Prepare a risk-based audit plan and an internal audit program for each financial year
- Advise the accounting officer and report to the audit committee on the implementation of the internal audit plan and matters relating to:
    - → Internal audit
    - → Internal controls
    - → Accounting procedures and practices
    - → Risk and risk management
    - → Performance management and
    - → Loss control
    - → Compliance with the MFMA, the annual Division of Revenue Act and any other applicable legislation; and
- Perform such other duties as may be assigned to it by the accounting officer.

The Municipality appointed Ntshidi & Associates as Internal Auditors during two financial years and the next three years. Each financial year a risk-based internal audit plan is prepared and approved by the Audit Committee. The Internal Audit Activity reports to the Performance and Audit Committee on the implementation of the risk-based internal audit plan and matters relating to, internal audit, internal controls, accounting procedures and practises, risk and risk management, performance management, loss control and compliance with the relevant legislations.

4.1.7.2 Performance Of Audit Committee

Section 166 (1) of the MFMA No. 56 of 2003 requires each Municipality and each entity to have an audit committee. The Municipality considered it appropriate in terms of economy, efficiency, and effectiveness to consolidate the functions of the aforementioned committees and establish a Performance and Audit Committee (PAC). The Umhlabuyalingana Municipality's PAC consists of five independent members with appropriate experience in the fields of Auditing, Local Government Finance, and Administration. Legal and Performance Management System. In terms of its approved

Terms of Reference and Charter, the Performance and Audit Committee is required to meet at least four times a year.

The PAC is an advisory committee appointed by the Council to create a channel of communication between the Council, management and the auditors (both internal and external) in November 2017. It provides a forum for discussing accounting practices, business risk control issues and performance management. This Committee reports directly to the Council.

The primary objective of this committee is to advise the municipal Council, the political office –bearers, the accounting officer, and the management staff of the Municipality on matters relating to:

- Internal financial control.
- The Safeguarding of assets.
- The maintenance of an adequate control environment and systems of internal control.
- The successful implementation of the council's risk management Strategy and effective operation of risk management processes.
- The preparation of accurate financial reporting in compliance with all legal requirements and accounting policies and standards.
- Effective corporate governance.
- The effectiveness of the Municipality's performance management system in ensuring the achievement of objectives set as per the Municipality's IDP.
- Any other issues referred to it by the Municipality.
- The detailed Internal Audit Charter which clearly defined the roles and responsibilities, composition of the committee as well as meetings has been adopted.

Members of the Performance and Audit Committee include Mr L Hlengwa, Mr M Simelane, Mrs C Jugnarayan, and Mr P Magwaza.

4.1.8 ENTERPRISE RISK MANAGEMENT

4.1.8.1 Risk Management Committee

The Municipality has established a Risk and Compliance Unit and is fully capacitated as Manager Risk and Compliance has been appointed. The risk management activities are currently performed by the Risk and Compliance Manager. There is a functional Enterprise Risk Management, and the Municipality has recently appointed the independent and external chairperson of the RMC in 03 February 2020.

The risk register is in place and reporting to RMC quarterly. The Risk assessment was conducted for the 2024/2025 financial year with the help of the Provincial Treasury and a Risk Register has been developed this activity will be implemented during the 2024/25 financial year. The Municipality is planning to conduct a risk assessment for the 2024/2025 financial year during June 2024.

The Municipality has reviewed the Risk Management Policy and Strategy, Enterprise Risk Management Framework and Fraud Prevention and Anti-Corruption Strategy and policy and has been approved by Council.

The Risk Management Committee consist of the following members:

- Mr ED Sithole - Chairperson
- Mr NPE Myeni - Municipal Manager
- Mr CR Khumalo – Director Corporate Services
- Mr TS Mkhabela – Director Corporate Services
- Mrs NP Mkhabela– Chief Financial Officer
- Mr DI Tembe – Director PLID
- Mr SN Zikhali – Deputy Director PLID
- Mr WS Nhlenyama – Director Community Services
- Mrs NF Mngomezulu - Deputy Director Community Services
- Mr NM Mthembu – IDP Manager
- Mr NJ Mpontshane – PMS Manager
- Mrs K Zikhali – Internal Audit Manager
- Mrs TP Nhlenyama – Risk and Compliance Manager
- Risk Champions

4.1.8.2 Risk Register

The Risk Register such as Operational Risks, Fraud Risks, IT Risks and Strategic Risks are monitored quarterly by the Manager of Risk and Compliance, as well as Internal Auditors. The Risk Committee has been appointed in terms of its Terms of reference and is supposed to sit quarterly. The RMC is now functional. The committee consist of all HODs, the Independent and external chairperson, the Risk and Compliance Manager, the PMS Manager, the IDP Manager, the Internal Audit Manager and Departmental Champions as standard stakeholders.

4.1.9 MUNICIPAL BID COMMITTEES

The Municipality established fully functional Bid Committees which are as follows:

Bid Specification Committee

1. Mr. Musa Ngubane – Finance Manager
2. Miss L Sithole – Human Resource Manager
3. Miss SF Ndlazi – Library Manager
4. Mr. N Mthembu – Bid Clerk
5. Mr. NM Mthembu – IDP Manager
6. Mrs. TL Masinga - Technician

Bid Evaluation Committee

1. Mrs TP Nhlenyama – Risk and Compliance Manager
2. Mrs. X Khumalo – Budget & Reporting Manager
3. Mr. NM Mthembu – SCM Manager
4. Mr. S Zikhali – Deputy Director of Technical Services
5. Mrs. F Msabala – Technical Manger
6. Mr. PN Gumede – Building Inspector

Bid Adjudication Committee

1. Mrs NP Mkhabela – Chief Financial Office
2. Mr. DI Tembe – Director of Technical Services
3. Mr. S Mhlongo – SCM Officer
4. Mr. CR Khumalo - Director of Corporate Services
5. Mr. W Nhlenyama – Director of Community Services

The Bid Committee has a standing schedule of meetings, and they meet according to their schedule.

4.1.10 Adoption Status of Policies and Bylaws

4.1.10.1 Council Adopted Policies

The table below provides a schedule of Council-adopted policies and approval dates.

Table 36: Council Adopted Policies

No.	Policy Name	Approved By Council
1.	Sexual Harassment Policy	June 2024
2.	Placement Policy	June 2024
3.	Acting Allowance Policy	June 2024
4.	Drugs and Alcohol Abuse at Workplace Policy	June 2024
5.	In-service training Policy	June 2024
6.	Remuneration and Increase policy	June 2024
7.	Training and Development Policy	June 2024
8.	Employee Assistance Programme Policy	June 2024
9.	Subsistence and Travelling Policy	June 2024
10.	Termination of Service Policy	June 2024
11.	OPMS Framework, IPMS Policy and Standard Operating Procedure	June 2024
12.	Communication Policy	June 2024
13	Social Media Policy	June 2024
14	Batho Pele Policy	June 2024
15	Complaints Management Policy	June 2024
16.	Leave of Absence Policy	June 2024
17	Work Attendance Policy	June 2024
18.	Disciplinary and Procedure Policy	June 2024
19.	Occupational Health and Safety	June 2024
20	Employment Equity Policy	June 2024
21.	Employment Practice Policy	June 2024
22.	Overtime Policy	June 2024
23.	Occupational Health and Injuries Assistance Policy	June 2024
24.	Telephone Usage and Cellphone Management Policy	June 2024
25.	Home Allowance Policy	June 2024
26.	Disciplinary Code Policy and Procedure	June 2024
27.	Employment Equity Policy	June 2024
28.	Records Management Policy	June 2024

No.	Policy Name	Approved By Council
29.	Risk Management Strategy and Policy	June 2024
30.	Enterprise Risk Management Framework Policy	June 2024
31.	Fraud Prevention and Anti-Corruption Strategy and Policy	June 2024
32	Security Policy	June 2024
33	Municipal Study Assistance Policy	June 2024
34	Information Technology, Governance Policy and IT Policies	June 2024
35	Indigent Policy	June 2024
36	Public Participation Policy	June 2024

4.1.10.2 Council Adopted And Promulgated Bylaws

The Council adopted and promulgated all bylaws in terms of Schedule 4B and 5B of the Constitution.

TABLE 37: COUNCIL ADOPTED BYLAWS

No	By Law Name	Approved By Council
1.	Disaster Management Bylaw	Yes
2.	Nuisance Bylaw	Yes
3.	Animal Pounds Bylaw	Yes
4.	Property Rates Bylaw	Yes
5.	Informal Trading Bylaw	Yes
6.	Business Licensing Bylaw	Yes

4.1.10.3 Council Adopted Sector Plans

TABLE 38: COUNCIL ADOPTED SECTOR PLANS

No.	Sector Plan	Completed Y/N	Adopted Y/N
1.	Spatial Development Framework	Yes	Yes
2.	Disaster Management Plan	Yes	Yes
3.	LED Strategy	Yes	Yes
4.	Housing Sector Plan	Yes	Yes
5.	Financial Plan	Yes	Yes
6.	Integrated Waste Management Plan	Yes	Yes
7.	Community Safety Plan	Yes	Yes
8.	Integrated Transport Plan	Yes	Yes
9.	Communication Strategy	Yes	Yes

4.1.10.4 Council-Approved Financial Management Policies

The purpose of financial policies is to provide a sound financial environment to manage the financial affairs of the Municipality. The following are the key budget-related policies:

TABLE 39: COUNCIL-APPROVED FINANCIAL MANAGEMENT POLICIES

No	Policy name	In place Yes/No	Approved by council	Council approval date	Council resolution no
1.	Tariff Policy	Yes	Yes	30 May 202	
2.	Property Rates Policy	Yes	Yes		
3.	Indigent Policy	Yes	Yes		
4.	Budget Policy	Yes	Yes		
5.	Virement Policy	Yes	Yes		
6.	Asset Management Policy	Yes	Yes		
7.	Supply Chain Management Policy	Yes	Yes		
8.	Credit Control and Debt Management Policy	Yes	Yes		
9.	Asset Disposal Policy	Yes	Yes		
10.	Asset Maintenance Policy	Yes	Yes		
11.	Cash and Investments Policy	Yes	Yes		
12.	Petty Cash Policy	Yes	Yes		
13.	Inventory Management Policy	Yes	Yes		
14.	Contract Management Policy	Yes	Yes		
15	Cost Containment Policy	Yes	Yes		

4.2 Public Participation Analysis

4.2.1 WARD COMMITTEES' STATUS AND FUNCTIONALITY

Umhlabuyalingana Local Municipality embraced and enrolled the government initiative of ward committees to ensure that service delivery is effective in all the wards. These structures are all fully functional.

The ward committees meet monthly. The ward committee and sectoral reports are submitted to the Office of the Speaker monthly. KZN COGTA verifies the functionality of ward committees every quarter.

Composition Of Ward Committees

The ward Councillor is the chairperson of the committee. The ward committee consists of not more than ten persons excluding the chairperson who is the ward councillor.

The formation of the ward committees considered the need for women to be equitably presented in a ward committee and for a diversity of interests in the ward to be represented. Gender equity was also prioritized by ensuring that there is an even spread of men and women in a ward committee.

Functions Of Ward Committees

The following are the functions and powers of the Umhlabuyalingana Local Municipal Ward Committees through the municipal policy in line with the provisions of Section 59 of the Municipal Systems Act.

Powers delegated in terms of the adopted policy are as follows:

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

The achievement of serving as a mobilizing agent for community action within the ward is accomplished as follows:

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

4.2.2 Participation Of Amakhosi In Council Meetings

Amakhosi participates in Council Meetings in line with Section 81 of the Municipal Structures Act. The circular sent by COGTA on the details of Traditional leaders who must participate in Municipal Councils in terms of schedule 3 (7) of the Traditional and Khoi-San Leadership Act, 2018. The Umhlabuyalingana Municipality was allocated two Amakhosi who will sit in Umhlabuyalingana Council Meetings. The Municipality has budgeted for traditional leader's sitting allowances and travelling expenses for the 2024/2025 financial year.

4.2.3 COMMUNICATION PLAN FOR PUBLIC PARTICIPATION

The Council of Umhlabuyalingana Local Municipality adopted the Communication Strategy and Communication Policy on 30 June 2017, and the Communication Strategy is reviewed annually.

The primary purpose of the strategy is to present mechanisms and guidelines for communication between the internal and external environment of the Municipality. It is further in the interest of the strategy to be used in formulating the municipal policy on communication.

The strategy focuses or alludes to the number of interventions or programmes aimed at strengthening the communications between the stakeholders, strengthening the social responsibility of the Municipality and further harmonizing the relationship that the Municipality has with the community at large.

In terms of chapter 4 of the Municipal Systems Act, the Municipalities are encouraged to strive for maximum participation of their citizens in its various programmes. Again, the Promotion of Access to Information Act of 2000 further asserts the need for accessibility of municipal information based on certain conditions as stipulated by the Municipality. Furthermore, the white paper on local government defines developmental local government as a government that is committed to working with its citizens. Undoubtedly the central focus of the abovementioned legislation revolves around the effective communication between the Municipality and its constituencies.

The following intervention measures and communication mechanisms have been deemed appropriate and necessary to improve and ensure effective external communications:

- Newsletter - will be used to communicate the projects, programmes and development.
- Suggestion boxes in all the municipal facilities.
- Local and National Newspaper - This medium will be used to communicate various messages that concern the Municipality, especially service delivery.
- Local and National Radio
- Ward Community Meetings - This institution will be used effectively to promote maximum community participation in municipal affairs.
- Public meetings (Izimbizo) - These meetings will be staged to provide a platform for the Municipality to communicate the level of projects and programmes undertaken by the council and further solicit input from communities and their (communities) buy-in thereof.
- Annual Report - The annual report will be distributed to the stakeholders and community organizations that we have on our database and will be distributed to the community at large. This will also maximize the culture of community participation and access to information.
- Website - Through this tool various stakeholders such as the business community, foreign investors, NGOs and the community at large will have more access to information regarding the Municipality and its area.

4.2.4 STATUS OF WARD-BASED PLANNING

Umhlabuyalingana Municipality participated in several community participation meetings to find out what the needs of the community are. Below are the needs for each ward. The very first three (3) needs per ward are the priorities per ward categorized under proposed development.

TABLE 40: WARD PRIORITIES

COMMUNITY WARD NEEDS (WISH LIST)			
Ward / Isigodi	**Name of the person**	**Community Needs**	**Responsible Stakeholder**
Esiphahleni Sports Ground – 24 October 2023			
Ward 2 VD	Bhekisisa Ncube	• Access road at Hlalankosi to Mntanenkosi needs to be fast-tracked • They requested a water supply • Registration support must be provided before closing dates at tertiary institutions • Fencing of the Mobile clinic • Requesting fixing of the crossing Esiphahleni to Qongwane eMzizima	
Ward 3 VD	Nhlanhla Mpanza	• Filling up of potholes • Requesting network tower at Osizini • They request that the promises made to disabled people to be fulfilled • Requesting street lights at Mbazwana Town • Requesting toilets at Mbazwana Town • Requesting maintenance of sport grounds	
Ward 7 Mahlakwe VD	Mandla Mahlobo	• Requesting dip tank • Requesting renovations of Mahlakwe community hall • Requesting water supply at Mahlakwe Mobile clinic	
Ward 7 Buyani VD	Mandla Mahlobo	• Requesting market stall • Requesting community hall • Requesting cattle dip	
Ward 7 KwaShodi VD	Mandla Mahlobo	• Requesting renovation of mobile clinic • Requesting community hall	
Ward 7 Oqondweni VD	Mandla Mahlobo	• Requesting gravelling of Access road	
Ward 7 Emphakathini VD		• Ilala weavers are requesting the market to sell their product • Requesting Network tower • Requesting phase 2 of RDP houses for all Ward 7 residents • P447 access road needs serious intervention	
Ward 19	Dumisani Sibiya	• Bunganeni from Jock Morrison road is too narrow • Requesting community hall for residents of KwaMboma, eMagcekeni and Vimbukhalo • Requesting access roads to their households	

COMMUNITY WARD NEEDS (WISH LIST)			
Ward / Isigodi	**Name of the person**	**Community Needs**	**Responsible Stakeholder**
		• Requesting water supply at Entshongwe and Sibhoweni • Requesting Mphakathini to Mseleni access road to be completed	
Siholwa Sport Ground – 25 October 2023			
Ward 1	Musa Mthembu	• Requesting speed humps at Maputa Primary School	
Ward 4		No one attended from ward 4	
Ward 10		No one presented	
Ward 11	Fihliwe Ngubane	• Requesting street lights at Ezangomeni • Requesting speed humps at kwa Timbane • Requesting people to assist kids when crossing the road next to Elibuyile Primary school • Requesting speed humps at Phumobala • Requesting market at Phumobala • Requesting toilets Ezangomeni • Requesting electricity supply for those who were left behind • Requesting cold room for the community for use in their events	
Ward 12	BT Tembe	• Requesting Network tower at Thelizolo and Thandizwe • Requesting community hall next to Zamalek • Requesting EPWP workers to assist at the clinic which was built by Chief Nduna • Requesting transparency and how the dump sites are employed	
Ward 17	Gugu Tembe	• Requesting a bridge linking wards 12 and 17 because if it rains thousands of people cannot cross • Requesting speed humps at Lalalapha and Sikhethiwe • Requesting electricity supply in the following areas: Engozini, Mfulawezwe, Masondo and Thelizolo	
Manaba Sports Ground– 27 October 2023			
Ward 14	Gumede Nicholas	• Requesting water supply • Requesting community hall • Requesting Network tower at Mbangweni, Munyu and Manyampisi • Requesting TLB/Grader to upgrade access roads to their households • Requesting shelter for those doing craft work • Requesting RDP houses • Requesting Crèche • Requesting fencing of their gardens	

COMMUNITY WARD NEEDS (WISH LIST)			
Ward / Isigodi	**Name of the person**	**Community Needs**	**Responsible Stakeholder**
		• Requesting maintenance of sports fields • There is no Phase 1 of the Siyabusa electrification	
Ward 16	Funisiwe Khumalo	• Some areas were left behind in the electrification project which has resulted in illegal connections • Requesting quariiy at Esicabazini,Sbonisweni, Scabazini to Zimbuzini, Emafa to bhulubhula • Requesting RDP Houses • Requesting community hall • Requesting network tower at Emafa • Requesting cattle dip • Requesting water supply for their gardens at Esihangwane • Requesting electricity at Esihangwane	
Ward 15		• Requesting community hall eManaba • Maintenance of Manaba sportsfield • Requesting access roads from Ntshoveni to Madudula crèche and Vilane to Ndlondlweni • Requesting fencing of the Parkhome, chairs, tools of trade, Free wifi, security • Requesting access roads from uMlamuli to Njinji • Requesting borehole at the turn-off at Mseleni	
Ward 5		• Requesting water supply at Dundubala • Requesting community hall • Requesting security at Sibhayi Reservoir • Requesting IEC to do proper demarcation	
Banganek Sport Ground-31 October 2023			
Ward 8	Sibusiso Ngubane	• Maintenance of Siyadla bridge to Banganek access road • Requesting poles and wires for fencing of the gardens	
Ward 8	Mr Shange	• Requesting electricity supply from kwaBhunga to Banganek • Requesting training of Life Guards at Banganek beach	
Ward 8		• Requesting crèche at KwaBhunga • Requesting RDP houses at KwaBhunga • Requesting funding from the Department of Agriculture for their garden projects.	
Ward 8	Sibuyiselo Mthethwa	• Maintenance of Siyadla bridge to kwaMqobela access road • Requesting network tower at Novunya • Requesting RDP houses • Requesting toilets • Requesting electricity • Requesting Boreholes	

COMMUNITY WARD NEEDS (WISH LIST)			
Ward / Isigodi	**Name of the person**	**Community Needs**	**Responsible Stakeholder**
Ward 8	Nondumiso Mthethwa	• Requesting community hall • Requesting Crèche • Requesting RDP houses • Requesting water supply	
Ward 8		• Maintenance of Siyadla Bridge- deteriorating	
Ward 8	Sibongile Mlambo	• Requesting V drains next to KwaZibi Clinic	
HLOKOHLOKO HALL – 14 October 2022			
Ward 6	Thandiwe Gumede	• RDP houses • Street light (Skhemelele town) • Electricity • Water • Access road kwasdanti to Ophondweni, eMtikini to Skhemelele • Installation of speed humps near the schools along the road • Sport field • Network tower	
Ward 9 Bhekabantu,Ndaba Mbangweni	Sipho Ndlazi	• Water • Network tower • Community hall • Market stall for the farmers and a tractor to assist farmers • Disable people to be given preference when recruiting for job opportunities • Library • Teenage pregnancy awareness • CAO assistance and career guidance	
Ward 13	Mthokozisi Nsele	• Water (Shemula water scheme is closer, but they don't have access to it) • Toilets • Network tower • High schools (the one they have is far from where they stay if they can build one between Hlokohloko and Hlazane • Cattle dip • Electricity near Nsimbi area (some households were left behind) • The artist requested support • Hlazane mobile clinic (not user-friendly) • Community hall	
Ward 20 Zamazama VD		• Maintenance of Zamazama sportsfield • RDP houses • Community hall • Access road Madudula to kwa Ndaba • The mobile clinic is not in good condition	

COMMUNITY WARD NEEDS (WISH LIST)			
Ward / Isigodi	**Name of the person**	**Community Needs**	**Responsible Stakeholder**
		• Market stalls • Mobile library	

4.3 Land Use Management

The district has a functional Joint Municipal Planning Tribunal (JMPT). The JMPT comprises personnel from the four local municipalities under the jurisdiction of uMkhanyakude.

Umhlabuyalingana Municipality has complied with SPLUMA Regulation 14, and a Municipal Planning Authorised Officer has been appointed by the Municipality. The Municipality has also resolved the Appeal Authority.

The Municipality has amended the delegations for KZNPDA to SPLUMA Bylaws and the applications have been categorized. The SPLUMA Bylaws have been adopted and gazetted.

The Municipality is also currently finalising its wall-to-wall land use scheme, it is expected that the scheme will be adopted in the first quarter.

4.4 Good Governance & Public Participation: SWOT Analysis and Key Challenges

4.4.1 Good Governance & Public Participation: SWOT Analysis

STRENGTHS	**WEAKNESSES**
• Adopted and Council Approved IDP • Council approved OPMS Framework and IPMS Policy • Full cascading of PMS • Proper assessment of Audit Performance Committee by • council • Proper assessment of Internal Audit by Audit Committee	• Poor oversight responsibility • Poor/Slow process of cascading Individual Performance • Management Policy to Lower Level Staff other than HODs • Gaps identified in the IDP Assessment by COGTA (MEC)
OPPORTUNITIES	**THREATS**
• Co-operative and willing/collaborative political and administrative leadership • Council approved Audit Performance Committee Charter • Council approved Internal Audit Charter and Audit Coverage Plan • Development of an action plan to address gaps	• Non-co-operative and unwilling/non-collaborative political and administrative leadership • Non-adoption of OPMS Framework/IPMS Policy by Council • Failure to approve charters by the Council • Failure to approve credible Internal Audit Report • Non-adoption of IDP

4.4.2 GOOD GOVERNANCE & PUBLIC PARTICIPATION: KEY CHALLENGES

Challenges	Measures to address challenges
Poor functioning of IGR structures	• Promote participative, facilitative and accountable governance. • Policy and strategy co-ordination IGR
Developed an MPAC workplan but it is not adhered to as desired meeting	Enforce actions as per the plan.
Functionality of ward committees is not consistent across all wards	Improve the administration of ward committees through reviewing the organogram to reflect the administrative aspect of ward committees.

5 SERVICE DELIVERY AND INFRASTRUCTURE

One of the objectives of local government is to ensure the provision of services to communities in a sustainable manner. Basic services rendered to the communities of Umhlabuyalingana Municipality include electricity, waste management, roads and stormwater, development and spatial planning, local economic development, environmental management, housing, library, cemeteries, community facilities, sports and recreation, traffic as well as fire and disaster services. Water and sanitation services are provided by the uMkhanyakude District Municipality.

5.1 Water and Sanitation

5.1.1 Water Services Authority

uMkhanyakude District Municipality is the Water Service Authority and a Water Services Provider for all the areas under the Umhlabuyalingana Municipality. This means that the primary responsibility of the District Municipality is to ensure that local people have access to water and sanitation.

5.1.2 Water Services Development Plan (WSDP)

The first Water Services Development Plan (WSDP) for uMkhanyakude District Municipality was developed in 2003. The WSDP was reviewed and updated in 2009 and is currently being reviewed. Considering that the lifespan of a WSDP is 5 years, the district Municipality does not have a current WSDP in place. The development and review of the WSDP has been identified as one of the critical issues to be attended to by the District Municipality once the district has prepared and adopted the WSDP it will then be extracted and added to the Umhlabuyalingana IDP.

The district has planned and budgeted for water infrastructure and other related projects for implementation. The district water-related projects with committed funding are reflected below:

Table 41: District Water and Sanitation Projects

Project Title	ItemScoa Account	Full year 23-24	OuterYear1 24-25	OuterYear2 25-26
Manguzi Star of the Sea	Water	40 558 202,30	-	-
Jozini Low Cost Housing Sewer Upgrade project	Sanitation	15 533 191,45	19 942 698,00	26 086 956,26
Non-Revenue Water project Phase 3	Water	37 558 913,75	34 782 608,00	97 460 914,00
Nondabuya CWSS Upgrade	Water	-	-	- 90 502 029,78
Greater Ingwavuma Water Scheme	Water	45 924 310,45	20 356 172,00	14 582 154,00
Jozini RCWSS	Water	45 366 015,35	-	33 823 692,00
Siweni/Ingwavuma Imergency Pipeline	Water	8 887 258,65	-	-
Manguzi WWTW upgrade	Water	-	2 772 840,00	27 847 507,00
St lucia WWTW upgrade	Water	-	3 555 449,00	29 035 115,00
Thembalethu Sanitation	Sanitation	27 393 529,00	20 538 765,60	26 086 956,26
Hlabisa hospital Network Phase1	Sanitation	25 500 463,40	55 747 399,00	-
Mtuba WWTW Refurbishment	Water	-	9 861 860,00	13 043 478,00
Big five Water	Water	-	9 207 622,00	9 053 247,00
Total		**246 721 884,35**	**176 765 413,60**	**186 517 989,74**

Source: uMkhanyakude District Municipality

5.1.3 Operations And Maintenance For Water And Sanitation

The Municipality has been operating without any operations and maintenance and this has led to huge maintenance backlogs due to years of deferred maintenance and neglect. The bulk of the infrastructure is in a state of disrepair leading to communities with infrastructure but without access to water services. The Operations and Maintenance Plan was developed as part of the water services AMP by COGTA and was adopted together with the AMP towards the end of the 2016/2017 financial year. It is important to note that the Municipality will strive to make financial provisions to fund the O & M Plan though it will need considerable funding from external sources due to competing demands with first-time access communities. The Municipality has the highest backlog figures in terms of first-time access to water services and as such there is a lot of work that still needs to be done to strike a balance between the two.

5.1.4 Water Infrastructure

The maps below indicate the water infrastructure in the municipality, as per the KZN Provincial Water Master Plan. The objective of UAP Phase III is the progressive development of regional bulk supply.

Map 14: Extract Of Water Intervention Supply Areas And Infrastructure From Umgeni Universal Access Plan Iii Study 2020 (2)

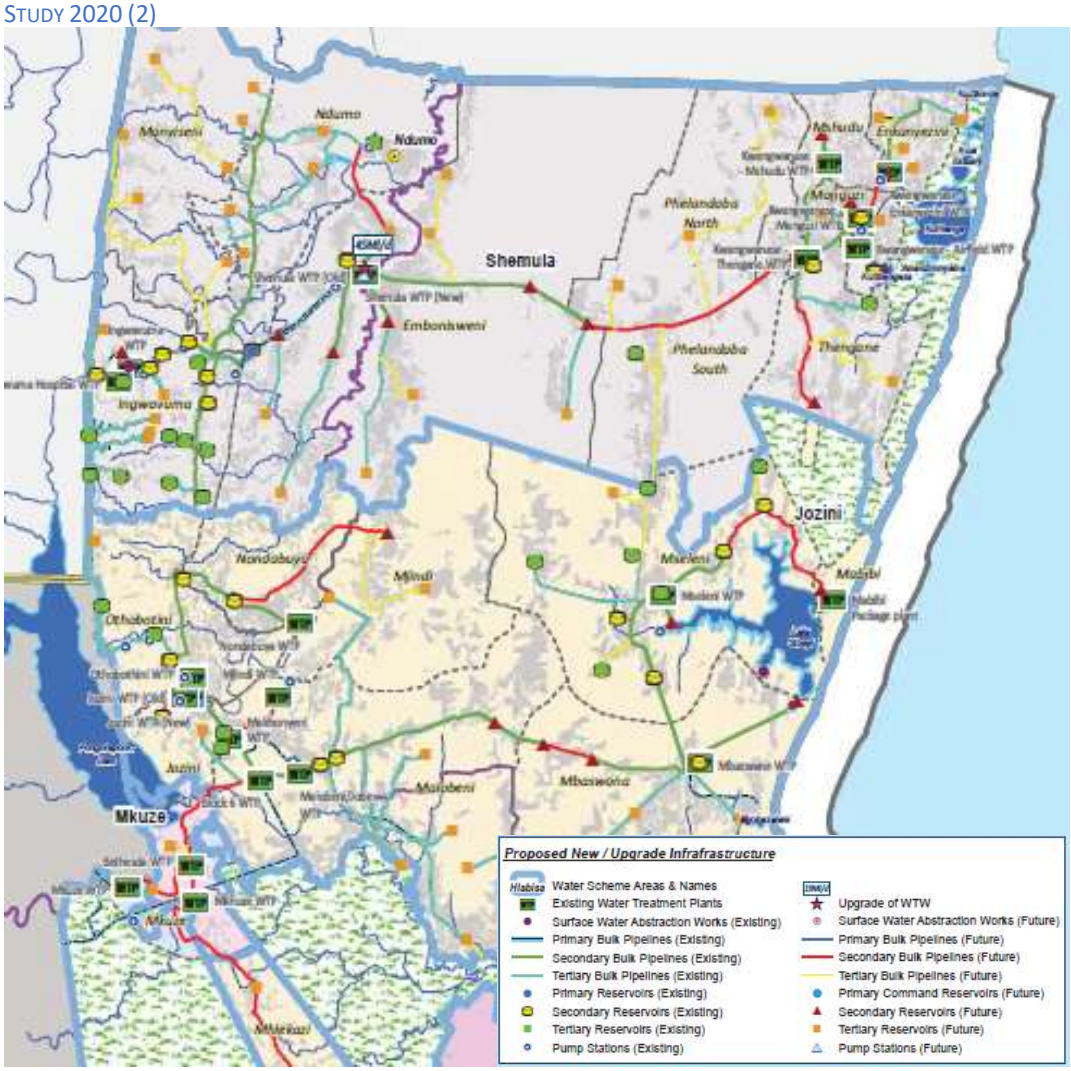
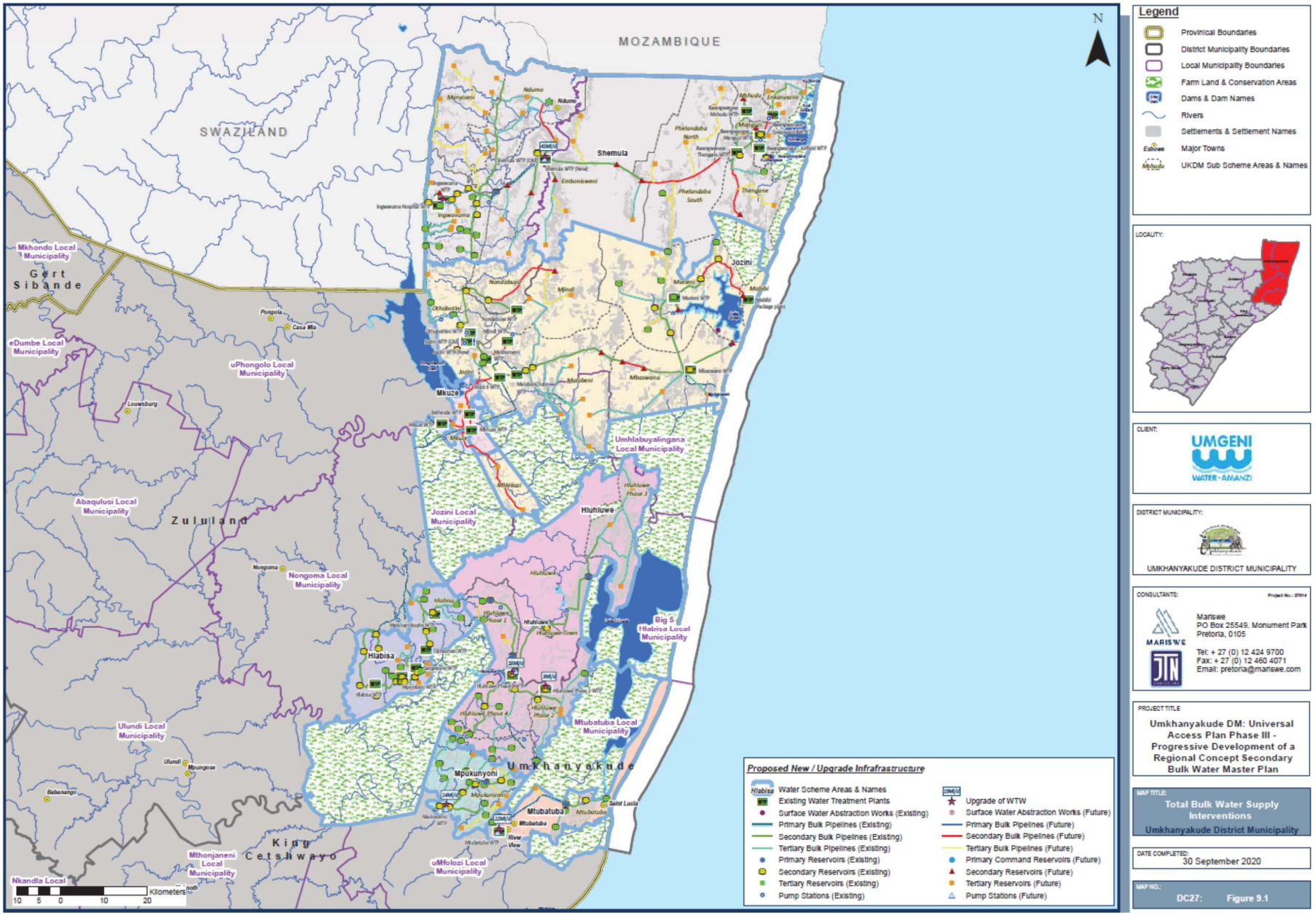
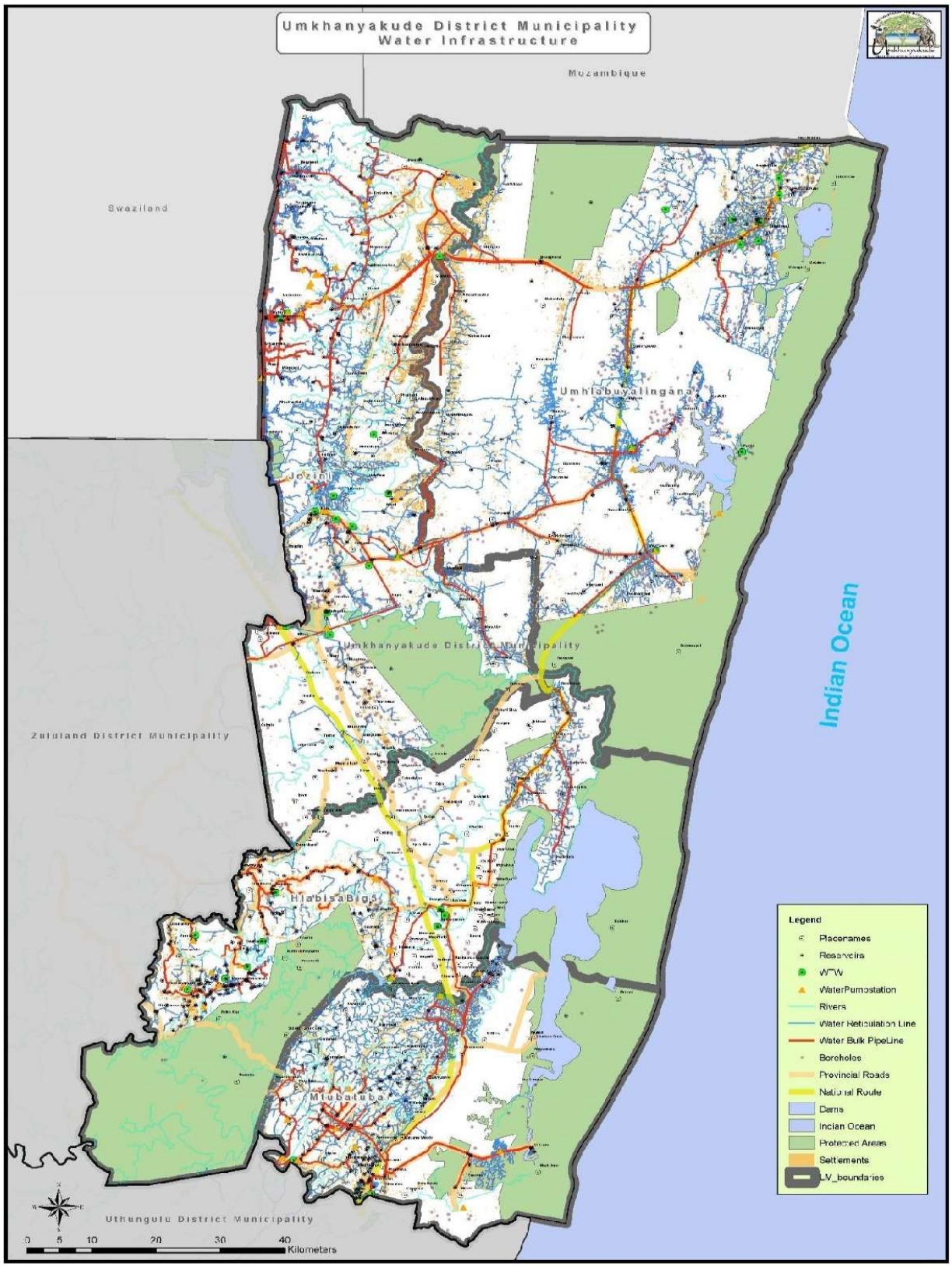


FIGURE 39: UMKHANYAKUDE WATER INTERVENTION SUPPLY AREAS AND INFRASTRUCTURE FROM UMGENI UNIVERSAL ACCESS PLAN III STUDY 2020



Source: KZN Provincial Water Master Plan 2020, p487

MAP 15: DISTRICT WATER SERVICE LINES



5.1.5 Status Of The Infrastructural Backlogs, Needs And Priorities

The water services backlog was determined utilising a combination of Census 2011, the UKDM asset register, and verified data from consultants to produce a combined GIS infrastructure database that shows a backlog of 30% of the population (access below National Standard).

Table 42: Water Services Level

Local Municipality	Population	Percentage of the population with access BELOW National standard level of water service			
		Level of Water Services	Asset Register Infrastructure Data	Verified Consultants Infrastructure Data	Combined Infrastructure Data
Umhlabuyalingana	155140	52.7%	50.6%	60.2%	28.5%
uMkhanyakude	623387	53.2%	54.1%	43.3%	30.0%

Source: uMkhanyakude District Municipality, 2016

According to the Provincial Water Master Plan, 21% of households had no access to water in 2020.

Table 43: Percentage Household Water Access

Infrastructure Water Access			Rudimentary Water	No Water Access (No Infrastructure)
Yard Connections	RDP Water Connections	Dysfunctional Infrastructure		
23%	15%	30%	11%	21%

Source: Provincial Water Master Plan – Province of Kwazulu-Natal, 2020

Historically the area has been characterised by many small stand-alone schemes utilising local water resources; supplying a basic level of service in rural areas, and a higher level of service in urban areas. The Shemula, Jozini, Hluhluwe, and Mtubatuba are the only areas currently served by large-capacity water treatment works. The remainder of the DM is served by small conventional or package treatment works, or schemes with chlorination only. The number of schemes, and the accessibility to these, have resulted in management and maintenance challenges, with schemes regularly not functioning at an optimal level, in some cases falling into disrepair, and others simply not having power or diesel to operate the pumps. These challenges have led the Municipality to investigate bulk supply scheme options to try and improve the sustainability of supply and reduce the O&M challenges. The possible solution to the water supply infrastructure in the future is the careful combination of local water resources (including groundwater) with bulk supply sources.

A basic calculation of the WTW capacity (94.5Ml per day) and the demand based on the current level of service (59.7Ml/day), shows there is sufficient treatment capacity at present. This capacity excludes all boreholes that are utilised without a WTW, which provide significant additional water across the DM every day. The demand, however, takes into account only 15% water loss (good practice), and the current perceived need for additional treatment capacity is most likely due to high water losses.

The previous lack of a water conservation water demand management strategy in the UKDM resulted in additional strain on the water resources, and the curtailment of losses should be viewed as a priority “water source” before the building of additional infrastructure capacity. As per the strategy of the

national government, expressed in the National Water Resource Management Strategy 2 (2014), the development of new water resource infrastructure will not be approved by the Department of Water and Sanitation, if WCWDM measures are not first implemented. Considering (1) the considerable problem with water losses; and (2) the large-scale plans for water resource infrastructure development, the need for WCWDM interventions needs to be prioritised.

Water Demand Model

In order to have the flexibility to determine water demands for different spatial groupings, such as scheme or supply footprints, a zero base demand model based on Census demographics (with an applied growth rate to get current figures) and levels of service (at smallest grouping) was adopted for the demand modelling. Although the demand model is based on the official Census data and agreed unit demands it is not a stochastic model, involving random demographic and unit demand sampling and probability behaviour.

It also does not allow for a level of confidence or degree of accuracy in calculations of the Census data, growth rates, or the unit demand values adopted. The low and high results represent the extremes of what the predicted water demands could be. These are calculated in the model by using the extremes of the range of each data item in determining the results. No statistical probability or reliability measure can be attributed to these figures, except to say that all actual results should fall somewhere within this predicted range.

The average annual average demand (AADD) for 2015 (current), at five (5) year intervals to 2045 at a local Municipality grouping are shown in the first table below, with Gross Summer Peak Demands in the second table.

TABLE 44 WATER DEMAND

Row Labels	Sum of Cur AADD(Rest LOS) Ave	Sum of Future AADD LOS 2020 Ave	Sum of Future AADD LOS 2025 Ave	Sum of Future LOS AADD 2030 Ave	Sum of Future AADD LOS 2040 Ave	Sum of Future AADD LOS 2035 Ave	Sum of Future HHI 2045 Ave
Hlabisa	5 228	8 867	9 498	10 759	15 099	13 363	18 571
Jozini	8 702	15 932	16 989	19 105	28 135	24 523	35 360
Mtubatuba	12 300	19 803	21 927	26 176	36 890	32 605	45 462
The Big 5 False Bay	5 762	7 814	8 503	9 880	11 578	10 899	12 936
Umhlabuyalingana	9 761	15 396	16 679	19 246	25 966	23 278	31 342
Grand Total	**41 752**	**67 811**	**73 596**	**85 166**	**117 669**	**104 668**	**143 671**

Row Labels	Sum of CurLOSSPDAverage	Sum of Future SPF LOS 2020 Ave	Sum of Future SPF LOS 2025 Ave	Sum of 2030LOS SPDAve	Sum of Future SPF LOS 2035 Ave	Sum of Future SPF LOS 2040 Ave	Sum of 2045HHI SPD Ave
Hlabisa	7 690	12 503	13 445	15 331	19 206	23 082	26 958
Jozini	11 883	20 847	22 476	25 733	34 008	42 283	50 559
Mtubatuba	18 152	28 286	31 404	37 641	46 962	56 283	65 604
The Big 5 False Bay	8 845	11 699	12 743	14 831	16 118	17 405	18 692
Umhlabuyalingana	13 142	19 281	21 635	26 344	32 320	38 297	44 274
Grand Total	**59 712**	**92 616**	**101 704**	**119 879**	**148 615**	**177 351**	**206 086**

Source: uMkhanyakude District Municipality, 2016

Existing and Planned Infrastructure Capacity and Functional Evaluation

Deciding what footprint base to use to determine the demand, and discussing or reviewing the existing infrastructure or scheme capacities was found to be quite a challenge. Anomalies were found between the DWS Water Reconciliation Strategy footprints and the current distribution infrastructure. In addition, the level of detail in various infrastructure reports/GIS obtained from previous PSPs differed and subsequently was difficult to compare with one another.

The solution was to develop "Water Master Plan supply areas", which are comprised of a larger supply area that simulates the seven (7) regional schemes aspired to by UKDM, bounded in instances by rivers, distance from the source, topography; with smaller sub-schemes within those regional boundaries that are aligned with the existing infrastructure supply footprints and operational small schemes areas.

The six (6) water master plan supply areas are areas are Shemula, Jozini, Hluhluwe, Mpukunyoni, Mtubatuba, and Hlabisa. Water demands have been determined on the sub-scheme level and the infrastructure evaluated at the same or sub-zone level. Sub-zones were defined for the specific purpose of reviewing bulk distribution main capacities, where the existing diameters were known and could be assessed.

The Shemula WMP Supply Area is divided into the Shemula Eastern Sub-Supply Area and the Shemula West and Central Sub-Supply Area. Shemula Eastern Sub-Supply Area is divided into four (4) Sub-Schemes:

- Mshudu
- Thengani (Kwangwanase)
- Manguzi
- Enkanyezini

The Combined demographics and water demand for Mshudu, Thengane, Manguzi and Enkanyezini are:

- A total backlog of 9076 stands (Census 2011) that need to receive access to RDP supply.
- Household growth of the combined eastern Shemula sub-schemes is from 11015 to 15069 households and a movement/migration of LOS is indicated achieving 25,8% YC supply by 2030.
- The capacity of the treatment works of 6,8Mℓ/day is sufficient for the current demand of 3,5Mℓ/day for 2015, or 4,52Mℓ/day with 50% losses.
- The 20-year (2035) GSPD (Gross Summer Peak Demand) is 11 Ml/day.

The infrastructure capacity and upgrade requirements can be summarized as follows:

- The current WTW capacity is 6.8Mℓ/day. This is sufficient for the current demand of 3.5Mℓ/day. The demand will surpass the capacity by 2025 and will increase to 11Mℓ/day by 2035.
- The demand shortage can be addressed by utilising the Shemula Western and Central Water Sub-Supply Area source.

- The demand from Shemula Western and Central Sub-Supply Area water source can be either 4Mℓ/day where the current Shemula Eastern region water sources are retained or 11Mℓ/day where the Shemula Eastern region water sources are discontinued.
- This will require an assessment of the bulk distribution from the Shemula Western and Central Sub-Supply Area.

The Shemula West and Central Sub-Supply Area is divided into six (6) Sub-Schemes:

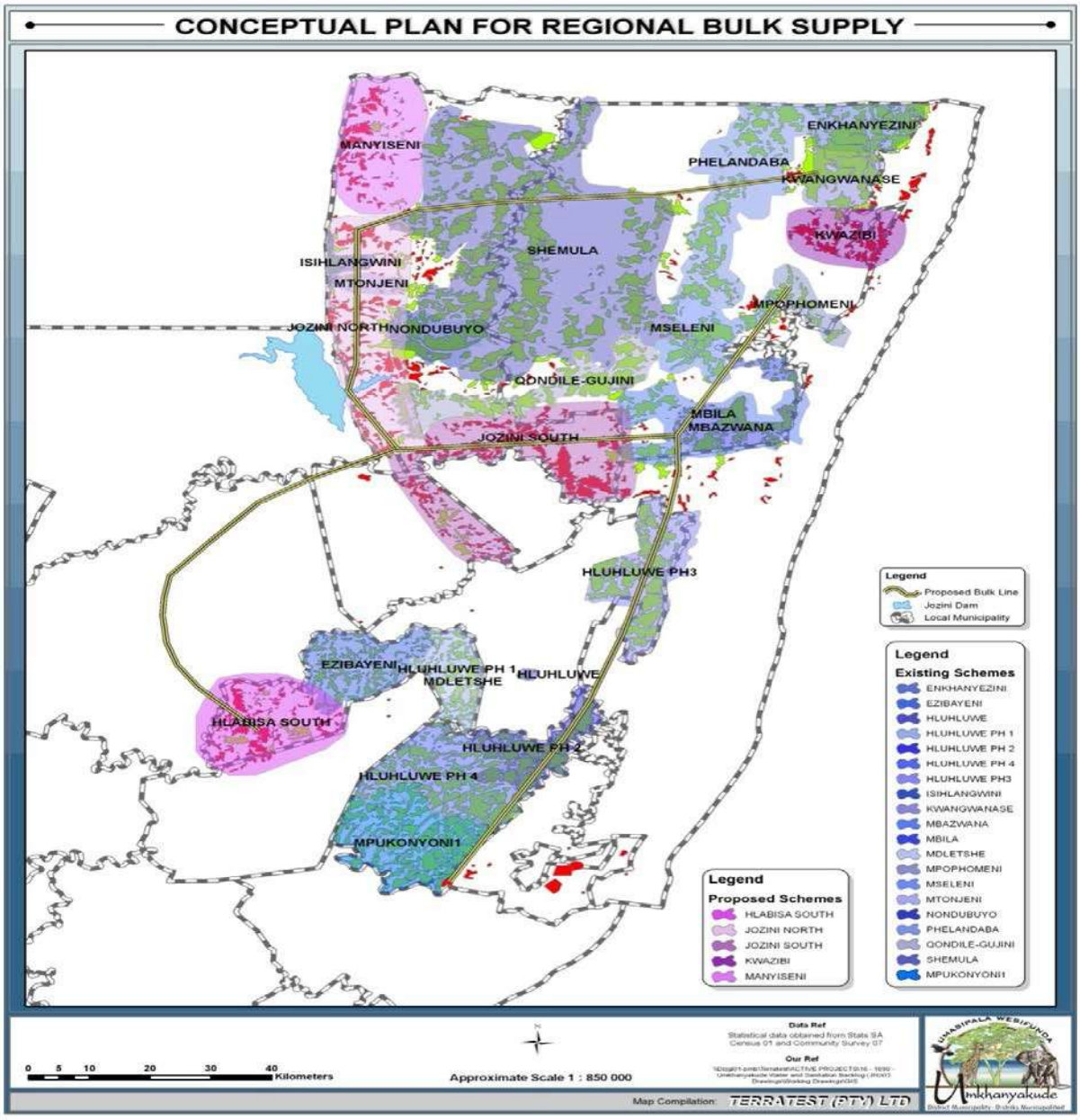
- Manyiseni
- Ingwavuma
- Ndumo
- Emboniseweni
- Phelandaba North
- Phelandaba South

The combined demographics and water demand for Manyiseni, Ndumo, Ingwavuma, Emboniseweni, Phelandaba North and South are:

- Total of 14325 stands (ito Census 2011) that need to receive access to RDP supply.
- Household growth of the sub-schemes combined is from 27057 to 31882 households and a movement/migration of LOS as indicated achieving 42% YC supply by 2030.
- The 20-year (2035) GSPD (Gross Summer Peak Demand) is 29 Ml/day.
- The infrastructure capacity and upgrade requirements for Western and Central Shemula (Ingwavuma to Phelandaba) are summarized as follows:
- The current demand for the supply area is 11Mℓ/day
- The water treatment works have currently been upgraded and have a combined capacity to produce 27.5Mℓ/day and will therefore address the current demand shortfall.
- There is a shortfall of 1Mℓ/day for the projected 2035 demand.
- The water treatment works will also supply the demand from Shemula Eastern Region. This will increase the demand of 28Mℓ/day to 32.7Mℓ/day if the Eastern Region's current supply sources are retained or 39.5Mℓ if the sources are discontinued.

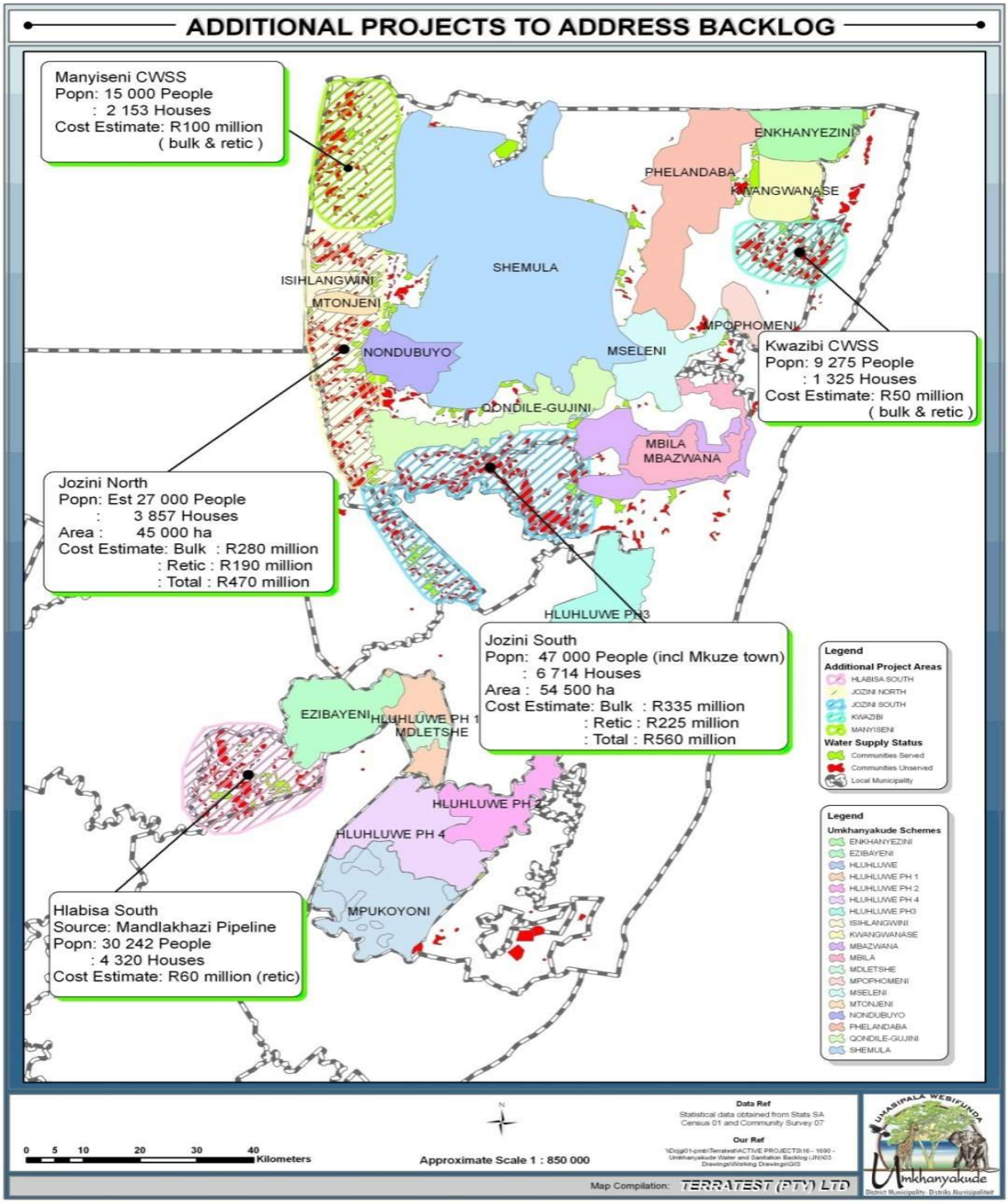
The figure on the overleaf indicates a conceptual plan for Regional Bulk Water Supply.

FIGURE 40: CONCEPTUAL PLAN FOR REGIONAL BULK SUPPLY



Source: uMkhanyakude District Municipality, 2018

FIGURE 41: ADDITIONAL PROJECTS TO ADDRESS BACKLOGS



Source: uMkhanyakude District Municipality, 2018

5.1.6 WATER STATUS AND CHALLENGES

The table below illustrates the main supply of water to households. There has been an increase in the number of households that have access to piped water. Most households still rely on natural resources for their water supply.

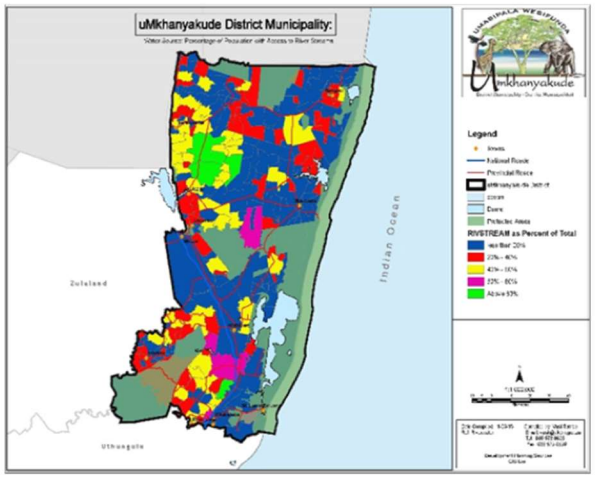
TABLE 45: SOURCE OF WATER FOR HOUSEHOLD USE

SOURCE OF WATER FOR HOUSEHOLD USE	CENSUS 2011		CENSUS 2022	
	Households	%	Households	%
Regional/local water scheme	13 890	41,0	13 506	38,9
Other	19 980	59,0	21 180	61,1

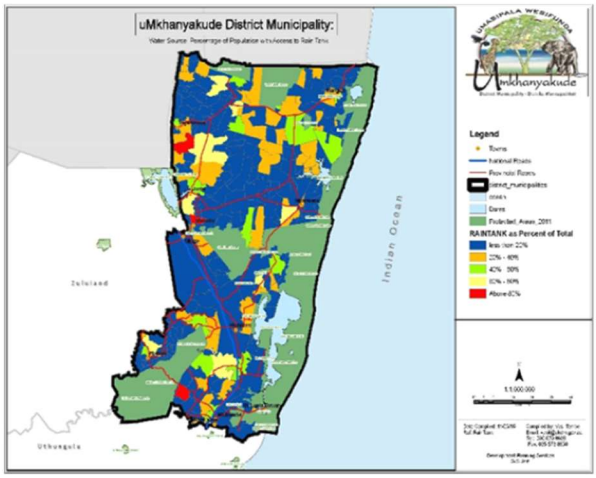
Source: Census 2022 Provinces at a glance / Statistics South Africa: 2023

FIGURE 42: ACCESS TO WATER SOURCES

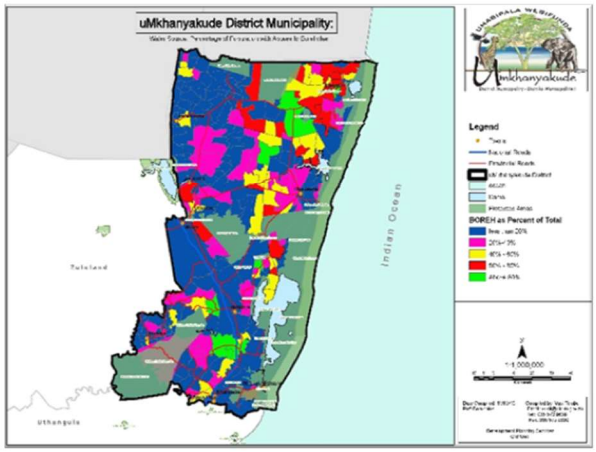
Percentage of Population with Access to Boreholes as a Source of Water



Percentage of Population with Access to River Streams



Percentage of Population with Access to Rain Tank as Source of Water



Source: uMkhanyakude District Municipality, 2018

The table below depicts the number of households with access to piped water in the Umhlabuyalingana Municipality. According to the 2022 Census data, 54.6% of households have access to piped water.

TABLE 46: DISTRIBUTION OF HOUSEHOLDS BY ACCESS TO PIPED (TAP) WATER AND MUNICIPALITY 1996, 2001, 2011 AND 2022

ACCESS TO PIPED WATER	CENSUS YEAR	NO. OF HOUSEHOLDS
Piped (tap) water inside the dwelling/yard	1996	1149
	2001	3394
	2011	10107
	2022	18916 (54,6%)

ACCESS TO PIPED WATER	CENSUS YEAR	NO. OF HOUSEHOLDS
Piped (tap) water on a communal stand	1996	1633
	2001	4974
	2011	9278
	2022	3 755 (10,8%)
No access to piped (tap) water	1996	16382
	2001	17955
	2011	14472
	2022	12 015 (34,6%)

Source: Statistics SA: Census 1996, 2001, 2011, 2022

It must be noted that the Census 2022 ward-based data has not been released and as a result, the access to water cannot be depicted accurately.

5.1.7 INFRASTRUCTURE PROJECT DEVELOPMENT

All projects have been prioritised using a combination of weighting criteria - Strategic Importance; Extent of Cost Ratio; Per Capita Consumption (l/capita/day); Non-Revenue Water; Functional Criticality of Scheme; Institutional Capacity; Available Co-funding; and Implementation Readiness. Furthermore, the location of the project was evaluated by identifying 1) the associated per capita cost, 2) the percentage of people who are currently unserved within that project footprint, and finally the per capita daily demand (ℓ/c/d). A high per capita daily demand would signal a large number of households who currently have a reasonably high level of service and are therefore less of a priority than completely unserved areas.

5.1.8 STATUS OF SANITATION

The table below illustrates the type of sanitation facility utilised by households. Most households have pit toilets, accounting for 50.4% in 2022. There was a considerable decrease of 14.3% of households with no access to sanitation facilities between 2011 and 2022. This implies that 4 819 more households have access to some form of sanitation.

Households with access to flush toilets also increased from 1798 in 2011 to 9025 in 2022, which is a 20.7% increase. Households using Pit Latrines in 2001 were 4615 while in 2011 the number increased to 18933 and decreased to 17 478 in 2022.

TABLE 47: ACCESS TO TOILET FACILITIES (2011 AND 2022)

Toilet Facility	Census 2011		Census 2022	
	Households	%	Households	%
Flush toilet	1 798	5,3%	9 025	26,0%
Chemical toilet	5 618	16,6%	5 100	14,7%
Pit toilet	18 931	55,9%	17 478	50,4%
Bucket toilet	476	1,4%	382	1,1%
Other	822	2,4%	1 292	3,7%
None	6 226	18,4%	1 407	4,1%

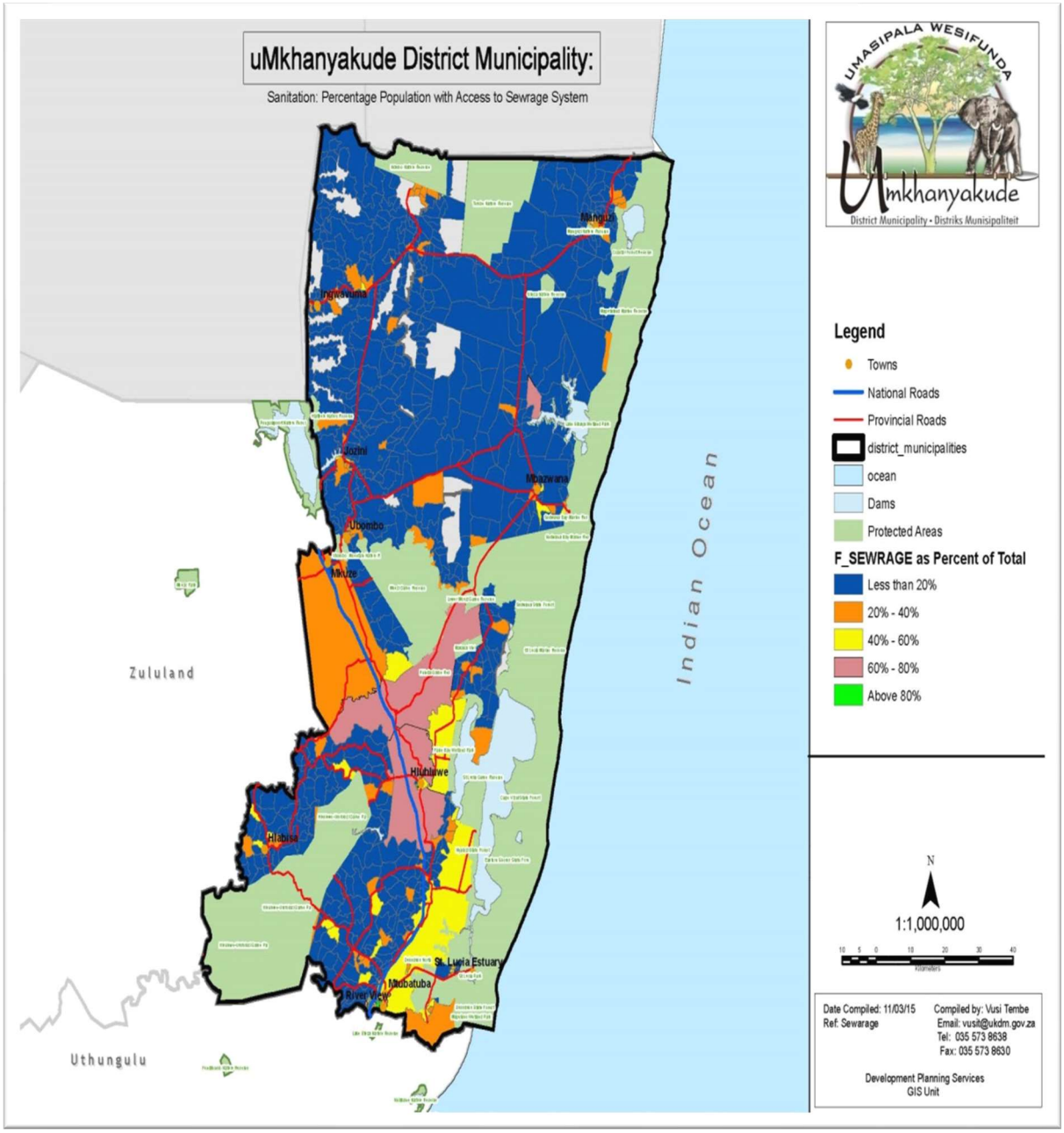
Source: Statistics South Africa | Census Dissemination 2022 (statssa.gov.za)

The District Municipality has sanitation plans to decrease the backlog, which are outlined in the Projects Section of this document.

5.1.9 SANITATION CHALLENGES

The provision of sanitation facilities within the Umhlabuyalingana municipal area should be prioritised by the service authority to reduce the backlog. Although strides are being made by the district regarding sanitation, there is still a long way to go to address the sanitation backlog.

MAP 16: PERCENTAGE OF POPULATION WITH ACCESS TO SEWERAGE SYSTEMS



Source: uMkhanyakude District Municipality, 2018

5.1.10 Municipal Coordination

The Municipality has successfully managed to coordinate its developmental activities with relevant sector departments, service providers and the District Municipality. The primary role of the Municipality is to facilitate the delivery of services to its communities. It is therefore imperative for the Municipality to understand the extent to which households in its areas of jurisdiction have access to the various services that are essential for their livelihood.

5.2 Solid Waste Management

Waste in South Africa is currently governed through several pieces of legislation, including:

- The South African Constitution (Act 108 of 1996)
- Hazardous Substances Act (Act 5 of 1973)
- Health Act (Act 63 of 1977)
- Environment Conservation Act (Act 73 of 1989)
- Occupational Health and Safety Act (Act 85 of 1993)
- National Water Act (Act 36 of 1998)
- The National Environmental Management Act (Act 107 of 1998)
- Municipal Structures Act (Act 117 of 1998)
- Municipal Systems Act (Act 32 of 2000)
- Mineral and Petroleum Resources Development Act (Act 28 of 2002)
- Air Quality Act (Act 39 of 2004)
- National Environmental Management: Waste Act, 2008 (Act 59 of 2008)

Umhlabuyalingana Local Municipality has the prerogative to ensure that all waste-related legislative frameworks are complied with whilst delivering the service of waste collection and disposal. Serious strides have been made towards compliance with the above-mentioned legislation.

5.2.1 Waste Collection Services

The uMhlabuyalingana Municipality is responsible for waste collection services. Currently, the Municipality is collecting waste in 52 businesses in Mbazwana, Manguzi and Skhemelele Towns. Umhlabuyalingana Municipality is currently focusing on projects that will enhance its revenue and promote job creation from the waste management service.

The Municipality has 2 registered landfill sites (Mbazwana and Manguzi), and 1 transfer station (Skhemelele) which the Municipality applied for as a closed-up station. Some waste management projects that are planned for implementation during the financial year are as follows:

- Review of waste management policies, plans, bylaws and tariffs.
- The signing of waste removal agreements for businesses and business waste removal on an annual basis.
- Campaigns on Collection and Removal of Waste.

The table below indicates that most households (68.9%) have their own refuse dumps, while 22% have their refuse removed by the municipality. The data indicates an increase in the number of households where the municipality removes refuse and a decrease in the number of households with their own refuse dump. This is an improvement in service delivery over the last ten years.

TABLE 48: REFUSE REMOVAL

Refuse removal	Census 2011		Census 2022	
	Households	%	Households	%
Removed by local authority at least once a week	486	1,4%	7 620	22,0%
Removed by local authority less often	297	0,9%	81	0,2%
Communal refuse dump	340	1,0%	787	2,3%
Communal container/central collection point	n/a	n/a	119	0,3%
Own refuse dump	28 861	85,2%	23 898	68,9%
No Rubbish Disposal	3 403	10,0%	1 626	4,7%
Other	484	1,4%	555	1,6%

Source: Statistics South Africa | Census Dissemination (statssa.gov.za)

5.2.2 THE STATUS OF WASTE DISPOSAL SITES

Landfill sites are developed and managed using the Landfill Permit System, instituted in terms of the Environment Conservation Act (ECA) (Section 20 of Act No. 73 of 1989), which requires that Minimum Requirements are implemented and enforced. The Act states that no person shall establish provide or operate any disposal site without a permit issued by the Minister of Water and Environmental Affairs and subject to the conditions contained in such a permit. This applies to all new and operating sites. Unpermitted closed sites may be controlled in terms of Section 31A of ECA.

The permit holder/ landowner in the case of non-permitted sites is ultimately responsible and accountable for the landfill and any effect it may have on the receiving environment. He may appoint a Responsible Person to operate the site following the Minimum Requirements. The Responsible Person must be qualified to the satisfaction of the Department of Water and Environmental Affairs and must be capable of understanding and correctly applying the Minimum Requirements.

The Minimum Requirements for Waste Disposal by Landfill, second edition published by the Department of Water and Environmental Affairs in 1998, allows for different classes of landfill sites based on size, type and potential threat to the environment. Currently, the Umhlabuyalingana Municipality has 2 landfill sites namely Thandizwe and Mbazwana. The Thandizwe and Mbazwana sites are registered and licenced.

- Thandizwe and Mbazwana sites are registered, licenced and engineered.
- It is important to state that Skhemelele landfill was closed by EDTEA. Therefore, Mbazwana and Manguzi are licensed landfills as per National Environmental Management Act requirements.

The Municipality is planning to establish the re-cycling projects within the landfill sites which will also create job opportunities for local people and increase revenue for the Municipality.

5.2.3 Council Approved Integrated Waste Management Plan

The Municipality has a council-approved Integrated Waste Management Plan in place. The IWMP was approved in 2024 and is currently implemented as per the Record of Decision.

5.2.4 Progress Of Implementation Of Integrated Waste Management Plan

Projects have been planned for implementation.

5.2.5 Waste Diversion

The Municipality, following environmental legislative and policy prescripts, envisages using recycling and awareness programmes in the form of cleaning campaigns to promote integrated waste management. The Municipality will engage the Department of Environmental Affairs and Economic Development (EDTEA) to effectively utilise the legalised landfills within the Municipality (i.e. Manguzi and Mbazwana) as recycling centres and buy-back centres.

5.3 Transportation Infrastructure

5.3.1 Road Network

At a regional level, Umhlabuyalingana has well-established road connectivity comprising national and provincial roads which link different areas within the Municipality. The routes that currently play this role include R22, P522, P447 and P444. These routes connect the main settlement areas and emerging towns which include Mbazwana, Manguzi, Somkhele and Phelandaba.

In Mbazwana and surrounding areas, as is with the other areas of the Municipality, the major land use activities are clustered along and close to the R22. The P447 and the P748 are key provincial routes that link different settlements to Mbazwana. Both these roads are gravel and sandy and it is difficult for light vehicles to use them, other key roads include:

- The R22 in particular links the area with Hluhluwe town, the N2 and some towns towards the south of Umhlabuyalingana while it also connects the area with Mozambique towards the north. The upgrading of the R22 and its declaration as an LSDI Route during the early 2000s has drastically improved accessibility and connectivity at a regional scale and serves as an opportunity for corridor-based development.
- The P522 links the area to the town of Jozini. Although it is a tar road, this route had deteriorated to a very bad state with potholes that stretched for many kilometers. It appears as if more focus has been placed on temporally patching the potholes without addressing the root cause of the road situation i.e. to re-tar and reseal the entire route since it has exceeded its lifespan.
- P447 and P444 are the provincial routes that link different settlements (especially in Mashabane) with the town of Mbazwana. These are currently the gravel ‘sandy’ roads which need serious attention. This also bears in mind the fact that light vehicles are unable to easily use these routes

during the heavy rainfall seasons. The P447 is an important route which is tarred and extends from Mbazwana to Sodwana Bay, and an "improved" sand road (2-wheel drive access) goes from Mbazwana to Baya Camp on the shores of Lake Sibaya. To go further to the coast at 9-Mile Beach, a 4-wheel drive is required.

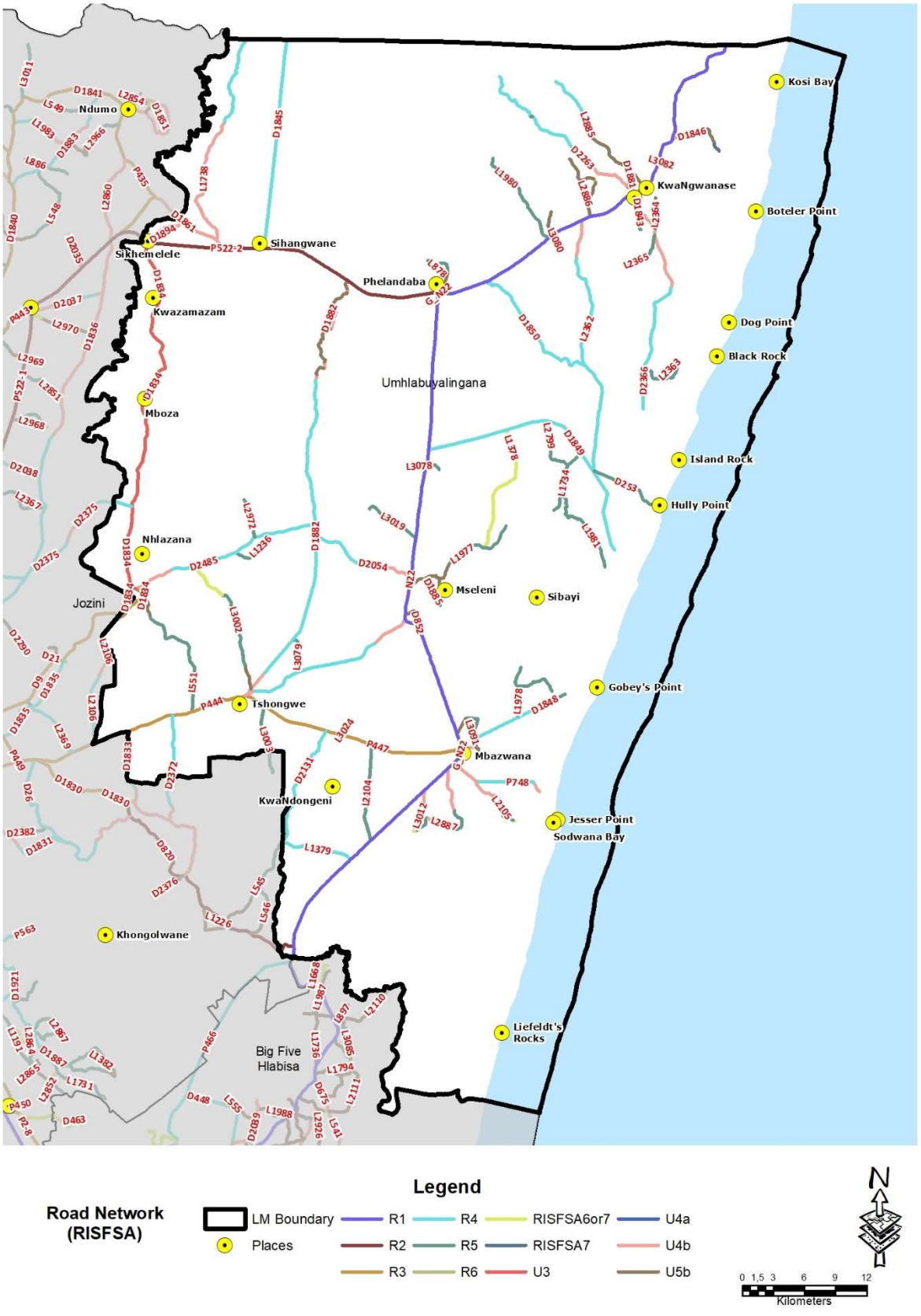
- The A1103 is an important tourism road. It connects several tourism accommodations with the Isimangaliso Wetlands Park. The road is currently gravel (sandy) and only accessible by four-wheel drive.
- The L2887 and L3012 are internal roads, off the R22 connect settlements around the Manzibomvu, Mntanenkosi and eNgwenyeni Schools, these are internal gravel roads.

For Manguzi, KwaZibi, Mpukane and surrounding areas, the most economic activity and high concentration of settlements are found along the R22. Other key roads include:

- The D1846 is an important route which takes access off the R22 and provides access to several accommodation establishments, social facilities and residential settlements such as Mazambane, Mahlungulu and Novukeni areas. The road is gravel, sandy and is mostly accessible through a four-drive wheel.
- The A 1076/L2364 is an important route, off the R22 in Manguzi Town linking the town to Manguzi residential area and other settlements such as Kwa George. The road is gravel, sandy and only accessible through a four-wheel drive.
- The A 1075 is an important route, off the R22 in Manguzi Town linking the town to Thengani residential area and other settlements such as Nsukumbili and Malangeni. The road is gravel, sandy and only accessible through a four-wheel drive.
- D2366 is an internal, sandy gravel road along KwaZibi Primary School used mainly for internal circulation and connects to the A1076, eventually leading to Manguzi.
- D1850 off the R22 in Phelandaba area, is a gravel, sandy road that passes Sileza Nature Reserve to Kwazibi Area.
- The A 1885 is the main road for Lake Sibayi and the surrounding area, which provides access to Mseleni Hospital, Mzila Primary School, New Era Primary School and settlements that developed around these social facilities. The road is tarred up to Mseleni Hospital and continues as a gravel road to Mhlamvu area.
- The L1981 and L 1734 are internal gravel roads providing internal access in areas such Manzengwenya and surrounding areas. This area is generally inaccessible with sandy gravel internal roads.

The road network is indicated on the map on the overleaf.

MAP 17: ROAD NETWORK



5.3.2 Road Classification

The road hierarchy within the municipal area can be divided into National roads, Provincial roads, District and local roads. The primary routes include the national routes that exist within the area and a few strategic provincial routes. The secondary and tertiary routes are mainly the provincial and district roads that exist within the area.

The road networks provide an important social and economic infrastructure crucial for the flow of goods and services and therefore to the general development of the Municipality. The total road length in the municipality is 758km, of which district roads are the longest. The portion of the national road network is only 113.69km.

Table 49: Road Classification

Road Class	Length (km)
District - D	307,12
Local - L	241,80
National – N	113,69
Provincial - P	95,55
Total	**758,17**

5.3.3 Road Condition

At a local level, the road network tends to be very problematic. The Umhlabuyalingana Municipality has 167.46km of blacktop roads and 590.71km of gravel roads. The map below indicates that only the main road network is surfaced, while the remaining road network is gravel.

Except for the road from Mbazwana to Manguzi, the road network is poor to very poor condition, and in dire need of an upgrade.

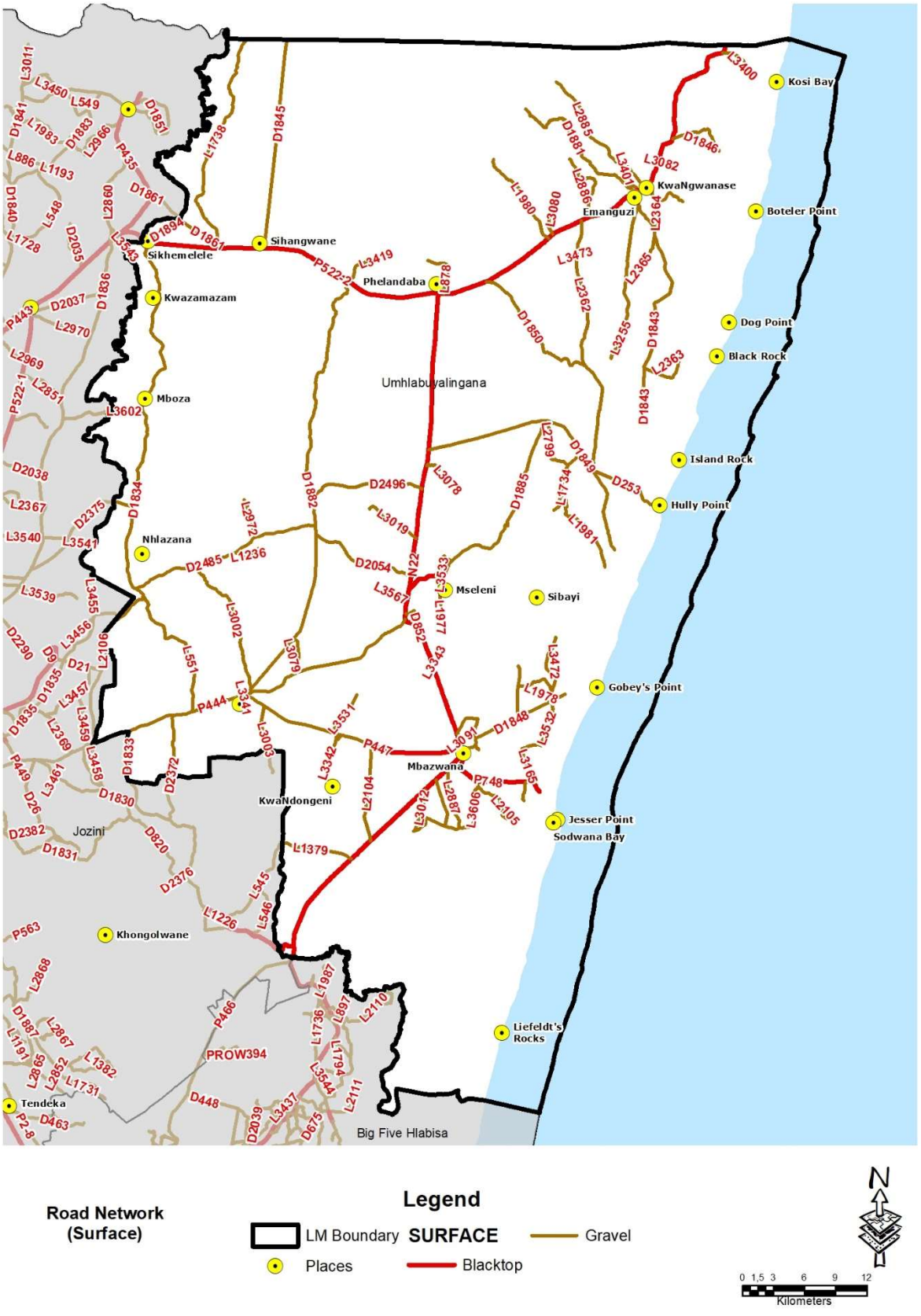
Table 50: Road Surface

Road Surface	No. of Roads	Length (km)
Blacktop	24	167,46
Gravel	127	590,71
Total		**758,17**

5.3.4 Road Infrastructure Priority Areas

Critical roads that require upgrading given their potential to unlock some economic development opportunities and improve economic linkages and functionality among the existing and recipient economic nodes have been identified. Roads that provide access to irrigation, crop production and tourism areas should be prioritised. Particular focus should be paid to outlying areas (rural hinterland) where road infrastructure is generally poor.

MAP 18: ROAD SURFACE



Road infrastructure for tourism opportunities is indicated below:

TABLE 51: ROAD INFRASTRUCTURE FOR TOURISM

Road	Role	Surface	Condition	Proposed Attention
P522	Primary Regional Economic Route	Blacktop	Fair - few patches of top surface wearing off in some parts	General Maintenance
R22/N22	Primary Regional Economic Route	Blacktop	Fair - few patches of top surface wearing off in some parts	General Maintenance
D1846	Mobility Spine	Gravel	Fair	Upgrading to tar
D2366	Mobility Spine	Gravel	Fair	Upgrading to tar

Road infrastructure for trade and mobility are indicated below:

TABLE 52: ROAD INFRASTRUCTURE TRADE AND MOBILITY

Road	Role	Surface	Condition	Proposed Attention
P522	Primary Regional Economic Route	Blacktop	Fair - few patches of top surface wearing off in some parts	General Maintenance
R22/N22	Primary Regional Economic Route	Blacktop	Fair - few patches of top surface wearing off in some parts	General Maintenance
L2364	Local Access Road	Gravel	Fair	Upgrading to tar
L2365	Local Access Road	Gravel	Fair	Upgrading to tar
D1850	District Road	Gravel	Fair	Upgrading to tar
L2632	Local Access Road	Gravel	Fair	Upgrading to tar
D1834	District Road	Gravel	Fair	Upgrading to tar

5.3.4.1 Plan For Provision Of New Roads And Related Facilities

The IDP indicates that there is a plan in place for the provision of new roads and facilities as well as an Operational and Maintenance Plan for existing and new roads and public transport facilities.

5.3.4.2 Poor Condition Of Roads

Inadequate pedestrian signs and markings and off-loading areas especially within the few urban areas;

- An absence of traffic lights, especially at major intersections;
- Unavailability of adequate public transport facilities especially for the disabled;
- Lack of pedestrian and non-motorized transport facilities.
- The areas that should be considered for intervention should include improving pedestrian signs, markings and off-loading areas, especially in the urban areas. The traffic calming measures within areas of high accidents should also be explored and
- Wherever possible the provision of traffic lights especially at major intersections should be provided.

5.3.4.3 Poor Roads Linkages

An efficient and effective road network enables people and goods to traverse to and from all areas within the Municipal area. It opens up development opportunities which could lead to economic growth and associated job creation. Poor critical road linkages, which include the non-existence of critical linkages and existing roads that are in poor to inaccessible condition, have been identified within the Umhlabuyalingana LM as follows:

- Poorly maintained existing gravel road between Madonela and Sikhemelele. Significant denser settlement occurs all along this road, which runs close and parallel to the Pongola River and its rich flood plains. Intensive agriculture, mainly subsistence, occurs along the river and the road. In heavy rains, this road is nearly impassable. What is also important to note is that this settlement corridor joins up with the P522 provincial main road between Ingwavuma and Manguzi. At this juncture, the urban characterized settlement of Sikhemelele has developed over time. Sikhemelele settlement, as well as the Mbosa to Sikhemelele Corridor, is the most densely settled area within the uMhlabuyalingana LM.
- The existing road linkages between Madonela and Tshongwe are poor and do not support a direct primary route from Tshongwe through the agricultural development corridor leading to Sikhemelele. This is considered a very important link, since it will provide an alternative south-north route, from Hluhluwe, within the uMhlabuyalingana Municipality. This route is deemed more economical for the conveyance of fresh goods and value-added products from the identified agricultural corridor to the major markets of Richards Bay and Durban.
- The east-west road linkages are primarily located in the north (P522 Main Road linking Ingwavuma with Manguzi) and in the south (P444 and P447 linking Mbazwana with Mkhuze) of the uMhlabuyalingana Municipal Area. The east-west road linkages in the central-western part of the Municipal area exist only as a local road (essentially a track). To contribute towards a road network that is both effective and efficient, particularly in light of the recommended upgrade of the Madonela – Sikhemelele road, it is recommended that the road between Hlazane to Manaba to Mseleni be upgraded, functioning as an additional east-west centrally located link.
- To expose the unique environment along the Municipality's east coast, which is administered by Isimangaliso Trust, to a broader audience which will result in further tourism–related development, the road from Mbazwana, pass Lake Sibaya on its eastern shore, through Manzengwenya, to Manguzi need be upgraded and made freely accessible to the public.
- Upgrade the road from the State Forest Road north of Jikijela Node inland to Manzengwenya. This will provide an improved west-east link to the coastal areas.

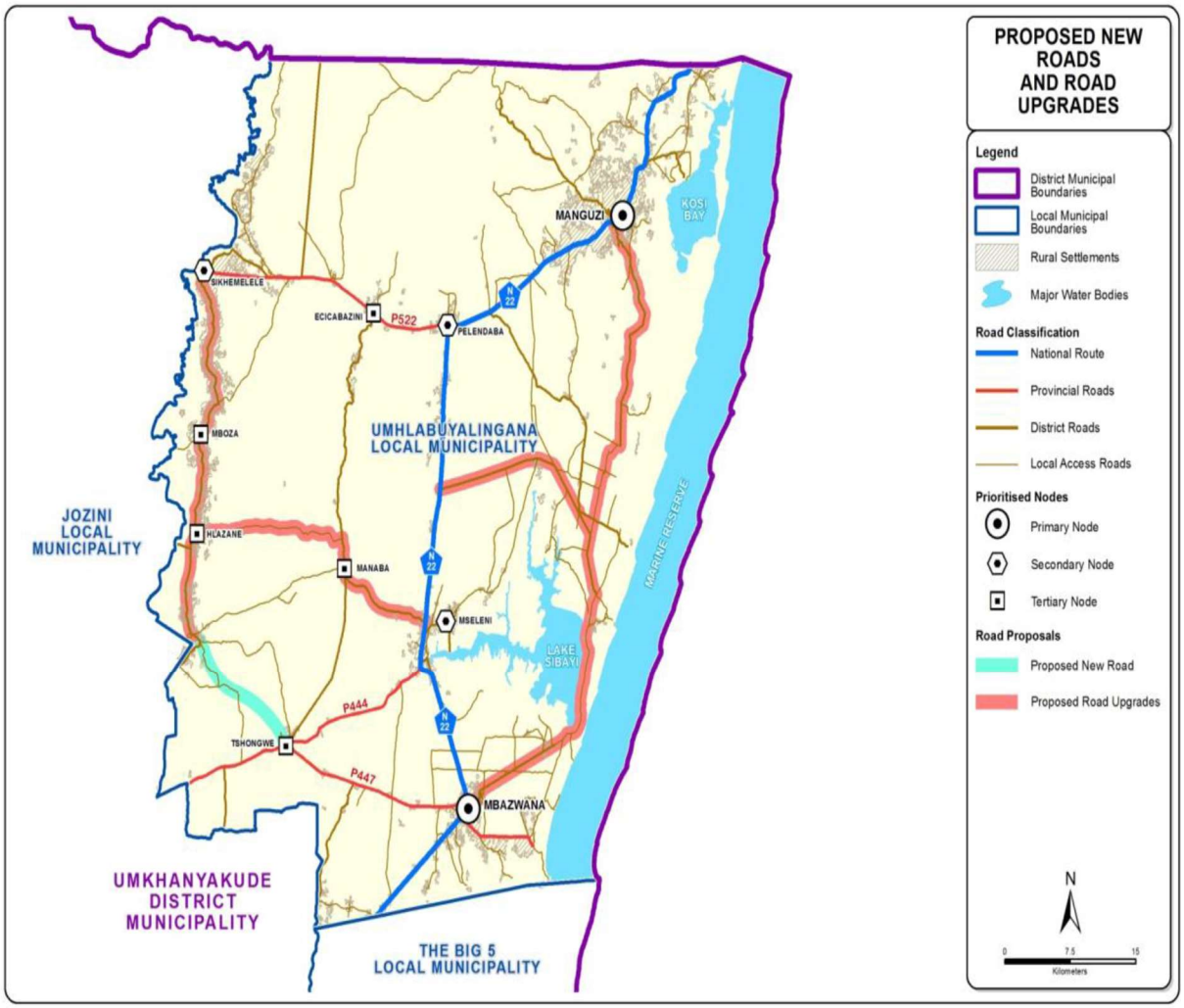
A well-developed road network, improving accessibility should include the following:

- Upgrade the existing gravel road between Madonela and Sikhemelele to a blacktop road.
- Develop a blacktop road between Tshongwe and Madonela.
- Upgrade the road between Hlazane and Manaba.
- Upgrade the road between Manaba and Mseleni.

- Upgrade of the road from Mbazwana, pass Lake Sibaya on its eastern shore, through Manzengwenya, to Manguzi.
- Upgrade the road from the State Forest Road north of Jikijela Node inland to Manzengwenya.

Proposed new roads and upgrades are indicated below:

MAP 19: PROPOSED NEW ROADS AND ROAD UPGRADES



5.3.5 INSTITUTIONAL RESPONSIBILITY FOR TRANSPORT INFRASTRUCTURE

The institutional responsibility for transport infrastructure is categorized as national, provincial and local on maps. The department has a Rural Road Transport Forum Structure that works together with the Municipality in planning their planned programmes and projects. The Review of the Road Maintenance Plans of the Department of Transport, the District and Umhlabuyalingana LM is done to ensure a well-maintained road network, improved accessibility and full alignment. The RRTF members also participate in municipal meetings. The Department of Transport provides the Municipality with its 3-year programme for implementation for inclusion in the IDP.

5.3.6 TRANSPORTATION ANALYSIS

There are 33 taxi facilities in the form of formal and informal taxi ranks and routes in Umhlabuyalingana. The “bakkies” which are considered to be illegal passenger transport vehicles still provide a service that could be considered as parallel. They operate on the routes that taxis do not want to move onto due to the weak quality of the roads. There are no bus termini facilities that are provided within the area. The table below indicates the accessibility of public transport within the Municipality.

TABLE 53 PUBLIC TRANSPORT ACCESSIBILITY

MAIN ROUTE	MAIN ROUTE DESCRIPTION	NO. OF PASSENGERS PER PEAK	NO OF ACTIVE SEATS USED	NO OF TRIPS	AVERAGE OCCUPANCY PER VEHICLE
KZN – R0032F-U	JOZINI TO SIKHEMELELE	224	100	15	14.9
KZN – R0036F-U	MANGUZI TO EZANGOMENI	570	95.96	38	15
KZN – R0061F-U	MBAZWANE TO MSELENI	285	100	19	15
KZN – R0066F-U	MBAZWANA TO SODWANA BAY	267	100.75	20	13.4
KZN – R0056F-U	MBAZWANE TO MANZIBOMVU	170	116.47	17	11.6

Source: Umhlabuyalingana ITP

It is clear that most of the routes inside and linking the Municipality to other major centers within the district are operating at capacity, and that consideration to expand route capacity should receive high priority. Transport whether motorized or non-motorized faces many challenges within the Municipal area.

5.3.7 RAIL

Umhlabuyalingana does not have an established public and goods rail transport system. The railway line runs parallel to the N2 within the uMkhanyakude District and is known as the Richards Bay-Vryheid East-Piet Retief-Ermelo freight line (the coal line). It cuts across Mtubatuba, The Big Five False Bay, Hlabisa and some parts of Jozini to Swaziland but passes outside of the Umhlabuyalingana administrative boundary.

5.3.8 AIR TRANSPORT

Umhlabuyalingana does not have an established and operational air transport system. Small landing strips (airstrip) exist within both Mbazwana and Sodwana Bay. However, the condition of these facilities is currently unknown.

5.3.9 Operations And Maintenance For Roads And Transportation

The Municipality will participate in the Review of the Road Maintenance Plans of SANRAL, DoT and uMkhanyakude DM to ensure a well-maintained road network, improved accessibility and full alignment with the SDF. An Operations and Maintenance Plan is Attached as an annexure.

The Municipality has a Council Approved Operations and Maintenance Plan as most of the gravel roads within Umhlabuyalingana Municipal Area are in poor condition and inaccessible on occasions, especially after heavy rains. This impacts the free movement of goods and people on the one hand and results in increased operating costs for road users. Further, road safety conditions are adversely affected.

5.3.10 Integrated Transport Plan

The Municipality has an adopted Integrated Transport Plan which was updated in 2023. The plan is attached to the IDP for more information and ease of reference.

5.4 Energy

5.4.1 Electricity/Energy Provider

Umhlabuyalingana Municipality is not the energy provider. Eskom supplies electricity to the municipality.

5.4.2 Energy Sector Plan

The Municipality has a -3-year Electrification/Energy Sector Plan in place. It is adopted by the Council and is being implemented.

5.4.3 Electricity Infrastructure

At present, the Normandie and Impala Main Transmission Substations supply the northern KZN network. With an increase in electricity demand in Northern KZN, voltages are approaching unacceptable low levels. Furthermore, the network is experiencing high voltage drops and thermal loading of the remaining network due to the contingencies on the main 132 kilovolt (kV) supplies. The existing Makhathini 22kV distribution network is highly constrained in terms of capacity and is unable to supply current and additional electrification requirements in the Candover, Mbazwana and Manguzi areas.

Various substations being fed from the Normandie 400 kV Substation are experiencing low voltages on the 132 kV busbars which are well below acceptable limits (0.95 p.u). These substations include Candover, Makhathini, Nondabuya, Ndumo and Mkuze. With the current electrification load growth in the areas around the listed substations and Gezisa (in Manguzi) Substation establishment, the busbar voltages will further drop below minimal acceptable limits until the system collapses.

The main supply to the study area is obtained from the national 132 kW substation at Mkuze from where it is distributed through 11 kV and 22 kW networks (which are predominantly overhead).

In order to strengthen and alleviate current and future network constraints in northern KZN, Eskom has proposed the Northern KZN Strengthening Project, which entails the construction of three proposed new 132 kV substations (Ndumo, Gezisa and Mbazwana) for the supply of the greater Makhathini area in northern KwaZulu-Natal. Listed below are the proposed substations:

TABLE 54: PROPOSED SUBSTATIONS

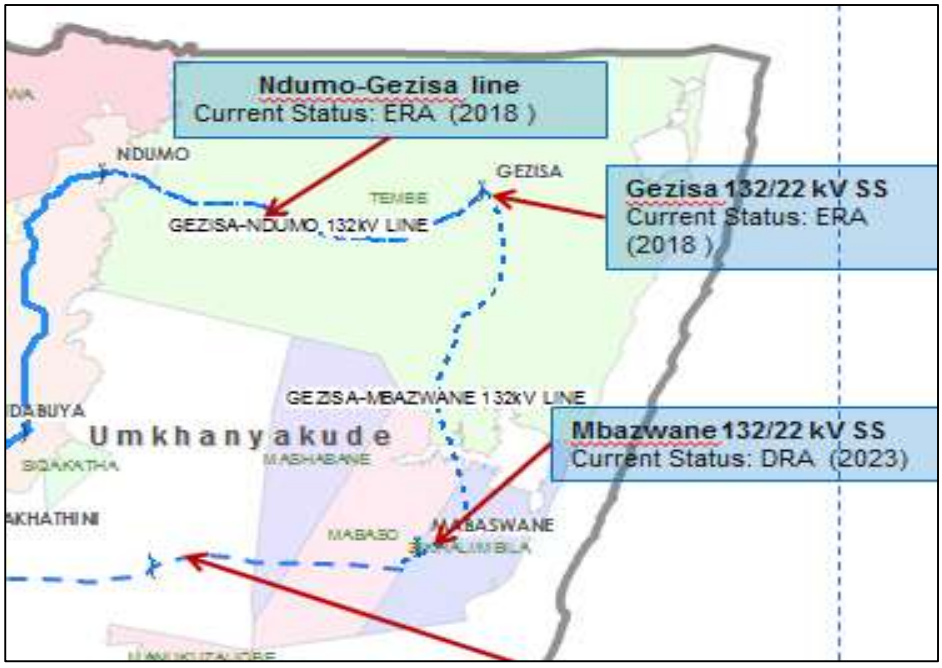
PROJECT NAME	STATUS
Gezisa 132/22 kV Substation	Under Construction
Candover-Mbazwane 132 kV 65 km line	Planning and Design Phase
Mbazwane 132/22 kV Substation	Planning and Design Phase
Mbazwane Gezisa 132 kV line	Planning and Design Phase

Source: Umhlabuyalingana SDF 2022-2024

One of the major Transmission Distribution Plan schemes planned in the KwaZulu-Natal is the NKZN Strengthening (Iphiva 400/132 kV Substation) near Mkuze to address supply constraints around Pongola, Makhatini Flats, and iSimangaliso (Greater St. Lucia) Wetland Park. The planned Iphiva Substation will be supplied by two 400 kV lines, namely Normandie-Iphiva and Duma-Iphiva 400 kV lines. The two 400 kV lines will be executed in various stages. Each stage's implementation will depend on demand growth (generation and/or load) and network strengthening requirements. (ESKOM Transmission Development Plan 2023-2032:93)

Sub-Transmission strengthening projects are indicated below:

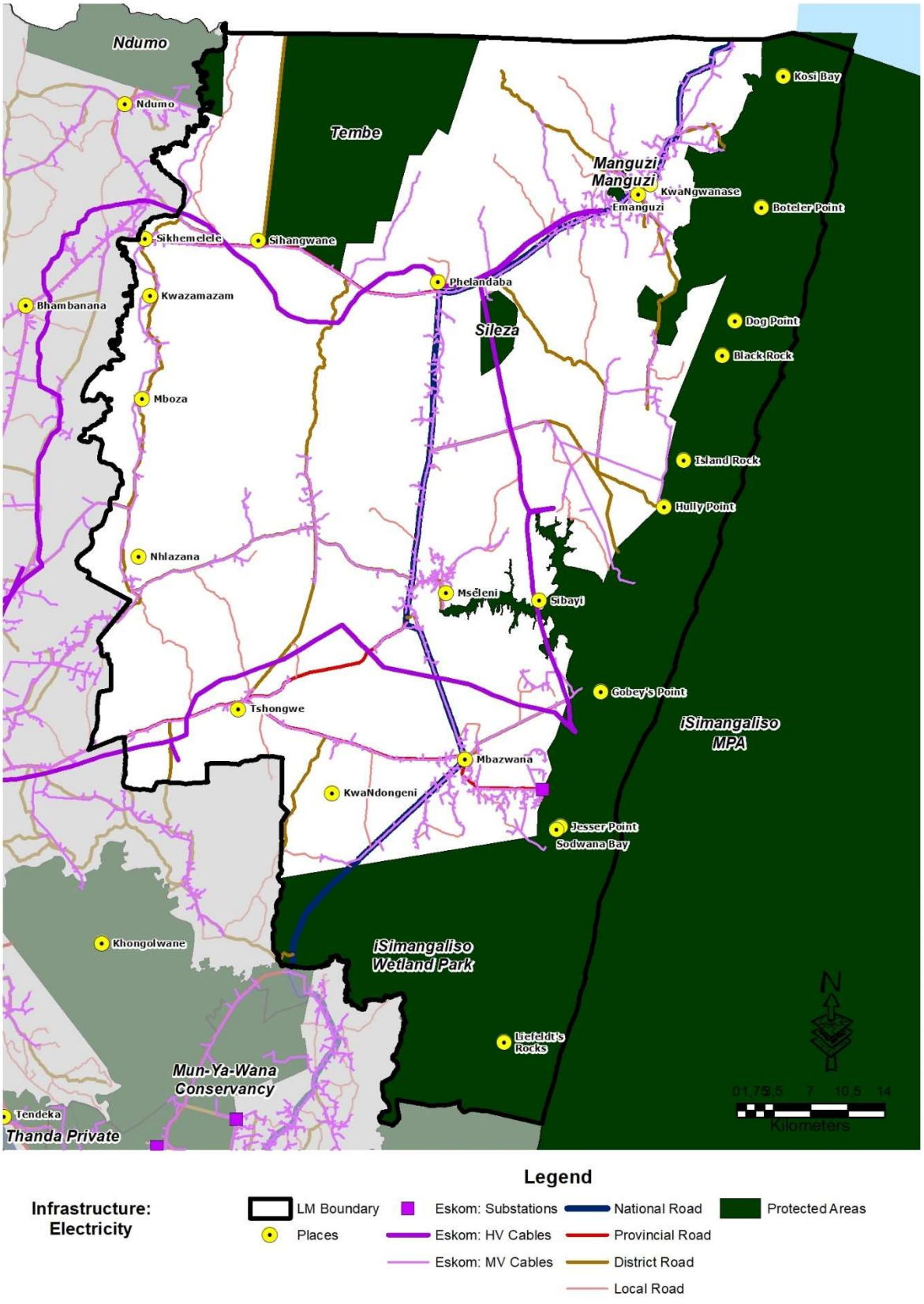
MAP: 1 PROJECT STATUS: SUB-TRANSMISSION STRENGTHENING PROJECTS



Source: Eskom, 2018

The map below indicates the electricity infrastructure that supplies Umhlabuyalingana with electricity.

MAP 20: ELECTRICAL INFRASTRUCTURE



Legend

Infrastructure: Electricity

- LM Boundary
- Places
- Eskom: Substations
- Eskom: HV Cables
- Eskom: MV Cables
- National Road
- Provincial Road
- District Road
- Local Road
- Protected Areas

TABLE 55: PROJECT STATUS: SUB-TRANSMISSION STRENGTHENING PROJECTS

Project Name	Current Form Status	Comments
Candover-Mbazwane 132 kV 65 km line	Conceptual stage	Starting 2020 and ending 2021
Mbazwane 132/22 kV Substation	CRA	EIA delayed. Preliminary Design commenced, project dependent on Pongola-Candover 2nd 132 kV line or Iphiva 400/132 kV 500 MVA substation

Source: Eskom, 2018

5.4.4 ESKOM – PLANNED PROJECTS

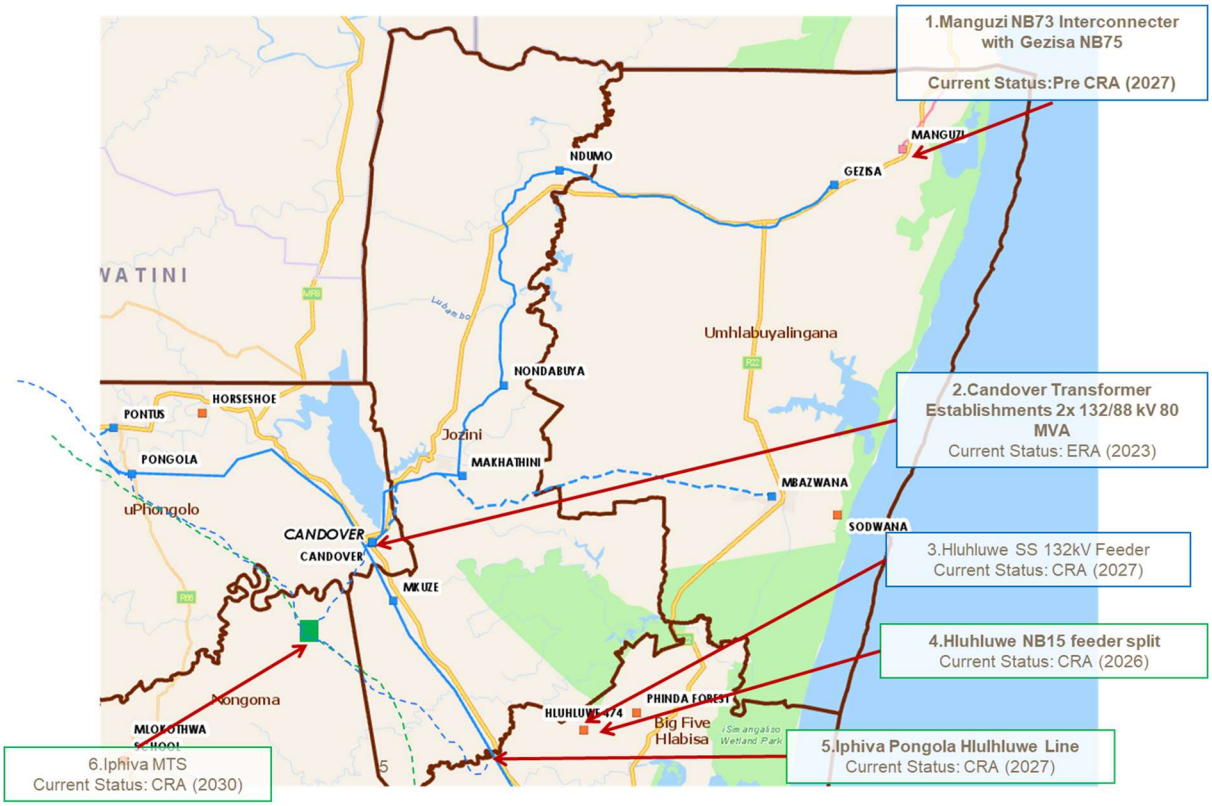
The following are planned projects by Eskom.

TABLE 56: ESKOM PROJECTS-PLANNED

	Project Name	Status	Planned Completion date
1	Manguzi NB73 Interconnecter with Gezisa NB75	CRA	2027
2	Candover 132kV Switching Station additional 132kV Feeder Bay Establish	Pre CRA	2028
3	Hluhluwe 132kV Feeder	CRA	2027
4	Iphiva Pongola L1 and Iphiva Hluhluwe 132 kV Double Circuit	CRA	2027
5	Iphiva MTS	CRA	2030
6	Hluhluwe NB12 Line Upgrade	Pre CRA	2028

Source: Eskom, 2024

FIGURE 43: ESKOM INFRASTRUCTURE PLAN



5.4.5 Operations And Maintenance Plan

Umhlabuyalingana Local Municipality does not have an operations and maintenance plan because the Municipality is not an electricity supply authority. The main electricity supplier is ESKOM. When electrification projects are completed, it is handed over to Eskom.

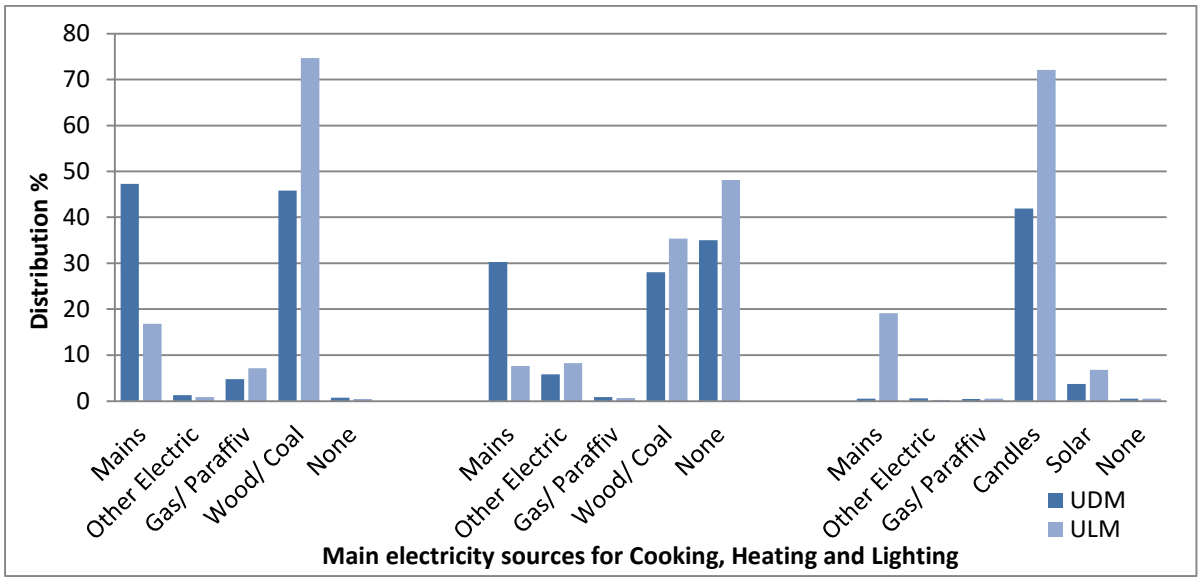
5.4.6 Schedule 5B Projects

After receiving funding for the Schedule 5B[3] projects, the Municipality constructs the asset on behalf of Eskom. Once completed and electrified, the asset will be handed over to Eskom. Eskom would then be responsible for operating and maintaining the asset within the municipality's jurisdiction. The assets are transferred in terms of the contract entered into between Eskom and the municipality and the Municipal Asset Transfer Regulations. Electrification projects are presented in the IDP.

5.4.7 Status, Backlogs, Needs And Priorities For Electricity/Energy Services

The IDP has included a summary of the status, backlogs, needs and priorities for electricity/energy services. The information below shows the sources of energy and what it is used for. It must be noted that not all the Census 2022 information has been released and accessible information is limited to the category of 'Energy for Cooking'. This Information indicates that the percentage of households that use electricity for cooking increased from 11.9% in 2011 to 50.7% in 2022.

Figure 44: Sources of Energy



Source: Statistics South Africa Community Survey (2016)

The main source of electricity within Umhlabuyalingana Local Municipality (ULM) is wood and coal for both lighting and cooking.

[3] Schedule 5B (Integrated National Electrification Programme - INEP grant) provides capital subsidies to municipalities to address the electrification backlog of all existing and planned residential dwellings (including informal settlements, farm dwellers, and new and existing dwellings) and the installation of relevant bulk infrastructure.

The status of electricity supply and backlogs can also not be depicted spatially, due to the Census 2022 ward-based data that has not been released yet.

5.4.8 Electricity Challenges

A large percentage of households rely on candles and wood/ coal resources for cooking, heating and lighting. The Municipality has planned projects for electrification in the 2024/25 financial year. ESKOM capital projects are provided in the IDP.

5.4.9 Municipal Co-Ordination With Relevant Sector Departments And Service Providers

The Municipality has successfully managed to coordinate its developmental activities with relevant sector departments and service providers (Eskom and the Department of Minerals and Energy).

The primary role of the Municipality is to facilitate the delivery of services to its communities. It is therefore imperative for the Municipality to understand the extent to which households in its areas of jurisdiction have access to the various services that are essential for their livelihood.

5.5 Access To Community Facilities

5.5.1 Cemeteries and Crematoria

There is very little data regarding cemeteries since neither the district nor the Municipality has compiled a cemeteries master plan. However, there are no formally registered cemeteries within the Municipal area.

The general observation regarding the placement of cemeteries is that these facilities are closely related to cultural and religious traditions. These facilities are normally located close to settlement areas since it is customary in rural areas to bury the dead close to the homestead in which the individual lived, and specifically within the boundaries of a specific traditional authority.

Currently, there is significant densification of settlements occurring in some areas within the Municipality. This is particularly evident in Manguzi, Mbazwana, and between Mboza and Sikhemelele. The traditional manner of burial of deceased loved ones at the homesteads is becoming increasingly problematic due to limited space. This practice also increases the health risks, as this may result in contamination of the groundwater. Suitable areas for a cemetery close to Manguzi, Sikhemelele and Mbazwana, should be identified as possible cemetery sites.

5.5.2 Health Facilities

Health facilities must be provided in the municipality in areas located in activity areas and strategic nodes. Preventative health facilities such as clinics are to be located near primary and pre-primary schools as this provides the greatest advantage in terms of access. Furthermore, such facilities close to schools offer convenience for inoculation and nutritional programmes through the schools surrounding them. It is also beneficial for clinics to be located near or adjacent to halls.

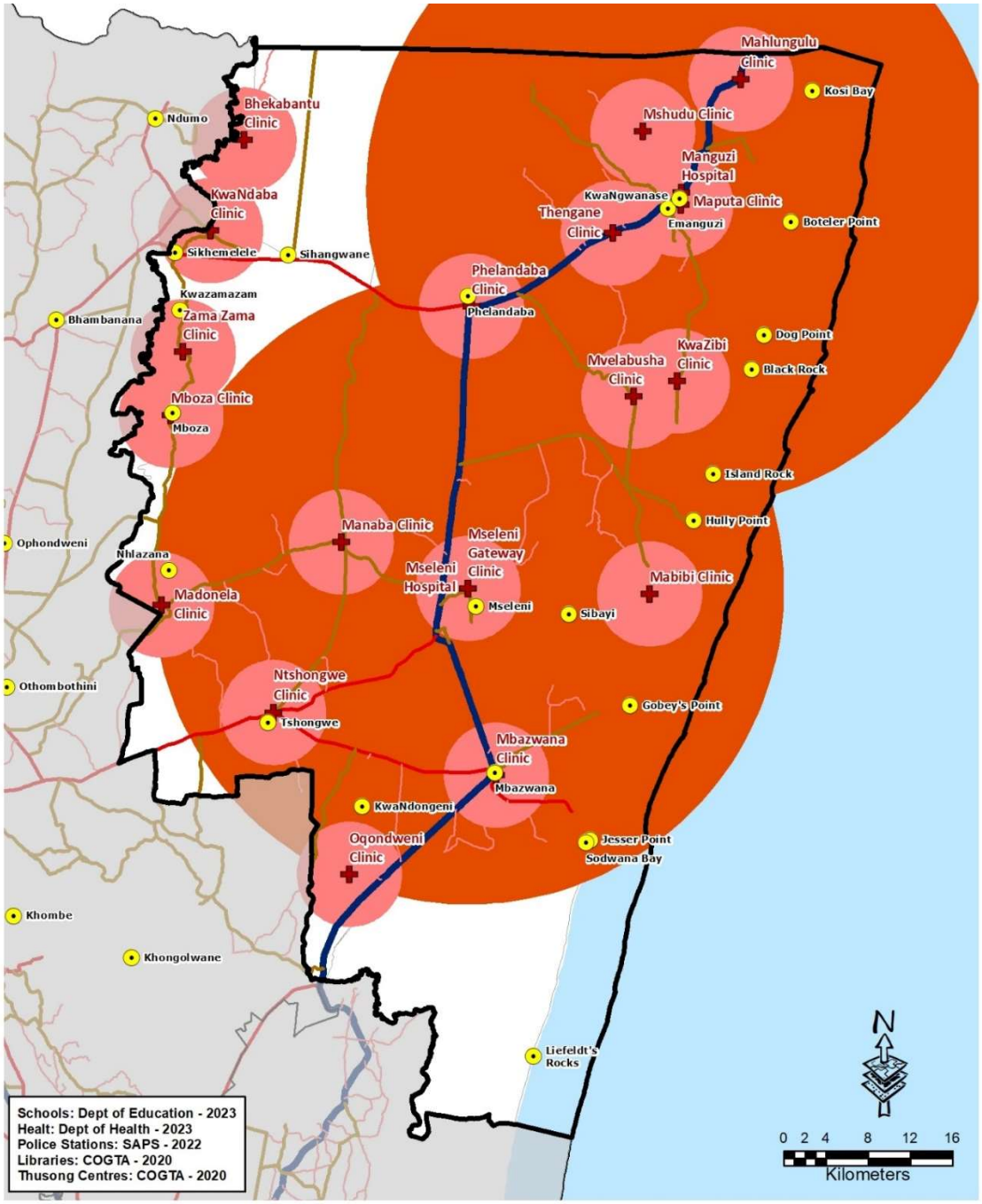
According to national planning norms and standards for health facilities, large clinics are to be provided for every 40 000 households within a 10km radius, where the thresholds allow. Mobile clinics should be prioritised for mobile clinic services.

TABLE 57: ANALYSIS OF HEALTH FACILITIES

Facility Type	Population Threshold	Access Distance	Existing	Required
District Hospital	150 000 - 900 000	30km	2	0.6*
Community Health Centres (Othobothini CHC)	60 000 - 149 999	10km	1	3*
Large Clinic	40 000 - 59 999	10km	18	5*
**Lower-end thresholds used. Assuming that the clinics can all be classified as large clinics.*				

Source: KwaZulu-Natal Provincial Planning and Development Norms and Standards Spatial Imperatives for Public Social Infrastructure, 2022; Department of Health, 2023

MAP 21: HEALTH FACILITIES



5.5.2.1 Hospitals

There are two hospitals in the Municipality namely the Manguzi and Mseleni Hospitals. The access distance of both hospitals seems to cover most of the municipality, with only a portion in the northwest and in the south that is beyond the access distance (refer to health facilities map).

TABLE 58: HOSPITALS IN ULM - DEPARTMENT OF HEALTH, 2019

NAME	AUTHORITY		TYPE	OPERATIONAL STATUS
Mseleni	Provincial	5	District Hospital	Opened
Manguzi	Provincial	4	District Hospital	Opened

The backlog/need analysis for district hospitals in the municipality indicates that there are adequate district hospitals to serve the population of the municipality.

5.5.2.2 Clinics

Evident from the map above is that there are clinics in all the major nodes of the municipality. However, access to clinics and hospitals for dislocated rural settlements is a challenge and poses a danger in the case of emergency services. Tabulated below is the schedule of clinics in the municipality:

TABLE 59: CLINICS IN ULM

NAME	AUTHORITY	TYPE	OPERATIONAL STATUS
Bhekabantu	Provincial	Clinic B	Opened
KwaNdaba	Provincial	Clinic A	Opened
KwaZibi	Provincial	Clinic B	Opened
Madonela	Provincial	Clinic B	Opened
Mahlungulu	Provincial	Clinic B	Opened
Manaba	Provincial	Clinic B	Opened
Manzibomvu	Provincial	Clinic	Opened
Maputa	Provincial	Clinic	Opened
Mbazwana	Provincial	Clinic B	Opened
Mboza	Provincial	Clinic B	Opened
Mseleni Gateway	Provincial	Clinic	Opened
Mshudu	Provincial	Clinic B	Opened
Mvelabusha	Provincial	Clinic B	Opened
Ntshongwe	Provincial	Clinic B	Opened
Oqondweni	Provincial	Clinic B	Opened
Phelandaba	Provincial	Clinic B	Opened
Thengane	Provincial	Clinic B	Opened
Zama Zama	Provincial	Clinic B	Opened

Source: Department of Health, 2021

The backlog/need analysis for clinics in the municipality indicates that there are adequate clinics to serve the population of the municipality.

5.5.3 EDUCATION FACILITIES

The municipality must create environments that foster learning. Such environments form a crucial part of human settlement-making. Ideally, schools, creches and adult education centres need to be located close to places of intensive activity and residential areas. This can enhance the learning experience through the integration of educational facilities into the broader settlement structure.

As such, halls and libraries provide for the schooling population during the day and the broader community during the evening, making optimal use of these facilities.

TABLE 60: ANALYSIS OF EDUCATIONAL FACILITIES

Facility Type	Population Threshold	Access Distance	Existing	Required
Primary	7 000 people	5 km; 10 km for Settlement Type H	114	27
Secondary	12 500 people (for large secondary school)	5 km; 10 km for Settlement Type H	41	15

Source: CSIR Guidelines for Social Facilities, 2012 (reprint 2015); Department of Education, 2023

The backlog/need analysis for schools in the municipality indicates that there are adequate primary and secondary schools to serve the population of the municipality. An analysis of the geographical distribution of the aforesaid facilities, particularly the access distance as reflected in the guidelines, norms, and standards of these facilities, should however be investigated further. The map below does indicate that most areas have access to schools within the prescribed access distance. There are however some areas that are beyond the prescribed access distance.

5.5.4 LIBRARIES

The municipal area has three operating libraries in Manguzi, Mbazwana and Mseleni. These libraries currently accommodate preschool up to tertiary students, pensioners, and the community. The services provided include free internet access, free basic computer training, a toy library, and mini library for the blind, photocopying, printing, laminating and scanning. They also conduct outreach programmes which are done once per quarter. The Municipality has formed a partnership with UNISA to help distance learners.

The following programmes are envisaged:

- access to the Mobile Library be extended,
- that Outreach Awareness programmes to all schools and the community Library promotion campaigns for improving education be facilitated,
- Conducting Library Week, Literacy Week, World Play Day, World Book Day and Conduct Storytelling with young kids, as well as attending Interest Group Forums.

There is currently a need for the provision of library branches to improve access. The table below indicates the existing number of libraries, as well as the required number of facilities based on population estimate (Census 2022 population data). The analysis reveals that an additional library is required. However, it must be noted that the geographic distribution of the aforesaid facilities, particularly the access distance, has not been considered.

The table below indicates the existing number of libraries (3), as well as the required number of public libraries (4), according to the application of relevant norms and standards that require a library for every 50 000-150 000 people with an access distance of 10km.

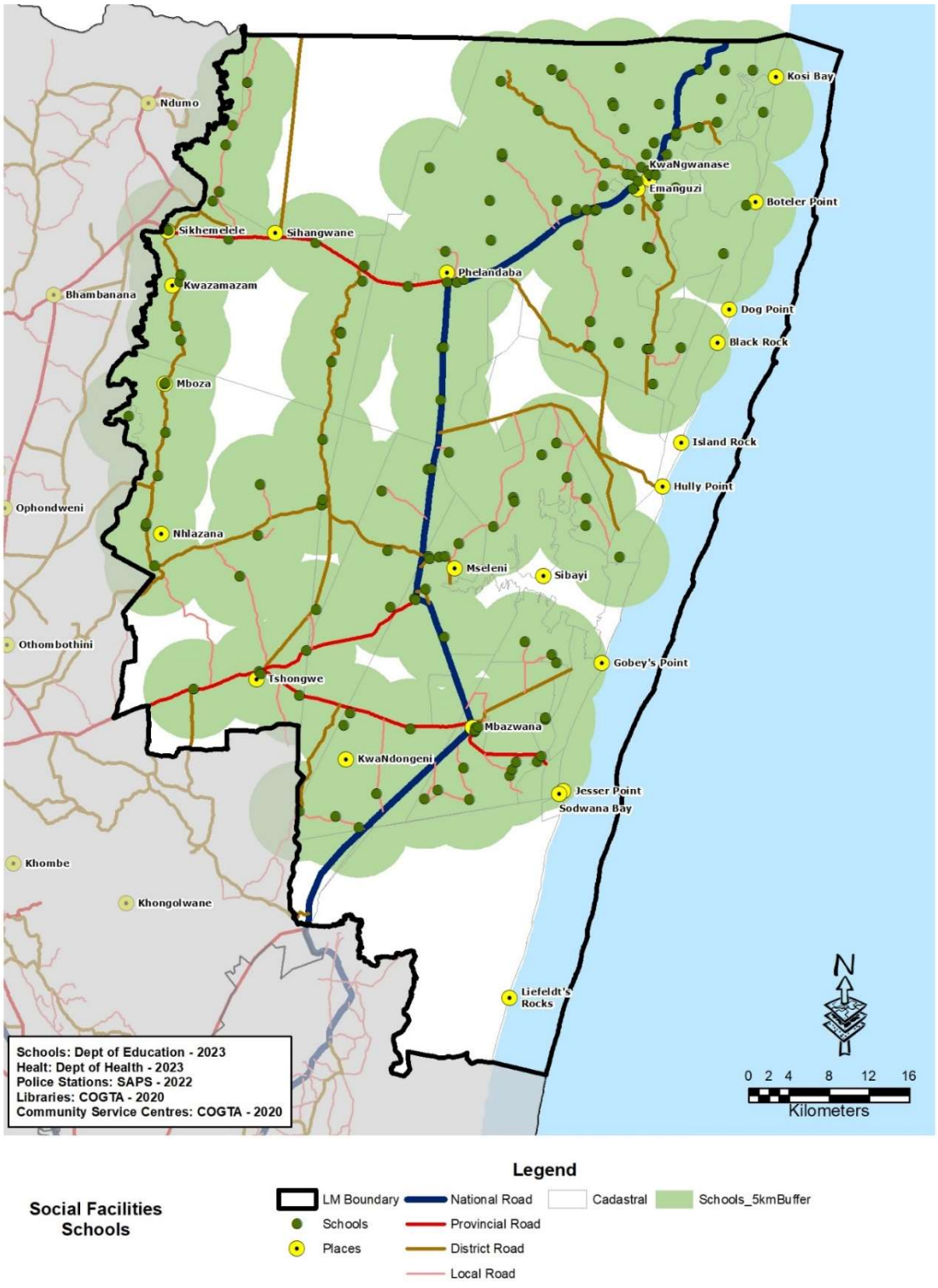
TABLE 61: ANALYSIS OF LIBRARIES

Facility Type	Population Threshold	Access Distance	Existing	Required
Branch Public Library : A large facility serving a large community. Public Libraries provide resources and services	50 000-150 000	10 km	3	4

Facility Type	Population Threshold	Access Distance	Existing	Required
in a variety of media to meet the needs of the general public for education, information and personal development.				
The assumption is that the 3 existing libraries can be classified as Branch Public Libraries.				

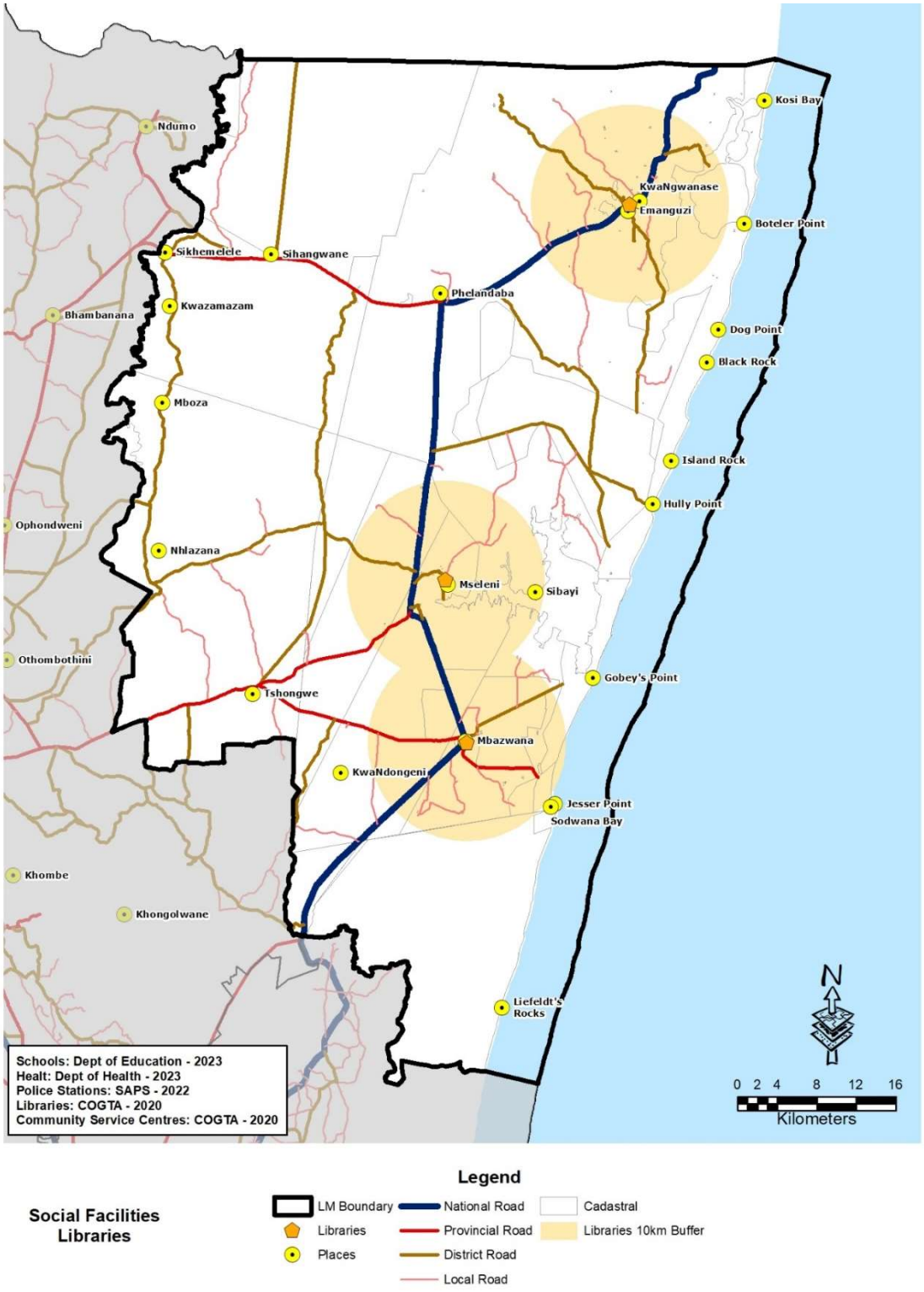
Source: KwaZulu-Natal Provincial Planning and Development Norms and Standards Spatial Imperatives for Public Social Infrastructure, 2022

MAP 22: EDUCATION FACILITIES



The map below indicates the libraries in the municipality, as well as accessibility. There are large areas that do not have adequate access to a library.

MAP 23: ACCESS TO LIBRARIES



5.5.5 POLICE STATIONS

Umhlabuyalingana has two police stations within its jurisdiction, namely the Manguzi and Mbazwana police stations. However, part of the Ward 14 communities is served by the Jozini station SAPS. The map below indicates the accessibility of police stations. Some areas fall outside the access distance of the existing police stations. As can be seen from the map below, the settlements located centrally are within a 24km radius of the police stations in the municipality.

TABLE 62: ANALYSIS OF POLICE STATIONS

Facility Type	Population Threshold	Access Distance	Existing	Required
Police Station	10 000 (Distance & crime rates are critical factors) (according to COGTA N&S)	Urban 8km Rural 24 km	2.5	19
Police Station	60 000 – 100 000 (according to CSIR)	8km metro; 15km peri-urban & 24km other	2.5	3

Source: KwaZulu-Natal Provincial Planning and Development Norms and Standards Spatial Imperatives for Public Social Infrastructure, 2022

The existing number of police stations is in line with the requirements of the CSIR Guidelines. However, according to the KZN Provincial Norms and Standards, which are based on a much lower population threshold, there are more police stations required.

Crime has increased and the people have lost confidence in the local policing force. One of the factors contributing to crime is the location of the municipality along the Mozambique border. The National Government has intervened and deployed SAPS members from other Districts to combat crime ("Project uMkhanyakude"). The municipal representatives participate in the SAPS Forums e.g. CPF and Rural Safety. The following challenges have been identified.

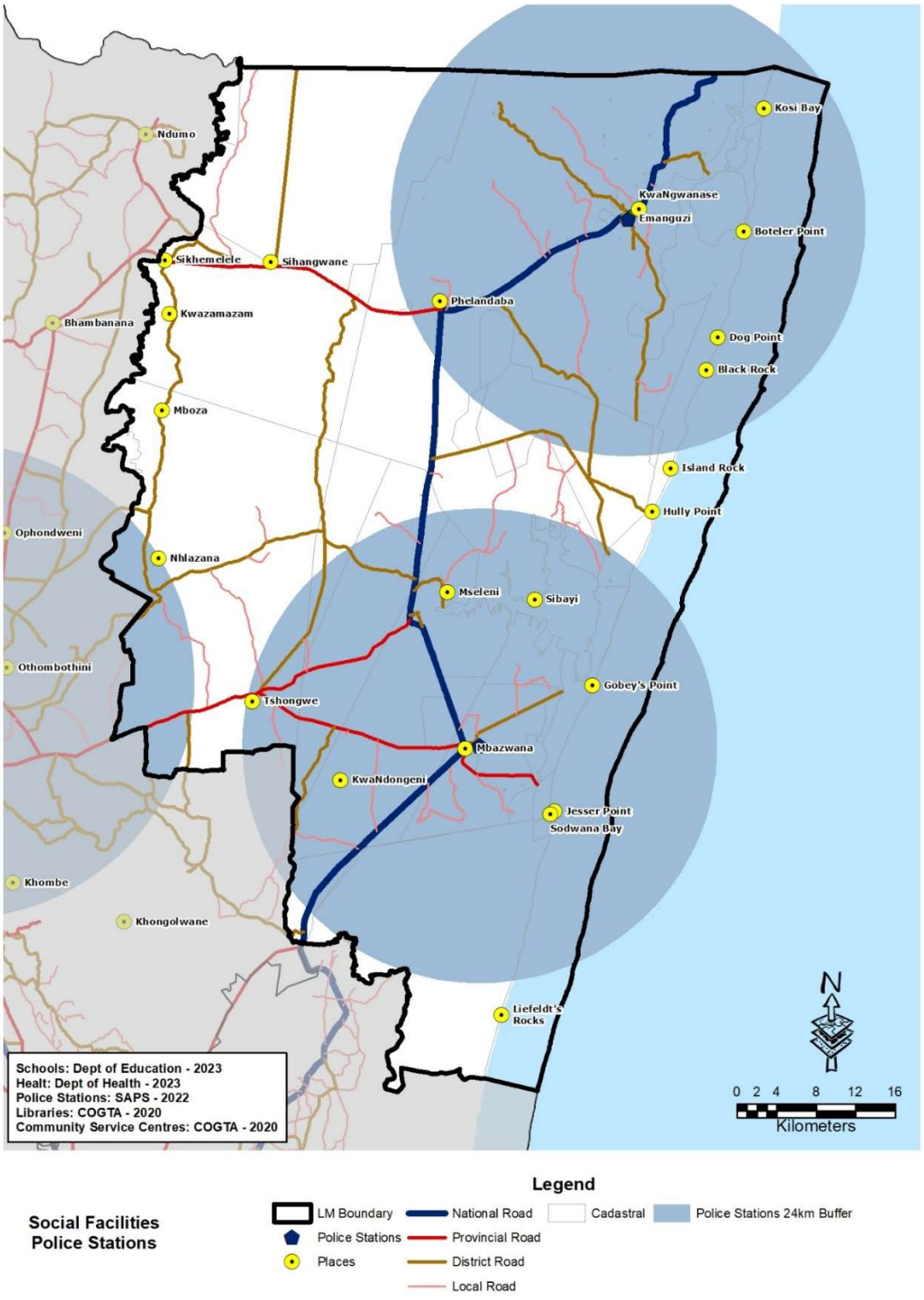
- Improve the relationship between SAPS and CPF.
- Need for satellite stations.
- Shortage of police vehicles and equipment.
- Specialized units servicing the area are far from the area.

The Municipality has taken the initiative of consulting directly with SAPS Management and other stakeholders. The following issues have been raised:

- The SAPS Mbazwana–Management: increase in crime resulting in the lack of tertiary crime prevention strategies and plans. Crime is caused by the failure of other stakeholders e.g. National Prosecuting Authority (NPA) and judicial services.
- SAPS–Mbazwana has a shortage of prosecutors resulting in prosecutors concentrating on serious crimes and demotivating the law Enforcement Agencies.
- Mbazwana has a court that sits only once per week (Thursday). Previously Mbazwana Courts were serviced by uBombo but now serviced by Manguzi.
- The SAPS Manguzi indicated that crime in their area of patrol is caused by a lack of security on the border between Mozambique and South Africa. SAPS has deployed members from different units

to assist in reducing crime (budget is an obstacle). The members of SANDF have also been deployed along the border.

MAP 24: POLICE STATIONS



5.5.6 COMMUNITY HALLS

Both open-air public spaces and enclosed spaces such as community halls are important parts of social infrastructure. Halls should be located in association with public spaces as this will allow for events in one to spill over into the other or provide alternatives in case of weather changes. Community halls will be in nodal points only and will be used as multi-purpose centres.

Halls should also be combined with other public facilities, such as schools and markets. Given the limited number of public facilities, which can be provided in any one settlement, it makes sense to concentrate on these to create a limited number of special places, which become the memorable parts of the settlement. The number and location of meeting places cannot simply be numerically derived. Rather, it is necessary to create "forum" places, places that over time assume a symbolic significance outstripping their purely functional role.

TABLE 63: ANALYSIS OF COMMUNITY HALLS

Facility Type	Population Threshold	Access Distance	Existing	Required
Community Hall	10 000 - 60 000 people	10 km - 15 km; 25 km for Settlement Type G	21	19
**Lower thresholds used*				

Source: CSIR Guidelines for Social Facilities, 2012 (reprint 2015)

The application of norms and standards for community halls indicates that there are adequate halls in the municipality to serve the current population.

5.5.7 SPORTS FACILITIES

The Municipality has a large youthful population (67%) that warrants specific attention to the development of sports and recreation facilities and initiatives. The provision of these facilities is the responsibility of the local municipality and must be maintained.

Currently, there are very few new formal sports fields within the area. Existing sports facilities are tabled below:

TABLE 64: SPORTS FACILITIES

SPORT FIELDS / FACILITIES	
WARD NUMBER	STRUCTURE
11	Barcelona Sportsfield
8	Bhamala Sports Ground
9	Bhekabantu Sports Ground
14	Biva Sports Ground
13	Biyela Sports Ground
10	Border Sports Ground
9	Burning Stars Soccer Field
4	Damonia Sports Ground
16	Dumangeze Sports Ground
13	Egejeni Sports Ground
9	Esicelani Soccer Field
12	Gazini Sportsfield
4	George Sports Ground
13	Gijimani Sports Ground
13	Gina Sports Ground

9	Esicelani Soccer Field
12	Gazini Sportsfield
4	George Sports Ground
13	Gijimani Sports Ground
13	Gina Sports Ground
17	Gunners Sports Ground
16	Happy Stars Sports Ground
13	Hlazane Sports Ground
7	Hlulabantu Sports Ground
3	Home Tigers Sports Ground
5	Idundubala Sports Ground
17	Intabankulu Sports Ground
15	Jikijela Sports Ground
3	Sea Water Sports Ground
1	Shayina Sports Ground
10	Sithandabantu Sports Ground
5	Sizakancane Sports Ground
10	Star Sports Ground
11	Supersport Sport Ground
9	Sweepers Sports Ground
12	Thandizwe Sports Field
11	Thengani Sports Field
14	Welcome Sports Ground
15	Young Cosmos Sports Ground
16	Young Forward Sports Ground
3	Young Lillies Sports Ground
16	Young Pirates Sports Ground
16	Zamani Sports Ground
6	Zamazama Sports Ground

	SPORT FIELDS / FACILITIES
WARD NUMBER	STRUCTURE
16	Junior Chiefs Sports Ground
10	Kosi Mouth Sports Ground
4	Kwadapha Sports Ground
10	Liverpool Sports Ground
15	Mabaso Sports Ground
5	Mabibi Sports Ground
14	Madonela Sports Ground
8	Mahhashi Sports Ground
15	ManabaSports Ground
16	Manqakulane Sports Ground
4	Masakeni Sports Ground
4	Mashalaza Sports Ground
9	Mbangweni Sports Gound
13	Mboza Sports Ground
16	Mgoba Volley Ball Court
14	Mkhayane Sports Ground
4	Mqobela Sports Ground
5	Mseleni Sports Field
16	Mtikini Sports Ground
14	Munyu Sports Ground
9	Mzibuli Sports Ground
3	Nqongwana Sports Ground
4	Nsukumbili Sport Ground
6	Ntokozweni Sports Field
11	Nyinyane Sports Ground
2	Olakeni Sports Ground
3	Ozabeni Sports Ground

TABLE 65: ANALYSIS OF SPORTS FACILITIES

Facility Type	Population Threshold	Access Distance	Existing
Sports Fields and Facilities	• 0.56 ha per 1 000 people	• 3 km - 10 km local facilities • 10 km - 50 km regional facilities	66

Facility Type	Population Threshold	Access Distance	Existing
	• An additional 0.3 ha per 1 000 in metropolitan areas for higher-order facilities		

Source: KwaZulu-Natal Provincial Planning and Development Norms and Standards Spatial Imperatives for Public Social Infrastructure, 2022

5.5.7.1 Sports And Recreation Programmes

Leading up to the annual SALGA games, the Municipality invests funds in identifying and developing local talent to ensure that Umhlabuyalingana has representation in the provincial tournaments. In the 2023/24 financial year, Umhlabuyalingana participated in the following sports codes:

- Soccer
- Netball
- Volley
- Indigenous games

These games start from the Ward level, municipal level, and District level up to the provincial level.

5.5.8 Community Service Centres/Thusong Centre

There are three Community Service Centres (previously Thusong Centres) in the Municipality. They are at Mashabane (Gumede), Mbazwana and Tembe. According to the norms and standards, these facilities are adequately provided for in the municipality.

Table 66: Analysis of Community Service Centres

Facility Type	Population Threshold	Access Distance	Existing
Thusong Centre (now Community Service Centres)	1 per Local Municipality	15 km; maximum 25 km	3

Source: Integrated Land Information System version 2, KZN Department of Cooperative Governance & Traditional Affairs (2023)

The map below also indicates the accessibility of the three CSCs.

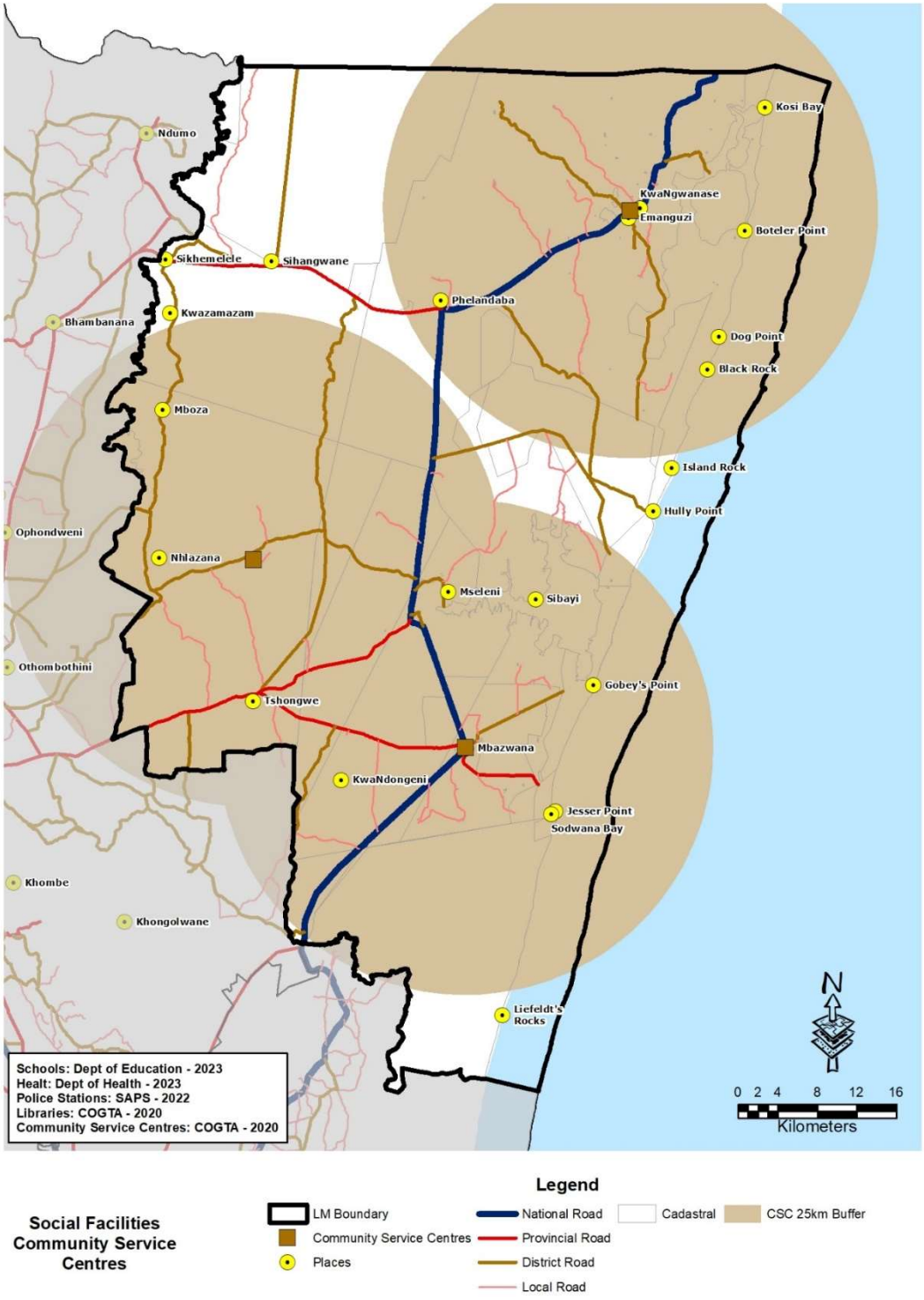
5.5.9 Pounds

The Municipality passed animal pound bylaws. These bylaws have however not been gazetted yet. The animal pound is currently under construction and is almost complete.

5.5.10 Fire Protection

The Municipality established a Fire and Rescue Unit. The Fire and Rescue Department has 6 trained personnel, and the Unit is incorporated under the Disaster Risk Management Unit. There are two (2)qualified Firefighters employed in the offices. The District Municipality has provided Umhlabuyalingana Municipality with a fire engine while Umhlabuyalingana Municipality has provided two rescue vehicles and a bakkie.

MAP 25: COMMUNITY SERVICE CENTRES



The Municipality is in the process of sourcing funding from the potential funding sources for the construction of the Fire Station at Manguzi. In case there is a bush and/or veld fire, the Municipality receives support from the Working on Fire Unit.

Challenges are as follows:

- No fire stations needs have been identified at Skhemelele, Manguzi, and Mbazwana

- No relevant fire related by-laws.
- Lack of capacity to deal with fire caused by hazardous goods.
- Need for training of volunteers in Fire Fighting.
- Need for Inspection of building for fire compliance (Proactive Approach).
- Lack of Capacity to deal with hazardous equipment.

Progress to date:

- The Municipality has identified a site for Fire Station at Manguzi.
- Awaiting MIG funding approval for the station.
- Delegate one fire officer to perform inspection function and ensure the compliance of fire Laws
- Development of the fire by Laws (in house).
- KZN - Cogta PDMC will assist with the training of the Fire officer as Peace officer, in order to equip him/her for enforcement of Fire regulations.

5.5.11 Coordination Of Development Activities

The Municipality coordinates its planned development activities with the housing forum, planners forum, IDP Forum, District Municipality, Sector Departments (Department of Sports, Department of Health, Department of Education etc.) and Service Providers. This is an attempt to align the planned programmes, projects, policies and budgets.

5.6 Human Settlements

Umhlabuyalingana Municipality is classified as a developer of human settlements and the municipality coordinates its activities with the Department of Human Settlements. The Municipality also has the internal capacity to deal with human settlements, which is managed by the Planning Manager.

5.6.1 Housing Sector Plan

Umhlabuyalingana Municipality has a Housing Sector Plan approved by the Council in June 2022. The Housing Sector Plan was subsequently reviewed in 2023.

5.6.2 Human Settlements in Umhlabuyalingana

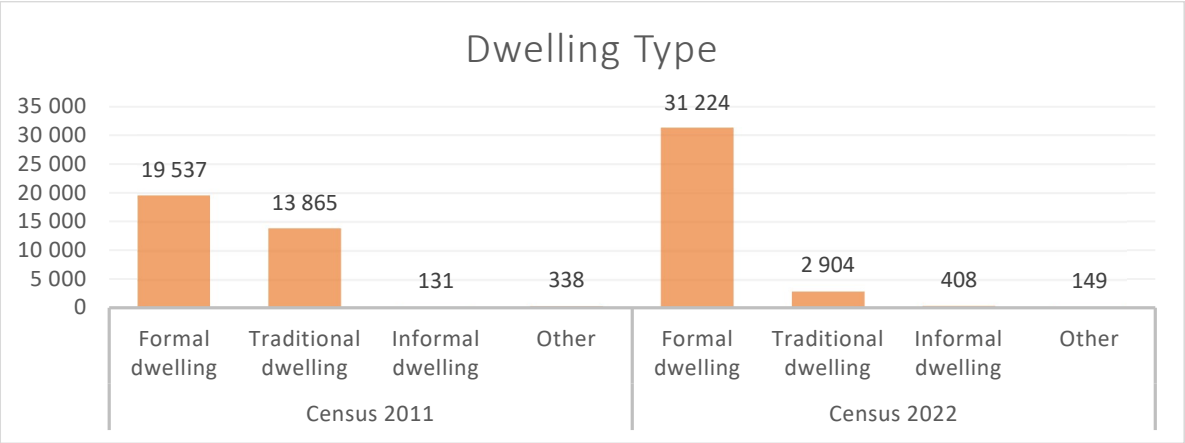
Since the inauguration of the democratic government in South Africa, housing and human settlements have been one of the major topics of conversation. This has been seen through the policies and legislation that have come about as a result thereof. The country has been faced with massive and increasing levels of inequality which is evidenced primarily in basic services provision. One of the most basic services is housing.

The figure below indicates the dwelling types in which households reside in the municipality. Evident from the graph is that most households reside in dwellings that are made from brick and mortar. Formal dwellings represent 90% of dwellings in the Municipality according to the Census 2022 data,

which indicates an increase of 32% since 2011. This can be attributed to rural housing projects that have been implemented.

Traditional dwellings represent 8% of dwellings, decreasing from 40.9% in 2011, which is quite significant. Informal dwellings increased from 2011 to 2022 by 277 informal dwellings.

FIGURE 45: MAIN DWELLING TYPE



Source: Census 2022 Provinces at a Glance

5.6.3 HOUSING DEMAND, SUPPLY AND BACKLOG

5.6.3.1 Housing Demand

The housing backlog of the municipality is based on the annual incomes of the households in the municipality. However, it must be noted that the data on which the following information is based is obtained from the Census 2011 since not all the required data from Census 2022 has been released yet. This section can thus only be updated, once this data has been released.

Based on the abovementioned therefore the following is applicable:

TABLE 67: HOUSING MARKET

HOUSING MARKET	SUBSIDY TYPE	%
Low-Income Housing Market	BNG housing	83.22%
Middle-Income Housing Market	FLISP, CRU, Social Housing	16.45%
High-Income Housing Market	Do not qualify for a subsidy	0.34%
TOTAL		**100.00%**

Source: Census 2011

The above table indicates the types of housing subsidies for households within the municipality. As can be seen, the majority of households fall within the low-income housing income band as they earn R3 500.00 and less. This is followed by households falling into the middle-income housing income band and qualifying for housing subsidies such as FLISP (Financial Linked Individual Subsidy Programme) as well as CRU (Community Residential Unit). Only a very small percentage of households do not qualify for housing subsidies. In total, there are 33 738 households in the municipality that qualify for housing subsidies.

5.6.3.2 Housing Supply

The housing supply in the municipality comprises only rural housing projects catering for low-income households. Tabulated below is the current housing supply in the municipality.

TABLE 68: HOUSING SUPPLY

HOUSING PROJECT	NO. OF UNITS	WARD
KwaMbila Housing Project	133	2 and 3
KwaNgwanase Housing Project	174	6 and 9
UMhlabuyalingana OSS	120	Various
UMhlabuyalingana OSS and Disaster	170	3, 5, 6, 7,8,9,11,12,15 & 17
PIPELINE/PLANNED HOUSING PROJECTS		
KwaNgwanase North	2000	9, 11, 12 and 17
KwaNgwanase West	2000	4, 5, and 8
KwaNgwanase South	2000	6 and 16

5.6.3.3 Housing Backlog

Quantifying the housing backlog is essential to the Housing Sector Plan as it provides a practical means of procuring the necessary funding and engaging with the necessary stakeholders to ensure that it is mitigated.

The housing backlog is quantified in the following manner:

Housing Demand – Housing Supply = Housing Backlog

In the case of the Umhlabuyalingana Local Municipality, the following is applicable:

33 738 – 6 597 = 27 141 UNITS

Although most households qualify for BNG housing, the municipality needs to investigate the provision of various other housing programmes to cater for middle-income households. These include government/municipal workers and young professionals.

5.6.3.4 Impact Of Population Growth On Demand For Housing

Human settlements are the spatial dimension as well as the physical expression of economic and social activity. The creation of sustainable human settlements is inevitably an objective for social development as it defines and conditions the relationship between where people live, play and work on the one hand and how this occurs within the confines of the natural environment. It is one of the most visible and quantifiable indicators of society's ability to meet one of its basic needs - shelter, and a pre-requisite for sustainable human development and economic growth.

The need to develop middle-income housing in the municipality has been identified. This will accommodate, amongst others, civil servants who are working within the public sector and those who are seeking suitable affordable housing, which can be purchased with the assistance of government housing subsidies.

According to the statistical information obtained, it is assumed that approximately 28 170 households in Umhlabuyalingana Local Municipality are eligible for low-cost housing subsidies. This includes an

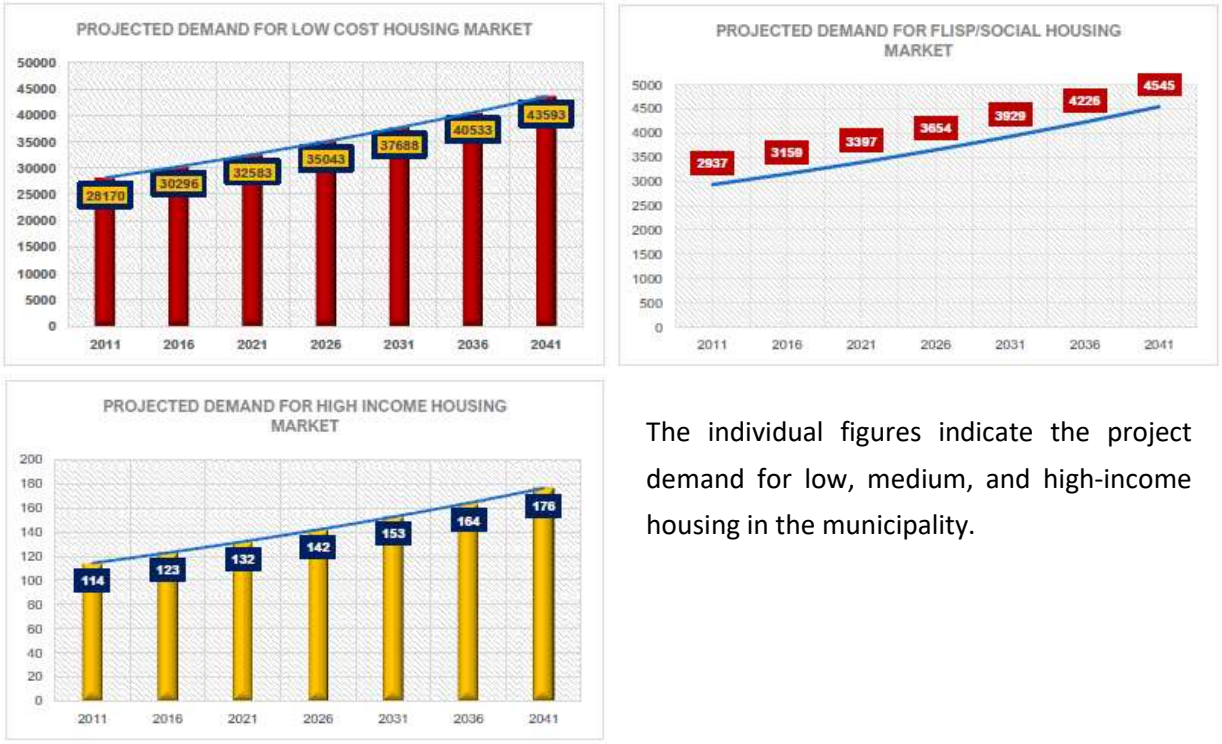
estimated 4 692 households who do not have access to disposable income and are therefore regarded as destitute. In addition, 2 937 households qualify for social housing and Finance Linked Individual Subsidy Programme (FLISP).

While social housing caters to those in need of rental accommodation, FLISP requires an individual beneficiary to access a mortgage bond from a financial institution or pay the balance of the value of the house themselves.

Umhlabuyalingana needs to update the existing housing demand database to be able to appropriately plan for future housing requirements and the nature of the requirements thereof.

The projected demand for different income categories is indicated below.

FIGURE 46: PROJECTED HOUSING DEMAND BY INCOME CATEGORIES



The individual figures indicate the project demand for low, medium, and high-income housing in the municipality.

Source: Umhlabuyalingana Local Municipality Housing Sector Plan Review March 2023

Umhlabuyalingana will need to procure or make available approximately 1 089.83ha of land for green field development to meet the demand of 43 593 low-cost housing units. This is calculated using the minimum site size of a low-cost housing project which is 250m². To meet the demand of the FLISP (GAP) housing of 4 545 households, the Municipality will need to procure or make available approximately 136.35ha of land for greenfield development. This is calculated using the minimum site size of a FLISP housing project which is 300m². The open market is an open market as the notions articulate, there is no actual size for a housing project, however, it often ranges from 350m² to 650m² depending on what and how the owner of the land deems to construct a particular housing. To meet the demand of 176 households, the municipality will need at least avail 8.8ha of greenfield development land. This is assumed using an average 500m² site size of an open market project.

5.6.4 Existing And Planned Housing Projects

The table below indicates the existing housing projects in the municipality:

Table 69: Existing Housing Projects

HOUSING PROJECT	NO. OF UNITS	WARD	BUDGET
KwaMbila Housing Project	133	2 and 3	R73 087 620.26
KwaNgwanase Housing Project	174	6 and 9	R61 573 916.50
UMhlabuyalingana OSS	120	Various	R14 954 400.00
UMhlabuyalingana OSS and Disaster	170	3, 5, 6, 7,8,9,11,12,15 & 17	R21 074 679.00

There are 6000 units planned as part of three housing projects in the municipality.

Table 70: Pipeline / Planned Housing Projects

HOUSING PROJECT	NO. OF UNITS	WARD	BUDGET
KwaNgwanase North	2000	9, 11, 12 and 17	TBD - Application pack submitted
KwaNgwanase West	2000	4, 5, and 8	TBD - Application pack submitted
KwaNgwanase South	2000	6 and 16	TBD - Application pack submitted

There is currently one housing project in the rural area that is under construction i.e. Mabaso. There are however plans for additional projects in the traditional authority areas.

The projects indicated below are proposed and still must undergo the feasibility phase.

Table 71: Proposed Housing Projects

HOUSING PROJECT	BUDGET	POTENTIAL FUNDER
Feasibility study for CRU in Manguzi	R500 000.00	DHS and HDA
Feasibility study for CRU in Mbazwana	R500 000.00	DHS and HDA
Feasibility study for middle-income housing in Farazela Border Post	R500 000.00	DHS and HDA
Feasibility study for BNG Housing in Mnayiyisa-kuShengeza (1500m² Lots)	R500 000.00	DHS and HDA
Feasibility study for medium-density housing in Sodwana Bay	R500 000.00	DHS and HDA
Formalization of Mseleni Township	R500 000.00	DHS and HDA

Source: Umhlabuyalingana Local Municipality Housing Sector Plan Review March 2023

The maps on the overleaf provide a spatial indication of the housing projects in the municipality.

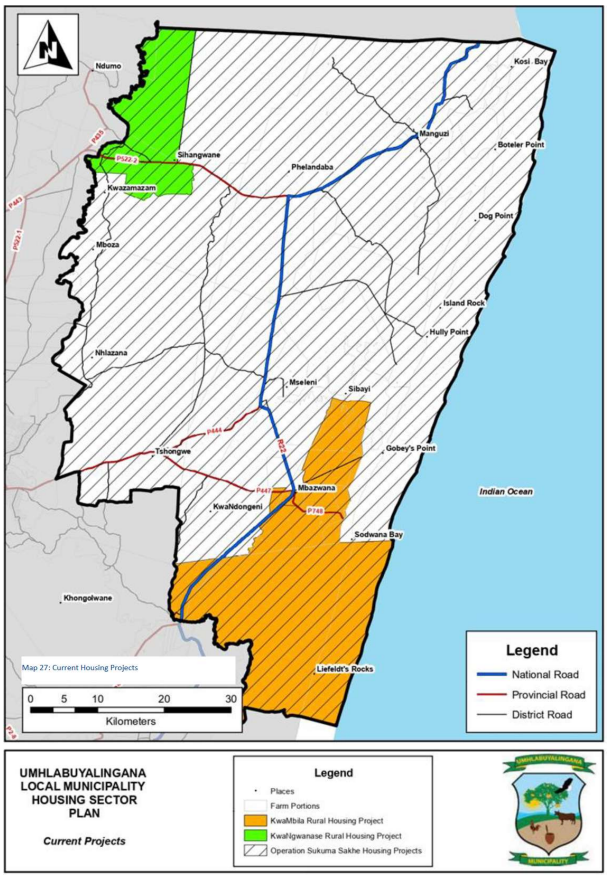
5.6.5 Department Of Human Settlement Housing Projects 2024/2025

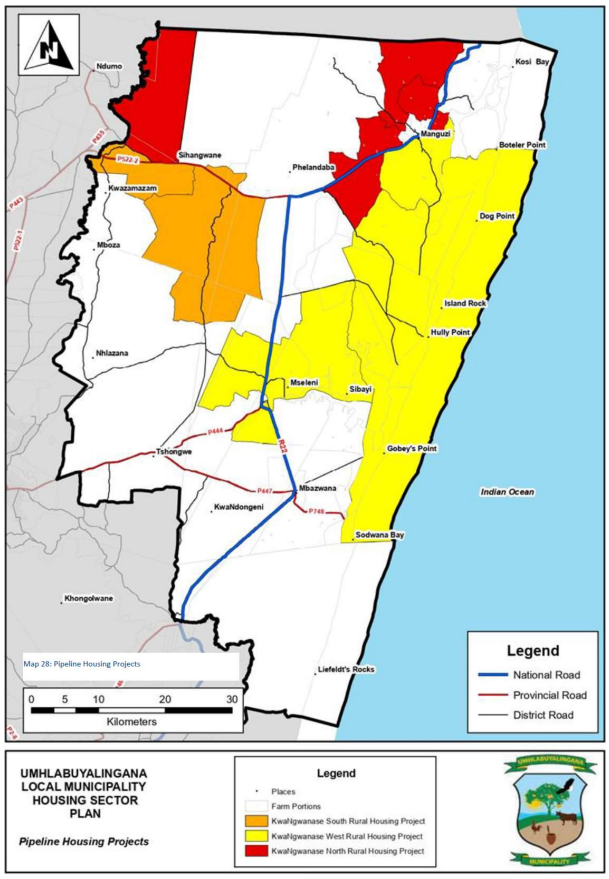
Table 72: Housing Projects

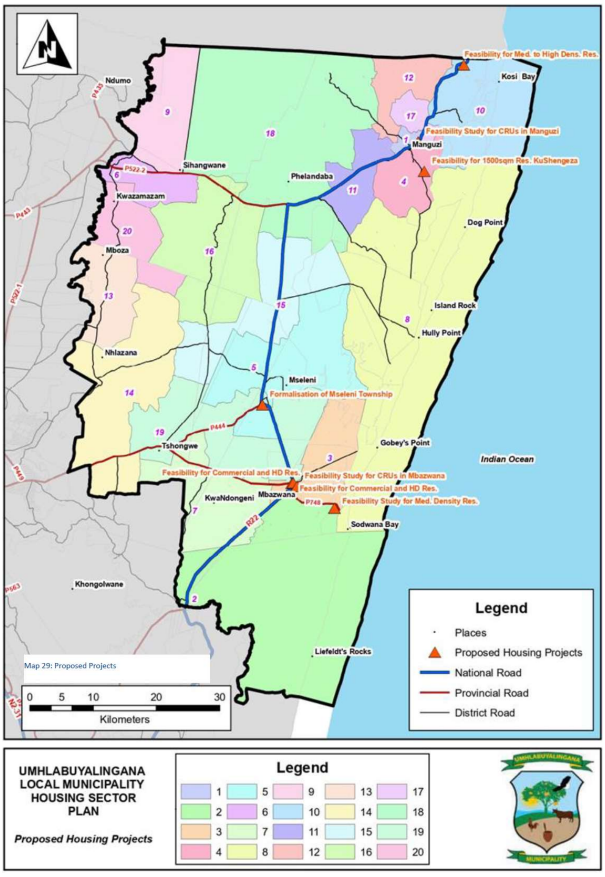
Project Name	No. Of Units	Budget
kwaNgwanase Phase 2 Rural Housing Project		R 5,815,535.30
Kwangwanase North Rural - Phase 1		R 1,944,640.00
Kwangwanase West Rural	300	R 4,528,569.60
Kwambila Rural Housing Project	500	R 63,921,930.66
Umkhanyakude Operation Sukuma Sakhe	171	R 21,011,062.27

Source: Department of Human Settlements

MAP 26: HOUSING PROJECTS







The maps provide a spatial indication of current, pipeline and proposed housing projects.

***Top left**: Current Housing projects*

***Top right**: Pipeline Housing projects*

***Bottom left:** Proposed Housing projects*

5.6.6 Level Of Services And Backlogs

The spatial pattern of the area has developed because of various factors including its settlement pattern, natural features and infrastructure. Umhlabuyalingana is generally rural in character. It is characterized by expansive low-density settlements occurring on Ingonyama Trust land. However, over the last few years, there has been an increase in density in some areas along the main roads, with conurbation of commercial activities occurring in strategic points thus giving rise to development nodes.

Umhlabuyalingana is rural in character and as such 99% of the area is classified as rural. This is evident throughout the municipal area when you look at the housing typology and the dispersed rural settlements with poor road infrastructure that interlinks them.

Dwelling units made up of traditional material are still prevalent in the area however; the Municipality does not consider these to be “informal settlements” and for a simple reason that these communities often have some form of land tenure rights to settle where they are.

Furthermore, what is often overlooked is the fact that most decent and modern houses are often erected without following due processes i.e. acquiring approval of a building plan from the Municipality in terms of the National Building Regulations and Building Standards Act 103 of 1977 as amended. This also boils down to the fact that in such areas the culture of ensuring as to which areas are best suitable for locating housing was never practised and brings along challenges in terms of installing infrastructure in some of these areas.

The following indicates the level of services in the municipality.

- 90% of dwellings are formal dwellings according to Census 2022, while traditional dwellings represent 8% of dwellings.
- 38.9% of households had access to water in the form of a regional water scheme in 2022.
- Households in the study area access their water via piped (tap) water inside their yard (28.1%), while 26.5% have piped water inside the dwelling.
- 26% of toilet facilities were flushed toilets in 2022 and are mainly in the more urban areas.
- 50.4% of households that use pit latrines.
- 50.7% of households use electricity for cooking.
- Most households in the municipality make use of a refuse dump or a communal refuse dump.

5.6.7 Co-ordination of Housing Developments

The Municipality IDP Forum coordinates infrastructure projects, and challenges and comes up with solutions with relevant service providers such as Eskom, the Department of Minerals and Energy, the Department of Transport, the District Municipality, Human Settlements etc.

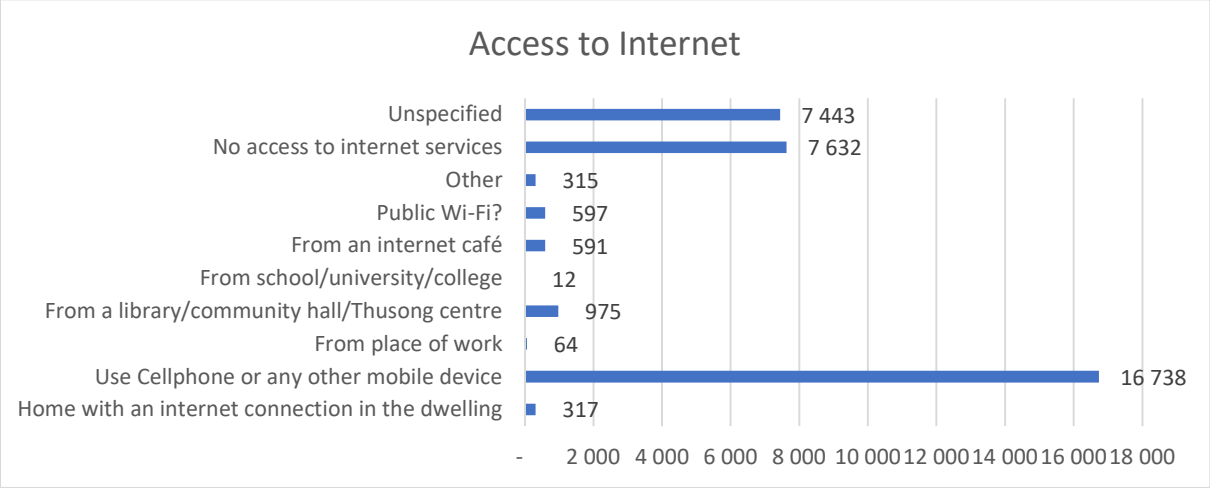
5.6.8 Committed Funding For The Services In Support Of Housing Projects

The Human Settlements projects have already been approved and budgeted for by the Department of Human Settlements while the District Municipality is also committing funds for the provision of bulk infrastructure.

5.7 Telecommunications

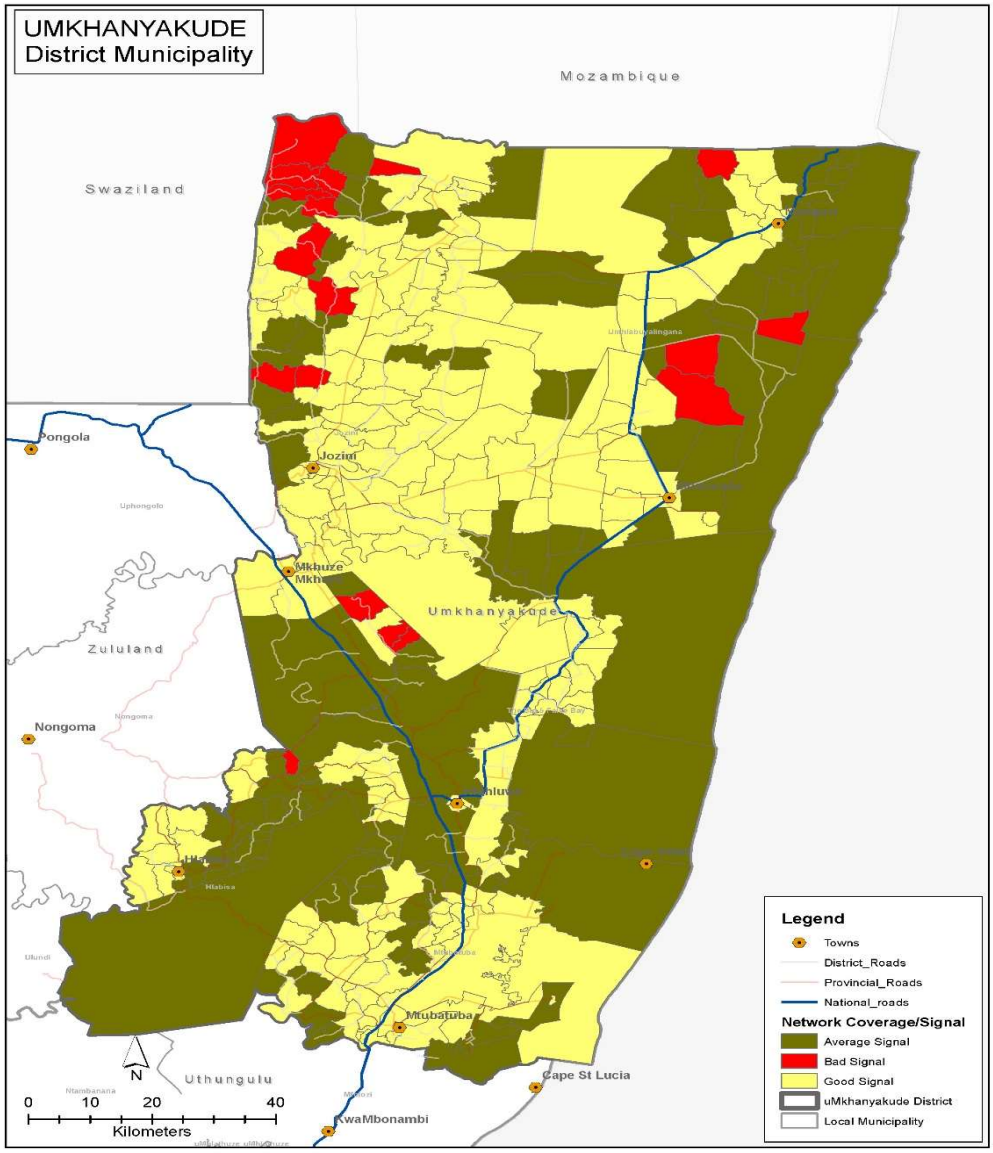
The Umhlabuyalingana Municipality has good access to the internet. However, there are areas within the Municipality which still lag in terms of telecommunications and this needs to be addressed. According to the latest Census 2022 data, approximately 48% of households use their cell phone or any other mobile device to access the internet, while 22% indicated that they have no access to internet services. Approximately 8% of households have other means of accessing the internet.

Figure 47: Access to the Internet



Source: Statistics South Africa Census 2022 (https://superweb.statssa.gov.za/)

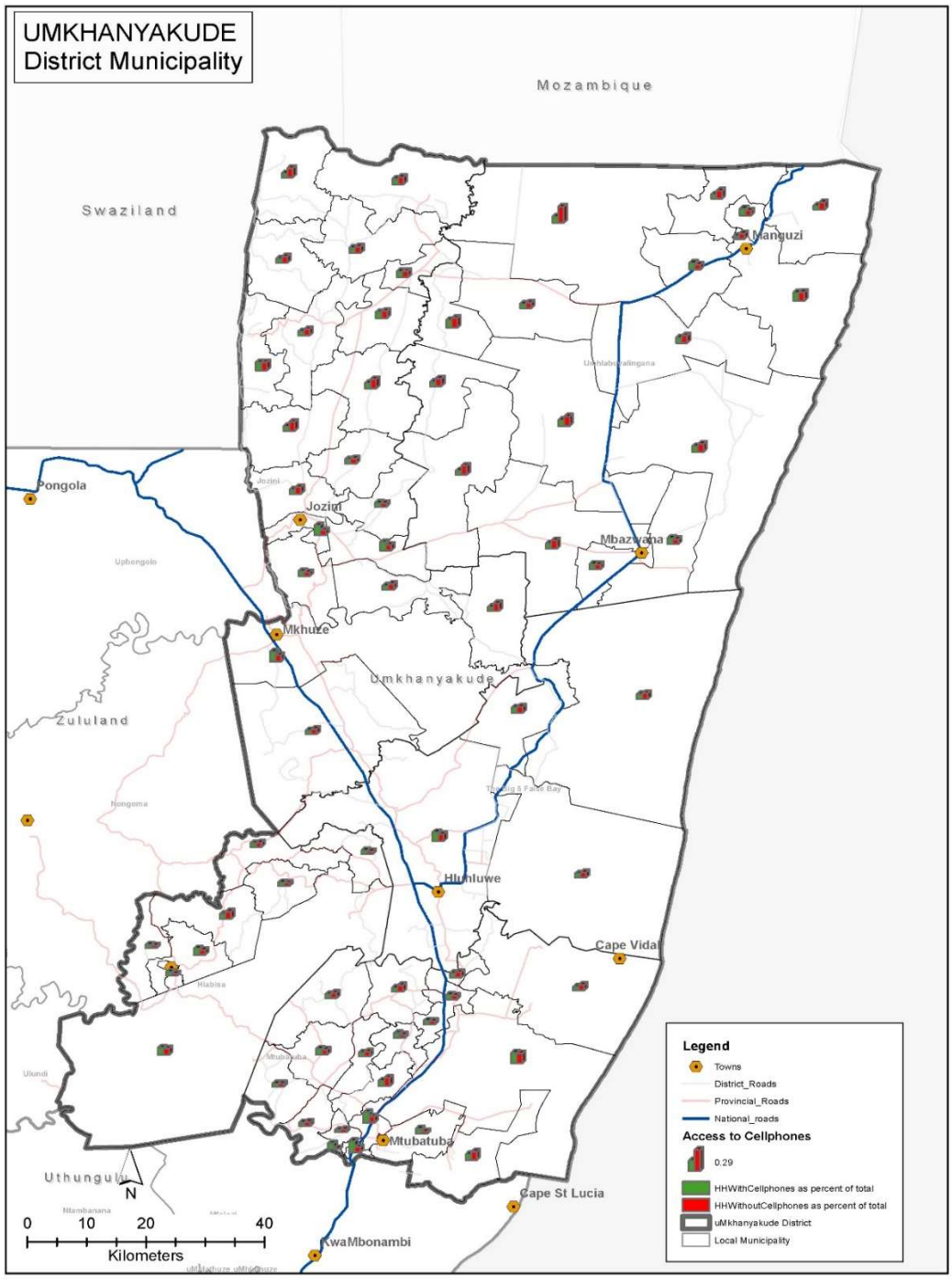
MAP 27: CELL PHONE NETWORK COVERAGE



Source: uMkhanyakude GIS: 2017 (as cited in the uMkhanyakhude Draft IDP 2024/2025)

Overall, there is sufficient network coverage for cell phones throughout the District. There needs to be an improvement in the strength of the network (3G and above) to support even internet connectivity.

MAP 28: ACCESS TO CELL PHONES



Source: uMkhanyakude GIS: 2017 (as cited in the uMkhanyakhude Draft IDP 2024/2025)

5.7.1 PROVISION OF INFRASTRUCTURE PROJECTS RELATING TO NATIONAL 2024 AND LOCAL GOVERNMENT 2022 ELECTIONS

The Municipality formulated the 2022/2027 IDP that has planned programmes and projects with budget. This five-year plan has prioritized water, sanitation, electricity, housing, community facilities

and access roads. Therefore, the Municipality IDP has made provision for infrastructure projects relating to the National (2024) and Local Government (2022) elections.

5.8 Service Delivery & Infrastructure: SWOT Analysis and Key Challenges

5.8.1 Service Delivery & Infrastructure: SWOT Analysis

STRENGTHS	WEAKNESSES
• Delivery of services through projects that would have been approved on that financial year • Spending of MIG funds at an acceptable level • Licensed landfill sites • Implemented IWMP • Waste management by-laws have been recently adopted by the council and gazetted • Both libraries are fully functional • Effective traffic law- enforcement	• Unavailability of GIS to clearly identify the infrastructure backlogs • Poor leasing and underutilisation of the Municipal Infrastructure • Lack of electricity capacity (for both Bulk and reticulation)
OPPORTUNITIES	**THREATS**
• Stable infrastructure grants to provide basic service delivery • The existence of an Operations and Maintenance plan that needs to be reviewed • Infrastructure coordinates available for GIS	• Under expenditure of MIG could limit the delivery of services • Vandalism of built infrastructure • Illegal connections to water & electricity • Accidents due to unearthed electricity

5.8.2 Service Delivery & Infrastructure: Key Challenges

Challenges	Measures to address challenges
Electricity capacity constraint	ESKOM is putting infrastructure in place to boost electricity capacity.
Water shortage due to poor planning at a district level, i.e. alignment of RBIG and MIG	COGTA has intervened in the District Municipality to the extent that UMGENI Water and UMHLATHUZI Water are appointed as support entities in the entire district
Sanitation backlog	District function
Poor coordination between the local and provincial sphere (Department of Transport) thus leading to unsatisfactory road conditions in Umhlabuyalingana, despite the efforts from the local Municipality	To invite the Department of Transport to portfolio committee meetings and other forums
Poor maintenance of existing public facilities	Maintenance Plan has been developed and will be monitored quarterly

5.8.2.1 Housing Challenges

When housing projects are implemented with no alignment with sector departments, it creates an uncoordinated delivery mechanism which leads to poorly located projects established far from economic opportunities, transport routes, and education facilities and with little or no access to the

required social facilities such as health, education and welfare to create vibrant and sustainable communities. The key issues for housing are to promote social, economic and spatial integration within the municipality.

The challenges can be defined as follows:

- **Land legal issues:** The majority of land (38.55%) is owned by Ingonyama Trust Board, and 23.21% of land is owned by the state. KZN Ezemvelo Wildlife is also a major landowner with 38.21% under their ownership, but those parcels are under legal protection in terms of the Protected Areas Act. This comprises the majority of land ownership in the municipality. Ownership by the ITB has implications in tenure considerations, whether collective or individual.
- **Technical Challenges:** There is a lack of capacity for bulk services such as roads, water, sanitation and electricity presents yet another layer of requirements, particularly investment in housing and the development of the economy.
- **Access to Economic and social services opportunities:** Housing development by its nature is supposed to stimulate the economy, social cohesion, and skills base and importantly create opportunities to enhance livelihoods. Above all, the overarching challenge is to align horizontal government departments and sectors such as health, environment, agriculture, welfare, transport and economic development. Such an alignment would also have an impact on the long-term sustainability of both the existing and planned future settlements. The Municipality should encourage and incorporate sector integration in its planning and development of projects. This level of planning and integration has yet to be fully implemented as some provincial department priorities do not overlap with the housing projects.

6 LOCAL ECONOMIC DEVELOPMENT

6.1 Local Economic Development Analysis

This LED Strategy acknowledges Local Economic Development as the main ingredient of a broader economy concept which positively contributes to employment opportunities, entrepreneurship, and general economic growth of Umhlabuyalingana as a local area. Umhlabuyalingana therefore significantly strives towards strategic planning and implementation of local economic development. To ensure the continued growth of the local economy of the area, the following are key objectives of Umhlabuyalingana Municipality on Local Economic Development:

- Establishment of multi-partnerships and SMME support to capacitate the local business operators.
- Encouragement of agricultural activities for fresh produce commercialization to eradicate poverty.
- Provisions of recreation opportunities to stimulate Domestic Tourism.
- Developing Rural Tourism through supporting community tourism projects.
- Promotion of the Responsible Tourism best practices.
- Improving job creation opportunities and Tourism education for acceptable service delivery through tourism service excellence.
- Channel efforts for tourism entrepreneurial opportunities.
- Enhance effective and cooperative partnerships by the potential local community members.

Planning for efficient local economic development remains a challenge in Umhlabuyalingana, due to the municipality being mainly a rural area with largely unplanned traditional settlements which are controlled by traditional authorities. However, over the last few years, there has been an increase in density along the main roads, and commercial activities around its strategic points, such as Mbazwana, and Manguzi. The investment points identified by the Spatial Development Framework includes:

- Primary Investment Points (Manguzi and Mbazwana);
- Secondary Investment Points (Mseleni; Skhemelele; and Mboza); and
- Tertiary Investment Points (Phelandaba; Manaba; and Mozi)

6.1.1 LED Functionality and Capacity

The Municipality reviewed and updated the LED Strategy (2024/25) to ensure that it is aligned with the National Framework on LED. The Municipality is in the process of sourcing funding to develop a review of the Strategy, which is intended to be completed by June 2025.

The LED Strategy will assist the municipality in developing the LED in an integrated manner, building upon the strengths, and identifying areas requiring additional support, notably focusing on the key nodes of the Municipality. Importantly, the LED will take its lead from the new opportunities within the sphere of provincial economic development policy as set out in the PGDS.

Addressing challenges identified in the LED Strategy:

- The Municipality is currently focusing on waste reduction programmes that encourage waste recycling. Recycling is currently driven by the private sector but on a small and informal scale that still needs improvement.
- In the main local recyclers are focusing on glass and cardboard whilst plastic and other forms of domestic waste are not necessarily recycled.
- There are currently two permanent employees within the unit, the LED Manager, and the LED Officer, which is a huge challenge looking at the work that must be done.

The LED Strategy noted the comments of the MEC letter and intends to address these comments as follows:

- The municipality will undertake to strengthen partnerships with private investors.
- The Green economy and the Oceans economy will be explored and when the municipality embarks on the green economy, the targeted markets will be, among others, green industry projects, manufacturers, energy services companies, consultancies, SMMEs, co-operatives, youth enterprises, research institutions, test laboratories, training providers and engineering companies.
    - → The Municipality falls within the environmentally sensitive region of uMkhanyakude and therefore, the use of green infrastructure is encouraged although this is currently expensive for the majority of our population. Green economic infrastructure in the area is therefore still minimal but includes solar energy, wind energy, recycling of recyclable waste, and plantations.
    - → The Municipality envisages engaging in recycling in partnership with the Department of Economic Development and Environmental Affairs (EDTEA). In engaging the recyclables, the Municipality will roll capacity-building initiatives to capacitate communities with the green economy to be generated from recycling.
    - → The Plantations will also be used by the Municipality to generate green economy jobs. Umhlabuyalingana Municipality will engage various stakeholders and utilise the Green Economy Accord to generate jobs and promote economic development through plantations.
- The municipality intends to utilise cross-border trading opportunities and identified projects such as using Kosi Bay Border as a trade port with Mozambique, establishing market stalls at the Kosi Bay border Post, and undertaking a feasibility study for the establishment of a glass manufacturing factory in eSwatini.

The municipality has a functional LED Forum that meets every quarter. The Municipality also participates in the district LED forum that also meets every quarter. The LED Forum aims to pull resources together and create a platform where officials, councillors, sector departments, academic community members and representatives from the public and private sectors dialogue and interact on issues relating to the economic development of Umhlabuyalingana Municipality. The Forum is administered by Umhlabuyalingana and reports to appropriate Council structures (including IGR) on

progress made in the area. There has been a huge increase in stakeholder attendance over the last few years which allows for healthy and progressive engagements amongst different stakeholders.

There are appropriate functional institutional arrangements in place (LED Structures). The EPWP programme is integrated among two departments with clear institutional arrangements in place to efficiently implement the programme. There is the alignment of different economic and the LED unit identifies programmes for further implementation by the relevant department, e.g. Youth programmes.

There are opportunities to formulate collaborative agreements, i.e., MOUs, co-funding agreements, and partnerships with research institutions and currently, there is an MOU between Umhlabuyalingana Municipality, EDTEA and COGTA.

In terms of capacity, the Umhlabuyalingana LED Unit is under-capacitated with two (2) staff members who are employed permanently namely (an LED Manager and an LED Officer). The unit struggles to implement its mandate due to a lack of capacity to deal with investment, tourism, and other related LED special assignments in the Municipality. The performance of the LED Unit is monitored through the individual work plans which emanate from the municipal Performance Management System.

6.1.2 Policy / Regulatory Environment and Alignment

6.1.2.1 Alignment with National, Provincial and District Policies

The Umhlabuyalingana LED Strategy is aligned with National, Provincial and District policies, strategies and Frameworks for development and growth. As such, it outlines the core and enabling pillars of the National Framework on LED and develops its strategies on the core enabling pillars of the National LED Framework.

At a district level, several policies and strategies have been developed in uMkhanyakude to support Local Economic Development in one or another way as recommended by both the national and provincial governments. The Umhlabuyalingana took note of the District One Plan.

At the KZN level, several Policies and Strategies have been developed to support the local economic development at the local level. It further aligns with the PGDS strategic goals, as follows:

Table 73: PGDS Alignment

KZN PGDS GOALS (Review 2021)	LED STRATEGY / PROGRAMMES
Priority 1: Building a capable, ethical, and developmental state	• Improving the institutional capacity & policy environment for LED • Ensuring effective education, skills and capacity development
Priority 2: Economic transformation and job creation	• Support for the tourism sector • Support and diversification of the agricultural sector (Supporting Emerging and Small-scale farmers) • Support for small enterprises • Expansion and development of economic infrastructure
Priority 3: Education, Skills and Health	• Ensuring effective education, skills and capacity development

KZN PGDS GOALS (Review 2021)	LED STRATEGY / PROGRAMMES
Priority 4: Consolidating the social wage through reliable and quality basic services	• Expansion and development of economic infrastructure • Ensuring effective education, skills and capacity development
Priority 5: Spatial integration, human settlements, and local government	• Expansion and development of economic infrastructure • Improving the institutional capacity & policy environment for LED
Priority 6: Social cohesion and safe communities	• Ensuring effective education, skills and capacity development

6.1.2.2 Local Policies and Bylaws

Umhlabuyalingana adopted an Informal Economy Policy in the 2017/2018 financial year and has been implemented through the ICOREF. The Municipality further has an informal trading by-law which was approved and was gazetted in 2017. This forms the regulating policy for (permits, and zoning) for street vendors.

Umhlabuyalingana Informal Economy Policy

Umhlabuyalingana Municipality supports informal trading as a positive development factor in the micro business sector of the area. They contribute to the creation of jobs and the alleviation of poverty. The Umhlabuyalingana LED Strategy notes the spatial dynamics of the informal economy, and that apart from the rural agricultural activities, many other informal activities take place around the taxi rank and on the main arteries.

The Informal Economy Policy covers all informal trading activities that ensure the positive development of the micro business sector while also contributing to the creation of job opportunities within the Umhlabuyalingana Municipality. These informal trading activities are also expected to pragmatically expand the Council's economic base. The formulation process of this policy involved consultations with various stakeholders including participants of the informal economy within Umhlabuyalingana Municipality.

The development of the Umhlabuyalingana Informal Trading Policy was based on the following intentions:

- Definition of an integrated and holistic approach for all commercial departments within the Umhlabuyalingana area;
- Clarification of the Council's policy to all relevant stakeholders;
- Formation of the foundation for the By-Law that will be utilized to enforce Informal Trading within the Umhlabuyalingana area;
- Development of the correct base for financial resource allocation; and
- Establishment of an efficient platform for monitoring and evaluation process, with clearly defined key objectives.

Umhlabuyalingana Informal Traders By-Law

The informal trader's bylaws were introduced after the policy formulation. The main purpose of the informal trader's bylaws is to utilize the subject bylaws for technical enforcement. It clearly outlines terms and conditions that each informal trader within the jurisdiction of Umhlabuyalingana should adhere to. This bylaw completely complies with the Business Act 71 of 1991.

The council has confidently consulted with the interested and affected individuals regarding the contents of the draft bylaw. The notice was printed and advertised in the public newspaper (Ilanga, dated 04-06 February 2016). Furthermore, copies were placed in all three trading or economic zones of Umhlabuyalingana (Manguzi; Skhemelele; and Mbazwana), informing the public that the business licence by-law is available for inspection at a specified location. However, it is impossible to implement policy in terms of permit issuing because the towns are currently in the process of formalization (Manguzi town in particular). The Municipality still need to rehabilitate the town according to the precinct plan, and as such, issuing permits will require the Municipality to offer temporal relocation of traders during rehabilitation.

Umhlabuyalingana Liquor And Business Licensing By-Laws

The municipality has also designed both its Liquor and Business Licensing by-laws to regulate trading operations within the specified zones and to oblige the relevant businesses within the area of its jurisdiction to comply with the said council-adopted municipal by-laws.

Through the Liquor and Business Licensing by-laws, the Umhlabuyalingana Municipality mandates every kind of formal business to occupy a business licence in terms of the Business Act 71 of 1991, section 6A (Powers of the local authority). The business license is specifically required for businesses that need to comply with health and safety regulations. The businesses will need to meet the set criteria of requirements, especially, zoning; health; and safety. As such this by-law deals with any other matters governing both formal and liquor trading within the concerned areas, including but not limited to:

- main implicated formal trading areas and ideal trading times;
- how the socio-economic development of the liquor traders within the Umhlabuyalingana area will be facilitated;
- how neighbouring business; social; and environmental structures around the trading area will be protected; and
- How the implicated businesses will be expected to operate within the municipal compliance plans.

This by law completely complies with the Business Act 71 of 1991. The council has confidently consulted with the interested and affected individuals regarding the contents of the draft by law. The notice was printed and advertised to the public newspaper (Ilanga, dated 04-06 February 2016). Furthermore, copies were placed in all three trading or economic zones of Umhlabuyalingana (Manguzi; Skhemelele; and Mbazwana), informing the public that the business licence by-law is available for inspection at a specified location.

The Municipality drafted LED Policies and By-Laws. There is a public database for all active/registered SMMEs and Co-operatives. The Municipality does not have a budget for Research and Development.

Investment/Retention Policy

There is no investment/retention policy in place but will be developed during the 2024/2025 financial year. Informal economic policy was adopted in the 2017/2018 financial year and has been implemented through the ICOREF and a business investment retention policy is currently being developed with the assistance of RLEDI.

EPWP Phase 4 Policy

The EPWP Policy is aligned with EPWP phase 4 and will be adopted by the Council by the end of June 2024.

EPWP policy (Phase 5 Policy)

Has the Municipality adopted the latest EPWP policy (Phase 5 Policy)?

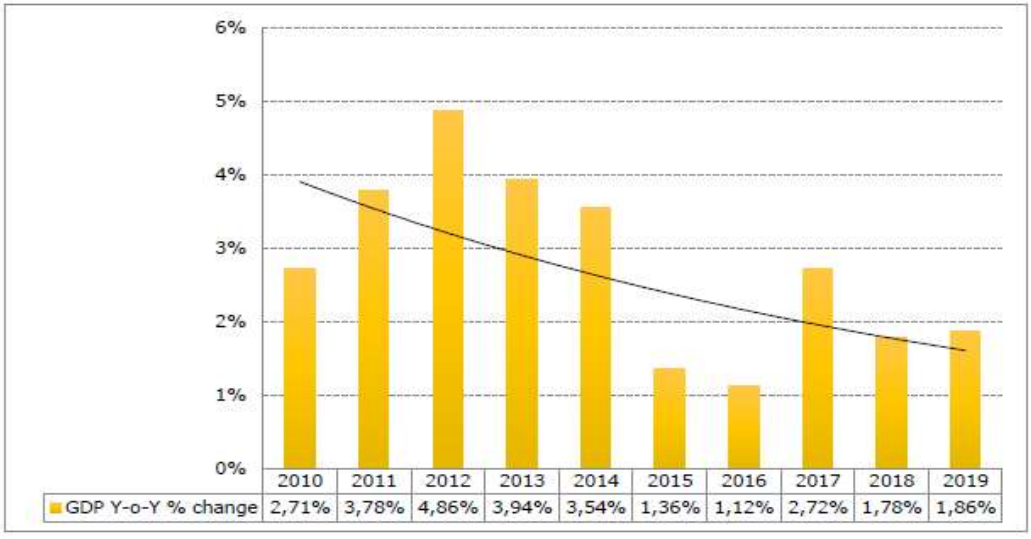
6.1.3 Strategic Economic Analysis and Interventions

6.1.3.1 Sector Performance And Contribution To GDP

6.1.3.1.1 Gross Domestic Product (GDP)

The GDP is the sum of all the value of goods and services created/produced in the economy minus the value of the goods and services needed to produce them. This economic indicator paints a picture of the intermediate consumption of the region. By studying the fluctuations of the magnitude of changes in GDP from year to year; a brief and overall broad overview of a region's economic growth and stability can be obtained.

FIGURE 48: : %CHANGE IN GDP, YEAR-ON-YEAR SEASONALLY ADJUSTED: UMHLABUYALINGANA 2010-2019



Source: Quantec 2022

As depicted in the graph above the Municipality has enjoyed growth in GDP during the period under review, although the trend line signals a downward trajectory to the region's growth patterns. The

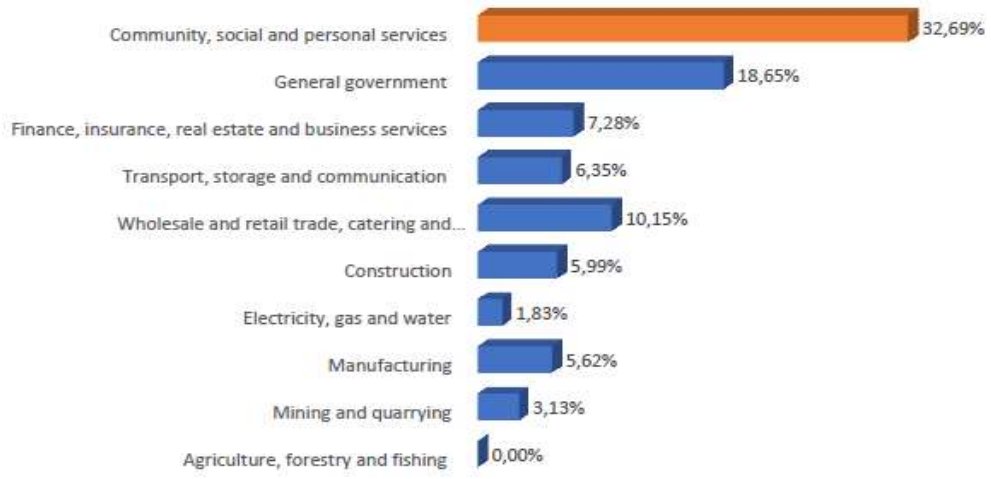
years preceding 2015 show growth rates of above 2% and 3%, an exceptional performance in comparison to the period beyond 2015; except for 2017, which was mainly due to a surge in activities within the manufacturing industry. The less-than-favourable performance of the region's economy during the 2015 and 2016 period was mainly due to the drought conditions which negatively impacted the agriculture sector. Although our research could not pick up the main contributing factors to the high growth realised between 2017 and 2019, government, social services and wholesale and retail trade emerged as the largest sectoral drivers of growth in the region.

6.1.3.1.2 Gross Value Added (GVA)

GVA gives an indication of value added from the production of goods and services in the region and is an indicator of activities in all sectors that contribute to the growth and development of a region. The figure below shows that general government services and community services are the major contributors to the GVA of the Municipality with 32.699% and 18.65% respectively. The data above reveals that the municipality has less private sector participation with the public sector contributing over 50% of the region's GVA, which has the potential to limit the growth and development of both locals and the economy at large.

Other key contributors include wholesale trade, finance (insurance, real estate and business services), and transport with 10.15%, 7.28%, and 6.35% respectively. However, the contributions from the manufacturing sector (5.62%), are of great concern as industrialization is a catalyst of mass job creation in regional development.

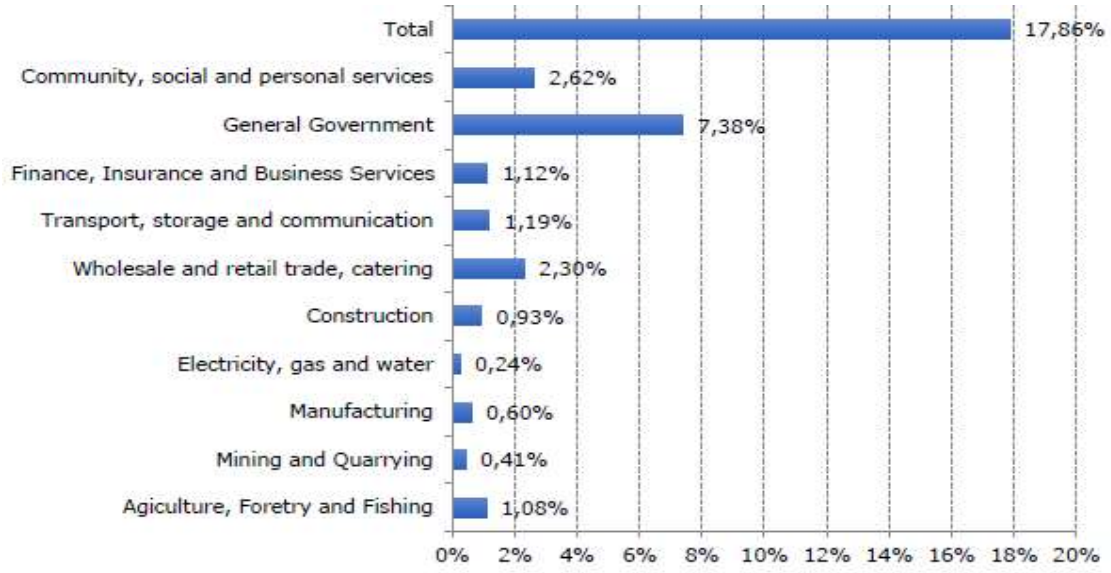
FIGURE 49: UMHLABUYALINGANA SECTORAL GVA CONTRIBUTION (%)



Source: Quantec 2022

Further, within the uMkhanyakude District, Umhlabuyalingana contributed a total of 17.86% to uMkhanyakude's total GVA. The largest contribution is from the social and government services toward the district's GVA; however, the sectors that hold greater potential for mass job creation opportunities (Manufacturing and Agriculture) only contribute less than 1.5% of the total district's GVA.

FIGURE 50: UMHLABUYALINGANA LM GVA CONTRIBUTION TO UMKHANYAKUDE DISTRICT GVA



Source: Quantec 2022

6.1.3.1.3 Trade

Trade statistics allow for key economic analyses of the performance of the movements of goods and services in and out of the region. While Umhlabuyalingana has had little to no trade activities over the past decade, the trading that has occurred has identified the Local Municipality as net Exporters as they export more goods than they import (as of 2020).

TABLE 74: UMHLABUYALINGANA TRADE BALANCE (R'), 2016-2020

Umhlabuyalingana Trade (R' Current Prices)						
Trade flow	**Industry**	**2016**	**2017**	**2018**	**2019**	**2020**
Imports	Agriculture, Forestry, Fishing	0	0	0	0	0
	Mining and Quarrying	0	0	0	0	0
	Manufacturing	0	66 530	55 418	0	0
Total		**0**	**66 530**	**55 418**	**0**	**0**
Exports	Agriculture, Forestry, Fishing	5 490	0	142 481	348	5 490
	Mining and Quarrying	0	0	9 727	13 992	0
	Manufacturing	0	31 439	1 974 077	7 471 972	857 169
Total		**0**	**36 929**	**1 974 077**	**7 624 180**	**871 509**

Source: Quantec 2022

Umhlabuyalingana experienced zero trade between 2010 and 2016 but as the years progressed exports started to gain momentum in 2017 and increased from R0 in 2016 to a net trade deficit of R29 601 in 2017. This deficit was driven predominantly by large imports in the manufacturing sector in the form of furniture products. However, it was also minimised through the uptick in forestry activities and the production of wood and wood products in the region.

From 2018, the Municipality experienced exponential growth in terms of exported goods which resulted in the region being in a trade surplus of R1 918 659 in 2018, R7 624 180 in 2019 and R871 509 in 2020. This explosive growth was attributed to the boom in the manufacturing sector in the form of the uptick in the production of mainly wood and wood products; with a minor contribution from a

bevy of manufacturing sub-sectors (including Petroleum products, chemicals, rubber and plastic; metals, metal products, machinery & equipment; non-metal mineral products; furniture; clothing and textiles; food, beverages & tobacco products; and electrical machinery).

While the value of exported goods is positive, in recent years it has been diminishing. To maintain the status of net exporters, the region should continue to push efforts of growing and developing the manufacturing sector by optimizing its geographically advantageous position as a border municipality as well as focusing on agro-processing activities.

6.1.3.2 Key Economic Sectors

6.1.3.2.1 Tourism Sector

Umhlabuyalingana is a nickname that refers to an area whose shape is flat. It was formerly known as Maputaland. Some people still use the name Maputaland when referring to Umhlabuyalingana. The area is in the northern part of Kwazulu-Natal Province, with part of it being tucked in between Swaziland, and Mozambique including the endless white beaches of the warm Indian Ocean coast. It is a magical place of shimmering lakes, forests, bushes, and pristine seashore.

It is approximately 300km from Richards Bay and 250km from St. Lucia. The Umhlabuyalingana area is locally governed by Umhlabuyalingana Local Municipality which is one of the five municipalities within the jurisdiction of uMkhanyakude District Municipality, situated in the north-eastern part of KwaZulu-Natal Province in South Africa. The Municipality spreads over approximately 3621 km of land with four tribal councils that are the custodians of the land. It is 25km away from the coastline and to get to the coast, tourists need 4×4 vehicles. Alternatively, they book into places that provide such services for them to travel along the coast.

Also, Manguzi town presents a vibrant colourful African village. It remains an undiscovered paradise that offers diverse and unique tourism under a fabulous subtropical climate. The Sodwana Bay area is a popular scuba diving and snorkelling destination and is within easy reach of Sodwana Bay, Anton's Reef and many other dive spots, there are also many game viewing opportunities in the area as well as fishing, turtle tours and whale watching.

Umhlabuyalingana Tourism Sector is concentrated around the ISimangaliso Wetland Park and other protected areas within the Municipal Area, as well as along main tourism corridors, namely from Sikhemelele and the Farazela Border Post, the N22 to Kosi Bay, Mbazwana to Sodwana Bay, along the N22, and from Mbazwana through a portion of the ISimangaliso Wetland Park that bypasses Sibaya Lake. The Municipality has also a body of water sources necessary for tourism development, especially water-based activities. These include the Kosi Bay System, Mgobozeleni

BEACHES

Regarding the beaches, it should be noted that Umhlabuyalingana has eight (8) beaches; however, there are two beaches that are considered as Marines Reserves and are not opened to the public. Other remaining beaches are presented below:

- Kosi Bay Mouth: is where the lakes empty out into the ocean, creating a particularly unique ecosystem.
- Black Rock Beach is protected from the wind, turquoise warm water and is a beautiful snorkelling spot, especially during low tide. The prominent rock formation on the point gives Black Rock its name.
- Banga Neck: is in the middle of the most untouched stretches of the African coastline and it is on the southern shore of the Kosi Bay Lake System. This Beach is now accessible by a normal car and it is a beautiful stretch of turquoise blue water perfect for swimming, snorkelling, lake and sea fishing.
- Lala Neck Beach: Lala Nek is perfect for snorkeling at low tide and there is a Gugulesizwe Cultural Village just outside Lala Nek. Lala Neck gives access to 5 vehicles, but no permit is required, here people will enjoy coastal forest birding and surf fishing.
- RockTail Beach: situated in the north eastern parts of the Elephant Coast, Rocktail Bay is the site of some of the most densely forested sand dunes with the chance to snorkel and spotting of turtles, large shoals of fish, dolphins and whales.
- Sodwana Bay Beach has incredible SCUBA diving conditions with clear water, rocky reef, and the colourful life that inhabits it making it extra special for qualified divers. The beach has dive boat launches every day to take divers out to the outlying reefs, where the gorgeous coral and marine life enthral divers for hours.

LAKES

The most series of interconnected Lakes on the South African coastline which stretches some 18km. Consisting of four Lakes Makhawulani (1st Lake), Ku Mpungwini (2nd Lake), Ku Nhlange (3rd Lake), Amanzimnyama (4th Lake) connected by meandering channels which drain via a sandy estuary into the Indian ocean. The water of these four Lakes changes from crystal clear saltwater in the estuary to black hippo waters in the Raffia forest.

Those lakes offer tourists an experience of the best bird watching and fishing on a boat excursion from 3rd Lake to 1st Lake. Going through reed channels offering an opportunity to snorkel along the mangrove banks. This is also the only place in South Africa where the five major species of mangrove occur and over 300 bird species have been recorded. These include the rare and endangered Palm Nut Vulture and Pells Fishing owl.

Another fascinating feature of the Lakes is the Traditional woven fish traps and palisade kraals. Used by the local Thonga (Tembe) community for well over 700 years, a skill passed down from generation to generation. The palisade fish kraals consist of a guide fence that curves in towards a fish trap allowing fish easy entry, but no escape.

OTHER ACTIVITIES

Umhlabuyalingana is a home of a number of tourism activities all combined and arranged to make tourists happy while in the area. As presented in the following table, these include the following:

- Snorkelling
- The Slobello Trail / North - Snorkelling
- Turtle Tours
- The Imfudu Trail - Seasonal Turtle Tracking
- Kosi Bay Full day Adventure
- The Kuguma Trail - Kosi Bay Estuary Mouth
- Boat trips on the Lakes
- Kosi Bay Kayaking Adventure
- Cultural Fish Kraal Tour & Palm Wine Tasting
- The Izibaya Trail - Cultural Fishkraals / Enkovukeni Village
- Tembe Elephant Park
- Bird watching
- The Amanzanyama Birding Trail - Birding Hike
- Raffia Palm Forest Walk
- Swamp Forest Walk
- The Mvuma Trail - Raffia Palm Forest / Traditional Kayaking
- Black Rock Surfing Adventure
- The Blackrock Trail - Snorkelling / Surfing
- Surfing Lessons / Guided Surfing
- Guided Flyfishing
- Fishing
- Day trip to Bhanga Nek, Black Rock & Lala Nek
- Mozambique Day Trip
- Swimming with Dolphins
- Wild Flowers

With regard to Cultural Fishkraals, it should be noted that the Fish Kraals are a 700-year-old Thonga tradition and have been passed on from generation to generation. Tonga people have used for many years the natural methods to preserve the extinction of fishes.

Additionally, Umhlabuyalingana is known as an area for the best Traditional healers, and it is the best next to Nigeria with regard to the manufacturing of Palm Wine. Finally, Umhlabuyalingana has the best traditional dishes, amadumbe, Bhatata etc that are needed by both domestic and international tourists.

Umhlabuyalingana Local Municipality has an official tourism website. The official website of the Local Municipality has a tourism tab or internal links that link the website to the various activities to be undertaken in the area. The official website makes mention of several tourism attractions of the municipality which is an advantage to guide potential tourists to easily navigate the tourism sector of the area. There are links to the following activities:

- Hippo Roaming Viewing around Sibaya Lake & Lake Shengeza
- Sodwana Bay Beach
- Lala Neck Beach
- Leatherback Turtle nesting at Bhang neck lake.

It should be noted that some private sector tourism stakeholders have taken the initiative to advertise and market different tourism products of the area on their websites. The case of the Escape to Kosi This website provides detailed activities to be undertaken in and around the Municipality. This website provides detailed activities to be undertaken in and around the Municipality.

Umhlabuyalingana Tourism Unit falls under the Technical Services Department. Regarding Community Tourism Organisations, tourism activities in Umhlabuyalingana take place within the communities that are mainly unstructured and therefore cannot derive maximum opportunities proffered by the Tourism industry. Tourism development is one of several local economic development activities available to communities and has a real potential to change their lives for the better. In this regard,

there is a need for a Local Municipality to assist communities to set up, enhance and develop Community Tourism Organization (CTO).

From this backdrop, Umhlabuyalingana Municipality assisted the communities in establishing the CTO structure in the area. Members were elected on the 20th of August 2021 and the induction was later done 02 December 2021. To date, and as stipulated in their constitution, members of the CTO have put the structure in place including an executive committee. This committee is made of the chairperson, treasurer, secretary, etc. Additional members will look at portfolios such as Marketing and Events coordination. This brings the total of Umhlabuyalingana CTO to 7 in total and their term of office will end 20 August 2024 when new members will be elected.

Umhlabuyalingana Municipality will ensure that Tourism Information Centres are efficiently established and are fully flagged, staffed, furnished and functional in order to allow for the efficient operation and management of the established CTO. It is believed that the CTO office will be a focal and a coordinating point for all tourism activities and be open to tourists daily.

6.1.3.2.2 Agriculture & Forestry

Agriculture is one of the two key drivers of the economy in Umhlabuyalingana LM, the other being tourism; and most of the population in Umhlabuyalingana are involved in these two sectors. Agriculture has demonstrated potential comparative advantages in the Municipality. It has been identified as a sector with the potential to stimulate economic growth and job creation in the area. The municipality's economy is supported by commercial fishing and several large-scale commercial farms, which cultivate sugarcane and timber. Land quite literally underlies all economic activity, but nowhere more than for agriculture. The land is the primary input for crop production and grazing livestock, a source of rural amenities, and a store of value for farmland owners. The protection of agricultural land from unplanned development is essential to maintain the future productivity and efficiency of rural industries.

Local people have been surviving over the years through subsistence farming- hence the need to transform to commercial farming. Residents within the traditional authority areas have access to sufficient land that could be regarded as an economically viable agricultural unit.

Agriculture in the Municipality is based on commercial agriculture and consumption agriculture which is directed towards meeting the consumption needs the population. The Umhlabuyalingana consists of 9 bioresource units. It has flat land with good soil conditions with weather conditions that influence agriculture production. Umhlabuyalingana also falls under the Makhathini Flats area which is also characterized by its flat land and rich soils suitable for agricultural production. Commercial farming has become a key area where investment has been directed in the Makhathini Flats.

There commercial forestry plantations located at Mbazwana and Manzengwenya along the coast. Although the predominant commercial agriculture activities are limited to the production of cashew nuts, ground nuts and a few other niche products, there is potential to expand. Community garden initiatives have been supported in the Municipality and play an important role in alleviating poverty

and ensuring food security. However, the poor design of these community gardens has resulted in their unsustainability.

Households involved in subsistent farming are producing a range of crops for household consumption such as maize, amadumbe, sweet potatoes, etc. Livestock production such as chickens, cattle and goats form an integral part of community activities for food security and income generation.

Umhlabuyalingana can expand its agricultural sector in the following areas: Fruit tree farming - fruits that can be grown in the municipality include mango, amarula, coconut and lala palm game ranching.

6.1.3.2.3 Emerging SMMEs and Informal Economy

Regarding SMMEs, Umhlabuyalingana Municipality wants to create an environment conducive to the development of high-growth entrepreneurs by providing access to valuable information and knowledge. This will include access to available opportunities, access to funding, access to markets, compliance, business support and mentorship. This is part of the official beginning of the Radical Economic Transformation journey.

To support SMMEs, Umhlabuyalingana Municipality through its Supply Chain Management Policy incorporates the Preferential Procurement Policy Regulations in the system. In this regard, the Municipality supports more than 50% of its annual procurement spend on local entities that are at least 51% owned by black people.

Regarding the informal sector, Umhlabuyalingana is more rural than urban, and those disparities have a major impact on the informal economy. The major activities of the informal trading include among others the following: Rural and agricultural gardens, mielie cookers, live chicken sellers, second-hand clothes dealers, hairdressers, fruit sellers, Street food vendors, Street non-food products vendors, informal builders, spaza shop owners and workers, traditional medicine practitioners and muthi traders, etc.

Regarding the spatial dynamics of the informal economy, it should be noted that apart from the rural agricultural activities, many other informal activities take place around the taxi rank and on the main arteries.

One of the challenges faced by the informal sector is that some people in the Municipality, including some officials, think that the informal economy means illegal business; this restricts the focus on the economic and developmental impact of the sector in the Municipality and in the worst-case scenario leads police officers harassing the informal economy traders.

Further, there is very little cooperation between the formal and informal businesses in the Municipality. The formal businesses consider informal traders as illegal and hinder their businesses especially when informal traders are trading on the road pavement or in front of formal businesses' entrances.

Other additional challenges include the following:

- Lack of trading kiosks or shelter

- Limited access to funding
- Limited access to markets
- Difficult access to the trading permits with many people bribing officials to access trading permits
- For people working informally in the mechanical industry, – there is no market for the sector and limited support is offered to the industry
- Regarding the clothing and textile industry, the main challenge identified is the lack of working premises or shelter
- Additionally, with regard to the entertainment industry; stakeholders in this industry feel neglected, and they have a view that their sector is deemed as not important due to no funding for music and entertainment.

6.1.3.2.4 Green Economy

South Africa views a green economy as a sustainable development path based on addressing the interdependence between economic growth, social protection and the natural ecosystem. The South African approach is to ensure that green economy programmes are to be supported by practical and implementable action plans therefore important to build on existing best processes, programmes, initiatives and indigenous knowledge in key sectors "Towards a resource efficient, low carbon and pro-employment growth path" and that government alone cannot manage and fund a just transition to a green economy, that the private sector and civil society must play a fundamental role.

As per other Municipalities, Umhlabuyalingana expressed its intention to become a leader in terms of Green Economy development. Green economy initiatives include the following components viz. Green Energy, Green Industry, Green Property, Green Landscape, Green Infrastructure, Green Agriculture, Green Jobs, and Green Skills Development.

While the green economy is one of the sectors targeted by the Municipality as part of the Provincial Growth and Development Plan's recommendations, this sector is not yet fully undertaken by the Municipality. Once Umhlabuyalingana embarks on the green economy, the targeted markets will be, among others, green industry projects, manufacturers, energy services companies, consultancies, SMMEs, co-operatives, youth enterprises, research institutions, test laboratories, training providers and engineering companies.

6.1.3.2.5 The ICT Sector

Umhlabuyalingana continues to face challenges with telecommunications infrastructure. Most of the outlying areas within the rural areas of the Municipality experience challenges with cellular services. This indicates the backlog in ICT infrastructure in the Municipality, especially in the rural areas.

Broadband connectivity is a vital factor in attracting external investments into the Municipality. Funding therefore needs to be secured to fast track the broadband rollout in the Municipality to ensure that businesses have better access to information, scholars have more access to educational materials, etc. Universally available high-speed broadband is of strategic importance as it will allow:

- Businesses to compete in a global marketplace irrespective of size or location;

- Improved skills through increased access to education and resources;
- Opportunities for innovators and entrepreneurs to develop and exploit new applications and services, irrespective of their location;
- Transformation in the way that services are delivered through more efficient public services;
- Rural communities to be more attractive places to live; and
- Umhlabuyalingana' s rural economy to remain competitive and help stimulate economic growth.

6.1.3.2.6 Red Tape Reduction

The Municipality has initiatives regarding the Red Tape Reduction on municipal tenders to accommodate and grow local contractors.

6.1.3.3 Key Issues /Challenges

6.1.3.3.1 SWOT Analysis

The Strengths and Weaknesses are based on the present situation while the Opportunities and Threats consider the future implications of various factors. It should be noted that SWOT analysis leads to the understanding of strengths to be worked upon as well as weaknesses to be counteracted in the District Municipality. The SWOT analysis is presented not only in terms of industries but includes both social and economic gaps and opportunities discovered in the Municipal area.

STRENGTH	**WEAKNESS**
• Existence of developmental policies in the Municipality including: IDP, SDF, and the like. • Good climatic conditions (humid), making the area suitable for growing various crops • Quality of natural endowments and tourism products. • Well-established tourism drawcards e.g. Kosi Bay Mouth, Black Rock Beach, Tembe Elephant Park, Banga Neck, Lala Neck Beach, RockTail Beach, Sodwana Bay Beach • A fair transport network alongside the R22. • Existence of local business services centres – Mbazwana, Manguzi and Sodwana Bay, • Relatively crime free, • Good weather conditions, • Good existing agricultural base • A diverse and rich cultural heritage.	• Limited access to water for irrigation purposes in agriculture • Insufficient funding for the implementation of LED projects. • The backlog on basic services such as water, sanitation, electricity. • Poor access to rural areas. • Lack of value-adding businesses in the Municipality. • Lack of coordination between the private and public sector. • Lack of new foreign and domestic investment. • Lack of business retention and expansion. • High levels of unemployment. • Inadequate infrastructure (road network and bulk services). • Difficult access to credit for business. • Limited exhibitions of local arts and cultural activities in Umhlabuyalingana. • Crime and lack of safety for car/4x4. • Poor tourism signage. • Poor network coverage in rural areas. • Insufficient support for SMMEs and small-scale farmers

OPPORTUNITY	THREAT
• The recent developments of the Maputo-Katembe Bridge is expected to increase movement in and out movement of persons and goods through the Kosi Bay Border. • Potential to produce commercial crops • Community development through agri-processing and community agricultural projects. • Diversification of the manufacturing sector and development of new value-chains (incl. renewable energy products). • Improvement of arts and cultural centres for tourist attraction. • Availability of land and good climate conditions create opportunities for long term economic growth in the agriculture; • Investment promotion and facilitation (including development of incentives). • Infrastructure development. • Development of the Municipality through the fast-track implementation of the recommendations from Policies and Plans.	• Stealing of cars (cross border) and general safety of the area is a major challenge • Degradation of road infrastructure. • Threat of mechanisation in both industrial and agricultural development. • Limited formal employments within economic sectors. • Increasing input costs (electricity, transport, capital and equipment). • Lack of investment into development of bulk infrastructure. • Most of traditional leaders are not capacitated to deal with LED projects • Out-migration of skilled employees to other urban-centres (Newcastle, PMB and JHB). • Land reform and associated challenges (poor skills transfer to new farmers, slow process, etc.). • environmental challenges: the winter brings drought and summer floods, impacting on agriculture and other economic sectors. • Lack of developmental initiatives in rural areas. • Impact of Covid-19 and HIV/AIDS.

6.1.3.3.2 Sector Specific Issues

Key Tourism Concerns

Some of the key issues from the Umhlabuyalingana tourism sector are presented below:

- Limited budget to fund tourism activities,
- No tourism information centre in the Municipality,
- The accessibility permit system limits some tourists to access some municipal tourism products,
- Limited collaboration between public and private tourism stakeholders in the Municipality,
- Lack of municipal tourism social media page and no tourism events calendar
- Limited number of tourism signages in the Municipality.

Key Agricultural Concerns

Some of the key constraints from the agricultural development sector include the following:

- Large amount of agricultural land has been used for settlements
- Limited technical and financial support, expertise and knowledge in the sector,
- Lack of available water resources for irrigation,
- Limited infrastructure such as electricity and fencing material (livestock, community gardens, etc.) and poor access road networks,
- Lack of sector strong organization in the sector,

- Limited assistance for small-scale farming with infrastructure such as fencing and dip-tanks
- Limited or lack of inadequate processing and storage facilities within the Municipality.

Key SMMEs and Informal Sector Concerns

Small businesses' key challenges are presented below:

- Lack of trading kiosks and limited access to markets
- Difficult access to the trading permits with many people bribing officials to access trading permits
- Lack or limited training opportunities for SMMEs and informal traders,
- Lack of a Business retention and expansion programme,
- Limited business support and financial assistance to SMMEs,
- Limited co-operation between the formal and informal businesses in the Municipality
- Establish an association for informal sector traders to help move into the formal sector,
- Confusion between informal trading and illegal business by many stakeholders
- Limited efficient and clean trading facilities/Shelter with water, electricity and ablution facilities,
- Difficult access to trading licences/permits.
- For people working informally in the mechanical industry, – there is no market for the sector and limited support is offered to the industry
- Regarding the clothing and textile industry, the main challenge identified is the lack of working premises or shelter
- Additionally, with regard to the entertainment industry; stakeholders in this industry feel neglected, and they have a view that their sector is deemed as not important due to no funding for music and entertainment.

Cross-Cutting Concerns

Institutional

- Limited inclusion of traditional councils in LED planning meetings and processes,
- Limited implementation of existing and planned projects by new officials and leaders,
- Political interference, (politicians will tell you what to do to get their support),
- Difficult access to funding for the implementation of LED interventions,
- Limited collaboration between public and private stakeholders,
- Limited effective investment promotion and facilitation (incl. incentives),
- Red tape which causes delays in the processing and approval of plans and in delivering essential services,
- Limited value-addition activities across the board.

Skills Development and Training

- Lack of the Labour Market Assessment process in the municipality,
- Skills shortages across economic sectors in the Municipality,
- Limited alignment between the tertiary institutions' skills outputs to industry demand,
- Limited retention of skilled residents in the Municipality.

Infrastructure

- Limited development of bulk services.
- Weak infrastructure and infrastructure maintenance,
- Limited access to municipal services, especially outside the key nodes.

6.1.3.4 LED Strategic Framework

Vision

vision is a point of reference to keep the stakeholders and the Municipality focused on the important issues and geared towards the right direction. A vision provides an opportunity for the community and relevant stakeholders to think in broad and general terms about the future. The vision is a key element of the LED study and one of the steps to strategy implementation. From the assessment of the local economy and the sector analysis of the LED, there are challenges and constraints facing Umhlabuyalingana Municipality. However, Umhlabuyalingana also plays host to a wealth of opportunities across a variety of sectors, from an efficient tourism sector to good potential for retail and business through to the opportunities in the services and agricultural sectors. Therefore, the municipal wide from the municipal IDP vision reads as:

"To be a people-centred premier socio-economic development and environmentally friendly service delivery municipality by 2035"

Based on the Municipal vision, the Local Economic Development vision has been reconducted from the previous LED Strategy and reads as follows:

"To have a job creation and poverty alleviation driven economy through efficient and transparent provision of basic services and economic infrastructure".

The main components of this vision are to identify and explore economic development opportunities, take advantage of local economic comparativeness and competitiveness, and overcome local economic development challenges. It implies Umhlabuyalingana to develop as a people-focused, efficient and cost-effective Municipality providing quality service and addressing unemployment and poverty through the promotion of tourism, agriculture, commercial and industrial productivity, education, tourism and conservation.

Sector-Specific Strategies

The sector-specific strategies are:

- Strategy 1: Support for the tourism Sector
- Strategy 2: Support and diversification of the agricultural sector,
- Strategy 3: Support for small enterprises

Crosscutting Strategies

The cross-cutting strategies are:

- Strategy 4: Improve the institutional capacity and policy environment,
- Strategy 5: Ensuring effective education, skills and capacity development,
- Strategy 6: Expansion and development of economic infrastructure.

6.1.3.4.1 Strategies, Strategic Programmes And Projects

The table below indicates the LED strategies, programmes and projects.

TABLE 75: UMHLABUYALINGANA LED PROGRAMMES AND PROJECTS

Focus	Strategies	Strategic Programmes	Projects	Estimated Budget
Sector Specific	1. Support for the tourism sector	1.1. Expansion of the tourism attractions and activities	1.1.1. To develop a Municipal Tourism Sector Plan	R 350 000
			1.1.2 Train, develop and provide accreditation to tour guides	R 2 m
			1.1.3 Create a concise tourism events calendar or action plan that can guide event organisers.	R 0
			1.1.4 Development of a tourism transformation programme that will allow the full participation of all South Africans in the sector	R 400 000
			1.1.5 To create a day visitors' area in the Mbazwana with a recreational park, with a car park, pools, braaiing area etc. This will promote local tourism.	R 4m
		1.2. Information, marketing and promotion	1.2.1 Provision of the tourism information centre	R 4 m
			1.2.2 To develop nodal tourism plans (Manguzi, Sodwana Bay and Mbazwana).	R 350 000
			1.2.3 Encourage mentorship between emerging and established tourism product owners	R 150 000
			1.2.4 Identification and lobbying for funding for new tourism signage in various wards.	R 0
			1.2.5 Promote compliance with tourism B-BBEE sector code	R 0
			1.2.6 Develop and implement a campaign to stimulate a culture of travel amongst previously disadvantaged	R 0
			1.2.7 Fight against cars theft	R 0
		1.3. Tourism specific infrastructure upgrades	1.3.1 Planning and provision of zip line at Balele Mountain.	R 350 000
			1.3.2. Erect signage throughout local area to ensure easy access to tourism attractions, facilities and accommodation facilities.	TBD
			1.3.3 To fast track the development of Mabasa Community Game Reserve Project	TBD
			1.3.4 To fast track the development of the Kosi bay border East 3 route	R 7m
			1.3.5 To fast track the development of the Banganek community camp site	TBD
			1.3.6 To fast track the development of the Bhekula Community Conservation Area	TBD
			1.3.7 To fast track the development of the infrastructure development at Baya Camp, Muzi Pan, Kosi Mouth and Banganek	TBD
			1.3.8 To undertake physical inspection of tourism products (lodges, B&B, etc) to check the quality of service rendered and to establish service feedback systems	R 0

Focus	Strategies	Strategic Programmes	Projects	Estimated Budget
			1.3.9 To create a day visitors' area in the Mbazwana are with a recreational park, with a car park, pools, braaiing area etc. This will promote local tourism	R 15 m
	2. Support and Diversification of the Agricultural Sector	2.1. Stakeholders' Coordination improvement	2.1.1 Regular (twice per year) agri-workshops/meetings between Agricultural Association, municipal officials and other relevant stakeholders like the, ADA and UMDA	R 10 000 per meeting
			2.1.2 Regular farmers' satisfaction surveys to understand their needs	R 350 000
		2.2. Supporting Emerging and Small- scale farmer	2.2.1 Fastrack the implementation of farmers' production support unit (FPSU) to support all local emerging farmers that will address many issues.	R 0
			2.2.2 Coordinate with the District for the establishment of formal fresh farmers' markets for emerging and small-scale farmers.	R 4 m
			2.2.3 Fight against crops theft by assisting farmers to secure funding for safety and fencing.	R 0
			2.2.4 To identify and support emerging farmers with the following soft skills: training in organic planting, marketing skills, project management, team building, climate change, quality control, production plan, etc	R 2m
			2.2.5 To identify and support emerging farmers with the following technical kills: soil testing, pest control and spraying programme, using natural plants, rapid planting method	R 2m
			2.2.6 To identify and support emerging farmers with inputs (seeds/seedlings)	R 2m
		2.3. Commodity and infrastructure development	2.3.1 To continually advocate for community garden programme in rural nodes	R 0
			2.3.2 To identify and support emerging farmers with micro-irrigation scheme to enable macro-agriculture and farming	R 2m
			2.3.3 To identify and support emerging farmers with installation of boreholes	R 2m
			2.3.4 To identify and support emerging farmers with storage facility	R 2m
			2.3.5 To establish a Groundnut production & processing to assist local communities	R 10 m
			2.3.6 To establish a Macadamia production processing plant and more plantations to supply nuts.	R 50 m
			2.3.7 To establish a fish market at the Kosi Bay Border post to support the marketing of fish in the Manguzi area.	R 0
			2.3.8 Establishment of fish processing facility in the Municipality	R 6.2m
			2.3.9 To revive the Ngozini community market in Ward 17 Manguzi	TBD

Focus	Strategies	Strategic Programmes	Projects	Estimated Budget
			2.3.10 To revive the Mseleni community market in Ward 5 Mseleni next to Mseleni hospital	TBD
			2.3.11 To revive the Mshanelweni traditional doctors project in Ward 18 in Phelandaba	TBD
			2.3.12 To revive the Mseleni Vuka Mabaso community market in Ward 5 in Mseleni	TBD
	3. Support for small enterprises	3.1. Assistance and support	3.1.1 Develop the Informal Economy Strategy that will plan, regulate and develop the sector.	R 250 000
			3.1.2 To undertake a feasibility study for the establishment of a laundromat in Mbazwana	R 250 000
			3.1.3 To provide galvanized steel trading shelters to informal traders in Manguzi, Sodwana Bay and Mbazwana	TBD
			3.1.4 To renovate Mbazwane informal traders' market that was vandalised during the July 2022 looting	TBD
			3.1.5 To provide mobile or customized ready to use infrastructure like containers, customized mobile homes, carts, display carts etc.	TBD
			3.1.6 To install electricity to Skhemelele market	TBD
			3.1.7 To establish market stalls at the Kosi Bay border Post to allow travellers from Mozambique to access and purchase all required commodities in Manguzi	TBD
			3.1.8 Cross-border traders – on re-opening of borders, introduction of the Simplified Trading Regime (STR)[1] for informal cross-border traders.	R 0
			3.1.9 To regularly maintain all municipal taxi ranks as they are the main points for informal trading.	TBD
		3.2. Value-chain development and local procurement	3.2.1 Facilitate a partnership between SMMEs, cooperatives and local large businesses for procurement purpose.	R 0
			3.2.2 Updating the SMMEs database/details on municipal data systems or supply chain management (SCM) database for various supports.	R 0
			3.2.3 To develop an investment promotion and facilitation strategy with a focus on the manufacturing sector.	R 250 000
			3.2.4 Develop a database of all zoned industrial spaces and all vacant or under-utilised industrial spaces.	R 200 000
			3.3.1 To run an annual small business innovation fair in conjunction with the District and EDTEA.	R 100 000

Focus	Strategies	Strategic Programmes	Projects	Estimated Budget
		3.3. Business Retention and Expansion	3.3.2 Develop a Business Retention and Expansion programme /strategy	R 200 000
			3.3.3 Development of a red-tape reduction plan for the ease of doing business in uMhlabuyalingana	R 200 000
			3.3.4 To consult with informal traders' representatives and associations on any projects that are planned for informal economy.	R 0
			3.3.5 Facilitate informal traders to access trading permits.	R 0
Cross-cutting	4. Improving the institutional and policy environment for effective LED	4.1. Coordination of LED stakeholders	4.1.1. Hold business breakfast or Economic Development Summit in UMhlabuyalingana, in which businesses are invited over, and projects are showcased with the view of attracting investment.	R 10 000 per breakfast
			4.1.2. Strengthening the intergovernmental relations (LED forum, IDP, local councillors, SOEs, NGOs and traditional authorities) through information sharing and project feedback.	R 0
		4.2. Improving the capacity of the UMhlabuyalingana LED Unit	4.2.1. Compile a database of all potential funding sources for LED implementation as well as previous examples of funding applications.	R 0
			4.2.2 Staffing of the UMhlabuyalingana LED portfolio including among others the following posts: business unit, LED capacity and special programmes unit.	R 0
			4.2.3 Undertake the customer satisfaction survey to gauge the level of service delivery in the Municipality.	R 350 000
	5. Ensuring effective education, skills and capacity development	5.1. Partnership between industry and tertiary & training institutions	5.1.1. Establish a platform for engagement between tertiary institutions and business to ensure programmes are aligned with industry demand.	R 0
			5.1.2 Establishing youth development centre in each one of the rural nodes such as Manguzi, Sodwana Bay and Mbazwana	R 30 m
		5.2. Skills Development and Retention	5.2.1. Awareness campaign promoting trades as employment opportunities to young people (like hairdressers, carpenters, electricians, plumbers, etc.) through linkages with FET college.	R 0
			5.2.2 To develop a plan ensuring the full participation of vulnerable people and those living with disabilities in the local economy.	R 250 000
			5.2.3 To develop a marketing and retention programme in conjunction with the local business bodies that focusses on the quality-of-life promotion in order to retain skilled residents in UMhlabuyalingana.	R 200 000

Focus	Strategies	Strategic Programmes	Projects	Estimated Budget
	6. Expansion and development of strategic economic infrastructure	6.1. Transportation infrastructure capacity and maintenance	6.1.1 To undertake road patching and park beautification in rural nodes.	TBD
			6.1.2 To undertake ward profiling strategy for nodes development	R 200 000
			6.1.3 To develop the Kosi Bay Border as a tradeport with Mozambique and to make it fully functional border post to operate like other border posts including Musina.	R 500 000
			6.1.4 To develop the Skemelele area into a town with both residential and commercial stands.	R 500 000
			6.1.5 To develop the Scabazini area into a town with both residential and commercial stands.	R 30m
		6.2. Provision of bulk services	6.2.1 To provide fibre infrastructure in rural areas for a better integration between rural and urban economies	R 350 000
			6.2.2 Improve the provision of water & sanitation in rural nodes	TBD
			6.2.3 Provision of solar streetlights in Manguzi, Sodwana Bay and Mbazwana	TBD
			6.2.4 To establish a waste management site for a waste analysis and treatment	R 20m
			6.2.5 To undertake a feasibility study for the establishment of the glass manufacturing factory (Ngwenga type in eSwatini) in Phumobala Hall - uMhlabuyalingana	R 350 000
			6.2.6 to revive the Phumobala community hall in Ward 18 in Phumobala next to Marula factory	TBD
		6.3 Facilitating easy access to land for development	6.3.1 Entering into partnership agreements around various land parcels. Develop a Database of land parcels made available for commercial, industrial, housing and other current and future developments.	R 4 m
			6.3.2 Promote and develop environmental awareness programmes for communities and schools	R 350 000

6.2 Job Creation

The Municipality has over-achieved the allocated target. This has been confirmed by the increment of the EPWP grant allocation. This implies that the municipal performance towards creating job opportunities is significant.

The number of permanent and temporary jobs per sector is indicated and the figures are loaded on the EPWP online system both on a monthly and quarterly basis. This is to also comply with the Division of Revenue Act.

There is a plan/mechanism in place to ensure that these jobs (decent jobs) are sustainable. The programmes are well structured such that they need day-to-day labour attention.

TABLE 76: LED PROJECTS AND JOBS TO BE CREATED

SECTOR	NAME OF PROJECT	FUNDER	STAKEHOLDERS	ACTIVITIES FOR THE YEAR	ANTICIPATED BUSINESSES OPPORTUNITIES	JOBS TO BE CREATED
Tourism development	Kosi Bay border development	EDTEA; Local Municipality	• EDTEA; · CoGTA; • DOT; • TKZN; • DTI; • Local Municipality; • Tembe traditional authority; • District Municipality; • Umhlosinga Development; Agency; • Ezemvelo; • Isimangaliso	• Final preparation of the TORs • Tender Advertising • Appointment of the service provider • Preparation & approval of a plan	+/- 5	+/-10
	East3Route development (Kosi Bay border market stalls)	Ezemvelo KZN wildlife; Local Municipality	• Ezemvelo KZN Wildlife • Local Municipality • Tembe traditional authority	• Final preparation of TORs • Advertising	+/-02	+/-20
	Banganek community beach development	Local Municipality	• Local Municipality; • Isimangaliso; • Tembe traditional authority	• Formulation of PSC • Preparation of TORs • Tender advertising • Environmental scoping • Conduction of EIA • Approval of the plan	+/-02	+/-05

SECTOR	NAME OF PROJECT	FUNDER	STAKEHOLDERS	ACTIVITIES FOR THE YEAR	ANTICIPATED BUSINESSES OPPORTUNITIES	JOBS TO BE CREATED
	Isimangalso Beach Development Project	EDTEA	• Local Municipality • Isimangaliso • Ezemvelo KZN Wildlife	• Formulation of PSC • Preparation of TORs • Tender advertising • Environmental scoping • Conduction of EIA • Approval of the plan	+/-02	+/- 50
	Amangwane Community lodge & conference centre (phase 01)	DEA	• DEA; • Local Municipality; • KwaMbila Traditional authority; • Future works; • ESKOM	• Hiring of EPWP participants • Training of local SMMESs/cooperatives • Construction works	5+	133
	Development and Support of Community Enterprises to Enter the Tourism Value Chain (Kosi Bay)	NDT	• NDT; • Africa ignite; • Local Municipality; • Tembe traditional authority; • Local business chamber; • Community members	• Community consultations • Stakeholder engagement • Council approval • Identification of programmes to be implemented • Identification of SMMEs to benefit	+/-5	+/-15
	Youth skills development	NDT	• NDT; • Local Municipality; • Community members	• Advertising • Skills audit • Shortlisting • Signing of contracts • Placement of students • Reporting	+/-2	+/-100

SECTOR	NAME OF PROJECT	FUNDER	STAKEHOLDERS	ACTIVITIES FOR THE YEAR	ANTICIPATED BUSINESSES OPPORTUNITIES	JOBS TO BE CREATED
Tourism marketing	Development of LED/tourism website	Local Municipality	• Local Municipality; • Elephant coast; • District Municipality; • TKZN; • TIKZN; • EDTEA	• Verification of tourism data • Updating of municipal website • Submission to TKZN for application	n/a	n/a
	Municipal Recycling Study Tour	Local Municipality	• Local Municipality • EDTEA • COGTA • Traditional Authorities • Informal traders	• Benchmarking •	+-50	+-50
	Municipal tourism study tour	Local Municipality	• Local Municipality; • District Municipality; • EDTEA; • 4 Traditional authorities; • Informal traders; • Traditional dancers; • Crafters	• Benchmarking • Attendance of tourism Indaba • Exhibiting • Outreach tourism marketing	+/-5	+/-10

SECTOR	NAME OF PROJECT	FUNDER	STAKEHOLDERS	ACTIVITIES FOR THE YEAR	ANTICIPATED BUSINESSES OPPORTUNITIES	JOBS TO BE CREATED
Informal trading & business licensing by-laws enforcement	Integrated compliance & regulatory forums	N/A	• EDTEA; • Local Municipality; • Environmental health; • Consumer services; • DOL; • DOHA; • SAPS; • Liquor authority; • SARS; • Border control services	• Business licensing campaigns • Issuing of business licenses • Issuing of informal trading permits • Coordination of business license workshop • Coordination of ICOREF on quarterly basis • Fining of non-complying businesses	n/a	n/a
SMME support	Cooperatives Training	EDTEA	• EDTEA; • Coastal college; • Local Municipality; • Local business chamber & business forums	• Coordination of the programme •	5+	+/-15
SMME development	Youth in entrepreneurship	COGTA; FNB	• COGTA; • Local Municipality; • Youth committees; • Business chamber	• Identification of youth through municipal data base • Coordination of training	n/a	30
	Umhlabuyalingana incubator programme	Local Municipality	• Local Municipality; • Traditional authorities; • business chamber; • Informal traders committees; • Youth committees	• Continuous monitoring of beneficiaries who were supported by the Municipality with trading equipment • Site visits & monthly reporting to council	42	42

SECTOR	NAME OF PROJECT	FUNDER	STAKEHOLDERS	ACTIVITIES FOR THE YEAR	ANTICIPATED BUSINESSES OPPORTUNITIES	JOBS TO BE CREATED
Informal traders support	Skills development	SEDA	• SEDA; • DARD; • EDTEA; • SBD; • Local Municipality; • Crafters; • Manufacturers; • Business chamber	• Coordination of the training programme • Registration of exhibitors with Smart procurement world • Registration of exhibitors as potential exporters • Transportation of exhibitors	5+	10+
Agriculture development	Mango produce	DARD	• DARD; • EDTEA; • Local Municipality; • Traditional authorities; • Private sector	• Formulation of PSC • Preparation of TORs • Site establishment • Tender advertising • Implementation of the programme reporting of the programme	+/-04	+/-50
	Groundnut produce	DARD	• DARD; • EDTEA; • Local Municipality; • Traditional authorities; • Private sector	• Formulation of PSC • Preparation of TORs • Site establishment • Tender advertising • Implementation of the programme reporting of the programme	+/-03	30
Job creation	Mashabane Phase 02 rural housing project	DHS	• DHS • Local Municipality • Mashabane Traditional authorities • Business chamber • ESKOM • District Municipality • NHBRC	• Hiring of sub-contractors • Training of local sub-contractors • Hiring of local labour (EPWP) • Construction works	15+	95

SECTOR	NAME OF PROJECT	FUNDER	STAKEHOLDERS	ACTIVITIES FOR THE YEAR	ANTICIPATED BUSINESSES OPPORTUNITIES	JOBS TO BE CREATED
	KwaMbila Phase 02 Rural Housing project	DHS	• DHS; • Local Municipality; • KwaMbila Traditional; authorities; • Business chamber; • ESKOM; • District Municipality; • NHBRC	• Hiring of sub-contractors • Training of local sub-contractors • Hiring of local labour (EPWP) • Construction works	15+	150
	KwaNgwanase Phase 02 Rural housing project	DHS	• DHS; • Local Municipality; • Tembe traditional authority; • ESKOM; • Business chamber; • NHBRC	• Hiring of sub-contractors • Training of local sub- contractors • Hiring of local labour (EPWP) • Construction works	15+	150
	EPWP Programme	DPW; Local Municipality	• DPW; • NDPW; • COGTA; • DOL; • Local Municipality; • Gudunkomo development agency; • Naidu consulting; • IDT; • District family municipalities	• Updating of participant data • Reporting on Public works system • Reporting of expenditure • Evaluation & reporting • Attending of district forums • Attending of provincial working sessions • Continuous monitoring of the programme	2+	500
	EPWP Skills development	DPW	• DPW; • NDPW;	• Submission of applications to DPW	4+	10+

SECTOR	NAME OF PROJECT	FUNDER	STAKEHOLDERS	ACTIVITIES FOR THE YEAR	ANTICIPATED BUSINESSES OPPORTUNITIES	JOBS TO BE CREATED
			• CATHSSETA; • LGSETA; • Services SETA	• Coordination of the training programme		
	CWP Programme	COGTA	• COGTA; • Insika foundation; • Local Municipality; • DOL; • Traditional authorities; • DOE; • DOH	• Recruitment of 50 additional participants • Skills training • Proceeding of community works	3	1750

6.2.1 EPWP INDICATORS

In essence, the main employment generation platform remains the Extended Public Works Programmes (EPWP), Community Works Programme (CWP) and Infrastructure Sector through technical projects. Job opportunities get created through various sectors of the EPWP. The EPWP is implemented through the Umhlabuyalingana EPWP council adopted policy, which is hereby attached and as such, the full-time equivalents (twelve months' duration) are obliged to sign contracts to enhance job decency. The main funder of the EPWP is the National Department of Public Works; and the CWP is funded by the National Department of Cooperative Governance which also hires the implementing agent to facilitate the programme within uMkhanyakude District Municipality.

The IDP reflect the following:

- The consistent reporting with regards to the work opportunities created across all sectors on the EPWP. The EPWP work opportunities are consistently presented on the municipal annual report which forms part of the IDP public participation process.
- The integrated grant spending is in line with the provisions stipulated in the incentive grant agreement. The IDP does show the total number of jobs created versus the grant allocation.
- The implementation of projects/programmes as per the project list (business plan) submitted to NDPW. The project implementation status quo is always reflected in the annual reports.
- Systems for compliance in terms of DORA requirements (submission of financial and nonfinancial reports). The submission of the monthly, quarterly, and annual performance evaluation reports has been set as an LED target.

TABLE 77: EPWP & CWP PROJECTS

Programs/Project	Budget Allocated	Business Plan Submitted	No. of Permanent Jobs Created	No. of Temporal Jobs Created	Actual Budget Spent
EPWP (24/25)	Yes	Yes	N/A	100	R2 452 000.00
CWP (24/25)	Yes	Yes	N/A	1 500	R 868 950.00

The IDP reflects the systems for compliance in terms of DORA requirements (submission of financial and non-financial reports). The Municipality is compliant with DORA by reporting monthly and quarterly expenditures to NDPW.

6.3 Umhlabuyalingana LED Strategic Partners

The table below identifies relevant key strategic partners and the roles they are expected to play throughout the implementation of the Umhlabuyalingana Local Economic Development programmes and projects. The institutional arrangements are expected to be in the form of the Project Steering Committee (PSC). The PSC allocation should be based on each municipal LED Programme.

TABLE 78: STRATEGIC PARTNERS

PROGRAMME	ROLE-PLAYING INSTITUTIONS	RESPONSIBILITY	PURPOSE
Tourism Development	Dept. of Economic Development and Tourism; TKZN; CTO; KZN 271; Liquor Board; 3 Traditional Councils' portfolio members	• Viable Marketing Umhlabuyalingana Tourism • Business Operation Law enforcement	• Centralized Economic Growth • Qualitative project implementation • Inclusive economic concepts representation • Compliance • Marketing Support
SMME and Cooperatives Support	Dept of Economic Development; SEDA; KZN 271 Business Chamber; 3 Traditional Councils' portfolio members; Khula Enterprise Development; and KZN 271	• Manufacturing Advice and Marketing support services and mentoring, • Research, • Market Linkages, • Business Start-up Service • Business registration • Business Planning and capacity building Cooperative support • Facilitation of Access to finance • Wholesale finance targeting retail finance intermediaries • Credit indemnity schemes targeting commercial banks • Partnership with the public sector on pilot projects to boost upcoming businesses • Cooperative Incentive Schemes (CIS) • Start-up support for cooperatives. • Cooperative Special Project Fund (CSPF) – A new programme designed to support small to medium cooperatives with a huge impact on employment. • None financial support • Capacity building for practitioners • Cooperatives pre-incorporation seminars/workshop for coop members • Enforcement of trading policies	
Agriculture Development	Department of Environmental Affairs;	• Land Management	

PROGRAMME	ROLE-PLAYING INSTITUTIONS	RESPONSIBILITY	PURPOSE
	Agriculture; and Fisheries, KZN 271, Traditional authority portfolio members; UMDA; ADA	• Agriculture Development Facilitation • Expertise advice on agricultural implementation	
Small Town Rehabilitation	Dept of Economic Development; Informal Traders Committee; KZN 271; SAPS; Traditional authority portfolio members; Eskom; UKDM; and Environmental Affairs	• Law enforcement • Land Management • Infrastructure development • Water provisions • Expertise advice on waste management	

7 MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

7.1 Capital Funding And Expenditure

7.1.1 Capital Grant Funding

This section indicates a three-year synopsis of funds received, spent, not spent, source of funding, variance tables and contingency plans to address challenges such as delays in the implementation of projects in this current financial year. In the 2022/2023 financial year, the municipality had an unspent conditional grant balance of R8 899 067, while in the previous financial year (2021/2022) the value of unspent conditional grants was R6 410 225.

In the 2022/2023 financial year, there were a few unspent grants at the end of the financial year to the value of R 1 986 394 from the prior years.

The tourism grant had a balance of R3 982 673, which is for the construction of Manguzi Informal Traders markets. Project implementation was delayed due to challenges the municipality faced because of a few issues relating to the ownership of the market.

Another Tourism grant had a balance of R2 500 000 which is for Beach Development like Sodwana Beach and Kosi Mouth Beach. This project was not implemented in the 2022/2023 financial year because of some challenges in the development of specifications of the project as it involved other stakeholders like Isimangaliso Wetland Park.

Table 79: Capital Grant Funding and Expenditure

GRANT	2022/2023			2021/2022			2020/2021		
	Received	Spent	Unspent	Received	Spent	Unspent	Received	Spent	Unspent
MIG	39 523 000	39 523 000	-	36 080 909	36 080 909	-	49 646 231	47 951 783	1 694 448
Tourism (Manguzi Informal Traders Markets)	7 229 383	3 246 710	3 982 673	3 000 000	270 617	2 729 383	-	-	-
Tourism (Utshwayelo Fish Market)	1 000 000	570 000	430 000	1 720 000	1 720 000	-	-	-	-

Under operational grants in the 2022/2023 financial year, the Municipality had a balance of R424 which was a balance from the INEP grant.

Table 80: Operational Grant Funding and Expenditure

GRANT	2022/2023			2021/2022			2020/2021		
	Received	Spent	Unspent	Received	Spent	Unspent	Received	Spent	Unspent
FMG	1 850 000	1 850 000	-	1 850 000	1 850 000	-	1 850 000	1 850 000	-
Library	2 933 000	2 933 000	-	2 795 000	2 795 000	-	2 672 000	2 672 000	-
EPWP	1 975 000	1 975 000	-	1 759 000	1 759 000	-	2 952 000	2 952 000	-
INEP	6 000 000	5 999 576	424	10 600 000	10 302 201	297 799	-	-	-

7.1.2 Capital Budget Projects

The projects in the table below are indicated in order of prioritization and duration of each project. (Capital Budget –The IDP has a schedule of projects identified for the 2024/2025 financial year, Budget allocation, source of funding, project name linked to the grant/donor source, progress on the project (whether new or ongoing) and duration of each project).

Table 81: Capital Expenditure

PROJECT NAME	SOURCE OF FUNDING	2024/2025	2025/2026	2026/2027
Manguzi / Kosi Bay Internal Road (Phase 2)	MIG	31 921 997	33 153 281	35 954 637
Skhemelele Internal Roads	MIG	5 700 722	5 730 197	6 214 382
Manzibomvu – kwaZungu Gravel Road	MIG	1 507 098	2 046 499	2 219 422

7.1.3 Investment Register

The investment register is provided. All funds transferred to the Municipality as Grant funding are invested as short-term investments or call deposits. Below is the list of all short-term deposit accounts on 30 June 2023.

Table 82: Invested Grants

KZN271 Umhlabuyalingana - Supporting Table SA15 Investment particulars by type

Investment type	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Parent municipality										
Securities - National Government		–	–	–	–	–	–	–	–	–
Listed Corporate Bonds		–	–	–	–	–	–	–	–	–
Deposits - Bank		18 440	75 283	89 443	19 161	25 592	25 592	48 872	51 248	53 742
Deposits - Public Investment Commissioners		–	–	–	–	–	–	–	–	–
Deposits - Corporation for Public Deposits		–	–	–	–	–	–	–	–	–
Bankers Acceptance Certificates		–	–	–	–	–	–	–	–	–
Negotiable Certificates of Deposit - Banks		–	–	–	–	–	–	–	–	–
Guaranteed Endowment Policies (sinking)		–	–	–	–	–	–	–	–	–
Repurchase Agreements - Banks		–	–	–	–	–	–	–	–	–
Municipal Bonds		–	–	–	–	–	–	–	–	–
Municipality sub-total	1	18 440	75 283	89 443	19 161	25 592	25 592	48 872	51 248	53 742
Entities										
Securities - National Government		–	–	–	–	–	–	–	–	–
Listed Corporate Bonds		–	–	–	–	–	–	–	–	–
Deposits - Bank		–	–	–	–	–	–	–	–	–
Deposits - Public Investment Commissioners		–	–	–	–	–	–	–	–	–
Deposits - Corporation for Public Deposits		–	–	–	–	–	–	–	–	–
Bankers Acceptance Certificates		–	–	–	–	–	–	–	–	–
Negotiable Certificates of Deposit - Banks		–	–	–	–	–	–	–	–	–
Guaranteed Endowment Policies (sinking)		–	–	–	–	–	–	–	–	–
Repurchase Agreements - Banks		–	–	–	–	–	–	–	–	–
Entities sub-total		–	–	–	–	–	–	–	–	–
Consolidated total:		18 440	75 283	89 443	19 161	25 592	25 592	48 872	51 248	53 742

7.2 Assets And Infrastructure

The Municipality has a Fixed Asset Register which detects the life span of the individual asset recorded in the FAR. The acquisition of new assets is determined by the needs and the life span of the existing assets. The Municipality has recently developed the repairs and maintenance plan which assists the Municipality in maintaining the assets to their original condition.

The asset and renewal plan are in place. It is feasible and supported by an operations and maintenance plan. The plan accommodates a realistic budget towards repairs and maintenance. The budget allocation is below the norm of 8% because of financial constraints the Municipality cannot reach the baseline of 8%. The budget forecast for the three prior years is incremental and it is within the CPI inflation threshold.

7.3 Repairs and Maintenance

The repairs and maintenance have been budgeted for against the total non-current assets (PPE & investment property where the norm is 8%).

TABLE 83: REPAIRS AND MAINTENANCE

2019/2020		2020/2021		2021/2022		2022/2023		2023/2024	
% of PPE	% of Op Exp	% of PPE	% of Op Exp	% of PPE	% of Op Exp	% of PPE	% of Op Exp	% of PPE	% of Op Exp
1,3%	2,0%	1,6%	2,2%	1,9%	3,0%	2%	4%	4,3%	6%
304 223 849	8 864 973	333 222 133	11 705 051	342 495 527	15 401 522	370 809 806	24 587 844	344 520 824	12 599 827
ACTUAL EXPENDITURE REPAIRS AND MAINTENANCE									
2022/2023				**2021/2022**			**2020/2021**		
24 587 844				15 401 520			11 705 051		
PPE NETBOOK VALUE									
2022/2023				**2021/2022**			**2020/2021**		
370 439 781				342 220 326			332 629 607		

7.4 Supply Chain Management (SCM)

The Council developed and approved its Supply Chain Management (SCM) Policy.

The SCM unit does not experience any challenges which may cause delays in the implementation of the procurement plan and with the compliance of the SCM policy. The unit is supported by the CFO and all other HODs, including the accounting officer to ensure that any challenges that might arise are dealt with properly and timeously.

The Municipality prepares the procurement plans, which are aligned to the SDBIP (the finance SDBIP 2023/2024 includes the implementation of the procurement plan).

The SCM management displays cohesiveness to assess whether the primary objectives of service delivery are met and include the statements on the functionality of bid committees, as well as timeframes from advert to award. There is an irregular expenditure register in place that indicates the amount, root cause and treatment. The functionality of all bids that were awarded was checked and there was no tender awarded after the expiry date.

The SCM Policy makes provision for the categories of preference to qualify for tenders and includes people living with disabilities, women and youth.

The SCM Unit has a Manager, a Supply Chain Management Practitioner and two administrators, a Supply Chain Management Officer, and an Asset Management Officer with an Administrator. The position of the Asset Management Officer is currently vacant. The SCM Unit reports to the office of the Chief Financial Officer.

7.5 Indigent Management

The indigent policy is in place and reviewed annually. The number of registered indigents on the indigent register is 271 people, but the register is still under construction and being updated and the numbers will change and be more accurate.

In the 2024/2025 financial year, there is no budget allocation for Free Basic Services because Community Services is still in the process of developing the indigent register. In the 2022/2023 financial year, the municipality had a budget allocation of R350 000 for indigent support and spent R301 628, which is equivalent to 86%.

The category of indigent support the Municipality is providing is Free Basic Electricity. The Municipality is not providing any other service except Property Rates and Refuse collection whereby the category of households or residential is not billed for Property rates because of land ownership and not yet billed for Refuse collection because the municipality does not have enough capacity yet to do refuse collection on households.

7.6 Revenue Management

7.6.1.1 Sources of Revenue

The total revenue for Umhlabuyalingana municipality was R305 520 698 for the 2022/2023 financial year. The two sources of revenue are locally generated revenue/income (from residents paying for water and electricity, rates, licenses and fines, and from interest and investments), and transfers from the Equitable Share of taxes, and Grants from national and provincial Government.

7.6.1.2 Revenue Collection

During the 2022/2023 financial year, the municipal revenue collection rate was 68% (Annual Report 2022/2023:140). Revenue collected during the 2022/2023 financial year was R305 520 698, which was an increase from the 2021/2022 financial year (R277 154 368).

The revenue collected by vote is indicated in the table below.

TABLE 84: REVENUE COLLECTION BY VOTE FOR 2022/2023

REVENUE TYPE	AMOUNT (R)
Service Charges	469 953.
Property Rate	23 377 413.
Government Grants and Subsidies	263 624 158.
Rental Income	433 638.
Fines, Penalties and Forfeits	1 014 550.
Interest Received – Investments	7 590 538.

REVENUE TYPE	AMOUNT (R)
Interest on Rates – Outstanding debtors	0.
Other Income	749 493.
Licensing and permits	2 540 480.
Commission Received	173 509.
Donations Received	70 988.
INEP contract revenue	5 475 978
TOTAL	**305 520 698**

Source: Annual Report 2022/2023:228

7.6.1.3 Revenue Raising Strategies

The revenue-raising strategy is in place and the revenue enhancement strategy is included in the SDBIP for Finance which is reviewed annually.

The measures have been made by management to encourage the ratepayers to pay their property rates bills to the Municipality. One-on-one meetings have been held with ratepayers and discounts were issued by the council to try and enhance the collection. The Municipality has achieved improvements in the revenue collections after the above engagements were made.

7.7 Debt Management

The Municipality is providing the following services, namely Property Rates and Refuse Collection. It also has debtors from the rental of facilities and traffic debtors.

The collection rate on property rates has regressed from 104% in 2019/2020 to 74% in 2021/22. The collection rate on refuse removal and rental of facilities has followed suit while the traffic fines collection rate has remained at 18% (Annual Report 2022/2023:138).

7.7.1 Debtors Age Analysis

The debtor's age analysis for the last 4 years is reflected in the table below:

Table 85: 4-year Debtors Age Analysis

CUSTOMER	2022/2023	2021/2022	2020/2021	2019/2020
Government	30 784 774	27 745 827	27 746 704	25 269 271
Business and Commercial	28 881 667	25 833 507	23 232 028	20 164 650
Households	4 733 840	2 860 559	2 466 092	2 221 191
TOTAL	**64 400 281**	**56 439 893**	**53 444 824**	**47 655 112**

The table below indicates the debtor's age analysis of 30 April 2024.

TABLE 86: DEBTORS AGE ANALYSIS (30 APRIL 2024)

Group By Rep	180 Days	150 Days	120 Days	90 Days	60 Days	30 Days	Current	Balance
Agriculture	1 223 998,39	15 560,42	15 560,42	15 560,42	15 560,42	15 560,42	15 560,42	1 317 360,91
Business	29 337 644,04	352 601,25	352 720,04	353 108,75	364 759,58	430 751,34	546 636,62	31 738 221,62
Government - NPWD	5 231 771,47	-1 513 434,92	168 245,01	-416 609,79	168 245,01	170 170,12	1 259 720,00	5 068 106,90
Household	3 115 367,74	51 314,07	51 314,07	51 314,07	51 314,07	51 314,07	51 314,07	3 423 252,16
Other (ITB)	24 123 261,88	100 029,57	100 029,57	100 029,57	100 029,57	100 029,57	100 029,57	24 723 439,30
Psi				882,29	882,29	882,29	882,29	3 529,16
Rental	712 005,87	29 626,65	30 801,45	31 554,55	40 400,12	41 700,12	40 886,68	926 975,44
Waste	365 466,20	5 831,60	5 831,60	21 609,20	21 609,20	27 346,80	39 299,60	486 994,20
	180 Days	150 Days	120 Days	90 Days	60 Days	30 Days	Current	Balance
Totals:	64 109 665,59	-958 471,36	724 502,16	157 949,06	762 800,26	837 854,73	2 054 329,25	67 688 629,69
% Of Balance:	94,71	-1,42	1,07	0,23	1,13	1,24	3,03	

The municipality's debt recovery rate decreased by 12% when compared to the previous year's rate (Annual Report 2022/2023:137).

7.7.2 DEBT IMPAIRMENT

Debt impairment increased in the adjustment budget because there was an increase in the impairment of property rates and traffic fines due to low collection. (Annual Financial Statement, 2022:74).

7.8 Financial Viability Ratios

The table below reflects the Municipality's financial ratios for the past two financial years. This is an illustration of the Municipality's financial status and viability.

TABLE 87: MUNICIPAL FINANCIAL RATIOS

Ratio	2202/23	2021/22
Cost coverage ratio : The interpretation of this ratio is that in the 2022/2023 financial year with the cash they have, it will take up to 5 months to meet its financial obligations without having to get additional revenue. The ratio has not changed when compared to the prior year's ratio.	5 months	5months
Current ratio (current assets to current liabilities): The interpretation of this ratio is that in the 2022/2023 financial year, the Municipality will be able to pay back its short-term liabilities (Debts & Payables) with its short-term assets (Cash, Inventory & Receivables) if they fall due at any specific period. The ratio has decreased a little from 3.8 to 3.6 when compared to the prior year, the decrease does not indicate that the municipality is in serious financial challenges but it is an indication that the management must monitor this ratio closely and ensure that it does not decrease further.	3.6	3.8
Capital expenditure to total expenditure: This ratio assesses the level of capital expenditure to total expenditure which indicates the prioritization of expenditure towards current operations versus future capacity in terms of municipal services. The norm ranges between 10% and 20%. In the 2021/2022 financial year, the ratio was 15% and it	16%	15%

Ratio	2202/23	2021/22
improved to 16% in the 2022/2023 financial year which is an indication that the municipality prioritizes service delivery more than anything.		
Debt to revenue: The Municipality doesn't have loans which is why the ratio is 0% for both financial years.	0%	0%
Collection ratio: This ratio indicates the collection rate, it also measures the increase or decrease in debtors relative to annual billed revenue. The norm is 95%, in the 2021/2022 financial year the collection rate was 74% and it decreased to 68% in the 2022/2023 financial year. This ratio also indicates the effectiveness of the Credit Control and Revenue Management systems and policies which the management of Umhlabuyalingana Municipality should review because of the decrease in the collection rate.	68%	74%
Remuneration (Employees and councillors) to total expenditure: This ratio measures the extent of remuneration to total operating expenditure. The norm is between 25% and 40%. In the 2021/2022 financial year, the ratio was 36% and in the 2022/2023 financial year it is 33% which is within the norm, and it indicates the efficiency and it indicates that the Municipality is not overstaffed.	33%	36%
Distribution losses: Electricity/water: The Municipality doesn't provide water and electricity services which is why the ratio is 0%.	0%	0%

7.8.1 Loans / Borrowings And Grant Dependency

The Municipality does not have borrowings or loans.

Currently, 86% of the budget is funded by grants.

7.8.2 Expenditure Management

The tables below present the municipality's operating revenue and operating expenditure.

Table 88: Operating Revenue

OPERATING REVENUE	2022/2023	2021/2022	2020/2021
Operating Grants	230 100 734	196 683 617	223 684 992
Capital Grants	39 523 000	36 754 000	47 774 077
Own Revenue	28 306 426	32 077 751	27 706 582
Interest	7 590 538	2 680 564	41 995 584
Total	**305 520 698**	**301 125 235**	**227 137 308**

Table 89: Operating Expenditure

OPERATING EXPENDITURE	2022/2023	2021/2022	2020/2021
Councillor allowance	14 592 308	13 814 546	12 988 462
Employees related costs	76 510 795	73 906 542	76 253 220
Contracted services	70 464 537	47 616 996	49 774 079
Finance charges	2 574 445	2 541 464	1 953 209
Inventory consumed	F3 570 252	1 080 525	1 750 068

OPERATING EXPENDITURE	2022/2023	2021/2022	2020/2021
Depreciation and assets impairment	24 947 386	28 069 115	24 584 452
Debt impairment	10 174 291	8 682 557	7 771 628
Transfers and subsidies	18 099 158	16 311 515	13 887 501
Other expenditure	53 041 154	52 818 014	50 493 445
Lease rental on operating lease	2 375 774	-	-
Fixed assets are written off	884 189	-	-
Impairment loss	1 932 273	-	-
Actuarial gains / (losses)	(78 644)	-	-
Total	**279 087 918**	**244 841 274**	**239 456 064**

7.9 Auditor-General's Opinion

uMhlabuyalingana Municipality received an unqualified audit opinion with findings on other matters for the 2022/2023 financial year.

Audit Outcomes for the past three years are as follows:

- 2022/2023: Unqualified audit opinion with findings on other matters.
- 2021/2022: Unqualified audit opinion with findings on other matters.
- 2020/2021: Unqualified audit opinion with findings on other matters.

A table summarizing the AG opinion, responses and actions (AG-Action Plan) that the Municipality will undertake to address is attached as an annexure.

7.10 Financial Viability & Management: SWOT Analysis And Key Challenges

7.10.1 Financial Viability & Management: SWOT Analysis

STRENGTHS	WEAKNESSES
• Municipality has Sound Financial Management • Effective financial management system for records keeping for the Municipality including implementation of MSCOA	• The Municipality is grant-reliant or grant dependent • Lack of adequate monitoring of implementation plans and internal processes and procedures for effective utilization of developed systems
OPPORTUNITIES	**THREATS**
• The Municipality have room to increase or enhance its own generated revenue through identified revenue streams • The Municipality will have a standardized reporting format which will be understood at a provincial and national level.	• Withholding of conditional grants by the national department will result in no service delivery. • Non- Non-compliance with MSCOA which could result in no transfer of equitable share to the Municipality as per the legislated date.

7.10.2 FINANCIAL VIABILITY & MANAGEMENT: KEY CHALLENGES

Challenges	Measures to address challenges
Low revenue base and highly dependent on Grant Funding owing to financial constraints.	Implementation of revenue enhancement strategy.
Poor revenue enhancement strategy	Implementation of the revenue enhancement strategy
The uncooperative business community in the implementation of the MPRA	Awareness campaigns that aim to educate and involve the business community on the impact thereof.

8 KEY CHALLENGES

Key challenges and SWOT analysis have been captured after each KPA and derived from the situational analysis. This section provides a consolidation of key challenges and SWOT analysis, as well as possible interventions. This new generation IDP has considered the performance from previous year and corrective measures are included in the IDP.

8.1 Combined Key Challenges

No.	Challenges	Intervention
Municipal Transformation and Institutional Development		
1	Implementation of Retention Strategy and OPMS Framework IPMS Policy-	The Municipality has explored different strategies which are articulated in the Retention strategy, one of which is reviewing travelling allowance, this will retain the employees taking into consideration the topography of the Municipality and the conditions and accessibility of the roads and the locations of the municipal boundaries. This will motivate the employees to perform their duties to the best of their abilities. The Municipality is implementing the Performance Management system in phases. This has helped realize the achievable results; the Municipality is implementing the system to Deputy Directors and all managers reporting to Heads of Departments. In the 2022/23 financial year the system will be implemented to all municipal officers
2	Slow progress in finalization of TASK Job Evaluation hampering the grading of posts within the Municipality and causing unrest.	Action plan has been developed for submission of Job Descriptions to the Regional Job Evaluation Committee. This will be monitored on monthly basis.
3	Network infrastructure resulting in poor ICT (Poor infrastructure, geographical location and cable theft posing challenges).	The Municipality embarked on a project of replacing network cables to improve internet connectivity. The post of IT Manager has been approved by Council in the Organogram and the post has been filled. Enhancing capacity will assist in resolving challenges identified in the IT unit.
4	Limited funding towards structured trainings and capacity building programmes which will assist the employees to enhance capacity.	There is an on- going consultation with relevant stakeholders like LGSETA to apply for grant funding where possible and to cease opportunities where stakeholders like SALGA and COGTA can provide such assistance. The funding set aside from municipal budget is inadequate to cover all training needs. The establishment and sustainability of government funded training institutions will have positive impact in overcoming this challenge.
Basic Service Delivery And Infrastructure Development		
1.	Electricity capacity constraint	ESKOM is putting infrastructure in place to boost electricity capacity.

No.	Challenges	Intervention
2.	Water shortage due to poor planning at a district level, i.e. alignment of RBIG and MIG	COGTA has intervened in the District Municipality to the extent that UMGENI water and UMHLATHUZI water are appointed as support entities in the entire district
3	Sanitation backlog	District function
4.	Poor coordination between the local and provincial sphere (department of Transport) thus leading to unsatisfactory road conditions in Umhlabuyalingana, this despite the efforts from the local Municipality	To invite the department of transport to portfolio committee meeting and other forums
5.	Poor maintenance of existing public facilities	Maintenance Plan has been developed and will be monitored quarterly
Local Economic Development		
1	High rate of the economically active population receives either no income or less;	Introduction of more responsive training opportunities to capacitate the business population.
2	Household income levels in the Municipality are extremely low;	Identification and implementation of more labour intensive catalytic projects
3	Unsustainable agricultural economy and reduced tourist length of stay due to restrictions on various tourism experiences.	Development of an inclusive LED strategy monitoring plan with clear institutional arrangements that will focus on agricultural production sustainability while also unlocking tourist experience in a responsible manner.
4	Non-compliant business operators and high rate of illegal immigrants taking over on local enterprises.	Report on Informal Traders By-laws and Business Licensing By-laws Enforcement
5	Limited energy supply which compromises investment rate;	Enforcement of a responsive renewable energy technology plan to boost the current gap between energy supply and demand private sectors
Financial Viability And Financial Management		
1	Low revenue base and highly dependent on Grant Funding owing to financial constraints.	Implementation of revenue enhancement strategy.
2	Poor revenue enhancement strategy	Implementation of the revenue enhancement strategy
3	The uncooperative business community in the implementation of the MPRA	Awareness campaigns that aim to educate and involve the business community on the impact thereof.
Good Governance And Public Participation		
1	Poor functioning of IGR structures	Promote participative, facilitative and accountable governance. Policy and strategy co-ordination IGR
2	Developed an MPAC workplan but it is not adhered to as desired meeting	Enforce actions as per the plan.
3	Functionality of ward committees is not consistent across all wards	Improve the administration of ward committees through reviewing the organogram to reflect the administrative aspect of ward committees.
Cross-Cutting Intervention		
1	Lack of intergovernmental linkages	Improve IGR participation

No.	Challenges	Intervention
2	Slow progress in the formalization of towns (Manguzi and Mbazwana) as approved by the KwaZulu Natal Cabinet in 2011	Umhlabuyalingana Spatial Development Framework identifies important nodes, such as Mbazwana (Primary Node), Manguzi (Primary Node), etc. Obviously, these nodes have different functions or roles in the development of Umhlabuyalingana. The successful development of Manguzi and Mbazwana Towns would have many economic benefits for the people of Umhlabuyalingana. In five years' time, Umhlabuyalingana would have made significant progress in terms of attracting investors to the towns, thereby creating a platform for a sustainable revenue base for the Municipality.
3	Response to climate change	Sound and effective disaster management Increase productive use of land resources.
4	Umhlabuyalingana Municipality is currently experiencing problems with poor response to public involvement in the implementation of the land use scheme and land management.	Umhlabuyalingana is currently working on developing municipal-wide wall-to-wall schemes.

8.2 Combined SWOT Analysis

STRENGTHS	WEAKNESSES
• Gender-Based Programmes for Women • ECD and Youth Interventions and Programmes by the municipality • Municipal Interventions for the Elderly is in place • Increased immunisation rate • Number of clients starting ART decreased • Increased life expectancy • Increase in the HDI • Flat to gently rolling terrain • Makhathini Flats area is characterized by its flat land and rich soils which make it suitable for agricultural production • Undeveloped Natural Areas • Minimal slope, thus less risk of erosion • Good disaster risk management • A Disaster Management Plan is in place with all identified risks • All role players in the disaster management arena (including Government, None-Governmental Organizations, Traditional Authorities and the Private Sector) work together to prevent and or mitigate the occurrence of disasters • The Disaster Management Advisory Forum is in place.	• Increase in population growth rate per annum • Increase in average household size • Dominance of female population • Large youth cohort requires special needs, such as healthcare services, ECDs, education, and the welfare of children. • Ageing population adds pressures on public healthcare and social welfare • Orphaned children • Lower dependency ratio • Low levels of education • Short rainfall in summer • Insufficient seasonal rainfall • Prone to drought • Prone to outbreak of wildfires • Dust pollution • Degraded landscape • Access to adequately sized agricultural land is limited • Management and control of communal grazing areas for livestock • Technical and financial support • Lack of sector-strong organization • Increase in informal residential settlement in rural farming areas thus leading to land degradation through numerous unauthorized and un-regulated land developments

STRENGTHS	WEAKNESSES
• We have two other firefighting organisations in the area (Fire Wise and Working on Fire). • Good relationship between Council and Administration • Council structures functional • Adequate human resources capacity • Availability of institutional policies • Political stability in the Municipality • Creation of job opportunities for senior managers • Conducive working environment for disabled employees • Adopted and Council Approved IDP • Council approved OPMS Framework and IPMS Policy • Full cascading of PMS • Proper assessment of Audit Performance Committee by • council • Proper assessment of Internal Audit by Audit Committee • Delivery of services through projects that would have been approved on that financial year • Spending of MIG funds at an acceptable level • Licensed landfill sites • Implemented IWMP • Waste management by-laws have been recently adopted by the council and gazetted • Both libraries are fully functional • Effective traffic law- enforcement • Municipality has Sound Financial Management • Effective financial management system for records keeping for the Municipality including implementation of MSCOA	• Access to agricultural infrastructure and/mechanization services (i.e. irrigation systems, fencing) • Access to markets (local and outside markets) and inadequate agribusiness support • Highly erodible land soils within the catchment areas intensified by overgrazing • Slow land reform processes • Inadequate access to funding for agricultural production and infrastructure support for communal agricultural development • Insufficient human resources (Staff) • Vehicle shortage • The efficient provision of disaster management services is reliant on ongoing cooperation between all role players within the municipal and district areas • No Fire Station • Lack of resources, equipment • Lack of capacity to adequately handle all kinds of Disaster-related incidents. • Insufficient funds allocated to the section. • Inadequate office space for conducive working environment • Weak political oversight • Inadequate implementation of PMS at all levels • Poor implementation of policies resulting in poor performance, and non –compliance in some cases • Poor record keeping • Reliance on external service providers (Lack of consultant's reduction plan) • Recruitment of Senior Managers within stipulated time frames • Inadequate strategies to market Umhlabuyalingana Municipality as the employer of choice to competent disabled employees • Poor oversight responsibility • Poor/Slow process of cascading Individual Performance • Management Policy to Lower Level Staff other than HODs • Gaps identified in the IDP Assessment by COGTA (MEC) • Unavailability of GIS to clearly identify the infrastructure backlogs • Poor leasing and underutilisation of the Municipal Infrastructure

STRENGTHS	WEAKNESSES
	• Lack of electricity capacity (for both Bulk and reticulation) • The Municipality is grant-reliant or grant dependent • Lack of adequate monitoring of implementation plans and internal processes and procedures for effective utilization of developed systems

OPPORTUNITIES	THREATS
• To realise the full potential of the agricultural sector • Potential to expand commercial forestry plantations • Support sustainable agricultural practices in floodplain areas • Promote responsible cultivation practices in degraded areas • Preserve and protect natural areas to maintain ecological diversity. • Implement conservation measures for environmental balance. • Employment of more staff. • The existing disaster management centre is located at the Traffic Station. • Potential growth in terms of expansion and economics. • Capacity-building initiatives by sector departments and other local government stakeholders • Structured Skills development programmes offered by different SETAs • Co-operative and willing/collaborative political and administrative leadership • Council approved Audit Performance Committee Charter • Council approved Internal Audit Charter and Audit Coverage Plan • Development of an action plan to address gaps • Stable infrastructure grants to provide basic service delivery • The existence of an Operations and Maintenance plan that needs to be reviewed • Infrastructure coordinates available for GIS • The Municipality have room to increase or enhance its own generated revenue through identified revenue streams	• Climate change impacts • Severe weather conditions • Caution in areas with sandy topsoil to prevent erosion • The location of the Municipality on the coastline and its proximity to shipping routes present numerous natural marine and coastal threats. • The settlement of communities in disaster high-risk areas leads to chronic disaster vulnerability threats that range from floods to repeated informal settlement fires. • More than 60% of the area is prone to lightning and strong winds. • 98% of the area is rural, and sandy. • Inability to attract and retain skilled individuals due to unattractive remuneration packages • Staggering implementation of Job Evaluation • Staff turnover • Non-co-operative and unwilling/non-collaborative political and administrative leadership • Non-adoption of OPMS Framework/IPMS Policy by Council • Failure to approve charters by the Council • Failure to approve credible Internal Audit Report • Non-adoption of IDP • Under expenditure of MIG could limit the delivery of services • Vandalism of built infrastructure • Illegal connections to water & electricity • Accidents due to unearthed electricity • Withholding of conditional grants by the national department will result in no service delivery. • Non- Non-compliance with MSCOA which could result in no transfer of equitable share to the Municipality as per the legislated date.

OPPORTUNITIES	THREATS
• The Municipality will have a standardized reporting format which will be understood at a provincial and national level. • Large youth cohort with potential labour pool • Large non-economically active labour market category	• Increase in infant mortalities • Increased malnutritionn under children • HIV prevalence increased • High unemployment rate • High levels of poverty

9 STRATEGIC OBJECTIVES AND DEVELOPMENT STRATEGIES

9.1 Umhlabuyalingana Municipality IDP Vision

To Be a People-Centered Premier Socio-Economic Development and Environmentally Friendly Service Delivery Municipality by 2030.

9.2 Mission Statement

In order to achieve the above vision, Umhlabuyalingana Local Municipality is committed to working with its mission on "Creating an Enabling Environment and Sustainable Development Which Promotes Quality Of Life".

9.2.1 Core Values

Integrity	Courtesy	Transparency
Redress	Quality service	Learning
Benchmarking	Good governance	Dialogue and Diversity
Commitment	Partnership and Professionalism	Honesty
Interpersonal skills	Responsibility	Consultation/Participation
Accessibility	Accountability	

9.2.2 Key performance areas and organizational objectives

Table 90: Municipal Goals

PROVINCIAL GOALS	UMHLABUYALINGANA GOALS
Inclusive Economic Growth	Improve the efficiency, innovative and variety of government – led job creation programmes
Human Resource Development	Support skills development through economic growth
Human and Community Development	Eradicate poverty and improve social welfare
Strategic Infrastructure	Ensure access to affordable, reliable, sustainable and modern energy for all
Environmental Sustainability	Adapt and respond to climate change
Governance and Policy	Promote participation, facilitative and accountable governance
Spatial Equity	Ensure integrated land management use across Umhlabuyalingana, ensuring equitable access to goods and services, attracting social and financial management

9.2.3 The Municipal Strategic Programme Is Aligned To The 5 Kpa's And 6th With Kzn-Kpa's

Table 91: Municipal Strategic Programme

KEY PERFORMANCE AREA	ISSUES ADDRESSED / TO BE ADDRESSED
KPA 1: Municipal Transformation and Institutional Development	Support skills development through economic growth
KPA 2: Basic Service Delivery and Infrastructure Development	Ensure access to affordable, reliable, sustainable and modern energy for all
KPA 3: Local Economic Development	Improve the efficiency, innovative and variety of government led job creation programmes

KEY PERFORMANCE AREA	ISSUES ADDRESSED / TO BE ADDRESSED
KPA 4: Municipal Financial Viability and Management	Building government capacity
KPA 5: Good Governance and Public participation	Promote participative, facilitative and accountable governance
KPA 6: Cross Cutting Interventions	Ensure integrated land management use across Umhlabuyalingana Municipality, ensuring equitable access to goods and services, attracting social and financial management

9.3 Defining A Goal, Objective And Strategies

GOAL: A goal is defined as an observable and measurable end result having one or more objectives to be achieved within a more or less fixed timeframe.

OBJECTIVE: An objective is the desired state that it is intended to achieve the desired outcome it can further be defined as a specific result that a person or system aims to achieve within a timeframe and with available resources. Objectives are more specific and easier to measure than goals. They are tools that underline all planning and strategic activities.

STRATEGY: Can be defined as a method or plan chosen to bring about a desired, such as achievement of a goal or solution to a problem.

9.4 Long Term Development Goals, Objectives and Strategies

TABLE 92: MUNICIPAL TRANSFORMATION & INSTITUTIONAL DEVELOPMENT

Objective	Strategies
Municipal Transformation and Institutional Development	
To attract, capacitate, retain qualified and experienced staff across the staff establishment	Compile WSP and submit to LGSETA
	Submission of employment equity report to Department of Labour
	Training of councilors and staff as per the WSP/Training plan
	Review and implementation of Employment Equity Plan and Policy
To ensure effective governance through regular meeting of council structures	Hold Council Meetings
	Hold ExCO Meetings
To create an appropriate organizational climate that will attract and ensure retention of staff	Review the Organogram
	Filling of funded vacant posts
	Employment of designated group under the employment equity Act in the three highest levels.
To manage and enhance the performance of the municipality	Compile and submit quarterly Top layer SDBIP reports to council
	Approval of Annual Performance Report
	Submission of Annual Performance Report to Auditor General
	Approval of AR and Oversight Report by Council

Objective	Strategies
To maintain an organizational performance management system as a tool to monitor progress on service delivery	Signing of section 54/56 annual performance agreements
	Submission of section 54/56 performance agreements to Cogta
	Section 54/56 mangers quarterly performance reviews

TABLE 93: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

Objective	Strategies
Good Governance And Public Participation	
To develop a credible IDP in terms short medium-term guide for development and service delivery	Review and adopt the IDP
	Compile and approve IDP/Budget Process Plan
	Holding of consultative engagements in respect of IDP/Budget
	Holding of consultative engagements in respect of IDP review
Ensure reliability and maintain independence of Internal Audit Activities	To resolve Internal Audit findings
	To resolve AG Findings
	Execution of internal audit plan
To ensure effective and efficient administration complying with its Legal Mandates	Declaration of financial interest by councillors
	Review of HR and ICT policies
	Review of strategies, frameworks and plans
	Review of indigent policy
To enhance municipality's waste management capacity	Review integrated waste management plan
	Review waste management By-laws

TABLE 94: BASIC SERVICES DELIVERY AND INFRASTRUCTURE DEVELOPMENT

Objective	Strategies
Basic Service Delivery	
Provision/subsidization of basic services to the community in a sustainable manner	Collection of waste from Areas benefiting from free basic waste disposal services
	Update Indigent Register
Provision of efficient and effective security services and promotion of road safety	Execution of law enforcement operations
	Conduct motor vehicle, driver licensing and registration operations
To enhance skills development and life-long learning	Conduct library outreach programs
To provide and improve access to community/public facilities to minimum standards	Refurbish manguzi sport field
To provide access and facilitate vehicular movement in Umhlabuyalingana	Construction of market stalls
	Construction of tarred roads (Manguzi)
	Construction of gravel road (Skhemelele)

TABLE 95: LOCAL ECONOMIC DEVELOPMENT

Objective	Strategies
Local Economic Development	
To implement and coordinate expanded public works program and community works program in a	Creation/maintenance of jobs through EPWP
	Creation/maintenance of jobs through CWP

Objective	Strategies
manner that enhances skills development and optimizes decent employment	
To create an environment conducive for investment and economic growth and to facilitate investment	Review of LED strategy

TABLE 96: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT

Objective	Strategies
Municipal Financial Viability and Management	
Compliance with financial legislation and policies	Expenditure of allocated infrastructure budget
	Approval of annual budget
	Approval of adjustment budget
	Compile reports on Unauthorized, irregular fruitless and wasteful expenditure
	Compile and submit to council MFMA section 52 reports
	Submission of AFS to Auditor General
	Expenditure of allocated budget on implementing WSP
	Compilation, approval and submission of procurement plan
To improve revenue and all possible revenue streams applicable to uMhlabuyalingana	Collection of billed revenue
To measure municipality's operational efficiency, liquidity and stability	Calculation of ratio quarterly/annually

TABLE 97: CROSS CUTTING INTERVENTIONS

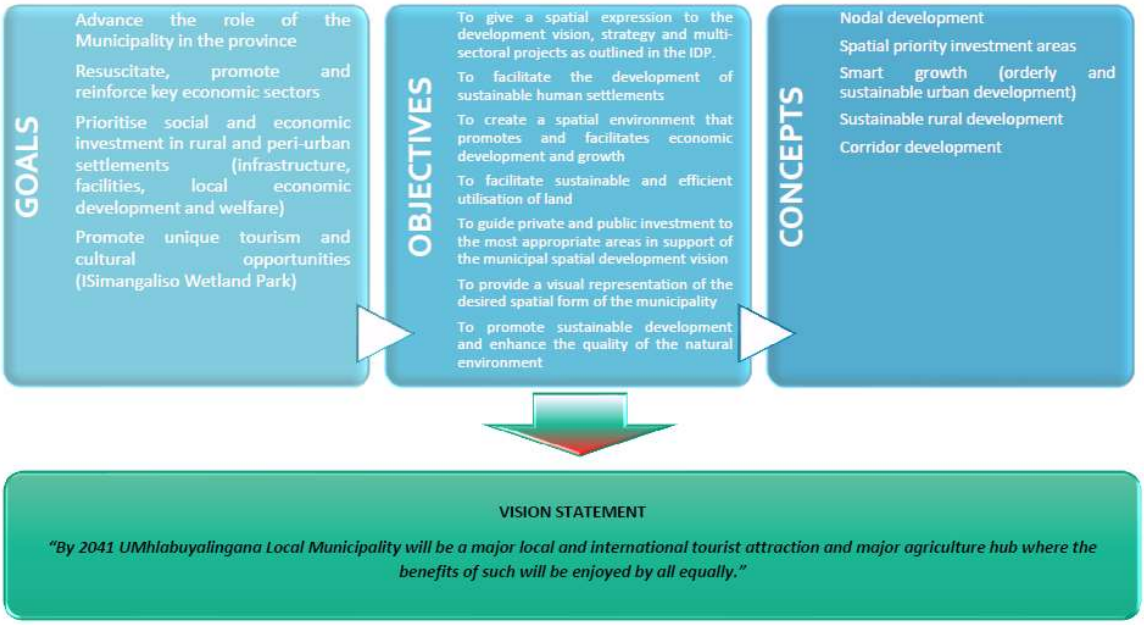
Objective	Strategies
Cross Cutting Interventions	
To bring the organization to an enabled risk maturity level	Complete risk action plans relevant to top ten organizational risks
	Conduct risk assessments
	Review Business Continuity Plan (BCP)
	Compile reports on the implementation of the Business Continuity Plan (BCP)
To promote development of efficient and sustainable settlement pattern	Review of SPLUMA compliant SDF

9.5 Spatial Vision

The spatial vision for Umhlabuyalingana Local Municipality, maps out the desired spatial state and development trajectory over the 20-year period (2022-2042). The figure below shows the goals, objectives and concepts contained in the SDF.

The comprehensive copy of the Spatial Development Framework (SDF) and Spatial Development Plan (SDP) is attached to this IDP document.

FIGURE 51: SPATIAL VISION

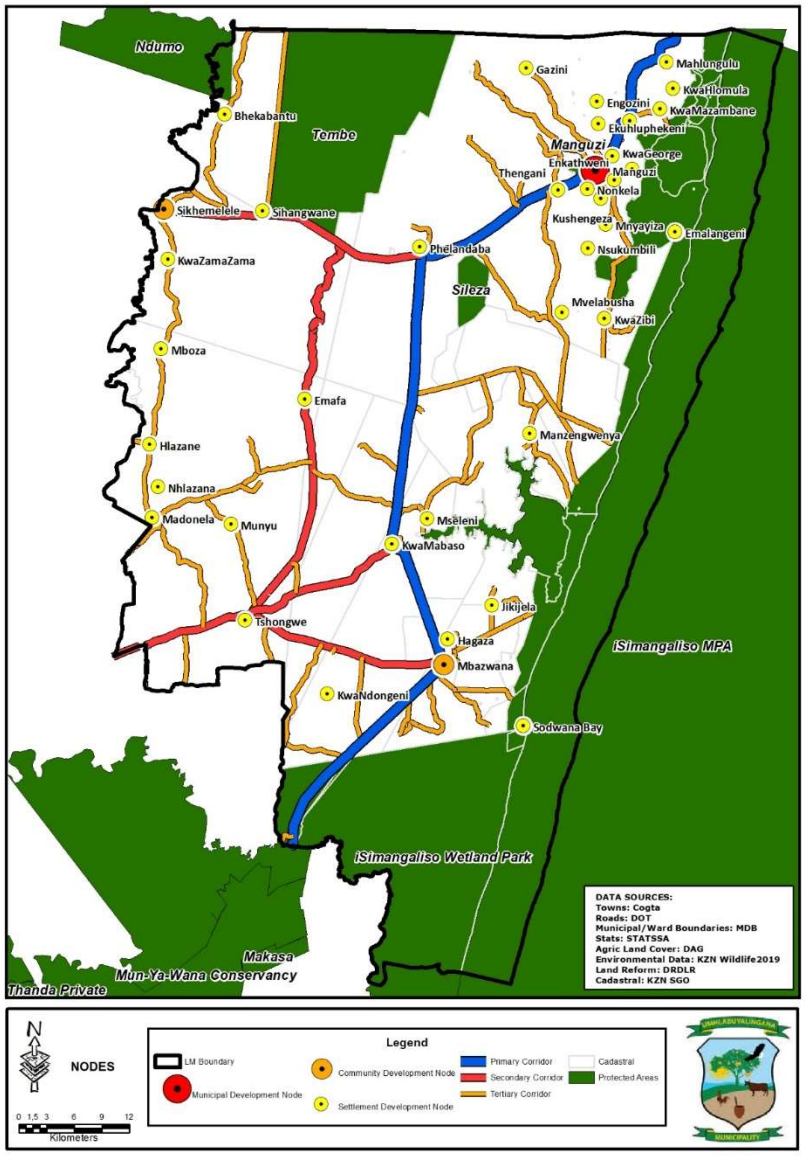


In order to conform to policy imperatives and address the spatial, social and economic challenges faced by the Municipality, a set of spatial concepts and strategies have been developed. These are aimed at aiding the desired future spatial state of the Municipality and are based on the analysis and evaluation of the current state and from time to time will be adjusted to the changing social and economic conditions. The conceptual framework is an important coordinating instrument of the spatial development framework. The following spatial concepts and strategies have been identified:

Spatial priority investment areas, (Mbazwana Airfied Development, Mbazwana Town Development, Manguzi	Smart Growth - Sustainable urban development	Sustainable rural development	Corridor development	Nodal development
Environmental Management Strategies	Climate Change Response Strategy	Proposed Land Uses	Agricultural Development Strategy	Human Settlements Development
Densification Strategy	Economic Development Strategy	Infrastructure Development	Disaster Management	Future Development Direction

The clustering of various activities at appropriate and accessible nodal locations provides the municipality with a network/system of opportunity centres. Some of these nodes have benefited from public and private sector investment in services and infrastructure, which needs to be managed and maintained. Others are in previously disadvantaged areas, which have suffered from institutionalized neglect. Although the nodes have contrasting characters, profiles and management issues, they cumulatively accommodate most economic activities, employment prospects, an existing/growing residential stock, and access to community facilities and services.

MAP 29: NODES AND CORRIDORS



The map provides an indication of the nodal areas and corridors identified in the SDF.

- Municipal Development Nodes: Manguzi.
- Community Development Nodes: Mbazwana and Sikhemelele.
- Settlement Development Nodes (e.g. Phelandaba, KwaMabaso, Tshongwe, etc.
- Proposed Future Nodes: Kosi Bay Farazela Border

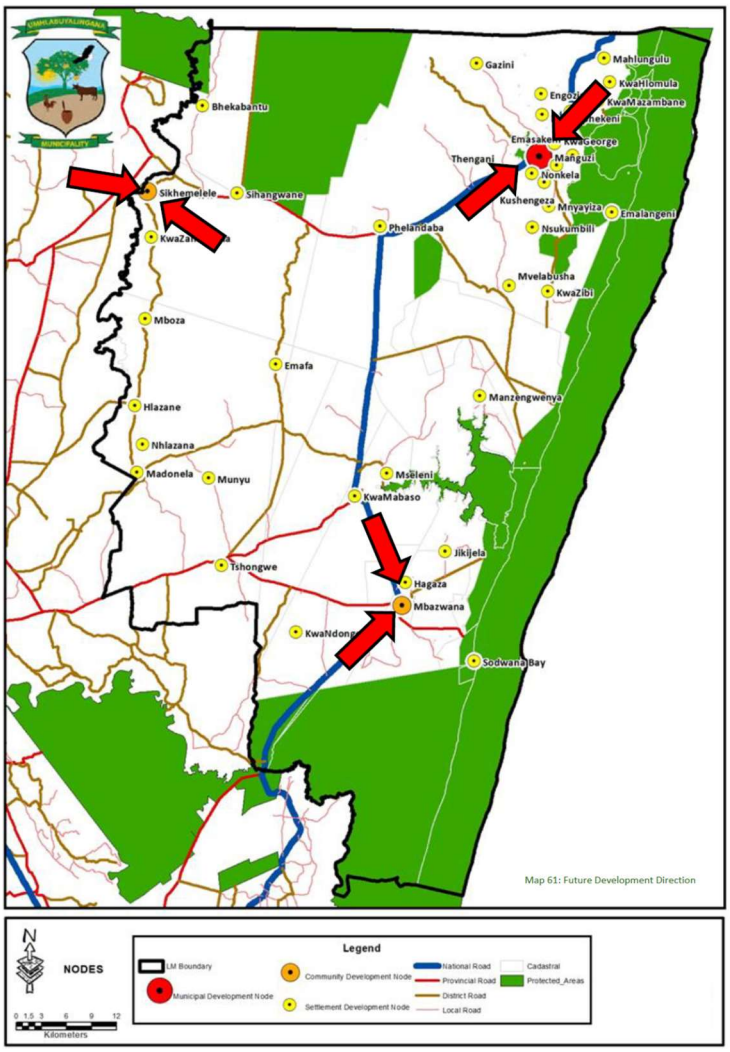
The following corridors is identified and provides

- R22 - Primary Corridor (Economic, Settlement, Mobility): The R22 is a major regional road in KwaZulu-Natal and forms an important structuring element in Umhlabuyalingana Municipality. The R22 forms a link with the N2 at Hluhluwe and not only provides an important connection between South Africa and Mozambique on a national scale but also provides important regional linkages, linking Hluhluwe and Umhlabuyalingana with Mozambique via Kosi Bay.
- R22 – D1846 Local Settlement And Tourism Access Route: D1846 gains access from the R22 passing through a number of lodges and KwaMazambane settlement into the lodges in ISimangaliso Wetland Park. This corridor provides access to rural settlements and tourism establishments in the area thereby playing the dual role of settlement and tourism corridor.
- P522 Provincial Road (Mixed Use And Tourism Corridor): This road will serve will as a mixed use and tourism corridor connecting the mixed-use nodes of Sikhemelele and Manguzi, as well as tourism areas such as Tembe Elephant Park and Sileza Nature reserve, then finally connecting to the proposed Kosi Bay/Farazela Mixed Use Node.

- Local Settlement And Tourism Corridors (Rural Access And Route Tourism): The Manguzi-Shengeza-Kwazibi Local Settlement And Tourism Access Route connects through the D 1843 & 2366 Roads from Manguzi town to the settlements and plantations of Shengeza, it further passes through Isimangaliso Wetland Park and connects to KwaZibi settlement. This is the main access route within the Mpukane/KwaZibi/Tembe study area providing access to settlements, agricultural and tourism areas.
- Local Settlement Access Routes: Proposed roads to be formalised include the Manguzi-Nsukumbili-Velabusha informal road, the Mazambane-Mahlungulu access roads, and the Thengani-NsukuMbili-Shengeza road.

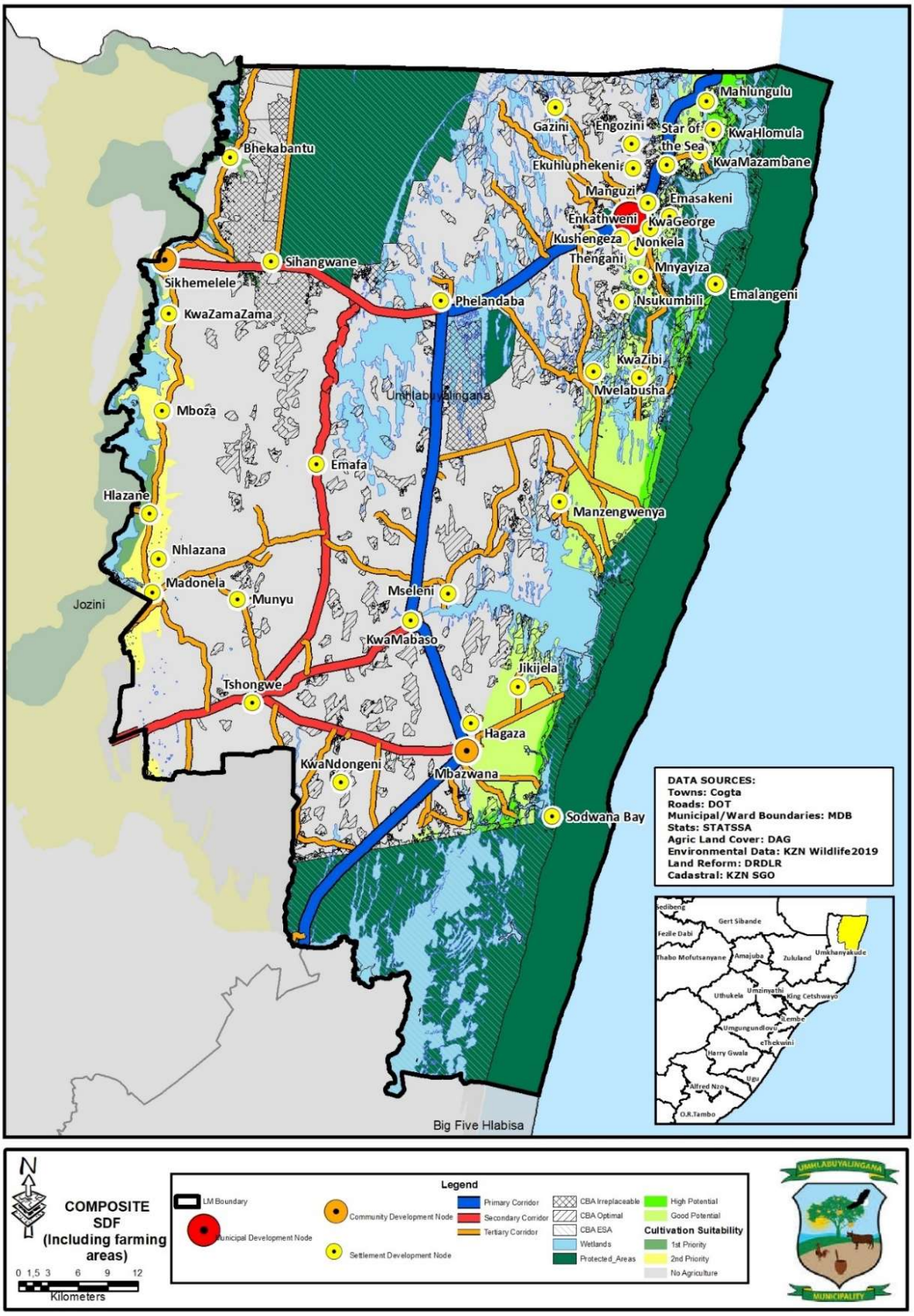
The future development directions for urban areas include the following:

Future Development Direction



- Lulwane/Sikhemelele Area: Densification is proposed in this area along the P522. The town currently exhibits mixed use development with residential development moving away from the core along the P522, D1894 and D1834. Compact development is encouraged for this node and therefore the direction of future development should be inward to curb sprawl.
- Mbazwana Town: Mbazwana has also been identified as a mixed-use area where densification is encouraged. As indicated, the high density residential and commercial development is encouraged in the town. The proposed future direction of development should be inward, with development intensifying along the R22 road.
- Manguzi Town: Manguzi is a primary node in the municipality and one of the major towns and urban areas in ULM. Therefore, it is encouraged that densified development be implemented in the form of high density residential and commercial development along the P522 regional route. Development should therefore be in an inward direction to intensify and densify the area.

MAP 30: COMPOSITE SPATIAL DEVELOPMENT FRAMEWORK



10 IMPLEMENTATION PLAN

10.1 Implementation Plan

Objective	Strategies	Performance Indicator	Baseline	5 Year Targets					Budget	MSCOA Ref.	Source	Responsibility in Municipality
				Year 1	Year 2	Year 3	Year 4	Year 5				
				2022/23	2023/24	2024/25	2025/26	2026/27				
To facilitate the provision of reliable source of energy to Umhlabuyalingana municipality	Electrification of households (Oqondweni Phase 2)	Number of households electrified	112 households electrified by 30 June 2025 (Oqondweni Phase 2)			Oqondweni Electrification Phase 2			R3 067 276,00			Technical Dept
To facilitate the provision of reliable source of energy to Umhlabuyalingana municipality	Electrification of households ((Mvelabusha Mahashi)	Number of households electrified	110 households electrified by 30 June 2025 (Mvelabusha Mahashi)			Mvelabusha Mahashi Electrification			R3 015 375,00			Technical Dept
To facilitate the provision of reliable source of energy to Umhlabuyalingana municipality	Installation of meters (Ndlondlweni Mqhiyama)	Number of households electrified	178 households electrified by 30 June 2025 (Ndlondlweni Mqhiyama)			Ndlondlweni Mqhiyama Electrification			R4 891 849,00			Technical Dept
To facilitate the provision of reliable source of energy to Umhlabuyalingana municipality		Number of households electrified	93 households electrified by 30 June 2025 (Mazambane)			Mazambane Electrification			R2 558 500,00			Technical Dept

Objective	Strategies	Performance Indicator	Baseline	5 Year Targets					Budget	MSCOA Ref.	Source	Responsibility in Municipality
				Year 1	Year 2	Year 3	Year 4	Year 5				
				2022/23	2023/24	2024/25	2025/26	2026/27				
To provide access and facilitate vehicular movement in Umhlabuyalingana	Construction of tarred roads (Skhemelele Internal gravel road phase 2)	Number of Kilometres of road constructed	2,8Km constructed by 30 June 2025 (Skhemelele Internal gravel road phase 2)			Skhemelele Internal Gravel Road Phase 2			R5 700 722,00			Technical Dept
To provide access and facilitate vehicular movement in Umhlabuyalingana	Construction of gravel road (Manguzi Internal tarred road phase 2)	Number of Kilometres of road constructed	2,54Km completed by 30 June 2025 (Manguzi Internal tarred road phase 2)			Manguzi Internal Phase 2			R31 921 997,00			Technical Dept
Provision/Subsidization of basic services to the community in a sustainable manner	Collection of waste from Areas benefiting from free basic waste disposal services	Number of areas benefiting from free basic solid waste disposal	39 areas benefiting from free basic waste disposal services by 30 June 2025			Collection of waste			No Budget			Com-munity Dept

11 FINANCIAL PLAN

11.1 Adoption of a Financial Plan

The success of the IDP is dependent on a workable financial plan, which includes a multi-year budget developed using financial modelling. The Municipality has a financial plan in place which was adopted with the 2024/25 IDP as well as a Council approved Financial Plan 2024/2025.

- An overview of the 3-year Municipal Budget and an Analysis and Explanation thereof. The Municipality's draft financial plan is prepared over MTERF, and analysis and explanations are well documented on the executive summary submitted to Treasuries and CoGTA. A Council approved budget plan is attached. The table below reflects the municipal budget summary, a detailed MTERF with detailed analysis is attached as Annexure.
- MTREF has the prior 3 years audited outcomes as well as the current year original budget and adjustment budget and the next three years
- MTREF indicate that there is surplus from budget year 1 to budget year 3 (see table below).
- Financial Strategies (Revenue Enhancement Strategies and Expenditure Management Plan).
- The financial plan covers sound financial strategies since the cash inflow was based on an estimated collection rate.
- A brief summary of Revenue Enhancement Strategies is attached as an annexure in Umhlabuyalingana Municipality Financial Plan.
- The Municipality is currently using credit control and debt collection policy to collect revenue that is due.
- The Financial plan does not include the allocations for sector departments, but Sector Department's projects are included in the IDP and some with committed funding.
- The Financial Plan contain projects with committed funding, which are not Municipal, from other service providers (MTEF allocations inclusive of Sector Departments allocation/projects)

11.2 Financial Policies

Financial Policies, the status and date of adoption by Council are indicated below:

TABLE 98: COUNCIL ADOPTED FINANCIAL POLICIES

No	Policy name	In place Yes/No	Approved by council Yes/No	Council approval date	Council resolution no.
1.	Tariff Policy	Yes	Yes	30 May 2024	
2.	Property Rates Policy	Yes	Yes		
3.	Indigent Policy	Yes	Yes		
4.	Budget Policy	Yes	Yes		
5.	Virement Policy	Yes	Yes		
6.	Asset Management Policy	Yes	Yes		
7.	Supply Chain Management Policy	Yes	Yes		
8.	Credit Control and Debt Management Policy	Yes	Yes		
9.	Asset Disposal Policy	Yes	Yes		

No	Policy name	In place Yes/No	Approved by council Yes/No	Council approval date	Council resolution no.
10.	Asset Maintenance Policy	Yes	Yes		
11.	Cash and Investments Policy	Yes	Yes		
12.	Petty Cash Policy	Yes	Yes		
13.	Inventory Management Policy	Yes	Yes		
14.	Contract Management Policy	Yes	Yes		
15	Cost Containment Policy	Yes	Yes		

11.3 Municipal Budget Overview

The Municipality's draft financial plan is prepared over MTERF and analysis and explanations are well documented on the executive summary submitted to Treasury and CoGTA.

11.3.1 Operating Budget

A Council approved budget plan is attached. The table below reflects the municipal budget summary, a detailed MTERF with detailed analysis is attached as an Annexure.

TABLE 99: BUDGET SUMMARY

KZN271 Umhlabuyalingana - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Revenue											
Exchange Revenue											
Service charges - Electricity	2	-	-	-	-	-	-	-	-	-	-
Service charges - Water	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Water Management	2	-	-	-	-	-	-	-	-	-	-
Service charges - Waste Management	2	624	624	470	470	409	409	352	409	427	447
Sale of Goods and Rendering of Services		196	234	72	342	41	41	38	89	93	97
Agency services		-	-	-	-	-	-	-	-	-	-
Interest		-	-	-	-	-	-	-	-	-	-
Interest earned from Receivables		-	-	-	-	-	-	-	-	-	-
Interest earned from Current and Non Current Assets		1 996	2 681	7 591	7 784	10 324	10 324	6 544	5 200	5 439	5 684
Dividends		-	-	-	-	-	-	-	-	-	-
Rent on Land		-	-	-	-	-	-	-	-	-	-
Rental from Fixed Assets		395	412	434	433	407	407	367	407	423	445
Licence and permits		3 238	2 897	2 597	2 702	2 685	2 685	1 766	2 335	2 442	2 552
Operational Revenue		303	500	764	688	527	527	514	300	313	328
Non-Exchange Revenue											
Property rates	2	22 943	23 053	23 377	25 102	23 864	23 864	17 931	28 298	29 600	30 932
Surcharges and Taxes		-	-	-	-	-	-	-	-	-	-
Fines, penalties and forfeits		1 052	3 006	1 020	808	1 592	1 592	1 007	1 592	1 666	1 741
Licences or permits		-	-	-	-	-	-	-	-	-	-
Transfer and subsidies - Operational		224 415	196 901	221 624	238 168	255 808	255 808	178 496	264 679	254 975	248 473
Interest		(1 171)	-	-	-	-	-	-	-	-	-
Fuel Levy		-	-	-	-	-	-	-	-	-	-
Operational Revenue		-	-	-	-	-	-	-	-	-	-
Gains on disposal of Assets		(367)	(98)	(884)	193	193	193	-	-	-	-
Other Gains		-	-	-	-	-	-	-	-	-	-
Discontinued Operations		-	-	-	-	-	-	-	-	-	-
Total Revenue (excluding capital transfers and contri		**253 624**	**230 210**	**257 065**	**276 689**	**295 850**	**295 850**	**207 015**	**303 309**	**295 379**	**290 698**
Expenditure											
Employee related costs	2	76 666	73 950	76 511	95 594	93 767	93 767	57 318	102 506	106 768	110 535
Remuneration of councillors		12 988	13 815	14 592	15 449	15 842	15 842	10 732	16 750	17 500	18 287
Bulk purchases - electricity	2	-	-	-	100	-	-	-	-	-	-
Inventory consumed	8	3 297	1 783	3 426	2 461	2 261	2 261	1 139	2 774	2 901	3 032
Debt impairment	3	1 295	2 353	(5 463)	4 339	7 621	7 621	-	7 286	9 325	9 744
Depreciation and amortisation		24 584	27 901	25 821	21 532	30 654	30 654	16 955	37 654	39 387	41 159
Interest		17	236	460	995	1 011	1 011	77	995	1 041	1 088
Contracted services		50 072	56 887	72 171	48 266	70 378	70 378	52 158	66 935	71 914	75 267
Transfers and subsidies		13 624	16 125	18 362	17 739	16 693	16 693	12 018	11 840	12 367	12 923
Irrecoverable debts written off		7 772	8 683	9 857	(4 339)	1 631	1 631	330	1 427	1 492	1 559
Operational costs		48 771	51 798	56 252	42 528	41 047	41 047	38 459	40 087	41 959	43 857
Losses on disposal of Assets		-	-	-	-	-	-	-	-	-	-
Other Losses		0	2	(79)	-	-	-	-	-	-	-
Total Expenditure		**239 085**	**253 531**	**271 909**	**244 664**	**280 906**	**280 906**	**189 187**	**288 254**	**304 653**	**317 451**
Surplus/(Deficit)		**14 539**	**(23 321)**	**(14 844)**	**32 025**	**14 944**	**14 944**	**17 828**	**15 055**	**(9 274)**	**(26 753)**
Transfers and subsidies - capital (monetary	6	47 134	45 495	47 476	52 375	56 358	56 358	32 992	39 130	40 930	44 388
Transfers and subsidies - capital (in-kind)	6	–	1 351	71	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**61 673**	**23 525**	**32 703**	**84 400**	**71 302**	**71 302**	**50 820**	**54 185**	**31 656**	**17 635**
Income Tax		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after income tax		**61 673**	**23 525**	**32 703**	**84 400**	**71 302**	**71 302**	**50 820**	**54 185**	**31 656**	**17 635**
Share of Surplus/Deficit attributable to Joint Venture		–	–	–	–	–	–	–	–	–	–
Share of Surplus/Deficit attributable to Minorities		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality		**61 673**	**23 525**	**32 703**	**84 400**	**71 302**	**71 302**	**50 820**	**54 185**	**31 656**	**17 635**
Share of Surplus/Deficit attributable to Associate	7	–	–	–	–	–	–	–	–	–	–
Intercompany/Parent subsidiary transactions		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year	1	**61 673**	**23 525**	**32 703**	**84 400**	**71 302**	**71 302**	**50 820**	**54 185**	**31 656**	**17 635**

TABLE 100: TRANSFERS AND GRANT RECEIPTS

KZN271 Umhlabuyalingana - Supporting Table SA18 Transfers and grant receipts

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
RECEIPTS:	1, 2									
Operating Transfers and Grants										
National Government:		214 985	191 998	217 451	235 235	252 715	252 715	261 617	252 569	246 025
EPWP Incentive	_	–	1 759	1 975	2 037	2 037	2 037	2 452	–	–
Finance Management	_	100	1 950	1 950	1 850	1 850	1 850	1 800	1 900	1 900
Local Government Equitable Share	_	214 885	188 289	213 526	230 051	230 051	230 051	242 421	240 699	232 654
Municipal Infrastructure Grant	_	–	–	–	1 297	777	777	1 411	1 470	1 471
Integrated National Electrification Programme		–	–	–	–	18 000	18 000	13 533	8 500	10 000
Other transfers/grants [insert description]										
Provincial Government:		907	3 907	7 907	4 500	11 253	11 253	3 062	2 406	2 448
KwaZulu-Natal_Capacity Building and Other_Capa	_	907	3 907	5 407	4 500	11 253	11 253	2 050	1 242	1 298
KwaZulu-Natal_Infrastructure_Infrastructure_RECI	_	–	–	2 500	–	–	–	1 012	1 164	1 150
Other transfers/grants [insert description]										
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]										
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]										
Total Operating Transfers and Grants	5	215 893	195 905	225 359	239 735	263 968	263 968	264 679	254 975	248 473
Capital Transfers and Grants										
National Government:		706	48 060	46 229	68 350	45 106	45 106	39 130	40 930	44 388
Municipal Infrastructure Grant (MIG)	_	–	36 754	39 523	47 875	45 106	45 106	39 130	40 930	44 388
Integrated National Electrification Programme Gra	_	706	11 306	6 706	20 475	–	–	–	–	–
Other capital transfers/grants [insert desc]										
Provincial Government:		907	3 907	5 407	4 500	11 253	11 253	–	–	–
KwaZulu-Natal_Capacity Building and Other_Capacity Building and Other_RECEIPTS	_	907	3 907	5 407	4 500	11 253	11 253	–	–	–
KwaZulu-Natal_Infrastructure_Infrastructure_RECEIPTS	_	–	–	2 500	–	–	–	–	–	–
District Municipality:		–	–	–	–	–	–	–	–	–
[insert description]										
Other grant providers:		–	–	–	–	–	–	–	–	–
[insert description]										
Total Capital Transfers and Grants	5	1 613	51 967	51 636	72 850	56 358	56 358	39 130	40 930	44 388
TOTAL RECEIPTS OF TRANSFERS & GRANTS		217 506	247 873	276 995	312 585	320 326	320 326	303 809	295 905	292 861

11.3.2 Alignment Of The Municipal Budget With The Municipal Goals And Objectives

TABLE 101: RECONCILIATION OF IDP STRATEGIC OBJECTIVES AND BUDGET (REVENUE)

KZN271 Umhlabuyalingana - Supporting Table SA4 Reconciliation of IDP strategic objectives and budget (revenue)

Strategic Objective	Goal	Goal Code	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Comply with financial reporting requirements as outlined in the MFMA	Responsive, accountable, effective and efficient local government	9	_	271 423	233 167	260 377	288 693	301 674	301 674	303 809	295 905	292 861
Comply with financial reporting as outlined in the MFMA	Responsive, accountable, effective and efficient local government	9	_	(206)	220	2 403	2 313	2 068	2 068	26	27	29
Comply with financial reporting requirements as outlined in the MFMA	Responsive, accountable, effective and efficient local government	9	_	1 996	2 684	7 603	7 784	10 324	10 324	5 953	6 226	6 507
Ensure collection of funds due to the municipality and specify optimal procedures in respect of non-collection	A comprehensive, responsive and sustainable social protection system	13	_	(1 128)	(0)	(0)	(44)	–	–	(7)	(8)	(8)
Ensure collection of funds due to the municipality and specify optimal procedures in respect of non-collection	Responsive, accountable, effective and efficient local government	9	_	28 670	32 027	28 749	30 318	29 500	29 500	32 659	34 158	35 698
Solid waste removal	Responsive, accountable, effective and efficient local government	9	_	4	–	4	–	–	–	–	–	–
To enhance effective internal control and standard operating	Responsive, accountable, effective and efficient local government	9	_	–	–	–	–	8 483	8 483	–	–	–
To provide access and facilitate vehicular movement in Umhlabuyalingana	Responsive, accountable, effective and efficient local government	9	_	–	8 958	5 476	–	–	–	–	–	–
To provide and improve access to community/public facilities to minimum standards	Responsive, accountable, effective and efficient local government	9	_	–	–	–	–	160	160	–	–	–
Allocations to other priorities			2									
Total Revenue (excluding capital transfers and contributions)			1	300 758	277 057	304 612	329 063	352 208	352 208	342 439	336 309	335 086

The Municipal IDP objectives aligned to the OPEX is attached as part of the MTREF annexure (refer to supporting Table SA5 Reconciliation of IDP strategic objectives and budget (operating expenditure).

TABLE 102: RECONCILIATION OF IDP STRATEGIC OBJECTIVES AND BUDGET (CAPITAL EXPENDITURE)

KZN271 Umhlabuyalingana - Supporting Table SA6 Reconciliation of IDP strategic objectives and budget (capital expenditure)

Strategic Objective	Goal	Goal Code	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand				Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Comply with financial reporting requirements as outlined in the MFMA	An efficient, competitive and responsive economic infrastructure network	6	_	–	–	–	25 012	22 327	22 327	–	–	–
Comply with financial reporting requirements as outlined in the MFMA	An efficient, effective and development-oriented public service	12	_	–	–	–	–	2 174	2 174	–	–	–
Comply with financial reporting as outlined in the MFMA	An efficient, competitive and responsive economic infrastructure network	6	_	49 694	343	947	174	174	174	696	–	–
Comply with financial reporting as outlined in the MFMA	An efficient, effective and development-oriented public service	12	_	17 866	4 917	12 379	12 756	10 965	10 965	3 609	3 183	3 327
Comply with financial reporting requirements as outlined in the MFMA	An efficient, effective and development-oriented public service	12	_	30	295	911	–	–	–	–	–	–
Comply with MFMA, SCM regulations and related legislations	A long and healthy life for all South Africans	2	_	–	–	–	6 957	6 490	6 490	–	–	–
Comply with MFMA, SCM regulations and related legislations	An efficient, competitive and responsive economic infrastructure network	6	_	17 313	45 727	45 727	–	–	–	–	–	–
Disaster managemnt	An efficient, effective and development-oriented public service	12	_	–	167	167	–	–	–	–	–	–
Equipment - Public Safety	An efficient, effective and development-oriented public service	12	_	–	–	–	–	–	–	783	–	–
Municipal facilities	An efficient, effective and development-oriented public service	12	_	–	–	–	182	182	182	–	–	–
Solid waste removal	An efficient, competitive and responsive economic infrastructure network	6	_	–	–	–	–	–	–	870	–	–
Solid waste removal	An efficient, effective and development-oriented public service	12	_	888	–	–	–	–	–	696	–	–
To provide access and facilitate vehicular movement in Umhlabuyalingana	An efficient, competitive and responsive economic infrastructure network	6	_	2 924	23 230	23 230	–	–	–	–	–	–
To provide and improve access to community/public facilities to minimum standards	An efficient, competitive and responsive economic infrastructure network	6	_	170	15 421	47 147	9 661	10 405	10 405	34 026	35 591	3 668 801
To provide and improve access to community/public facilities to minimum standards	An efficient, effective and development-oriented public service	12	_	34 585	43 548	58 488	3 913	7 611	7 611	609	–	–
To provide the optimal institutional structure to render effective and efficient services	An efficient, effective and development-oriented public service	12	_	–	784	784	–	–	–	–	–	–
To render employee assintance support	An efficient, effective and development-oriented public service	12	_	–	–	–	304	304	304	–	–	–
Allocations to other priorities			3									
Total Capital Expenditure			1	**123 469**	**134 432**	**189 779**	**58 959**	**60 632**	**60 632**	**41 287**	**38 775**	**3 672 128**

11.3.3 Operational And Maintenance Costs

The table below indicates the allocation for operations and maintenance.

Table 103: Allocation for Operations and Maintenance

2019/2020	2020/2021	2021/2022
R4 652 422	R4 517 831	R4 701 512

The following table summarises the Operations and Maintenance costs spent per financial year.

Table 104: Asset Management

KZN271 Umhlabuyalingana - Table A9 Asset Management

Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24			2024/25 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
CAPITAL EXPENDITURE										
Total New Assets	1	105 953	132 857	186 332	57 325	58 832	58 832	41 287	38 775	3 672 128
Roads Infrastructure		69 802	84 378	116 103	34 674	32 732	32 732	34 026	35 591	3 668 801
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		–	–	–	–	–	–	–	–	–
Sanitation Infrastructure		–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure		–	–	–	174	174	174	1 565	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		***69 802***	***84 378***	***116 103***	***34 848***	***32 906***	***32 906***	***35 591***	***35 591***	***3 668 801***
Community Facilities		35 472	43 548	58 488	4 783	10 437	10 437	1 043	–	–
Sport and Recreation Facilities		–	–	–	6 957	6 490	6 490	–	–	–
Community Assets		***35 472***	***43 548***	***58 488***	***11 739***	***16 928***	***16 928***	***1 043***	**–**	**–**
Heritage Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	130	130	130	–	–	–
Intangible Assets		**–**	**–**	**–**	***130***	***130***	***130***	**–**	**–**	**–**
Computer Equipment		**26**	**458**	**1 393**	**522**	**522**	**522**	**609**	**637**	**665**
Furniture and Office Equipment		**224**	**48**	**641**	**1 130**	**1 130**	**1 130**	**–**	**–**	**–**
Machinery and Equipment		**93**	**3 641**	**8 281**	**5 651**	**3 912**	**3 912**	**2 913**	**1 364**	**1 426**
Transport Assets		**335**	**784**	**1 426**	**3 304**	**3 304**	**3 304**	**1 130**	**1 182**	**1 236**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
Total Renewal of Existing Assets	2	17 516	1 575	3 447	1 634	1 800	1 800	–	–	–
Roads Infrastructure		–	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		–	–	–	–	–	–	–	–	–
Sanitation Infrastructure		–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure		298	343	947	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		***298***	***343***	***947***	**–**	**–**	**–**	**–**	**–**	**–**
Community Facilities		16 404	–	–	1 034	1 034	1 034	–	–	–
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Community Assets		***16 404***	**–**	**–**	***1 034***	***1 034***	***1 034***	**–**	**–**	**–**
Heritage Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Revenue Generating		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Operational Buildings		–	118	118	522	522	522	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		**–**	***118***	***118***	***522***	***522***	***522***	**–**	**–**	**–**
Biological or Cultivated Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
Intangible Assets		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Computer Equipment		**588**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Furniture and Office Equipment		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Machinery and Equipment		**226**	**1 114**	**1 114**	**78**	**243**	**243**	**–**	**–**	**–**
Transport Assets		**–**	**–**	**1 269**	**–**	**–**	**–**	**–**	**–**	**–**
Land		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Zoo's, Marine and Non-biological Animals		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-

Total Upgrading of Existing Assets	6	–	–	–	–	–	–	–	–	–
Roads Infrastructure		–	–	–	–	–	–	–	–	–
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		–	–	–	–	–	–	–	–	–
Sanitation Infrastructure		–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure		–	–	–	–	–	–	–	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		–	–	–	–	–	–	–	–	–
Community Facilities		–	–	–	–	–	–	–	–	–
Sport and Recreation Facilities		–	–	–	–	–	–	–	–	–
Community Assets		–	–	–	–	–	–	–	–	–
Heritage Assets		–	–	–	–	–	–	–	–	–
Revenue Generating		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Operational Buildings		–	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		–	–	–	–	–	–	–	–	–
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	–	–	–	–	–	–
Intangible Assets		–	–	–	–	–	–	–	–	–
Computer Equipment		–	–	–	–	–	–	–	–	–
Furniture and Office Equipment		–	–	–	–	–	–	–	–	–
Machinery and Equipment		–	–	–	–	–	–	–	–	–
Transport Assets		–	–	–	–	–	–	–	–	–
Land		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
Total Capital Expenditure	4	**123 469**	**134 432**	**189 779**	**58 959**	**60 632**	**60 632**	**41 287**	**38 775**	**3 672 128**
Roads Infrastructure		69 802	84 378	116 103	34 674	32 732	32 732	34 026	35 591	3 668 801
Storm water Infrastructure		–	–	–	–	–	–	–	–	–
Electrical Infrastructure		–	–	–	–	–	–	–	–	–
Water Supply Infrastructure		–	–	–	–	–	–	–	–	–
Sanitation Infrastructure		–	–	–	–	–	–	–	–	–
Solid Waste Infrastructure		298	343	947	174	174	174	1 565	–	–
Rail Infrastructure		–	–	–	–	–	–	–	–	–
Coastal Infrastructure		–	–	–	–	–	–	–	–	–
Information and Communication Infrastructure		–	–	–	–	–	–	–	–	–
Infrastructure		***70 100***	***84 720***	***117 050***	***34 848***	***32 906***	***32 906***	***35 591***	***35 591***	***3 668 801***
Community Facilities		51 876	43 548	58 488	5 817	11 471	11 471	1 043	–	–
Sport and Recreation Facilities		–	–	–	6 957	6 490	6 490	–	–	–
Community Assets		***51 876***	***43 548***	***58 488***	***12 773***	***17 962***	***17 962***	***1 043***	**–**	**–**
Heritage Assets		–	–	–	–	–	–	–	–	–
Revenue Generating		–	–	–	–	–	–	–	–	–
Non-revenue Generating		–	–	–	–	–	–	–	–	–
Investment properties		–	–	–	–	–	–	–	–	–
Operational Buildings		–	118	118	522	522	522	–	–	–
Housing		–	–	–	–	–	–	–	–	–
Other Assets		–	***118***	***118***	***522***	***522***	***522***	–	–	–
Biological or Cultivated Assets		–	–	–	–	–	–	–	–	–
Servitudes		–	–	–	–	–	–	–	–	–
Licences and Rights		–	–	–	130	130	130	–	–	–
Intangible Assets		–	–	–	***130***	***130***	***130***	–	–	–
Computer Equipment		**614**	**458**	**1 393**	**522**	**522**	**522**	**609**	**637**	**665**
Furniture and Office Equipment		**224**	**48**	**641**	**1 130**	**1 130**	**1 130**	–	–	–
Machinery and Equipment		**319**	**4 755**	**9 395**	**5 730**	**4 156**	**4 156**	**2 913**	**1 364**	**1 426**
Transport Assets		**335**	**784**	**2 694**	**3 304**	**3 304**	**3 304**	**1 130**	**1 182**	**1 236**
Land		–	–	–	–	–	–	–	–	–
Zoo's, Marine and Non-biological Animals		–	–	–	–	–	–	–	–	–
Mature		–	-	-	-	-	-	-	-	-
Immature		–	-	-	-	-	-	-	-	-
Living Resources		-	-	-	-	-	-	-	-	-
TOTAL CAPITAL EXPENDITURE - Asset class		**123 469**	**134 432**	**189 779**	**58 959**	**60 632**	**60 632**	**41 287**	**38 775**	**3 672 128**

11.3.4 CAPITAL BUDGET

TABLE 105: MUNICIPAL CAPITAL BUDGET

Vote Description	Ref	2020/21	2021/22	2022/23	Current Year 2023/24				2024/25 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2024/25	Budget Year +1 2025/26	Budget Year +2 2026/27
Capital expenditure - Vote											
Multi-year expenditure *to be appropriated*	2										
Vote 1 - Finance and Admin		–	–	–	–	–	–	–	–	–	–
Vote 2 - Executive and council		–	–	–	–	–	–	–	–	–	–
Vote 3 - Community and social services		–	–	–	–	–	–	–	–	–	–
Vote 4 - Internal Audit		–	–	–	–	–	–	–	–	–	–
Vote 5 - Waste Management		–	–	–	–	–	–	–	–	–	–
Vote 6 - Energy Sources		–	–	–	–	–	–	–	–	–	–
Vote 7 - Planning and Development		–	–	–	–	–	–	–	–	–	–
Vote 8 - Public Safety		–	–	–	–	–	–	–	–	–	–
Vote 9 - Roads		–	–	–	–	–	–	–	–	–	–
Vote 10 - Sport and Recreation		–	–	–	–	–	–	–	–	–	–
Vote 11 - [NAME OF VOTE 111]		–	–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 1210]		–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–
Capital multi-year expenditure sub-total	7	–	–	–	–	–	–	–	–	–	–
Single-year expenditure *to be appropriated*	2										
Vote 1 - Finance and Admin		(173 976)	5 007	5 842	11 722	9 930	9 930	9 930	3 609	3 183	3 327
Vote 2 - Executive and council		242	(235)	–	–	–	–	–	–	–	–
Vote 3 - Community and social services		(20 138)	(7 400)	14 940	4 217	7 915	7 915	7 915	609	–	–
Vote 4 - Internal Audit		–	–	–	–	–	–	–	–	–	–
Vote 5 - Waste Management		(9 786)	44	604	356	356	356	356	2 261	–	–
Vote 6 - Energy Sources		(0)	(0)	(0)	–	–	–	–	–	–	–
Vote 7 - Planning and Development		(26 247)	(964)	2 236	–	–	–	–	–	–	–
Vote 8 - Public Safety		(1 030)	(48)	–	–	–	–	–	–	–	–
Vote 9 - Roads		(7 760)	14 576	31 725	41 630	39 222	39 222	39 222	34 026	35 591	3 668 801
Vote 10 - Sport and Recreation		(404)	–	–	1 034	1 034	1 034	1 034	783	–	–
Vote 11 - [NAME OF VOTE 111]		–	–	–	–	–	–	–	–	–	–
Vote 12 - [NAME OF VOTE 1210]		–	–	–	–	–	–	–	–	–	–
Vote 13 - [NAME OF VOTE 13]		–	–	–	–	–	–	–	–	–	–
Vote 14 - [NAME OF VOTE 14]		–	–	–	–	–	–	–	–	–	–
Vote 15 - [NAME OF VOTE 15]		–	–	–	–	–	–	–	–	–	–
Capital single-year expenditure sub-total		(239 099)	10 980	55 347	58 959	58 458	58 458	58 458	41 287	38 775	3 672 128
Total Capital Expenditure - Vote		(239 099)	10 980	55 347	58 959	58 458	58 458	58 458	41 287	38 775	3 672 128
Capital Expenditure - Functional											
Governance and administration		(173 734)	4 772	5 842	12 756	10 965	10 965	15 976	3 609	3 183	3 327
Executive and council		242	(235)	–	–	–	–	7	–	–	–
Finance and administration		(173 976)	5 007	5 842	12 756	10 965	10 965	15 969	3 609	3 183	3 327
Internal audit		–	–	–	–	–	–	–	–	–	–
Community and public safety		(35 938)	(7 694)	12 117	7 261	9 203	9 203	56 608	609	–	–
Community and social services		3 695	(7 646)	12 117	–	235	235	55 585	609	–	–
Sport and recreation		(37 331)	–	–	6 957	8 664	8 664	833	–	–	–
Public safety		(1 433)	(48)	–	–	–	–	–	–	–	–
Housing		–	–	–	–	–	–	–	–	–	–
Health		(869)	–	–	304	304	304	189	–	–	–
Economic and environmental services		3 324	13 612	33 961	34 674	32 732	32 732	139 059	34 809	35 591	3 668 801
Planning and development		(26 247)	(964)	2 236	–	–	–	2 236	–	–	–
Road transport		29 571	14 576	31 725	34 674	32 732	32 732	136 823	34 809	35 591	3 668 801
Environmental protection		–	–	–	–	–	–	–	–	–	–
Trading services		(9 769)	27	604	356	356	356	2 658	2 261	–	–
Energy sources		(0)	(0)	(0)	–	–	–	1 711	–	–	–
Water management		17	(17)	–	–	–	–	–	–	–	–
Waste water management		–	–	–	–	–	–	–	–	–	–
Waste management		(9 786)	44	604	356	356	356	947	2 261	–	–
Other		(23 659)	246	2 823	3 913	7 376	7 376	3 070	–	–	–
Total Capital Expenditure - Functional	3	(239 778)	10 963	55 347	58 959	60 632	60 632	217 370	41 287	38 775	3 672 128
Funded by:											
National Government		(29 068)	66 991	33 767	41 630	39 222	39 222	168 471	34 026	35 591	3 668 801
Provincial Government		(1 818)	1 742	3 319	3 913	9 785	9 785	6 104	–	–	–
District Municipality		–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (monetary allocations) (Nat / Prov Departm Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educ Institutions)		–	–	–	–	–	–	–	–	–	–
Transfers recognised - capital	4	(30 886)	68 733	37 086	45 543	49 007	49 007	174 575	34 026	35 591	3 668 801
Borrowing	6	–	–	–	–	–	–	–	–	–	–
Internally generated funds		(208 892)	(57 770)	18 261	13 286	11 625	11 625	42 794	7 261	3 183	3 327
Total Capital Funding	7	(239 778)	10 963	55 347	58 829	60 632	60 632	217 370	41 287	38 775	3 672 128

TABLE 106: MUNICIPAL THREE-YEAR CAPITAL PROGRAMME

PROJECT NAME	2022/23	2023/24	2024/25	2025/26	2026/27
Municipal Roads					
Mbazwana Internal Roads (Ward 3)	18 488 153				
Manguzi Internal Roads (Ward 4 and 17)	R19 575 787				
Skhemelele Internal Roads		TBC (Multi-Year)			
Ezinqeni Access Road		TBC			
Manguzi Internal Road Phase 2			R31 921 997.00		
Skhemelele Internal Road Phase 2			R5 700 722.00		
Manzibomvu to Zungu			R1 477 248.44		
Community Halls -					
Manguzi Multi-Purpose Centre (Ward 1)	R2 000 000				
Ntshongwe Community Hall	R2 000 000				
Electrification					
Qondweni Phase 3			R3 067 276.00		
Mvelabusha-Mahashi			R3 015 375.00		
Ndlondlweni-Mqhiyama			R4 891 849.00		
Mazambane			R2 558 500.00		

11.3.4.1 uMkhanyakude District Municipality

TABLE 107: DISTRICT THREE-YEAR CAPITAL PROGRAMME

PROJECT NAME	TYPE	2023/24	2024/25	2025/26
Manguzi Star of the Sea	Water	R40 558 202.30		
Manguzi WWTW upgrade	Water		R2 772 840.00	R27 847 507.00

TABLE 108: DISTRICT WIDE THREE-YEAR CAPITAL PROGRAMME

Project Title	ItemScoa Account	Full year 23-24	OuterYear1 24-25	OuterYear2 25-26
Manguzi Star of the Sea	Water	40 558 202,30	-	-
Jozini Low Cost Housing Sewer Upgrade project	Sanitation	15 533 191,45	19 942 698,00	26 086 956,26
Non-Revenue Water project Phase 3	Water	37 558 913,75	34 782 608,00	97 460 914,00
Nondabuya CWSS Upgrade	Water	-	-	- 90 502 029,78
Greater Ingwavuma Water Scheme	Water	45 924 310,45	20 356 172,00	14 582 154,00
Jozini RCWSS	Water	45 366 015,35	-	33 823 692,00
Siweni/Ingwavuma Imergency Pipeline	Water	8 887 258,65	-	-
Manguzi WWTW upgrade	Water	-	2 772 840,00	27 847 507,00
St lucia WWTW upgrade	Water	-	3 555 449,00	29 035 115,00
Thembalethu Sanitation	Sanitation	27 393 529,00	20 538 765,60	26 086 956,26
Hlabisa hospital Network Phase1	Sanitation	25 500 463,40	55 747 399,00	-
Mtuba WWTW Refurbishment	Water	-	9 861 860,00	13 043 478,00
Big five Water	Water	-	9 207 622,00	9 053 247,00
Total		**246 721 884,35**	**176 765 413,60**	**186 517 989,74**

11.3.4.2 uMhlosinga Development Agency Tourism Projects 2021/2022

- Kosi Bay Community Lodge to be renovated
- Tshaneni Community Lodge to be renovated
- Sodwana Amangwane Community Lodge

- uMhlabuyalingana Baya Camp
- Muzi Pan
- Kosi Mouth
- Banganek

11.3.4.3 Sector Departments Projects And Programs

11.3.4.3.1 Department of Agriculture and Rural Development Projects

TABLE 109: AGRICULTURAL PROJECTS

IRRIGATION PROJECTS		
Project Name	**Budget**	**Ward**
COOPERATIVES PROJECTS		
	R1 500 000.00	18

11.3.4.3.2 Department Of Education Projects 2024/2025

TABLE 110: DEPARTMENT OF EDUCATION PROJECTS

Project name	**Implementing Agent**	**Project Status**
Washodi Primary School	COEGA	Design

EDUCATION DISTRICT	**PRIMARY**	**SECONDARY**
UMKHANYAKUDE	18	21

11.3.4.3.3 Department Of Social Development Projects 2020/2021

TABLE 111 DEPARTMENT OF SOCIAL DEVELOPMENT PROJECTS

Name of the creche	Project Type	ward	Amount	No. of children
Bhekabantu creche-kwangwanase-uld	ECD	9	R 391 884.00	113
Emhlangeni creche	ECD	9	R 214 336.00	61
Hlanganani crech-kwangwanase uld	ECD	11	R 436 968.00	126
Ikhwezi creche ngwanase- uld	ECD	12	R 123 913.00	35
Ithubalethu creche	ECD	16	R 239 292.00	69
Khofi crèche	ECD	18	R 121 380.00	35
Khulanathi creche	ECD	9	R 250 164.00	73
Khulani creche	ECD	17	R 270 376.00	82
Kosibay creche	ECD	1	R 149 124.00	43
Kwakhanya creche	ECD	17	R 210 484.00	63
Kwangwanase creche	ECD	1	R 83 232.00	27
Libuyile creche	ECD	11	R 142 656.00	42
Mahlungulube creche kwangwan-uld	ECD	10	R 204 016.00	62
Makabongwe creche kwangwanas-uld	ECD	18	R 205 484.00	63
Malangabi creche kwangwanase-uld	ECD	11	R 137 188.00	41
Masicabange creche	ECD	11	R 62 424.00	18
Masulumane creche kwangwanas-uld	ECD	11	R 86 700.00	25
Mazambana creche	ECD	10	R 97 121.00	29
Mtikini creche	ECD	16	R 148 592.00	44
Nkathweni creche kwangwan uld	ECD	4	R 162 148.00	52
Nonikelo creche -kwangwanase uld	ECD	4	R 186 272.00	54
Sandangolwazi creche	ECD	8	R 147 124.00	43

Name of the creche	Project Type	ward	Amount	No. of children
Sikhethiwe creche kwangwanase uld	ECD	17	R 225 292.00	69
Sibonokuhle creche kwangwana-uld	ECD	4	R 225 420.00	55
Siyathuthuka creche	ECD	17	R 90 423.00	27
Sizanokuhle creche kwangwanase	ECD	16	R 163 804.00	53
Star of the sea crech kwangw-uld	ECD	10	R 370 564.00	123
Tete creche	ECD	13	R 390 160.00	120
Thengani creche	ECD	11	R 163 400.00	50
Umthente child day care centre	ECD	1	R 207 292.00	62
Vezulwazi creche	ECD	18	R 86 700.00	25
Vuka ukhanye crech	ECD	16	R 208 068.00	60
Vukani crèche	ECD	18	R 97 104.00	28
Vezikhono creche - kwangwanase uld	ECD	16	R 263 376.00	82
Zikhulile creche	ECD	18	R 138 720.00	38
Zululolwazi creche	ECD	16	R 138 188.00	41
Lulwane crèche	ECD	6	R 129 672.00	47
Zama zama dutch	ECD	13	R 145 656.00	42
Zama zama	ECD	13	R 120 196.00	39
Name of the luncheon club	**Project Type**		**ward**	**Amount**
Bambisanani	Older Person Service Centre		9	R 37 536.00
Siyaphambili	Older Person Service Centre		13	R 40 800.00
Thuthukani	Older Person Service Centre		16	R 24 480.00
Zamukuhlakanipha	Older Person Service Centre		4	R 29 376.00
Zizamele	Older Person Service Centre		6	R 22 848.00
Name of the Protective workshop	**Project Type**			**Amount**
Bambanani protective workshop	Protective workshop: services for persons with disability			R 125 256.00

11.3.4.3.4 Department Of Transport 2024/25 Projects

TABLE 112: DOT PROJECTS

Project & Location	Ward No	Activity	Quantity	Location
D1848	3	Betterment & Re-gravelling	3km	Hangaza-Ezinqeni
D1846	10	Betterment & Re-gravelling	3km	Mazambaneni
D1850	8,11	Betterment & Re-gravelling	9km	Nondwayiza (R22) - Lala Neck
D1881	12	Betterment & Re-gravelling	6.5km	Manguzi - Thandizwe
L1738	9	Betterment & Re-gravelling	5km	Mtikini - Bhekabantu
P522/2,D1885, P447	6,5,16,7	Blacktop patching	2950m2	Skhemelele, Sicabazeni ,Mseleni and Mbazwana
Blading maintenance	2,3,4,5,6,8, 10	Blading	300km	Various

Project & Location	Ward No	Activity	Quantity	Location
Routine maintenance contract	Various	All maintenance activities	Various	KZ271

11.3.4.3.5 Department of Housing Projects 2021/2022

TABLE 113: HOUSING PROJECTS

Project Name	Project Type	No. Of Units	Ward
KwaMbila Housing Project	Rural	500	02, 03 and 07
KwaNgwanase Phase 2	Rural	500	06 and 09
uMhlabuyalingana OSS	Rural	171	Various
KwaNgwanase North (Planning Phase)	Rural	2000	10, 11, 12, 17 and 18
KwaNgwanase West (Planning Phase)	Rural	2000	06, 13 and 16
KwaNgwanase South (Planning Phase)	Rural		04, 08 and 11

11.3.4.3.6 Energy Projects 2024/2025

TABLE 114: ELECTRICITY PROJECTS

Project Name	Ward	Connections	Budget
Nondabuya NB64 Nhlambayathi Esiphahleni Phase 3	2	77	R 2 657 672.00
Ndumo NB 12 Mbangweni	9	337	R 8 801 242.24
Gezisa NB75 Nyamazane	12	404	R 11 745 868.32
Gezisa NB75 uMhllabuyalingana Thelizolo & Ngweni Infills	17	653	R 17 651 048.89
Gezisa NB75 Nsimangweni	1	0	R 40 500
Nondabuya NB64 Hangaza	3	122	R 3 803 726.71
Nondabuya NB64 Nhlambayathi Esiphahleni Phase 2	2	0	R 1 820 000.00
Ndumo NB12 Mbangweni	9	0	R 1 600 000.00
Gezisa NB75	12	0	R 2 000 000.00
Gezisa NB75 uMhllabuyalingana Thelizolo & Ngweni Infills (link line)	17	0	R 5 120 000.00
Gezisa NB75 Nsimangweni (link line)	1	0	R 40 500
Nondabuya NB64 Hangaza	3	0	R 2 000 000.00
Gezisa NB75 Nomagugu	12	0	R 300 000.00
Nondabuya NB64 Hlazane	13	0	R 300 000.00
Makhasana	18	0	R 300 000.00
Mtikini	6	0	R 300 000.00
Judiya, Nozibonda and Skhungwini	10	0	R 300 000.00
Phumobala	11	0	R 300 000.00
Emanyika	6	0	R 300 000.00
Jikijela	15	0	R 300 000.00
Gezisa NB75 Nomagugu (link line)	12	0	R 300 000.00
Nondabuya NB64 Hlazane	13	0	R 300 000.00

Project Name	Ward	Connections	Budget
Pre-Engineering fees (Schedule 5B Recovery) Empangeni Zone		0	R 3 000 000.00
Umhlabuyalingana Microgrids		0	R 3 000 000.00

TABLE 115: ESKOM PROJECTS-PLANNED

	Project Name	Status	Planned Completion date
1	Manguzi NB73 Interconnecter with Gezisa NB75	CRA	2027
2	Candover 132kV Switching Station additional 132kV Feeder Bay Establish	Pre CRA	2028
3	Hluhluwe 132kV Feeder	CRA	2027
4	Iphiva Pongola L1 and Iphiva Hluhluwe 132 kV Double Circuit	CRA	2027
5	Iphiva MTS	CRA	2030
6	Hluhluwe NB12 Line Upgrade	Pre CRA	2028

Source: Eskom, 2024

11.3.4.3.7 ISimangaliso Projects 2024/2025

TABLE 116: ISIMANGALISO PROJECTS

PROJECT NAME	ESTIMATED BUDGET
Kosi Mouth Camp Upgrade	R 3 8000.00
Mabibi Camp Upgrade	R 3 800.00
Banganek and Mabibi Road Upgrade	
EPWP (615 people employed)	
Tourism Monitors (200 people employed)	
Groen Sebenza (200 people employed)	

11.3.4.3.8 SANRAL Projects 2021/2022

TABLE 117: SANRAL PROJECTS

Market Stalls in Manguzi CBD
Animal Pounds
Widening of R22
IYK Bypass Road
Pedestrian Walkways

11.3.4.3.9 Economic Development, Tourism & Environmental Affairs (EDTEA) Projects

TABLE 118: EDTEA PROJECTS

KWAZULU-NATAL PROVINCE
ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS
REPUBLIC OF SOUTH AFRICA

Growing KwaZulu -Natal Together

KZN EDTEA UMHLABUYALINGANA PROJECTS: 2024/25

- **PROJECT: '1000 JOBS IN WASTE':**

MANGUZI ACTIVITIES	WARD NO	BENEFICIARIES	A-TEAM
Clearing of illegal dump-spots	01	10	**20**
Managing disposal/sorting of waste at landfill site	12	10	
MBAZWANA ACTIVITIES	**WARD NO**	**BENEFICIARIES**	**B-TEAM**
Clearing of illegal dump-spots	02	07	**26**
Clearing of illegal dump-spots	03	09	
Managing disposal/sorting of waste at landfill site	19	10	

- ***BUDGET: R 500951; PROJECT DURATION: 5 MONTHS***
- ***PROJECT STATUS: COMMENCED: 23 NOVEMBER 2023 – 12 MARCH 2024***

4

2023/2026 PROPOSED LIST OF IASP EPWP ALIEN PLANT CLEARING PROJECTS								
No	Project Name	District Municipality	Local Municipality	Wards Targeted	Budget Allocated	Allocated EPWP Contractors	Jobs to be created	Comments
1	Umhlabuyalingana Project	uMkhanyakude	Umhlabuyalingana	1, 4, 9 & 12	R1 800 000,00	4	120	Located next to proclaimed protected area (ISimangaliso Wetland Park) and within poverty node, hence we recommend project to be retained, however to target new wards.
OVERALL-TOTAL BUDGET AND JOB CREATED					R1 800 000.00	4	120	

11.3.5 AUDITOR GENERAL RESPONSES AND ACTION PLAN

(please refer to the AG Audit Action Plan Annexure)

12 ANNUAL OPERATIONAL PLAN (DRAFT SDBIP)

The Municipal Finance Management Act No. 56 of 2003 (MFMA) requires municipalities to prepare a Service Delivery and Budget Implementation Plan (SDBIP). The MFMA Circular 13 of the National Treasury describes the SDBIP as giving effect to the Integrated Development Plan (IDP) and budget of the municipality and will be possible if the IDP and budget are fully aligned with each other, as required by the MFMA (MFMA Circular No. 13, 2005). It provides the vital link between the mayor, council (executive) and the administration, and facilitates the process for holding management accountable for its performance.

It is further outlined in Circular 13 that the budget sets yearly service delivery and budget targets (revenue and expenditure per vote), but that in-year mechanisms must be able to measure performance and progress continuously. Hence, the end-of-year targets must be based on quarterly and monthly targets, and the municipal manager must ensure that the budget is built around quarterly and monthly information.

The SDBIP is essentially the management and implementation tool in that:

- It sets in-year information, such as quarterly service delivery and monthly budget targets, and links each service delivery output to the budget of the municipality,
- It thus provides credible management information and a detailed plan for how the municipality will provide such services and the inputs and financial resources to be used.
- It indicates the responsibilities and outputs for each of the senior managers in the top management team, the inputs to be used, and the time deadlines for each output.
- It will therefore determine the performance agreements of the municipal manager and senior managers, including the outputs and deadlines for which they will be held responsible.
- It should provide all expenditure information (for capital projects and services) per municipal ward, so that each output can be broken down per ward, where this is possible, to support ward councillors in service delivery information.

The SDBIP is also a vital monitoring tool, as it:

- Enables the mayor and council to monitor the in-year performance of the municipal manager
- Enables the municipal manager to monitor the performance of all managers in the municipality within the financial year.
- Enables the council to monitor the performance of the municipality against quarterly targets on service delivery.

The Top Layer Service Delivery And Implementation Plan 2024-2025 is attached as a table on the overleaf, while the full SDBIPs are attached as an attachment to the IDP.

TABLE 119: UMHLABUYALINGANA TOP LAYER SERVICE DELIVERY AND IMPLEMENTATION PLAN 2024-2025

NO	IDP/SDBIP INDICATOR NO	OUTCOME 9	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR/UNIT OF MEASURE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIREMENT/PORTFOLIO OF EVIDENCE	BUDGET	QUARTER 1 ENDING 30 SEP TARGET	QUARTER 2 ENDING 31 DEC TARGET	QUARTER 3 ENDING 31 MAR TARGET	QUARTER 4 ENDING 30 JUN TARGET
KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT													
PERFORMANCE MANAGEMENT AND REPORTING													
Workplace Skills Plan													
1	MTID 5/CORP/24/25 (IDP/TL)	Improved administrative and human resources management practices	To attract, capacitate, retain qualified and experienced staff across the staff establishment	Compile WSP and submit to LGSETA	Number of WSP submitted to LGSETA	1 WSP submitted to LGSETA by 30 April 2025		a) WSP b) Proof of submission to LGSETA (Acknowledgement of receipt from LGSETA C) Council Resolution	N/A	N/A	N/A	Table Draft WSP to council	1 (Submit WSP to LGSETA by 30 April 2024)
2	MTID 6/CORP/24/25 (IDP/TL)			Submission of employment equity report to Department of Labour	Number of Employment Equity Reports submitted to Department of Labour	1 Employment Equity Report submitted to Department of Labour by 15 January 2025		a) Employment Equity Plan (Council Resolution) b) Draft Employment Equity report c) Council resolution (Draft and Final) d) Acknowledgement of receipt from Department of Labour/Proof of submission	N/A	N/A	Draft Employment Equity report	1 (Submit Employment Equity Report to Department of Labour)	N/A
3	MTID 7/CORP/24/25 (IDP/TL)			Training of councillors and staff as per the WSP/Training plan	Number of employees and councillors trained as per Workplace Skills training Programs/ Training Plan	20 employees and 20 councillors trained as per Workplace Skills training Programs/ Training Plan by 30 June 2025		a) Attendance register for trainings provided b) Report on the trainings held (Training list with courses)	R600 000	N/A	N/A	N/A	20 employees trained 20 Councillors
Council and ExCo meetings													
4	MTID 1/CORP/24/25 (IDP/TL)	Improved administrative and human resources management practices	To ensure effective governance through regular meeting of council structures	Hold Council Meetings	Number of ordinary council meetings held	4 ordinary council meetings held by 30 June 2025		Signed off minutes and attendance registers	N/A	1 ordinary council meeting	1 ordinary council meeting	1 ordinary council meeting	1 ordinary council meeting
5	MTID 2/CORP/24/25 (IDP/TL)			Hold ExCO Meetings	Number of ordinary ExCo meetings held	12 ordinary ExCo meetings held by 30 June 2025		Signed off minutes and attendance registers	N/A	3 ordinary ExCo meetings	3 ordinary ExCo meetings	3 ordinary ExCo meetings	3 ordinary ExCo meetings
Organogram and filling of vacant posts													
6	MTID 6/CORP/24/25 (IDP/TL)	Improved administrative and human resources management practices	To create an appropriate organizational climate that will attract and ensure retention of staff	Review the Organogram	Reviewed organizational structure approved by council	Review organizational structure and table to council for approval by 30 June 2025		a) Signed Job descriptions b) Reviewed organogram c) Council resolution	N/A	N/A	Signed Job descriptions for new posts in the organisational structure	N/A	Table reviewed organizational structure to council for adoption
Performance Management and Reporting													
7	MTID 3/MM/24/25 (IDP/TL)		To manage and enhance the performance of the municipality	Compile and submit quarterly Top layer SDBIP reports to council	Number of signed off Quarterly Top Layer SDBIP reports submitted to council within 30 days after the end of the quarter.	4 signed off Quarterly Top Layer SDBIP reports submitted to council within 30 days after the end of the quarter by 30 June 2025		a) Copy of signed off Top Layer SDBIP quarterly report b) Copy of council resolution	N/A	1 (Q4 report)	1 (Q1 report)	1 (Q2 report)	1 (Q3 report)
8	MTID 4/MM/24/25 (IDP/TL)			Approval of Annual Performance Report	Number of council approved Annual Performance report	Table 1 Annual Performance Report to council for approval by 31 August 2024		a) Annual Performance Report b) Council resolution	N/A	Annual performance report tabled to council by 31 August 2023	N/A	N/A	N/A
9	MTID 5/MM/24/25 (IDP/TL)			Submission of Annual Performance Report to Auditor General	Annual Performance report submitted to Auditor General	Submit Annual Performance Report to Auditor General by 31 August 2024		Proof of submission to AG	N/A	Submit Annual performance report to AG by 31 August 2023	N/A	N/A	N/A
10	MTID 6/MM/24/25 (IDP/TL)			Approval of AR and Oversight Report by Council	Number of Final Annual reports (22/23) and oversight report	(a) 1 Final Annual Report submitted to Council by 31 January		a) Annual Report and council resolution b) Oversight report and	N/A	N/A	N/A	(a) Table 2023/2024 AR to council	N/A

NO	IDP/SDBIP INDICATOR NO	OUTCOME 9	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR/UNIT OF MEASURE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIREMENT/PORTFOLIO OF EVIDENCE	BUDGET	QUARTER 1 ENDING 30 SEP TARGET	QUARTER 2 ENDING 31 DEC TARGET	QUARTER 3 ENDING 31 MAR TARGET	QUARTER 4 ENDING 30 JUN TARGET
					submitted to council for adoption	2025 (b) 1 Oversight report submitted to council by 31 March 2025		council resolution				(b) Table Oversight report to council	
11	MTID 7/MM/24/25 (IDP/TL)		To maintain an organizational performance management system as a tool to monitor progress on service delivery	(a) Signing of section 54/56 annual performance agreements (b) Submission of section 54/56 performance agreements to Cogta (c) Section 54/56 mangers quarterly performance reviews	a) Number of signed Section 54/56 Annual performance agreements b) Number of signed Section 54/56 Annual performance agreements submitted to Cogta c) Number of Sec 54/56 managers quarterly performance reviews conducted	a) 5 Signed Section 54/56 Annual performance agreements signed (b) Submit 5 signed performance agreements to MEC c) 3 Sec 54/56 performance reviews conducted		a) Signed Performance agreements b) Proof of submission to CoGTA MEC c)Minutes and attendance registers	N/A	a) 5 Performance agreements signed by 31 July 2024 b) Submission of signed Performance agreements to CoGTA	Conduct performance assessments	Conduct Mid-year performance assessments	Conduct Q3 performance assessments
Total Weighting													
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION													
INTEGRATED DEVELOPMENT PLANNING													
12	GGPP 1/MM/24/25 (IDP/TL)	Single Window of Coordination	To develop a credible IDP in terms of short medium-term guide for development and service delivery	(a) Review and adopt the IDP (b) Compile and approve IDP/Budget Process Plan (c) Holding of consultative engagements in respect of IDP	(a) Number of IDP Process plan b) Number of IDP consultation meetings conducted (c) Number of credible Integrated Development Plan (IDP) adopted by council in terms of the Municipal Systems Act	(a) 1 IDP Process plan (b) 4 IDP consultation meetings (c) 1 credible Integrated Development Plan (IDP) adopted by council in terms of the Municipal Systems Act by 31 May 2025		(a) IDP process plan and Council Resolution (b)) Public Notice, Report and attendance registers (c)Council resolution for adoption of Draft and Final IDP	R0	Development and adoption of IDP Process Plan	Conduct 4 IDP consultation sessions with Stakeholders (Roadshows)	Table 2024/2025 Draft IDP to Council	Table 2024/2025 Final IDP to Council for approval by 31 May 2024
Internal Audit													
13	GGPP 3/MM/24/25 (IDP/TL)	Improved administrative and human resources management practices	Ensure reliability and maintain independence of Internal Audit Activities	To resolve Internal Audit findings	Percentage of Internal Audit Findings resolved on quarterly basis	100% Resolution of Internal Audit findings due within the financial year by 30 Jun3 2024		(a) Consolidated Internal audit action plan (b) Executive summary report on achievements by Internal Audit Manager	N/A	a)100% Resolution of Internal Audit findings due within the Quarter b) Updated internal audit action plan	a)100% Resolution of Internal Audit findings due within the Quarter b) Updated internal audit action plan	a)100% Resolution of Internal Audit findings due within the Quarter b) Updated internal audit action plan	a)100% Resolution of Internal Audit findings due within the Quarter
14	GGPP 4/MM/24/25 (IDP/TL)			To resolve AG Findings	Percentage of Auditor General (AG) findings resolved within the financial year	100% resolution of Auditor General (AG) findings (2023/24) by 30 June 2025		a) Council resolution b) Updated AG action plan c) Status of implementation report of audit action plans	N/A	N/A	N/A	a) Develop AG action plan and table to council b) 100% resolution of AG findings due within the quarter c) Status of implementation report of audit action plans	a) 100% resolution of AG findings due within the quarter b) Status of implementation report of audit action plans
15	GGPP 5/MM/24/25 (IDP/TL)			Execution of internal audit plan	Percentage of internal audits performed/executed against the approved Internal Audit plan	100% of Internal Audit plan audits performed/executed by 30 June 2025		a) Report on the status of internal audits performed	N/A	5 % of internal audits performed against the approved Internal Audit plan	30 % of internal audits performed against the approved Internal Audit plan	65 % of internal audits performed against the approved Internal Audit plan	100 % of internal audits performed against the approved Internal Audit plan
Declarations, legal and policies													
16	GGPP 3/CORP/24/25 (IDP/TL)	Improved administrative and human resources	To ensure effective and efficient administration	Declaration of financial interest by councillors	Percentage of Councillors who have	100% of Councillors have declared their		a) Signed declaration of interest forms	N/A	100% of Councillors have declared their financial	N/A	N/A	N/A

NO	IDP/SDBIP INDICATOR NO	OUTCOME 9	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR/UNIT OF MEASURE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIREMENT/PORTFOLIO OF EVIDENCE	BUDGET	QUARTER 1 ENDING 30 SEP	QUARTER 2 ENDING 31 DEC	QUARTER 3 ENDING 31 MAR	QUARTER 4 ENDING 30 JUN
										TARGET	TARGET	TARGET	TARGET
		management practices	complying with its Legal Mandates		declared their financial interests	financial interest by 30 June 2025				interest by 30 September 2023			
17	GGPP 4/CORP/24/25 (IDP/TL)			Review of HR and ICT policies	Number of HR and ICT policies reviewed and adopted	Review 4 Council HR Policies and 18 ICT Policies by 30 June 2025		a) List of policies reviewed b) Council resolutions	R900 000	N/A	N/A	N/A	Review 4 Council HR Policies and 18 ICT Policies and table to council for adoption
18	GGPP 5/CORP/24/25 (IDP/TL)			Review of strategies, frameworks and plans	Number of HR Strategies, Frameworks and HR plans reviewed and adopted	a) 3 Strategies reviewed and adopted (Retention Strategy, HR Strategy and ICT Strategy)b) 1 HR plan reviewed and adopted (Human Resource Training Plan) c) 1 Framework reviewed and adopted (IT Governance Framework) by 30 June 2025		a) List of reviewed Strategies/framework/plans b) Council resolution	N/A	N/A	N/A		Review and table to council for adoption:-a) Retention strategy b) Human Resource strategy c) Human Resource Training plan d) IT Governance Framework
19	GGPP 4/CS/24/25 (IDP/TL)		To enhance municipality's waste management capacity	(a) Review integrated waste management plan (b) Review waste management By-laws	Reviewed and Council approved Integrated waste management plan and Waste management by laws	a) Reviewed integrated waste Management plan b) Reviewed waste management by laws by 30 June 2025		a)Waste management by laws b) Integrated waste management plan c) Council resolution	N/A	N/A	N/A	Table draft reviewed integrated waste management plan and Waste management by laws to Council	Table Final integrated waste management plan and Waste management by laws to Council
20	GGPP 5/CS/24/25 (IDP/TL)		To ensure effective and efficient administration complying with its Legal Mandates	Review of indigent policy	Reviewed and Council approved Indigent policy	Review and table Indigent policy to council for approval by 30 June 2025		Reviewed Indigent Policy and Council resolution	N/A	N/A	N/A	Table draft Indigent policy to council	Table final Indigent policy to council
Public Communication													
Total Weighting													
KPA: CROSS CUTTING INTERVENTIONS													
Enterprise Risk Management													
21	CCI 2/MM/24/25 (IDP/TL)	Single window of co-ordination	To bring the organization to an enabled risk maturity level	Complete risk action plans relevant to top ten organizational risks	Percentage completion of Action Plans relevant to the top 10 organisational risks	100% completion of Action Plans relevant to the top 10 organisational risks by 30 Jun 2025		a.) Updated top 10 organisational risk register and Action Plan b.) Sign-off document as proof of endorsement by MM c.) Executive summary report on achievements by Risk Manager	N/A	100% completion of Action Plans (Q4)	100% completion of Action Plans (Q1)	100% completion of Action Plans (Q2)	100% completion of Action Plans (Q3)
22	CCI 3/MM/24/25 (IDP/TL)			Conduct risk assessments	Number of Risk assessments conducted by 30 June 2025	1 Risk assessment conducted by 30 June 2025		a) Risk register (OFMM) b) Attendance Register	N/A	N/A	N/A	N/A	1 risk management assessment conducted
23	CCI 4/MM/24/25 (IDP/TL)			(a) Review Business Continuity Plan (BCP) (b) Compile reports on the implementation of the Business Continuity Plan (BCP)	a) Reviewed Business Continuity Plans b) Number of reports on implementation of Business Continuity Plan (BCP)	a) 1 BCP reviewed b) 1 Report on the implementation of Business Continuity Plan (BCP) by 30 June 2025		a) Report on implementation of BCP b) Reviewed BCP c) Council resolution adopting BCP	N/A	1 report on implementation of BCP	1 report on implementation of BCP	1 report on implementation of BCP	Review and adoption of the BCP
Spatial Development													
24	CCI 2/PLID/24/25 (IDP/TL)	Single window of coordination	To promote development of efficient and sustainable settlement pattern	Review of SPLUMA compliant SDF	Reviewed and council approved SPLUMA compliant SDF for 2024/2025	Review and table to council SPLUMA compliant SDF for 2024/2025 by 30 June 2025		a) Reviewed SDF b) Council resolution	R200 000	IDP/SDF/Budget Process Plan	N/A	Submission of draft SDF 2025/2026 together with draft IDP to Council for adoption	1 Council Adopted final SDF for 2025/2026 together with IDP

NO	IDP/SDBIP INDICATOR NO	OUTCOME 9	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR/UNIT OF MEASURE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIREMENT/PORTFOLIO OF EVIDENCE	BUDGET	QUARTER 1 ENDING 30 SEP TARGET	QUARTER 2 ENDING 31 DEC TARGET	QUARTER 3 ENDING 31 MAR TARGET	QUARTER 4 ENDING 30 JUN TARGET
Total Weighting													
KPA: BASIC SERVICE DELIVERY													
Waste collection													
25	BSDID 1/CS/24/25 (IDP/TL)	Improve access to basic service delivery	Provision/Subsidization of basic services to the community in a sustainable manner	Collection of waste from Areas benefiting from free basic waste disposal services	Number of areas benefiting from free basic solid waste disposal	39 areas benefiting from free basic waste disposal services by 30 June 2025		a) list of areas b) truck routes		39 areas benefiting from free basic waste disposal services	39 areas benefiting from free basic waste disposal services	39 areas benefiting from free basic waste disposal services	39 areas benefiting from free basic waste disposal services
Indigent Register and support													
26	BSDID 3/CS/24/25 (IDP/TL)	Improve access to basic service delivery	Provision/Subsidization of basic services to the community in a sustainable manner	Update Indigent Register	Updated and Council approved Indigent Register	Update Indigent Register and table to council for approval by 30 June 2025		Updated indigent register and Council Resolution	N/A	N/A	N/A	Tabled draft indigent register to Council	Table final Indigent register to council
Traffic													
27	BSDID 4/CS/24/25 (IDP/TL)	Improve access to basic service delivery	Provision of efficient and effective security services and promotion of road safety	Execution of law enforcement operations	Number of Vehicles Stopped and Checked	18 000 Vehicles Stopped and Checked by 30 June 2025		Daily/Monthly crime returns		4 500	4 500	4 500	4 500
28	BSDID 5/CS/24/25 (IDP/TL)				Number of vehicles screened for speed	9000 vehicles screened for speed by 30 June 2023		Daily/Monthly crime returns		2 250	2 250	2 250	2 250
29	BSDID 6/CS/24/25 (IDP/TL)				Number of Multi-Disciplinary Roadblocks	24 Multi-Disciplinary Roadblocks by 30 June 2025		Reports and Attendance registers		6	6	6	6
30	BSDID 7/CS/24/25 (IDP/TL)				Number of Direct Charges issued for Drunken driven	12 Direct Charges issued for Drunken driven by 30 June 2025		Direct Charge forms		3	3	3	3
31	BSDID 8/CS/24/25 (IDP/TL)				Number of Routine road side roadblocks conducted	720 Routine road side roadblocks conducted by 30 June 2025		Daily/Monthly crime returns		180	180	180	180
32	BSDID 9/CS/24/25 (IDP/TL)				Number of Speed operations conducted	240 Speed operations conducted by 30 June 2025		Daily/Monthly crime returns		60	60	60	60
33	BSDID 10/CS/24/25 (IDP/TL)				Number of road safety awareness campaign conducted	12 road safety awareness campaigns conducted by 30 June 2025		Reports and Attendance registers		3 road safety awareness campaign	3 road safety awareness campaign	3 road safety awareness campaign	3 road safety awareness campaign
Traffic													
34	BSDID 11/CS/24/25 (IDP/TL)	Improve access to basic service delivery	Provision of efficient and effective vehicle licencing services and promotion of road safety	Conduct motor vehicle, driver licensing and registration operations	Number of Learner's Licences booked	1 260 Learner's Licences booked by 30 June 2025		System generated report (License-pro report)		315	315	315	315
35	BSDID 12/CS/24/25 (IDP/TL)				Number of Applicants tested for driving licenses	1 800 Applicants tested for driving licenses by 30 June 2025		System generated report (e-natis report)		450	450	450	450
36	BSDID 13/CS/24/25 (IDP/TL)				Number of Temporary Driving Licenses issued	800 Temporary Driving Licenses issued by 30 June 2025		System generated report (eNatis report)		200	200	200	200
37	BSDID 14/CS/24/25 (IDP/TL)				Number of PrDP application	480 PrDP applications by 30 June 2025		System generated report (eNatis report)		120	120	120	120
38	BSDID 15/CS/24/25 (IDP/TL)				Number of vehicle licenses renewed	720 vehicle licenses renewed by 30 June 2025		System generated report (eNatis report)		180	180	180	180
39	BSDID 16/CS/24/25 (IDP/TL)				Number of Drivers Licenses renewed	1 200 Drivers Licenses renewed by 30 June 2025		System generated report (eNatis report)		300	300	300	300
Library Services													

NO	IDP/SDBIP INDICATOR NO	OUTCOME 9	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR/UNIT OF MEASURE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIREMENT/PORTFOLIO OF EVIDENCE	BUDGET	QUARTER 1 ENDING 30 SEP	QUARTER 2 ENDING 31 DEC	QUARTER 3 ENDING 31 MAR	QUARTER 4 ENDING 30 JUN
										TARGET	TARGET	TARGET	TARGET
40	BSDID 17/CS/24/25 (IDP/TL)	Improved Access to Basic Services	To enhance skills development and life-long learning	Conduct library outreach programs	Number of Books circulated	10 800 books circulated by 30 June 2025		System Generated Report	N/A	2 700	2 700	2 700	2 700
41	BSDID 18/CS/24/25 (IDP/TL)				Number of library services promotion conducted	4 promotions conducted by 30 June 2025		Reports and Attendance Registers		library promotion - literacy week	library promotion - library week	library promotion - world book day	library promotion - world play day
42	BSDID 19/CS/24/25 (IDP/TL)				Number of Library Users with access to internet	1 500 people access internet by 30 June 2025		Daily signed register		375	375	375	375
43	BSDID 20/CS/24/25 (IDP/TL)				Number of book exchange	4 Book exchange by 30 June 2025		Report, List of books exchanged		1	1	1	1
44	BSDID 21/CS/24/25 (IDP/TL)				Number of People trained on basic computer skills	360 people trained on basic computer by 30 June 2025		Daily signed register		90	90	90	90
Buildings and Structures													
Sports Fields													
Electrification													
47	BSDID 4/PLID/24/25 (IDP/TL)	Improved Access to Basic Services	To facilitate the provision of reliable source of energy to uMhlabuyalingana municipality	Electrification of households (Oqondweni Phase 2)	Number of households electrified	112 households electrified by 30 June 2025 (Oqondweni Phase 2)		a)Progress reports b) PCS File (112 connections list)	R3 067 276,00	N/A	N/A	112 households electrified	N/A
48	BSDID 5/PLID/24/25 (IDP/TL)			Electrification of households ((Mvelabusha Mahashi)	Number of households electrified	110 households electrified by 30 June 2025 (Mvelabusha Mahashi)		a)Progress reports b)PCS File (110 connections list)	R3 015 375,00	N/A	N/A	110 households electrified	N/A
49	BSDID 6/PLID/24/25 (IDP/TL)			Installation of meters (Ndlondlweni Mqhiyama)	Number of households electrified	178 households electrified by 30 June 2025 (Ndlondlweni Mqhiyama)		a)Progress reports b)PCS File (178 connections list)	R4 891 849,00	N/A	N/A	178 households electrified	N/A
50	BSDID 7/PLID/24/25 (IDP/TL)			Installation of meters (Mazambane)	Number of households electrified	93 households electrified by 30 June 2025 (Mazambane)		a)Progress reports b)PCS File (93 connections list)	R2 558 500,00	N/A	N/A	93 households electrified	N/A
Roads													
51	BSDID 8/PLID/23/4	Improved Access to Basic Services	To provide access and facilitate vehicular movement in Umhlabuyalingana	Construction of tarred roads (Skhemelele Internal gravel road phase 2)	Number of Kilometres of road constructed	2,8Km constructed by 30 June 2025 (Skhemelele Internal gravel road phase 2)		a) Appointment letter b) Progress reports c) Engenner's completion certificate	R5 700 722,00	N/A	N/A	Completion 2,8 km of Internal gravel road by June 2025	N/A
52	BSDID 9/PLID/24/25 (IDP/TL)			Construction of gravel road (Manguzi Internal tarred road phase 2)		2,54Km completed by 30 June 2025 (Manguzi Internal tarred road phase 2)		a) Progress reports b) Engenner's completion certificat	R31 921 997,00	N/A	N/A	Completion 2,54Km of Manguzi Internal road phase 2 tarred by 30 June 2025	N/A
Total Weighting													
KPA: LOCAL ECONOMIC DEVELOPMENT													
53	LED 5/PLID/24/25 (IDP/TL)	Single window of coordination	To implement and coordinate expanded public works program and community works program in a manner that enhances skills development and optimizes decent employment	Creation/maintenance of jobs through EPWP	Number of jobs created/maintained through EPWP	100 job opportunities created/maintained by 30 June 2025 (non-cumulative quarterly target)		EPWP Employees data	R5 934 338,00	100 jobs created	100 jobs created	100 jobs created	100 jobs created
54	LED 6/PLID/24/25 (IDP/TL)			Creation/maintenance of jobs through CWP	Number of jobs created/maintained through CWP	1 500 job opportunities created/maintained by 30 June 2025 (non-cumulative quarterly target)		CWP Employees data	R0	1 500 jobs created/maintained	1 500 jobs created/maintained	1 500 jobs created/maintained	1 500 jobs created/maintained

NO	IDP/SDBIP INDICATOR NO	OUTCOME 9	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR/UNIT OF MEASURE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIREMENT/PORTFOLIO OF EVIDENCE	BUDGET	QUARTER 1 ENDING 30 SEP TARGET	QUARTER 2 ENDING 31 DEC TARGET	QUARTER 3 ENDING 31 MAR TARGET	QUARTER 4 ENDING 30 JUN TARGET
Total Weighting													
KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT													
Budget Approval, Adjustment budget, Mid-year review, Expenditure													
56	MFVM 1/FS/24/25 (IDP/TL)	To improve Municipal Finance and Administrative Capability	Compliance with financial legislation and policies	Approval of annual budget	Approved 2024/2025 budget by Council in terms of Sec.24 (1) of the MFMA	Table 2024/2025 budget to Council for approval by 31 May 2024 in terms of Sec.24 (1) of the MFMA		a) 2025/2026 IDP/Budget Process plan b) 2025/2026Draft and Final budget c) Council resolutions	N/A	Table 2025/2026 IDP/Budget Process plan to council by 31 Aug	N/A	Table 2025/2026 Draft budget to Council for approval by 31 March 2025	Table 2025/2026 Final budget to Council for approval by 31 May 2025
57	MFVM 2/FS/24/25 (IDP/TL)			Conduct mid-year financial and performance review	Approved 2024/2025 Mid-Year Financial review conducted in terms of S.72 of the MFMA	Table 2024/2025 Mid-Year Financial Review conducted in terms of S.72 of the MFMA to council by 25 Jan 2024		a) 2024/2025 mid-year financial review report b) Council resolution	N/A	N/A	N/A	Table 2024/2025 Mid-Year Financial Review to council by 28 Feb 2025	N/A
58	MFVM 3/FS/24/25 (IDP/TL)			Approval of adjustment budget	Approved Adjustment budget in terms of Section 28 of the MFMA	Table 2024/2025 Adjustment budget in terms of Section 28 of the MFMA to council for approval by 28 February 2025		a) 2024/2025 Adjustment Budget b) Council resolution	N/A	N/A	N/A	Tabling of 24/25 Adjustment budget to council	N/A
59	MFVM 4/FS/24/25 (IDP/TL)			Compile reports on Unauthorized, irregular fruitless and wasteful expenditure	Number of Unauthorized, Irregular or fruitless and wasteful expenditure Reports tabled to council	4 Unauthorized, Irregular or fruitless and wasteful expenditure Reports tabled to council by 30 June 2025		A) Unauthorized, Irregular or fruitless and wasteful expenditure reports b) Council resolution	R0	1 (Q4 UIFW)	1 (Q1 UIFW)	1 (Q2 UIFW)	1 (Q3 UIFW)
60	MFVM 6/FS/24/25 (IDP/TL)			Compile and submit to council MFMA section 52 reports	Number of quarterly financial reports submitted to council within 30 days of the end of each quarter in terms of S.52 of the MFMA.	4 quarterly financial reports submitted to council within 30 days of the end of each quarter in terms of S.52 of the MFMA by 30 June 2025		a) Sec 52 Quarterly report b) Council resolution	R0	Sec 52 Financial Report (A-Q4)	Sec 52 Financial Report (Q1)	Sec 52 Financial Report (Q2)	Sec 52 Financial Report (Q3)
61	MFVM 7/FS/24/25 (IDP/TL)			Submission of AFS to Auditor General	2022/2023 approved Annual Financial Statements submitted to Auditor General by 31 August 2023	Compile and submit approved 2022/2023 Annual Financial Statements to Auditor General by 31 August 2023		a) Annual Financial Statements b) Council resolution c) Proof of submission/Acknowledgement of receipt	R0	Table 2023/2024 AFS to council and submit to AG by 31 Aug 2024	N/A	N/A	N/A
62	MFVM 1/PLID/24/25 (IDP/TL)			Expenditure of allocated infrastructure budget	Percentage Capital Infrastructure expenditure of approved projects	100% capital Infrastructure expenditure on approved projects by 30 June 2025		Spending report per quarter	N/A	20,5% expenditure R (00 / 00) Evidence of expenditure Project status reports	57,95% expenditure R (000 / 000) Evidence of expenditure Project status reports	80,4% expenditure R (000 /000) Evidence of expenditure Project status reports	100% expenditure R 000 spend Evidence of expenditure Project status reports
63	MFVM 2/CORP/24/25 (IDP/TL)			Expenditure of allocated budget on implementing WSP	Percentage of municipality's budget spent on implementing Workplace Skills Plan	1% of the Municipality's Budget spent on implementing the Workplace Skills Plan by 30 June 2025		a) Copy of expenditure report		0,5% of Quarterly Payroll budget spent	0,25% of Quarterly Payroll budget spent	0,25% of Quarterly Payroll budget spent	1% of Quarterly Payroll budget spent
64	MFVM 14/FS/24/25 (IDP/TL)			Compilation, approval and submission of procurement plan	2024/2025 Procurement Plan submitted to Provincial Treasury	Submission of 2024/2025 Procurement Plan to Provincial		a) 2025/2026 Procurement plan b) Proof of submission	N/A	N/A	N/A	N/A	Submission of 2025/2026 Procurement Plan to Provincial Treasury

NO	IDP/SDBIP INDICATOR NO	OUTCOME 9	OBJECTIVE	STRATEGY	KEY PERFORMANCE INDICATOR/UNIT OF MEASURE	ANNUAL TARGET	WEIGHT	AUDIT EVIDENCE REQUIREMENT/PORTFOLIO OF EVIDENCE	BUDGET	QUARTER 1 ENDING 30 SEP TARGET	QUARTER 2 ENDING 31 DEC TARGET	QUARTER 3 ENDING 31 MAR TARGET	QUARTER 4 ENDING 30 JUN TARGET
						Treasury by 30 June 2025							
Financial ratios													
65	MFVM 21/FS/24/25 (IDP/TL)	To improve Municipal Finance and Administrative Capability	To measure municipality's operational efficiency, liquidity and stability	calculation of ratio quarterly	Ratio of months Cash/Cost coverage ratio	3 months cost coverage ratio		a) Report on Financial Performance Ratio		3 months cost coverage ratio	3 months cost coverage ratio	3 months cost coverage ratio	3 months cost coverage ratio
66	MFVM 22/FS/24/25 (IDP/TL)			calculation of ratio quarterly	Current ratio (current assets/current liabilities)	2,1		a) Report on Financial Performance Ratio		2,1	2,1	2,1	2,1
67	MFVM 23/FS/24/25 (IDP/TL)			calculation of ratio quarterly	Capital Expenditure Budget Implementation ratio	95%		a) Report on Financial Performance Ratio		20,5% expenditure	57,95% expenditure	80,4% expenditure	100% expenditure
68	MFVM 24/FS/24/25 (IDP/TL)			calculation of annually	Repairs and Maintenance as a % of Property, Plants and Equipment and Investment Property (Carrying Value	8%		a) Report on Financial Performance Ratio		N/A	N/A	N/A	8%
Revenue Collection													
69	MFVM 12/FS/24/25 (IDP/TL)	To improve Municipal Finance and Administrative Capability	To improve revenue and all possible revenue streams applicable to uMhlabuyalingana	Collection of billed revenue	Percentage of collection Rate	95% Revenue collection rate as a percentage of billed amount per quarter up to 30 June 2025		Proof of revenue collected	R0	95%	95%	95%	95%

13 ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

Performance management is a holistic concept relating to the management approach and systems implemented to monitor the performance within the organisation. Embedded within the envisaged Performance Management System of the municipality will be the Organisational Performance Management System (to be referred to as "the OPMS", the Individual Performance Management System (to be referred to as "the IPMS").

This Policy Framework will serve as a guide for Umhlabuyalingana Municipality in the development and implementation of PMS encompassing both OPMS and IPMS (to be cascaded down to all municipal employees).

The following objectives will be achieved through the Performance Management System:

- To create a culture of best practice and encourage shared learning among all employees / officials of municipalities;
- To ensure integration and alignment of programmes across municipality, departments and other spheres of government;
- Assist in clarifying the roles and responsibilities of Council, the Executive Committee, other committees, officials and other stakeholders;
- To contribute to the overall improvement of the council's governing systems;
- To deepen democracy and good governance within municipalities' organisational sphere of influence by involving communities;
- To guide decision-making and the allocation of municipal resources;
- To promote accountability and help develop meaningful intervention mechanisms;
- To guide change within the municipalities
- To enable the municipalities to plan, monitor, report, review and improve organisational, departmental and individual performance; and
- Facilitate a performance culture and improve service delivery.

Key legislation and policy directives in terms of which the Performance Management Policy include the Constitution of the Republic of South Africa (Act 108 of 1996), the White Paper on Local Government (1998), the Local Government : Municipal Systems Act, 2000 (Act 32 of 2000), the Local Government : Municipal Finance Management Act, 2003 (Act 56 of 2003), the Municipal Planning and Performance Management Regulations (2001), the Local Government : Municipal Performance Regulations for Municipal Managers and Managers directly accountable to Municipal Managers (2006) and the Local Government : Municipal Budgeting and Reporting Regulations (2009).

13.1 Performance Management System Process Set-Up

The necessary institutional structures and arrangements required to start the development and implementation of performance management includes the delegation of responsibilities, roles and responsibilities of role players and stakeholders. These are identified in the attached annexure.

13.2 Performance Management Planning, Implementation And Review

13.2.1 Planning Cycle Of The PMS

The planning cycle of the performance management system will run at the same time of the integrated development planning process and the development of the SDBIP. Timeframes will be according to the adopted IDP process plan for the year.

In view of the interrelatedness of the IPMS and the OPMS a consolidated Performance Management Process Plan will be developed annually for implementation.

13.2.2 PMS Implementation And Review

The Municipal Manager, Management, PMS Unit will coordinate the implementation of the Performance Management System. In ensuring that the review process is carried out, Senior Managers and line managers/supervisors will constantly monitor and assess performance targets (using the provided templates developed by the PMS/M&E unit.

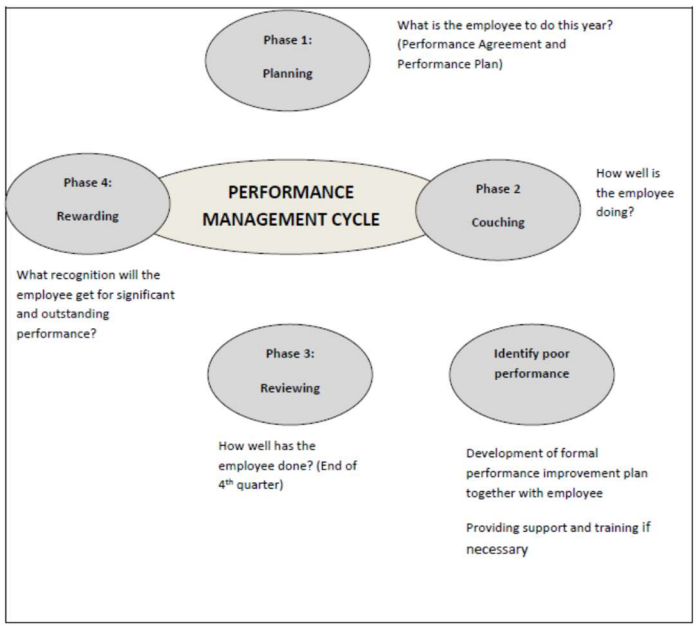
This will be done to ensure that –

- There is a proactive identification of structural constraints and trends of underperformance, and development of alternative courses of actions to remedy the situation;
- Performance reports submitted to council, communities and other appropriate state organs, are of high quality.

13.2.3 Performance Management Cycle

The performance cycle in figure 1 below depicts the four phases in the performance management cycle:

Figure 52: Performance Management Cycle



The following components of the PMS are elaborated and explained as part of the PMS policy framework attached to the IDP:

- Performance Management Model For All Staff Levels.
- Formal Performance Reviews.
- Performance Assessment Scoring.
- Dispute Resolution.
- Recognition Of Outstanding Performance (Section 54a And 56 Managers).
- Recognition Of Outstanding Performance (Non-Section 54a And 56 Employees).
- Addressing Poor Employee Performance.
- Compliance And Enforcement.
- Evaluation And Improvement Of The Performance Management System.

14 BACK TO BASICS

- The OPMS (department and individual indicators) are aligned to the B2B pillars.
- The SDBIPs and B2B support plan are aligned and attached.

The support plan has been adopted by the council and is implemented.

Umhlabuyalingana Municipal Council resolved to approve the implementation of the Back to Basic programme. The implementation of this programme assisted the Municipality to improve its performance in the three previous years. The Municipality has obtained an Unqualified Audit opinion for 2020/21 to 2022/23 and has maintained the functional status as per the Back-to-Basics assessment.

The municipality reports to KZN CoGTA quarterly through Circular 88. The percentage of households receiving waste removal, and debt management are some of the challenges facing our Municipality. The waste management unit within the Municipality has put in place a plan that will increase the number of households receiving waste removal services in the 2024/2025 financial year.

The Chief Finance Officer is currently reviewing the Revenue Enhancement Strategy to address the collection rate that is below the target.

TABLE 120: BACK TO BASIC PILLARS AND MUNICIPAL STRATEGIES

B2B	Strategies
Pillar 1: Building capable institution and administration – Workplace Skills Plan	• Compile WSP and submit to LGSETA • Training of councillors and staff as per the WSP/Training plan
Pillar 1: Building capable institution and administration – Employment Equity	• Submission of employment equity report to Department of Labour • Employment of designated group under the employment equity Act in the three highest levels
Pillar 1: Building capable institution and administration – Risk Management	• Complete risk action plans relevant to top ten organizational risks • Conduct risk assessments
Pillar 1: Building capable institution and administration – Signing of Performances Agreements	• Signing of section 54/56 annual performance agreements • Submission of section 54/56 performance agreements to Cogta • Section 54/56 mangers quarterly performance reviews
Pillar 1: Building capable institution and administration – Implementation of Performance Management/Quarterly Reporting	• Compile and submit quarterly Top layer SDBIP reports to council •
Pillar 1: Building capable institution and administration – Organogram	• Review the Organogram • Filling of funded vacant posts
Pillar 1: Building capable institution and administration – Annual Report	• Approval of Annual Performance Report • Submission of Annual Performance Report to Auditor General • Approval of AR and Oversight Report by Council

B2B	Strategies
Pillar 2: Good Governance – Council Meetings	• Hold Council Meetings
Pillar 2: Good Governance – ExCo Meetings	• Hold ExCO Meetings
Pillar 2: Good Governance – Review policies	• Review of HR and ICT policies • Review of indigent policy • Review and implementation of Employment Equity Plan and Policy
Pillar 2: Good Governance – Integrated Development Plan	• Review and adopt the IDP • Compile and approve IDP/Budget Process Plan
Pillar 2: Good Governance – Compliance with legislation and Bylaws	• Review waste management By-laws
Pillar 2: Good Governance – Formulation/Review Strategies and Plans	• Review of strategies, frameworks and plans • Review of SPLUMA compliant SDF • Review of LED strategy • Compilation, approval and submission of procurement plan
Pillar 2: Good Governance – Ensure reliability and maintain independence of Internal Audit activities	• To resolve Internal Audit findings • To resolve AG Findings • Execution of internal audit plan • Submission of AFS to Auditor General
Pillar 2: Good Governance -	• Declaration of financial interest by councillors
Pillar 3: Basic Services – Waste Services	• Areas benefiting from free basic waste disposal services
Pillar 3: Basic Services – Indigent Register	• Update Indigent Register
Pillar 3: Basic Service- Law enforcement, Motor vehicle and Driver licencing	• Execution of law enforcement operations • Conduct motor vehicle, driver licensing and registration operations
Pillar 3: Basic Services – Library outreach programs	• Conduct library outreach programs
Pillar 3: Basic Services – Infrastructure delivery and construction of roads	• Refurbish Manguzi sport field • Construction of tarred roads (Manguzi)
Pillar 3: Basic Services – Provision of basic electricity	• Electrification of households (Manguzi electrification, Siholwa Electrification) • Installation of meters (Manguzi and Skhemelele Market stalls)
Pillar 3: Basic Services – Community Works Program and EPWP	• Creation/maintenance of jobs through EPWP • Creation/maintenance of jobs through CWP
Pillar 4: Public Participation – Public participation engagement	• Holding of consultative engagements in respect of IDP/Budget • Holding of consultative engagements in respect of IDP review
Pillar 5: Sound Financial Management – Cash back budget	• Approval of annual budget • Approval of adjustment budget
Pillar 5: Sound Financial Management – Cut wasteful expenditure	• Compile reports on Unauthorized, irregular fruitless and wasteful expenditure
Pillar 5: Sound Financial Management – Expenditure of allocate budget	• Expenditure of allocated infrastructure budget • Expenditure of allocated MIG budget

B2B	Strategies
	• Expenditure of allocated budget on implementing WSP
Pillar 5: Sound Financial Management – Financial Management	• Sustainable financial and supply chain management • Collection of billed revenue
Pillar 5: Sound Financial Management – Financial legislative requirements	• Compile and submit to council MFMA section 52 reports • Compilation, approval and submission of procurement plan

TABLE 121: BACK TO BASICS SUPPORT PLAN

NATIONAL KEY PERFORMANCE AREAS	IDP / SDBIP NO	STRATEGIC/OBJECTIVE	NO	KEY PERFORMANCE INDICATORS/UNIT OF MEASURE	YEAR 1 (2022/2023)		YEAR 2 (2023/2024)		RESPONSIBILITY
					ANNUAL TARGET	BUDGET	ANNUAL TARGET	BUDGET	
KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT									
	MTID 4/CORP/23/24	To create an appropriate organisational climate that will attract and ensure retention of staff	1	Submission of WSP to LGSETA	**N/A**	N/A	Submit WSP to LGSETA by 30 April 2024	N/A	Corporate Services
	MTID 4.1/CORP/23/24	To create an appropriate organisational climate that will attract and ensure retention of staff	2	Submission of Employment Equity Report to Department of Labour	N/A	N/A	Submit Employment Equity Report to Department of Labour by 15 January 2024	N/A	Corporate Services
	MTID 4.2/CORP/23/24	To create an appropriate organisational climate that will attract and ensure retention of staff	3	Number of employees and councillors trained as per workplace skills training programmes/training plan	N/A	N/A	74 employees and councillors trained as per workplace skills training programmes/training plan by 30 June 2024	N/A	Corporate Services
	MTID 3/CORP/23/24	To ensure effective governance through regular meeting of council structures`````	4	Number of Ordinary Council Meetings held	N/A	N/A	4 Ordinary Council Meetings held by 30 June 2024	N/A	Corporate Services
	MTID 3.1/CORP/23/24	To ensure effective governance through regular meeting of council structures	5	Number of Ordinary EXCO Meetings held	N/A	N/A	12 Ordinary EXCO Meetings held by June 30 June 2024	N/A	Corporate Services
	MTID 5/CORP/23/24	To attract and retain qualified and experienced staff across the staff establishment	6	Reviewed organisational structure approved by council	N/A	N/A	Review organisational structure and tabled to council for approval by 30 June 2024	N/A	Corporate Services
	MTID 2.1/MM/23/24	To manage and enhance the performance of the municipality by compiling and submitting of quarterly reports	7	Number of signed off quarterly top layer SDBIP reports submitted to council within 30 days after the end of the quarter	N/A	N/A	4 signed off quarterly top layer SDBIP reports submitted to council within 30 days after the end of the quarter by 30 June 2024	N/A	Management
	MTID 3/MM/23/24	To manage and enhance the performance of the municipality	8	Council approved Annual Performance reports	N/A	N/A	Submit Annual Performance report to council for approval by 31 August 2024	N/A	Management Department

NATIONAL KEY PERFORMANCE AREAS	IDP / SDBIP NO	STRATEGIC/OBJECTIVE	NO	KEY PERFORMANCE INDICATORS/UNIT OF MEASURE	YEAR 1 (2022/2023)		YEAR 2 (2023/2024)		RESPONSIBILITY
					ANNUAL TARGET	BUDGET	ANNUAL TARGET	BUDGET	
	MTID 3.1/MM/23/24	To manage and enhance the performance of the municipality	9	Annual Performance reports submitted to Auditor General	N/A	N/A	Submit Annual Performance report to Auditor General by 31 August 2023	N/A	Management Department
	MTID 4/MM/23/24	To manage and enhance the performance of the municipality	10	Number of Final Annual Reports (23/24) and oversight report submitted to council for adoption	N/A	N/A	(a)1 Final Annual Report submitted to council by 31 January 2024 (b)1 oversight report submitted to council by 31 March 2024	N/A	Management Department
	MTID 5/MM/23/24	To maintain an organisational performance management system as a tool to monitor progress on service delivery	11	(a)Number of signed section 54/56 annual performance agreements (b)Number of signed Section 54/56 annual performance agreements submitted to COGTA reviews (c)Number of Section 54/56 managers quarterly performance reviews conducted	N/A	N/A	(a)5 signed section 54/56 annual performance agreements (b)Submission of signed performance agreements to MEC (c)3 quarterly performance reviews of section 54/56 managers reviews conducted	N/A	Management Department
	MTID 6.1/CORP/22/23	To create an appropriate organisational climate that will attract and ensure retention of staff	8	Number of designated groups under the employment equity act in three highest levels employed by the municipality (number of new appointments)	N/A	N/A	5 people employed up to 30 June 2023	N/A	Corporate Services
	MTID 7/CORP/22/23	To manage and enhance the performance of the municipality	9	Number of council approved IPMS policy	N/A	N/A	1 council approved IPMS policy	N/A	Corporate Services
	MTID 6/MM/22/23	To manage and enhance the performance of the municipality	10	Number of plans and consultation meetings held for cascading of PMS	N/A	N/A	(a)1 approved implementation plan for cascading of PMS (b) 1 consultation meeting with target groups on the first phase implementation	N/A	Corporate Services
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION									

NATIONAL KEY PERFORMANCE AREAS	IDP / SDBIP NO	STRATEGIC/OBJECTIVE	NO	KEY PERFORMANCE INDICATORS/UNIT OF MEASURE	YEAR 1 (2022/2023)		YEAR 2 (2023/2024)		RESPONSIBILITY
					ANNUAL TARGET	BUDGET	ANNUAL TARGET	BUDGET	
	GGPP 01/MM/23/24	To develop a credible IDP in terms of short medium-term guide for development and service delivery	12	(a) Council approved IDP/Budget Process Plan (b) Number of IDP consultation meetings conducted (c) Council approved Integrated Development Plan (IDP)	N/A	N/A	(a)1 IDP/Budget Process Plan tabled to council by 31 August 2023 (b)4 IDP consultation meetings held (c)1 Integrated Development Plan (IDP) adopted by council by 31 May 2024	N/A	Management Department
	GGPP 3/MM/23/24	Ensure reliability and maintain independence of Internal Audit activities	13	Percentage of Internal Audit findings resolved on quarterly bases	N/A	N/A	100% Resolution of Internal Audit findings due within the financial year by 30 June 2024	N/A	Management Department
	GGPP 4/MM/23/24	Ensure reliability and maintain independence of Internal Audit activities	14	Percentage of Auditor General (AG) findings resolved within the financial year	N/A	N/A	100% resolution of Auditor General (AG) findings (2022/23) by 30 June 2024	N/A	Management Department
	GGPP 5/MM/23/24	Ensure reliability and maintain independence of Internal Audit activities	15	Percentage of Internal Audit performed/executed against the approved Internal Audit Plan	N/A	N/A	100% of Internal Audit Plan performed/ executed by 30 June 2024	N/A	Management Department
	GGPP 6/MM/22/23	To ensure effective and efficient administration complying with its Legal Mandates	20	Number of reviewed Municipal delegation framework and policies	N/A	N/A	1 reviewed Municipal delegation framework and policy by 30 June 2023	N/A	Management Department
	GGPP 3/CORP/23/24	To ensure effective and efficient administration complying with its Legal Mandates	16	Percentage of councillors who have declared their financial interest	N/A	N/A	100% of councillors who declared their financial interest by 30 June 2024	N/A	Cooperate Services
	GGPP 3.3/CORP/23/24	To ensure effective and efficient administration complying with its Legal Mandates	17	Number of reviewed HR and ICT policies	N/A	N/A	8 council HR and 18 ICT policies reviewed by 30 June 2024	N/A	Cooperate Services
	GGPP 3.2/CORP/23/24		18	Reviewed strategies, frameworks and plans approved by council	N/A	N/A	(a)Reviewed Integrated Waste Management Plan	N/A	Cooperate Services

NATIONAL KEY PERFORMANCE AREAS	IDP / SDBIP NO	STRATEGIC/OBJECTIVE	NO	KEY PERFORMANCE INDICATORS/UNIT OF MEASURE	YEAR 1 (2022/2023)		YEAR 2 (2023/2024)		RESPONSIBILITY
					ANNUAL TARGET	BUDGET	ANNUAL TARGET	BUDGET	
							(b)Reviewed Waste Management bylaws (c)Council resolution		
	GGPP 2/CS/22/23	Enhance municipality's waste management capacity	23	Number of reviewed and council approved waste management policies and plans	N/A	N/A	(a)1 waste management plan (b)1 waste management policy by 30 June 2023	N/A	Community Services
	GGPP 2.1/CS/23/24	Improved access to basic services by reviewing the indigent policy	19	Reviewed and council approved indigent policy	N/A	N/A	Review and tabled indigent policy to council for approval by 30 June 2024	N/A	Community Services
	GGPP 7/MM/22/23	To promote a municipal governance system that enhances an embraces the system of participatory governance	25	Number of communication strategies or policies reviewed and adopted by council	N/A	N/A	Review 1 communication strategy and 2 policies by 30 June 20203 (a)Communication (b)Batho-Pele policy (c)Integrated complaints management policy	N/A	Management Department
KPA: CROSS CUTTING INTERVENTIONS									
	CCI 1.1/MM/23/24	To bring the organisation to an enable risk maturity level	20	Percentage completion of action plans relevant to the top ten organisational risks	N/A	N/A	100% completion of actions plans relevant to the top ten organisational risks by 30 June 2024	N/A	Management Department
	CCI 2/MM/23/24	To bring the organisation to an enabled risk maturity level	21	Number of risk assessment conducted	N/A	N/A	1 risk assessment conducted	N/A	Management Department
	CCI 3/MM/23/24	To bring the organisation to an enabled risk maturity level	22	(a)Reviewed Business Continuity Plan (b)Number of reports on implementation of Business Continuity Plan (BCP)	N/A	N/A	(a)Review BCP (b)3 reports on the implementation of Business Continuity Plan (BCP)	N/A	Management Department
	CCI 4/MM/22/23	To implement and maintain complaint, effective and efficient risk management system and processes	29	(a)Number of risk management implementation plans tabled to council (b)Number of reports on the implementation of risk	N/A	N/A	(a)1 risk management implementation plan tabled to council (b)4 reports on the implementation of risk management plans tabled to council and RMC	N/A	Management Department

NATIONAL KEY PERFORMANCE AREAS	IDP / SDBIP NO	STRATEGIC/OBJECTIVE	NO	KEY PERFORMANCE INDICATORS/UNIT OF MEASURE	YEAR 1 (2022/2023)		YEAR 2 (2023/2024)		RESPONSIBILITY
					ANNUAL TARGET	BUDGET	ANNUAL TARGET	BUDGET	
				management plans tabled to council and RMC (c) Updated risk registers tabled to council and RMC			(c)4 updated risk registers tabled to council and RMC		
	CCI 1/PLID/23/24	To promote development of efficient and sustainable settlement pattern	23	Reviewed and council approved SPLUMA compliant SDF for 2024/2025	N/A	N/A	Review and table to council SPLUMA compliant SDF for 2024/2025 by 30 June 2024	N/A	Technical services
	KPA: BASIC SERVICE DELIVERY								
	BSDID 1/CS/23/24	Provision or subsidization of basic services to the community in sustainable manner	24	Number of areas with households benefitting to free basic solid waste disposal	N/A	N/A	18 areas with households benefitting to free basic solid waste disposal services by 30 June 2024	N/A	Community Services
	BSDID 2/CS/22/23	Provision or subsidization of basic services to the community in sustainable manner	32	Number of households earning less than R3 350 per month with access to basic free electricity	N/A	N/A	359		Community Services
	BSDID 2.1/CS/23/24	Provision or subsidization of basic services to the community in sustainable manner	24	Updated and council approved Indigent Register	N/A	N/A	Updated Indigent and table to council for approval by 30 June 2024	N/A	Community Services
	BSDID 3/CS/23/24	Provision of efficient and effective security services and promotion of road safety	25	Number of law enforcement operations executed	N/A	N/A	24 traffic law enforcement operations (i.e vehicles stopped and checked, vehicles screened for speed, multi-disciplinary road blocks, direct charges issued for drunken/speed drivers, routine roadside road blocks, speed operations)executed up to 30 June 2024	N/A	Community Services
	BSDID 4/CS/23/24		35	Number of motor vehicle and driver licensing and registration operations conducted	N/A	N/A	28 motor vehicle and driver licensing and registration operations conducted (i.e learners drivers licences, applicants tested for driving licences, temporary	N/A	Community Services

NATIONAL KEY PERFORMANCE AREAS	IDP / SDBIP NO	STRATEGIC/OBJECTIVE	NO	KEY PERFORMANCE INDICATORS/UNIT OF MEASURE	YEAR 1 (2022/2023)		YEAR 2 (2023/2024)		RESPONSIBILITY
					ANNUAL TARGET	BUDGET	ANNUAL TARGET	BUDGET	
							driving licences issued, duplicate learners licences issued, PrDP application, vehicles licences renewed, drivers licences renewed)		
	BSDID 15/CS/23/24	To enhance skills development and life-long learning		Number of library outreach programs conducted, and services provided	N/A	N/A	20 library outreach programs conducted and services provided (i.e books circulation, library promotions, access to internet, book exchange, basic computer skills training)	N/A	Community Services
	BSDID 22/CS/22/23	To enhance programmes for special groups, women and youth	51	Number of youth programs coordinated and implemented	N/A	N/A	4 Youth programmes coordinated and implemented (a)Beach Monitoring (b)Registration programme (c)Career ExPO (d)Matric Excellence Awards	N/A	Community Services
	BSDID 23/CS/22/23		52	Number of special programs coordinated and implemented	N/A	N/A	2 Special programmes coordinated and implemented (a)Disability Awareness campaign (b)Gender Awareness campaign	N/A	Community Services
	BSDID 1/PLID/23/24	To provide and improve access to community /public facilities to minimum standards		Refurbished Manguzi Sport field	N/A	N/A	17680m of Manguzi Sport field refurbishment	R 8 000 000	Technical Services
	BSDID 3/PLID/23/24	To facilitate the provision of reliable source of energy to uMhlabuyalingana municipality		Number of households electrified	N/A	N/A	200 households electrified (Oqondweni Phase 2) by 30 June 2024	R 7 812 000	Technical Services
	BSDID 3/PLID/23/24	To facilitate the provision of reliable source of energy to uMhlabuyalingana municipality		Number of households electrified	N/A	N/A	300 households electrified (Siholwa Phase 2 Electrification) by 30 June 2024	R 12 663 000	Technical Services
	BSDID 3/PLID/23/24	To facilitate the provision of reliable source of energy to		Number of prepaid electricity Meters installed (Manguzi Market Stalls)	N/A	N/A	40 prepaid electricity metres installed at Manguzi Market Stalls by 30 June 2024	R 250 000	Technical Services

NATIONAL KEY PERFORMANCE AREAS	IDP / SDBIP NO	STRATEGIC/OBJECTIVE	NO	KEY PERFORMANCE INDICATORS/UNIT OF MEASURE	YEAR 1 (2022/2023)		YEAR 2 (2023/2024)		RESPONSIBILITY
					ANNUAL TARGET	BUDGET	ANNUAL TARGET	BUDGET	
		uMhlabuyalingana municipality							
	BSDID 3/PLID/23/24	To facilitate the provision of reliable source of energy to uMhlabuyalingana municipality		Number of prepaid electricity Meters installed (Skhemelele Market Stalls)	N/A	N/A	10 prepaid electricity metres installed at Skhemelele Market Stalls by 30 June 2024	R 939 485.00	Technical Services
	BSDID 4/PLID/23/24	To provide access and facilitate vehicular movement in Umhlabuyalingana		Number of Kilometres of tarred road constructed	N/A	N/A	2,1 km of Manguzi Internal road tarred by 30 June 2024	R28 764 184.60	Technical Services
	KPA: LOCAL ECONOMIC DEVELOPMENT								
	LED 5/PLID/23/24	To implement and coordinate Community Works Programme (CWP) in a manner that enhances skills development and optimizes decent employment and entrepreneurship		Number of jobs created/maintained through EPWP	N/A	N/A	100 job opportunities created/maintained by 30 June 2024 (non-accumulative quarterly target)	N/A	LED
	LED 6/PLID/23/24	To implement and coordinate Expanded Public Works Programme (CWP) in a manner that enhances skills development and optimizes decent employment and entrepreneurship		Number of jobs created/maintained through CWP	N/A	N/A	100 job opportunities created/maintained by 30 June 2024 (non-accumulative quarterly target)	N/A	LED
	KPA: MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT								
	MFVM/ 1/FS/23/24	Compliance with financial legislation and policies.		Approved 2024/2025 budget by council in terms of sec. 24 (1) of the MFMA	N/A	N/A	Table 2024/2025 budget to council for approval by 31 May 2024 in terms of Sec.24 (1) of the MFMA.	N/A	Finance Department
	MFVM/ 2./FS/23/24	Compliance with financial legislation and policies.		Approved 2023/2024 Mid-Year financial review conducted in terms of S.72 of the MFMA	N/A	N/A	Table 2023/2024 Mid-Year financial review conducted in terms of S.72 of the MFMA to council by 25 January 2024	N/A	Financial Department
	MFVM/ 3/FS/23/24	Compliance with financial legislation and policies.		Approved adjustment budget in terms of Sec 28 of the MFMA	N/A	N/A	Table 2023/2024 adjustment budget in terms of sect 28 of the	N/A	Financial Department

NATIONAL KEY PERFORMANCE AREAS	IDP / SDBIP NO	STRATEGIC/OBJECTIVE	NO	KEY PERFORMANCE INDICATORS/UNIT OF MEASURE	YEAR 1 (2022/2023)		YEAR 2 (2023/2024)		RESPONSIBILITY
					ANNUAL TARGET	BUDGET	ANNUAL TARGET	BUDGET	
							MFMA to council for approval by 28 February 2024		
	MFVM 4/FS/23/24	Compliance with financial legislation and policies.		Number of unauthorised, irregular or fruitless and wasteful expenditure reports tabled to council	N/A	N/A	4 unauthorised, irregular or fruitless and wasteful expenditure reports tabled to council	N/A	Financial Department
	MFVM 6/FS/23/24	Compliance with financial legislation and policies.		Number of quarterly financial reports submitted to council within 30 days of the end of each quarter in terms of Sec 52 of the MFMA	N/A	N/A	4 quarterly financial reports submitted to council within 30 days of the end of each quarter in terms of Sec 52 of the MFMA	N/A	Finance Department
	MFVM 8/FS/23/24	Compliance with financial legislation and policies.		2022/23 approved Annual Financial Statements submitted to Auditor General by 31 August 2023	N/A	N/A	Compile and submit approved 2022/23 Annual Financial Statements to Auditor General by 31 August 2023	N/A	Finance Department
	MFVM 1/PLID/23/24	Compliance with financial legislation and policies.		Percentage capital infrastructure expenditure of approved projects	N/A	N/A	100% capital infrastructure expenditure on approved projects by 30 June 2024	N/A	Technical Services
	MFVM 1.1/CORP/23/24	Compliance with financial legislation and policies.		Percentage of municipality's budget spent on implementing workplace skills plan	N/A	N/A	1% of the municipality's budget spent on implementing the workplace skills plan up to 30 June 2024	N/A	Cooperate Services
	MFVM 14/FS/23/24	Compliance with financial legislation and policies.		Number of procurement plans approved and submitted	N/A	N/A	1approved procurement plan for 2023/2024 submitted to provincial treasury by 30 June 2024	N/A	Finance Department
	MFVM 20/FS/23/24	To measure municipality's operational efficiency, liquidity and stability		Number of ratios calculated	N/A	N/A	20 ratios calculated by 30 June 2024	N/A	Finance Department
	MFVM 12/FS/23/24	To improve revenue and all possible revenue streams applicable to KZN271		Percentage of collection rate	N/A	N/A	95% revenue collection rate as a percentage of build amount per quarter up to 30 June 2024		Finance Department

ANNEXURES

Annexure 1.1	Spatial Development Framework (SDF)
Annexure 1.2	Spatial Development Plan (SDP)
Annexure 1.3	Capital Investment Framework Report (Review) 2024
Annexure 2	Disaster Management Plan and Disaster Management Sector Plan
Annexure 3	5-Year Implementation Plan
Annexure 4	Stakeholder Participation Proof
Annexure 5	SDBIP
Annexure 6	Signed council resolution
Annexure 7	Proof of Amakhosi involvement
Annexure 8	Umhlabuyalingana Indigent Policy
Annexure 9	Umhlabuyalingana Indigent Register
Annexure 10	HR Strategy
Annexure 11	Communication Policy
Annexure 12	Community Safety Plan
Annexure 13	Umhlabuyalingana Municipality Revenue Enhancement Strategy
Annexure 14	LED Strategy
Annexure 15	Housing Sector Plan
Annexure 16	Umhlabuyalingana Strategic Environmental Assessment (SEA)
Annexure 17	Integrated Waste Management Plan (IWMP)
Annexure 18	Integrated Transport Plan
Annexure 19	MTREF
Annexure 20	Umhlabuyalingana SCM Policy
Annexure 21	Workplace Skills Plan (WSP)
Annexure 22	Ward Based Plans
Annexure 23	OPMS and IPMS [Policy Framework for Performance Management Systems (PMS)]
Annexure 24	Umhlabuyalingana Audit Action Plan - AG Audit Findings