MAPHUMULO
LOCAL MUNICIPALITY
PROVINCE OF KWA-ZULU NATAL

"To be a liveable municipality where socio-economic well-being and quality of life are realised by 2035"







MAPHUMULO MUNICIPAL 5th GENERATION INTEGRATED DEVELOPMENT PLAN 2022 – 2027: ADOPTED

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FOREWORD BY HIS WORSHIP THE MAYOR



Image 1: Honourable Mayor, Cllr S.Z. Nyathikazi

It gives me great pleasure to present the Fifth Generation Integrated Development Plan (IDP) for 2022 – 2027 Council Term. This IDP lays a foundation for the work that the newly council will do. On the 1st of November 2021, the citizens of Maphumulo came in numbers to elect the new council that we have today. It was the first time where we saw the outcome of our local government election not yielding an outright majority. We appreciate the democratic process of the elections as well as the results thereof which saw us having the three (3) political parties on our Executive Council (EXCO). Indeed, this is the first time, we witness such for our municipality, but we wish to assure our residents that there is political stability since the new council respect the service delivery needs of our communities and intends to make sure that our municipality keep to this commitment.

Although one might say that the time that we have had as the new council is barely enough for us report anything to the citizens but there is a lot that we wish to convey as the positive steps that this new council has managed to take within these few months being in office. On the 25th of February 2021, the municipality under my leadership embarked on a Strategic Planning Session which took place in Empangeni. The session was well attended by all Councillors and Senior Managers and it was a success. Some of the exciting outcomes from the session was a new vision for the municipality which state that we want "to be a liveable municipality where socio-economic well-being and quality of life are realised by 2035". At the core of our vision is a commitment to work closely with Amakhosi since we know that over 90% of the land is under their custodianship. We equally believe in working hard while being driven by the spirit of 'ubuntu' as well as 'ukuzenzela' as a new organisational culture for Maphumulo.

The new council is ready and capable of facing all the challenges that still persists in our area. These include amongst others the old challenges such as service delivery backlogs and unemployment, as well as the new challenges such as the impact of Covid-19 as well as the natural disasters that we have recently witnessed by the time of the adoption of this plan. We are certain that this plan will help us to achieve our intentions for the citizens of Maphumulo and we are ready to work closely with other government agencies under the auspices of One Plan (DDM) which is the District Development Model. Asithokoze!

His Worship, Cllr SZ Nyathikazi
Mayor
Maphumulo Local Municipality

FOREWORD BY THE MUNICIPAL MANAGER



Image 2: Municipal Manager, Mr PN Mhlongo

Maphumulo Local Municipality adopted their first IDPs in the early 2000s following the introduction of the concept on wall-to-wall municipalities. According to Maphumulo IDP Process Plan (2021, p1), Maphumulo Local Municipality adopted its last Revised (2021/22) IDP for 2017 - 2022 Council Term. The 1st of November 2021 marked the fifth round of local government elections and the new Council for the municipality was elected. Section 28 (1) of the MSA (Act No. 32 of 2000) states that each municipal Council must, within a prescribed period after the start of Councils elected term develop an Integrated Development Plan. The municipality has therefore prepared a detailed fifth generation Integrated Development Plans (IDPs) for 2022 – 2027 council term. An Integrated Development Plan is a strategic document that guides decision–making and public sector investment. It is a legal requirement for all the municipalities in the Republic of South Africa as stipulated by the Municipal Systems Act (2000). The main purpose of this IDP is to map out the core issues that affect the local people and to collectively devise strategies in which each one of those aspirations will be devised. This IDP document highlights strategic objectives and programmes that will be implemented by the municipality, guided by the new vision and mission. In accordance with the provisions of the laws that governs the municipality, we embarked on a process of consultation of all stakeholders to ensure that they are part and parcel of the municipality in terms of influencing our programmes.

We are well aware of the challenges faced by the local communities relating to service delivery. The management of the municipality will work tirelessly in ensuring that service delivery reaches all corners of Maphumulo. We acknowledged that there still a lot more that needs to be done in terms of service delivery, and further commits ourselves to increase the pace and ensuring that all citizens of Maphumulo from services offered by the municipality. The municipality is proud to state that there are currently no vacancies at senior management which implies that there is enough managerial capacity to implement the IDP. We have prioritised town development and waterborne sewer in town. We believe town development will assist us in increasing our local economy and subsequently increase our revenue base. We are confident that this will ensure stability and enhance overall performance of the municipality. We therefore encourage citizens of Maphumulo to continuously engage the municipality on their developmental and social needs through various channels provided for in various legislations. This will ensure that the developmental programmes of the municipality are informed by the aspirations of our communities. We are confident that once again this will be another year to change, empower and impact on the lives of our citizens in terms of improved service delivery.

Mr PN Mhlongo
Municipal Manager
Maphumulo Local Municipality

EXECUTIVE SUMMARY

INTRODUCING MAPHUMULO LOCAL MUNICIPALITY

SINETHULELA UMASIPALA WAKWA-MAPHUMULO?

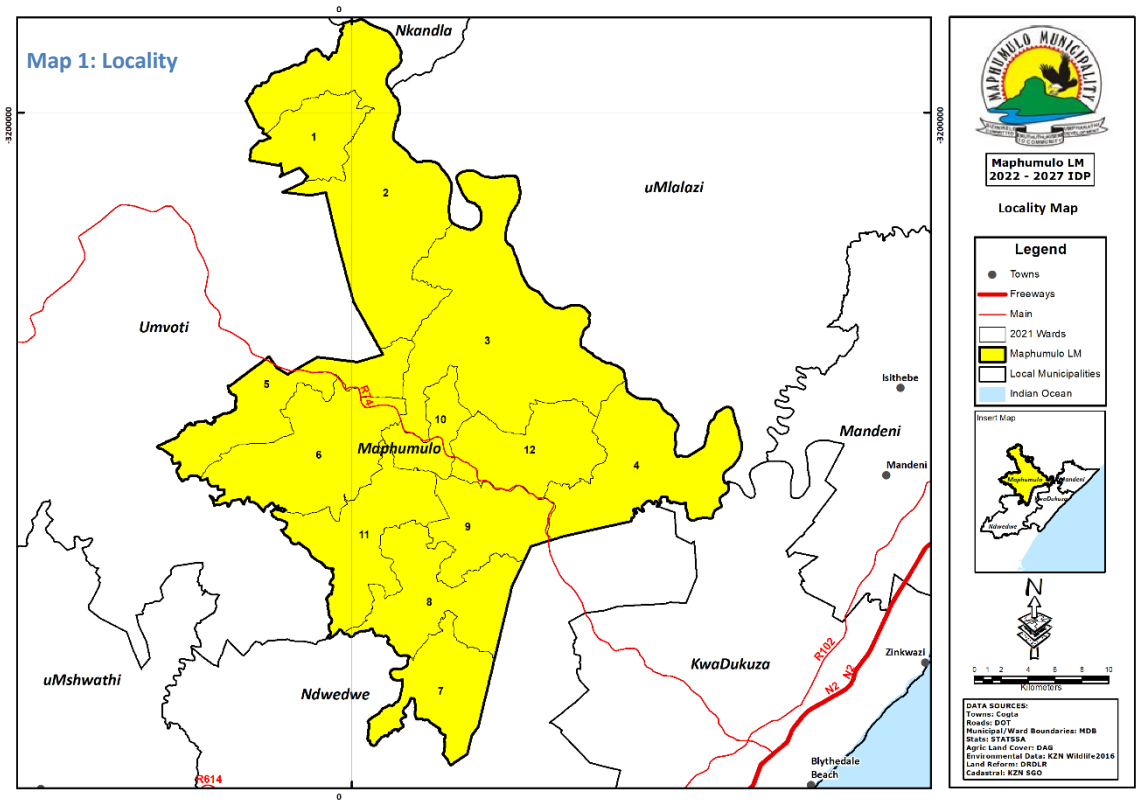


1. SECTION A: EXECUTIVE SUMMARY

1.1 WHO ARE WE?

Maphumulo Local Municipality (KZ294) is one of the four local municipalities located within iLembe District Municipality (DC29). Maphumulo Municipality is bounded to the north by Tugela River and extends approximately 30km to its southern boundary with Ndwedwe Local Municipality (KZ293). It is situated on the R74 Road from KwaDukuza to Kranskop, bordered by Ndwedwe on the south; linked through the P711. The primary administrative Centre of the Municipality is the town of Maphumulo, which is located approximately 38km north-west of KwaDukuza Municipality. Maphumulo Municipality has the population of 89 969 people who are accommodated by 20 524 households. 51% of the population is the working population aged between 15 – 65 years and 39% is the children population aged 0 – 14 years old. Other key defining features of Maphumulo Municipality include the following:

Map 1: Locality



- Maphumulo is characterized by its predominantly rural character with agriculture as the main economic actitivity to such an extent that 50% (10,048) of the houseolds are involved in agricultural activities. Most of the land is associated with Ingonyama Trust followed by private ownership and a very small percentage is directly under the control of the municipality;

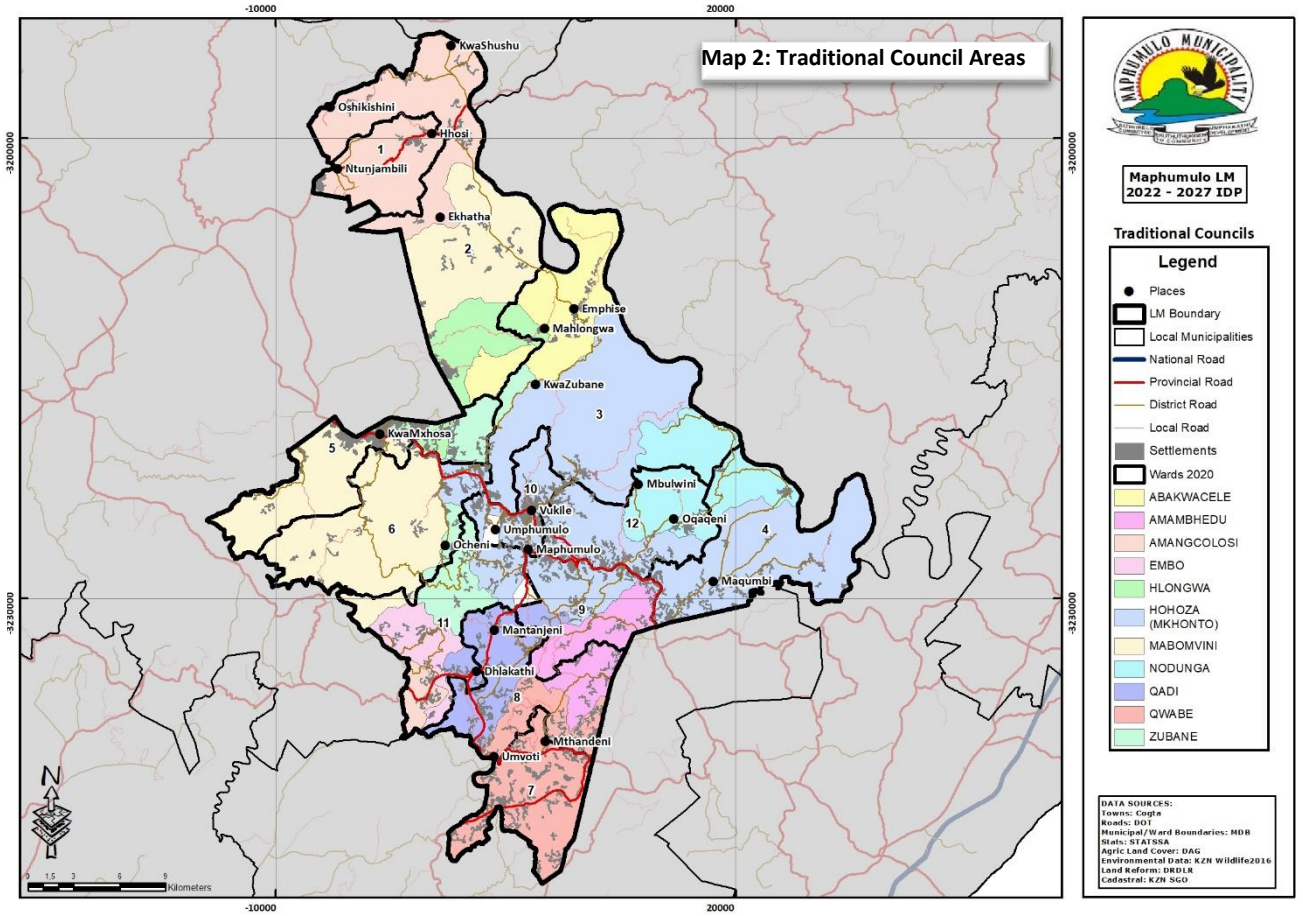
- It is characterized with numerous opportunities for tourism which include many natural assets such as the main rivers; UThukela which meanders along KwaShushu, UMvoti River and the Die Kop Mountain.
- Other prospects the municipality is branded with includes the cultural resources namely; the nine Iron Age sites, historical sites of Cetshwayo's grave and a world battle site of the Bambatha Rebellion where Zwide of the Ndwandwe clan was defeated by Shaka and itshe lika Ntunjambili.

1.2 NUMBER OF WARDS AND TRADITIONAL AUTHORITY AREAS

Table 1: Traditional Council Areas and Amakhosi

No.	TRADITIONAL AREA	AMAKHOSI
1.	AmaNgcolosi	Bhengu
2.	Amambedu	Khuzwayo
3.	KwaMkhonto	Ntuli
4.	KwaHlongwa	Hlongwa
5.	KwaZubane	Zubane
6.	KwaCele	Cele
7.	EmaQadini	Ngcobo
8.	Nodunga	Zulu
9.	Mabomvini	Ngubane
10.	Mthandeni	Qwabe
11.	Embo	Mkhize

Maphumulo Local Municipality is classified as a Category B Municipality in terms of the Municipal Structures, 1998 (Act No. 117 of 1998) and comprises of mostly rural areas governed by Traditional Authorities. Tenure is under the Ingonyama Trust, and a very small percentage is directly under the control of the municipality. Equally, there are eleven (11) Traditional Authorities Areas and twelve (12) wards.



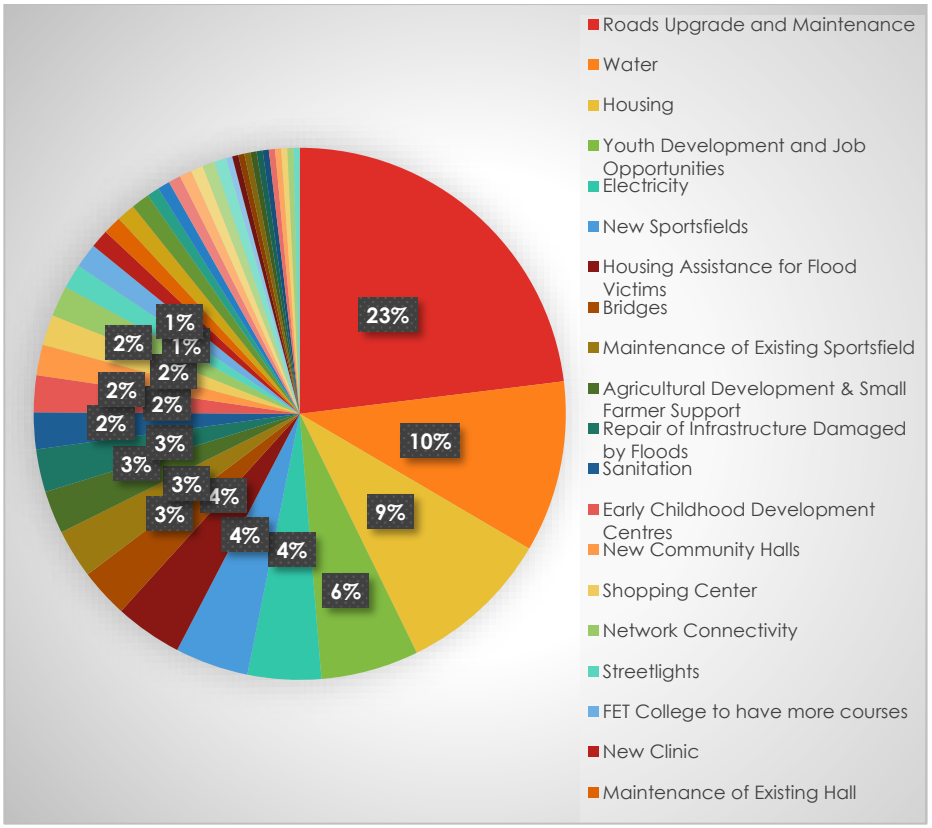
1.3 HOW THE PLAN WAS DEVELOPED

There are several guidelines followed throughout the drafting process such as the revised KZN IDP framework guide from CoGTA, MEC comments, as well as specific National, Provincial, Regional, and Local documentation. The role of IDPs in South Africa has improved significantly over the past years as compared to the period of its early introduction after the promulgation of the Municipal Systems Act. The IDP, together with the Performance Management System and budgetary requirements are pivotal tools that have been identified to assist municipalities in ensuring service delivery and achieving the notion of a developmental local government. Administratively, the document is championed through the Economic Development and Planning Department, together with the Development Planning and Shared Services (DPSS) structure. Every effort was made to improve the integration of the IDP, budget and PMS by means of research studies, inputs from sub-committees, work sessions and utilising the inputs received form the public as the developmental mandate.

1.4 COMMUNITY NEEDS

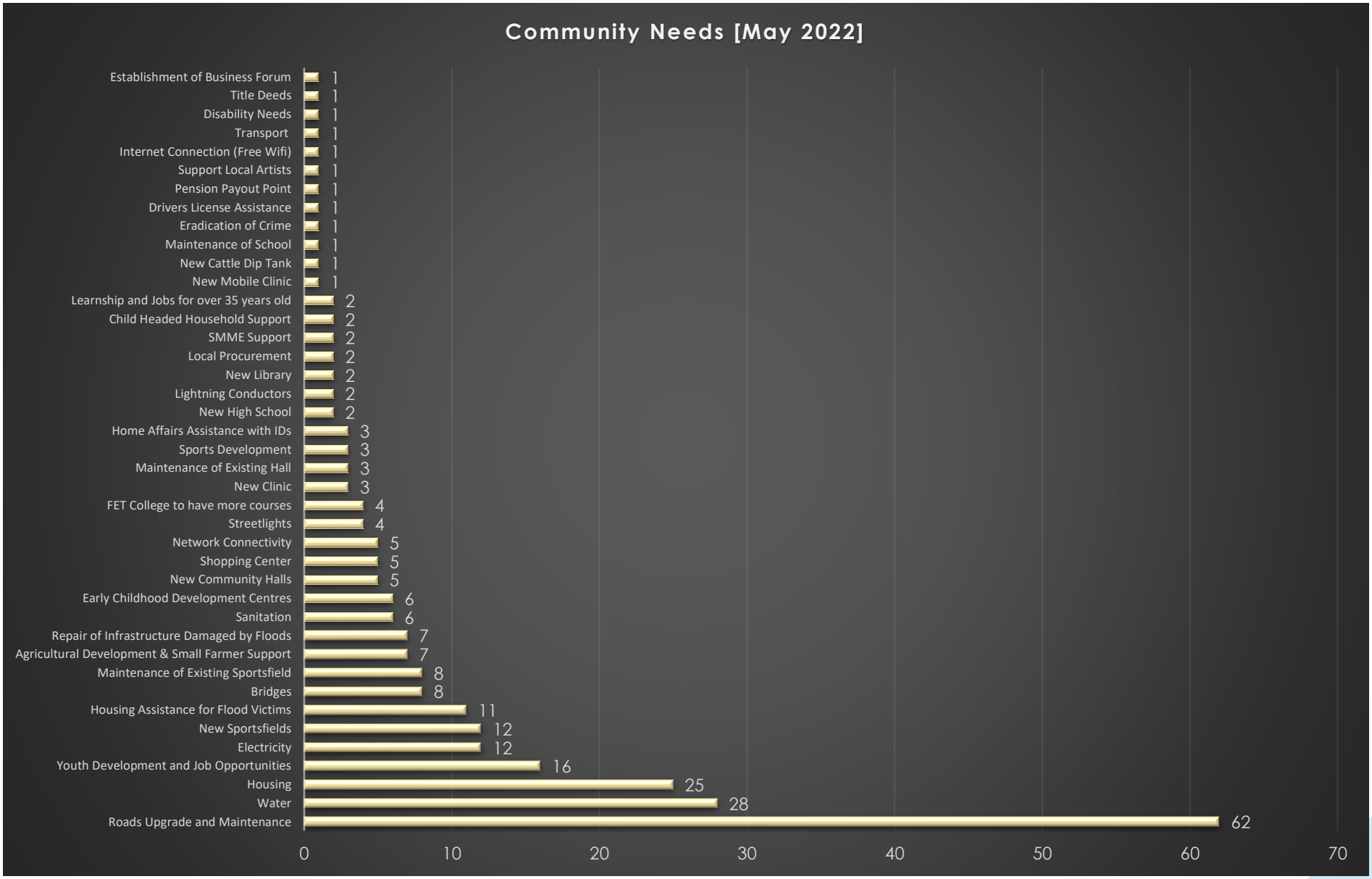
The engagements on Community Needs were undertaken in Ward 1: Ntunjambili Hall, Ward 2: Hluphizwe School, Ward 3 : Ekunqobeni Hall, Ward 4: Maqumbi Multipurpose Hall, Ward 3: Nomakhaladi Hall, Ward 5: Ekwazini Hall, Ward 6: Nombokojwane Hall, Ward 7: Esixheni Sportfield, Ward 8: Buhlebembiza, Ward 9: Phakade Hall, Ward 10: Maphumulo Town Hall, Ward 11: Okhahlambeni and Ward 12: Ndwendwembili Sportfield.

Figure 1: Community Needs [May 2022]



The above pie charts represents the community needs from the meetings held in May 2022. The top seven challenges include Roads (23%), Water (10%), Housing (9%), Youth Development and Job Opportunities (6%), Electricity (4%), Housing Assistance for Flood victims (4%) and New Sportfield (4%). These have not changed that much from the previous years since the top five challenges in 2021 were water, maintenance, upgrading of access roads and housing.

Map 3: Spatial Depiction of Assembly Points for Community Needs



1.5 KEY CHALLENGES AND OPPORTUNITIES

Table 2: Key Challenges and Proposed Interventions

KEY CHALLENGE 1: SERVICES BACKLOGS AND LACK OF INFRASTRUCTURE					
Decent Infrastructure (Roads & Bridges etc.)	Decent Public Facilities (Halls, Sport Grounds)	Availability of Strong Telecommunication Network	Reliable Water and Electricity Supply	Decent human settlements (Homes)	Universal accessibility to Early Childhood Development Centres and Health Facilities

KEY CHALLENGE 2: LACK OF ECONOMIC DEVELOPMENT AND GROWING UNEMPLOYMENT					
Successful Tourism Enterprises	Universal access to Food [agriculture & food security]	Profitable Manufacturing and Agro-processing	Functional Town (Aesthetic and Attractiveness)	Growth in Job Creation and Population	Empowered Communities (Youth, Women, Disabled)

KEY CHALLENGE 3: LACK OF REVENUE AND DEPENDANCY ON GRANTS	
Create a Financial Viable Municipality	Revenue Generation and Clean Audit

KEY CHALLENGE 4: LACK OF A DECENT ORGANISATIONAL CULTURE	
Respectable Institution (Integrity, Accountability and Responsive)	Partnerships with Amakhosi

1.6 WHAT ARE OUR ORGANISATIONAL RISKS?

The Institute of Risk Management defines risk as "…the uncertainty of an event occurring that could have an impact on the achievement of objectives. Risk not only manifests as negative impacts on the achievement of goals and objectives, but also as a missed opportunity to enhance organisational performance. Risk is measured in terms of consequences of impact and likelihood." This definition applies to each, and every level of the enterprise and the overriding policy and philosophy is that the management of risk is the responsibility of management at each level in the municipality. The management of risk is no more or less important than the management of organisational resources and opportunities and it simply forms an integral part of the process of managing those resources and opportunities. Maphumulo municipality is currently using manual method to manage strategic risk register, where both Microsoft Word and Microsoft excel horizontal spreadsheets are used. However, municipality does have risk management system with Barn owl risk management solutions, which is currently not in full operation and is planning to have it full operation during 2022/23. The following graphs indicate the strategic risks aligned to the Key Performance Area (KPA) and the IDP strategic objectives:

Figure 2: Delays in Service Delivery



Figure 3: Socio-Economic Development



Figure 4: Inability to Implement Climate Change Mitigation

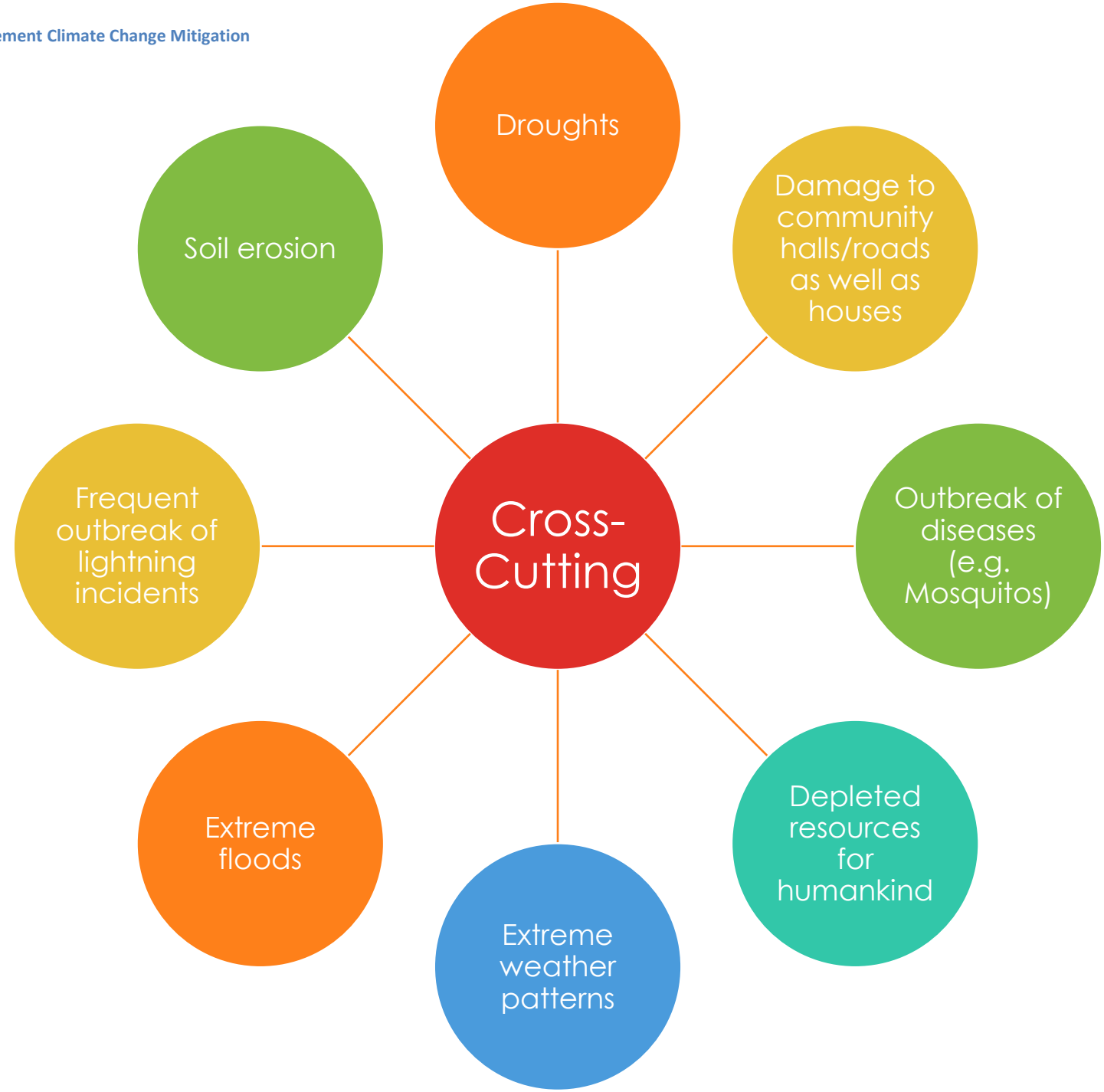


Figure 5: Inability to Maximize Own Revenue

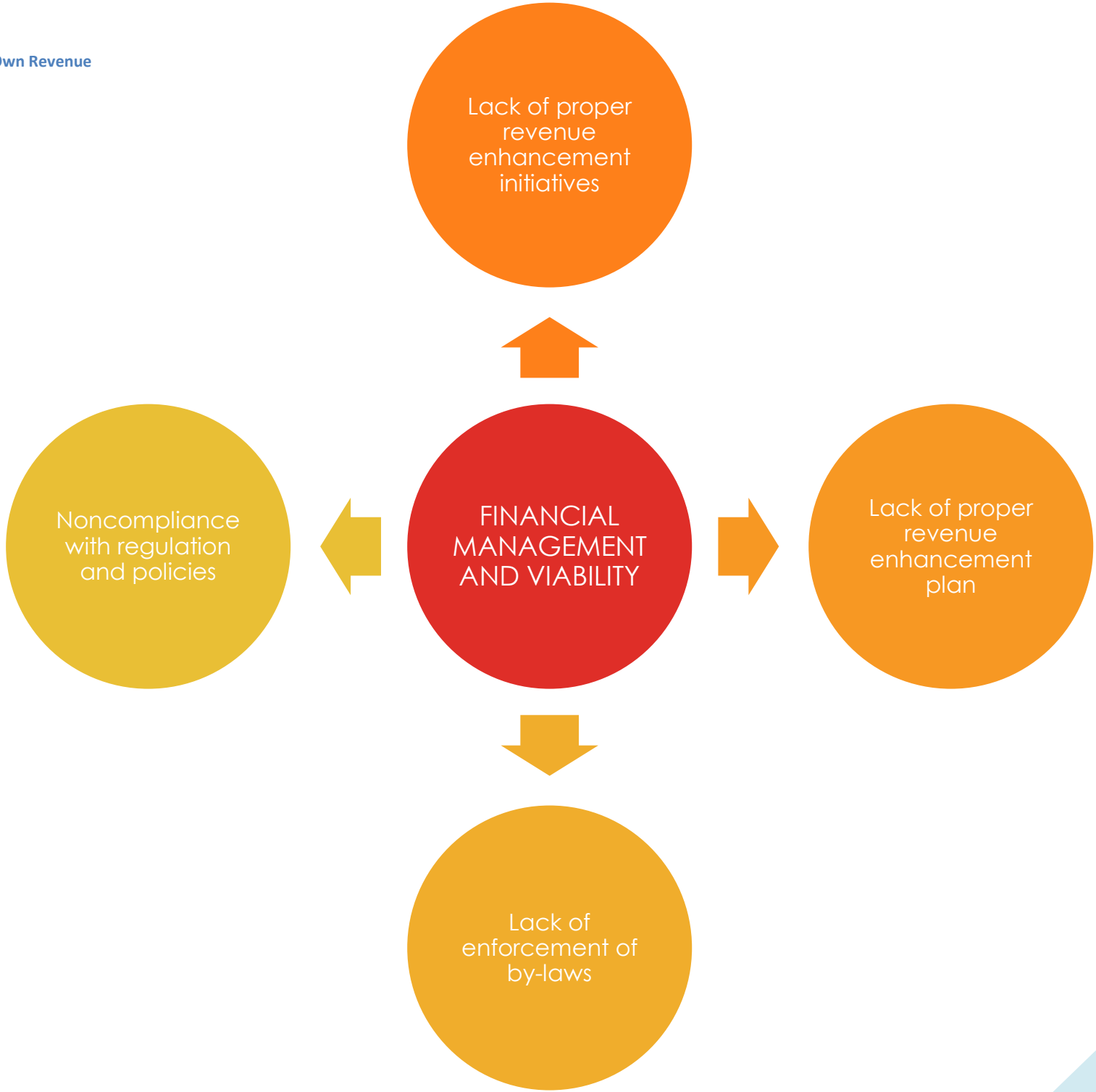


Figure 6: Good Governance Risks



1.7 WHAT COULD YOU EXPECT FROM US?

1.7.1 LONG-TERM VISION

The long-term development vision for Maphumulo Local Municipality remains as follows:

Figure 7: Maphumulo Vision



Maphumulo Municipality want to achieve a situation where people and youth in particular do not leave Maphumulo to look for better life in other areas. The municipality want to increase the population. Maphumulo believe in the spirit of "ukuzakha nokuzenzela", the municipality must empower people to be self-sustainable. Maphumulo view Amakhosi as a key parter in developing its communities. 99% of Maphumulo communities reside under traditional leadership, to develop them you cannot by-pass Amakhosi. Maphumulo also believe that, through partnerships with all relevant stakeholders, sector departments, district municipality, NGOs, and private sector we can overcome the challenges of development.

1.7.2 MISSION STATEMENT

The political office bearers and staff of the Maphumulo Local Municipality commit to the following in achieving its vision and strategic objectives:

- To build a resilient and self-sustainable next generation (communities) through proving the necessary support and services in partnership with Amakhosi and other stakeholders through uBuntu/Botho.
- To be a respectable and accountable institution built on integrity and the values of uBuntu/ Botho

1.8 HOW WILL WE ADDRESS OUR CHALLENGES AND RISKS?

1.8.1 MAPHUMULO SIX (6) STRATEGIC GOAL PLAN

The six (6) strategic goals of Maphumulo are based on the prevailing needs of the areas as well as the Provincial Growth and Development Strategy (PGDS) and the iLembe Regional Spatial Development Plan.

Table 3: Seven Strategic Goals

Maphumulo Strategic Goals		PGDS Strategic Goals	
1	Socially and economically sustainable	1	Inclusive Economic Growth
2	Capable and ethical human resources	2 & 3	Human Resource Development and Community Development
3	Sustainable intrastructures and well maintained facilities	4	Infrastructure Development
4	Financially sustainable	5	Governance and Policy
5	Democratic, responsive and accountable	6	Spatial Equity
6	Developmentally sustainable	7	Environmental Sustainability

1.8.2 DEVELOPMENT INTERVENTIONS

Table 4: Development Interventions

KPA	Strategic Goals	Strategic Objectives
○ INSTITUTIONAL DEVELOPMENT & TRANSFORMATION	○ Capable and ethical human resources. ○ Safe and reliable ICT and administrative systems.	○ To improve the skills based, and enhance professional and technical capacity
		○ To improve the institutional memory and continuity
		○ To improve the transformation and address inequality in the municipality
		○ Deliver a safe and modern IT Infrastructure, adequate levels of data confidentiality and integrity
		○ To promote the acceptable culture and spirit of Ubuntu to staff and councillors
○ BASIC SERVICES DELIVERY & INFRASTRUCTURE DEVELOPMENT	○ Sustainable infrastructures and well-maintained facilities.	○ To ensure the provision of infrastructure and services in a sustainable manner
		○ To promote the maintenance of facilities and infrastructure
○ FINANCIAL VIABILITY AND MANAGEMENT	○ Financially sustainable. ○ Efficiency in service delivery processes.	○ Financially sustainable
		○ Efficiency in service delivery processes
○ SOCIAL AND ECONOMIC DEVELOPMENT	○ Socially and economically sustainable. ○ Safe and healthy communities	○ To promote Socio-Economic development
		○ To improve the municipal competitive advantage
		○ To improve the municipal competitive advantage
		○ To promote safe and healthy environment
		○ To promote safe and healthy environment
○ GOOD GOVERNANCE AND PUBLIC PARTICIPATION	○ Democratic, responsive & accountable. ○ Efficient Regulatory Systems	○ Noncompliance with laws, regulations, council rules and policies
		○ Poor stakeholder relations management
○ CROSS –CUTTING	○ Developmentally sustainable.	○ To promote integrated development planning & Implementation
		○ To promote the SPLUMA development principles and their outcomes
		○ To promote an integrated systems of disaster management

1.9 HOW WILL OUR PROGRESS BE MEASURED?



Figure 8: Maphumulo PMS Framework – Balanced Scorecard

Maphumulo Municipality will monitor the implemetation of the IDP through a Performance Management System (PMS). As part of the Performance Management System, Maphumulo Municipality has developed and adopted the Performance Management Framework which deal with the "how" to work with performance information. The framework details how the municipality will collect, process, arrange, examine, evaluate, audit, and report on performance information. The mechanisms and processes work in a synced cycle which is linked to the IDP and budget of the Municipality. The PMS framework was reviewed and adopted on the 28th of February 2018. The framework detail the "how" to work with performance information and is inclusive of the following interrelated processes:

- Performance Planning
- Performance Monitoring
- Performance Measurement
- Performance Analysis
- Performance Reporting and Review

Maphumulo Local Municipality has adopted the balanced scorecard approach as a method of evaluating and monitoring its performance management system. The adoption of the balanced scorecard methodology has required the Municipality to adapt its performance management system to cover the following strategic balance elements:

- Financial Performance;
- Customer Satisfaction;
- Learning and Growth; and
- Internal Business Processes.

The performance of the municipality is measured and managed against the progress made in achieving the strategic objectives as set out in the IDP. This is done on the basis of key performance indicators and targets set for each of the IDP objectives. The measures are captured in an organisational scorecard structured in terms of the "logic model" as the preferred performance management model of the Municipality.

Previously, only Heads of Departments were subjected to performance monitoring and evaluation. However, the municipality is in the process of enrolling PMS to lower levels that includes junior managers and officer level staff. At a district level, the Corporate Services forum is championing and driving the IPMS process (management and implementation).

PLANNING AND DEVELOPMENT POLICY PRIORITIES

IMPLICATIONS OF GOVERNMENT POLICIES ON US?

ITHINI IMITHETHO ESISEBENZA NGAYO?

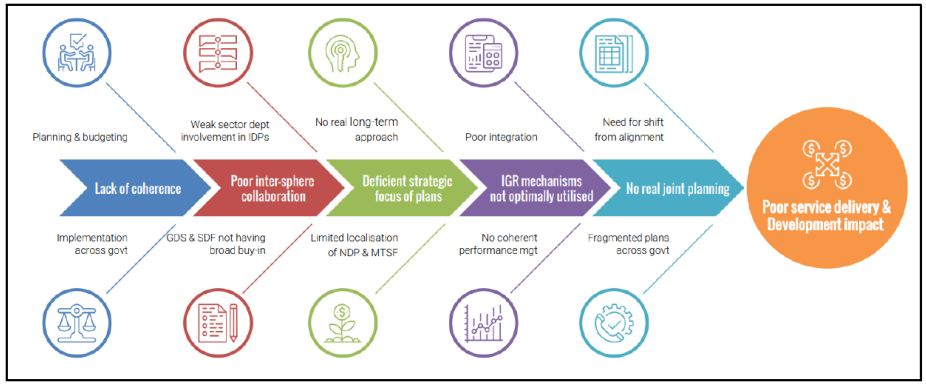
2. SECTION B: PLANNING AND DEVELOPMENT POLICY PRIORITIES

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

2.1 DISTRICT DEVELOPMENT MODEL [ONE PLAN]

2.1.1 BACKGROUND ON ILEMBE COMPREHENSIVE DDM [ONE PLAN]

Figure 9: What the DDM is trying to resolve



In November 2020, the Minister of Cooperative Governance and Traditional Affairs, the Honourable Dr Nkosazana Dlamini Zuma, launched the iLembe District Development Model stating that the Model is a practical Intergovernmental Relations (IGR) mechanism for all three spheres of government including its State-Owned Entities to work jointly and to plan and act in unison. The "One District; One Plan; One Budget; One Approach" is critical to the ongoing planning and development initiatives within the district. Ilembe District has commenced with the process of reviewing their District Growth and Development Strategy while simultaneously developing the "One District Plan". The key objectives underpinning the approach includes:

- To develop "One plan" for the district which has the support of all stakeholders.
- To provide a framework for the alignment of different spheres of government budget allocations.
- To align the One Plan with other spheres of government planning initiatives.
- To mobilise and ignite all stakeholders around implementing the One Plan on an ongoing basis.
- To prepare a knowledge product on the process of preparing and implementing the One Plan which may be used by other district municipalities.

The Model is very firmly based on analysis of previous and current National, Provincial and Local level initiatives to improve developmental Local Government and IGR. Developmental change is shaped and owned at district level in partnership with communities, citizens, and social partners. The One Plan so formulated by the family of District and Local Municipalities must be integrated and aligned to the National Development Plan and the Provincial Growth and

Development Strategy and Plan. At Local Level, the One Plan must align and integrate the various Integrated Development Plans (IDPs), Spatial Development Frameworks (SDFs), and other sector plans of the Municipalities. The DDM seeks to achieve the following service delivery approach at district level:

- Institutionalise long-term co-planning whilst addressing 'burning' short-term issues (ensure sustainable development whilst accelerating initiatives to promote poverty eradication, employment and equality).
- Change the face of our rural and urban landscapes (pursue spatial transformation and spatial equity through determining and managing spatial form, land release and land development).
- Integration of planning, budgeting and implementation at a horizontal and vertical level across three spheres to maximise impact and align resources (inclusive and gender mainstreamed budgets).
- Narrow the distance between the people and government and enhance public participation.
- Deliver integrated services through forged cohesion.
- Strengthening monitoring and evaluation of impact at district and local levels - promote transparency and eliminate corruption.
- Ensure long-term infrastructure adequacy to support integrated human settlements, economic activities and the provision of basic services as well as community and social services.
- Determine and support local economic drivers - emphasis on Local Economic Development.
- It is a requirement that the One Plan must be aligned with the PGDS and Plan which comprises 7 Strategic Goals and 31 Strategic Objectives. The DGDP is a long-term strategy plan that will take account of the key aspects that will influence the future growth and development of the district.

The vision for the iLembe One Plan is:

"By 2050, iLembe will be a sustainable, diverse growing economic hub providing social well-being and equity of access for all its citizens".

The fundamental principles underlying the vision are:

- A diverse and growing economy;
- A liveable region;
- Sustainable development;
- Social wellbeing; and
- Equity of access.

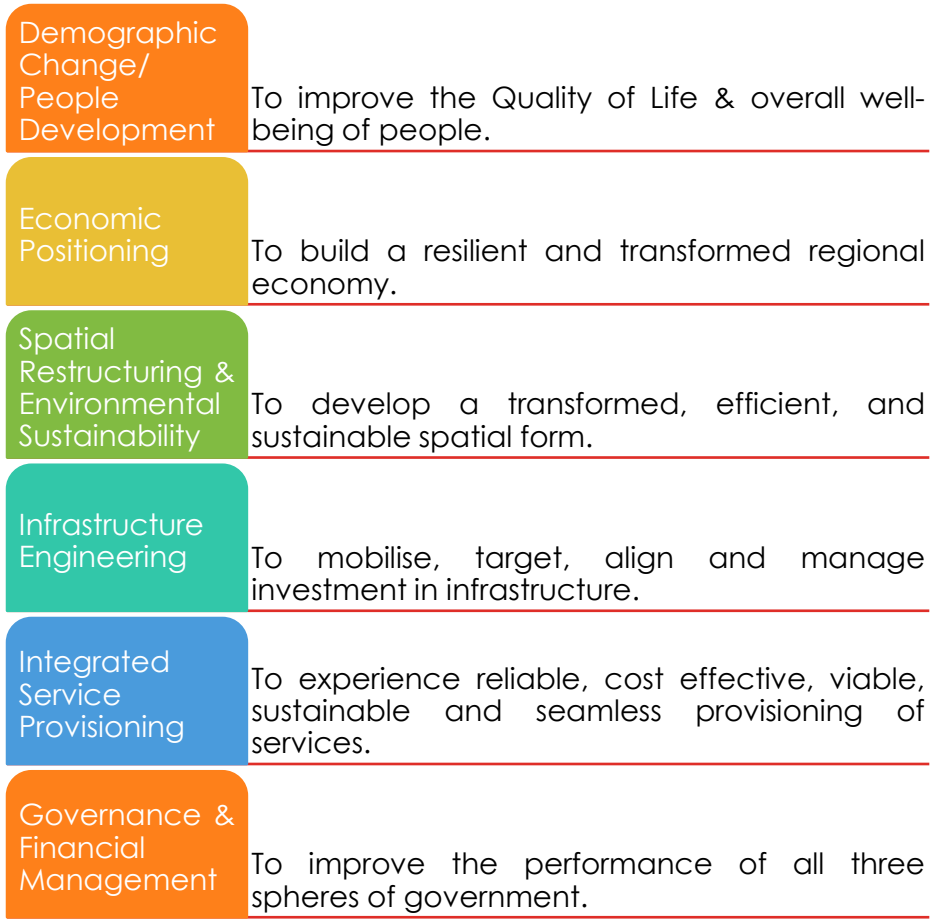
2.1.2 GOALS OF ILEMBE COMPREHENSIVE DDM [ONE PLAN]

The goals of Ilembe DDM are based on the six (6) transformational focal areas which are:

- Demographic Change/ People Development.
- Economic Positioning.
- Spatial Restructuring and Environmental Sustainability.
- Infrastructure Engineering.
- Integrated Service Provisioning.
- Governance and Financial Management.

These are best reflected on the graph below:

Figure 10: DDM Strategic Focus Areas and Goals



2.1.3 DDM [ONE PLAN] PROPOSALS FOR MAPHUMULO LM

The catalytic projects that the One Plan has identified for Maphumulo are as follows:

- Development of uThukela Lifestyle Resort, KwaShuShu Hot Springs and Ntunjambili tourism sites;
- Establishment of Arts Craft Market Capacity Building (Maphumulo);
- Promoting the establishment of Agri-Hubs and Farmer Production Support Units in Maphumulo;
- Promote local film making (Maphumulo);
- Maphumulo Town Upgrades (R 97 100 000);
- Maphumulo Towns' Waterborne Sanitation;
- Maphumulo/ KwaDukuza Southern Regional Bulk Water and Sanitation Project and construction of new sanitation bulk infrastructure to Nkobongo, Shayamoya, Shaka's Head and Etete townships (Estimated total cost required R 371m. Phase 1 is in implementation.);
- Fibre optic connectivity throughout the District;
- Cell phone access in the rural municipalities;
- Inclusionary Housing Policy for all municipalities;
- Formulation of an approach to the development of Ingonyama land;
- Development of rural development nodes possibly in the form of Farmer Production Support Units;
- Uniform Public- Private Partnerships development policy in all municipalities;
- Integrated Waste Management Plans' implementation;
- Water and Sanitation Infrastructure Master Plan;
- Fire and Emergency Services with satellite centres throughout the District;
- Non-Revenue Water Strategy, Programme and Implementation; and
- Undertake a Social Facility Audit in all municipalities.

2.1.4 MUNICIPAL SUPPORT INTERVENTIONS PROGRAMME

KPAs/Pillars	Identified Challenges	Unblocking Action Needed from other Spheres and Agencies *(e.g. intervention or technical support)*	Responsible Department or Agency or Entity	Specific Activities to be implemented by each Stakeholder	Budget Allocation or Required Budget and source of funding	Timelines
Political, Governance and Public Participation	• While there is stability in the current administration, it is an expectation that there will be a need for capacity building post elections to be held on 1 November 2021. • Establishment of Ward committees delayed.	**Support required from Provincial COGTA:** • Capacitate governance structures and MPAC to be able to exercise oversight responsibilities and to deal with UIFW expenditure.	Provincial COGTA	**PROVINCIAL COGTA ACTIVITIES** • Arrange intense training and hands-on support for governance structures & MPAC to capacitate the Committees to deal with UIFW – COGTA Capacity Building BU. • Review the internal audit reports. • Review and monitor implementation of internal audit plan. • Assess the work plan of Audit Committee. • Conduct an assessment on effectiveness is of Audit Committee. • Convene Annual Meetings with Audit & Performance Audit Committee members to share knowledge and provide training towards improving audit outcomes. • Conduct induction workshop for new Audit Committee members • Provide guidance to Audit Committee on their oversight role in preventing and addressing UIFW expenditure • Attend Audit Committee meetings to provide advice and guidance on oversight role of Audit Committees.	**PROVINCIAL COGTA BUDGET** In-house	**2021/2022 FY**
		Support required from Provincial Treasury: • Support in capacitation of Audit Committee, Internal Audit Unit and risk management.	Provincial Treasury	**PROVINCIAL TREASURY ACTIVITIES** • Risk Management Support through revision of Risk Management Policy and Strategy. • Support in the establishment of the Disciplinary Board to strengthen consequence management processes. .	**PROVINCIAL TREASURY BUDGET** In-house	**2021/22FY**
Administrative	• Alignment of IDP with National standards.	• Alignment of legislative frameworks	• Provincial COGTA • Specifically, the small town rehabilitation programme will assist this municipality.	**PROVINCIAL COGTA OVERSIGHT ACTIVITIES** • Provide hands on support during shortlisting and interview processes • Review alignment of IDP, SDBIP and organizational scorecard and provide comments and recommendations • Assess draft IDP to assess Municipality s Chapter D in line with FMPPI	**PROVINCIAL COGTA BUDGET** In-house	**2022/2023 FY**

KPAs/Pillars	Identified Challenges	Unblocking Action Needed from other Spheres and Agencies *(e.g. intervention or technical support)*	Responsible Department or Agency or Entity	Specific Activities to be implemented by each Stakeholder	Budget Allocation or Required Budget and source of funding	Timelines
Financial Management	• Poor revenue collection and high debtors book • Weak Creditors management • Challenges with Public Works debt • Stegan debt college fiasco in relation to Maphumulo LM	**Support required from Provincial Treasury:** • Support on inter-governmental debt recovery	Provincial Treasury	**PROVINCIAL TREASURY ACTIVITIES** **Funded Budget Support:** • Monitor the implementation of the budgeting framework by municipality • Provide guidance on budget planning and implementation • Monitor, evaluate and report on budget implementation (In Year Monitoring • Monitor and report on compliance by municipalities. **Support on intergovernmental debt recovery:** • Data Gathering and Analysis • Disaggregation of Debt by Rates/ Services/Department • Accounts Data Base Management: • Accounts Data cleansing and verification in the municipal and departmental environment • Facilitate debt recovery on behalf of municipalities through Departmental payment plans	**PROVINCIAL TREASURY BUDGET** None as the budget is Funded.	**2021/22/23 FY**

KPAs/Pillars	Identified Challenges	Unblocking Action Needed from other Spheres and Agencies *(e.g. intervention or technical support)*	Responsible Department or Agency or Entity	Specific Activities to be implemented by each Stakeholder	Budget Allocation or Required Budget and source of funding	Timelines

		Support Required from Provincial COGTA:	Provincial COGTA	**PROVINCIAL COGTA ACTIVITIES**
				• Support in developing post audit action plans by 31 January 2022
				• Reduction of UIFWE and monitoring of UIFW strategy
				• Conduct assessment of MPAC oversight on UIFW reduction
				• Cogta KZN will quarterly Provide the following:
				  • Coordinate and convene PCF meeting.
				  • Monitor the development and implementation of payment plan with government departments owing municipalities
				  • Coordinate and convene Government debt District sessions
				  • Analyze the accuracy and completeness of government debt on municipal financial systems.
				  • Support on collection of government debt.
				  • Support on verification and allocation of properties to the correct government department.
				  • Audit readiness on preparation of AFS.
				  • Assessment on the functionality and effectiveness of Audit Committee
				  • Support on the assessment of internal audit and municipal audit improvement plan
					KZN COGTA BUDGET
					
					Inhouse	

Service Delivery	• Eskom driven electrification of the outstanding houses/homes. • Network challenges • Satellite TVET college establishment • Vandalism of Infrastructure • No disaster management centre • Funding for waterborne sewer network	Short/Long Term intervention Short term Interventions: • For 2021/22 FY, 150 connections are planned for various Wards and as per Eskom they are currently busy with construction.	Provincial COGTA Maphumulo LM & COGTA ESKOM	**PROVINCIAL COGTA INTERVENTIONS** • Provide support through infrastructure grant • Coordinate support on the electricity supply by ESKOM • Support for the procurement of Fire & Rescue Response Vehicles/Equipment (LM must find funding stream & COGTA augment) **MISA** • Provide support on the development of business plans in relations to infrastructure projects. **ESKOM** • Maphumulo extension for 150 connections in various wards. 149 connected	**KZN COGTA BUDGET** In-house Funding stream to be secured **MISA BUDGET** **In-house** In-house funding	**2021/2022/2023 FY**
		Medium term interventions: • Completion of bulk water and sanitation projects	• Provincial COGTA	**PROVINCIAL COGTA INTERVENTIONS** • Mobilise funding support for waterborne sewer project	**Budget** **Not Determined**	**2022/23**

		• Short/Long term interventions:	Department of Transport	**PROVINCIAL DEPARTMENT OF TRANSPORT** **2021/2022 FY MAINTENANCE PROJECTS** • D1537 Betterment & Regravelling Ward4 COMPLETED • L1087 Betterment & Regravelling Ward6 COMPLETED • D1536 Betterment & Regravelling Ward3/6 COMPLETE • D1534 Betterment & Regravelling ward3 COMPLETED • D1525 Betterment & Regravelling Ward11 COMPLETED • D1531 Betterment & Regravelling Ward8 COMPLETED • L1051 Betterment & Regravelling Ward3 COMPLETED • L2983 (L1341) Betterment & Regravelling ward10 CONTRACTOR ON SITE • D1533 Betterment & Regravelling Ward 4 CONTRACTOR ON SITE • D1527 Betterment & Regravelling Ward6,11 CONTRACTOR ON SITE • D881 Betterment & Regravelling Ward3 CONTRACTOR ON SITE • D379 Betterment & Regravelling Ward5/6 COMPLETED • D1639 Betterment & Regravelling Ward 2 COMPLETED • L2705 Betterment & Regravelling Ward 2 CONTRACTOR ON SITE • D1638 Betterment & Regravelling Ward1 CONTRACTOR ON SITE • D2294 Betterment & Regravelling Ward 9 COMPLETED • L3179 Betterment & Regravelling Ward6 CONTRACTOR ON SITE • P711 Betterment & Regravelling Ward 9/7 COMPLETED • L3180 (D894) Betterment & Regravelling Ward 4 CONTRACTOR ON SITE • D2501 Betterment & Regravelling Ward 2 COMPLETED	**Budget** **In-house** R8 917 334,92 R2 947 391,20 R2 564 269,49 R2 808 317,40 R5 104 134,90 R2 866 303,50 R2 895 184,77 R6 905 130,45 R9 883 320,51 R9 555 926,65 R8 282 922,30 R3 881 738,11 R7 769 472,44 R4 889 553,10 R2 366 271,17 R4 140 303,99 R4 291 665,45 R6 538 513,40	**2021/22FY**
			Department of Human Settlement	• PROVINCIAL DEPARTMENT OF HUMAN SETTLEMENT • Support on councilor and ward committee training • Training of social housing institutions targeting black enterprises and women • Support municipality with conducting housing consumer education • Support KwaDukuza with Municipal accreditation programme **Infrastructure Projects** Maphumulo CRU at ward 10. (The project is at prefeasibility stage; The Department has approved funding amounting to **R145,165.60** to appoint a professional team to assess the sites' suitability for CRU development provided by the Municipality. The Municipality has successfully appointed a service provider to undertake the exercise **MAPHUMULO LM (**Total DHS projects with different financial years) K03080004 Amangcolosi (New Annexure D) - Phase 1 K04090004 RHP: Amambedu Rural Housing (New Annexure D) - Phase 1	R 145 165,60 **Budget** **In-house**	

				K04110001 Mabomvini South Phase 1 - Phase 1 K05110007 Nodunga Rural Housing Project - Phase 1 K05110008 Kwahlongwa Rural Housing Project - Phase 1 K08030001 Kwacele Rural Housing Project - Phase 1 Kwa-cele Rural Housing Project - Phase 1 K10040003 Kwazubane Rural Housing Project - Phase 1 K11030019 - Embo Rural Housing Project - Phase 1 K11030019 - Embo Rural Housing Project - New Annexure D K11050003 - Mthandeni Rural Housing Project - Phase 1 K12110005 17 Beneficiaries at Ilemble District - Phase 1 K12120001 Qadi Rural Housing Project Distr.Ilembe Maphumulo Mun.Zedek Trading cc - Phase 1 K13010002 Mkhonto Rural Housing Project - Phase 1 K13010002 Mkhonto Rural Housing Project - New Annexure D Mkhonto Rural Housing Project - Phase 1 K13040009 Kwamaqumbi Rural Housing Project - Phase 1 K13040009 Kwamaqumbi Rural Housing Project - Construction of 300 Units K13040011 Sakuma Sakhe Project For 2 Ben. At Ilembe District - Phase 1 K14010013 Operatio Sukuma Sakhe Construction Of 3 Houses Ward 2: Maphumulo Municipality - Phase 1 K14020017 OSS New Annxure D - OSS for 1 Ben(Agcinile Mahlaba)-Ilembe K14020017 OSS New Annxure D - OSS for 10 Ben in Maphumulo Munic K14030003: Nombokojwana Rural Housing Project - Phase 1 K16060017 Ilembe-maphumulo Operation Sukuma Sakhe - Phase 1 19990039 Sakhamkanya Emdlebeni - Phase 1 Maphumulo Cru Housing Project - Phase 1	**Budget** In-house R 1 535 000.00m Actual Expenditure End February 2022: R 1 496 393.00 **Budget** **Budget** R 24 859 968.35(MIG). R 22 890 775.43 has been spent. **R 420 532.00.** R352 003.50 expended	
			EDTEA	**<u>DEPARTMENT OF ECONOMIC DEVELOPMENT AND ENVIRONMENTAL AFFAIRS</u>** • Support the municipality waste minimization program- Cleanest Municipality Competition • Support with the implementation of Waste Economy Support Programme for Wastepreneurs • Support the municipality with clearing illegal dumping areas **<u>Maphumulo Alien Plant Clearing Project (2021/2022)</u>** Ward 3: Mphise Ward 4: Maqumbi Ward 9: Nyamazane Ward 10: Woza Ward 11: Emnyameni	**R8 000 000.00** Ring Fenced MIG Funding for Sport and Recreation	

KPAs/Pillars	Identified Challenges	Unblocking Action Needed from other Spheres and Agencies *(e.g. intervention or technical support)*	Responsible Department or Agency or Entity	Specific Activities to be implemented by each Stakeholder	Budget Allocation or Required Budget and source of funding	Timelines
			ILEMBE DM DSR	**<u>ILEMBE DM</u>** Maphumulo/KwaDukuza Water Supply Scheme The project name is Maphumulo – Zone G water reticulation project. The project scope is:- • 1 x 550Kl concrete reservoir, • 1 x pump station, • 1, 8 Km of 160mm uPVC rising main, • 37,530 Km of reticulation network of 160mm to 25mm pipelines, • 9 break - pressure tanks, and • 385 metered yard tap connections. The project is located in Ward 9 of Maphumulo Local Municipality and covers four sub-wards, namely, Danyini, Mvozane, Nyamazane and Thubeyane. The project is currently at 98% and is at commissioning stage, the implementation started in July 2020 and full commissioning is due for March 2022. A total of 385 households will be connected to water via yard connections. **DEPARTMENT OF SPORTS & RECREATION** **INFRASTRUCTURE PROJECTS** • Joel P School Combo Court project in ward 6. 85% completed. • Sabuyase Sports field project in ward 9. Tender stage.		
Local Economic Development	• Closure of Bata factory	• Short/Long Term intervention	• Provincial COGTA	**<u>PROVINCIAL COGTA INTERVENTIONS</u>** • Mobilize funding for resuscitation of Bata factory **<u>EDTEA</u>** • Mobilize financial resources **ILEMBE ENTEPRISE** • Administration of incubation programme and supplier enterprise programme for local businesses • Support to Tourism sector • Administration of electronic development applications • Support small scale farmer Assistance Fund	<u>BUDGET ALLOCATION</u> In-house R1.6m (Entire DM)	<u>2022/23FY</u>

2.2 NATIONAL GOVERNMENT PRIORITIES

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

The Constitution is a supreme law of the country and it provides the basis for the work that should be done by government at different levels. Chapter 7 of the Constitution of the Republic of South Africa provides the primary legislative framework for the establishment of local government structures. Section 152 (1) lists the local government objectives as follows:

- To provide democratic and accountable government for local communities;
- To ensure the provision of services to communities in a sustainable manner;
- To promote social and economic development;
- To promote a safe and healthy environment; and
- To encourage the involvement of communities and community organizations in the matters of local government.

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

2.2.2 MUNICIPAL SYSTEMS ACT NO. 32 OF 2000

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

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

The Act also requires municipalities to review the IDP annually.

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

The Medium-Term Strategic Framework (MTSF) is Government's strategic plan for the 2019-2024 electoral term. It reflects the commitments made in the election manifesto of the governing party, including the commitment to implement the National Development Plan (NDP). The MTSF sets out the actions Government will take and

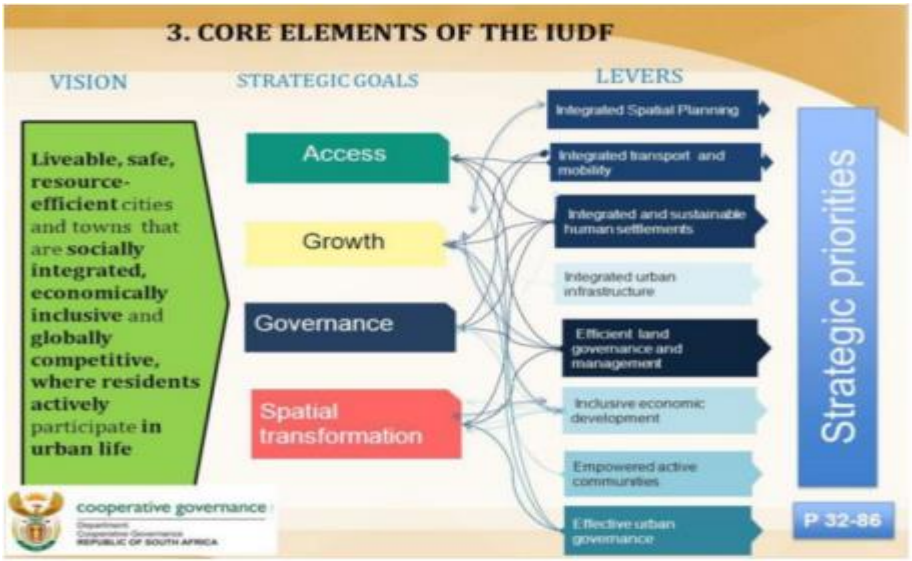
targets to be achieved. It also provides a framework for the other plans of national, provincial and local government. The aim of the MTSF is to ensure policy coherence, alignment and coordination across government plans as well as alignment with budgeting processes. Performance agreements between the President and each Minister will reflect the relevant actions, indicators and targets set out in this MTSF. The 2019-2024 electoral mandate focuses on the following priorities:

- Capable, Ethical and Developmental State.
- Economic Transformation and Job Creation.
- Education, Skills and Health.
- Consolidating the Social Wage Reliance and Quality Basic Services.
- Spatial Integration, Human Settlement and Local Government.
- Social Cohesion and Safer Communities.
- A Better Africa and World.

2.2.4 INTEGRATED URBAN DEVELOPMENT FRAMEWORK

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

Figure 11: Core Elements of IUDF



The framework has four strategic goals; (1) Spatial integration, (2) inclusion and access, (3) growth and (4) governance. These strategic goals are further interconnected with nine policy livers for strategic priorities and they include; Integrated urban planning and management, Integrated transport and mobility, integrated sustainable human settlements, integrated urban infrastructure, Efficient land governance and management, Inclusive economic development, Empowered active communities, Effective urban governance, and Sustainable finances. The IUDF responds to the post-2015 Sustainable Development Goals (SDGs), in particular to Goal 11: Making cities and human settlements inclusive, safe, resilient and sustainable. It also builds on various chapters of the National Development Plan (NDP) and

extends Chapter 8 'Transforming human settlements and the national space economy' and its vision for urban South Africa; "By 2030 South Africa should observe meaningful and measurable progress in reviving rural areas and in creating more functionally integrated, balanced and vibrant urban settlements". For this to happen the country must:

- Clarify and relentlessly pursue a national vision for spatial development;
- Sharpen the instruments for achieving this vision; and
- Build the required capabilities in the state and among citizens.

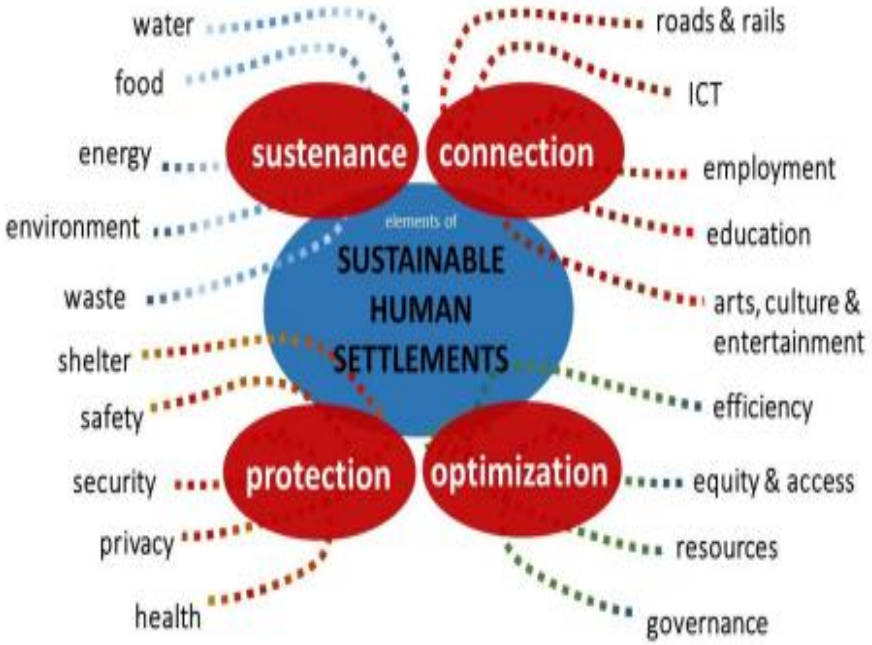
The IUDF's overall outcome – spatial transformation – marks a New Deal for South African cities and towns, by steering urban growth towards a sustainable growth model of compact, connected and coordinated cities and towns.

2.2.5 BREAKING NEW GROUND – HUMAN SETTLEMENTS (2011)

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

- Stimulating the Residential Property Market;
- Spatial Restructuring and Sustainable Human Settlements;
- Social (Medium-Density) Housing Programme;
- Informal Settlement Upgrading Programme;
- Institutional Reform and Capacity Building;
- Housing Subsidy Funding System Reforms; and
- Housing and Job Creation.

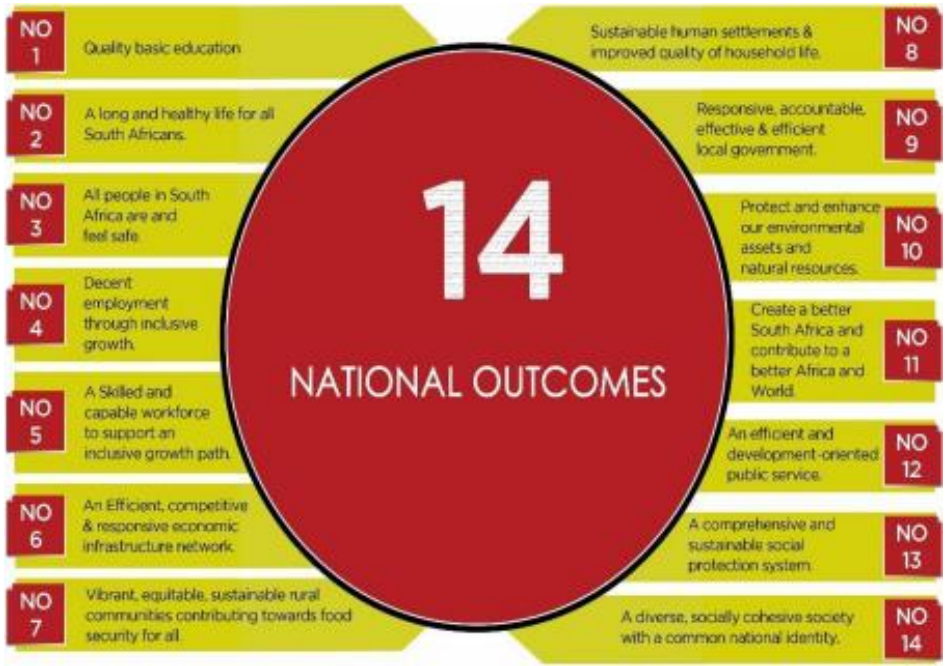
Figure 12: BNG Concept



2.2.6 14 NATIONAL OUTCOMES (2010)

In January 2010, the Cabinet Lekgotla adopted the National Government Outcomes Based Approach. The outcome approach is based on the Medium-Term Expenditure Framework (MTEF). The approach identified fourteen outcomes which are reflected on the graph above. The most important outcomes for Maphumulo are outcome 1 – 10 and 12 – 13.

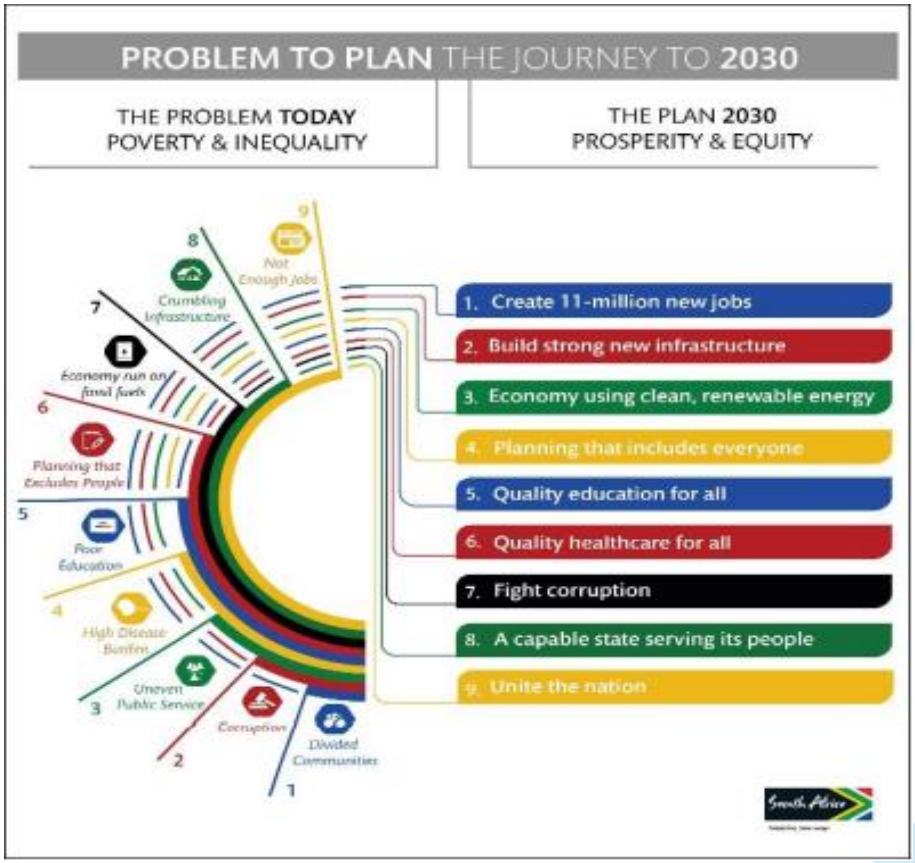
Figure 13: National Outcome



2.2.7 NATIONAL DEVELOPMENT PLAN (2012)

The National Development Plan (NDP) is a country wide strategy intended to eliminate poverty and reduce inequality by 2030 through uniting South Africans, unleashing the energies of its citizens, growing an inclusive economy, building capabilities, enhancing the capability of the state and leaders working together to solve complex problems. Objectives of the NDP include improving education, training and innovation; economy and employment; environmental sustainability and resilience; inclusive rural economy; transforming human settlements; provision of health care for all; social protection; building safer communities; fighting corruption; and economic infrastructure. The implementation of the NDP solely depends on Municipal IDP's to unpack, align and action the vision of the NDP.

Figure 14: NDP Vision 2030



2.2.8 SPATIAL PLANNING AND LAND USE MANAGEMENT ACT NO. 16 OF 2013

Figure 15: SPLUMA Principles



SPLUMA came into effect on the 2nd of August 2013 as per Government Gazette, dated 5th August 2013 and subsequently enacted on the 1st July 2015. SPLUMA requires municipalities to adopt Spatial Development Frameworks (SDF) and Land Use Schemes (LUS) and empowers them to approve applications for the rezoning and subdivision of land, township establishments, amendments and suspension of restrictive conditions of title. The implication is that all local municipalities had to establish Municipal Planning Tribunal (MPT) structures, relevant delegations, nominate and appoint appropriately qualified staff, and procedures to ensure compliance with the Act.

2.2.9 BACK TO BASICS (2014)

Figure 16: Back 2 Basics Concept



The Back to Basics approach supports a transformation agenda which is premised on the need to ensure functional municipalities as outlined by the Minister of Cooperative Governance and Traditional Affairs in his 2014 Budget Vote. “The core services that local government provides -

clean drinking water, sanitation, electricity, shelter, waste removal and roads - are basic human rights, essential components of the right to dignity enshrined in our Constitution and Bill of Rights. Our vision of 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".

Through the assistance of CoGTA, Maphumulo Municipality conducted a Back to Basics workshop in 2016 where an action plan was developed pronouncing the challenges and the required interventions within a specified time period. At present, the back to Basics template is a standing item at the weekly Manco meetings where progress and challenges are reported on. Progress reports are submitted to CoGTA on a quarterly basis, which is followed by on site verification by the Department. At present the municipality is classified as a "functional municipality". The collective efforts, submission of information and support from MANCO has resulted in a functional score of 73%.

2.2.10 THE SUSTAINABLE DEVELOPMENT GOALS (2015)

The Sustainable Development Goals were adopted by the United Nations on the 25th of September 2015. The Sustainable Development Goal's and targets seeks to build on the Millennium Development Goal's and complete what the MDG's did not achieve. It is further stated that each of the SDG's goals and targets are applicable to both developed and developing countries. The SDG's are integrated, indivisible and balance the three dimensions of sustainable development, (i.e. the economic, social and environmental).

Figure 17: Sustainable Development Goals



The SDG's are also flexible enough to allow for differentiated approach through all levels of government. The municipality has developed this IDP with associated sector plans with the intention of responsing positively to the key SDG that applied to the area which are SDG 1 – 11, 13, 15-17.

2.2.11 NATIONAL SPATIAL DEVELOPMENT FRAMEWORK (2020)

The vision of the NSDF is "All Our People Living in Shared and Transformed Places in an Integrated, Inclusive, Sustainable and Competitive National Space Economy". The accompanying Mission Statement reads as follows: "Making our Common Desired Spatial

Future Together Through Better Planning, Investment, Delivery and Monitoring". The vision and the objectives of the NSDF are illustrated and depicted in the figure below.

Figure 18: NDP Vision



Maphumulo LM is a very small municipality, and it is not enticed nor recognized on the National Spatial Development Framework (2020) which is still a draft version. However, it falls under the National Urban Regions, whereby only Maphumulo Town is the only recognized Rural Service Centre, and a rural service node which serves a specific geographical area and social network. According to NSDF (2020), Maphumulo Municipality is located under the Agri-Enterprise and Small-scale Farming Resource Region, and therefore the vision of the Municipality must be aligned with the National Spatial Framework and Spatial Action Areas. Maphumulo Town service area would be limited to the surrounding cluster of settlements within a specific neighbourhood and would include low order public, shopping and small business enterprise facilities. It serves as a link between the local communities and the major settlements as such they should locate in accessible areas along or at the intersection of public transport routes.

2.2.12 STATE OF THE NATION ADDRESS (2022)

Figure 19: SONA



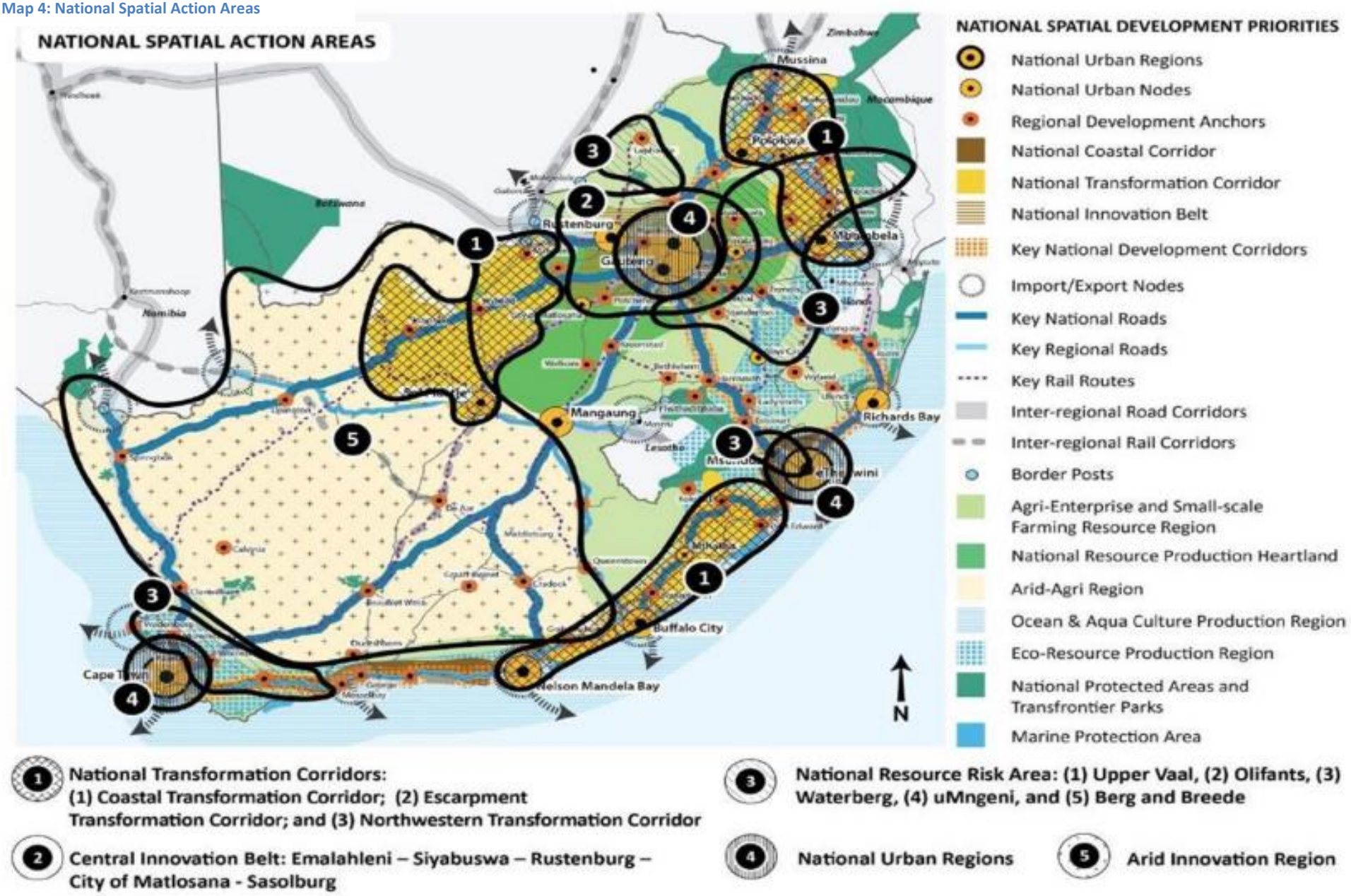
The State of the Nation Address sets out government's key policy objectives and deliverables for the year ahead, highlights achievements, flags challenges and outlines interventions to unlock development interventions for the coming financial year. During the SONA, President Ramaphosa also highlighted what has been achieved by the administration since his last address in 2021. He also reflected

on government's response to fight the COVID-19 pandemic, and progress on the Economic Reconstruction and Recovery Plan which puts the creation of jobs at the heart of our economic recovery. Rebuilding the economy from the devastating impacts of the covid 19 was amoungst the key priority intervantion.

Table 5: SONA 2022

COMMENT OF 2022 SONA	RESPONSE
Rebuilding the economy from the devastating impacts of the covid 19	Government is working closely with financial institutions and multilateral development banks to find innovative ways of funding infrastructure investment. Government also continues to put the building blocks in place to boost our economic growth, create new businesses and industries, and ultimately create jobs, especially in the small and medium enterprise sector.
The fight against COVID-19 is not yet over	COVID-19 has not been eradicated and the risks are still very real therefore we must continue to wear masks at all times, practice social distancing, and wash our hands regularly with soap and water or an alcohol based hand sanitiser. We must also continue to be responsible and avoid large social gatherings, which carry a huge risk for transmission of the virus. Our best defence against the virus is vaccination, and getting vaccinated has never been easier.
Icreased local production	Another priority Intervention of the Recovery Plan is to support a massive increase in local production and to make South African exports globally competitive and encourage greater investment by the private sector in productive activity. The increase in local production will also play a huge role in the revival of our manufacturing industry.
Expand energy generation capacity.	Restoring Eskom to operational and financial health and accelerating its restructuring process is central to this objective. Eskom estimates that, without additional capacity, there will be an electricity supply shortfall of between 4,000 and 6,000 megawatts over the next 5 years, as old coal-fired power stations reach their end of life hence the govevenment has taken measures to introduce the system of independent power prodecers, sooner the government will also be initiating the procurement of an additional 11,800 megawatts of power from renewable energy, natural gas, battery storage and coal in line with the Integrated Resource Plan 2019.

Map 4: National Spatial Action Areas



2.2.13 CLIMATE CHANGE RESOLUTION

Climate Change phenomenon, often called global warming, is caused by the release of greenhouse gases (carbon dioxide, water vapour, nitrous oxide, methane, and fluorinated gases) into the atmosphere mostly by man's activities, and to a lesser extent by volcanic eruptions. These activities include fossil burning (for energy generation), deforestation, fertilization, farming, oil drilling, waste generation, etc. The greenhouse serves as a blanket that traps heat within the atmosphere which was meant to escape to space to ensure energy balance. The effects of the trapping lead to increased climate temperature and changes in rainfall amount and spatial distribution. Climate change will progress over time, in terms increased severity and frequency. They will be in form of increased occurrence of wildfires, hurricanes, severe storms, drought, flooding, and high temperatures.

There is one aspect of limiting climate change that is purely about limiting the severity and the frequency of these extreme events. However, there are also fundamental changes in the Earth's system that we could observe. These are called climate feedbacks. Essentially what is happening is that climate change is triggering certain changes on planet Earth that then leads to more climate change. It becomes a vicious cycle. And these feedbacks have increasingly high risk of happening the higher the temperature level is. A 1.5°C change is considered likely to stabilize the climate and limit these feedbacks. But if we see temperature levels much beyond that, it is likely we would trigger many of these feedbacks.

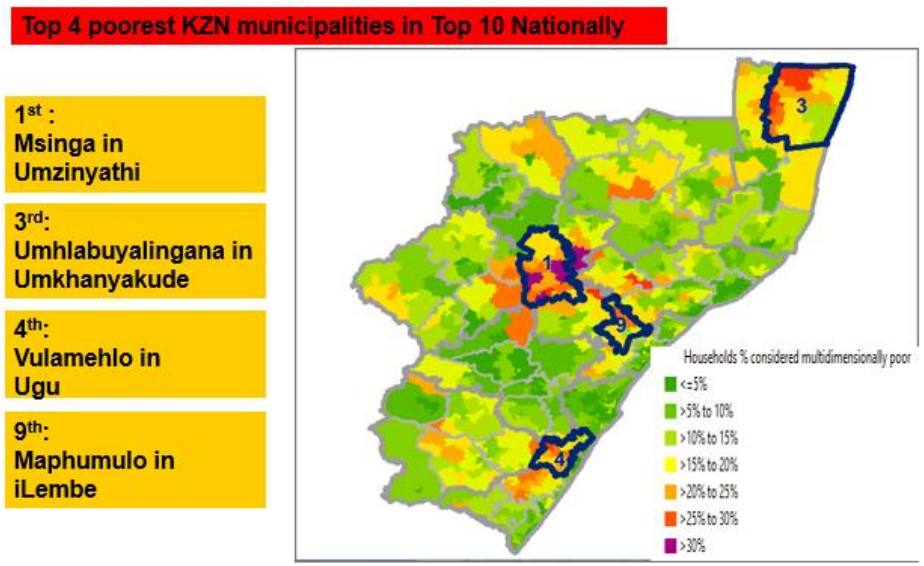
So, there will be some climate change at this point, no matter what we do. We have experienced 1.1°C of global warming already, and its associated implications. So, at 1.5°C, we could still expect to see more climate change. In terms of feedback, a loss of forest for an example would lead to more global warming because the barren land would become warmer. We need to avoid this by stabilizing the climate. And a temperature above 1.5°C, we shall lose the ability to stabilize the climate. Carbon capture is another way of managing carbon. This entails industries capturing carbon at the point where it is emitted, and then either store it underground or use it in a product. We also need to take CO_2 out of the atmosphere. The easiest way to do that is reforestation, since plants absorb carbon. Reforestation of barren land helps mop up CO_2. The resolutions that the municipality has taken include the development of a climate change respone strategy which will cover the following items:

- Identification of major causes and priority impacts of climate change in Maphumulo Municipality;
- Recommendations on means of addressing issues identified as priority impacts of Climate Change in Maphumulo Municipality with specific reference to health, water, agriculture, energy, and tourism sectors, etc.;
- Recommending tools for achieving sustainable development objectives whilst simultaneously responding to climate change impacts;
- Setting realistic climate change targets for clean energy which officials are required to report on;
- Setting realistic land care targets for protection of wetlands and catchment areas;
- Ensuring all projects within the Municipal IDP are motivated for in terms of their contribution to Climate Change mitigation or adaptation; and
- Encouraging reservation of land by traditional leaders for rangeland management activities to promote sustainable livestock stocking to reduce overgrazing and manage erosion which will in the future be a contributing factor to the community's inability to adapt to the climate changes.

2.3 PROVINCIAL GOVERNMENT PRIORITIES

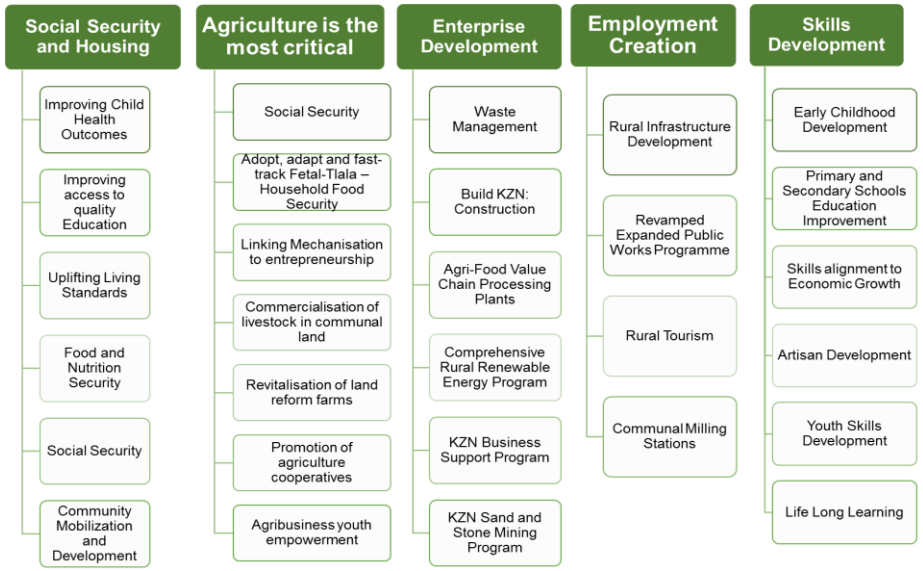
2.3.1 PROVINCIAL POVERTY MASTERPLAN (2014)

Map 5: Poverty Masterplan



In 2014, the office of the Premier of KwaZulu-Natal conducted a provincial poverty masterplan. The main purpose of the plan was to identify areas that are affected by the highest level of multidimensional poverty. One of the four municipalities which were identified within the province to be highly poverty stricken was Maphumulo Local Municipality. The plan further suggested a number of interventions which were grouped by five (5) pillars and twenty nine (29) game changers. These are reflected on the figure below:

Figure 20: Five Pillars and Twenty-Nine Game Changers



2.3.2 PROVINCIAL GROWTH AND DEVELOPMENT STRATEGY (2016)

The Revised 2016 KwaZulu-Natal Provincial Growth and Development Strategy (KZN PGDS) bolsters the Province's commitment to achieving the vision of KwaZulu-Natal (KZN) as a "Prosperous Province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway by 2035. The PGDS represents the establishment of a clear line-of-sight to the national (NDP), continental (AU), and global (SDG) frameworks.

Figure 21: PGDS Goals



Regarding environment management areas in MLM, the 2016 PGDS identifies Maphumulo with an existing Protected Area Expansion Strategy and Landscape corridors, as well as Forest Wilderness Area. The area also has no protected or community conservation areas. No proclaimed state protected areas and private nature reserves were identified within Maphumulo. Regarding population density, the zone is mostly of 8- 20 and 21-439. Maphumulo is characterized with a high social need.

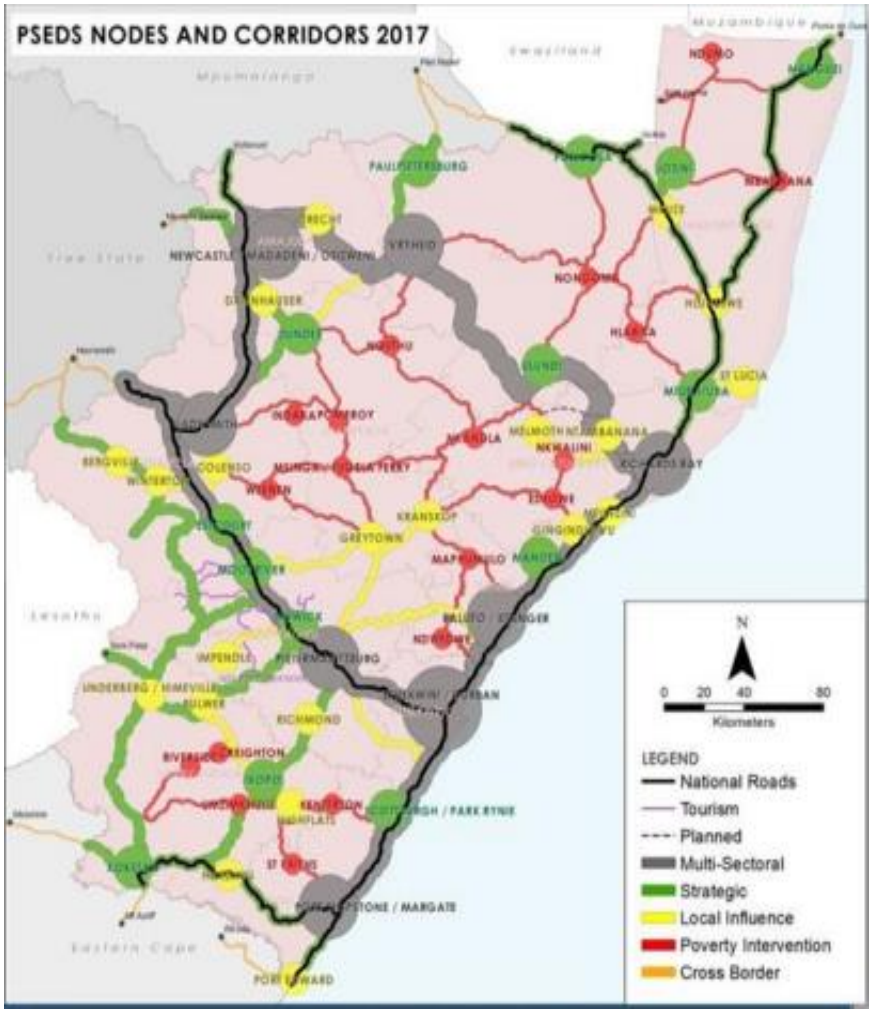
The north region of Maphumulo is dominated with medium – high agricultural potential, whereas the south is dominantly classified with high probable. Regarding economic framework, priority is given to agriculture. MLM has medium economic potential. This area is identified with two sectors, i.e. the government sector and the agriculture. As for the urban accessibilityindex, for Maphumulo is 30min to 1.25 hours. The IDP will further assist in unlocking the potential of Maphumulo since the area lacks value chains connected to industries.

2.3.3 PROVINCIAL SPATIAL ECONOMIC DEVELOPMENT STRATEGY (PSEDS) 2017

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

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

Figure 22: PSEDS Nodes and Corridors



- The municipality will establish a high-quality environment with associated required physical and infrastructure through development planning mechanisms. The municipality is committed to work with DRDLR in ensuring that Land Reform contributes to economic development and poverty alleviation, particularly in rural areas;
- Educational support in a form of bursaries is being provided to the Youth of Maphumulo.
- The IDP has identified all the sectors within the municipality which mainly contribute in the economic growth in order to provide opportunities; and possibly achieve some of its economic and financial needs by focusing on agriculture and manufacturing sectors.

2.3.4 STATE OF THE PROVINCE ADDRESS (2021)

Figure 23: SOPA 2021



The State of the Province Address is a localised version of the State of the Nation Address where Premiers reflect on their achievements and communicate their programmes of action in respect of government's five priority areas - education, health, the fight against crime and corruption, rural development and land reform as well as jobs for the year ahead. In past years, many provinces have held the event away from the legislature, in places such as sports grounds and university campuses. This is done to bring the legislature closer to the public and

to accommodate more people at the event. In his SOPA, the KZN Premier reconfirmed the Province's commitment to the five (5) Key National Priorities which are all pressing issues affecting Maphumulo, (which are informed by the National Priorities), namely:

- Creation of more jobs, decent work and sustainable livelihoods for inclusive growth.
- Rural development, land reform and food security.
- Improved quality basic education.
- Growing the SMMEs and cooperatives.
- Education, health, and skills development.
- A long and healthy life for all South Africans, and
- Fighting crime and corruption.

2.3.5 DRAFT KZN SPATIAL DEVELOPMENT FRAMEWORK (2022)

The Department of Co-operative Government and Traditional Affairs (CoGTA) is currently developing a Provincial Spatial Development Framework. This will entail the re-look and upscaling the 2016 KZN SDF. It is currently a Draft Plan with no legal status as such the 2016 KwaZulu-Natal Provincial Growth and Development Strategy (KZN PGDS) is still a relevant point of reference in terms of the spatial direction of KwaZulu-Natal (KZN) as a "Prosperous Province with a healthy, secure and skilled population, living in dignity and harmony, acting as a gateway by 2035.

Map 6: The 2016 PSDF

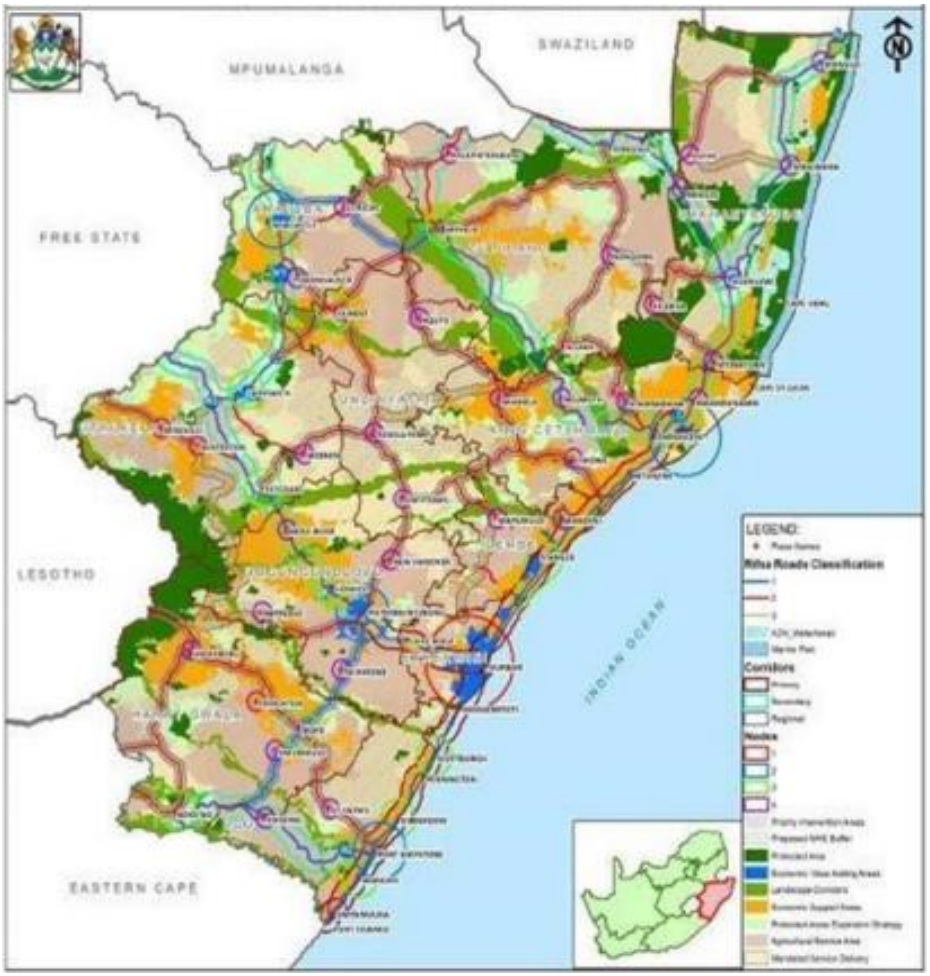
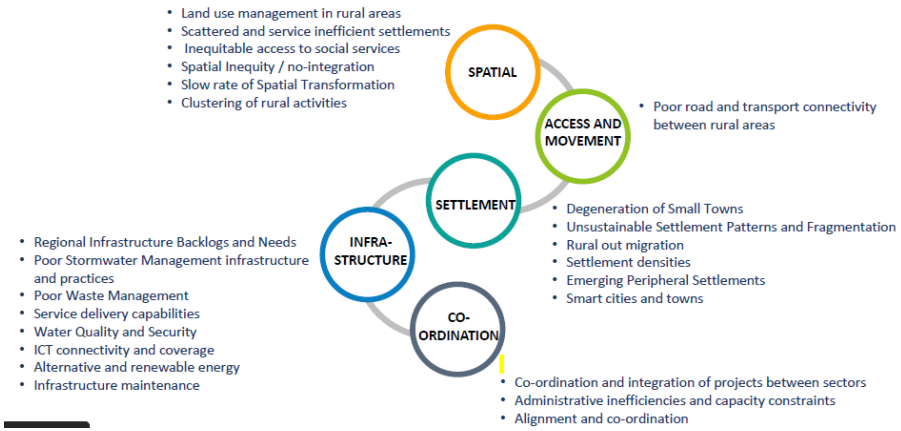


Figure 24: Emerging Themes from the Draft PSDF



The PGDS represents the establishment of a clear line-of-sight to the national (NDP), continental (AU), and global (SDG) frameworks. Regarding environment management areas in MLM, the 2016 PGDS identifies Maphumulo with an existing Protected Area Expansion Strategy and Landscape corridors, as well as Forest Wilderness Area. The area also has no protected or community conservation areas. No proclaimed state protected areas and private nature reserves were identified within Maphumulo. Regarding population density, the zone is mostly of 8- 20 and 21-439. Maphumulo is characterized with a high social need.

The north region of Maphumulo is dominated with medium – high agricultural potential, whereas the south is dominantly classified with high probable. Regarding economic framework, priority is given to agriculture. MLM has medium economic potential. This area is identified with two sectors, i.e. the government sector and the agriculture. As for the urban accessibilityindex, for Maphumulo is 30min to 1.25 hours. The IDP will further assist in unlocking the potential of Maphumulo since the area lacks value chains connected to industries. With reference to figure above, the emerging themes of the Draft PSDF has a lot of reference that relates to the circumstances that Maphumulo faces which are:

- Land use management in rural areas;
- Scattered and service inefficient settlements;
- Inequitable access to social services;
- Spatial Inequity / no-integration;
- Slow rate of Spatial Transformation;
- Clustering of rural activities;
- Poor road and transport connectivity between rural areas;
- Degeneration of Small Towns;
- Unsustainable Settlement Patterns and Fragmentation;
- Rural out migration; and
- Settlement densities.

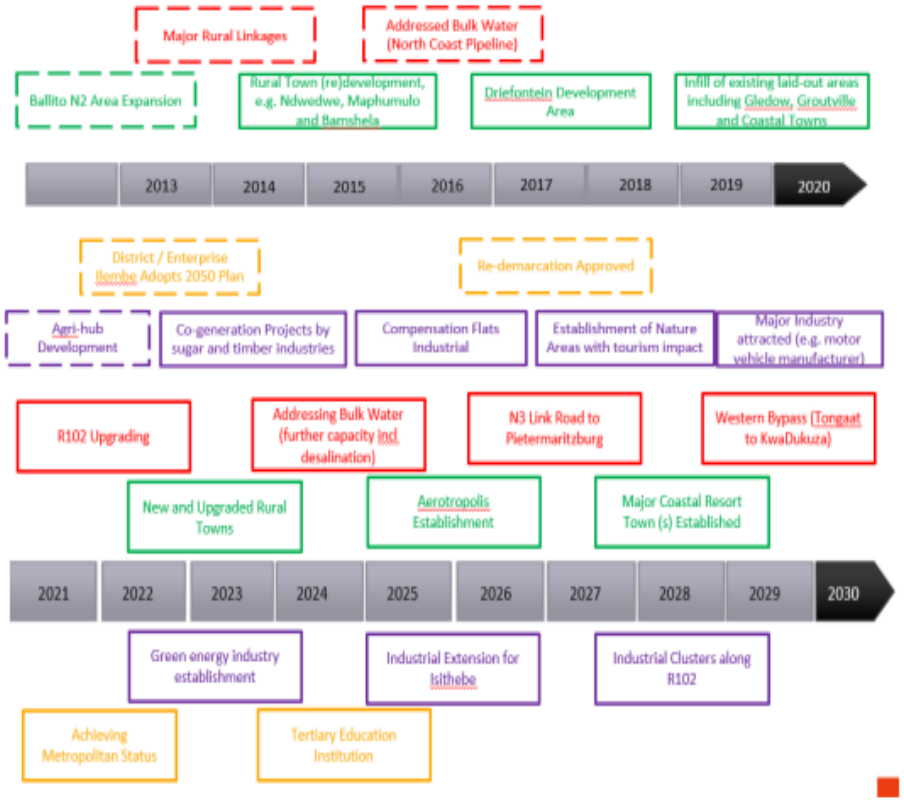
2.4 LOCAL GOVERNMENT PRIORITIES

2.4.1 ILEMBE REGIONAL SPATIAL AND DEVELOPMENT PLAN (2013)

The iLembe Regional Spatial Development Plan (IRSDP) was adopted by Council in December 2013. The iLembe 2050 Regional Spatial Development Plan (RSDP) forms part of a package of plans that range from municipal wide strategic level plans to detailed local level plans

and land use schemes at local municipal level. The Integrated Regional Spatial Development Plan is intended to provide a clear direction for the management of development and economic growth in the region.

Figure 25: Ilembe RSDP

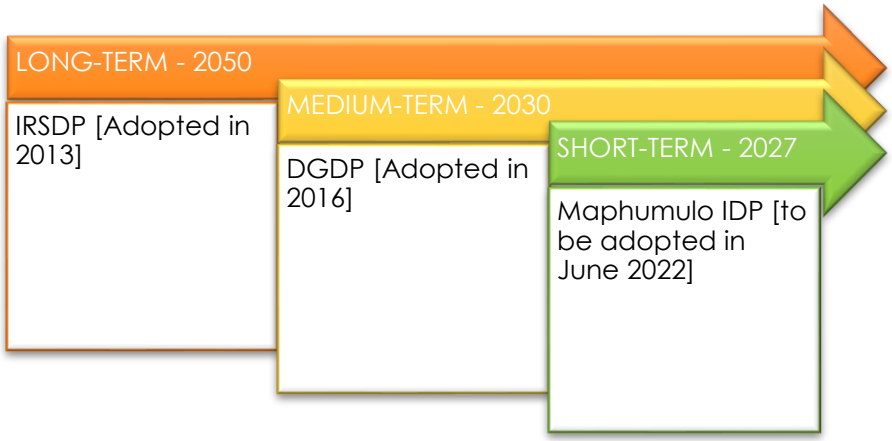


The iLembe 2050 plan is a regional plan that comprises a spatial component and a set of planning initiatives that addresses the legacy of the past. The plan provides a framework for coordinated development and land use in the region. The plan unpacks the high road scenario which is a 30-year development vision for the District. Moreover, the plan developed specific key performance indicators that directly influence planning and service delivery at 5 year to 10-year intervals. Apart from alignment with the municipal planning and policy framework, the plan also reflects the requirements and principles of national, provincial, and municipal policies and legislation where applicable. The plan is also in line with the objectives of the National Development Plan and the Provincial Growth and Development Strategy. The figure inserted below indicates the phasing in the short term and the types of triggers followed by a table indicating the alignment between the specific programmes and projects of Maphumulo to the IRSDP.

2.4.2 ILEMBE DISTRICT GROWTH AND DEVELOPMENT PLAN (2017)

The existence of the iLembe Regional Spatial and Development plan (IRSDP) has made the family unique and a step ahead, when compared to other Districts. As such, a differentiated approach was applied in relation to the District Growth and Development Plan. To begin with, the issue of alignment with National and Provincial programmes was achieved through the five pillars of the IRSDP. For that reason, the translation of projects and programmes emanates from IRSDP into an implementation plan at a district level, inclusive of targets and assigned responsibilities. The iLembe DGDP was adopted in February 2016 and updated in November 2017.

Figure 26: IRSDP in relation to IDP



2.4.3 ILEMBE RURAL DEVELOPMENT PLAN (2015)

Department of Rural Development and Land Reform commissioned the development of Rural Development Plans to assist in identifying the development potential of the rural areas within iLembe. The overall objectives of the study is to:

- Undertake international and national policy literature review that governs rural development and land reform;
- Understand the status quo of developmental issues facing the rural areas and assess the performance of past programmes, projects and approaches;
- Clearly define "rural" and the rural boundaries within the iLembe District Municipality taking into account the relationship between rural and urban areas;
- Develop a Rural Development Plan informed by policies, principles, issues, vision, spatial objectives and outcomes of spatial synthesis that is implementation orientated focusing on specific interventions and projects; and
- Prepare a detailed implementation plan with priority programmes and projects in a phased manner with the relevant monitoring and evaluation tools to measure progress of implementation.

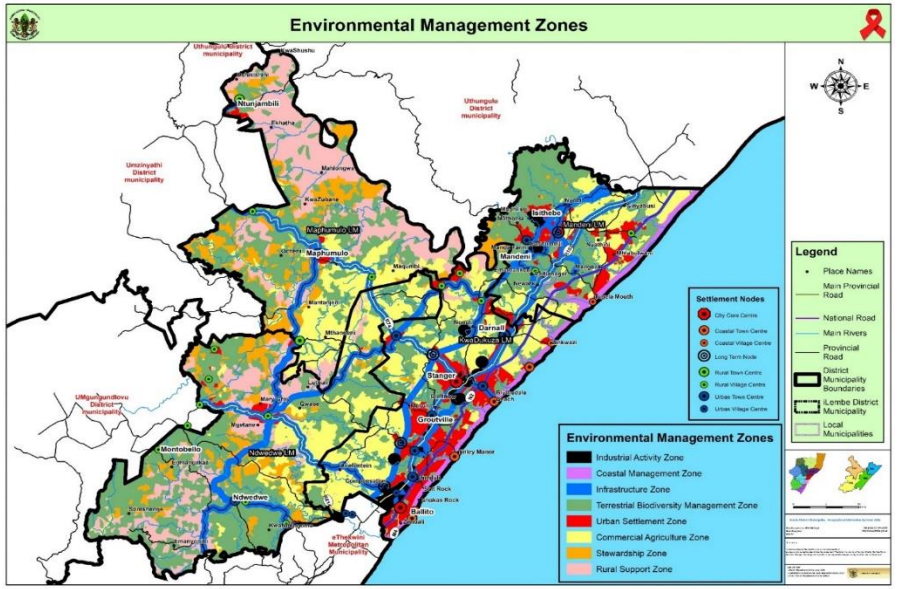
Rural communities at large, in different parts of the county are still subjected to unrelenting poverty, inequality, limited access to infrastructure, economic opportunities, fragmented spatial patterns and environmental degradation. As a result, the Department of Rural Development and Land Reform commissioned the development of Rural Development Plans to assist in identifying the development potential of the rural areas within iLembe. At present, the reviewal of the plans developed in 2015 are under review and adoption is anticipated to take place in the 2019/ 2020 financial year.

2.4.4 ILEMBE EMF

The adopted iLembe Environmental Management Framework is intended to formulate a spatial environmental plan to guide decision making. It identifies, inter alia, environmental assets, areas of environmental sensitivity and conservation value, areas not suitable for human habitation and also environmental management zones. Such data has proved to be critical in assessing developmental proposals at large. The EMF contains biophysical information of the district along with socio-economic information; pollution; spatial planning and

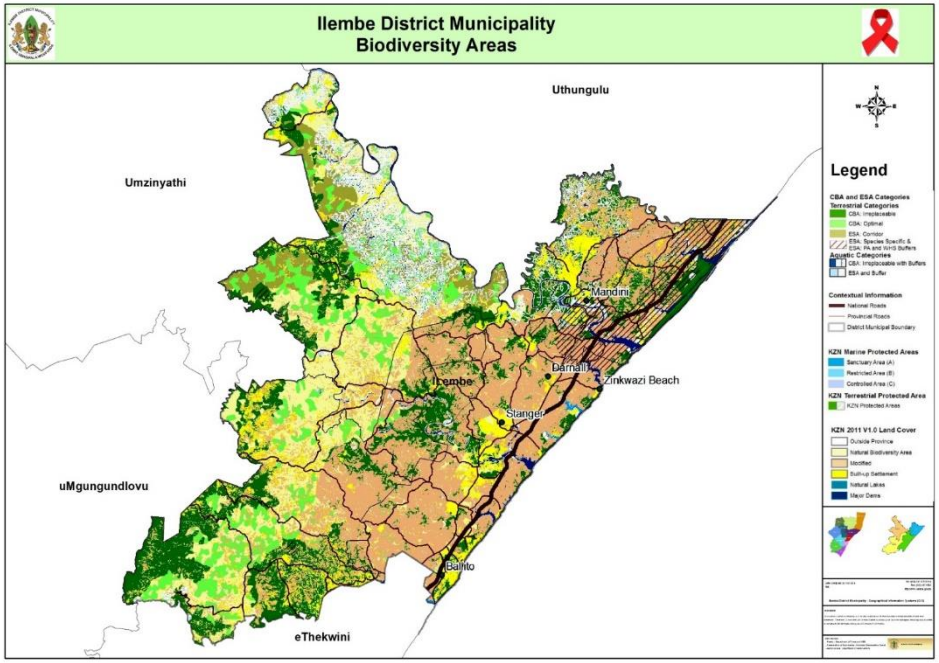
development; agriculture and built; and cultural heritage resources of the district which will be used to guide the SDF interms of suitable land use(s) to ensure sustainable land use. The plan notes that the land use in Maphumulo threatens high potential agricultural land. It is observed that there is a lack of waste management in Maphumulo. Only 28.1% of waste is removed by local authority and private company efforts. The most significant backlogs occur in Maphumulo and Ndwedwe, without any management considerations. The SDF for Maphumulo should be informed by EMF about the environmental issues, including means of mitigations to minimize the any form of environmental degrading.

Map 7: Ilembe EMF



2.4.5 ILEMBE BIODIVERSITY SECTOR PLAN

Map 8: Ilembe Biodiversity Plan



The Ezemvelo KZN Wildlife has prepared the iLembe Biodiversity Sector Plan (BSP) as a planning tool to manage biodiversity and as a precursor to a bioregional plan, as required by the Section 48 of National Environmental Management Biodiversity Act, 2004 and the Bioregional Guidelines (DEAT, 2009). Biodiversity Sector Plans (BSP) are a district based plan which identifies priority biodiversity areas and provides associated planning and decision-making guidelines. The BSP has two main components which need to be taken into account by the

government institutions and be incorporated into the IDP and SDF, namely the Critical Biodiversity Areas (CBA) Map and the associated planning and management guideline.

2.5 HOW THE MUNICIPALITY IS ADDRESSING AND APPLYING THE GOVERNMENT POLICIES AND IMPERATIVES

2.5.1 MAPHUMULO VISION 2030 STRATEGIC ROADMAP

A Strategic Roadmap for the Maphumulo Local Municipality was compiled with a special focus on the identification of critical levers to optimize growth and inclusive development opportunities in the Municipality. The key motivation was formulation of compelling yet practicable strategic goals capable of propelling the area to its next level. The following strategic initiatives were agreed upon:

- To create a better life for all through delivering inclusive and affordable services for residents;
- To create an enabling environment for economic growth and development; and
- To create and maintain an effectively governed administration that is committed to financial sustainability.

2.5.2 R74 CORRIDOR PLAN AND MAPHUMULO TOWN FRAMEWORK

The municipality commenced with the process to develop the R74 Corridor Development Plan and a Town Framework for Maphumulo. According to the Draft Plan, the vision of the R74 Corridor is to promote regional linkages, efficient movement of goods and passangers, mixed land uses, sustainable human settlement and environmental sustainability. The vision for Maphumulo Town include high quality urban environment, economic generative node, social inclusive node, efficient spatial system and infrastructure and municipal economic hub and resilient node.

2.5.3 MEDIUM TERM STRATEGIC FRAMEWORK (2022 – 2025)

This section provides the background of the National, Provincial and District development planning framework that was considered during the development of the municipal strategy and illustrates the alignment of all these strategies. The alignment table towards the end of this section summarizes the integration of the developmental frameworks into one strategy for the Maphumulo Municipal area. In terms of section 24 of the Municipal Systems Act –

- The planning undertaken by a Municipality must be aligned with, and complement, the development plans and strategies of other affected municipalities.
- Municipalities must participate in national and provincial development programmes as required in terms of section 153(b) of the Constitution."
- It is therefore important for municipalities to align their strategic objectives with national and provincial development programmes. The alignment of the Maphumulo Strategic Objectives with the key national, provincial and regional strategies is illustrated in the table below.

GOVERNMENT POLICY	INTERVENTIONS BY MUNICIPALITY
Municipal Systems Act	IDP review was developed in consultation with community stakeholders, and the provincial and national government. It is the principal planning instrument that guides and informs the municipal budget and all actions. The IDP is seen as the Municipality's principal strategic plan that deals with the most critical development needs of the municipal area (external focus) as well as the most critical governance needs of the organization (internal focus).
SPLUMA	SPLUMA Bylaw has been adopted and published. The Joint Municipal Planning Tribunal for Mandeni, Maphumulo and Ndwedwe local municipalities as established in terms of Chapter 2, Part C - Regulation 4 of the SPLUMA Regulations and is functional. Development Applications have been categorized as per Schedule 5 of the Regulations. The Executive Committees serves as the Appeal Authority. Draft SDF is in place and was reviewed and guided by the SPLUMA Principles. Wall to wall LUMS is prepared in terms of SPLUMA.
Sustainable Development Goals	The 17 Sustainable Development Goals consist of 169 targets that will address the following: extremely poverty, hunger, diseases, lack of adequate shelter, promoting gender equality, education and environmental sustainability. These Sustainable Development Goal's and targets have been incorporated into the IDP Review
12 National Outcomes	As a Local Municipality the predominant focus is Outcome 9: A responsive and accountable, effective and efficient local government system. Based on the 7 critical issues in order to achieve the principal goal or vision, Maphumulo has ensured that all 7 outputs are a blueprint to the developmental priorities of council. Systematically aligning all outputs to National KPA's thus informing all projects and programmes through the performance management system.
National Development Plan, Provincial Growth and Development Plan. District Growth and Development Plan	• Alignment between National, Provincial and local programmes is an unmanageable task for most municipalities. For that reason, Maphumulo has opted to centre its developmental approach towards the iLembe Regional Spatial Development Plan. However, the key overarching targets that the Municipality has placed at the centre of its developmental approach is the NDP triple challenge which is fighting (i) Poverty, (ii) Inequality and (iii) Unemployment. • The IRSDP reflects the requirements and principles of national, provincial, and municipal policies and legislation where applicable. The plan is also in line with the objectives of the National Development Plan and the Provincial Growth and Development Strategy.
Lembe Regional Spatial Development Plan.	
State of the Nation Address	Refer to chapter above for specific municipal initiatives.
State of the Province Address	



SITUATIONAL ANALYSIS

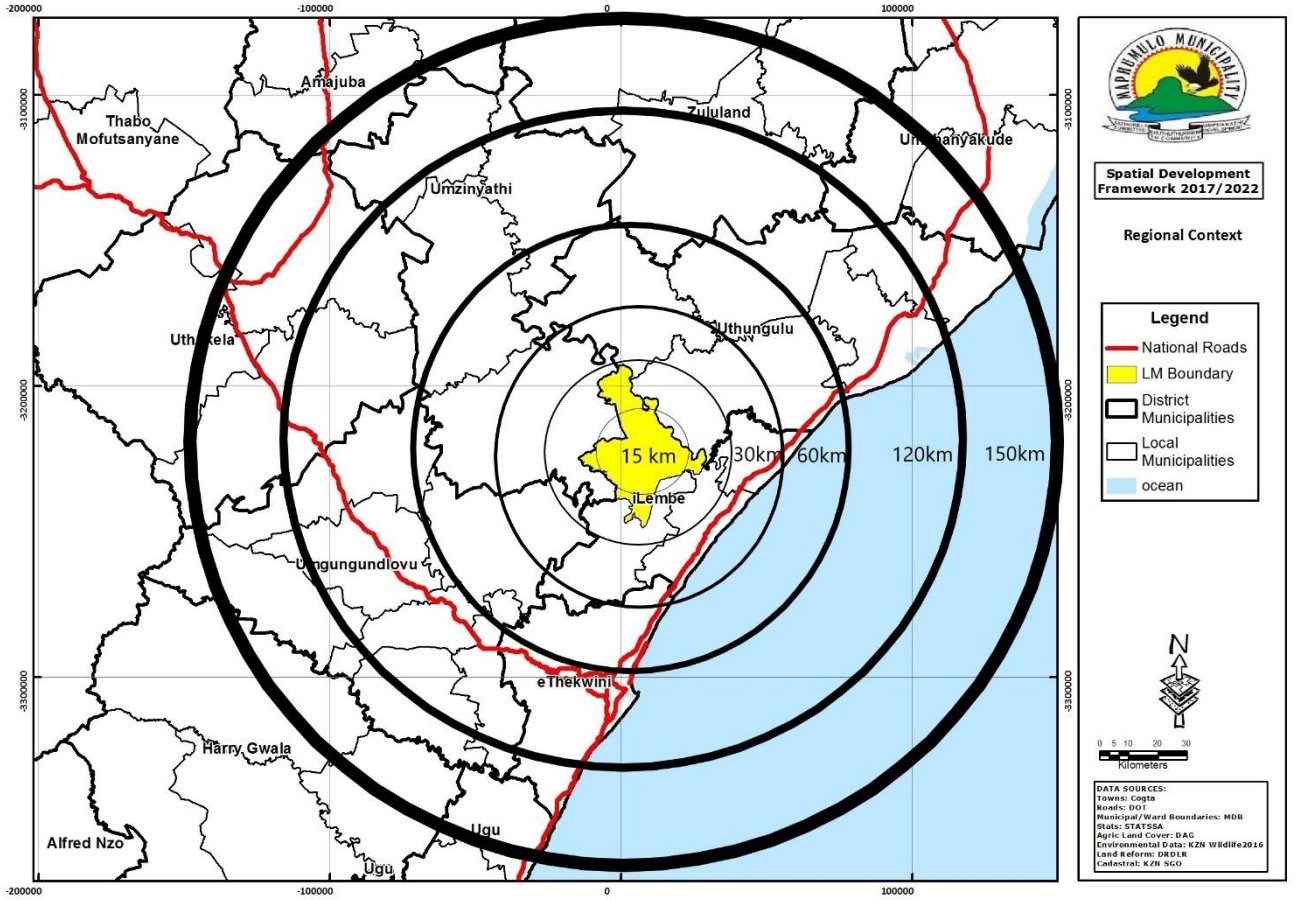
WHERE ARE WE IN TERMS OF DEVELOPMENT?

SIKUPHI MAYELANA NEZINGA LENTUTHUKO OKWAMANJE?

3.1 SPATIAL ANALYSIS

3.1.1 REGIONAL CONTEXT

Maphumulo Local Municipality (KZ294) is one of the four local municipalities located within iLembe District Municipality (DC29) in the KwaZulu Natal Province which are the following: KwaDukuza, Mandeni and Ndwedwe. Maphumulo Municipality is bounded to the north by Tugela River and extends approximately 30km to its southern boundary with Ndwedwe Local Municipality (KZ293). It is situated on the R74 Road from KwaDukuza to Kranskop, bordered by Ndwedwe on the south; linked through the P711. At a local level, both the R74 and the P711 have been identified as primary and secondary corridors that have the potential to become key development routes within the Municipality and Province by linking markets, places and people.



The primary administrative Centre of the Municipality is the town of Maphumulo, which is located approximately 38km north-west of KwaDukuza Municipality. Maphumulo is characterized by its predominantly rural character with agriculture as the main economic actitivity to such an extent that 50% (10,048) of the houseolds are involved in agricultural activities. Most of the land is associated with Ingonyama Trust followed by private ownership and a very small percentage is directly under the control of the municipality. The maps below show Maphumulo Local Municipality within a regional and local context.

3.1.2 ADMINISTRATIVE ENTITIES

Maphumulo Local Municipality was established in 2000 after the demarcation process and the local government elections of that date. A substantial amount of land in MLM is under traditional leadership, which means it is owned by the Ingonyama Trust Board (ITB). As such, it encompasses a hierarchy of development nodes as well as eleven (11) Traditional Authority areas under Amakhosi which includes Bhengu, Khuzwayo, Ntuli, uHlongwa, KwaZubane, Cele, Ngcobo, Zulu, Ngubane, Qwabe and Mkhize. Previously, Maphumulo Local Municipality was divided into 11 municipal wards but in present day times one new ward has been added making it a total of twelve (12) municipal wards in the year of 2022.

3.1.3 LAND OWNERSHIP

In terms of land ownership and tenure, existing literature and mapping shows that land ownership within Maphumulo is slightly diverse, however the majority of the land in Maphumulo Municipality is within the jurisdiction of tribal authorities i.e. under the ownership of Ingonyama Trust. Other land owners are Provincial Government, Local Municipality and Private owners. The provincial roads are under the authority of SANRAL. There is a portion of land located south of Mantanjeni that is not registered. Property ownership and land tenure are key elements in land use management in that it will reveal the right that the holder of the land has and therefore the procedures the holder of the land has to follow to effect land use change.

In areas where private ownership is the predominant, land use regulation and tenure are two separate but linked processes. Where land is held in communal ownership, land use rights and tenure are closely linked. The majority of settlements in the Maphumulo area are rural villages characterized by inferior forms of land tenure (traditional ownership – vested under Ingonyama Trust Land). The kind of land tenure found within the rural land is communal land which is under Ingonyama Trust. This tenure arrangement allows for Amakhosi/ traditional leaders to remain the custodians of the land in terms of administration, land allocation and decision connected thereto.

3.1.4 LAND CLAIMS

There are no land reform projects within Maphumulo Local Municipality.

3.1.5 LAND CAPABILITY

Land capability and agricultural potential is determined by a combination of soil, terrain and climate features. Land capability is defined by the most intensive long-term sustainable use of land under rain-fed conditions. Land suitability potential evaluation is an important step to detect the environmental limit in sustainable land use planning and appraisal for agricultural potential. It deals with the assessment of land performances for the specific use that is crop production. In 2020, the Agricultural Strategy for Maphumulo undertook a land suitability evaluation in potential for agricultural development through close examination of the indicators of land suitability. The parameters taken into consideration were soil texture, geology, vegetation types, slope and land use/ land cover.

Land capability and agricultural potential is determined by a combination of soil, terrain and climate features. Land capability is defined by the most intensive long-term sustainable use of land under rain-fed conditions. Land suitability potential evaluation is an important step to detect the environmental limit in sustainable land use planning and appraisal for agricultural potential. It deals with the assessment of land performances for the specific use that is crop production. In 2020, the Agricultural Strategy for Maphumulo undertook a land suitability evaluation in potential for agricultural development through close examination of the indicators of land suitability. The parameters taken into consideration were soil texture, geology, vegetation types, slope and land use/land cover.

3.6.3.1 HIGH AGRICULTURAL POTENTIAL AREAS (PER WARD)

According to the 2020 Agriculture Strategy, Maphumulo Municipality falls within five of the eight potential ratings namely high, good, restricted, very restricted, and low agricultural potential areas. All eleven wards in Maphumulo have high agricultural potential areas in varying degrees. The table shows the agricultural land potential at a ward level.

Table 6: High Agricultural Potential at ward level

WARD	SURFACE AREA OF WARD (HA)	AGRICULTURAL POTENTIAL (HA)	% OF WARD
1	6381.06	735.82	12
2	15913.81	4197.63	26
3	12760.58	1892.65	15
4	11230.88	3368.88	30
5	4040.48	1894.37	47
6	9900.56	886.41	9
7	4717.55	3453.59	73
8	5640.25	1109.02	19
9	5853.25	3705.84	63
10	6489.79	3541.43	54
11	6503.19	392.88	6
Total	89431.55	25178.5	

Source: Maphumulo IDP 2017 – 2022

The extent of high agricultural potential land in the Maphumulo Municipality is approximately 25 178 hectares constituting approximately 28 percent of the total land area of the Maphumulo Municipality. Wards 2, 4, 7, 9, and 10 have the largest land of high agricultural potential relative to the total area of the Wards. Thus, should agriculture be contemplated as a vehicle for economic development the key Wards to target are Wards 7 and 9. The economy of the municipal area has been driven by the agricultural sector for a very long time. MLM is dominated by agricultural practices, and this makes agriculture the biggest economic sector as well as the main sources of income in the municipality. As a result of this, MLM has the mandate to protect and manage high value agricultural land. At part of this mandate, the municipality has formulated an agricultural potential map. The agricultural potential map below shows that agricultural land within MLM could broadly be divided into seven (7) categories which are as follows:

- High potential agricultural land;
- Good potential agricultural land;
- Moderate potential agricultural land;
- Restricted potential agricultural land;
- Very restricted agricultural land;
- Low potential agricultural land; and
- Very low potential agricultural land.

The protection of high potential agricultural land can provide several benefits, these include:

- Securing opportunities for food production;
- Further developing commercial agricultural opportunities that could generate local economic development (LED), including agri-industry, transport services, and the provision of agricultural implements.

3.6.3.2 AGRICULTURAL OBJECTIVES AND STRATEGIES

The 2020 Maphumulo Agricultural Strategy suggested the following as the key interventions on the sector:

- Substantially increase investment in water resource and irrigation infrastructure. This should happen where the natural resource base allows. The efficiency of existing irrigation should also be improved to make more water available.
- Provide innovative market linkages. Make provisions to link small-scale farmers in the communal and land-reform areas to markets in South Africa and further afield on the subcontinent. This will require improved road and rail infrastructure to usher farm products to and through the value chain and to markets, and improved communications infrastructure to inform agricultural role-players about buying and selling prices and supply-and-demand trends. Linking farmers to markets will also require infrastructure for processing and value addition and new forms of intermediaries, such as cooperatives, to help small producers achieve economies of scale in processing. Farmers also need cold-chain infrastructure if they are to access markets for high-value produce and rural consumers.
- Linking farmers to existing markets is not enough. A substantial proportion of agricultural output is consumed in the “food away from home” market in South Africa. While this includes restaurants and take-away outlets, which are hardly relevant in most rural areas, it also includes school feeding schemes, other forms of institutionalized catering such as in hospitals and correctional facilities, and emergency food packages, where the state is the main purchaser. Preferential procurement mechanisms should be put in place to ensure that new entrants into agriculture can access these markets while still supporting existing farmers.
- Create tenure security for communal farmers. Tenure security is vital to secure an income for existing farmers and new entrants. The possibility of flexible systems of land use for different kinds of farming on communal land needs to be investigated.
- Investigate different forms of financing. Look into financing alternatives and vesting private property rights to land-reform beneficiaries in a way that does not hamper beneficiaries with a high debt burden.
- There should be greater support for innovative public-private partnerships. South Africa's commercial farming sector is full of examples of major investments that have resulted in growth and job opportunities. While new initiatives such as agriculture in the green economy and conservation efforts in general can potentially create new employment opportunities. Climate change will affect what investments will pay off best and where they should be made.
- Increase and refocus investment in research and development for the agricultural sector. Growth in agricultural production in South Africa has always been fuelled by technology and the returns on investment

in agricultural research and development have been high, partly because South Africa has adapted technology from all over the world to its circumstances. This should again become the focus of agricultural research by research councils, universities and the private sector for all scales of farming. The industrialisation of agriculture and the country's unique ecosystems also demand that attention be paid to advances in ecological approaches to sustainable agriculture. This includes greater attention to alternative energy, soil quality, minimum tillage and other forms of conservation farming.

- Improve and extend skills development in the agricultural sector including entrepreneurship training. This should include training a new cadre of extension officers to respond to the needs of smallholding farmers and contribute to their integration into the food value chain. Farmer-to-farmer skills transfer must be encouraged to help develop a new generation of farmers. Every effort must be made to deracialise the agricultural sector.
- Investigate whether extension and other agricultural services are appropriately located at provincial level. Innovative means for agricultural extension and training by the state, in partnership with industry, should be sought.

While the area is dominated by small scale farmers and the South African agricultural economy has little room for emerging farmers. There is no strong support system available to support previously disadvantaged farmers (Chikazunga & Paradza, 2012:3-4), causing such farmers to be unable to take advantage of the various opportunities that the South African government has been instituting (Moloi, 2010:46 & Anyike, 2011). The dimensions of agricultural business environment are ever changing, and business enterprises have to adapt all the changes as and when they happen. Many times, it is difficult to foresee and assess the changes accurately and prepare plans accordingly.

Figure 27: Agrarian Targets

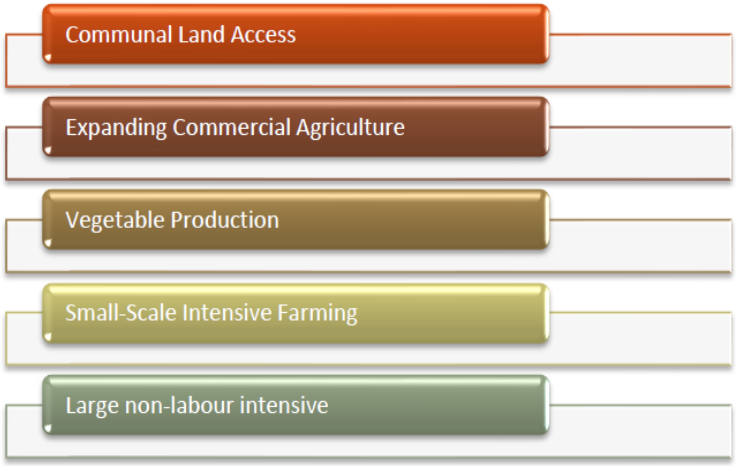
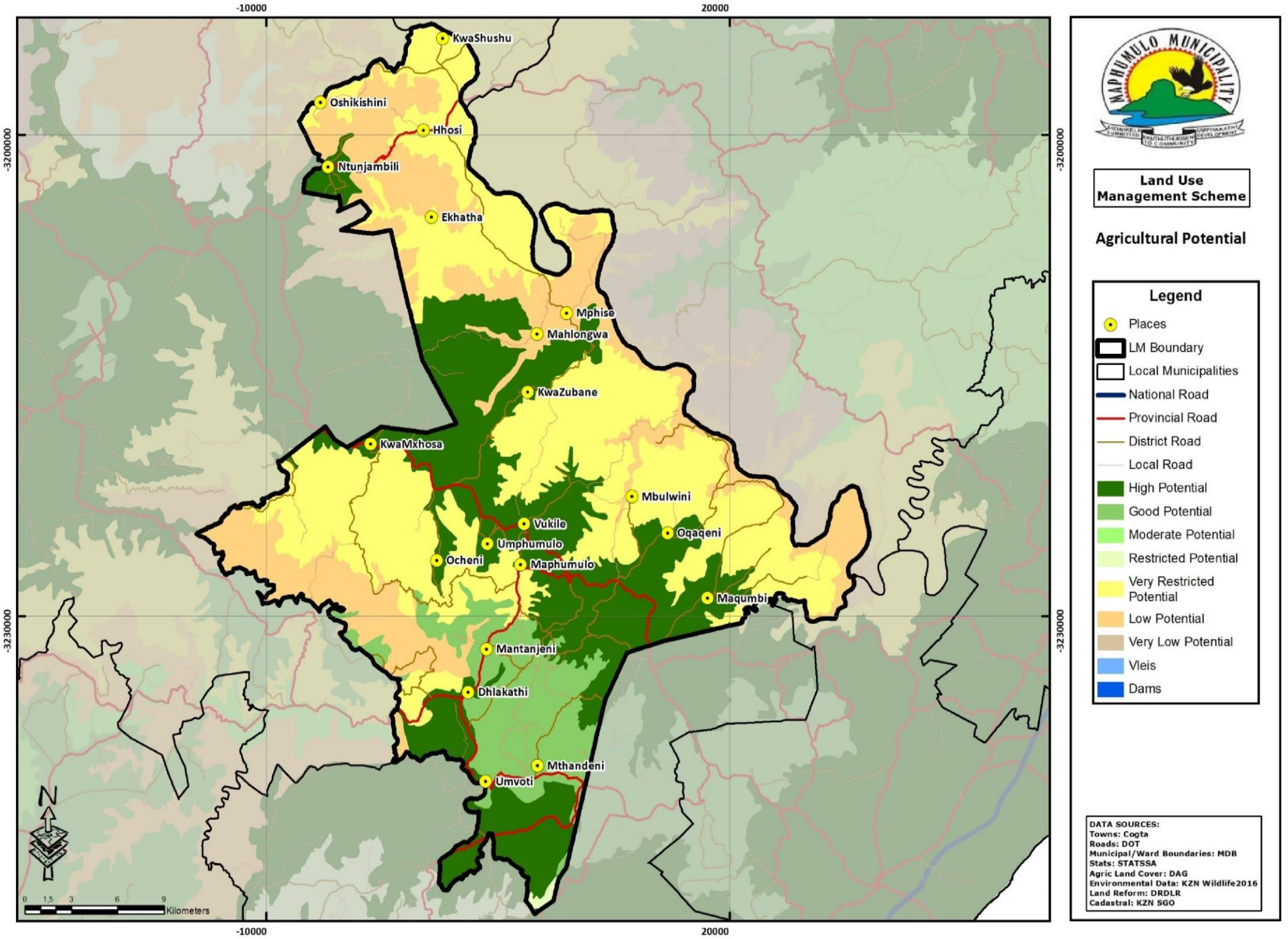


Figure 28: Agrarian Strategies




-10000
20000
-3200000
-3230000
KwaShushu
Oshikishini
Hhosi
Ntunjambili
Ekhatha
Mphise
Mahlongwa
KwaZubane
KwaMxhosa
Mbulwini
Vukile
Oqaqeni
Umphumulo
Ocheni
Maphumulo
Maqumbi
Mantanjeni
Dhlakathi
Mthandeni
Umvoti
N
0 1,5 3 6 9
Kilometers
MAPHUMULO MUNICIPALITY
Land Use Management Scheme
Agricultural Potential
Legend
Places
LM Boundary
Local Municipalities
National Road
Provincial Road
District Road
Local Road
High Potential
Good Potential
Moderate Potential
Restricted Potential
Very Restricted Potential
Low Potential
Very Low Potential
Vleis
Dams
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO

3.1.6 ENVIRONMENTAL ANALYSIS AND CHARACTERISTICS

This subsection of the report gives an account of the environmental analysis for the municipal area. Maphumulo Municipality is dominated by agricultural practices in the form of subsistence farming comprising over 84% of the total land area. Urban related development within the Municipality consists of both formal and informal land uses which constitute less than 5% of the total land area. The remaining land portions comprise a range of underdeveloped patterns, with recognized ecological or environmental resources. These environments are, however, under threat from a variety of human related activities. The environmental analysis focuses on themes such as habitat, biodiversity management, protected areas, climate change, coastal management, key hydrological features, air quality management, and waste management.

3.1.6.1 TOPOGRAPHY

The landscape varies greatly for the different parts of MLM. These topographical characteristics are closely related to geological and geomorphological influences which need to be considered when developing an area. Gradients of 1:3 and steeper are generally classified as slopes which are undevelopable or where settlement should be avoided. This is due to several factors including soil instability, greater susceptibility to flooding and the high building and infrastructure costs associated with such slopes. The map attached below represents the slope analysis of the entire municipal area and that there are households located on topographically challenging landscapes. The slope analysis map below shows that a huge percentage of the landscape within MLM has a terrain with very steep slopes and there are other smaller proportions of the municipal area that have gentle slopes. People have settled on land that is considered inappropriate due to topographical factors. Furthermore, the other map below shows that there are 3114 households living/located on steep slopes beyond 1:3 and steeper with limited human settlements that are positioned on gentle slopes. Development is severely impaired and restricted by very steep slopes and it restricts movement and accessibility. The areas located in steep areas also pose a challenge for service delivery as well as the provision and maintenance of infrastructure.

3.1.6.2 GEOLOGY

In terms of geology, the map below shows that the geology of the area is covered by five geological formations. The predominant is Gneiss (56 837,63 ha), followed by Arenite (16 037,96 ha), Amphibolite (14 761,33 ha), Gabbro (1 918,91 ha) and Tillete (35,39 ha). There's no presence of Dolerite, Peridotite, Shale, Marble, Dolerite, Serpentinite, Tonalite and Sand. Gneiss is dominant at Maqumbi, Mzulwini, Ocheni, and KwaZubane as well as in Ntunjambili. It originates from a high grade metamorphic rock which implies that it has been subjected to higher temperatures and pressures. It is formed by the metamorphosis of granite, or sedimentary rock.

Gneiss displays distinct foliation, representing alternating layers composed of different minerals. Gneiss does not preferentially break along planes of foliation because less than 50% of the minerals formed during the metamorphism are aligned in thin layers. Because of the coarseness of the foliation, the layers are often sub-parallel, i.e. they do not have a constant thickness, and discontinuous. Gneiss is typically associated with major mountain building episodes. During these

episodes, sedimentary or felsic igneous rocks are subjected to great pressures and temperatures generated by great depth of burial, proximity to igneous intrusions and the tectonic forces generated during such episodes.

Gabbro is only underlying west of Ekhatha in ward 2. It is a coarse-grained, dark-coloured, intrusive igneous rock. It is usually black or dark green in colour and composed mainly of the minerals plagioclase and augite. It is the most abundant rock in the deep oceanic crust. Gabbro has a variety of uses in the construction industry. It is used for everything from crushed stone base materials at construction sites to polished stone counter tops and floor tiles. Amphibolite is a coarse-grained metamorphic rock that is composed mainly of green, brown, or black amphibole minerals and plagioclase feldspar. Amphibolite geology is dominant north of MLM in areas like EKhatha, Oshikishini and KwaShushu.

The amphiboles are usually members of the hornblende group. Natal Group Arenite is a sedimentary geological formation found in Karoo Basin region of Southern Africa. It is carbon-rich sedimentary deposit; owing to the high vegetation content of the original sediment i.e. in some instances this type of geological formation contains mineral occurrences for coal mining. In terms of construction mudstone is characterized with few serious geotechnical problems compared with other soil formations but it is significant to the construction industry because it is frequently encountered in civil engineering activities involving foundations, excavations and earthworks.

Its nature is such that its properties may vary between a soil and a rock depending on its detailed lithology and its state of weathering. Because of this, in some cases, weaker material may be found below stronger rather than the more normal weathering progression where the weakest material occurs at the surface and becomes fresher and stronger with depth. Tillite is a sedimentary rock composed of lithified glacial till. It is the slightest geology prevailing far west in ward 4; Maqumbi. The map below shows the geology in Maphumulo Local Municipality.

3.1.6.3 CLIMATE

Maphumulo exists within two climatic zones, namely; the Köppen classification Cfb, which is the more temperate summer rain climate and the Köppen classification Cfa which is the subtropical perennial rainfall. The mean annual precipitation (MAP) within MLM area varies between 700 and 1000 mm with most rains falling in summer (October to March), although there are occasional winter showers. The mean annual run-off is relatively low north of the municipality in wards 1&2, however the rest extent of MLM experiences high levels of run-off. The national average MAP is about 450 mm per year. The peak rainfall months are December to February. Potential climate within Maphumulo is relatively good. Moderate potential is predominant along East and West edge of the municipality.

Poor climate potential is experienced along ward 1 and 2. The distribution of evaporation has a similar pattern to rainfall where a relative high humidity is experienced in summer. The Municipality exists on an existing agricultural potential land which has a relatively good rainfall. The prevailing weather patterns are predominantly orographic, where warm moist air moves in over the continent from the Indian Ocean, rises the escarpment, cools down and creates rainfall. MLM experiences maximum temperatures in the summer months of

December to February and minimum temperatures in the winter months of June and July. The mean annual temperature ranges between 12°C and 22°C.

3.1.6.4 BIODIVERSITY

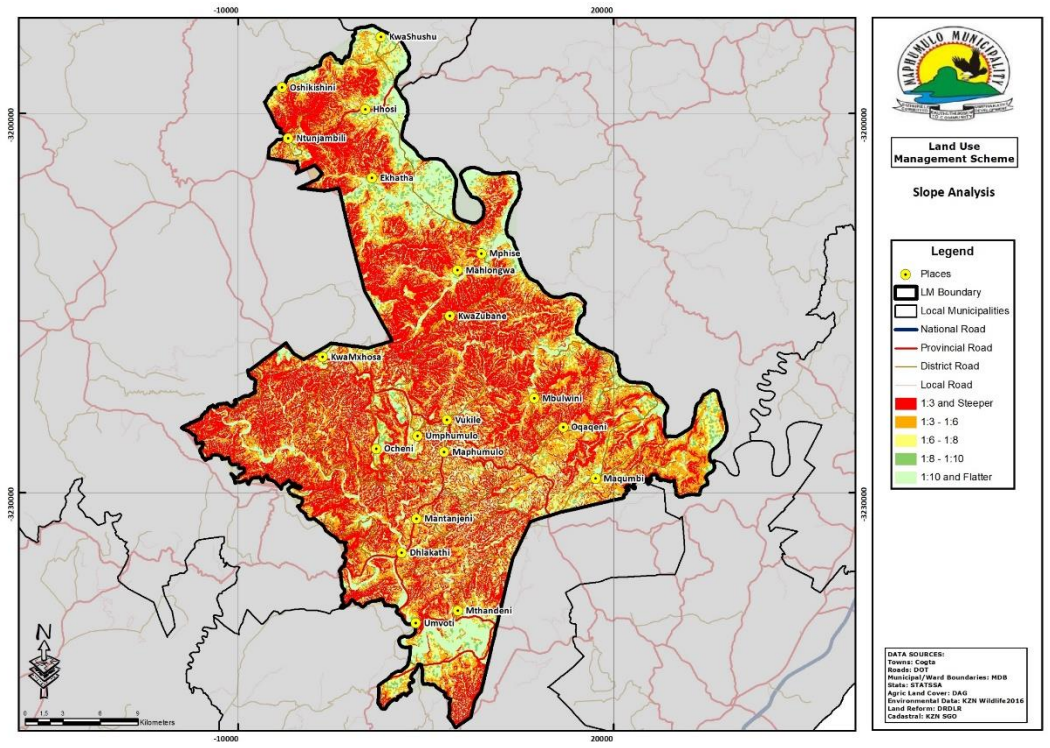
Biodiversity refers to the variety of life on Earth, including genes, species and ecosystems, and the ecological and evolutionary processes that allow these to persist over time. South Africa is a megadiverse country with a wealth of biodiversity assets. Biodiversity is not only important because of its own intrinsic value, but also because it provides the basis for a whole suite of benefits from clean water, to productive soils, protection from natural disasters, and recreational spaces on which socioeconomic development and human well-being depend. Maphumulo Municipality is rich in natural resources, and most of these resources occur along the uThukela, Hlimbithwa and uMvoti Rivers and some scattered along various parts of the Municipality including the Ntunjambili area. Other Key natural features found within the Municipality are wetlands, forest areas, and grasslands. Three types of biomes are found within the Maphumulo Municipality, namely; the Grassland, Indian Ocean Coastal Belt and Savanna. Vegetation types include; the Eastern Valley Bushveld, KwaZulu-Natal Coastal Belt, KwaZulu-Natal Hinterland Thornveld, KwaZulu-Natal Sandstone Sourveld, Midlands Mistbelt Grassland, Ngongoni Veld and Scarp Forest.

MLM has identified a number Critical Biodiversity Areas (CBA) within its area of jurisdiction. The map below shows the identified Critical Biodiversity Areas within MLM. The assessment of Critical Biodiversity Areas (CBAs) in Maphumulo was based on three (3) main divisions of classification, namely:

- KZN CBA Irreplaceable;
- KZN CBA Optimal; and
- Ecological Support Areas (ESA).

CBA Irreplaceable areas are considered critical for meeting biodiversity targets and thresholds, and which are required to ensure the persistence of viable population of species and the functionality of ecosystems. These represent the only known localities for which the conservation targets for one or more of the biodiversity features can be achieved i.e. there are no alternative sites available and all these areas must be protected to ensure the persistence of the species and habitat. In terms of land use management, CBA Irreplaceable areas should be maintained in a natural state with limited to no biodiversity loss. Portions of such land are located all over the municipality. CBA Irreplaceable cover approximately 10 169, 29 hectares of land within Maphumulo Local Municipality. CBA Optimal Areas: Optimal are the areas that represent an optimized solution to meet the required biodiversity conservation targets while avoiding areas where the risk of biodiversity loss is high, such as cultivation and residential areas i.e., other areas may be available to meet this target; however, such would likely require a greater percentage of land or may clash with agricultural desirable areas. In terms of land use management, CBA Optimal areas should be maintained in a natural state with limited to no biodiversity loss.

CBA Optimal Areas cover approximately 16 165, 99 hectares of land within Maphumulo Local Municipality. Ecological Support Areas are defined as functional but not necessarily entirely natural areas that are required to ensure the persistence and maintenance of biodiversity patterns and ecological processes within critical biodiversity areas.

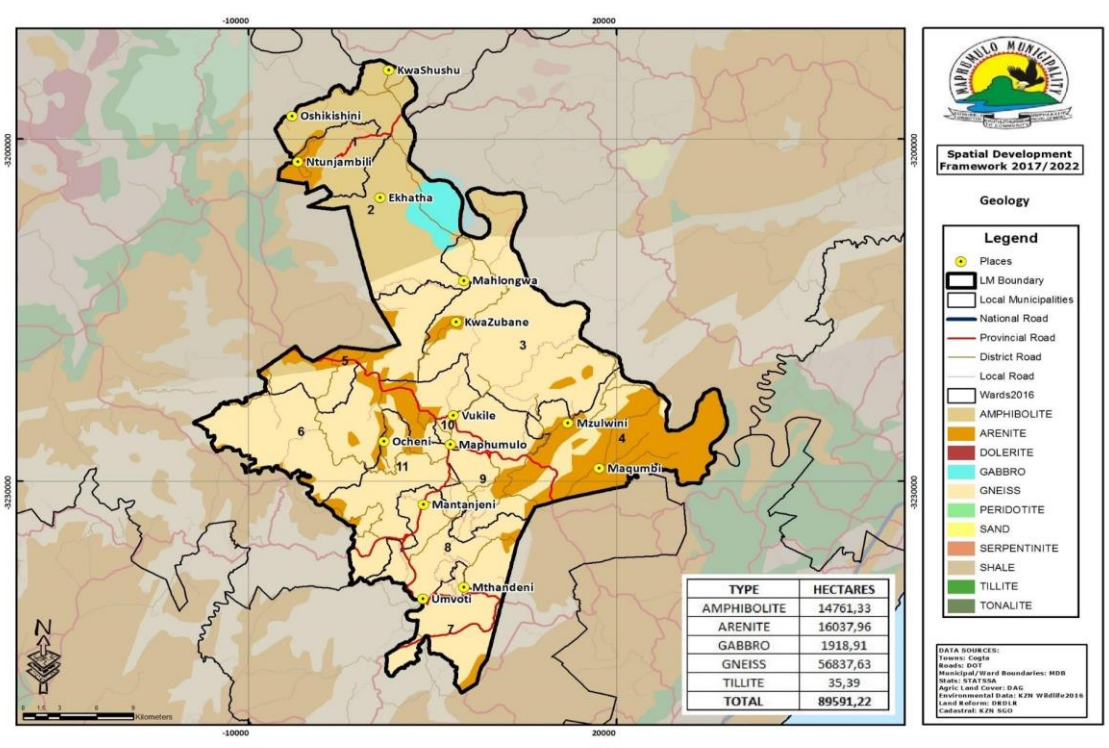


Land Use Management Scheme

Slope Analysis

Legend
- Places
- LM Boundary
- Local Municipalities
- National Road
- Provincial Road
- District Road
- Local Road
- 1:3 and Steeper
- 1:3 - 1:6
- 1:6 - 1:8
- 1:8 - 1:10
- 1:10 and Flatter

DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO



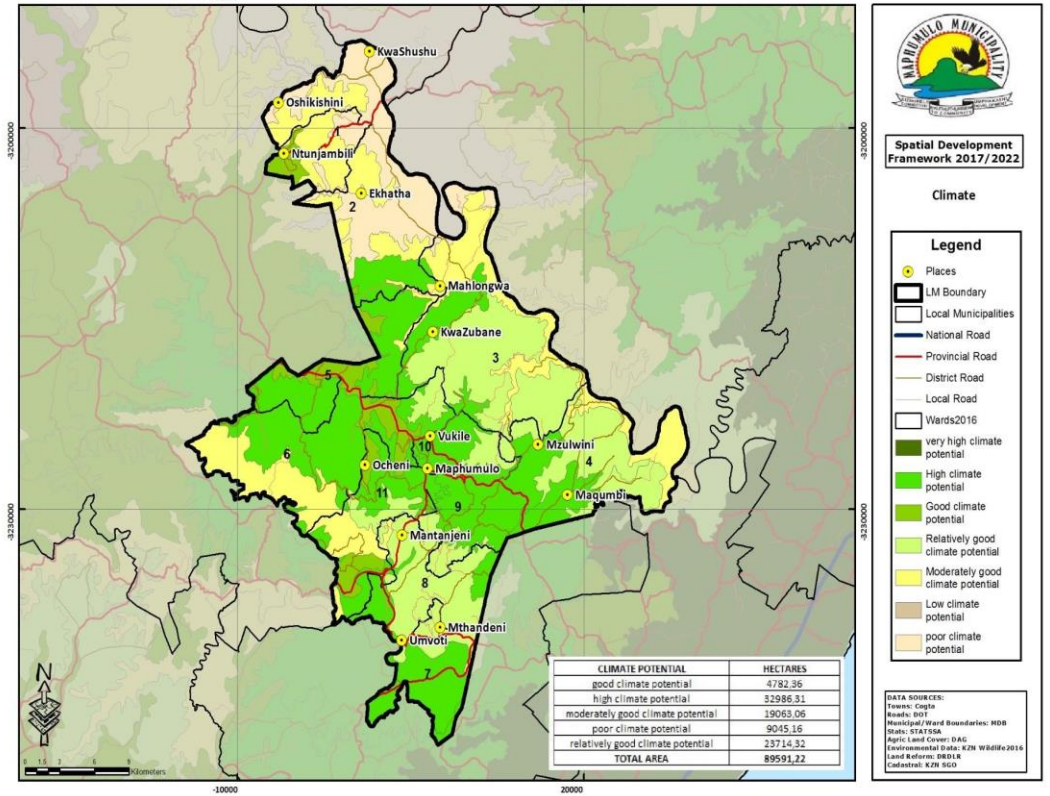
TYPE	HECTARES
AMPHIBOLITE	14761,33
ARENITE	16037,96
GABBRO	1918,91
GNEISS	56837,63
TILLITE	35,39
TOTAL	89591,22

Spatial Development Framework 2017/2022

Geology

Legend
- Places
- LM Boundary
- Local Municipalities
- National Road
- Provincial Road
- District Road
- Local Road
- Wards2016
- AMPHIBOLITE
- ARENITE
- DOLERITE
- GABBRO
- GNEISS
- PERIDOTITE
- SAND
- SERPENTINITE
- SHALE
- TILLITE
- TONALITE

DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO



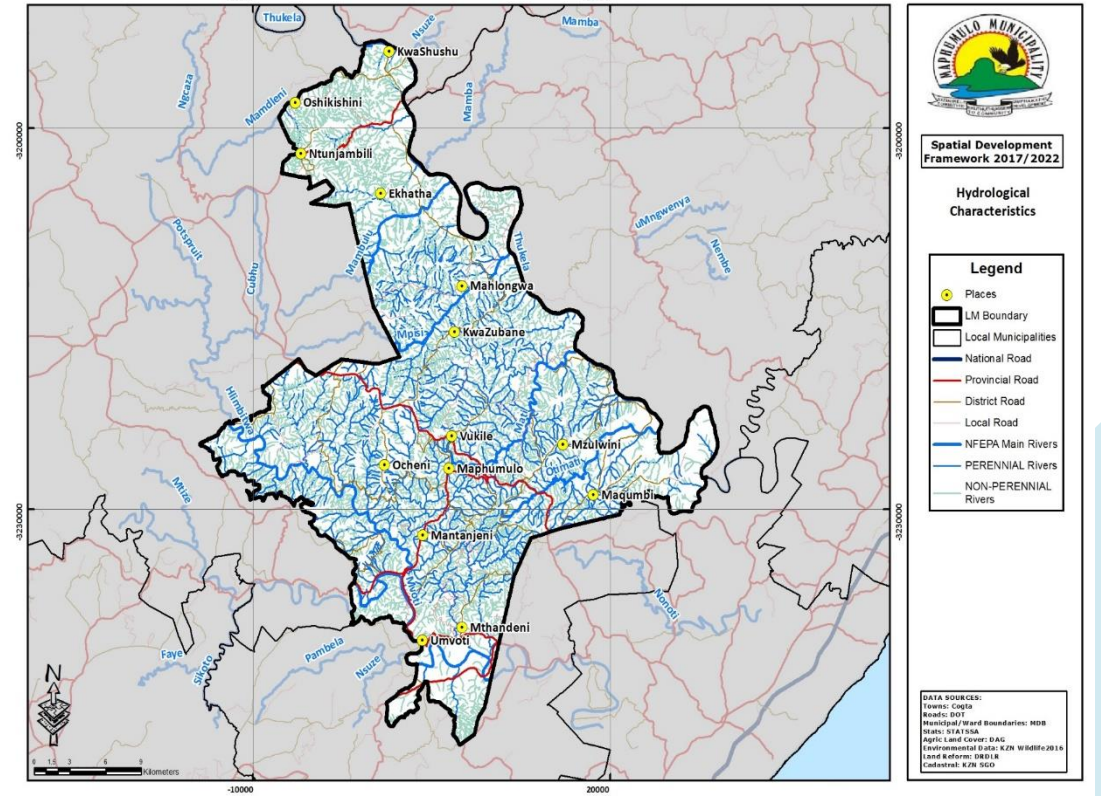
CLIMATE POTENTIAL	HECTARES
good climate potential	4782,36
high climate potential	32986,31
moderately good climate potential	19063,06
poor climate potential	9045,16
relatively good climate potential	23714,32
TOTAL AREA	89591,22

Spatial Development Framework 2017/2022

Climate

Legend
- Places
- LM Boundary
- Local Municipalities
- National Road
- Provincial Road
- District Road
- Local Road
- Wards2016
- very high climate potential
- High climate potential
- Good climate potential
- Relatively good climate potential
- Moderately good climate potential
- Low climate potential
- poor climate potential

DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO



Spatial Development Framework 2017/2022

Hydrological Characteristics

Legend
- Places
- LM Boundary
- Local Municipalities
- National Road
- Provincial Road
- District Road
- Local Road
- NFEPA Main Rivers
- PERENNIAL Rivers
- NON-PERENNIAL Rivers

DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO

In terms of land use management, ESA should maintain ecosystem functionality and connectivity allowing for some loss of biodiversity. The map below indicates that ecological Support Areas (ESA) cover approximately 28 864, 99, 39 hectares of land within Maphumulo Local Municipality. It is worth noting that the total area of land covered by CBAs in MLM stands at 55 199, 67 hectares of land. Moreover, the map below indicates that that MLM has terrestrial biodiversity (vegetation) that is endangered, least threatened and vulnerable. The endangered vegetation stands at 26 665, 97 hectares, the least threatened covers 28 936, 84 hectares and the vulnerable vegetation takes up 33 988, 41 hectares. It is worth mentioning that the area is now partially transformed from a strictly traditional conservation point of view given that there are a number of settlements that have emerged. It is not possible to ring-fence and purely rezone these for conservation, but a need still exists to introduce environmental management overlays to manage the ecosystem from further depletion.

3.1.6.5 FRESHWATER BIODIVERSITY (WATER RESOURCES)

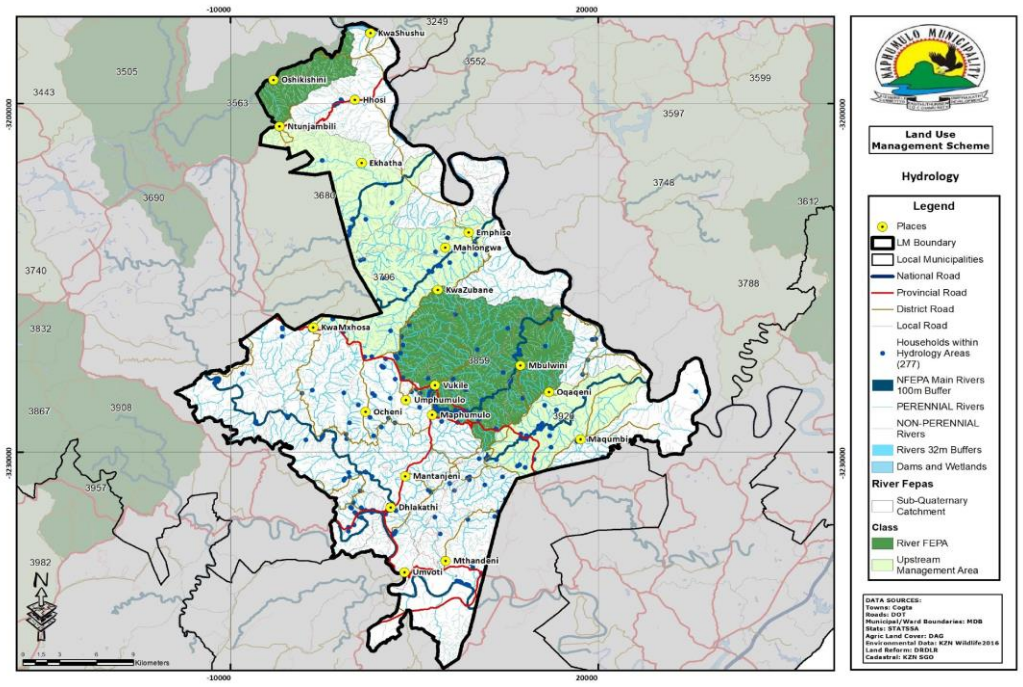
MLM is richly blessed with freshwater biodiversity or water resources which includes dams, wetlands and water bodies such as rivers and streams. There are a number of wetland systems distributed throughout the municipality. Maphumulo municipality also has an extensive system of rivers and tributaries due to its incised valleys. There are two main rivers traversing the municipality viz. the Umvoti River and the Uthukela River, which is the largest river in KwaZulu-Natal. These two rivers have a number of smaller rivers that form as tributaries. Further to that, a new large dam is currently being constructed along the Mvutshane River which is part of the Maphumulo/KwaDukuza Sub Regional Water Scheme. The dam has capacity to hold 3.1 million cubic litres of water. The dam will significantly augment the amount of water resources the municipality has. Attention needs to be given to the protection and sustainable use of water resources in MLM. The National Water Act (1998) recognises that water is a scarce resource and that there is a need for the integrated management of all aspects of water resources. The National FEPA project aims to achieve such integration with the National Environmental Management Biodiversity Act (2004).

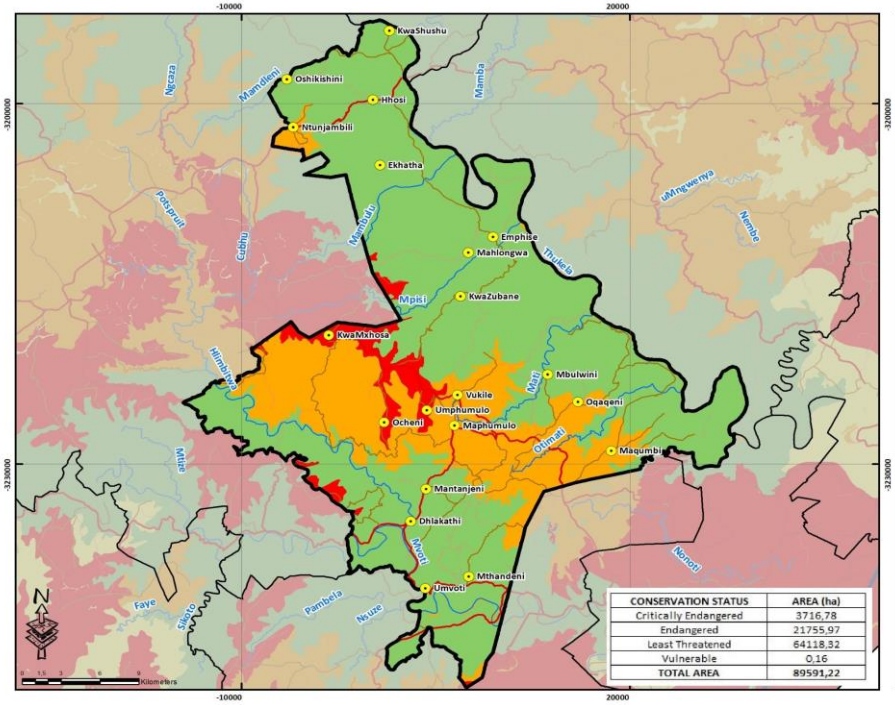
The implementation of the measures in this Act must be improved in the area, specifically in respect of the protection, conservation, and sustainable use of the water resource assets alluded to above. The Land Use Scheme will have to play a critical role in effecting such measures. It is worth mentioning that suitable zones and controls will be identified in order to protect water resources from pollution and any further compromise on freshwater ecosystem targets.

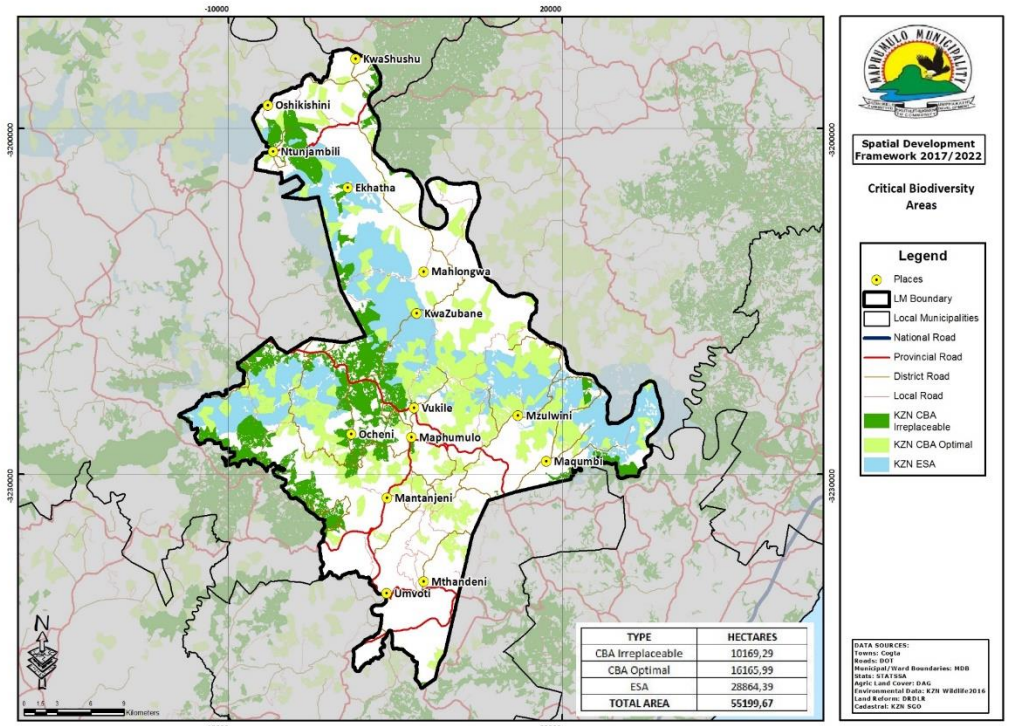
3.1.6.6 FLOOD RISKS

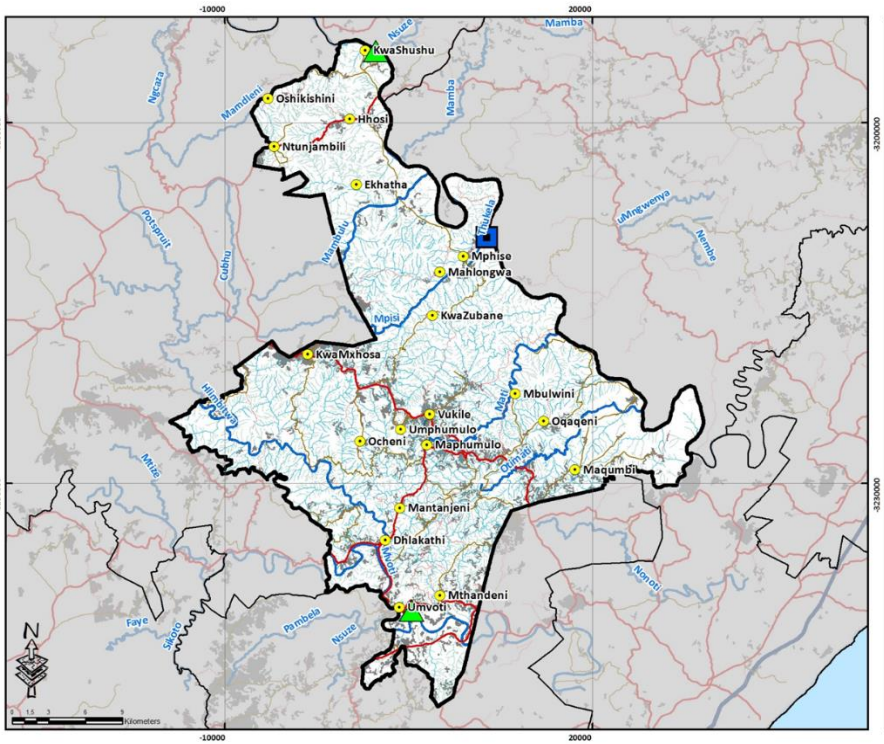
Preparation of flood lines serves as a tool for planning and management of flood impacts. It allows for developments along rivers and within the 1:100yr flood line to be managed. The source of water which produce floods include:

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


KwaShushu
Oshikishini
Hhosi
Ntunjambili
Ekhatha
Emphise
Mahlongwa
KwaZubane
KwaMxhosa
Mbulwini
Vukile
Umphumulo
Oqaqeni
Ocheni
Maphumulo
Maqumbi
Mantanjeni
Dhlakathi
Mthandeni
Umvoti
Land Use Management Scheme
Hydrology
Legend
Places
LM Boundary
Local Municipalities
National Road
Provincial Road
District Road
Local Road
Households within Hydrology Areas (277)
NFEPA Main Rivers 100m Buffer
PERENNIAL Rivers
NON-PERENNIAL Rivers
Rivers 32m Buffers
Dams and Wetlands
River Fepas
Sub-Quaternary Catchment
Class
River FEPA
Upstream Management Area
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO


KwaShushu
Oshikishini
Hhosi
Ntunjambili
Ekhatha
Emphise
Mahlongwa
KwaZubane
KwaMxhosa
Mbulwini
Vukile
Umphumulo
Oqaqeni
Ocheni
Maphumulo
Maqumbi
Mantanjeni
Dhlakathi
Mthandeni
Umvoti
Land Use Management Scheme
KZN Vegetation Conservation Status
Legend
Places
LM Boundary
Local Municipalities
Farm Cadastral
National Road
Provincial Road
District Road
Local Road
NFEPA Main Rivers
Conservation Status
Critically Endangered
Endangered
Vulnerable
Least Threatened
CONSERVATION STATUS | AREA (ha)
Critically Endangered | 3716,78
Endangered | 21755,97
Least Threatened | 64118,32
Vulnerable | 0,16
TOTAL AREA | 89591,22
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO


KwaShushu
Oshikishini
Ntunjambili
Ekhatha
Mahlongwa
KwaZubane
Vukile
Mzulwini
Ocheni
Maphumulo
Maqumbi
Mantanjeni
Mthandeni
Umvoti
Spatial Development Framework 2017/2022
Critical Biodiversity Areas
Legend
Places
LM Boundary
Local Municipalities
National Road
Provincial Road
District Road
Local Road
KZN CBA Irreplaceable
KZN CBA Optimal
KZN ESA
TYPE | HECTARES
CBA Irreplaceable | 10169,29
CBA Optimal | 16165,99
ESA | 28864,39
TOTAL AREA | 55199,67
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO


KwaShushu
Oshikishini
Hhosi
Ntunjambili
Ekhatha
Mphise
Mahlongwa
KwaZubane
KwaMxhosa
Mbulwini
Vukile
Umphumulo
Oqaqeni
Ocheni
Maphumulo
Maqumbi
Mantanjeni
Dhlakathi
Mthandeni
Umvoti
Spatial Development Framework 2017/2022
Environmental Management
Legend
Floodlines
Pollution
Places
LM Boundary
Local Municipalities
National Road
Provincial Road
District Road
Local Road
NFEPA Main Rivers
NFEPA Main Rivers 100m Buffer
PERENNIAL Rivers
NON-PERENNIAL Rivers
Settlements
Settlements
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO

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

3.1.6.7 PROTECTED AREAS

The map below shows that there are no Protected Areas (PAs) within MLM, however PAs are only found outside the municipal area within the neighbouring Districts and Local Municipalities. Protected Areas (PAs) are areas of land or sea that are formally protected by law under the National Environmental Management: Protected Areas Act (Act 57 of 2003), and as a result are managed for the conservation of biodiversity which includes ecosystems, species and ecosystem services (South African National Biodiversity Institute, 2019).

3.1.6.8 HERITAGE ASSETS AND NATURAL RESOURCES

The iLembe EMF has identified a number of significant heritage resource points within the four local municipalities. These resources were mapped and the mapping revealed that the greatest majority of the heritage resources consist of archaeological resources, pertaining to the Iron Age settlement of the area by black farming communities over the last 1500 years.

These are concentrated on the deeper colluvial soils of the incised Mvoti and Thukela river basins, and along the coastal littoral adjacent to rocky shorelines. A number of these resources also occur within the Maphumulo jurisdiction as indicated in the figure below. Management of heritage resources contribute to the management of biodiversity management as the largest contributor to the tourism sector. Within MLM, a few heritage assets or areas have been identified. Heritage assets are regarded as places or areas that have environmental and cultural interest or the presence of heritage resources. In addition, a historic structure is defined as a building older than 60 years –permission required to modify such as a building- every year buildings get older.

On the other hand, a Discussion Paper by the Accounting Standards Board (2006: 18) asserts that heritage assets are defined as “assets of historical, artistic or scientific importance that are held to advance preservation, conservation and educational objectives of charities and through public access contribute to the national culture and education either at a national or local level.” Inorganic heritage resources are found within the rural areas which may include physical material or substances occurring on land which can be exploited for economic gain as well as heritage assets with all the values deemed necessary for conservation. The example of heritage assets that are found within Maphumulo are:

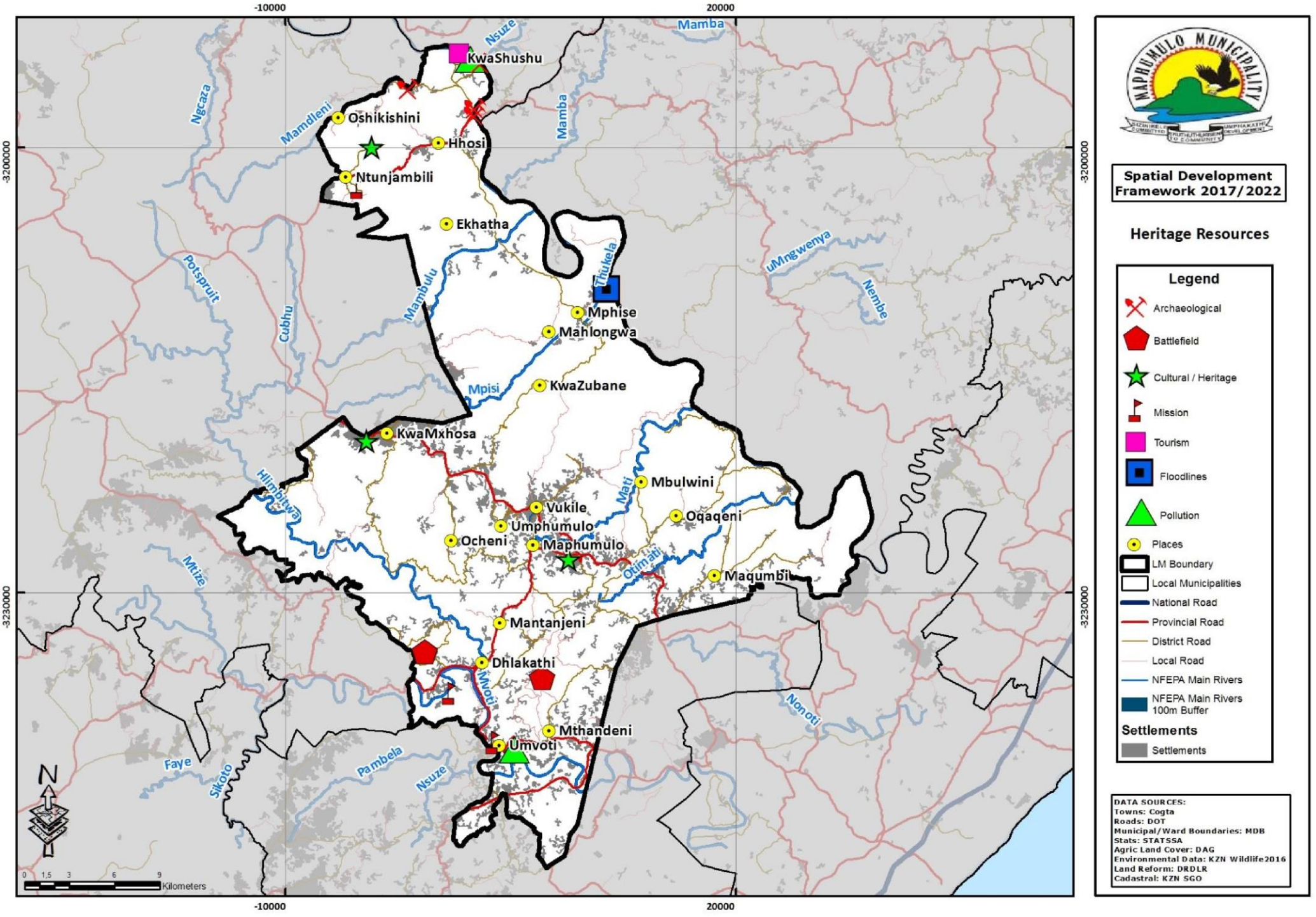
- Battlefield sites (Iwome in ward 9 and Isithundu in ward 11;
- Mandeni Early Iron Age site (ward 2);

- Amadliza (Graveyard for Amakhosi) (ward 2);
- Nzuze confluence Early Iron Age site (ward 2);
- Ndondondwane Early Iron Age site (ward 2);
- Wosi Early Iron Age site (ward 2);
- Maphumulo Uprising 1906; and
- Historical Buildings.

The natural resources that are found include:

- Aesthetic Historical Mountains (Die Kop) and Ridges; and
- Historical Forestry.

These places hold cultural and spiritual values (cultural heritage) as well as recreational values, and they can also pose as major tourist attractions. The map below shows the location of heritage sites situated within the Maphumulo municipal area. Furthermore, suitable zones will be identified in order to conserve these heritage assets.

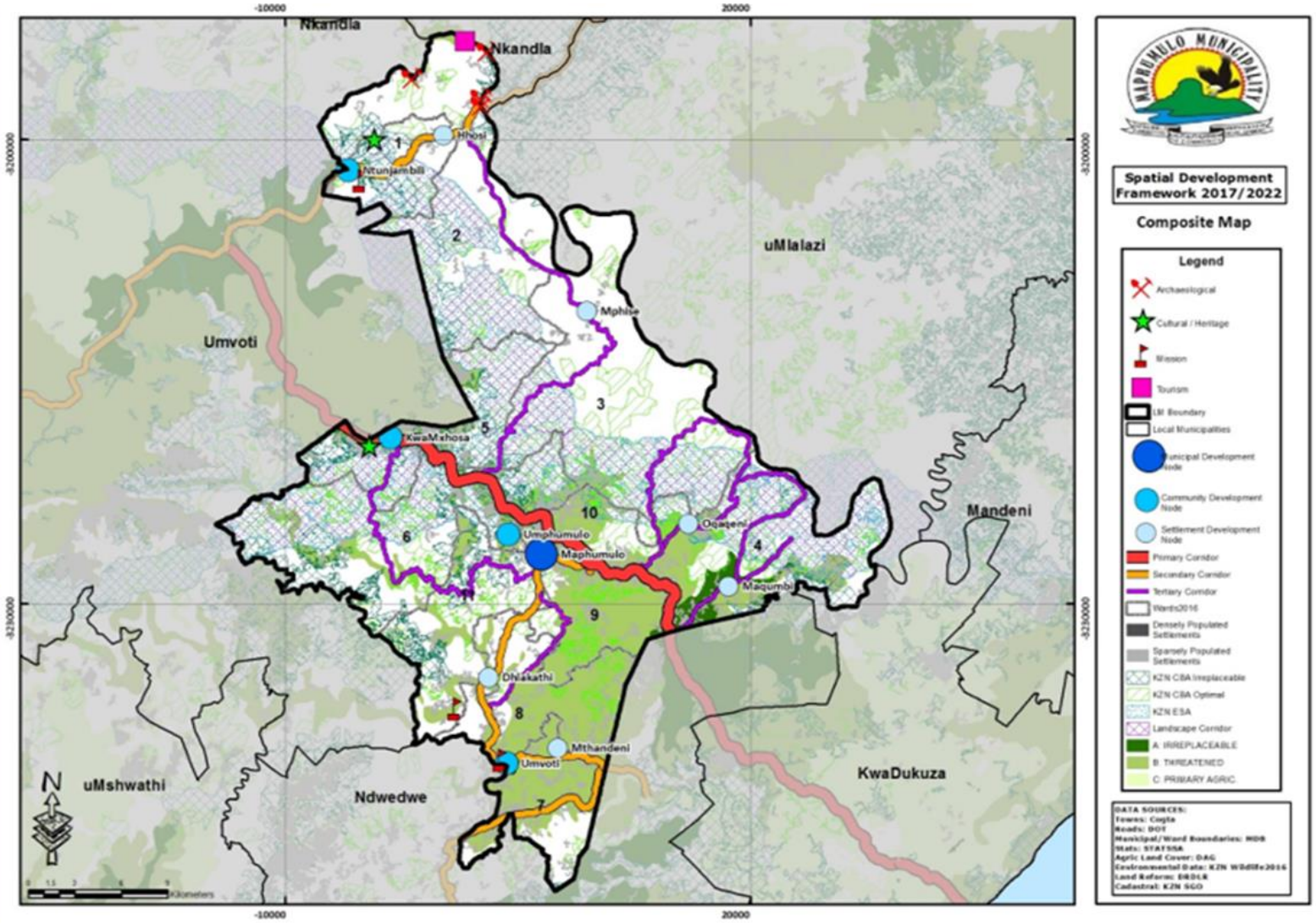

-10000
20000
-3200000
-3230000
KwaShushu
Nsuze
Mamba
Ngcaza
Mamdleni
Oshikishini
Hhosi
Ntunjambili
Ekhatha
Mambulu
Thukela
Mphise
Mahlongwa
KwaZubane
Mpisi
KwaMxhosa
Hlimbitwa
Mbulwini
Matti
Vukile
Umphumulo
Oqaqeni
Ocheni
Maphumulo
Otimati
Maqumbi
Mantanjeni
Dhlakathi
Mvoti
Mthandeni
Umvoti
Potspruit
Cubhu
uMngwenya
Nembe
Mtize
Faye
Sikoto
Pambela
Nonoti
N
0 1,5 3 6 9
Kilometers
MAPHUMULO MUNICIPALITY
Spatial Development Framework 2017/2022
Heritage Resources
Legend
Archaeological
Battlefield
Cultural / Heritage
Mission
Tourism
Floodlines
Pollution
Places
LM Boundary
Local Municipalities
National Road
Provincial Road
District Road
Local Road
NFEPA Main Rivers
NFEPA Main Rivers 100m Buffer
Settlements
Settlements
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO

3.1.7 STRATEGIC INTERVENTION AND INVESTMENT AREAS

This section of the report displays a map which depicts the strategic intervention and investment areas within the municipal area.

The existing nodes are still low in terms of densification. The proposal is to facilitate the development strategy of densification /infill development on open spaces for revitalization of exiting nodes and encourage formation of new enterprises to unlock untapped assets for sustainable local economic development. This will minimize encroachment and avoid urban sprawl within Maphumulo town.

The proposal is to protect sensitive environmental areas including tourism and cultural sites. This will unlock the opportunity for socio-economic development to embark on the development strategies per relevant precinct.



Map 9: Strategic intervention

3.1.8 PRIVATE SECTOR DEVELOPMENTS /CATALYTIC PROJECTS

It is worth noting that there are many development initiatives driven by the council of Maphumulo. In this section, a summary of initiatives driven by private sector and internal catalytic projects aligned to the SDGs are listed hereunder:

Table 7: Private Sector Developments

PROJECT NAME	STATUS
Tourism destinations (Kwa-Shushu Hot Springs, Itshe lika Ntunjambili and Sabuyaze Mountain amongst others)	Maphumulo Municipality possesses a lot of untapped cultural/eco-tourism potential due its cultural background and natural heritage. It houses tourism destinations in the form of natural attractions such as Kwa-Shushu Hot Springs, Itshe lika Ntunjambili and Sabuyaze Mountain amongst others. From both a historical and cultural perspective, Izibaya zika Gcugcwa and the world-famous battlefields of the Bambatha Rebellion serve as a good attraction for the area. KwaShushu Hotsprings and Itshe Likantunjambili feasibility studies, business plan and designs have been completed. The plan was outsourced and prepared by external consultants. The imperative to diversify the municipality's economy away from agriculture is one of the major reasons why interventions to create an enabling environment for a competitive tourism sector are being undertaken by local government. Investment Prospectus for KwaShushu Hotsprings and Ntunjambili Mountain. The Investment Prospectus document acknowledges that the municipality needs the private sector in order to realize the development of KwaShushu Hotsprings and Ntunjambili Mountain as the tourism commercial ventures. It is for that reason that the municipality wants to establish concession orientated arrangements with an investor party for both of the sites. Presently, the grant funding to the value of about R15 million will be sourced by Enterprise iLembe as a support mechanism towards provision of basic infrastructure for the sites and the private sector investor partners will conduct their own due diligence in terms of commercial prospects and viability.
Private Commercial Businesses	All the commercial activities in Maphumulo are under private sector developments.
Commercial Farms	The agricultural sector is a notable economic feature.

3.2 CURRENT STATE OF SA'S DEMOGRAPHICS

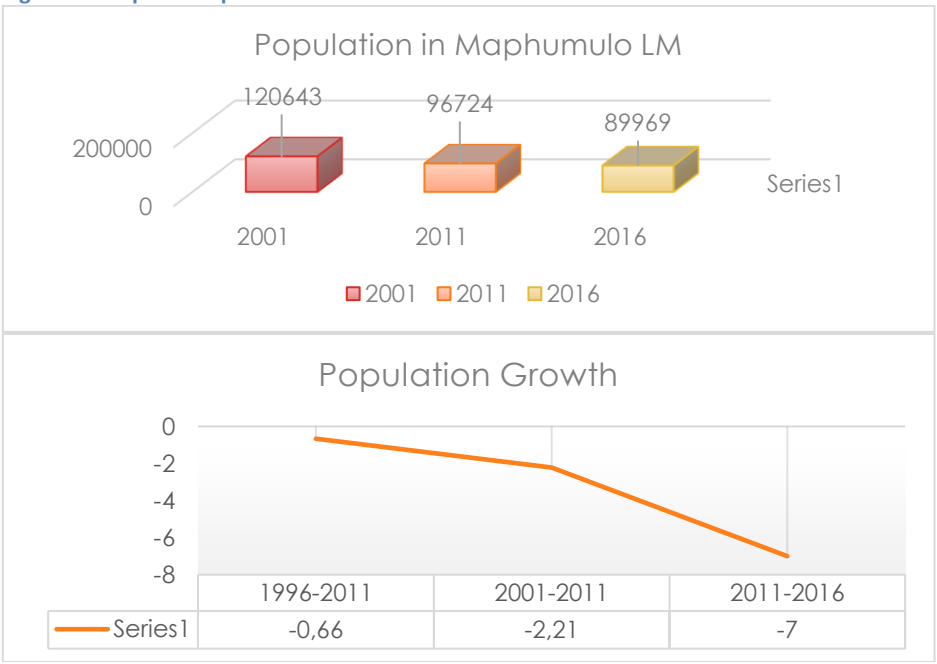
The latest demographical statistics are technically due to be released this year as Census 2021. However, due to administrative delays Statistics SA is still currently conducting data capturing and analysis, and the statistics are expected to only be released in the year 2023. Therefore, the current analysis of South Africa's demographic profile as well as the municipality's, included in subchapters 3.2 and 3.3, will be compiled using statistics from the Statistics SA Community Survey 2016 and Census 2011. The latest demographical statistics will be included in the next municipal IDP review once Statistics SA has released the data. According to Community Survey 2016, there has been a major increase in South Africa's population. In 2011, it was recorded at 51.7 million in 2011 and it has increased to 55, 6 million in 2016. The analysis by age groups indicates the largest increase in population amongst those aged 5-9 years (from 4,8 million in 2011 to 5,6 million in 2016). The sex ratio has remained comparatively stable (95 in 2011 and 95 in 2016). Education is one of the five priorities of National Government in that it can be regarded as human capital that will ensure economic growth in the future. According to Community Survey 2016, there is a decrease in the number of persons with no schooling across all age groups. The number of people aged 75 years and older with no schooling has decreased slightly by 31 876 within 20 years and those with at least bachelor's degrees has increased by 23 756. The number of households in the country increased from 14 450 161 in 2011 to 16 923 309 in 2016. The average household size has decreased from 3, 8 in 2011 to 3, 3 in 2016. The Census 2011 and Community Survey 2016 results indicate that almost 59% of households are male headed. On the other hand, females dominate households headed by older persons. There is an increase in the number of households living in formal dwellings over time from 68, 5 % in 2001, to 77, 6% in 2011 and to 79, 2% in 2016. The percentage of households living in traditional dwellings have decreased slightly from 16, 2% in 1996 to 13% in 2016. This is an indication that people are improving their shelters. The number of flushed toilets connected to sewerage in the country increased to 60,6% in 2016 from 57% in 2011. The proportion of households whose main source of water for drinking is piped water inside the yard has almost doubled from 16,6% in 1996 to 30% in 2016. There has been a continued growth in the percentage of households that use electricity for cooking, heating and lighting. These statistics have an impact on what happens at a local level. Maphumulo municipality has also shown some negative and positive trends between 2001 and 2011 (Source: Stats SA, Population Censuses 2001 and 2011 and Community Survey 2016).

3.3 MAPHUMULO DEMOGRAPHIC PROFILE

3.3.1 POPULATION

According to the Community Survey 2016, the population of Maphumulo Municipality has experienced a decline when compared to Census 2001 and 2011. The census count of 2011 revealed that the total population was 96 724 and has decrease to 89 969 during the Community Survey count of 2016. This translates to the negative population growth of -2.21 in 2011 and -7 population growth in 2016.

Figure 29: Population profile.



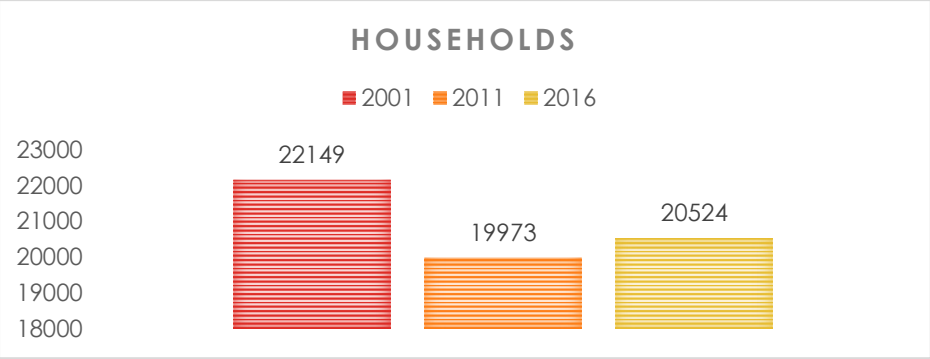
Source: Statistics SA Census 2001, Census 2011, Community Survey 2016

The decline of Maphumulo population could be triggered by the migration of people to neighboring towns such as KwaDukuza and eThekwini for better opportunities such as jobs and tertiary education or the increased mortality rates which might be caused by nutrition, epidemic diseases. There is an immediate need to provide basic services that can attract people to stay and investors to do business in

Maphumulo that in turn could improve its economic activities. The population changes are illustrated in the graph above.

3.3.2 NUMBER OF HOUSEHOLDS

Figure 30: Households.



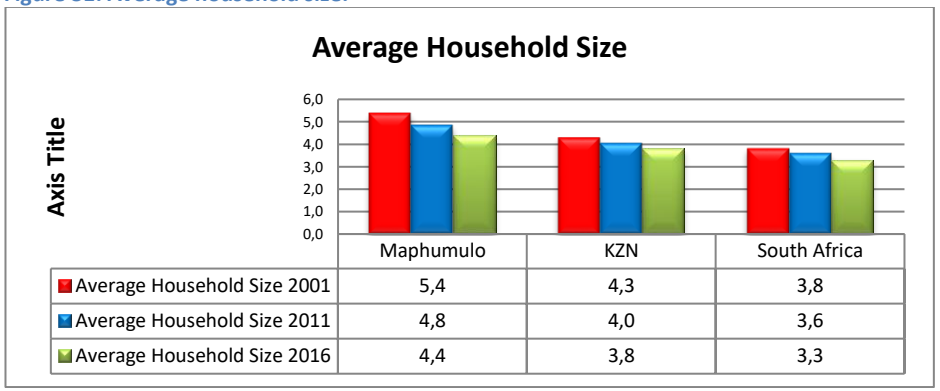
Source: Statistics SA Census 2001, Census 2011, Community Survey 2016

By 2011, there were 19 973 households in Maphumulo compared to 22 149 in 2001. This occurrence confirms a decline in the population either through outward-migration or due to deaths and other causes. A decline in households undermines development of the area as they amongst others; provide the most needed human resource, buying power, consumption of basic services that are provided by the municipality. According to the Community Survey 2016, the total number of households within the municipal area has increased from 19 973 households in 2011 to a total number of 20 524 households in 2016.

3.3.3 HOUSEHOLD SIZE

The household size in Maphumulo has experienced a decline as it was standing at 4,8 in 2011. The 2016 Community Survey has also highlighted that the average household size in Maphumulo has decline to 4.4 in 2016. However, the average household size in Maphumulo is still larger compared to the KwaZulu-Natal and South Africa which were 4 and 3.6 in 2011. During the 2016 Community Survey, the average household size in Maphumulo is still greater compared to KwaZulu-Natal.

Figure 31: Average household size.

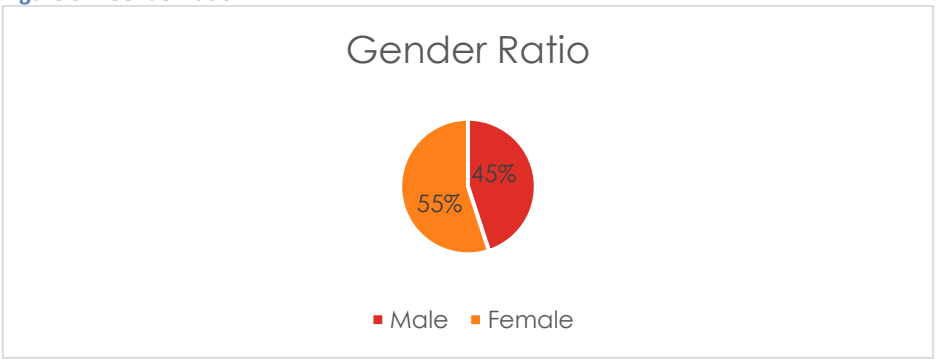


	Maphumulo	KZN	South Africa
Average Household Size 2001	5,4	4,3	3,8
Average Household Size 2011	4,8	4,0	3,6
Average Household Size 2016	4,4	3,8	3,3

Source: Statistics SA Census 2001, Census 2011, Community Survey 2016

3.3.4 GENDER RATIO

Figure 32: Gender ratio.



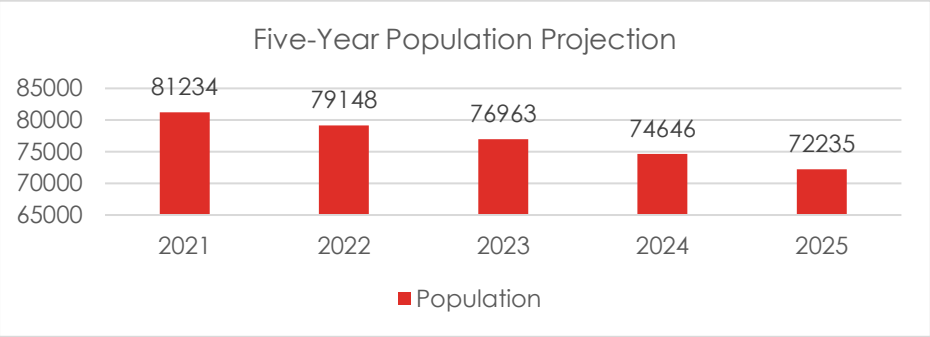
Source: Statistics SA Community Survey 2016

There are generally a greater number of females residing in Maphumulo as opposed to males. The gender ratio of the population is the key determinant of the population dynamic, hence they influence the current and future needs

of the municipality. According to 2011 Census data there are 81 males to every 100 females. The male population have shown some increase from 2001 where there were 75 males per 100 females. According to Community Survey 2016, there are 83 males per 100 females. However strategic decision making by the municipality should be directed towards female up-liftmen since they make major portion of the population in the Municipality.

3.3.5 POPULATION PROJECTIONS

Figure 33: 5-Year population projection.



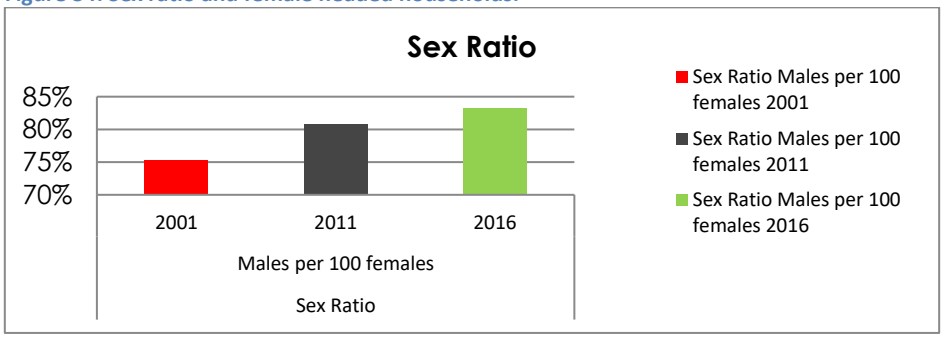
Source: Statistics SA Population Projections.

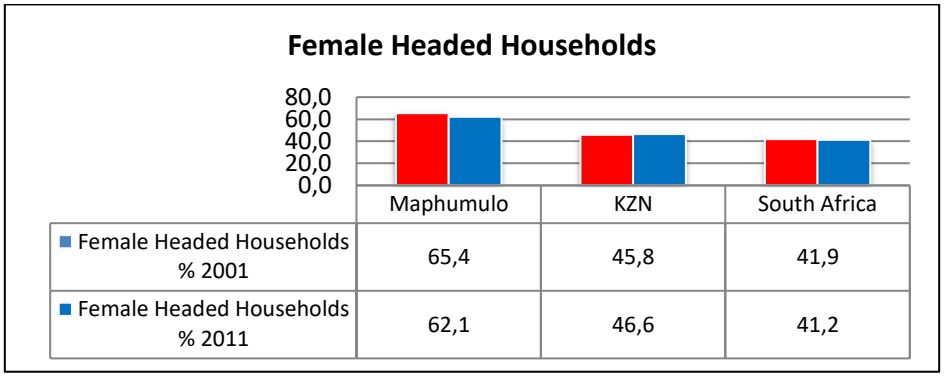
Statistics South Africa project that the population may continue to decline within Maphumulo Local Municipal Area. This is based on the historical behaviour of the local population. Nonetheless, the population performance may behave differently should it be the case that the local economy grow robustly to create jobs.

3.3.6 FEMALE HEADED HOUSEHOLDS

The proportion of households headed by females in Maphumulo experienced a decline in 2011. However, the levels are still high (62.1%) compared to KZN Province and South Africa which were at 46.6% and 41.2% respectively.

Figure 34: Sex ratio and female headed households.





	Maphumulo	KZN	South Africa
Female Headed Households % 2001	65,4	45,8	41,9
Female Headed Households % 2011	62,1	46,6	41,2

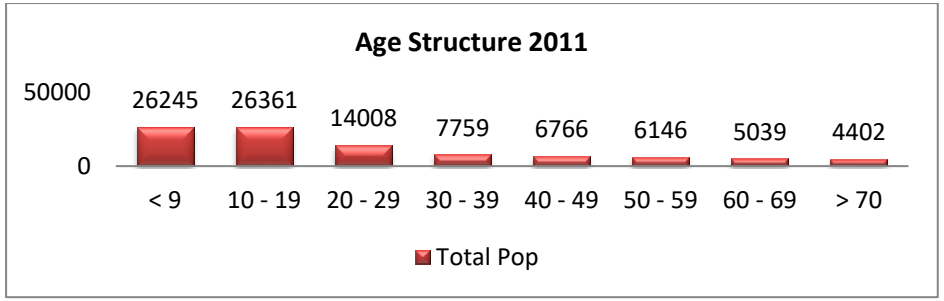
Source: Statistics SA Census 2001, Census 2011, and Community Survey 2016

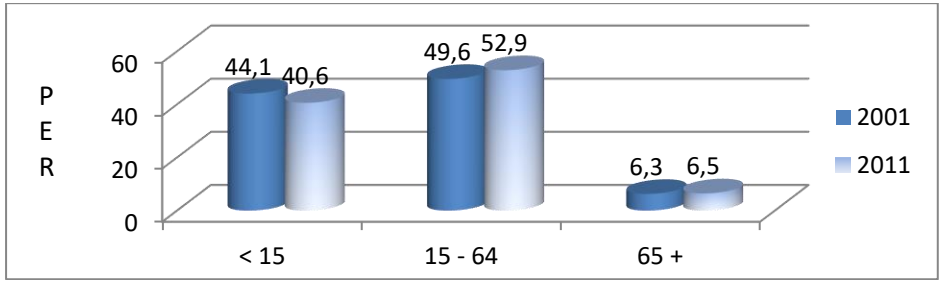
3.3.7 AGE STRUCTURE

There has been a considerable change in the age structure of Maphumulo between 2001 and 2011. The economically active population in the 15 – 64 age bracket (employed or unemployed) increased from 49.6 % to 52.9 % between 2001 and 2011. Since the bulk of Maphumulo population is comprised of youth the municipality must consider initiating a strategic plan which will be aimed at empowering the youth by introducing programmes that will perpetuate employment opportunities to prevent them from getting caught up in drugs, and alcohol abuse. Approximately 40.6% of the population was below the age

of 15 years in 2001 and about 6.5% of the population was above the age of 65 years.

Figure 35: Age structure.





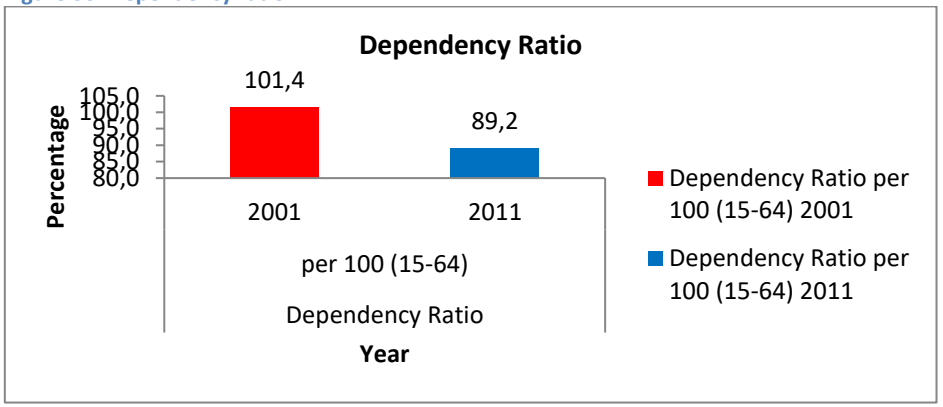
Source: Statistics SA Census 2001, Census 2011

These age groups require services from the municipality such as school, play-lots, feeding schemes and pension pay-points.

3.3.8 DEPENDENCY RATIO

The dependency ratio expresses how many people below 16 years and older (above 65 years) depend on the people of working age (i.e. people between 15 – 64 years). This is an important indicator for strategic decisions. In 2016, the Community Survey shows a decline of 85% dependency ratio. In 2011 the dependency ratio was standing at 89.2% which was a decline compared to 2001 which was 101.4%. Even though, there was decline the dependency ratio is still high.

Figure 36: Dependency ratio.



Source: Statistics SA Census 2001, Census 2011

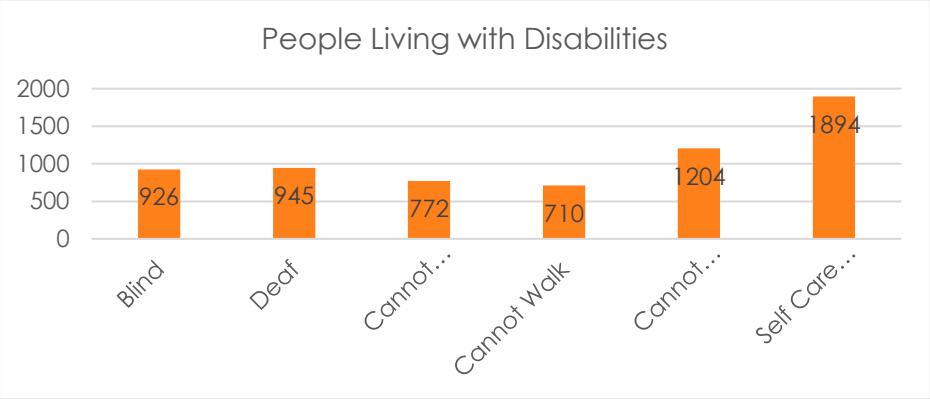
The high dependency ratio poses amongst others the following challenges for Maphumulo Municipality:

- Pressure to provide facilities such as schools; healthcare, youth feeding schemes, and other programmes that can cater for people below 15 years and those above 65 years; and
- Reduction in productivity growth of the municipal area.

3.3.9 PEOPLE LIVING WITH DISABILITIES

There are people who are living with various forms of disabilities within Maphumulo Local Municipality. The figure above suggests that approximate 1% – 2% of the population has some form of the six (6) disabilities which includes challenges with (i) eyesight, (ii) speech, (iii) communication, (iv) walking, (v) memory and (iv) self-care.

Figure 37: People living with disabilities.



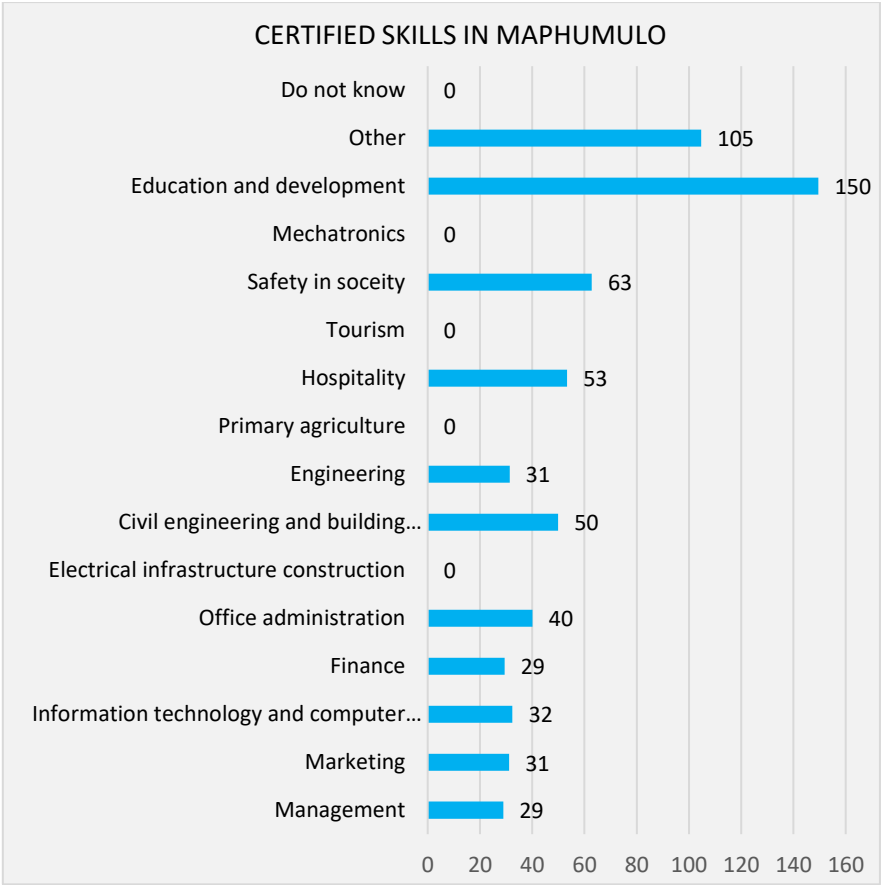
Source: Statistics SA Census 2011

These warrant for programmes in place within government to assist the people who currently live with disabilities. These include universal access to public facilities and disability grants whenever necessary.

3.3.10 EDUCATION LEVELS

Education in every sense is one of the fundamental factors of development. It somewhat indicates human resource and skills available within the municipality and is key to growing the future economy. It increases access to job opportunities and assists in fast-tracking and sustaining inclusive development. As such, poor levels of education attainment and quality hinders inclusive development whilst further perpetuating poverty. As such, policy decisions impacting upon education play a crucial role in developing the municipality's future economy and its ability to eradicate poverty. Consequently, growing the future economy and eradicating poverty requires sound policy decisions on education that reflect an understanding of the current education dynamics. The key to achieve sustainable economic development lies in the substantial investment in human capital. According to CS2016, only 12 356 of the municipal population is educated with matric and 22 019 had no form of schooling.

Figure 38: Certified Skills



This, however, has been noted relatively to be linked with dependency rate at a certain degree. According to the information received from the Department of Education's Maphumulo District Office, the Maphumulo municipality has 07 combined schools 80 primary schools, 39 secondary schools and 40 ABET

centres. Schools in Maphumulo are dispersed and are often difficult to access due to the rugged terrain, poor roads and dangerous river courses. To fulfil the obligations on higher education, the Municipality has made steady strides in the establishment of a TVET college. The identified centre is commonly known as the Sakhuxolo building – which was the previous municipal offices opened its doors on the 15th of January 2019.

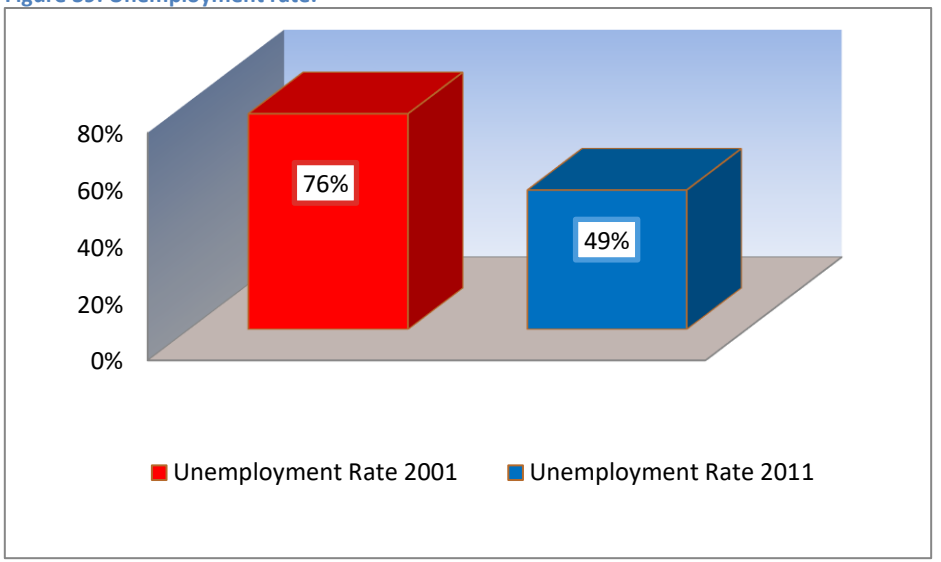
According to CS2016, it is notable that the populace is currently at 89 969, and only a percentage that is less than five possess qualifications higher than graded 12/form 5/ NCV level 4. This is the population group which is mostly at/below matric. The premise to why the population experiences decline is articulated upon the socio-economic analysis, observing the pull factors available on the neighbouring towns and push factors, such as lack of available basic needs within the municipality. Availability of skills within Maphumulo is categorized and seen on the following graph below.

The skill of management, marketing, finance and information technology and computer science are minimally available, yet they crosscut on all above sectors of future development proposals. The dominant field of study is education and development. Unfortunately, tourism will therefore need to be improved, however, lay knowledge as well as indigenous wisdom of the locals about the heritage and cultural assets within the municipality cannot be disregarded since the locals understand the area and the history set therein. Therefore, a promotion of sustainable local economic development through tourism will not only require skills, but also knowledge which aligns with other skills from other fields of study. This approach is similar with the skill of primary agriculture.

The CS2016 indicates that there is no primary agricultural skill, however the practise of subsistence farming is dominant within the municipal area. The Rural Land Use Norms and Standards have articulated recommended agricultural practices for farming, therefore the other populace which have been outlined with no schooling could be workshopped through EPWPs in order to develop sustainable primary agricultural skills because the area possess agricultural potential land especially within Maqumbi area.

3.3.11 UNEMPLOYMENT RATE

Figure 39: Unemployment rate.



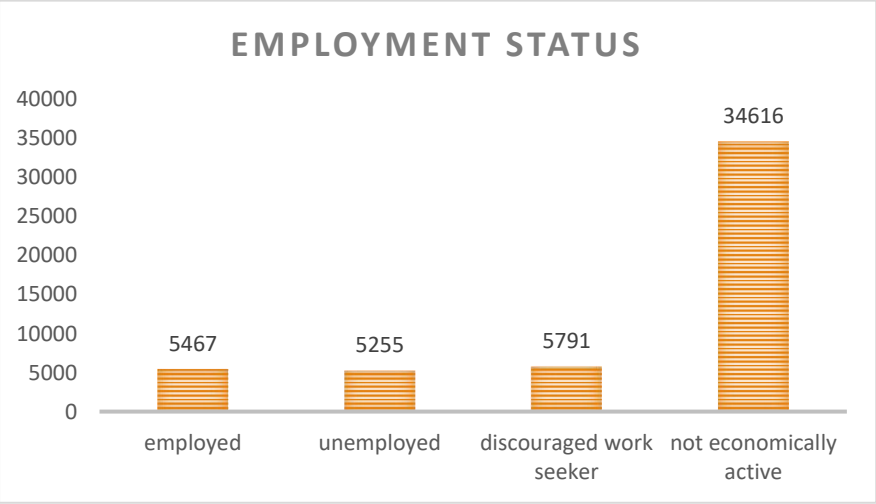
Source: Statistics SA Census 2001, Census 2011

The unemployment rate in Maphumulo has shown a significant decline as it was recorded at 49% in 2011 from 76% in 2001. This decline however may not mean that the population has been absorbed in the labour market, but it may mean that it has been absorbed by outward migration and deaths. Out of the 49% that are unemployed 58% are youth. The number of youth that is unemployed is alarming and poses a great challenge for the municipality. If this category of the population does not secure employment, it is vulnerable to engagement in social evils such as drug abuse, crime, prostitution, alcoholism,

etc. The municipality should engage itself in development projects that are likely to curb down unemployment and poverty.

3.3.12 EMPLOYMENT RATE

Figure 40: Employment Status



Source: Census 2011

In a country still plagued by issues of high poverty, unemployment and inequality the labour market remains challenged by imbalances in the supply and demand of labour, low levels of employment creation and excessive unskilled labour. Though transformation in the labour market has been achieved since the country's democratization, much still needs to be done to meet the growing demand including improvement in the access of education and training to grow the supply of skills. In terms of employment, the number of people employed in the municipality is 5467 people. Similarly, the number of the unemployed in the municipality is 5255.

3.3.13 ESTIMATE OF ECONOMIC ACTIVITIES AND EMPLOYMENT TREND

The municipality is currently having the LED strategy that is intended to be achieved by the year 2030. The vision of the plan is indicated as follows, "Maphumulo Municipality will be driven by economic development through sustainable agriculture and tourism". The assessment of the proposed economic activities as also cited on the SDF plan for MLM suggests that there would be jobs that will be created within a short and medium term. The LED plan enlists numerous ways of how the economics of Maphumulo is mandated to stimulate. The strategic objectives pursued by Maphumulo Local Municipality are aimed at a diverse challenge faced by the Municipality based on the SWOT analysis of the local region. These are primarily:

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

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

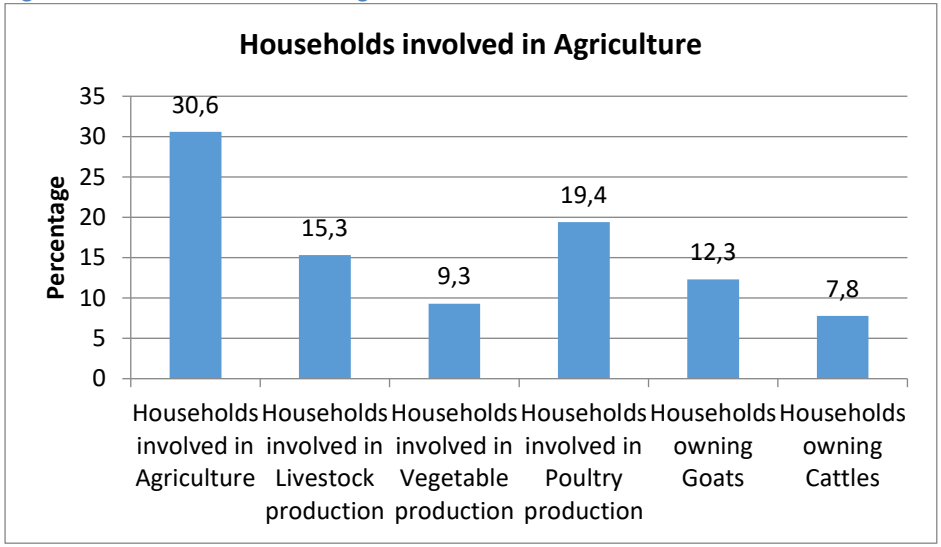
- Manufacturing;
- Construction;
- Retail; and
- Agriculture.

Figure 41: Estimation of future economic activities.

Year	Economic Activity	Estimated no. of jobs to be created	
		Temporal	Permanent
2021	Establish tourism information desk	50	10
	KwaShushu Hotspring Eco-Tourism and Hotel	50	10
	Intshe lika Ntunjambili Adventure Tourism	50	10
	Develop fishing resort at Maphumulo dam	400	15
	Establishment of mobile Library	n/a	3
	Construction of Outdoor Gymnasium	20	2
	Establish SMME body	n/a	10
	Construction of road signage	30	n/a
	EPWP: Infrastructure Construction and Housing Projects	750	n/a
	Establish tourism focussed training programs.	15	5
	Construction of roadside walks	30	n/a
	Develop weigh bridge	TBD	5
	Development of street furniture and storage facilities	100	2
	Construction of storm water drainages.	100	n/a
2031	Establishment of Nature Game Reserve and Botanical Garden	TBD	3
	Renovation of existing market stalls and provision of services	30	n/a
	Construction of Gateways	25	n/a
	Construction of Public Transport off-loading facilities	50	n/a
	Establish youth entrepreneurship programmes & Business skills development Centre	80	10
	EPWP: Infrastructure Construction and Housing Projects	600	n/a
2041	EPWP: Infrastructure Construction and Housing Projects	600	n/a
	Construction of Craft Market Facilities.	100	15
	Construction of Tourist Lodge and Conference Centre	350	20
	Construction and maintenance of local access roads	30	n/a
TOTAL		3 360	120

3.3.14 HOUSEHOLDS IN AGRICULTURE

Figure 42: Households involved in agriculture.



Source: Statistics SA Community Survey 2016

The graph below gives an indication of the households involved in agricultural activities in Maphumulo. Agriculture plays an important part in Maphumulo and it provides a source of employment as well as being a potential focus for increased employment and sustainable livelihoods.

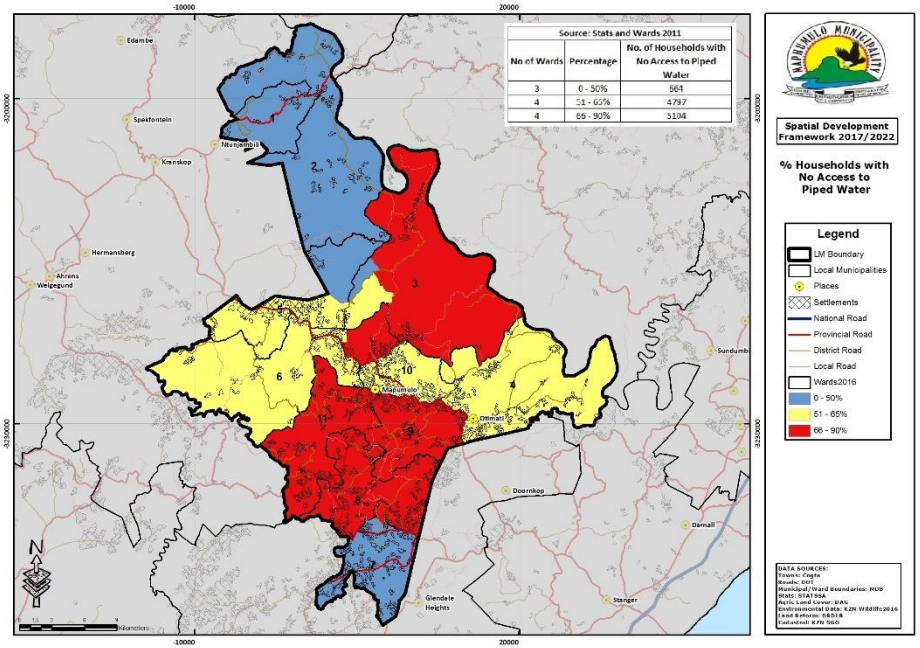
3.3.15 BASIC MUNICIPAL SERVICES

This section will identify communities which do not have access to basic municipal services.

3.3.15.1 AREAS THAT LACK ACCESS TO WATER

Majority of the households within MLM do not have piped water. The municipality has the highest population within iLembe which uses a dam, river, stream or spring for water. The source of water which is dominant is river/stream followed by local water scheme. Minor percentage falls under water tanks, spring, rainwater tanks, and boreholes. The population in Maphumulo is still facing hardships in access to piped water. By 2011, only 6.3% of the population in the municipal area had piped water inside their dwellings which was a strong improvement compared to 2001 of 0.64%. The municipality still faces water backlogs challenge. Wards 3, 8, 9 and 11 face the highest percentage of areas without access to water. The least, which are below 50% include ward 1, 2 and 7.

Map 10: Lack of Water

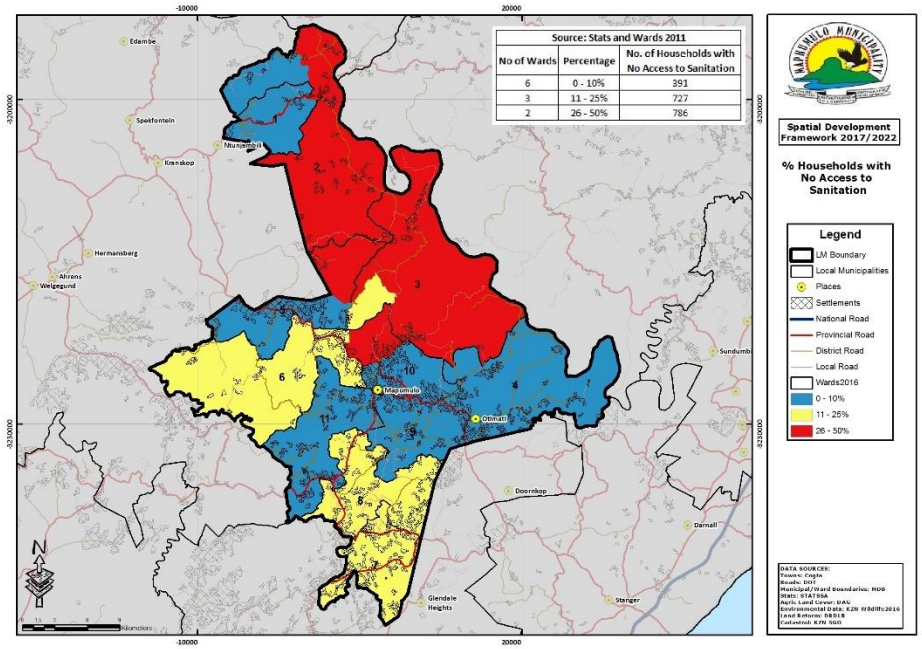


As for the rest, moderate. All in all, there are 8 wards greatly affected by non-access to piped water and 3 affected at percentage below 50. 10 565 households were estimated to be without piped water. The lack of access to piped water negatively impacts on the lives, economy and education of the public. It may also lead to the community sourcing for other unhealthy and

untreated alternative sources such as streams, rivers and wells. These sources of water are vulnerable to contamination that can cause serious waterborne outbreak to the society. According to Stats SA in 2001, 0,64% of the population had piped water inside the dwelling and in 2011 census recorded a percentage of 6, 3.

3.3.15.2 AREAS THAT LACK ACCESS TO SANITATION

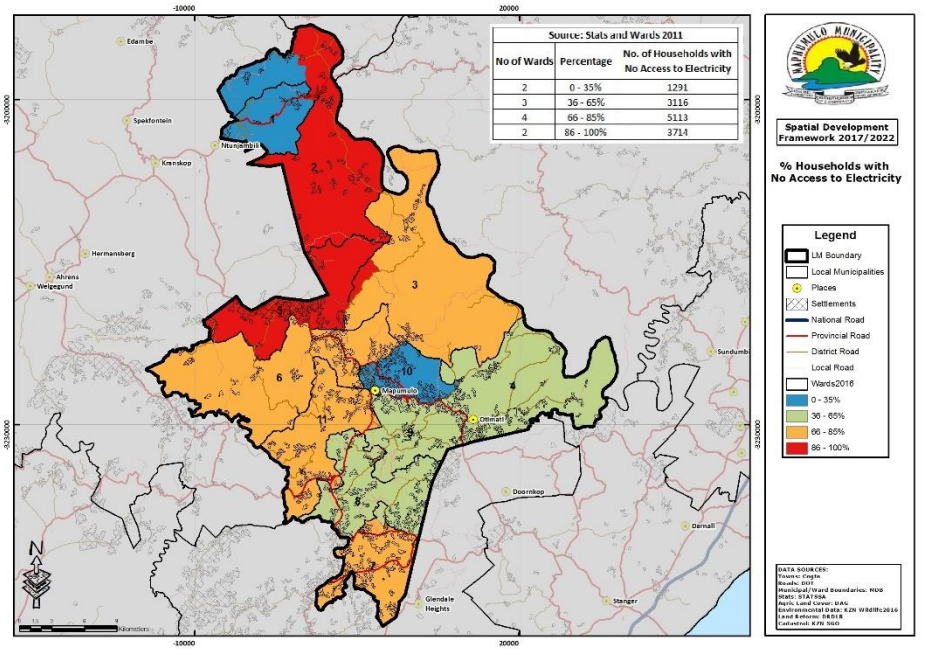
Map 11: Lack of Sanitation



The 2017-2022 IDP illustrates most of the municipal areas is highly affected by non-access to sanitation, considering that most households source water from rivers and only a small percentage has piped water inside dwelling. Approximately 1904 households do not have access to sanitation facilities within the appropriate standards. Wards 2 and 3 have the highest sanitation backlogs.

3.3.15.3 AREAS THAT LACK ACCESS TO ELECTRICITY

Map 12: Lack of Electricity

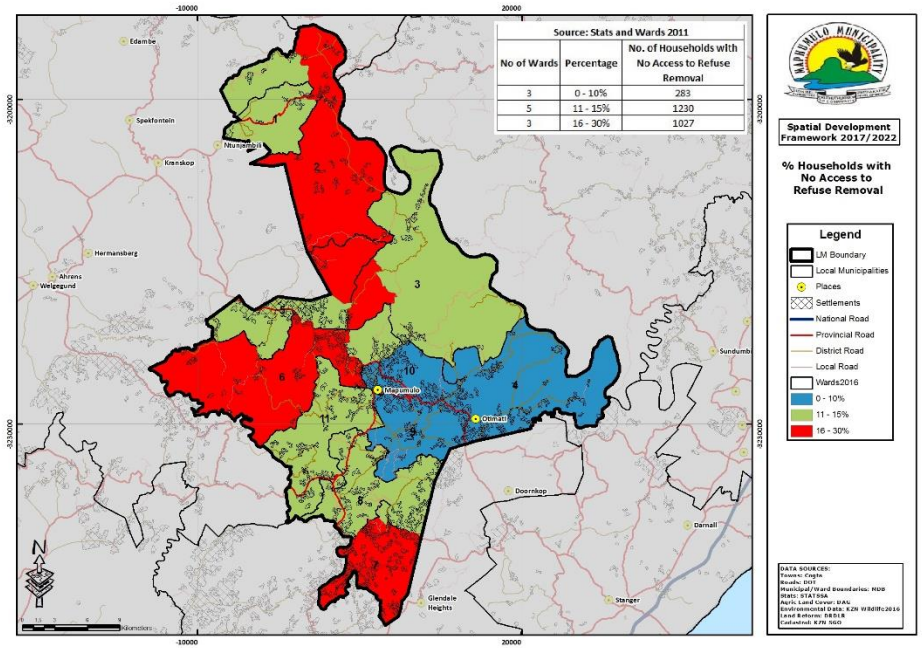


Survey shows that 33, 7% of the municipality's population has access to electricity. Since the municipality is characterized as rural, it still requires infrastructure connection and there is an infill backlog. According to iLembe SDF 2016, only 35% of the population has access to electricity for lighting respectively, meaning that percentage grew by 2% from 2011 and growth trends indicate that Maphumulo has experienced a growth in electricity usage. Most households are predominately using candles as their main source of energy for lighting. Wards with the largest concentration of backlogs are 2 and 5 which are approximately 3714 households, followed by wards 3, 6, 7 and 11. The absence of appropriate electricity infrastructure can often result in the extensive utilization of firewood for cooking and heating purposes with the

resulting potential negative impact on natural vegetation. Limited access to electricity infrastructure often contributes to the general deforestation of the surrounding area, and increased levels of air pollution arising from the use of firewood for cooking and heating purposes.

3.3.15.4 AREAS THAT LACK ACCESS TO REFUSE REMOVAL

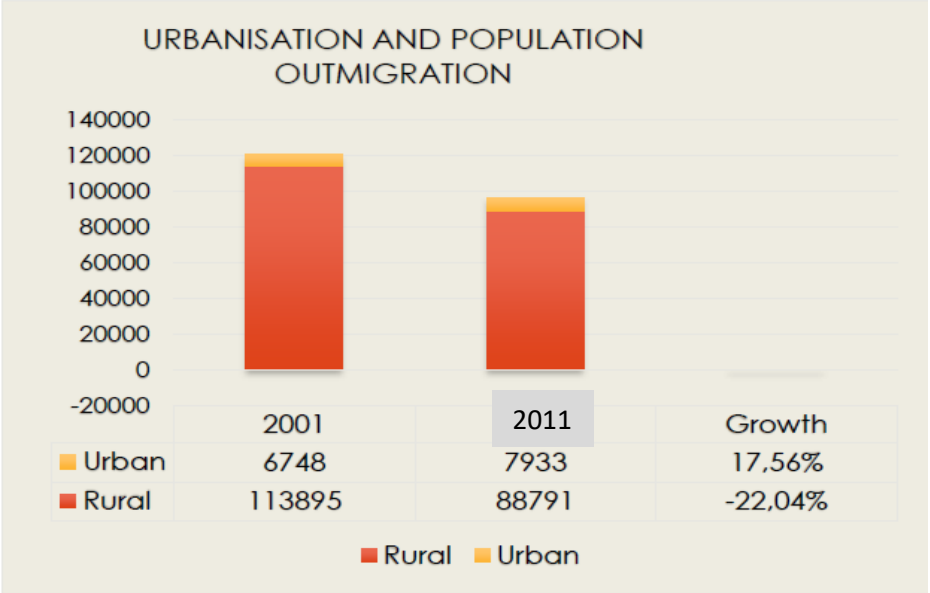
Map 13: Lack of Refuse



Maphumulo municipality has no public landfill site. It has no access to waste collection services to be composed from a central collection point at least once a week. At present, waste services are currently provided only in the town centre. There is a serious need to consider extending the services to other areas, as well, especially the rural area. MLM has developed IWMP. Approximately 19 972 households within Maphumulo are not receiving waste services. Currently, waste services are outsourced to a private service provider (Dolphin Coast). The recent census indicated majority of households as having their own refuse dump. A need exists for the Municipality to consider developing their own landfill site or supporting the idea of developing a regional landfill site which will be shared by all the local municipalities under the iLembe District Municipality.

3.3.16 MIGRATION PATTERNS

Figure 43: Urbanisation and population outmigration.



Source: Statistics SA Census 2001, Census 2011

Urbanization is the increasing number of people that migrate from rural areas to urban areas and mainly results in the physical growth off the urban areas. The process of urbanization seems to be taking place within Maphumulo, as well as the rural population out-migration. A comprehensive analysis of population statistics at settlement area level by place from 2001 – 2016 suggests the following:

- The urban population increased by 17%;
- The rural population decreased by 22%;
- Wards 1,2,3,7,8,10 and 11 (seen in Table 1) decreased in population;
- Only in wards 4,5,6 and 9 the population increased; and
- The entire population of municipality decreased by 19%.

Table 8: Population migration.

SETTLEMENT NAMES	POPULATION				PERCENTAGE CHANGE
	Census 2001	Wards	Census 2011	Wards	
Oshikishini, Ntunjambili	11 974	1	7634	1	-36%
KwaShushu, Ekhatha, Mahlongwa	10 070	2,3	9739	2	-3%
KwaZubane, Emphise	11 953	3	6513	3	-46%
Mzulwini, Maqumbi	9722	4	10 609	4	9%
Kwamxhosa	7148	5	11 518	5	61%
Hlimbithwa	8454	6	8950	6	6%
Umvoti, Mthandeni	12 824	7,8	8459	7	-34%
Mantanjeni, Ishowe	10 867	8,9	8748	8	-19%
Maphumulo, Nyamazane	6748	9,10	7933	9	18%
Vukile	12 432	10	9816	10	-21%
Ocheni	18 460	11	6802	11	-63%
TOTAL	120 643		96 724		-20%

Source: Statistics SA Census 2001, Census 2011

This suggests that there is an immense out migration of pull factors, such as job opportunities and better standards of living in other areas. Census illustrates a population decline of 20% between 2001 and 2011. In the year 2001, it was reported at 120 653 and in 2011 it declined to 96 724. The recently conducted community survey illustrates a decline as well, by 6 755 people, and it must be observed that CS2016 is not wards based but municipal systematically sampled. It is the town of Maphumulo, as is the urban area, where urbanisation could be assumed to be taking place internally due to the compactly rural state of the municipal area. Many people relocate from Maphumulo due to commercial activities and financial opportunities which exits out from the study area. It could be assumed though, that the declining population is attributed by out-migration of people to neighbouring towns such as KwaDukuza and eThekwini for better opportunities such as jobs and tertiary education because the area may have presented limited opportunities to the locals. The identified nodes on the reviewed 2014 - 15 Maphumulo SDF are moderately relevant, given that the SDF for the district highlights the very same nodes within Maphumulo.

Although more tertiary nodes have been acknowledged on the recently adopted Integrated Development Plan; including the areas of Nhlanomfula, Mthandeni and Mphise. The primary and secondary node have remained unchanged. The town of Maphumulo is still the primary node, and KwaMxhosa, Ntunjambili, Mvoti and Mphumulo are still considered secondary nodes. The populace has only improved within the town centre of MLM due to pull factors. Since the Maphumulo is rural in character, it is likely that dwellers are keener to be at a fair proximity to what the town offers. Maphumulo primary municipal node has access to basic and day to day convenient amenities and according to the PGDS2016, the urban accessibility index is 30min to 1.25 hours.

3.3.17 KEY FINDINGS

- Majority (52.9%) of the population is between the age of 15-64 year;
- There is a high dependency ration in Maphumulo;
- There are more female than male (100:83);
- In terms of income levels, the main sources of income in the municipality are from social services; work in the manufacturing sector, trade and farming;
- Unfortunately, the proposed job initiatives do not seem to be accommodating the amount of people who are unemployed. Out of 44 085 people who are unemployed, only 120 may be absorbed permanently, while only 3 360 could only be accommodated temporally;

- Areas with no access to piped water are in Ward 09, Ward 03 (Mahlongwa and KwaZubane), ward 11 (Ocheni) as well as Mantanjeni in ward 08;
- Areas with no access to Sanitation are in Ward 02 (Ekhatha) and Ward 03 (Mahlongwa and KwaZubane);
- Areas with no access to Refuse Removal are in Ward 02 (Ekhatha), Ward 06 and Ward 08 (Umvoti);
- Areas with no access to electricity are in Ward 02 (ekhatha and KwaShushu) as well as Ward 05;
- 58% of the youth are unemployed; and
- Maphumulo is experiencing population decline.



MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT

ARE WE TRANSFORMING AS AN INSTITUTION?

NGABE SINAYO INQUBEKELA PHAMBILI SIWUMKHANDLU?

3.4 KPA 1: MUNICIPAL TRANSFORMATION AND ORGANIZATIONAL DEVELOPMENT ANALYSIS

3.4.1 MUNICIPAL POWERS AND FUNCTIONS

According to the Municipal Structures Act No. 117 of 1998, Maphumulo Municipality is classified as a category B Municipality, and the following sub-section provides an overview of its powers and functions.

Table 9: Powers and Function

Powers and Functions	Function currently with Maphumulo Municipality YES	NO
Building regulations	•	
Childcare facilities	•	
Fire fighting	•	
Local tourism	•	
Storm water		•
Trading regulation	•	
Billboard and display advertisement	•	
Cemeteries, funeral parlours and crematoria	•	
Cleaning	•	
Control of public nuisance	•	
Licensing and control of undertakings that sell liquor to the public	•	
Facilities for the accommodation, care and burial of animals		•
Fencing and fences	•	
Licensing of dogs		•
Licensing and control of undertakings that sell food to the public	•	
Local amenities	•	
Local sport amenities	•	
Markets	•	
Municipal abattoirs		•
Municipal roads	•	
Noise pollution		•
Pounds	•	
Public places	•	

3.4.2 MUNICIPAL TRANSFORMATION

3.4.2.1 MUNICIPAL EQUITY PLAN

Maphumulo Local Municipality has an Employment Equity Plan which was adopted in March 2017, and it will be apply till April 2022. The main objective of the Employment Equity Plan is mainly on achieving transformation and equality in the workplace by promoting equal opportunity and fair treatment in the employment through the elimination of unfair discrimination, through the EEP Council further commits itself to implement affirmative action measures to redress the historical disadvantages in employment as a result of the apartheid legacy which restricted members of the designated groups from entry to

employment, advancement or development of such. The number and levels of employees from designated and non-designated groups (as of February 2022) is provided in the following table:

Table 10: Employment Equity

YEAR	AFRICAN	OTHER DESIGNATED GROUP	MALES PERCENTAGE	FEMALE PERCENTAGE	PEOPLE WITH DISABILITIES
2018	98%	2%	60%	40%	3.66%
2019	98%	2%	58%	42%	4%
2020	98%	2%	57%	43%	4%
2021	97%	3%	56%	44%	4%
2022	96%	4%	55%	45%	4%

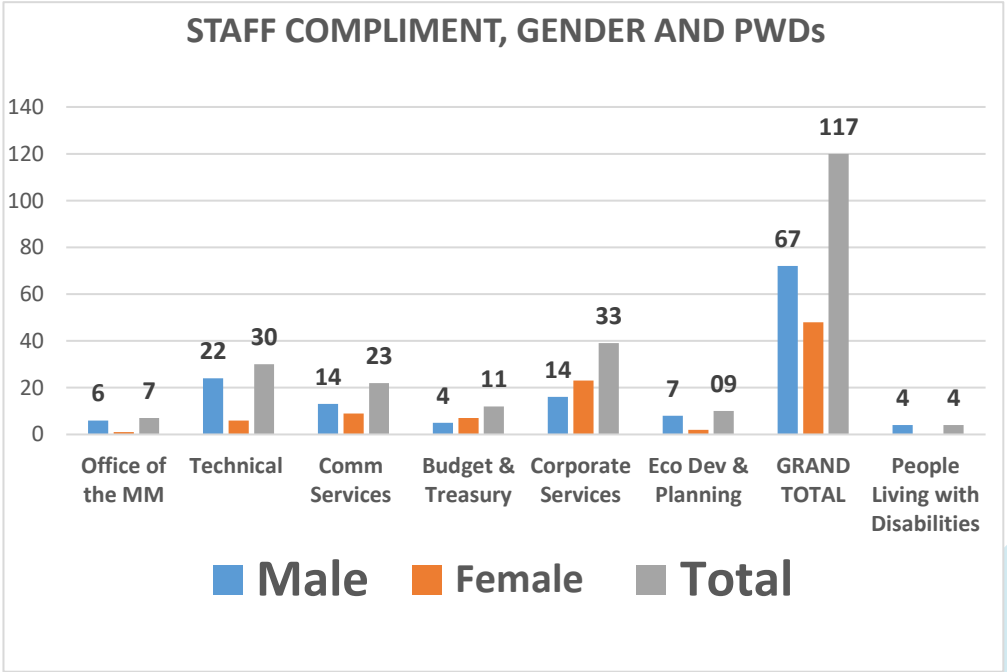
An Employment Equity Committee representing all levels of employment with equity matters has been established and is responsible for the following:

- Ensuring that the Employment Equity Act is being implemented.
- Before the filling of any vacant position, an analysis of such employee category will be done and presented to relevant structures.
- Following interviews, the provision of section 5.5 of this plan will be considered prior to making appointments
- On an annual basis, the appointments made will be measured against yearly targets and make necessary adjustment if there is a need.

3.4.3 ORGANIZATIONAL DEVELOPMENT

Due to the location of the municipality, the staff comprises of black employees only with no other races. There are four employees with disabilities which constitutes 3.3% of the total workforce which is above the prescribed norm of 2%. The employment equity target set based on gender representation has not been met, as the current female employees are sitting at 43.7% percent whilst males are at 57.3% percent. During the past financial year, the department was committed to deliver on the institutional policies that would serve to strengthen the administrative component. As a result, the following policies were reviewed and subsequently adopted, together with the 2017-2022 IDP and budget.

Figure 44: Staff Compliment



POLICY	STATUS
Fleet Management Policy	Adopted and reviewed in June 2021
Human Resources Strategy	Adopted and reviewed in June 2021
Attraction and Retention Policy	Adopted and reviewed in June 2021
Employment Equity Plan	Adopted and reviewed in June 2021
Acting Policy	Adopted and reviewed in June 2021
Leave Policy	Adopted and reviewed in June 2021
Health and Safety Policy	Adopted and reviewed in June 2021
Recruitment and Selection Policy	Adopted and reviewed in June 2021
Overtime Policy	Adopted and reviewed in June 2021
Training and Development Policy	Adopted and reviewed in June 2021
Remuneration Policy	Adopted and reviewed in June 2021
Bereavement Policy	Adopted and reviewed in June 2021
Study Aid	Adopted and reviewed in June 2021
Subsistence and travelling	Adopted and reviewed in June 2021
Experiential Training Policy	Adopted and reviewed in June 2021
Benefits Policy	Adopted and reviewed in June 2021
Task Job Evaluation	Adopted and reviewed in June 2021
Individual Performance Management	Adopted and reviewed in June 2021

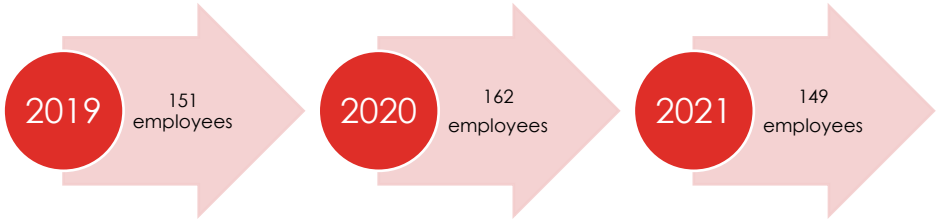
The employees in the municipality are represented by two (2) recognised trade unions which are Independent Municipal and Allied Trade Union (IMATU) and South African Municipal Workers Union (SAMWU). There are no current labour disputes taking place and the municipality is functioning well with these unions. Challenges that are sometimes encountered are usually resolved amicably. No disciplinary hearing has taken place in the current year and there is no disciplinary case that is outstanding. Due to the staff compliment of the municipality, there is no dedicated unit that deals with Employment Assistance Programme (EAP) but the human resource office is mandated to refer cases that require professional assistance to the qualified institutions that normally deals with the case and advise the municipality accordingly. Such cases are very limited as during the current financial year, there were only two referrals made.

3.4.4 CORPORATE SERVICES DEPARTMENT

The corporate Services directorate primarily champions the Municipal Transformation and Institutional Development through structured initiatives and avenues. The Department remains a strategic support directorate that renders the transversal services to the entire organisation. These include; human resource, administration, inter-governmental relations/communications and public participation, committee secretariat, information technology, health and safety, individual performance management and registry.

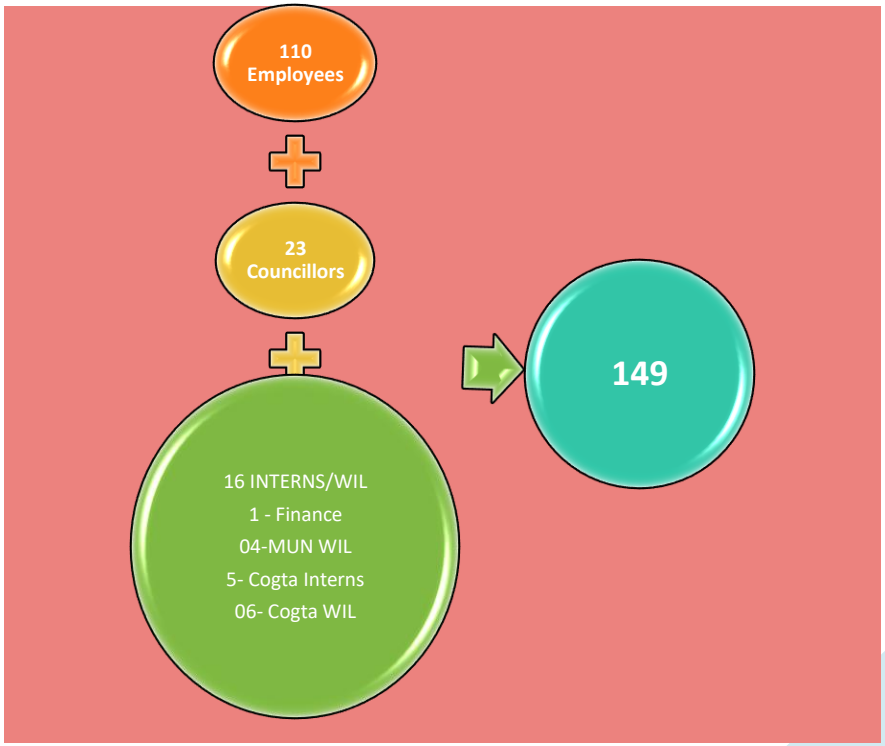
3.4.5 INSTITUTIONAL ARRANGEMENTS

Figure 46: Number of employees



Maphumulo Local Municipality has a staff complement of 149, inclusive of 110 employees, 23 councillors and 16 Interns. It must be stated that the Employment Equity Plan requires that by 2021 the municipality should have 60 percent males and 40 percent female employees. Due to the rural nature of the municipality, it has been extremely difficult to attract employees from other designated racial groups, and such has contributed to a situation where all municipal employees are of black African group. This discrepancy has been taken note of and is being addressed. Nonetheless, the Municipality continues to mature every year which can be attributed to the growth of the staff in the past four years. In 2017 – 96 employees, 2018 – 130, 2019 – 151, and as at March 2020 -159 employees.

Figure 45: Employee Composition

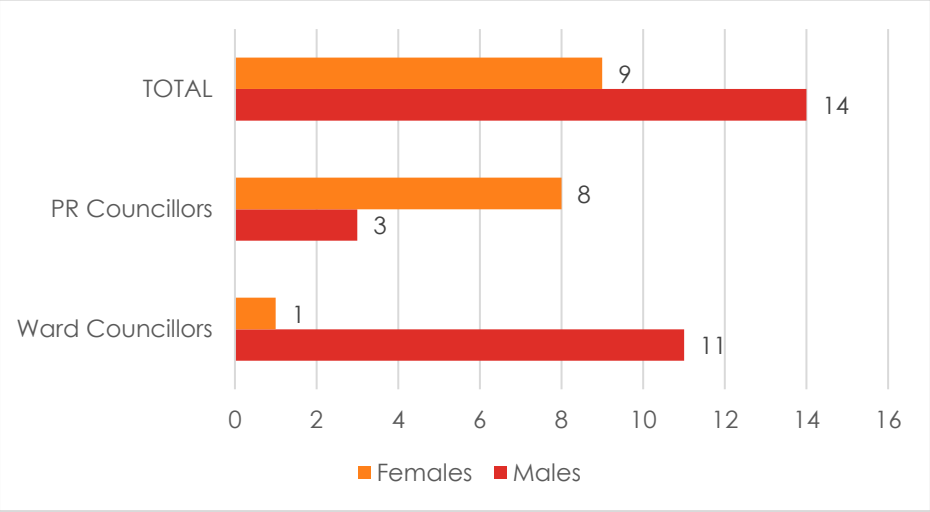


3.4.6 POLITICAL CONTEXT

The municipal council shall have 23 Councillors:

- 11 from the African National Congress (ANC);
- 10 from the Inkatha Freedom Party (IFP);
- 01 from independent;
- 01 from Economic Freedom Fighters; and
- In terms of gender; 14 males and 9 females.

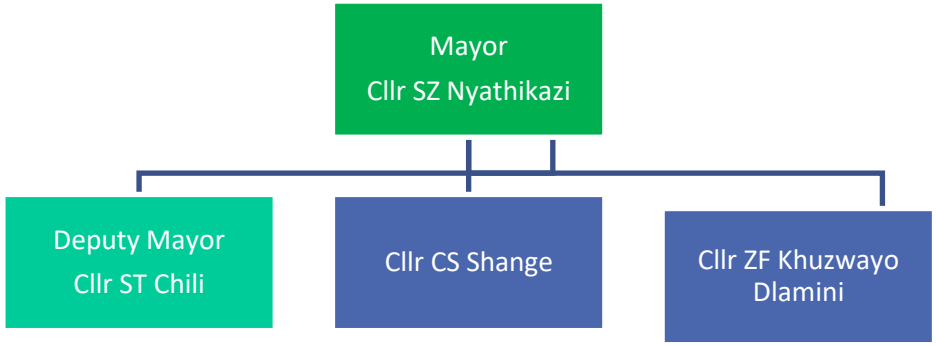
Figure 47: Political Composition



The Council has approved that four AmaKhosi who have been proclaimed by the MEC to sit in the council meetings. Amongst four AmaKhosi approved by the council, there is currently one vacany which emanated form the passing on of one iNkosi. This is in compliance with section 81 of the Local Government Municipal Structures Act, Act 117 of 1998. Currently AmaKhosi are being invited in the public meetings where their views are also being sourced.

3.4.7 PORTFOLIO COMMITTEES

Figure 48: Executive Committee



Maphumulo Municipality uses the collective executive mayoral system which means the executive committee is collectively responsible for decision making. The municipality makes use of portfolio committees that correspond to municipal powers and functions to expedite decision-making. These committees were established in line with Section 80 of the Municipal Structures Act i.e. committees that are appointed by the Executive Committee. Their core function is to deliberate on specific matters and then make recommendations to the Executive Committee and then full Council, for the latter to take decisions. The following committees have been established:

- Infrastructure and Technical Portfolio Committee;

- Finance and Human Resource Portfolio Committee;
- Economic Development and Planning Portfolio Committee;
- Community Services Portfolio Committee;
- Gender and Vulnerable Group Sub-Committee; and
- Youth Affairs Sub-Committee.

3.4.8 HUMAN RESOURCE STRATEGY AND DEVELOPMENT PLAN

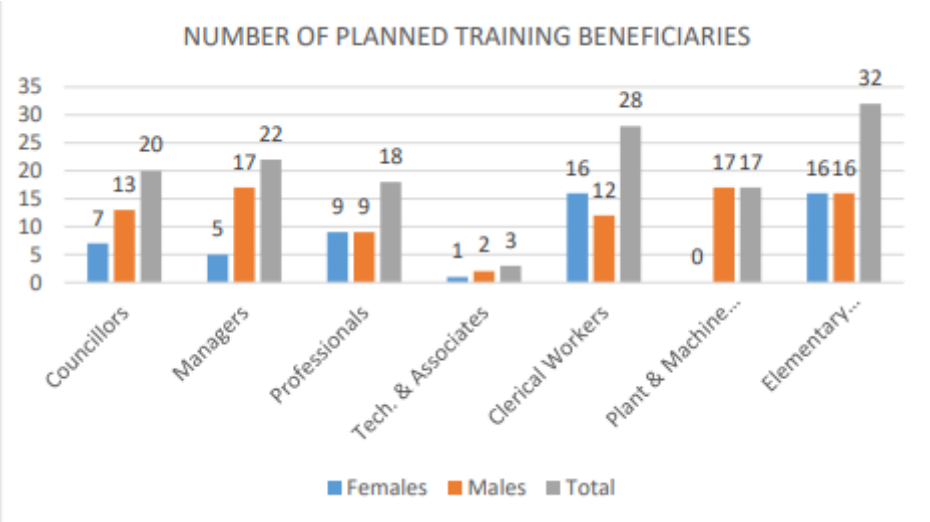
In developing a Human Resource Management Strategy, Maphumulo Local Municipality considered the following:

- The Municipality's vision and mission statement;
- Strategic objectives as reflected in the approved IDP;
- Staff demographics and realities;
- The external factors that affect and could have effect on the implementation of the HRM Strategy; and
- Specific and broad expectations of the stakeholders, i.e. Councillors, staff and the community.

Above all, the strategy and its propositions subscribe to the laws of South Africa. The Municipality is an equal opportunity employer that values diversity in the workplace. The Municipality is an organization that wishes to reflect the demographics of the district and promote gender equality and sensitivity in the workplace. As indicated above, the HRM Strategy was adopted and will be reviewed in May 2019. The strategy covers all employees in the Municipality who fall within the registered scope of the Bargaining Council in the Republic of South Africa.

3.4.9 WORKPLACE SKILLS PLAN

Figure 49: Training Beneficiaries



The municipality has prepared and will be adopting a Workplace Skills Plan (WSP) for 2021/2022 in order to address the training needs of its employees. This plan helps to identify training gaps of employees and attempt to capacitate the employees in order to perform their functions better. The training plan aims at exposing every employee to training. These trainings include councillors as well employees who are currently being trained in various municipal programmes funded by both SALGA and CoGTA. All staff from officer level up to the management level is also being trained in the Municipal Finance Management Programme, and such is funded by through municipal budget and Local Government SETA Discretionary grant. This is in line with the requirements of minimum competency levels required by National Treasury.

3.4.10 LIST OF LEARNING INTERVENTIONS/ SKILLS AUDIT OUTCOMES

The following learning areas have been identified as critical for the staff:

- Municipal Finance Management Programme;
- Leadership/ Ethics/ Governance Programme;
- Local Government Law and Public Administration;
- Annual Financial Statement;
- Strategic Risk Planning;
- Labour Law;
- Performance Management Training;
- IT Skills- Supervisory Level;
- Facility Management Training;
- Disaster Risk assessment and Reduction;
- Supply Chain Management;
- Asset Management Training;
- Human Resource Management;
- Health and Safety;
- Civil Engineering and Project Management; and
- Economic Development and Planning.

3.4.11 HUMAN RESOURCE DEVELOPMENT PLAN

The purpose of the Human Resource Development Plan serves to unceasingly strengthen and develop its human resources in order to meet the challenges of its development and support various municipal services and business mandates, addressing identified delivery constraints as experienced. The HRD Plan was adopted concurrently with the HRM Strategy and is currently being implemented and reviewed on an annual basis. In developing a Human Resource Management Strategy, Maphumulo Local Municipality considered the following:

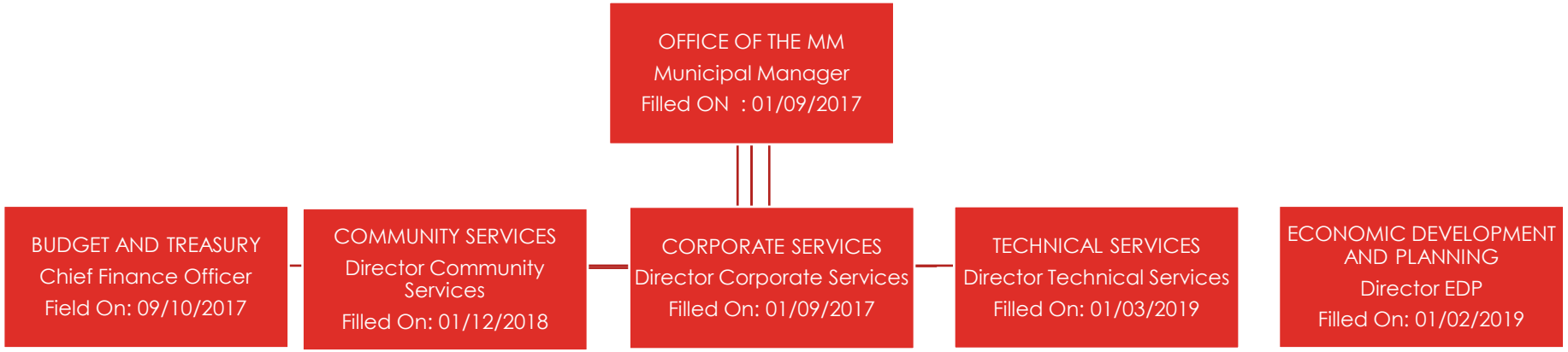
- The Municipality's vision and mission statement;
- Strategic objectives as reflected in the approved IDP;
- Staff demographics and realities;
- The external factors that affect and could have effect on the implementation of the HRM Strategy; and
- Specific and broad expectations of the stakeholders, i.e. Councillors, staff and the community.

3.4.12 WORKPLACE SKILLS PLAN

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3.4.13 ORGANIZATIONAL STRUCTURE

Figure 50: Senior Management Organisational Structure



Maphumulo Municipality reviewed and adopted the new organogram in July 2020. However, it will be reviewed by June 2022 for the financial year 2022/2023. Advancements in critical positions will remain as success story in 2021/2022 Financial year. After seven lengthy years, the positions of Municipal Manager, Chief Financial Officer and Director: Corporate Services were filled in September and October 2017 respectively. The positions for Director Community Services and Director Economic Development and Planning were filled during the year 2018/2019 financial year whilst the Director Technical Services was filled during the financial year 2020/ 2021 thus leaving the municipality with no vacant position in senior management level with no vacant position in senior management level.

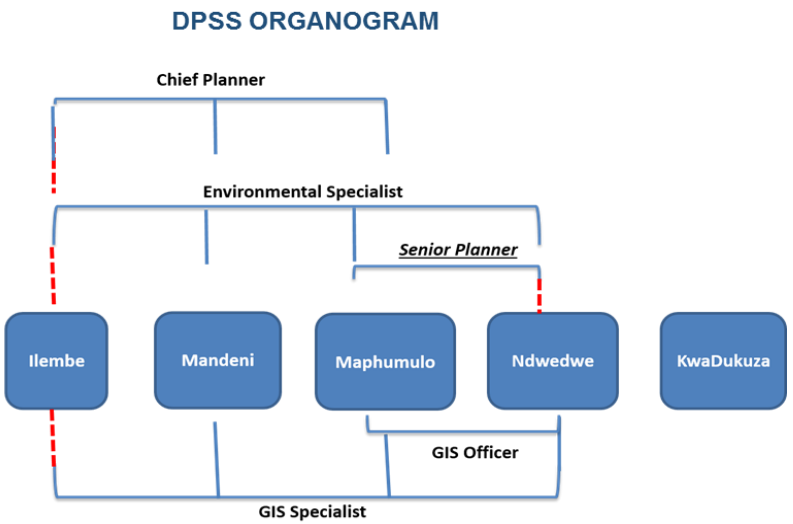
3.4.14 DEVELOPMENT PLANNING SHARED SERVICES

The agreements between participating municipalities in the district were binding on all parties for a period of 5 years i.e. 2010 - 2015. After June 2015, a revised business plan for the continuation of DPSS was prepared

and signed by all participating municipalities. Revisions included the followings:

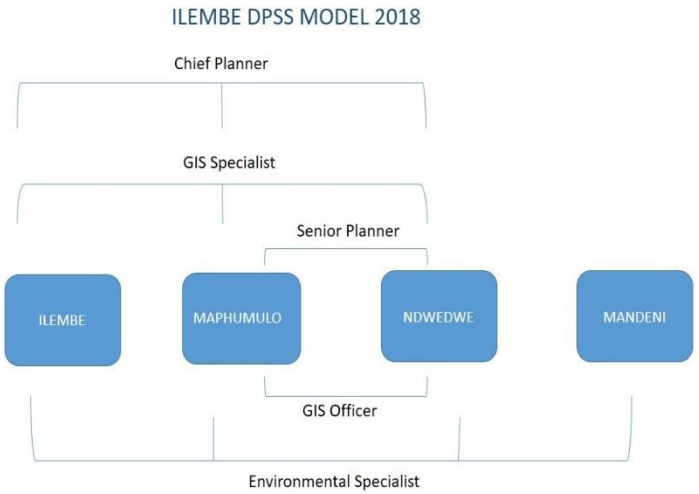
- A new Senior Planner position hosted by Maphumulo and shared with Ndwedwe was introduced and filled. Position became vacant following the resignation of incumbent, and has again been filled, and the appointee started working at the beginning of April 2019; and
- It was resolved that the 3 DPSS specialists that are located at iLembe continue to provide a support function for Maphumulo, Ndwedwe and Mandeni municipalities.

Figure 51: DPSS Organogram 2015 - 2018



As a result, the above mentioned gave effect to the following DPSS organogram. The current business plan was accepted and approved for a period of three years, ending - 2018. Notwithstanding the existing employment of DPSS personnel, the business plan necessitates a further extension for a period of 5 years - ending 2022. Principally, this will ensure that the appended plan is aligned to staffing requirements, legally provides a contractual extension for the participating municipalities and reflects. The financial model, both for internal management and external funding. The new DPSS business has been finalised with revisions will not hamper the support plan to Maphumulo Municipality. Services will continue for Geographic Information Systems (GIS), Environmental Management and Planning.

Figure 52: DPSS Model 2018



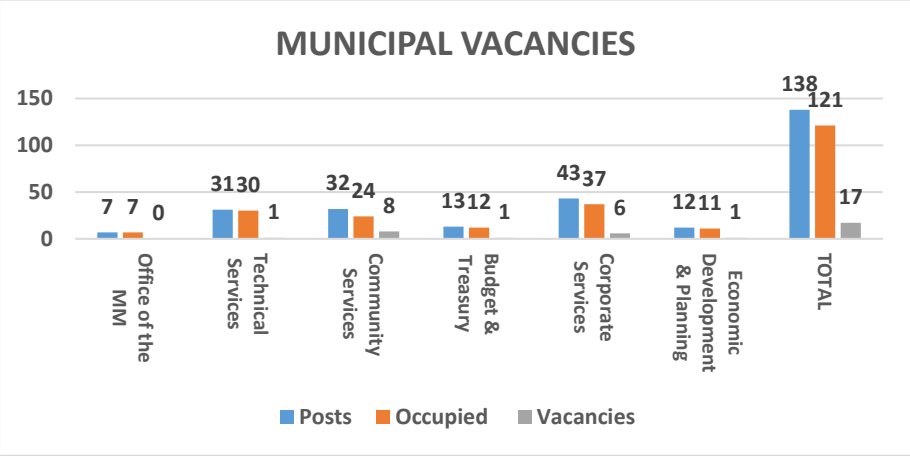
3.4.15 PROGRESS WITH APPOINTMENTS AND CRITICAL POSITIONS

The table below indicates positions that have been filled in since the beginning of the financial year.

Table 11: Progress with Appointments and Critical Positions

No	Position	Date of appointment
1	S.Q Sithole	05 July 2021
2	S.P Shezi	03 January 2022

Figure 53: Municipal Vacancies



Further to this, the following positions were advertised from June 2021;

No	Position	Recruitment Status
1	Library assistant	Re-advertised (closing date 13/04/2022)
2	Cyber- Cadet	Re-advertised (closing date 24/03/2022)
3	SCM Manager	Appointed on 07 March 2022
4	Accounting Budget, Financial Reporting and Compliance	Pending Appointment
5	Registry Clerk	Pending Appointment
6	Finance Interns	Appointed 14/03/2022

3.4.16 INFORMATION AND COMMUNICATION TECHNOLOGY (ICT)

Information and Communication Technologies (ICTs) and related telecommunication, and other digital networks are a major driving force of building societies and economies. At local government level, ICT can enhance and support social and economic development, particularly by empowering officials and municipal representatives in conducting their business efficiently. Maphumulo Municipality perceives Information and Communications Technologies (ICTs) as an enabler to efficiently deliver services to the community as per the IDP priorities. In 2015 the department of Cooperative Governance and Traditional Affairs issued a circular guiding municipalities to adopt ICT Governance framework, which the municipality has subsequently adopted. The Maphumulo municipal ICT strategy objectives are to:

- Strengthen ICT infrastructure and data security;
- Build management and leadership capacity of ICT;
- Improve ICT compliance and governance;
- Maximise value for money from existing and future technology investments;
- Promote green ICT environment; and
- Enable the alignment between the Municipality's ICT and business strategies and priorities.

3.4.17 ILEMBE FREE PUBLIC WI-FI HOTSPOTS







Enterprise ILembe has embarked on a process to rollout a Public WI-FI in Maphumulo Local Municipality. The project focuses on deployment of Wi-Fi connectivity in areas including municipal offices, Thusong centres and mass transit modes. Public Wi-Fi infrastructure has been successfully deployed at Maphumulo Municipalities according to specified hotspots areas, Infrastructure deployment and Service management, Connectivity tests were conducted to verify the network coverage on both sites. Maphumulo community members, the public in and around the identified sites has unlimited access to the public Wi-Fi currently since September 2019.

3.4.18 CURRENT CHALLENGES

The current challenges in terms of this KPA include poor organisational culture, lack of discipline amongst certain members of municipal staff and poor communication amongst staff.

3.4.19 SWOT ANALYSIS

STRENGTH	WEAKNESS
• Skills development programmes in place • ICT strategy and policy framework in place • Critical positions filled up and low vacancy rate. • Human resource strategy and Human resource plan are in place. • Recruitment and selection policy in place	• Lack of team building programmes. • Weak communication among staff • Shortage of office space
OPPORTUNITIES	**THREATS**
• Opportunity to utilize internships • E-government services • Employment equity strategy is in place.	• Limited funding for development programmes • Peoples negative attitude towards ICT



BASIC SERVICE DELIVERY AND INFRASTRUCTURE

INGQALASISINDA NOKULETHWA KWEZIDINGO

3.5 KPA 2: BASIC SERVICE DELIVERY AND INFRASTRUCTURE

Basic service delivery and infrastructure development remain a first priority for Maphumulo Municipality to address the triple challenge of unemployment, poverty and inequality. The municipality is not unique from all other rural municipalities in South Africa struggling to correct the social inequalities and huge backlog of infrastructure and social services created by the decades of apartheid. This is further execrated by the rural nature of the municipality, and its detachment from the centres of economic opportunities. Among the key infrastructure and basic service delivery focus areas for Maphumulo Municipality includes Water and Sanitation, Solid waste management, Transportation infrastructure, Energy/ Electricity, Community facilities, Human settlements, Telecommunications and Road infrastructure and others.

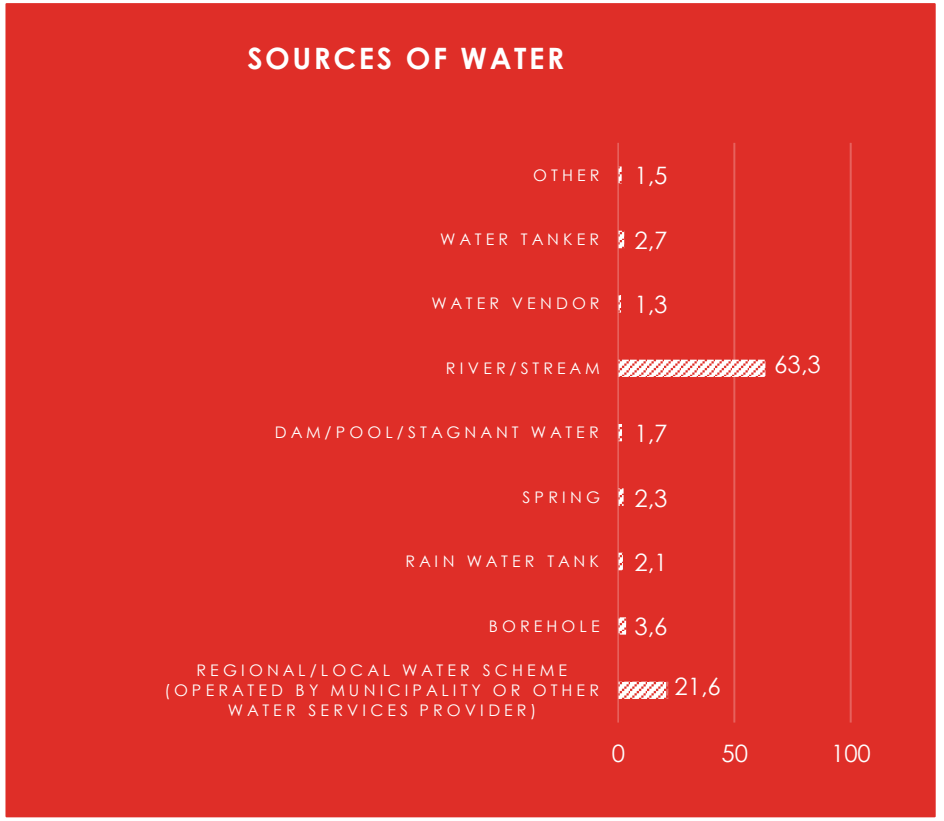
3.5.1 WATER AND SANITATION

3.5.1.1 WATER INFRASTRUCTURE

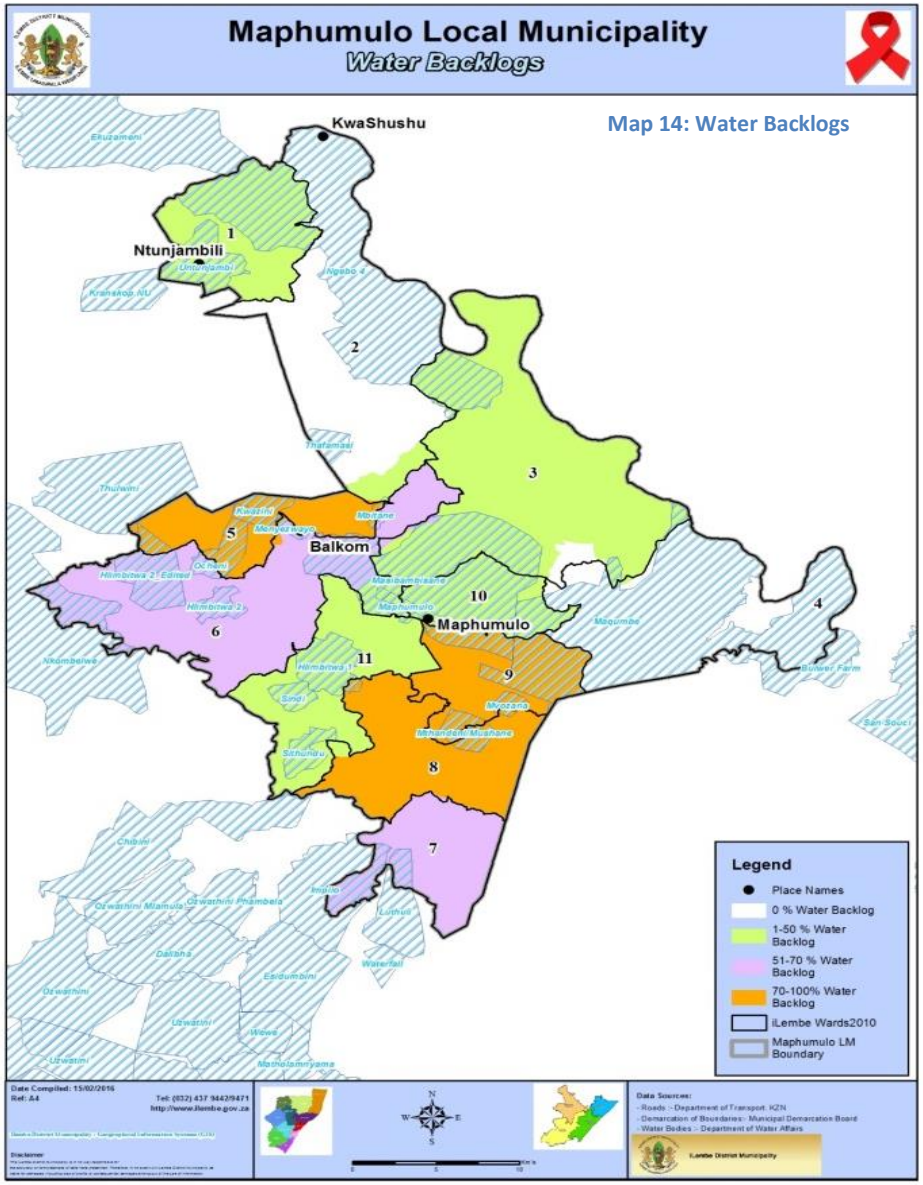
Maphumulo Municipality is cognizance that, the right to access to adequate water services is integral to the sustenance of human life. Ilembe District Municipality is the water service authority responsible for Maphumulo. It is also supported by Umngeni Water in terms of bulk water infrastructure. While the municipality remain fully committed in ensuring that its residents receive water and sanitation, its role remains a facilitative role since the iLembe District Municipality is the relevant authority for all four local municipalities within its jurisdiction including Maphumulo Municipality.

In terms of the Water Services Act, Act 108 of 1997, clause 12 (1), every water services authority must prepare and submit both a draft Water Services Development Plan (WSDP) and a summary of that plan. In addition, the Act requires that the water services authority must take "reasonable steps" to bring the draft water services development plan to the notice of consumers and invite public comment. The above requirement was completed and the WSDP was adopted by the iLembe Council in 2016.

Figure 54: Water Sources



The graph below shows the sources of water in Maphumulo Local Municipality. The graph shows that rivers and streams are the dominant source of water in the municipal area followed by regional/ local water scheme (operated by District or other water service providers).



Map 14: Water Backlogs

There are also other sources of water such as boreholes, water tankers, springs, rain water tanks and water vendors. Existing literature states that the municipality still faces water backlog challenges, however the local municipality with Ilembe District Municipality and Umngeni Water are working strenuously to improve the situation. The map below shows the existing water backlog challenges across the various parts of the municipal area in 2016. The water backlog varies for the different parts of the municipality. The table below shows the existing Water Backlog in Ilembe DM and it gives a break down for each of the municipalities in the District showing that over the years the water backlog in Maphumulo LM has been reduced. In the year of 2016 - 2017, water backlogs were lower or reduced when compared to the period of 2006 - 2007.

Figure 55: Access to pipe water

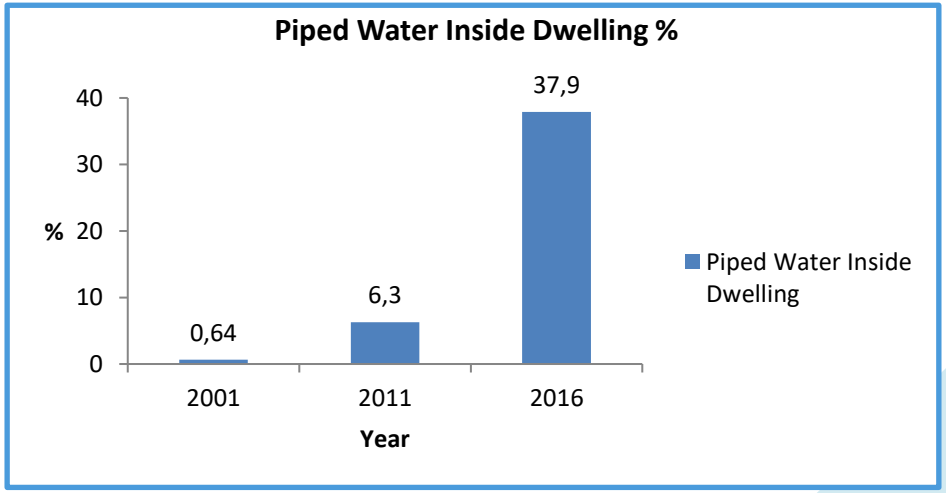


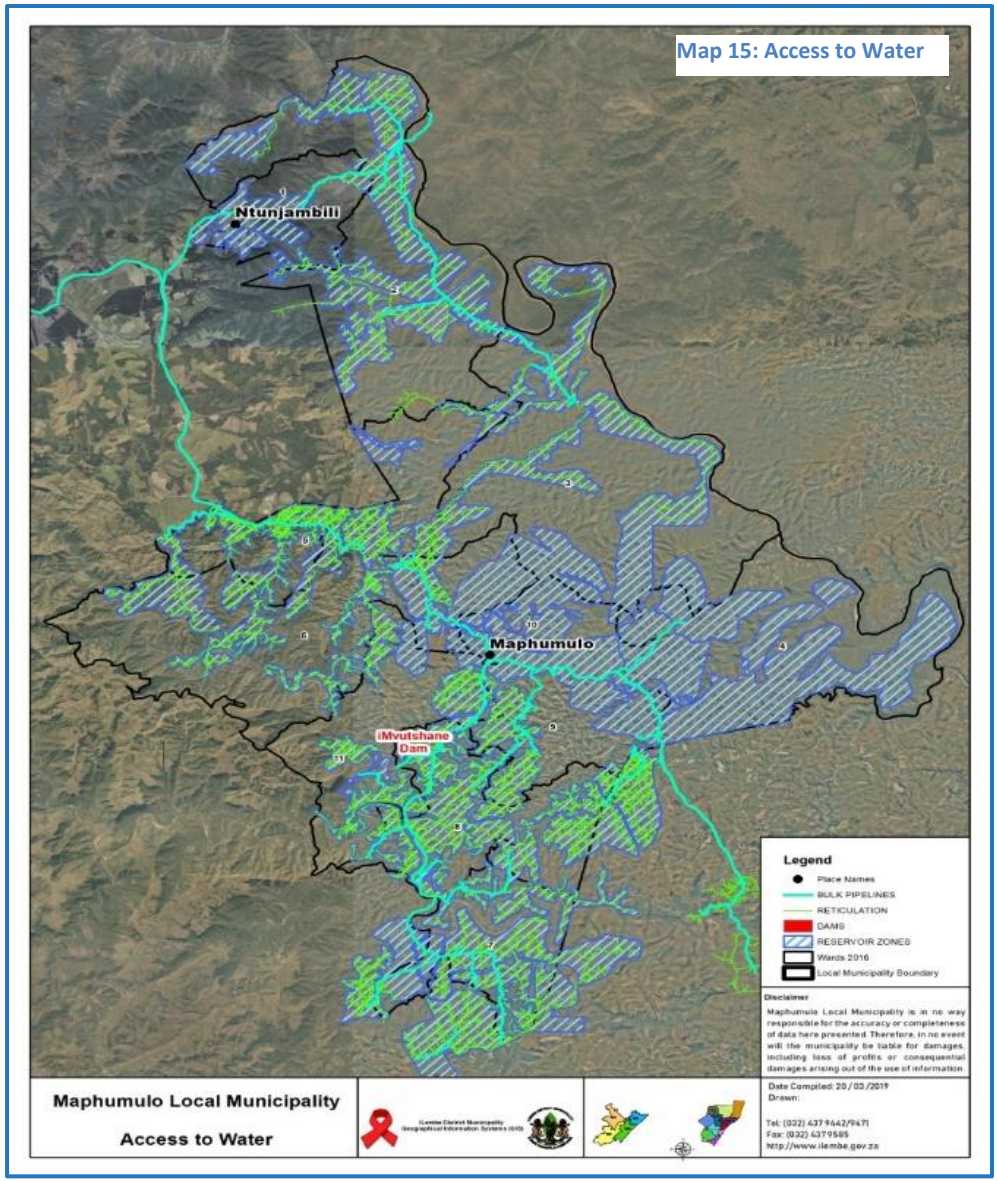
Table 12: Ilembe Water Backlog

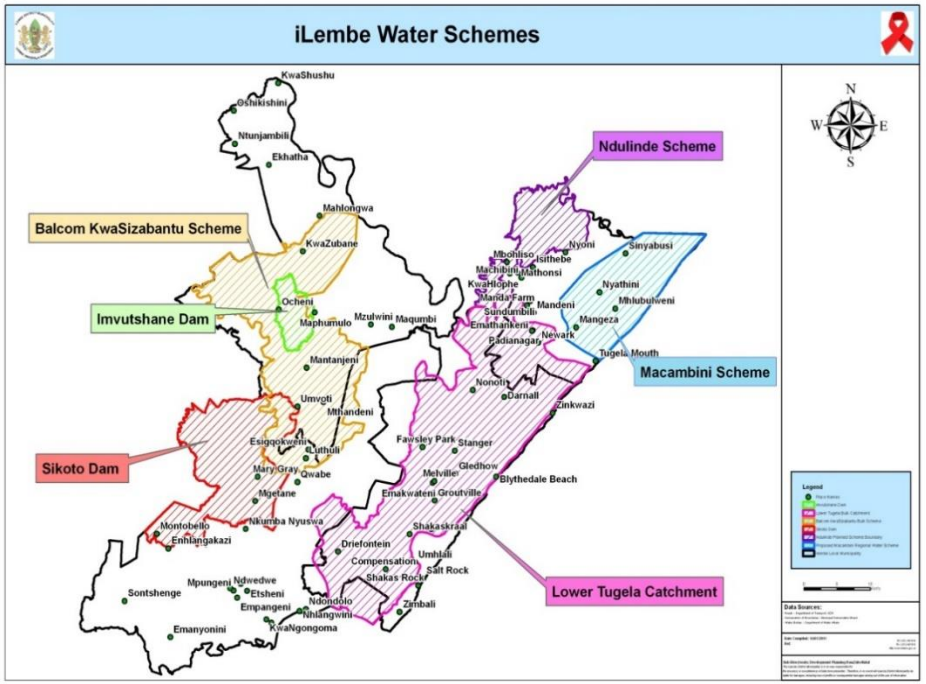
WATER														
Local Municipality	**Population**	**HH**	**2006/2007**	**2007/2008**	**2008/2009**	**2009/2010**	**2010/2011**	**2011/2012**	**2012/2013**	**2013/2014**	**2014/2015**	**2015/2016**	**2016/2017**	
Mandeni	131 830	37 798	25 913	24 081	23 461	23 081	23 031	20 930	20 793	20 741	20 665	19 747	19 635	
KwaDukuza	252 053	61 084	13 125	12 225	9 725	9 725	9 725	7 056	6 859	6 613	6 253	6 253	6 253	
Ndwedwe	208 447	33 459	15 917	14 236	8 057	7 298	6 255	5 346	4 419	4 419	4 419	4 419	4 419	
Maphumulo	212 909	27 606	21 119	20 119	13 221	12 373	11 116	10 369	8 884	8 079	7 160	5 614	5 614	
	805 239	159 947												
HH without access to Water			76 074	70 661	54 464	52 477	50 127	43 701	40 955	39 852	38 497	36 033		22,53 %
Achievements per year			400	5 413	16 197	1 987	2 350	6 426	2 746	1 103	1 355	2 464		
HH served			83 873	89 286	105 483	107 470	109 820	116 246	118 992	120 095	121 450	123 914		77,47%

In an endeavour to reduce water and sanitation backlog, and meet the future demands; iLembe District Municipality developed water and sanitation plan. This plan focuses on a 20 year horizon aimed at creating and delivering viable and sustainable water and sanitation infrastructure services. Below is the Executive summary of the master plan revelant to water.

Table 13: Water Demand Projections

WATER					
LOCAL MUNICIPALITY	**CURRENT DEMAND (ML/DAY)**	**5 YEARS DEMAND**	**10 YEAR DEMAND**	**20 YEAR DEMAND**	**ULTIMATE DEMAND**
KwaDukuza	58.42	94.34	110.44	156.17	292.17
Mandeni	29.83	45.45	47.33	51.72	76.72
Ndwedwe	15.26	22.59	22.59	22.59	24.89
Maphumulo	7.58	12.45	12.45	12.45	16.82
Total	111.09	174.84	192.80	242.83	410.80





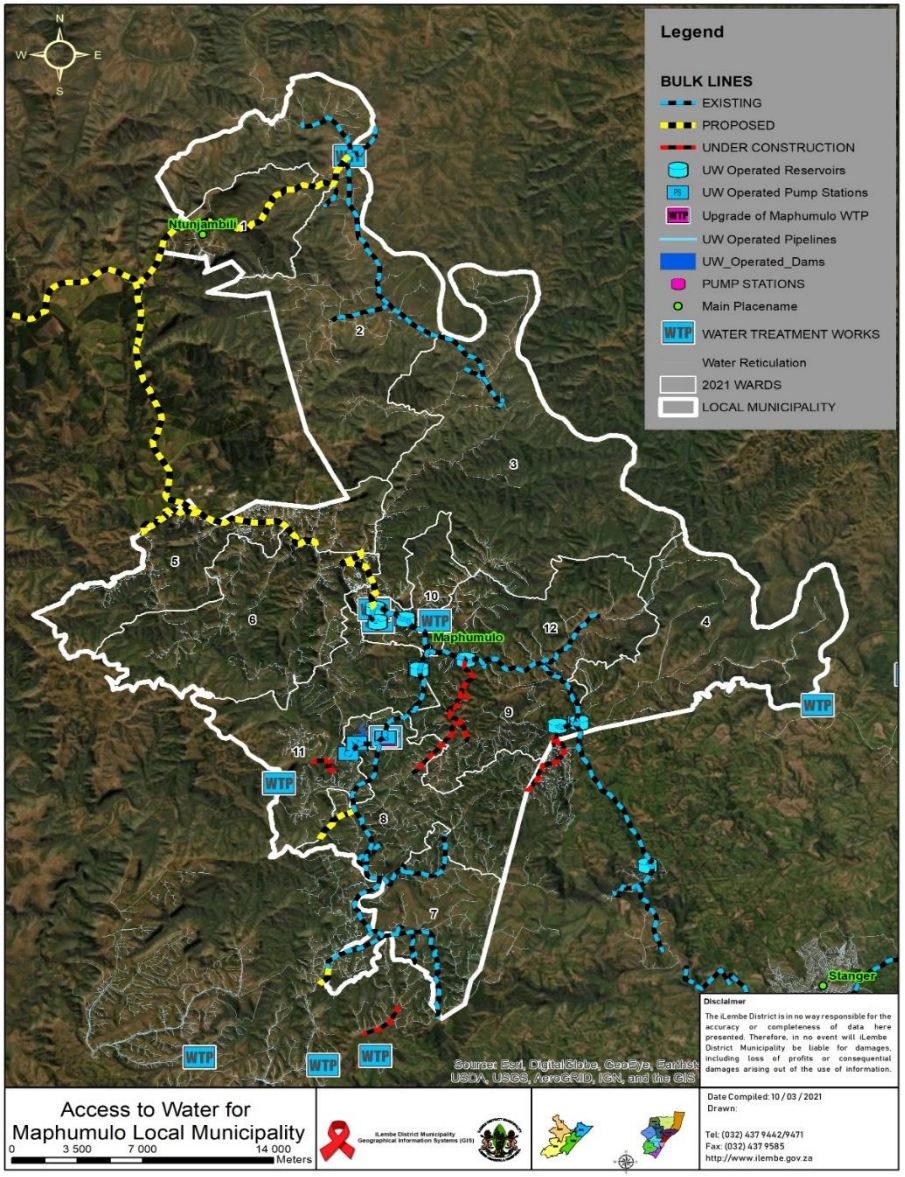
The population in Maphumulo is still facing hardships in access to piped water. The figure below shows the number of people that have access to piped water inside dwelling. In 2001, 0,64% of the population had access to piped water inside their dwellings, in 2011 only 6.3% of the population had access to piped water inside their dwellings and in 2016 37,9% of the population had access to piped water inside their dwellings. This means that there has been an increase in the number of households that have access to piped water over the years.

Having stated the above, the municipality still faces water backlogs challenge. However, the lack of access to piped water may lead to the

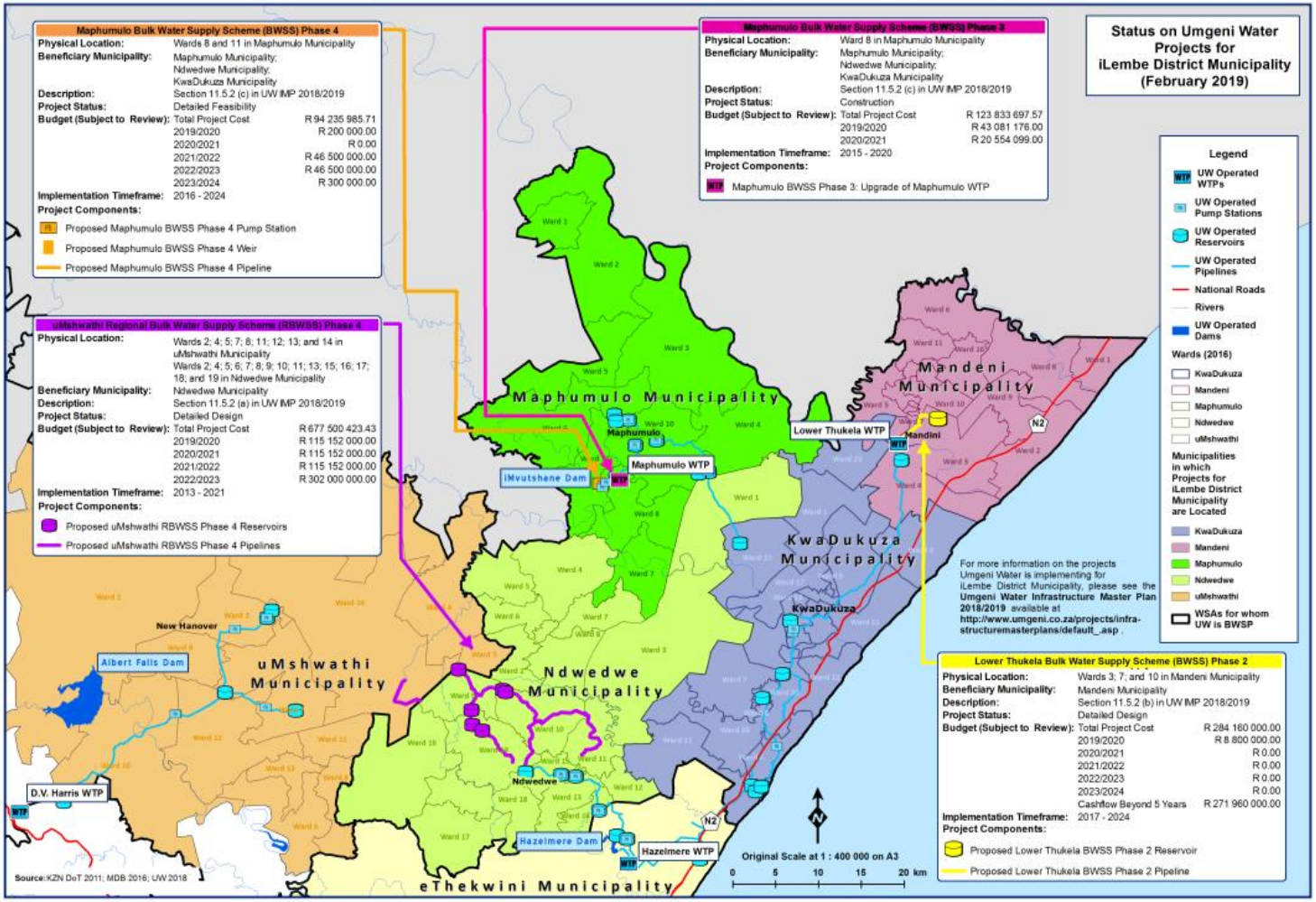
community sourcing for other unhealthy and untreated alternative sources such as streams, rivers and wells. These sources of water are vulnerable to contamination that can cause serious waterborne outbreak to the society. The map below indicates the areas covered by water reticulation, and the areas with access to reservoir but still lack reticulation within Maphumulo Municipal area

In recent years, iMvutshane Dam has been constructed as part of supply bulk water infrastructure. The iMvutshane Dam is located on the iMvutshane River approximately 10 km south of the town of Maphumulo and approximately 1 km upstream of the confluence of the iMvutshane and Hlimbithwa river. The iMvutshane Dam was constructed as part of the Maphumulo/KwaDukuza Sub Regional Water Scheme. The scheme is co funded by iLembe District Municipality and Umgeni Water, where Umgeni Water will focus on the implementation of the bulk system (including the dam) and iLembe District Municipality will focus on the reticulation networks up to the standpipes. The scheme will cover wards 4, 7, 8, 9, 10 and 11 of Maphumulo Local Municipality and ward 1, 2, 3, 4 and 7 of Ndwedwe Local Municipality. The extent of the scheme is from Maphumulo to KwaDukuza. The scheme will serve a total of 77,900 people residing in some 17,084 households. Phase 1 which includes a raw water pump station and rising main has been completed. Phase 2 which includes the construction of iMvutshane Dam was commissioned in April 2015. However, due to the 2014/15 drought, the dam only started providing water in September 2016.

Ngcebo bulk water scheme project is an extension to the iLembe implemented reticulation project. Water is abstracted from the DWA owned Madungela



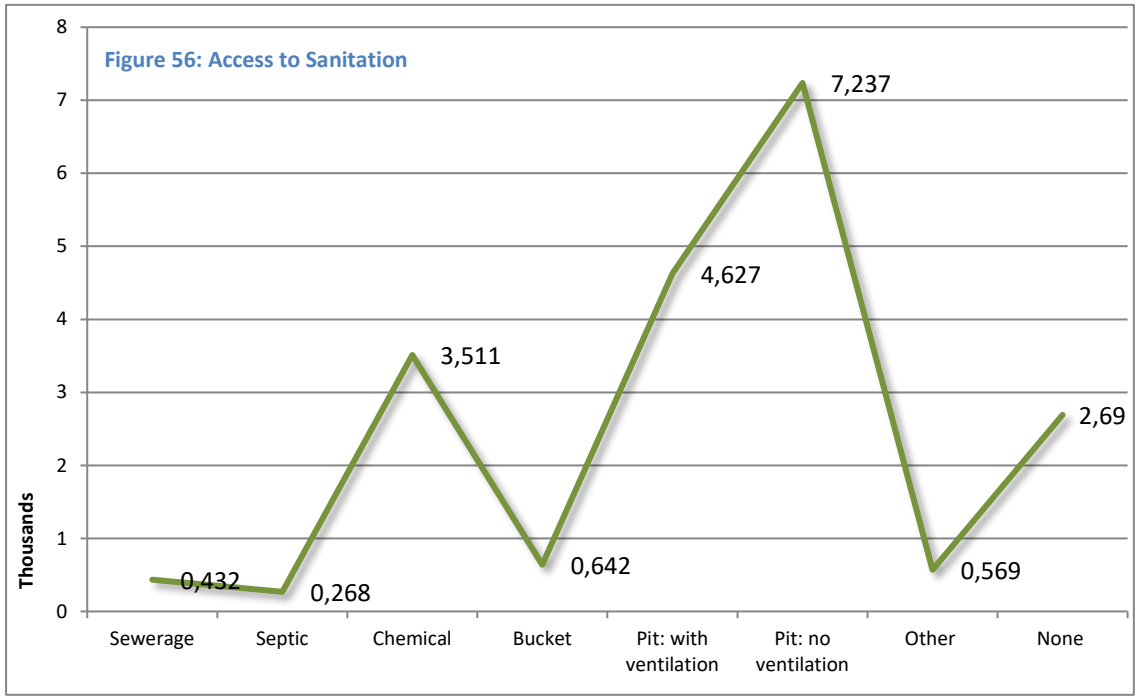
Raw water reservoir and pumped via a 200-250 diameter pipeline and additional raw water storage reservoir to the 1Ml/day Ngcebo Raw water package treatment works. Map 1 beside indicate that Maphumulo municipality, ward 8 and ward 11 will benefit from phase 3 and phase 4 of the Bulk water supply scheme undertaken by uMngeni water. This project will amount to R 218 069 683, but it is not limited to Maphumulo.

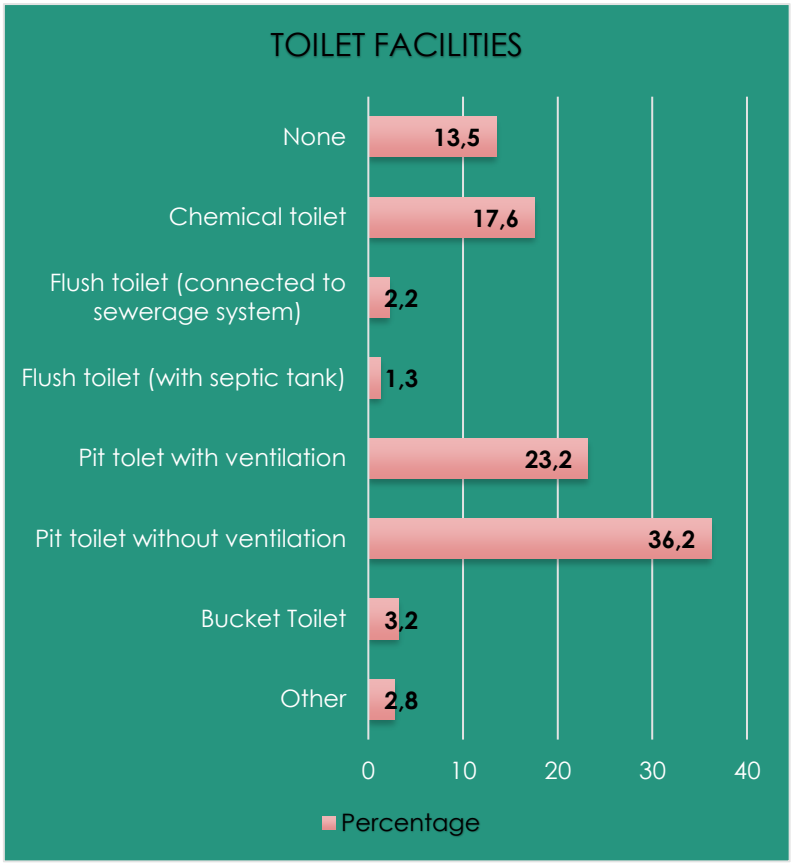


3.5.1.2 *SANITATION INFRASTRUCTURE*

South Africa has placed an on-going focus on the reduction of the sanitation backlog by ensuring universal access to sanitation since the dawn of our democracy. Therefore, ensuring access to safe sanitation is a key priority for Maphumulo Local Municipality. However, there are still challenges in the delivery of sustainable sanitation services that must be addressed. The figures below illustrate that a certain percentage of households in Maphumulo Local Municipality do not have access to toilet facilities (13, 5%) meanwhile others have or use a number of

different toilet facilities which include the following: chemical toilets; bucket toilets; pit toilet without ventilation; pit toilet with ventilation, flush toilets with septic tank and flush toilets connected to sewerage system.





SANITATION	
Sewerage	432
Septic	268
Chemical	3511
Bucket	642
Pit: with ventilation	4627
Pit: no ventilation	7237
Other	569
None	2690

Existing literature on the municipal area and spatial maps illustrate that Maphumulo Local Municipality has already existing and planned sanitation infrastructure. The map below illustrates the existing and planned sanitation infrastructure within the municipal area which includes the following:

- Existing wastewater treatment works;
- Proposed wastewater treatment works;

- Proposed pump stations;
- Proposed WWTP Catchments;
- Existing sewage mains;
- Proposed Sewer Gravity Mains; and
- Proposed Sewer Pumping Mains.

Addressing backlogs in access to sanitation is of paramount importance to the local municipality. The Community Survey of 2016 highlighted that 37, 9% of households have access to flushed toilets connected to sewerage system. Only 2.16 % of the Maphumulo flush toilets were connected to sewerage in 2011 which is far below than the district, provincial and national average that were 22.5%, 40.4% and 57% respectively in the same year (i.e. 2011). This means that majority of the households in the municipal area use latrine and other insanitary types of toilets which are prone to contaminate water sources in the area. The lack of access to sanitation has an impact not only on public health but also on human dignity. In an endeavour to reduce sanitation backlog and meet the future demand; iLembe District Municipality developed a water and sanitation plan. This plan focuses on a 20-year horizon aimed at creating and delivering viable and sustainable sanitation infrastructure services. Below is the Executive summary of the master plan relevant to sanitation.

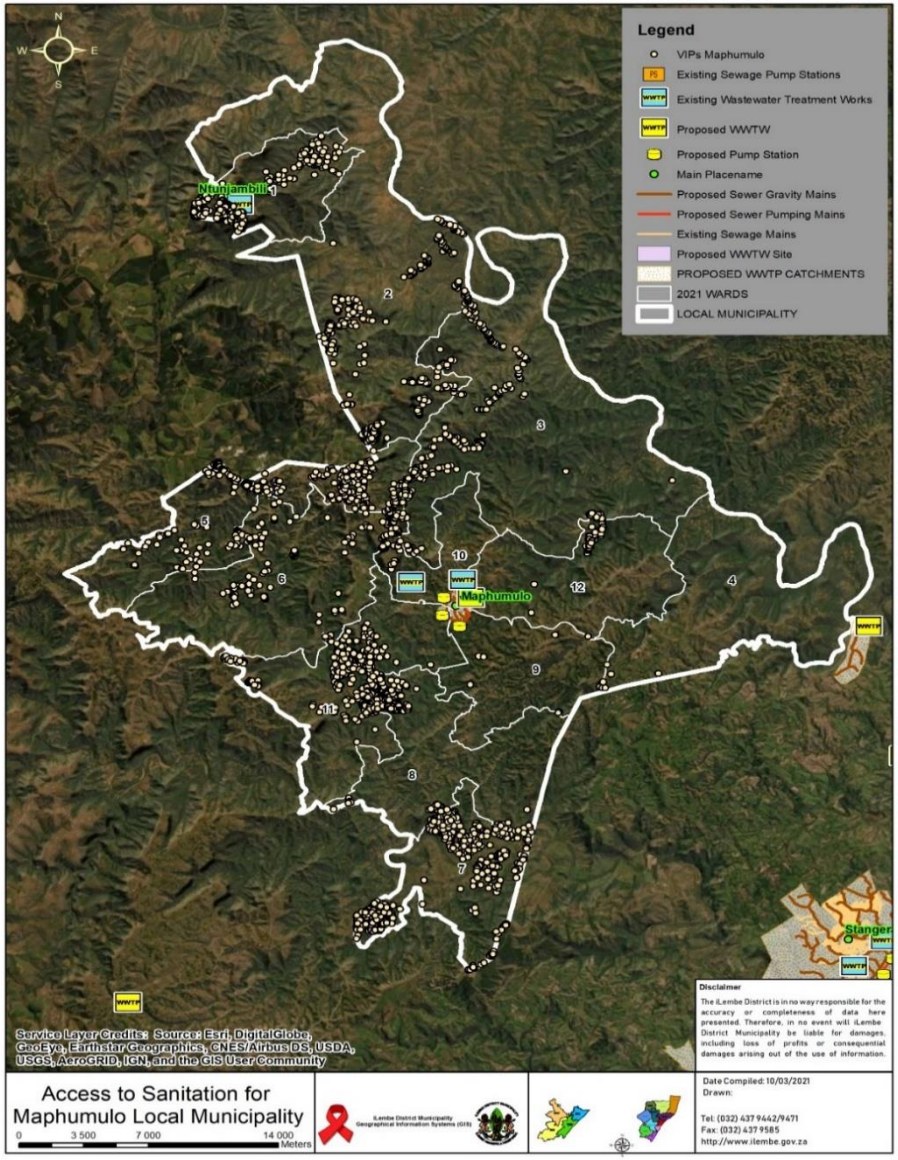


Table 14: Ilembe Sanitation Backlog

SANITATION														
Local Municipality	Population	HH	2006/2007	2007/2008	2008/2009	2009/2010	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	
Mandeni	131 830	37 798	12 491	10 691	10 691	9 841	8 167	6 767	5 256	3 786	2 919	1 892	1 892	
KwaDukuza	252 053	61 084	12 456	12 456	12 456	12 456	12 311	12 311	12 311	12 311	12 311	12 311	12 311	
Ndwedwe	208 447	33 459	22 231	18 061	17 478	14 961	12 660	11 116	9 395	7 995	6 805	5 053	5 053	
Maphumulo	212 909	27 606	25 445	21 977	21 977	21 539	19 440	18 040	17 169	15 769	14 579	13 182	13 182	
	805 239	159 947												
HH without access to sanitation		45,40%	72 623	63 185	62 602	58 797	52 578	48 234	44 131	39 861	36 614	32 438	32 438	20,28 %
Achievements per year			6 374	9 438	583	3 805	6 219	4 344	4 103	4 270	3 247	4 176	4 176	
HH served			87 324	96 762	97 345	101 150	107 369	111 713	115 816	120 086	123 333	127 509	127 509	79,72 %

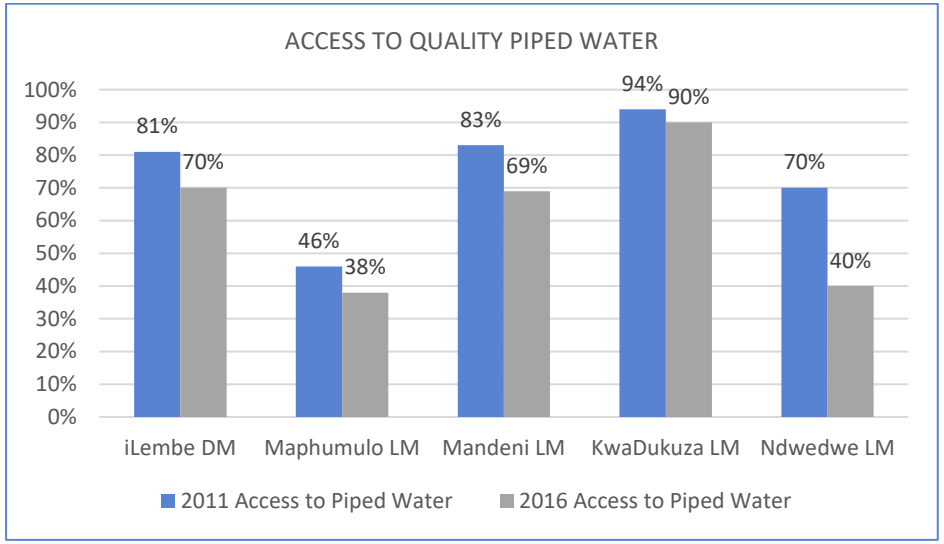
Table 15: Sanitation Demand Projections

SANITATION					
LOCAL MUNICIPALITY	CURRENT DEMAND (ML/DAY)	5 YEARS DEMAND	10 YEAR DEMAND	20 YEAR DEMAND	ULTIMATE DEMAND
KwaDukuza	58.42	94.34	110.44	156.17	292.17
Mandeni	29.83	45.45	47.33	51.72	76.72
Ndwedwe	15.26	22.59	22.59	22.59	24.89
Maphumulo	7.58	12.45	12.45	12.45	16.82
Total	111.09	174.84	192.80	242.93	410.60

3.5.1.3 WATER SERVICE AUTHORITY: ILEMBE DISTRICT

In 2003 the district became the Water Services Authority and Water Services Provider for the iLembe region and the Municipality's Water Services Development Plan (WSDP) was adopted in 2016. It is the role of the Technical Services Department to provide water and sanitation services throughout the district thereby eliminating backlogs. Below is a graph portraying the level of access to quality piped water within iLembe, as per the data collected by Statistics South Africa through the Census of 2011 compared with the Community Survey of 2016.

Figure 57: Access to Water in Ilembe DM

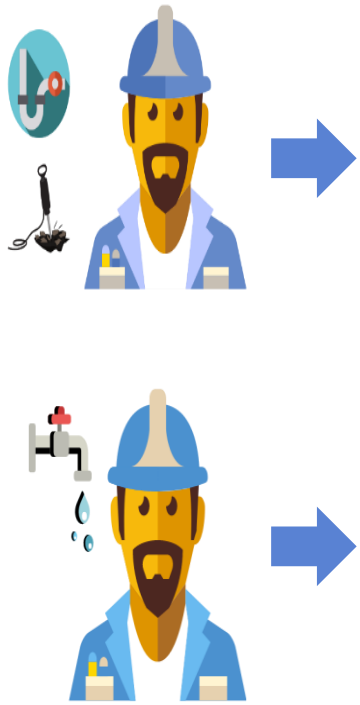


The graph above depicts a partial picture of the reality on the ground. For instance, the percentage of people with access to water decreased significantly in 2016. This was primarily due to the drought conditions that was prevailing at the time.

3.5.1.4 WATER AND SANITATION CHALLENGES

The following infrastructural characteristics, issues and challenges impact on the future development of the iLembe District and need to be taken forward in the IDP Process:

Figure 58: Water and Sanitation Challenges



WATER CHALLENGES

- Vandalism and cable theft at pump stations
- Aging Infrastructure.
- Faulty prepaid Meters.
- Water theft.

SANITATION CHALLENGES

- Desludging of VIP toilets requires substantial financial resources
- Availability of budget challenges
- High sewer Backlogs
- Skills Shortage
- High water table – Need to upgrade from VIP toilets

3.5.1.5 SUMMARY OF BACKLOGS AND ACHIEVEMENTS

The following tables outline the backlog recorded per financial year and the achievement per Local Municipality. This Assessment relates to a period from 2011/2012 to 2019-2020 for water and sanitation service delivery. The current backlogs in terms of water is 15.56% and sanitation is 13.32%.

WATER

Local Municipality	Population	Households	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/20	Percentage of hh served to date
Mandeni	147,808	45,678	23,031	20,930	20,793	20,741	20,665	19,747	19,613	19,613	19,613	19,613	
KwaDukuza	276,719	91,284	9,725	7,056	6,859	6,613	6,253	6,253	6,253	6,253	6,253	6,253	
Ndwedwe	143,117	33,883	6,255	5,346	4,419	4,419	4,419	4,419	4,419	4,419	3,919	3,919	
Maphumulo	89,969	20,524	11,116	10,369	8,884	8,079	7,160	5,614	1,664	1,063	1,063	1,063	
	657,613	191,369											
HH without access to Water			50,127	43,701	40,955	39,852	38,497	36,033	31,949	31,348	29,785	29,785	15.56%
Achievements per year			2,350	6,426	2,746	1,103	1,355	2,464	4,084	601	1,604	-	
HH served			141,242	147,668	150,414	151,517	152,872	155,336	159,420	160,021	161,625	161,625	84.46%
Calculation for water backlog:													
Backlog for 2017/2018	16.38%	(31 348/191 369)											
Backlog for 2018/2019	15.56%	(29 785/191 369)											
% decrease in backlog as at end of June 2019	**0.82%**	(1 604/191 369)											

SANITATION

Local Municipality	Population	Households	2010/2011	2011/2012	2012/2013	2013/2014	2014/2015	2015/2016	2016/2017	2017/2018	2018/2019	2019/20	Percentage of hh served to date
Mandeni	147,808	45,678	8,167	6,767	5,256	3,786	2,919	1,892	1,571	799	638	78	
KwaDukuza	276,719	91,284	12,311	12,311	12,311	12,311	12,311	12,311	12,311	12,311	12,311	12,311	
Ndwedwe	143,117	33,883	12,660	11,116	9,395	7,995	6,805	5,053	4,741	3,947	3,347	2,120	
Maphumulo	89,969	20,524	19,440	18,040	17,169	15,769	14,579	13,182	12,922	12,150	11,550	10,990	
	657,613	191,369											
HH without access to sanitation			52,578	48,234	44,131	39,861	36,614	32,438	31,545	29,207	27,846	25,499	13.32%
Achievements per year			6,219	4,344	4,103	4,270	3,247	4,176	893	2,338	1,361	2,347	
HH served			138,791	143,135	147,238	151,508	154,755	158,931	159,824	162,162	163,523	165,870	86.68%
Calculation for sanitation backlog:													
Backlog for 2017/2018	15.26%	(29 207/191 369)											
Backlog for 2018/2019	14.55%	(27 846/191 369)											
% decrease in backlog as at end of June 2019	**0.71%**	(1 361/191 369)											

3.5.1.6 ILEMBE DISTRICT MUNICIPALITY WATER AND SANITATION OPERATIONS AND MAINTENANCE PLAN

The iLembe District Water and Sanitation Operations and Maintenance Plan was adopted on 29 March 2022 whilst the iLembe district Water and Sanitation Master Plan attached as Annexure E which was adopted by Council during the 2017/2018 financial year. The purpose of the iLembe District Water and Sanitation Operations and Maintenance Plan is to highlight the methodologies and calculations used in deriving a renewals, operations and maintenance planning framework for the iLembe District Municipality's Water and Sanitation Infrastructure; as well as Building Infrastructure. The intent of the maintenance plan is to allow for the Municipality to make relatively well-informed priority decisions pertaining to the replacement or renewal, as well as operations and maintenance strategies for this subset of municipal infrastructure. The Operations and Maintenance plan is currently being implemented and Operational and maintenance (O & M) costs have been calculated for the proposed scope of work confirmed within the Water and Sanitation Master Plan.

From a service delivery perspective, the maintenance of water and sanitation infrastructure is critical to ensuring access of such basic services to communities within the municipality. It must be noted that the operations and maintenance plan is based on information gathered to date and the iLembe District Municipality performs ongoing detailed investigations of the data pertaining to water and sanitation infrastructure.

3.5.1.7 WATER QUALITY MANAGEMENT

ILembe District Municipality (IDM) monitors the water quality it supplies to consumers and residents as well as monitoring the waste water effluent it discharges into the environment. This monitoring occurs on a daily, weekly, monthly and annually on a variety of parameters as per the Blue drop (water) and Green drop (waste water) as required by the Department of Water and Sanitation (DWS).

Unfortunately, independent audits by DWS in terms of Blue Drop and Green Drop have not been carried out by DWS in recent years so no results have been published. However, IDM captures quality results onto the IRIS system as developed by DWS. The Blue and Green Drop systems for capturing results migrated to the IRIS system in October 2018. IDM utilizes the services of an independent, accredited laboratory to sample the various sites within the district.

3.5.1.8 GREEN DROP

The green drop system has been designed by DWS to specifically to monitor the performance of waste water treatment works. Currently IDM has 13 facilities that it monitors including three (3) that are operated by Siza Water (Sheffield, Frasers and Shakaskraal). The waste water works have been underperforming in recent years due to a variety of factors including but not limited to:

- Ageing infrastructure;
- Lack of process knowledge by process controllers; and

- Lack of laboratory equipment on sites.

The above challenges can be addressed through proper training of staff and investment in the treatment works to repair, replace and /or refurbish malfunctioning process units. Plans are afoot currently to construct a regional waste water scheme (in planning phase) in KwaDukuza to address the limitations of the current infrastructure limitations of the area as well as to upgrade the Sundumbili waste water works in the foreseeable future.

3.5.1.9 BLUE DROP

The blue drop system regulates the management of water quality at both treatment works and reticulation sites including reservoirs and other critical sampling points that may affect water quality. IDM has 38 water supply systems (ranging from boreholes to fully functional water treatment works) as per blue drop system supplying most of the residents and consumers within the district. In addition to such supplies residents are also supplied via water tankers with water sourced from IDM or Umgeni Water treated water. This is due to lack of suitable raw water sources close to where the communities reside. During the 2017 /2018/2019 period , 2 major water projects , Lower Tugela water Project and the Mvotshane water Project (managed by Umgeni Water) have come more fully into operation and thus has provided relief to consumers obtaining water from these sources. The water quality is of a high standard and complies with SANS 241:2015 water quality standards.

The challenges faced with regard to water quality include:

- Low chlorine dosages affecting the microbiological quality of water;
- Incorrect dosing that affects the turbidity of final water;
- Inability of some treatment plants to adequately remove iron and manganese;
- Limited process knowledge of the process controllers;
- Malfunctioning process units that inhibit correct water quality standards; and
- Lack of laboratory equipment on sites.

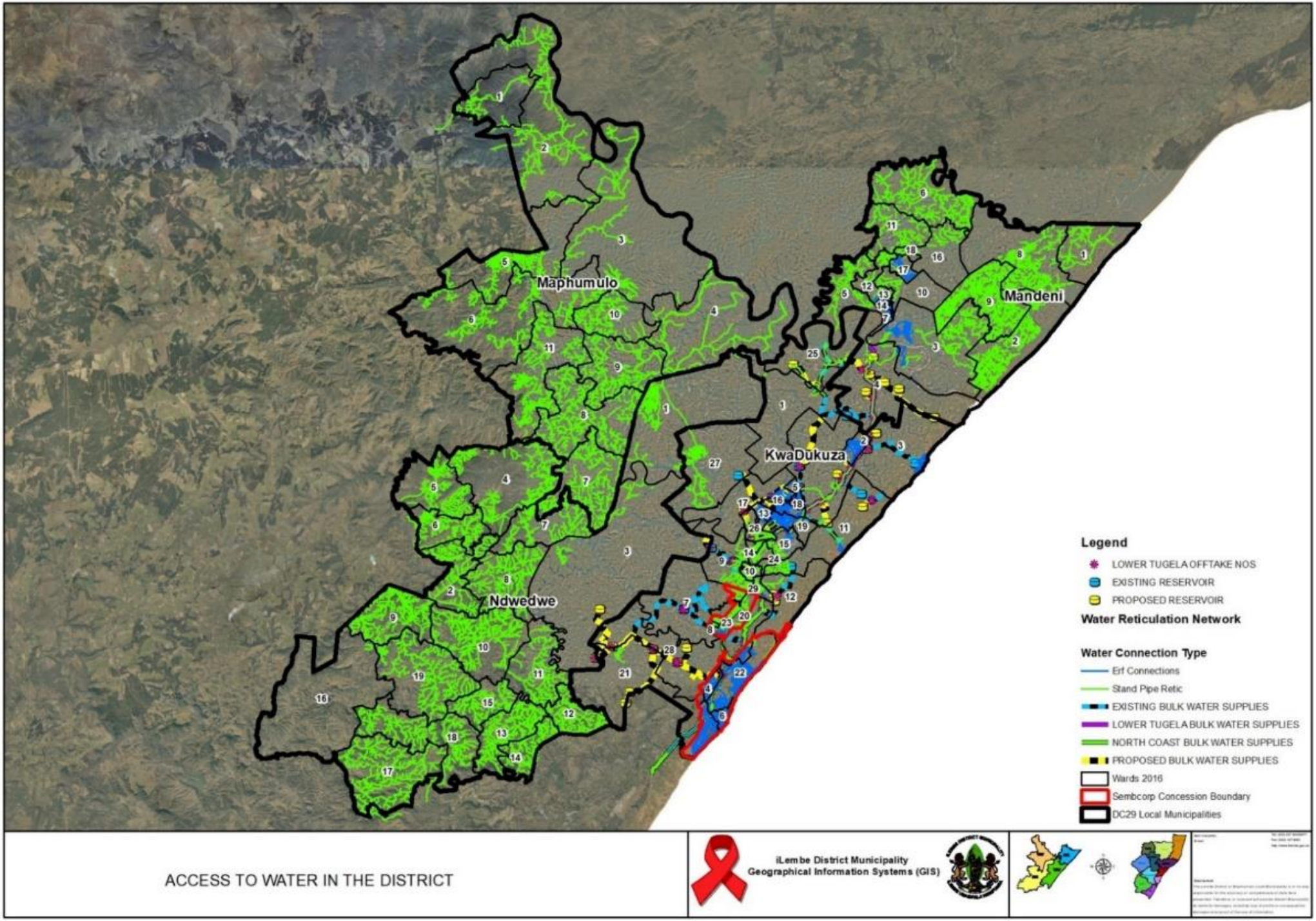
These challenges can be overcome by investing in upgrading some treatment works to deal with the water quality standards as well as training process controllers to better manage the water quality at these facilities. IDM has gone out to tender for water treatment chemicals and has successfully appointed two companies to supply water treatment chemicals to IDM sites. The appointed companies will assist IDM with the challenges faced with regard to water quality issues and ensure that acceptable water quality is achieved at all sites. The lack of laboratory equipment on sites poses a serious challenge as the process controllers are unable to monitor the water quality on a daily basis.

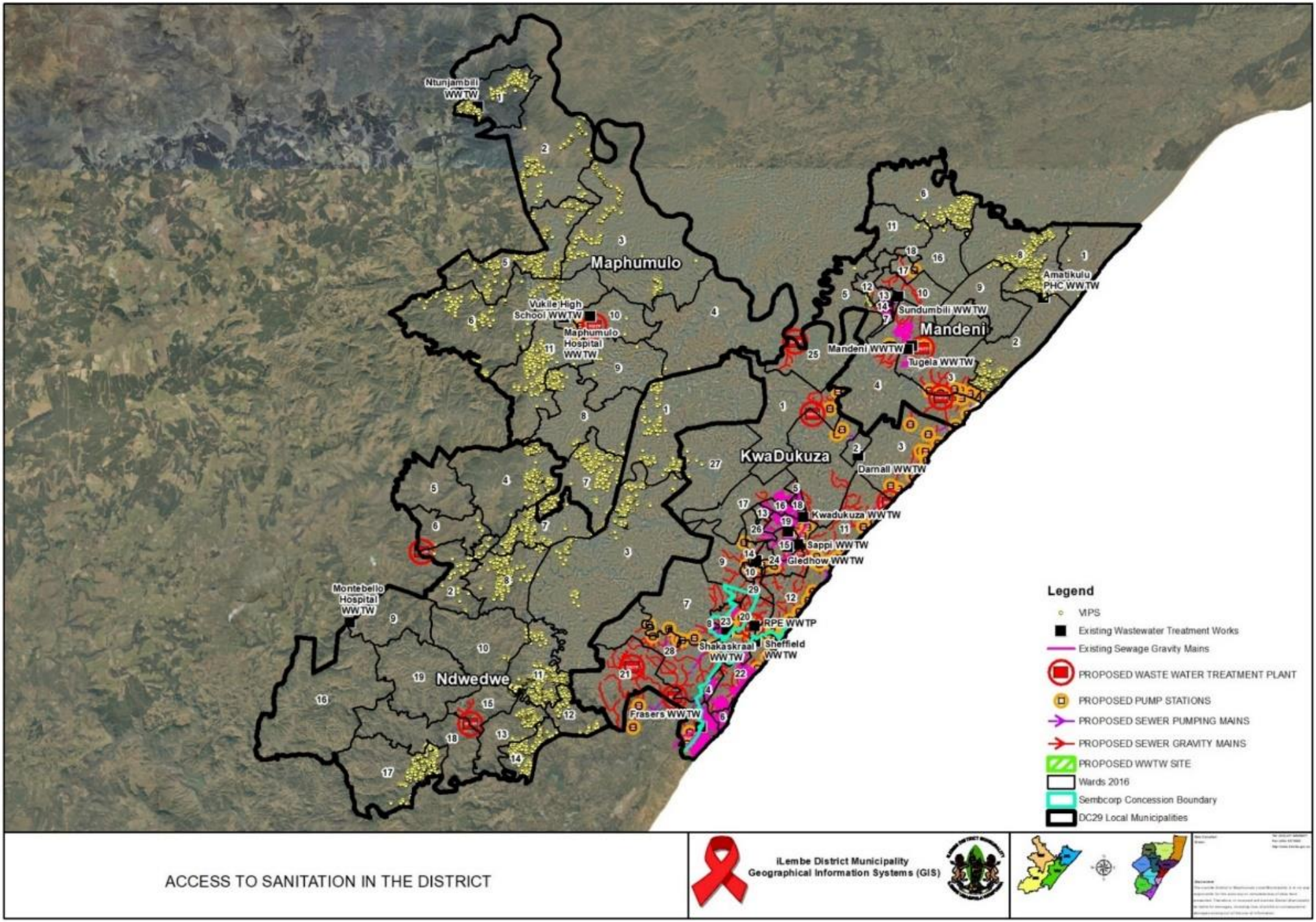
3.5.1.10 2022 KZN FLOODS IMPACT ON WATER & SANITATION INFRASTRUCTURE

On 11-13 April 2022, severe flooding and landslides caused by heavy rainfall affected southern and south-eastern South Africa, particularly the Provinces of KwaZulu-Natal and Eastern Cape. The floods has resulted in high levels of turbidity in all three water treatment plants

that are supplying iLembe District Municipality. This has forced Umgeni to drastically reduce the production and at times temporary shut down some plants. This has adversely impacted our storage reservoirs. Heavy rains and storm have flooded most of our strategic sewer waste water treatment works. Also pipelines and associated water infrastructure have been severely damaged. Some of our plant (TLB's) and equipment have submerged and flooded including the Technical services offices. The below illustrates the assessment of infrastructure damaged as a result of the floods which has cost implications for the Municipality.

N.O.	DAMAGED INFRASTRUCTURE	DESCRIPTION
1.	**Maphumulo Water works**	Continuously affected by electricity cuts and it's not reaching designed capacity of 9ML. Also, borehole at G2-Oqaqeni got washed away which is servicing about 150 HH = Estimated costs R 800 000
2.	**Inaccessibility of the roads**	It is still a challenge to deliver water in many areas as roads are muddy and makes it difficult to navigate on hilly terrains of Ilembe. This is affecting communities and schools. More water tankers are required = Estimated costs R18M (3 months -District wide) 4 KDM, 4 Ndwedwe, 4 Maphumulo
3.	**Pipelines Washed away**	Approximately 8 Kilometers of pipeline have been exposed to heavy rainfall and ultimately got washed away; = Estimated costs R20M
4.	**Pump Stations**	are severely damaged and could not cope with excessive stormwater ingress leading to inability to pump the sewers to treatment areas
5.	**Plants and equipment**	TLB and 2 bakkies were flooded and submerged on water = Estimated costs R 500 000
6.	**Technical Services offices**	The municipality was hit hard by floods as such most of the offices that are utilized by technical department flooded = Estimated costs R250 000
7.	**Maphumulo (Mthandeni, Snamafini) 1km pipe washed off**	IDM Plumbing Team temporarily reinstated supported with pillars, but pipe is exposed, as sand is eroded. Estimated costs R2m
8.	**Maphumulo along Road P711**	Approx. 3km Pipeline eroded, all pipes exposed and hanging – Estimated costs – R6m
9.	**Material Stores Building (Warehouse):**	Flooded and all stock got damaged. Damage cost of R4m


Maphumulo
Mandeni
KwaDukuza
Ndwedwe
Legend
LOWER TUGELA OFFTAKE NOS
EXISTING RESERVOIR
PROPOSED RESERVOIR
Water Reticulation Network
Water Connection Type
Erf Connections
Stand Pipe Retic
EXISTING BULK WATER SUPPLIES
LOWER TUGELA BULK WATER SUPPLIES
NORTH COAST BULK WATER SUPPLIES
PROPOSED BULK WATER SUPPLIES
Wards 2016
Sembcorp Concession Boundary
DC29 Local Municipalities
ACCESS TO WATER IN THE DISTRICT
iLembe District Municipality
Geographical Information Systems (GIS)

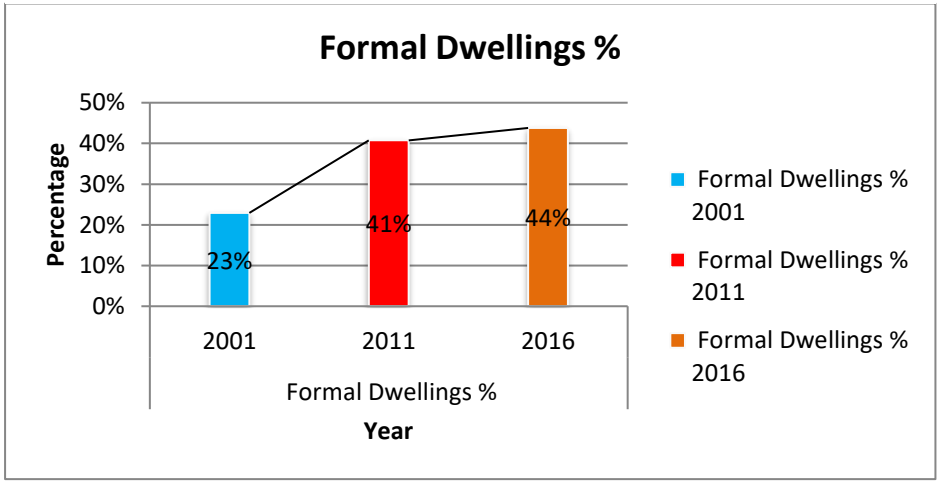

Ntunjambili WWTW
Maphumulo
Vukile High School WWTW
Maphumulo Hospital WWTW
Amatikulu PHC WWTW
Sundumbili WWTW
Mandeni
Mandeni WWTW
Tugela WWTW
KwaDukuza
Darnall WWTW
Kwadukuza WWTW
Sappi WWTW
Gledhow WWTW
Montebello Hospital WWTW
RPE WWTP
Shakaskraal WWTW
Sheffield WWTW
Ndwedwe
Frasers WWTW
Legend
VIPS
Existing Wastewater Treatment Works
Existing Sewage Gravity Mains
PROPOSED WASTE WATER TREATMENT PLANT
PROPOSED PUMP STATIONS
PROPOSED SEWER PUMPING MAINS
PROPOSED SEWER GRAVITY MAINS
PROPOSED WWTW SITE
Wards 2016
Sembcorp Concession Boundary
DC29 Local Municipalities
ACCESS TO SANITATION IN THE DISTRICT
iLembe District Municipality
Geographical Information Systems (GIS)

3.5.2 HUMAN SETTLEMENTS

The Human Settlements function in the Maphumulo Municipality falls under the Economic Development and Planning Department and the official responsible for human settlements is the Manager: Human Settlements. The Municipality has also established a Housing forum which consists of officials from the Department of Human Settlements, iLembe District, Implementing agents and ward Councillors. The forum was established to facilitate discussion on low cost housing issues within the municipality and the forum can be confirmed as functional. At the present, the Municipality has a small Human Settlements unit which comprises of Manager: Human Settlements and a Housing Officer.

3.5.2.1 HOUSING BACKLOG

Figure 59: Formal Dwelling



The Municipality takes all reasonable and necessary steps within the framework of National and Provincial legislation and municipal policies to ensure (1) the inhabitants within the jurisdiction of the Maphumulo Municipality have access to adequate houses on a progressive basis.(2) Conditions not conducive to the health and safety of the inhabitants are prevented. According to Community Survey 2016, the formal dwellings in Maphumulo grew to 44% in 2016 and the Census 2011 revealed that it was 41% compared to 23% in 2001. This may imply that the municipality is encouragingly addressing the housing backlog in the municipal area.

3.5.2.2 PROVISION OF HOUSING IN MAPHUMULO

The Municipality takes all reasonable and necessary steps within the framework of National and Provincial legislation and municipal policies to ensure all inhabitants within the jurisdiction of the Maphumulo Municipality have access to adequate houses. All housing projects are classified under the subsidy mechanism applied to rural housing projects as most projects are on Ingonyama Trust Land. However, the municipal housing development plan has been finalised and adopted. Below, is a list of the current status of housing projects within the municipal area.

3.5.2.3 PROJECTS UNDER CONSTRUCTION

Great progress has been made in the past financial years with the completion of five housing projects, namely; Nodunga, Mabomvini, Cele, Mthandeni and KwaHlongwa. The remaining projects are still under construction as depicted below.

Table 16: Current Housing Projects

HOUSING PROJECT	NUMBER OF HOUSES	PROGRESS
Maphumulo Community Residential Units (CRU)	150	Feasibility Study
Qadi Rural Housing	1000	Planning Stage
Zubane Rural Housing Project	1000	Planning Stage
Nombokojwane Rural Housing Project	1000	Planning Stage
Ward 2 Rural Housing Project	1500	Planning Stage
Maqumbi Rural Housing	1500	Under Construction
Ward 7 OSS 10 UNITS	10	Under Construction
Embo Rural Housing	635	Under Construction (365 Outstanding)
Amambedu Rural Housing	998	Under Construction (11 Outstanding)
Mkhonto Rural Housing	993	Under Construction (7 Outstanding)
Ngcolosi Rural Housing	932	Completed
Nodunga Rural Housing	982	Completed.
Mabomvini Rural Housing Project	840	Completed.
Cele Rural Housing Project	500	Completed.
Mthandeni Rural Housing	1000	Completed.
KwaHlongwa Rural Housing	1003	Completed
TOTAL	**13 953**	

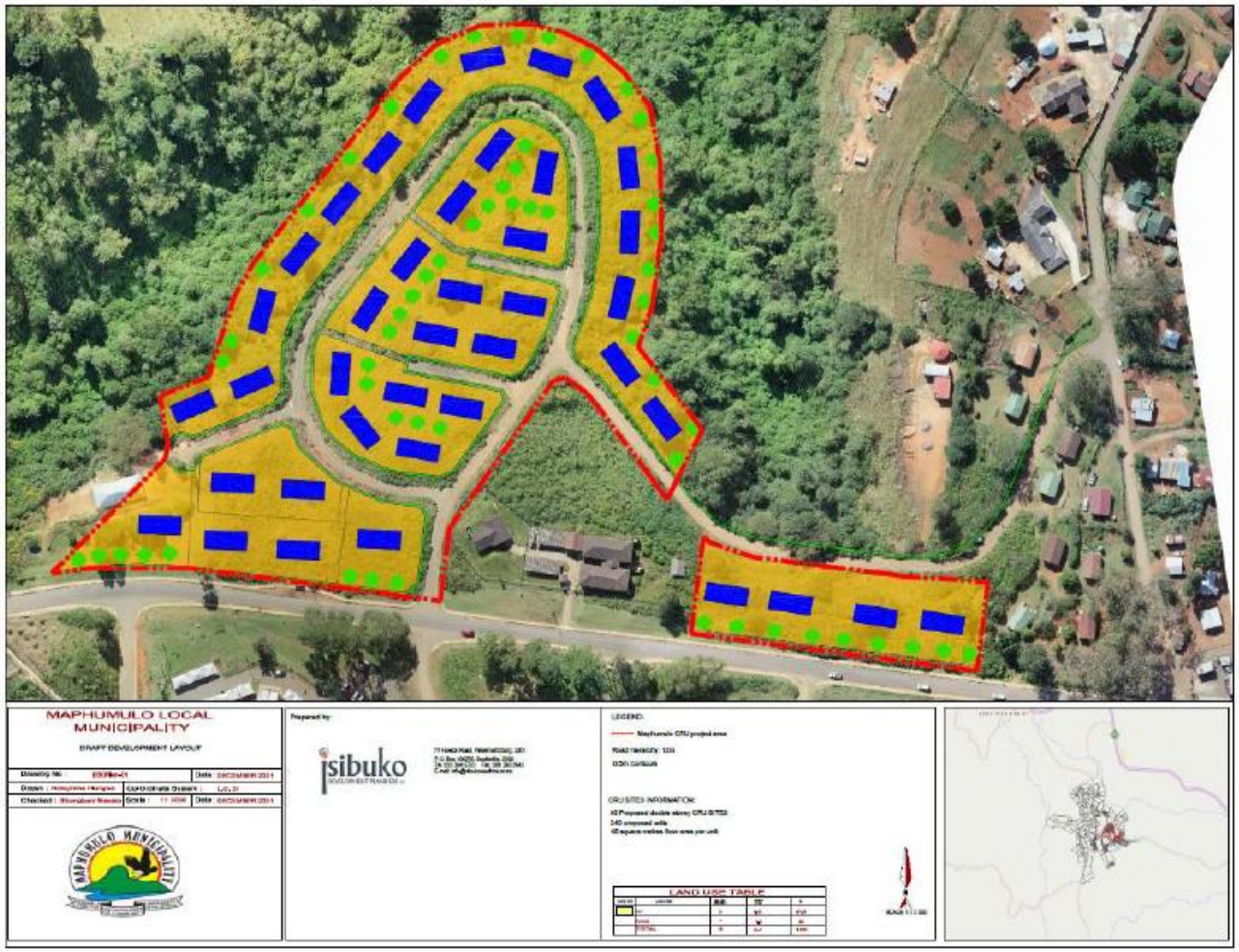
3.5.2.1 ALTERNATIVE HOUSING PROJECTS

The Municipality has managed to complete six housing projects, totaling over 5 257 units. However, the provision of alternate/social and gap housing is essential in dealing with the ever increasing backlog and to expand the number of alternative ways for societies to access tenure security and basic services. The municipality is investigating the possibility of higher densities within the town centre. At present, research is underway for the establishment of social/gap housing within the town. In undertaking this task, the municipality has taken a decision to engage Ingonyama Trust Board about development rights, given the fact that most of the developable land lies under Ingonyama Trust Board (ITB) areas.

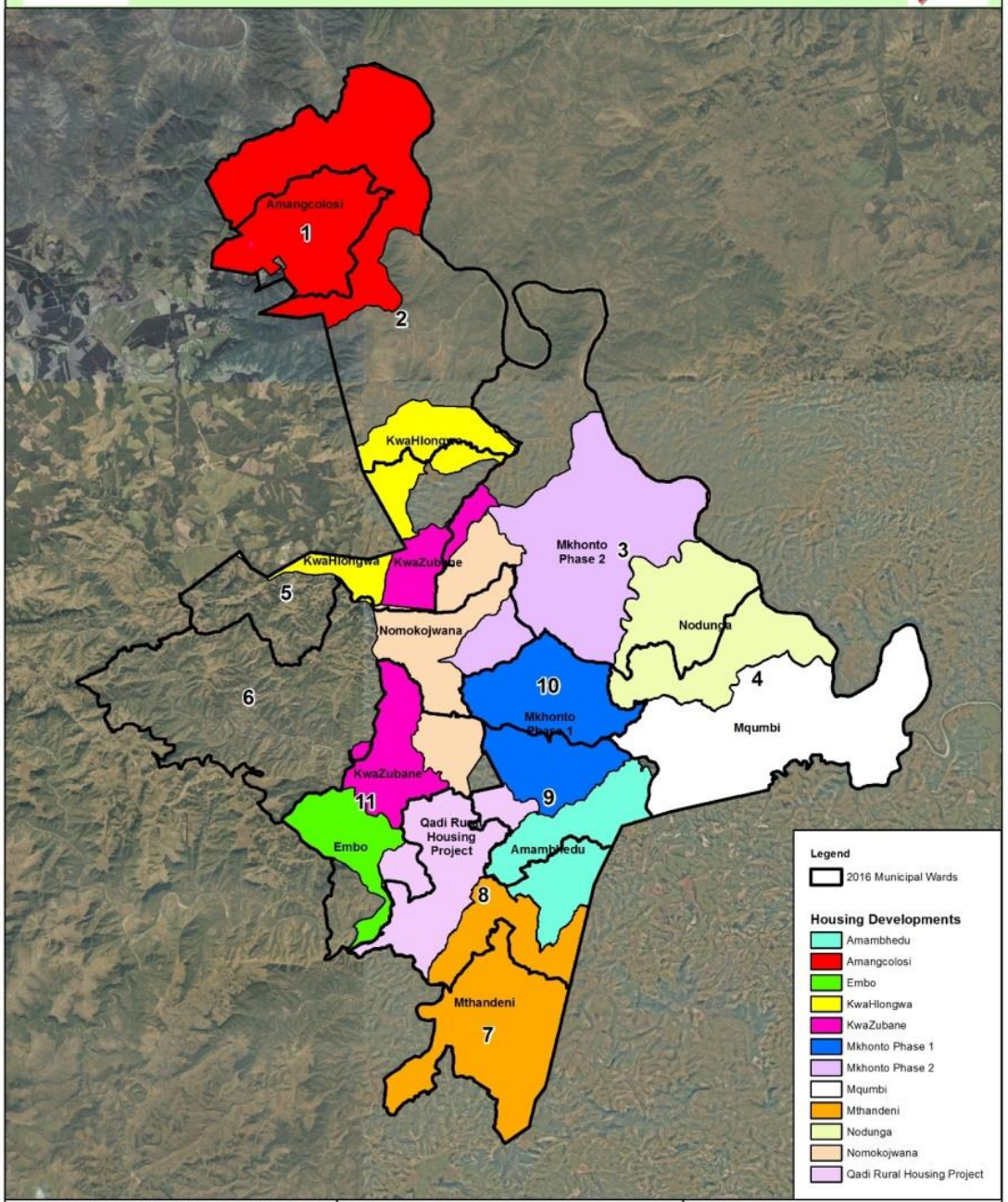
3.5.2.2 HOUSING STUDIES

The housing typology for all housing projects rural, notwithstanding, the formalisation of the town. The municipality is investigating the possibility of higher densities within the town centre. At present, research is underway for the establishment of social/gap housing within the town.





HUMAN SETTLEMENT PROJECTS
Maphumulo Local Municipality



Date Compiled: 10 /03 / 2017
Ref:

Tel: (032) 9479842
Fax: (032) 9479816
http://www.ilembe.gov.za

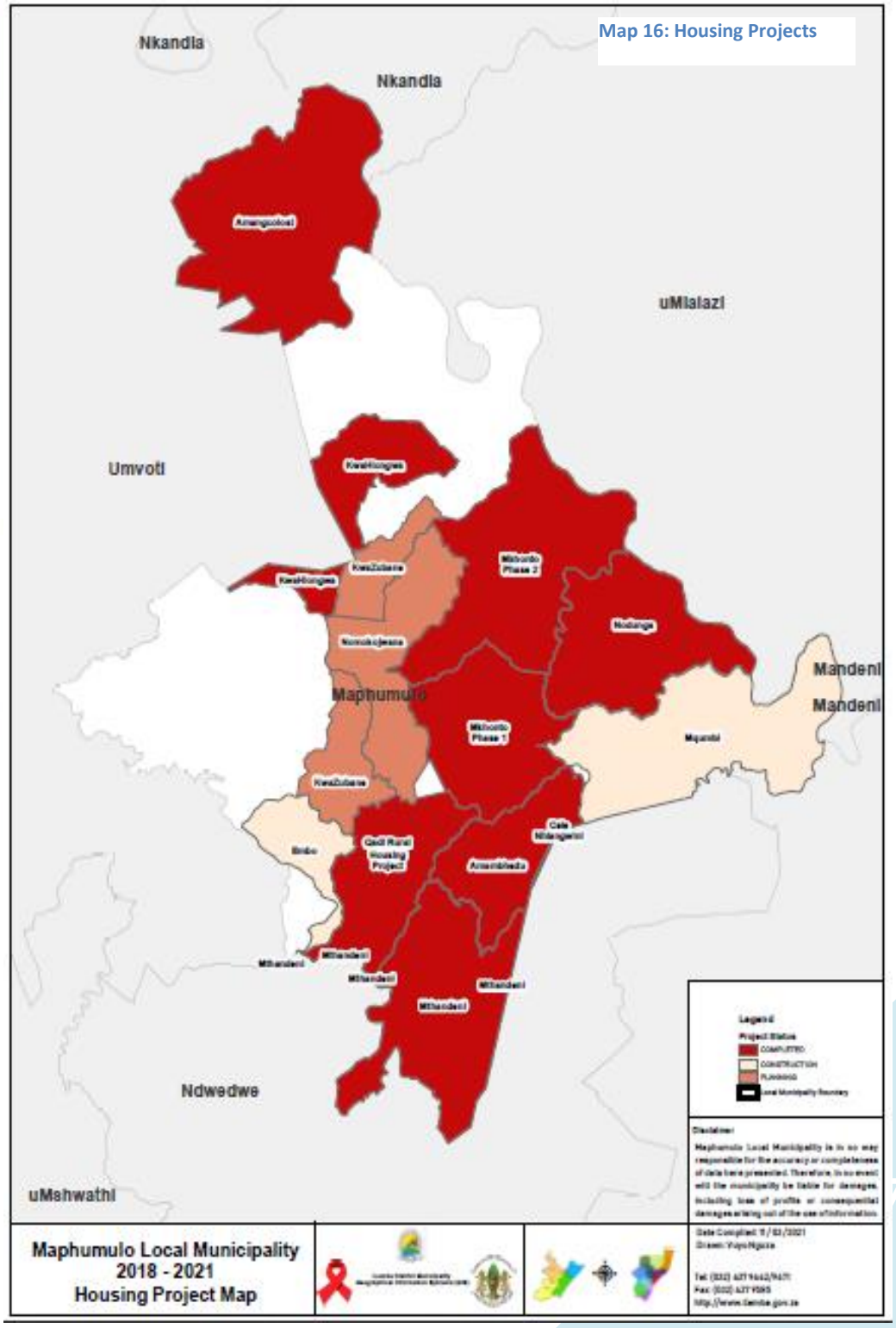
Development Planning Shared Services (DPSS)

0 5 10 KM

Disclaimer

The iLembe District or Maphumulo Local Municipality is in no way responsible for the accuracy or completeness of data here presented. Therefore, in no event will iLembe District Municipality be liable for damages, including loss of profits or consequential damages arising out of the use of information.

Map 16: Housing Projects



Maphumulo Local Municipality
2018 - 2021
Housing Project Map

3.5.2.3 HOUSING PROJECTS VS SPATIAL NODES

The above map illustrates all the housing projects in relation to the nodes listed in the SDF. Above all, this exercise assess the compatibility of housing projects paralleled to the proposal in the SDF. Furthermore, recommendations will seek to bridge the gap for a differentiated housing typology in the various nodes.

Table 17: Housing Projects VS Spatial Location

NODES		PLANNED HOUSING	SDF PROPOSAL	PROPOSAL
PRIMARY NODE	Maphumulo Town	**Rural; Mkhonto**	As an upgrade programme various high-density typology to be work shopped with the community.	This area can be reserved for mixed residential use, including bonded houses, rental accommodation and Greenfield projects. Densification of this nodal area will maximize development opportunities and facilitate the efficient utilization of existing resources, services and facilities.
SECONDARY NODE	Mphumulo	**Rural; Nombokojwana**		It is proposed that various compatible activities could be accommodated as part of the mixed used zone. Land uses in this node are to be restricted to public services.
	Ntunjambili	**Rural; AmaNgcolosi**	Consideration of a housing project at appropriate density	Light industrial and manufacturing are also feasible in the secondary node such as hardware stores, shoe factory and panel beating workshops etc.
	Mxhosa	**Rural; KwaHlongwa, on the periphery**	Medium density housing and appropriate services	The node serves medium to high density surroundings. Proposed retail facilities are Informal trade and markets, convenience stores with a variety of products such as food, clothing, fruit and vegetables, music and DVDs and electronic equipment.
	Mvoti	**Rural; Mthandeni**	Medium density housing and appropriate services	In this regard allocation of free-standing residential units is to be encouraged. An agricultural hub is also recommended for potential location within the secondary node if there is substantial reason to locate it here.

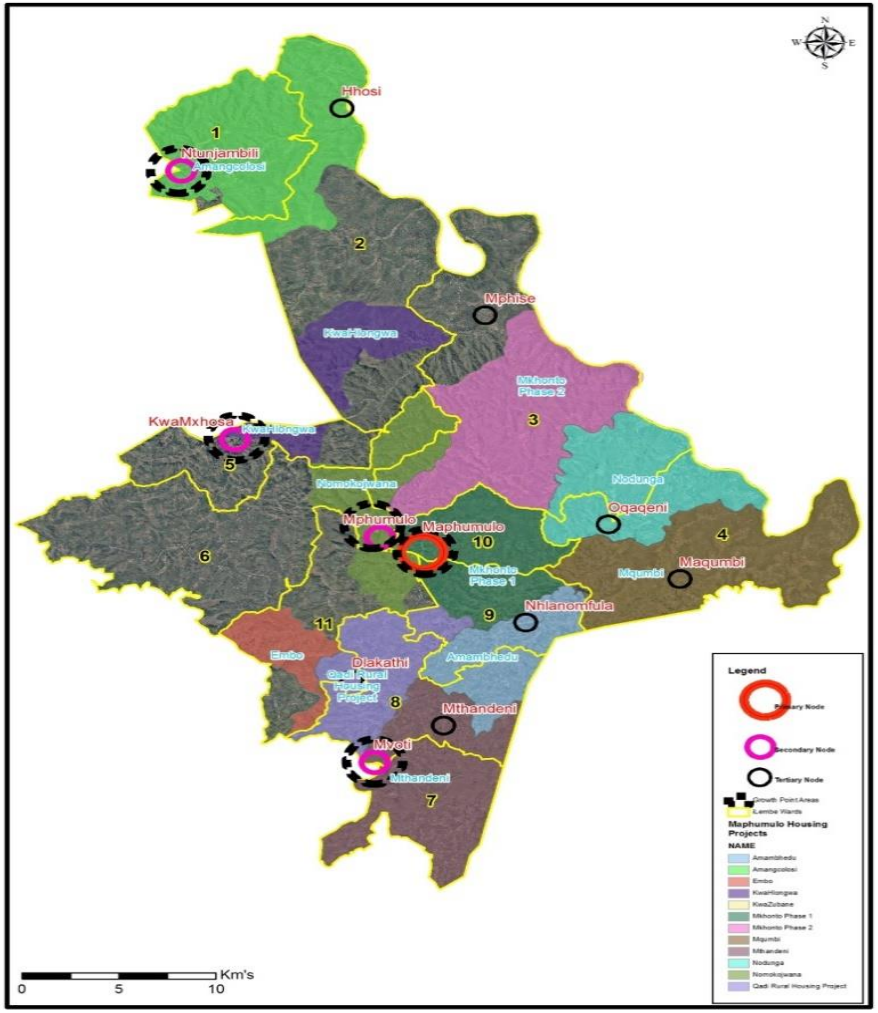
3.5.3 MAPHUMULO INFRASTRUCTURE MASTER PLAN

Infrastructure, in the form of public buildings, roads, water and sewerage systems, electricity and other services, supports quality of life and is the foundation of a healthy economy. Maphumulo Local Municipality has developed an Infrastructure Investment Master Plan for its area of jurisdiction during the 2018/19 financial year. The Infrastructure Investment Plan (IIP) is intended to identify sound strategic infrastructure in order to unlock development (economic, social and physical) as envisaged by Maphumulo Local Municipality Spatial Development Framework and Associated Strategic Sector plans. It is a 20 year plan that will have the following benefit to the municipality:

- Proper guidance of Infrastructure development;
- Unlock social and economic development through enabling services; and
- Resource the area in terms engineering capacity in order to perform its role optimally.

3.5.4 LOCAL INTEGRATED TRANSPORT PLAN

The Integrated Transport Plan is entrenched by the law. The National Land Transport Transition Act No. 22 of 2000 (NLTTA) now replaced by National Land Transport Act No. 5 of 2009 (NLTA) stipulate that all local municipalities must develop the Local Transport Plans. ITP must be a 5 year Plan that will advance the intention of the Integrated Development Plan and Associated Spatial Development Framework in terms of unleashing social and economic development. The municipality does not currently have an ITP in-place. The budget will need to be set aside for it on the next financial year.



3.5.5 TRANSPORTATION AND STORMWATER INFRASTRUCTURE

Image 3: Civil Infrastructure



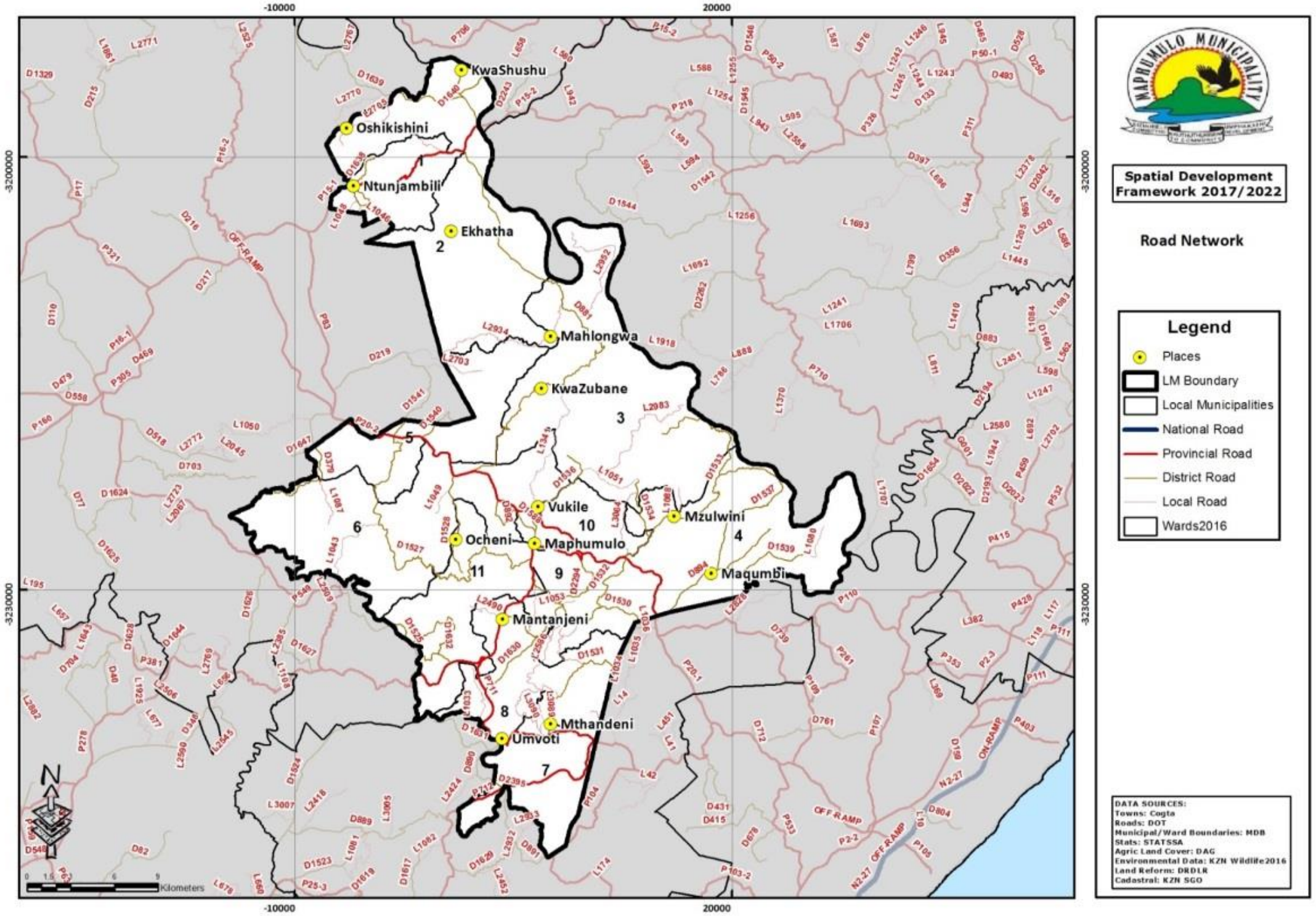
Transportation infrastructure refer to a framework that supports our transport system. This is inclusive of roads, railways, ports and airports. However, in the case of Maphumulo, this framework is very limited, and primarily specific to only roads. The total length of roads network within Maphumulo Municipality is approximately 420km. The construction and maintenance of roads is undertaken by the Department of Transport and Maphumulo Local Municipality. This work is generally split as follows;

- Department of Transport – all paved and unpaved roads (mainly D, R and P roads)
- Maphumulo Local Municipality – all paved and unpaved access roads (internal road network)

The gravel roads within the Municipality comprise about 95 percent of the total road network. They are often treated as the links in the transport networks. However, they are critically important in terms of providing access to social and economic services. The “north – south” movement corridor (P711) runs from Ndwedwe (KZ293) in the south through to Maphumulo. The municipal area is accessed via an existing “east west” corridor (R74) from Kranskop (KZ 245) through to KwaDukuza (KZ 292). P15 links the Northern portion of the municipality to Kranskop and Madungela (KZ 286). Other smaller but important links in the study area include:

- Hhosi (D881) connecting to R74 through onto either Kranskop in the west or KwaDukuza on the east;
- Linking wards 5, 6 and 11 (D1527) to the west of P711 to Maphumulo; Extending the linkage from P711 to KwaDukuza via Khabane linking the P711 and R74 via the settlement of; and
- Nhlanomfula (D1532). The route also links the settlement of Thafamasi to the secondary corridor D881 and the settlement of Oqaqeni and Otimati.

Other district roads include D894, D1573, D1533, D1534, D1630 linking both Ndwedwe and UMvoti (KZ245). The Local Integrated Transport Plan was adopted in 2015 and will be reviewed in the current financial year. The map below depicts the road network within the municipal area.


-10000
20000
-3200000
-3230000
KwaShushu
Oshikishini
Ntunjambili
Ekhatha
2
Mahlongwa
KwaZubane
3
5
6
Vukile
10
Mzulwini
4
Ocheni
Maphumulo
11
9
Maqumbi
Mantanjeni
8
Mthandeni
Umvoti
7
N
0 1.5 3 6 9
Kilometers
MAPHUMULO MUNICIPALITY
Spatial Development Framework 2017/2022
Road Network
Legend
Places
LM Boundary
Local Municipalities
National Road
Provincial Road
District Road
Local Road
Wards2016
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO

3.5.6 ELECTRICITY AND ENERGY

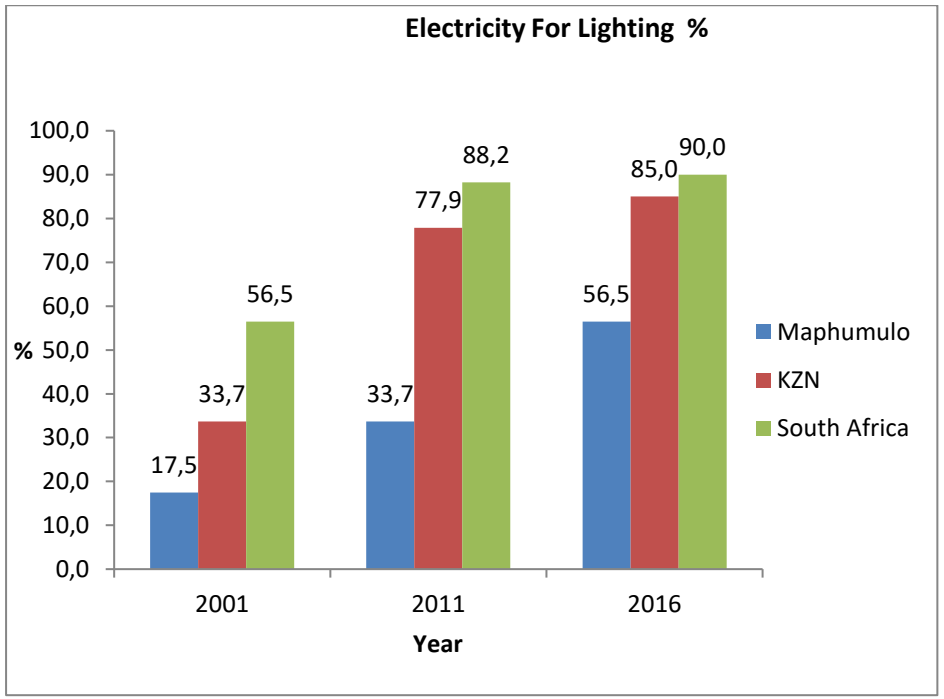


Figure 60: Electricity for Lighting

HOUSING PROJECT	NUMBER
Municipal backlog	3486
Eskom backlog	3032
TOTAL	**6518**

Table 18: Electricity Backlogs

Electricity within Maphumulo is provided by Eskom. The households in Maphumulo has experienced a significant improvement in the use of electricity for lightening as the number of households having access to electricity increased to 56, 5% compared to 33.7% in 2011 and 17.5% in 2001. However, the situation is still below the provincial and national average that recorded 88.2% and 90% respectively in the same year. At present, the Municipality is at the tail end of finalizing the Electricity Master Plan. The purpose of the Municipal ward study is to determine the number of households requiring electricity in each ward, by conducting preliminary marketing and acquiring data for Eskom's planned projects in the municipality. Above all, this provides a more precise number to the electricity backlog for the Municipality. Based on the draft report, the electricity backlog for the local is described as in the above table. In light of the above and the total number of housing (20 524), as indicated in the 2016 community Survey, the current electricity backlog for the local is 32%.

3.5.7 ACCESS TO COMMUNITY FACILITIES

AREA	WARD	PROGRESS
Maqumbi Multi-Purpose Hall/Crèche	**04**	Completed
Qabavu Hall – Multipurpose	**07**	Completed
Phakade Multi –purpose hall	**07**	Completed
Mvozane Community Service centre	**08**	90% Complete

Table 19: Status of Community Halls

3.5.8 SOLID WASTE MANAGEMENT

Waste management (waste collection, waste storage, waste minimization, and waste disposal) is the biggest challenge within the

Maphumulo Municipality and the iLembe District at large. The following have been identified as major challenges:

- Availability of waste management information system, and lack of waste generation data. This includes information on waste streams/types produced within the district, which requires waste auditing exercise;
- Compliance with the Waste Management Act, 2008 (Act 59 of 2008) including preparation of the integrated waste management plan;
- designation of waste management officers, and development of Municipal by-laws intended to implement the act;
- Improvement of asset for waste management and prioritization of waste management needs by the Municipalities;
- Lack of recycling initiatives; and
- Issues of creating awareness on waste management.

In responding to these challenges, the Municipality is currently working on the following:

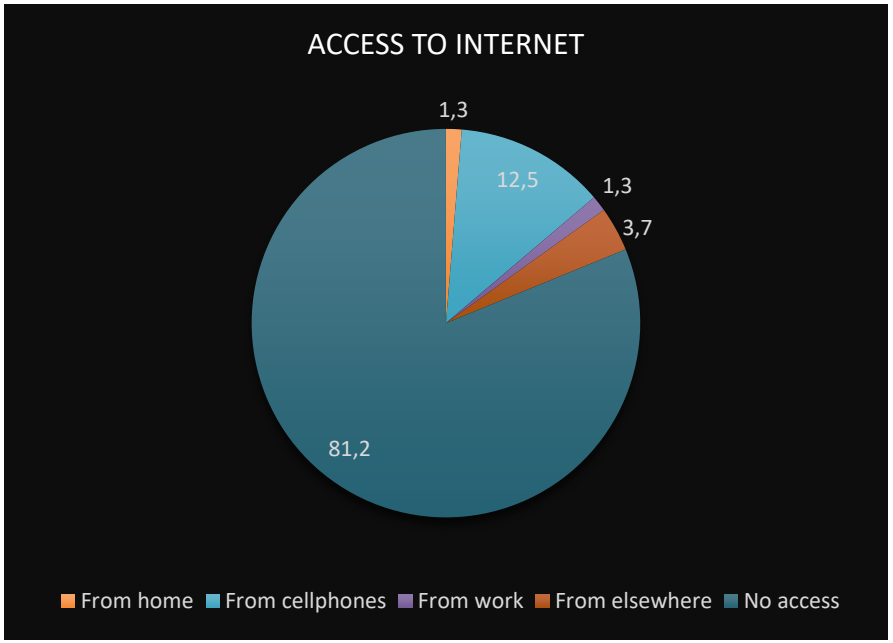
- Development of a Waste Management Strategy; and
- Identification of the landfill site.

3.5.9 MAPHUMULO WASTE MANAGEMENT AND ACTION PLAN

Strategic goal	Status Quo	Action Plan	Target Date
Waste Management Services	Formal waste removal services in Maphumulo are currently done specifically in urban areas which is Maphumulo Town and Ntunjambili area. No waste services are done within rural areas.	Municipality to develop a strategy which will attempt to extend waste services to rural areas.	2018
Waste Management Structure	Waste management function is currently under the technical services department	Municipality to employ a waste management officer. The waste management will be moved to Community Services	2018
Development of an Integrated Waste Management Plan (IWMP)	A draft IWMP has been produced by the Municipality. However, it has not been approved by the Department.	Municipality to develop an IWMP which will consist of actions plans	2018
Appointment of Waste Management Officer	The Waste Management Act	The Municipality to appoint the waste management officer.	2018
Waste minimization	Currently no waste recycling initiatives are implemented within the Maphumulo. However, in 2010 a transfer site was established by the Municipality, which is currently not working properly. Challenges with this facility include its size, location and maintenance	Municipality to identify a site for a buyback centre / transfer station to comply with the National Waste Management Strategy	2020
Develop of Municipal Waste Information System	Although section 63 of Waste Management Act appears not applicable to Municipalities, however, Municipalities are expected to report about waste to the Provincial Department as per Section 63 (2)	Municipality to develop a Municipal Waste Information System to provide data in order to manage waste properly and thus protect environment.	2018
Development of waste by-law	Currently there is no by-law dealing with waste management.	Municipality to develop a by-law to deal with waste management including illegal dumping.	2018
Education and awareness	There is a need for the provision of education on waste management. Illegal dumping is a dominant issue in the local.	Municipality to utilise the opportunity from youth Jobs in Waste Program	Ongoing

3.5.10 TELECOMMUNICATIONS

Telecommunication services within Maphumulo Local Municipality are provided by Telkom and all licensed cellular phone companies in the country. Telecommunication infrastructure remains one of the major challenges in all the municipal areas, information on infrastructure is difficult to access from the various service providers due to competition. In formal urban settlements majority of the people have access to Telkom services. In rural areas, most people rely on cellular phones. Some key issues faced by the municipality is access to telecommunication service, infrastructure information and a lack of co-ordinated planning to meet the district's needs. One key performance area objective underpinned by IDP of Maphumulo for Infrastructure and Services Development is to improve municipal wide telecommunication system. ILembe IDP illuminates that most households have access to cell phones as opposed to landlines within MLM. The number of people with access to internet is illustrated on figure 50, below;



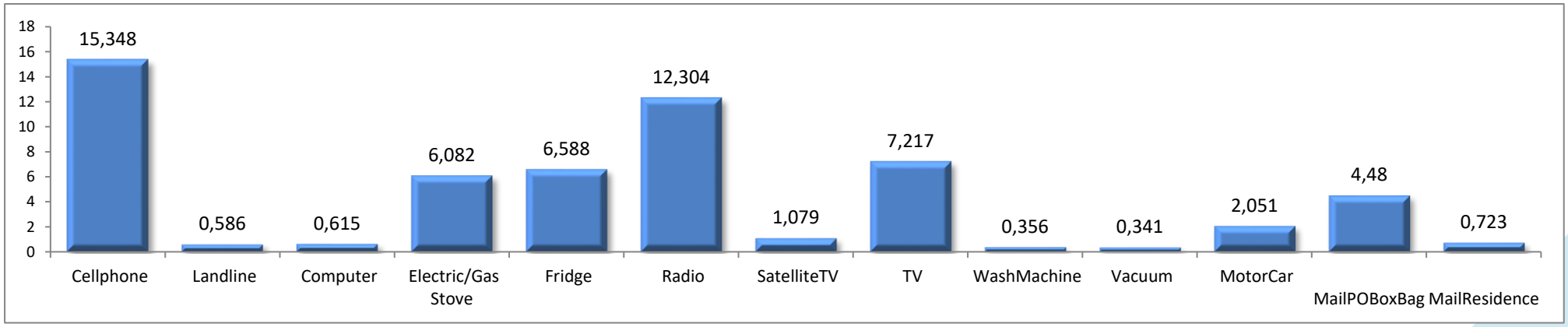
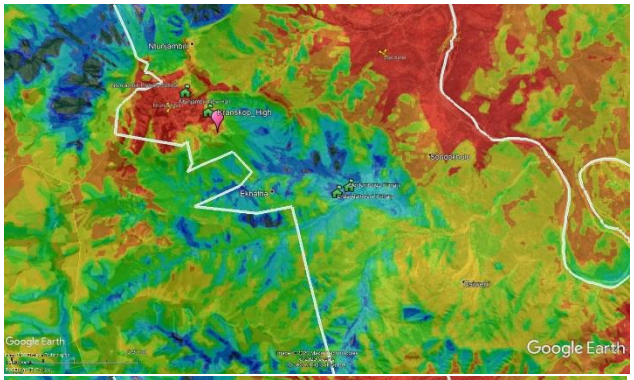
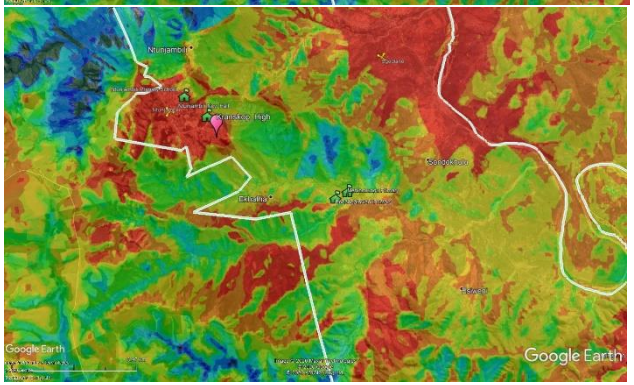
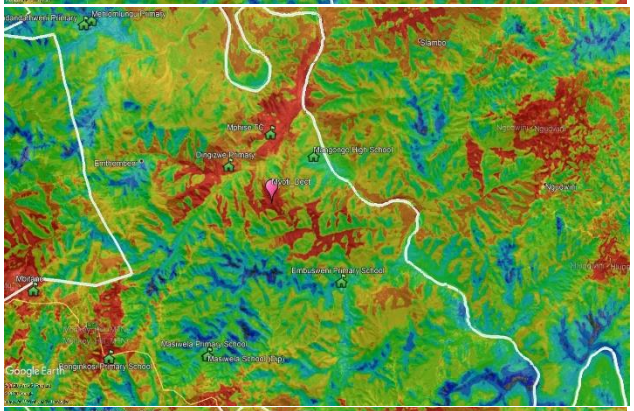
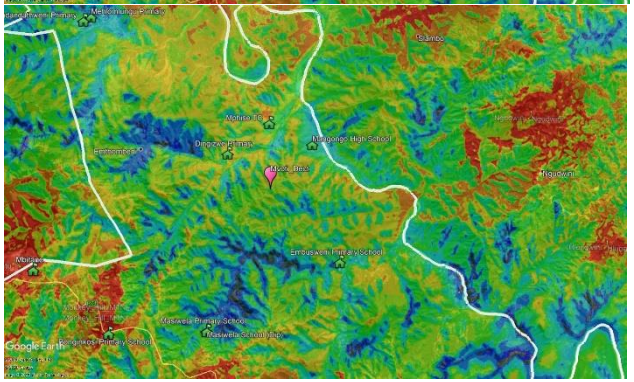


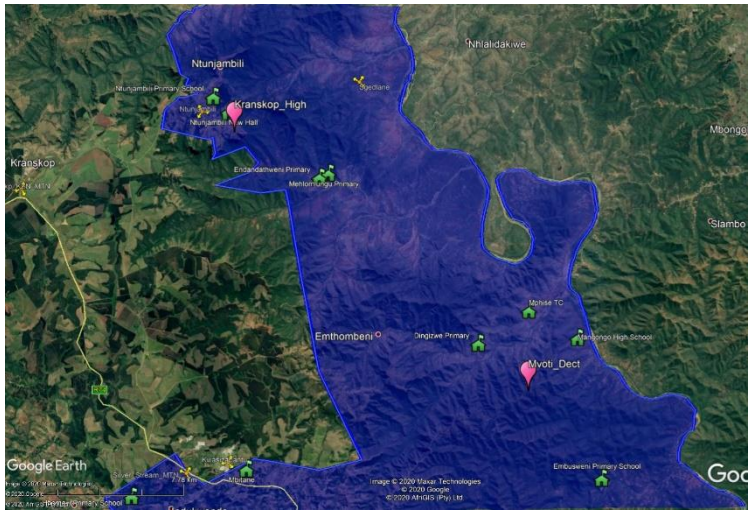
Figure 61: Telecommunication











Notes

- 6 New sites planned for Maphumulo and Kranskop Areas
- Kranskop High planned for capacity reasons to increase data throughput in the area and give coverage to ward 1 area namely Ntunjambili Primary, New Hall.
- Mvoti Dect has an existing Telkom Mast which has bring the cost substantial down. The site will coverage ward 3 and pockets of ward 6.

- Best Signal Level (dBm) >=-60
- Best Signal Level (dBm) >=-65
- Best Signal Level (dBm) >=-70
- Best Signal Level (dBm) >=-75
- Best Signal Level (dBm) >=-80
- Best Signal Level (dBm) >=-85
- Best Signal Level (dBm) >=-90
- Best Signal Level (dBm) >=-95
- Best Signal Level (dBm) >=-100
- Best Signal Level (dBm) >=-105

			Comments
WARD 1 - Councilor Sithole (082 5991 102)			
1. Ntunjambili Primary School	28°56'15.65"S	30°56'42.50"E	Vodacom survey done 15 Aug 2020, budget – **build comm.** (**Kranskop High**). Awaiting Property Owner Approval and Mast civils.
2. Ntunjambili New Hall	28°56'36.54"S	30°57'09.50"E	
3. The Kop (Etsheni area)	28°10'07.71"S	30°57'32.33"E	
WARD 2- Councilor Ngidi (082 843 1104)			
1. Endandathweni Primary	28°58'02.41"S	30°59'43.81"E	Vodacom survey done 25 Aug 2020, Site Approved. (35m Mast required)
2. Mehlomlungu Primary	28°57'55.44"S	30°59'58.73"E	
3. Dingizwe Primary	29°01'56.64"S	31°04'33.13"E	
4. Mandlalathi Primary	28°52'49.76"S	30°59'00.81"E	
5. Mandalathi Clinic	28°50'40.98"S	30°51'29.33"E	
WARD 3 – Councilor Mchunu (082 7050 520)			
1. Masiwela School (Dip)	31°3'53.1"S	29°7'7.932"E	Vodacom survey done 27 Aug 2020, **Build comm** (Telkom Mast)- **Mvoti Dect** . Awaiting Telkom approval
2. Embusweni Primary School	31°8'19.788"S	29°5'8.628"E	
3. Mphise TC	29°1'3.2988"S	31°6'8.4996"E	
4. Mangongo High School	31°7'23.916"S	29°1'39.756"E	
WARD 5 – Councilor N P Nxumalo (079 644 2427)			
5. Mbitane	29°05'18.68"S	30°58'13.69"E	Vodacom surveyed 15 Aug 2020,
WARD 6 – Councilor J N Ntuli (078 189 9881)			
1. Mpangele School	29°09'15.75"S	30°55'02.45"E	Vodacom survey done 27 Aug 2020, 15m Mast). Site Approved
2. Hhomoyi Primary School	29°06'10.41"S	30°55'01,68"E	
3. Bonginkosi Primary School	29°07'08,83"S	31°00'41.61"E	
4. Masiwela Primary School	29°07'07.71"S	31°03'52.94"E	
WARD 11 – Councilor Z W Ninela (073 349 4105)			
1. Esindi Area	29°13'42.98"S	30°59'59.11"E	Vodacom surveyed 15 Aug 2020 (15m Mast), Site approved

3.5.11 REGISTERING AUTHORITY

The Maphumulo registering authority/ Licencing office was officially opened on 01st of September 2018. The following services are offered by the Licencing office:

- Registration;
- Deregistration; and
- Renewals.

The operating business offices are as follows:

- Monday-Friday; and
- 07H30-16H30.

3.5.12 TECHNICAL SERVICES DEPARTMENT

The Department of Technical Services is responsible for the development, improvement and maintenance of municipal infrastructure. Managers for Technical, Human Settlements, and Project Management Unit (PMU) have been filled, however, the position of Director: Technical Services remains vacant.

3.5.12.1 ENGINEERING SERVICES

The provision of infrastructure and essential services such as sanitation, water, electricity, telecommunication and transport is a representation of an improved welfare, economic growth, productivity of people and quality of life. When Maphumulo Municipality provides decent infrastructure and services it is actually creating economic opportunities to its residents. Likewise, the non-provision of the same is undermining economic opportunities for the municipal area, which is cornerstone to improved living standards of its community. Therefore, infrastructure plays a dual role, namely an improvement in economic activities and living standard.

3.5.12.2 PROJECT MANAGEMENT UNIT (PMU)

The entire approach of MIG is focused on improving the capacity, efficiency, effectiveness, sustainability, and accountability of local government. Whilst national and provincial government are responsible for creating enabling policies, financial and institutional environment for MIG the programme, municipalities are responsible for planning municipal infrastructure and for using MIG to deliver the infrastructure. This can be seen in the MIG policy framework that encourages moving the responsibility for municipal infrastructure development to the lowest possible level. In April 2017, the Municipality submitted a Business Plan to effectively and efficiently introduce the Project Management Unit to manage MIG allocated projects. Specifically, in alignment with all principles and objectives underpinning the design of the programme as contained in the MIG Policy Framework. Maphumulo Municipality confirms that the establishment process as well as the operational outcomes of the Project Management Unit will:

- Acknowledge and adhere to all aspects contained within this business plan including all principles, objectives, sector conditions and outcomes contained within the MIG Guideline document and the MIG Policy Framework document.
- Ensure adherence to the Labour-Intensive objectives as detailed in the Expanded Public Works Framework document and the Code of Good Practice for special Public Works 25/01/2002.

- Ensure municipal and regional integration of the MIG Programme and other non-MIG funded programmes within the framework of the municipality's pre-existing Integrated Development Plan.
- Ensure the alignment of the approaches and processes of existing infrastructure programmes to those of MIG.

3.5.13 ALLOCATION AND COMMITMENT SUMMARY

ALLOCATION & COMMITMENT SUMMARY			
Financial year	**2020/21**	**2021/22**	**2022/23**
Total MIG Allocation	27 795 000.00	23 807 000.00	24 986 000.00
Total Committed	27 795 000.00	23 807 000.00	24 986 000.00
Total Variance	0.00	0.00	0.00

Figure 62: MIG Allocation and Commitment

3.5.14 SCOPE OF WORK

In keeping with the MIG principles, the crosscutting conditions and the sector specific conditions stated above – the PMU will be responsible for the following key functions and outputs at an operational level:

- Financial management;
- Project identification/feasibility process;
- Contract Administration;
- Programme/ Project Management;
- Monitoring database;
- Project monitoring and evaluation;
- Operation and Maintenance;
- Geographic Information Systems; and
- Community liaison/development.

3.5.15 PMU STRUCTURE

The Project Management Unit was established in 2018. The position of Senior Civil Technician was filled and January 2018, followed by the position of the Manager: PMU in February 2018.

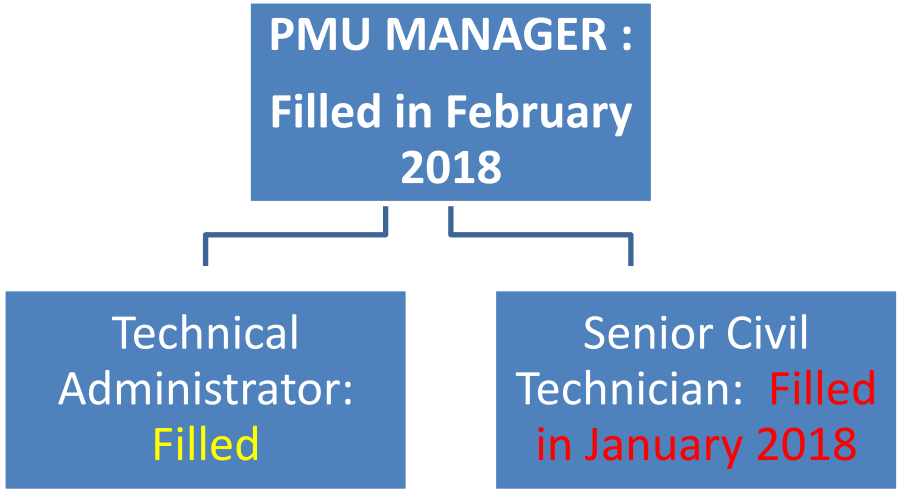
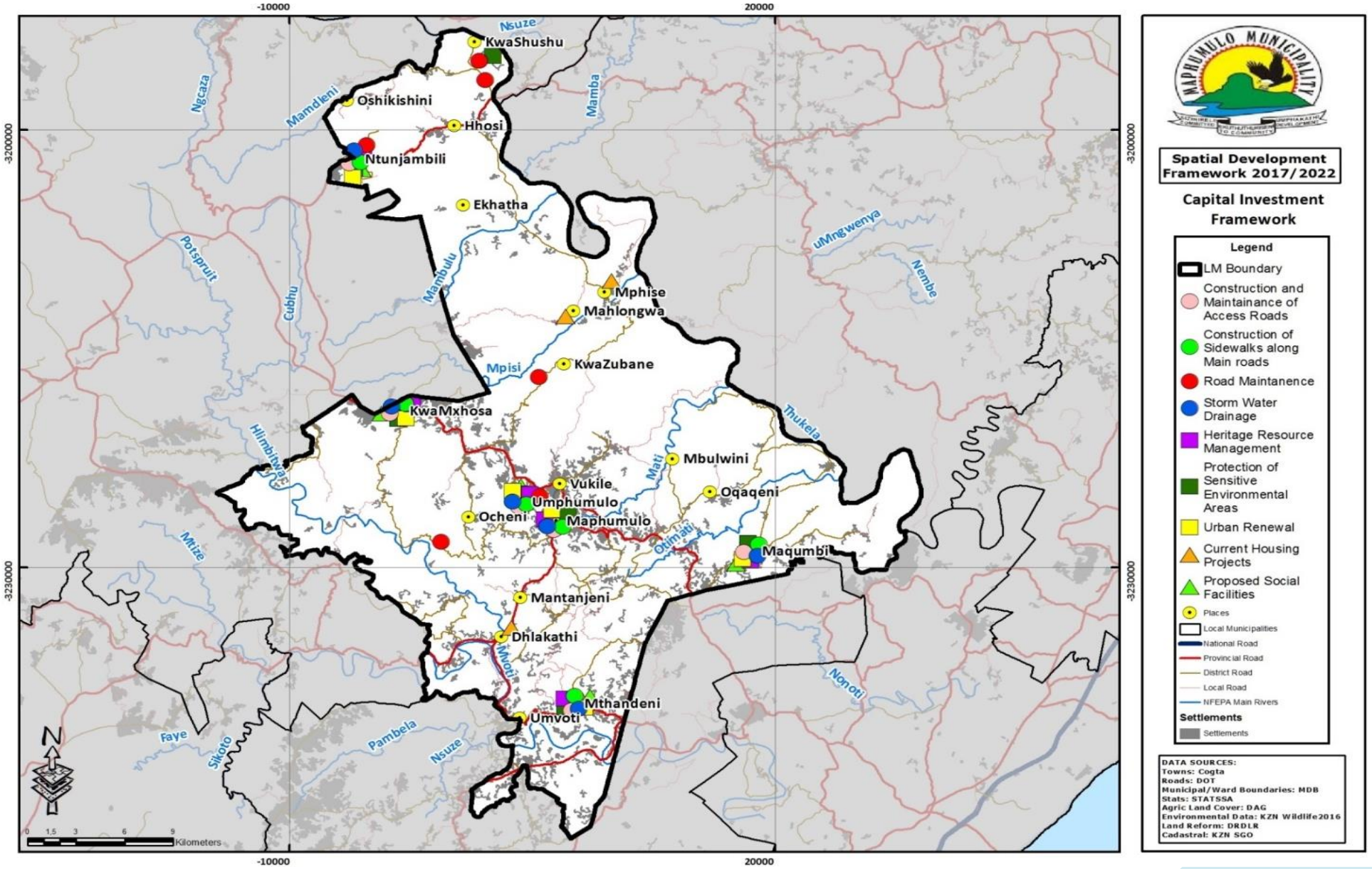


Figure 63: PMU Structure

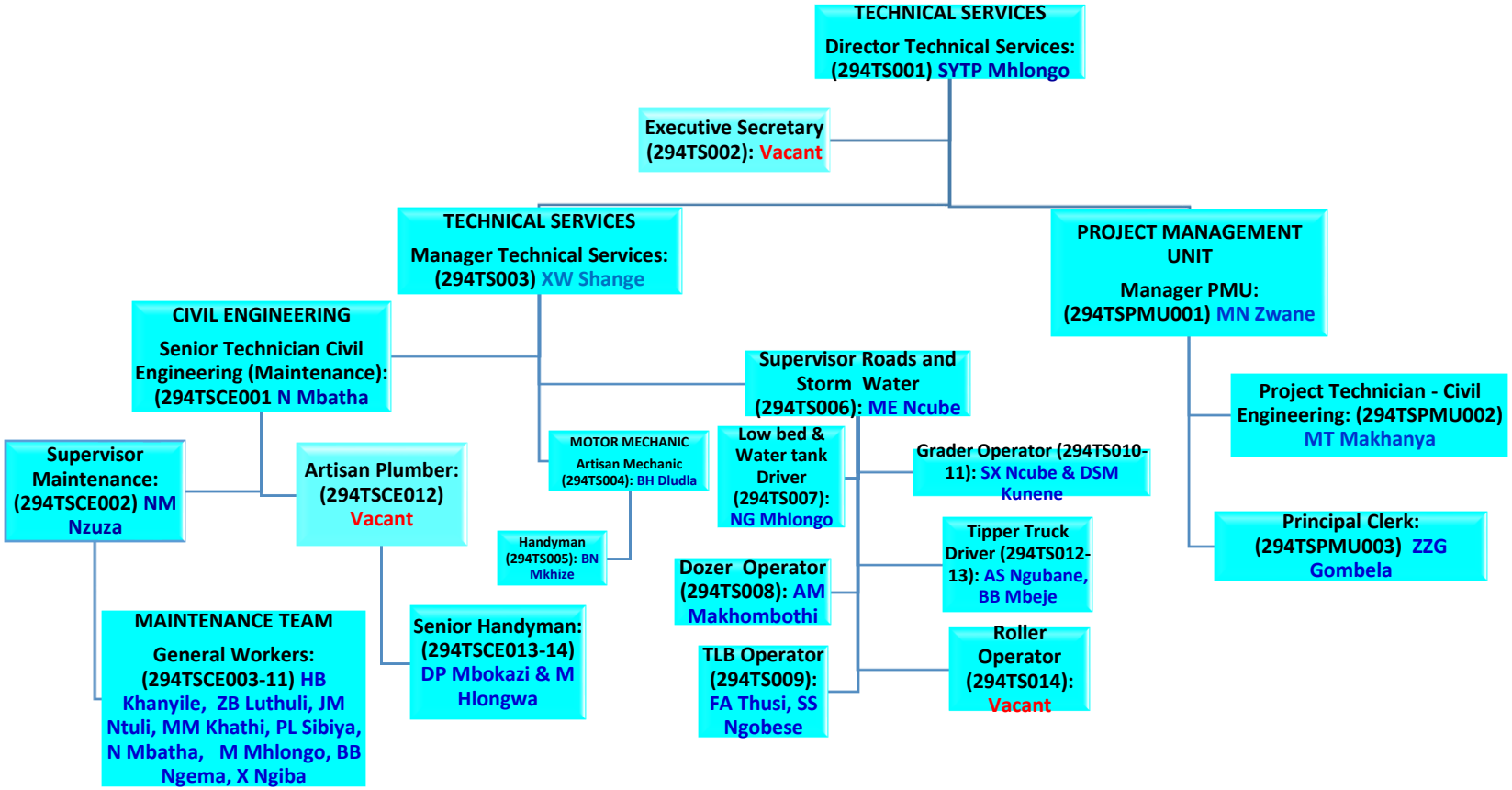
3.5.16 MAPHUMULO CAPITAL INVESTMENT FRAMEWORK

The map below represents Maphumulo's Capital Investment Framework.



3.5.17 ORGANOGRAM: TECHNICAL SERVICES

The figure below illustrates the Organogram.



3.5.18 SWOT ANALYSIS

The figure below illustrates the SWOT Analysis for the KPA of Basic Service Delivery and Infrastructure.

KPA: BASIC SERVICE DELIVERY	
STRENGTH	**WEAKNESS**
• Operations and maintenance plans are in-place • Housing sector plan is in place, • Energy/Electricity Master Plan in place; • Grants are spent timeously and in compliance with conditions; and • Municipal Plant	• Poor planning & budgeting techniques by the municipality as a whole (No due diligence before budgeting and procurement); • Lack of bulk infrastructure (sanitation, and storm water) • Projects being completed after the completion dates; and • No policies and procedures for road infrastructure (AG queries)
OPPORTUNITIES	**THREATS**
• Good relations with other spheres of government (to access grant); and • Ready beneficiaries to master plans (electricity, housing sector plans).	• Sparse settlement, making it hard to provide services. • High rate of unemployment and poverty; • Developable land falls under ITB, and is not readily available; • ITB not paying rates • No public cemetery; • Demotivated staff members (preferential treatment); and • Incorrect of alignment skills(organogram)



FINANCIAL VIABILITY AND MANAGEMENT

CAN WE ACCOUNT FOR OUR FINANCIAL ADMINISTRATION?

SIYAKWAZI UKUMELA YONKE IMALI ESIYISEBENZISAYO?

3.6 KPA 3: FINANCIAL VIABILITY AND MANAGEMENT

3.6.1 FINANCIAL SERVICES

Maphumulo Municipality is a predominately rural municipality and does not have the revenue potential associated with the more urbanized and possibly industrialised municipalities such as Mandeni and KwaDukuza. The primary source of income for the municipality is government grants which results in a very limited tax base. As such, the municipality recognizes the need for innovative measures to be taken and strategies to be devised to counter the negative impact of the situation. These strategies will be aimed at ensuring that in the short term all reasonable efforts are taken to collect all possible revenues due to the municipality, and that aggressive but realistic plans are put in place to increase the municipality's revenue base in the long-term.

3.6.2 FREE BASIC SERVICES: BASIC SOCIAL SERVICES PACKAGE FOR INDIGENT HOUSEHOLDS

A large portion of the people in the municipality live under poverty caused by various factors which include but not limited to, unemployment, lack of employment opportunities in the local area, dependency on government grants, lack of an education to obtain better earning employment. The municipality has aimed at providing indigent relief to those households that are living in poverty and find it difficult to live from day to day. Each indigent household receives 50 kWh units monthly which costs R73.14 per household of the total of 2 586 registered households.

3.6.3 2022/23 TO 2024/25 MEDIUM TERM EXPENDITURE FRAMEWORK

The application of sound financial management principles for the compilation of the Municipality's financial plan is essential and critical to ensure that the Municipality remains financially viable and that municipal services are provided sustainably, economically and equitably to all communities. The Municipality's business and service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate, funds were transferred from low- to high-priority programmes so as to maintain sound financial stewardship. When finalizing this budget, consideration was given to Section 18 of the MFMA which states that:

"An annual budget may only be funded from:
a) Realistically anticipated revenues to be collected;
b) cash-backed accumulated funds from previous years' surpluses not committed for other purposes; and
c) Borrowed funds, but only for the capital budget referred to in section 17(2).
(2) Revenue projections in the budget must be realistic, taking into account;
a) Projected revenue for the current year based on collection levels to date; and
b) Actual revenue collected in previous financial years."

Section 28 of MFMA states that the municipality may revise an approved annual budget through an adjustment budget.

A credible budget is described as one that:

1. Funds only activities consistent with the revised IDP and vice versa ensuring the IDP is realistically achievable given the financial constraints of the municipality.
2. Is achievable in terms of agreed service delivery and performance targets.
3. Contains revenue and expenditure projections that are consistent with current and past performance and supported by documented evidence of future assumptions.
4. Does not jeopardize the financial viability of the municipality (ensures that the financial position is maintained within generally accepted prudential limits and that obligations can be met in the short, medium and long term); and

5. Provides managers with appropriate levels of delegation sufficient to meet their financial management responsibilities.

The preparation of 2022/23 budget is prepared in accordance with National Treasury MFMA Circular No. 99, municipal financial system and process requirement in support municipal standard chart of account (mSCOA). The Municipal council has taken all necessary steps to ensure that these Regulations are implemented by the adoption of any resolutions, policies and budgetary provisions necessary for the implementation of these Regulations. This budget is mSCOA compliant and budget data strings would be submitted to national treasury before 31 March 2021. In view of the aforementioned, the following table is a consolidated overview of the proposed 2020/22 Medium-term Revenue and Expenditure Framework.

Table 20: Consolidated overview of 2021/22 MTREF.

Consolidated Overview of 2021/22 MTREF			
	Budget 2021/22	Budget 2022/23	Budget 2023/24
Operating Revenue	R132 m	R137 m	R135 m
Operating Expenditure	R143.3 m	R145.9 m	R151.2 m
Surplus/(Deficit) for the year	(R11.5 m)	(R8.9 m)	(R16.2m)
Total capital Expenditure	R33.6 m	R27.7 m	R29 m

The total operating revenue has decreased by R13.6 million in the 2021/22 budget year when compared to the 2020/21 Adjustment Budget. For the two outer years, operational revenue will increase by R5.1 million in the 2022/23 and decrease by R2 million in the 2023/24 financial year. The total operating expenditure for the 2022/23 budget year decreased by R14.5 million when compared to 2020/21 Adjustment Budget and is expected to increase by R5.1 million in the 2022/23 and increase by R5.8 million in the 2023/24 financial year. The capital income for 2021/22 was expected to decrease by R2.8 million, further decrease of R6.3 million in 2022/23 and a decrease of R960 000 in the 2023/24 financial year.

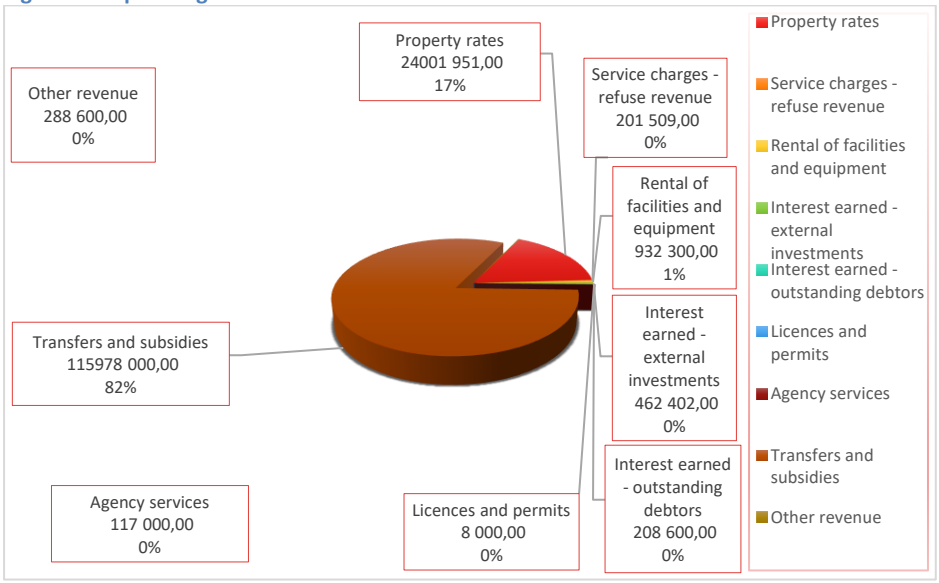
3.6.4 OPERATING REVENUE

The table and graph below present the total operating revenue in the 2022/23 original budget, including property rates, service charges, rental of facilities and equipment, other revenue, agency services, licenses and permits, interest earned outstanding debtors, interest external investment and transfers recognised operational.

Table 21: Operating revenue.

Original Operating Revenue 2022/23	
Description	**Amount**
Property rates	24 001 951.00
Service charges - refuse revenue	201 509.00
Rental of facilities and equipment	932 300.00
Interest earned - external investments	462 402.00
Interest earned - outstanding debtors	208 600.00
Licences and permits	8 000.00
Agency services	117 000.00
Transfers and subsidies	115 978 000.00
Other revenue	288 600.00
Total Operating Revenue	**142 198 362.00**

Figure 65: Operating revenue.



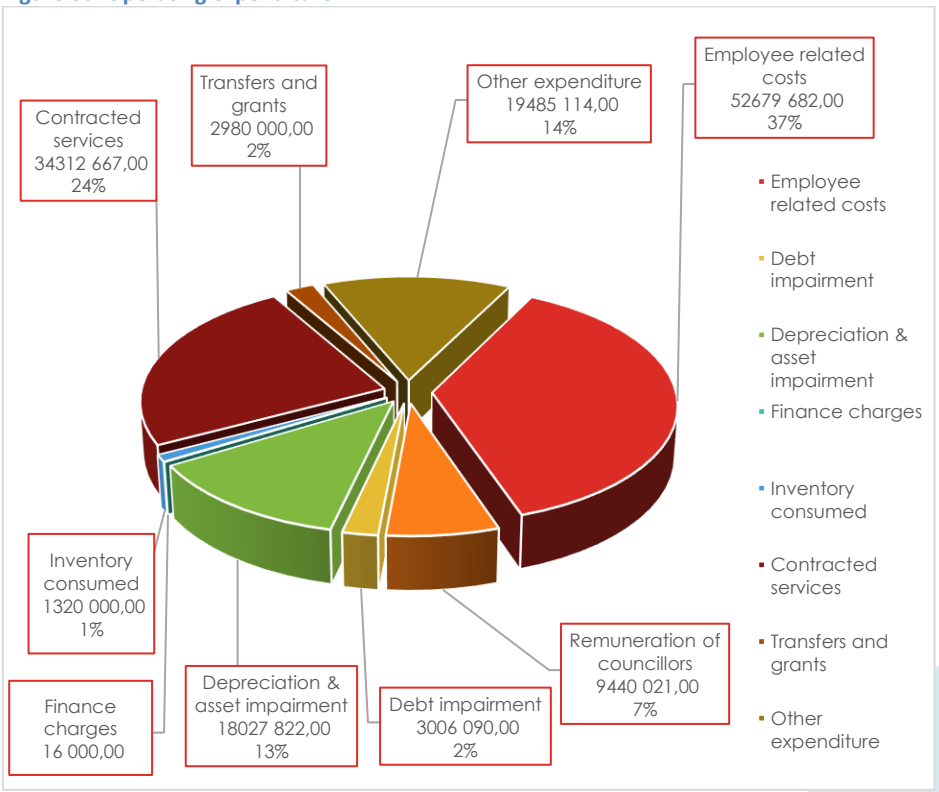
3.6.5 OPERATING EXPENDITURE

The total operating expenditure in the 2022/23 original budget includes employee related cost, remuneration for councillors, depreciation and assets impairment, debts impairment, finance charges, contracted services, inventory consumed, transfers and grants and other expenditure. The amounts are tabularised and graphically presented below.

Table 22: Operating expenditure.

Original Operating Expenditure	
Description	**Amount**
Employee related costs	52 679 682.00
Remuneration of councillors	9 440 021.00
Debt impairment	3 006 090.00
Depreciation & asset impairment	18 027 822.00
Finance charges	16 000.00
Inventory consumed	1 320 000.00
Contracted services	34 312 667.00
Transfers and grants	2 980 000.00
Other expenditure	19 485 114.00
Total Operating Expenditure	**141 267 396.00**

Figure 66: Operating expenditure.



3.6.6 CAPABILITY OF THE MUNICIPALITY TO EXECUTE CAPITAL PROJECTS

3.6.6.1 CAPITAL FUNDING

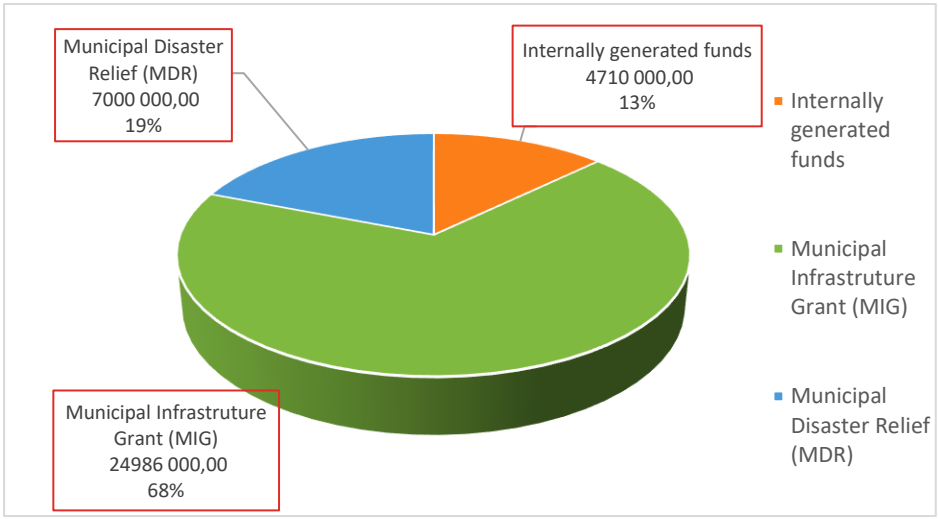
The fundings of capital projects is tabularised and graphically presented below.

Table 23: Capital funding.

2022/23 Funding Capital Projects

Description	Amount Exc.	VAT	Amount Incl.
Internally generated funds	4 710 000.00		4 710 000.00
Municipal Infrastructure Grant (MIG)	21 726 956.52	3 259 043.48	24 986 000.00
Municipal Disaster Relief (MDR)	7 000 000.00		7 000 000.00
Total Capital Funding	**33 436 956.52**	**3 259 043.48**	**36 696 000.00**

Figure 67: Capital funding.



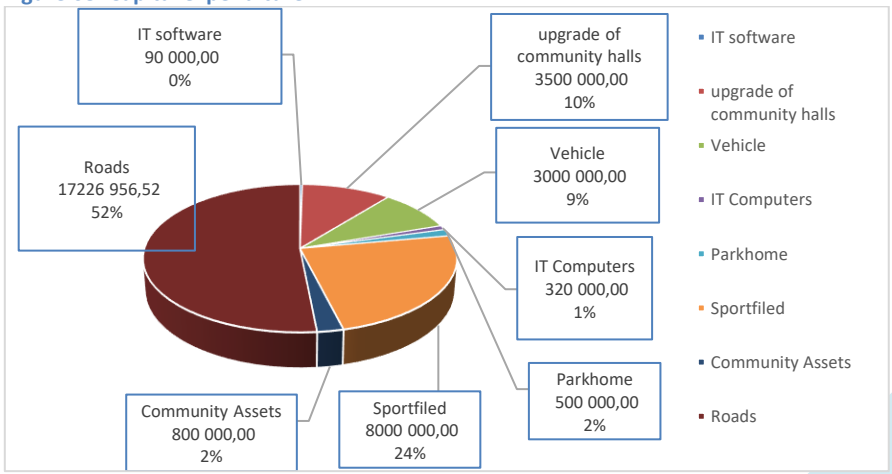
3.6.6.2 CAPITAL EXPENDITURE

The capital expenditure is estimated to be R33.4 million exclusive of VAT, and this total expenditure comprises of the purchase of immovable assets and road infrastructure. The amounts are tabularized and graphically presented below.

Table 24: Capital expenditure.

2022/23 Draft Capital Expenditure	
Description	**Amount Exc. VAT**
IT software	90 000.00
upgrade of community halls	3 500 000.00
Vehicle	3 000 000.00
IT Computers	320 000.00
Park home	500 000.00
Sport filed	8 000 000.00
Community Assets	800 000.00
Roads	17 226 956.52
Total capital expenditure	**33 436 956.52**

Figure 68: Capital expenditure.



3.6.7 EXPENDITURE ON CONDITIONAL GRANTS ALLOCATION

3.6.7.1 MUNICIPAL INFRASTRUCTURE GRANT

The MIG funds the provisions of infrastructure to provide basic services, road and social infrastructure for poor households in all municipal areas. MIG finances all the projects approved by COGTA. The table below shows the MIG projects as for budget year 2022/23 as well as two outer years.

Table 25:MIG projects.

2022/23 Final approved Projects				
Name of the Projects	**Ward**	**2021/22 (Excl. VAT)**	**VAT**	**2021/22 (Inc. VAT)**
Okhalweni B/T Road	10	4 630 322.85	694 548.43	5 324 871.28
Okhukho B/T Road	4	3 410 572.37	511 585.86	3 922 158.23
Phozomane/Mnawe Road	9	5 686 061.30	852 909.19	6 538 970.49
Sabuyaze Sport field	10	8 000 000.00		8 000 000.00
		21 726 956.52	**3 259 043.48**	**24 986 000.00**

2023/24 Projects				
Okhukho B/T Road	4	11 098 776.91	1 664 816.54	12 763 593.45
Phozomane/Mnawe Road	9	11 460 353.52	1 719 053.03	13 179 406.55
		22 559 130.43	**3 383 869.56**	**25 943 000.00**

2024/25 Projects				
Okhukho B/T Road	4	2 000 000.00	300 000.00	2 300 000.00
Phozomane/Mnawe Road	9	2 181 935.97	327 290.40	2 509 226.37
		19 264 150.99	2 889 622.65	22 153 773.63
		23 446 086.96	**3 516 913.04**	**26 963 000.00**

3.6.7.2 INTEGRATED NATIONAL ELECTRIFICATION GRANT

The INEP funds are used to fund the electrification projects. For this budget year the municipality will receive R16.3 million. This allocation is specifically for the projects applied for and approved by Department of Energy (DoE). The municipality wishes to provide electricity to all households but is hindered by limited resources. Below are the electrification projects that were approved for 2022/23 budget year which amount to R30.7 million.

Table 26: Integrated National Electrification Grant projects.

2022/23 Electrification Projects			
Name of the Projects	**Ward**	**Units**	**Budget Year (22/23)**
Mphise/Mbulwini	3		3 168 429.83
Ngwadimane & Wome	7 & 8		15 404 407.79
Kwazini/Otimati/Oqaqeni			12 177 162.38
		0	**30 750 000.00**

3.6.7.3 FINANCIAL MANAGEMENT GRANT

Table 27: Financial Management Grant.

2022/23 FMG GRANT BUDGET

DESCRIPTION	2022/23 DRAFT BUDGET	2023/24 OUTER YEAR-1	2024/25 OUTER YEAR-2
SALARIES	516 978.00	537 657.12	559 163.40
FMG GRANT: LICENCE RENEWALS	683 022.00	740 603.75	719 097.46
FMG GRANT: FINANCE STAFF CAPACITATION	500 000.00	434 782.61	434 782.61
FMG ACCOMMODATION	100 000.00	86 956.52	86 956.52
FMG SUBSISTANCE ALLOWANCE	50 000.00	50 000.00	50 000.00
	1 850 000.00	**1 850 000.00**	**1 850 000.00**

3.6.7.4 EPWP

Table 28: EPWP.

2022/23 EPWP GRANT BUDGET

DESCRIPTION	2022/23 DRAFT BUDGET
EPWP Wages	1 681 000.00
EPWP Tools	50 000.00
Protective Clothing	350 000.00
	2 081 000.00

3.6.7.5 LIBRARY GRANT

Table 29: Library Grant.

2022/23 LIBRARY GRANT BUDGET

ITEM	2022/23	2023/24	2024/25
Salaries	1 965 332.13	2 043 945.41	2 125 703.23
Printing and Stationary	100 000.00	95 000.00	102 000.00
Cleaning material	100 000.00	95 000.00	102 000.00
Minor Repairs	150 000.00	142 500.00	153 000.00
Repairs Office equipment	200 000.00	190 000.00	204 000.00
Accommodation	20 000.00	19 000.00	20 400.00
daily Allowance	20 000.00	19 000.00	20 400.00
Catering	37 667.87	49 554.59	43 096.77
Gifts	20 000.00	11 565.22	12 417.40
staff uniform	52 173.91	49 565.22	53 217.39
	2 665 173.91	**2 715 130.44**	**2 836 234.79**

3.6.7.6 MUNICIPAL DISASTER RECOVERY GRANT

2022/23 MDR GRANT BUDGET

ITEM	2022/23 DRAFT BUDGET
Renovation of Community Halls all wards	3 500 000.00
Upgrade of Roads all wards	3 500 000.00
	7 000 000.00

3.6.7.7 MUNICIPAL EMPLOYEE INITIATIVE (MEI)

2022/23 MEI GRANT BUDGET

ITEM	2022/23 DRAFT BUDGET
appointment of Contractor to construct ablution facilities, electricity and water connection	500 000.00
procure & supply seedlings to local Farmers	340 000.00
procure & supply firefighting knapsack sprayers	50 000.00
accommodation of Officials & Portfolio Councillors	45 000.00
Subsistence and Travel	15 000.00
catering for event and procure traditional goods for display	50 000.00
	1 000 000.00

3.6.8 BUDGET SUMMARY

Table 30: Budget summary.

KZN294 Maphumulo - Table A4 Budgeted Financial Performance (revenue and expenditure)

Description	Ref	2018/19	2019/20	2020/21	Current Year 2021/22				2022/23 Medium Term Revenue & Expenditure Framework		
R thousand	1	Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2022/23	Budget Year +1 2023/24	Budget Year +2 2024/25
Revenue By Source											
Property rates	2	(4 835)	23 166	17 940	24 002	22 458	22 458	21 791	24 002	25 202	26 462
Service charges - electricity revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - water revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue	2	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue	2	5	187	268	268	202	202	151	202	(202)	(202)
Rental of facilities and equipment		962	1 097	1 147	1 127	907	907	695	932	979	1 028
Interest earned - external investments		8 474	1 633	693	799	503	503	578	462	486	510
Interest earned - outstanding debtors		2 414	976	350	137	207	207	225	209	164	164
Dividends received		–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		(1)	27	9	–	–	–	7	–	–	–
Licences and permits		1	1	38	37	10	10	11	8	(8)	(9)
Agency services		73	106	172	115	115	115	130	117	(123)	(129)
Transfers and subsidies		84 801	95 860	118 544	105 126	105 126	105 126	77 191	115 978	118 292	124 259
Other revenue	2	10 108	480	1 237	270	384	384	295	289	291	306
Gains		–	(4 470)	(3 385)	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributions)		**102 002**	**119 062**	**137 013**	**131 881**	**129 911**	**129 911**	**101 074**	**142 198**	**145 081**	**152 390**
Expenditure By Type											
Employee related costs	2	38 219	45 740	48 097	50 724	50 613	50 613	32 926	52 680	53 538	56 189
Remuneration of councillors		7 987	8 517	8 331	9 141	9 552	9 552	5 667	9 440	9 912	10 408
Debt impairment	3	3 820	9 039	2 847	5 358	2 059	2 059	–	3 006	3 612	3 793
Depreciation & asset impairment	2	19 155	13 935	14 885	16 456	16 456	16 456	11 102	18 028	18 929	19 876
Finance charges		116	10	18	10	10	10	3	16	17	18
Bulk purchases - electricity	2	–	–	–	–	–	–	–	–	–	–
Inventory consumed	8	–	–	–	1 904	1 766	1 766	873	1 320	1 314	1 384
Contracted services		32 342	28 177	35 361	36 439	35 204	35 204	22 677	34 313	36 614	38 410
Transfers and subsidies		7 619	7 471	11 408	4 059	2 826	2 826	2 075	2 980	2 772	2 911
Other expenditure	4, 5	22 193	19 683	21 611	19 240	20 185	20 185	16 103	19 485	19 536	20 456
Losses		–	482	–	–	–	–	–	–	–	–
Total Expenditure		**131 452**	**133 052**	**142 558**	**143 330**	**138 671**	**138 671**	**91 426**	**141 267**	**146 243**	**153 443**
Surplus/(Deficit)		**(29 449)**	**(13 990)**	**(5 545)**	**(11 450)**	**(8 760)**	**(8 760)**	**9 648**	**931**	**(1 162)**	**(1 053)**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		21 898	33 982	33 883	31 382	31 382	31 382	17 823	31 986	25 943	26 963
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)	6	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**(7 551)**	**19 992**	**28 338**	**19 932**	**22 622**	**22 622**	**27 470**	**32 917**	**24 781**	**25 910**
Taxation		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after taxation		**(7 551)**	**19 992**	**28 338**	**19 932**	**22 622**	**22 622**	**27 470**	**32 917**	**24 781**	**25 910**
Attributable to minorities		–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) attributable to municipality		**(7 551)**	**19 992**	**28 338**	**19 932**	**22 622**	**22 622**	**27 470**	**32 917**	**24 781**	**25 910**
Share of surplus/ (deficit) of associate	7	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) for the year		**(7 551)**	**19 992**	**28 338**	**19 932**	**22 622**	**22 622**	**27 470**	**32 917**	**24 781**	**25 910**

3.6.9 MEASURABLE PERFORMANCE OBJECTIVES AND INDICATORS

A. Assets Managements

1. Capital Expenditure to Total Expenditure

2022/23 Draft Budget

Total Capital Expenditure / Total Expenditure X 100

= R 33 641 000 / R 174 908 000 X 100

= **19%**

2020/21 Actual

Total Capital Expenditure / Total Expenditure X 100

= R 31 924 398 / R 179 213 990 X 100

= **18%**

2. Repairs and Maintenance as a % of Property, Plant and Equipment and Investment Property

2022/23 DRAFT Budget

Total Repairs and Maintenance / PPE and Investment Property (CV) X 100

= R 2 799 000 / R 334 916 000 X 100

= **0.78 %**

2020/21 Actual

= R 3 377 552 / R 317 726 359 X 100

= 1 **%**

We unable to meet the norm of 8% as we are a small municipality, but this won't distract the service delivery. It must be noted that due to the rural nature and size of our municipality, we are lagging behind in the provision of infrastructure (roads, community halls etc.) and therefore there is not much infrastructure to maintain. This can be evidenced by how we have spent our infrastructure grants in the last couple of financial years. We also do not have cash generating assets that must be maintained in order to ensure sustainability of the municipality.

B. Liquidity Management

1. Cash/ Cost Coverage Ratio (Excl. Grants)

2022/23 Budget

(Cash and Cash equivalent-
Unspent conditional grant- overdraft) + Short term land. X 100
Operating expenditures excl. non cash payments

(R1 666 000 – 0 – 0) +R0) X 100
R120 233 000
1 %

2020/21 Actual

(R 8 191 629 – 1 615 351) +R0) X 100
R 126 172 715

5 %

2. Current Ratio

2022/23 Budget

Current Assets
Current Liabilities

R4 812 000
R34 887 000
0.14:1

2020/21 Actual

Current Assets
Current Liabilities

R16 249 127
R18 654 164

0.87:1

C. Debtors Management

1. Collection rate

2022/23 Budget

Gross debtors opening Balance + Billed Revenue- Gross debtors closing Balance- Bad debts written off) x 100
Billed Revenue

(R3 516 000 + R 25 136 000 – R4 610 000 – R 3 006 000) X 100

R 25 136 000

84%

2020/21 Actual

Gross debtors Opening Balance + Billed Revenue- Gross debtors Closing Balance- Bad debts written off) x 100

Billed Revenue

(R 10 510 179 + R 19 714 115 – R 2 648 298- R2 847 164) X 100

R19 714 115

125, 44%

2. Net Debtors days

2022/23 Budget

(Gross Debtors - Bad Debts provision) X 365

Actual Billed Revenue

R 19 714 115 – R 3 006 000 X 365
R 24 204 000

107 Days

2020/21 Actual

(Gross Debtors - Bad Debts provision) X 365

Actual Billed Revenue

R 10 130 000 – R2 847 164 X 365
R 19 714 115

135 Days

D. Expenditure Management

3. Remuneration as a percentage of total operating expenditure

2022/23 Budget

(Employees Related Cost and Councillors) X100
Operating Expenditure

R 62120 X 100
R 141 267 000

44%

2020/21 Actual

(Employees Related Cost and Councillors) X100
Operating Expenditure

R 56 807 913
R147 289 592

39 %

4. Contracted Services of a total of operating Expenditure

2022/23 Draft Budget

Contracted Services x 100
Operating Expenses

R 34 313 000 x 100
R 141 267 000

24 %

2020/21 Actual

Contracted Services x 100
Operating Expenses

R24 570 139 x 100
R 147 289 592

17 %

2.1. OVERVIEW OF BUDGET- RELATED POLICIES

The following budget related policies must be reviewed and approved by the council together with the Draft budget:

- Rates Policy
  Credit Control & Debt Collection Policy
  Indigent Policy
  Tariff Policy
- Substance and Travelling Policy
  Cash Management & Investment Policy
- Borrowing Framework Policy and Guidelines
  Supply Chain Management Policy
  Virement Policy
  Budget Policy
  Funding and Reserves Policy
  Assets Management Policy
- Cost containment Policy

2.2. OVERVIEW OF BUDGET ASSUMPTIONS

2.2.1. General inflation outlook and its impact on the municipal activities

There are three key factors that have been taken into consideration in the compilation of the 2021/22 MTREF:

- National Government macro-economic targets;
- The impact of municipal cost drivers;
- The increase in the cost of remuneration, Employee costs and councillor's remuneration is 4.9 percent.

2.2.2. Interest rates for borrowing and investment of funds

The MFMA specifies that borrowing can only be utilised to fund capital or refinancing of borrowing in certain conditions. The Municipality is not intended to take any borrowings to finance its capital assets for the 2022/23 budget year to minimise the interest rate costs and risk.

2.2.3. Collection rate for revenue services

It is also assumed that current economic conditions, and relatively controlled inflationary conditions, will continue for the MTERF.

Property Rate
The rate of Property rates revenue collection is currently expressed as 83% of annual billings.

Rental of facilities
The rate of rental of facilities revenue collection is currently expressed as 90% of annual billings.

Other revenues, Interest earned, License and Permits and Refuse revenue
The collection rate of the above revenue is expected to be 100% collection for 2022/23 budget.

2.2.4. Operational and Capital Grants

It has been assumed that 100% t of the grants will be received.

2.2.5. Salary increases

The increase in the cost of remuneration, Employee costs and councillor's remuneration is 4.9 percent.

2.2.6. Ability of the municipality to spend and deliver on the programmes

MFMA circular No.71 state that at least 10-20 percent of total expenditure will be spent on the implementation of capital projects. During the preparation of 2022/23 budget we anticipated to spend 19% of total expenditure to capital projects.

3.6.10 ADJUSTMENT BUDGET FINDINGS

Table 31: Adjustment budget findings.

Description	Ref	Budget Year 2021/22												Medium Term Revenue and Expenditure Framework		
R thousand		July	August	Sept.	October	November	December	January	February	March	April	May	June	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
Revenue By Source																
Property rates		1 678	1 678	1 678	1 678	1 678	1 678	1 678	1 678	1 678	1 678	1 678	1 678	20 141	20 947	21 785
Service charges - electricity revenue		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - water revenue		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - sanitation revenue		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Service charges - refuse revenue		22	22	22	22	22	22	22	22	22	22	22	22	268	279	290
Rental of facilities and equipment		94	94	94	94	94	94	94	94	94	94	94	94	1 127	1 173	1 219
Interest earned - external investments		67	67	67	67	67	67	67	67	67	67	67	67	799	831	864
Interest earned - outstanding debtors		11	11	11	11	11	11	11	11	11	11	11	11	137	142	148
Dividends received		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Fines, penalties and forfeits		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Licences and permits		3	3	3	3	3	3	3	3	3	3	3	3	37	38	40
Agency services		10	10	10	10	10	10	10	10	10	10	10	10	115	120	124
Transfers and subsidies		8 761	8 761	8 761	8 761	8 761	8 761	8 761	8 761	8 761	8 761	8 761	8 761	105 126	109 181	106 074
Other revenue		22	22	22	22	22	22	22	22	22	22	22	22	270	280	292
Gains		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Revenue (excluding capital transfers and contributi		**10 668**	**10 668**	**10 668**	**10 668**	**10 668**	**10 668**	**10 668**	**10 668**	**10 668**	**10 668**	**10 668**	**10 668**	**128 020**	**132 991**	**130 836**
Expenditure By Type																
Employee related costs		4 265	4 265	4 265	4 265	4 265	4 265	4 265	4 265	4 265	4 265	4 265	4 265	51 184	53 232	55 361
Remuneration of councillors		762	762	762	762	762	762	762	762	762	762	762	762	9 141	9 501	9 881
Debt impairment		346	346	346	346	346	346	346	346	346	346	346	346	4 158	4 324	4 497
Depreciation & asset impairment		1 371	1 371	1 371	1 371	1 371	1 371	1 371	1 371	1 371	1 371	1 371	1 371	16 456	16 786	17 457
Finance charges		1	1	1	1	1	1	1	1	1	1	1	1	10	10	11
Bulk purchases - electricity		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Inventory consumed		132	132	132	132	132	132	132	132	132	132	132	132	1 584	1 922	1 999
Contracted services		2 830	2 830	2 830	2 830	2 830	2 830	2 830	2 830	2 830	2 830	2 830	2 830	33 960	35 164	36 570
Transfers and subsidies		212	212	212	212	212	212	212	212	212	212	212	212	2 550	2 601	2 705
Other expenditure		1 631	1 631	1 631	1 631	1 631	1 631	1 631	1 631	1 631	1 631	1 631	1 631	19 578	20 270	21 081
Losses		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Total Expenditure		**11 552**	**11 552**	**11 552**	**11 552**	**11 552**	**11 552**	**11 552**	**11 552**	**11 552**	**11 552**	**11 552**	**11 552**	**138 621**	**143 809**	**149 561**
Surplus/(Deficit)		**(883)**	**(883)**	**(883)**	**(883)**	**(883)**	**(883)**	**(883)**	**(883)**	**(883)**	**(883)**	**(883)**	**(883)**	**(10 601)**	**(10 818)**	**(18 725)**
Transfers and subsidies - capital (monetary allocations) (National / Provincial and District)		2 609	2 609	2 609	2 609	2 609	2 609	2 609	2 609	2 609	2 609	2 609	2 609	31 302	24 986	25 946
Transfers and subsidies - capital (monetary allocations) (National / Provincial Departmental Agencies, Households, Non-profit Institutions, Private Enterprises, Public Corporatons, Higher Educational Institutions)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Transfers and subsidies - capital (in-kind - all)		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit) after capital transfers & contributions		**1 725**	**1 725**	**1 725**	**1 725**	**1 725**	**1 725**	**1 725**	**1 725**	**1 725**	**1 725**	**1 725**	**1 725**	**20 701**	**14 168**	**7 221**
Taxation		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Attributable to minorities		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Share of surplus/ (deficit) of associate		–	–	–	–	–	–	–	–	–	–	–	–	–	–	–
Surplus/(Deficit)	1	**1 725**	**1 725**	**1 725**	**1 725**	**1 725**	**1 725**	**1 725**	**1 725**	**1 725**	**1 725**	**1 725**	**1 725**	**20 701**	**14 168**	**7 221**

3.6.11 PROPERTY RATES

Table 32: Property rates.

Catergories	Market Value	Exemption	Subtotal	RATE	Subtotal	Phasing in	Phasing Out	REBATE	Amount Billed
Aagriculture	2 300 000.00	-	2 300 000.00	0.01	15 504.30			15 504.30	-
Places of Worship	5 230 000.00		5 230 000.00	-	-			-	-
Public Benefit Organisation	5 800 000.00		5 800 000.00	0.01	39 097.80				39 097.80
Communal Property/ITB	253 038 000.00		253 038 000.00	0.03	6 822 916.63			6 822 916.63	-
Municipal Properties	33 868 000.00		33 868 000.00	-	-				-
Business and Commercial	47 076 000.00	-	47 076 000.00	0.05	2 538 714.53			-	2 538 714.53
Public Service Property	393 040 000.00	-	393 040 000.00	0.05	21 195 861.12			-	21 195 861.12
Residential	14 980 000.00	870 000.00	14 110 000.00	0.03	380 462.04	-	-	152 184.82	228 277.22
	755 332 000.00	**870 000.00**	**754 462 000.00**		**30 992 556.42**	**-**	**-**	**6 990 605.75**	**24 001 950.67**

Budget for property rates is based on the current valuation roll and 2022 draft tariffs. We took the total market value per property category less any exemptions and multiply by applicable tariff, then minus rebate if any. In the preparation of this budget, we also review and updated municipal Property rates policy and Tariffs, these both documents will be discussed with relevant stakeholders before the approval of original budget, and we are flexible for any changes subject to public consultation. Then if there are any changes, we will incorporate them on original budget. Here are some changes on draft municipality Property rate policy and tariffs: -

- There is no rebate on State own properties.
- Place of worship properties are billed and received a 100% rebate.
- ITB properties are 100% exempted (not billed).

These changes highlighted above were taken into account in the preparation of draft budget.

3.6.12 RENTAL OF FACILITIES

Rental of facilities and equipment is made of hall hire fee and rental debtors. Rental debtors is based on billings whereas Hall hire fees based on actual receipts. The budget for rental debtors is calculated using the Lease contract and applicable tariffs depending on the space occupied by tenant. During the examination of lease contract we note that some other contracts are expired long time ago but the tenant is still occupying the municipal properties and is paying, therefore all such contracts were taken into account on the calculation rental debtor's budget. Some lease contracts includes an annual increase of 10% some not, we didn't take this clause into account because there are internal discussion to reverse this clause because it's not applicable across. The budget to hall hire depending on occurrence of particular events, therefore there is no accurate formula or source documents, but we tried not to overstate the revenue budget by keeping hall hire budget at a maximum of R15 000 per annum.

3.6.13 INTEREST EARNED – EXTERNAL INVESTMENTS

The budget for interest receives on external investment includes interest received on external investment and interest receive from FNB main account and ABSA current account amounted to R800 000.

3.6.14 INTEREST EARNED ON OUTSTANDING DEBTORS

The interest on outstanding debtors is made of consumer debtors and rental debtors. The budget for interest received on outstanding debtors calculated as R 137 000 for 2021/22 budget year. There is a huge decrease on interest on outstanding debtor's compared to prior years, this is simple because in the current budget year we will mainly bill State owned debtors, commercial and residential properties. Ingonyama trust that was billed in prior year and has accumulated a huge amount in interest on outstanding debtors we gave them 100% exemption. The budget is calculated applying 7% rate on outstanding balance as per 2022 draft tariffs. The budget for interest received on outstanding debtors calculated is R 137 000.

3.6.15 OTHER REVENUE

Budget for other revenue is made up of sales of tender document, refund from LGSETA, income from shared services and transition handling fee etc. The budget for other revenue is R270 000, included in this budget is R156 000 expected from shared services.

3.6.16 REFUSE REMOVAL

The budge for refuse revenues is based on skips location multiply by price per skip per month. Municipality is currently servicing three (3) locations, two (2) hospitals and one (1) commercial, and there are renting 7 cubic meter containers.

3.6.17 EMPLOYEE RELATED COST

The acceptable normal range is between 25% to 40% of the total expenditure. If the ratio exceeds the normal range, it could indicate inefficiencies, overstaffing and incorrect focus due to misdirected expenditure to non-essentials or non-service delivery related expenditure. The municipality's percentage of employee related costs & councillor allowances to total expenditure for the past two (2) financial years has remained within the benchmark range of 25% to 40%, indicating sound management around payroll related costs. The 2021/22 financial year was projected to increase in employee related costs, presenting a financial risk going forward and the municipality would have to ensure that this is closely monitored, and any excessive and unnecessary hiring is avoided. The municipality's percentage of employee related costs & councillor allowances to total expenditure are explained in the table below.

Table 33: Employee related costs.

Financial Year	Details	Percentages
2020 (Audited)	Total remuneration = R55 109 022 Total expenditure = R138 022 955	40%
2021 (Pre-Audited)	Total remuneration = R56 694 133 Total expenditure = R146 478 652	39%
2022 (Current Year Projections)	Total remuneration = R59 864 000 Total expenditure = R143 330 000	42%
2023 (Projected)	Total remuneration = R62 253 000 Total expenditure = R145 850 000	43%
2024 (Projected)	Total remuneration = R 64 743 000 Total expenditure = R151 191 000	43%
2025 (Projected)	Total remuneration Total expenditure	40%
2026 (Projected)	Total remuneration Total expenditure	40%
2027 (Projected)	Total remuneration Total expenditure	40%

3.6.18 OPERATING TRANSFERS AND GRANTS

Operating transfers and subsidies total budget is R105.1 million as per 2022 division of revenue bill and provincial gazette.

3.6.19 EXPENDITURE ON ALLOCATION AND GRANTS PROGRAMMES

The municipality is grant dependent, and heavily depends on grants such as MIG and Equitable share funding to execute its municipal services and it is 100% rural with high poverty and very low employment rates. The municipality's business and service delivery priorities were reviewed as part of this year's planning and budget process. Where appropriate, funds were

transferred from low- to high-priority programmes so as to maintain sound financial stewardship. The municipality also supports the indigent with electricity and has an indigent register of 2 586 registered households to make sure the poor are considered when basic services are provided and to make sure they are prioritized. The table below shows how Maphumulo Municipality conditional grants are spent.

Table 34: Grant expenditure.

Financial Year	Details	Percentages
2020 (Audited)	Total Grants Received = R39 126 862	96%
	Total Grant Expenditure = R37 511 511	
2021 (Pre-audited)	Total Grants Received = R39 148 856	66%
	Total Grant Expenditure = R25 872 649	
2022 (Current Year Projections)	Total Grants Received = R53 738 000	100%
	Total Grant Expenditure = R53 738 000	
2023 (Projected)	Total Grants Received = R41 353 000	100%
	Total Grant Expenditure = R 41 353 000	
2024 (Projected)	Total Grants Received = R44 387 000	100%
	Total Grant Expenditure = R44 387 000	
2025 (Projected)	Total Grants Received	100%
	Total Grant Expenditure	
2026 (Projected)	Total Grants Received	100%
	Total Grant Expenditure	
2027 (Projected)	Total Grants Received	100%
	Total Grant Expenditure	

3.6.20 REMUNERATION OF COUNCILLORS

The 2021/22 draft budget for salaries, allowances and benefits of different members of Council is based on 04 percent council upper.

3.6.21 DEBT IMPAIRMENTS

The budget for debts impairment decreased compared to previous year. The current year budget is R 4.2 million, this budget is based on revenue billed less collection and the uncollectable billed revenue will be impaired at the end of 2021/22 financial year.

3.6.22 DEPRECIATION

Provision for depreciation and asset impairment has been informed by the Municipality's Asset Management Policy, 2021/22 Fixed asset register forecasts and all capital assets expected to be acquired during the budget year. Depreciation is widely considered a proxy for the measurement of the rate asset consumption. Budget appropriations in this regard total to R 16.5 million.

3.6.23 CONTRACTED SERVICES

Contracted services comprise of all the operational services rendered by service provider which is not an operational service. Maphumulo Municipality is committed to keeping its contracted services expenditure as low as possible. The higher the contracted services means that many municipal functions are being outsourced to consultants or employees are not capable to perform their duties. Increasing the contracted services exposes the municipality to risks such as inability to build capacity and ongoing reliance on contractors. The acceptable norm of contracted services is 2-5% of total operating expenditure. The table below indicates contracted services as a percentage of total operating expenditure.

Table 35: Contracted services expenditure.

Financial Year	Details	Percentages
2020 (Audited)	Contracted services R24 069 949	17%
	Operating expenditure R138 022 955	
	Contracted services R24 570 139	17%

Financial Year	Details	Percentages
2021 (Pre-audited)	Operating expenditure R146 478 652	
2022 (Current Year Projections)	Contracted services R36 439 000	25%
	Operating expenditure R143 330 000	
2023 (Projected)	Contracted services R37 356 000	26%
	Operating expenditure R145 850 000	
2024 (Projected)	Contracted services R38 693 000	26%
	Operating expenditure R151 191 000	
2025 (Projected)	Contracted services	5%
	Operating expenditure	
2026 (Projected)	Contracted services	5%
	Operating expenditure	
2027 (Projected)	Contracted services	5%
	Operating expenditure	

3.6.24 TRANSFERS AND GRANTS EXPENDITURE

The budget for transfers and grants expenditure is a free basic service. This budget is mainly for Eskom free basic electricity and is based on the current indigent register used by Eskom.

3.6.25 OTHER

Other expenditure comprises of various line items which are municipal operations. Draft budget for 2021/22 is R19.6 million.

3.6.26 NEW ASSETS

The budget for capital expenditure is estimated to be R 33.9 million excluding VAT. This budget consists of the purchase of immovable assets and infrastructure. The funding for capital expenditure would be as follows:

- R31.3 million inclusive VAT from MIG grant; and
- R6.9 million inclusive of VAT internally generated funds.

Internally generated funds would be funded by the income received/ generated from municipal operating revenue (property rate, rentals etc.) which is not committed to any purpose. Internal generated funds would fund the following assets.

Table 36: Capital expenditure internally funded.

2022/23 Draft Capital Expenditure	
Description	**Amount Exc. VAT**
IT software	90 000.00
upgrade of community halls	3 500 000.00
Vehicle	3 000 000.00
IT Computers	320 000.00
Park home	500 000.00
Sport filed	8 000 000.00
Community Assets	800 000.00
Roads	17 226 956.52
Total capital expenditure	**33 436 956.52**

The following are the list of capital expenditure projects as per community needs as well as the expenditure for electrification projects.

Table 37: Capital expenditure on projects per community needs.

Project Name	Funding	Ward	Project status Completed/ in progress/ not yet commence	2020 Actual amount (Audited) R'000	2021 Actual Amount (Pre-Audited) R'000	2022 Budget Amount R'000	2023 Budget Amount R'000	2024 Budget Amount R'000	2025 Budget Amount R'000	2026 Budget Amount R'000	2027 Budget Amount R'000
Mvozane Community Centre	COGTA Grant	09	WIP								
Esihlahleni back top road	MIG	09	Completed								
Esihlahleni Bridge	MIG	09	Completed								
Okhukho black top road	MIG	04	WIP			16 051					
Okhalweni back top Road	MIG	10	WIP			8 394					
Phozomane/ Mnawe	MIG	08	WIP	0	0	8 437					
Rehabilitation of Sabuyaze Sports field	MIG	09	Not yet commence	0	0	1 500					
Totals											

Table 38: Expenditure for electrification projects.

Projects Name	Project Value R'000	Funding	Ward	Approved by ENERGY Yes / No	Project status Completed/ in progress/ not yet commence	2020 Actual amount (Audited) R'000	2021 Actual Amount (Pre-Audited) R'000	2022 Budget Amount R'000	2023 Budget amount R'000	2024 Budget Amount R'000	2025 Budget Amount R'000	2026 Budget amount R'000	2027 Budget amount R'000
Sihlushwaneni /mbulwini/mphise/Mangongo		INEP	3	Y				2 500					
Mankayiyane / Otimati		INEP	4	Y				5 000					
Sinamfini		INEP	7	Y				2 500					
Ngwadimane		INEP	8	Y				6 250					
Nhlokozi & Kwazini		INTERNAL	5	Y				1 565					

3.6.27 RENEWAL OF EXISTING ASSETS AND REPAIRS AND MAINTENANCE

The municipality has an assets renewal and maintenance plan covering the SDBIP. Budget has been adequately compiled to make provision for repair and maintenance of existing infrastructure as well as the development of infrastructure. There is steady spending in terms of the Municipal Infrastructure Grants (MIG) spending. The Asset Policy was adopted by council as a guiding tool for the maintenance of municipal infrastructure assets. Technical and Community Services Departments have maintenance plans in place with 5% of the municipal operational budget allocated under the plan during the 22/23 FY and will increase steadily over the next years taking into consideration the physical health of plant and infrastructure while the total repairs and maintenance stands at 2% of PPE. The municipality is unable to budget for 8% of its PPE due to prioritising of funds. However, the municipality plans to review this percentage within the future years as it will start the process of assessment of assets.

3.6.28 CASH FLOW MANAGEMENT

3.6.28.1 CASH AND CASH EQUIVALENT

The cash equivalent balance in the 2019/20 AFS is R16.6 million. Cash and cash equivalent at the end of the 2021/22 financial year is projected and expected to decrease to R2.2 million. The cash and cash equivalent balance at the end of 2020/21 financial year expected to be R13.2 million.

3.6.28.2 2021/22 ANNUAL BUDGET CASH FLOW

- **Cash from operating Activities**

The municipality budget for revenue to be received in 2020/21 budget year is R177.4 million that consist of the following sources: -

Table 39: Annual budget cash flow.

Description	Ref	2017/18	2018/19	2019/20	Current Year 2020/21				2021/22 Medium Term Revenue & Expenditure Framework		
R thousand		Audited Outcome	Audited Outcome	Audited Outcome	Original Budget	Adjusted Budget	Full Year Forecast	Pre-audit outcome	Budget Year 2021/22	Budget Year +1 2022/23	Budget Year +2 2023/24
CASH FLOW FROM OPERATING ACTIVITIES											
Receipts											
Property rates		–	–	–	15 164	15 665	15 665	–	21 948	22 826	23 739
Service charges		–	–	–	100	308	308	–	308	321	333
Other revenue		–	–	–	–	1 966	1 966	–	7 204	7 773	8 343
Transfers and Subsidies - Operational	1	18 734	14 693	15 311	179 710	130 278	130 278	181 812	121 376	119 030	117 927
Transfers and Subsidies - Capital	1	–	–	–	22 455	23 461	23 461	–	31 382	24 986	25 946
Interest		–	–	–	945	806	806	604	799	831	831
Dividends		–	–	–	–	–	–	–	–	–	–
Payments											
Suppliers and employees		–	–	–	153	(201 680)	(201 680)	64	(139 213)	(137 503)	(144 345)
Finance charges		–	–	–	–	–	–	–	(10)	(10)	(11)
Transfers and Grants	1	–	–	–	–	–	–	–	(4 059)	(2 217)	(2 306)
NET CASH FROM/(USED) OPERATING ACTIVITIES		**18 734**	**14 693**	**15 311**	**218 527**	**(29 196)**	**(29 196)**	**182 480**	**39 736**	**36 037**	**30 459**
CASH FLOWS FROM INVESTING ACTIVITIES											
Receipts											
Proceeds on disposal of PPE		–	–	–	–	–	–	–	–	–	–
Decrease (increase) in non-current receivables									–	–	–
Decrease (increase) in non-current investments									–	–	–
Payments											
Capital assets		–	–	–	(30 939)	(55 569)	(55 569)	–	(35 468)	(25 310)	(26 381)
NET CASH FROM/(USED) INVESTING ACTIVITIES		**–**	**–**	**–**	**(30 939)**	**(55 569)**	**(55 569)**	**–**	**(35 468)**	**(25 310)**	**(26 381)**
CASH FLOWS FROM FINANCING ACTIVITIES											
Receipts											
Short term loans		–	–	–	–	–	–	–	–	–	–
Borrowing long term/refinancing		–	–	–	–	–	–	–	–	–	–
Increase (decrease) in consumer deposits		–	–	–	–	–	–	–	–	–	–
Payments											
Repayment of borrowing		–	–	–	–	–	–	–	–	–	–
NET CASH FROM/(USED) FINANCING ACTIVITIES		**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**	**–**
NET INCREASE/ (DECREASE) IN CASH HELD		**18 734**	**14 693**	**15 311**	**187 588**	**(84 765)**	**(84 765)**	**182 480**	**4 268**	**10 727**	**4 078**
Cash/cash equivalents at the year begin:	2	3 317	1 512	1 312	32 699	16 492	16 492	13 256	**5 938**	**10 206**	**20 932**
Cash/cash equivalents at the year end:	2	**22 051**	**16 204**	**16 623**	**220 287**	**(68 273)**	**(68 273)**	**195 736**	**10 206**	**20 932**	**25 010**

- **Property Rates**

The budget for collection on property rate is mainly from state owned properties. The collection rate for property rates is from the following categories.

- State owned properties R21.2 million
- Commercial properties R700 000
- Residential properties R10 000
- Service Charges

The municipality is expecting 100% collection of service charges; the total collection is R308 000 inclusive VAT.

- **Other Revenue**

The budget for other revenue comprises of cash collection from rental of facilities and equipment's, agency Services, VAT and other income. The collection is expected as follows:

- Rental of facilities and equipment R 1.3 million inclusive VAT
- Agency services R 132 000 inclusive VAT
- Other income (Tender sale) R 74 750 inclusive VAT and
- VAT refunds R 3.7 million

- **Interest earned on external investments.**

Interest earned on external investment collation rate is 100%.

3.6.28.3 CASH FROM INVESTING ACTIVITIES

The budget for investing activities is made of the capital expenditure, which is budgeted to be R 45.7 million in the budget year.

3.6.28.4 APPLICATION OF CASH AND INVESTMENT

- Unspent Conditional Grants

Municipality is budgeted to spend 100% of conditional grants received in 2020/21budget year. The unspent grants required to be cash backed is nil for 2021/22 financial year.

3.6.29 GRANT DEPENDENCY

Table 40: Grant dependency.

YEAR	GRANT DEPENDENCY
2010	91%
2011	86%
2012	84%
2013	83%
2014	83%
2015	83%
2016	87%
2017	88%
2018	84%
2019	80%
2020	82%
2021	85%

3.6.30 INDIGENT SUPPORT

3.6.30.1 MAPHUMULO 2019/20 INDIGENT POLICY

At the council meeting held on the on 28 September 2020, the council approved indigent register as per resolution number MAPCO: 34/04/20 (See attached indigent register). The Indigent Policy was last adopted by Council during the 2021/22 financial year with the aim to provide more assistance to the households identified. The Finance and Community Services Department had embarked on processes to review the Municipal Indigent Policy and Register in the 2021/22 financial year to be finalised and implemented in the 2022/23 financial year.

3.6.30.2 NUMBER OF INDIGENTS REGISTERED IN THE INDIGENT REGISTER

The register is on developmental stage our anticipated completion is 30 April 2022. According to Maphumulo Indigent Policy a household with a combined income of less than R3 820 per month is eligible to qualify as indigent regardless of where they stay within the municipal area. The table below indicates the distribution of registered households per ward as well as the total costs:

Table 41: Indigent households distributed per ward.

WARDS	TOTAL NUMBER OF HOUSEHOLD REGISTERED	50 KWH COST TO INDIVIDUAL HOUSEHOLD	TOTAL COST OF REGISTERED HOUSEHOLDS
1		R73.14	
2		R73.14	
3		R73.14	
4		R73.14	
5		R73.14	
6		R73.14	
7		R73.14	
8		R73.14	
9		R73.14	
10		R73.14	
11		R73.14	
12		R73.14	
TOTAL	2 586		

3.6.30.3 HOW MUCH ALLOCATED TO INDIGENTS SUPPORT FROM EQUITABLE SHARE

Municipality has allocated R 2.3 million, which is 2% of Equitable share for free basic services which is 4% of allocated equitable share. This indicate that the indigent support has increase compared to prior years. (See attached indigent register).

3.6.31 REVENUE ENHANCEMENT AND PROTECTION SERVICES

The Revenue Enhancement Strategy has been developed and it is attached as one of the annexures. It has been developed for 2021/22 financial year. The strategy is intending to assist the municipality with (i) intensifying the collection of outstanding debts (property rates) from debtors and (ii) to introduce new revenue streams for the municipality in a short term e.g., landfill site, cemetery site and driver's license renewal function as well as long-term revenue stream e.g., development of KwaShushu Hotsprings and Ntunjambili Tourism Enterprises.

3.6.32 SUPPLY CHAIN

Maphumulo Municipality has established all SCM Bid Committees which are functional and guided by the SCM Policy, prepared and adopted by the Council. One of the pre-qualifying criteria for contracts that are above R6 million is that 30% of the work can be designated to certain groups including people living with disabilities. The municipality also monitors the performance of Service Providers who are mandated by the municipality on its various initiatives. The performance of service providers is reported to MANCO and Council.

3.6.33 AUDIT

The municipality had attained the following AG opinions in the past three years:

Table 42: Audit opinion.

YEAR	AUDIT OPINION
2017/18	Unqualified Audit Opinion
2016/17	Unqualified Audit Opinion
2015/16	Unqualified Audit Opinion
2018/19	Unqualified Audit Opinion
2019/20	Unqualified Audit Opinion

3.6.34 FINANCIAL POLICIES

The existing financial policies are as follows:

- Tariff's policy;
- Virement policy;

- Funding and Reserves policy
- Borrowing Framework Policy and Guidelines
- Cash management Policy
- Property rates policy;
- Budget policy;
- Banking policy;
- Credit control policy;
- Travelling policy;
- Fixed Assets Policy;
- Supply Chain Management policy;
- Indigent policy; and
- Cost containment policy.

3.6.35 OPERATIONS AND MAINTANANCE PLAN

Below is the table indicating assets maintenance expenditure budgets. The Operation and Maintenance Plan prioritizes spending on the main assets with the following budget allocations.

Financial Year	Details	Percentages
2020 (Audited)	Repairs and maintenance = R5 373 636	4%
	Total Expenditure = R138 022 955	
2021 (Pre-audited)	Repairs and maintenance = R7 844 062	5%
	Total Expenditure = R146 478 652	
2022 (Current Year Projections)	Repairs and maintenance = R7 002 000	5%
	Total Expenditure = R 143 330 000	
2023 (Projected)	Repairs and maintenance = R7 099 000	5%
	Total Expenditure = R145 850 000	
2024 (Projected)	Repairs and maintenance = R7 374 000	5%
	Total Expenditure = R151 191 000	
2025 (Projected)	Repairs and maintenance	5%
	Total Expenditure	
2026 (Projected)	Repairs and maintenance	5%
	Total Expenditure	
2027 (Projected)	Repairs and maintenance	5%
	Total Expenditure	

3.6.36 PLANS TO ADDRESS THE REPAIRS AND MAINTENANCE BUDGET

The repairs and maintenance budget are currently below the 8% budget threshold as required by MFMA. The municipality is planning to implement the revenue enhancement strategies in order to ensure that it raises enough budget in order to meet this requirement within the next financial years.

3.6.37 LOANS/ BORROWINGS

The municipality had loans in 2015 /16 financial year, these have been settled. The Municipality is not intended to take any borrowings during 2022/23 financial year.

3.6.38 FINANCIAL PLAN

The municipality did not have a financial plan in the past; however, it had made plans to develop it within the 2021/22 financial year. Furthermore, the municipality has recorded some challenges regarding the expenditure which have been identified as follows:

- Grant dependency on capital and operational expenditure;
- Late submission of invoices resulting in late payment penalties;
- Inadequate control over contract management;
- Use of consultants even if there is no need;
- Payments of unplanned projects;

- Failing to implement assets maintenance plan; and
- Interfering of political leadership.

Table 43: Five-year budget.

Financial Year	Details	Percentages
2020 (Audited)	Expenditure R179 678 908	102%
	Budget R175 913 591	
2021 (Pre-audited)	Expenditure R191 109 350	92%
	Budget R208 731 024	
2022 (Current year Projections)	Expenditure R152 636 070	86%
	Budget R176 917 000	
2023 (Projected)	Expenditure R 173 639 000	100%
	Budget R173 639 000	
2024 (Projected)	Expenditure R180 146 000	100%
	Budget R180 146 000	
2025 (Projected)	Expenditure	100 %
	Budget	
2026 (Projected)	Expenditure	100 %
	Budget	
2027 (Projected)	Expenditure	100 %
	Budget	

Moreover, the municipality is committed to maintaining a 30 days' creditor payment period; reduction of fruitless and wasteful expenditure to 0.5% of total operating expenditure, monthly reconciliation of all supplier accounts to ensure accuracy in payments, and periodic review of Electronic Funds Transfer signatories. The total expenditure incurred compared to budget for the next five years is demonstrated above.

3.6.39 INVESTMENT REGISTER

Table 44: Investment register.

KZN294 Maphumulo - Supporting Table SA16 Investment particulars by maturity

Investments by Maturity	Ref	Period of Investment	Type of Investment	Capital Guarantee (Yes/ No)	Variable or Fixed interest rate	Interest Rate ³	Commission Paid (Rands)	Commission Recipient	Expiry date of investment	Opening balance	Interest to be realised	Partial / Premature Withdrawal (4)	Investment Top Up	Closing Balance
Name of institution & investment ID	1	Yrs/Months												
Parent municipality														
CALL ACCOUNT 2		Call account	YES	VIRIABLE	0.08				30-60-2022	96	2	(4 000)		(3 902)
FNB 1		Call account	YES	VIRIABLE	0.064				30-60-2022	580	138			718
FNB 2		Call account	YES	VIRIABLE	0.064				30-60-2022	2 878	309	(4 000)		(812)
STD BANK		Call account	YES	VIRIABLE	0.074				30-60-2022	1 373	82			1 456
FNB 6		Call account	YES	VIRIABLE	0.08				30-60-2022	28	1			28
NEDBANK		Call account	YES	VIRIABLE	0.05				30-60-2022	80	2			82
NEDBANK2		Call account	YES	VIRIABLE	0.064				30-60-2022	1 026	37			1 063
ABSA2		Call account	YES	VIRIABLE	0.05				30-60-2022	6 726	205	(2 299)		4 631
NEDBANK3		Call account	YES	VIRIABLE	0.064				30-60-2022	645	22			666
														–
														–
														–
														–
Municipality sub-total										13 431		(10 299)	–	3 931
Entities														
														–
Entities sub-total										–		–	–	–
TOTAL INVESTMENTS AND INTEREST	1									13 431		(10 299)	–	3 931

3.6.40 SWOT ANALYSIS

STRENGTH	WEAKNESS
• Revenue raising strategy in place. • SCM policy and bid committees in place. • Procurement plan is aligned to the SDBIP. • Assets management policy and disposal committee in place • Financial sustainability analysis is backed up by financial ratios • Credit control policy in place. • Sound financial Management and implementation of MSCOA • 100% Implementation of AG Action Plan • AFS preparation is done in house	• Grant dependency (82%). • Asset renewal plan not in place. • Asset reconciliation is outsourced. • SCM position is currently vacant.
OPPORTUNITIES	**THREATS**
• Possibility of revenue increase if investors invest in Maphumulo Town. • More grants allocations.	• Lack of adequate sources of revenue. • High dependency ratio. • Lack of bulk infrastructure, revenue is threatened. • Withholding of grants or decline in grants roll overs applications. • Delays in projects completions. • Delays in procurement processes.



LOCAL ECONOMIC DEVELOPMENT

CAN WE CHAMPION THE GROWTH OF OUR ECONOMY?

NGABE SIYAKWAZI UKUKHULISA UMNOTHO WETHU?

3.7 KPA 4: LOCAL ECONOMIC DEVELOPMENT AND SOCIAL ANALYSIS

Local Economic Development (LED) is a process with which local government or community-based organisations engage to stimulate or maintain business activity and/or employment. The key role local government has to play in LED can also be found in the definition of Scheepers and Monchusi (2002) who define LED as a process managed by municipalities in accordance with their constitutional mandate to promote social and economic development. Local economic development (LED) offers local government, the private and non-profit sectors, and local communities the opportunity to work together to improve the local economy. It focuses on enhancing competitiveness, increasing sustainable growth and ensuring that growth is inclusive. LED encompasses a range of disciplines including physical planning, economics and marketing. It also incorporates many local government and private sector functions including environmental planning, business development, infrastructure provision, real estate development and finance. The purpose of local economic development (LED) is to build up the economic capacity of a local area to improve its economic future and the quality of life for all. It is a process by which public, business and non-governmental sector partners work collectively to create better conditions for economic growth and employment generation. The practice of local economic development can be undertaken at different geographic scales. A local government pursues LED strategies for the benefit of its jurisdiction, and individual communities and areas within a local government's jurisdiction can also pursue LED strategies to improve their economic competitiveness. Such approaches are most successful if pursued in partnership with local government strategies. LED is thus about communities continually improving their investment climate and business enabling environment to enhance their competitiveness, retain jobs and improve incomes. Local communities respond to their LED needs in many ways, and a variety of approaches can be taken that include: Ensuring that the local investment climate is functional for local businesses:

- Supporting small and medium sized enterprises;
- Encouraging the formation of new enterprises;
- Investing in physical (hard) infrastructure;
- Investing in soft infrastructure (educational and workforce development, institutional support systems and regulatory issues);
- Supporting the growth of particular clusters of businesses;
- Supporting informal and newly emerging businesses; and
- Targeting certain disadvantaged groups.

3.7.1 ECONOMIC DEVELOPMENT AND PLANNING DEPARTMENT

The Economic Development and Planning department renders the following services;

- Development Planning;
- Economic Development;
- Environmental Management; and
- Geographic Information Systems

The position of Director: EDP was finally filled in February 2019 and has delivered a strategic positing for the Department in terms of achieving its developmental mandate. The Development Planning and Shared Services (DPSS) continue to provide additional support in terms of the following line functions:

Development Planning	• Chief Planner • Senior Planner
Environmental Management	• Environmental Management • Specialist
Geographic Information Systems	• GIS Specialist • GIS Technician

The Economic Development function is supported by the LED Manager and LED Officer.

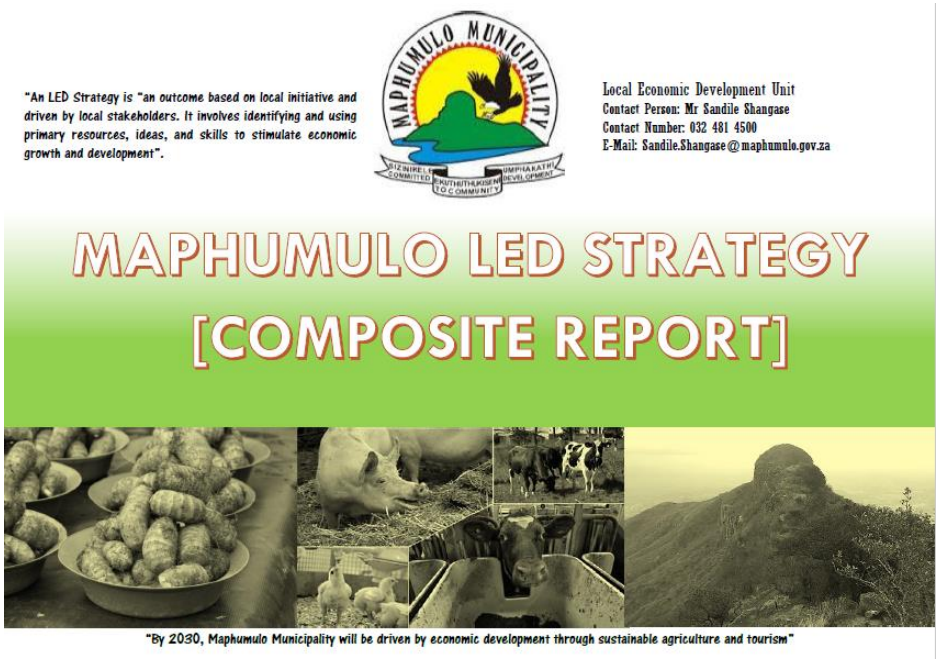
3.7.2 ECONOMIC GOVERNANCE

Maphumulo Municipality has been actively governing the Local Economic Development Mandate through various initiatives. These includes the development of policies and strategies that will assist the

municipality to unlock economic development that can take place within the area. These include the following:

3.7.2.1 MAPHUMULO LED STRATEGY

Image 4: Maphumulo LED Strategy



Council approved the LED Strategy during the 2020/21 financial year. The plan was outsourced and prepared by external consultants. The strategy in brief outlines the municipal's vision to create a well-managed business sector, which addresses the needs of its citizens and stakeholders. It further wants to ensure businesses are effectively integrated into the economic, spatial and social development goals of the municipality. As such, Local Economic Development is driven by the Municipality through its LED Strategy. The strategy focuses on creating an enabling environment to promote investment in the Municipal Area which will have a direct impact on the socio-economic status of the society. The LED business unit has embarked on a process of consolidating key economic development priorities as reflected in the Municipality's LED strategy, which primarily focuses on the following;

- Job creation;
- Agricultural (rural economic development) promotion;
- Town Development; and
- SMMEs and Cooperatives development.

3.7.2.2 TOURISM STRATEGY

Council approved the Tourism Strategy during the 2016/ 17 financial year, the strategy is outdated needs to be reviewed in 2021/22. However, the KwaShushu Hotsprings and Itshe Likantunjambili feasibility studies, business plan and designs have been completed. The plan was outsourced and prepared by external consultants. The imperative to diversify the municipality's economy away from agriculture is one of the major reasons why interventions to create an enabling environment for a competitive tourism sector are being undertaken by local government. This prescribed the need to for Maphumulo to identify the comparative advantages from a tourism perspective. Tourism Development Strategy indicates that the Maphumulo is richly endowed with a unique and picturesque scenery, pleasant climatic conditions, interesting cross-cultural diversity, safe and

hospitable environment etc. These can then be developed into niche brands to create a competitive tourism destinations. The identified comparative advantages include the natural attractions sites such as Kwa-Shushu Hot Springs, Itshe lika Ntunjambili and Sabuyaze Mountain. In addition Maphumulo has the world famous battlefields of Bhambatha Rebellion which can serve as a good attraction for the area.

3.7.2.3 INFORMAL ECONOMY POLICY

Maphumulo Municipality acknowledges the relevance and contribution of the informal economy to the economic and social life of the town. Informal trading provides some income to those who are unemployed as well as providing an alternative to established traditional formal sector retail options. The primary aim is to develop the sector and its participants into a commercially viable and dynamic economic sector, which contributes to the economic growth of the town and the quality of life of its citizens in a sustainable manner. The database of Informal Traders is being updated on monthly basis, with 130 Informal Traders selling various goods ranging from fruits, vegetables, clothes, cosmetics, cooked foods, housewares and detergents. The Municipality is issuing Informal Traders Permits and Street Traders Permits to the Informal traders as means to control the influx of people to town.

The Informal Traders Forum exists, meeting on quarterly basis to discuss operational matters pertain to the informal economy in the Maphumulo town and surrounding areas. The Informal Traders Policy has been reviewed and adopted by the Council in 2021.Unavailability of Law Enforcement Officers is posing a serious challenge of illegal containers and shacks in town as well as parking of taxis and private vehicles in front of the market shelters.

The Municipality in partnership with Enterprise iLembe had assisted the local Informal Traders to apply for the grant funding of R 3000 per person from SALGA/ UNDP. A total of 40 beneficiaries had received the Covid-19 grant funding of R 3 000 to be used to purchase production stock in the year 2020. Furthermore, the Municipality in partnership with EDTEA/ SEDA/ SEFA/ Department of Small Business Development and Nedbank had assisted the Informal Traders in facilitating the grant applications for the unrest relief funding, 131 individuals stand to receive the R 3 000 once off grant in 2021.

The market stalls in town have been completed and there are some challenges with electricity hence they are not fully occupied. The rentals are not paid accordingly hence almost all the owners are in arrears with their payment (citing unsuitability of the stalls). There is still a challenge for the overnight storage of goods and crime in general for the Informal Traders in town. Unavailability of Law Enforcement Officers is posing a serious challenge of illegal containers in town. The market stalls in the taxi rank have a challenge with lease agreements, which needs to be resolved. The Municipality have constructed market shelters in 4 sites in the R 74 main road (corridor) in KwaBhova, Esihlahleni, Mbitane and KwaMxhosa as Phase 1 to assist the Informal Traders with marketing of their produce and provide shelter against harsh weather conditions.

3.7.2.4 KWASHUSHU HOT SPRING AND ITSHE LIKA NTUNJAMBILI BUSINESS PLANS

Image 5: KwaShushu Hotsprings



In relation to Itshe lika Ntunjambili, a business plan will be submitted to Province for the upgrading and tarring of D1638. This has been discussed with the Councillor and reference is also made to the adopted Area based plan for Ntunjambili. In addition, the business plan will also include the ring road D1637, which will be further discussed under the Infrastructure and Service Delivery KPA.

Council approved the Tourism Strategy during the 2016/ 17 financial year, the strategy is outdated needs to be reviewed in 2021/22. However, the feasibility study, business plan and preliminary designs as well as Investment Prospectus for KwaShushu hot springs and Itshe LikaNtunjambili had been finalized in partnership with Enterprise iLembe. The business plan has identified the following as key activities:

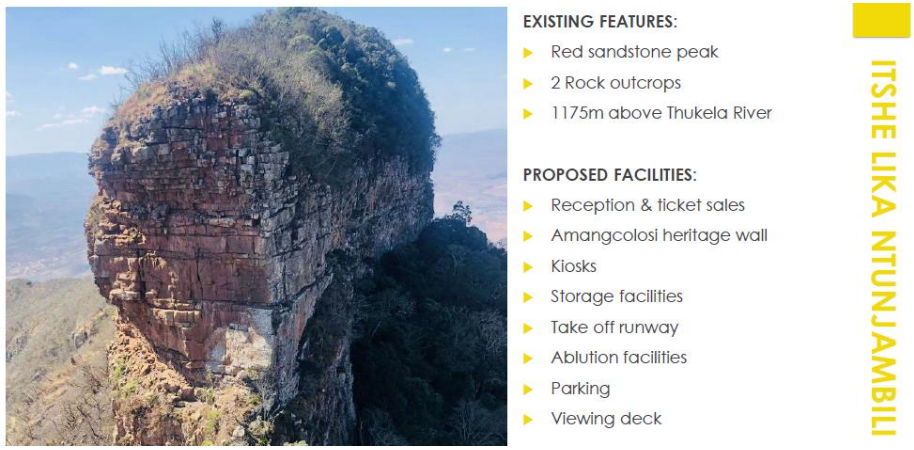
I. KwaShushu Hot springs are a unique collective of thermal bathing pools that emerge from an island within the Thukela River and are located 20km from the town of Kranskop. For many decades, the north bank of the river has been utilised (through favourable arrangements with the local community) by the Shushu Camping Association during the winter months when many hundreds of campers occupy the informal camping area to savour the hot springs and cultural comradery within the predominantly natural setting of the valley and surrounds:

- Thermal Springs Bathing
- Open Air Events
- Camping and Caravanning
- Picnicking
- Extreme Mountain Biking
- Hiking Trail
- River Rafting
- Fishing

II. Itshe lika Ntunjambili is also known as “The Kop” is a precipitous sandstone feature that dominates the escarpment and inverted topography of the lower reaches of the beautiful Thukela River Valley. Known in Zulu culture as “the rock of two arches or openings” the 1,175m mountain provides exceptional panoramic views over the meandering river valley, and beyond towards the coast and the uplands of Nkandla and Qhudeni. This view site is considered as iconic within the province’s natural asset:

- Paragliding and Hang Gliding
- Micro Light Flying
- Hot Air Ballooning
- Rock Climbing & Abseiling
- Bird Watching
- Hiking Trail
- Historical Briefings: Zulu Culture and AmaNgcolosi

Image 6: Intse Lika Ntunjambili



Furthermore, the Investment Prospectus has been completed for the tourism destinations. Business plan was submitted to EDTEA, and they had indicated that funding of R 2, 5 m will be made available for the implementation of the project (fencing and ablution facilities construction). Municipality needs to budget for the project (as co-funding) implementation going forward as this project will create jobs for the local people. An amount of R 500 000 is needed as co-founding to the project implementation which is Phase 1. The Ngcolosi Community Trust had undergone training business management skills facilitated by the Municipality and Enterprise iLembe.

The Maphumulo Community Tourism Organization (MCTO) has been formed and the Management Committee has been elected. The Municipality has joined the newly formed iLembe District Tourism Forum (IDTF) facilitated by the Enterprise iLembe. To boast the Tourism capacity, the Municipality has appointed the Tourism Intern seconded by EDTEA for a period of 2 years as well as Tourism in – Service Trainee (COGTA seconded). Municipality had conducted a mini event on Tourism & Heritage Month celebration (staff and office walk ins) during September, the well planned and budgeted for event should be done on annual basis. More research will be conducted regarding the other tourist destinations like Sabuyaze Mountain (hiking trail – annual event by Lutheran Church Youth), Izibaya ZikaGcugcwa, Maphumulo waterfall and others.

3.7.2.5 KWANODUNGA FEASIBILITY STUDIES

Located approximately 50km from KwaDukuza, KwaNodunga is bounded by the Otimati river on the eastern side, Tugela River in the northeast and Mati River on the north-western side. Initially, the vision for the area was to develop the area to attract tourism for traditional experience. However, later studies have proposed a game park and lodge.

3.7.3 LED STRATEGIC FOCUS AREAS ALIGNED TO NDP, PDGS AND DGDP

NDP	PGDS Strategic Goal	KCDM DGDP Goals	COU 2030 Vision Strategic Goals	IDP Strategic Goals	CoU Interventions aligned to PGDP and DGDP Strategic Objectives
Decent employment through inclusive economic growth	Inclusive Economic Growth	Inclusive Economic Growth	Increase the City's economic growth through catalytic projects, strategic partnerships and commercials investments initiatives	Viable economic growth and development	- Roll out of the Agricultural Development Plan - Strategic Support to small scale farmers - Investment in strategic economic infrastructure -Implementation of catalytic projects "game changers" -Investment in SMME Business support centers and incubation - Roll out support infrastructure for SMME (Market Stalls, Trading facilities) - Implementation of Integrated Urban Development Framework (CoU as Secondary Cities pilot project)
A skilled and capable workforce to support an inclusive growth path	Human Resource Development	Human Resource Development	Attain the "SMART City' status by implementing modern and integrated technologies	Municipality that is resources and committed to attaining the vision and mission of the organisation	- Mayoral Back to School fund - Mayoral Bursary Fund - skills development initiatives - Career Expo for the community - Mayoral Programme supporting destitute learners with full school uniform in partnership with Private Sector - Smart City Initiatives (Enterprise Resource planning, broadband connectivity)
Quality basic education	Human and Community Development	Human and Community Development	Achieve the City's social stability through coordinated social interventions	Viable economic growth and development	- Operation Sukuma Sakhe (War Rooms) - Partnership with Private Sector/ Public entities - Healthy lifestyles campaigns, such as walks, aerobics, outdoor gyms - Health screening of communities in partnership with the Department of Health - Providing support to community health care workers - Promotion of Senior Citizens sporting activities - Established and Functional Women's Forum

NDP	PGDS Strategic Goal	KCDM DGDP Goals	COU 2030 Vision Strategic Goals	IDP Strategic Goals	CoU Interventions aligned to PGDP and DGDP Strategic Objectives
					- People With Disabilities Forum - Campaigns in support LGBTI - Internship prioritizing young girls - Targeted skills development programs - Maphumulo Crime Prevention Strategy - Community Policing Forums
An efficient, competitive and responsive economic infrastructure network	Strategic Infrastructure	Strategic Infrastructure	Obtain optimum customer satisfaction by strengthening cross functional delivery of services	Integrated infrastructure and efficient services	- Water Demand Management - Water re-use initiatives - Water conservation - Long term infrastructure investment plan - Roll out of RDP Standard sanitation projects (VIP) targeting rural areas - Energy Master Plan - Renewable Energy Efficiency initiatives - Waste to Energy Project
Protecting and enhancing our environmental assets and natural resources	Environmental Sustainability	Environmental Sustainability	Contain climate change effects on the City's development and people	Optimal management of natural resources and commitment to sustainable environmental management	- Climate Change Adaptation and Mitigation Programme - Accelerating low emission development - Responding with adaption initiatives - Signed Global Compact of Mayors - Gas to Power Project - Environmental Services Management Plan - Environmental Management Framework
A responsive, accountable, effective and efficient developmental	Governance and Policy	Governance and Policy	Obtain optimum customer satisfaction by strengthening	Democratic, Responsible, Transparent, Objective and Equitable	- Membership of international organisations - Trade missions - Host international delegations and diplomats

NDP	PGDS Strategic Goal	KCDM DGDP Goals	COU 2030 Vision Strategic Goals	IDP Strategic Goals	CoU Interventions aligned to PGDP and DGDP Strategic Objectives
local government system			cross functional delivery of services	Municipal Governance and Social Cohesion	
Sustainable human settlements and improved quality of household life	Spatial Equity	Spatial Equity	Cater for industrial and human settlements growth by facilitating spatial restructuring and land banking initiatives	Integrated urban and rural development	- Implementation of Integrated Urban Development Framework (CoU as Secondary Cities pilot project) - Strategic Implementation of Spatial Development Framework to foster spatial equity (restructuring zones) - Maphumulo Strategic Roadmap for Economic Development, Transformation and Job Creation

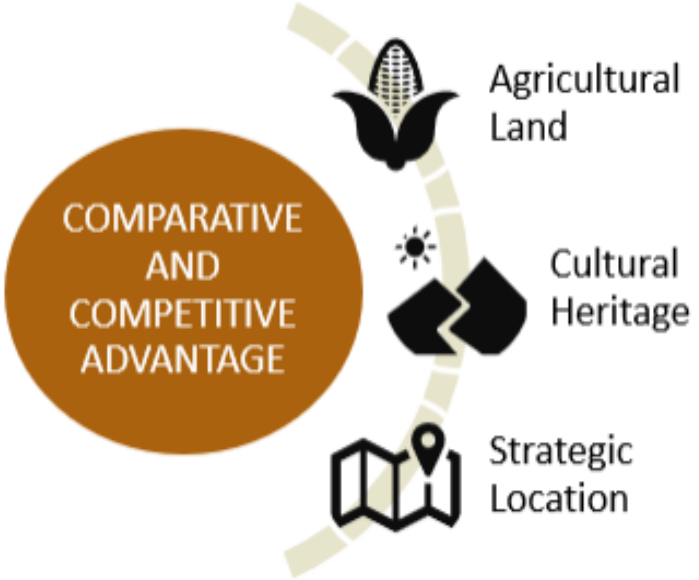
3.7.4 ECONOMIC OVERVIEW

The GDP for Maphumulo Local Municipality is 3, 8% of the district, which is estimated at R536 million. The economic base of Maphumulo Local Municipality comprises the service industry, farming, general government services and remittances from people working elsewhere. Maphumulo is an emerging rural municipality with nodal functionality as the principal administrative and service centre in the municipality for the surrounding rural communities. These sectors have however increased the annual GVA of the municipality. Economic growth has stagnated in the area of Maphumulo, and unemployment is high at 49% (Stats SA, 2011). Out of the 49% that are unemployed 58% are youth.

The number of youth that is unemployed is alarming and poses a great challenge for the municipality. If this category of the population does not secure employment, it is vulnerable to engagement in social ills such as drug abuse, crime, prostitution, alcoholism, etc. The municipality should engage itself in development projects that are likely to curb down unemployment and poverty. A need for employment was the top priority of all wards. This provides significant challenges for the municipality. Significantly greater resources and creativity will need to focus on creating job opportunities and which will require working hand in hand with the private sectors, government departments, universities and any other development partners that promotes local economic development.

3.7.4.1 COMPARATIVE AND COMPETITIVE ADVANTAGE

Figure 69: Comparative and Competitive Advantages



The important elements of competitive and comparative advantage within municipalities include available infrastructure and services, the institutional environment, economic Indicators and the overall capacity of the municipality. Development literature is replete with how and what drives the development of the economy of the region. The most notable and important literature needed in understanding the development of a region could be traced to the theory of comparative and competitive advantage. Thus, Maphumulo Municipality's competitive advantage lies in its diverse and rich cultural heritage with potential broad international appeal. The municipality further holding

vast agricultural land with major potential for primary and secondary production along with the strategic location of the municipality as well as located between Africa's two great ports i.e. Durban and Richards Bay.

3.7.4.2 COMMERCIAL ACTIVITY

Limited commercial activities in Maphumulo exist in the form of general dealers, liquor stores and other small businesses in the small centre of Maphumulo town. Consequently, significant economic leakage to major centres such as KwaDukuza and Durban occur as daily commodities are usually bought in surrounding towns. Local businesspeople and small-scale entrepreneurs find it difficult to trade in an environment which does not provide adequate facilities and have indicated their support for the development of such a facility. There is no formal industrial development in the municipality; some of the sugar mills and industrial areas that attract the migrant workers are within the KwaDukuza and Mandeni Local Municipalities. Industrial development potential has been identified for industrial development in Ward 10 although feasibility studies still need to be undertaken to determine the suitability of this area for such a purpose.

The Spar Supermarket, Tops, Caltex Garage and Build-it complex is the dominant retail node in Maphumulo Town. It is located to the south of the town in close proximity to the Magistrates Court and the prison. A sound relationship has also been established with Spar management in preparation of the master plan which is envisioned to increase the entire nett area and attract additional retail outlets ranging from fast foods to clothing companies. The Thusong business centre is an additional retail facility which has proved to be one of the most successful in KwaZulu Natal. This centre provides a distinctive approach to the traditional concept of Thusong centres. In Maphumulo, the centre provides retail accommodation to over 11 privately owned businesses. Viewed, not merely as a service centre, the Thusong centre provides the Municipality with an annual income of R800 000.00. Lastly, business confidence appears to be rising in the rural context, notwithstanding the decrease in population numbers, there is a dire need and willing threshold to support a small to medium retail centre within the town. At present, the Municipality is gearing to make bold and sturdy strides in this regard.

3.7.4.3 GOVERNMENT SECTOR

The concentration of government facilities is fundamental to the general economy of the Municipal area. At present, there are ten government offices located in the town of Maphumulo which employ an estimated 345 people, these include;

- Maphumulo Municipality;
- South African Police (SAPS);
- Department of Correctional Services;
- Department of Justice;
- Department of Social Development;
- Department of Public Works;
- Department of Education;
- Department of Agriculture& Rural Development;
- Thusong Centre; and
- Department of Arts and Culture.

Government services are the largest contributor to the local economy. This can be ascribed to the government investment and development within the area in the form of schools and clinics but also the concentration of government departments in Maphumulo town. The civil servants are the largest component of the middle class of Maphumulo and as a result, they support the local economy, especially the retail sector. General government employs 35,4% of the labour force in Maphumulo.

3.7.4.4 SMALL MEDIUM AND MICRO ENTERPRISES (SMMES)

The importance of the informal sector cannot be underestimated. National government has prioritized entrepreneurship and the advancement of Small Medium Micro-Sized Enterprises (SMME's) as the catalyst to achieving economic growth and development. With the assistance of government, The Department of Trade and Industry (DTI) takes lead in implementing SMME related policies to ensure that adequate financial and non-financial assistance is provided to the sector, for its long-term prosperity and that of the country as a whole. Other government entities and institutions that work hand-in-hand with the DTI include but not limited to the following:

- Small Enterprise Development Agency (SEDA); and
- South African Bureau of Standards (SABS).

Small Medium and Micro Enterprises are proven to be a serious contributor to employment creation. One of the municipal's objectives is to build and expand the small business sector, creating a better supportive environment through provincial and municipal spheres of government.

In accordance with national and provincial government intervention to support the SMMEs, the municipality has adopted its SCM policy that seek to adhere to local procurement requirements in ensuring that at least 30% of all government procurement goes to small businesses. The municipality undertook to expedite and expand an incubation programme for small businesses and do its best to reduce prevailing "red tape" for small business and their access to funding through soft loans and grants. As a way of context, the following table highlights various sectors and associated opportunities for SMMEs.

CLASSIFICATION	EXAMPLE
Manufacturing	Wonder-bag makers, general sewing and clothing makers, block makers, Craft (bead) makers, welders, Shoe repairs woodworkers
Construction	Small scale cooperatives and community groups undertaking road repairs Painters, tillers and plasterers, glazers, Builders, Block makers
Transport	Taxi's operators, bush car mechanics
Retail and Repair Services	Perishable food sellers, Second hand /promotional clothes dealers, Fruit sellers Spaza shop owners, Mr. Phone dealers, Muthi traders, Vegetable sellers, Meat/ Mielie cookers, and traders
Community, Social and Personal Services	Cleaning services, Traditional healers, saloon, Doctors, Landlords, funeral parlour

CLASSIFICATION	EXAMPLE
Electricity, Gas and Water	DSTV installer, informally operating electricians, plumbers, repair welders
Catering and other Trade	Caterers, Taverns, carwash

Challenges facing SMMES: The following table highlights the challenges faced by the SMME's at Maphumulo:

Infrastructure Issues	Institution Issues	Economic Issues
○ Transport infrastructure needs to be improved or developed, ○ Current roads and the sewerage system need to be improved,	○ Limited skilled workers, ○ Difficult and limited access to formal finance and banking institutions, ○ Decline of mutual trust and synergies between municipal officials and business operators	○ Petrol price increases. ○ Competition, ○ Poor service delivery from municipality ○ Poor marketing of the area, ○ High crime rate

3.7.4.5 AGRICULTURE

Maphumulo Municipality is primary agricultural based on a large scale of sugar cane production and intensive farming opportunities. However, agriculture opportunities in Maphumulo is threatened by limited market options and capacity constraints around labour and skills. To augment the National Development Plan-2030 Vision and the New Growth path which are the main government policies that seeks to ensure the creation of employment for all, the Council has taken a principal decision to adopt strategies that seeks to support small farmers by prioritising local producers in government purchases and selling initiatives using Farmers Production Support Units as our special vehicle. To achieve this the municipality will work together with the communities, national provincial governments to ensure that agricultural development succeeds and contributes to real economic development of the communities.

Majority of land at Maphumulo is under Ingonyama Trust Board and most of this land is not suitable for extensive agriculture due to poor soil and topography but agricultural projects such as the intensive farming initiatives and hydroponics, as well as community gardens or piggeries and poultry farms, can be encouraged in these areas. However, Strategic infrastructure is vital in these cases. Rural areas require irrigation infrastructure as well as ease of access to the strategically important Dube Trade-port and economic centres such as KwaDukuza and Durban. Special emphasis should be placed on value adding. Once fresh produce is produced, there will be opportunities for manufacturers. Entrepreneurial training, access to market information and regulation that makes it easier to enter the industry will be essential if these opportunities are going to be taken up. Tried and tested agricultural productions:

- National Schools Nutrition Programme – the program established an institutional market that ensures that farmers and co-operatives have an established market for their product and local residents have a source of income with resultant reduction in poverty and increased job creation – with benefits for children's growth and concentration. According to Enterprise iLembe Economic Development Agency there are about 5 Cooperatives that were financially assisted to run this program. Over 100 hectares of new vegetables of farms have be developed by 14 cooperatives creating 250 new jobs. This is a big

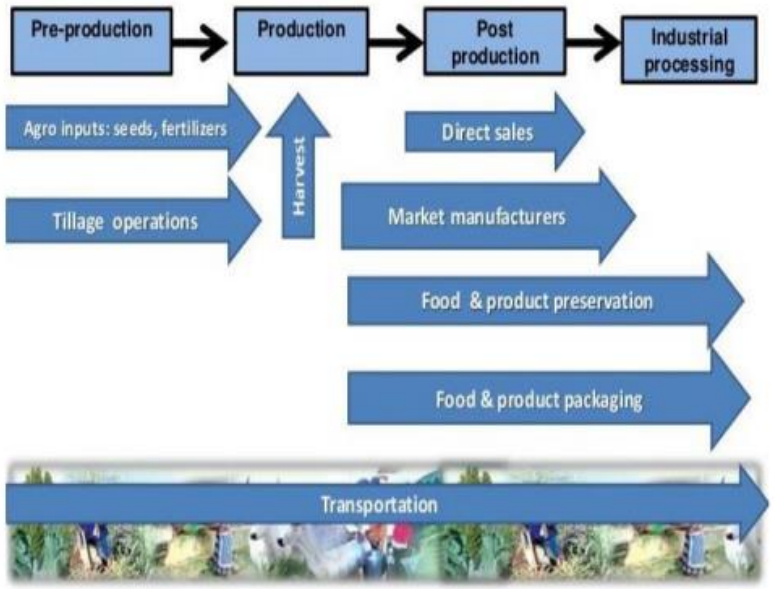
contribution to jobs opportunities, poverty alleviations and reduction of inequality within Maphumulo Municipality.

- Vineyard and winery project – Since 2010 three vineyards have been successfully planted, harvested and processed in a co-operative winery in Ballito. The crop is still relatively young, and the wine quality has not matured yet. This serves to diversify the agricultural production and processing. According to Enterprise iLembe Economic Development Agency, this program has created 15 job opportunities.

3.7.5 VALUE CHAIN ANALYSIS

With the ever-increasing competition for unbeatable prices, exceptional products and customer loyalty, businesses must continually evaluate the value they create. One of the most valuable tools, the value chain analysis, provides businesses an advantage over their competition. A value chain is the full range of activities – including design, production, marketing and Distribution – businesses conduct to bring a product or service from conception to delivery. For companies that produce goods, the value chain starts with the raw materials used to make their products, consists of everything added before the product is sold to consumers. Value chain management is the process of organising these activities in order to properly analyse them. The goal is to establish communication between the leaders of each stage to ensure the product is placed in the customers hands as seamlessly as possible. A value chain analysis of the agricultural sector is an ideal approach especially in the context of the Maphumulo Local Municipality since it is primary sector that the majority of households in rural Maphumulo rely upon.

Figure 70: Value Chain Analysis



Source: https://www.agriculturenigeria.com/research/articles/ 03 February 2020

In Maphumulo, the primary sector of the economy consists of agriculture which contributes about 35.6% of the local economy and it bypasses all other existing sectors in the municipality. The following are the different activities identified in the Agricultural sector within the Maphumulo Local Municipality:

- Sugarcane Production (sugar cane farming);
- Animal Farming (Livestock, Goat Piggery and Poultry Production);
- Crop Farming (Vegetable Production for cash crops such as maize, beans, potatoes, and sweet potatoes and Amadumbe); and

- Forestry.

3.7.6 NON-GOVERNMENTAL FUNDING SOURCES

Maphumulo Local Municipality understands that the role of the municipality and government in economic development is part of a much larger effort, but it is not the means to an end in terms of fulfilling this mandate. In fact, the constitution places the obligation of economic development to a larger community and society i.e. government is mainly an enabler and a regulator in terms of economic development. It is for this reason that Maphumulo Local Municipality has developed a number of strategies to create an enabling environment for economic development. These include the Local Economic Development Strategy, Agricultural Strategy, Tourism Strategy and Investment Prospectus for KwaShushu Hotsprings and Ntunjambili Mountain.

The Investment Prospectus document acknowledges that the municipality needs the private sector in order to realize the development of KwaShushu Hotsprings and Ntunjambili Mountain as the tourism commercial ventures. It is for that reason that the municipality wants to establish concession orientated arrangements with an investor party for both of the sites. Presently, the grant funding to the value of about R15 million will be sourced by Enterprise iLembe as a support mechanism towards provision of basic infrastructure for the sites and the private sector investor partners will conduct their own due diligence in terms of commercial prospects and viability.

3.7.7 ECONOMIC STRATEGIC PROGRAMMES

3.7.7.1 AGRI-PARK

The municipality has adopted a principal position to embrace the Government's strategy to establish Agri-parks in all of South Africa's District Municipalities that will kick start the Rural Economic Transformation by supporting the establishment of the Farmers Production Support Units (FPSU) within Maphumulo Municipality. The FPSU is aiming to support the development of the Agri-sector and ensure job creation from increased agricultural activity the establishment of agricultural centre that provides the following:

- Agricultural production support unit, in terms of quality, quantity and timeous deployment of inputs;
- Extension support and training;
- Mechanization support (tractor driving, ploughing, spraying, harvesting, etc.
- Servicing workshop facilities;
- Local logistic supports which could entail delivering of inputs, transporting post-harvest; transporting local markets;
- Primary produce collections; and
- Weighing production and stocks.

3.7.7.2 INTEGRATED ENERGY CENTRE

The establishment of the Integrated Energy Centre project in Glendale Valley, located in ward 7 will be funded by Engen Petroleum. The project is aimed at providing a far greater level of energy use through the utilisation of energy efficiency and renewable energy. The energy centre

will provide outcomes that will be valuable for future urban growth planning and identify areas for potential opportunities for District energy and other progressive energy management initiatives and policies. In accordance to the business plan, a total number of 13 permanent jobs will be created through the establishment of the centre. This number may appear minimum, however, it must be noted that a huge number of entrepreneurs will be developed under the primary co-operatives initiatives.

3.7.7.3 TOILET PAPER MANUFACTURING

There is a business plan is for the production of toilet-tissue paper and/or female sanitary towels (pads) by Amathuba Amahle Multi-Purpose Primary Co-operative Limited (AAMPPC). The project would be located in the Maphumulo, District of Ilembe, KwaZulu-Natal (KZN). The objective of the business is to produce consumer-size packs of toilet rolls and/or sanitary pads through assembling of raw material components. Toilet rolls and sanitary pads are fast moving consumer goods (FMCGs) due to the regular consumption of these products by the majority of the population. A key feature of both these products is that, once they are used, they cannot be reused or recycled, thereby creating a steady demand for new units. For hygienic reasons the production of toilet rolls and sanitary pads would be done under strict safety, health and quality standards as specified by the SABS. Furthermore, since the assembly of toilet rolls produces airborne paper dust, sanitary pads will not be produced under the same roof as the toilet rolls. However, non-production areas, such as administrative offices and stores, could be shared. The Municipality will be leasing the buildings to the Co-operative for the project.

3.7.7.4 SAKHUXOLO SKILLS CENTRE - MAPHUMULO TVET COLLEGE

To fulfil the obligations on higher education, the Municipality has made steady strides in the establishment of a TVET college. The identified centre is commonly known as the Sakhuxolo building – which was the previous municipal offices opened its doors on the 15th of January 2019. The college has capacity for 120 students and two qualifications; Public Management and Business Management.

3.7.7.5 TUNNEL FARMING IN WARD NINE (9)

Maphumulo Municipality had established a hydroponic tunnel farming project envisioned to produce high quality fresh produce intended for both; local and national markets. Eskom has energised the projects and construction is completed. The Enterprise iLembe, Department of Agriculture and Rural Development and the Municipality are facing challenges regarding the project ownership, fencing, electrical connection and security of the project.

3.7.8 INFORMATION COMMUNICATION AND TECHNOLOGY

Enterprise ILembe has launched a broadband project using access to undersea fibre optic cabling to provide fast internet to inland areas in Maphumulo and Ndwedwe. The relative cost-benefits of cabling vs satellite technology will be investigated together with the KZN EDTEA who has responsibility for rolling out ICT infrastructure in the districts.

The benefits are potentially huge, with opportunities to build ICT hubs in Maphumulo area which will give the students access to the internet for, among other things, job searching purposes and provision of IT training opportunities. Following the establishment of the ICT business unit and the appointment of the Manager; ICT, the Municipality intends on providing Wi-Fi hotspots to improve internet connectivity and access for the people of Maphumulo. Demarcated areas include Maphumulo Library; Spar Hall; New Taxi Rank; Thusong Centre; Sakhuxolo Skills Centre; KwaMxhosa taxi rank; Ntunjambili area; and Mandlalathi area.

3.7.9 CO-OPERATIVES DEVELOPMENT

National and Provincial Government promote cooperatives as a type of business entity and a means to get informal economic actors involved in and benefitting from the formal economy. As a response to national and provincial's imperatives Maphumulo Municipality have supported the cooperatives with technical advice, registrations, trainings, business plans and transport when requested.

Table 45: Coops requiring support

PROJECT NAME	WARD	DESCRIPTION	SECTOR SERVICE
Yahweh-shamah Women Coop	09	Agricultural projects producing diversified produce for household consumption and for the market.	Agriculture
Kusambulankungw ana Coop	11	Agricultural projects producing diversified produce for household consumption and for the market.	Agriculture

3.7.10 JOB CREATION

The municipality embraces the EPWP. Currently, some members of the community within the municipal area are benefitting from this programme and approximately ±110 people have been employed in this programme for the past two years.

- The target for Maphumulo which was set by the Department of Public Works is 255 job opportunities and 88 full time equivalents.
- At present the Municipality has created 66 jobs through ECDs programme, 28 jobs from capital projects (Coli causeway 7, Mati causeway 7 and Obhulweni multi-purpose hall 14).
- 110 ward committee members, Osabeni and Masiwela electrification projects have 22 people employed.
- The service provider that collects waste in town have 11 employees. With these opportunities we are currently seating at 84 percent.
- Overall, the Municipality has managed to progress to 84% in terms of the above-mentioned target.

3.7.11 LED FORUM

Maphumulo has an established LED Forum which assist the Municipality to improve communications and service levels with customers. This properly constituted forum ensures that various parties can interact purposefully to formulate specific goals and develop strategies to achieve these goals. As a basic point of departure, the following good practice guidelines serve to define the role of forums in LED institutional arrangements:

- They are to be consensus-seeking bodies to facilitate agreement between key stakeholders in regard to overall economic vision, socioeconomic policy and community development priorities;
- Where agreements are reached between stakeholders this implies a commitment to implement such agreements;

- The forum holds no veto power over the actions of government or any other stakeholder. This implies that in the event of disagreement, each stakeholder is free to elect its own course in accordance with its own autonomy and conscience;
- The role of the various structures is to facilitate debate and consultation on policy and legislation amongst the social partners, disseminate information and facilitate the participation of key stakeholders in developmental decision making of significance for the entire community;
- Addressing policy gaps;
- Structures should undertake joint projects to achieve local economic development objectives within the community in which the capacity, resources and expertise of the parties to the forum are optimally integrated to achieve desired outcomes in the most cost-effective way;
- Structures should jointly monitor policy implementation against intended and desired community LED outcomes and develop recommendations regarding the improvement of performance;
- Structures should enhance communication, co-operation and coordination between the key economic stakeholders in the community; and
- The parties to LED structures should commit themselves to working jointly to identify ways and means of:
- Enhancing economic policy and the collective efforts of stakeholders in the local community to the sustainable benefit of the local economy and the local community at large;
- Developing new policy based upon an intimate knowledge and understanding of the prevailing local economic conditions; and
- Self-regulating local economic activity to promote economic development and the creation of viable employment.

3.7.12 SECTOR SPECIFIC FORUMS

The municipality has a number of Sectorial Focus Groups which includes Business Association, Informal Traders Forum and Farmers Association. Purpose of the sectoral workgroups – The purpose of the sectoral working groups will be to:

- Seek consensus on sectoral Charter per sector as an instrument of self-regulation of the activities of role players on the sector in support of community local economic development objectives;
- Advise the Maphumulo LED Forum on matters affecting the sector in Maphumulo;
- Advance the interests of the sector; and
- Reflect the collective views and opinions of the sector in regard to matters affecting the sector.

3.7.13 RESEARCH AND DEVELOPMENT

The 2020/ 21 LED Strategy for Maphumulo has suggested that the Municipality must allocate R 300 000.00 per annum for Research and Development. This includes activities that organisations undertake to innovate and introduce services. It is often the first stage in the development process and allows an organisation to stay ahead of its competitiveness. This Strategy is required to promote and, where necessary, carry out research in relation to fundamental to ensuring the safe, cost-effective delivery of the mission of the municipality.

3.7.14 EXPANDED PUBLIC WORKS PROGRAMME (EPWP)

The Expanded Public Works Programme was launched in 2004. It is a key government initiative, which contributes to Governments Policy

Priorities in terms of decent work and sustainable livelihoods; education; health; rural development; food security and land reform and the fight against crime and corruption. EPWP subscribes to outcome 4 which states “Decent employment through inclusive economic growth. The EPWP has its origins in Growth and Development Summit (GDS) of 2003, at which ‘More jobs, better jobs, decent work for all’ was one of the four themes adopted. The GDS agreed that public works programmes ‘can provide poverty and income relief through temporary work for the unemployed to carry out socially useful activities. The following table reflects the status of participant recruited from March to April 2021. The total participants in EPWP is five (5) people, two (2) are females and none of the participants has any disability. The following table reflect all projects for Maphumulo Municipality.

PROJECT NAME	WARDS	NUMBER OF OPPORTUNITIES
Early Childhood Development	All Wards	56
Esihlahleni Access Road	9	29
Esihlahleni Bridge	9	23
Mvozane community Service Centre	8	22
Road Pitsini P711	9	13
Nombokojana Causeway	6	8
Town Beautification	4, 6, 8 & 10	6
Security Company		31
Vumbu, Ushikishi electrification		23
Maphumulo Town Cleaner	4, 6, 8, 9, 10 & 11	12
Okhukho road	4	17
Electricity	All wards	66
Nomakhaladi	3	14

EPWP changes the lives of the community directly within a short-term but sometimes indirectly over the long-term. This programme is a fixed one-year contract to an individual or one participant. It is very important to note that, when the contract expired the participants that works for this year, they are not expected to come back in the next year programme.

3.7.15 POLICY AND REGULATORY ENVIRONMENT

POLICY	STATUS
LED Strategy	Adopted in 2020/21
Agricultural Strategy	Adopted in 2020/21
Investment Prospectus	Adopted in 2020/21
Tourism Strategy	Adopted in 2015/16
Informal Economy Policy	
Investment and Retention Policy	
Data base for SMME's	In place. Prepared in house and updated on a monthly basis. The municipality has registered 2063 businesses. These range in the following sectors; - Hiring Services; Professional Services; - Contractor and Related Services; Building Construction and Renovation; Landscaping and Gardening; -General; Distribution; Printing and Design; - Motor Vehicles; Catering; - Hygiene, Cleaning and Sanitation - Information Communication Technology; - Courier and Delivery Services; and Security
Data base for Co-operatives	In place. Prepared in house and updated on a monthly basis. The municipality has registered 175 Co-operatives. These range in the following sectors; - Crop production - Poultry production, - Pig and Beef production - Art and craft - Block making - Sewing - Forestry
Data base for Informal Traders	In place. Prepared in house and updated on a monthly basis. The municipality has registered 166 informal businesses.
Land Ownership data base	In place. Database is kept and updated by the GIS department.
Poverty Eradication Master Plan	Not in place. Will be prepared in the 2022/23 financial year.
Municipal Safety plan	

3.7.16 SOCIAL SERVICES

3.7.16.1 EDUCATION FACILITIES

According to the information received from the Department of Education's Maphumulo District Office, the Maphumulo municipality has 07 combined schools 80 primary schools, 39 secondary schools and 40 ABET centres, 1 Maphumulo library and 1 Modular library at Ntunjambili. Schools in Maphumulo are dispersed and are often difficult to access due to the rugged terrain, poor roads and dangerous river courses. There are no tertiary education facilities in the municipality, which is reflected by the low proportion of the population with tertiary qualification. These low levels of education are a major constraint for future development, as there are limited employment opportunities in the municipality. The municipality should engage the department of education on the development of technical high school within Maphumulo so that we can improve the level of education in the municipality. The world is continuously shifting towards the 4th industrial revolution, it is important that skills such as coding, IT and robotics are thought at a lower level or even at the TVET college so that the youth of Maphumulo can be prepared/ skilled for the future and be able to move with the degital wave. in This will also encourage the youth to concrete more on education at an early stage.

3.7.16.2 HEALTH

Provision of health care facilities and services has been a major challenge but the municipality together with the Department of Health have worked hard to reverse this situation. Following from achievements that have been made thus far; there are two (2) Primary Health Care clinics and Anti-Retroviral Treatment centre (ART) in the municipal area and 4 Clinics upgraded by addition of Voluntary Counselling and Testing (VCT) rooms. According to Community Survey 2016, the Maphumulo municipality has 2 hospitals located in Maphumulo and Ntunjambili area, 09 clinics and 03 mobile bases. To improve access to health facilities within the area, the Department of Health has as assessed the list of applications for the construction of health facilities in strategic locations within the municipality, some of which are currently being implemented. The Municipality must promote health related sport to community members for them to stay fit and also to discourage the youth in using substance abuse.

3.7.16.3 SAFETY AND SECURITY

The existing police station is Maphumulo SAPS situated in Maphumulo town. This police station has large areas to service and access to remote areas is difficult. Remote rural and traditional areas of the eleven Traditional Authorities are particularly difficult to service in this regard. The SAPS has indicated that they would provide police services to these areas from satellite stations in the appropriate localities. From these satellites they would facilitate community policing efforts in the area to build security. In line with the Domestic Violence Act 1998, and in collaboration with the SAPS and Department of Health, the municipality has established a Domestic Violence Forum. The main purpose of the Forum is to ensure that the relevant organs of state give full effect to the provisions of the Act and to convey that the state is committed to the

elimination of domestic violence. The lack of finance to develop a new police station shouldn't hinder the municipality from reducing crime in the area, the municipality should speed up the process of establishing its own community safety department or initiatives such as the community policy forum so that it will complement the local police station which is not effective at this time in dealing with crime. This will also boost our effort to encourage investors to come and do business in our communities.

3.7.16.4 CEMETERIES

The Maphumulo Municipality does not have a formal cemetery within its area of jurisdiction. Burials in the rural areas occur mainly through traditional methods and no formal cemetery system is available. The community of Maphumulo has identified the need for cemeteries, especially in Maphumulo town. ILembe District Municipality is responsible for the Cemeteries and Crematoria function and had commissioned a study for the area which raised possibilities of establishing at least one regional cemetery in each of the Local Municipalities. The study also recommended for an investigation for the merit in establishing smaller individual sites close to areas with high population densities, rather than one large regional site per Local Municipality.

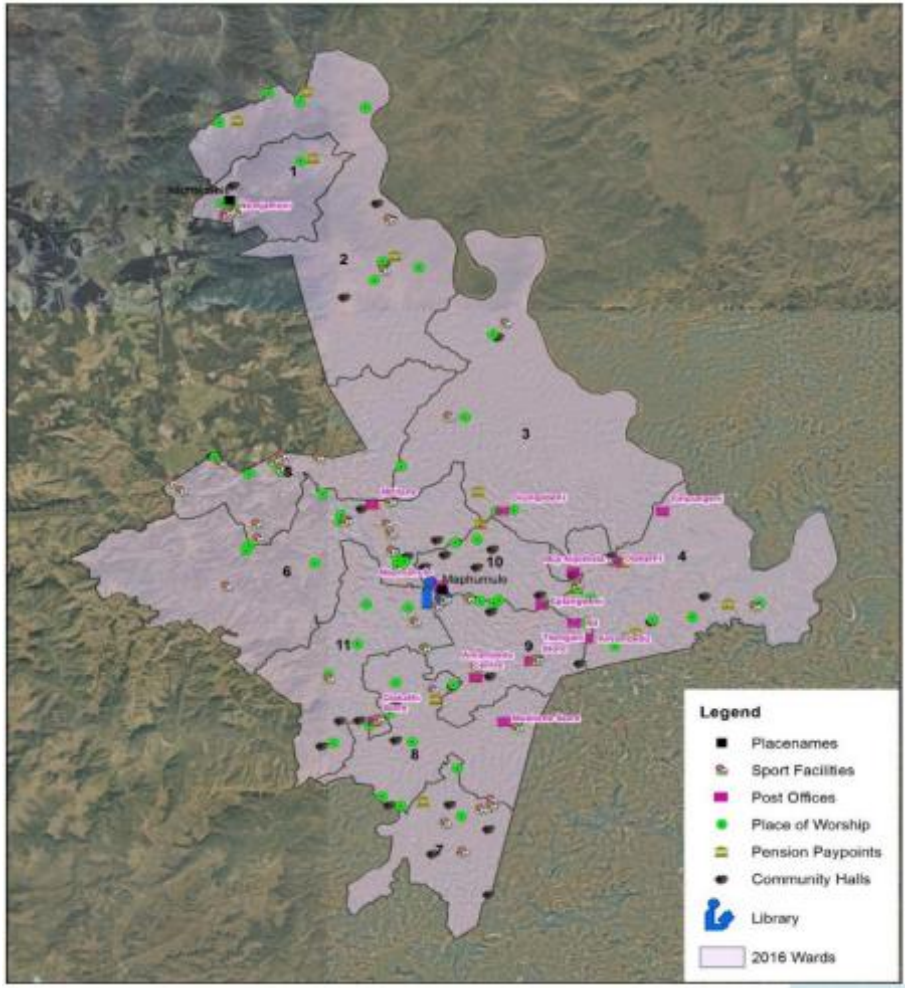
3.7.16.5 LIBRARIES

"The KwaZulu-Natal MEC for Arts and Culture Bongiwe Sithole-Molo together with Maphumulo Municipality Mayor and officials from iLembe District officially opened a state of the art Maphumulo Library at a handover ceremony on the 21st November 2017. The state of the art facility which has been strategically placed near schools to largely benefit young people, will also advantage the community as a whole as well as surrounding areas. Maphumulo was the only local municipality that did not have a library in iLembe District. The facility has been equipped with free internet and other modern technologies designed to assist young people from all walks of life. It is also one of the three libraries benefitting from the Mzansi Libraries online project". The secong library which is the modular library is in completion stage at this point the only thing that is outstanding is electricity connection which is being finilised with eskom by the municipal official.

3.7.16.6 TAXI RANK

The Maphumulo taxi rank comprises of the development and Construction of the taxi rank to accommodate 60 taxis. The works will also comprise of an Administration Block, an ablution Block, wash bays, 12 open trading stalls and 8 open trading stalls. The project was completed in 2017. Approval for sewer and other associated infrastructure was obtained in January 2018 and handover took place in January 2019.

3.7.16.7 MUNICIPAL SAFETY PLAN



The 2020/21 LED Strategy has recommended for the preparation of a Municipal Safety Plan. This plan is aimed at building networks and partnerships seeking to create an enabling environment within the region towards reducing and preventing crime, creating awareness amongst community members on the scope of community safety, and encouraging communities to take ownership of their neighbourhoods through active participation in community safety initiatives.

3.7.16.8 COMMUNITY FACILITIES

The demand for local sports and recreation facilities and services is very high in the area, which is compounded by the challenges in mobility that are created by the poor condition of roads and the inadequacy of public transport services within the area. Most wards identified sports and recreation facilities as priorities within their area, the municipality together with other relevant agencies will locate these facilities in a manner that seeks to promote social cohesion and spatial integration in accordance with the spatial development framework. The much anticipated community hall within the town Centre has been completed. A further 2 halls will be built in ward 8 and ward 9 respectively and construction towards the Emnyameni Sports complex is in progress.

3.7.16.9 SOCIAL PROGRAMMES

In respect of government programmes on employment, economic issues, etc. The municipality commits and offers various platforms and programmes in this regard. This includes the following;

- Agricultural programmes;
- Disability programmes;

- Poverty Alleviation programmes;
- Christmas for vulnerable groups;
- HIV and AIDS programmes;
- Youth Development Programmes;
- Women Gender Programme;
- Sports Achievers awards; and
- Provision of bursaries to Maphumulo youth.

Events/ Days of National importance

- Youth Day (June 16);
- Heritage Day;
- Reed dance;
- World Aids Day;
- Grade 12 Exam prayer; and
- Grade 12 best achievers' awards.

All the above programs are monitored through the annual events calendar and budget provisions are from internal funds

3.7.17 MUNICIPAL HEATH SERVICES

Ilembe District Municipality is currently supporting Maphumulo Local Municipality with the execution of the municipal health function. The district has Health Practitioners who are designated within Maphumulo Municipal Offices. These officers play an important role in terms of inspection of business premises that trade in food and beverages as well as issuing of compliance certificates. The municipality does not currently have a unit nor bylaws that deals with municipal health. Nonetheless, there is a clear process that the municipality follows in order to ensure that the function of municipal health attended to.

3.7.18 SWOT ANALYSIS FOR ECONOMIC DEVELOPMENT AND SOCIAL SERVICES DEVELOPMENT

Table 46: SWOT Analysis: Economic Development

STRENGTH	WEAKNESS
• LED Strategy is up to date • Most areas are good arable land • Existing institutional structures for LED (LED forum and Agricultural forum) • Informal traders support in place (trading stores) • Land disposal committee in place (fast track land acquisition for development) • EPWP Policy in-place • Relatively good rainfall in some areas	• Lack of by-laws enforcement (illegal trading structures all over the town) • Lack of investors to attract for tourism development. • Lack of Town identity (which promote sense of destination) • Inadequate initiatives to create conducive environment for business and job creation opportunities (which is our primary mandate)
OPPORTUNITIES	**THREATS**
• Sugar cane and timber can be processed locally • Tourism potential with Ntunjambili and KwaShushu being some of the tourist's attractions • KwaBata Factory (acquire, renovate and use) • Sakhuxolo Skills Development Centre Started • New proposed shopping centre • Proposed fibre cabling to enhance network connectivity • Proposed Waterborne sewer project • Poverty reduction agricultural projects and agri-processing projects • Ithala funding, EDTEA and other funders • Town beatification programme (make town attractive)	• High rate of unemployment and poverty • High dependency ratio, people not encouraged to create their own employment • High illiteracy rate and shortage of skills • Tedious process for conveyancing and land acquisition • Developable land falls under ITB, and is not readily available

GOOD GOVERNANCE AND PUBLIC PARTICIPATION

ARE WE GOVERNING OUR PEOPLE CORRECTLY?

NGABE ABANTU BETHU SIBAPHETHE NGENDLELA EQOTHO?

3.8 KPA 5: GOOD GOVERNANCE AND PUBLIC PARTICIPATION

3.8.1 INTRODUCTION

In conducting the Maphumulo municipal status quo analysis for the Good Governance and Public participation KPA, our commission chose a three-pronged approach, to try and avoid using only COGTA assessment feedback as a blueprint. Our approach considered the following dimensions:

- Theoretical framework of the concept, legislative and policy consideration, and our own interpretation
- COGTA, Treasury and other stakeholders' assessment using selected KPIs
- IDP content and the reality (practice) assessment of the municipality

The rationale behind this approach was to have a broader understanding of the legislative and policy requirements, and theoretical understanding of the concept. Raising the bar beyond the set criterion will put the Maphumulo municipality in a good position to model the best practice and be one of the leading municipalities.

3.8.2 CONCEPTUAL UNDERSTANDING

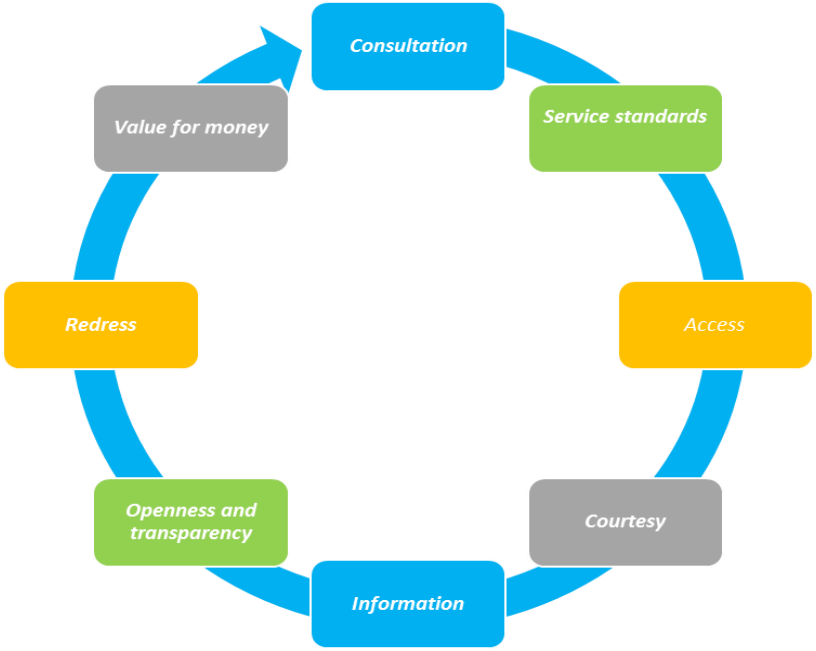
Good governance describes a decision-making system that is based on the open government principles of transparency, responsibility, accountability, participation, and responsiveness to the needs of the people. Public participation is a key element of good governance system. The Constitution of the Republic of South Africa, Act No. 108 of 1996 and other key legislations such as Chapter 4 of the Local Government: Municipal Systems Act (2000) and Chapter 4 of the Local Government: Municipal Structures Act (1998) provide a powerful legal framework for participatory local democracy and ward committees in a particular ward.

Ward Committees were included in the legislation as a way of providing an opportunity for communities to be heard at local government level in a structured and institutionalised way. They are the structure that makes it possible to narrow the gap between local municipalities and communities, since they have the knowledge and understanding of the citizens and communities they represent. In assessing the Maphumulo Municipality's status quo on the compliance with legislative and policy guidance in performing public participation function, and the effectiveness thereof; table 1 in the following section is used to illustrate the provisions and the status of the Maphumulo Municipality. Good Governance in the context of local government embraces the following themes. Each theme should have its KPIs to determine whether the municipality is performing its duties.

- Public participation and communication;
- Policy and rule of law (by-laws);
- Service delivery and performance management;
- Information Communication and Technology (ICT);
- Enterprise Risk management (EMR) and internal control;
- Ethics, values and culture;
- Fraud and Corruption;
- Transparency, accountability and responsiveness;
- Performance management Systems (PMS);

- Intergovernmental relations (IGR); and
- Decisions making processes (sitting of portfolios and council, standing rules).

3.8.3 BATHO PELE POLICY AND PROCEDURE MANUAL



The municipality currently has an existing Batho Pele Policy and Procedure Manual that is attached as annexure to the IDP. However, it must be noted that the Batho Pele policy is a draft to be adopted by the Council, it will also accommodate the service delivery charter. The policy aims to transform public service delivery to be citizen oriented. The policy consists of eight service delivery principles namely, consultation, service standards, access, courtesy, information, openness and transparency, redress, and value for money as illustrated on the figure above. The purpose of the policy is to enable the Municipal employees to deliver services in a customer focused way stated in the Batho Pele national policy and ensuring that the Maphumulo Municipality systems and procedures and attitudes of its employees are reoriented in favour of service delivery. Below is the process that will deliver on the purpose, objectives and the eight principles.

The Municipal Manager as a custodian of Batho Pele delegates the authority to co-ordinate the implementation of Batho Pele principles in the Maphumulo Municipality to the Director Corporate Services. The Director Corporate Services shall ensure the implementation of the Batho Pele Policy by doing the following: -

- Determine the dates by which Heads of Departments should set standards after consulting communities.
- Formulate generic standards to be adhered to by all departments of the Maphumulo Municipality
- Publish or cause the service standards, for the whole of Municipality, to be published on a quarterly and annual basis.
- Ensure that all Heads of Departments have a mechanism of ensuring access by customers to information on Municipal services and on convenient recourse in the event that promised standards are not met.
- Take any necessary action to promote the Batho Pele principles including but not limited to rewarding for excellent service.

3.8.4 SERVICE DELIVERY CHARTER AND STANDARDS

The draft Maphumulo service deliver charter was tabled and adopted on the 31st of March 2022 has the following objectives:

- Improve sound financial and administrative management.
- Unblock challenges of service delivery and fast tracked.
- Strengthen relations with the public at large.
- Promote and encourage high level of professionalism and ethics.
- Prevent and combat Freud and corruption.
- Encourage and reward innovation and excellence.

The service delivery charter is attached as an annexure to the IDP and outlines the commitment made by the municipal departments in terms of the services and standards on service delivery.

3.8.5 SERVICE DELIVERY IMPROVEMENT PLAN (SDIP)

The following are top ten services that the IDP of Maphumulo Municipality has expected for improvement.

Table 47: Service Delivery Improvement Plan

Service Identified	Intervention
Road maintenance including fixing of potholes	Increase budget allocation for road services and upgrades
Basic services to rural communities	A package of basic services such as water (water tanks), waste removal skips, rehabilitation of municipal gravel roads and electricity (100% coverage of municipal licenced area) is accessed by all rural within Maphumulo.
Electricity service provision	The indigent policy must be reviewed to accommodate different type of customers who are unable to pay for services such as electricity. The policy must include roll out of comprehensive civic education on electricity and water consumption. Free electricity is 50khw
Communication between the municipality and the residents	New Communication Policy mut be developed to improve interface between the local government and its residents.
Inadequate municipal initiative to create conducive business environment	There is a need for a business investment and retention policy and the municipality to maintain and upgrade existence infrastructure services

Over and above the services identified for improvement, an internal assessment of key assets must be conducted for service delivery and the list of assets required for maintenance must be compiled.

3.8.6 IMPLEMENTATION OF SUKUMA SAKHE

Operation Sukuma Sakhe (OSS) is a call for people of KwaZulu –Natal to stand up to overcome the issues that have destroyed communities such as HIV and AIDS, TB, unemployment, crime, poverty and other social ills. OSS is coordinated and implemented at various levels including, the wards, local municipality, district and provincial level. It is about communities working together to rebuild the fabric of society in partnership with multiple stakeholders through a multi-sectorial, integrated service delivery model. At local level, members are required to ensure that the War Room identifies community needs and resolves them within given timeframes. Members from government and civil

society, including Tribal Authorities make up the LTT. All members provide resources to ensure that services required can be delivered. The Mayor and the Local Municipal Executive Committee provide oversight while the LTT Exco manages operations and coordinates the Task Team.

3.8.7 IGR

Intergovernmental Relations (IGR) prescribes the requirements for ensuring a co-operative and coordinated service delivery within all 3 spheres of government. The organogram below illustrates the hierarchy of the IGR structures implemented by the family of municipalities within iLembe. There are a number of strategic pronouncements that emanated from Provincial and National structures such as SPLUMA, PGDS, DDM and NDP targets. These pronouncements are discussed on our IGR structures and progress is also monitored. The municipality is still in the process to ensure that all IGR reports are tabled to Council.

3.8.8 MUNICIPAL STRUCTURES

3.8.8.1 WARD COMMITTEES

The municipality has 12 ward committee comprised of 1 member each. They are constructed in terms of the Municipal Structures Act and play a vital role in communicating the aspirations and concerns of the community to the Council. These structures are in the process of formulating Ward Based Planning with the assistance from COGTA. Their activities are regulated by the ward operation plan which details how and when they should meet and deliberate on community issues. Currently one ward committee is non-functional, and its issues are being attended to with the assistance from COGTA.

3.8.8.2 WARD BASED PLANS

Maphumulo currently has existing outdated ward-based plans, given that they are 4th generational and as a result they need improvement and to be redeveloped given the new wards demarcation, and also make sure they come from the ward committees, of which the municipality will facilitate their development. Since the ward-based planning has not been commissioned, the priorities to be outlined have not been catered for in the IDP, therefore, to make sure that in each ward there are 3 projects from the ward plans that is part of budget and SDBIP, as a result the alignment will be conducted when the new ward-based plans are into existence.

3.8.8.3 PARTICIPATION OF AMAKHOSI IN COUNCIL MEETINGS

There is a total of four (4) Traditional Leaders (Amakhosi) who have been authorised by the MEC to be part of Council meetings. The municipality does extend the invitation to them on an ongoing basis. The attendance of Amakhosi is ranked at 50% given that there are 2 Traditional Leaders who are consistent.

3.8.8.4 IDP REPRESENTATIVE FORUM

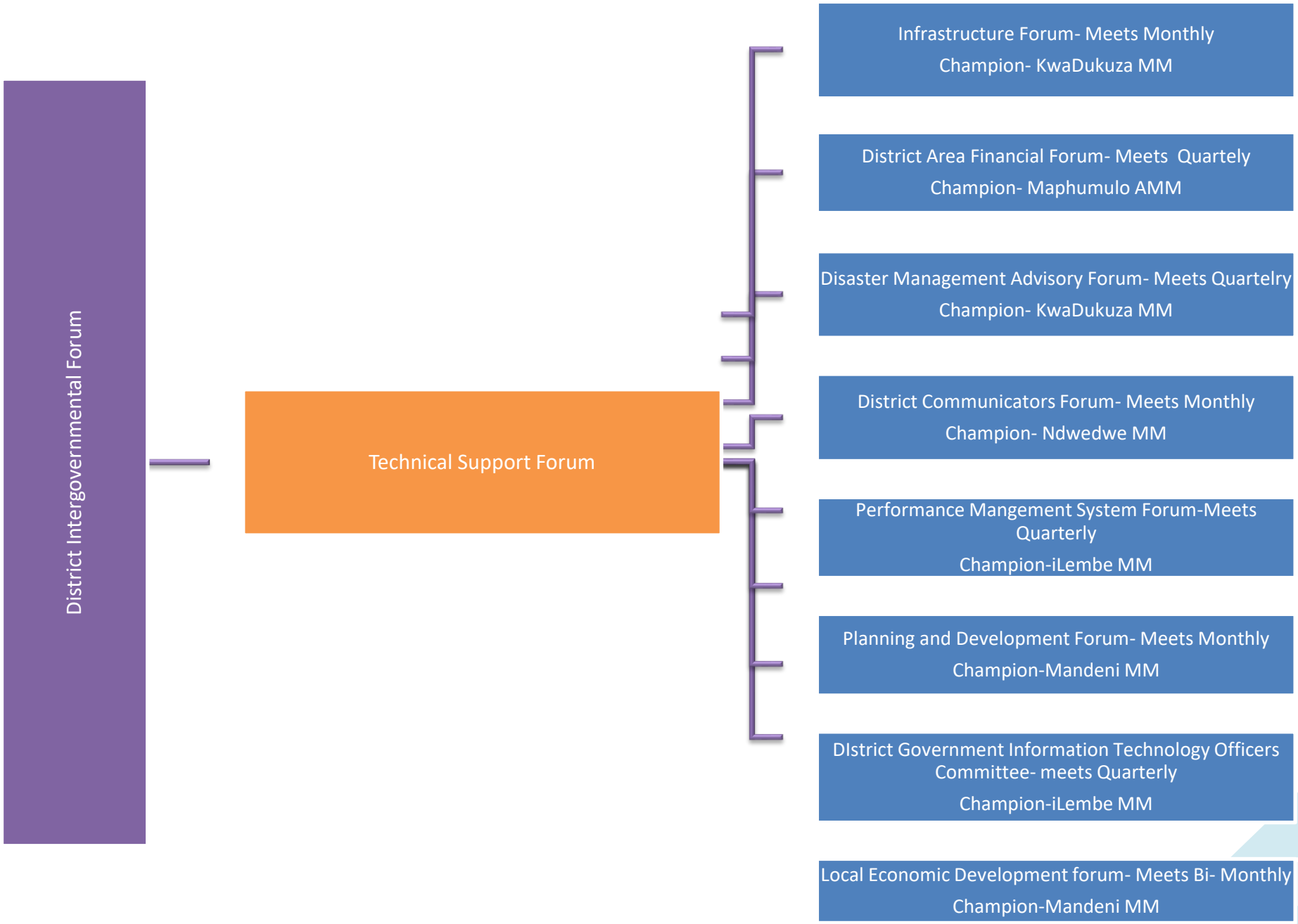
Represents all stakeholders and is as inclusive as possible. Efforts are continuously made to bring additional organisations into the RF and to ensure their continued participation throughout the IDP process. The

representative forum will meet as indicated in the IDP Action Plan and Programme. The composition of this Representative Forum is as follows:

- Councillors;
- Traditional leaders;
- Ward Committee representatives;
- Senior municipal officials;
- Stakeholder representatives of organised groups;
- Advocates of unorganised groups;
- Resource persons;
- Other community representatives;
- National and Provincial Departments regional representatives;
- NGO's;
- Parastatal organisations; and
- iLembe District Municipality.

3.8.8.5 AUDIT COMMITTEE

This committee is formed in terms of the Municipal Financial Management Act to thoroughly scrutinize the affairs of the municipality and hold management to account for any irregularities that may have occasioned. It is comprised mostly of outside people with expertise and meets at the minimum of four times a year. Its duties also include commenting on the annual Report and managing the functioning of internal audit.


District Intergovernmental Forum
Technical Support Forum
Infrastructure Forum- Meets Monthly
Champion- KwaDukuza MM
District Area Financial Forum- Meets Quartely
Champion- Maphumulo AMM
Disaster Management Advisory Forum- Meets Quartelry
Champion- KwaDukuza MM
District Communicators Forum- Meets Monthly
Champion- Ndwedwe MM
Performance Mangement System Forum-Meets Quarterly
Champion-iLembe MM
Planning and Development Forum- Meets Monthly
Champion-Mandeni MM
DIstrict Government Information Technology Officers Committee- meets Quarterly
Champion-iLembe MM
Local Economic Development forum- Meets Bi- Monthly
Champion-Mandeni MM

3.8.8.6 INTERNAL AUDIT UNIT

This unit is required in terms of the MFMA to give assurance about the activities of the municipality and whether internal controls are functioning as intended. In our municipality this unit outsourced to the outside firm. The unit prepares a three-year rolling internal audit plan which is risk based. It is this plan that determines what the unit will be doing during the financial year. The unit operates in terms of the internal audit charter. The unit reports functionally to the Audit Committee and operationally to the Municipal Manager.

3.8.9 MANAGEMENT COMMITTEE

3.8.9.1 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

This committee is formed in terms of section 79 of the Municipal Structures act and reports directly to Council. It meets quarterly to deal with financial issues as well as preparing the oversight Report to Council. It is responsible to make sure that the financial affairs of the municipality are in good state.

3.8.9.2 EXECUTIVE MANAGEMENT COMMITTEE

The Executive Management Committee (EMCO) is the highest strategic committee of management made up of the Municipal Manager, Chief Operations Officer and Deputy Municipal Managers (Heads of Departments). EMCO meets every Monday of the month to consider and process reports from various departments before such reports are submitted to various committees of Council. EMCO is the highest decision making body on administrative, strategic and operational matters in line with Council Delegations to Senior Management.

3.8.9.3 MANAGEMENT COMMITTEE

The Management Committee (MANCO) is an extended management meeting which includes EMCO, middle management and other strategic managers. The strategic intent of this committee is to ensure synergy, integrated and coherent approach to municipal operations, policy implementation and service delivery.

3.8.10 PUBLIC PARTICIPATION

Communication Strategy is out-dated and will be reviewed in the 2021/22 financial year. The targets from the Communication strategy are monitored by the SDBIP for implementation. The following table indicates public participation meetings held in conjunction with iLembe District in November 2020.

Table 48: Public Engagements

WARDS	DATE	VENUE	TIME
All wards	04 November 2020	Maphumulo Town Hall	10h00
Wards 01,02,05 &06	17 November 2020	Nombokojwane Sport ground	10h00
Wards 03,04, 08 &10	20 November 2020	Vukile Sport ground	10h00
Wards 07,09 & 11	24 November 2020	Dludla (Nqokwane) Sport ground	10h00

3.8.11 AUDITOR GENERAL ACTION PAN

Table 49: AG Action Plan

Audit Findings	Internal Control Deficiency	Recommendation	Management Action Plan	Responsible Person	Due Date	POE	Progress
Matters affecting Audit - Annexure A							
Effective steps were not taken to prevent irregular expenditure amounting to R29,04 million as disclosed in note 30 to the annual financial statements, as required by section 62(1)(d) of the MFMA.	Management did not properly review and monitor compliance with the MFMA and SCM regulations for procurement of goods and services.	Management should review and monitor compliance with the MFMA and ensure that reasonable steps are in place to prevent irregular and fruitless and wasteful expenditure and ensure all regulations are adhered to. The municipality should complete checklists which enlist all the regulations and should be used with all procurement process.	Management will develop a legislative compliance checklist. Council will investigate all instances of irregular, fruitless and wasteful expenditure to determine if any person is liable.	CFO	31-Mar-18	Legislative compliance checklist	**Achieved**
Bid documentation for procurement of all commodities designated for local content and production, did not stipulate the minimum threshold for local production and content as required by Preferential Procurement Regulation 9(1).	Bid Specification Committee has not performed an adequate review of the bid specifications to ensure that local regulation 9 (1) of preferential procurement is complied with.	Bid Specification Committee should perform an adequate review of all bid specifications to ensure compliance with all preferential procurement regulation.	SCM Manager will arrange SCM training for all new bid committee members to ensure that they are adequately aware of their responsibilities. BSC members will review all bid specifications to ensure compliance with all preferential procurement regulations.	SCM Manager	30-Jun-17	Attendance Register BSC Minutes	**Achieved**

Audit Findings	Internal Control Deficiency	Recommendation	Management Action Plan	Responsible Person	Due Date	POE	Progress
The financial statements submitted for auditing were not prepared in all material respects in accordance with the requirements of section 122 of the MFMA. Material misstatements of revenue from non-exchange transactions, payables from exchange transactions and capital commitments identified by the auditors in the submitted financial statement were subsequently corrected, resulting in the financial statements receiving an unqualified audit opinion.	The CFO did not ensure the Implementation of proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting.	The CFO must review the AFS to all supporting schedules for accuracy and completeness of amounts disclosed on the AFS. The CFO must adjust the AFS to reflect the correct amount for commitments at 30 June 2017	Effective implementation of our document management system. The CFO will develop an AFS preparation and year end plan to ensure that all aspects of AFS are accurately recorded and are complete	Director Corporate Services CFO	30-Jun-17	Report on implementation of record management system. AFS Preparation and year end plan	**In progress**
As the accounting officer and chief financial officer did not perform a detailed review the financial statements against reliable supporting documents before submitting them for auditing, material corrections to payables and capital commitments.	The CFO did not ensure the Implementation of proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting.	The CFO must review the AFS and all supporting schedules for accuracy and completeness of amounts disclosed on the AFS. The CFO must adjust the AFS to reflect the correct amount for commitments at 30 June 2017	The CFO must obtain/develop an AFS Review checklist to ensure accuracy and completeness.	CFO	31-Jul-18	AFS Review checklist	**Not Achieved**
Monthly reconciliation for creditors were not reviewed against the invoices to ensure the transactions were recorded in the correct financial period.			Creditor's reconciliation will be prepared on a monthly basis and reviewed by the CFO	CFO	28-Feb-18	Reviewed Creditors Reconciliation	**In Progress**
Monthly review of the commitments list provided were not checked for accuracy to ensure the correct			Table a schedule of commitments to the Finance and audit committees	SCM Manager	31-Mar-18	Schedule of Commitments	**Not Achieved**

Audit Findings	Internal Control Deficiency	Recommendation	Management Action Plan	Responsible Person	Due Date	POE	Progress
amount is disclosed in the annual financial statements.							
Revenue amount calculated as per the valuation roll does not agree to the revenue as per the notes of the financial statement (note 17).	The accounting officer did not ensure that there are adequate processes in place to ensure that reconciliations of the revenue agrees to the amounts disclosed in the AFS.	Management should ensure that reconciliations of the revenue agrees to the amounts disclosed in the AFS.	Ensure that there is an automated and seamless integration between Pastel and Case ware to eliminate risk of human error	CFO	30-Jun-18	Report by the CFO on the integration of Pastel and Caseware	**Not Achieved**
Amount per the valuation roll does not agree with the disclosure made in the note 17 of the financial statement	Financial and performance management: Implement proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting.	Management should ensure that reconciliations of the valuation roll agrees to the amounts disclosed in the AFS. The above differences must be corrected and all information must be provided for audit.	Ensure that there is a automated and seemless intergration between Pastel and Caseware to eliminate risk of human error	CFO	30-Jun-18	Report by the CFO on the integration of Pastel and Caseware	**In Progress**
Invoices were not raised as an accrual as at 30 June 2017	Management did not implement adequate controls to ensure that creditor's invoices at year end are raised. Management did not prepare monthly reconciliations for creditors in a timely manner to ensure that the creditors raised are accurate and complete.	Management should develop a control tool to ensure that all creditors invoices are raised at 30 June 2017, this should also include creditor's reconciliations being prepared and monitored on a monthly basis to prevent any delayed payments. Management must adjust the accounts payables and further ensure that all invoices raised that must be recorded in the year balance have been recorded.	Finance department will develop an invoice tracking tool to ensure	CFO	31-Mar-18	Invoice tracking tool	**In Progress**

Audit Findings	Internal Control Deficiency	Recommendation	Management Action Plan	Responsible Person	Due Date	POE	Progress
Other Matters							
Invoices not paid within 30 days	Management did not put adequate controls in place to ensure that creditors are paid within 30 days.	Management should develop a control tool to ensure that payments are made within 30 days on the receipts of the invoice, this should also include creditor's reconciliations being prepared and monitored on a monthly basis to prevent any delayed payments.	Management will ensure timeous capturing of invoices on Pastel and use of invoice tracking to ensure that invoices are paid within 30 days	CFO	31-Mar-18	Invoice tracking tool	**In Progress**
Assets in use in use not recorded in the asset register	Financial and performance management: Non-Implementation of proper record keeping in a timely manner to ensure that complete, relevant and accurate information is accessible and available to support financial and performance reporting.	The Asset Accountant must ensure that all assets in use and owned by the municipality are recorded in the asset register. Further, changes in accounting estimates must be considered by the CFO on all assets that have been fully depreciated but still in use.	Perform asset account at least once before the end of the 2017/18 financial year. Start the process of bringing fully depreciated assets that are still in use to the Fixed Assets Register(FAR)	CFO	31-Mar-18	Fully Depreciated assets on FAR	**In Progress**
During the audit of actual achievements, it was discovered that the portfolio of evidence was not adequate to verify actual reported performance.	The accounting officer has not implemented proper record management system to facilitate the collection, collation, verification, storing and reporting of actual performance	All directors/ managers should be required to maintain adequate and relevant portfolio of evidence to substantiate the information reported in the annual	1. Effective implementation of our document management system.	PMS Manager	1. 2017/12/31	Report on implementation of record management system.	**Not Achieved**

Audit Findings	Internal Control Deficiency	Recommendation	Management Action Plan	Responsible Person	Due Date	POE	Progress
	information. The directors/ managers have not maintained proper portfolios of evidence to support reported performance in the quarterly reports and the annual performance report.	performance report. The document design should be reviewed to enable independent verification of the validity, accuracy and completeness of reported performance. A record management system should be implemented over the documents above to ensure that they are properly filed and easily retrievable.	2. Ensure that all POE files submitted for each KPIs are thoroughly verified for authenticity and accuracy		2. Quarterly	Quarterly PMS reports	**Achieved**
No policies and procedures for Road Infrastructure	Management did not exercise adequate oversight responsibility to ensure that policies, plans and systems governing the effective service delivery responsibilities were in place, approved and implemented.	Urgent attention should be given to the formulation and implementation of a road infrastructure policy to ensure that decision making is guided correctly to achieve the desired outcomes. • The maintenance and renewal plan should be approved and implemented which will prevent road maintenance and renewals to be carried out at a random basis. • Management must ensure that a proper road asset management system is in place and implemented. This will assist management in the	Develop Road Infrastructure Policy Implement Road maintenance plan	Manager Technical Services	31-May-18	Road infrastructure policy Progress report on implementation of road maintenance plan	**Achieved**

Audit Findings	Internal Control Deficiency	Recommendation	Management Action Plan	Responsible Person	Due Date	POE	Progress
		efficient and effective decision making in respect of road infrastructure. • National Department of Transport has issued a yearly grant (RAMS) to iLembe District Municipality (DM) from 2011/12 financial year to assist municipalities with the collection of data and conditions of all the municipal roads in their area. Management should obtain the information/data collected relevant to Maphumulo Municipality from the DM which will assist in setting up a road asset management system. This information will also enable management to identify and prioritize road maintenance within their own budgets to improve the conditions and extend the lifespan of road infrastructure.					
Inadequate policy relating to consultants	Consultants such as Sigma It and Camelsa Consulting are not providing any training or transfer of skills to the employees of the municipality since this was not included in the Service Level Agreements signed by	Management should revise the section in their SCM policy that relates to consultants to include measures that will address the over reliance on consultants. Management should also	Review SCM policy to include measures to address over reliance on consultants. Develop a checklist on	SCM Manager	31-Mar-18	SCM Policy	**Achieved**

Audit Findings	Internal Control Deficiency	Recommendation	Management Action Plan	Responsible Person	Due Date	POE	Progress
	the representatives of Maphumulo Municipality and the abovementioned consulting entities	review, at least on an annual basis, whether the objectives of Maphumulo Municipality are better achieved through the use of consultants or through permanent staff. This can be achieved by performing a cost effectiveness analysis to determine whether training current staff or employing additional staff is better or worse for the municipality than using consultants.	implementation of the policy on the use of consultants	CFO		Implementation Checklist	
No Approved IT Governance Policy	Management oversight – Management have not approved the IT governance framework. Lack of capacity within the municipality in the IT division.	The executive management of the municipality must ensure that an annually updated IT Governance policy has been presented to the council for approval and adoption. Management must consider appointing their own internal capacity who will be the forerunner to ensure that the IT governance framework is aligned to best practices and is submitted timely to council for approval. The appointment of own capacity will allow for more accountability to the leadership of the municipality.	Approved IT governance framework	Director Corporate Services	31-Mar-18	Council Minutes	**Achieved**

Audit Findings	Internal Control Deficiency	Recommendation	Management Action Plan	Responsible Person	Due Date	POE	Progress
No IT Strategic Plan in place	Management oversight – Lack of capacity within the municipality in the IT division	The municipality must ensure that it has an IT strategic plan that supports business requirements also ensuring that the spending on IT remains in line with the approved strategic plan.	Approve IT Strategic plan	Director Corporate Services	31-Mar-18	Council Minutes	**Achieved**
No IT Risk register in place	Management oversight – Management have not approved the IT governance framework. Lack of capacity within the municipality in the IT division.	The municipality must ensure that they have an IT risk register which contains all the risk and potential risks that are faced by the municipality's IT operations. This will assist the municipality in following up on risks in a timely manner and designing and implementing adequate controls to protect the IT environment.	Adopt IT Risk register	Director Corporate Services	31-Mar-18	MANCO Minutes	**Achieved**
No back-up slips as evidence of external back-ups	Lack of capacity within the municipality in the IT division.	The municipality must ensure that it has proof of all the week external back-ups for audit trail purposes. Management must implement better controls around the regular backup of the municipality's data. Weekly backups must be performed by the service provider with the presence of a municipality official. The evidence	Implement daily and weekly back up and document evidence of back ups	IT Manager	31-Dec-17	Back up slips	**Achieved**

Audit Findings	Internal Control Deficiency	Recommendation	Management Action Plan	Responsible Person	Due Date	POE	Progress
		must be signed by the parties present when the backup has been performed. This must also me must be signed by the Corporate director as evidence that the backup has been done. The evidence must be kept at the director's office as proof. The municipality must perform a sample shut down of the operations and recover the data from the backup site to determine that backups are performed.					
IT disaster recovery plan not approved	Lack of internal capacity to drive the approval of the policies and procedures.	The municipality must ensure that its IT disaster recovery plan is approved and adopted by the council and the executives of the municipality prior to implementation.	Approve disaster recovery plan	Director Corporate Services	31-Mar-18	Council Minutes	**Achieved**
Administrative Matters - Annexure C							
Based on the planning of the audit, noted that the municipality does not have an updated policy register to indicate that the municipality's policies and procedures are in line with the latest amendments and guidelines issued by the relevant authorities.	The vacancy of the corporate director for major part of the year resulted in no internal processes for an updated policy register.	Corporate services should have a system in place where they maintain all policies for all departments, ensuring that they are timeously updated and are complete for the municipality as a whole. The policy owners must ensure that latest guidelines and practices are communicated with	Develop policy register to ensure that all necessary policies are in place and are reviewed on regular basis	Director Corporate Services	31-Mar-18	MANCO Minutes	**In Progress**

Audit Findings	Internal Control Deficiency	Recommendation	Management Action Plan	Responsible Person	Due Date	POE	Progress
		the corporate services department to facilitate regular updates. All these updates must be tabled at EXCO and the relevant governance structures for approval. Further, all updated policies must be rolled out to all staff for ease of understanding and implementation within their daily activities					

3.8.12 RISK MANAGEMENT

Risk management contributes to good corporate governance by providing reasonable assurance to Government that the municipality organizational objectives will be achieved within a tolerable degree of residual risk. The criteria for deciding whether a risk needs to be treated are often set with reference to events from similar activities in the past or by background risks experienced in daily life. Maphumulo Local Municipality established an enterprise risk management department which is within the Office of the Municipal Manager in September 2014. The department currently has one employee who is the Risk and Compliance Manager assisted by two interns through CoGTA Learnership Programme. Leadership unanimously agreed to allow the risk department to deal with issues of compliance as well. The enterprise risk management department has the following strategic documents in place:

- Enterprise Risk Management Policy;
- Enterprise Risk Management Framework;
- Fraud Prevention Strategy and Policy; and
- Risk Management Implementation Plan

The Fraud Prevention Strategy was reviewed by Risk Management Committee during May 2021 and approved by EXCO during August 2021. The implementation was started on 1 July 2021. The implementation is due to start in March 2018. An annual risk assessment is conducted before the start of the new financial year so that the annual internal audit plan is risk based. The risk register is updated at least once quarterly. The municipality is facing the following top 10 operational and strategic risks:

- Delays in service delivery program/Inability to successfully complete projects;
- Backlog in household's electrification and blackouts;
- Lack of bulk infrastructure for the municipal area;
- Inability to implement climate change mitigations and respond to disasters;
- Inability to continue with municipal business during Covid 19 and other communicable diseases;
- Inability to attract & retain investments;
- Inability to maximise own revenue;
- Inadequate of IT System;
- Inadequate lobbying by municipality to get support from key stakeholders for LED programmes and initiatives.; and
- Unsustainable human settlement.

The municipality is currently implementing processes to ensure that the above risks are eliminated or decreased to a tolerable level. In addition, the municipality has a MANCO Risk Management Committee (RMC) which is chaired by an independent person. The Management Risk Committee is an oversight committee responsible to the Accounting Officer for the monitoring of risk management. It is responsible for assisting the Accounting Officer in addressing its oversight requirements of risk management and evaluating the institution's performance with regard to risk management. All HODs are members of the Risk Management Committee. The RMC has meetings on a quarterly basis and special meetings are also held. The RMC has its own Terms of

Reference which is reviewed on an annual basis. Risk assessment at both Strategic and operational levels is aligned to IDP/Budget processes. Maphumulo Council and Management accede with the Corporate Governance expectation that the municipality should actively manage all risks that exist across an organisation. The Municipality embraces the Enterprise Risk Management (ERM) approach which 'seeks to strategically consider the interactive effects of various risk events with the goal of balancing an enterprise's entire portfolio of risks to be within the stakeholder's appetite or tolerance for risk which is 70%.

The strategic objectives of the Maphumulo Municipal IDP reflect the Council and senior managements' choices as to how the municipality seek to create value for the community and stakeholders. While considering the alternative strategies to achieve the strategic objectives, management with the assistance of the Manager Internal audit and Compliance also championing ERM identifies and assesses risks associated with a range of strategy choices and considers their implications. The management views Strategic Risk Assessment (SRA) as a systematic and continual process for assessing significant risks facing the municipality. The municipality starts by identification and management of strategic risks. 'Strategic risk assessment is an important forerunner to determine the focus of operational and project risk assessments in the broader municipality. it will assist in determining the amount of resources to be allocated to further risk assessment and risk management effort, and where to allocate such resources'.

During the process, the Maphumulo municipal risk appetite and risk bearing capacity was considered. The Council responsibility is to understand a municipality's strategic and associated risks and to ensure that management's risk management practices are appropriate and conducted to ensure the risk profile of the municipality remains within its risk thresholds. In conducting a strategic risk assessment, Maphumulo municipality observed the following six steps:

- Achieved a deep understanding of the strategic direction of the municipality;
- Gathered views and data on strategic risks;
- Prepared a preliminary risk strategy;
- Validated and finalised the risk strategy;
- Developed a strategic risk management implementation plan; and
- Communicated and implemented the risk strategy and strategic risk implementation plan.

Maphumulo municipality is currently using both manual and system methods to manage strategic risk register, where Microsoft Word, Microsoft excel, and BarnOwl Risk management system are used. Maphumulo Municipality also manages and monitor the Fraud risk registers. The fraud risk assessment is done in line with International Day, which is during November yearly. The fraud risk monitoring is reported to various structures including the Municipal Public Accounts Committee (MPAC) on quarterly basis. Strategic and operational risks monitoring is reported to the following structures as follows:

Reporting lines	Structures reported to
Risk Champions	Risk Office, Risk Champions Forum, Departments and HODs on monthly basis
Risk Manager	Accounting Officer, Management Committee, Risk Management Committee, Audit & Performance Committee, Portfolio Committees and Executive Committee on quarterly basis.
Risk Management Committee's Chairperson	Audit & Performance Committee and Executive Committee on quarterly basis.
Audit Committees' Chairperson	Council on quarterly basis.

The following tables indicate the strategic risk register layout aligned to the Key Performance Area (KPA) and the IDP strategic objectives:

Table 50: Municipal Risk Assessment

KPA: BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	**Strategic Objective:** To develop quality, reliable, sustainable and resilient infrastructure to support economic development and human wellbeing, with a focus on affordable and equitable access for all
RISK ANALYSIS	
Risk Description:	**Delays in service delivery program**
Root Cause:	Inadequate planning Inadequate supervision of projects Inadequate specification requirements Inadequate financial resources Projects disruption by business forums Decrease in grant allocated funding Delays in SCM process from procurement department and SCM unit Operational distractions leading toward local government elections year Effect of Covid 19Mechanical breakdown of the municipal plant Inadequate facilitating of housing project Inability to measure municipal impact on eradicating service delivery backlog
Consequences:	Reputational damage Community unrest

	Municipal Targets not achieved Slow improvement in the quality of life	
RISK ASSESSMENT		
Impact rating	70	Critical
Likelihood rating	90%	Almost certain
Inherent Risk Rating	63	Extreme
Control Effectiveness	40%	Week
Residual Risk	37,8	Priority 1

Current Controls

- Established Project Management Unit
- Standard Operating Procedure (Flow Chart) for the projects
- Monitoring of risky projects
- Procurement Plan
- Implementation Plan
- Monthly meetings of consultants and MISA
- SOP turning around times of target SCM performance targets on SDBIP

Mitigating action plans to further address the residual risk exposure

Task	Action Owner	Status	Action Date
▪ Conduct a project risk assessment	Risk Manager	Not yet commenced	30 August 2020
▪ Report monthly on the project risk assessments to MANCO	Risk Manager		Monthly
▪ Table monthly progress reports on the implementation of the Standard Operating Procedure (flow chart) on each project to MANCO.	PMU Manager		July-August 2020
▪ Review Policy that talks about 30% allocation to local businesses on capital projects	CFO		30 July 2020
▪ KPI for all managers be some performance appraisals	PMS manager		30 July 2020
▪ Review of housing sector plans	EDP Director		30 July 2020
▪ Ensure active participation in all IGR structures and report back reporting back to MANCO and Portfolios Committee	Corporate Services Director		Quarterly

KPA: SOCIO LOCAL ECONOMIC DEVELOPMENT		**Strategic Objective:** To promote economic sectors to create jobs for the local community
RISK ANALYSIS		
Risk Description:	**Inability to manage competing priorities (Provision of infrastructure to immediate community needs vs strategic infrastructure investment)**	
Root Cause:	Non alignment of budget with IDP Lack of support in developing and implementing a single land use scheme Illegal developments Inability to craft clear strategic objectives aligned to core functions of local government and council priorities Disputes in the title deeds process Lack of support from management and political leadership for prioritisation strategic economic growth development Attitudes towards budgeting process Lack of clear articulation of objective	
Consequences:	Funding will go to non-strategic projects Municipality will never realize its long terms development goals and vision. Loss of revenue when people going to other districts Increase levels of unemployment and poverty Increase levels of crime	
RISK ASSESSMENT		
Impact rating	70	Critical
Likelihood rating	90%	Almost certain
Inherent Risk Rating	63	Extreme
Control Effectiveness	40%	Week
Residual Risk	37,8	Priority 1
Current Controls		

- Town Development Plan
- SPLUMA By-Laws
- Municipal Planning Tribunal
- SPLUMA
- IDP
- Capital infrastructure Investment Plan
- SDBIP
- IDP

Mitigating action plans to further address the residual risk exposure

Task	Action Owner	Status	Action Date
▪ Review Capital Investment Infrastructure Plan	EDP Director	Not yet	30 September 2020
▪ Workshop of development Capital Investment Infrastructure Plan to councils and officials.	EDP Director	commenced	30 September 2020
▪ Hold Management planning session	All HOD	Not yet commenced	15 November 2020
▪ Review of Strategic risk register			31 December 2020

KPA: CROSS CUTTING	**Strategic Objective:** Inability to implement climate change mitigations

RISK ANALYSIS

Risk Description:	**Inability to implement climate change mitigations**
Root Cause:	Unsustainable development practices
	Unprotected wetlands
	Illegal Dumping
	Inadequate Waste Management initiatives
	Cost of mitigation climate change
	Lack of access to or availability of data about climate
Consequences:	Outbreak of diseases (e.g. Mosquitos)
	Depleted resources for humankind
	Damage to community halls/roads as well as houses
	Droughts
	Extreme weather patterns

	Extreme floods Frequent outbreak of lightning incidents Soil erosion Non-compliance with NEMA and other applicable laws and regulations Increase municipal financial burden (disaster relief projects)	
RISK ASSESSMENT		
Impact rating	70	Critical
Likelihood rating	90%	Almost certain
Inherent Risk Rating	63	Extreme
Control Effectiveness	65%	Satisfactory
Residual Risk	37,8	Priority 2
Current Controls		
▪ Reduced use of paper ▪ Climate change awareness plans built onto the municipality events calendar ▪ Available budget for the Installation of lightning conductors ▪ Active participation in Disaster Management Forums ▪ Fire awareness campaigns in cooperation with the private sector ▪ Available resources for Rehabilitation post event ▪ Strategic Environmental Assessments		
Mitigating action plans to further address the residual risk exposure		
Task	**Action Owner**	**Status** / **Action Date**
▪ Assessment of impact on environmental projects ▪ Development environmental Framework	Community Services Director	Not yet commenced / 20 September 2020
KPA: SOCIO LOCAL ECONOMIC DEVELOPMENT	**Strategic Objective:** To facilitate and promote institutional arrangements with all relevant stakeholders	
RISK ANALYSIS		
Risk Description:	**Increasing levels of poverty and unemployment**	
Root Cause:	Lack of support of local business Unemployment	

	Inadequate functioning of Local and Ward AIDS Council Poverty Lack of attraction for investors Inability to support SMMEs and Co-ops Poor development of economic sectors Inability to compile business plans internally for additional funding Inadequate basic infrastructure Inadequate traffic control within the town area Inadequate building control management Inadequate promotion of local production Unemployment ceased By COVID 19 Lack of skills development Lack of social development High rate of drop out at schools
Consequences:	Increased poverty levels Increased migration Increased unemployment rate Increase in social ills (teenage pregnancy)

RISK ASSESSMENT		
Impact rating	70	Critical
Likelihood rating	90%	Almost certain
Inherent Risk Rating	63	Extreme
Control Effectiveness	40%	Week
Residual Risk	37,8	Priority 1

Current Controls
LED strategy

Mitigating action plans to further address the residual risk exposure			
Task	**Action Owner**	**Status**	**Action Date**
▪ Monitor the LED implementation plan	EDP Director	Not yet	Monthly
▪ Report progress on the LED implementation Plan to MANCO	EDP Director	commenced	Monthly

KPA: FINANCIAL MANAGEMENT AND VIABILITY			Strategic Objective: To effectively manage finances and improve sustainability
RISK ANALYSIS			
Risk Description:	**Inability to maximise own revenue**		
Root Cause:	Lack of proper revenue enhancement initiatives Lack of proper revenue enhancement plan Noncompliance with regulation and policies Lack of enforcement of bi-laws		
Consequences:	Loss of public and investors' confidence Municipality never able to sustain development		
RISK ASSESSMENT			
Impact rating	70	Critical	
Likelihood rating	65%	Likely	
Inherent Risk Rating	45,5	High	
Control Effectiveness	40%	Week	
Residual Risk	27,3	Priority 1	
Current Controls			
▪ Credit Control Policy ▪ Cash Management Policy ▪ Revenue Enhancement Strategy			
Mitigating action plans to further address the residual risk exposure			
Task	**Action Owner**	**Status**	**Action Date**
▪ Review of revenue enhancement strategy plan ▪ Develop a law enforcement unit at municipality	CFO Community Services Director	Not yet commenced	30 September 2020 31 December 2020
KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT			**Strategic Objective:** To provide for the management of risk with the intention of improved efficiency
RISK ANALYSIS			

Risk Description:	**Potential Fraud and lack of ethics**			
Root Cause:	Non-compliance to the Fraud Risk Register Culture that does not promote good ethics(integrity) Conflict of Interest Lack of implementation of the Fraud Prevention Strategy and Plan			
Consequences:	Tarnished municipal image Liability claims against the municipality (Financial Loss)			
RISK ASSESSMENT				
Impact rating	70	Critical		
Likelihood rating	90%	Likely		
Inherent Risk Rating	65	High		
Control Effectiveness	40%	Week		
Residual Risk	27,3	Priority 1		
Current Controls				
Fraud Prevention Policy				
Mitigating action plans to further address the residual risk exposure				
Task		**Action Owner**	**Status**	**Action Date**
▪ Table quarterly reports on the implementation of the Fraud ▪ Prevention Plan to MANCO, Risk Management Committee. ▪ Staff and Councillors to complete Conflict of Interest ▪ Conduct a Fraud Risk Assessment for 2020/21.		Risk Manager HR Manager Risk Manager	Not yet commenced	Quarterly 30 July 2020 30 July 2020
KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		**Strategic Objective:** To provide for the management of risk with the intention of improved efficiency		
RISK ANALYSIS				
Risk Description:	**Negative audit opinion**			
Root Cause:	Action Plans which are completed late in the financial year Lack of credible AFS Lack of compliance with mSCOA			

Consequences:	Non-compliance with key laws and regulations Increase emphasis of matter findings Regression in Audit Opinion Loss of public and investors' confidence

RISK ASSESSMENT		
Impact rating	70	Critical
Likelihood rating	65%	Almost certain
Inherent Risk Rating	45,5	High
Control Effectiveness	65%	Satisfactory
Residual Risk	15,93	Priority 3

Current Controls

- Compliance Checklist
- AG Action Plan
- Clean audit Plan
- Monthly reconciliations

Mitigating action plans to further address the residual risk exposure

Task	**Action Owner**	**Status**	**Action Date**
▪ Develop and table for approval (MANCO) the AFS preparation plan	CFO	Not yet commenced	15 July 2020
▪ Table a weekly progress report on the implementation of the AFS preparation plan to MANCO.	CFO	Not yet commenced	Weekly 31 December 2020
▪ Develop and table (MANCO) for approval the AG Action Plan.	CFO		Monthly
▪ Table monthly progress reports on the AG Action Plan to MANCO, EXCO, MPAC and Council.	CFO	Not yet commenced	30 April 2021
▪ Finalise the preparation of half-yearly AFS.	CFO		15 May 2021
▪ Half-yearly AFS to be reviewed by internal audit.			

KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	**Strategic Objective:** To promote a safe and secure working environment for all employees

RISK ANALYSIS

Risk Description:	**Ineffective Health and Safety Committee**			
Root Cause:	Non-adherence to OHS policy Lack of adequacy and effective of internal control over OHS Lack of Governance and effective OHS committee Failure to adhere to OHS regulation/policy			
Consequences:	Noncompliance with OHS regulation Injury to employees Liability claims against the municipality Demotivated employees Compromised health and safety of employees			
RISK ASSESSMENT				
Impact rating	70	Critical		
Likelihood rating	65%	Likely		
Inherent Risk Rating	45,5	High		
Control Effectiveness	65%	Satisfactory		
Residual Risk	19,53	Priority 3		
Current Controls				
▪ OHS Policy ▪ OHS Committee				
Mitigating action plans to further address the residual risk exposure				
Task		**Action Owner**	**Status**	**Action Date**
▪ Review of OHS Committee terms of Reference ▪ Review composition of OHS Committee		Corporate Services Director	Not yet commenced	30 July 2020 30 July 2020
KPA: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT		**Strategic Objective:** To provide an effective and efficient Information and Communication service		
RISK ANALYSIS				
Risk Description:	**Failure of IT System**			
Root Cause:	Inadequate back up processes in place Lack municipal of sites of backup facility			

	Failure to maintain ICT infrastructure Failure to anticipate municipal ITC needs High cost of ICT infrastructure Nonaligned ITC systems
Consequences:	Constant interruption of daily process Loss of critical information Data fraud/theft Poor performance of ICT infrastructure Failure to obtain strategic objectives Loss of confidence by IT savvy youth in the Maphumulo area

RISK ASSESSMENT		
Impact rating	70	Critical
Likelihood rating	65%	Likely
Inherent Risk Rating	45,5	High
Control Effectiveness	40%	Week
Residual Risk	27,3	Priority 1

Current Controls

- ICT Disaster Recovery Plan
- ICT Strategic Plan
- ICT Governance Framework
- ICT Policies

Mitigating action plans to further address the residual risk exposure

Task	Action Owner	Status	Action Date
▪ Implement ICT maintenance plan	ICT Manager	Not yet	Quarterly
▪ Review ITC strategy	ICT Manager	commenced	30 July 2020
▪ Review ICT Governance Framework	ICT Manager	Not yet	30 July 2020
▪ Review of disaster recovery plan and	ICT Manager	commenced	30 July 2020
▪ Report implementation Recovery Plan to ICT steering Committee	ICT Manager		Quarterly

KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION		Strategic Objective: Effectively communicate the programmes of the municipality to a full range of audiences	
RISK ANALYSIS			
Risk Description:	**Poor stakeholder relations management**		
Root Cause:	Community lack information about municipality Inadequate of information by stakeholder and information about municipality Weakness in governance process		
Consequences:	Community lacking information about the municipality Community not informed by reliable source		
RISK ASSESSMENT			
Impact rating	70	Critical	
Likelihood rating	65%	Likely	
Inherent Risk Rating	45,5	High	
Control Effectiveness	40%	Week	
Residual Risk	27,3	Priority 1	
Current Controls			
▪ Community strategy ▪ Radio slots ▪ Ward committees' reports			
Mitigating action plans to further address the residual risk exposure			
Task	**Action Owner**	**Status**	**Action Date**
▪ Review communication strategy ▪ Develop communication Plan ▪ Review the public participation strategy ▪ Repurpose the meetings virtual meetings OSS	Corporate Services Director Corporate Services Director Corporate Services Director Community Services Director	Not yet commenced	30 July 2020 30 July 2020 30 July 2020
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION		**Strategic Objective:** Effectively communicate the programmes of the municipality to a full range of audiences	
RISK ANALYSIS			

Risk Description:	**Non-compliance with policies, laws and regulations**
Root Cause:	Limited influence in terms of land allocation Limited information about SPLUMA Limited ability to enforce SPLUMA and By-Laws Lack of up-to-data spatial data Lack of accountability and consequence management Lack of understanding of municipal polices, relevant laws and regulations Lack of cooperation to compliance deadlines Failure to adhere to OHS regulation/policy
Consequences:	Increased inequality in the society Misinformed decisions Audit Findings Financial Loss (Penalties, withdrawal of grants) Tarnished municipal reputation Injury to employees Liability claims against the municipality

RISK ASSESSMENT		
Impact rating	50	Significant
Likelihood rating	90%	Almost certain
Inherent Risk Rating	45	High
Control Effectiveness	80%	Good
Residual Risk	9	Priority 4

Current Controls

- SPLUMA By-Laws
- Municipal Planning Tribunal
- SPLUMA
- Policy register
- Central storage of policies and By-Laws
- Quarterly Compliance Checklist

▪ Compliance Audit by Internal Audit			
Mitigating action plans to further address the residual risk exposure			
Task	**Action Owner**	**Status**	**Action Date**
▪ Include quarterly SPLUMA awareness onto the municipality's events calendar. ▪ Purchase of a relevant GIS software ▪ Quarterly update of the GIS information ▪ Identify and report on programs offered by SALGA/CoGTA on capacity building ▪ Establish which trainings can be attended by staff and develop a schedule. ▪ Develop a training schedule on municipal policies trainings for all staff. ▪ Table a quarterly compliance report at MANCO, EXCO and RMC meetings	EDP Director EDP Director EDP Director Corporate Services Director Corporate Services Director Corporate Services Director HR Manager	Not yet commenced Not yet commenced Not yet commenced	Quarterly 30 September 2020 30 September 2020 Quarterly 30 August 2020 30 October 2020 Quarterly
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	**Strategic Objective:** Effectively communicate the programmes of the municipality to a full range of audiences		
RISK ANALYSIS			
Risk Description:	**Lack of municipal of own cemetery ground**		
Root Cause:	Lack of land/sites Lack of financial resources to kick staff of processes about burial sites		
Consequences:	Increased in demand for burial of deceased bodies Environmental and health hazards		
RISK ASSESSMENT			
Impact rating	50	Significant	
Likelihood rating	90%	Almost certain	
Inherent Risk Rating	45	High	
Control Effectiveness	20%	Unsatisfactory	
Residual Risk	36	Priority 1	

Current Controls			
No Controls			
Mitigating action plans to further address the residual risk exposure			
Task	**Action Owner**	**Status**	**Action Date**
▪ Land identification ▪ Feasibility study	Community Services Director	Not yet commenced	Date
KPA: GOOD GOVERNANCE AND PUBLIC PARTICIPATION	**Strategic Objective:** To ensure responsive, inclusive, participatory and representative decision making at all levels		

RISK ANALYSIS	
Risk Description:	**Inappropriate Behaviour/Culture**
Root Cause:	The political environment under which the local government operates Manor in which employees are recruited Management seeking to curry favour with certain employees Management scared to take unpopular but correct decisions
Consequences:	Tarnished municipal image Leaking of sensitive municipal information

RISK ASSESSMENT		
Impact rating	70	Critical
Likelihood rating	90%	Almost certain
Inherent Risk Rating	63	Extreme
Control Effectiveness	20%	Unsatisfactory
Residual Risk	50,40	Priority 1

Current Controls
▪ Code of conduct for employees ▪ Disciplinary Collective Agreement ▪ Induction manual for new recruits

Mitigating action plans to further address the residual risk exposure			
Task	**Action Owner**	**Status**	**Action Date**

▪ Workshop employees on Code of Conduct. ▪ Workshop employees on Disciplinary Collective Agreement. ▪ Detailed induction for new recruits. ▪ Coordination of employee's team building ▪ Workshop employees about the strategic objectives of the municipality	HR Manager HR Manager HR Manager HR Manager EDP Director	Not yet commenced Not yet commenced Not yet commenced	31 December 2020 31 December 2020 As and when appointed is made 31 December 2020 31 December 2020
KPA: CROSS CUTTING	**Strategic Objective:** Inability to implement climate change mitigations		

RISK ANALYSIS	
Risk Description:	**Inability to continue with municipal business during Covid 19 and other communicable diseases**
Root Cause:	Inadequate of business continuity Plan Lack of attitudes and behaviours by all stakeholders towards diseases Inadequate IGR structures Inadequacy of ICT infrastructure Inadequacy of health facility Inadequacy of resources (ICT, HR resources etc.)
Consequences:	Hindrance of municipal service delivery Community unrest Increased levels of poverty and unemployment Increase of number of death in the community

RISK ASSESSMENT		
Impact rating	100	Catastrophic
Likelihood rating	90%	Almost certain
Inherent Risk Rating	63	Extreme
Control Effectiveness	65%	Satisfactory
Residual Risk	31,5	Priority 1
Current Controls		

- Business Continuity Plan
- Pronouncement of COVID-19 as National Disaster
- President's announcement of Lockdown for 21 days and further extensions of it
- Covid 19 Response e Plan
- Use of technology to facilitate meetings
- Cocid19 regulations and circulars
- Covid19 Risk registers
- Established structured in response of COVID 19

Mitigating action plans to further address the residual risk exposure

Task	Action Owner	Status	Action Date
▪ Review of municipal business continuity plan	HODs	Not yet	30 July 2020
▪ Enforcement of regulations and circulars	HODs	commenced	Weekly
▪ Develop and implement community campaign plan.	Community Services Director	Ongoing	30 July 2020
▪ Implement disaster recovery Plan	Community Services Director	Not yet	30 July 2020
▪ Submission of weekly reports to established structures	Community Services Director	commenced	Weekly
▪ Monitor the effeteness of the local command council structures and report back reporting back to MANCO and Portfolios Committee	Risk Manager	Not yet commenced Ongoing	Weekly

3.8.13 STATUS OF MUNICIPAL POLICIES AND SECTOR PLANS

Table 51: Status of Sector Plans

Sector Plans/Policies	Completed	Adopted	Date of Next Review	Status Quo
Disaster Management Plan	Yes	Yes	Recently reviewed	2020
Tourism Development Strategy	Yes	No	Being reviewed	2020
iLembe Environmental Management Framework	Yes	Yes	2018	Finalised
iLembe Biodiversity Sector Plan	Yes	Yes	TBC	Finalised
Integrated Waste Management Plan	Yes	Yes	Recently adopted	Adopted in March 2022
LED Strategy	Yes	Yes	TBC	Finalised (2020)
Agricultural Development Plan	Yes	Yes	TBC	Finalised (2020)
KwaShushu Hotsprings and Itshe LikaNtunjambili Tourism Plan	Yes	Yes	TBC	Finalised (2020)
Tourism Products Investment Prospectus	Yes	No	TBC	To be adopted by Council (2020)
Single Land Use Scheme	No	No		Service provider is appointed. Anticipated adoption by June 2022
Spatial Development Framework	Yes	Yes	Being reviewed	Adopted in 2017
Review of Urban Design Plan (2011)	Yes	Yes	Currently being reviewed	Service Provider is appointed
Land acquisition and land disposal strategy	No	No		Service provider was appointed, and the strategy is in preparation
Youth & Sport Strategy	Yes	Yes	2023	Adopted on 28 July 2020
Fraud prevention policy and strategy	Yes	Yes	2020	Finalised
ICT Strategic Plan	Yes	Yes	July 2021	Approved – November 2020
ICT Disaster Recovery Plan	Yes	yes	July 2021	Approved – November 2020

Sector Plans/Policies	Completed	Adopted	Date of Next Review	Status Quo
Information Security Policy	yes	yes	July 2021	Approved – November 2020
Backup and Restore Policy	Yes	Yes	July 2021	Approved – November 2020
Municipal Website Policy	Yes	Yes	July 2021	Approved – November 2020
Internet, Network and Email usage Policy	Yes	Yes	July 2021	Approved – November 2020
Fleet Management Policy	Yes	Yes	June 2021	The policy has been implemented. Its objectives are clear thus making it easier to detect non-compliance and apply corrective measures
Logical & Physical Front end Peripherals Policy	Yes	Yes	July 2021	Approved – November 2020
Firewall Management Policy	Yes	Yes	July 2021	Approved – November 2020
ICT Governance Framework	Yes	Yes	July 2021	Approved – November 2020
User Account Management Procedure	Yes	Yes	July 2021	Approved – November 2020
Network Management Procedure	Yes	Yes	July 2021	Approved – November 2020
Change Management Procedure	Yes	Yes	July 2021	Approved – November 2020
MLM Service Delivery Charter	Yes	No		Not adopted by Council
Communication Strategy	Yes		2017	Need to be reviewed
Accounts Payable Policy	Yes	Yes	May 2021	July 2020
Budget Policy	Yes	Yes	May 2021	June 2020
Cost Containment Measures Policy	Yes	Yes	May 2021	June 2020
Subsistence & Travel Policy	Yes	Yes	May 2021	June 2020
Revenue Enhancement Strategy	Yes	Yes	May 2021	June 2020
Municipal Supply Chain Management Policy	Yes	Yes	May 2021	June 2020
SDBIP	Yes	Yes	November 2021	End of June 2021
Municipal HR Policy	Yes	Yes	June 2021	Adopted November 2020
Attraction and Retention Policy	Yes	Yes	June 2021	Adopted November 2020

Sector Plans/Policies	Completed	Adopted	Date of Next Review	Status Quo
Employment Equity Plan	Yes	Yes	June 2021	Adopted November 2020
Acting Policy	Yes	Yes	June 2021	Adopted November 2020
Leave Policy	Yes	Yes	June 2021	Adopted November 2020
Health and Safety Policy	Yes	Yes	June 2021	Adopted November 2020
Recruitment and Selection Policy	Yes	Yes	June 2021	Adopted November 2020
Overtime Policy	Yes	Yes	June 2021	Adopted November 2020
Training and Development Policy	Yes	Yes	June 2021	Adopted November 2020
Remuneration Policy	Yes	Yes	June 2021	Adopted November 2020
Bereavement Policy	Yes	Yes	June 2021	Adopted November 2020
Study Aid	Yes	Yes	June 2021	Adopted November 2020
Substance and travelling	Yes	Yes	June 2021	Adopted November 2020
Experiential Training Policy	Yes	Yes	June 2021	Adopted November 2020
Benefits and operational tools policy	Yes	Yes	June 2021	Adopted November 2020
Task Job Evaluation	Yes	Yes	June 2021	Adopted November 2020
Individual Performance Management	Yes	Yes	June 2021	Adopted November 2020
Performance Management Policy	Yes	Yes		
Virus Protection and Patch Management Procedure	Yes	Yes	July 2021	
Fruitless and Wasteful expenditure Policy	Yes	Yes		Adopted May 2021
Fixed Asset Management Policy	Yes	Yes		Adopted May 2021
Virement Policy	Yes	Yes		Adopted May 2021
Indigent Policy	Yes	Yes		Adopted May 2021
Credit control & debt collection policy	Yes	Yes		Adopted May 2021
Tariffs Policy	Yes	Yes		Adopted May 2021
Rates policy	Yes	Yes		Adopted May 2021

3.8.14 STATUS OF MUNICIPAL BYLAWS

Bylaw	Completed	Adopted	Date of Next Review	Status Quo
Spatial Planning and Land Use Management bylaws	Yes	Yes	June 2022	4 December 2015
Informal Traders Bylaws	Yes	No	N/A	Draft
Outdoor Advertising Bylaw	Yes	No	N/A	Draft
Rates By-Laws	Yes	Yes	N/A	Adopted May 2021

3.8.15 IDP STEEERING COMMITTEE

The IDP Steering Committee meetings are held quarterly as well as when there are special meetings. The steering committee meetings are held at the end of each phase of preparation of the IDP and in accordance with the timeframes of the IDP/Budget/OPMS Process plan. All HODs participate and take responsibility throughout the year for the development of the IDP.

3.8.16 MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

This committee is formed in terms of section 79 of the Municipal Structures act and reports directly to Council. It meets quarterly to deal with financial issues as well as preparing the oversight Report to Council. It is responsible to make sure that the financial affairs of the municipality are in good state.

3.8.17 PORTFOLIO COMMITTEES

Maphumulo uses the collective executive mayoral system which means the executive committee is collectively responsible for decision making. The municipality makes use of portfolio committees that correspond to municipal powers and functions to expedite decision-making. These committees were established in line with Section 80 of the Municipal Structures Act. Their core function is to deliberate on specific matters and then make recommendations to the Executive Committee and then full Council, for the latter to take decisions. The following committees have been established:

- Infrastructure and Technical Portfolio Committee.
- Finance and Human Resource Portfolio Committee.
- Economic Development and Planning
- Community Services Portfolio Committee.
- Gender and Vulnerable Group Sub-Committee; and
- Youth Affairs Sub-Committee.

The departments within the municipality report to portfolio committees while the Strategic, Office of The Municipal Manager and ICT risk registers are reported to EXCO.

3.8.18 LAND USE MANAGEMENT

Maphumulo has established the Joint Municipal Planning Tribunal (JMPT) in terms of Chapter 2, Part C - Regulation 4 of the SPLUMA Regulations, wherein by agreement, two or more municipalities can establish a JMPT Tribunal. Under this model each municipality will continue to operate its own registry function (i.e. receipting of applications and will largely use its existing staff and structures, to meet the requirements of SPLUMA). The JMPT is inclusive of Maphumulo, Ndwedwe, and Mandeni municipalities. It is functional, and there are frequent meetings as enlisted on the chapter of SPLUMA Readiness of this document. Complying with SPLUMA Regulation is about submission and processing of land development and planning applications, and the municipality does comply with such. DPSS Chief Town and Regional Planner is the Municipal Planning Authorizing Officer. The Council or EXCO resolves on the appeal authority. The appeals authority is functional, however currently there has not been appeals the municipality has dealt with.

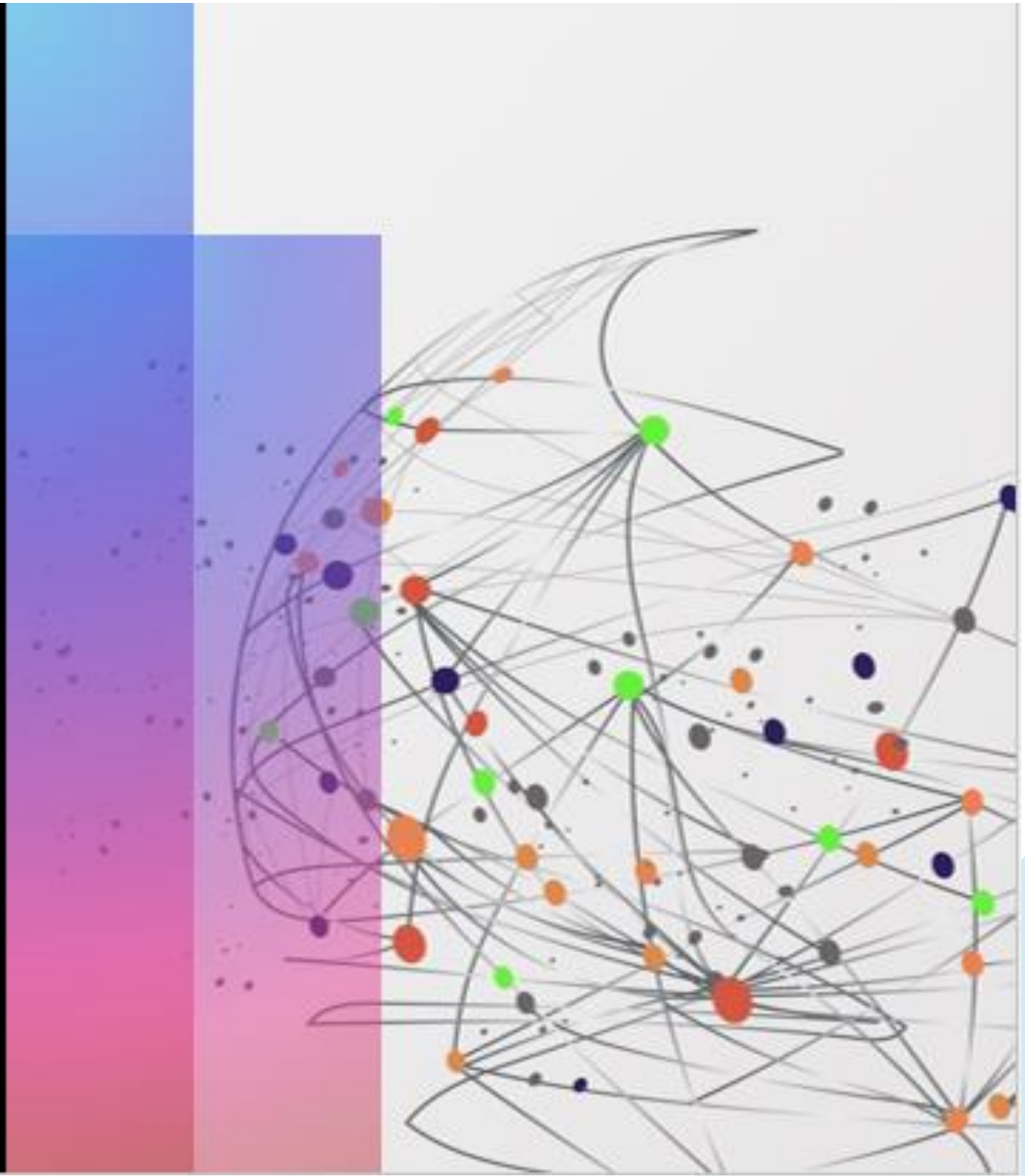
3.8.19 SWOT ANALYSIS

STRENGTH	WEAKNESS
• Council adopted communication plan is in place • The municipality participate in all IGRs forums • The municipality participates in provincial forums • IDP steering committee is functional (all HODs) • Functional internal audit unit and audit committee exist • The Enterprise Risk Management unit is functional • Ward based plans in place • JMPT in place • Service delivery charter and standards is not in place	• Batho Pele policy and procedure manual is not in place • OSS is not operating well • Poor representation of Amakhosi in Council meetings • Lack of Anti-fraud and anti-corruption strategy • The municipality has not adopted all by-laws in terms of schedule 4B and 5B of the Constitution, and lack of enforcement • Insufficient registry room
OPPORTUNITIES	**THREATS**
• CDW and Ward committees to strengthen public participation and communication	• Inefficiency to municipal systems as a result of non-implementation of SCM policies • Inability to attract qualified and experienced • personnel hugely hinder service delivery • Lack of records management system may result to loss of important documents • Poor service delivery due to inadequate funding.

CROSS-CUTTING ISSUES

WHAT ARE THE CROSS-CUTTING ISSUES THAT AFFECT US?

IZIPHI EZINYE IZINTO EZITHINTA UMASIPALA WONKANA?



3.9 KPA 6: CROSS-CUTTING ISSUES

3.9.1 IMBALANCES OF THE PAST

There are numerous factors that influence where and how people settle and organise themselves in space. The following structuring elements impact directly on the formation and development of settlements in South Africa:

- Environmental factors such as resources, climate, landforms (topography), and water features i.e. agriculture, availability of minerals and metals, and rivers.
- Spatial characteristics and location of, for example the distance between activities, i.e. where people stay and where they work.
- Other factors including cultural factors, economies of scale, political and socio-economic systems.

Post-1994 spatial planning policies have not addressed the spatial geography of apartheid. Low-cost houses were built far from economic centres, something which has continued to impose a burden on the poor who travel long distances in order to access economic and other opportunities that urban areas offer. The spatial structure of Maphumulo Municipality reflects a relatively high level of spatial fragmentation and land use separation originating from the unfortunate apartheid past. Notwithstanding the recent development of Maphumulo Town Centre, the rest of the municipal area remains separated from economic activities. However, Maphumulo Municipality has made progress in an attempt to redress the imbalances of apartheid spatial planning through the provision of basic services such as clinics, water, sanitation, housing, formalisation of the town centre and new municipal offices.

3.9.2 STRUCTURING ELEMENTS

There are a number of natural and man-made phenomenon's that have shaped and continue to shape Maphumulo Local Municipality. There are numerous factors that influence where and how people settle and organise themselves in space. The structuring elements of the municipality are to a large degree influenced by the imbalances of the past and other spatial, social and economic factors. The following structuring elements impact directly on the formation and development of settlements in South Africa:

- Environmental factors such as resources, climate, landforms (topography), and water features i.e. agriculture, availability of minerals and metals, and rivers.
- Spatial characteristics and location of, for example the distance between activities, i.e. where people stay and where they work.
- Other factors including cultural factors, economies of scale, political and socio-economic systems.

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has made progress in an attempt to redress the imbalances of apartheid spatial planning through the provision of basic services such as clinics, water, sanitation, housing, formalisation of the town centre and new municipal offices.

3.9.3 EXISTING NODES AND CORRIDORS

3.9.3.1 DEVELOPMENT NODES

A hierarchy of development nodes has been identified for the municipal area. The following nodes were identified:

3.9.3.1.1 MUNICIPAL DEVELOPMENT NODE: MAPHUMULO TOWN

The primary node is an existing multipurpose business, administrative, social service, economic and intermodal transportation terminal centre that services the surrounding rural communities of Maphumulo and its neighbouring municipal areas. It is declared a priority focus area which provides services, facilities, amenities and economic opportunities for the entire municipality. It performs a range of services and is characterized by a higher differentiation of land uses. It was registered as a township at the deed's office in December 2015. The town comprises of 327 designed erven, at a minimum site size of 300m^2 and has a general plan obtainable at the deed's office. The township is registered under general plan number 249/2005. The town has an existing urban scheme, which was adopted in 2013. The Scheme was formulated in order to deal with the land use management challenges that were experienced by the town and to facilitate the structured growth of the town. The town faces a number of issues from a land use management perspective. For example, these issues are related to the mushrooming of informal and illegal structures, encroachments and land use conflicts etc.

The spatial planning proposals for Maphumulo Town suggest the establishment of a detailed category of zones that contain a plethora of residential zones, new commercial/ business and mixed-use zones, open space zones/ environmental zones, agricultural zones, transport and utility zones, industrial zones, civic and social zones/ community zones. Moreover, there is a need to introduce controls or development regulations relating to the bulk of development in Maphumulo Town such as building lines, height, coverage, residential densities as well as parking and loading requirements. Maphumulo is a mixed land use development comprising a range of land uses. Existing literature points out that a number of land uses exist in Maphumulo Town which are indicated below alongside a Land Use Plan that has been attached:

- Commercial and business-related land uses include financial institutions (FNB ATM), a retail store (Spar), a hardware (Build It), a Thusong centre providing retail accommodation to over 11 privately owned businesses, informal street traders, wholesale traders, offices, local restaurants, funeral parlours and public garage/ Petrol Filling Station;
- Government land use includes Maphumulo Municipal Services /Offices, Department of Correctional Services, Department of Justice, Department of Social Development, Department of Public Works, Department of Education, Department of Agriculture, Department of Arts and Culture and Department of Health;
- An institutional land use which includes a clinic;

- Recreational and Public land use includes a sport field, public open spaces which occur in the form of vacant patches of land located in between the homesteads. These open spaces offer opportunities for future development;
- Educational land use includes primary schools and a public library x1;
- Recreational and public land use includes sports fields x2;
- Residential land use occurs in the form of Urban Residential and Peri-Urban Residential;
- Agricultural land uses include the use of land for agricultural activities, including the use of land for structures, buildings, and dwelling units reasonably necessary for or related to the use of land for agricultural activities;
- Community land use includes a community hall, a police station (SAPS) x1 and postal services/ office and places of worship; and
- Transportation related uses include a Taxi Rank, Roads and streets.

3.9.3.1.2 PROPOSED SECONDARY NODES (COMMUNITY DEVELOPMENT NODE)

Four (4) proposed secondary nodes (community development nodes) have been identified within MLM and these include the following:

- Ntunjambili;
- KwaMxhosa;
- Mphumulo; and
- Mvoti.

The maps below illustrate the four (4) proposed secondary nodes as well as the six (6) tertiary nodes within MLM which are the following: Hhosi Node, Maqumbi Node, Oqaqeni Node, Dhlakathi Node, Emphise Node and Mthandeni Node. The 4 secondary nodes can be seen as areas that present an opportunity for the development of secondary nodes with a much less threshold/sphere of influence. These areas are located in the midst of rural settlements. No attempts to include these areas under the control of a scheme have been made before. These areas are not formalised, and they are currently located on farm cadastral. They have a much lesser threshold and sphere of influence than the primary node, however they present an opportunity to develop as robust rural service centres. They are located within rural settlements, hence are best positioned to provide services to the local communities in close proximity. No area-specific spatial plans to guide future development have been formulated for these areas, except KwaMxhosa which received some planning as part of the Ilembe Rural Nodes Development Framework.

It is crucial to place a great deal of focus on the development of Traditional Settlement Master Plans for these areas as these geographical areas are compounded with poor land use management practices which emanate from ill-informed allocations (encroachments, un-serviced densification, environmental degradation i.e. river pollution and opportunistic land speculation) and the present and future development to take place should also be regulated by the settlement edges. There are a number of structures that are being built in bad locations in KwaMxhosa and there are river pollution activities in UMvoti.

3.9.3.2 DEVELOPMENT CORRIDORS

According to the 2017/2040 Maphumulo SDF, a hierarchy of development corridors has been identified in MLM. The following nodes were identified:

3.9.3.2.1 PRIMARY CORRIDOR: R74

Maphumulo SDF has identified the R74 Provincial Road as a primary corridor with the role and function of encouraging ribbon development e.g. this in line with principles of NDP of ensuring that development has positive outcomes on the local residents thus addressing social inequalities and locational advantages. The municipal area is linked via this existing east-west primary corridor (R74) from Kranskop through Maphumulo to KwaDukuza. It serves as the main access route to Maphumulo area and ILembe District and links the municipal area with KwaDukuza, Greytown and Ndwedwe which feature prominently in the District Spatial Development Framework.

Ideally primary corridors are essentially the movement routes that carry high volumes of traffic and link the main centres; in this case it will be in Maphumulo Town, with other centres within iLembe District. Most importantly, this route R74 provides easy link to both N2 and N3 (via Greytown). However, there are standards that should be met from a transportation point of view. The scheme should offset these as the key limits. From a land use management standpoint, stringent controls need to be enforced in order to deal with encroachments and frontages in terms of access and egress points as well as building lines or road reserves in order to promote public health and safety.

3.9.3.2.2 SECONDARY CORRIDORS

A secondary corridor provides the same function as that of the primary, but at a lower intensity. Maphumulo SDF (2017/2040) asserts that a number of existing roads have been identified as secondary development corridors in view of the opportunities they present for unlocking new development areas. The key existing secondary corridors include the following:

- P711 the main route to the town of Maphumulo;
- P712 is also envisaged as district road which links Maphumulo with Ndwedwe;
- P15-1 (route from Ntunjambili to KwaShushu) plays a major role in promoting tourism development; and
- D1640 is the main route to KwaShushu and also the main entrance for the planned Hotel Resort.

A secondary corridor serves areas of high poverty levels with good economic development potential within one or two sectors. Most elements within the municipality area functions around these routes. Although these routes share a very common feature which includes high level of connectivity with R74, however these have different roles such that some of these are: agri-tourism routes, commercial routes, tourism routes; and mobility routes. From a land use management standpoint, stringent controls need to be enforced in order to deal with encroachments and frontages in terms of access and egress points as well as building lines or road reserves in order to promote public health and safety.

3.9.3.2.3 TERTIARY CORRIDORS

These routes act as access and linkage routes between nodes and service centres. Maphumulo SDF has identified several tertiary corridors within the entire municipal area and the following routes are considered tertiary corridors: -

- P D881, road from Hhosi to Mbitane (Emnyameni);
- D1537, roam from Maqumbi to KwaMshibe;
- D1533, road from Oqaqeni to KwaNodunga;
- D1534, road from Otimati to Mbulwini;
- D1630, road from Ngwadumana to Malahleni;
- D894, Main road to Maqumbi; and
- D1527 gives access to inland areas.

These corridors are mainly envisaged for movement purposes with direct access to properties permitted and high pedestrianized activity. In other words, these roads are viewed as internal links and circulation roads providing linkages between settlements and access to public facilities and services. The corridors services are envisaged to be of a lower order service to serve their sphere of influence. Therefore, this corridor has potential to unlock basic service delivery throughwater provision, electricity and sanitation which will result in the investment in economic development into the area. In essence, these are the key access collector roads at a local level and from a land use management perspective these needs to be managed from the level of building lines.

3.9.3.2.4 TOURISM CORRIDORS

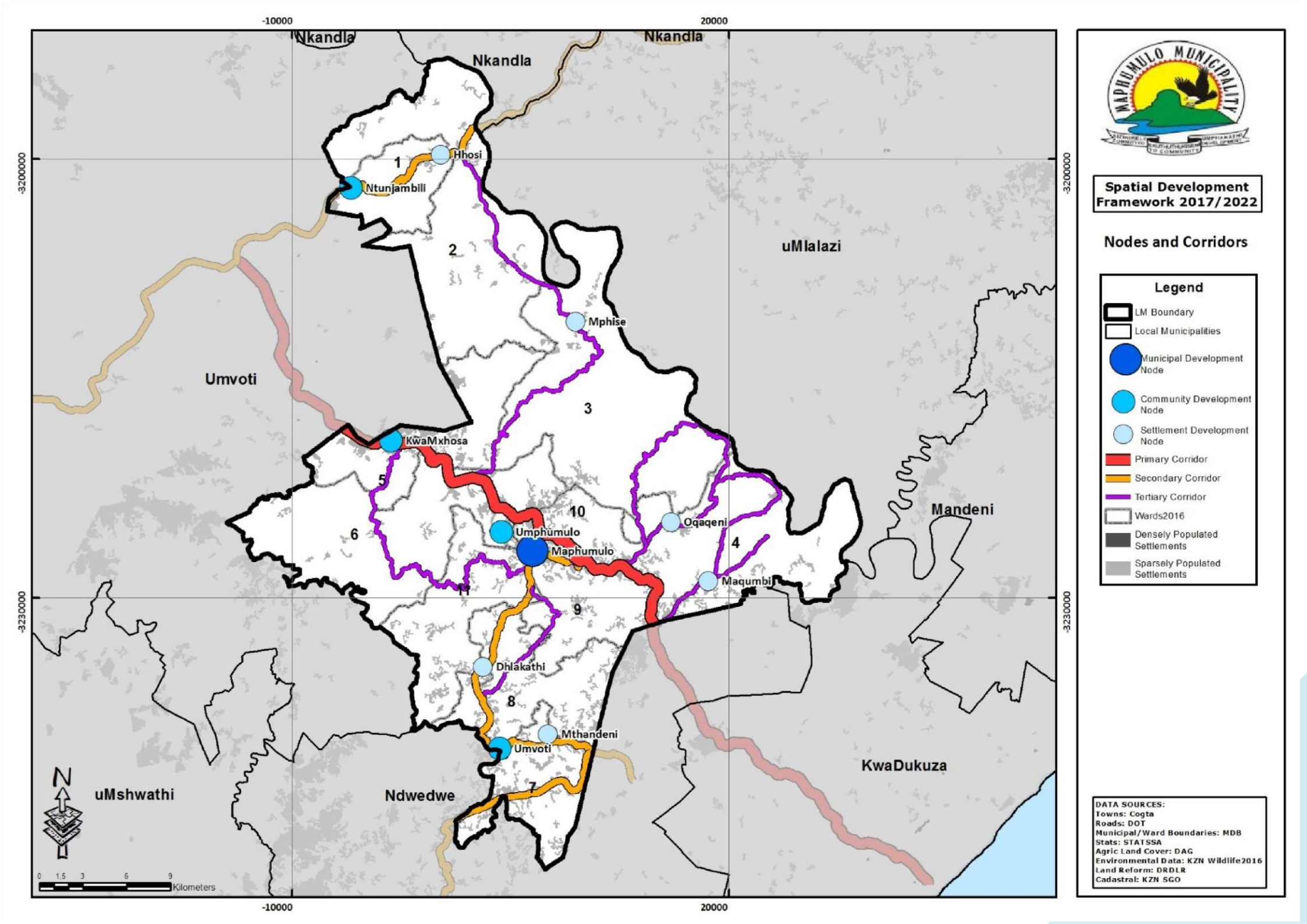
A number of tourism corridors have been identified within the municipality. These routes connect various parts of the municipal area with archaeological history of Iron Age, cultural and heritage sites. The most important intervention includes tourism signage and ensuring that the roads are in a good driving condition. The following can be considered important tourism routes;

- P15-1 (route from Kranskop to Hhosi);
- D1638 (route to the Die Kop mountain); and
- D1639 (route to KwaShushu Hotspings) and the other local road L2705.

It is essential to indicate that these tourism corridors are important destination routes where tourism signage is expected and building lines are adhered to. The map below displays the hierarchy of development corridors within MLM.

3.9.4 ADMINISTRATION OF LAND AND SPATIAL PLANNING

Most land in Maphumulo Municipality is located on Ingonyama Trust land. With the exception of high-level Spatial Development Frameworks and the associated IDPs, the area has received very limited spatial planning. Two more planning processes have been finalised in the form of the scheme covering the Town Centre and the Area Based Plan for Ntunjambili. The principal challenge facing Ingonyama Trust land in most municipalities is that there has been no form of geo-spatial planning that talks to reality on the ground due to lack of cadastral data in many of these areas. Decisions of a spatial nature are taken by the traditional council through established local systems and procedures. These decisions form part of communal memory as there is no geo-referencing system.


-10000
20000
-3200000
-3230000
Nkandla
Nkandla
Nkandla
Hhosi
Ntunjambili
1
2
uMlalazi
Mphise
Umvoti
3
KwaMxhosa
5
10
6
Umphumulo
Maphumulo
Oqaqeni
4
Mandeni
Maqumbi
11
9
Dhlakathi
8
Mthandeni
Umvoti
7
KwaDukuza
uMshwathi
Ndwedwe
N
0 1.5 3 6 9
Kilometers
MAPHUMULO MUNICIPALITY
Spatial Development Framework 2017/2022
Nodes and Corridors
Legend
LM Boundary
Local Municipalities
Municipal Development Node
Community Development Node
Settlement Development Node
Primary Corridor
Secondary Corridor
Tertiary Corridor
Wards2016
Densely Populated Settlements
Sparsely Populated Settlements
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO

This occurs within a context where the municipality has a responsibility for sing land use scheme spatial planning within its area of jurisdiction. Utilising the existing spatial, more can be done to improve the work of traditional leader in this regard and ensure that the future land administration including allocation in rural settlements is in line with the general planning and service delivery programmes of the Maphumulo Municipality.

3.9.5 RURAL SETTLEMENT PATTERNS AND SUSTAINABILITY

The National Development Plan (2011) has outlined the creation of sustainable human settlements as one of the main objectives. Although this is driven mainly from the housing delivery perspective, it has serious implications for resource utilisation, delivery of services and improvement to the citizen's quality of life generally. The current spread of rural settlements and households therein, renders service delivery inefficient and has a potential to undermine future sustainability of these settlements. Some households have encroached onto agricultural lands, while overgrazing has become a common occurrence thus reducing the amount of land available for food production.

3.9.6 SETTLEMENT TYPOLOGIES

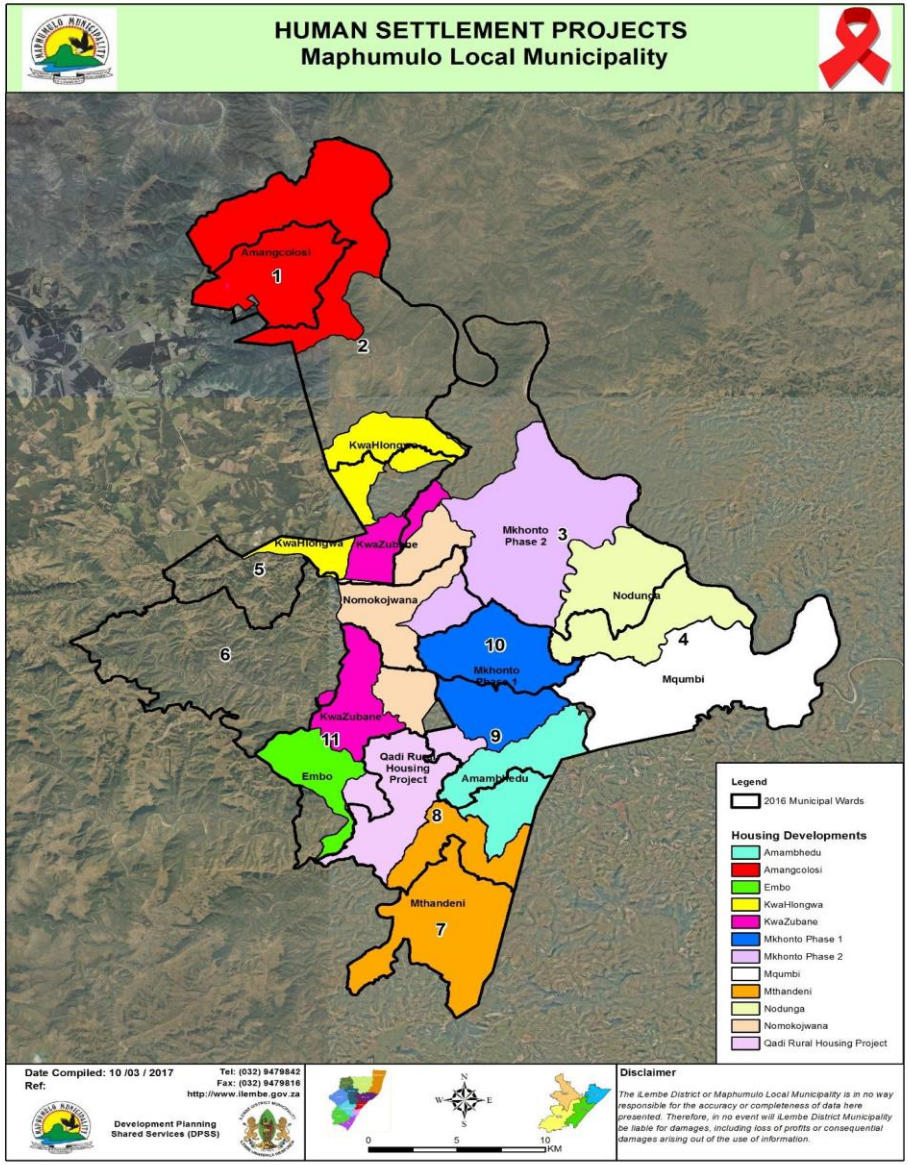
3.9.6.1 RURAL RESIDENTIAL

The predominant residential land use type in the area is characterised as "rural-residential" in nature. Agricultural activities serve to supplement residents' diets, coupled with an associated subsistence livelihood for a considerable proportion of the rural contingent. There are however a few pockets of land that are used for commercial sugar cane farming. The homesteads are more often traditional, accommodating those working in urban areas that commute daily, weekly or monthly back and forth is unlikely that this situation will change in the near future, but should be monitored in terms of preventing livestock and development in ecologically and environmentally sensitive areas.

3.9.6.2 EXPANSIVE RURAL SETTLEMENT

There are 11 Traditional Council areas, with varying population densities and the majority being located within Mkhonto followed by Qwabe-Mthandeni, the least being within Mpungose area. Furthermore, Maphumulo municipality consists of an even and undulating topography, which further puts more strain on the limited resources the municipality has in terms of providing service to local residents etc. This continues to undermine the efforts of working towards equitable and integrated development. Despite this, settlements form a continuum from planned urban areas with orderly development to rural settlements that have emerged and developed within the context of traditional settlement and leadership. Issues facing each of these areas differ significantly suggesting a need for the formulation of flexible strategies that facilitate spatial integration and transformation of settlement into sustainable human settlements.

3.9.7 FUTURE HUMAN SETTLEMENT



[FUTURE HUMAN SETTLEMENTS]

[Rural housing projects have been prioritized within KwaHlongwa (1003 households), Mthandeni (1000 households), Cele (500 households), Mabomvini (840 households) and Nodunga (1000 households) are completed. Other rural housing projects which are concurrently under construction include; Mkhonto (2000 households), Embo (1000 households), Ngcolosi (1000 households) and Amambedu (1000 households). Housing projects that are in the planning stage include Zubane, Nombokwajana, Qadi with all 1000 houses to be built and Maqumbi with 1500. More housing projects were proposed at Masiwela and Nkonjane with 600 houses to be built. The process is on-going. The government's rural housing assistance programme has been designed to complement the realisation of the objectives of Integrated and Sustainable Human Settlements. The rural housing assistance programme needs, or demand based and designed to provide housing and infrastructure assistance within the specific circumstances.]

"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 the society's ability to meet one of its basic needs - shelter, and a pre-requisite for sustainable human development and economic growth." (Source: Maphumulo SDF 2017)

3.9.8 MAPHUMULO TOWN DEVELOPMENT

Maphumulo is the beneficiary of the formalization programme, as administered by the Department of Co-operative Governance and Traditional Affairs. It was registered as a township at the deeds office in December 2015. The town comprises of 327 designed erven, at a minimum site size of 300m^2 and has a general plan obtainable at the deeds office. The township is registered under general plan number 249/2005. The town has an existing urban scheme, which was adopted in 2013. The Scheme was formulated in order to deal with the land use management challenges that were experienced by the town and facilitate the structured growth of the town.

Approximately 173 sites are zoned for residential purpose all sites consist of detached houses (which means a single site within a single house). Residential sites have consumed approximately 7.9 hectares of the Maphumulo Town, and in terms of their spatial distribution. In an attempt to publicise the scheme to the public and all interested and affected stakeholders, COGTA – Spatial Planning has introduced a rural signage initiative which displays information pertaining to the scheme map and the contact details for the office of the Municipal Manager. Progress pertaining to matters of the town are further articulated in the Spatial Planning and Environmental Management chapter.



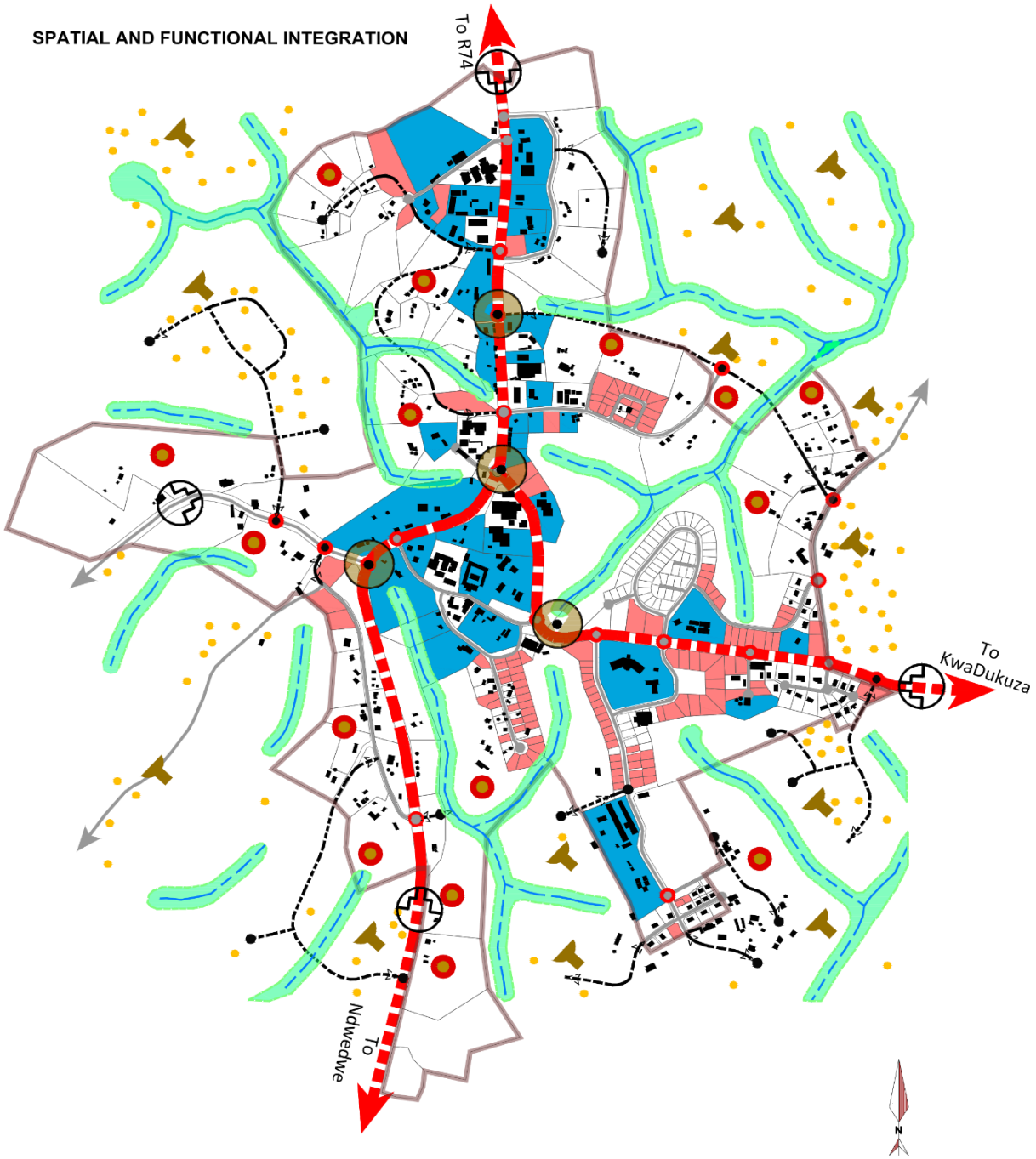
At the Municipal Offices



Outside the Thusong Centre

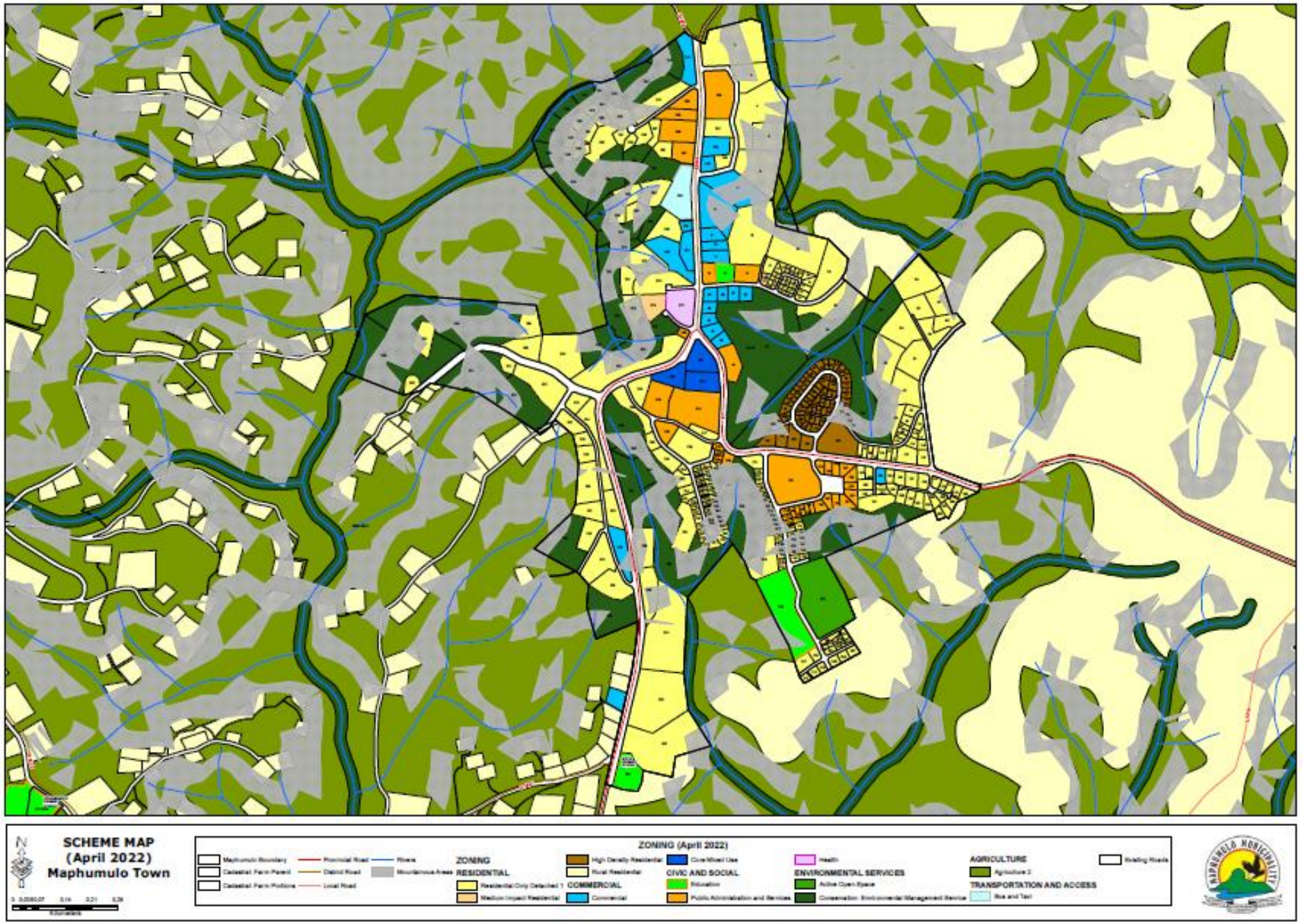


Outside the Muncipal offices , along the P711



SPATIAL AND FUNCTIONAL INTEGRATION

- Cadastral Boundary
- Regional Access Road (P711)
- Existing Internal Access Roads
- Realign and enhance existing access points and create new access roads
- Proposed gateways sense of arrival elements in the form of low walls, tree planting and solar powered pedestrian scale lighting standards
- Rural settlements footprint around the town
- Urban building footprint
- Optimise previously unused land within the town-Unlock vacant land parcels
- Development and upgrade of opportunity areas in respect of existing rural footprint around the town-in-situ.
- Development and upgrade of opportunity areas in respect of Urban Footprint-Expanssion of town concept.
- Proposed vistas/structural viewing platforms with solar powered pedestrian scale lighting standard at selected intersections and at the ends of Cul-desac routes
- Activity route corridor with angle parking & pedestrian sidewalk paths and lateral views over urban fabric.
- 32 m River/ Streams Buffers
- Densification of existing development


SCHEME MAP
(April 2022)
Maphumulo Town
ZONING (April 2022)
ZONING
RESIDENTIAL
COMMERCIAL
CIVIC AND SOCIAL
ENVIRONMENTAL SERVICES
AGRICULTURE
TRANSPORTATION AND ACCESS
Maphumulo Municipality

3.9.9 DEVELOPMENT CORRIDORS

3.9.9.1 PRIMARY CORRIDORS

The municipal area is linked via an existing "east-west" primary corridor (R74) from Kranskop (KZ245) through Maphumulo to KwaDukuza (KZ292). Three regional transport routes have been identified as primary development corridors. Maphumulo (R74) serves as the main access route to Maphumulo area and ILembe District and links the municipal area with KwaDukuza and Greytown which feature prominently in the District Spatial Development Framework. Settlements located along these corridors should be prioritized for upgrading in terms of service delivery, road infrastructure, housing and development of higher order public facilities. The secondary "north–south" corridor (P 711) emanates from Ndwedwe (KZ293) to the south through to Maphumulo.

This corridor has partially been upgraded and continues to receive attention. North-South corridor (P 711) is a strategic link in the ILembe District Municipality's SDF and is aligned to the corridor highlighted in the Ndwedwe SDF. A further secondary corridor (P15-1) to be reinforced links the north-western portion of the municipality to Kranskop and Madungela (KZ286). Within Maphumulo Municipal area there are other secondary corridors including D 881 (linking Hhosi (via D 881) to a primary corridor (R74) through onto either Kranskop in the west or KwaDukuza to the east; D1527 (linking wards 5, 6 and 11) to the west of P711 to Maphumulo Town, extending the linkage from P711 to KwaDukuza via Khabane Linking the P 711 and R 74 via the settlement of Nhlanomfula (D1532). The route which links the settlements of Thafamasi, lead to the secondary corridor D 881 and also the D 894 route which links the settlements of Oqaqeni and Otimati. These secondary corridors facilitate movement and improve the level of access within the municipal area. They provide road linkages between different settlement webs and also provide access to the tourism centres.

3.9.9.2 SECONDARY CORRIDORS

P 711 (linking Maphumulo with Ndwedwe). This road provides access to main road to Ndwedwe and a number of settlements are located along this road. P 15, link road from Kranskop to Hhosi. This serves as the main link road between the north-western and south-eastern settlements. It is also a tourist route to Itshe Lika Ntunjambili and KwaShushu hot springs.

3.9.9.3 TERTIARY CORRIDORS

The tertiary routes that have been identified within the municipal area include D894, D1573, D1533, D1534, and D1630. There are a number of link roads within Maphumulo municipal area from KwaMxhosa to Zubane, from Nhlanomfula to main road to KwaDukuza, similar character as Oqaqeni and Maqumbi. Tertiary corridors are found mainly within the settlements and bind together different settlements. They serve mainly as internal as circulation and access roads to a range of social facilities and economic development opportunities. These corridors are opportunity areas for the location of lower order facilities. The settlement hierarchy and development corridors provide a framework for the future provision of bulk infrastructure, services and facilities, and support for local economic development initiative.

3.9.10 SECONDARY NODAL AREAS

The SDF identifies four secondary nodes within the municipality. These include:

- KwaMxhosa;
- Ntunjambili;
- Mphumulo; and
- Mvoti.

3.9.10.1 KWAMXHOSA

KwaMxhosa node is located on the western border of Maphumulo municipality, within the Mabomvini Traditional Council. It is located in ward 5 and is strategically positioned along the municipality's primary corridor viz. the R74. It lies at the intersection of R74 with D1527 and D1541. It is located approximately 15 kilometers from Maphumulo Town. The KwaMxhosa area is one of the denser areas within the municipality, but has a few vacant patches which can be strategically used. The ILembe Rural Nodes Development Framework identified this node as an area of focus within Maphumulo municipality. The framework posits a number of proposals for the node including areas that should be densified, areas where mixed use development and community facilities should be encouraged and areas where infill development should take place. The main land uses within the node include:

- Social facilities such as a school, a clinic, sport fields, crèches;
- Shops;
- Dwelling units;
- Taxi rank;
- Forestry; and
- Church.

3.9.10.2 NTUNJAMBILI

Ntunjambili node is located on the north-western border of Maphumulo municipality, within the amaNgcolosi Traditional Council boundaries. It is located in ward 1, approximately 8 kilometers from Kranskop town. It is traversed by a number of roads including P15-1, D1637 and D1638, with P15-1 being the main road as it directly links the area with Kranskop town. Ntunjambili is one of the denser areas within the municipality, hence it was identified as an area that needed area based planning and an area that should be prioritized for public and private investment. Furthermore, the area is home to the Ntunjambili Rock – The Kop, which is a tourist attraction. The Ntunjambili Area-Based Plan sees Ntunjambili as an area that boasts potential for mixed use development and suggests a number of proposals in this regard. The main existing land uses within the node include:

- Commercial uses such as a tavern, old factory, hardware, shops;
- Social facilities such as the hospital and associated buildings, Schools, crèches, sports centre, community hall;
- Churches and mission station;
- Cemetery; and
- Informal taxi rank.

3.9.10.3 UMPHUMULO

Umphumulo node is located in the central parts of Maphumulo municipality, on one of the few privately owned pieces of land within the municipality. It is located in ward 6, less than 2 kilometers from the R74 and approximately 6 kilometers from Maphumulo town. It is traversed by a district road viz. D892 which links directly with the R74. Umphumulo is anchored by the location of a hospital in the area, which

is one of the main attractors of people to the area. The main existing land uses within the node include: Social facilities such as the hospital and associated buildings, Schools, crèche and sports field.

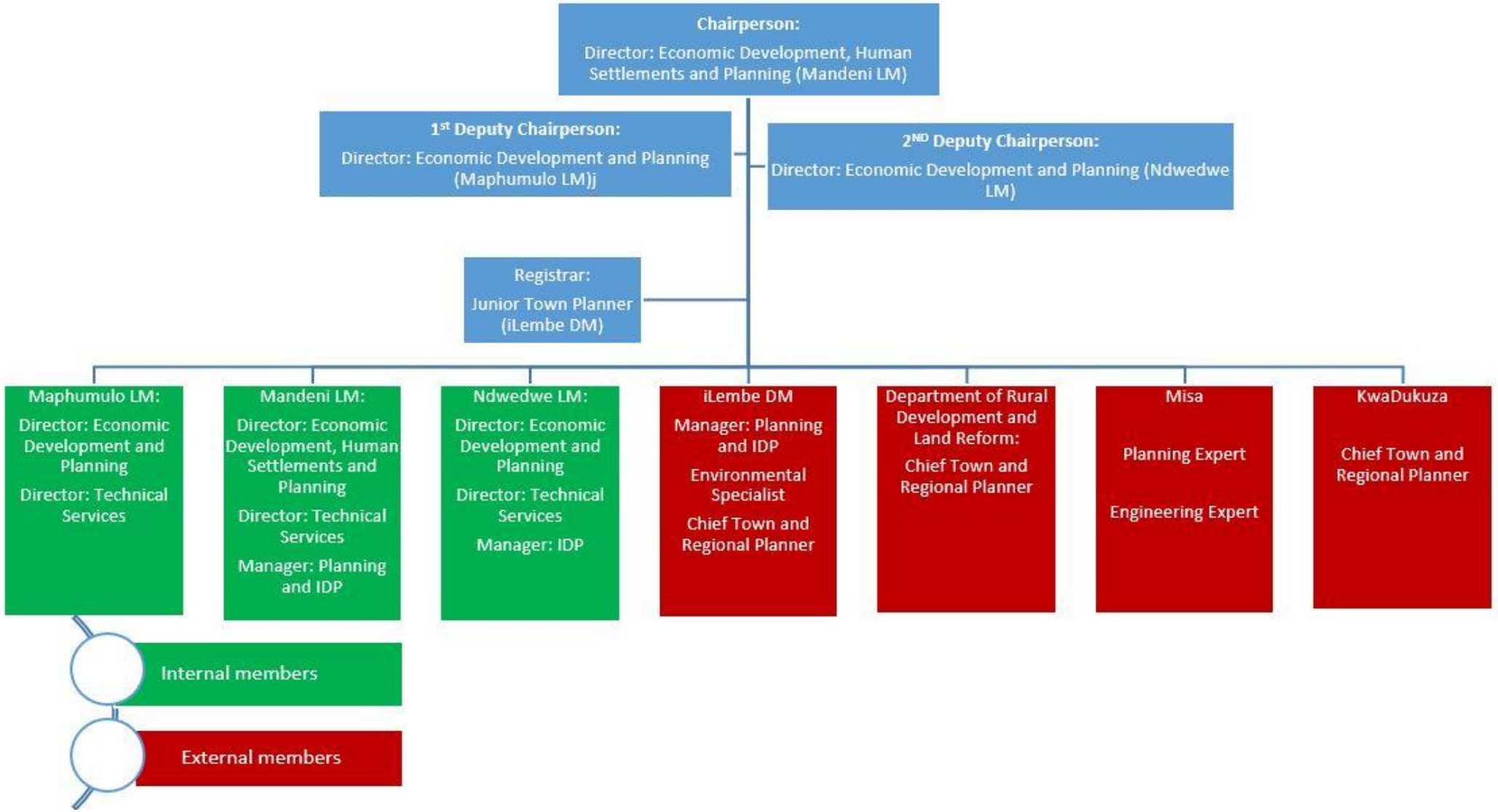
3.9.10.4 MVOTI

Mvoti node is located on the southern portion of Maphumulo municipality, within the Qwabe Traditional Council boundaries. It is located in ward 8, a distance from the R74 and Maphumulo town. It lies at the intersection of D890 and P711. The P711 links directly with Maphumulo town, while the D890 facilitates linkages with Bhamshela node, located in Ndwedwe municipality. The Mvoti area is characterized by a sloping gradient and is located in close proximity to the floodplain of the Mvoti River. It has a relatively low settlement density, owing to its topography and its location far from other rural service centers. There currently only exists an informal taxi rank in this node, however the node does have potential for the development of other uses due to the intersection.

3.9.11 SPATIAL PLANNING AND LAND USE MANAGEMENT (SPLUMA) READINESS

SPLUMA came into effect on the 2nd of August 2013 as per Government Gazette, dated 5th of August 2013 and subsequently enacted on the 1st of July 2015. SPLUMA requires municipalities to adopt Spatial Development Frameworks (SDF) and Land Use Schemes (LUS) and empowers them to approve applications for the rezoning and subdivision of land, township establishments, amendments, and suspension of restrictive conditions of title. The implication is that all local municipalities had to establish Municipal Planning Tribunal (MPT) structures, relevant delegations, nominate and appoint appropriately qualified staff, and procedures to ensure compliance with the Act. The family of municipalities have made steady strides in terms of SPLUMA readiness. The establishment of the Joint Municipal Planning Tribunal (JMPT) is in terms of Chapter 2, Part C - Regulation 4 of the SPLUMA Regulations, wherein by agreement, two or more municipalities can establish a JMPT Tribunal. The JMPT model was in terms of the recommended structure, each municipality will continue to operate its own registry function (i.e., receipting of applications and will largely use its existing staff and structures, to meet the requirements of SPLUMA. The JMPT is inclusive of Maphumulo, Ndwedwe and Mandeni local municipalities. Membership is comprised as follows:

INTERNAL MEMBERS	
Maphumulo Local Municipality	Director: Economic Development and Planning (1st Deputy Chairperson)
	Director: Technical Services
Mandeni Local Municipality	Director: Economic Development, Human Settlements and Planning (Chairperson)
	Director: Technical Services
	Manager: Planning and IDP
Ndwedwe Local Municipality	Director: Economic Development and Planning (2nd Deputy Chairperson)
	Director Technical Services
	Manager: IDP
EXTERNAL MEMBERS	
iLembe District Municipality	Manager: Planning and IDP
	Environmental Specialist
	Chief Town and Regional Planner (2nd Deputy Chairperson)
Department of Rural Development and Land Reform	Chief Town and Regional Planner


Chairperson:
Director: Economic Development, Human Settlements and Planning (Mandeni LM)
1st Deputy Chairperson:
Director: Economic Development and Planning (Maphumulo LM)j
2ND Deputy Chairperson:
Director: Economic Development and Planning (Ndwedwe LM)
Registrar:
Junior Town Planner (iLembe DM)
Maphumulo LM:
Director: Economic Development and Planning
Director: Technical Services
Mandeni LM:
Director: Economic Development, Human Settlements and Planning
Director: Technical Services
Manager: Planning and IDP
Ndwedwe LM:
Director: Economic Development and Planning
Director: Technical Services
Manager: IDP
iLembe DM
Manager: Planning and IDP
Environmental Specialist
Chief Town and Regional Planner
Department of Rural Development and Land Reform:
Chief Town and Regional Planner
Misa
Planning Expert
Engineering Expert
KwaDukuza
Chief Town and Regional Planner
Internal members
External members

ASSESSMENT CRITERIA	Y/N	COMMENTS
Establishment of JMPT	**Y**	The JMPT was established in terms of Chapter 2, Part C – Regulation 4 of the SPLUMA Regulations, wherein by agreement, two or more municipalities can establish a Joint Municipal Planning Tribunal.
Frequency of meetings	**Y**	**29 May 2016** **29 June 2016** **30 September 2016** **09 December 2016** **27 June 2017** **17 August 2017** **13 December 2017** **28 February 2018**
SPLUMA Regulation 14?	**Y**	
Municipal Planning Authorized Officer	**Y**	DPSS Chief Town and Regional Planner
Appeal Authority	**Y**	Executive Committee
Has the municipality amended the delegations from KZNPDA to SPLUMA bylaws?	**Y**	Amended and adopted
Has the municipality categorized applications?	**Y**	Development Applications have been categorized as per Schedule 5 of the Regulations.
Has the municipality adopted SPLUMA bylaws?	**Y**	All three participating municipalities.
Has the municipality gazette SPLUMA bylaws?	**Y**	04 December 2015
Has the Municipality appointed a Registrar	**Y**	Internal staff
Has the Municipality a Registry to support SPLUMA structures	**Y**	Secretariat for the JMPT is the Junior Town Planner from iLembe DM. *

3.9.12 KEY FINDINGS ON SPATIAL TRENDS

- Town register was opened on the 2nd of December 2015.
- The Maphumulo Town was gazetted in September 2012 and has adopted a Town Planning Scheme primarily for the Town Centre.
- Maphumulo is an emerging village with nodal functionality as the principal administrative and service centre for the surrounding rural communities;
- There are four secondary nodes in the Municipality namely; Ntunjambili, KwaMxhosa, Mphumulo Hospital area and Mvoti taxi rank.
- Household types in the municipal area comprise of largely traditional rural dwelling units;
- Residents of Maphumulo have limited accessibility to health care facilities and services. However, the Municipality together with the Department of Health are working towards reversing the situation.

- Sugar-cane cultivation is the predominant economic activity and land use in the municipality.
- Government services are the largest contributor to the local economy.

3.9.13 ENVIRONMENTAL ANALYSIS

Maphumulo Municipality is located on the north-west boundary of the iLembe District Municipality. Its northern boundary is the Tugela River and in the south KwaDukuza. 99.5% of Maphumulo is under traditional authority administration. The primary administrative centre is Maphumulo located at the intersection of the R74 provincial route which connects Stanger to Kranskop and the P711 from Ndwedwe. The Municipality is characterised by large expanses of traditional dispersed settlements and associated subsistence agriculture. Settlement densification along major access roads and local nodes is evident, particularly along the R74. There are a few pockets of land used for commercial sugar cane farming. It is the Constitutional right (Section 24) for every South African citizens to live in an environment that is not harmful to their wellbeing, which is the responsibility of every institution responsible for environmental management. It is critical as well for the environmental management to be undertaken with the understanding of the objectives of sustainable development, which is a development that meets the needs of the present generation, without compromising the ability of future generations to meet their own needs.

To give effect to Section 24 of the Constitution, the National Environmental Management Act, (Act 107) of 1998 came into effect, as a framework upon where environmental management activities are to be undertaken. In addition to this policy framework, a number of other pieces of legislation have been established to assist in the management of the country's natural resources. There are also other international policies such as Agenda 21, Sustainable Development Goals, Rio Declaration on Environment and Development, Statement on Forest Principles, United Nations Framework Convention on Climate Change, and United Nations Convention on Biological Diversity. In order to understand the objectives of the Sustainable.

3.9.14 ILLEGAL MINING WITHIN THE MUNICIPALITY

Mining within the Municipality mostly done within our river systems and most of the affected rivers is UMvoti and the UThukela River. Quarry mining, within the Municipality is mostly done by the Department of Transport. A number of sites have been identified and are mostly illegal.

3.9.15 HERITAGE OBJECTS

The iLembe EMF has identified a number of significant heritage resource points within the four local municipalities. These resources were mapped, and the mapping revealed that the greatest majority of the heritage resources consist of archaeological resources, pertaining to the Iron Age settlement of the area by black farming communities over the last 1500 years. These are concentrated on the deeper colluvial soils of the incised Mvoti and Thukela River basins, and along the coastal littoral adjacent to rocky shorelines. A number of these resources also occur within the Maphumulo jurisdiction as indicated in the figure below. Management of heritage resources contribute to the management of biodiversity management as the largest contributor to the tourism sector.

3.9.16 ALIEN INVASIVE SPECIES

Research indicates that invasive alien species are on the rise worldwide, including South African and specifically within the iLembe District and its family of Municipalities such as Maphumulo. This challenge requires that urgent steps are taken to control the alien species. If no action taken the alien invasive species will invade croplands and game reserves and interfere with animal and human health. These species will further impact on habitat integrity and biodiversity through the replacement of species and loss of habitat, as well as invasion of catchments and riparian and wetland habitats threatens water flow volumes, seasonal flow distributions and water quality. Maphumulo Municipality is impacted by a number alien invasive, such as Parthenium Weed, Chromolaena, just to mention a few. In South Africa, annual water losses attributed to invasive alien plants now amount to more than 3,000 million cubic metres – the equivalent of about 10% of all the river flows in the country. Most of the Rivers used to supply water within the iLembe District come from the Maphumulo Municipality and if invaders impact is not managed by authorities this is going to contribute to water shortages.

3.9.17 BIODIVERSITY MANAGEMENT

The Maphumulo Municipality is rich in biodiversity and in natural resources in general, and most of these resources occur along the uThukela, Hlimbithwa and uMvoti Rivers and some scattered along various parts of the Municipality including the Ntunjambili area. Other Key natural features found within the Municipality are wetlands, forest areas, and grasslands. Three types of biomes are found within the Maphumulo Municipality, namely; the Grassland, Indian Ocean Coastal Belt and Savanna. Vegetation types include; the Eastern Valley Bushveld, KwaZulu-Natal Coastal Belt, KwaZulu-Natal Hinterland Thornveld, KwaZulu-Natal Sandstone Sourveld, Midlands Mistbelt Grassland, Ngongoni Veld and Scarp Forest.

3.9.18 PROTECTED AREAS

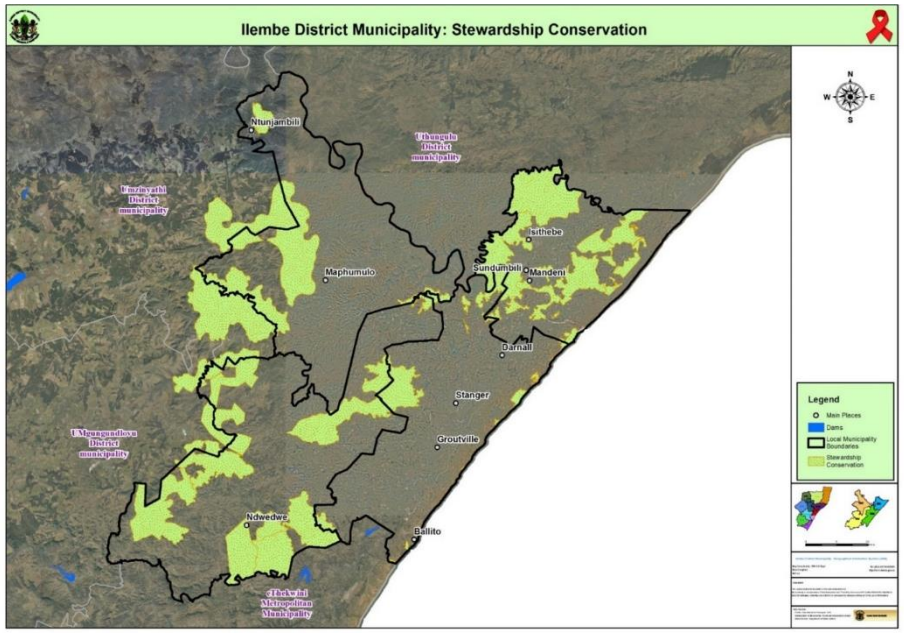
Protected areas are categorised into three classes – formally protected (National Parks, Provincial and Local Authority Nature Reserves and Forest Nature reserves), class 2 protected (Mountain Catchment Areas, Wildlife Management Areas, Private Nature Reserves, National Heritage Sites, Forest Areas, Bird Sanctuaries and Botanical Gardens) and the protection of the undisturbed mining land. There is not any class of the protected areas currently in existence within Maphumulo Municipality despite the Municipality having a lot of areas showing a conservation value, especially along the UThukela River and the Ntunjambili Area. It is has been recommended that such areas be incorporated under the stewardship program. The intention is to encourage the community to enter into nature conservation agreements with Ezemvelo KZN Wildlife who are responsible for biodiversity management and are the custodians of the Stewardship program. Such areas are located in wards, 1, 3 4, 5, and 6.

3.9.19 STEWARDSHIP PROGRAMME

There are various strategies used to encourage Biodiversity Management, and the Stewardship approach is one of such strategies. The Stewardship Programme is a voluntary programme that aims to increase areas under conservation, via agreements with private and

communal landowners. Currently there are no stewardship programmes within the Maphumulo Municipality. However, there is potential sites within the Municipality. The Map below indicates potential areas within the Municipality.

Map 17: Potential Stewardship Sites



3.9.20 OPEN SPACE PLAN

With urbanisation influencing every city around the world, the problems of a deteriorating environment are at the forefront of global planning. Pollution of resources, global climate change, species extinction and inappropriate development in natural areas are inter alia the challenges facing sustainable development and cities worldwide. When seen in the context of the impact of humans on world ecosystems, it is clear that the links between cities, nature and sustainability have profound impacts on the global environment. Hence it is vital that networks of open spaces, which form an integral part of resource conservation, use and management, be identified. There are two types of open space normally that is urban and natural open spaces. Urban open spaces are the human made or legally designated places and areas within the Municipality that are developed for community use. They include parks, sports fields, agricultural fields, streets, town squares, road reserves, servitudes for services such as electricity transmission line, dams, private gardens, etc. The Natural open spaces are the remaining undisturbed natural and undeveloped areas within the Municipality. They are the areas that contain the core terrestrial, freshwater, estuarine and marine ecosystems. These ecosystems include land cover types such as grasslands, forests, beaches, estuaries, rivers, wetlands, etc."

The Maphumulo Municipality have lot of areas that need to be assess that can be considered for both types of open space systems natural and urban open spaces. Two areas have been identified in Maphumulo Town. The identification of these areas is informed by natural features occurring in these areas.

3.9.21 EXISTING DATA ON SPECIES

Listings of threatened species offer a new approach to reducing unnecessary habitat loss through land conversion for agriculture, urban development or forestry. A national list of ecosystems that are threatened and in need of protection was published in December 2011 and below is a list threaten Flora and Fauna within the Maphumulo Municipality as per the National list.

	Maphumulo
Flora	Helichrysum woodii Senecio exuberans
Fauna	Reptiles • Scelotes inornatus (Legless Burrowing Skink) • *Bradypodion melanocephalum* (Black-headed Dwarf Chameleon) Amphibian • *Hyperolius* pickersgilli (Pickersgill's Reed Frog) E Birds • *Anthropodes paradise – (Blue crane)* *Vu* • *Balearica regulorum – (Crowned* crane) Vu Mammals • *Dendrohyrax* arboreus – (Southern tree hyrax) LC Invertebrates: Molusca • *Edouardia conulus* • *Euonyma lymnaeformis* • *Gulella euthymia (Warty hunter snail)* • *Gulella* separata Milipedes • *Camaricoproctus planidens, Centrobolus anulatus – (Forest millipede), Centrolobus tricolor, Doratogonus certulatus, Doratogonus falcatus, Doratogonus natalensis (Natal Black Millipede), Doratogonus rubipodus, Doratogonus* peregrinus, *Gnomeskelus spectabilis,* Gnomeskelus tuberosus urbanus, *Patinatius bideramus simulator, Spinotarsus destructus, Spinotarsus glomeratus, Spinotarsus* maritzburgensis Insecta • *Eremidium erectus* • *Odontomelus eshowe*

Table 52: Existing data on species

3.9.22 SUMMARY OF BIODIVERSITY INFORMATION

For the better management of biodiversity within the Maphumulo Municipality; biodiversity data can be summarised as follows:

Main Issues	Maphumulo Municipality
Municipal Area	89 591 ha
Remaining natural areas	71 984 ha (80.3%)
Areas where no natural habitat remains	17 610.5 ha (19.7%)
Major impacts to Biodiversity Management	- Uncontrolled human settlement and ribbon development is transforming the natural vegetation. - Overgrazing threatens natural vegetation integrity. - There is the potential to develop ecotourism ventures.

Main Issues	Maphumulo Municipality
	- Alien invader plants infestation is transforming natural vegetation. - There is no formal and appropriate protection of natural resources. - Lack of biodiversity information within tribal areas.
Protected areas	None
National Protected Area expansion	None
Stewardship Areas	None but there are areas having conservation value
Critical Biodiversity Areas and Ecological Support Areas	A number of areas have been identified and mapped as per the Ezemvelo KZN Wildlife Biodiversity Sector Plan
Biomes	3 biomes in Maphumulo Municipality covering 89591.2ha - Grassland 719.8ha (0.8% of municipality) - Indian Ocean Coastal Belt 22338.9ha (24.93% of municipality) - Savanna 66532.4ha (74.26% of municipality)
Vegetation Types	7 - Eastern Valley Bushveld 28936.8ha (32.3% of municipality) - KwaZulu-Natal Coastal Belt 22339ha (24.93% of municipality) - KwaZulu-Natal Hinterland Thornveld 12888.2ha (14.39% of municipality) - KwaZulu-Natal Sandstone Sourveld 3657.8ha (4.08% of municipality) - Midlands Mistbelt Grassland 665.2ha (0.74% of municipality) - Ngongoni Veld 20900.2ha (23.33% of municipality) - Scarp Forest 203.9ha (0.23% of municipality)
Threatened Terrestrial Ecosystems	*Critically endangered (2)* - Eshowe Mtunzini Hilly Grasslands - 516.6ha (0.58% of municipality) - Umvoti Valley Complex - 15.2ha (0.02% of municipality) *Endangered (2)* - KwaZulu-Natal Sandstone Sourveld - 1931.4ha (2.16% of municipality) - Ntunjambili Valley Complex - 773.2ha (0.86% of municipality) *Vulnerable (4)* - Eastern Scarp Forest - 111.8ha (0.12% of municipality) - KwaZulu-Natal Coastal Belt - 19059ha (21.27% of municipality) - Midlands Mistbelt Grassland - 175.4ha (0.2% of municipality) - Ngongoni Veld - 14938ha (16.67% of municipality)

Table 53: Biodiversity information

3.9.23 PRESSURES AND OPPORTUNITIES RELATED TO BIODIVERSITY MANAGEMENT

Nearly 20% of KZN's surface area is listed as threatened in terms of the number of listed Critically Endangered ecosystems.Terrestrial biodiversity refers to the variety of life forms on the land surface of the Earth. According to Ezemvelo KZN Wildlife, Biodiversity located on land can be shown through the vegetation and threatened ecosystem information, as this provides for vegetation communities and the habitats provided for species within these communities. iLembe Biodiversity Sector Plan identifies the Terrestrial CBAs within the iLembe District according to the following data:

- Critical Biodiversity Area Irreplaceable (TSCA).
- Critical Biodiversity Area Optimal (TSCA).
- Critical Biodiversity Area Irreplaceable Linkages.
- Critically Endangered category from the National threatened Ecosystems.
- Critically Endangered and Endangered category from KZN Threatened Ecosystems.
- CBA Irreplaceable and CBA Optimal derived from local and specialist knowledge.

Some of these species are located within the Maphumulo Municipal area, and they require a serious management for the benefit of all generations. The Convention on Biological Diversity sets out five principal pressures on biodiversity, namely (i) Habitat loss and degradation; (ii) Climate change; (iii) Excessive nutrient load and other forms of pollution; (iv) Over-exploitation and unsustainable use; and (v) Invasive alien species. A large driver of these pressures is human activities that place on the environment to support human lifestyles. Below is a list of other possible impacts on the biodiversity within the Municipality:

- Uncontrolled human settlement and ribbon development is transforming the natural vegetation;
- Overgrazing of livestock;
- Alien invader plants infestation is transforming natural vegetation;
- Lack of biodiversity information within tribal areas; and
- Loss of sensitive sites due to mismanagement/ lack of appropriate protection.

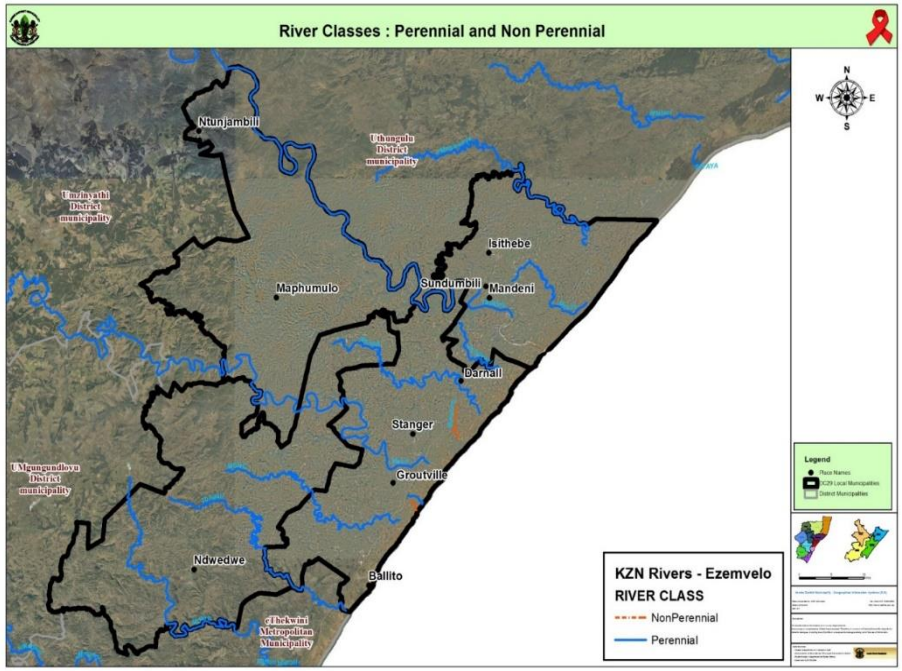
Opportunities related to biodiversity that would need to be considered include the following:

- Job creation from alien clearing projects, including projects under the Working for Water Programme;
- Job creation from rehabilitation of degraded wetlands and other valuable ecosystems, including projects under the Working for Wetlands Programme;
- Eco-tourism from scenic, wildlife viewing, birding, nature trails; coast, beach;
- Contribution of Protected Areas to ecotourism and economy in terms of being a draw card;
- Ecosystem services derived from ecological infrastructure (intact functioning green systems that deliver services), which can contribute to flood and drought mitigation, protection of infrastructure, water purification, recreational activities, etc;
- Combination of land uses (agriculture and protection of biodiversity) on extensive grazing land that can also contribute to the conservation of the biodiversity network; and

- Protection of biodiversity network and ecosystem services through municipal managed land.

3.9.24 KEY HYDROLOGICAL FEATURES

Map 18: Perennial and Non-Perennial Rivers



There are three major rivers within the Maphumulo Municipality, that is, the uThukela, Hlimbithwa, and Mvoti Rivers. In addition, there are other small rivers and streams, such as iMvutshana, Nothweni and Mati River occurring within the jurisdiction of the Municipality. UMvoti is affected by a number of activities, such as, sand mining, construction of water treatment works and farming. A dam has been constructed at IMvutshana River as part of the Maphumulo/KwaDukuza Sub Regional Water Scheme and UThukela River is affected regularly, by the water abstraction and agricultural activities. A pump station has been constructed within the Mati River. There are two Water Management Areas found within the Municipality that is:

- Mvoti (39.29% of Municipality)
- Thukela 54389.1ha (60.71% of Municipality)

Approximately 41 wetland systems occur within the Municipality and covering 969 ha (1.1%) in extent. These systems are impacted upon by the human activities such as agriculture and housing development. There are no Ramsar sites in Maphumulo Municipality. Mati River has lot of wetlands occurring within this system. These wetlands appears to be functional and requires clearance of alien species to further improve their functionality. Maphumulo Wetland is another wetland system that need improvement and the Municipality.

3.9.25 FRESHWATER BIODIVERSITY (HYDROLOGY) AND CATCHMENTS

There are two Water Management Areas found within the Municipality that is:

- Mvoti to UMzimkhulu 35201.8ha (39.29% of Municipality); and
- Thukela 54389.1ha (60.71% of Municipality).

Approximately 41 wetland systems occur within the Municipality and covering 969ha (1.1%) in extent. These systems are impacted upon by the human activities such as agriculture and housing development. There are no Ramsar sites in Maphumulo Municipality. Mati River has lot of wetlands occurring within this system. These wetlands appear to be functional and requires clearance of alien species to further improve

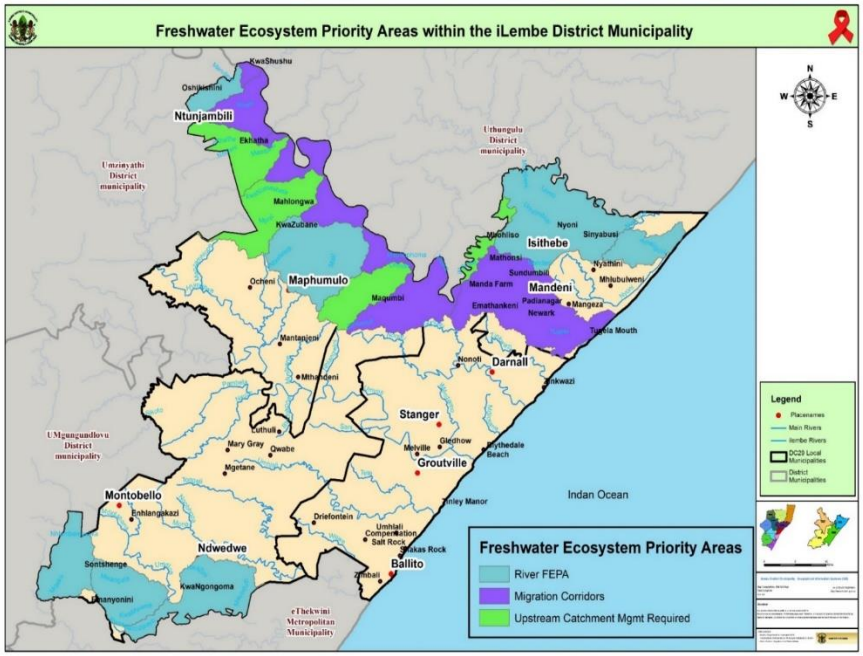
their functionality. Maphumulo Wetland is another wetland system that need improvement and the Municipality.

A catchment is a basin shaped area of land, bounded by natural features such as hills or mountains from which surface and sub-surface water flows into streams, rivers and wetlands. Water flows into, and collects in, the lowest areas in the landscape. Identifying primary and secondary catchments and main rivers provides a broad picture of the natural water resources available. Spatial planning as well as controls within land use schemes must facilitate the required integrated land management approach to ensure the protection of these resources. Since the District is responsible for the provision of water in the region, management of the catchment area is crucial. The uMvoti and uThukela Catchment is found within the Maphumulo Municipality and is managed through the uMvoti Catchment Forum. It will be critical for the Maphumulo Municipality to be part of the Catchment Forum, as most of the challenges experienced within the catchment are also contributed by the Maphumulo activities.

3.9.26 RIVERS AND WETLANDS MANAGEMENT

Although water resources function is a responsibility of the District and other provincial and national Department. The Maphumulo Municipality is also expected to contribute towards the management of water resources. Therefore, it is proper to understand water resources occurring within the Municipality, as indicated in the Map below. A number of human activities can be encountered which tends to cause disturbances to the morphology of the river and that include alteration of the river flow pattern, pollution from various sources, destruction of the riverbanks (and beds) by activities such as sand mining, impacts of alien invasive species, damming of the river, channelizing, dumping of waste, undertaking recreational activities on rivers, and waste from domestic animals.

Map 19: FEPA within Ilembe DM



Hence river rehabilitation programs must be formulated as a way of responding to these challenges and in order to promote clean and healthy rivers. In light of the aforementioned, the iLembe District has initiated and completed one of two projects, to deal decisively with the management of the District natural resources, including rivers within the jurisdiction of the Maphumulo Municipality and these projects are:

- Assessment of Water Resources (Completed); and
- Undertaking of the uMvoti Catchment Management Plan.

	CHALLENGES	POSSIBLE PROJECTS	FUNDING
Rivers	Alteration of the river flow pattern, pollution from various sources, riverbank destruction by activities such as sand mining, impacts of the alien invasive species, damming of the river, channelizing, dumping (littering) of waste, undertaking recreational activities on rivers such as fishing or horse riding, waste from domestic animals	• Rehabilitation of uMvoti and Hlimbithwa Rivers, • Removal of alien species along Hlimbithwa River • Education & Awareness on importance of water resources	To be sourced
Wetlands	Wetland ecosystems are vital for purifying water and regulating water flows, acting as sponges that store water and release it slowly, filtering pollutants and easing the impact of droughts and floods in the process.	• Wetland Rehabilitation • Alien plants clearance • Education & Awareness on importance of wetland resources • Implementation of Wetland Management and Action Plan	Working with Working for Wetlands / water programme

In addition, as part of environmental protection, and management of natural resources, wetlands management is crucial due to the services it provide to biodiversity management. The District, in partnership with the ICLEI - Local Governments for Sustainability, through the Local Action for Biodiversity (LAB): Wetlands South Africa programme developed the Wetlands Strategy and Actions Plan. The plan seeks to guide the Municipality in terms of understanding and managing wetlands, especially since wetlands provide solutions to climate hazards and water shortages, as well as assisting in purifying water.

3.9.27 AIR QUALITY MANAGEMENT

The National Environmental Management: Air Quality Act (Act No. 39 of 2004, AQA) has been established, amongst other things, to protect the receiving environment, including human health and to reduce or eliminate respiratory and other diseases through implementing effective air quality management and pollution mitigation measures, which is to be done in line with the National Standards. The coming into effect of this Act suggests the need for monitoring and evaluation of air-related health impacts and to achieve this an air quality management plan must be developed by the District Municipality to deal with air pollution. Air pollution comprises for instance of the following:

- **Outdoor (ambient) pollution:** fossil fuel burning (e.g., Power generation, cars); industrial non-fossil fuel emissions; natural emissions; pesticides etc.
- **Indoor pollution:** burning coal, wood, paraffin for heating, cooking, lighting.

Air-related health outcomes include acute respiratory tract infections (e.g. pneumonia), chronic respiratory diseases (e.g. asthma) and other lung diseases (e.g. tuberculosis). In 2007, outdoor air pollution was estimated to cause 3.7% of national mortality from cardiopulmonary disease, and 5.1% of mortality attributable to cancers of the trachea, bronchus and lungs in adults older than 30 years. Although the Air Quality Management is the function of the District, it is important for the Municipality to understand its ambient air quality in order to create awareness on possible impact of air pollution in the community's life.

3.9.28 STRATEGIC ENVIRONMENTAL ASSESSMENT (SEA)

Several tools do exist that can be used to manage the environment. Such tools include, Environmental Impact Assessments (EIA), Environmental Management Plans (EMP), Environmental Management Systems (EMS), Environmental Management Frameworks (EMF) and Strategic Environmental Assessment (SEA). These tools have different areas of application but are also partly overlapping, which might cause confusion. The iLembe District has completed its Environmental Management Framework (EMF), as required by the Environmental Impact Assessment regulations (2004), written in terms of the National Environmental Management Act (Act 107 of 1998).

EMF is a tool to guide development initiatives from an environmental perspective, that is, the main driver behind the development of the EMF is the need to provide environmental support for decision makers in the municipality. Therefore it can be concluded that SEA is similar to the EMF in terms of purpose. Hence the iLembe District has finalised and approved the iLembe Environmental Management Framework which aim to promote sustainable development within the District. This framework has identified all environmental sensitive features and developed a framework, as management zones, upon which these features are to be managed for the benefit of future generations. The EMF also caters for the Mandeni Municipality. The EMF provides a framework for environmental decision making by:

- Providing definite criteria for decision making;
- Providing an objective environmental sensitivity overview;
- Defining and categorization of environmental, social and heritage resources, economic and institutional aspects;
- Identify sensitive areas spatially; and
- Formulating management guidelines.

3.9.29 ENVIRONMENTAL EDUCATION AND AWARENESS

Environmental matters are often poorly understood by key stakeholders and role players within a giving area. It is then critical to constantly capacitate stakeholders on issues of the management of natural resources and objectives of sustainable development, especially the Municipal staff, councilors and the community at large as way of building resilient communities. This approach can ensure that staff work in a more environmentally sensitive manner and this can improve their compliance on environmental policies, thus helping to ensure the future protection of the Municipal natural resources. A number of educational and awareness programmes are being implemented within the Maphumulo Municipality and other environmental departments and organisations such as the EDTEA, Department of Health, WESSA and Environmental Health. Other educational initiatives taking place within the Municipality focuses on the celebration of environmental calendar days such as arbor week, Water Week, and information sessions for general environmental education for the public, clean-up campaigns and others.

3.9.30 SPATIAL ENVIRONMENTAL ASSESSMENT

Maphumulo Municipality is one of the Municipalities highly affected by the high rate of the unemployment and poverty within the region. In such a situation, reliance to natural resources tends to be very high as people seek to satisfy their daily needs, especially in rural areas. Fragmented development is also visible within the Maphumulo

Municipality which also has a negative impact on natural resources. However, the Municipality is currently finalising all necessary planning tools (such as Spatial Development Framework and Municipal Schemes) to assist in controlling issues of urban sprawl. Provision of bulk infrastructure is another challenge posing threat to Municipal natural resources, especially where large areas is to be cleared to make way for such infrastructure. Maphumulo is lagging behind regarding provision of water which might result in over reliance on resources currently used to providing water to people. As statistics shows that a large portion of Municipal population still relies on a dam, river, stream or spring for water. A lack of access to electricity is a serious constraint within the Municipality, having few of the population with access to electricity. Although this is a concern, however, it also presents an opportunity for the introduction of the renewable energy sources within the Municipality, especially for rural communities. Waste management is another service that is lagging in Maphumulo Municipality. Hence it is difficult to introduce recycling projects. The Municipality is currently finalising its IWMP which will assist in coming up with strategies that will improve on the provision of waste management services by the Municipality.

There is huge need to build capacity on tourism industry within Maphumulo Municipality. The tourism industry will not only assist in the protection of natural resources but will also provide jobs for local people, thereby, curbing reliance on natural resources. Currently there is tourism development strategy which has identified potential areas. The strategy also looks at the cultural tourism as the Municipality is well endowed with cultural tourism activities and other tourism products (experiences, services or artefacts) which will assist a lot in preserving Municipal natural resources. A number of heritage sites exist within the Maphumulo Municipality, a strategy is required to further identify the new sites and better manage these sites which, is managed effectively, has potential to contribute to biodiversity management and tourism industry.

3.9.31 CLIMATE CHANGE

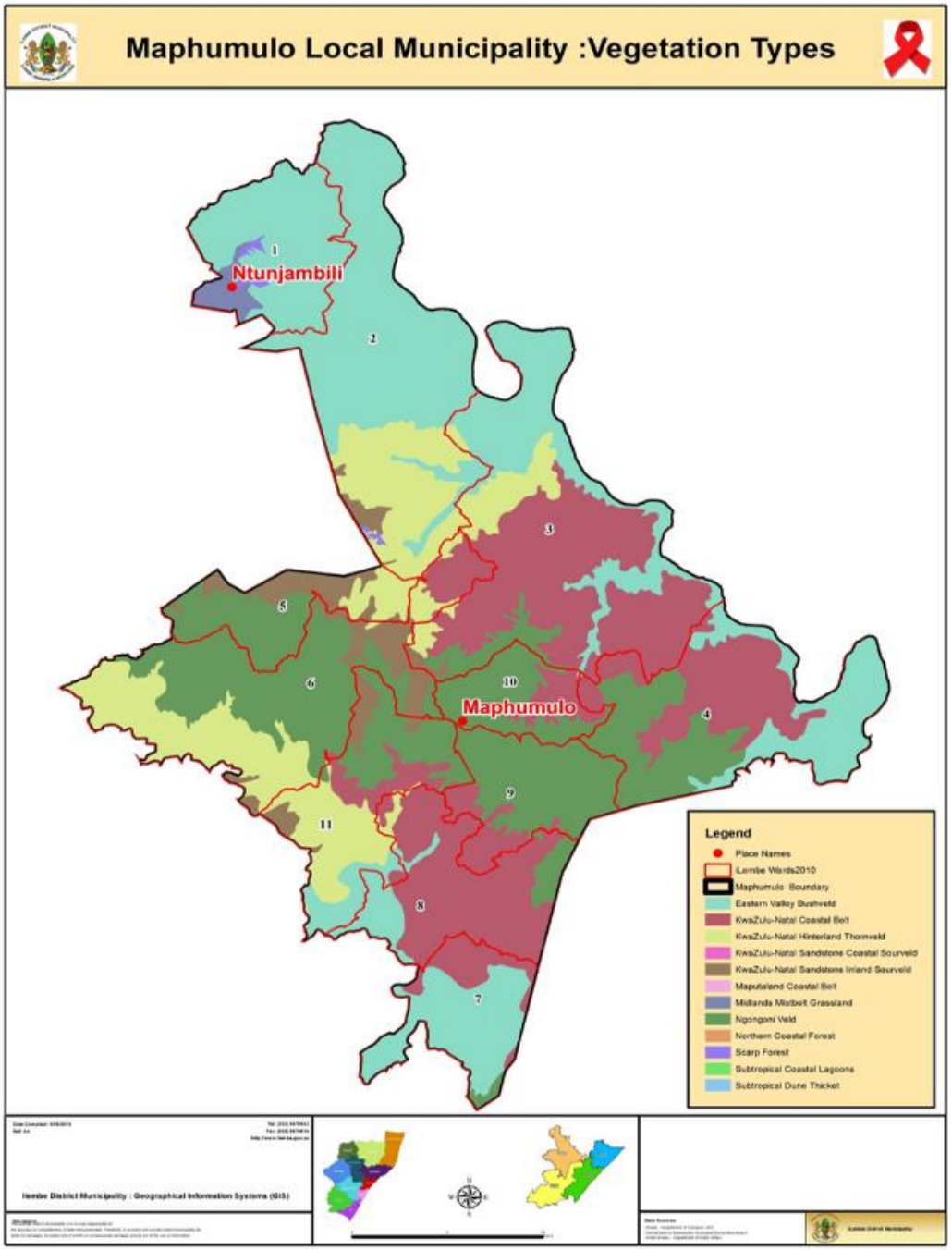
It has been noticed recently that the weather pattern throughout the Municipality is changing, which can be attributed to the impacts of climate change. Notable the severe drought that has been experienced by the Municipality from last year to date. South Africa, including the Maphumulo Municipality, is both a contributor to, and potential victim of, global climate change given that it has an energy-intensive, fossil-fuel powered economy and is also highly vulnerable to the impacts of climate change. There are no Climate Change programs currently initiated by the Municipality responding to impacts or potential impacts of climate change. However, at the moment the Municipality relies on programs created at the district level whereby the iLembe District is implementing the resolutions taken during the 2014 Climate Change Summit, held in collaboration with the iLembe family of Municipalities. A number of policies are in place to assist in responding to impacts of climate change. The table below discuss the objectives of these policies:

Act / Policy	Objective	Municipal role	Status
National Environmental Management Act	Provides a framework for environmental management in South Africa, including provision of the objectives of sustainable development	To develop: • Environmental Management Plan • Environmental Management Framework	The District EMF has been completed for the iLembe family of Municipalities. Mandeni has been covered as well.
National White Paper on Climate Change	Chapter 8 of the policy identifies the **Near-term Priority Flagship Programs**, as an integral part for the implementation of the policy	To implement the near-term flagship programs	No project has been initiated as yet. However, the District has indicted a district-wide energy efficiency program which has consider Maphumulo building as well.
Renewable Energy Strategy	Renewable Energy Policy set a target of 10,000 GWh of renewable energy generation by 2013	To undertake the feasibility studies to understand better sources of renewable energy	Studies have been undertaken at a District level for Biomass, Solar and Hydro.
Energy Efficiency Strategy	National Energy Efficiency Strategy sets a target of 12% to be achieved by 2013	To identify government buildings likely to be used for the energy efficiency programme	Few buildings have been identified within the Municipality. The challenge is budget.

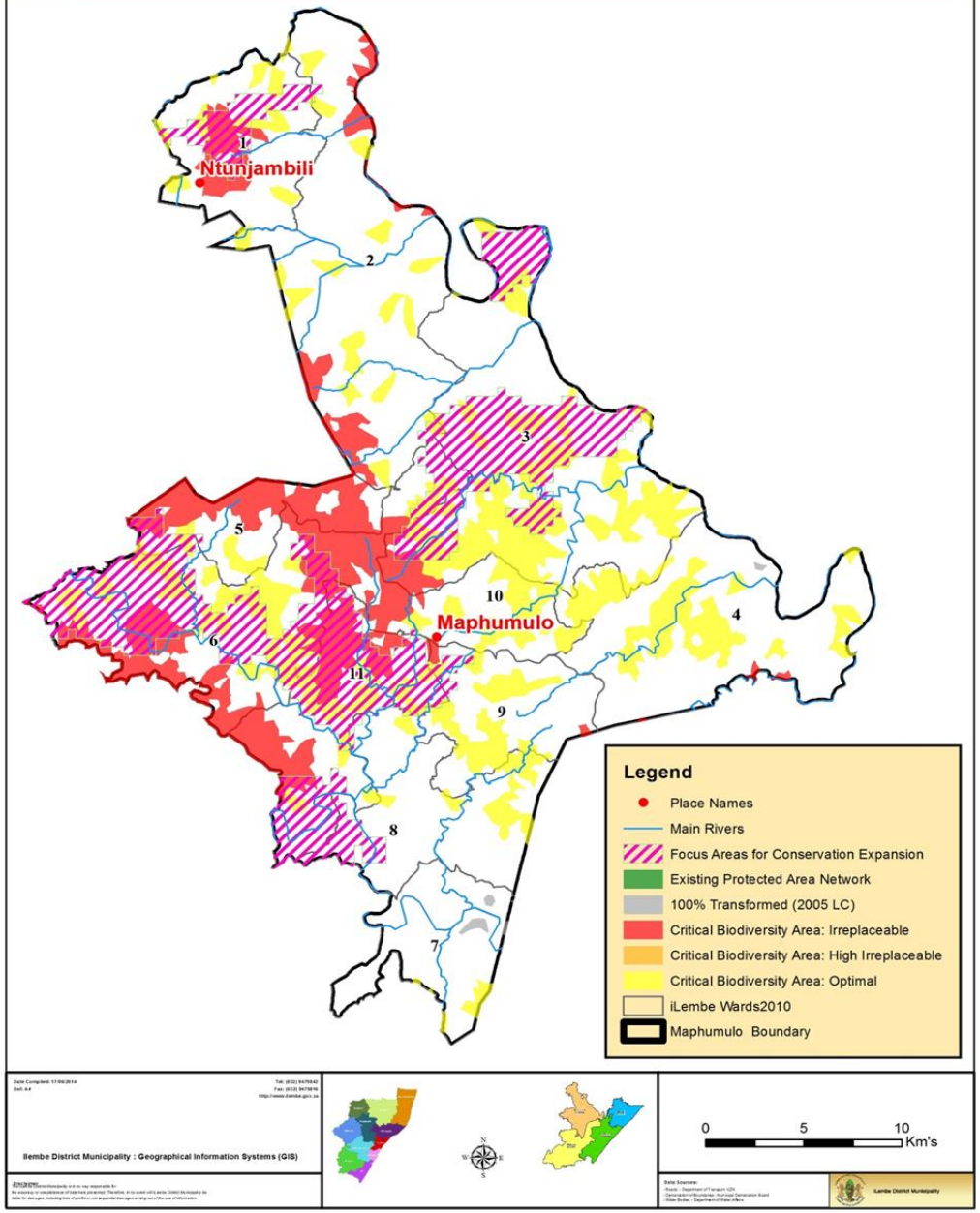
3.9.32 KEY FINDINGS ON THE ENVIRONMENT

- The Municipality needs to develop a Climate Change Response programme / Strategy dealing with the adaptation issues as a way of addressing climate change impacts.
- The alignment of the Disaster Management activities with the environmental management issues, especially when coming to the climate change adaptation programme.
- The Municipality to implement the recommendations of the Integrated Waste Management Plan to meet the objectives of the NEM: Waste Act and the National Waste Management Strategy.
- The existing waste transfer station should be upgrade or a new waste transfer station should be developed in order to meet the waste management hierarchy objectives of waste avoidance, reuse, recycle and disposal.
- The NEM: Waste Act requires the designation of the Waste Management Officer by the Municipality, an action to be undertaken by the Municipality urgently.
- The Municipality should consider extending waste services to other areas other than Maphumulo Town, especially the rural areas to avoid the current burning of waste and also to meet the waste services standards.
- An alien clearance programme should be developed by the Municipality to address the impacts of the invasive alien plants, that impacting negatively to the Municipal natural resources such as rivers, wetlands and the biodiversity in general.
- An environmental management plan, aiming at preserving the Municipal biodiversity, should be developed by the Municipality. Such a plan should also consider the objectives of the both the iLembe Biodiversity Sector plan and the Environmental Management Framework.
- The Municipality to consider the establishment of the environmental management forum to discuss environmental issues affecting the Municipality.

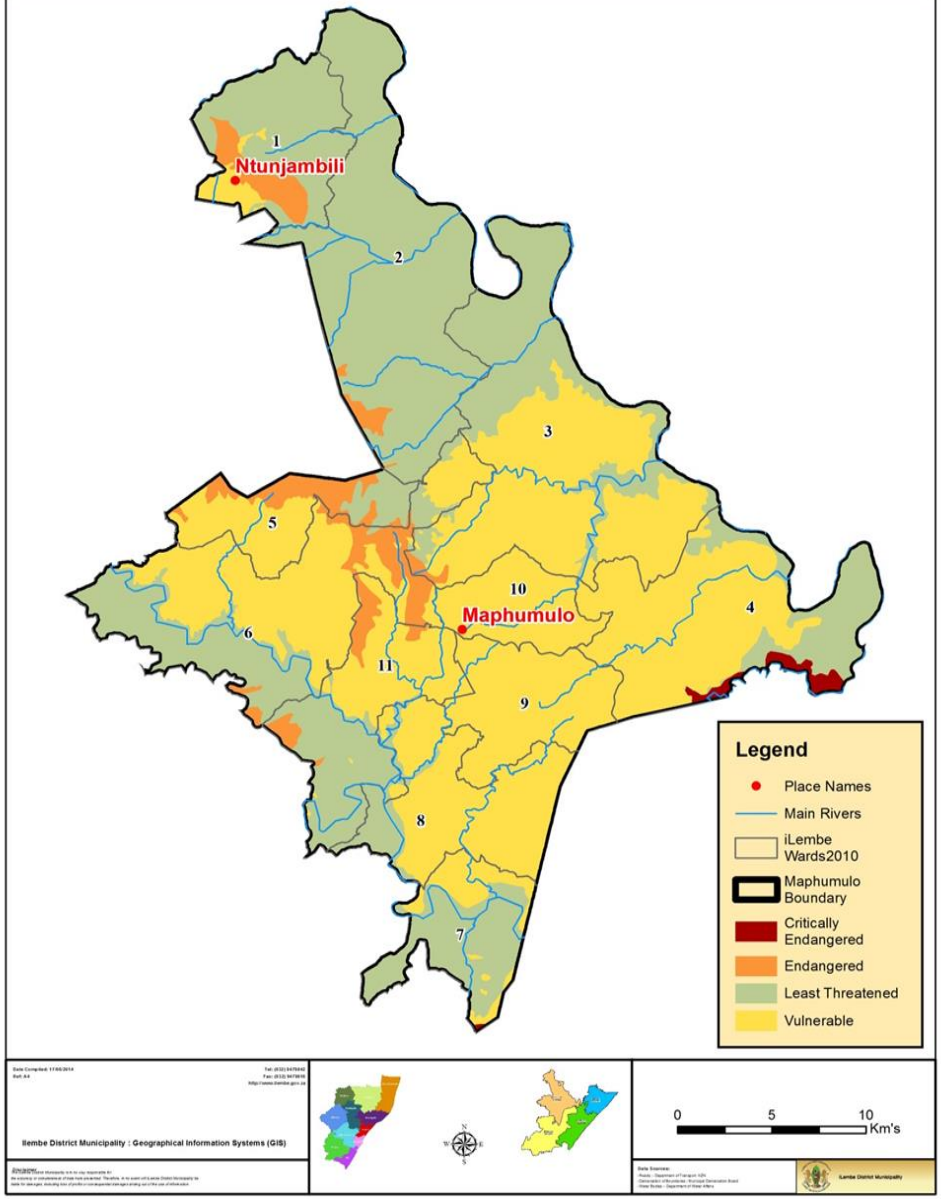
Maphumulo Local Municipality :Vegetation Types



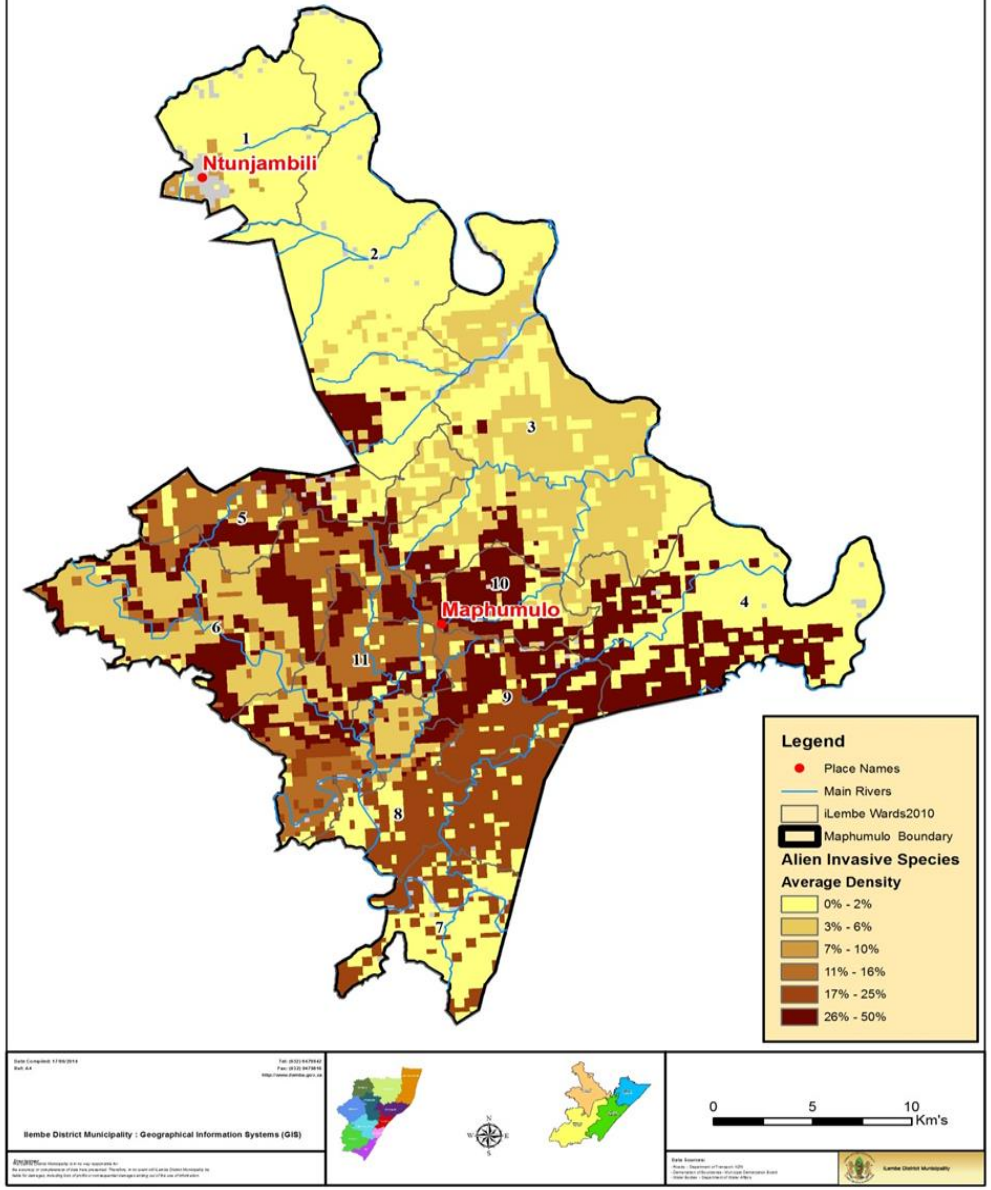
Maphumulo Local Municipality :Biodiversity Map



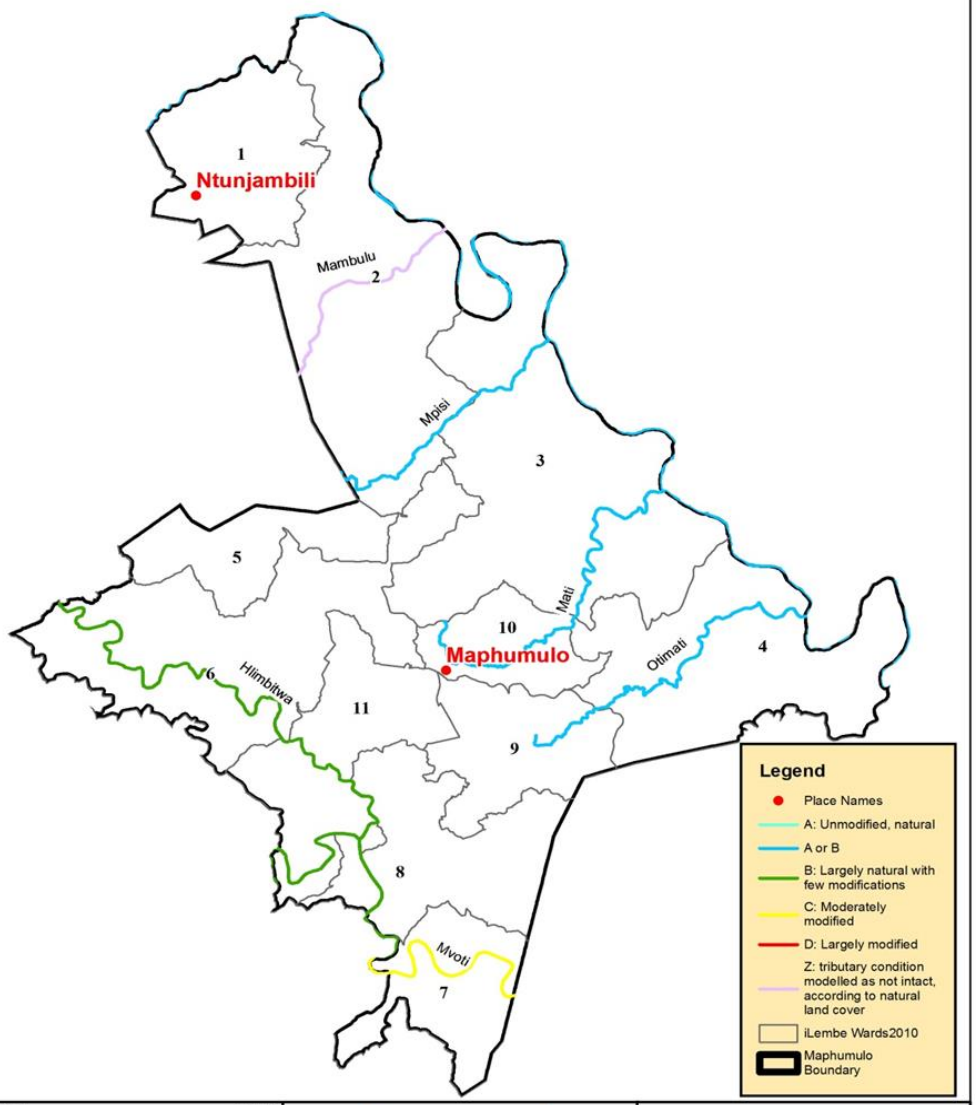
Maphumulo Local Municipality :Ecosystems Status Map



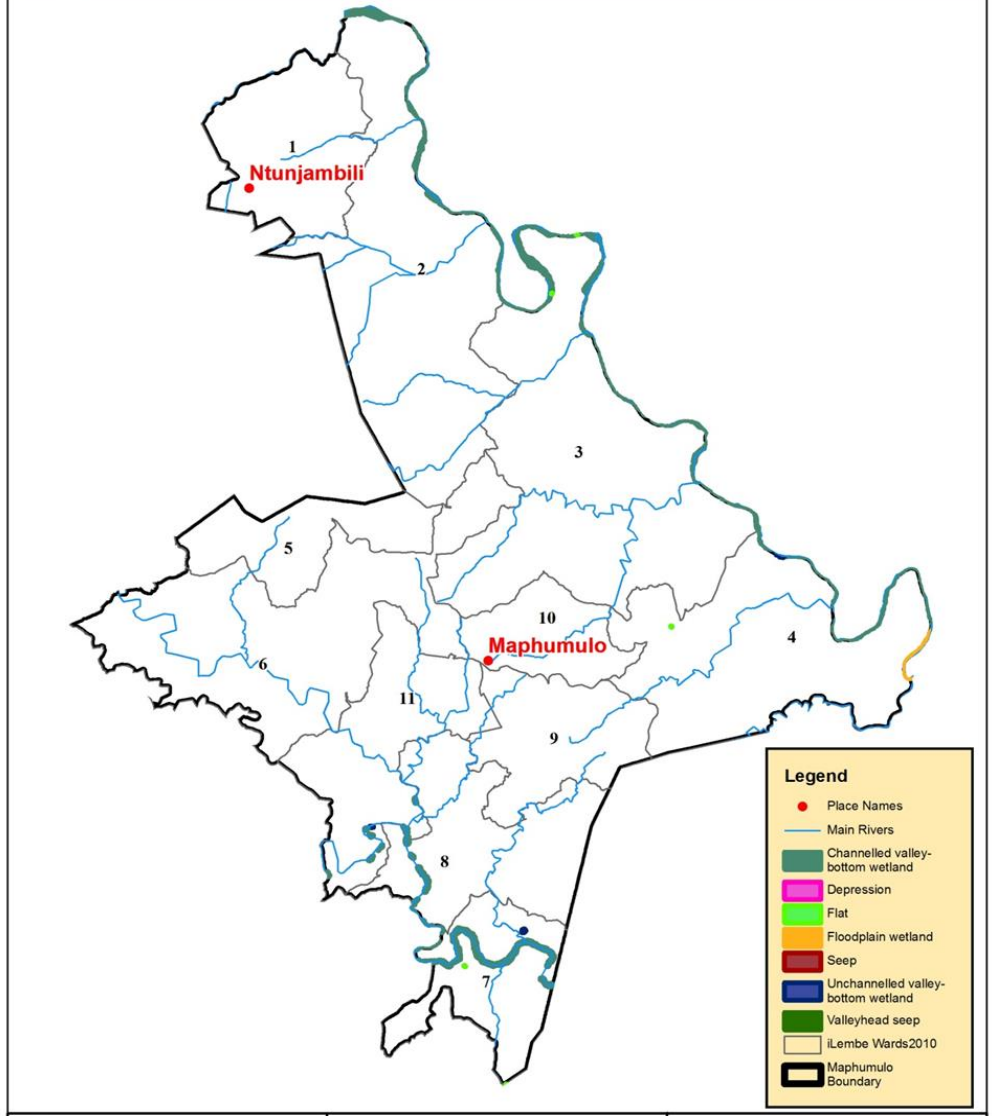
Maphumulo Local Municipality :Alien Invasive Species Map



Maphumulo Local Municipality :Hydrological/Rivers Map



Maphumulo Local Municipality :Wetlands Map



3.9.33 WASTE MANAGEMENT

Section 156 (in conjunction with Schedule 4B and 5B) of the Constitution of South Africa (Act 108 of 1996), assigns cleansing and solid waste removal and disposal to Municipalities. In this case, Maphumulo Municipality is expected to perform the aforementioned functions. In general waste management entails waste collection, waste storage, waste minimization, and waste disposal and in the past years waste management has been the biggest challenge within the Maphumulo Municipality. The following have been identified as major challenges within performing waste management:

- Performance of the waste management function by the Municipality, including creation of the structure to perform waste management duties.
- Compliance with the Waste Management Act, 2008 (Act 59 of 2008).
- Prioritization of waste management by the Municipality.
- Extension of waste services to other wards within the Municipality.

Availability of waste management information system, and lack of waste generation data. This includes information on waste streams/types produced within the Municipality District, which requires waste auditing exercise.

- Lack of recycling initiatives.
- Issues of creating awareness on waste management.

Out of 11 Wards of the Municipality, waste services are currently provided only to ward 10 which is Maphumulo Town, not to all households in this ward. There is a serious need to consider extending the services to other areas, as well, especially the rural area. The rest of the Municipality is not serviced currently which is more of a compliance issue at the moment. The Municipality is trying very hard to deal with this matter. Currently, waste services are outsourced to a Service provider (Dolphin Coast).

3.9.33.1 WASTE COLLECTION

The National Environmental Management: Waste Act, 2008 (Act No. 59 of 2008) stipulates that provision of waste services should meet certain standards in order to "give effect to the right to an environment that is not harmful to health and well-being," and that this right have to be applied "uniformly throughout the Republic", hence, the coming into effect of the National Domestic Waste Collection Standards. At present, waste services are currently provided only in the Town Centre. There is a serious need to consider extending the services to other areas, as well, especially the rural area. Approximately 19 972 households within Maphumulo are not receiving waste services. Currently, waste services are outsourced to the Service provider (Dolphin Coast). The table below shows the provision of waste services within the Municipality.

3.9.33.2 WASTE DISPOSAL

No public landfill site currently in existence within the Municipality. The Waste Act promotes the reduction of the number of the landfill sites developed within a specific region. In that light, a need exists for the Municipality to consider developing their own landfill site or supporting the idea of developing a regional landfill site which will be shared by all the Local Municipalities under the iLembe District Municipality.

Ward	Number of Households (HH) per ward	Number of HH receiving waste collection services at least once a week	Number of HH whose refuse is collected from a central collection point at least once a week	Number of HH with supervised disposal of waste on site	Number of HH not receiving waste services.	Total number of HH with access to waste collection services
1	1850	None	None	None	None	None
2	1895	None	None	None	None	None
3	1668	None	None	None	None	None
4	2171	None	None	None	None	None
5	2036 (including KwaMxhosa)	None	None	None	None	None
6	1677	None	None	None	None	None
7	1581	None	None	None	None	None
8	1981	None	None	None	None	None
9	1628	None	None	None	None	None
10	2122 (including Maphumulo Town)	None	None	None	None	None
11	1363	None	None	None	None	None
Total	19972					

In light of the above, the Municipality has purchased 12 new skips, which will be placed at the following locations;

NUMBER	AREAS
1	Technical Services Department
3	Spar
1	Sakhuxolo Building
1	Maphumulo Town Hall
1	iMbali Township
1	Mphumulo Clinic
1	KwaMxhosa four-way crossing

3.9.33.3 WASTE LEGAL FRAMEWORK

Waste management, in general entails waste collection, temporary storage, transportation, recycling and disposal. NEM: Waste Act (Act No. 59 of 2008), came into effect, and amongst other objectives, to manage provision of waste services within Municipalities. As such Municipalities are to comply with a number of sections of the Act, as discussed below:

NEM: WA SECTION	DESCRIPTION	STATUS
Section 10 (3)	The National Department, Provinces and Municipalities are required to designate waste management officers (WMOs) to responsible for waste management within their respective institutions to ensure that there is constant communication between all three spheres of government on the implementation of the Waste Act. This must be done in writing to the MEC / Minister.	Currently there is no WMO designated by the Municipality.
Section 11	Section 11 of the Act compels institutions responsible for waste management to develop an Integrated Waste Management Plan (IWMP).	Maphumulo Municipality has finalized its IWMP and has been approved by council in 2015.
Section 60 & 63	Section 60 & 63 of the Waste Management Act requires Municipalities to report about waste which requires the development of waste information management system.	Currently there is no waste information management within the Municipality. This activity will be completed during the 2017/18 financial year.

Section 6(1) of the Waste Act establishes a National Waste Management Strategy for achieving the objects of the Act and it has got six goals. Municipalities should comply with these goals and the table below discussed how Maphumulo Municipality is performing against the targets set by the Strategy:

Goal	Description	Targets 2027	Status Quo
Goal 1	Promote waste minimization, re-use, recycling and recovery of waste.	• 25% of recyclables diverted from landfill sites for re-use, recycling or recovery. • All metropolitan municipalities, secondary cities and large towns have initiated separation at source programmes. • Achievement of waste reduction and recycling targets set in IndWMPs for paper and packaging, pesticides, lighting (CFLs) and tyre industries	• **No waste minimization, reuse, recycling and recovery programme is currently in place within the Municipality**

Goal	Description	Targets 2027	Status Quo
Goal 2	Ensure the effective and efficient delivery of waste services.	• 95% of urban households and 75% of rural households have access to adequate levels of waste collection services. • 80% of waste disposal sites have permits.	• **Approximately 20 % of households within the Municipality receive basic waste collection services**
Goal 3	Grow the contribution of the waste sector to the green economy.	• 69 000 new jobs created in the waste sector. • 2 600 additional SMEs and cooperatives participating in waste service delivery and recycling.	• **No permanent jobs have been created within the Municipality.** • **14 temporary jobs have been created within the Municipality No SMEs or cooperatives participating yet.**
Goal 4	Ensure that people are aware of the impact of waste on their health, well-being and the environment.	• 80% of municipalities running local awareness campaigns. • 80% of schools implementing waste awareness programmes.	• **Approximately 30 % awareness campaigns have been undertaken throughout Municipality.** • **20 % of schools within the Municipality are currently implementing waste awareness programmes**
Goal 5	Achieve integrated waste management planning.	• All municipalities have integrated their IWMPs with their IDPs and have met the targets set in IWMPs. • All waste management facilities required to report to SAWIS have waste quantification systems that report information to WIS.	• **The Municipality has finalized the IWMP and approved by the council.** • **Currently no waste quantification systems that report information to WIS is currently in existence.**
Goal 6	Ensure sound budgeting and financial management for waste services.	• All municipalities that provide waste services have conducted full-cost accounting for waste services and have implemented cost reflective tariffs.	• **There is a budget allocated for the provision of waste services within the Municipality**
Goal 7	Provide measures to remediate contaminated land.	• Assessment complete for 80% of sites reported to the contaminated land register. • Remediation plans approved for 50% of confirmed contaminated sites.	• **Municipality is currently identifying illegal dump sites through the Youth Job in Waste program**
Goal 8	**Establish effective compliance with and enforcement of the Waste Act.**	• **50% increase in the number of successful enforcement actions against non-compliant activities.** • **800 EMIs appointed in the three spheres of government to enforce the Waste Act.**	• **No EMIs are appointed within the Municipality**

3.9.33.4 IMPLEMENTATION OF IWMP

As per the requirements of the Waste Act, Maphumulo Municipality has finalised its Integrated Waste Management Plan and is implemented by the Municipality.

No	Actions	Priority Rating	Timeframe	Budget	Funding Source	Responsibility
1.1.1	Accurately collate waste data, develop and maintain a WIS and commence reporting on SAWIS.	High	2023 -2027	Nil. To be undertaken internally	N/A	MLM
1.1.2	Include the provision of disposal tonnages as a condition in the next contract with the waste collection service provider.	High	2024	TBC. The cost based on discussions with MLM and service provider	N/A	MLM
1.1.3	Domestic waste characterizations are undertaken annually. A representative sample is to be used from different towns or suburbs across the municipality.	Medium	2023 – 2027	Nil if undertaken internally	N/A	MLM
Objective 1.2 The 2021 IWMP is regularly reviewed, and the implementation status of project is monitored						
1.2.1	Undertake annual performance reviews of this IWMP and send reports to EDTEA	High	2022 – 2026		N/A	MLM
Objective 1.3 Effective internal management of waste related data						
1.3.1	Develop an inventory of all internal waste related data sets. Templates for all data sets and record keeping should be developed. Data sets to include: • Complaints and incidents • Staff training records • Training materials • Education and awareness campaigns • Education and awareness materials • Waste disposal tonnages • Recycling records • Database of recyclers • Service level agreements • Waste management licenses for third party waste facilities used • Location of illegal dumping hotspots • Reports for remediation of illegal dumping • Any operational plans or procedures	High	2023	Nil. To be undertaken internally	N/A	MLM
1.3.2	Collate all waste data sets identified in the above inventory and develop electronic systems for effectively capturing and storing the collated information, such that they are readily available.	High	2023 – 2027	Nil. To be undertaken internally	N/A	MLM
GOAL 2: IMPROVED EDUCATION AND AWARENESS						
Objective 2.1 Waste awareness campaigns are well planned and executed. Sufficient awareness materials are available for the waste awareness campaigns						

No	Actions	Priority Rating	Timeframe	Budget	Funding Source	Responsibility
2.1.1	Develop an annual waste awareness calendar (to be developed at the beginning of each financial year).	High	2023 – 2027	Nil. To be undertaken internally	N/A	MLM
2.1.2	Attendance registers and all records of awareness campaigns are to be maintained by the MLM	High	2023 – 2027	Nil. To be undertaken internally	N/A	MLM
2.1.3	Develop waste awareness material for the specified target group (primary school, high school, for ward councillors and municipal staff) and for different waste needs (e.g. littering and illegal dumping, enforcement of by-law and fines, recycling, organic waste diversion, waste collection service, etc.)	High	2023 – 2024	TBC based on availability of material from the iDM and EDTEA and whether design and development of awareness materials can be undertaken internally	MLM	MLM
Objective 2.2 Waste awareness campaigns are mainstreamed at schools and all learners are educated on good waste management practices						
2.2.1	Waste awareness campaigns to be undertaken at schools not receiving education and awareness training from existing programme with DFFE. 10% of unserviced schools added per annum to the annual waste calendar for next 5 years. 2022: 10% of unserviced schools 2023: 20% of unserviced schools 2024: 30% of unserviced schools 2025: 40% of unserviced schools 2026: 50% of unserviced schools	Medium	2023 – 2027	No additional labour cost if the same resource listed under 3.1.2 fulfils this role. A travel budget for waste awareness staff is required	TBC	MLM
Objective 2.3 Waste awareness campaigns are prioritised for peri-urban areas and rural areas						
2.3.1	Waste awareness campaigns to be undertaken areas to which the waste collection service can be extended to.	Medium	2023 – 2027	No additional labour cost if the same resource listed under 3.1.2 fulfils this role and awareness training material listed under 2.1.3 can be used. Budget should be provided for the travel required for waste awareness staff to conduct training and if additional training material is required	N/A	MLM
GOAL 3: IMPROVED INSTITUTIONAL FUNCTIONING AND CAPACITY						
Objective 3.1 The Community Services Department has sufficient well-capacitated employees to allow for the waste management function to be actioned effectively and for the IWMP to be implemented						
3.1.1	The positions in the community services organogram are to be reviewed to determine if sufficient waste management positions are listed to allow implementation of this IWMP.	High	2023	Nil. The review of the organogram can be undertaken internally. Budget will be required to fill vacancies	N/A	MLM

No	Actions	Priority Rating	Timeframe	Budget	Funding Source	Responsibility
3.1.2	Key positions including a waste manager and a waste management officer should be created and filled.	High	2023- 2024	Waste Manager: Waste Management Officer	MLM	MLM
3.1.3	Implementation of the IWMP to be added as KPIs to the Waste Manager, WMO or supervisor's performance evaluation criteria. These KPIs to be evaluated annually	High	2022 - 2023	Nil. No budget will be required to develop KPIs.	N/A	MLM
3.1.4	Once appointed, the waste manager and waste management officer to attend District and Provincial	High	2023 - 2027	R4000 per annum for travel costs to attend Provincial and District Forums	N/A	MLM
3.1.5	Develop the training plan and schedule for staff at different levels. The training plan and schedule for staff to be reviewed annually.	Medium	2023 – 2027	Nil	N/A	MLM
3.1.6	Train and up-skill employees based on the training plan and schedule.	High	2023 – 2027	The training costs will depend on identified course. An average budget of ~R5,000/ course/person should be allocated. Some courses e.g. EDTEA or DFFE courses will be free of charge	N/A	MLM
GOAL 4: PROVISION OF EFFICIENT AND FINANCIALLY VIABLE WASTE MANAGEMENT SERVICES						
Objective 4.1 The waste management fleet is sufficient to continue to provide a good waste collection service and there are backup vehicles available when required						
4.1.1	Develop a fleet management plan based on the long-term waste management fleet requirements.	High	2022. Reviews to be undertaken annually	Nil. MLM to do internally	N/A	MLM
4.1.2	Procure a cage truck to assist with the waste collection service and transport of recyclables within the municipality to neighbouring municipalities	High	2023	R 700,000.00.	MLM	MLM
4.1.3	Procure and maintain waste collection vehicles as indicated in the waste fleet management plan.	Medium	2023 - 2027. Vehicles to be purchased annually	TBC based on fleet plan. R1 – R2 million per year	MLM Budget	MLM
Objective 4.2 The collection service is extended to include more peri-urban and rural areas						
4.2.1	Determine through a feasibility assessment if a waste collection service can be provided to these unserviced areas to extend the waste collection service.	High	2022. Plan to be updated annually thereafter.	To be undertaken internally	MLM Budget	MLM

No	Actions	Priority Rating	Timeframe	Budget	Funding Source	Responsibility
4.2.2	The municipality to conduct a feasibility study to continue outsourcing the waste collection service or to conduct the waste collection service in-house or to have a hybrid waste collection service where some services are outsourced, and some services are conducted in-house	High	2023 - 2027	Nil if undertaken internally. R250,000.00 includes PPP and stakeholder engagement	MLM Budget	MLM
4.2.3	Conduct an internal feasibility assessment on the appointment of co-ops to assist with waste collection in areas that are not accessible by the waste collection vehicles	Medium	2022 – 2023	To be undertaken internally	MLM Budget	MLM
4.2.4	Extend the waste collection services to the unserviced areas based on the waste collection feasibility assessment and the feasibility assessment for the appointment of coops to assist with the waste collection services.	High	2022 – 2026	TBC based on the waste collection expansion plan	MLM Budget	MLM
4.2.5	Households should be provided with waste receptacles (black bags) in areas where communal collection points (skip bins) are provided. Indigent households should be prioritised.	Medium	2023 – 2027	TBC	MLM Budget	MLM
Objective 4.3 Cost reflective tariffs are charged to residents and business						
4.3.1	Conduct a full cost accounting exercise for the waste management service provided and proposed by this IWMP. The municipality to budget accordingly for the waste management service. The waste service tariff reviews are to be informed by.	High	2023 – 2024	Nil if conducted internally. R150, 000 for full cost accounting exercise	MLM	MLM
4.3.2	The municipality to introduce a waste collection tariff where the waste collection service is provided. Focus should be on business and government departments. This will require education and awareness	Medium	2023 - 2024	TBC	MLM	MLM
GOAL 5. INCREASED WASTE MINIMISATION AND RECYCLING						
Objective 5.1 The diversion of recyclables from waste destined for landfill is increased						
5.1.1	Conduct a recycling feasibility study to determine the type and location of recycling facilities to be established in the municipality. This study should engage local and informal recyclers to determine the best type of facility that should be established in respective areas throughout the municipality	High	2024 – 2026	R250 000. (Dependent on the terms of reference for the recycling feasibility)	MLM budget	MLM
5.1.2	Provision of easily accessible recycling drop-off facilities for households, businesses, and local recyclers	Medium	2025 – 2027	R1.5 million (fence, containers for storage, under cover area	MLM budget	MLM
5.1.3	Assist local recyclers with infrastructure, incentives, equipment, funding opportunities, or social awareness to increase recycling quantities	Medium	2023 - 2027	TBC.	MLM	MLM
5.1.4	The in-house municipal recycling programme needs to be extended to all municipal and government offices and more waste types should be recycled (paper, glass, e-waste, plastic, metal). Records of recyclable waste collected through this in-house recycling programme to be reported by the service provider to the MLM who will collate the recycled tonnage data.	Medium	2023 - 2027	TBC. Approximately R800 per office for 5 wheelie bins for each recycle waste type	MLM	MLM
5.1.5	A champion (individual) per office is needed to manage the in-house recycling programme.	2022 - 2026	Nil. To be undertaken internally	N/A	MLM	

No	Actions	Priority Rating	Timeframe	Budget	Funding Source	Responsibility
Objective 5.2 The diversion of organic waste from landfill is increased						
5.2.1	Develop an organic waste diversion plan. The plan should detail the organic waste diversion targets to be achieved per annum and propose activities or initiatives to achieve this.	High	2022 - 2023	Nil if developed internally. R130,000 if outsourced	MLM	MLM
5.2.2	Implement the organic waste diversion plan.	Medium	2024 - 2027	TBC by the initiatives proposed in the organic waste diversion plan	MLM	MLM
GOAL 6. IMPROVED COMPLIANCE AND ENFORCEMENT						
Objective 6.1 Littering and illegal dumping is reduced, and the by-law related to waste management issues are enforced						
6.1.1	Review the Waste By-law and make provision for a fining schedule.	High	2023 - 2024	Nil if reviewed internally. R50,000 if outsourced (excludes PPP and gazetting)	MLM	MLM
6.1.2	The waste by-law should be gazetted once it is reviewed	High	2025 - 2026	TBC	MLM	MLM
6.1.3	Designate or appoint a waste ranger to enforce the waste by-law in the municipality	Medium	2024 - 2027	Nil if responsibility is given to existing employee.	N/A	MLM
6.1.4	Undertake clean-up campaigns in areas where litter and illegal dumping is prevalent. These can be undertaken in association with local schools, environmental organisations or communities and used as waste awareness campaign	Medium	2023 - 2027	TBC. Clean-up campaigns undertaken internally. Awareness campaigns aligned with clean-up campaigns	MLM	MLM
6.1.5	Conduct a cleaning campaign pilot study for one illegal dump site in the Maphumulo Town. This initiative should be used to minimise the illegal dumping and quantify the cost of cleaning. (Estimated costs depends on how the cleaning campaign).	High	2023 - 2026	R80 000 per annum	MLM	MLM
Objective 6.2 Develop and maintain a complaints and incidents register and address all waste related complaints and incidents						
6.2.1	Develop a complaints and incidents register and record all waste related complaints and incidents. The municipality should also indicate whether the complaints and incidents were addressed and how they were addressed.	High	2023 – 2027	Nil. Part of responsibilities of the waste management officer	MLM	MLM
6.2.2	Ensure the complaints are stored electronically for recording purposes and to be easily available	High	2023 – 2027	Nil. Part of responsibilities of the waste management officer	MLM	MLM
GOAL 7. IMPROVED FUTURE INFRASTRUCTURE PLANNING						
7.1.1	MLM to appoint a service provider (environmental consultant or waste specialist) to develop a waste infrastructure masterplan. This plan should be informed by the recommendations of the waste collection section 78 study, the recycling feasibility study and the organic waste diversion plan. The MLM to implement this masterplan once developed	Medium	2024 - 2025	R350,000 for the masterplan including engineering advisory services	MLM	MLM
7.1.2	Waste specifications to be developed for all future municipal and private residential and business developments (e.g. road widths and provision for drop-off centres)	Low	2024 - 2025	Nil. Undertaken internally	MLM	MLM

3.9.33.5 WASTE MANAGEMENT ACTION PLAN

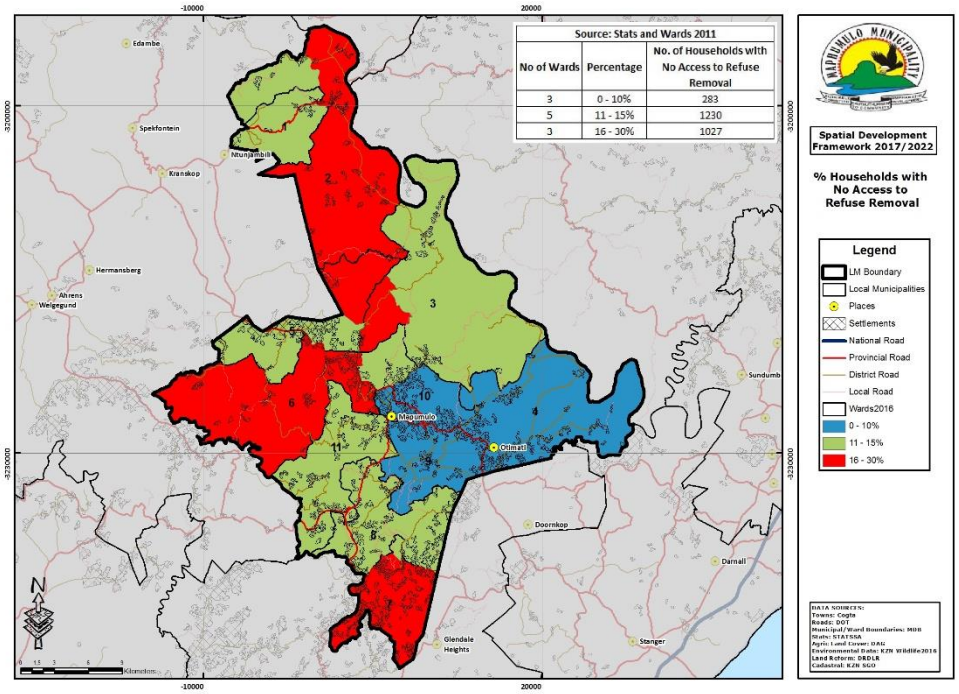
Strategic goal	Status Quo	Action Plan	Target Date
Waste Management Services	Formal waste removal services in Maphumulo are currently done specifically in urban areas which is Maphumulo Town and Ntunjambili area. No waste services are done within rural areas, other responding to complaints related to illegal dumping	Municipality currently developing an Integrated Waste Management Plan, to be completed in the 2021/22 financial year. The IWMP will develop a programme for the entire Municipality.	2021/22
Waste Management Structure	Waste management function is managed under Community Services Department	Although a waste management officer has been employed by the Municipality, however, there is huge need to beef up the structure, in order to successfully provide a waste service for the entire Municipality.	2022
Development of Integrated Waste Management Plan (IWMP)	A draft IWMP was produced by the Municipality and submitted to the Department of Economic Development Tourism and Environmental Affair for approval. However, it has not been approved by the Department and comments were provided for the Municipal attention. To date a new Service Provider has been appointed for the development of the IWMP.	The Services Provider (GIBBS) to develop the IWMP with the assistance of the Community Services of Maphumulo Municipality	2021/22
Appointment of Waste Management Officer	The Waste Management Act requires the appointment of the Waste Management Officer	The Municipality has appointed the waste management officer, and necessary procedure has been followed by the Municipality	Task completed
Waste minimization	Currently no waste recycling initiatives are being implemented within the Maphumulo. However, the establishment of the Waste transfer station is planned by the Municipality.	Municipality to identify a site for a buyback center / transfer station to comply with the National Waste Management Strategy	2022
Develop of Municipal Waste Information System	Although section 63 of Waste Management Act appears not applicable to Municipalities, however, Municipalities are expected to report about waste to the Provincial Department as per Section 63 (2)	Municipality to develop a Municipal Waste Information System to provide data in order to manage waste properly and thus protect environment.	2022
Education and awareness	There is a need for the provision of education on waste management. Illegal dumping is a dominant issue within the Municipal jurisdiction	Municipality to utilize the opportunity from youth Jobs in Waste Program	Ongoing

3.9.33.6 WASTE MANAGEMENT PROGRAMME IMPLEMENTED BY THE MUNICIPALITY

PROGRAMME	SCOPE	ALLOCATED BUDGET	MUNICIPALITIES
EPWP	To clean waste in Maphumulo Town	To be confirmed	iLembe District
Food for Waste	This is an EPWP programme. Details to be finalised	To be confirmed	Maphumulo
Waste recycling	Compliance with National Strategy on Waste Management and Maphumulo IWMP	To be confirmed	Maphumulo Municipality

3.9.33.7 CHALLENGES ON PROVISION OF WASTE SERVICE WITHIN THE MUNICIPALITY

Map 20: Maphumulo Refuse Removal Services



Provison of waste services and compliance with waste policies is the biggest challenge within the Maphumulo Municipality. The following have been identified as major challenges within performing waste management:

- Performance of the waste management function by the Municipality, including creation of the structure to perform waste management duties.
- Compliance with the Waste Management Act, 2008 (Act 59 of 2008).
- Prioritization of waste management, as a critical service by the Municipality.
- Extension of waste services to other wards within the Municipality.
- Availability of waste management information system, and lack of waste generation data. This includes information on waste streams/types produced within the Municipality District, which requires waste auditing exercise.
- Lack of recycling initiatives.
- Issues of creating awareness on waste management.

The shortage of staff, as well, is another major challenge hindering the provsion of waste service within the Municipality. This require an attention by the Municipality.

3.9.34 MINING OPERATIONS WITHIN THE MUNICIPALITY

Mining within the Municipality mostly done within Municipal river systems and most of the affected rivers is uMvoti and the UThukela River. Quarry mining, within the Municipality is mostly done by the Department of Transport. A number of sites have been identified and are mostly illegal. The Municipality needs to assess these sites and make effort in their management, as these sites are a danger to livestock of the local people.

3.9.35 ENHANCEMENT OF GOVERNANCE SYSTEMS

It is important to set sustainable development objectives to be achieved collectively by all relevant Government and other public stakeholders, having an interest in the management of natural resources for the benefit of all generations. NEMA provides a framework upon where environmental matters are to be managed for the benefits of all

generations. In light of the aforementioned the District has completed the Environmental Management Framework, in 2014 with the assistance of the Department of Economic Development Tourism and Environmental Affairs. This tool provides a framework upon where the environmental management within the District and its family of Municipalities is to be consider to meet the objectives of the Section 24 of the Constitution and other national and international policies. In addition, the Department of Environment Forestry and Fisheries has developed a strategy (National Strategy for Sustainable Development), with focus areas to achieve objectives of sustainable development, which consists of the following themes:

- Enhancing systems for integrated planning in meeting sustainable development objectives;
- Sustaining our ecosystems and using natural resources efficiently;
- Responding effectively to climate change;
- Towards a green economy; and
- Building sustainable communities.

3.9.36 INTEGRATED PLANNING

Chapter 3 of the Constitution promotes integrated planning and cooperative governance. The view is that integrated planning assists government institutions to be able to align environmental related programs, which are designed to assist communities. It also provides an opportunity for sharing resources and avoiding duplication of projects within the one community, thus achieving able to build resilient communities.

Therefore, in order to meet the objectives of sustainable development it is critical to enhance systems for integrated planning which should include issues of effective governance and institutional arrangement. This should include the development of forums from national, provincial, and district level.

As such the Municipality is participating in a number of forums, including the District Environmental Management Forum. It is in forum where the Maphumulo Municipality is able align programmes necessary for environmental management.

3.9.37 AGRICULTURE

Sugar-cane cultivation is the predominant economic activity and land use in the municipality. There are also other small cane farms and vegetable cultivators in and around the flat, fertile UMvoti River Valley. Subsistence agricultural activities in the form of small cropping areas attached to traditional family units dominate land usage in the Municipality. Produce includes staple diet crops such as sweet potatoes, maize, sorghum, and some vegetables. Successful pilot projects have emphasized the need for an integrated agri-processing facility. In a development driven by iLembe District Municipality, a vineyard and agri-hubs projects were initiated and have shown tremendous progress. Emerging farmers from the municipal area also growing products such as chilies and paprika. These are delivered to African Farms agri-processing plant in Glen Anil the chillies are processed, turned into products and have found way to supermarket shelves.

On the other hand, the steep slopes of the valley are characterized by extensive forest cultivation. Forestry is the second most dominant form of agricultural activity that is scattered throughout the municipality. As the Municipality is not well served by roads, the potential of farmers in the area to grow fresh produce such as fruits and vegetables for the larger markets is limited. The municipality should consider the possibility of providing access roads to agricultural potential areas to catalyse agricultural activities that could address poverty and promote economic growth of the municipality.

3.9.37.1 FARMERS ASSOCIATION

Through engagements with the Department of Agriculture, the following table specifies the farmers' association established within Maphumulo.

ASSOCIATION	WARD	AREA
Jikijela Farmers Association	2	Mambulu
Mandlendoda Farmers Association		Mbitane dip tank Sgqoko dip tank Mankumbu dip tank Hlimbithwa dip tank Makeni dip tank Siwa sembuzi dip tank Madlangeni dip tank Ntunjambili dip tank Pheyane dip tank Mvozane dip tank Khatha dip tank Wosi dip tank Mandlalakhe dip tank Okhukho dip tank
Qwabe Co-operatives		Snamfini Dakadaka Mansomini Mthandeni

3.9.37.2 HIGH AGRICULTURAL POTENTIAL AREAS

WARD	SURFACE AREA OF WARD (HA)	AGRICULTURAL POTENTIAL (HA)	% OF WARD
1	6381.06	735.82	12
2	15913.81	4197.63	26

WARD	SURFACE AREA OF WARD (HA)	AGRICULTURAL POTENTIAL (HA)	% OF WARD
3	12760.58	1892.65	15
4	11230.88	3368.88	30
5	4040.48	1894.37	47
6	9900.56	886.41	9
7	4717.55	3453.59	73
8	5640.25	1109.02	19
9	5853.25	3705.84	63
10	6489.79	3541.43	54
11	6503.19	392.88	6
Total	89431.55	25178.5	

3.9.1 DISASTER MANAGEMENT

On the 11th of April 2022, a weather system triggered floods in KwaZulu-Natal province to an excess of 300mm of rainfall over a 24-hour period. All parts of the province were affected by the rainfall, with the entire Ethekwini Metro and the districts of iLembe, Ugu, King Cetshwayo and uMgungundlovu being most affected. Heavy rainfall and flooding have also been experienced in the Eastern Cape, particularly in the districts of Alfred Nzo, Joe Gqabi and OR Tambo, where roads, bridges and houses have been extensively damaged, especially in the Port St Johns' area. On Wednesday, 13 April 2022, KZN was declared to be in a state of disaster following 395 fatalities, loss of 16 262 houses and 40 723 people being affected. (Statement by President Cyril Ramaphosa, 18 April 2022).

With the recent incident that has been quoted from the President of Republic, the term disaster has been described as any event (happening with or without warning) causing or threatening death, injury or disease, damage to property, infrastructure or environment, which exceeds the ability of the affected society to cope using only its own resources (Lindell et al., 2007:2). Disasters such as severe strong storms, run away fires and floods can wipe out years of development by destroying economies and causing extensive damage to lives and properties both in developed and developing countries.

The Disaster Management Act (Act No.57 of 2002) articulates the legal requirements pertaining to Disaster Management; in particular, sections 52 and 53 of the Acts give an impetus and overall approach to local municipalities to prepare and adopt Disaster Management Plans. It sets out the necessary mechanisms that are required in drafting the plan which includes aligning local initiatives with national and provincial programmes towards implementation. A set of key potential disaster hazards have been identified and developed within Maphumulo Local Municipality. The identified set of issues will form the base for the formulation of a strategic intervention required (risk reduction strategies) to mitigate the impact of disasters. In no specific order, the identified key hazards within Maphumulo LM are as follow:

3.9.1.1 SEVERE STORM



Severe storms became one of the major natural disasters which were reported to have huge detrimental impact on Maphumulo Local Municipality. Its consequences can be felt across spheres of life.

3.9.1.1 LIGHTNING

Lightening also emerged as an area of concern. Its impact is reported to be felt throughout the municipality area. It is more prevalent during the summer season which is associated with notorious severe rain.

3.9.1.2 STRONG WIND

Strong winds also emerged as part of the overarching natural disaster that rear its brutality within Maphumulo Local Municipality hence a need to devise means to mitigate its impact.

3.9.1.3 HAIL

Hail has been reported to have affected the local community in the recent past. Its impact cuts across sectors.

3.9.1.4 DROUGHT / HUMIDITY

Severe drought at certain times during the year was raised as an area of concern with Maphumulo Local Municipality as well. It affects agricultural activities, livestock, and the community at large.

3.9.1.5 MIST

Mist is more severe and rife in wards 5 and 6 respectively. Its impact can be enormous and has the ability to affect different structures of the society.

3.9.1.6 INADEQUATE SANITATION FACILITIES

Lack of provision of infrastructure such as sanitation facilities also has an impact on the lives of local folks. More so, it has the ability to contaminate water thus triggering an array of social related problems. There is a need to ensure provision of proper sanitation facilities in areas of need.

3.9.1.7 WATER

A vast number of settlements do not have reliable sources of water within Maphumulo LM. They are dependent on rivers and streams. It is

important for the municipality to priorities such settlements in view of the impact associated with consuming un-treated water.

3.9.1.8 DISTRIBUTOR ROADS

The general observation made suggests that the quality of most of the district and local roads within Maphumulo Local Municipality is of an unacceptable standard. Road breadth life to any economy and its absence renders any development initiatives ineffective. Also, the effect of stormwater is being felt in various parts of the municipality. Of great concern is the land slide or soil instability which has been created by severe rain along the primary route in a form of R74 which runs through the municipality area. This portion of the road needs urgent attention since it is a disaster threatening to happen.

3.9.1.9 ACCESS ROADS

Access roads are important and in terms of planning standard, each plot should have its own access. Within the rural set up this standard is normally not applicable. Absence of access roads may hinder evacuation efforts in the future, and this may lead to unnecessary loss of lives.

3.9.1.10 PROPER BRIDGES

The un-even topography found within Maphumulo Local Municipality has led to a number of rivers, streams and tributaries. In order to navigate across these rivers and streams, proper bridges are required as opposed to the current low-level crossings which are dangerous when water levels are raised.

3.9.1.11 STRAY ANIMALS

Animals wondering in the vicinity of Maphumulo Local Municipality pose a serious threat to the wellbeing of commuters and other road users. Without undermining the importance of livestock to local people, there is a need to devise mechanisms that will bring some form of control to stray animals thus mitigating potential chances of road fatalities and destruction of crops.

3.9.1.12 LACK OF COMMUNICATION FACILITIES

When disasters descend or is threatening to occur, communication becomes key in terms of dissemination of information during the response and evacuation process. Areas which are not accessible due to poor network or no availability of other forms of communication will be most affected in this regard.

3.9.1.13 LACK OF TAXI / BUS STOP ALONG MAJOR ROUTES

Almost all major roads within Maphumulo Local Municipality lack provision of clearly demarcated taxi/bus stops. As such, taxis make random stops along major busy routes even in undesirable stopping areas thus putting lives of the passengers and other commuters at risk.

3.9.1.14 PEDESTRIAN PATHS

Lack of pedestrian paths especially along major routes is a disaster lurking to happen. This is due conflict of interests between the vehicle and people walking on foot. It is important to provide pedestrian paths along major and busy movement routes.

3.9.1.15 WILD FIRES

The impact of wildfires can be severe and affects all aspects of life and requires immediate intervention. Through a collaborative effort, its impact can be minimized.

3.9.1.16 SOIL INSTABILITY

Heavy rain that has descended on Maphumulo Local Municipality in the recent past has seen certain portions of the roads being eroded. The most glaring is the erosion that has taken place along the primary corridor (R74) and poses serious consequences for commuters thus urgent steps are required to curtail its lurking impact.

3.9.1.17 GEOLOGICAL

Water seeping from the ground has been reported in some parts of the municipality area. It affects the structural pedigree of the houses and needs to be attended to as a matter of urgency.

3.9.1.18 RISK ASSESMENT

Disaster risk assessment has been conducted through the disaster management plan, primarily informed by the public participation process that was conducted with the respective wards within the local municipality.

3.9.1.19 RISK REDUCTION AND PREVENTION

Risk reduction and prevention has been included in the Disaster Management Plan.

3.9.1.20 ECOSYSTEM-BASED DISASTER RISK REDUCTION (ECODRR)

Ecosystem-based disaster risk reduction has been included in the Disaster Management Plan.

3.9.1.21 RESPONSE AND RECOVERY

Risk and Recovery has been included in the Disaster Management Plan.

3.9.1.22 CAPACITY ON DISASTER MANAGEMENT

Table 54: Capacity on Disaster Management

Institutional Measures	Remarks	REQUIREMENTS
Disaster Management Centre	Not established.	Establishment of fire services
Human Resource	The Disaster Management function is under the Community Services Department with two staff members	Minimum five employees. Manager Two fieldworkers
Assets	One vehicle (single cab van)	
Disaster Management Plan	Reviewed and adopted in 2016	
DM Portfolio Committee	Disaster Management issues are tabled at the Economic Development and Planning Portfolio committee.	
DM Practitioners forum	Established at a District level.	
DM Advisory Forum	Established on 27th September 2013. Functional and sits quarterly.	

3.9.1.23 STATUS OF MUNICIPAL INSTITUTIONAL CAPACITY

3.6.3.2.1 Status of Municipal Disaster Management Centre

Maphumulo disaster management unit is composed of director Community services; manager community services; disaster management officer and disaster management coordinator. Currently there is no disaster management centre, however there is a disaster management office that is used for disaster management activities. Because of the municipal financial constrains the disaster management unit is short staffed and lack other required resources to make it fully functional.

3.6.3.2.2 Status of Fire and Rescue Services

This municipality is in the process of implementing initiatives that are towards compliant with Fire Brigade Services Act, Act 99 of 1987 that obligates municipalities to establish fire and rescue services. Some of the initiatives implemented so far are:

- The development of a business plan for Maphumulo disaster management centre, which we are using to source funding for construction.
- Purchase of a Land Cruiser (single Cab) to be used as a fire engine.
- The municipality is in the process of recruiting two fire fighters.

3.6.3.2.3 Status of Municipal Disaster Management Policy Framework

The disaster management unit has developed a draft disaster management policy, and that draft is aligned to the provincial disaster management framework. The draft policy is still under scrutiny by the management committee. Hopefully it will be presented to Council with other policies before the start of the new financial year.

3.6.3.2.4 Status of Municipal Disaster Management Plan

Maphumulo Local Municipality Disaster Management Plan was developed in 2013 and has recently been reviewed and adopted by the municipal Council in June 2020. The Municipal Disaster Risk Management Plan is designed to establish the framework for implementation of the provisions of the Disaster Management Act, 57 of 2002, as well as the related provisions of the Municipal Systems Act, 32 of 2000. The main objective of the Disaster Risk Assessment is to provide relevant information to enable and support the required disaster risk reduction planning and activities to be undertaken by the Municipality. Given their spatial relevance, the issues of overall vulnerability and resilience are briefly expanded upon:

Vulnerability can be described as the degree to which an individual, a household, a community, an area or a development may be adversely affected by the impact of a hazard. Conditions of vulnerability and susceptibility to the impact of hazards are determined by physical, social, economic and environmental factors or processes. It is also important to remember that vulnerability is dynamic, not static, as the vulnerability of communities change due to improvements or degradation of social, environmental and economic conditions, as well as interventions specifically aimed at reducing vulnerability, such as disaster mitigating actions.

Resilience characteristics relate to the capacity within Maphumulo municipal area to counter the effects of hazards and vulnerabilities. Resilience levels consist of Manageability and Capacity values. Manageability is defined as the combination of all the strengths and resources available within the government departments and line-

functions that can reduce the level of risk or the effects of a disaster. This includes the level of staff or human resources, available expertise, suitable experience, available vehicles, equipment, funding or budget allocations, facilities and risk reduction and response plans. Capacity is defined as the combination of all the strengths and resources. The Disaster Management Act (Act 57 of 2002) as well as the National Disaster Management Framework, requires that Municipalities conduct disaster risk assessments for their area of jurisdiction. Maphumulo Municipality has adopted a Disaster Management Plan in 2020. As part of the compilation of the plan, amongst others, the following was interrogated:

- The Legal Framework
- The Profile of Maphumulo Municipality, including population dynamics, topographical conditions and climatological conditions
- Institutional capacity
- Disaster Risk Assessment
- Disaster Risk Reduction
- Generic protocols, procedure and considerations for the establishment of a Joint Operations Centre (JOC)
- Information Management and Communication
- Recommended funding arrangements

In terms of the adopted plan, the preventative, risk-reduction and preparedness elements of the Municipal Disaster Management Plan (DMP) must be implemented and maintained on a continuous basis. The emergency response or re-active elements of the DMP will be implemented whenever a major incident or disaster occurs or is threatening to occur in the municipal area.

3.6.3.2.5 Municipal Disaster Management Inter-Departmental Committee

Internally, there is a Planning and Community Services Portfolio Committee that deals with matters relating to disaster. The committee is functional and meets on monthly basis. Also, there is management committee and extended management committee where all municipal issues are discussed including disaster management issues.

3.6.3.2.6 Municipal Disaster Management Advisory Forum

Maphumulo Local Municipality has established a fully functional Disaster Management Advisory Forum, which meets on quarterly basis. The seating of this forum was negatively affected since the outbreak of corona virus. A number of challenges made it difficult to hold virtual meetings. Some of challenges being lack of access to internet by majority of members and poor network signal in our area.

3.9.1.24 LIST OF PRIORITY RISKS (HAZARDS)

The following table indicates Risk Rating in Maphumulo Local Municipality.

Maphumulo Risk profile



Red = High
Yellow = Medium
Green = Low

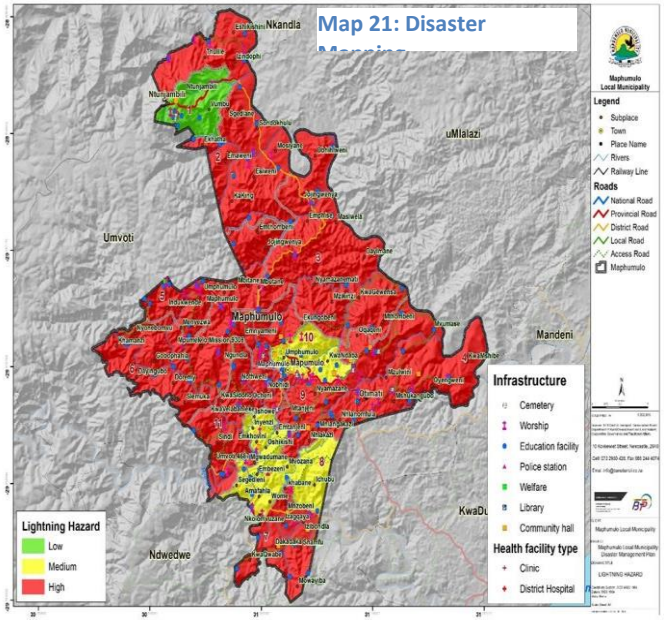
Table 55: Risk Profile

Hazard Type	Wards											Areas at risk (Specific communities known to be at risk)
	1	2	3	4	5	6	7	8	9	10	11	
Lightning												Ward 2, KwaSondokhulu, Mambulu, eKhohlwa, kwaVumbu, eMandlalathi and OShikishikini. Ward 3, eThala/EMthombeni, EMabhobhane, EMphise, kwaJojingwenya, Obhulweni. Ward 4, Maqumbi, KwaNzuza, kwaMshibe and eMshukangubo. Ward 5, Thafamasi, Ndukende, Mxhosa, EMathafeni. Ward 6, kwaNombokojana, EVuma, OSabeni, eMbitane. Ward 7, eWome, eSinamfini and Qabavu. Ward 8, Phozomane and Bendlebendle. Ward 9, eMambedwini, EMazisi, PhansikweNyamazane. Ward 10, Tshobho, Jamaica, Emati. Ward 11, OCheni, eSqhoqhweni.
Strong Winds												Wards at high risk 1, 2, 3, 5, 6, 8, & 11. Wards at medium risk 4, 7, 9 & 10
Hailstorm												All wards
Heavy Rainfall												
Floods												Ward 2, OShikishikini, Mandlalathi, KwaVumbu, MaGqwabaza, Poyinandi, Wosiyane, Mambulu, Sondokhulu (mostly areas along uThukela river). Ward 3, EMalovana, Jojingwenya, eMzwangedwa, eMangongo, EMhlahlane, eMati, eNutwa, Mabhobhane. Ward 4, EMabhodini, eMpungeni, eMaphise. Ward 6, eHlimbithwa. Ward 8 and 7 flooding by uMvoti River.
Drowning												Ward 2,3,4 drownings from uThukela.Ward 8, eMvutshana Dam. Ward 8, 11 and 7 drownings from uMvoti river
Mist												In the roads like R 74 from Stanger to Kranskop, and P15 from Kranskop to Ndondondwane Bridge (Sambaba)
MVA's												In the roads like R 74 from Stanger to Kranskop, and P15 from Kranskop to Ndondondwane Bridge (Sambaba)

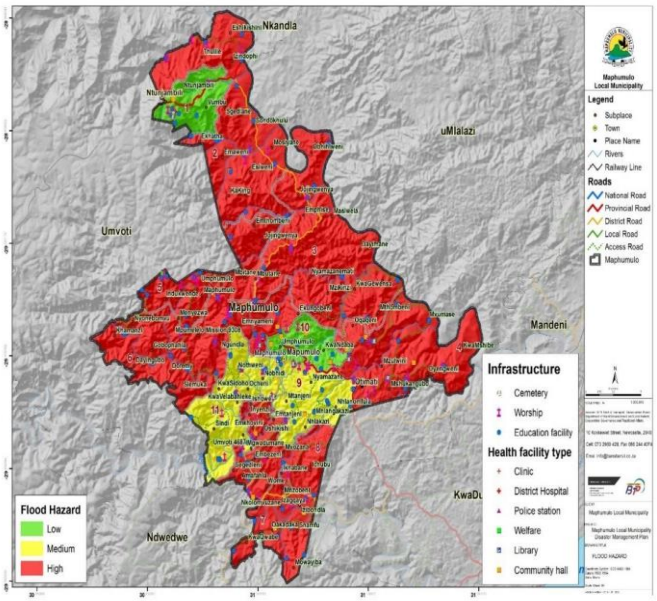
Hazard Type	Wards											Areas at risk (Specific communities known to be at risk)
	1	2	3	4	5	6	7	8	9	10	11	
Drought												All wards
Veld fires												Ward 5, 6, 9,10 and 11
Structural fires												All wards
Disease: Animals												Ward 2, 3, 4, 7, and 8
Waterborne disease												
Hazardous material- Hazmat: Spill/Release												Road R74 from Khazimula Garage to Kranskop. Road P15 from Kranskop to kwaNgcolosi. Road P711 from Maphumulo Spar to uMvoti Bridge

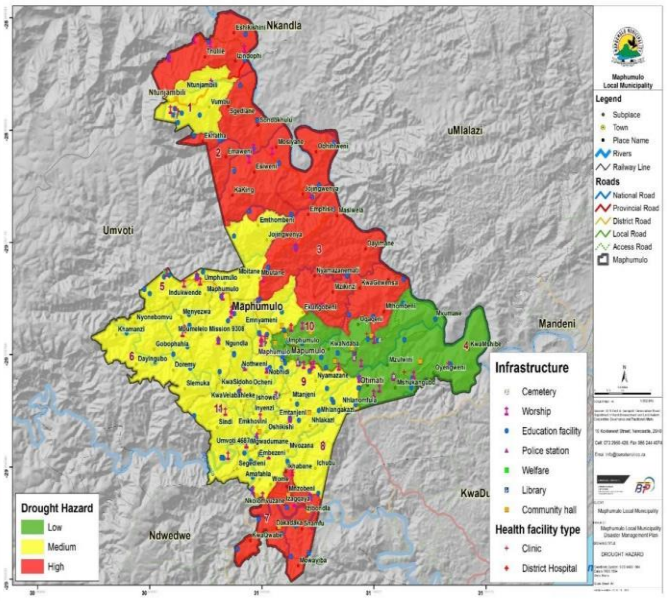
Hazard Maps

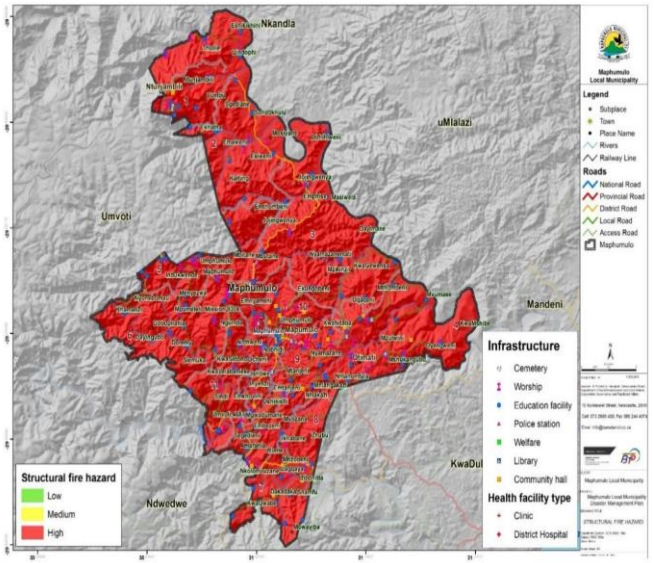
The subsection below indicates the Hazard Maps for the entire municipal area.

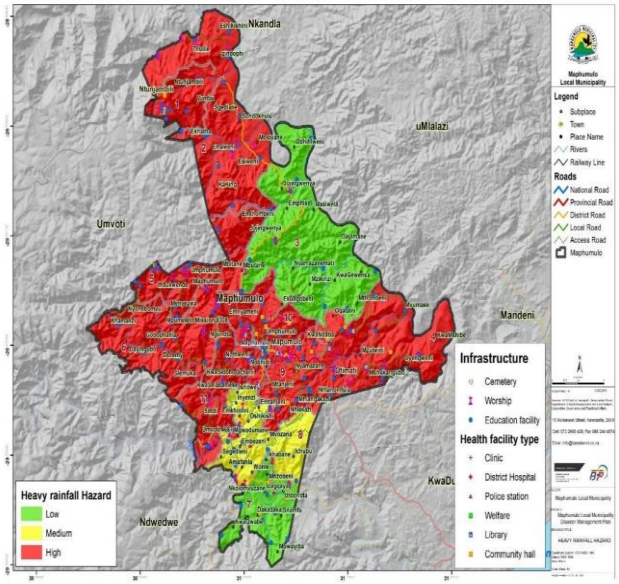


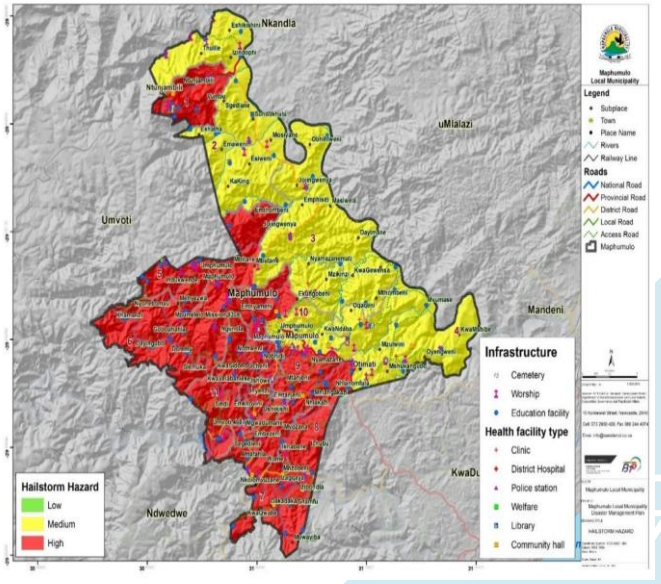
Map 21: Disaster Mapping

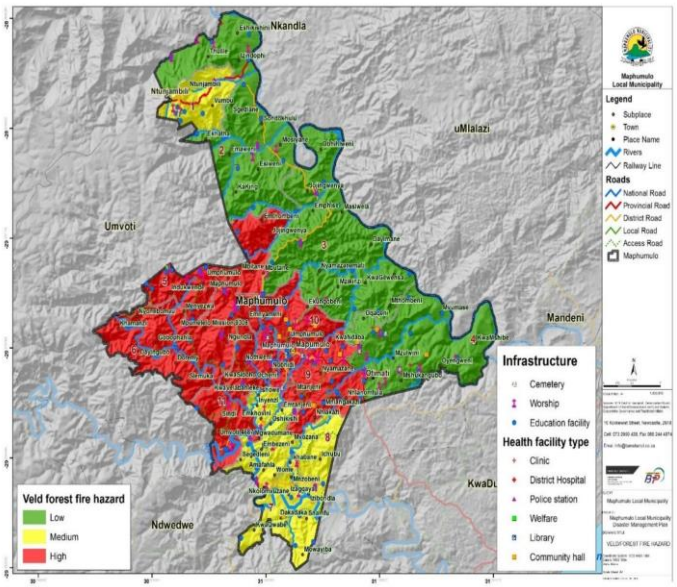


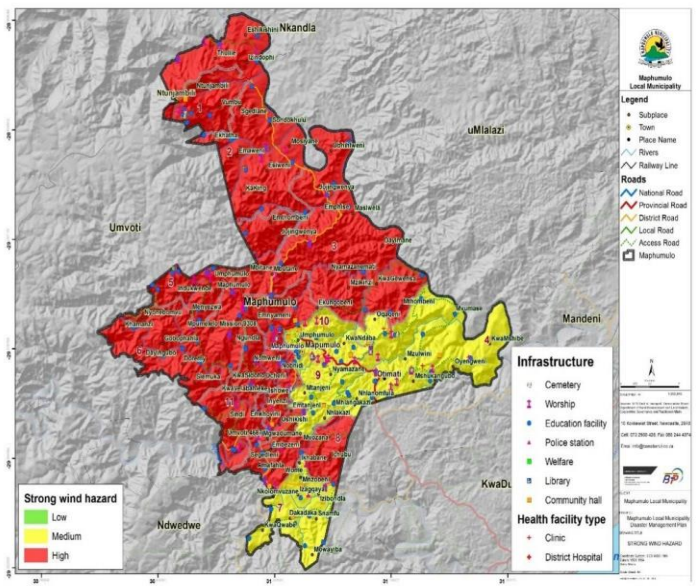


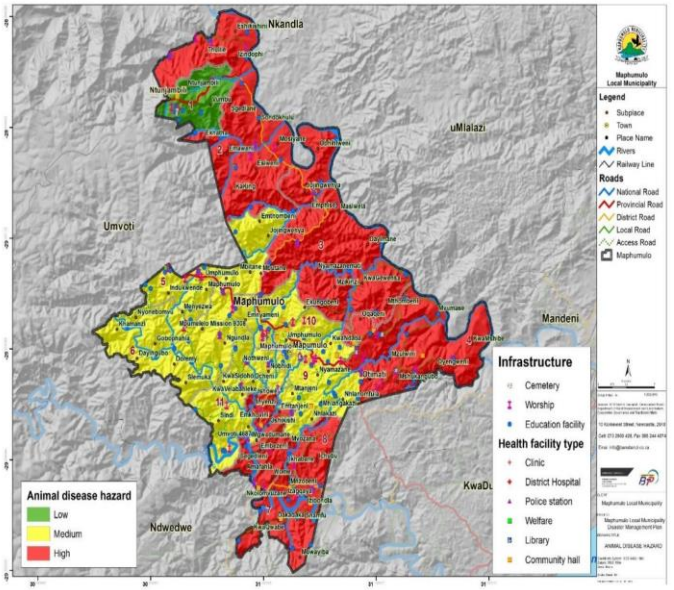


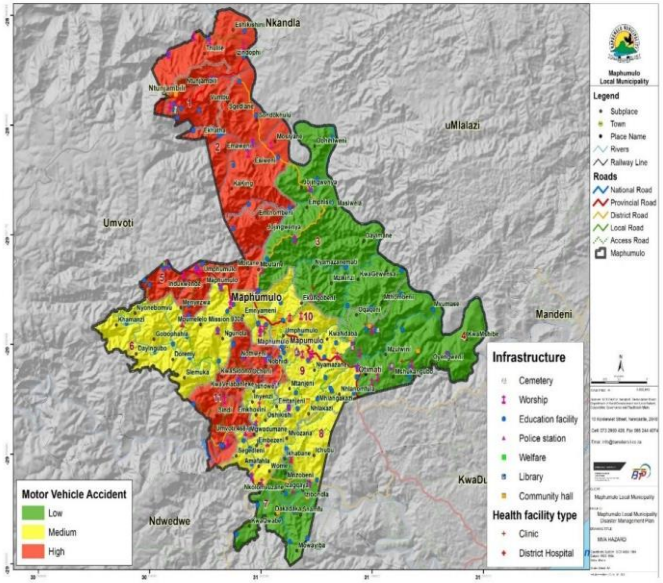


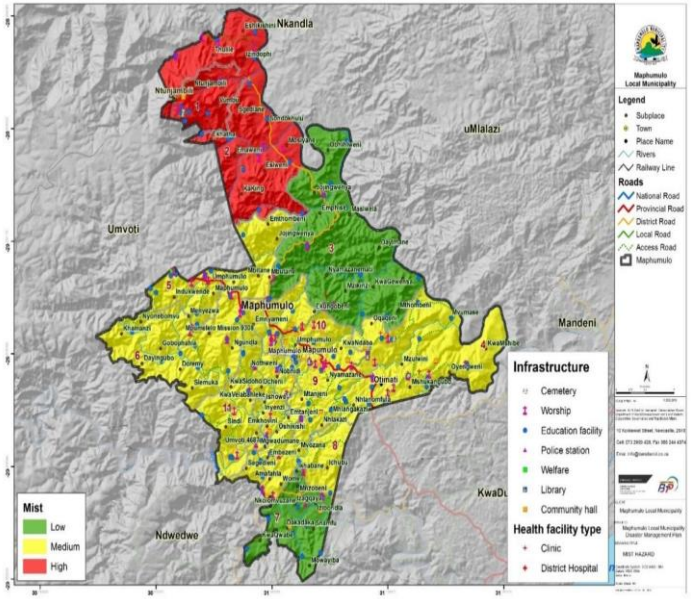


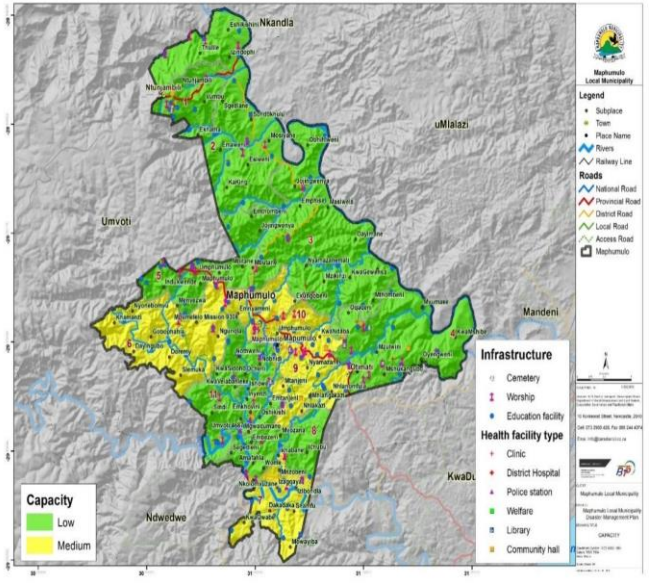

Nkandla
uMlalazi
Umvoti
Maphumulo
Mandeni
KwaDu
Ndwedwe
Maphumulo Local Municipality
Legend
Subplace
Town
Place Name
Rivers
Railway Line
Roads
National Road
Provincial Road
District Road
Local Road
Access Road
Maphumulo
Infrastructure
Cemetery
Worship
Education facility
Health facility type
Clinic
District Hospital
Police station
Welfare
Library
Community hall
Veld forest fire hazard
Low
Medium
High


Nkandla
uMlalazi
Umvoti
Maphumulo
Mandeni
KwaDu
Ndwedwe
Maphumulo Local Municipality
Legend
Subplace
Town
Place Name
Rivers
Railway Line
Roads
National Road
Provincial Road
District Road
Local Road
Access Road
Maphumulo
Infrastructure
Cemetery
Worship
Education facility
Police station
Welfare
Library
Community hall
Health facility type
Clinic
District Hospital
Strong wind hazard
Low
Medium
High


Nkandla
uMlalazi
Umvoti
Maphumulo
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KwaDu
Ndwedwe
Maphumulo Local Municipality
Legend
Subplace
Town
Place Name
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Railway Line
Roads
National Road
Provincial Road
District Road
Local Road
Access Road
Maphumulo
Infrastructure
Cemetery
Worship
Education facility
Health facility type
Clinic
District Hospital
Police station
Welfare
Library
Community hall
Animal disease hazard
Low
Medium
High


Nkandla
uMlalazi
Umvoti
Maphumulo
Mandeni
KwaDu
Ndwedwe
Maphumulo Local Municipality
Legend
Subplace
Town
Place Name
Rivers
Railway Line
Roads
National Road
Provincial Road
District Road
Local Road
Access Road
Maphumulo
Infrastructure
Cemetery
Worship
Education facility
Police station
Welfare
Library
Community hall
Health facility type
Clinic
District Hospital
Motor Vehicle Accident
Low
Medium
High


Nkandla
uMlalazi
Umvoti
Maphumulo
Mandeni
KwaDu
Ndwedwe
Maphumulo Local Municipality
Legend
Subplace
Town
Place Name
Rivers
Railway Line
Roads
National Road
Provincial Road
District Road
Local Road
Access Road
Maphumulo
Infrastructure
Cemetery
Worship
Education facility
Police station
Welfare
Library
Community hall
Health facility type
Clinic
District Hospital
Mist
Low
Medium
High


Nkandla
uMlalazi
Umvoti
Maphumulo
Mandeni
KwaDu
Ndwedwe
Maphumulo Local Municipality
Legend
Subplace
Town
Place Name
Rivers
Railway Line
Roads
National Road
Provincial Road
District Road
Local Road
Access Road
Maphumulo
Infrastructure
Cemetery
Worship
Education facility
Health facility type
Clinic
District Hospital
Police station
Welfare
Library
Community hall
Capacity
Low
Medium

3.1.11.5 DISASTER RISK RATING MAPS (DISASTER RISK EVALUATION MAPS)

Type of Hazard	Category	Peak Season	Likelihood	Frequency	Area of Impact	Potential Damage	Total Risk	Rating
Severe storm / Rain	Natural	Summer	Likely	5	5	5	50	Very High
Strong Wind	Natural	Spring	Likely	5	4	4	36	Medium High
Hail	Natural	Summer	Possible	5	4	4	36	Medium High
Lightening	Natural	Summer	Likely	5	5	5	50	Very High
Drought/ Humidity	Natural	All Year	Likely	5	4	4	36	Medium High
Mist	Natural	Summer	Likely	5	4	3	27	Medium Low
Sanitation	Infrastructure	All Year	Likely	5	5	4	40	High
Water	Infrastructure	All Year	Likely	5	5	5	50	Very High
Electricity	Infrastructure	All Year	Likely	5	5	5	50	Very High
Roads/ Access roads	Infrastructure	All Year	Likely	5	5	4	40	High
Communication Facilities	Infrastructure	All Year	Possible	5	4	3	27	Medium Low
Bus/ Taxi stops	Infrastructure	All Year	Possible	5	4	3	27	Medium Low
Lack of proper bridges	Infrastructure	All Year	Possible	5	4	4	36	Medium High
Streetlights	Infrastructure	All Year	Likely	5	2	3	21	Low
Information signs and speed humps	Infrastructure	All Year	Likely	5	2	3	21	Low
Pedestrian paths	Infrastructure	All Year	Likely	5	4	3	27	Medium Low
Unemployment	Economic	All Year	Likely	5	5	5	50	Very High
Substance Abuse	Social/ Man Made	All Year	Likely	5	4	4	36	Medium High
Wildfires	Social/ Man Made	Winter	Likely	5	4	4	36	Medium High
Stray Animals	Social/ Man Made	All Year	Possible	5	2	2	14	Very Low
Cable Theft	Social/ Man Made	All Year	Possible	5	2	3	21	Low
Criminal Activities	Social/ Man Made	Winter	Likely	5	4	4	36	Medium High
Death at the Cliff	Social/ Man Made	All Year	Possible	5	2	3	21	Low
Deforestation	Social/ Man Made	All Year	Possible	5	2	3	21	Low
Soil Instability	Environment	Possible	Possible	5	2	3	21	Low
Geological (high water table)	Environment	Possible	Likely	5	2	3		Low

Table 56: Risk Prioritization

3.1.11.6 ANALYSIS OF CLIMATE CHANGE RISKS

Table 57: Analysis of Risk Impact

RISK	SECTOR	IMPACTS
Severe storms/ rains	Infrastructure	Bridges, Poor location of households and Poor quality of building materials
Heavy	Health	Loss of human life and injuries
Lightning	Infrastructure and property	Damage to households and household contents
	Health	Loss of human life and injuries
	Agriculture	Livestock and crop damages
Drought	Health	Loss of life and injury
	Agriculture	Alien plants growth and Loss of livestock and crops
	Siltation and soil erosion	Loss of rivers and wetlands
Food security	Agriculture	Unsatisfactory production levels
Flooding	Health	Loss of life
	Infrastructure	Households being submerged in water. Household content being damaged.
	Agriculture	Land degradation and Livestock and crop damages.

3.6.3.7 Disaster Response And Recovery

3.6.3.7.1 Municipal Capacity in terms of Response and Recovery

- Maphumulo Local Municipality is in the process of establishing the Fire and Rescue Services Units. The municipality is also planning to procure relevant fire fighters working equipment since the fire and rescue vehicle is getting ready.
- The municipality receives early warning information from the South African Weather Services (SAWS) in a form of SMS and we disseminate that warning through WhatsApp groups and Facebook to alert Maphumulo Citizens.
- Assessments are conducted and thereafter relevant emergency relief aid materials are distributed according to the victim's urgent needs. Reports and beneficiary lists are compiled and submitted to our internal supervisors, iLembe District and the Provincial Disaster Management Centre (PDMC). Emergency relief aid materials such as blankets, temporal shelters, sponges, emergency box B, plastic sheets and food vouchers are issued to the disaster victims.
- Relevant rehabilitation and recovery measures are undertaken from relevant sector departments such as Human Settlement (housing), Social Development (counselling and food parcels), SASSA (food vouchers and parcels) and Department of Health (medical needs).
- Our Ward Councillor's, Ward Committees, Amakhosi and Izinduna remain the continuously active role players during response and recovery processes.

- In response to the increased number of lightning related incidents the Disaster Management Unit procured fifty-seven (57) lightning conductors last year July 2020 yet we still waiting for our internal processes to unfold, we father procure another forty-two (42) this year February 2021.

3.9.1.25 FUNDING ARRANGEMENTS

Maphumulo Municipality shall endeavour to budget for identified projects and programmes for disaster management with the effort of complying with its Disaster Management Framework as well as the statutory documents as required. Here is a breakdown of the available budget for disaster management and fire services. The Maphumulo Local Municipality's budget for 2021/2022 financial year is as follows;

Disaster Management	R 1 740 000.00

The proposed budget for 2022/2023 is R2 million.

3.9.1.26 MUNICIPAL CROSS-BOUNDARY COOPERATION

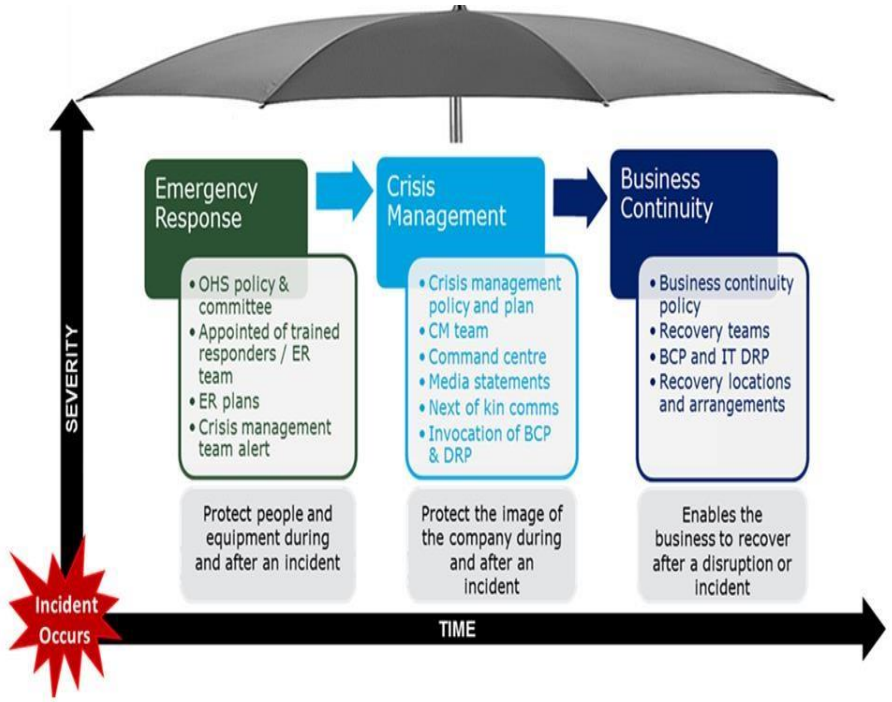
According to the new dispensation of wall- to- wall municipalities clearly indicating that, there is no land that does not fall under a municipal area, it is of paramount to understand that disasters know no boundaries and as a result a strategy in a form of a memorandum of understanding is crucial to ensure cooperation amongst neighbouring municipalities during disasters.

3.6.4 BUSINESS CONTINUITY MANAGEMENT

In the event of a material disruption to its critical activities, Maphumulo Local Municipality is committed to ensuring the continuity of the Municipality by:

- Ensuring the safety and wellbeing of its employees, contractors and visitors;
- Protecting the wellbeing of the environment and society in which the Municipality operates;
- Minimising the adverse impact of the disruption to the municipality's operations;
- Ensuring continuity of the critical processes to a predefined, acceptable level.

Figure 71: BCM Overview



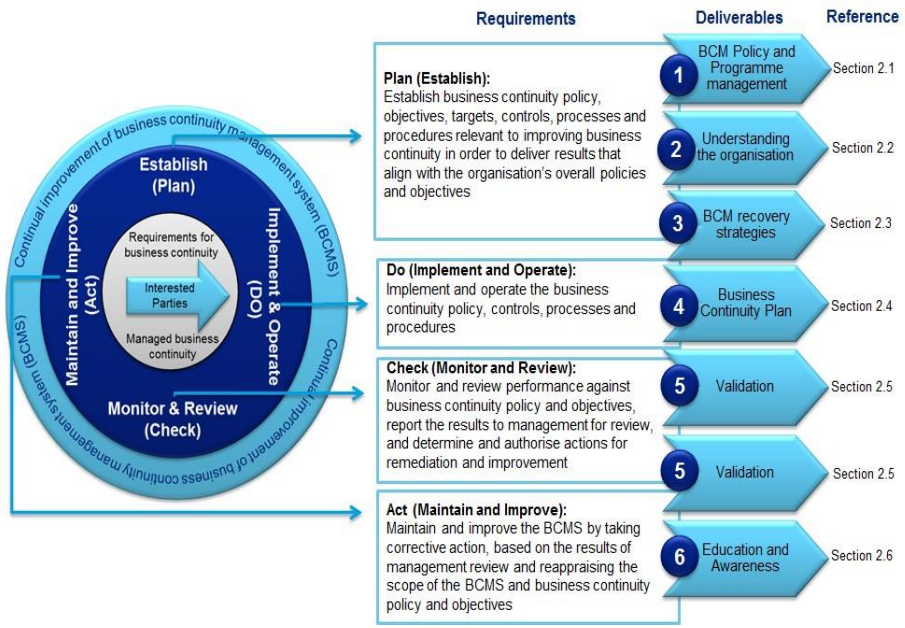
To achieve this, Maphumulo has to develop an integrated Business Continuity Management (BCM) as an essential part of its day-to-day operations. The Municipal Manager will establish a BCM policy to provide the framework around which Maphumulo's BCM capability and programme will be designed and built. An overview of Business Continuity is provided and when it comes into practice depicted in the diagram below:

The objectives of Maphumulo's BCM programme are to:

- Protect the Municipality, including its staff and stakeholders, by minimising the impact of a material disruption to critical activities, ensuring continuation of service delivery to the community;
- Understand and communicate the recovery needs of the Municipality and ensure an appropriate recovery capability is provided;
- Recover the Municipality in a planned and controlled manner, meeting the requirements of the municipality and complying with applicable laws, contracts, regulations etc;
- Ensure that Business Continuity is an essential part of municipal planning and development;
- Maintain staff, customer and stakeholder contact and confidence.

A strategy to achieve policy objectives will be approved by Council together with the policy, and it is within this architecture that Council will undertake a two-year project to establish a Business Continuity Plan for Maphumulo Municipal Offices as phase one of the roll out. The reasoning behind commencing with this building is that it is the main centre of engagement with the public as well as the management hub of the organisation. In line with the International Standards Organisation (ISO) 22301 standard and the Business Continuity Institute's (BCI) Good Practice Guideline (GPG) 2013, the BCP Project structure will assume the following form:

Figure 72: BCM Lifecycle and Project Phases



At this moment in time, there are no Business Continuity Plans is in place.

3.9.2 SECTOR PLANS

Sector Plan	Completed?	Adopted	Date of Next Review	Status Quo
Disaster Management Plan	Yes	Yes	Plan was recently adopted	Finalised (2020/21)
Local Economic Development Strategy	Yes	Yes	Plan was recently adopted	Finalised (2020/21)
Agricultural Development Strategy	Yes	Yes	Plan was recently adopted	Finalised (2020/21)
Tourism Development Strategy	Yes	No	Currently being reviewed	2020
iLembe Environmental Management Framework	Yes	Yes	To be confirmed	Finalised
iLembe Biodiversity Sector Plan	Yes	Yes	To be confirmed	Finalised
Integrated Waste Management Plan	Yes	Yes	Currently being reviewed	No service provider has been appointed – Re-advertised
Single Land Use Scheme	No	No	Currently being reviewed	Anticipated adoption by June 2022
Review of Urban Design Plan (2011)	Yes	Yes	To be reviewed the year 2021	Service Provider appointed. Anticipated adoption by 2022 FY
Land acquisition and land disposal strategy	No	No	TBC	Currently in the course of preparation of ToRs. SCM process will follow. Anticipated adoption by December 2021
Youth & Sport Strategy	Yes	Yes	2023	Adopted on 28 July 2020
KwaShushu Hotsprings & Itshe LikaNtunjambili Tourism Plan	Yes	Yes	TBC	Finalised (2020)

3.9.3 SWOT ANAYLSIS FOR CROSS-CUTTING ISSUES

STRENGTH	WEAKNESS
• Disaster Management Plan is in place. • There is budget allocated for disaster management. • Political willingness to priorities disaster management. • Available land for the construction of disaster management Centre.	• Lack of identified and serviced land for other housing programmes • Un-serviced strategic pieces of land for development • Lack of urban developable land. • Lack of parking space and traffic congestion • Delays in property transfer issues (title deeds and lease) • lack of aesthetic features, and town identity

• Designated disaster management officer and disaster management coordinator. • SDF does cover Spatial, Environmental, Agriculture and Disaster issues. • Draft Scheme in place • Identified development nodes/settlement nodes. • Disaster Management Plan and mapping in place • Operational JMPT • Outdoor advertisement by-laws draft in place • SPLUMA by-laws in place • Developed Climate Change Programme seeking to implement Climate Change Response Plan • Spatial transformation agenda is being persuade through a number of programmes and projects that aimed to transform the previous neglected areas e.g. rural housing, small town rehabilitation and land use management. • The municipal area is linked via this existing east-west primary corridor (R74) from Kranskop through Maphumulo to KwaDukuza. It serves as the main access route to Maphumulo area and ILembe District and links the municipal area with KwaDukuza, Greytown and Ndwedwe which feature prominently in the District Spatial Development Framework. Ideally primary corridors are essentially the movement routes that carry high volumes of traffic and link the main centres; in this case it will be in Maphumulo Town, with other centres within iLembe District. Most importantly, this route R74 provides easy link to both N2 and N3 (via Greytown).	• Uncoordinated development in most areas (traditional areas) • Lack of nodal plans • Lack of registered landfill site • Uncontrolled mushrooming of illegal structures that deface town. • Topographically challenging landscapes. • Distance from major economic node in the province. • Limited private sector investment. • Non-existence of the Fire and Disaster Management Emergency Centre. • Lack communication with the public. • Shortages of personnel. • Allocated budget too minimal compared to the demand.
OPPORTUNITIES	**THREATS**
• The municipality now owns town land. • Acquisition of strategically located land from ITB. • Availability of grants to beautify and develop the town.	• High invasion of state properties. • Natural disasters.

• Single Land Use Scheme (LUS) is underdevelopment. • Urban Design Plan (UDF) is under review. • High potential agricultural land for commercial and subsistence farming practices. • Investment attraction. • Creation of job opportunities. • Increase the number of protected areas. • Untapped cultural/eco-tourism potential due its cultural background and natural heritage such as Kwa-Shushu Hot Springs, ItshelikaNtunjambili and Sabuyaze Mountain amongst others. From both a historical and cultural perspective, IzibayazikaGcugcwa and the world-famous battlefields of the Bambatha Rebellion serve as a good attraction for the area.	• The area is characterized by a complex hydrology and climate change would therefore have an impact on water resources in the area. • Loss of life and injuries. • Community unrest. • Damage to property and infrastructure • Severe effects of climate change • Alien weed growth which excavates water shortages. • Water shortages. • Loss of life stock and crops

3.10 CONSOLIDATED SWOT ANALYSIS

Table 58: Consolidated SWOT

STRENGTHS	WEAKNESSES
• Availability of roads and electrical infrastructure as well as internal plant. • Infrastructure and Service Delivery Action plans are in-place. • Approved organogram in-place • Financial Policies, ICT, HR, LED, EPWP and Strategies are in-place. • Financial management is practiced sustainable. • Spatial Planning Strategies and Policies are aligned. • Disaster Management Plan is in-place. • Most of the structures for Finance, Municipal Planning and Administration have been established. • Employee satisfaction survey conducted. • Skills development programmes in-place • Critical positions filled up and low vacancy rate. • Municipal Area has opportunities for development with good rainfall, arable land and tourism assets. • The municipality participate in all IGRs forums, provincial forums and IDP steering committee are functional (all HODs). • Functional internal audit unit and audit committee exist, the Enterprise Risk Management unit is functional and JMPT in-place. • Service delivery charter and standards is not in place.	• Some of the infrastructure is in a poor condition i.e. telecommunication infrastructure, roads, sanitation, stormwater and public halls. • Some of the plans needs to be reviewed i.e. Energy master plan, Facility development plan, Road maintenance plan and integrated transport plan. • Some of the amenities and facilities are still lacking i.e. authorized cemetery site • The functionality of the main town is poor i.e. traffic control and informal trading regulation. • The municipality is indigent and grant dependent. • Some of the finance administrative functions needs to be improved procurement processes, asset's renewal, spending on MIG, high debt book and Lack of customized credit control policy • There are developmental challenges i.e. lack of serviced land for, lack of parking space, traffic congestion, lack of aesthetic features, and town identity, uncoordinated development in most areas (traditional areas). • Batho Pele policy and procedure manual is not in place, OSS is not operating well and Poor representation of Amakhosi in Council meetings.
OPPORTUNITIES	**THREATS**
• Geographical locational advantages such as the R74 and P711 Corridor, potential industrial development.	• Climate change which sometimes trigger natural disasters • Population decline • Sparse settlement, making it hard to provide services.

• Opportunities for developer's contribution i.e. Ntunjambili and KwaShushu being some of the tourist's attractions, Sugar cane and timber can be processed locally, KwaBata Factory (acquire, renovate and use), Sakhuxolo Skills Development Centre Started and New proposed shopping centre • Some of the developmental plans are currently under review i.e. housing sector plan, IWMP, UDP and Single Land Use Scheme. • Availability of external finance and grants and opportunities for external funding. • Opportunities for collecting revenue on rentals and traffic fines. • Prospects for investors on town as municipality now owns some of the land and the increase revenue base. • E-government services and EPWP are in-place • Establishment of a nursery • Proposed fibre cabling to enhance network connectivity • Proposed Waterborne sewer project • Poverty reduction agricultural projects and agri-processing projects • Ithala funding, EDTEA and other funders • Town beatification programme (make town attractive)	• High dependency ratio and a lack of adequate sources of revenue • Lack of urban developable land and high invasion of state properties • Challenges to attract and retain the right skills due to inability to pay competitive salaries. • Lack of integrating EPWP in all municipal programmes. • Inadequate initiatives to create conducive environment for business and job creation opportunities (which is our primary mandate) • High rate of unemployment and poverty and high illiteracy rate. • Developable land falls under ITB, and is not readily available • Challenges towards appreciating ICT and lack of records management system may result to loss of important documents • Poor service delivery due to inadequate funding.

STRATEGIC THRUST

WHERE ARE WE HEADING TO NOW?

SIBHEKE KUPHI MANJE?

4. SECTION D: STRATEGIC THRUST

4.1 VISION 2030

The municipality's "Vision 2035" is:



Liveable



Socio-Economic



Quality of Life

"To be a liveable municipality where socio-economic well-being and quality of life are realised by 2035"

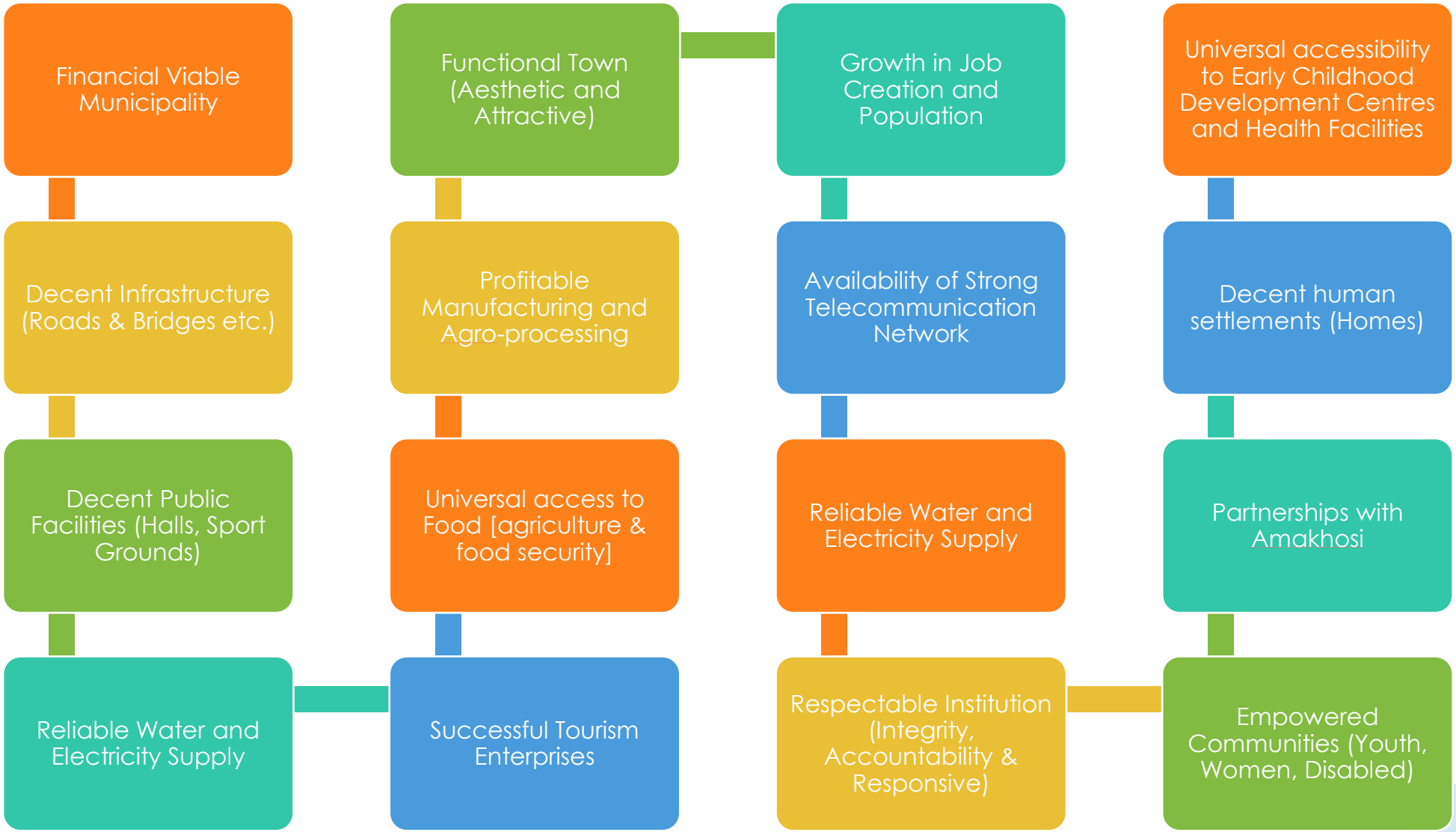
Vision Theme	**Reasoning**
To be a liveable municipality	We want to achieve a situation where people and youth in particular do not leave Maphumulo to look for better life in other areas. we want to increase the population.
Self-sustenance	We believe in the spirit of "uKuzakha nokuzenzela", the municipality must empower people to be self-sustainable.
Partnership with Amakhosi	We see Amakhosi as a key partner in developing our communities. 99% of Maphumulo communities reside under traditional leadership, to develop them you cannot by-pass Amakhosi.
Partnership with other stakeholders	We believe that, through partnerships with all relevant stakeholders, Sector departments, our district municipality, NGOs, and private sector we can overcome the challenges of development.

4.2 MISSION STATEMENT

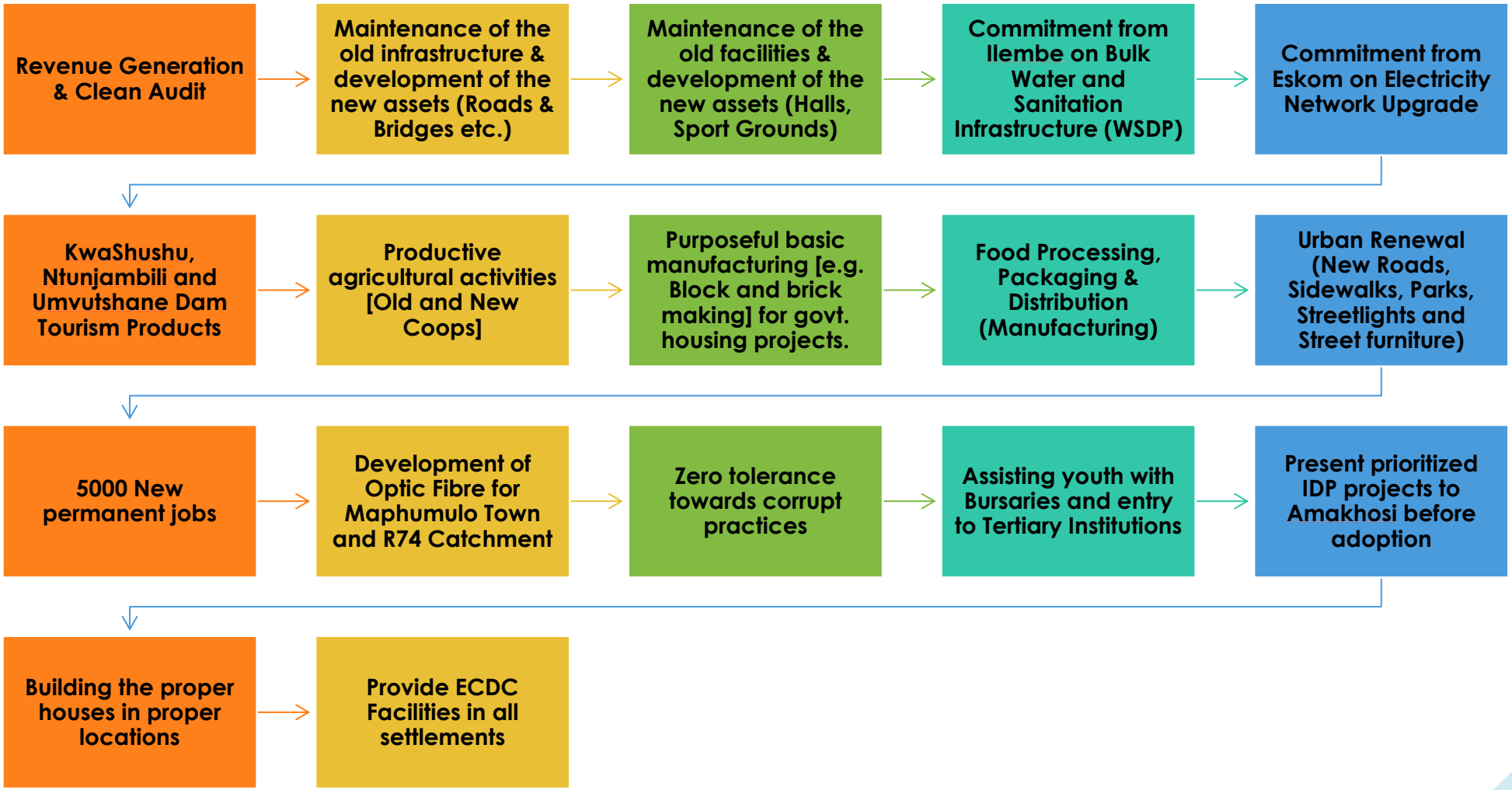
Maphumulo Municipality aims to work towards achieving its long-term vision as follows:

- To build a resilient and self-sustainable next generation (communities) through proving the necessary support and services in partnership with Amakhosi and other stakeholders through uBuntu/Botho.
- To empower the community to be self-sustainable.
- To provide servant and accountable leadership.
- To be a respectable and accountable institution built on integrity and the values of uBuntu/ Botho.
- To build a resilient next/future generation through:
  - The promotion of skills and Technology;
  - The promotion of relevant facilities and give hope for the future; and
- To develop small farmers and businesses (SMMEs).

4.3 WHAT DO WE WANT TO ACHIEVE FOR 2022 – 2027?



4.4 HOW WILL WE ACHIEVE IT?



4.5 STRATEGIC GOALS AND OBJECTIVES

KPA	Strategic Goals	Strategic Objectives
○ INSTITUTIONAL DEVELOPMENT & TRANSFORMATION	○ Capable and ethical human resources. ○ Safe and reliable ICT and administrative systems.	○ To improve the skills based, and enhance professional and technical capacity
		○ To improve the institutional memory and continuity
		○ To improve the transformation and address inequality in the municipality
		○ Deliver a safe and modern IT Infrastructure, adequate levels of data confidentiality and integrity
		○ To promote the acceptable culture and spirit of Ubuntu to staff and councillors
○ BASIC SERVICES DELIVERY & INFRASTRUCTURE DEVELOPMENT	○ Sustainable infrastructures and well-maintained facilities.	○ To ensure the provision of infrastructure and services in a sustainable manner
		○ To promote the maintenance of facilities and infrastructure
○ FINANCIAL VIABILITY AND MANAGEMENT	○ Financially sustainable. ○ Efficiency in service delivery processes.	○ Financially sustainable
		○ Efficiency in service delivery processes
○ SOCIAL AND ECONOMIC DEVELOPMENT	○ Socially and economically sustainable. ○ Safe and healthy communities	○ To promote Socio-Economic development
		○ To improve the municipal competitive advantage
		○ To improve the municipal competitive advantage
		○ To promote safe and healthy environment
		○ To promote safe and healthy environment
○ GOOD GOVERNANCE AND PUBLIC PARTICIPATION	○ Democratic, responsive & accountable. ○ Efficient Regulatory Systems	○ Noncompliance with laws, regulations, council rules and policies
		○ Poor stakeholder relations management
○ CROSS –CUTTING	○ Developmentally sustainable.	○ To promote integrated development planning & Implementation
		○ To promote the SPLUMA development principles and their outcomes
		○ To promote an integrated systems of disaster management

4.6 VALUES AND ORGANISATIONAL CULTURE

The municipality will continue to be driven by and observe the following service delivery principles:

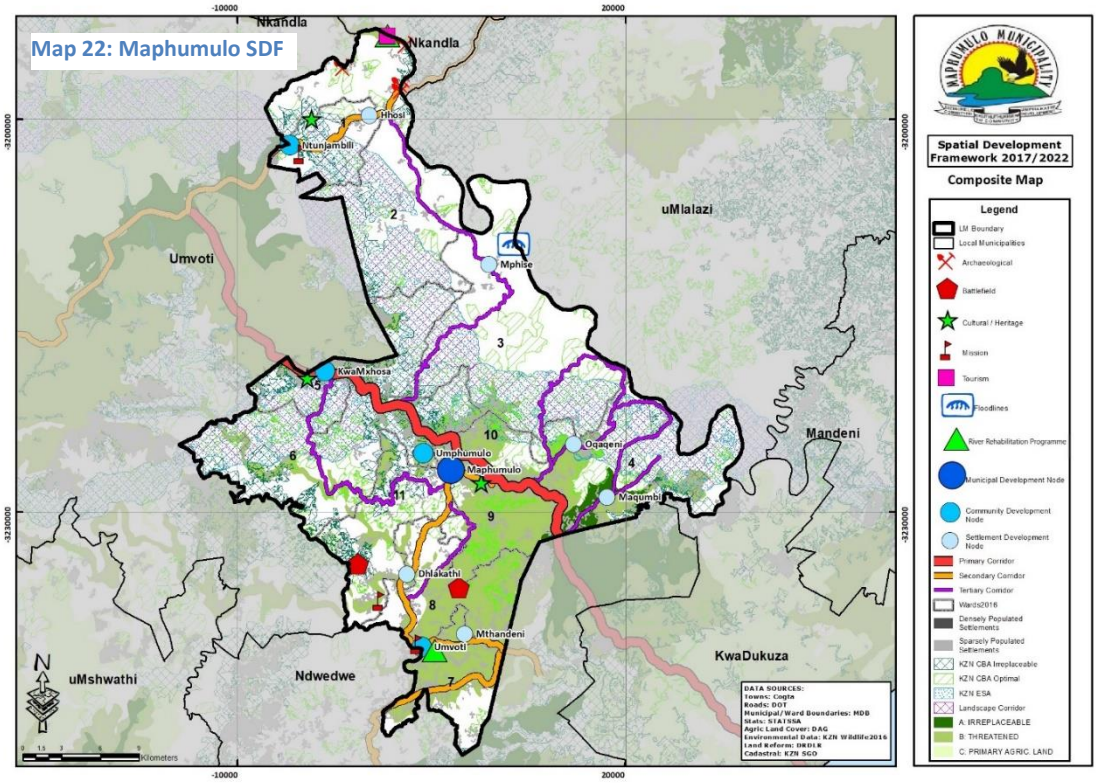
English	IsiZulu
Respect	Inhlonipho
Harmony in diversity	Ubumbano nokuthula
Integrity	Ubuqotho
Presentability	Ukugqoka noluziphatha ngendlela enesithunzi
Humanity	Ubuntu/Botho
Self-Sustenance	Ukuzenzela


STRATEGIC MAPPING
PAINTING A PICTURE OF OUR FUTURE.
ASIDWEBE ISITHOMBE SEKUSASA LETHU.

5. SECTION E: STRATEGIC MAPPING

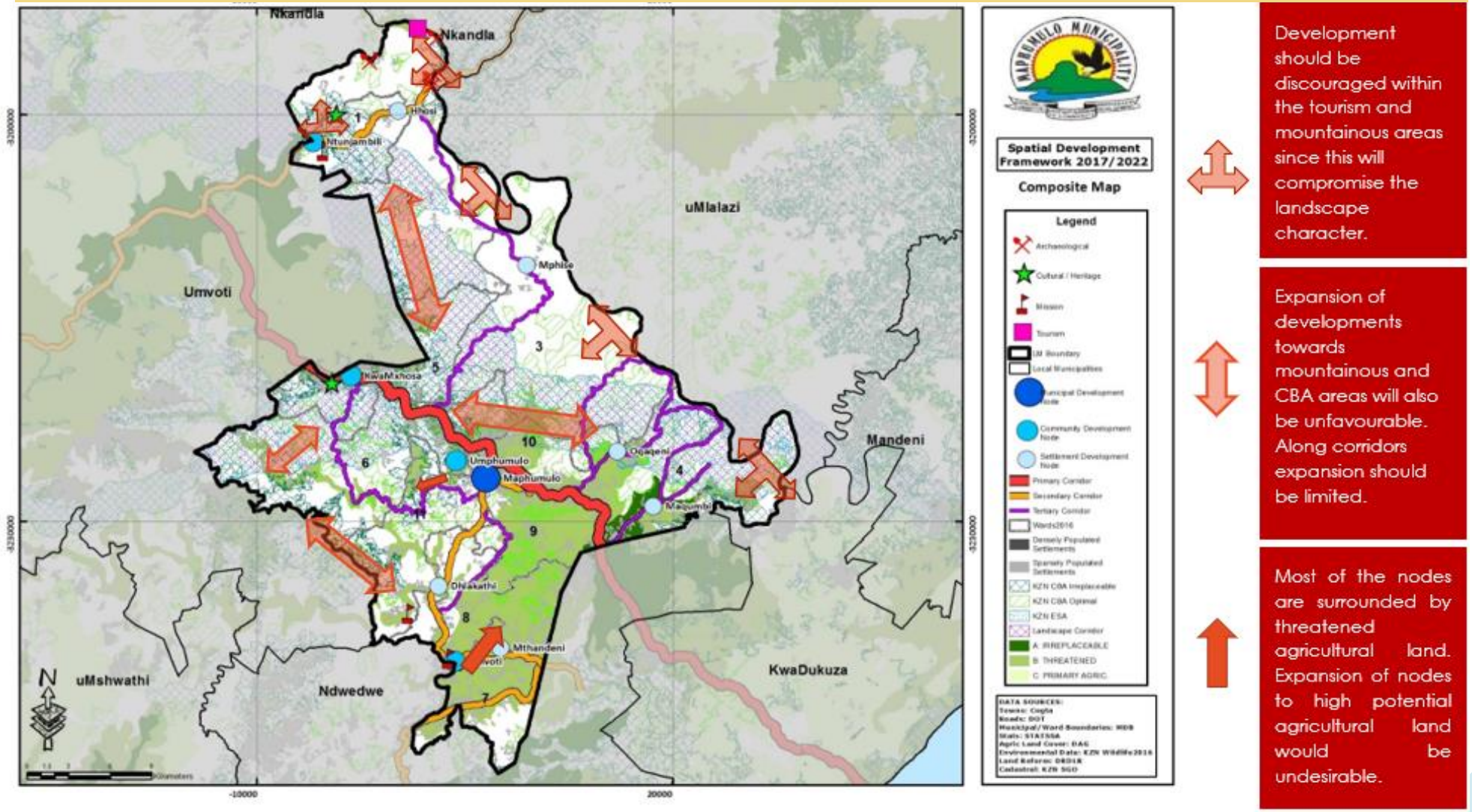
Maphumulo Spatial Development Framework (SDF) is intended, in part, to comply with Section 26(e) of the Municipal Systems Act, (Act No. 32 of 2000) as well as Chapter 4, Part E of the Spatial Planning and Land Use Management Act, which requires a municipality to prepare and adopt an SDF as a component of its Integrated Development Plan (IDP). According to DRDLR Guidelines for the Formulation of the SDF, it is defined as a core component of a Municipality's economic, sectorial, spatial, social, institutional, environmental vision. In other words, it is a tool to achieve the desired spatial form of the Municipality. Most importantly, the SDF is intended to facilitate the development of as spatial structure that promotes integrated development and enables an efficient delivery of services. It will give direction to future planning and development within Maphumulo.

Map 22: Maphumulo SDF



In 2013, the municipality began the process to review the Spatial Development Framework as part of the IDP requirement. The Municipality has an SDF document that has been adopted by council in May 2018. The SDF aims to provide guidelines in terms of current and future developments in the Municipality aligned with National, Provincial and the recently adopted iLembe Regional Spatial Development Plan. In preparation for the new financial year, the SDF will be reviewed to ensure further alignment to new projects and programmes that have been incorporated in the IDP.

5.1 DESIRED SPATIAL OUTCOMES

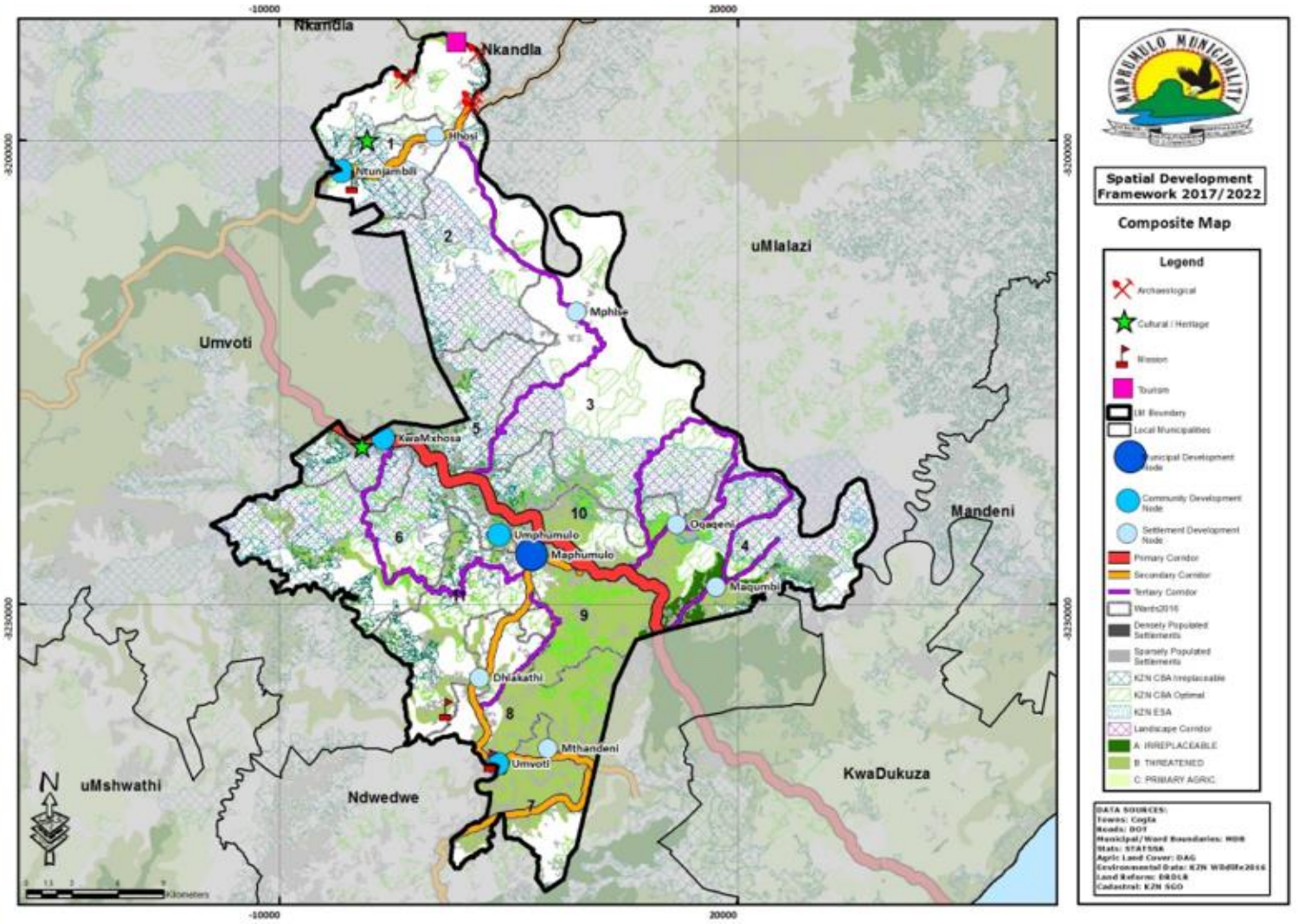


Map 23: Areas where Development Intensity Should Decrease

5.1.1 DESIRED SPATIAL FORM AND LAND USE

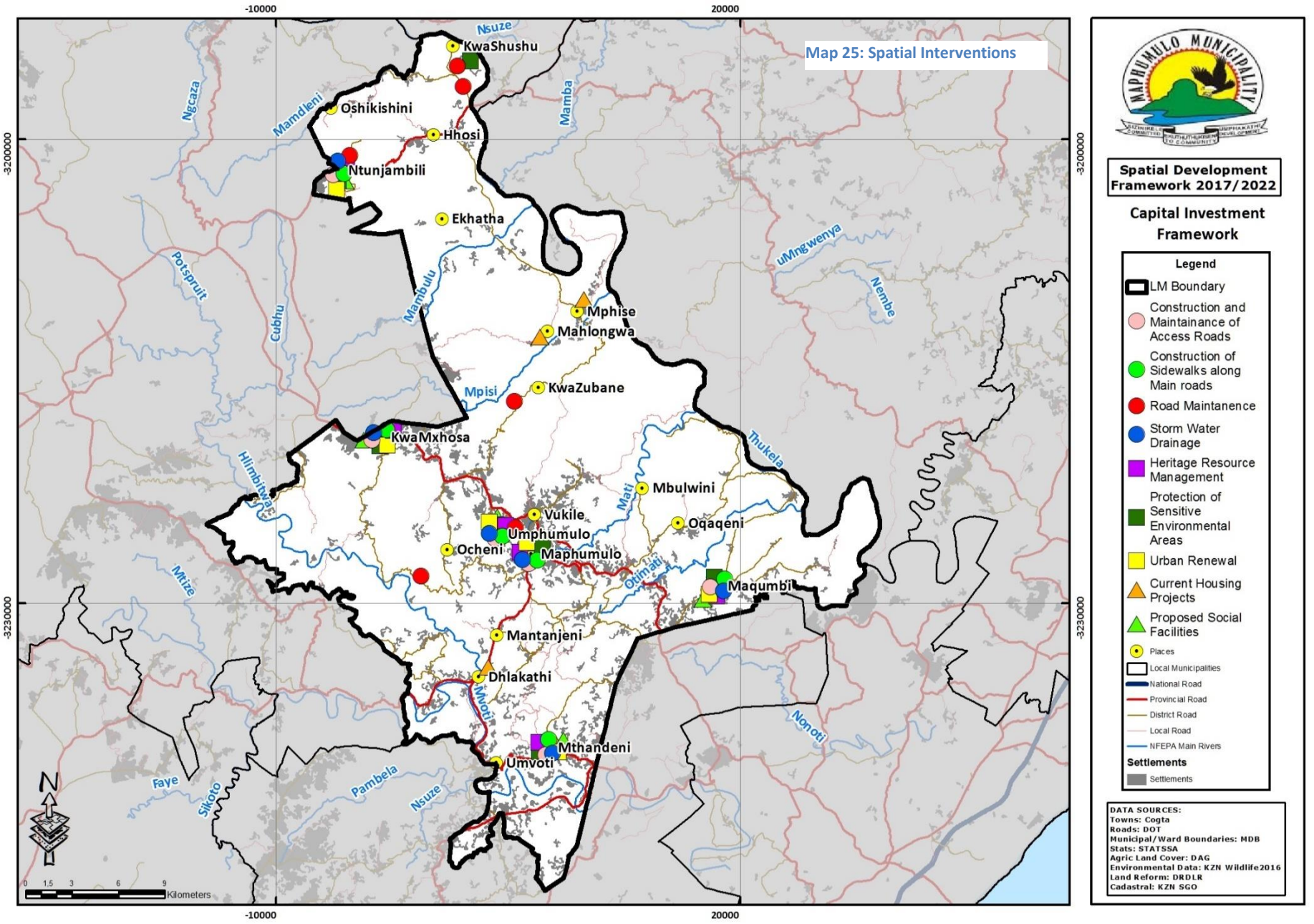
The existing nodes are still low in terms of densification. The proposal is to facilitate the development strategy of densification /infill development on open spaces for revitalization of exiting nodes and encourage formation of new enterprises to unlock untapped assets for sustainable local economic development. This will minimize encroachment and avoid urban sprawl within Maphumulo town.

The proposal is to protect sensitive environmental areas including tourism and cultural sites. This will unlock the opportunity for socio-economic development to embark on the development strategies per relevant precinct.



Map 24: Desired Spatial Form

5.1.2 SPATIAL RECONSTRUCTION AND STRATEGIC INTERVENTION AREAS



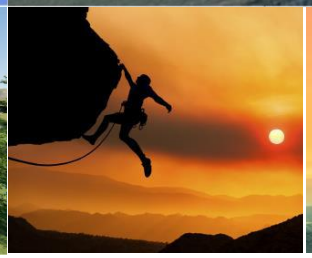
5.1.3 STRATEGIC GUIDANCE FOR PRIVATE SECTOR INVESTMENTS













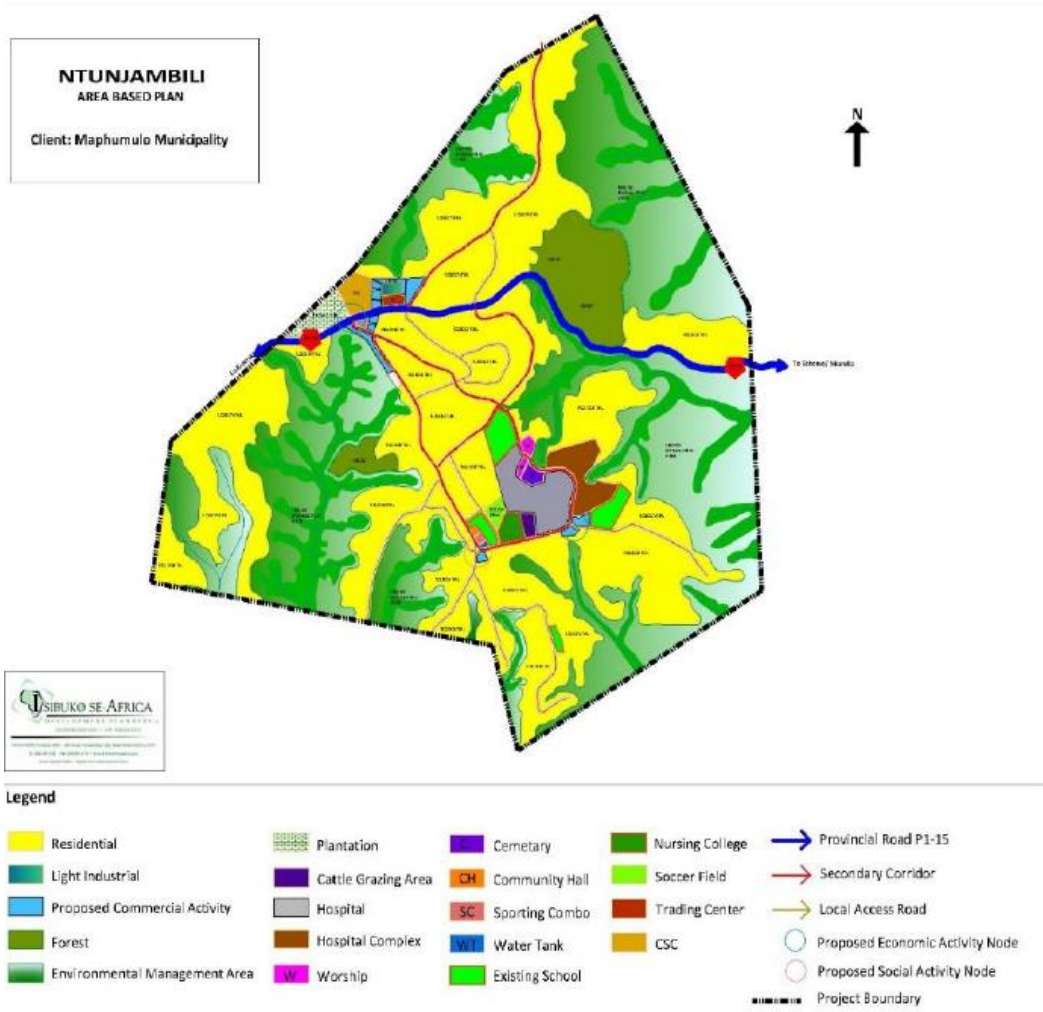


The municipality in partnership with iLembe Development Agency have developed the investment prospectus for KwaShushu and Ntunjambili in order to attract private investment. The two sites, Itshe lika Ntunjambili Mountain (also known as “The Kop”) and KwaShushu Hot Springs, are located within the iLembe District of KwaZulu-Natal Province, South Africa and fall within the Maphumulo Local Municipality. Both sites fall under the AmaNgcolosi Traditional Council and whose people are considered as the beneficiary community of this investment project. The two investment sites form part of the iLembe District hinterland which is adjacent to the principle N2 thoroughfare linking Durban, King Shaka International Airport and the province in general to the very popular beach and eco-cultural destination areas of the North Coast, Zululand and Elephant Coast. Situated in the valley of KwaZulu-Natal’s longest river the Thukela, the sites are juxtaposed within or peripheral to some of the province’s most significant cultural heritage and historic sites and as such, are considered to have substantive value adding potential within the area’s tourism product mix.

5.1.4 NTUNJAMBILI AREA BASED PLAN

Ntunjambili forms part of the Ngcolosi Traditional Council area and is accessed off P15-1 linking Kranskop to the south and Nkandla and Eshowe to the north. The settlement is located above the escarpment, after which the slope drops sharply towards the UThukela River at the bottom. Ntunjambili has a rich history dating from the era of King Shaka Zulu and the formation of the Zulu-Nation through wars of resistance against the invasion of Zululand by the Voortrekkers to the introduction of Christian religion through missionaries. However, most of this remains untapped and poorly developed as heritage and tourism products.

Over the last few years, Ntunjambili has grown substantially with a number of households locating within the area. This could be attributed to the now defunct shoe factory which created a perception of employment opportunities, better access to public facilities such as public hospital and schools, relatively good road access (both local and regional), improved access to basic services such as electricity and water, and proximity to Kranskop Town. Through the assistance from CoGTA – KZN, Maphumulo received a grant fund from the Department to prepare an Are Based Plan for the area of Ntunjambili. In December 2013, the ABP was successfully adopted by Council. Moving forward the



Map 26: Ntunjambili Plan

ABP forms an integral part of a suite of plans that will guide the transformation and future development of Ntunjambili area into a sustainable human settlement. It is a flexible and adaptable plan that will be reviewed continuously to cater for changes in development trends and patterns, progress with the implementation of the plan and strategic planning as undertaken by Maphumulo Municipality. As such, the municipality will monitor and assess the impact of the NABP on development.

5.1.5 RURAL NODES FRAMEWORK

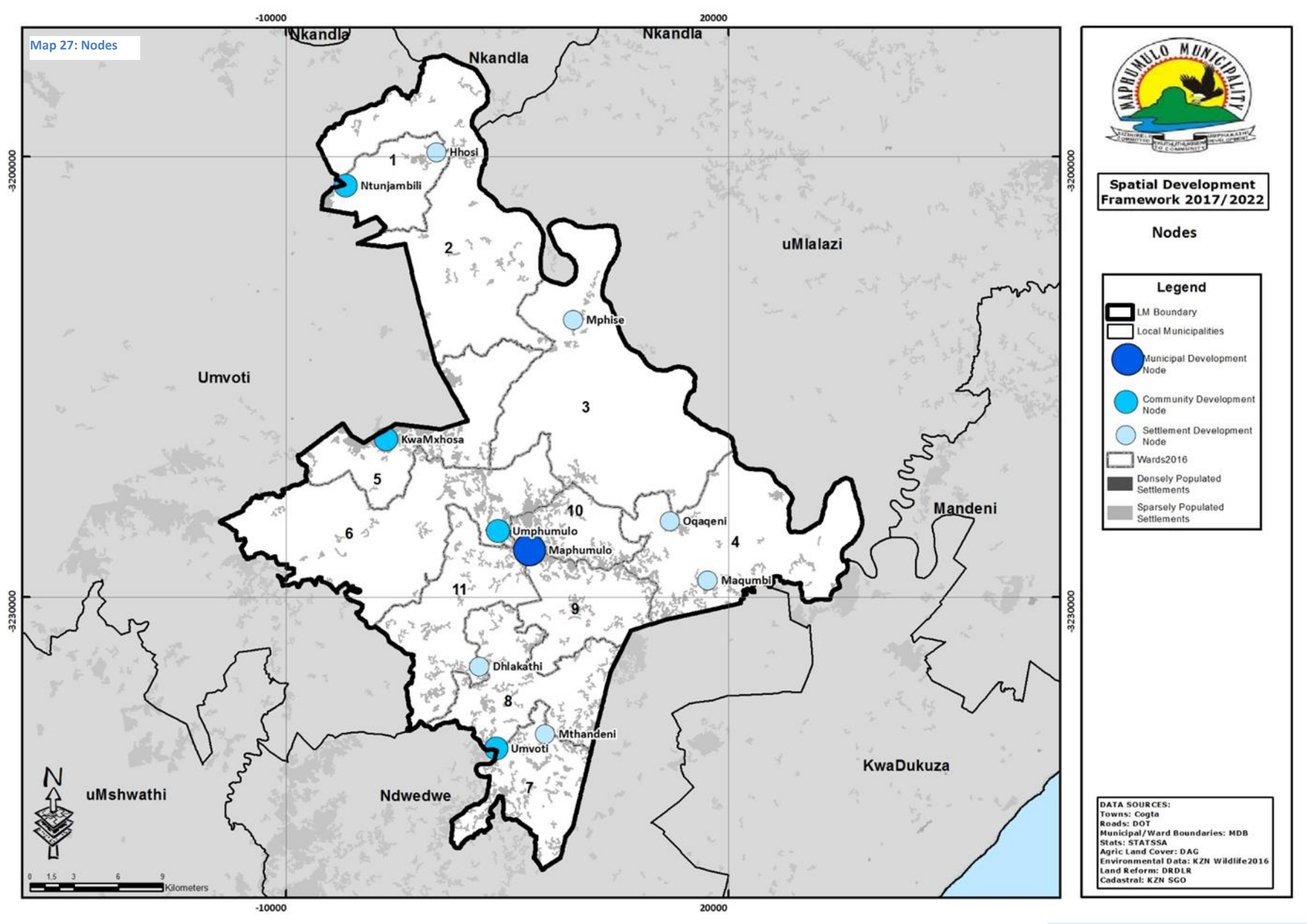
iLembe District Municipality received a grant fund from the Department of Cooperative Governance and Traditional Affairs (CoGTA) to prepare the iLembe Rural Nodes Framework as a response to tackling the challenges that rural areas of the District are plagued with as well as pave the way for the implementation of various strategies with the purpose of improving the quality of life of inhabitants and foster conditions that promote economic growth and development. These challenges include population decline, high rates of unemployment, spatial disjuncture, the lack of basic services, and lack of access to economic opportunities, amongst many. The project has identified KwaMxhosa Node to be an area of focus in Maphumulo Local Municipality, this node is located on western part of Maphumulo and is situated along R74 which is the primary corridor.

R74 provides linkages to other nodes and the surrounding areas within Maphumulo municipality like Nhlanomfula node, Maphumulo node, Mphumulo and progressing to KwaDukuza on the south and Greytown to the north. KwaMxhosa is classified as a growth point area and consist of facilities like taxi rank, school, shops, clinic, library, factories, local radio station etc.

KwaMxhosa Node is located in the western region of the Maphumulo Municipality, at an intersection on the R74 and forms part of Ward 5. In terms of the Maphumulo SDF Review 2014/15 KwaMxhosa is acknowledged as a secondary node that has potential to contribute immensely to the growth of the Municipality. This node has an opportunity to unlock the housing and economic backlogs in the entire area of Maphumulo. Development of medium density housing and appropriate services like water, electricity, sanitation etc. in this area will possibly support and capacitate the functions of the already existing facilities in the area.

The success of this node will bring in the development in the area, create job opportunities, and reduce poverty and level of dependency to government incentives. Its location along the primary corridor will also increase its competitiveness, improve the spatial economic base and potentially enlarge to adjacent high potential agricultural land. Hence access to these services and infrastructure development will attract investments, achieve sustainable threshold, build social development and increase functionality of the node and the entire municipality.

Map 27: Nodes

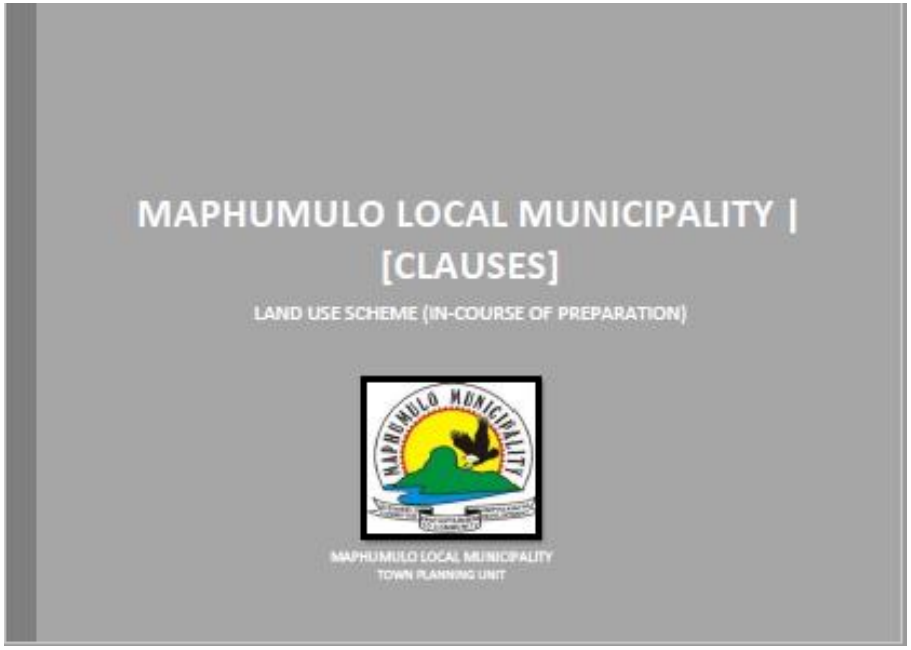

-10000
20000
-3200000
-3230000
Nkandla
Nkandla
Nkandla
Hhosi
Ntunjambili
1
2
uMlalazi
Mphise
Umvoti
3
KwaMxhosa
5
6
10
Umphumulo
Maphumulo
Oqaqeni
4
Mandeni
Maqumbi
11
9
Dhlakathi
8
Mthandeni
Umvoti
7
KwaDukuza
uMshwathi
Ndwedwe
N
0 1.5 3 6 9
Kilometers
MAPHUMULO MUNICIPALITY
Spatial Development Framework 2017/2022
Nodes
Legend
LM Boundary
Local Municipalities
Municipal Development Node
Community Development Node
Settlement Development Node
Wards2016
Densely Populated Settlements
Sparsely Populated Settlements
DATA SOURCES:
Towns: Cogta
Roads: DOT
Municipal/Ward Boundaries: MDB
Stats: STATSSA
Agric Land Cover: DAG
Environmental Data: KZN Wildlife2016
Land Reform: DRDLR
Cadastral: KZN SGO

FACTOR	MAPHUMULO TOWN	UMPHUMULO	NTUNJAMBILI	KWAMXHOSA	MAQUMBI
POPULATION & HOUSEHOLDS	5 662 people 1128 HH	5 068 people 1221 HH	6 357 people 1375 HH	11 518 people 1754 HH	3 963 people 768 HH
POPULATION GROWTH	36 % per annum	-12 % per annum	-7,2 % per annum	1.6 % per annum	- 0.1% per annum
DIVERSITY OF ECONOMIC BASE	Urban agriculture (farming), retail and business, social services.	Administration, social services, commerce.	Social services (regional hospital, schools etc., commerce & tourism	Social services (clinic, school and taxi rank) administration, commerce.	Commerce (general dealer and Petrol filling station), social services.
HINTERLAND	Core mixed used, Urban Agriculture, civic and society, open spaces, surrounded by traditional areas.	Residential (including of traditional areas), commercial, public facilities and open spaces.	Residential (Traditional), Small business activities and public facilities and open spaces.	Residential (Traditional), Small business activities and public facilities and open spaces.	Traditional areas related to home stead gardens and small to medium scale commercial farming.
ROUTES	Inter-Provincial Road (R74)	District Road (D1527)	Regional Road (P15-1)	Inter-Provincial Road (R74)	District Road (D894)
CHANGING PATTERN OF ACCESS	Upgrading of secondary road corridor (P711) to Ndwedwe.	Upgrading D1588 (Major Spine).	Upgrading D881 (Proposed linkage activity spine) and D1639 & D1638 (Tourism Route).	Upgrading D1527 (Major Spine).	Development of a service road off D894 (Main Road).
PROVINCIAL POLICY ENVIRONMNET	PSEDS AND PGDS- Quaternary Node (services to the local economy and community needs).	KZN PGDS- areas of interventions. MLM SDF Secondary Nodes.	KZN PGDS- areas of interventions. MLM SDF Secondary Nodes.	KZN PGDS- areas of interventions. MLM SDF Secondary Nodes.	KZN PGDS- areas of interventions. MLM SDF Secondary Nodes.

Table 59: Nodal Assessment

5.2 SINGLE LAND USE SCHEME

Image 7: LUS [In-Course of Preparation]



The Maphumulo Local Municipality has initiated a process towards the preparation of a Sigle Land Use Scheme for its area of jurisdiction, taking into account the Maphumulo Town Urban Scheme that was prepared and adopted in 2013. This is in partial fulfilment of the Spatial Planning and Land Use Management Act, No. 16 of 2013. The project commenced in February 2021 and was envisioned to be completed before the end June 2022. However, Traditional leaders were never formally trained or capacitated in SPLUMA. As a result, the intention or legislative requirements for LUMS is not easily understood. This has resulted in immense delays in the finalisation of the project. Currenlty there are Draft Scheme clauses and draft scheme in place.

Traditional Settlement Master Plans will also be conducted in order to assist Amakhosi, izinduna and community members to have a better understanding of their area and to have a stronger role in planning the development of the area. Consultative meetings have been held with traditional leaders from Maphumulo. The purpose of the meeting served as the second stage of consultation in respect of meetings that are to follow with each traditional area. Public participation processes have thus been delayed due to covid pandemic however, engagements have been undertaken at the following traditional council areas:

- Amambedu TC – 29 November 2021;
- Qwabe-Mthamdeni TC – 29 November 2021;
- Emabovini TC– 30 November 2021;
- Nodunga TC - 30 Novemebr 2021;
- Qadi TC – 30 November 2021; and
- Mkhonto TC – 03 Decemeber 2021.

Public participation processes on the following traditional council areas are yet to be determined:

- Abakwacele;
- Amangcolosi;
- Embo;
- Hlongwa; and
- Zubane.

5.3 GEOGRAPHIC INFORMATION SYSTEMS

The municipality has full access to GIS, through the Development Planning Shared Services (DPSS) programme. In terms of personnel, a GIS Specialist and a GIS Technician provide support to the various business units and public within the municipality. The GIS function is housed under the Development Planning Directorate. In terms of operations, Maphumulo LM has a fully paid up software license agreement with ESRI South Africa and have just recently acquired an A0 plotter. GIS A0 maps are also printed at the District when necessary. GIS has provided support and continues to forms an integral part in the following projects and PSC's:

- Disaster Management Incident Mapping;
- Land Disposal Project within the Maphumulo Town;
- Maphumulo Valuation Roll Project;
- Urban Land Use Scheme;
- Maphumulo Rural Scheme;
- Area Based Planning;
- Spatial Development Framework;
- Municipal Demarcation Applications;
- Mapping projects involving the use of Statistics South Africa data;
- Environmental Management; and
- Human Settlements in conjunction with the provision of Water and Sanitation.

A GIS policy and strategy document, which clearly spells out the functions of the GIS unit is in draft form and will need to workshopped with affected stakeholders. Thereafter, it can be sent through the approval channels within the municipality so that it becomes an adopted policy. Once adopted, the municipality will also be able to generate revenue from the sale of customized mapping products that the public and consultants may require. This also needs to be done in conjunction with the policy of the District to ensure standardization in terms of both pricing and methodology.

In terms of data acquisition, KZN COGTA has supplied updated colour aerial photography in April 2017 at 0.3m spectral resolution, including contours. GIS is currently working closely with the Disaster Management and Technical Services business units of the municipality. It is anticipated that by spatially mapping all disaster incidents, and with certain patterns being recognized, the team will become more proactive in terms of incident management and thereby putting appropriate measures in place to mitigate these incidents. It is expected that more GPS capture projects are initiated in-house, thereby also increasing the accuracy of the information on hand, thus allowing the municipality to make better informed planning and spatial decisions. The District has acquired 3 handheld GPS units which the Maphumulo Local municipality has used, but the move will be to acquire at least one high accuracy machine in-house.

5.4 ENVIRONMENTAL PLANNING

It is the Constitutional right for every South African citizens to live in an environment that is not harmful to their wellbeing, which is the responsibility of every institution responsible for environmental management. It is critical as well for the environmental management to be undertaken with the understanding of the objectives of sustainable

development, which is a development that meets the needs of the present generation, without compromising the ability of future generations to meet their own needs.

To give effect to Section 24 of the Constitution, the National Environmental Management Act, (Act 107) of 1998 came into effect, as a framework upon where environmental management activities are to be undertaken. In addition to this policy framework, a number of other pieces of legislation have been established to assist in the management of the country's natural resources. There are also other international policies such as Agenda 21, Sustainable Development Goals, Rio Declaration on Environment and Development, Statement on Forest Principles, United Nations Framework Convention on Climate Change, and United Nations Convention on Biological Diversity. In order to understand the objectives of the Sustainable

Development and of Chapter 28 of Agenda 21 the Department of Environmental Affairs has developed a strategy (National Strategy for Sustainable Development), with goals and targets, which consists of the following themes:

- Enhancing systems for integrated planning in meeting sustainable development objectives
- Sustaining our ecosystems and using natural resources efficiently which include habitat loss, biodiversity management, protected areas, hydrological features, air quality management, and waste management;
- Responding effectively to climate change; and
- Towards a green economy.
- Building sustainable communities

5.5 PROMOTING INTEGRATED PLANNING AND PROCESSES

Chapter 3 of the Constitution promotes integrated planning and cooperative governance. The view is that integrated planning assists government institutions to achieve alignment of programs designed to assist communities. It also provides an opportunity for sharing resources and avoiding duplication of projects within the one community, thus achieving sustainable development. Therefore, in order to meet the objectives of sustainable development it is critical to enhance systems for integrated planning which should include issues of effective governance and institutional structures. This should include the development of forums from national, provincial, and district level. To date, the Municipality is participating in structures indicated in the table below:

Structure	Objective of The Structure	Stakeholders	Frequency
Planning Development Forum	To discuss wide range of issues affecting Planning and Environmental Management.	DEA, EDTEA, DCOGTA, DMR, DWA, IDM, LM	Monthly meetings
Municipal Waste Management Forum	To discuss waste management issues including the implementation of the Waste Act and other legal compliance matters by other policies.	EDTEA, IDM, Mandeni and KwaDukuza LMs,	Quarterly
District Disaster Management forum	▪ To discuss the Disaster Management issues within the District including the Local Municipality. ▪ To also align Disaster Management issues with the climate change programme	EDTEA, DCOGTA, IDM, LMs	Quarterly
KZN Climate Change Compact	Discusses issues of climate change and impacts to the participating Municipalities	eThekwini, Ugu, King Cetshayo, uMgungundlovu, iLembe, uMdoni, KwaDukuza, Mandeni SALGA, DEDTEA	Quarterly meetings

5.5.1 BIODIVERSITY MANAGEMENT

The National Environmental Management Act, Act 107 of 1998 together with the National Environmental Management Biodiversity Act, 2004 provide for the effective protection and controlled utilisation of the natural resources. In addition, the NEM: Biodiversity Act also provides for the development of:

- **The National Biodiversity Framework**: A National Biodiversity Framework to guide all strategic development planning process regarding the integration of biodiversity planning and monitoring in South Africa and these binds all organs of the state, at national, provincial and local authorities.
- **Bioregional Plans**: Bioregional plans highlight critical areas requiring conservation action. The iLembe Biodiversity Sector Plan has been developed by Ezemvelo KZN Wildlife to partly fulfil this objective.
- **Biodiversity Management Plans**: Biodiversity Management Plans (BMPs) would operate at a finer scale than Bioregional Plans and are focused on threatened ecosystems and species, and areas important for migratory species and wetland birds.
- **Biodiversity Management Agreements**: Biodiversity Management Agreements are to implement any Biodiversity Management Plan, and in nature to formalise a relation between government and other parties.
- The identification, listing and promotion of threatened or protected ecosystems.
- Alien invasive species control plan and enforcement.

The iLembe District has finalised the regional Environmental Management Framework (EMF) which indicates a number of critical biodiversity occurring within the Maphumulo Municipality. In addition, the iLembe Biodiversity Sector Plan (BSP) has been finalised by the Ezemvelo KZN Wildlife, as an institution responsible for biodiversity management. This a planning tool will be used to manage biodiversity,

and as a precursor to a bioregional plan, which is required as per Section 48 of National Environmental Management Biodiversity Act, 2004 and the Bioregional Guidelines (DEAT, 2009).

5.5.2 IDENTIFICATION AND MAPPING OF IMPORTANT BIODIVERSITY AREAS

The EMF and BSP will assist the Municipality to set out the baseline information for the conservation of the critical biodiversity within the iLembe and the Maphumulo Municipality, specifically. A map below indicates the Critical Biodiversity and Ecological Support Areas occurring within the Maphumulo Municipality.

5.5.3 PROTECTED AREAS AND STEWARDSHIP PROGRAM

Currently there is no protected areas within the Municipality. The Environmental Framework identifies a number of areas having a conservation values. It is has been recommended that such areas be incorporated under the stewardship program. The intention is to encourage the community to enter into nature conservation agreements with Ezemvelo KZN Wildlife who are responsible for biodiversity management and are the custodians of the Stewardship program. Such areas are located in wards, 1, 3, 4, 5, and 6 as per the map below.

5.5.4 WETLANDS

The Wetland Assessment programme undertaken at a District level will provide information on the status of a number of wetlands occurring within the jurisdiction of Municipality. Wetlands requiring the improvement will be identified and be included as part of the Working for Wetland / Water program.

DEPARTMENTS SECTOR ALIGNMENT AND FIVE (5) YEAR STRATEGIC PLAN

NAZI IZINTO ESIZOQALA SIZISEBENZE KULEMINYAKA EMIHLANU EZAYO

6. SECTION F: SECTOR ALIGNMENT AND FIVE (5) YEAR STRATEGIC PLAN

6.1 SECTOR DEPARTMENTAL PROJECTS

6.1.1 DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM

Project Name	LOCATION	PROJECT STAGE	MTEF (2019/2022) R (000)		
			2019/2020	2020/2021	2021/2022
2x Tractors and implements 3 furrow ploughs, 2x disc harrow, 4 row planter, boom strayer, 4 2 x trailers, shear ridge, rotavator, disc harrow, Seeds and seedlings, Fertilizers, Fuel, Packaging material. [JIKIJELA FPSU]	Ward 2, 3 and 6	Implementation	R3 345 585.00		
Construction of an Irrigation System to 60Ha office and storage facility [RID]	Ward 2, 3 and 6	Implementation	R24 917 154.08		
Seeds and seedlings, chemicals, packaging material, stationery, 1 x Bakkie; 1 x truck; FPSU Furniture & equipment, FPSU Staff 1 x FPSU Manager, 1 x Admin assistant/ NARYSEC, 1 x Admin Clerk, 3 x Security Guards, 4 x Tractor Drivers, 1 x Tractor Mechanic.	Ward 2, 3 and 6	Implementation		R 3 600 000.00	
Seeds and seedlings, chemicals, PFSU Personnel salaries, electricity, truck, stationery, electricity, security and fuel	Ward 2, 3 and 6	Approved			R2 948 543.00
TOTAL			**R 28 262 739.00**	**R 3 600 000.00**	**R 2 948 543.00**

6.1.2 DEPARTMENT OF TRANSPORT

Project Name	Project Activities	Contract Cost in R
D1533	Upgrade from Gravel to Surfaced	R 87 500 000,00
P711	Upgrade from Gravel to Surfaced	R 44 616 499,30
P711	Upgrade from Gravel to Surfaced	R 180 000 000,00
P712	Upgrade from Gravel to Surfaced	R 65 981 250,00
P712	Upgrade from Gravel to Surfaced	R 250 000 000,00
P714	Upgrade from Gravel to Surfaced	R 59 402 289,98
P714	Upgrade from Gravel to Surfaced	R 266 986 279,27
P714	Upgrade from Gravel to Surfaced	R 280 000 000,00

Project Name	Project Activities	Contract Cost in R
P714	Upgrade from Gravel to Surfaced	R 280 000 000,00
ILLovu River Pedestrian Bridge 3383	New Bridge	R 11 825 509,17
Kwadukuza Pedestriane Bridge	New Bridge	R 11 825 509,17
Mabhobhane River Bridge	New Bridge	R 11 825 509,17
Construction of Slope Protection and the Completion of D1533	Upgrade from Gravel to Surfaced	R 49 000 000,00
Mshwathi Bridges No. 3856 & 3857	New Bridge	R 81 000 000,00
Mvoti River Bridge on New Link Road	New Bridge	R 37 000 000,00
Mvoti River Pedestrian Bridge	New Bridge	R 6 600 000,00
TOTAL BUDGET		**R 1 723 562 846,06**

6.1.3 DEPARTMENT OF HEALTH

WARD NO.	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	GPS CO-ORIDINATES (DECIMAL DEGREES)		MTEF (2018/2021) (Values in R000)		
			X	Y	2021/2022	2022/2023	2023/2024
4	Replacement of Fencing in Various Clinics in Oqaqeni	3-Design Development			R 1 155 240	R 1 155 240	R 0
1	Umphumulo Hospital - New Core Block	Stage: 1A-Project Initiation	31,0426	-29,1426	R 500 000	R 500 000	R 5 000 000
1	Umphumulo Hospital: replacement of perimeter fence	Stage: 3- Design Development	31,0426	-29,1426	R 200 000	R 1 000 000	R 3 537 500
1	Untunjambili Hospital -New Staff Accommodation	Stage: 3- Design Development	30,9485	-28,942	R 400 000	R 400 000	R 17 055 594
1	Eradication of 1400 square metres asbestos roof Untunjambili	Stage: 3- Design Development	30,9485	-28,942	R 100 000	R 0	R 282 800
TOTAL					**R 2 355 240**	**R 3 055 240**	**R 25 875 894**

6.1.4 ILEMBE DISTRICT MUNICIPALITY

WARD	NAME OF PROJECT	COMPLETION	TOTAL PROJECT COST	EXPENDITURE	PROGRESS
1&2	Ntunjambili Water Supply Scheme	Rising main, Pump station, storage reservoir, reticulation and yard connections.	R 75 000 000	R 0.00	Planning – Waiting for DWS project approval and funding
10&3	Masibambisane Water supply Refurbishment	Refurbishment of existing reticulation	R 125 000 000	R 0.00	Planning – Waiting for DWS project approval and funding
10	Maphumulo Town upgrade	Construction of waterborne sewer	R 37 000 000	R 0.00	Planning – Waiting for DWS project approval and funding
2,3,6,8,11	VIP Toilets	Construction of VIP toilets	R 8 700 000	R5 067 388.63	1000 % complete
7	Maphumulo WTW upgrade	June 2023	R 54 000 000.00	N/A	The project is at detailed design stage.

WARD	NAME OF PROJECT	COMPLETION	TOTAL PROJECT COST	EXPENDITURE	PROGRESS
	Maphumulo Phase 4: Weir on Hlimbithwa River to augment Mvutshane dam	2024	R 50 000 000.00	N/A	The project is at preliminary design phase.
TOTAL			R 349 700 000.00	R5 067 388.63	

6.1.5 DEPARTMENT OF AGRICULTURE

WARD	PROGRAMME & PROJECT DESCRIPTION	PROJECT STAGE	GPS CO-ORIDINATES (DECIMAL DEGREES)		MTEF (2018/2021)		
			X	Y	2019/20 R (000)	2020/2021 R (000)	2021/2022 R (000)
7	Thuthuka Dabangu Cluster (5km fencing, production inputs and mechanization services)	Planning	29.318625	-31.024081	1 473 060		
11	Sqeqeshiwe project (construction of 2 x 1000 Layer unit structure)	Planning	29.146389	-31.016944	1 800 000	633 600	
	Food security intervention	Planning	9686687.8				

6.1.6 DEPARTMENT OF HUMAN SETTLEMENTS

HOUSING PROJECT	NUMBER OF UNITS	PROGRESS	BUDGET	RESPONSIBILITY
Embo Rural housing	1000	Under Construction.	R 110 000 000.00	DoHS
KwaZubane Rural housing project	1000	Planning (unblocking planning stage)	R 110 000 000.00	DoHS
Qadi Rural Housing	1000	Planning stage	R 110 000 000.00	DoHS
Nombokojwane Rural housing project	1000	Planning (unblocking planning stage)	R 110 000 000.00	DoHS
KwaMaqumbi Rural housing project	1500	Construction underway	R 165 000 000.00	DoHS
Ward 2 Rural Housing project	1500	Planning stage	R 165 000 000.00	DoHS
Maphumulo Town CRU	150	Feasibility Study	R 52 629 112.77	DoHS
TOTAL	7150		R 822 629 112.77	

6.1.7 INEP

PROJECT NAME	WARD No.	BUDGET	PROGRESS TO DATE	EPWP	ACCUMULATIVE EXPENDITURE	EXPENDITURE VS PROGRESS	COMMENTS
Mbulwini, Mankayiyana, Zagqayini, Enyezini and Gwadumane 235 Units	3, 4, 7, 8 & 11	R 9 500 000,00			R 1 084 915,92	11%	Project Funds to Be Adjusted When Budget Adjustment Is Finalised
Etsheni/Congo, Esese and Nkonjane 171 Units	1, 2 & 3	R 6 750 271,86	46%	15	R 1 358 518,05	20%	Contractor Is on Site. Slow Progress on Site, Electrical Engineer to Intervene Together with The Municipality. Contractor Has Challenges with Procurement of Meters
Mzulwini, Vulamehlo and Ward 6 Extensions 200 Units	4 & 5	R 8 442 473,02	69%	18	R 4 030 607,42	48%	Contractor on Site. Delays with The Implementation of Ward 5 Due to Passing of Councillor. There Is Bad Terrain, This Is Causing Delays with Planting of Poles.
Dabangu, Zagqayini, Mafahleni and Phakade/ Mazisi 200 Units	7, 8 & 9	R 5 044 805,52	88%	15	R 3 566 652,51	71%	Contractor on Site. A Lot of Illegal Connections Which May Cause Unrest When Dismantling Them. Delays with Delivering Of 93 Meters as Well As Booking of Outages, Electrical Engineer to Take It Up with Eskom.
Human Resource on Electrical Projects		R 4 608 000,00	On-Going Monitoring		R 2 922 275,87	0%	On-Going
Total Project Cost		**R 34 345 550,40**	**203%**	**48**	**R 12 962 969,77**		

6.1.8 DEPARTMENT OF ECONOMIC DEVELOPMENT, TOURISM AND ENVIRONMENTAL AFFAIRS

National KPA	Project	PROJECT STAGE	MTEF (2019/2022)		
			2019/2020	2020/2021	2021/2022
Cross cutting – Environmental Management, thuma mina Good Green Deeds	Implementation	The project is aimed at encouraging better environmental management practices through street cleaning, clearing of illegal dumps and public open spaces as well as the conducting of environmental education with the following deliverables: recruitment and placement of participants, street cleaning and clearing of illegal dumps, Education and Awareness campaigns, non-accredited training to participants.	R10 407 240 per District		
Cross cutting – Environmental Management, Cleaning and Greening	Planning	The project is aimed at encouraging better environmental management practices through street cleaning, clearing of illegal dumps and public open spaces as well as the conducting of environmental education with the following deliverables: recruitment and placement of participants, street cleaning and clearing of illegal dumps, Education and Awareness campaigns, non-accredited training to participants.	NOT AVAILABLE		
Alien Plant Clearance Programme	Planning	The programme covers wards 3, 4, 9, 10 and 11 of Maphumulo Local Municipality. It is anticipated to create 132 jobs.	R 1 535 051		

6.1.9 ESKOM

Municipality name	Project name	Ward Number	Project Type	Planned Conns	Actual Conns	Project Status
KZN _293 Maphumulo	Gobophahla/ Hlimbithwa #3	6	Household	1200	164	Construction is 50% complete Outages booked
KZN _293 Maphumulo	Bulk Extensions	Various wards	Extension	100	0	Project in construction
KZN294_Maphumulo	Mnawe #2	8	Household	506	435	Construction is 100% complete
Total				1806	599	

Municipality Code & Name	Project Name	Ward Number	Household	Planned conns	Actual Conns	Project Status
KZN294_Maphumulo	Extensions [2020/21]	Various wards	Extensions	100	0	Project on construction
Total				100	0	

Municipality Code & Name	Project Name	Ward Number	Project Type	Estimated Conns
KZN294_Maphumulo	Maphumulo extensions [2021/22]	Various wards	Extensions	150
Total				150

6.1.10 ENTEPRISE ILEMBE ECONOMIC DEVELOPMENT AGENCY

Projects	Project Grant	Municipality	Jobs Created	Status
Agri Processing Tunnels	Nil	Local Municipalities	69	Current
iLembe Vineyards	R700K (Cogta/IDC)	Ndwedwe, Mandeni & Maphumulo	43	Site had to close due to land issues.
Open Fields Project	R634K p.a. (IDM)	Local Municipalities	2870 within co-ops	Current
District Wide Business Incubator	R4Mil p.a (IDM)	Local Municipalities	5	Current
Registration and training of Coops	Nil	Local Municipalities		ongoing
Projects	Project Grant	Municipality	Jobs Created	Status
iLembe RASET Programme	R5Mil (Cogta)	Local Municipalities	68	Current
Public Wi-Fi	R2.5Mil (Cogta)	Ndwedwe and Maphumulo		Current
UIF LAP Learnership Programme	R63Mil (DPT of Labour)	Local Municipalities	Ei Internal resource	Current

6.1.11 DEPARTMENT OF EDUCATION

Project Name	Sub Programme	TOTAL PROJECT COST R'000	ALLOCATION 2022-23 R'000	ALLOCATION 2023-24 R'000	ALLOCATION 2024-25 R'001
Amaphuphesizwe Secondary School	Storm Damage	R 2 900,000	R 494,606	R 659,475	R 320,075
Balcomb's Hill Primary School	Storm Damage	R 1 150,000	R -	R 19,949	R 150,792

Project Name	Sub Programme	TOTAL PROJECT COST R'000	ALLOCATION 2022-23 R'000	ALLOCATION 2023-24 R'000	ALLOCATION 2024-25 R'001
Balcomb's Hill Primary School	Upgrades And Additions	R 7 488,000	R -	R 1 994,009	R 755,023
Balcomb's Hill Primary School	Water And Sanitation	R 4 895,091	R 202,000	R -	R -
Dingizwe Combined School	Storm Damage	R 3 910,000	R -	R 1 101,658	R 399,076
Elungeni Primary School (Enyokeni Ps)	Water And Sanitation	R 3 624,532	R 667,000	R 102,000	R 3 537,287
Embonqeni Primary School	Water And Sanitation	R 4 436,312	R 343,750	R -	R -
Embusweni Primary School	Water And Sanitation	R 1 150,000	R 159,396	R -	R -
Emphise Primary School	Water And Sanitation	R 4 632,133	R 179,750	R -	R -
Empungeni Primary School	Storm Damage	R 8 712,966	R 1 461,075	R -	R 988,289
Emthandeni Primary School	Storm Damage	R 2 900,000	R 501,300	R 668,400	R 318,800
Endandathweni Primary School	Storm Damage	R 1 600,000	R -	R 137,100	R 208,698
Esihlushwaneni Intermediate School	Water And Sanitation	R 3 540,000	R -	R 441,120	R 191,269
Esindi Primary School	Renovations, Rehabilitation or Refurbishments	R 3 242,000	R 247,799	R -	R -
Ezithabeni Secondary School	Upgrades And Additions	R 6 823,000	R -	R 1 804,206	R 674,022
Hhomoyi Primary School	Water And Sanitation	R 3 866,240	R 1 349,000	R 102,000	R -
Hlangabeza High School	Water And Sanitation	R 3 540,000	R -	R 441,120	R 191,269
Ikhusana Combined School	Water And Sanitation	R 5 725,072	R 179,500	R -	R -
Inhlokozi High School	Renovations, Rehabilitation or Refurbishments	R 5 465,000	R -	R 1 397,730	R 566,753
Inhlokozi High School	Water And Sanitation	R 3 160,434	R 604,000	R 102,000	R -
Inkolovuzane Primary School	Water And Sanitation	R 3 876,341	R 253,442	R -	R -
Iqabavu Primary School	Water And Sanitation	R 4 264,911	R 1 359,000	R 102,000	R -
Isithundu Intermediate School	Storm Damage	R 2 900,000	R -	R 756,300	R 281,100

Project Name	Sub Programme	TOTAL PROJECT COST R'000	ALLOCATION 2022-23 R'000	ALLOCATION 2023-24 R'000	ALLOCATION 2024-25 R'001
Joel Primary School	Upgrades And Additions	R 2 900,000	R -	R 333,112	R 328,247
Jonase High School	Storm Damage	R 2 900,000	R 501,300	R 668,400	R 318,800
Jonase High School	Water And Sanitation	R 4 481,365	R 839,000	R 102,000	R 2 873,905
Khomba Primary School	Upgrades And Additions	R 6 977,000	R -	R 1 932,414	R 720,655
Khomba Primary School	Water And Sanitation	R 3 540,000	R -	R 441,120	R 191,269
Khulambedu Primary School	Water And Sanitation	R 4 457,400	R 1 399,000	R 102,000	R -
Kranskop Secondary School	Storm Damage	R 1 600,000	R -	R 137,100	R 208,986
Lethuxolo Secondary School	Renovations, Rehabilitation or Refurbishments	R 8 888,000	R -	R 2 391,216	R 928,112
Lethuxolo Secondary School	Storm Damage	R 2 575,498	R 158,434	R -	R -
Lethuxolo Secondary School	Water And Sanitation	R 3 939,156	R 1 359,000	R 102,000	R -
Lusilwethu Primary School		R 8 763,891	R -	R 231,417	R 1 218,925
Magojolo Primary School	Storm Damage	R 3 966,000	R -	R 1 124,515	R 403,838
Magojolo Primary School	Water And Sanitation	R 5 111,890	R 133,250	R -	R -
Mahlokomane Primary School	Water And Sanitation	R 6 287,661	R -	R 2 538,401	R 275,322
Mangcengeza Secondary School (Maphumulo)	Water And Sanitation	R 4 750,209	R 287,338	R -	R -
Mangongo Primary School	Storm Damage	R 3 976,000	R -	R 1 022,023	R 416,098
Mangongo Primary School	Upgrades And Additions	R 6 808,000	R -	R 1 878,564	R 704,205
Mankayiyana Primary School	Water And Sanitation	R 3 353,889	R 133,250	R -	R -
Maqumbi Primary School	Water And Sanitation	R 3 481,201	R 245,375	R -	R -
Masiwela Combined School	Water And Sanitation	R 6 798,607	R 1 174,000	R -	R -
Mazisi Ntuli Primary School	Storm Damage	R 1 600,000	R -	R 137,100	R 187,929
Mazisi Ntuli Primary School	Water And Sanitation	R 4 944,107	R 637,000	R -	R -

Project Name	Sub Programme	TOTAL PROJECT COST R'000	ALLOCATION 2022-23 R'000	ALLOCATION 2023-24 R'000	ALLOCATION 2024-25 R'001
Mbhekaphansi High School	Storm Damage	R 2 257,750	R 157,430	R -	R -
Mbitane Primary School	Storm Damage	R 1 600,000	R -	R 137,100	R 208,986
Mbitane Primary School	Water And Sanitation	R 4 611,474	R 198,250	R -	R -
Mbulwini Primary School	Storm Damage	R 3 984,000	R -	R 1 022,700	R 411,900
Mbulwini Primary School	Storm Damage	R 1 600,000	R -	R 137,100	R 208,986
Mbulwini Primary School	Water And Sanitation	R 2 400,000	R 272,500	R -	R -
Mehlomlungu Secondary School	Storm Damage	R 4 250,000	R -	R 250,000	R 571,429
Menyezwayo Secondary School	Water And Sanitation	R 5 900,000	R 1 359,000	R 102,000	R -
Mnawe Primary School	Water And Sanitation	R 5 158,741	R 717,000	R 102,000	R -
Moyamuhle Primary School		R 8 763,891	R -	R 231,417	R 1 218,925
Moyamuhle Primary School (Maphumulo)	Storm Damage	R 450,451	R 140,884	R -	R -
Moyamuhle Primary School (Maphumulo)	Storm Damage	R 1 600,000	R -	R 137,100	R 208,986
Mqungebe Secondary School	Water And Sanitation	R 4 190,327	R 717,000	R -	R -
Mvumase Intermediate School	Water And Sanitation	R 5 448,186	R 604,000	R 102,000	R -
Ndleleni Primary School	Storm Damage	R 3 992,000	R -	R 1 022,855	R 411,952
Ndukende Secondary School	Upgrades and Additions	R 4 375,000	R -	R 1 192,285	R 454,674
Ndukende Secondary School	Water And Sanitation	R 3 572,073	R 198,250	R -	R -
Ngcolosi Secondary School	Upgrades and Additions	R 6 465,799	R 154,250	R -	R -
Ngcolosi Secondary School	Water and Sanitation	R 2 000,000	R 839,000	R 102,000	R 1 030,000
Ngqokwane High School	Storm Damage	R 4 000,000	R -	R 627,346	R 387,302
Ngqokwane High School	Water And Sanitation	R 3 822,915	R 637,000	R 102,000	R -
Nokubusa Primary School	Learners With Special Educational Needs	R 20 449,093	R -	R -	R 2 803,336
Nokubusa Primary School	Water And Sanitation	R 3 408,760	R 133,250	R -	R -
Nomakhaladi Primary School	Water And Sanitation	R 2 400,000	R 993,500	R 102,000	R 1 856,500

Project Name	Sub Programme	TOTAL PROJECT COST R'000	ALLOCATION 2022-23 R'000	ALLOCATION 2023-24 R'000	ALLOCATION 2024-25 R'001
Nsongansonga Primary School	Water And Sanitation	R 5 193,315	R 739,000	R -	R -
Nsungwini Primary School	Storm Damage	R 710,688	R 197,800	R -	R -
Ntando Primary School	Water And Sanitation	R 4 348,169	R 133,250	R -	R -
Nyamazane Primary School	Storm Damage	R 2 900,000	R 501,300	R 668,400	R 318,800
Ogagwini Primary School	Storm Damage	R 2 900,000	R 501,300	R 668,400	R 318,800
Ogagwini Primary School	Water And Sanitation	R 3 902,733	R 1 399,000	R 102,000	R -
Otimati Primary School	Upgrades And Additions	R 4 211,000	R -	R 1 147,650	R 437,621
Otimati Primary School	Water And Sanitation	R 7 294,137	R 703,000	R 102,000	R 977,085
Petezi Primary School	Upgrades And Additions	R 4 136,000	R -	R 1 192,531	R 399,067
Petezi Primary School	Storm Damage	R 3 408,510	R 141,460	R -	R -
Petezi Primary School	Water And Sanitation	R 4 192,583	R 739,000	R 102,000	R -
Phezukomkhono High School	Upgrades And Additions	R 34 557,000	R -	R 523,219	R 210,498
Phezukomkhono High School	Water And Sanitation	R 2 455,843	R 1 410,000	R 102,000	R -
Qwabe Secondsry School	Upgrades And Additions	R 12 500,000	R -	R -	R 400,000
Sabuyaze High School	Upgrades And Additions	R 8 000,000	R -	R 2 216,148	R 826,265
Sakhisizwe High School	Storm Damage	R 2 900,000	R 501,300	R 668,400	R 318,800
Sakhisizwe High School	Water And Sanitation	R 5 675,754	R 703,000	R 102,000	R 3 873,450
Sibanisethu Primary School	Upgrades And Additions	R 5 549,000	R -	R 1 240,692	R 474,980
Sibanisethu Primary School	Water And Sanitation	R 4 948,596	R 136,000	R -	R -
Siphinhlanhla High School	Renovations, Rehabilitation or Refurbishments	R 2 692,080	R -	R -	R 16,430
Siyacothoza Primary School	Water And Sanitation	R 3 695,416	R 655,000	R 102,000	R -

Project Name	Sub Programme	TOTAL PROJECT COST R'000	ALLOCATION 2022-23 R'000	ALLOCATION 2023-24 R'000	ALLOCATION 2024-25 R'001
Sondokhulu Primary School	Storm Damage	R 1 600,000	R -	R 137,100	R 208,986
Thandayiphi Secondary School	Water And Sanitation	R 3 905,606	R 248,875	R -	R -
Theo High Schoollalanathi S	Water And Sanitation	R 5 130,000	R 1 410,000	R 102,000	R -
Thethandaba Primary School	Upgrades And Additions	R 5 000,000	R -	R 1 371,631	R 518,338
Thethandaba Primary School	Water And Sanitation	R 1 150,000	R 177,677	R -	R -
Thulini Primary School	Water And Sanitation	R 2 400,000	R -	R -	R 342,857
Timoni Primary School	Storm Damage	R 4 056,000	R -	R 890,357	R 379,663
Tshutshutshu Secondary School	Storm Damage	R 955,479	R 132,767	R -	R -
Tshutshutshu Secondary School	Water And Sanitation	R 4 771,492	R 717,000	R 102,000	R -
Ukukhanyakwezwe Secondary School	Water And Sanitation	R 3 540,000	R -	R 441,120	R 191,269
Umphumulo Primary School	Storm Damage	R 2 900,000	R 501,300	R 668,400	R 318,800
Umvozane Primary School	Water And Sanitation	R 7 634,660	R 717,000	R -	R -
Untunjambili Primary School	Upgrades And Additions	R 9 201,380	R 1 352,000	R -	R -
Untunjambili Primary School	Water And Sanitation	R 2 704,500	R 154,433	R -	R -
Velangezwi High School	Upgrades And Additions	R 8 481,000	R -	R 2 212,557	R 828,474
Vukile High School	Water And Sanitation	R 2 500,000	R -	R -	R 357,143
Vukuzenzele Primary School	Water And Sanitation	R 2 400,000	R 142,000	R -	
Vusisizwe Primary School		R 8 763,891	R -	R 231,417	R 1 218,925
Zamazisa Primary School	Upgrades And Additions	R 452,000	R 159,806	R -	R -
Zephania Secondary School	Storm Damage	R 1 600,000	R -	R 137,100	R 208,986
Lusilwethu Primary School	Water And Sanitation	R 2 764,000	R 530,000	R 1 200,000	R 320,000
Moyamuhle Primary School	Water And Sanitation	R 2 764,000	R 530,000	R 1 200,000	R 320,000
Vusisizwe Primary School	Water And Sanitation	R 2 764,000	R 530,000	R 1 200,000	R 320,000

Total		**R 516 211,197**	**R 37 753,149**	**R 47 171,474**	**R 41 236,954**

6.2 MAPHUMULO MUNICIPALITY

6.2.1 BASIC SERVICE DELIVERY AND INFRASTRUCTURE

PROJECT	TOTAL	FUNDER	FINANCIAL YEAR	RESPONSIBILITY
Okhalweni Road	**R 7 299 395,51**	MIG Approved	2020/21	HOD Technical Services (MLM)
Okhukho Road	**R 13 887 549,37**	MIG Approved	2021/22	HOD Technical Services (MLM)
Uphozomane/ Mnawe Road	**R 4 727 837,72**	MIG Approved	2021/22	HOD Technical Services (MLM)
Sabuyaze Sportfields	**R 1 373 912,48**	MIG Approved	2021/22	HOD Technical Services (MLM)
Construction Mvozane	**R 9 922 801,00**	Internal Funding	2021/22	HOD Technical Services (MLM)
Upgrades of roads section for all wards	**R 829 565,22**	Internal Funding	2021/22	HOD Technical Services (MLM)
Construction of causeways-Mushane	**R 40 000,00**	Internal Funding	2021/22	HOD Technical Services (MLM)
Waste Management	**R 2 624 699,74**	Internal Funding	2021/22	HOD Community Services (MLM)

6.2.2 GOOD GOVERNANCE

PROJECT	BUDGET (2022/23)	Funder	Responsibility
Fraud Hotline	R 50 000.00	Maphumulo Municipality	Office of the MM (MLM)
Fraud Awareness	R 100 000.00	Maphumulo Municipality	Office of the MM (MLM)
Risk Management System	R 60 000.00	Maphumulo Municipality	Office of the MM (MLM)
Annual Report Printing	R200 000.00	Maphumulo Municipality	Office of the MM (MLM)
Performance Management Support	R200 000.00	Maphumulo Municipality	Office of the MM (MLM)
Ward Committee	R 1 422 700,00	Maphumulo Municipality	HOD Corporate Services
Public participation and communications	R 3 165 889,92	Maphumulo Municipality	HOD Corporate Services

6.2.3 CROSS-CUTTING

PROJECT	BUDGET (2021/22)	Funder	Responsibility
Youth Development (2022/23)	R 1 481 000.00	Maphumulo Municipality	Office of the MM (MLM)
Sports Development (2022/23)	R 1 298 000.00	Maphumulo Municipality	Office of the MM (MLM)
Disaster Recovery Site Support	R 700 000,00	Maphumulo Municipality	HOD Community Services
Disaster Management	R 1 391 365,22	Maphumulo Municipality	HOD Community Services
IDP Izimbizo & IDP Forum	R 611 883,20	Maphumulo Municipality	HOD EDP (MLM)
Develop Single Land Use Scheme	R 800 000,00	Maphumulo Municipality	HOD EDP (MLM)
Review Urban Design Plan and R74 Corridor Plan	R 650 000,00	Maphumulo Municipality	HOD EDP (MLM)
Consolidate the Town Hall Site	R 80 000,00	Maphumulo Municipality	HOD EDP (MLM)

6.2.4 MUNICIPAL TRANSFORMATION AND ORGANISATIONAL DEVELOPMENT

PROJECT	BUDGET (2021/22)	Funder	Responsibility
Creation and Evaluation of Job Description	R 50 000,00	Maphumulo Municipality	HOD Corporate Services
Implementation of WSP	R 178 543,48	Maphumulo Municipality	HOD Corporate Services
Capacity Building for OHS Structures	R 96 600,00	Maphumulo Municipality	HOD Corporate Services
Team Building	R 73 392,00	Maphumulo Municipality	HOD Corporate Services
Protective Clothing & OHS Tools & Equipment	R 301 940,00	Maphumulo Municipality	HOD Corporate Services
Security Services	R 9 347 826,00	Maphumulo Municipality	HOD Corporate Services
Fleet management	R 2 393 651,80	Maphumulo Municipality	HOD Corporate Services
Cleaning Equipment and Material	R 1 034 836,90	Maphumulo Municipality	HOD Corporate Services
Hardware equipment and network upgrades	R 588 000,00	Maphumulo Municipality	HOD Corporate Services

6.2.5 FINANCE AND CORPORATE SERVICES

PROJECT	BUDGET (2021/22)	Funder	Responsibility
MSCOA System	R 784 525,53	Maphumulo Municipality	Office of the CFO (MLM)
Far	R 700 000,00	Maphumulo Municipality	Office of the CFO (MLM)
Indigent Register	R 1 290 000,00	Maphumulo Municipality	Office of the CFO (MLM)
Advertising	R 250 000,00	Maphumulo Municipality	Office of the CFO (MLM)
Accounting and Consulting Fee	R 141 363,60	Maphumulo Municipality	Office of the CFO (MLM)

6.2.6 LOCAL ECONOMIC DEVELOPMENT

PROJECT	BUDGET (2021/22)	Funder	Responsibility
Buy and distribute Seeds & seedlings to small farmers	R 239 500,00	Maphumulo Municipality	HOD EDP (MLM)
Implementation of LED Sector Plan	R 199 755,00	Maphumulo Municipality	HOD EDP (MLM)
Creation of Jobs (EPWP)	R 727 583,71	Maphumulo Municipality	HOD Corporate Services

7. SECTION G: PERFORMANCE MANAGEMENT



Figure 73: PMS Balance Scorecard

7.1 PURPOSE OF A PERFORMANCE MANAGEMENT SYSTEM

The Department of Co-operative Governance & Traditional Affairs defines PMS as "strategic approach to management which equips leaders, managers, employees and stakeholders at different levels, with a set of tools and techniques to regularly plan, continuously monitor and periodically measure and review performance of the organization(municipality) in terms of indicators and targets for efficiency, effectiveness and impact." A PMS is also intended to assist the Council to improve service delivery by channelling its resources to meet performance targets and in doing so, ensure that the municipality achieves the strategic objectives contained in the IDP.

7.2 LEGISLATIVE REQUIREMENTS

The Performance Management System for Maphumulo Municipality is informed by the following legislation:

- The Constitution of the republic of South Africa, 1996 (Act 108 of 1996);
- The White Paper on Local Government (1998);
- The White Paper on Transforming Public Service Delivery (Batho Pele) (1997);
- The Municipal Systems Act No. 32 of 2000;
- Municipal Planning and Performance Management Regulations (2001);
- Municipal Performance Regulations for Section 57 employees (2006); and
- Municipal Finance and Management Act No. 56 of 2003.

7.3 PMS FRAMEWORK

As part of the Performance Management System, Maphumulo Municipality has developed and adopted the Performance Management Framework which deal with the "how" to work with performance information. The framework details how the municipality will collect, process, arrange, examine, evaluate, audit, and report on performance information. The mechanisms and processes work in a synced cycle which is linked to the IDP and budget of the Municipality. The PMS framework was reviewed and adopted on the 28th of February 2018.

7.4 PMS APPROACH

Maphumulo Local Municipality has adopted the balanced scorecard approach as a method of evaluating and monitoring its performance management system. The adoption of the balanced scorecard methodology has required the Municipality to adapt its performance management system to the following nine steps of success as follows:

Each of the above steps are summarized as follows:

Step 1: Assessment Internal and External Strategic Assessment

Step 2: Strategy Value proposition and focus areas

Step 3: Objectives Setting goals and objectives

Step 4: Strategy Map **S**trategy and objective alignment

Step 5: Performance Measures **K**ey Performance Indicators and targets

Step 6: Initiatives/ Action plans Strategic Projects

Step 7: Performance Analysis *Automation and analysis of Performance*

Step 8: Alignment Cascading to Unit and Individual Scorecards

7.5 ASSESSMENT

Assessment as depicted in the balanced scorecards 9 steps of success is the first step towards the implementation of the balanced scorecard model. The Organisations assessment as well as the external assessment by the Auditor General, Oversight Committee, Members of the Public, Internal Audit Committee and Management has been conducted to give a clear picture on the current state of the Municipality.

7.6 INDIVIDUAL PERFORMANCE MANAGEMENT

Previously, only Heads of Departments were subjected to performance monitoring and evaluation. However, the municipality is in the process of enrolling PMS to lower levels that includes junior managers and officer level staff. At a district level, the Corporate Services forum is championing and driving the IPMS process (management and implementation). However, the IPMS model will only be finalised in the 2019/2020 financial year.

7.7 REPORTING REQUIREMENTS

REPORT	FREQUENCY	RECIPIENT
1. SDBIP	Quarterly	Executive Committee
2. Organisational Scorecard	Quarterly	Executive Committee and to Council

REPORT	FREQUENCY	RECIPIENT
3. Implementation of the budget and financial state of affairs within the municipality	Quarterly	Council
4. SDBIP mid-year budget and performance Assessment	Mid- year	Mayor (in consultation with EXCO)
5. Performance report	Annually	Council
6. Annual report	Annually	Council
7. Oversight report	Annually	Council

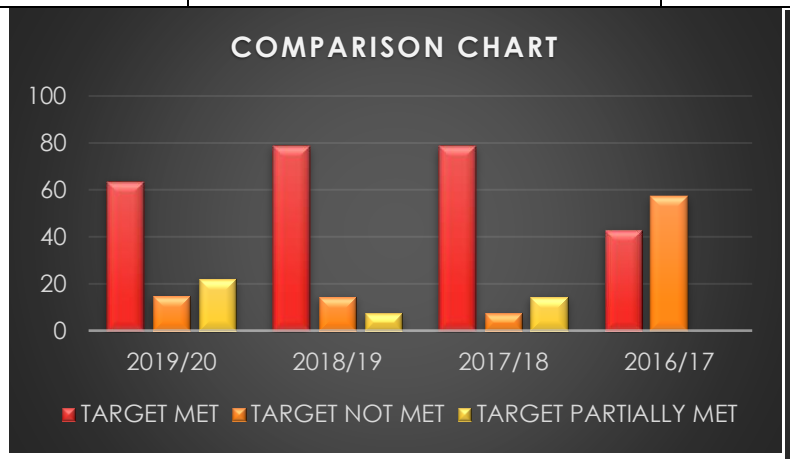
Table 60: Reporting Requirements

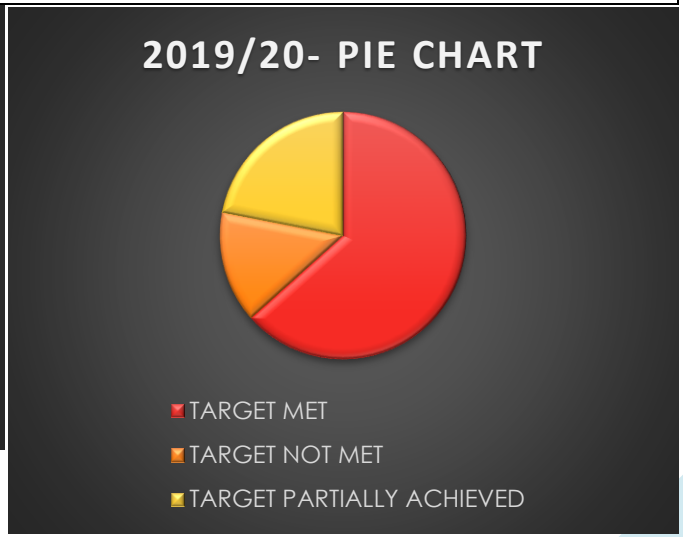
7.8 PERFORMANCE OF THE PREVIOUS YEAR [20219/20]

The 2019/20 financial year was a difficult year for Maphumulo and the country. South Africa has not been spared from this pandemic its reported its first positive case in March 2020. As the year progressed, we saw more and more cases of COVID-19, to an extent whereby thousands of people lost their lives to this pandemic. Numerous lockdowns were introduced to stop the spread of this virus. The lockdown meant minimal movement of people and certain services. This then affected service delivery provision to citizens. Infrastructure projects were delayed; shortage of essential stock for the projects were experienced; critical skills were lost due to death. All this affected the level, ability and pace at which we as Maphumulo Municipality undertake our projects. The whole project value chain and estimations were negatively affected. It is worth noting that this was the case for all government institutions in SA and most parts of the world. However, the municipality is now trying to recover and get back into its feet. The municipality have developed COVID 19 project risk assesments whereby it closely monitor project progress and provide mitigating interventions to halt impact of COVID- 19 on each project. Regular reporting on MANCO in terms of each project is also aimed at ensuring that projects are progressing well, and that challenges are detected and resolved at its early stages. The municipality had to operating under very difficult circumstances due to COVID-19. Lockdown announced by the President of the Republic assisted in slowing down the spread of this pandemic, but it also meant delays in activities that a municipality had to embark on. At the beginning of Financial Year, the budget was allocated for the projects and programmes as per Key Performance Area contained in the Integrated Development Plan (IDP) document.

The Service Delivery and Budget Implementation Plan (SDBIPs) were developed for implementation by each municipal departments. All our programmes and projects emanated from our vision ‘’to be the catalyst for sustainable socio local economic development for better life for all’’. As we understood that COVID 19 pandemic will be with us for a couple of years to come, new strategies have been devised to ensure that community engagements and public participation in municipal processes is not affected. However, there was a need to adjust the timeframes for completion of such projects as the country was hit hard by COVID pandemic. The impact was felt but we are slowly recovering. Under the current financial year, we undertook the construction of the following major capital infrastructure projects:

PROJECT NAME	WARD NO	PROJECT STATUS
ROADS INFRASTRUCTURE		
Pitsini road	11	COMPLETE
Esihlahleni road	09	IN PROGRESS
Esihlahleni bridge	09	IN PROGRESS
Coli Causeway	09	COMPLETE
P711 road next to Spar	10	IN PROGRESS
ELECTRIFICATION		
Mbulwini electrification	03	COMPLETE
Nothweni electrification	11	COMPLETE
Vumbu/Shikishi electrification	08	IN PROGRESS
Mambulu electrification	02	IN PROGRESS
RECREATIONAL FACILITIES		
Emnyameni sports ground	11	COMPLETE
Nomakhaladi Hall	03	IN PROGRESS
Mvozane community centre	08	IN PROGRESS





MIG allocation spending is at 81% due to some projects which were earmarked for completion but could not be completed due to COVID 19 pandemic. Delays in the appointment of service provider which subsequently lead to delays in implementation of following projects: Khusane/ Zamazisa/ Muziwezinsizwa causeway, Water drainage and tunnels in town). Regular breakdown and delays in fixing of yellow plant is still a challenge. Also, the instability in terms of vacancy in the position of Director Technical Services negatively impacted functioning of this department in terms of timeously achieving its targets.

8. SECTION H: DRAFT 2022/23 SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN (SDBIP)

MAPHUMULO LOCAL MUNICIPALITY

2020/23 CONSOLIDATED DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN

NATIONAL KPA	OBJECTIVES	STRATEGIES	KPI	UNIT OF MEASURE/ CALCULATION	DEMAND	BASELINE (2021/22)	BACKLOG	INDICATOR NO	ANNUAL TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	TYPE OF FUNDIND	RESPONSIBLE DEPARTMENT/ MANAGER	POE
GOOD GOVERNANCE AND PUBLIC PARTICIPATION	To develop mechanisms to monitor organisational performance	Signing of performance agreements	Date to sign performance agreements for section 56 & 57 managers	Date	31-Jul-22	7th June 2020.	NONE	1	Sign performance agreements by 31-Jul-22	Perfomance agreements to be signed by 31-Jul-22	N/A	N/A	N/A	INTERNAL RESOURCES	OMM	Signed performance agreements
		Promote compliance with laws, regulations, policies and procedures	Date for council to approve 2022/23 reviewed PMS policy	Date	01-Jul-23	2021/22	NONE	2	Approve reviewed PMS policy by 2022/07/01	PMS policy to be reviewed and approved by 2022/07/01	N/A	N/A	N/A	INTERNAL RESOURCES	OMM	Council Resolution
		Implement performance management mechanisms	Number of Days taken to approve 2023/24 SDBIPs after budget adoption	Number	28 Days	28 Days	NONE	3	Approve SDBIP within 28 Days after budget approval	SDBIP to be approved within 28 Days after budget approval	N/A	N/A	N/A	INTERNAL RESOURCES	OMM	Council Resolution/ Signed SDBIP
				Date	30-Mar-23	29-Mar-22	NONE	4	Council approval of APR by 2023/03/30	N/A	N/A	APR to be approved by 2023/03/30	N/A	INTERNAL RESOURCES	OMM	Council Resolution
	To provide a democratic, accountable and responsible government	Implement risk mitigation action plans for Risk Registers	Percentage of risk mitigating actions achieved by each department in the operational risk register	Percentage	70%	80%	0%	5	70%	70%	70%	70%	70%	INTERNAL RESOURCES	All HODs	Reports on risk status submitted to MM
			Percentage of risk mitigating actions achieved by each department in the Strategic risk register	Percentage	70%	80%	0%	6	70%	70%	70%	70%	70%	INTERNAL RESOURCES	All HODs	Reports on risk status submitted to MM
		Organise Risk Management committee and APC meetings	Number of risk management committee and APC meetings organised	Number	4 meetings	4	NONE	7	4 meeting	1 meeting organised	1 meeting organised	1 meeting organised	1 meeting organised	INTERNAL RESOURCES	OMM	Minutes or attendance register
		Circulate RMC & Audit committee minutes to the members of RMC & APC	Number of days taken to circulate risk management committee minutes to members after the meeting	Number	7 days	.	NONE	8	7 days	7 days	7 days	7 days	7 days after the sitting of the meeting	INTERNAL RESOURCES	OMM	Proof of submission of the minutes
	To promote proper decisions making and implementation	Deliver agendas to councillors	Number of hours taken to deliver agendas for meetings of council	Number	48 Hours	48 Hours	NONE	9	48 Hours	48 Hours	48 Hours	48 Hours	48 Hours	INTERNAL RESOURCES	CORP	Distribution List
		Table compliance reports to portfolio committees	Number of operational risk register reports submitted to each Portfolio Committee	Number	4 reports	4 reports	NONE	10	16 reports	4 reports	4 reports	4 reports	4 reports	INTERNAL RESOURCES	OMM	Minutes of Portfolio
		Table the COVID 19 intervention risk report to Manco	Number of reports tabled to MANCO on the progress of COVID 19 intervention	Number	4 reports	4 reports	NONE	11	4 Reports	4 reports	4 reports	4 reports	4 reports	INTERNAL RESOURCES	OMM	Minutes of Manco

MAPHUMULO LOCAL MUNICIPALITY 2020/23 CONSOLIDATED DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN																
NATIONAL KPA	OBJECTIVES	STRATEGIES	KPI	UNIT OF MEASURE/ CALCULATION	DEMAND	BASELINE (2021/22)	BACKLOG	INDICATOR NO	ANNUAL TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	TYPE OF FUNDIND	RESPONSIBLE DEPARTMENT/ MANAGER	POE
		Table the risky projects reports to Manco	Number of reports on project risk assessment tabled to MANCO	Number	12 reports	12 reports	NONE	12	12 Reports	3 reports	3 reports	3 reports	3 reports	INTERNAL RESOURCES	OMM	Minutes of Manco
	To promote proper decisions making and implementation	Submit the Audit Committee reports to council	Number of audit committee reports submitted to council	Number	4 reports	4 reports	NONE	13	4 Reports	1 Report	1 Report	1 Report	1 Report	INTERNAL RESOURCES	OMM	Minutes of council
		Hold council meetings and its committees	Number of council meetings sitting	Number	4 Meetings	6 Meetings	NONE	14	4 Meetings	1 meeting held	1 meeting held	1 meeting held	1 meeting held	INTERNAL RESOURCES	CORP	Minutes of council? attendance register
			Number of EXCO meetings sitting	Number	11 Meetings	11 Meetings	NONE	15	11 Meetings	3 Meetings	2 Meetings	3 Meetings	3 Meetings	INTERNAL RESOURCES	CORP	Minutes of Exco
			Number of all portfolio meetings held	Number	44 Meetings	14	NONE	16	44 Meetings	12 Meetings	12 Meetings	12 Meetings	12 Meetings	INTERNAL RESOURCES	All HODs	Minutes of Portfolios
		Hold management and departmental meetings	Number of MANCO meetings held	Number	12 Meetings	12 Meetings	NONE	17	12 Meetings	1 Meeting	1 Meeting	1 Meeting	1 Meeting	INTERNAL RESOURCES	OMM	Minutes of Manco
			Number of departmental meetings held by all departments	Number	72 Meetings	21	NONE	18	72 Meetings	18 Meetings	18 Meetings	18 Meetings	18 Meetings	INTERNAL RESOURCES	All HODs	Minutes of Departmental meeting
	To strengthen relations with sector departments, community and partnership with Amakhosi	Attend IGR Structures	Number of communicators forum meetings attended	Number	4 Meetings	0 Meetings	NONE	19	4 Meetings	1 Meeting	1 Meeting	1 Meeting	1 Meeting	INTERNAL RESOURCES	CORP	Minutes /attendance register of Communicators Forum
		Conduct public engagement meetings	Number of ward committee meetings held	Number	165 Meetings	132 Meetings	NONE	20	165 Meetings	44 Meetings	44 Meetings	44 Meetings	44 Meetings	INTERNAL RESOURCES	CORP	Minutes /attendance register of Ward Committees
		Table community issues to the council	Number of consolidated community issues from Ward Committee reports submitted to council	Number	4 reports	0	NONE	21	4 Reports	1 Report	1 Report	1 Report	1 Report	INTERNAL RESOURCES	CORP	Council Resolution
MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT	To improve the institutional memory and continuity	Review, workshop and approve municipal policies and strategies	Date to review and approve municipal policies	Date	30-Jun-23	2020/21	NONE	22	30-Jun-23	N/A	N/A	N/A	Approve and review municipal policies	INTERNAL RESOURCES	ALL HODs	Council Resolution
			Date to review and approve municipal strategies	Date	30-Jun-23	2020/21	NONE	23	30-Jun-23	N/A	N/A	N/A	Approve and review municipal policies	INTERNAL RESOURCES	ALL HODs	Council Resolution
			Date to conduct policy workshop and code of conduct for staff	Date	30-Jun-23	2020/21	NONE	24	30-Dec-22	N/A	Conduct policy workshop and code of conduct for staff	N/A	N/A	INTERNAL RESOURCES	CORP	Attendance registers
	To improve transformation and address inequality in the municipality	Fill critical and vacant positions	Percentage of post requisitions processed for advertisement	Percentage	100%	100%	NONE	25	100%	100%	100%	100%	100%	INTERNAL RESOURCES	CORP	Requisitions and post advert
		Achieve equity targets	Date to finalise and submit employment equity report to DoL	Date	30-Dec-22	Dec-21	NONE	26	30-Dec-22	N/A	Finalise and submit EE report to DOL	N/A	N/A	INTERNAL RESOURCES	CORP	Submission Email/

MAPHUMULO LOCAL MUNICIPALITY 2020/23 CONSOLIDATED DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN																
NATIONAL KPA	OBJECTIVES	STRATEGIES	KPI	UNIT OF MEASURE/ CALCULATION	DEMAND	BASELINE (2021/22)	BACKLOG	INDICATOR NO	ANNUAL TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	TYPE OF FUNDIND	RESPONSIBLE DEPARTMENT/ MANAGER	POE
																Acknowledgment letter
	To promote safe and healthy environment (This indicator should go to LED)	Achieve healthy and safe environment in the workplace	Date to undertake staff wellness day as well as staff team building	Date	30-Dec-22	24-Nov-21	NONE	27	30-Dec-22	N/A	Undertake staff wellness day	N/A	N/A	OPEX	CORP	Attendance registers
			Number of evacuation drills conducted	Number	4	New indicator	NONE	28	4	1	1	1	1	INTERNAL RESOURCES	CORP	Attendance register
	To improve skill base, and enhance professional and technical capacity	Improve skill capacity amongst staff members	Percentage of newly appointed employees inducted and orientated	Percentage	100%	100%	NONE	29	100%	100%	100%	100%	100%	INTERNAL RESOURCES	CORP	Attendance registers
			Number of staff to be trained	Number	50	38	NONE	30	50 (non-accumulative)	10 (non-accumulative)	10 (non-accumulative)	15 (non-accumulative)	15 (non-accumulative)	OPEX	CORP	Attendance registers/ certificates
			Date for submission of finalised WSP to LGSETA	Date	30-Apr-23	2021/22	NONE	31	30-Apr-23	N/A	N/A	N/A	Finalise and submit WSP to LGSETA	OPEX	CORP	Submission Email/ Acknowledgment letter
	To improve the transformation and address in the municipality	Achieve equity targets	Number of females at management positions	Number	6	6	NONE	32	6	6	6	6	6	INTERNAL RESOURCES	CORP	Signed acceptance of offer letter/ Employment contract
	Deliver a safe and modern IT infrastructure, adequate levels of data confidentiality and integrity	Improve municipal IT services	Number of reports on Implementation recovery plan submitted to ICT steering committee	Number	4	4	NONE	33	4	1	1	1	1	INTERNAL RESOURCES	CORP	Agenda/ minutes
			Number of ICT steering committee meetings	Number	4	4	NONE	34	4	1	1	1	1	INTERNAL RESOURCES	CORP	Attendance registers/ minutes
BASIC SERVICE DELIVERY AND INFRASTRUCTURE DEVELOPMENT	To promote the maintenance of facilities and infrastructure	Maintenance of municipal facilities and infrastructure	Number of kilometres of access roads graded	Number	180KMs	679.6 KMs	NONE	35	180KMs	Grading of 45KMs of access roads	Grading of 45KMs of access roads	Grading of 45KMs of access roads	Grading of 45KMs of access roads	OPEX	TECHN	Signed confirmation form
	To ensure provision of infrastructure and services in an efficient and sustainable manner	Provide communities with proper infrastructure	Percentage of work completed for the construction of Okhalweni road	Percentage	100%	36%	64%	36	100% completion	70% (Accumulative)	100%	N/A	N/A	CAPEX	TECHN	Completion certificate
			Percentage of work completed for the construction of Uphozomane/Mnawe road	Percentage	100%	35,40%	64,60%	37	100% completion	80% (Accumulative)	100%	N/A	N/A	CAPEX	TECHN	Completion certificate
			Percentage of work completed for the construction Okhukho road	Percentage	100%	90%	10%	38	100% completion	80% (Accumulative)	100%	N/A	N/A	CAPEX	TECHN	Completion certificate
			Percentage of work completed for electrification of households at Mphise/ Mbulwini	Percentage	100%	New indicator	NONE	39	100% completion	Appoint contractor	Site establishment	70% (accumulative)	100% (accumulative)	CAPEX	TECHN	Completion certificate

MAPHUMULO LOCAL MUNICIPALITY																
2020/23 CONSOLIDATED DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN																
NATIONAL KPA	OBJECTIVES	STRATEGIES	KPI	UNIT OF MEASURE/ CALCULATION	DEMAND	BASELINE (2021/22)	BACKLOG	INDICATOR NO	ANNUAL TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	TYPE OF FUNDIND	RESPONSIBLE DEPARTMENT/ MANAGER	POE
			Percentage of work completed for construction of Sabuyaze sport ground	Percentage	100%	New indicator	NONE	40	100% completion	20% (accumulative)	40% completion (accumulative)	70% completion (accumulative)	100% completion	CAPEX	TECHN	Completion certificate
	To promote maintenance of facilities and infrastructure	Maintenance of municipal facilities and infrastructure	Date to undertake repairs of 5 community halls repairs	Date	30-Jun-22	New indicator	NONE	41	30-Jun-22	N/A	N/A	N/A	Undertake repairs of community halls	OPEX	TECHN	Completion certificate
SOCIO- LOCAL ECONOMIC DEVELOPMENT	To promote safe and healthy environment	Achieve clean safe and healthy environment	Percentage of indigent households with access to free basic waste removal services	Percentage	4%	No info	No info	42	4% (non-accumulative)	4% (non-accumulative)	4% (non-accumulative)	4% (non-accumulative)	4% (non-accumulative)	OPEX	COMM	Signed workings document
			Percentage of households with access to refuse removal	Percentage	10%	No info	No info	43	10% (non-accumulative)	10% (non-accumulative)	10% (non-accumulative)	10% (non-accumulative)	10% (non-accumulative)	OPEX	COMM	Signed workings document
			Number of clean up campaigns conducted	Number	4	4	NONE	44	4	1	1	1	1	OPEX	COMM	Attendance register
	To promote socio economic development	Promotion of social-economic development programmes	Number of job opportunities created through EPWP	Number	61	100	NONE	45	61	61	61	61	61	OPEX	COMM	Signed employment offer/ Contract
			Number of Sukuma Sakhe meetings attended	Number	12	4	8	46	12	3	3	3	3	INTERNAL RESOURCES	COMM	Attendance register
			Number of local AIDS council meetings held	Number	4	4	0	47	4	1	1	1	1	OPEX	COMM	Attendance register
			Number of HIV/AIDS outreach campaigns conducted	Number	4	4	0	48	4	1	1	1	1	OPEX	COMM	Attendance register
			Date to hold sports day for the disabled	Date	31-Dec-22	08-Dec-21	NONE	49	31-Dec-22	N/A	Hold sports day for the disabled	N/A	N/A	OPEX	COMM	Attendance register
			Date to hold womens day celebration	Date	31-Aug-22	27-Aug-21	NONE	50	31-Aug-22	Hold womens day celebration	N/A	N/A	N/A	OPEX	COMM	Attendance register
			Number of disability forum meetings held	Number	4	4	0	51	4 meetings to be held	1 meeting	1 meeting	1 meeting	1 meeting	INTERNAL RESOURCES	COMM	Attendance register
			Number of mens sector meetings held	Number	4	4	0	52	4 meetings to be held	1 meeting	1 meeting	1 meeting	1 meeting	INTERNAL RESOURCES	COMM	Attendance register
			Number of senior citizens meetings held	Number	4	4	0	53	4 meetings to be held	1 meeting	1 meeting	1 meeting	1 meeting	INTERNAL RESOURCES	COMM	Attendance register
			Date to support and organise extra classes for Matric	Date	30-Nov-23	09-Sep-21	NONE	54	30-Nov-23	N/A	Matric extra classes organised	N/A	N/A	OPEX	OMM	Attendance register
			Date to undertake Matric excellence awards	Date	31-Mar-23	11-Mar-21	NONE	55	31-Mar-23	N/A	N/A	Undertake Matric Excellence Awards	N/A	OPEX	OMM	Attendance register
			Date to procure and distribute school uniform for learners as part of Back to school campaign	Date	31-Mar-23	31-Mar-22	NONE	56	31-Mar-23	N/A	N/A	Procure and distribute school uniform	N/A	OPEX	OMM	Attendance register

MAPHUMULO LOCAL MUNICIPALITY 2020/23 CONSOLIDATED DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN																
NATIONAL KPA	OBJECTIVES	STRATEGIES	KPI	UNIT OF MEASURE/ CALCULATION	DEMAND	BASELINE (2021/22)	BACKLOG	INDICATOR NO	ANNUAL TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	TYPE OF FUNDIND	RESPONSIBLE DEPARTMENT/ MANAGER	POE
			Date to provide study financial assistance for tertiary students	Date	31-Mar-23	31-Mar-22	NONE	57	31-Mar-23	N/A	N/A	Provide study financial assistance to students	N/A	OPEX	OMM	Attendance register
			Number of Local Youth Programs funded	Number	6	New indicator	NONE	58	6	N/A	N/A	N/A	6 Local Youth Programs funded.	OPEX	OMM	Acknowledgment forms
			Number of local youth enrolled for drivers licences	Number	55	83	NONE	59	55	N/A	Send requisition	Enroll 55 local youth for licences	N/A	OPEX	OMM	Attendance register
			Number of youth council & Stakeholders meetings to be held	Number	4	4	0	60	4 meetings	1 meeting	1 meeting	1 meeting	1 meeting	OPEX	OMM	Attendance register
			Number of ward sports council meetings held	Number	4	4	0	61	4 meetings	1 meeting	1 meeting held	1 meeting held	1 meeting held	OPEX	OMM	Attendance register
			Date to hold Mayoral cup sports competition	Date	30-Jun-23	2021/22	NONE	62	30-Jun-23	N/A	N/A	N/A	Hold Mayoral cup final	OPEX	OMM	Attendance register
			Date to procure sports equipment	Date	30-Dec-22	Dec-21	NONE	63	30-Dec-22	N/A	Procure sports equipment	N/A	N/A	OPEX	OMM	Payment documents/ distribution list
			Date to procure seedlings for local small scale farmers	Date	31-Mar-23	New indicator	NONE	64	31-Mar-23	N/A	N/A	Procure seedlings for coops	N/A	OPEX	EDP	Payment documents/ distribution list
			Date to construct ablution facilities in town	Date	30-Mar-23	New indicator	NONE	65	30-Mar-23	Appoint service provider	Finalise designs	Complete construction of ablution facilities	N/A	OPEX	EDP	Payment documents/ completion certificate
			Date to provide support to livestock auction and market day	Date	31-Dec-22	New indicator	NONE	66	31-Dec-22	N/A	Provide support to livestock auction	N/A	N/A	OPEX	EDP	Payment documents/ acknowledgment form
			Percentage of SMMEs assisted to develop business plans	Percentage	100%	100%	NONE	67	100%	100%	100%	100%	100%	INTERNAL RESOURCES	EDP	Signed acnkowledgment form/ Business Plans
			Percentage of business licences processed	Percentage	100%	100%	NONE	68	100%	100%	100%	100%	100%	INTERNAL RESOURCES	EDP	Signed acnkowledgment form/ Business Plans
			Number of informal traders committee meetings held	Number	4	4	0	69	4	1	1	1	1	INTERNAL RESOURCES	EDP	Attendance register
			Number of agricultural/LED forum meetings held	Number	4	4	0	70	4 meetings	1	1	1	1	INTERNAL RESOURCES	EDP	Attendance register
			Number of tourism forum meetings organised	Number	4	4	0	71	4	1	1	1	1	INTERNAL RESOURCES	EDP	Attendance register
			Number of tourism awareness campaigns undertaken	Number	3	4	0	72	3	N/A	1	1	1	INTERNAL RESOURCES	EDP	Attendance register

MAPHUMULO LOCAL MUNICIPALITY 2020/23 CONSOLIDATED DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN																
NATIONAL KPA	OBJECTIVES	STRATEGIES	KPI	UNIT OF MEASURE/ CALCULATION	DEMAND	BASELINE (2021/22)	BACKLOG	INDICATOR NO	ANNUAL TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	TYPE OF FUNDIND	RESPONSIBLE DEPARTMENT/ MANAGER	POE
			Number of local SMMEs and Coops awarded tenders by the municipality	Number	60	45	15	73	60	15	15	15	15	INTERNAL RESOURCES	EDP	Company documents with local address
	To promote safe and healthy environment	Achieve healthy and safe environment in the workplace	Date to undertake training for OHS members	Date	30-Dec-22	06-08 December 2021	NONE	74	30-Dec-22	N/A	Train OHS members	N/A	N/A	OPEX	CORP	Attendance registers/ certificates
			Number of OHS committee meetings	Number	4	4	NONE	75	4	1	1	1	1	INTERNAL RESOURCES	CORP	Attendance registers/ minutes
			Date for procurement of staff protective clothing (Uniform)	Date	31-Mar-23	Mar-22	NONE	76	31-Mar-23	N/A	Send requisition to SCM	Procure staff protective clothing	N/A	OPEX	CORP	Payment certificate
			Number of local SMMEs and Coops awarded tenders by the municipality	Number	60	45	15	77	60	15	15	15	15	INTERNAL RESOURCES	EDP	Company documents with local address
FINANCIAL MANAGEMENT AND VIABILITY	To effectively manage finances and improve sustainability	Effective management of municipal finances	Date to develop and submit 2020/21 AFS to AG	Date	31-Aug-22	31-Aug-21	NONE	78	31-Aug-22	Submit finalised AFS to AG	N/A	N/A	N/A	INTERNAL RESOURCES	BTO	Submission Email/ Acknowledgment letter
			Date for council to approve 2023/24 municipal budget	Date	31-May-23	May-22	NONE	79	31-May-23	N/A	N/A	Table draft budget to council by 31 March 2023	Adopt final budget by 31 May 2023	INTERNAL RESOURCES	BTO	Council Resolution
			Date for council to approve 2022/23 budget adjustment	Date	02/28/2023	28-Feb-22	None	80	02/28/2023	N/A	N/A	Approve finalised adjusted budget	N/A	INTERNAL RESOURCES	BTO	Council Resolution
			Percentage of billed revenue collected by municipality	Percentage	80%	85%	0%	81	80%	20% (Accumulative)	40% (cumulative)	60% (cumulative)	80% (cumulative)	INTERNAL RESOURCES	BTO	Signed workings document
			Number of days taken to pay municipal creditors	Number	30 days	30 days	0	82	30 days	30 days	30 days	30 days	30 days	INTERNAL RESOURCES	BTO	Signed workings document
			Ratio for municipal Liquidity	Ratio	1.5: 1	2:01	NONE	83	Sufficient cash to be 1.5: 1 ratio against liquidity	1.5:1	1.5:1	1.5:1	1.5:1	INTERNAL RESOURCES	BTO	Signed workings document
			Number of days on accounts receivable	Number	194days	194 days	NONE	84	194days	N/A	N/A	N/A	194 days	INTERNAL RESOURCES	BTO	Signed workings document
			Ratio for Debt coverage	Ratio	1:01	N/A	NONE	85	Debt coverage ratio to be 1:1	1:1 ratio	1:1 ratio	1:1 ratio	1:1 ratio	INTERNAL RESOURCES	BTO	Signed workings document
			Ratio for cost coverage	Ratio	1:01	N/A	NONE	86	Cost coverage ratio to be 1: 1	1:1 ratio	1:1 ratio	1:1 ratio	1:1 ratio	INTERNAL RESOURCES	BTO	Signed workings document
			Number of reports (Section 71) submitted to Treasury	Number	12	12	0	87	12 reports	3 reports	3 reports	3 reports	3 reports	INTERNAL RESOURCES	BTO	Submission Email/ Acknowledgment letter

MAPHUMULO LOCAL MUNICIPALITY 2020/23 CONSOLIDATED DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN																
NATIONAL KPA	OBJECTIVES	STRATEGIES	KPI	UNIT OF MEASURE/ CALCULATION	DEMAND	BASELINE (2021/22)	BACKLOG	INDICATOR NO	ANNUAL TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	TYPE OF FUNDIND	RESPONSIBLE DEPARTMENT/ MANAGER	POE
			Date Section 72 Report submitted to treasury	Date	25-01-2022	24-Jan-22	0	88	25-01-2022	N/A	N/A	Submit mid year report by 25 January 2022	N/A	INTERNAL RESOURCES	BTO	Submission Email/ Acknowledgment letter
			Number of financial reports submitted to FPC	Number	4	4	0	89	4 report	1 quarterly report	1 quarterly report	1 quarterly report	1 quarterly report	INTERNAL RESOURCES	BTO	Agenda/ Minutes
			Number of asset management reports tabled to portfolio	Number	4	4	0	90	4 reports	1 report	1 report	1 report	1 report	INTERNAL RESOURCES	BTO	Agenda/ Minutes
			Percentage of deviations reduction within all departments	Percentage	80%	100% reduction	NONE	91	80%	20% reduction	40% reduction	60% reduction	80% reduction	INTERNAL RESOURCES	ALL HODs	Expenditure list
			Percentage of fruitless and wasteful expenditure incurred by each department	Percentage	0%	0%	NONE	92	0%	0%	0%	0%	0%	INTERNAL RESOURCES	ALL HODs	Expenditure list
			Percentage of irregular expenditure incurred by each department	Percentage	0%	0%	NONE	93	0%	0%	0%	0%	0%	INTERNAL RESOURCES	BTO	Expenditure list
			Number of reports submitted to MANCO on performance of external service providers	Number	12	6	6	94	12 reports	3 reports	3 reports	3 reports	3 reports	INTERNAL RESOURCES	ALL HODs	Agenda/ minutes
			Percentage of municipal operating budget spent on free basic services	Percentage	3%	2%	1%	95	3%	0,75%	0,75%	0,75%	0,75%	INTERNAL RESOURCES	BTO	Signed workings document
			Percentage of municipal budget spent on trainings	Percentage	100%	100%	NONE	96	100%	20%	40%	70% (accumulative)	100% (accumulative)	INTERNAL RESOURCES	CORP	Signed workings document
			Date for transfer of municipal contribution for shared services function to Ilembe district municipality	Date	30 June 2023	New indicator	NONE	97	30 June 2023	N/A	N/A	N/A	Transfer shared services municipal contribution	OPEX	EDP	Bank Transfer sheet
	To improve procurement efficiency for accelerated service delivery	Improve procurement turnaround time	Average number of days taken to evaluate tenders after the closing date	Number	10 working days	None	NONE	98	Average of 10 working days after the closing date	Tender evaluation within average of 10 working days after closing date	Tender evaluation within average of 10 working days after closing date	Tender evaluation within average of 10 working days after closing date	Tender evaluation within average of 10 working days after closing date	INTERNAL RESOURCES	BTO	Advert and evaluation attendance registers/ minutes
			Average number of days taken to adjudicate tenders after the evaluation	Number	14 days	None	NONE	99	Average of 14 days after the evaluation	Tender adjudication within average of 14 working days after evaluation	Tender adjudication within average of 14 working days after evaluation	Tender adjudication within average of 14 working days after evaluation	Tender adjudication within average of 14 working days after evaluation	INTERNAL RESOURCES	BTO	Adjudication attendance registers/ minutes
CUTTIN CROSS	To promote an integrated systems of	Prevention of disastrous events	Number of disaster management forum meetings attended	Number	4	4	0	100	4 meetings to be attended	1 meeting	1 meeting	1 meeting	1 meeting	INTERNAL RESOURCES	COMM	Attendance register

MAPHUMULO LOCAL MUNICIPALITY 2020/23 CONSOLIDATED DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN																
NATIONAL KPA	OBJECTIVES	STRATEGIES	KPI	UNIT OF MEASURE/ CALCULATION	DEMAND	BASELINE (2021/22)	BACKLOG	INDICATOR NO	ANNUAL TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	TYPE OF FUNDIND	RESPONSIBLE DEPARTMENT/ MANAGER	POE
	disaster management		Percentage of reported disastrous events attended within 36hrs	Percentage	100%	100%	0%	101	100%	100%	100%	100%	100%	INTERNAL RESOURCES	COMM	Disaster attendance forms
			Date for procurement of lightning conductors	Date	30-Jun-23	2021/22	NONE	102	30-Jun-23	N/A	N/A	N/A	Procure lightning conductors	OPEX	COMM	Payment documents
			Number of disaster awareness campaigns held	Number	4	4	0	103	4	1	1	1	1	INTERNAL RESOURCES	COMM	Attendance register
	To promote integrated development planning and integration	Achieve integrated development planning principles and processes	Date for council to adopt IDP & budget process plan and submission to COGTA	Date	15-Sep-22	02-Sep-21	NONE	104	15-Sep-22	1. Submission of draft IDP/ Budget process plan to COGTA by 31 July 2022 2. Adoption of final process plan by council by 31 August 2022. 3. Submission of final IDP & Budget Process Plan to COGTA by 15 September 2022	N/A	N/A	N/A	OPEX	EDP	Council resolution
			Date for council to adopt 2022/23 IDP document	Date	30-Jun-23	2021/22	NONE	105	30-Jun-23	1.Hold IDP steering committee by 31 July 2022. 2. Advertise public notice on IDP process plan by 15 September 2022	1. Organise and hold IDP steering committee meeting by 31 Oct 2022. 2. Organise and hold IDP Representative Forum by 31 Oct 2022 3.Hold public participation sessions by 30 Nov 2022	1. Organise and hold IDP steering committee meeting by 28 Feb 2023. 2. Submit Draft IDP to council & Cogta by 31 March 2023. 3. Advertise public notice on draft IDP by 15 April 2023.	1. Advertise public notice on draft IDP by 15 April 2023 2. Organise and hold IDP steering committee meeting by 30 April 2023. 3. Undertake public participation sessions by 30 April 2023. 4. Council Adoption of final IDP by 30 June 2023	OPEX	EDP	Council resolution
	To promote SPLUMA development	Promotion of spatial planning within the municipality	Number of reports on town development submitted to council	Number	4	4	0	106	4	1	1	1	1	INTERNAL RESOURCES	EDP	Council resolution

MAPHUMULO LOCAL MUNICIPALITY 2020/23 CONSOLIDATED DRAFT SERVICE DELIVERY AND BUDGET IMPLEMENTATION PLAN																
NATIONAL KPA	OBJECTIVES	STRATEGIES	KPI	UNIT OF MEASURE/ CALCULATION	DEMAND	BASELINE (2021/22)	BACKLOG	INDICATOR NO	ANNUAL TARGET	QUARTER 1 TARGET	QUARTER 2 TARGET	QUARTER 3 TARGET	QUARTER 4 TARGET	TYPE OF FUNDIND	RESPONSIBLE DEPARTMENT/ MANAGER	POE
	principles and their outcomes		Number of town development committee meetings organised	Number	4	4	0	107	4	1	1	1	1	INTERNAL RESOURCES	EDP	Attendance resolution
			Number of reports on title deeds transfer submitted to portfolio committee	Number	4	4	0	108	4	1	1	1	1	INTERNAL RESOURCES	EDP	Resolution/ Minutes
			Number of development planning forum/economic cluster meetings attended	Number	4	4	0	109	4 meetings	1	1	1	1	INTERNAL RESOURCES	EDP	Attendance register

9. SECTION I: CONCLUDING REMARKS

Maphumulo Council would like to extend its appreciation to everyone who has made a valuable contribution leading to the finalization of this comprehensive Fifth Generation Integrated Development Plan for 2022 – 2027 council term. Special appreciation is extended to Amakhosi, Business Association, Government Departments, Non-Governmental Organisations, Ilembe District Municipality and our communities. We are humbled by your enthusiasm towards the development of our area and our people. Maphumulo communities will get the best from us within the next five years because:

- We leads with integrity: through servant leadership, accountability and responsive governance.
- We empower people: through skills development, bursaries, resources and training, to create self-help and self-reliance, with a special focus on supporting people with disabilities, youth and women-led projects. We will prioritise South Africans for job and trade opportunities where we govern.
- We create food security: by supporting subsistence farmers, developing cooperatives and assisting emerging farmers, in particular women and youth-led projects. We will prioritise the rights and needs of farm workers and support the sustainable use of land.
- We partner with traditional leaders: by recognising just how vital traditional leaders are and how important it is to support and resource amakhosi, so that they can execute their functions of ensuring that communities' needs are met and that everyone is treated with dignity and respect.
- We make communities safer: we fight the scourge of GBV by strengthening law enforcement to protect the vulnerable. We will employ social workers, improve access to safe houses, treatment centres and drug rehabilitation programmes. We will invest in well-resourced community policing forums and additional law enforcement units to boost capacity to root out all forms of lawlessness, such as cross-border crimes, gangsterism, syndicates and trafficking. Further, we will prioritize documenting undocumented persons.
- We build homes: by building good quality, dignified housing that is efficiently and fairly allocated – and we build roads and transport systems to connect you.
- We look after your health: by prioritising well-equipped and professionally staffed clinics that are accessible to all.
- We provide clean water: by investing in infrastructure and connecting households.
- We light up your life: by getting electricity to homes and businesses, so that local economies can thrive. Our next mission is creating free public wi-fi hubs, to get everyone connected.
- We build the next generation: by prioritising Early Childhood Development (ECD) Centres and sports fields to give youth real hope for the future. We continue to provide bursaries to poor learners, and we prioritise sanitary dignity for indigent school girls.

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