

2018/ 2019

**UMSHWATHI INTERGRATED
DEVELOPMENT PLAN 2017-2022**

4th GENERATION

“uMshwathi Owethu, Let’s build it together”



MAIN STREET, NEW HANOVER, 3020, 033 816 6800



TABLE OF CONTENTS

Foreword by the Honourable Mayor	9
Introduction by the Municipal Manager	10
Chapter A: Executive Summary	11
1. UMshwathi Lm Overview	11
2. Summary of IDP Process Plan	12
3. Key Challenges and Interventions	16
4. uMshwathi Vision	17
5. Unlocking Our Challenges	17
6. Goal, Outputs and objectives	20
7 Progress Measurement	21
Chapter B: Development Principles & Government Policies & Imperatives	22
1. Development Principles	22
1.1. Sustainable Developmental Goals	22
1.2. National Development Plan	22
1.3. CoGTA KZN Planning Development Principles	24
2. Government Policies and Imperatives	28
2.1. The 14 National Outcomes	28
2.2. The 5 National Priorities	34
2.3. Provincial Growth & Development Plan (PGDS)	34
2.4. Comprehensive Rural Development Programme (CRDP) PRINCIPLES	36
2.5. Breaking New Ground- Human settlements	36
2.6. The Back to Basic approach	36
3. Alignment of government imperatives with uMshwathi goals	36
2.4 State of the Nation Address	38
Chapter C: Situational Analysis	40
1. Spatial Analysis	40
1.1. Regional context	40
1.2. Administrative entities	41
1.3. Structuring elements	41
1.4. Existing Nodes and Corridors	42
1.4.1. Rural service node	42

1.4.2. Primary node	42
1.4.3. Secondary nodes	44
1.4.4. Tertiary nodes	45
1.5. Broad Land Uses	46
1.6. Land Ownership	47
1.7. Land Reform	48
1.8. Land Capability	49
1.8.1. Land cover	51
1.9. Environmental analysis	51
1.9.1. Habitats	52
1.9.2. Hydrology	52
1.9.3. Protected Areas	53
1.9.4. Biodiversity	53
1.9.5. Climate Change	53
1.9.6. Strategic Environmental Assessment	56
1.9.7. Air Quality	58
1.10. Spatial & Environmental Trends & Analysis	59
2.4.9 Commercial agriculture	59
2.4.10 Private sector departments	60
1.11. Spatial & Environmental SWOT Analysis	61
1.12. Disaster Management	62
1.12.1. Municipal Institutional Capacity	63
1.12.2. Risk Assessment	63
1.12.3. Risk Reduction & Prevention	63
1.12.4. Response & Recovery	64
1.12.5. Training & Awareness	64
1.12.6. Funding Arrangements	64
1.12.7. Disaster Management SWOT Analysis	65
2. Demographic characteristics	66
2.1. Demographics Indicators	66
2.2. Population density	67
2.3. Population distribution across the District	67
2.4. Population Growth Rate	68
2.5. Age distribution	70

2.6. Sex ratio	70
2.7. HIV Prevalence	71
2.8. Population groups	72
3: Municipal Transformation and Institutional Development Analysis	74
3.1 Municipal transformation	74
3.2 Organisational Development	75
3.2.1. Institutional Arrangement	75
3.2.2 Powers and Functions Of Municipality	77
3.2.3 Organisational Structure/ Organogram	80
3.2.4 Municipal Institutional Capacity and Status of Critical Posts	81
3.2.5 Human Resource & Development	85
3.2.6. ICT Policy Framework	92
3.3. Municipal Transformation & Institutional Development SWOT Analysis	93
4. Basic Service Delivery	95
4.1 Water and Sanitation	95
4.1.1 Status of Water Services	95
4.1.2. Sanitation	104
4.2. Solid Waste Management	106
4.2.1. Status Of Solid Waste	106
4.2.2. Solid Waste Backlog	107
4.2.3. Solid Waste Needs And Priorities	108
4.2.4. Integrated Waste Management Plan (Iwmp)	110
4.2.4. Land Fill Site	111
4.2.5. Recycling Project Initiative in Conjunction with the Department of Environmental Affairs	111
4.3. Transportation Infrastructure	116
4.3.1. Municipal Roads And Maintenance Plan	117
4.3.2. Municipal Roads Master Plan	125
4.3.3. Taxi Ranks	126
4.3.4. Railway Line	126
4.4. Energy	128
4.4.1. Electricity Provision	128
4.4.2. Energy Sector Plan	129
4.4.3. Status of Electricity Supply	130

4.3.5. Electricity Backlogs	130
4.3.6. Electricity Needs and Priorities	130
4.4.7. Operations and Maintenance of Electricity Infrastructure	133
4.4.8. Coordination of Electricity Between LM and District	134
4.4.9. Other Sources of Energy	134
4.5. Access to Community Facilities	134
4.5.1. Status of Community Facilities	134
4.5.2. Backlog on Community Facilities	136
4.5.3. Community Facilities Needs And Priorities	137
4.5.4. Operations and Maintenance of Community Facilities	138
4.6 Human Settlements	143
4.6.1 Housing Chapter	144
4.7 Telecommunications	145
4.7.1. Telecommunication Status and Backlog	145
4.7.2 Cell-Mast Applications	146
4.7.3 Cell-mast Locations	146
4.7.4. Fibre	146
4.8. Basic Service Delivery SWOT Analysis	147
5. Local Economic Development & Social Development Analysis	148
5.1. Local Economic Development Analysis	148
C.5.1.1.1. Municipal Comparative & Competitive Advantages	148
5.1.2. Main Economic Contributors	149
5.1.3. Employment & Income Levels	150
5.1.4. SMME's & Cooperatives	153
5.1.5. Agriculture	154
5.1.6. Tourism	155
5.1.7. Manufacturing (Industrial)	155
5.1.8. Services	156
5.1.9. Mining	156
5.1.10. LED SWOT Analysis	156
5.1.10 AGRARIAN TRANSFORMATION	157
5.2 Social Development Analysis	158
5.2.1. Broad-based Community Needs (Limited to 3 Priority Projects per Ward)	158
5.2.2. Education	158

5.2.3. Health	163
5.2.4. Safety And Security	166
5.2.5. National Building and Social Cohesion	167
5.2.6. Community Development with Special Focus on Vulnerable Groups	169
5.2.6.1. Youth Development	170
5.2.6.2. Development of People with Disabilities	170
5.2.6.3. Development of the Elderly	170
5.2.6.4. Development of Women	171
5.2.6.5. People Affected by Crime HIV & AIDS Drugs etc.	171
5.2.6.6. Early Childhood Development	171
5.2.7. Social Development SWOT Analysis	172
6. Municipal Financial Viability & Management Analysis	173
6.1 Financial Viability & Management Analysis	173
6.1.1. Capability of the Municipality to Execute Capital Projects	173
6.1.2. Indigent Support Including Free Basic Services	173
6.1.3. Revenue Enhancement & Protection Strategies	173
6.1.4. Consumer Debt Position	173
6.1.5. Grant & Subsidies	174
6.1.6. Municipal Infrastructure Assets & Maintenance	174
6.5.6.1 Financial Ratios	176
6.1.7. Current & Planned Borrowings	178
6.1.8. Municipal Credit Rating	178
6.1.9. Employee Related Costs Including Councillor Allowances	178
6.1.10. Supply Chain Management	179
6.2 SWOT Analysis	179
7. Good Governance & Public Participation	181
7.1. Good Governance Analysis	181
7.1.1. National & Provincial Programmes Rolled Out at a Municipal Level	181
7.1.1.1. Operation Sukuma Sakhe	181
7.1.2. IGR.	182
7.1.2.1. Objectives of IGR	182
7.1.2.2. Strategic Direction of IGR.	182
7.1.3. Municipal Structures	183
7.1.3.1. Portfolio of Committees	183

7.1.3.2. Management Structures	184
7.1.3.3. IDP Steering Committee	184
7.1.3.4. Bid Committees	184
7.1.3.5. Risk Committee	184
7.1.3.6. Municipal Public Accounts Committee	185
7.1.3.7. Amakhosi Public Participation, Council Meetings.	185
7.1.4. Audit Committee	185
7.1.5. Status of Municipal Policies	186
7.1.6. Municipal Risk Management	187
7.1.7. Municipal By-laws	187
7.2. Public Participation Analysis	188
7.3. Good Governance & Public Participation Swot analysis	190
Chapter D: Municipal Vision, Goals And Objectives	191
1. Long Term Vision of the Municipality	191
2. Mission of the Municipality	191
2.1 Macro Level Strategic Objectives Informing the Municipality's IDP	191
2.2 Goals of the Municipality	191
2.3 Strategies of the Municipality	192
2.4 Alignment of the goals, objectives, and strategies with government's Key performance areas (KPA's)	194
Chapter E: Implementation Plan	207
1. Strategic Mapping	207
1.1. Environmental Sensitive Areas	207
1.2. Desired Spatial Outcomes	208
1.3 Spatial Alignment with Neighbouring Municipalities	209
1.4 Areas where priority spending is required	212
2. Draft Implementation Plan	213
Chapter F: FINANCIAL PLAN FINANCIAL PLAN	214
1. Introduction	214
2. Financial Strategies	214
2.1. General:	215
2.1.1. Social responsibility	215
2.1.2. Engendering investor and consumer confidence	215
2.1.3. Financial Resources	216

2.1.4. Revenue raising	217
2.1.5. Asset management	217
2.1.6. Financial management	217
2.1.7. Capital financing	218
2.1.8. Operational financing	219
2.1.9. Cost effectiveness	219
2.1.10. Consumer Debtors	219
2.1.11 Employee Related Costs	219
3. Auditor General's Opinion	220
4. Detailed Financial Action Plan	220
5. Financial Strategies	221
Chapter G: Annual Operational Plan	227
Chapter H: Organisational & Individual Performance Management System	228
1 Annual Performance of the previous year	229
2 How the OPMS is applied in the municipality	231
3 Organisational Key Performance Indicators linked to Departmental Indicators	233
4 Departmental Indicators linked to Outputs in the Performance Agreements	233
5 Outputs in the Performance Agreements linked to activities in the Operational Plans and Indicators	234

FOREWORD BY THE HONOURABLE MAYOR

I feel honoured to present the new Council Integrated Development Plan for the next five years. This fourth-generation Integrated Development Plan is the results of extensive engagement and sharing of information with all stakeholders. It signifies a collective agreement on strategies and tactics for driving basic service delivery and local economic development. As a rural based municipality, the document provides a bitter reflection on the economic realities, in the presence of huge infrastructure backlog. Our plans and objective are in harmony with the Sustainable Development Goals (SDG) and National Development Plan (NDP). Consideration was also given to Provincial and District planning priorities and our Key Performance Area's (KPA's) are aligned to them.

Our vision has been refined to give expression to our long-term view and to direct the allocation of limited resources to the most pressing needs of our citizens. A common understanding and agreement now exist between the political structure and administration regarding practice and behaviours that needs to be improved to enhance the municipality performance. This meeting of minds is summarized into a seven-point plan as presented in the IDP Document. The agreement is cast in the now termed Drakensberg Accord which was endorsed by all stakeholders.

Our key performance areas as reported on the IDP are as follows:

- ✓ *Putting our people first;*
- ✓ *Effective service delivery to citizens;*
- ✓ *Ensuring good governance;*
- ✓ *Ensuring sound financial management;*
- ✓ *Developing and maintaining institution capacity and*
- ✓ *Cross cutting issues*

The compelling reality is that we have common future and municipality has significant role to play in the improvement of quality of life of uMshwathi citizen. In concluding this forward, I would like to affirm the Council commitment to a cooperative and consultative working relationship for the benefit of all our citizens.

Ngiyabonga.

INTRODUCTION BY THE MUNICIPAL MANAGER

We welcome and graduate the new Council for having worked hard with their communities to develop this Integrated Development Plan for their term of office. Likewise, the administration affirms its readiness for action. The achievement of effective service delivery needs all stakeholders to realise their collaborative responsibility that requires proper plan and enduring commitment to make it work. Sometimes this understanding call for hard talk and unpleasant reflection on previous achievement.

Our plans include the implementation of the Drakensberg accord resolution which entails continuance improvement by learning from previous performance. This also means our commitment to back-to-basic and Batho- Pele principle remain unchanged. Our plans correlate with challenges that lies ahead. In this regard, policies that support effective decision making are in place. This includes, signing of performance agreement will all senior managers. This legislated achievement is important as it energies the implementation of the service delivery and budget implementation plan.

The review and placement of employees on the new organization structure was completed recently. The action improves the alignment of the operations with the skills and human capital necessary to do the work. Our financial focus indicates that local generated revenue will remain low for the next five year. However, this reality does not take away innovation. We are dedicated to continuing to explore very opportunities for revenue enhancement. Our call for more revenue injection is supported by our ability to spend all grant allocated in time.

We a taking keen interest in the development of procurement practice. It is our firm view that this would further advance the level of support that the municipality can be able to extend to local businesses and to SMME's. Sound, effective and ethical administration remains one of the founding pillar of the municipality. This commitment is support by the existence of Audit Committee and Municipal Public Accounts Committee (MPAC).These committee plays an oversight of the administration and reports directly to Council. Development and approval of the IDP signifies call for action to drive away poverty, and to create optimism above the future. We have heard the call and we are looking forward to work with all stakeholders to make vision of the National Development plan a reality.

I thank you.

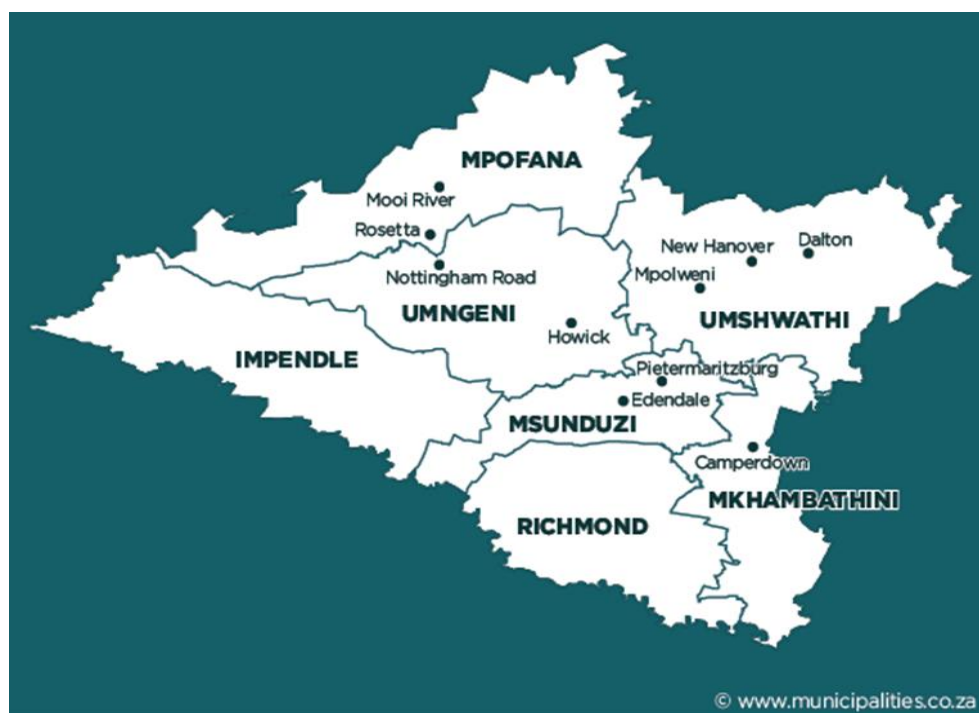
CHAPTER A: EXECUTIVE SUMMARY

1. UMSHWATHI LM OVERVIEW

The uMshwathi Local Municipality (LM), (KZN221), is strategically located within the uMgungundlovu District Municipal area, to the north of Msunduzi Municipality (Pietermaritzburg/ Capital City of KwaZulu Natal). uMshwathi is sharing a common boundary with Msunduzi, uMshwathi Municipality shares the boundaries with uMngeni, Mpofana, uMvoti, Ndwedwe, eThekweni and Mkhambathini Local Municipalities. Covering a land area of approximately 1811 km², the uMshwathi Municipality has 111 645 people living in approximately 29 082 households according to Community Survey 2016.

Municipality covers a land area of approximately 1811 square kilometres. The provincial positioning of uMshwathi accommodates secondary movement systems, which aim at providing efficient and effective access e.g. the R33 (Old Greytown Road) serves as the major/ main movement corridor between the N3 and the capital Msunduzi Municipality, to some of the surrounding local Municipalities towards the north such as uMvoti, Msinga, and Ndumeni. Hence, due to these as well as many other characteristics, there is a clear reflection of the R33 being a primary development and access corridor offering a range of opportunities for investment in relation to the province.

The advantage of uMshwathi Municipality's close proximity to Pietermaritzburg (Msunduzi Municipality), opportunity exists for positive spin-offs for Local Economic Development (LED). The local economy can also be diversified through, the development of tourism infrastructure and middle to high-income residential and commercial developments that may be limited in Msunduzi



2. SUMMARY OF IDP PROCESS PLAN

In developing this plan, the municipality took cognisance of the process plan that was adopted by council in terms of the Municipal Systems Act, 32 of 2000 to embark on extensive consultative process. The plan adopted clarified the roles and responsibilities, organisational arrangements and as well scheduled timeframes and alignment with other processes at different level (sector departments and public engagement. The plan also establishes a firm foundation for the alignment of the IDP, budget preparation and performance management processes.

The following table elaborates the various consultations and processes that were followed in the development of this IDP.

Table 1: Summary of the IDP Process Plan

NUMBER	ACTIVITY	PROPOSED DATES	ACTUAL DATES
1	Preparation of Draft Process Plan for the IDP 2018/19 and submission to CoGTA for assessment	31 July 2017	31 July 2017 Submitted Draft Process Plan to CoGTA for comments
2	Adoption of Process Plan by Council (with or without recommendations from CoGTA)	31 August 2017	
3	Advertising of Process Plan and commencement of IDP 2017/18	01– 23 August. 2017	01– 23 August 2017
4	Submission of adopted Process Plan to KZN CoGTA	1-31 August 2017	
5	First IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss shortfalls of IDP/ Review Status quo/ Needs analysis/ inclusions of certain plans/ reviews/ requirements and way forward for each municipal department/ each department to give an overview of their relevant plans required for inclusion or review in the IDP.	1 September 2017	September 2017
6	uMshwathi Ext. MANCO to work on requirements as per the 1st IDP Steering Committee meeting as well as submit all comments to Office of the Municipal Manager by end September 2016	September 2017	September 2017
	Second IDP Steering Committee Meeting (uMshwathi Ext. Manco): to discuss IDP progress and continuation measures/ Review objectives and strategies/ etc.	29 September 2017	October 2017

NUMBER	ACTIVITY	PROPOSED DATES	ACTUAL DATES
7	uMshwathi Ext. MANCO to work on requirements as per the 2nd IDP Steering Committee meeting as well as submit all comments to Office of the Municipal Manager by October 2017 Project Identification and prioritisation	1 October 2017	October 2017
	1st REP-FORUM Meeting with Govt. Departments: Proposed Council Workshop: (i.e. to present the IDP 2016/17, provincial plans, programmes and inputs)	27 October 2017	September 2017
8	Third IDP Steering Committee Meeting (uMshwathi Ext. MANCO); to discuss IDP progress/ feedback from government Departments and Council Workshop/ any additional inputs from Municipal internal Departments/ Progress on relevant Plans and Chapters in the IDP/ etc.	4 November 2017	October 2017
9	uMshwathi Ext. MANCO to work on requirements as per the 3rd IDP Steering Committee meeting as well as submit all comments to Office of the Municipal Manager by end November 2017	3 November - 30 November 2017	November 2017
10	2nd REP FORUM - PUBLIC PARTICIPATION meeting with Local Stakeholders (i.e. to present IDP progress and obtain inputs from ratepayers/ residents associations/ business sectors/ local organisations/ Amakhosi/ LED groups/ etc.)	26 November – 3 December 2017	6 December 2017
11	Fourth IDP Steering Committee Meeting (uMshwathi Ext. MANCO); to discuss IDP progress and intervention measures to be put in place to ensure all plans and programmes are completed before finalisation of the IDP	1 December 2017	January 2018
12	uMshwathi Ext. MANCO to work on requirements as per the 4th IDP Steering Committee meeting as well as submit all comments to Office of the Municipal Manager by 8 January 2017	1 December 2016 - 8 January 2018	January 2018
13	3rd REP FORUM meeting: To align Sector Department projects/ programmes prior to IDP public participation meetings.	April 2018	6 March 2018
14	PUBLIC PARTICIPATION MEETINGS IN WARDS – Ext. MANCO to be divided accordingly.	16 February 2018 25 March 2018	February 2018

NUMBER	ACTIVITY	PROPOSED DATES	ACTUAL DATES
15	Fifth IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss IDP progress, public meetings inputs or problems and gear IDP towards finalisation	March 2018	March 2018
16	Submit draft 2017/2018-2021/2122 IDP draft 2017/18 SDBIP to COGTA	31 March 2018	30 March 2017
17	Sixth IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss Draft IDP 2017/18-2021/22 and any further changes/ inputs before draft tabled at EXCO	5 March 2018	
18	EXCO and Council approval of draft IDP	27 March 2018	23-30 March 2018
19	Submission of draft IDP to KZN CoGTA for Provincial Assessments	31 March 2018	30 March 2018
20	Seventh IDP Steering Committee Meeting (uMshwathi Ext. MANCO): to discuss Provincial Assessments on IDP and any further amendments prior to final adoption	7 April 2018	April 2018
21	ADVERTISEMENT of Draft IDP for public comments/ objections/ inputs (minimum 21 DAY PERIOD)	22 March – 18 April 2018	April 2018
22	4th REP-FORUM Meetings/ Workshops (Govt. Departments/ Ratepayers/ Amakhosi/ Businesses/ Organisations/ etc.	21 May 2018	May 2018
23	Mayoral budget/IDP Izimbizo	5 May – 12 May 2018	May 2018
24	Draft IDP and Budget tabled at EXCO	21 May 2018	23 March 2018
25	Full Council meeting to approve the IDP and Budget	May 2018	Budget – May ; IDP- June 2018
26	Newspaper Notice of Approved IDP and Budget	May 2018	July 2018
27	Submission of final IDP to KZN CoGTA	30 June 2018	10 July 2018
28	Implementation of IDP 2017/18-2021/22	1 July 2018	1 July 2018

IDP Consultation dates

Ward Izimbizo (roadshows) public participation were established in order to ensure that all residents of the municipality have an equal right to participate and inform the municipality with the existing projects and also to inform wish list per Ward. The table below highlights the public participation engagement at Izimbizo.

Table 2: IDP Consultation Dates

DATES	WARD NAME	TIME	VENUE
16/02/2018	WARD 05	11:00 am	Emathulini Hall
17/02/2018	WARD 04	10:00 am	Hluhluwe Hall
17/02/2018	WARD 03	13:00 pm	Ekhamanzi Hall
18/02/2018	WARD 02	10:00 am	New Hanover Hall
18/02/2018	WARD 10	13:00 pm	Mpolweni Hall
21/02/2018	WARD 06	10:00 am	Estezi Hall
22/02/2018	WARD 12	10:00 am	Gobizembe Hall
24/02/2018	WARD 08	10:00 am	Swayimane Hall
24/02/2018	WARD 11	13:00 pm	Ekupholeni Hall
25/02/2018	WARD 09	10:00 am	Trustfeed Hall
25/02/2018	WARD 07	12:00 pm	Cool Air Hall
25/02/2018	WARD 13	13:00 pm	Emambhedwini Hall
04/03/2018	WARD 01	10:00 am	Thokozani Hall
04/03/2018	WARD 14	10:00 am	Nqolayolwazi Primary School

3. KEY CHALLENGES AND INTERVENTIONS

As per the developed and adopted Process Plan, the development of the IDP encompasses cooperation between the public and the municipality. Throughout the experiences of the previous five-year term, the municipality undertook a Strategic Planning Session subsequent to undertaking the Ward Izimbizo with the community. The Strategic Planning Session was held with the new Council, Mayor, Deputy Mayor, the speaker and the Extended Management of uMshwathi.

Ward Izimbizo also were held during the month of November and December 2016 to gather from the public challenges regarding the service delivery. Various service delivery key challenges and interventions in uMshwathi Municipality were identified in the table below:

Table 3: uMshwathi Key Challenges and Interventions

Challenges	Interventions
Lack of funding/ revenue	Review the Revenue Enhancement Strategy, Identify additional sources of income, Introduce driver's testing ground, Negotiate with DOT to have weigh bridge, Review lease agreements for all municipal properties, Implement/ review Credit control and debt collection policy, Appoint dedicated Attorney to pursue debt collection beyond the final demand process, Take legal action against government departments owing money's to the municipality, Capacitate finance staff on revenue collection, Carry out Land audit.
High unemployment, Poverty and Inequality	Develop a Grant-in-Aid Policy & Programmes; Implement capacity building programs for women, youth, SMME's and Cooperatives; Improve access to EPWP and CWP job opportunities to the most needy; Promoting greater procurement from local cooperatives and SMME's; Providing incentives to local businesses for the use of local labour; Develop a programme to roll out agrarian projects; Forming partnerships with business; Reskilling of retrenched workers; Providing support to local SMME's, cooperatives; Setting minimum targets for the use of labour intensive methods in infrastructure projects & develop a clear program for small contractor development.
CHALLENGES	INTERVENTIONS
lack of long term plan/ outdated Spatial Development Framework (SDF)	Capacitation of stakeholders on NDP and IUDF; Align SDF with the IDP.
Aging infrastructure and backlogs	Source funding from sector departments; Develop a policy of self-sustaining infrastructure, Develop Private-Public Partnerships for infrastructure development and maintenance; Develop master plans for infrastructure and review annually; Develop a capital project prioritisation policy; Develop a capital investment framework as part of the SDF

Challenges	Interventions
Unknown land use and ownership	Conduct land rights and use audit; review bylaws; Enforce compliance with bylaws; Appoint property valuer; Update and apply valuation roll using suitable property rate method; review and update the enforcement structure
Poor work ethic and organisational culture	Review organisational structure and placement of staff; Restructure the organisation; Implement code of conduct and disciplinary policy and collective agreement; Roll out PMS Policy to all staff; Review Recruitment Policy.
Undue political interface (failure to follow protocol)	Review and workshop delegations; develop communication protocol

4. UMSHWATHI VISION

“To be a liveable, self-sustainable and world-class agricultural hub by 2030”

5. UNLOCKING OUR CHALLENGES

Through the engagement held during the Strategic Planning Session in January 2017, main key challenges were categorised and identified per Key Performance Area with the intension of formulating the interventions, which will becomes strategies. The table below summarises the key challenges and interventions per KPA.

Table 4: Alignment of key challenges, interventions with KPA's

Key Performance Area	Key Challenges	Interventions
Municipal Institutional Development & Transformation	Poor work ethic and organisational culture	Review organisational structure and placement of staff; Restructure the organisation; Implement code of conduct and disciplinary policy and collective agreement; Roll out PMS Policy to all staff; Review Recruitment Policy.
Basic Service Delivery	Aging Infrastructure and backlogs	Sourcing funding from sector departments; Develop a policy self-sustaining infrastructure; Develop Private-Public Partnership for infrastructure development and maintenance; Develop a maintenance plan for infrastructure; develop master plans for infrastructure and review annually; develop clear prioritisation plan; develop a capital project investment framework as part of part of SDF;

Key Performance Area	Key Challenges	Interventions
Local Economic Development	High unemployment, poverty & inequality	Develop a Grant-in-Aid Policy & Programmes; Implement capacity building programs for women, youth; SMME's and Cooperatives; Improve access to EPWP and CWP job opportunities to the most needy; Promoting greater procurement from local cooperatives and SMME's; Providing incentives to local businesses for the use of local labour; Develop a programme to roll out agrarian projects; Forming partnerships with business; Reskilling of retrenched workers; Providing support to local SMME's, cooperatives; Setting minimum targets for the use of labour intensive methods in infrastructure projects & develop a clear program for small contractor development.
Municipal Financial Viability & Management	Lack of funding/ revenue collection	Review the Revenue Enhancement Strategy; Identify additional sources of income; Introduce driver's testing ground; Negotiate with DOT to have weigh bridge; Review lease agreements for all municipal properties, Implement/ review, Credit control and debt collection policy, Appoint dedicated Attorney to pursue debt collection beyond the final demand process, Take legal action against government departments owing money's to the municipality, Capacitate finance staff on revenue collection, Carry out Land audit.
Good Governance & Public Participation	Undue political interface	Review and workshop delegations; develop communication protocol
Cross Cutting Issues	Unknown land use and ownership	Conduct land rights and land use audit; review bylaws; Appoint or capacitate property valuer; review and update the enforcement structure

How is the SDF unlocking the challenges?

The uMshwathi SDF 2017/18 Framework has identified nine (3) categories of development nodes, which are: desirable to a particular community) and, "promoting equal development across all 14 wards within the Municipality".

Criteria	Node Category	UMshwathi Municipality Node
<p>It must offer a full range of Social, Community and other Services and facilities. It will be the focus of urban employment opportunities. The full range of permanent residential options will be encouraged, keeping in mind the existing character, natural attributes and attractions. Inside the node, mixed use corridors and areas of a more flexible and general land use nature are proposed, as opposed to only agriculture and residential. The intention is to encourage non-polluting, environmentally friendly urban employment opportunities. While it is acknowledged that the Primary Corridor (R33) offers development opportunities, these are to be restricted to suitable Mixed uses within the Primary Nodes.</p>	Primary Node	Wartburg and New Hanover
Criteria	Node Category	UMshwathi Municipality Node
<p>Agriculture should be seen as an integral part of the urban node, and offers opportunities for high intensity agricultural activity.</p> <p>Urban Transition areas offer opportunities for Residential Estates, Tourism and Recreation provision. Smallholdings are the dominant present land use in these areas, and agricultural activities are encouraged to continue in these areas</p> <p>Residential expansion possibilities at scale are restricted by topographical and other physical considerations, as well as high potential agricultural land. Dependant on impact and servicing possibilities, these are intended to offer as high a density</p> <p>Infill and the densification of existing residential areas are encouraged where this is shown to not impact on the amenity of the area</p>		
<p>The primary aim is consolidation and upgrading They are lower order Service Centres to serve the surrounding rural community. Services such as a schools, hospital, clinics and pension payout point are provided</p>	Secondary Node	Dalton, Cool Air, Trustfeed)

6. GOAL, OUTPUTS AND OBJECTIVES

Table 7: Goals, outputs and objectives

NKPA	IDP Goal	Back to Basics	Strategic Objective
Municipal Transformation & Institutional Development	Improved administrative, legal and advisory support	Pillar 5: Building capable local government institutions	To provide quality support services to the Municipality enabling other departments to operate efficiently in order for them to achieve their targets.
Basic Service Delivery	Improved the quality of life of our citizens	Pillar 2: Basic service delivery	To respond to the service delivery backlogs by planning, developing and maintain Municipal infrastructure To execute the road traffic law enforcement by reducing the risk of death or injury to users of the road network. To upscale Social Empowerment of Vulnerable Groups.
Local Economic Development	Self-sustainable communities	Pillar 2: Basic service delivery	To promote and support local economy
Municipal Financial Viability And Management	Sound financial management	Pillar 4: Sound financial management	To ensure complete and accurate accounting of all transactions, and to report all financial information in accordance with the MFMA and applicable regulations
Good Governance And Public Participation	Strengthened democracy	Pillar 3: Good Governance	To instil the principles of good governance in all municipal operations and promote effective public participation
Cross Cutting Issues	Credible IDP	Pillar 2: Basic service delivery	To develop a credible IDP in line with provincial guidelines
	Safe and secure environment	Pillar 2: Basic service delivery	To reduce the probability of disaster occurrences and take effective action during disasters

NKPA	IDP Goal	Back to Basics	Strategic Objective
	Inculcating an environmental ethos in the municipality	Pillar 2: Basic service delivery	To develop Spatial Development Framework that informs the development direction of the municipality To promote a sustainable environmental management system, through open space management (parks, cemeteries); b. Municipal health (waste management) c. Environmental compliance facilitation

7 PROGRESS MEASUREMENT

The uMshwathi Municipality has a Performance Management System (PMS) in place. This necessitates each of the Departmental Heads to sign performance agreement linked to the objectives of the IDP and meeting the service delivery needs of the community. This is in the form of Scorecards aligned to the functions and responsibilities of each Department. The Monitoring and Evaluation Unit using manual means i.e. Excel Spreadsheet enables quick and easy monitoring of progress within the Municipality and compiles quarterly reports. This in essence contributes to the Organisational Performance Management System, which the Municipal Manager is responsible for.

CHAPTER B: DEVELOPMENT PRINCIPLES & GOVERNMENT POLICIES & IMPERATIVES**1. DEVELOPMENT PRINCIPLES****1.1. Sustainable Developmental Goals**

The Millennium Development Goals summarize the development goals agreed on at international conferences and world summits during the 1990s. At the end of the decade, world leaders distilled the key goals and targets in the Millennium Declaration (September 2000). The targets set were to be reached by 2015 and now the international world is deliberating on the post 2015 MDG Goals. However, South Africa has already pledged to take MDG Goals forward, which are:

Halving extreme poverty and hunger;

Achieving universal primary education;

Promoting gender equality;

Reducing under-five mortality by two-thirds;

Reducing maternal mortality by three-quarters;

Reversing the spread of HIV/AIDS, malaria and TB;

Ensuring environmental sustainability;

Developing a global partnership for development, with targets for aid, trade and debt relief

In addressing the above millennium goals, the municipality has initiated poverty eradication programmes that are part of the plan for the financial year. These programmes include assisting the local community to plant vegetables for sustenance of the families. The municipality is in the process of reviewing its Local Economic Development Plan thus aligning it to the Agri- Business strategy. The review of the LED will provide the current and a true reflection of the economy thereby assist in the identification of economic opportunities within uMshwathi that can unlock to create economic growth and job opportunities.

1.2. National Development Plan

The country has developed the draft national plan, released in November 2011. Building on the diagnostic, the plan added four thematic areas: rural economy, social protection, regional and world affairs, and community safety.

The plan focuses on the critical capabilities needed to transform the economy and society. Achieving these capabilities is not automatic, nor will they emerge if the country continues on its present trajectory. Rising levels of frustration and impatience suggest that time is of the essence: failure to act will threaten democratic gains. In particular, South Africa must find ways to urgently reduce alarming levels of youth unemployment and to provide young people with broader opportunities.

Progress over the next two decades means doing things differently. Given the complexity of national development, the plan sets out six interlinked priorities:

Uniting all South Africans around a common programme to achieve prosperity and equity.

Promoting active citizenry to strengthen development, democracy and

Accountability.

Bringing about faster economic growth, higher investment and greater labour

Absorption.

Focusing on key capabilities of people and the state.

Building a capable and developmental state.

Encouraging strong leadership throughout society to work together to solve problems.

While the achievement of the objectives of the National Development Plan requires progress on a broad front, three priorities stand out:

Raising employment through faster economic growth

Improving the quality of education, skills development and innovation

Building the capability of the state to play a developmental, transformative role.

A sustainable increase in employment will require a faster-growing economy and the removal of structural impediments, such as poor-quality education or spatial settlement patterns that exclude the majority. These are essential to achieving higher rates of investment and competitiveness, and expanding production and exports. Business, labour, communities and government will need to work together to achieve faster economic growth.

Social cohesion needs to anchor the strategy. If South Africa registers progress in deracialising ownership and control of the economy without reducing poverty and inequality, transformation will be superficial. Similarly, if poverty and inequality are reduced without demonstrably changed ownership patterns, the country's progress will be turbulent and tenuous.

Longer term interventions from the local authority need to take cognizance of the following:

Promote mixed housing strategies and more compact urban development to help people access public spaces and facilities, state agencies, and work and business opportunities.

Invest in public transport, which will benefit low-income households by facilitating mobility.

For infrastructure that supports human settlements (housing, water, sanitation, roads, parks and so on) the picture is unnecessarily complicated. The planning function is located at local level, the housing function is at provincial level, and the responsibility for water and electricity provision is split between those responsible for bulk services and reticulation. In practice, these arrangements do not work. In general, human settlements are badly planned, with little coordination between those installing water reticulation infrastructure and those responsible for providing bulk infrastructure.

Responsibility for housing should shift to the level at which planning is executed: the municipal level. The plan sets out recommendations for effective urban development. Local government faces several related challenges, including poor capacity, weak administrative systems, undue political interference in technical and administrative decision-making, and uneven fiscal capacity. The Commission believes that within the framework of the Constitution, there is more room for the asymmetric allocation of powers and functions and for more diversity in how developmental priorities are implemented. To achieve this, longer-term strategies are needed, including addressing capacity constraints, allowing more experimentation in institutional forms and working collaboratively with national and provincial government.

Reshaping South Africa's cities, towns and rural settlements is a complex, long-term project, requiring major reforms and political will. It is, however, a necessary project given the enormous social, environmental and financial costs imposed by existing spatial divides. The Commission proposes a national focus on spatial transformation across all geographic scales. Policies, plans and instruments are needed to reduce travel distances and costs, especially for poor households. By 2030, a larger proportion of the population should live closer to places of work, and the transport they use to commute should be safe, reliable and energy efficient.

This requires:

Strong measures to prevent further development of housing in marginal places

Increased urban densities to support public transport and reduce sprawl

*More reliable and affordable public transport and better coordination between various modes of transport
Incentives and programmes to shift jobs and investments towards the dense townships on the urban edge*

Focused partnerships with the private sector to bridge the housing gap market.

Rural areas present particular challenges. Policies are required to bring households in these areas into the mainstream economy. There are rural areas, however, where transport links are good and where densification is

1.3. CoGTA KZN Planning Development Principles

The 2017/18 IDP review, aims to address the development principles contained in different National and Provincial legislations and programmes. Amongst other things, the following are the principles that the IDP will adhere to:

Table 8: Planning Development Principles

Development Principle		Source	IMPLICATIONS
Development / investment will only happen in locations that are sustainable		(NSDP)	Private development applications, which aim at boosting investment and rates base of the Municipality. The investment potential/ nodes intervention areas have been identified in the 2017/18 SDF (Framework) and will be discussed in the detailed Review of the Spatial Development, which will be undertaken during the 2017/18 financial year. The development of the SDF will therefore unlock private development applications to commence with greater prospects.
In order to overcome the spatial distortions of apartheid, future settlement and economic development opportunities should be channelled into activity corridors and nodes that are adjacent to or that link the main growth centres.		(NSDP)	The detailed SDF to be developed will discourage urban sprawl by encouraging settlement at existing and proposed nodes and settlement corridors, whilst also promoting densification and compaction.
In localities with low demonstrated economic potential, development / investment must concentrate primarily on human capital development by providing education and training, social transfers such as grants and poverty-relief programmes		(NSDP)	The municipality is embarking on a position to establish SMME's and cooperatives in order to deal with the issues of poverty as one of the key objectives of the Millennium Goals. Youth Development Implementation Plan to respond to socio-economic needs of young people in uMshwathi Municipality through Cooperative Business Programme which mainly focuses on agricultural projects or programmes
There should be a Balance between urban and rural land development in support of each other		(DFA Principles)	Enhancement or achieving a balance between rural and urban can be done through settlement plans, which will be included as part of the proposals in the detailed SDF to be developed. Community Ward Base Plan development

Development Principle		Source	IMPLICATIONS
<p>Providing basic services that enable people to develop capabilities to take advantage of opportunities around the country, enabling them to contribute to their communities through remittances and skills transfer</p>		NDP	<p>Through the development of LED, plan and Agri-Business Strategy, which ultimately identify local economic opportunities within uMshwathi, will therefore ensure improvement of economic growth and creation of job opportunities.</p>
<p>If there is a need to low-income housing, it must be provided in close proximity to areas of opportunity ("Breaking New Ground": from Housing to Sustainable Human Settlements)</p>		BNG	<p>Through the adopted Housing Sector Plan, current and planned housing projects in close proximity to areas of opportunity have been reflected on the plan.</p>
<p>Furthermore, the principle is underpinned by an assessment of each areas unique competencies towards its own self-reliance and need to consider the environment, human skills, infrastructure and capital available to a specific area and how it could contribute to increase its self-sufficiency</p>		(KZN PGDS)	<p>To be addressed in the detailed SDF to be developed which will mainly unpack into detail the relationship between human skills, environment and infrastructure</p>
<p>This policy identified the following key pillars which every local municipality that each local municipality should aim at achieving:</p> <p>Basic Services: Creating decent living conditions, Good Governance, Public Participation,</p>		Back to Basics	<p>The municipality embarked on reporting on back to basics programme. The reporting requirement has been clarified with all stakeholders and reporting is done a monthly basis to DCOG and quarterly to Provincial COGTA. The support plan and responses of the municipality to all pillars has been addressed in the content of the IDP.</p>

Development Principle		Source	IMPLICATIONS
To provide a framework for spatial planning and land use management in the Republic; to specify the relationship between the spatial planning and the land use management system and other kinds of planning; to provide for the inclusive, developmental, equitable and efficient spatial planning at the different spheres of government; norms and standards for spatial development planning and land use management; to address past spatial and regulatory imbalances;		SPLUMA	The IDP has given effect to the Act particularly to all private development applications being submitted to the municipality and the SDF 2016/17 framework has outlined and aligned with the Act. The detailed SDF to be developed will also give detail alignment concerning the spatial desired outcomes of the municipality.
Development must optimize the use of existing resources and infrastructure in a sustainable manner;		CRDP	To avoid loss of agricultural land to non-agricultural activities, Council recognized the need to actively support agricultural projects and ensure their long-term viability
			This is done through promoting Business Cooperative Programme to maintain sustainable development within agricultural land.
In January 2010, Cabinet adopted 14 outcomes within which to frame public-service delivery priorities and targets		OUTCOME 1-14	The Operational Performance Management System (OPMS) through development of the Service Delivery Budget Implementation Plan (SDBIP) illustrates targets and performance by ensuring alignment with outcomes and key performance areas, key performance indicators and strategies

The Constitution of the Republic of South Africa stipulates the role that the local government should play in deepening democracy and promoting of socio-economic and environmental development. Furthermore, the municipality provides basic services and conduct its business in accordance with the Municipal Structures Act 1998, Municipal System Act 2000, Municipal Finance Management Act 2003 and Municipal Property Rates Act 2004. Section 34, Chapter 5 of the Local Government Systems Act, 32 of 2000 makes provision for the Integrated Development Plan review process. Hence, uMshwathi Local Municipality has engaged in a consultative process to comply with legislative mandate regulating the review process.

2. GOVERNMENT POLICIES AND IMPERATIVES

This section provides brief explanation on government policies and imperatives purpose and goals which ultimately act as guiding tool towards uMshwathi development. The table provided in section 2.1 illustrates how each of the principle of the policy and legislation implies/ relevant in the jurisdiction of uMshwathi. It further indicates plans and programmes designed in achieving alignment with policy principles. UMshwathi IDP has further ensured that even though some of the critical plans are not yet in place, strives to achieve in developing these plans such as a detailed SDF during the 2017/18 financial year.

2.1. The 14 National Outcomes

In January 2010, Cabinet adopted 14 outcomes within which to frame public-service delivery priorities and targets. Cabinet ministers have signed performance agreements linked to these outcomes. More detailed delivery agreements have since been developed to extend targets and responsibilities to national and provincial departments, agencies and municipalities. UMshwathi Local Municipality is attempting to comply with the 14 outcomes by taking them into consideration in the budget and IDP process. Taking place in the absence of effective land-use management and urban governance. These require urgent interventions. Agreements have since been developed to extend targets and responsibilities to national and provincial departments, agencies and municipalities. UMshwathi Local Municipality is attempting to comply with the 14 outcomes by taking them into consideration in the budget and IDP process.

Table 9: 14 National Outcomes

Outcome Number	Outcome	Output	Implications To Umshwathi Lm
1	Improve the quality of basic education	Improve quality of teaching and learning Regular assessment to track progress Improve early childhood development A credible outcomes-focused accountability system Improve quality of teaching and learning	<i>Within the municipality, staff is being trained and attend workshop as per the area of individual's expertise Attempts are being made to reduce the pregnancy through collaborations with the government departments and non-government organizations. Educating learners on sexual reproductive health is upscaled through engaging key role players. Skills Audits are conducted on an annual basis</i>

Outcome Number	Outcome	Output	Implications To Umshwathi Lm
2	Improve health and life expectancy	<p>Increase life expectancy to 58 for males and 60 for females</p> <p>Reduce maternal and child mortality rates to 30-40 per 1000 births</p> <p>Combat HIV/Aids and TB</p> <p>Strengthen health services effectiveness</p>	<p><i>The local aids council is established and functional and have linkages with operation Sukuma Sakhe's Local Task Team</i></p> <p><i>The multi sectoral representation includes departments, Non-government organizations and sectors at a ward level</i></p> <p><i>The establishment of SMME's and cooperatives in order to deal with the issues of poverty as one of the key objectives of the Millennium Goals has been achieved</i></p>
3	All people in South Africa protected and feel safe	<p>Reduce overall level of crime</p> <p>An effective and integrated criminal justice system</p> <p>Improve perceptions of crime among the population</p> <p>Improve investor perceptions and trust</p> <p>Effective and integrated border management</p> <p>Integrity of identity of citizens and residents secured</p> <p>Cyber-crime combated</p>	<p><i>UMshwathi has formulated programmes and awareness campaigns in agriculture, land restitution, HIV/AIDS, Youth, Tourism, Co-operatives and SMMEs as tools to create jobs opportunities and combat crime actions and transmittable deceases</i></p> <p><i>Through government state departments, police stations have been well located in uMshwathi. Safety Plan is currently being formulated</i></p>

Outcome Number	Outcome	Output	Implications To Umshwathi Lm
4	Decent employment through inclusive economic growth	Faster and sustainable inclusive growth More labour-absorbing growth Strategy to reduce youth unemployment Increase competitiveness to raise net exports and grow trade Improve support to small business and cooperatives Implement expanded public works programme	<i>Proposition of providing small business stalls Agri-Business strategy has been formulated together with the Local Economic Development Strategy to formulate programmes and projects which will eventually provide jobs for citizens of uMshwathi. The Municipal Environmental Framework for business development (private sector facilitation) aimed at making uMshwathi Municipality an agri-hub and agro-processing</i>
5	A skilled and capable workforce to support inclusive growth	A credible planning institutional mechanism Increase access to intermediate and high level learning programmes Increase access to occupation specific programmes (especially artisan skills training) Research, development and innovation in human capital	The municipality under Local Economic Development aims at promoting SMMEs and Cooperatives such as the programmes introduced through the LED Strategy: Drought Resilience project located in Swayimana

Outcome Number	Outcome	Output	Implications To Umshwathi Lm
6	An efficient, competitive and responsive economic infrastructure network	<p>Improve competition and regulation</p> <p>Reliable generation, distribution and transmission of energy</p> <p>Maintain and expand road and rail network, and efficiency, capacity and competitiveness of sea ports</p> <p>Maintain bulk water infrastructure and ensure water supply</p> <p>Information and communication Technology</p> <p>Benchmarks for each sector</p>	<p>The municipality has formulated all infrastructure masterplans which will therefore guide the municipality in terms of provision and budget for the provision of infrastructure. These master plans have been included in the IDP as annexures</p>
7	Vibrant, equitable and sustainable rural communities and food security	<p>Sustainable agrarian reform and improved access to markets for small farmers</p> <p>Improve access to affordable And diverse food</p> <p>Improve rural services and access to information to support livelihoods</p> <p>Improve rural employment opportunities</p> <p>Enable institutional environment for sustainable and inclusive growth</p>	<p><i>An investment and business retention plan have been included in the LED Strategy to support sustainable job creation in uMshwathi</i></p> <p><i>Proposition of Agricultural businesses to be done by cooperatives is being explored.</i></p>

Outcome Number	Outcome	Output	Implications To Umshwathi Lm
8	Sustainable human settlements and improved quality of household life	Accelerate housing delivery Accelerate housing delivery Improve property market More efficient land utilisation and release of state-owned land	<i>The Municipality is embarking in the process of identifying new sites to eradicate Informal Settlements. Through consultation with the Department of Rural Development & Land Reform and Department of Human Settlements, the municipality engages these departments regarding the Land Acquisition UMshwathi housing pipeline has been included as part of the prioritised service delivery</i>
9	A response and, accountable, effective and efficient local government system	Differentiate approach to municipal financing, planning and support Community work programme Support for human settlements Refine ward committee model to deepen democracy Improve municipal financial administrative capability Single window of coordination	<i>The municipality is currently in support of the EPWP Programme which mainly provides jobs for the community residents The municipality has developed a revenue enhancement strategy which is currently being reviewed for Council Adoption The municipality ensures that tariffs 2016/17 and rates policy 2016/17 which is undertaken</i>
10	Protection and enhancement of environmental assets and natural resources	Enhance quality and quantity of water resources Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality Sustainable environment Management Protect biodiversity	

Outcome Number	Outcome	Output	Implications To Umshwathi Lm
11	A better South Africa, a better and safer Africa and world	Enhance the African agenda and sustainable development Enhance regional integration Reform global governance institutions Enhance trade and investment between South Africa and partners	To promote celebrating cultural diversity, the municipality under the Local Economic Development has a competitive festival which is done yearly to bring citizens of UMshwathi together
12	A development-orientated public service and inclusive citizenship	Improve government performance Government-wide performance monitoring and evaluation Conduct comprehensive expenditure review Information campaign on constitutional rights and responsibilities Celebrate cultural diversity	To promote celebrating cultural diversity, the municipality under the Local Economic Development has a competitive festival which is done yearly to bring citizens of UMshwathi together
13	An inclusive and responsive social protection system		Disaster Management plan has been formulated for the purpose of promoting safe and security within uMshwathi Communities. Community Development and LED departments have compiled different programmes which ultimately aim at providing food security, community safety and learnerships to promote cohesion and safety.
14	Nation building a cohesion		HIV and Aids unit has multiple committees and programmes which bring about all people. In addition the LED and Sports unit have implemented and still growing on developing on its current local programmes in sports and local economic development.

2.2. The 5 National Priorities

Government's priorities affect all South Africans, the majority of whom are women and girls. Particularly black women and girls suffer multiple forms of discrimination and are among the most socioeconomically disadvantaged groups in South Africa. This review gauges how government's priorities set for 2012 in President Jacob the President's State of the Nation Address (SONA 2012) will affect the social, political and economic status of women, and measures the advances made with regards to the five priorities the president set in the 2009 SONA, namely:

- ✓ *Decent Work*
- ✓ *Education*
- ✓ *Crime*
- ✓ *Health*

Rural development & Agrarian reform

UMshwathi Local Municipality through its social and economic development initiatives has played a catalytic role and continue to do so in assuring that all Capital Projects are more labour intensive in order to create an opportunity for the Local communities to acquire necessary skills and employment opportunities as well as ensuring self-sustainability and efficiency. Furthermore, direct programmes and awareness campaigns in agriculture, land restitution, HIV/AIDS, Youth, Tourism, Co-operatives and SMMEs are the effective tools to create jobs opportunities and combat crime actions and transmittable deceases.

2.3. Provincial Growth & Development Plan (PGDS)

The Kwazulu-Natal (KZN) Province to maximize its position as a gateway to South and Southern Africa, as well as its human and natural resources so creating a safe, healthy and sustainable living environment by 2030. Abject poverty, inequality, unemployment and the current disease burden should be history, basic services must have reached its entire people, domestic and excellent infrastructure and a skilled labour force attract foreign investors. The people shall have options on where and how they opt to live, work and play, where the principle of putting people first and where leadership, partnership and prosperity in action has become a normal way of life.

The PGDP has seven goals that the province aims to achieve by 2030 which are the following:

Goal	Focus Areas
Inclusive economic growth	Agriculture, Manufacturing, Tourism & EPWP Programmes
Human Resource Development	Primary, Secondary And Tertiary Education, Skills Development To Support Economy
Human Community Development	Poverty, Health, Food Security & Human Settlement

Goal	Focus Areas
Strategic Infrastructure	Airport, Road & Rail, Water, Sanitation, Energy , ICT, Health, Education & Human Settlement
Environmental Sustainability	Productive Use Of Land, Renewable Energy, Biodiversity & Climate Change
Governance And Policy	Public / Private Sector Relations, Capacity Constraints, Fraud & Corruption
Spatial Equity	Rural Development Imperatives & Land Use Planning Controls, New Emerging Towns

The PGDP has 30 objectives that are mentioned as follows:

- ✓ *Industrial Development through Trade, Investment & Exports*
- ✓ *Government-led job creation*
- ✓ *SMME, Entrepreneurial and Youth Development*
- ✓ *Enhance the Knowledge Economy*
- ✓ *Early Childhood Development, Primary and Secondary Education*
- ✓ *Skills alignment to Economic Growth*
- ✓ *Youth Skills Dev & Life-Long Learning*
- ✓ *Poverty Alleviation & Social Welfare*
- ✓ *Health of Communities and Citizens*
- ✓ *Sustainable Household Food Security*
- ✓ *Promote Sustainable Human Settlement*
- ✓ *Enhance Safety & Security*
- ✓ *Advance Social Capital*
- ✓ *Development of Harbours*
- ✓ *Development of Ports*
- ✓ *Development of Road & Rail Networks*
- ✓ *Development of ICT Infrastructure*
- ✓ *Improve Water Resource Management*
- ✓ *Develop Energy Production and Supply*
- ✓ *Productive Use of Land*
- ✓ *Alternative Energy Generation*

- ✓ *Manage pressures on Biodiversity*
- ✓ *Adaptation to Climate Change*
- ✓ *Policy and Strategy Co-ordination & IGR*
- ✓ *Building Government Capacity*
- ✓ *Eradicating Fraud & Corruption*
- ✓ *Participative Governance*
- ✓ *Promoting Spatial Concentration*
- ✓ *Integrated Land Man & Spatial Planning*

2.4. Comprehensive Rural Development Programme (CRDP) PRINCIPLES

The CRDP Principles stipulate the following:

- ✓ *Development should be within limited resources (financial, institutional and physical)*
- ✓ *Development must optimize the use of existing resources and infrastructure in a sustainable manner;*
- ✓ *Land development procedures must include provisions that accommodate access to secure tenure;*
- ✓ *Prime and unique agricultural land, the environment and other protected lands must be protected and land must be safely utilized;*

2.5. Breaking New Ground- Human settlements

The Breaking New Ground Human Settlement Principles stipulates:

Low-income housing must be provided in close proximity to areas of opportunities

2.6. The Back to Basic approach

uMshwathi LM is committed to the implementation of the back to basics approach that the South African government has realized. The Back to Basics information requirement is updated on monthly basis and submitted to National department of Co-operative Governance and Traditional Affairs.

3. ALIGNMENT OF GOVERNMENT IMPERATIVES WITH uMSHWATHI GOALS

UMshwathi LM is devoted to align all its goals, objectives and strategies with those of the international and the three (3) Levels of government namely: MDG; NDP; PGDP; DGDP; DM IDP.

Table 12: Alignment of Government Imperatives within uMshwathi Goals

NKPA	IDP Goal	NDP_	Sustainable Development Goals
Municipal Transformation & Institutional Development	Improved administrative, legal and advisory support	Building a capable and developmental state. Focusing on key capabilities of people and the state. Improving the quality of education, skills development and innovation. Building the capability of the state to play a developmental, transformative role	Achieving universal primary education;
Basic Service Delivery	Improve the quality of life of our citizens	Invest in public transport, which will benefit low-income households by facilitating mobility	Reducing under-five mortality by two-thirds;
Local Economic Development	Self-sustainable communities	Bringing about faster economic growth, higher investment and greater labour Absorption.	Halving extreme poverty and hunger;
Municipal Financial Viability And Management	Sound financial management	Raising employment through faster economic growth	Developing a global partnership for development, with targets for aid, trade and debt relief
Good Governance And Public Participation	Strengthened democracy	Encouraging strong leadership throughout society to work together to solve problems. Uniting all South Africans around a common programme to achieve prosperity and equity. Promoting active citizenry to strengthen development, democracy and Accountability.	Promoting gender equality;

NKPA	IDP Goal	NDP_	Sustainable Development Goals
Cross Cutting Issues	Credible IDP Safe and secure environment Sustainable development To reduce the probability of disaster occurrences and take effective action during disasters. To promote a sustainable environmental management system, through open space management (parks, cemeteries); b. Municipal health (waste management) c. Environmental compliance facilitation	Promote mixed housing strategies and more compact urban development to help people access public spaces and facilities, state agencies, and work and business opportunities.	Ensuring environmental sustainability

2.4 STATE OF THE NATION ADDRESS

The President of the Republic of South Africa, his Excellency Cyril Ramaphosa presented the State of the Nation Address on the 16th of February outlining the programme of action for the 2018 year.

The President indicated that there will be measures initiated to set the country on a new path of growth, employment and transformation. This will be done by getting social partners in our country to collaborate in building a social compact on which we will create drivers of economic recovery. There has to be collaboration with business and labour to restore confidence, prevent investment downgrade and close fiscal gap.

The president emphasized that government will only focus on the issue of job creation especially for the youth. The focus government focus also includes the following:

Transformation

Support black industrialists – to build a new generation of black and women producers that are able to build enterprises of significant scale and capability.

Infrastructure

Assemble team to speed up implementation of new projects, particularly water projects, health facilities and road maintenance.

Mining

Intensify engagements with all stakeholders on the Mining Charter.

Small business, co-ops, township enterprises

Honour 30% of procurement allocation to these enterprises.

Land and agriculture

Accelerate land redistribution programme and make more land available. Expropriate land without compensation, our approach, taking into account food security, agricultural production and growth of the sector.

Fourth industrial revolution

Digital Industrial revolution commission to be established.

National Minimum Wage

Introduce NMW by May 1 benefiting more than 6 million South Africans.

Health and NHI

Scale up our testing and treating campaign by initiating an additional two million people on anti-retroviral treatment by December 2020.

Education

This year free higher education and training will be available to first year students from households with a gross combined annual income of up to R350,000.

Social Grants

Take decisive steps to comply with all directions of the Constitutional Court.

Social Sector/Civil Society

Convene a Social Sector Summit during the course of this year to recognise the critical role they play in society.

State/governance

Review the funding models of SOEs and other measures.

Corruption/state capture

Appoint a Commission of Inquiry into Tax Administration and Governance of Sars. Visit every national department to engage with senior leadership to ensure that the work of government is effectively aligned.

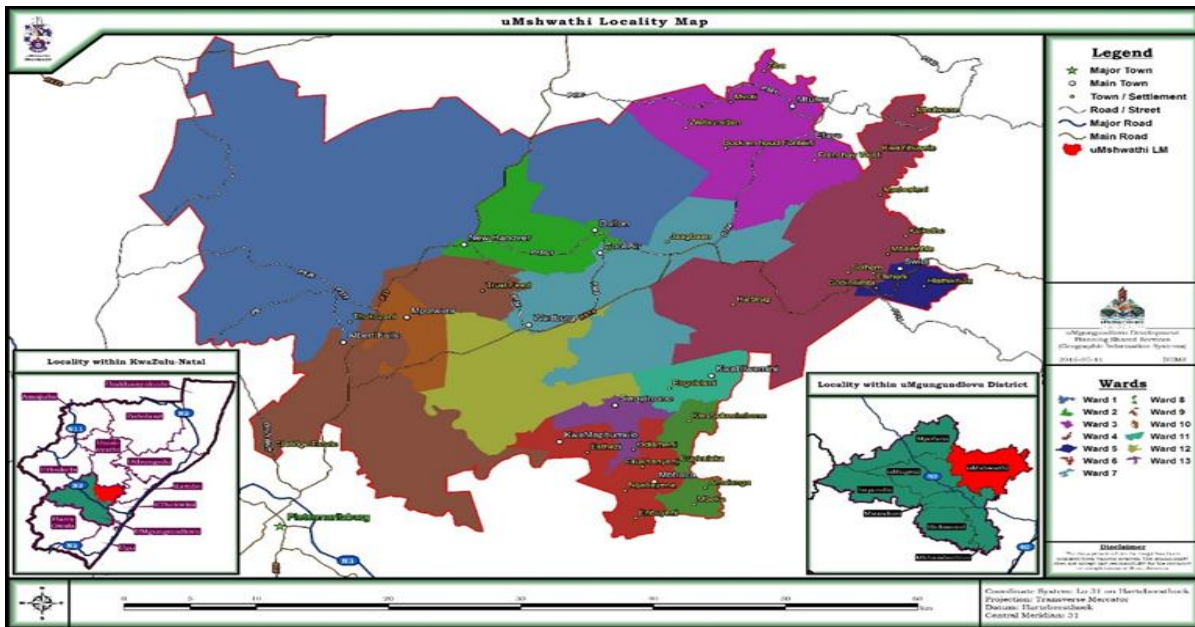
CHAPTER C: SITUATIONAL ANALYSIS

1. SPATIAL ANALYSIS

1.1. Regional context

Within a regional, uMshwathi LM sits in the KwaZulu-Natal province as a branch local municipality of uMgungundlovu District Municipality. The uMshwathi Municipality features transportation networks such as the R33 (Old Greytown Road) and the R614 (Wartburg Road) which provide linkages from main centres such as Durban and Pietermaritzburg, to the interior of the province such as Greytown and Dundee. At a local level, both the R33 and the R614 have been identified as primary corridors that have the potential to become key development routes within the Municipality and Province by linking markets, places and people.

Figure 7: Regional Context of uMshwathi LM

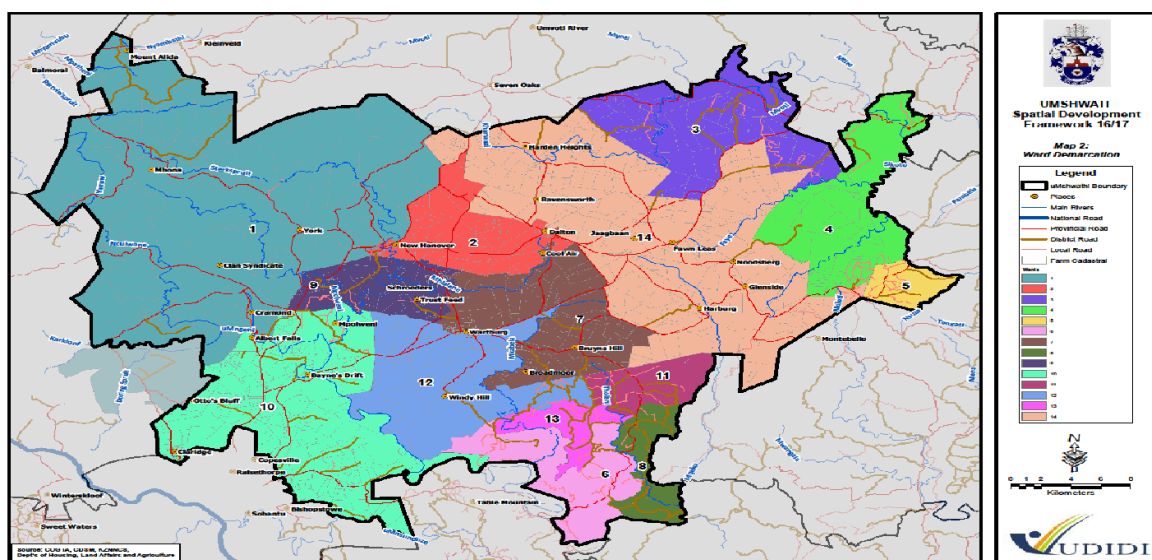


The land within the Municipality is dominated by agricultural landscapes (timber and sugar-cane) and rural-residential settlements. The four main urban centres within the Municipality are New Hanover, Wartburg, Dalton and Cool Air. While each of these centres vary in terms of the services they offer, the Primary Centre/ Node is New Hanover that serves as the Administrative Hub of the Municipality. Wartburg serves as the main Commercial Centre while Dalton is the main Service Industrial Hub within the Municipality. Outside of these main urban areas, are various other nodes which boast thriving economic activities, high concentrations of people, mixtures of land use and the availability of goods and services essential for the communities living around these nodes e.g. Bhamshela, Swayimane, Appelsbosch, Crammond, etc. Throughout the Municipality, there is a broad spectrum of services, facilities, amenities and other opportunities which aim to improve the Municipality's economic, social, political and environmental status.

1.2. Administrative entities

With regard to the administrative entities of uMshwathi Municipality, there are thirteen (13) wards each comprising an average of 3500 registered voters to make up the total of 47 256 registered voters across the entire municipal area according to the National Common Voters Roll. The Municipality has a total of 26 Councillors comprising 13 Ward Councillors and 13 Proportional Representatives (PR's). Each of the 13 Wards has fully functional Ward Committees that serve to enhance public participation in municipal affairs.

Figure 8: UMshwathi Ward Demarcation Map



1.3. Structuring elements

The Municipality is also characterized by large tracts of land under traditional authority/Ingonyama Trust Board. The Municipality ensures that Traditional leaders participate fully and contribute to the developments initiatives and decision making processes.

UMshwathi municipality prepared an SDF Framework 2017/18 for the purpose of aligning with the 2017/18 IDP. The developed SDF illustrates the following structuring elements which make up the municipality:

Development Nodes: Areas of attracting investment

Rural Settlements Nodes: Areas promoting rural economic development and settlement area (Traditional Areas)

Anticipated Spatial form Umshwathi: Illustration in a form of a conceptual plan the desired look for uMshwathi municipality

Corridors: mobility corridors where in development nodes are strategically located to attract private/ public and infrastructure investment

Tourism link corridor: Corridor which directly links with the tourism node

Tourism Node: To promote tourism development within uMshwathi to attract outside and internal tourists

Commercial Agriculture: The primary objective of the SDF in this area is therefore to provide opportunities for both this sector while minimizing mutually negative impacts.

High Potential Agriculture: Areas where high potential agricultural land exists, and where non-agricultural development which would detract from the production potential of these areas should be discouraged.

Housing Projects (Current, planned housing projects): Projects implemented and to be implemented om assistance with the Department of Human Settlements

Strategic Water Production areas: areas contain the strategic headwater areas of the major water courses within the district. Land transformation in these areas within the municipality should not be allowed unless it can be shown that it would improve water quality.

Regional Water Bulk Supply

1.4. Existing Nodes and Corridors

1.4.1. Rural service node

Rural Service Nodes – Harburg, Noodsberg

These areas are anchor for agriculture and tourism development and these area's character is not currently maximised. In these nodes tourism is the attraction point with mainly agricultural usage. This node should be strengthened in line with the NSDP principle of encouraging development in competitive areas. Due to the spatial location of the areas, these areas are being strategically located within the rural areas and yet developing economic trend or pattern.

Applicable principles to Rural Service Node have been discussed in section 1.5.2

Typical activities or uses within the Primary Node are as follows:

Tourism

Light Industry

Manufacturing

1.4.2. Primary node

Primary Service Nodes (Wartburg, and New Hanover) - Administrative and Economic Centre

Wartburg and New Hanover are the major centres within the uMshwathi Municipality. These areas also have formal/ adopted town planning schemes for land use management purposes. These areas have largely urban settings and incorporate the major economic and administration activities of the Municipality. It accommodates the municipal offices, Provincial Government offices, major schools, police stations, a magistrate's court and a large variety of commercial and retail outlets. These nodal areas are linked by good transportation/ road networks which all link to the major transportation routes or corridors within the Municipality i.e. the R33 (Greytown Road) and the R614 (Wartburg Road).

Applicable principles to Primary Node have been discussed in section 1.5.2

Typical activities or uses within the Primary Node are as follows:

Municipal Offices

Hospital

Welfare Offices

Primary - High Schools

Tertiary Training Facility

Permanent Information Centre

Post Office + Post Boxes

Banks

Bus and Taxi Terminals

Police Station

Magistrates Court

Home Affairs Offices

Municipal Hall

Wholesalers/Stores/Shops

Primary Corridor- R33

R33 is the primary corridors within the Municipality. R33 provides a high degree of accessibility between the nodes and also with the surrounding Municipalities of Umvoti, Msinga and Endumeni (within the Umzinyathi District). The R33 through uMshwathi Municipality provides a linkage with the capital of KwaZulu Natal (Pietermaritzburg) therefore enhancing the significance of the R33 as a Primary Transportation Corridor. This corridor also presents the opportunity for future development at certain key points, one being the proposed commercial development at the Wartburg/ Greytown Roads intersection. This corridor centres on tourism and Agriculture and link the primary nodes with neighbouring municipalities. This primary corridor facilitates stronger cross border economic flows and economic development

1.4.3. Secondary nodes

Secondary Service Nodes (Satellite: - Support Centre Dalton, Cool Air, Trustfeed)

In aligning the uMshwathi SDF with the District SDF as well as general planning terminology, with specific reference to the PSEDS, the Dalton / Cool Air and Trustfeed is regarded as a secondary node. These areas constitute large residential settlements and have existing social and economic activities occurring. These areas further provide a smaller range of commercial and social services than what is offered in the Primary Node. In this instance it should also be noted that potential exists for the development of limited industrial activity in order to provide employment opportunities to the residential component of the town.

Applicable principles to Secondary Node have been discussed in section 1.5.2

Typical activities or uses within the Secondary Node are as follows:

Police Station

Clinic

Primary - High Schools

Rural Service Information Centre

Post Boxes

Regular Bus Service

Community Halls

Stores/Shops

Weekly Mobile Clinic

Regular Bus Service

Meeting Places

Routine Police Patrol

Weekly Mobile Welfare Services

Banks

Bus and Taxi Terminals

Welfare Offices

Home Affairs Offices

Secondary Corridor – R614 and P279

R614 and P279 are secondary corridors identified in the SDF. These provide vital linkages to service nodal points and communities within the municipality and ensure connectivity with neighbouring municipality/ Town (Tongaat) and Dube Trade Port. Along these corridors, there should be increased

intensity of development that will be naturally attracted and this development should be encouraged. These encourage access to opportunities.

1.4.4. Tertiary nodes

Tertiary Nodes: Swayimane, Bhamshela/ Appelsbosch, Mpolweni, Cramond

Existing tertiary service nodes within UMshwathi include areas such as Appelsbosch/Bhamshela, Fawn Leas, Mpolweni, Cramond and Swayimane/ Etsheni. This is due to the spatial location of the areas being strategically located within the rural areas and yet developing economic trend or pattern. These tertiary service nodes are developing to attract governmental sector or services. This would be an opportunity for the municipality to promote or direct development towards these areas to serve poor residents whom do not have access to primary nodes.

Appelsboch rural service node is developing to attract governmental sector or services as it is located in the boundaries of iNdwedwe municipality. This would be an opportunity for the municipality to promote or direct development towards these areas to serve poor residents whom do not have access to primary nodes.

Typical activities or uses within the Secondary Node are as follows:

Tribal Court (where applicable)

Rural Service Information Centre

Post Boxes

Regular Bus Service

Community Halls

Stores/Shops

Weekly Mobile Clinic

Weekly Mobile Welfare Services

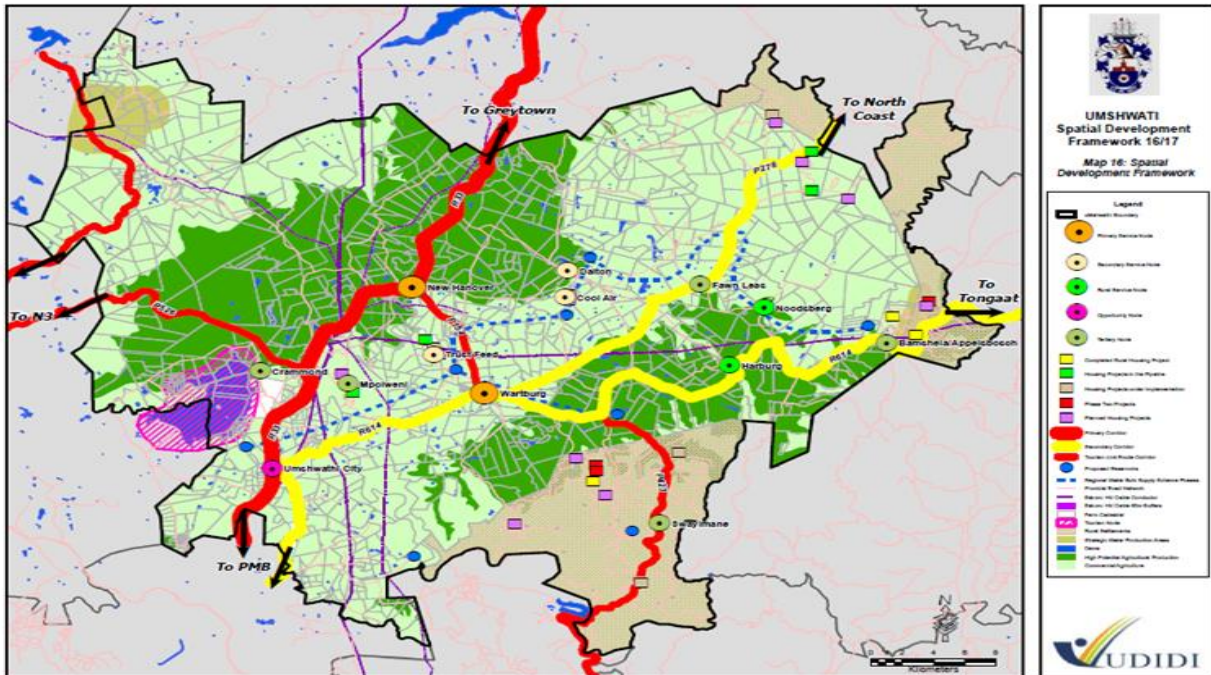
Satellite Police Station

Primary - Secondary Schools

1.5. BROAD LAND USES

Derived from the SDF Map, uMshwathi has been analysed to having a potential for the following development nodes:

Figure 9: uMshwathi SDF Map



Primary Node: Wartburg and New Hanover

Secondary Node: Dalton, Cool Air, Trustfeed

Tertiary Node: Swayimane, Bhamshela/ Appelsbosch, Mpolweni, Cramond

Rural Service Node: Harburg, Noodsberg

Urban Edge Delineation

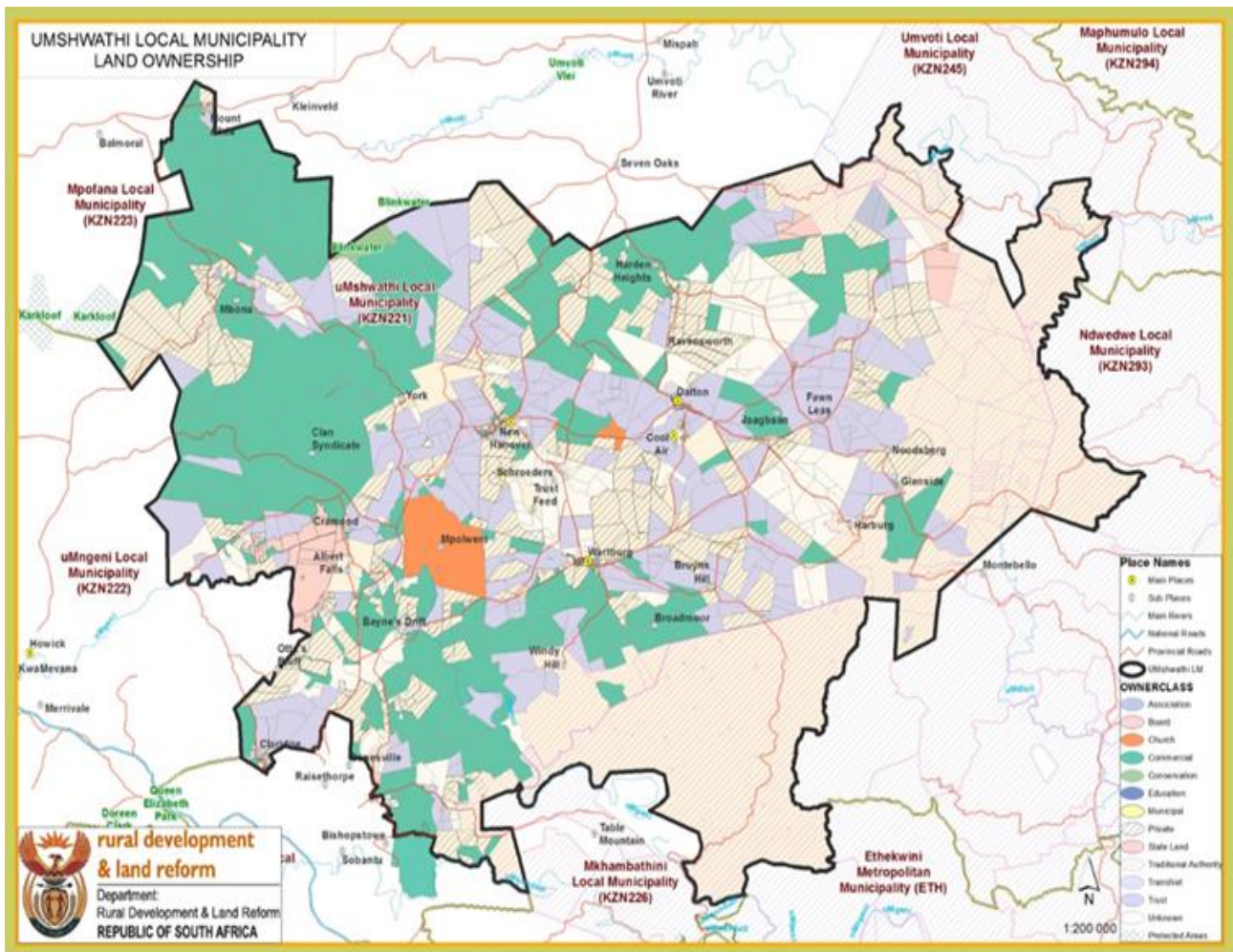
The concept of delineating the urban edge is used to identify the development limitation of the Municipal urban area. In summary, the urban edge defines the boundary where the shift from urban area to peri-urban and rural development is seen to be desirable involving different land use characteristics and density or intensification of land use development. As part of uMshwathi, it is proposed that an urban edge to be defines for Wartburg and New Hanover.

It should be noted that the delineation of the urban edge defines zone/s within which the municipality will promote upgrade and refurbishment of infrastructure based on the availability of the resources in order to able to support any proposed development. It is foreseen that beyond the urban edge the development occurring will utilise basic infrastructure and social facilities.

1.6. LAND OWNERSHIP

The Municipality has an updated Valuation Roll (administered by the Finance Section) which contains land ownership and other property information. This is available to the public and other stakeholders. It is important to note that the majority of lands within uMshwathi Municipality are privately owned. For example, Mpolweni settlement is a Church land. The mapping below indicates the land ownership within uMshwathi LM

Land Ownership Map

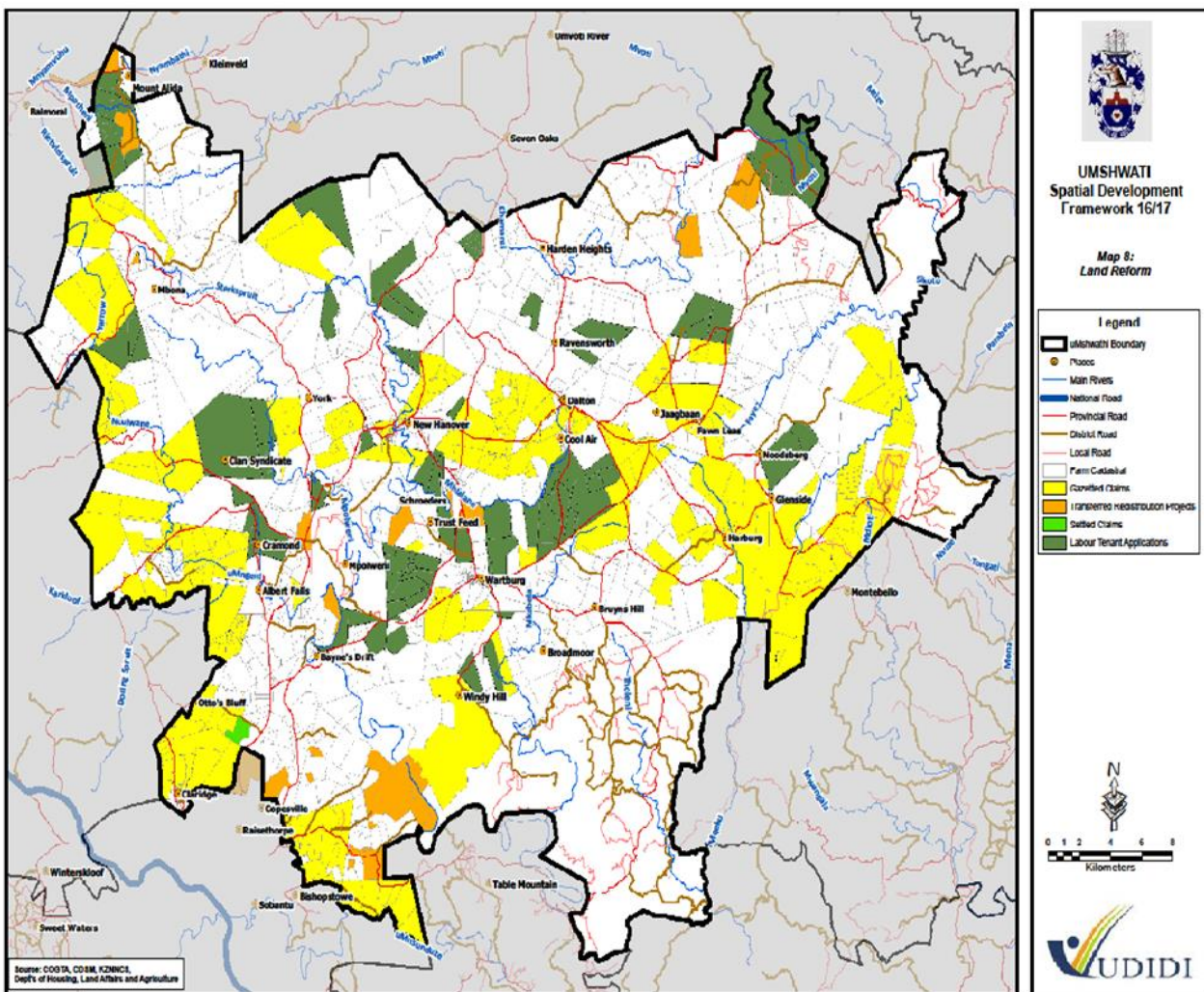


(Source: DRDLR)

UMshwathi Land Reform Map

1.7. LAND REFORM

Land reform projects and claims currently registered with the Department of Rural Development and Land Reform are shown in the strategic mapping section (Section E). The municipality requires to engage with the Department in exploring options of formulating partnership in land reform projects and explore options of dealing with land claims so as to enhance economic growth and open job opportunities for uMshwathi people. Furthermore, Council has also recognized the need to actively support these projects and ensure their long-term viability, in order to prevent the loss of productive agricultural land to non-agricultural uses. In addition, there are a number of Labour Tenant claims, which have been registered and are to be processed by the Department.



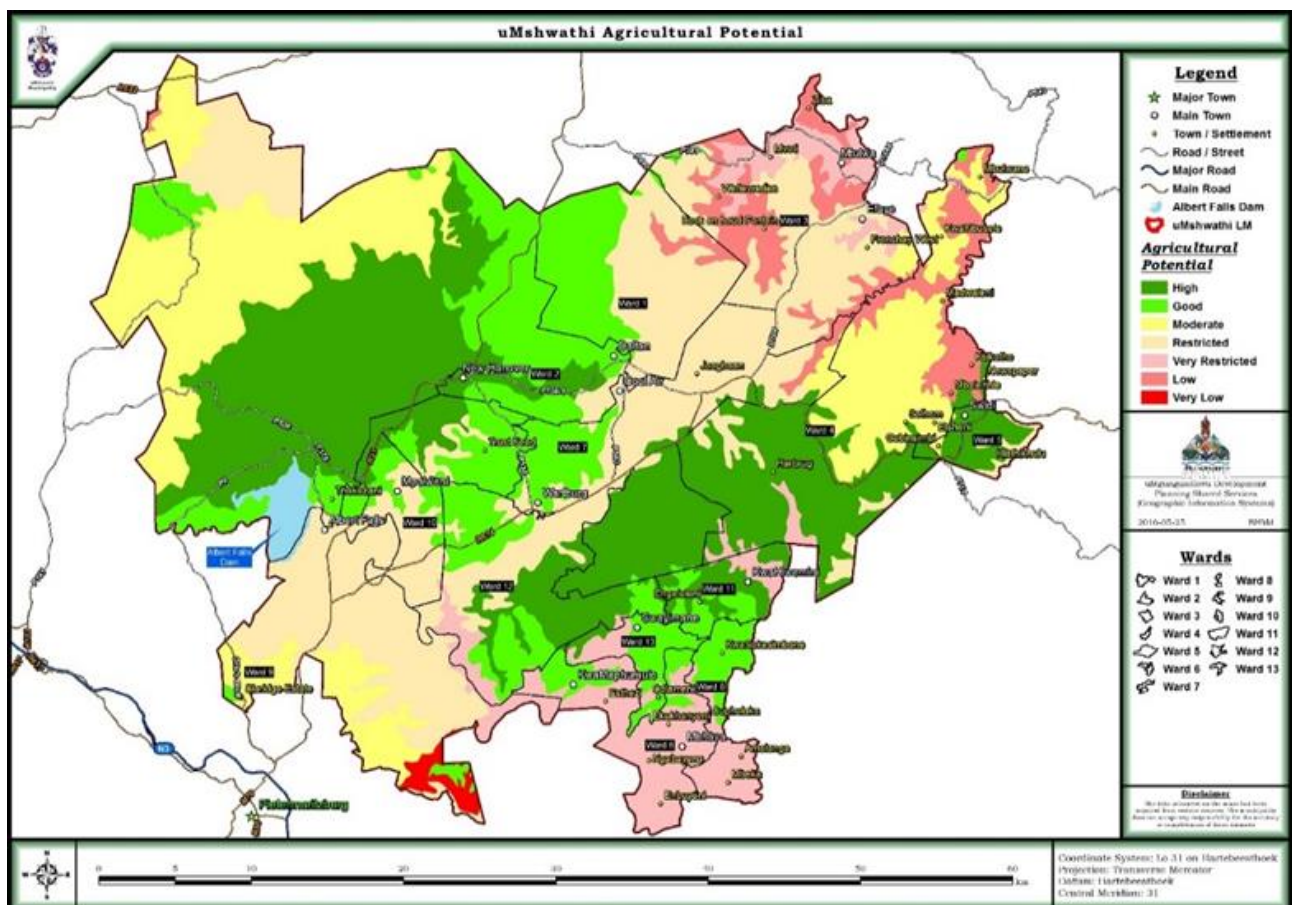
1.8. LAND CAPABILITY

UMshwathi municipality is vastly dominated by agricultural land which according to the SDF 2016/17 framework illustrates three categories which mostly are dominating. Areas located in the western and eastern side of the municipality is predominately high agricultural land and where non-agricultural development which would detract from the production potential of these areas should be discouraged.

The main economic driver in the rural component of the municipality is agriculture (forestry and sugarcane). The primary objective of the SDF in this area is therefore to provide opportunities for both this sector while minimizing mutually negative impacts. The following general planning principles should apply in the rural component of the municipality:

Commercial agriculture and tourism (where the potential exists) are the main economic drivers, and the needs of both sectors need to be accommodated. The map below illustrates the dominant agricultural setting of uMshwathi municipality.

Figure 13: Agricultural Land Potential Map



Furthermore, uMshwathi Municipality comprises 43 Bio resource Units (BRUs) which have been defined by the Department of Agriculture, Forestry, and Fisheries as part of the Bio Resource Programme.

A BRU represents an area of land, which has been classified as having similar topographical, vegetation, soil and climatic characteristics. As a result, BRUs are utilised for conservation and agricultural planning purposes and the basis for making land management decisions

A BRU is further classified into smaller units termed ecotopes. An ecotope is delineated on the basis of common soil properties such as type, form, texture, depth, presence of rock, ground slope and landform aspect. However, information currently pertaining to ecotopes is generalised and mostly based on estimations of the soils found within a BRU rather than extensive ground surveys

Ecotopes are classified as being either identified as crop or veld 'in terms of land potential and can be used to determine what types of farming enterprises can be supported and estimates of associated potential yields. The identification of high potential agricultural land, which is categorised as Agricultural Priority Areas in the SDF and should be conserved accordingly, is based on the highest combined rating of the land, soil and climatic characteristics of the BRUs.

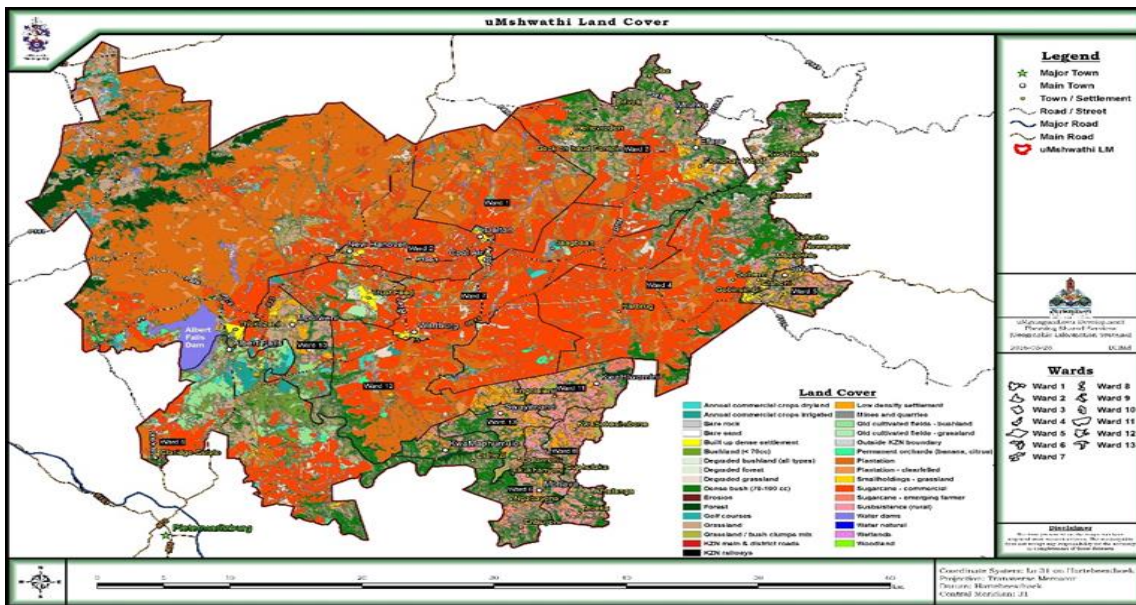
However, this categorisation should be viewed as only providing a broad guideline of the land potential as land located outside of the boundaries of the Agricultural Priority Areas may also be found to constitute high potential agricultural land and may not be released by the Department of Agriculture Forestry and Fisheries for non-agricultural uses.

Under these circumstances, it should be noted that the information on land potential reflected in the SDF would need to be supplemented by detailed investigations in order to identify the ecotopes and more accurately assess the potential, limitations and management needs of each property or area of land under consideration

While the Municipality has not conducted a specific Land Capability Assessment, there is information on the agricultural potential of land in the Municipality, as well as other information such as population per ward etc. These assist to provide an overview of land capability in uMshwathi Municipality and hence inform development applications, housing developments and other infrastructural needs. It is important to note again, that the majority of land use activities are agricultural in nature and range mostly between sugar, timber and animal farming. The Rural nodal areas are largely residential in nature with some economic activities supporting these.

1.8.1. Land cover

Figure 10: Land Cover Map

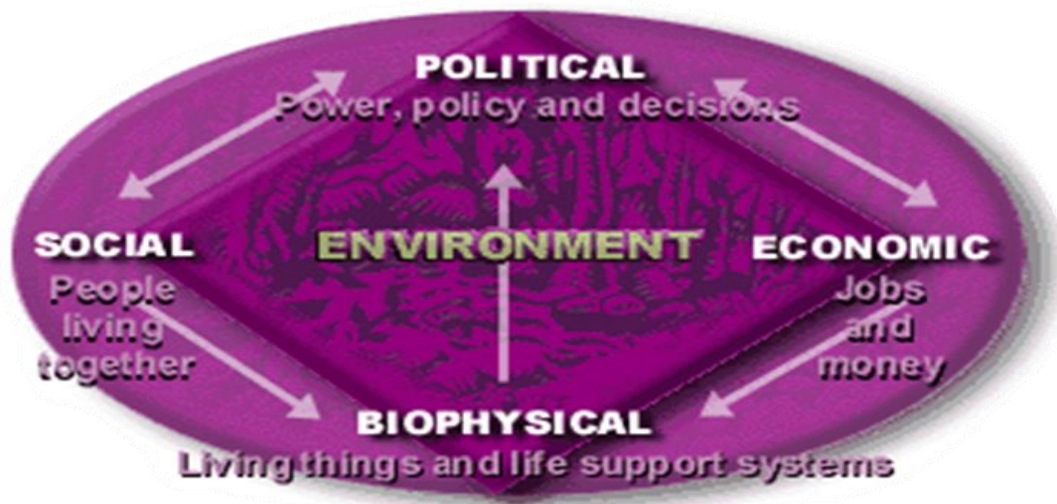


UMshwathi municipality is mostly dominated by commercial agriculture (sugarcane). There are three urban components (New Hanover, Wartburg and Dalton) and residential areas such as Schroeders and Cool Air. In addition, the municipality to the south eastern area is made up of rural areas which is mainly dominated by subsistence farming. To the north western area, the municipality is made up of plantations (forestry) which is the second of the most dominating land cover within uMshwathi.

1.9. ENVIRONMENTAL ANALYSIS

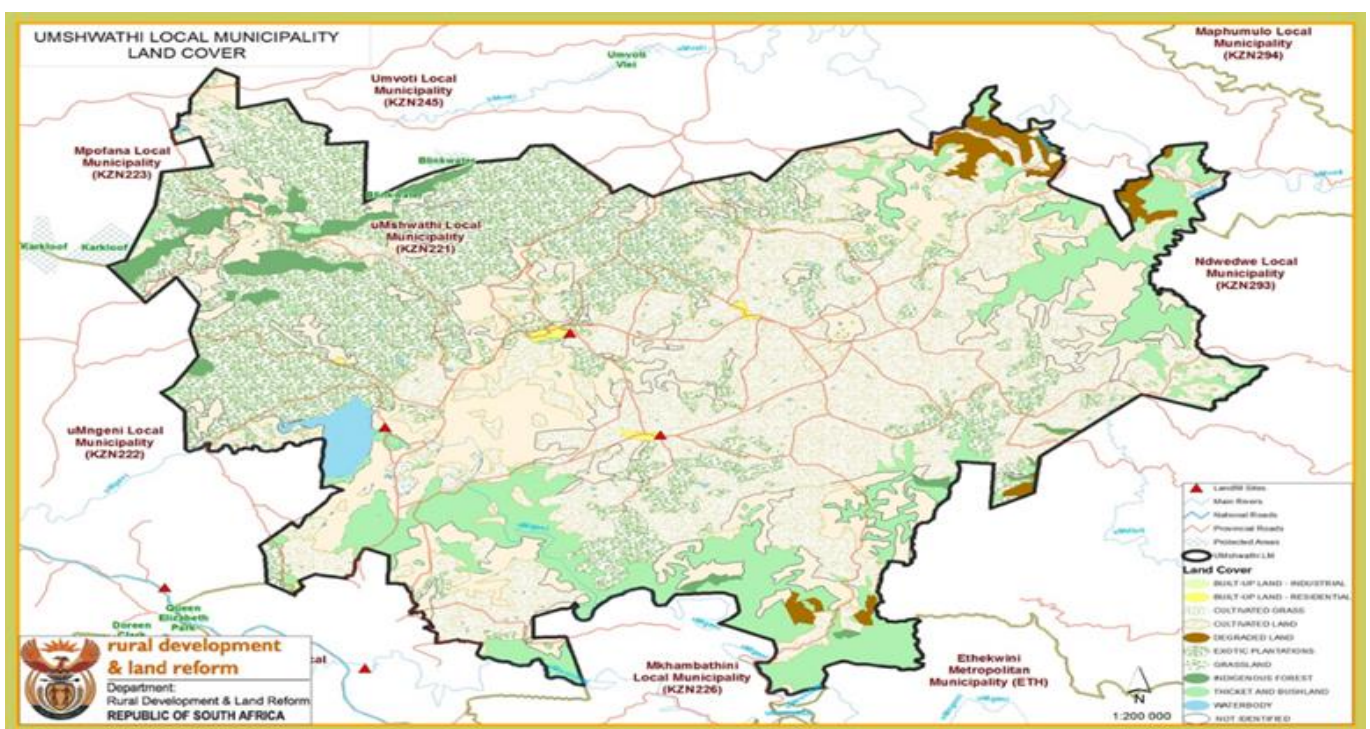
Environment is the complex interplay between the political, social, economic and biophysical life support systems, in which the environment plays a central function in ensuring that the long-term interests and well-being of people and humanity is secured; as reflected in the diagram below.

Figure: 14 environmental analysis



There are eight environmental sensitive areas in uMshwathi LM, namely: Degraded Land; Land fill Sites; Grasslands; Indigenous Plant Species; Thicket and Bush Land; Wetlands and Water Bodies. These environmental sensitive lands are spatially reflected on the map.

Figure: 15: UMshwathi Land Cover



1.9.1. Habitats

1.9.2. Hydrology

The role of the hydrological cycle in contributing to the livelihoods of rural communities at uMshwathi is often said to be important, clear evidence of this is evident by the farmlands sugar fields and small

and emerging farmers in Swayimana-. Furthermore, where such aspects are considered, they are largely focussed on the use of water from rivers, boreholes or some form of storage (jojo tanks).

The hydrological cycle is considered in its entirety and links rural livelihoods, land use and the goods and services provided by the evaporation and transpiration components of the hydrological cycle, which are assessed through analyses of rural livelihoods in the uMshwathi region.

19.3. Protected Areas

1.9.4. Biodiversity

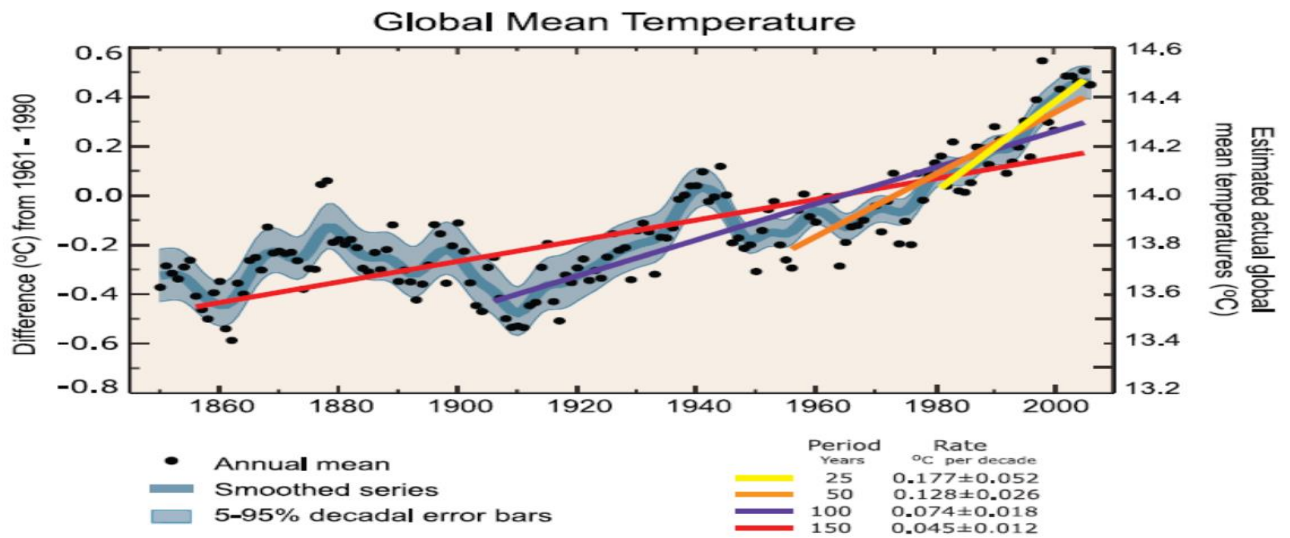
The Municipality farmlands and its large component of Agriculture and wildlife on all are component of biodiversity. Some old crop varieties have and are suited for future changes in the climate. Private dams on the farmlands are harvesting the natural biodiversity of the rivers.

The Peaties Lakeside Resort, Broughton Luxury Home Development, Bird Valley Estate are amongst the elite developments which contribute to Sustainable Urban Drainage Systems because vegetated areas can act as a store for rainwater; reducing the amount of water which burdens the sewer system and which can contribute to flooding, Increase biodiversity. Established green areas are home to an abundance of wildlife in farmland game reserves and nature parks. Reducing the urban heat island effect through evaporative cooling and help to reduce air pollution and the large trees in these developments are especially useful in capturing pollutants present in the local atmosphere.

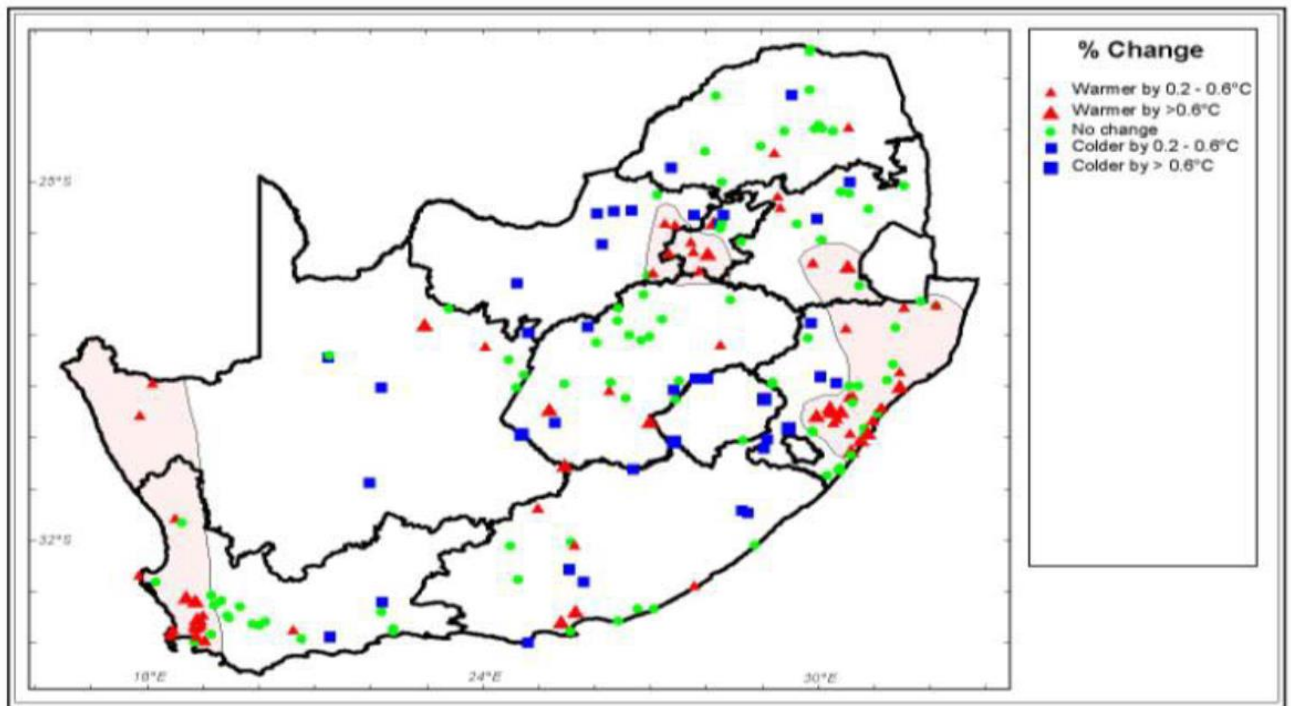
1.9.5. Climate Change

Promoting climate-change resistance into new buildings and property developments has and will in the future avoid unnecessary climate-related damages and costs. Some of the main impacts of climate change, which the Municipality is addressing, and particularly through the municipal building regulations are:

- ✓ *Warmer, wetter winters;*
- ✓ *Hotter, drier summers;*
- ✓ *Intensification of heat effect;*
- ✓ *Higher wind speeds.*



Observed Changes In Global Average Surface Temperature For The Period 1961 To 1992.



Comparison of winter means of daily minimum temperature over southern Africa between 1950 - 1970 and 1980 – 2006

The main design issues affected by climate change which developers and their design teams have been requested to consider are:

- ✓ Location; Site layout; Ventilation and cooling; Drainage; Water; Structural integrity of buildings; Outdoor spaces.

Energy Efficiency Through Part Xa Of The South African National Standards 10400 Of 2011

Since the introduction of SANS 10400 Part XA of the National Building Regulations, which deals with energy efficiency in buildings, the Municipality endeavoured to ensure that its employees and Architectural professionals acquaint themselves with the requirements through attendance of workshop to ensure the required accreditation is attained and upheld. Training initiatives undertaken country wide was pioneered by the South African Institute of Architectural Technologist (SAIAT).

The SANS 10400-XA, was published in August 2011 and SANS 204 was incorporated as part of the South African Standard for environmental sustainability and energy usage in buildings, and it now forms part of the National Building Regulations, in an effort to ensure compliance, the Municipality devised the under-mentioned control sheet which is scrutinized against the requirements.

15% final energy demand reduction attained	Hot water supply & demand requirements
Climate zone into SANS 10400 provided & complies	Building envelope, orientation correct
Shade windows from direct sun rays provided	Floors
Fenestration calculations per room provided/correct	External walls
Building naturally ventilated or artificial	Roof assembly
Provide Double glazed windows	Electrical layout
Water supply, drainage of building & harvesting	Incorporation of green design principles

Orientation:

All buildings are required to be orientated facing north, the western walls shaded by screens, verandas or vegetation, the use of roof overhangs promoted to provide protection from harsh sunlight and heat gain in the summer and encouraging sun filled rooms during the winter month.

Water Heating:

Water heating is only derived from using non electrical elements and architectural professionals are required to provide expertise to satisfy some of the more technical aspects of buildings. Solar generated energy, lagging of pipework and the use of water saving devices.

Water Harvesting:

Water storage tanks, preferably 5000 litres, non-consumable usage.

Tank to be roofed to prevent contamination for consumable usage.

Roof materials to contain zero contaminants particularly at housing projects.

Note: Department of Human Settlement has structured their subsidies and fractioned water harvesting into Low Income Housing.

Electrical Layout:

Show 15% reduction in energy usage.

Electrical layout and calculations to be submitted with proof of total savings.

Harvesting of electricity, rechargeable devices and use of energy saving bulbs.

The Municipality has started with the training and education around the use of; SANS 10400-XB which will cover water-efficiency in buildings. SANS 10400-XC which would cover the recycling of building materials are additions to the standards that are planned for the future.

Mechanisms are well in place to ensure that the Municipality remains in the forefront of ever changing cost saving technologies, and that it moves with the current and latest trends insofar as SANS 10400 Part X of the National Building Regulations and Building Standards Act of 1977, as amended are concerned.

The municipality intends to extend the building inspection services to rural communities but this will be based on the affordability of the municipality.

1.9.6. Strategic Environmental Assessment

The Municipality has approved the preparation of a strategic environmental assessment for its municipal area however due to the extensive jurisdiction, it was only viable to commence with feasibility studies of certain areas under development pressure. This includes the area around the Albert Falls Dam and along the R33 Old Greytown Road at the intersection with the P614 Wartburg Road. There have been various development applications in this

particular vicinity therefore necessitating an environmental assessment of the area in order to guide the Council's decision-making processes.

The Municipality also encourages the preparation of environmental assessments (if deemed necessary) in private developments, building plan submissions and other development initiatives.

The few aspects overleaf serve as aspects for consideration in strategic environmental assessments: -

Table: 19

ENVIRONMENTAL ASSESSMENT ASPECTS FOR CONSIDERATION	
Landscaping	<p>Being nominated as one of 3 finalist for category 3 Municipalities in 2011 and 2012, landscaping will continue to be included as part of its development strategies which contributes to providing green environment, spaces, this include the provision of garden areas, trees, grassed areas, etc.</p> <p>Providing green structures and spaces within development design helps the Municipality combat climate change. Green spaces help to lessen the negative effects associated with hotter summers</p>

	(buildings overheating) and wetter winters (flooding, etc.) likely to be worsened through climate change.
Tree Planting/Retention and Provision of Garden Areas	Accommodating trees and gardens within new developments have aesthetic benefits as well as contributing to environmental sustainability objectives.
Green Roofs (and Green Walls)	<p>Green Roof (also known as Eco Roof or Living Roof) which is a roof space that is partially or completely covered with vegetation and soil (or another growing medium) planted over a waterproof membrane, is a concept which has not seen the light of day in the Municipality due to the undesirable landscape & developer investment in such schemes</p> <p>Additional benefits through Green Roofs and Green Walls (similar but less effective results obtained through utilization of the South African National Standards):-</p> <p>Improved thermal insulation of buildings by reducing the loss of heat through the roof spaces during the winter.</p> <p>Reduce over-heating of buildings and the immediate surrounding areas during hot summer days. The vegetated layer shields the main building structure from direct solar gain helping to keep it cooler</p>
Water	Water is a precious resource. As levels of development increase in the future, demands for water will also increase. This demand for water may be unsustainable, especially considering the likely impacts of climate change.
	<p>The following are ways the Municipality has reduced water consumption in new developments: -</p> <p>Water Conservation, achieved through careful design and the use of water efficient utilities at very low financial costs.</p> <p>Waste water recycling - reusing grey-water (e.g. bath and sink water) for toilet flushing water, etc.</p> <p>Rainwater harvesting - collecting rainwater and utilizing it in the new development</p>
Energy efficiency through the South African National Standards 10400 of 2011	<p>Green principles have been tastefully incorporated into developments within the Municipal boundary in some developments to lessen and eliminate the greenhouse effect on buildings.</p> <p>Reducing the overall use of energy within developments and generating on-site renewable forms of energy have a considerable impact on both climate change and cost savings.</p>

A wide range of measures from passive solar design to good insulation has been incorporated and used to reduce energy demand in new developments

1.9.7. Air Quality

Industrial farms, also called factory farms or CAFOs (confined animal feeding operations) pollute the air in many ways, emitting foul odours, airborne particles, greenhouse gases, and numerous toxic chemicals. Air pollution from industrial farms cause health problems in agricultural workers, in residents of neighbouring communities, and in farm animals.

CAUSES IDENTIFIED BY THE MUNICIPALITY

MOUNTAINS OF MANURE

These storage facilities are often located next to animal confinement facilities at uMshwathi, with the livestock and the people who work with them continually exposed to harmful gases. Additional air pollution is caused when huge amounts of stored manure are sprayed onto sugar cane fields and in other fresh produce gardens.

Hydrogen sulphide, methane, ammonia, and carbon dioxide are the major hazardous gases produced by decomposing manure. Methane emissions from manure increase annually in the farming community, due primarily to larger, more concentrated dairy cow and swine facilities.

Air Pollution and Feed

While manure is the largest contributor to air pollution from factory farms, a huge amount of man-made methane production results from livestock digestion, primarily cows, which on factory farms are kept alive with low-quality grain-based feed that their bodies were not designed to digest. This feed fattens animals cheaply but causes chronic indigestion that contributes to higher methane emissions.

Environmental Effects

Air pollution from farms within the Municipality directly affects the environment, chiefly through the production of gaseous nitrogen and some of the greenhouse gases responsible for global warming. Through the production of greenhouse gases—primarily methane and nitrous oxide—the agricultural industry is directly responsible for contribution to global warming.

Remedies and Regulations Adopted By the Municipality

Through the monitoring process adopted by the municipality in collaboration with the Department of Agriculture, a number of techniques are used to reduce the emissions and effects of air pollutant from industrial farms, including better storage of manure, air-breaks positioned near farms, and increased attention to the nutritional needs of specific types of livestock. There is little regulatory incentive to reduce pollution from factory farms; hence mitigation at this point is seen as the best solution going forward.

Plan of Action as a Municipality

Citizen advocacy and consumer demand is critical to reducing the pollution and other problems caused by industrial farming. As consumers, we can use our economic power by purchasing sustainably-produced meat, eggs, dairy products and produce, thereby supporting farmers who work to minimize harm to the environment and human health.

1.10. Spatial & Environmental Trends & Analysis

It is noted that a majority of the population within uMshwathi reside in the south-eastern part of the jurisdiction under Gcumisa Tribal Authority of KwaSwayimani rural settlement (with sub-places such as Oqaqeni, KwaBhisi, eMpethu, Eskhaleni, Mbhava and Tholeni. The KwaSwayimani rural settlement area is the most highly dense settlement within uMshwathi Tribal Land areas. North of the Eastern side of the municipality is Emathulini Tribal Authority of Bhamshela rural settlement area which is densely populated. To the north of Emathulini Tribal Authority is Ntanzi, Masihambisane and Nadi Tribal Authority which is scarcely populated due to parcels of the land being degraded and mostly not economically and environmentally viable. **THE MAP BELOW ILLUSTRATES THE SETTLEMENT PATTERN OF THE MUNICIPALITY PARTICULARLY IN RURAL AREAS.** (NO MAP)

2.4.9 Commercial agriculture

The main economic driver in the rural component of the municipality is agriculture (forestry and sugarcane). The primary objective of the SDF in this area is therefore to provide opportunities for both this sector while minimizing mutually negative impacts.

The following general planning principles should apply in the rural component of the municipality.

- (i) Commercial agriculture and tourism (where the potential exists) are the main economic drivers, and the needs of both sectors need to be accommodated.
- (ii) Small tourist developments (e.g. bed and breakfast establishments aimed at supplementing farming income may be considered throughout the rural component of the municipality).
- (iii) In view of the potential negative impact which commercial forestry has on water quality and quantity and landscape quality, it should be restricted to areas where permits have already been awarded.
- (iv) The loss of high quality agricultural land is to be avoided.
- (v) Section 42 of the Planning and Development Act read in conjunction with SPLUMA lists the matters to be taken into account in determining the merits of the proposed development of land situated outside the area of a scheme. This includes any local practice to land use management.

In the case of the rural component of the municipal area, it is suggested that the following should be also taken into account when considering development proposals considering application for a change of land usage:

- The extent to which the proposal will have a positive impact on the local economy and the area of employment, and its sustainability.

Preferred and Non Preferred land uses proposed for these areas are also provided in the table below:

Table 18: Preferred & Non-Preferred Activities

PREFERRED ACTIVITIES	NON-PREFERRED ACTIVITIES
Amenity planting within non-invasive species	Agri- Industry
Extensive agriculture	Industrial development
Commercial afforestation	Intensive or semi intensive human settlement
Intensive agriculture	Large scale infrastructural projects
Nature and culture based tourism	Large scale tourism development
Nature and resource conservation	Mines and Quarries
Small scale tourism development	New Roads
Small scale agriculture	Subdivision of land
Subsistence agriculture	
Trails	

2.4.10 Private sector departments

Various proposals and applications have been, and are currently being submitted to the Municipality for decisions. Whilst previously, applications were submitted via the Town Planning Ordinance of 1949, the Development Facilitation Act Of 1995, the KwaZulu Natal Planning & Development Act No 6 of 2008, current development application process follows the Spatial Planning and Land Use Management Act no. 16 of 2013.

Applications are submitted for proposed subdivisions, consolidations, development of land within or outside of Town Planning Scheme areas, housing developments, etc.

The following list gives an overview of the nature of applications currently being assessed by the Municipality's Town Planning Section and tabulated to the UMgungundlovu Joint Municipal Planning Tribunal: -

Private Sector Development applications

Proposed Subdivision - Portions 1 and Remainders of the Farms Bromhead No. 16197 and Chard No. 16198 and the Consolidation of the Remainders of Bromhead No 16197 and Chard No. 16198 and Portion 1 of Bromhead No. 16187 with Portion 4 of Lot 9 No. 1520

Proposed development outside a scheme – The establishment of 12 Chicken Broiler Houses on Portion 31 of the Farm Mount Elias No 1327

Proposed Subdivision - Portion 5 of Clarendon No 923 and consolidation of Proposed Portion 5 with Woodside No 18370

Proposed Subdivision - Portion 13 of the Farm Windy Hill No 15135 (Sappi Housing)

Proposed Subdivision - Proposed Portion 55 (of 20) of the Farm New Hanover No 10076 (Petticoat Lane)

Proposed Subdivision - Proposed Portion 1 of Vasta's Organic Farm No 16978

Proposed Subdivision - Proposed Portion A of 50 and Portions B and C of 48 of the Farm Aasvogel Krans No 1226 and Consolidation of Proposed Portion A of 50 and Portions B and C of 48 of the Farm Aasvogel Krans No 1226

Proposed Subdivision - Proposed portions A to D and Rem of Portion 181 (of 102), portions A to C and Rem of Portion 183 (of 102) all of Doornkop No 983, Proposed extension of Wartburg Scheme to zone all portions of 181, 182, 184 and 185 all of 102 of Doornkop No 983 Special Area 1 and to permit the establishment of a steel foundry on proposed Portion a of Erf 183 (of 102) of Doornkop No 983 (Schroeders)

Proposed housing development (slums clearance) on Portions 8 (of 5), 16 (of 12), 77 and Remainder all of Camel Hoek No 1320 (Trust Feed)

1.11. SPATIAL & ENVIRONMENTAL SWOT ANALYSIS

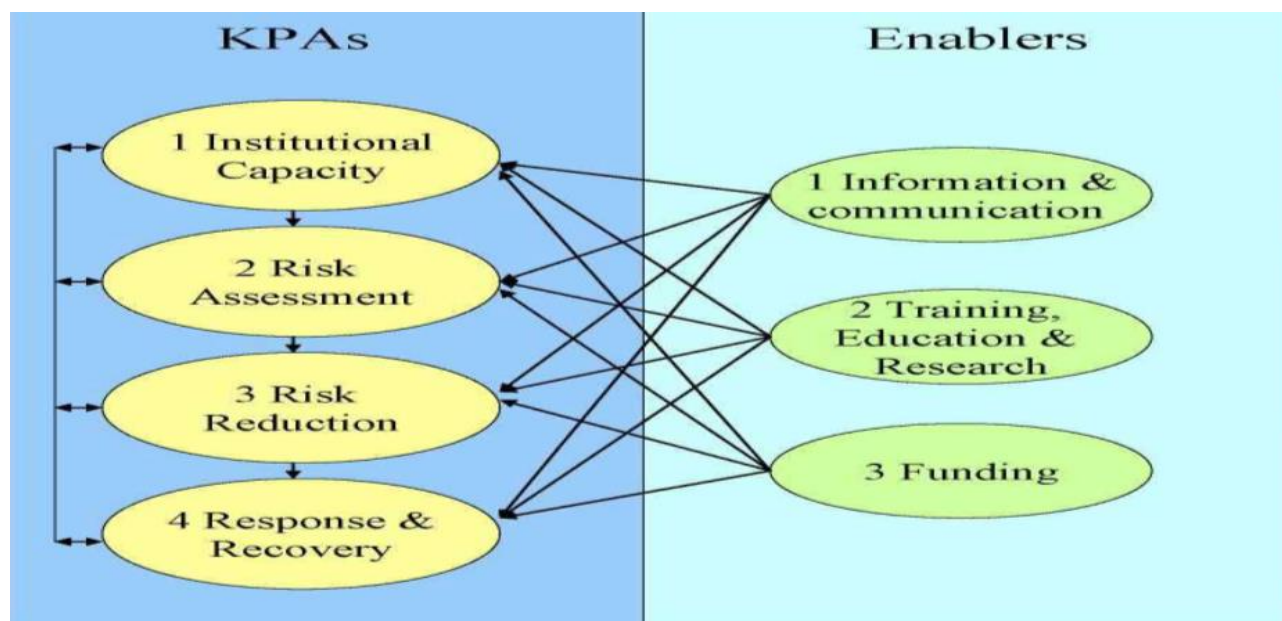
1.12. DISASTER MANAGEMENT

Disasters have always been a result of human interaction with nature, technology and other living entities. The UNISDR (2009) defines a disaster as: “A serious disruption of the functioning of a community or a society involving human, material, or environmental losses and impacts which exceeds the ability of the affected community to cope using only its own resources.”

Disaster impacts may include loss of life, injury, disease and other negative effects on human physical, mental and social well-being, together with damage to property, destruction of assets, loss of services, social and economic disruption and environmental degradation.”

In line with section 21 of the Disaster Management Amendment Act, 16 of 2015, the uMshwathi Local Municipality embarked on risk assessment process which is the first step in planning an effective disaster risk reduction programme. Risk Assessment examines the likelihood and outcomes of expected disaster events. Possible risk reduction projects will be identified through analysis of information collected during consultations with various stakeholders and community members.

The uMshwathi Disaster Management Plan is structured around the four KPA's of the NDMF as illustrated in figure 15 below:



Objectives of the plan

The objectives of the uMshwathi Disaster Management Plan are:

To plan and implement risk reduction and risk reduction activities in the district.

To have effective disaster preparedness, and effective emergency response for saving of lives.

To provide relief and humanitarian assistance.

To enable faster recovery through comprehensive reconstruction and rehabilitation.

To conduct trainings and capacity building for effective prevention, mitigation and response for disasters.

To undertake information, education and communication activities to create awareness amongst the communities and the general public.

The Municipal Disaster Management Plan was adopted by full council on 29 June 2016 and currently under review to include the 14th ward as per the new demarcation.

1.12.1. Municipal Institutional Capacity

The Municipality has during the latter part of the 2013 financial year, established a Disaster Management Unit (which employs one staff member currently). This Unit works closely with the Provincial and District Disaster Management Teams to ensure that the relevant authorities tend to challenges during times of crises.

The Disaster Management Advisory Forum of uMshwathi Local Municipality was established on 15 November 2013. The forum amongst other things undertakes the following roles and responsibilities:

It serves as the point of coordination for all the role players

Facilitates coordination between Provincial, District and other local key role players

Develops the capacity and understanding about disaster management amongst the key role players

Develops resource sharing arrangements around financing including the delivery of emergency services and responding to emergencies and disasters and

Reports to key stakeholders including the Municipal Council, Province and National Government Spheres on matters of disaster management.

It serves as the point of coordination for all the role players

Facilitates coordination between Provincial, District and other local key role players

Develops the capacity and understanding about disaster management amongst the key role players

Develops resource sharing arrangements around financing including the delivery of emergency services and responding to emergencies and disasters and

Reports to key stakeholders including the Municipal Council, Province and National Government Spheres on matters of disaster management.

The Disaster Management of uMshwathi Municipality is functional since November 2013.

1.12.2. Risk Assessment

1.12.3. Risk Reduction & Prevention

Risk assessment is the first step in planning an effective disaster risk reduction programme. It examines the likelihood of outcomes of expected disaster events. uMshwathi Local Municipality together with the uMgungundlovu District Municipality conducted disaster risk assessment in all 14 wards.

The risk assessment exercise revealed that the priority hazards faced by the communities within its area of jurisdiction are floods, veld and forest fires, and lightning.

Disaster Management Risks		
High risk hazards	Medium risk hazards	Low risk hazards
Floods	House fires	Landslides
Heavy rain fall	Veld and Forest fires	Hazmat spillage
Lightning	Transport accidents	Drought
Strong winds	Epidemic human disease	Animal plant diseases
	Environmental pollution	

The Municipality has collected information on the various hazards, associated risk with those hazards and, the vulnerability of communities to those hazards. This hazards profile also gives an indication of the likelihood of the disaster-taking place as well as provide a rating of that particular disaster.

Natural hazards cannot be controlled, however, the vulnerability to these hazards can be reduced by planned mitigation and preparedness measures such as preparation of seasonal contingency plans, fire breaks and installation of lightning rods (currently funded by uMgungundlovu District Municipality).

1.12.4. Response & Recovery

As part of rapid and effective response to disasters, the uMshwathi Local Municipality budgeted R 500 000 for emergency relief and non-structural active mitigation measures such as awareness campaigns during the 2016/17 financial year. This amount has been supplemented in the 2015/16 financial year budgeting process.

1.12.5. Training & Awareness

Training, capacity building and public awareness campaigns are important instruments of disaster risk reduction and therefore, a number of opportunities are made available to local communities. A number of awareness campaigns aimed at promoting risk avoidance behaviour are conducted each financial year.

1.12.6. Funding Arrangements

Currently, uMshwathi LM has no defined funding arrangements for disaster management in the area. The municipality currently funds all disaster management activities and at times, the cost is too high for the municipality to operate functionally without additional funding from other stakeholders and Government.

1.12.7. Disaster Management SWOT Analysis

STRENGTHS	OPPORTUNITIES
Funding available Disaster Management Plan Disaster management advisory forum functioning Stable chairperson for Disaster Management Forum Political buy in ongoing staff training Incident response	Training and development Developing partnership with Government Department Partnership with NGO Developing partnership with private sector
WEAKNESSES	THREATS
Lack of management support Lack of attendance to Disaster Management Advisory Forum	Understanding Disaster Management Function

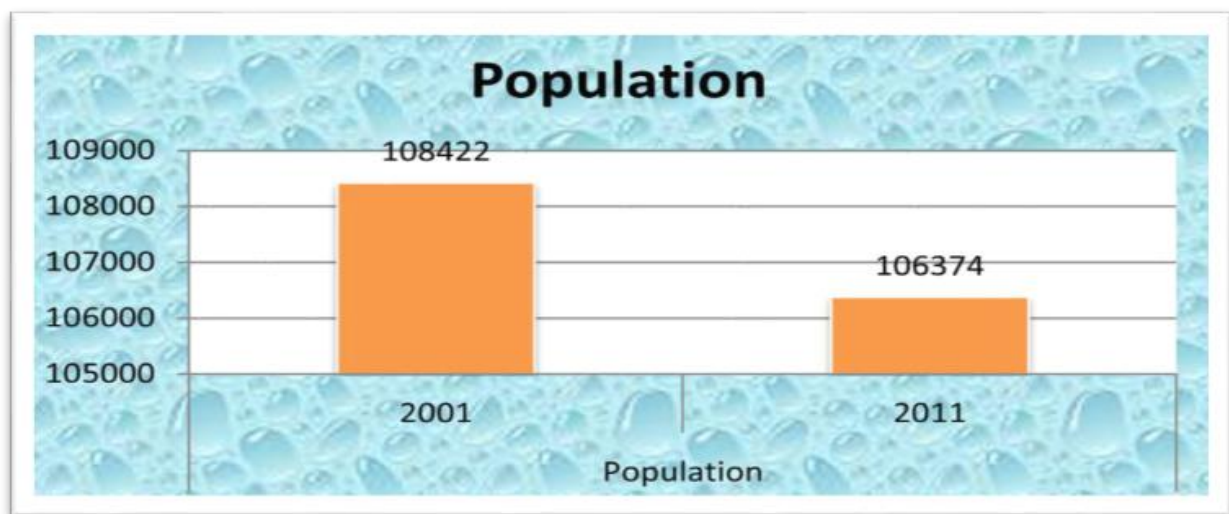
2. DEMOGRAPHIC CHARACTERISTICS

The population of uMshwathi forms part of the ultimate objective of the development process, as well as being a subject in the process, since the people provide labour and entrepreneurship for production also consume the output of production. Likewise, demographic processes e.g. fertility, mortality and migration determine the demographic outcomes such as size, age-sex structure and spatial distributions of the population which affect the functioning of socio-economic processes of land use, labour absorption, consumption and expenditure which in turn define the socio-economic outcomes in terms of income, employment, education, health, housing etc. In short, this analysis will shade some light on the dynamics of the Municipal population, which can then be used to develop strategic interventions.

2.1. Demographics Indicators

Covering a land area of approximately 1924 square kilometres, the uMshwathi Municipality has 106 374 people living in approximately 23 732 households according to Census 2011. This indicates 5.9% reduction in the population count of 113 054 as per the 2007 StatsSA Community Survey.

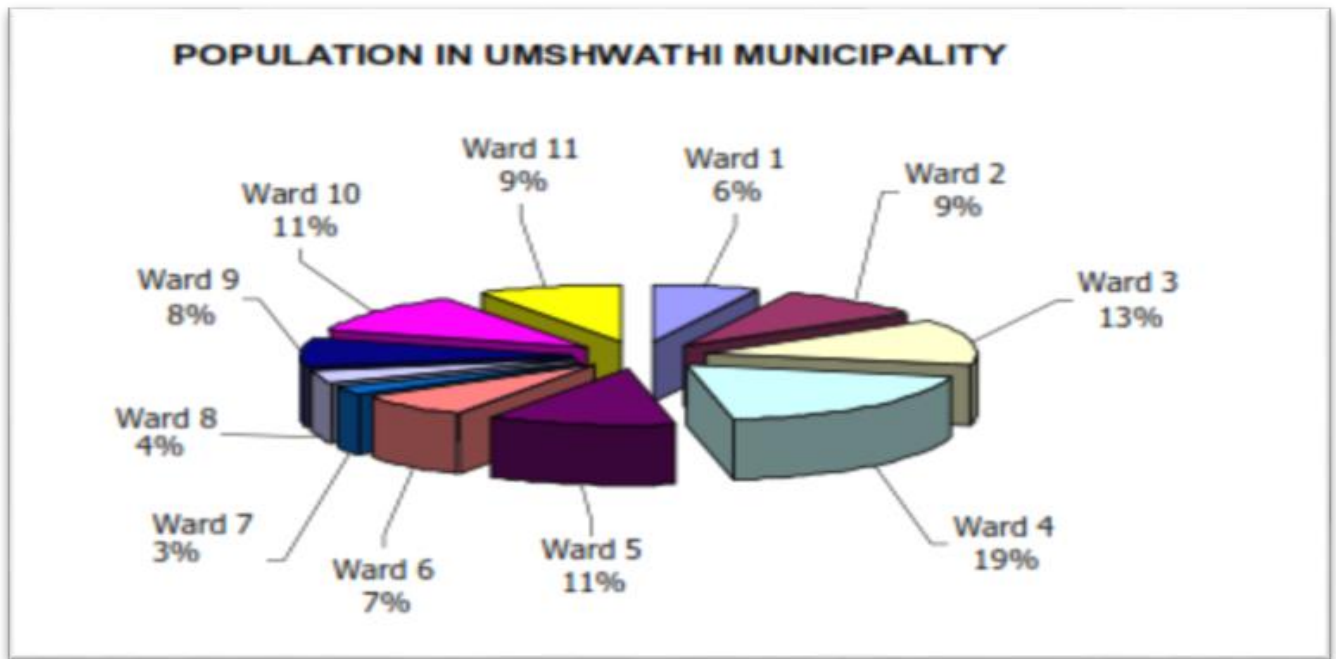
Figure 1: uMshwathi population indicator



2.2. Population density

The Population Density of uMshwathi is 59/km² (150/sq mi). The diagram below reflects the distribution of population across the thirteen wards. Ward 4 has the largest number of people (19%), followed by Ward 3 (13%), 5 (11%) and 10 (11%) respectively.

Figure 2: Population Density in uMshwathi LM



2.3. Population distribution across the District

The following table provides an overview of the population distribution within the uMgungundlovu District:

Table 13: Population Distribution within the District

Municipality	Census 1996	Census 2001	CS 2007	Census 2011	% change 1996/2001	% change 2001/2011	% change 2007/2011
DC22: uMgungundlovu	881,674	932,121	992,524	1,017,763	5.7	9.2	2.5
KZN221: uMshwathi	114,924	108,422	113,054	106,374	-5.7	-1.9	-5.9
KZN222: uMngeni	69,742	73,896	84,781	92,710	6.0	25.5	9.4
KZN223: Mpofana	25,512	36,832	31,530	38,103	44.4	3.5	20.8
KZN224: Impendle	39,957	37,844	43,087	33,105	-5.3	-12.5	-23.2

KZN225: Msunduzi	524,266	552,837	616,730	618,536	5.4	11.9	0.3
KZN226: Mkhambathini	45,174	59,067	46,570	63,142	30.8	6.9	35.6
KZN227: Richmond	62,099	63,223	56,772	65,793	1.8	4.1	15.9

Source: Stats SA (2011)

2.4. Population Growth Rate

The uMshwathi LM's population growth rate is at declining rate. In view of 1996 census statistics, the population has grown by 1.2 %. In 2001 census, the population has declined by -0.2 % and lastly in 2011 census, the population has declined by -1.2%. This gives evidence that there must be high rate of migration and mortality leading to the high decline in population.

Table 14: Population Growth Rate

Municipality	Census 1996	Census 2001	CS 2007	Census 2011	Growth Rate 1996/200 1	Growth Rate 2001/201 1	Growth Rate 2007/201 1
DC22: uMgungundlovu	881,674	932,121	992,524	1,017,763	1.1	0.9	0.5
KZN221: uMshwathi	114,924	108,422	113,054	106,374	1.2	-0.2	-1.2
KZN222: uMngeni	69,742	73,896	84,781	92,710	1.2	2.3	1.8
KZN223: Mpofana	25,512	36,832	31,530	38,103	7.3	0.3	3.8
KZN224: Impendle	39,957	37,844	43,087	33,105	-1.1	-1.3	-5.3
KZN225: Msunduzi	524,266	552,837	616,730	618,536	1.1	1.1	0.1
KZN226: Mkhambathini	45,174	59,067	46,570	63,142	5.4	0.7	6.1
KZN227: Richmond	62,099	63,223	56,772	65,793	0.4	0.4	2.9

Richmond

(Source Stats SA Census 1996, 2001, 2011 and 2007 Community Survey)

The following table was prepared from the information sourced from Statistics South and particularly comparing the 1996, 2001 and 2011 Census data. The information pertains to population size, population composition, population groups, female and child-headed households, etc.

Table 15: Population Size

Demographic Indicators	1996	2001	2011
Population size			
Total Population	113229	108422	106374
Growth Rates		-1.2	-0.2
Change (%)			
Population Composition			
Young (0-14)	40936	39258	34881
Working Age (15-64)	66592	63728	65970
Elderly (65+)	5702	5435	5523
Sex ratio(Women/men)	86	88	90
Dependency Ratio	70	70.1	61.2
Disabled (%)			
Population Groups			
Black African	108136	104080	101172
Coloured	164	198	263
White	3273	2146	2862
Indian/Asian	2162	1998	1823
Female and Child Headed Households			
Socio Economic Indicators	1996	2001	2011
Female headed households	10027	12293	13787
Child headed households	311	289	248
Population Size			
Total Population	1133229	108422	106374
Growth Rates		-1.2	-0.2

Change (%)			
------------	--	--	--

(Sourced from StatsSA Census 1996, 2001, and, 2011)

2.5. Age distribution

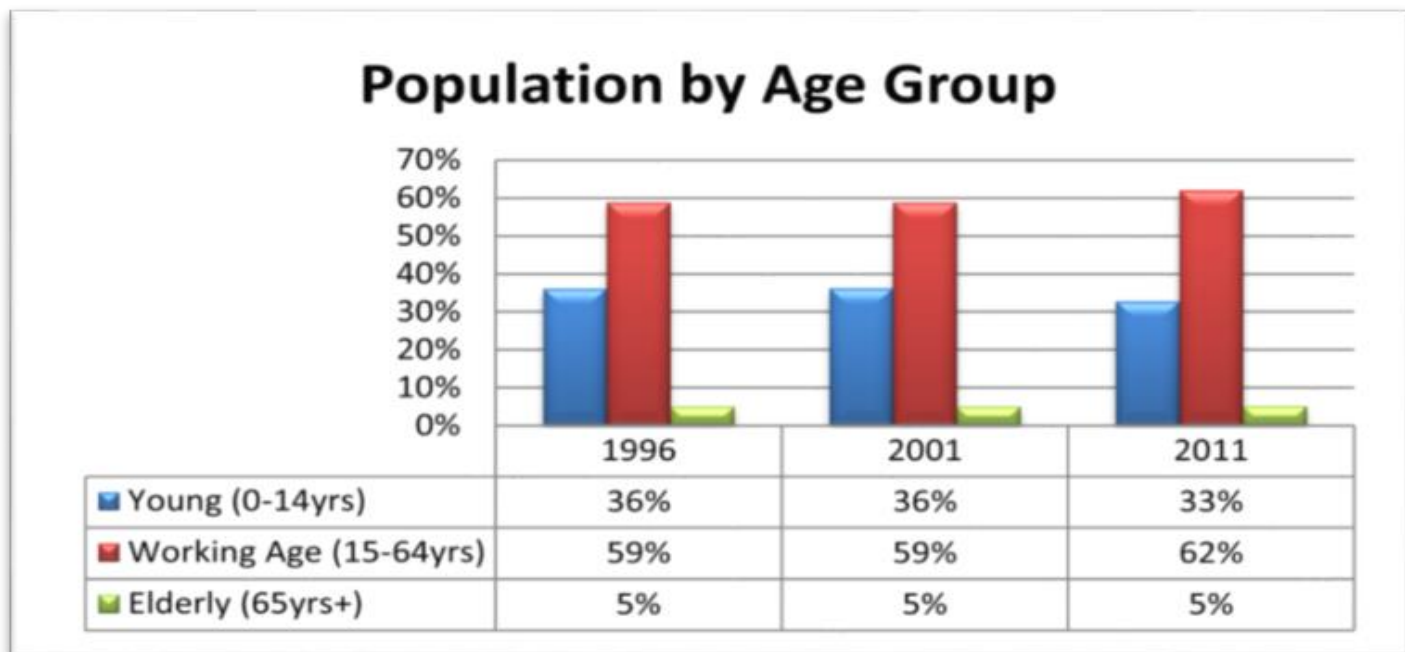
In order to understand the needs of any population, it is important to have an overview of the age groups within that population. This provides vital information as to the productive capabilities, employment aspirations, social and other needs of an area. Hence, an indication of the age group distribution within uMshwathi Municipality is depicted by a table and chart that follows:

Table 16: Age Distribution

Age Range	1996	2001	2011
Young (0-14yrs)	40936 36%	39258 36%	34881 33%
Working Age (15-64yrs)	66592 59%	63728 59%	65970 62%
Elderly (65yrs+)	5702 5%	5435 5%	5523 5%

(Sourced from StatsSA Census 1996, 2001, and, 2011)

Figure 4: Age Group population

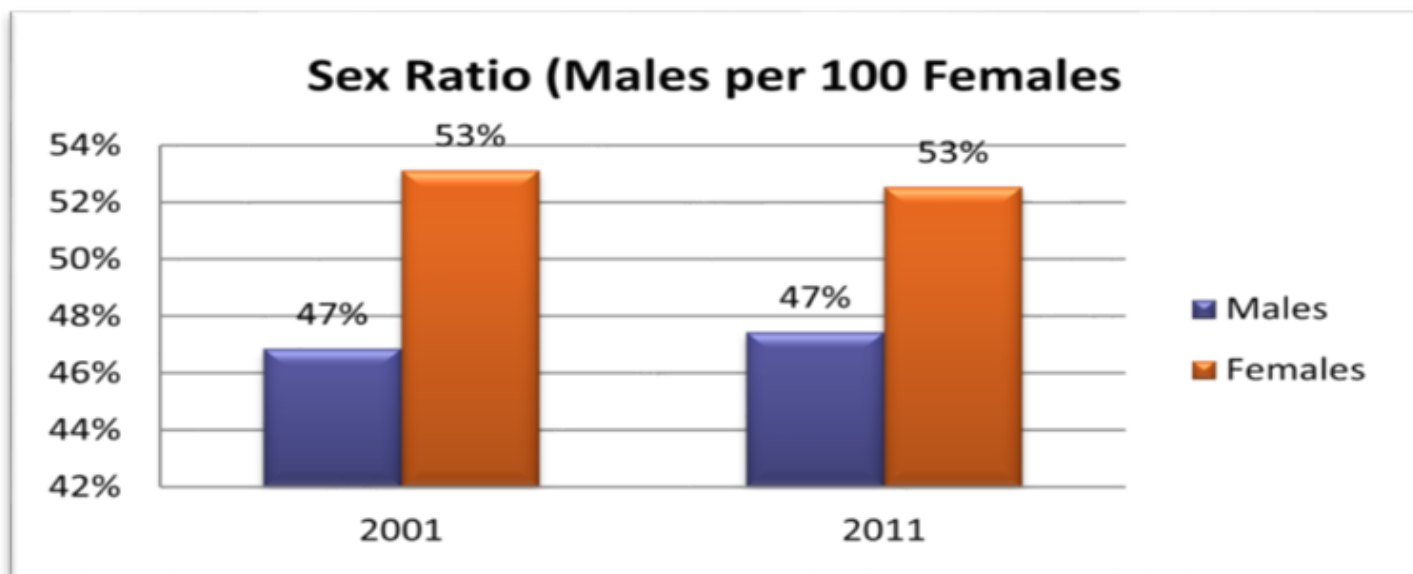


2.6. Sex ratio

Females have been the dominant gender in both 2001 and 2011 Census. In 2011, there were 88.2 in every 100 females in uMshwathi. In other words, the population of uMshwathi comprise of 53% female

and 47% male, indicative that most households in the municipal area are female headed. The following diagram depicts the sex ratio in the Municipality.

Figure 5: Sex Ratio



2.7. HIV Prevalence

HIV/ AIDS Prevalence & Incidence Combined is 39.5% for the general population, 35.7% women attending antenatal care facilities and 21.7% positivity rate for men. The positivity rate for men may be insufficient data due to the issues of patriotism that exist. Fewer men are coming forward to test for HIV and hence strengthening the men's sector involvement will form part of key programmes. The HIV /AIDS unit aligns its programmes with the District Aids Council's strategy. There is a review process that is being undertaken at a district level, hence Local Aids Council will extract key deliverables and formalise localised strategy. The community linkages have been developed and functional. The local aids council is established and functional and have linkages with operation Sukuma Sakhe's Local Task Team. The ward aids committees together with the civil society forums and Nerve Centre are some of the other key structures that exist at a local level. There is a need to establish SMME's and cooperatives in order to deal with the issues of poverty as one of the key objectives of the Millennium Goals. There is a multispectral approach to responding to HIV/ AIDS / STI/ TB issues. The multi sectoral representation includes departments, Non-government organizations and sectors at a ward level. There are a number of collaborative HIV prevention projects that will be implemented, some with specific target groups e.g. People living with HIV. There are challenges that exist in accessing treatment and care that were identified. The transport route from clinic facilities to a district hospital poses challenges for people to get to hospital, however there is a need for a local community health centre which will serve those who cannot access hospital route easily. One of the key challenges is teenage pregnancy; however, the municipality has engaged other sectors in providing services to schools.

2.8. Population groups

In line with our Vision of 2030 uMshwathi Municipality's focus is health and self-sustainable community. For this vision uMshwathi established special projects unit which have three focus areas. Those are HIV /AIDS Unit, Youth Development and Gender and Disability unit. These three units are mandated to ensure that social and community development issues of our communities receive a well-deserved attention. Despite these units which exist within the municipality, there are other departments who function in collaboration with these municipal units. These departments are Department of Social Development, South African Social Services Agency, and Department of Health and the department of Home Affairs. These departments are vigilant in addressing issues that arise on war rooms. The OSS, Operation Sukuma Sakhe is one of the key service delivery structures that are being utilized within the Municipality.

Analysis of Vulnerable Groups

According to the data from Statistics S.A. total number of female headed households is 13787, however they have access to land for commercial and subsistence farming. One of the key challenges is unemployment rate and illiteracy level. UMshwathi has established forums to address with issues as they affect the vulnerable groups. These ward forums exist at a ward level and local level. They identify programmes for community development amongst women, senior citizens and people with disability. One of the key projects which will be implemented include establishment of cooperatives and SMME's that is line with the Millennium Development goals, hence a viable strategy to address poverty within our municipality. There is a budget allocation of 1.4 million to deal with issues that affect vulnerable groups and enable development within the financial year of 2017/2018.

Dependency Ratio

Dependency ratio defines the number of dependents (i.e. people under the age of 15 and over the age of 65 years) per 100. A high dependency ratio is a challenge to guardians who in many instances are unemployed particularly in rural parts of uMshwathi. The dependency ratio in uMshwathi declined from 70.1 to 61.2 between 2001 and 2011. Dependency ratio is currently higher when it is compared to the district average of 50.7. The figure and table below depicts the dependency ratios comparing them against the family of uMgungundlovu district.

Table 17: Dependency Ratio

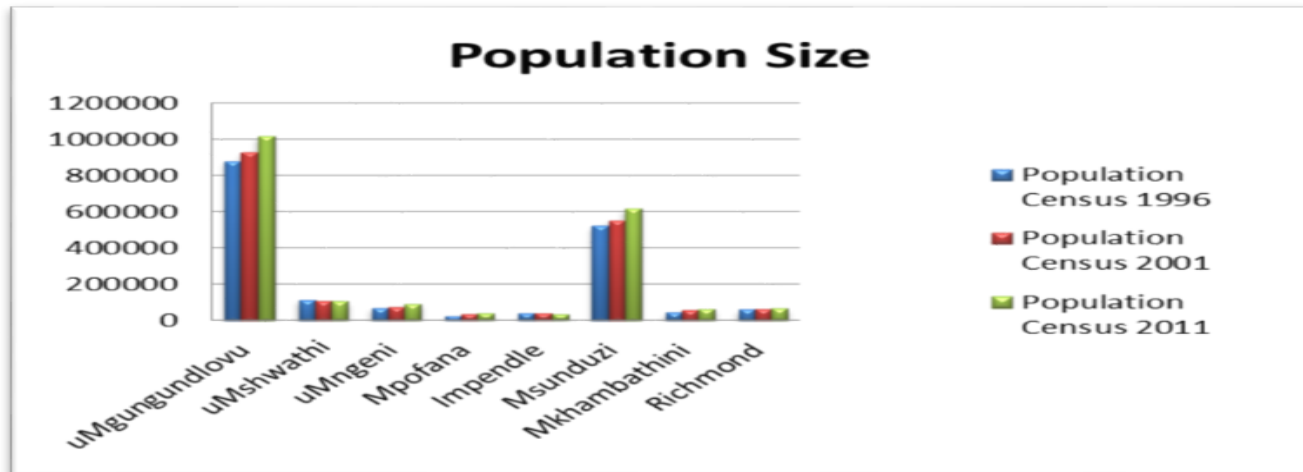
Municipality	2001	2011
UMgungundlovu	56.8	50.7
uMshawthi	70.1	61.2
uMgeni	50.2	48.4
Mpofana	54.8	52.3
Impendle	92.1	79.7
Msunduzi	51.5	46.2
Mkhambathini	69.3	57.6
Richmond	65.9	62

1.4 KEY FINDINGS (INCLUDING TRENDS)

According to Census 2011 data, uMshwathi Local Municipality has a predominantly young population, with individuals between 0-14 years old group at 33% and individuals between 15-34 of age comprising of 62% of the population, (which is identified as the economically active age group). The remaining 5% of the population is includes individuals over the age of 65 years and this particular group in conjunction with the 33% between 0-14 years' form part of the dependent population that depends on the 62% of the population which by theory is economically active.

With regard to the population statistics for uMshwathi Municipality, there has been an outward migration of its people to major cities and centres in other municipalities. Some of the reasons identified for this migration include peoples 'search for a wider scope of employment and other opportunities, which are currently limited in uMshwathi Municipality. To negate this effect, significant measures and new opportunities are required to enhance the Municipality's comparative advantage otherwise, this outward migration will only continue. But despite the uMshwathi Municipality experiencing a negative growth rate of -1,2 since 2007 according to the Census 2011, the Municipality still has the second largest population in the uMgungundlovu District after Msunduzi Municipality i.e. uMshwathi Municipality is home to approximately 11% of the total 1 017 763 people living within the uMgungundlovu District Municipal area.

Figure 6: Population Size



3: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT ANALYSIS

3.1 Municipal transformation

uMshwathi Municipality recognises that transformation is the key to maximising service delivery. Improving service delivery is the ultimate goal of the Municipality and the Human Resources Section plays a lead role in organisational transformation. In order to ensure that the Municipality as an organization has an adequate number of people, the required professionals and in the right places, at the right time performing aspects that are economically efficient, the Municipality will need to render a professional support service that is well aligned to the Municipality's Integrated Development Plan (IDP).

The Human Resources section consists of the following units: Personnel Management, Job Evaluation, Employment Equity, Employee Relations, Skills Development, Organisational Development, Occupational Health and Safety, Systems and Remuneration, Employee Assistance and Human Resources Management Services

The Human Resources Section formulates policies and procedures that are aligned to the Integrated Plan that is compliant with legislation and the collective agreements of the South African Local Government Bargaining Council. The Human Resources Section is responsible for implementation of relevant Human Resources Legislation so that all Departments are able contribute in the fulfilment of the following constitutional mandate: -

- ✓ *Provide democratic and accountable government for local communities*
- ✓ *Provide services to the communities in a sustainable manner*
- ✓ *Promote Social and Economic Development*
- ✓ *Promote safe and healthy environment*
- ✓ *Encourage the involvement of the Community and community organization in local matters*

3.2 Organisational Development

3.2.1. Institutional Arrangement

The local elections of 03 August 2016 brought into power the 4th Council's term of office as sworn in on 22 August 2016. A total of 27 Councillors make up the Full Council.

Section 80 (1) of the Municipal Structures Act (32 of 2000) states that: "if a municipal Council has an Executive Committee or Executive Mayor, it may appoint in terms of section 79, committees of Councillors to assist the executive committee or Mayor"

In light of the above, uMshwathi Municipal Council has established the following portfolio committees to assist the Executive Committee in ensuring that the decisions are taken and actions are effectively implemented. These committees also provide an oversight role:-

- ✓ *Financial Services Portfolio Committee*
- ✓ *Corporate Services Portfolio Committee*
- ✓ *Community Services Portfolio Committee*
- ✓ *Infrastructure and Planning Services Portfolio Committee*
- ✓ *Local Labour Forum*
- ✓ *Municipal Public Accounts Committee (MPAC)*
- ✓ *Audit Committee/ Performance Audit*

A schedule of meetings which is presented to Councillors for adoption during the last Council sitting in December proceeding the next year for adoption is aimed to assist Councillors to plan their schedules well in advance. The meetings of Executive and portfolio Committees are held once a month and Full Council takes place bi-monthly. However, it must be noted that the municipal Council has the right to determine its internal procedures; this right is protected by Section 160 of the Constitution, which allows the municipal council to decide how to structure the internal operations of the municipality and what kind of mandate or area of responsibility it assigns to political structures, office-bearers and the Municipal Manager. Thus, the Terms of Reference for Council and its Portfolio Committees prescribe that the notice of meeting/ agenda must be circulated to members 5 days prior to meeting taking place.

In this regard, the Committee Officer provides secretarial support to various meetings of Council by collecting items from Officials and private member motions from the Councillors and compiles the agenda which consists of the minutes of the previous meetings, notice of meeting and reports from various managers. For circulation to our respective Councillors who serve on these respective portfolio committees. During the meeting, a Committee Officer records the proceeding of the meeting. The responsibility of the Committee Officer is to ensure that the resolutions taken by members are recorded accurately. Committee Officer draws up the template of resolution in order to monitor whether the resolutions are implemented timeously.

In ensuring that the records are kept safe, the minutes of Executive Committee and Council are bound annually after the completion of the auditing by Auditor General for future reference.

Table 20: Council Structures

COMMITTEE NAME	RESPONSIBILITY
Full Council	Decision making
EXCO (Executive Committee)	Decision making on matters brought to it by the sub Committee. Report to the full council
Financial Services Portfolio Committee	Recommendations to Exco with regard to financial matters e.g. Budget/supply Chain/etc.
Corporate Services Portfolio Committee	Recommendations to Exco on the organogram, human resource and associated government compliance matters
Infrastructure & Planning Services Portfolio Committee	Recommendations to Exco on Infrastructural project , e. g Capital Projects as well as Housing and Community project
Community Services Portfolio Committee	Recommendations to Exco on planning and local economic development matters
Municipal Public Accounts Committee (MPAC)	Advisory Committee to council
Local Labour Forum	Advisory Committee to council
Audit Committee/ Performance Audit Committee	Advisory Committee to Council

3.2.2 Powers and Functions Of Municipality

Table 21

MUNICIPAL POWERS AND FUNCTIONS	
1 Air, Noise and Broadband Pollution 2 Amusement Facilities 3.Billboards and Display of Advertising in Public Places 4.Building Regulations 5.Cemeteries, Crematoria and Funeral Parlours 6.Child Care Facilities 7 Cleansing 8.Control of Nuisances 9.Control of Undertakings that Sell Liquor to the Public 10.Facilities for Accommodation and Care and Burial of Animals 11.Fencing and Fences 12.Licensing and Control of Undertakings that Sell Food to the Public 13.Licensing of Dogs 14.Local Amenities 15.Markets 16.Local Sport Facilities 17. Local Tourism	18.Licensing and Control of Undertakings that Sell Food to the Public 19.Licensing of Dogs 20.Local Amenities 21.Markets 122.Local Sport Facilities 22. Local Tourism 23. Municipal Parks and Recreation 24. Municipal Planning 25. Municipal Roads 26. Municipal Health Services 27. Pounds 28. Public Places 29. Municipal Public Works 30. Public Transport 31. Refuse Removal, Refuse Dumps and Solid Waste Disposal 32. Storm Water 33. Street Lighting 34. Street Trading 35. Trading Regulations 36. Traffic and Parking

From the above assigned powers and functions, a further categorization of the functions per each of the five (5) municipal departments and responsible portfolio committee, is illustrated in the table below:

Table 22

Municipal Manager	Internal Audit Communications Monitoring and Evaluation Risk and Customer Care Legal and Council Support IGR Integrated Development Planning	Municipal Manager	Executive Committee
-------------------	---	-------------------	---------------------

Finance	Revenue and debt management Procurement and stock management Expenditure management Financial administration Budgeting Supply Chain Management Stock control Asset Management	Chief Financial Officer	Finance Committee Chairperson: Cllr S S Mbhele (Mayor)
---------	--	-------------------------	---

Corporate Services	Administration Record management Facilities management Legal support Secretariat function Information Technology Personnel management services Staff transformation Training and development Labour relations Fleet management Occupational health and safety co-ordination	General Manager Corporate services	Corporate Committee Chairperson: Cllr M P Dlamini
--------------------	--	---	--

Technical Services	Building regulations Project management	General Manager	Infrastructure and Planning Committee
--------------------	--	-----------------	---------------------------------------

	Municipal parks and recreation	Technical Services	Chairperson: Cllr N E Cebekhulu
	Municipal roads		
	Pounds		
	Public places		
	Infrastructure maintenance		
	Human settlement		
Community Services	Economic Growth and Development	General Manager	Community Services Committee
	Gender and disability	Community Services	Chairperson: Cllr S M Mbatha-Ntuli
	Special Projects		
	Child care facilities		
	Community facilities (halls & sports)		
	Health Care Services		
	Protection Services		
	Motor licensing bureau		
	Youth development Affairs		
	Cemetery management		
	Disaster management		
	Refuse removal, solid waste disposal		
	Cleansing services		

3.2.3 Organisational Structure/ Organogram

The administrative structure of the Municipality as approved by the Council has 5 main Departments i.e. Office of the Municipal Manager (headed by the Municipal Manager), Department of Finance Services (headed by the Chief Financial Officer) and the Department of Corporate Services, Community Services and Technical Services (all headed by the General Managers) All the Departmental Heads (appointed In terms of Section 54 of the Municipal Systems Act No 32 of 2000) report directly to the Municipal Manager.

The uMshwathi Municipal organisational structure was reviewed on a number of occasions in the 2016/17 financial year in order to ensure that the strategic objectives of the Municipality as displayed in the Integrated Development Plan are fulfilled. The reviews were done in consultation with organized labour and all relevant structures of Council. Currently, the organisation structure is awaiting adoption by the Council for implementation in 2017/18 financial year.

The municipality in its organogram has five (5) departments that are as follows:

- ✓ Office of the Municipal Manager
- ✓ Corporate Services Department
- ✓ Finance Services Department
- ✓ Community Services Department
- ✓ Technical Services Department

The Municipality plans to have a 6th additional department of Local Economic Development and Planning on its 2017/18 financial organisational structure.

The departments are headed by General Managers appointed in terms of section 56 of the Municipal Systems Act 32 of 2000.

In order to provide more in depth overview on the vacancy rate within the Municipality, the following table distinguishes between the vacant and filled posts across all five (5) Departments:



3.2.4 Municipal Institutional Capacity and Status of Critical Posts

The Municipality has fulfilled its obligation of ensuring that all critical positions of Section 54A/56 managers are filled. The process of the filling of the posts was done during the 2014/15 financial year in accordance with the municipal systems and procedures contemplated in Section 54A, 56 and 57 and 67 of The Municipal Systems Act 32 of 2000. These positions have been filled since this period which symbolises stability in this Municipality. The posts were advertised as per the MSA.

The applicants were short-listed and the candidates were interviewed. Within fourteen (14) days of the interview proceedings, the Municipality informed MEC for Corporative Governance and Traditional Affairs of the outcome of the interviews with details of the process that was followed to arrive at the outcome as stipulated in Section 56 of the Local Government Municipal Systems Act 32 of 2000. The municipality therefore received the concurrent approval of the MEC for the respective appointments.

VACANT AND FILLED POSITIONS WITHIN THE MUNICIPALITY

CRITERIA	No.
Total Number of Staff Employed	218
Total number of vacancies	180
Total number of positions in the staff structure	398
Vacancy Rate	45%

In order to provide a more in-depth overview of the vacancy rate within the Municipality, the following table distinguishes between the vacant and filled posts across all five (5) departments

DEPARTMENT /OFFICE	FILLED POSITIONS	VACANT POSITIONS
Municipal manager	Municipal Manager Senior Admin Officer Senior Manager Office of the Municipal Manager Manager Intergovernmental Relations Receptionist; Office Attendant Manager Legal and Council Support PA to the Speaker; PA to the Deputy Mayor Mayoral Aide x 5 Driver x 2; Driver Councillor Assistant Committee Liaison Officer; Senior Communications Officer Manager Monitoring and Evaluation Planning Assistant / Registry IDP co-ordinator	Personal Assistant Manager Internal Audit Senior Internal Auditor Internal Auditor; Admin Officer / Operation Sukuma Sakhe Driver; Committee Officer S79 & Admin Officer Ward Committee Assistant x 14 Senior Legal Officer Senior Council Officer Risk and Customer Care Officer Manager Development Planning and IDP GIS Officer PMS Officer

DEPARTMENT /OFFICE	FILLED POSITIONS	VACANT POSITIONS
CORPORATE SERVICES	General Manager; Corporate Services Personal Assistant Admin Officer Manager Administration Fleet and Security Services Administration Officer Driver x 2 Senior Committee Officer Committee Officer X 2 Committee Officer & Interpretation Services Senior Records and Archives Officer Records and Archives Officer Printing Clerk Office Attendant x 8 Receptionist Manager Human Resources Senior Human Resources Development Officer OHS Officer Manager Information Technology ICT Security Officer	Facilities Management Officer Office Attendant x 2 Senior Hr Provisioning Employee Relations Officer Desktop Support Officer (Outsourced) ICT Security Officer
FINANCE SERVICES	Chief Financial Officer Admin Officer Senior Accountant Budget and Financial Control Manager Revenue Senior Accountant Credit Control Finance Officer Debtors: Indegent Finance Officer Debtors Senior Accountant Revenue Finance Officer: Income Billing Cashier x 3 Manager Expenditure Senior Accountant Expenditure Finance Officer: Creditors Manager Supply Chain and Asset Management SCM Practitioner: Demand Management SCM Practitioner: Logistics Management Stores Clerk	Finance Officer: Rates / Valuation Roll Cashier x 1 Senior Accountant: Supply Chain Management and Compliance SCM Practitioner: Acquisitions Management Contract Management Officer / Insurance Asset Management / Stores Officer

DEPARTMENT /OFFICE	FILLED POSITIONS	VACANT POSITIONS
COMMUNITY SERVICES	General Manager; Community Services Personal Assistant Admin Officer Manager Environment and Waste Management Senior Supervisor Cemetery Cemetery Attendant x 7 Supervisor Waste Management General Assistant: Refuse Removal x 8 Supervisor: Parks and Public Amenities (Dalton & Cool Air) Tractor driver (Dalton & Cool Air) General Assistant (Dalton) x 8 Light Machine Operator (Dalton) x 6 General Assistant (Cool Air) x 6 Light Machine Operator (Cool Air) x 6 Supervisor: Parks and Public Amenities (New Hanover / Wartburg) General Assistant (Wartburg) x 10 Light Machine Operator (Wartburg) x 6 General Assistant (New Hanover) x 3 Light Machine Operator (New Hanover) x 12 Tractor Driver (New Hanover/Wartburg) Supervisor: Parks and Public Amenities (Rural) Light Machine Operator (Rural) x 12 MLB Officer x3 Disaster Management Officer Manager LED Tourism Officer Librarian Assistant Librarian x 2 ICT Support Officer: Libraries HIV / AIDS Co-ordinator Co-ordinator: Vulnerable Groups Sports and Recreational Officer	Technician Cemetery Attendant x 1 Land Fill Officer General Assistant: Landfill x 5 Environmental Officer Horticulturalist General Assistant: Refuse Removal x 8 Team Leader (Dalton) x 2 General Assistant (Dalton) x 1 Team Leader (Cool Air) x 2 General Assistant (Cool Air) x 4 Team Leader (Wartburg x2) Team Leader (New Hanover) x 2 General Assistant (New Hanover) x 1 General Assistant (New Hanover / Wartburg) Team Leader (Rural) Tractor driver (Rural) x 2 Light Machine Operator (Rural) x 12 General Assistant (Rural) x 7 Assistant Disaster Management Officer Researcher Agricultural and Nature Conservation Manager Social Services Senior Librarian Senior Co-ordinator: Social Services Senior Co-ordinator: Youth Sports and Recreation Youth Co-ordinator

DEPARTMENT /OFFICE	FILLED POSITIONS	VACANT POSITIONS
<p>TECHNICAL SERVICES</p>	<p>General Manager Technical Services EPWP Clerk Manager Compliance and Human Settlement Housing Officer Manager Infrastructure Maintenance Admin Officer (Infrastructure Maintenance) Supervisor Roads and Storm Water Technician General Assistant Roads and Storm Water Satellite Office 1) x 1 Supervisor Roads and Storm Water Technician (Satellite Office 2) Supervisor Roads and Storm Water Technician (Satellite Office 3) Supervisor Civils Plumber x 2 Carpenter Builder Painter Handyman x 3</p>	<p>Receptionist Personal Assistant ISD Clerk EPWP Technician Admin Officer (Compliance and Human Settlement) Technician: Housing Senior Building Inspector Building Inspector x 3 OHS Officer Roads and Storm Water Technician Heavy Duty Driver Tractor driver General Assistant (Roads and Storm Water) x 4 Heavy Duty Driver Tractor driver General Assistant Roads and Storm Water (Satellite Office 2) x 5 Heavy Duty Driver Tractor Driver General Assistant Roads and Storm Water Truck driver Grader Operator TLB Operator Relief Heavy duty General Assistantx2 Electrician Artisan x 2 Artisan Assistant x 2 Civil Technician: QS Plumber Welder Handyman x 5 Mechanical Technician Auto Electrical Artisan Mechanical Artisan Artisan Assistant Manager Project Management Admin Officer: PMU Technician: Civil Engineering x 2 Electrical Civil Engineer</p>

3.2.5 Human Resource & Development

uMshwathi Municipality is committed in fulfilling the purpose of the Skills Development Act 97 of 1998 by using the Municipality as an active learning environment for both its employees and the unemployed members of its Community. The Municipality recognizes the importance of investing in its human capital through prudently planned skills development initiatives and activities.

Skills Audits are conducted on an annual basis with a view to identifying the skills needs within the Municipality in order to develop the workplace and to address the skills and competency needs of its employees and Councillors, some information is incorporated in the HR strategy. The Municipality submitted the Workplace Skills Plan (WSP) and Annual Training Report timeously to the Local Government SETA before 30 April 2017 as required by law.

The budget that was allocated to training for the 2015/16 financial year was R 1.5m. As at the end of the 2015/16 financial year 100% of the allocated amount was utilized on training during the financial year.

During the 2015/16 financial year the Municipality made an application for Discretionary Grants to train unemployed community members, employees as well as Councillors. The application was approved by the Local Government Sector Education and Training Authority. These learner ships will be implemented for both employees, Councillors as well as the members of the Community during the 2016/17 financial year as well as the 2017/18 financial year.

A five (5) training plan was adopted by in consultation with the Local Labour Forum and is to implement for the next five (5) financial years. The Municipality also has in place a Skills Development Sub Committee in place established in terms of the South African Local Government Bargaining Council: Main Collective Agreement where all issues relating to training and development of employees are discussed.

The Municipality places a lot of focus on the training and development of the Community of uMshwathi Municipality; this is evident from the trainings that have been carried out within the Community thus far.

Skills development is able to support the Municipality to enhance achievement of the Municipality's Employment Equity agenda. Although skills development is aimed at benefiting all employees, however the people of the designated groups (blacks, women, and the disabled) should take preference in advancing their development. In line with the Municipality's Employment Equity targets as this will be addressing the imbalances of the past through affirmative action.

Skills development is linked to other human resource processes and provides valuable information for recruitment and promotion processes.

The Municipality is successfully creating a learning organisation and a learning Community by placing significant value on the education, training and development of its workforce, and by encouraging employees to grab appropriate learning opportunities aimed at advancing their skills and competency levels.

Community Development

Through the Local Government Sector for Education and Training Authority (LGSETA) uMshwathi Municipality is also addressing the imbalances of the past by developing the unemployed members of its Community through education so that the Community members of the Municipality could be employable in future and to enable self-employment amongst the Community members. The Municipality recognizes that education is a tool that could alleviate poverty for its Community.

The Municipality also provides bursaries to all its permanent employees who wish to pursue part-time studies towards formal tertiary qualifications through reputable tertiary institutions. The said bursary opportunities are also afforded to the unemployed members of the Community who have completed matric and wish to obtain recognized qualifications through reputable institutions.

The Municipality complies with the *Skills Development Levies Act No. 9 of 1999* and pays a monthly skills levy of 1% of its salary bill to the South African Revenue Service, in line with the provisions of the Skills Development Levies Act. Part of this money is claimed back in the form of grants from the Local Government and Sector Education and Training Authority (LGSETA), on compliance with applicable grant disbursement criteria.

Induction Program

Staff Induction is conducted on an a bi-annual basis with a view to ensuring that all newly appointed staff are inducted on the Municipal Human Resources Policies and issues related to the conditions of service.

SKILLS DEVELOPMENT INTERVENTIONS 2016/ 2017 FINANCIAL YEAR

<i>Occupational Levels</i>	<i>Training Interventions</i>	<i>Total Employees Trained</i>
Councillors		
Top Management	HIV / AIDS training program	1
Senior Management	HIV / AIDS Program	4
Professionally qualified and experienced specialist and mid management	HIV/AIDS Training Program CPMD Inventory Management	15 1 1
Skilled technical and academically qualified workers, Junior, Management, supervisors, foremen and superintendents	Supervisory Skills HIV / Training programs	16 34
Semi – skilled and defined discretionary decision making	HIV / AIDS Programs Registry Management Inventory Management	42 1 2
Unskilled and defined decision making	HIV / AIDS Program	108
Temporary Employee	HIV / AIDS Program	25

COMMUNITY TRAINING INTERVENTIONS IMPLEMENTED DURING THE 2016/17 FINANCIAL YEAR

No	Name Of Learnership Program	2016/17		2017/18		Nqf Level	Saqal Number
		18.1	18.2	18.1	18.2		
1	Adult Education and Training	30	180	0	100	1-4	
2	Further Education Training C: Generic Management: Disaster Risk Management	0	0	0	16	4	64870
3	National Certificate: Municipal Integrated Development Plan	0	0	28	42	4	50205
4	National Certificate: Local Economic Development	0	0	0	28	6	36437
5	National Certificate: Municipal Governance	28	0	0	0	5	67467
6	Further Education Training C: Community Health Water and Sanitation	0	80	0	200	4	61669
7	National Certificate: Supervision of Construction Processes	0	210	0	0	4	65949
8	National Certificate: ODETDP(50331L6)	2	0	0	210	6	50331
9	National Certificate: Community House Building	0	0	0	208	2	24273
10	National Certificate: Horticulture	10	0	0	210	2	66589
11	National Certificate: Landscaping	0	0	0	210	3	66649

INTERNAL BURSARIES FOR 2016/ 2017

DEPARTMENT	Qualification	No of Employees	Institution	Anticipated year of completion
Office of the Municipal Manager	MBA ND Public Management	1 1	MILPARK DUT	
Corporate Services	ND Public Management ND: HRM	1 1	DUT TVET	
	B Tech: Public Management	2	DUT	

DEPARTMENT	Qualification	No of Employees	Institution	Anticipated year of completion
Finance Services	ND: Accounting Science B Com Law	1 1	UNISA	
Community Services	B Information Science ND: Law Enforcement	1 1	UNISA LYCEUM	
Technical Services				

The Municipality has a total of six (6) bursary agreements with youth community members and ten (10) bursary agreements with its employees. The Municipality commenced with the bursary awards since the 2013 academic year i.e. 2012/2013 financial year and since commencement seven (7) employees have completed and three (3) community members have also completed their qualifications.

EXTERNAL BURSARIES FOR 2016 / 2017

WARD	QUALIFICATION	NUMBER OF BURSARS	INSTITUTION
1	ND Civil Engineering	1	DUT
3	ND: Civil Engineering	1	DUT
7	Honours in Accounting	1	UNISA
9	ND : Civil Engineering	1	UKZN
10	BSc Agricultural Engineering	1	UKZN
12	BSc Main Stream	1	UKZN

The Municipality plans to award further bursaries for the 2016/17 financial year and maintain 100% of existing bursaries.

INTERSHIPS PROGRAMMES DURING THE 2016 / 2017 FINANCIAL YEAR

The Municipality is currently undergoing a process of appointing five (5) Municipal Finance Internship Programmes opportunities during the 2016/17 financial year with a view to assisting graduates of the Community in developing work place experience. The following is the status quo of interns during the 2016/17 financial year.

No	Internship Program	Progress
1	IDP and Development Planning IDP	Appointment to the post of Planning Assistant / Registrar
2	Human Resources	Appointment to the post of Administration Officer within the Corporate Services Department
3	Finance Internships x 5	SCM Practitioner : Demand SCM Practitioner: Logistics

No	Internship Program	Progress
		Stores Officer
		Finance Officer Debtors: Indigent
		Accountant: Budget and Financial Control

The Municipality has planned to offer internship programs within the following scarce and critical skills in the 2017/18 financial year:

- ✓ *Town Planning; Information Technology' Accounting; Property evaluation; Engineering and Agriculture*

Human Resource Strategy

The Human Resource strategy (HRS) has been developed and it was adopted by council on 31 August 2015. The strategy encompasses a number of Human Resource Applied Plans which were all adopted in 31 August 2015. The Municipality plans to review the HRS to align to the strategic goals of the Municipality as displayed on the IDP.

Employment Equity Plan

The employment equity Act. No 55 of 1998, as amended was passed by the parliament to address disparities in jobs, skills and education brought on by the injustices of the past. The Employment Equity Act put in place legislative measures and requires designated employers to report on the demographics of their employees.

In terms of the Act, employers must prepare and implement an Employment Equity Plan, which will assist employers to achieve reasonable progress towards Employment Equity in the workplace. uMshwathi Municipality has an Employment Equity Plan 2014-19 in place which was adopted by Full Council in December 2015 as required by the Employment Equity Act, that all designated employers must prepare and implement same which will assist employers to achieve reasonable progress towards Employment in the workplace.

The Municipality complies with the above-mentioned law, it has an Employment Equity plan, and has appointed a Committee in order to ensure compliance with the plan. The Municipality had also planned to employ one (1) woman in Management by the end of the 2016/17 financial year.

Employment Equity Plan Objectives

- ✓ *Eliminating unfair discrimination in the workplace*
- ✓ *To identify all barriers which prevent or hinder in anyway the advancement of the designated groups,*
- ✓ *Ensure the implementation of Employment Equity to redress the effects of discrimination,*
- ✓ *Achieving a diverse work force with regard to race and gender which reflects the demographics of the region of uMshwathi Municipality,*
- ✓ *Promote economic development and efficiency in the workforce,*

- ✓ Prohibiting and combat unfair discrimination and harassment among employees; and provide reasonable facilities to designated groups, in particular people with disabilities,
- ✓ Preparing the ground for effective change through appropriate and ongoing investment in training and development;
- ✓ To make special effort to accommodate the disabled where possible,
- ✓ To achieve all of the above by means of an Employment Equity Plan, which focuses on the development of present staff and affirmative action programmes, aimed at specially addressing the training and advancement needs of previously disadvantaged groups

In order to achieve the above employment equity objectives, the Municipality has put in place a five (5) year numeric goal/ target to be achieved during 2014 up until 2019.

Employment Equity Plan 5-Year Goals 2009 - 2014				
Dpsa National Targets	Current Number Of Employees	Percentage	Target	Target Percentage
75 % Africans	215	91 %	0	0 %
50% Women	104	44 %	13	5 %
50 % Women In Mid Management Positions	7	29 %	3	14%
2 % People Leaving With Disability	2	1 %	3	1 %

Occupational Levels	Males				Females				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
Top Management	1	0	0	0	0	0	0	0	0	0	1
Senior Management	1	0	3	0	0	0	0	0	0	0	4
Mid Management	7	2	0	0	4	0	2	0	0	0	15
Supervisory / Foreman	15	0	2	0	19	1	2	2	0	0	41
Semi-Skilled	21	0	1	0	15	0	2	0	0	0	39

Occupational Levels	Males				Females				Foreign National		Total
	A	C	I	W	A	C	I	W	M	F	
Unskilled	59	0	0	0	42	1	2	0	0	0	104
Temporary	18	0	0	0	6	0	0	0	0	0	24
Total	122	2	6	0	85	2	8	2	0	0	228

HUMAN RESOURCES POLICIES

During the 2016/17 financial year the Municipality reviewed and developed seven (7) Human Resources policies which aims to achieve the following objectives:

- ✓ *Human Resources Strategy*
- ✓ *Labour Relations Policy*
- ✓ *Probationary Period Policy*

The following policies were developed and adopted by Full Council:

- ✓ *Alcohol and Substance abuse policy*
- ✓ *Individual Performance Management Policy (IPMS)*
- ✓ *Placement Policy*

SAFETY PLAN

This plan is currently being formulated for the purpose of presenting it to various relevant structure and therefore table the final for adoption. The draft plan aims to promote awareness of being safe, decrease negative perceptions of crime and safety and crime rate across the Municipality.

The plan defines crime prevention and community safety and describes several commonly used, crime prevention and community safety models.

uMshwathi Municipality is still in the process of analysing the demographic and crime data for the Municipality as whole because it did not have the Safety Plan for the whole Municipality. After, it will be easy for a Municipality to analyse the key priorities of crime within our uMshwathi Municipality.

Achieving a safer community requires a combined approached from both Municipality and community. Since uMshwathi Municipality did not have a crime safety plan and only started with the Safety Plan towards the end of 2016/2017, action plan will be developed that will shape uMshwathi Municipality work into the future around crime prevention and community safety. Therefore, the Action Plan relies upon for going partnerships with key community role players in crime prevention and safety, including all stakeholders of uMshwathi Municipality which is all five (5) police stations within

our Municipality, the Department of Community Safety, government department and NGO's to ensure the ongoing work towards a safer community for our Municipality continues. The office of Safety within the uMshwathi Municipality manage to gather some information from the Municipal stakeholders e.g. Wartburg SAPS

The Wartburg SAPS have the existing sub forum within wards and they are functional and also linked with the school within their jurisdiction

3.2.6. ICT Policy Framework

There is a number of policies and plans that have been put in place, to make sure the implementation of governance framework its being implemented.

We have upgraded our servers and internet to the latest technology to make sure we limit the downtime and we also upgraded our core PABX system.

A number of policies e.g., cellphone policy, telephone policy have developed. The SMS system was put in place to make use of communicating very easy.

Disaster recovery plan was also develop to make sure that we got a business continuity as ICT and we don't have major downtime.

The number of policies and plans are on the implementation stages, e.g., disaster recovery plan, ICT master plan. The number of policies will be reviewed

3.3. Municipal Transformation & Institutional Development SWOT Analysis

HUMAN RESOURCES SECTION (SWOT)**STRENGTHS**

- (s1) Sec54/56 Managers position are filled
- (s2) Organisational structure has been reviewed to reflect the new challenges being faced by the municipality.
- (s3) Critical policies have been reviewed and evaluated in terms of the IDP and organisational strategy.
- (s4) A myriad of policies
- (s5) Strong efficient and effective management capabilities and leadership qualities.
- (s6) Emphasis on Community development and training including the provision of bursaries, learner-ships, in-service training and internships.
- (s7) Emphasis on recruitment and selection of internal candidates for positions on the organisational structure

WEAKNESSES

- (w1) Insufficient human capital
- (w2) Insufficient Office space
- (w3) Job Evaluation not completed
- (w4) Lack of adequate financial resources
- (w5) Lack of proper administrative and computerised systems
- (w6) Ineffective and inefficient ICT systems
- (w7) PMS not cascaded to all staff
- (w8) Lack of management involvement in the development of staff
- (w9) Lack of commitment by staff on training
- (w10) Increase sick leave by staff
- (w11) Lack of succession planning and career management policy

HUMAN RESOURCES SECTION (SWOT)**OPPORTUNITIES**

- (o1) Development of previously disadvantaged members of the community in order for them to be employable
- (o2) Community learners trained by the Municipality could in turn be employed by the Municipality.
- (o3) Staff recruitment and retention policy will need to be adopted to retain scarce skills of existing employees
- (o4) Employees whom have received bursaries will need to remain for 2 years in the employ of the municipality.
- (o5) Large pool of unemployed human resources who are youth and women
- (o6) Investment opportunities in youth development, allocation of bursaries, provision of learning equipment by private companies.
- (o7) Establishment of a training and development centre
- (o8) Compliance with all Municipal legislation and Policy framework
- (O9) Development of a PMS policy in order to enable the Municipality to cascade same to staff

THREATS

- (T1) Non commitment of managers from other departments to various programmes.
- (T2) Confidential information compromised
- (T3) Employees working without job descriptions and employees not being paid in accordance to their right salary levels.
- (T4) No proper systems in place to administer leave.
- (T5) No forfeiture of leave days takes place and employees do not see the need to take leave days.
- (T6) Lack of budgetary leave provisions

4. BASIC SERVICE DELIVERY

4.1 Water and Sanitation

4.1.1 Status of Water Services

A total of 6 344 households of the 23 732 have access to water inside their dwellings and a further 11 453 have access to water inside their yards. The information from census also indicates that there are 4 759 standpipes which provide communities with access to water. The concern for the Municipality however is the 5 568 household which have no access to piped water.

WATER BACKLOGS

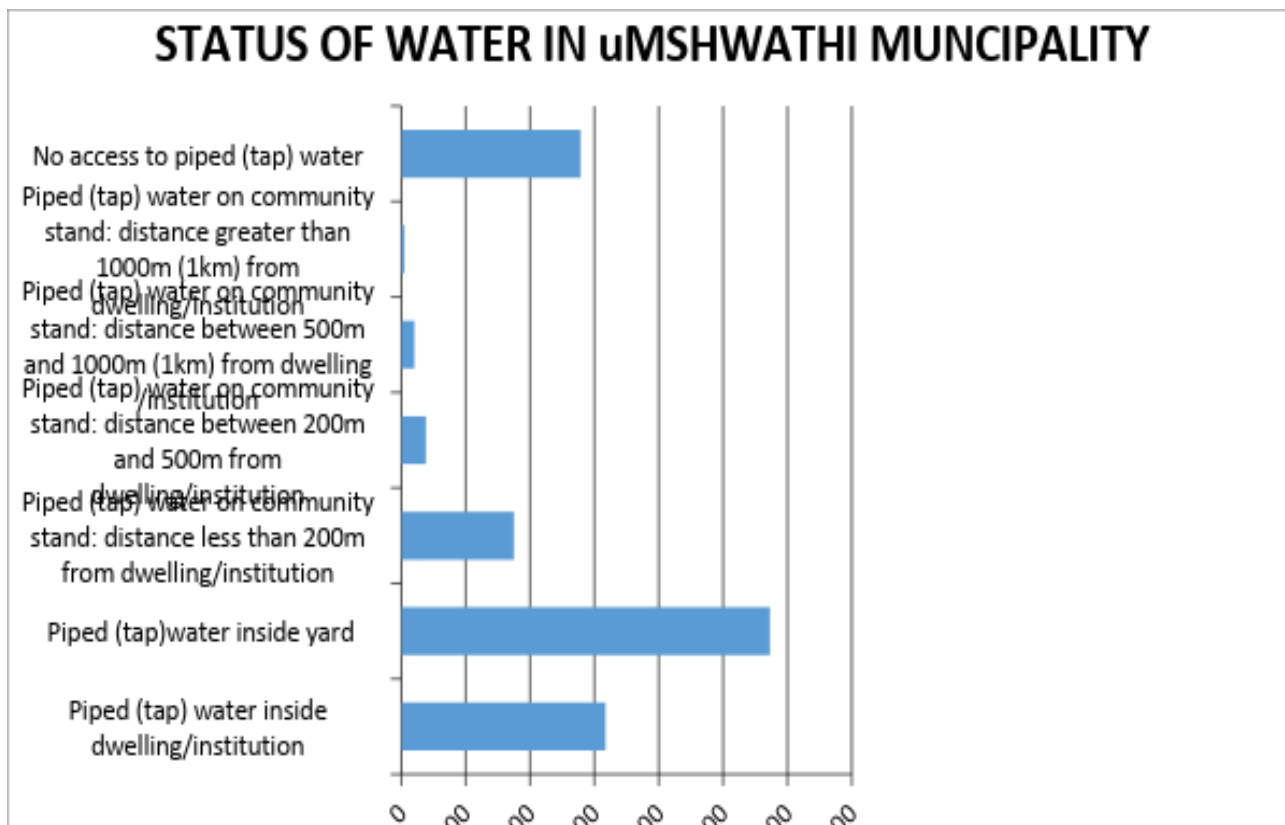
The function of water is currently the legislated function of the uMgungundlovu District Municipality. The uMshwathi Municipality provides an oversight role.

THE WATER SERVICES DEVELOPMENT PLAN (WSDP)

Is developed and reviewed by the uMgungundlovu District Municipality. The last time that the WSDP was reviewed was in 2010 however the District Municipality is currently reviewing the WSDP for the whole district municipality. The uMshwathi Municipality is currently using the information that is available from the 2011 census to determine the backlogs related to water as it is the only verified and most recent information that is available to the Municipality.

<i>Municipality</i>	<i>Backlog/ No of Households</i>
KZN221: uMshwathi	
Piped (tap) water inside dwelling/institution	6344
Piped (tap)water inside yard	11453
Piped (tap) water on community stand: distance less than 200m from dwelling/institution	3499
Piped (tap) water on community stand: distance between 200m and 500m from dwelling/institution	763
Piped (tap) water on community stand: distance between 500m and 1000m (1km) from dwelling /institution	405
Piped (tap) water on community stand: distance greater than 1000m (1km) from dwelling/institution	92
No access to piped (tap) water	5568
Total	28124

Source: StatsSA 2011



Source: StatsSA 2011

WATER NEEDS AND PRIORITIES

Existing Infrastructure

The Municipality is currently experiencing a shortage of portable water in both rural and the urban areas. The existing infrastructure is designed such that it has to be upgraded to improve the supply of water to these areas first before the rural areas can receive water. The uMgungundlovu District Municipality together with the Department of Water Affairs and uMngeni Water has planned a bulk pipeline upgrade that will cost approximately R1 Billion. The first phase of the project has already started and will be completed before the June 2017 and will be called **uMshwathi Regional Bulk Water Supply**.

This is a regional scheme to supply bulk potable water to all communities within the uMshwathi Local Municipality by uMgungundlovu District Municipality (DM. The Scheme has been divided into the following three phases:

Phase 1: entails the construction of a 27km long pipeline from Claridge Reservoir to Wartburg Reservoir including a booster pump station, and an 8MI reservoir at Wartburg.

Phase 1 A: A new 450mm diameter pipeline from Wartburg to Bruyns Hill with a pump station at Wartburg to meet the future demands of Swayimane and Southern Ndwedwe (Ilembe Municipality).

Phase 2: entails the construction of a 15.2km long pipeline from Wartburg Reservoir to Dalton Reservoir, a booster pump station, and a 10 MI reservoir at Dalton.

Phase 3: entails the construction of a 21.7km long pipeline from Dalton to an existing reservoir at Ozwathini including a booster pump station. There will also be a 14.5km long pipeline branching off at Fawn Leas to an existing reservoir at Nadi Mvoti including a booster pump station

The progress to date on the project is as follows:

Phase 1 - Primary Bulk from Claridge to Wartburg

Phase 1.1 : 27 km of 850DN steel pipe from Claridge to Wartburg Reservoirs - 80% Complete

Phase 1.2: 1.35MW Pump station and 8ML Reservoir at Wartburg. Still under construction is 50% complete

Phase 2 - Primary Bulk form Wartburg to Dalton

Phase 2.1: Pipe supply- 100% Complete

Phase 2.2: 16 km of 700DN solvent free epoxy lined and Polyurethane coated steel pipe from Wartburg to Dalton, 1.25MW pump station and 10ML Reservoir at Dalton - Contract has been awarded to Icon Construction on 15 July 2015. Still under construction is 50% Complete

Phase 3 - Primary Bulk from Dalton to Ozwathini.

Phase 3.3a: Pipe Supply - 100% Complete

Phase 3.3b: The construction of a 17,8km Long 700DN solvent free epoxy lined and Polyurethane coated steel pipe from Fawn Leas to Ozwathini - Contract has been awarded to WK SA. Still under construction and is 50% complete .Expected date of completion is February 2017.

Phase 3.3c: 12ML Reservoir at Ozwathini - Delays are experienced on Reservoir construction due to land issues at the chosen site. Umgeni Water is directly liaising with Ingonyama Trust Board to resolve this matter.



No	Project Name	Project Description	Project Value	Population Served	Project Start Date	% Completion	Ward	Comments
WATER PROJECTS								
1	uMshwathi Regional Bulk Water Supply (Primary Bulk)	Primary Bulk - Implemented by uMgeni Water Phase 1 : Bulk Pipeline from Claridge to Wartburg Phase 2 : Bulk Pipeline from Wartburg to Dalton Phase 3 : Bulk Pipeline from Dalton to Ozwathini	R 772 799	324,433 people and 47,405 households	Phase 1 : 10 April 2014 Phase 2: July 2015 Phase 3: Phase 3.3a - April 2015 Phase 3.3b - July 2015 Phase 3.3c - tba Phase 3.2 - tba	Phase 1 : 88% Phase 2 : 83% Phase 3 : 83%	All Ward	Phase 1 - Primary Bulk from Claridge <u>Phase 1.1</u> : 27 km of 850DN steel pipe - 100 % Complete <u>Phase 1.2:</u> 1.35MW Pump station construction is 88% complete. Phase 2 - Primary <u>Phase 2.1:</u> Pipe supply - 100% complete <u>Phase 2.2:</u> 16 km of 700DN solvent pipe from Wartburg to Dalton, 1.25M Contract was awarded to Icon Construction is 85% complete. Phase 3 - Primary Bulk from Dalton to Dalton <u>Phase 3.3a:</u> Pipe Supply - 100% complete <u>Phase 3.3b:</u> The construction of a 12ML Polyurethane coated steel pipe from Dalton awarded to WK SA. Still under construction completion is February 2017. <u>Phase 3.3c:</u> 12ML Reservoir at Ozwathini reservoir construction due to land issues directly with Ingonyama Trust Board <u>Phase 3.2:</u> 29 km of 700DTBN – DN400 - Was awarded to WK Construction
2	uMshwathi Regional Bulk Water Supply (Secondary Bulk)	Phase 1 : Bulk Pipeline to Mpolweni (8km x 315mm-250mm (uPVC & Klambon) Bulk Pipeline and a 4ML concrete reservoir Bulk Pipeline to Albertfalls (11km x 315mm-250mm bulk pipeline and 4.5ML concrete reservoir) Phase 2 : Nadi Res, Bulk pipeline to Trustfeed & New Hanover Phase 3 : Bulk pipeline to Harburg, to Greater Efaye (Mtulwa, Efaye, Mt Elias, Kwazibusele, Ntanzi & Ekhamanzi) & to Montebello	R 235 651 987	324,433 people and 47,405 households	19-Jan-15	Phase 1 : 55% Phase 2 : 48%	All Ward	uMgungundlovu DM is responsible for the project and has been appointed as the implementing agency Phase 1 Mpolweni (Budget - R 40 000) - Poor performance to poor performance. WK Construction has commenced work on Mpolweni. Excavation - 98% complete, pipe laying - 98% complete, scour Valve Chambers - 98% complete, 4ML Reservoir (Base Slab) - 100% complete, pedestal-100% complete, Concrete - 75% completed to date is 75% and time to complete is 12 months Phase 1 Albert falls (Budget - R 45 000) - Poor performance WK Construction has commenced work on Albert falls. pipe laying - 97% complete, 2ML Reservoir - 97% under floor drainage and concrete - 97% Overall progress completed to date is 75% Phase 2 Nadi Res (Budget - R 18 000) - Poor performance WK Construction has commenced work on Nadi Res. site preparation - 100% complete, base course layer - 100% complete, concrete base slab - 100% complete, concrete base slab - 100% complete, Heads & Pedestal - 100% completed to date is 100% Phase 2 Trustfeed (Budget - R 19 000) - Poor performance Designs and tender documents completed, commenced work onsite, Pipe Boreholes - 100% Complete, Scour valve chambers - 100% complete

								completed, Isolation Valve Chamber completed. Reservoir (Excavation, and concrete screed, Concrete Base progress to date is 6 Phase 2 New Hanover (Budget - R 2 Designs are underway. Phase 2 Harburg & Montebello) (BU Preliminary designs are still underw Phase 3 Greater Efaye: Preliminary designs are still underw
3	Lindokuhle Mpolweni & Thokozani Water Supply	The project comprises of approximately 55km Reticulation pipeline, 13 Storage Reservoirs, Air & Scour Valve Chambers, installation of pressure reducing valves and 6050 yard connections.	R 54 595 264.00	33,979 people and 6,971 households	No funding, to be implemented in 2016 FY	0%	Ward 10	Detailed designs and tender documents for Mpolweni. However, since this project is for Bulks Phase 1, implementation program for uMshwathi Secondary Bulks Phase 1. For Thokozani, the preliminary reticulation which is poor have been project will be aligned with that of the upgrade (uMshwathi Secondary Bulks stages.
4	Dalton/Cool Air	The project comprises of approximately 5km Bulk Pipeline to Dalton / Cool Air housing development (437 units).	R 5 588 204	2,185 people and 437 households	19-Oct-15	95%	Ward 7	Contractor was appointed on the contractual requirements and completed date 1.3km of Sewer pipeline have 1.033km bulk water pipe line is 100% water pipeline scope changes have new rates which was approved. How with that of the Department of Human
5	uMshwathi Slum (Provision of Bulk Water)	The project comprises of approximately 17,3 km of bulk ring mains and reticulation mains ranging from 300mm to 90mm diameter including pressure reducing valves, fire hydrants and individual metered house connections.	R 66 098 402	22, 950 people and 3,800 households	No funding, to be implemented in 2016/2017 FY	0%	Ward 2	The detailed designs are 100% complete have been re-scheduled due to project. However, it should be not aligned with that of the uMshwathi on it in terms of the water source programme of DoHS. This again Khayelisha.
6	Wartburg Replacement AC	The project comprises of the complete replacement of the aged water	R 33 668 297.00	390 sites with a population of 2160	No Funding Available	0%	Ward 3	Currently detailed designs and tender 100% complete. There is no funding

		supply reticulation (approximately 20km of HDPE and uPVC pipes) , construction of a 300kl elevated tank and new pump station to supply water from the ground level reservoir to the elevated tank. Also includes replacement of all isolating valves, scour valves, air valves, hydrants, water meters..						
7	Mbhava & Mpethu - Swayimane Water Supply Extension	The project comprises of the extension of Bulk Supply pipeline, Reticulation pipelines, 10No. Storage Reservoirs, various valves and meters chambers.	R 12 791 103.27	57,208 people and 6335 households	Project has not commenced as yet - preliminary design stage	0%	Wards 6,8,11 ,12,13	Currently preliminary designs are u

FIGURE 1.UMSHWATHI REGIONAL BULK WATER SUPPLY.

Phase 3.2: 29 km of 700DTBN – DN400 steel pipe from Dalton via Fawn Leas to Efaye.
 - Was awarded to WK Construction and is still under construction

RURAL INFRASTRUCTURE

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

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

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

UMDM /UMGENI WATER PROJECTS

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

WATER TANKERS

The uMgungundlovu District Municipality is currently unable to service a large section of the Municipality due lack of water and infrastructure. The solution has been to install water tanks on stands and then supply the water tanks with water from mobile water tankers. The District Municipality has engaged a service provider and has eight trucks that are currently servicing the wards on daily basis. The aim of the service is to fill each of the tanks at least on a weekly basis. The areas that are currently covered by the service include:

- *Mpolweni*
- *Trustfeed*
- *Efaye*
- *Inadi*
- *Applesbosch*
- *Swayimane*

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

There are a few areas of concern which the uMgungundlovu District Municipality is still address to improve the service:

- *Increasing the number of extraction points*
- *The availability of water to fill the water tankers, due to water restrictions on the part of uMngeni Water.*
- *The ability to reach certain communities in poor weather conditions*
- *The mechanical breakdown of the water trucks causes delays in the delivery of water*

OPERATIONS AND MAINTENANCE OF WATER INFRASTRUCTURE

The uMgungundlovu District Municipality is undertaking the operations and maintenance on the water infrastructure since the all water infrastructure asset

belongs to the District Municipality. The water infrastructures in certain areas of the Municipality are more than 30 years old and are prone to leaks. This has resulted in frequent pipe leaks causing water outages while the pipes are repaired.

The uMgungundlovu District Municipality has set up a dedicated operations and maintenance unit for the Municipality consisting of a manager for operations and maintenance, two teams, plant and equipment. The manager: operations and maintenance directs

Project Name	Project Description	Project Value	Expenditure to Date	Population Served	% Completion	Ward	Anticipated tender closing date	Comments
SANITATION								
Swayimane Ward 11	Construction of VIP sanitation	R 5 406 317	R 5 406 317	Total number of beneficiaries is 700.	100.00	Ward 11	N/A	This project is 100% complete
Mpolweni	Construction of VIP sanitation	R 13 413 018	R 11 765 805	1,483 households	100%	Ward 10	N/A	This project is 100% Complete
Ekupholeni Sanitation	Construction of VIP sanitation	R 6 453 621	R 0	700 households		Ward 8	No funding, to be implemented in 2016 FY	No Funding is available to implement project
HUMAN SETTLEMENT DEVELOPMENT								

Project Name	Project Description	Project Value	Expenditure to Date	Population Served	% Completion	Ward	Anticipated tender closing date	Comments
Dalton/Cool Air	Construction of bulk sewer to Dalton/Cool Air Housing Development, 437 units.	R 5 588 204	R 512 750.00	2,185 people and 437 households	0.00	Ward 7	Tender closed and awarded to Nhanhe Trading	Contractor was appointed on the 5th October 2015. The commenced onsite on Monday 9th November. Pipelaying of Sewer line has commenced and approximately 500m of pipe have been laid.
uMshwathi Slum (Provision of Bulk Sewer)	Construction of bulk sewer and bulk water to the housing development (3800 units)	R 66 151 034	R 3 394 444.41	22, 950 people and 3,800 households	0.00	Ward 2	No funding, to be implemented in 2016 FY	The detailed designs are 100% complete. Water Bulk Pipeline is complete. Waste Water Treatment Works to be implemented by uMngeni Water. However, it should be noted that the construction programme should be aligned with that of the uMshwathi Regional Bulk Supply Phase 2 as it is depended on it in terms of the water source and also depends on the housing construction programme of DoHS. This again will assist UMDM to avoid what happened at Khayelisha.

the functioning of the unit and manages the water queries and complaints in the Municipality. The two teams consist of a supervisor and general assistants that deal with operation of the water reticulation system and any repairs that may arise. The team has a Tlb on permanent standby to assist

with excavations for pipe repairs to reduce the amount of time that it takes to repair pipes. The Wartburg area is currently experiencing high rates of pipe busts due to the fact that the asbestos water pipe that is weakening with old age. The District Municipality has initiated on a programme to replace the all the asbestos pipe in the Wartburg area.

Problems include contractors that have been appointed to work in the rural areas that damage pipes and do not advise the relevant authorities of the repairs that are required resulting in delays to access to water. Strict action is being taken against such contractors and new contractor are being better educated to ensure that these problems do not occur in the future.

4.1.2. Sanitation

STATUS OF SANITATION

The function of sanitation is currently the legislated function of the uMgungundlovu District Municipality. The District Municipality is currently implementing two projects with the Municipality.

The first project is in the Mplweni area and has a project budget of R13, 4 million and is located in ward 10 of the municipality. The second project that is being implemented is in ward 11 of the Municipality and has a budget of R 5, 3 million. The projects involve the construction of concrete precast ventilated pit latrines (VIP) in conjunction with the communities in each of the wards. The state of sanitation in the Municipality has improved significantly in the recent years and the District municipality is making progress towards to eradication of the backlogs of sanitation.

Source; UMDM

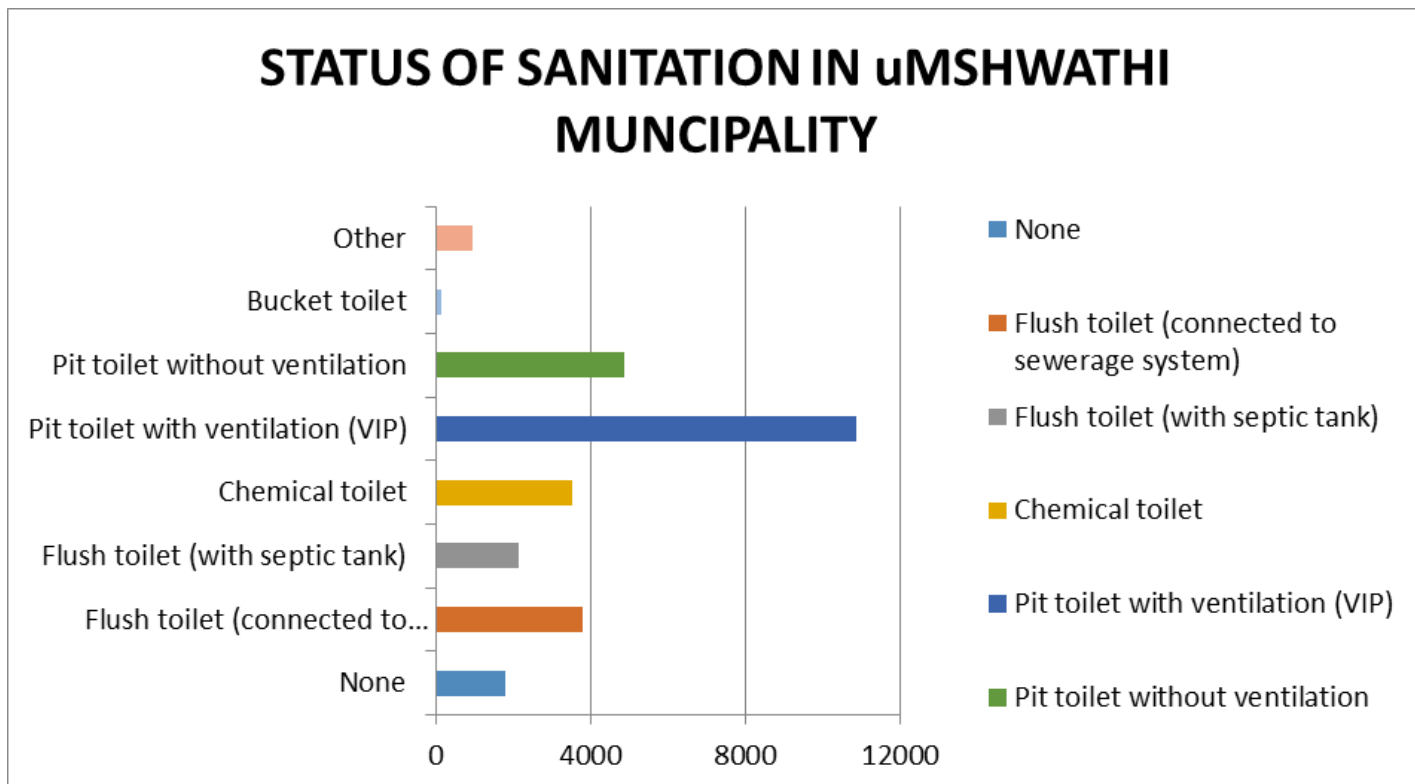
SANITATION BACKLOG

The uMshwathi Municipality is currently using the information that is available from the 2011 census to determine the backlogs related to sanitation as it is the only verified and most recent information that is available to the Municipality currently.

Table 1: Sanitation Backlog

<i>uMshwathi Municipality</i>	<i>No of Households</i>
TYPE OF TOILET	
None	1783
Flush toilet (connected to sewerage system)	3797
Flush toilet (with septic tank)	2159
Chemical toilet	3540
Pit toilet with ventilation (VIP)	10849
Pit toilet without ventilation	4862
Bucket toilet	169
Other	965

<i>uMshwathi Municipality</i>	<i>No of Households</i>
Total	28124



Source: StatsSA 2011

It should be noted that although the census information indicates that there are bucket toilets in the municipality, the matter has been carefully investigated and the findings indicate that use a system does not exist in the Municipality.

SANITATION NEEDS AND PRIORITIES

The bulk of the toilets in the municipality are VIP toilets or are of a similar nature with only 5 956 toilets being flush toilets. The toilets without ventilation will have to be converted to formal structures. The total quantity of households without sanitation that still required to be constructed is 6814.

COORDINATION OF WATER AND SANITATION BETWEEN DEPARTMENTS

The co-ordination of the function of water and sanitation is managed at a District level with both the water and the sanitation departments residing within the District as part of their legislative functions. The role of uMshwathi Municipality is to provide input into the IDP process and to provide feedback and oversight of the function of water and sanitation.

OPERATIONS AND MAINTENANCE OF SANITATION INFRASTRUCTURE

The uMgungundlovu District Municipality is undertaking the operations and maintenance on the sanitation infrastructure since the all sanitation infrastructure asset belongs to the District Municipality.

The bulk of the sanitation facilities in the municipality consist of VIP toilets and do not require maintenance on the part of the District Municipality.

The only area in the municipality that has water borne sanitation is Cool Air. The District Municipality operates and maintains a full sewer treatment works at Cool Air dealing with the effluent from the Cool Air Township. The treatment works is operated and maintained in accordance with the Department of Water Affairs regulations associated with such facilities.

The uMgungundlovu District Municipality has set up a dedicated operations and maintenance unit for water in the Municipality consisting of a manager for operations and maintenance, two teams, plant and equipment. Due to the minor operations and maintenance challenges that are associated with sanitation this team performs a dual role of operations and maintenance for water and sanitation. The manager: operations and maintenance directs the functioning of the unit and manages the sanitation queries and complaints in the Municipality. The two teams consist of a supervisor and general assistants that deal with operation of the sanitation reticulation system and any repairs that may arise. The team has a TLB on permanent standby to assist with excavations for pipe repairs to reduce the amount of time that it takes to repair pipes.

The towns of Dalton, Wartburg, Crammond, Albert Falls and New Hanover all make use of septic tanks rather than the water borne sewer system and the District municipality provides a honey sucker service to clear all the septic tanks. The District Municipality provides the service at a nominal charge to consumers and then disposes of the waste at the Cool Air Sewer Treatment Works.

4.2. Solid Waste Management

The uMshwathi Municipality currently provides a refuse collection service to 4275 households which is an increase of 475 households from the previous financial year. The total number of households in the Municipality still requiring a refuse collection service is 19 457. With rural households constituting 81% of the total number of households in its jurisdiction, the uMshwathi Municipality has one of the highest rural components within District Municipal area. Therefore, the refuse collection service is currently only offered in the urban or town areas because of the clustered nature of the developments and hence, more cost effectiveness to render such service in these areas.

The function of solid waste management falls into two activities, those of litter-picking and solid waste disposal. Litter-picking is carried out within urban areas, i.e. Wartburg, Dalton, and Cool Air, by the Municipality's Technical Services Department. The areas of New Hanover and Albert Falls are serviced by contractors. The street litter is collected, bagged and thereafter collated for disposal by the refuse removal component. This service is provided during conventional working hours during the week, and supplemented by a Saturday service until 13h00 where necessary. The Municipality is investigating the feasibility of extending the refuse collection services into the rural areas.

4.2.1. Status Of Solid Waste

Collection and Transportation of Waste to the registered landfill site in Pietermaritzburg is costly and extending such services to rural areas will pose further resource constraints. However, the municipality is currently investigating the feasibility of providing at least a bi-monthly service to more densely populated settlement areas such as Mpolweni, Appelsbosch, Swayimane and Efaye. The extension of the service will be undertaken using tractors and trailers to transport the waste and the staff for the

project would be drawn from the Municipal EPWP project or the project could be undertaken in conjunction with the community.

Waste Minimisation is being promoted through —pilot kerbside collection projects that encourage recycling in some of the denser urban areas e.g. New Hanover and Wartburg. The materials that emanate from these towns are valuable for and therefore have positive spinoffs for recycling projects. Recycling collectors are collecting recyclable materials on a weekly basis from these towns. The concept of recycling has to be fostered at an early age to improve the impact on both children and adults and the Municipality has assisted schools in this respect by donating five recycling bins to four schools in the Municipality with the sole condition that they be used for the purpose of recycling. The Incentives and mechanisms are further needed to promote waste-material-separation at the source in individual households.

Garden Waste Disposal is removed and transported by uMshwathi Municipality to the New England Road Landfill site in Msunduzi Municipality however; there are problems with the disposal of green waste. There is no local site for the disposal or storage of green waste which means that this waste often ends up being dumped at informal and illegal dump sites within the uMshwathi Municipality. This therefore necessitates that at least one site be identified and prioritised in each of the major towns for the establishment of appropriate garden waste facilities.

Control of street-littering is posing difficulty on the Municipality. This is largely as a result of a lack of discipline on the part of certain business proprietors who instead of retaining the refuse emanating from their businesses for collection on a weekly basis, habitually place such refuse in and around the bins placed on the sidewalks and verges. This results in excessive volumes of refuse in the streets with the consequent unsightly appearance of the towns. Occasionally, e.g. on pension pay-out days or school sports functions, high volumes of pedestrian traffic results in excessive littering which in turn, overpower the ability of the Municipality to timeously remove this litter.

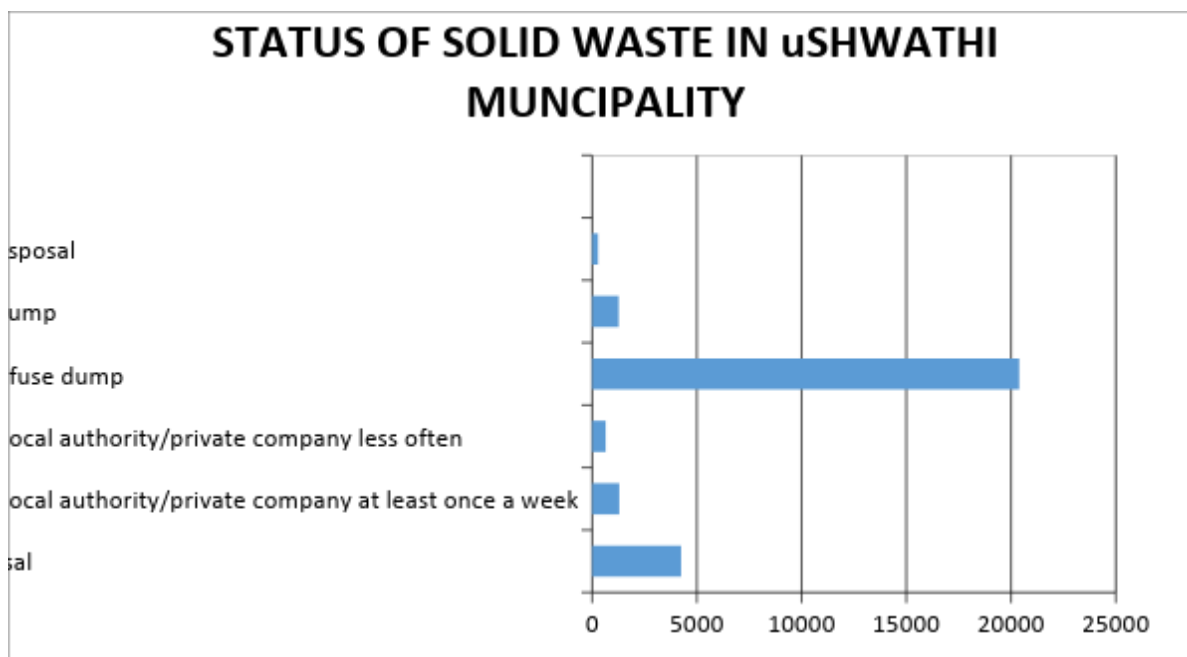
Enforcement of municipal by-laws to prohibit illegal refuse and waste disposal is difficult due to the minimal staff resources to cover all areas within the Municipality.

4.2.2. Solid Waste Backlog

The information that is available to the uMshwathi Municipality from the 2011 census as is detailed below is currently used to determine the backlogs related to solid waste as it is the only verified and most recent information that is available to the Municipality.

Municipality	No of Households
KZN221: uMshwathi	
Refuse Disposal	
Removed by local authority/private company at least once a week	4275
Removed by local authority/private company less often	1294
Communal refuse dump	647
Own refuse dump	20390

Municipality	No of Households
No rubbish disposal	1266
Other	281
Total	28153



The refuse collection service is currently only offered in the urban areas of the municipality where the cost of the refuse collection is more feasible due to clustered nature of the developments.

The Municipality was allocated 15 working for waste EPWP staff members. These staffs were based in the towns and were assisting to reduce the problem of litter in the towns. They further started to assist the Municipality by conducting community surveys on waste and waste management in the municipality. The information that is gathered from the surveys was used to improve the quality of service that the municipality provided to the community.

The EPWP team spent a considerable time putting together community education programmes based on the surveys that were done to educate the community on waste management. These community outreach programmes targeted direct interaction with communities at community facilities such as taxi ranks, halls and door to door community interaction. The community outreach programmes targeted education of communities on waste management and waste minimization.

4.2.3. Solid Waste Needs And Priorities

COLLECTION AND TRANSPORTATION OF WASTE

The collection of refuse is currently undertaken using a refuse compactor and a team of eight staff. Prior to the establishment of the refuse collection team the Municipality outsourced the service. The

establishment of an in-house refuse collection unit has allowed the Municipality to have greater control over the efficiency and effectiveness of the service.

The refuse collection service is provided in according to the following schedule on a weekly basis:

Table 1: Solid Waste Collection Schedule

Monday	Tuesday	Wednesday	Thursday	Friday
Cool Air	Wartburg	Trustfeed	Dalton	Wartburg Spar
Dalton	Mhalane	UCL Dalton	New Hanover School	New Hanover Extension
Dalton Spar	New Hanover CBD	E & C Charcoal	Brunfelsia	Crammond
Matatane School	Harburg			Thokozani
				Albert Falls
				Claridge

Extending service delivery to rural areas is difficult. However, the municipality is currently investigating the feasibility of providing at least a bi-monthly service to more densely populated but un-serviced areas such as Mpolweni , Appelsbosch, Swayimane and Efaye .

WASTE MINIMISATION

Pilot kerbside collection projects for recyclable materials are needed in denser, urbanized areas like New Hanover and Wartburg. The qualities of the materials that can come out of these areas are worthwhile and the municipality is looking at initiating recycling projects. Incentives and mechanisms are needed to promote separation at source in households.

A pilot project is currently being initiated in which the municipality has received 100 refuse bins from the Department of Environmental Affairs. Theses bins are being used to start up a recycling project. The bins are provided to municipal buildings and they will use them to separate the waste generated into materials that can be collected by a recycling service provider. Some of the benefits of this include:

- ✓ *Less waste generated by the municipality and as result a reduced landfill charges*
- ✓ *Business can generate a small income to sustain the project*
- ✓ *Jobs will be created by the project*
- ✓ *It will result in local economic development*

Garden Waste Disposal

The general domestic component of waste is taken by the Municipality to the New England Road Landfill site in Msunduzi Municipality; however, there are problems with the disposal of green waste. There is no site for the disposal or storage of the waste which means that it more often than not ends

up in being dumped in informal dump sites. An establishment of a garden waste site in each of the major town will have to be identified and prioritised.

The uMshwathi Municipality has however developed an interim mechanism to address the situation and will be rolling out refuse skips to the towns of Dalton, Cool Air, Wartburg and New Hanover. The skips will sever a dual purpose in that it will address the green waste needs of the community as well as the needs of the local farming community who have been requesting a refuse collection service at a central point in each town.

4.2.4. Integrated Waste Management Plan (Iwmp)

An Integrated Waste Management Plan was developed by the municipality and approved by the council. This Integrated Waste Management Plan for uMshwathi Local Municipality is currently reviewing the situation in the area and includes a gap and needs assessment which informs the consideration of possible alternatives for future waste management systems. The objective was to find solutions based on the best waste management practices whilst also placing a strong emphasis on waste reduction, recycling and reuse initiatives in line with the current shifts in the regulatory framework at both national and provincial levels.

ACTION PLANS IN THE IWMP

Action Plans

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

1. Action plan to develop a Waste Information System

Desired end state: Develop and implement a Waste Information System (WIS)

2. Action plan to set up Waste Minimisation Initiatives

Desired end state: Minimise the environmental impacts of waste disposal facilities and litter

3. Action plan to set up reducing, recycling and recovery initiatives

Desired end state: Promote separation at source, i.e. at the point of generation.

Develop recycling centres following separation at source.

4. Action plan for effective delivery of waste collection and transport service

Desired end state: Implement general waste collection services in unserved or poorly serviced areas (also new areas).

Minimise the environmental impacts of waste disposal facilities and litter

5. Action plan for the treatment and disposal of waste

6. Action plan to ensure sound financial management of waste function

Desired end state: Minimize waste management costs by optimizing the efficiency of the existing waste management systems in terms of infrastructure, labour and equipment.

7. Action plan for institutional arrangements of waste management

Desired end state: Capacitate people and create jobs.

4.2.4. Land Fill Site

The uMshwathi Municipality does not have a landfill site and transports all the waste that is generated within its area to the New England Road in the land landfill site. The uMgungundlovu District Municipality is in the advanced process of identifying a regional landfill site will be catering for all the municipalities in the District.

The process to find a new general waste landfill site started in 2008 given that the New England Road landfill site is expected to reach end of life by 2023. After many mapping processes a site located within the uMshwathi LM emerged from an environmental and logistical point of view to be the most suitable. The landowners are also willing to sell and the site could also be developed to contain a hazardous landfill site which will attract industry to the area. The current situation involves negotiating land purchase price from landowners which is expected to be completed by end of 2018, thereafter a two to three year EIA process which will be followed by a two year construction period.

The following map is an aerial photograph depicting s the landfill site in uMshwathi municipality.



4.2.5. Recycling Project Initiative in Conjunction with the Department of Environmental Affairs

Sorting and Baling Facility

Over the past years a German-funded project, led by the National Department of Environmental Affairs, undertaken under the auspices of the uMDM District Municipality, has progressed to a stage where its design and construction are almost ready to be put out to tender.

The project has multiple benefits:

- ✓ divert approximately 10% of the waste stream from landfill, thus reducing the quantities of waste needing transport and extending the lifespan of the Msunduzi New England Road Landfill
- ✓ job opportunities to people in the area
- ✓ entrepreneurial opportunities
- ✓ there is an associated small buy-back centre which encourages people to bring in more recyclables for payment
- ✓ places a value on waste materials which should help to reduce littering aligns to the DEA National Waste Management Strategy objectives. These goals include;
- ✓ **Goal 1:** Promote waste minimisation, reuse, recycling and recovery of waste
- ✓ **Goal 2:** Ensure the effective and efficient delivery of waste services
- ✓ **Goal 3:** Grow the contribution of the waste sector to the green economy
- ✓ **Goal 4:** Achieve integrated waste management planning

The facility will be situated immediately to the west of the Trust Feed Settlement, to the north of the new uMshwathi Ridge Housing project and approximately 5 kilometres from the town of Wartburg. (see Figure 1 below).

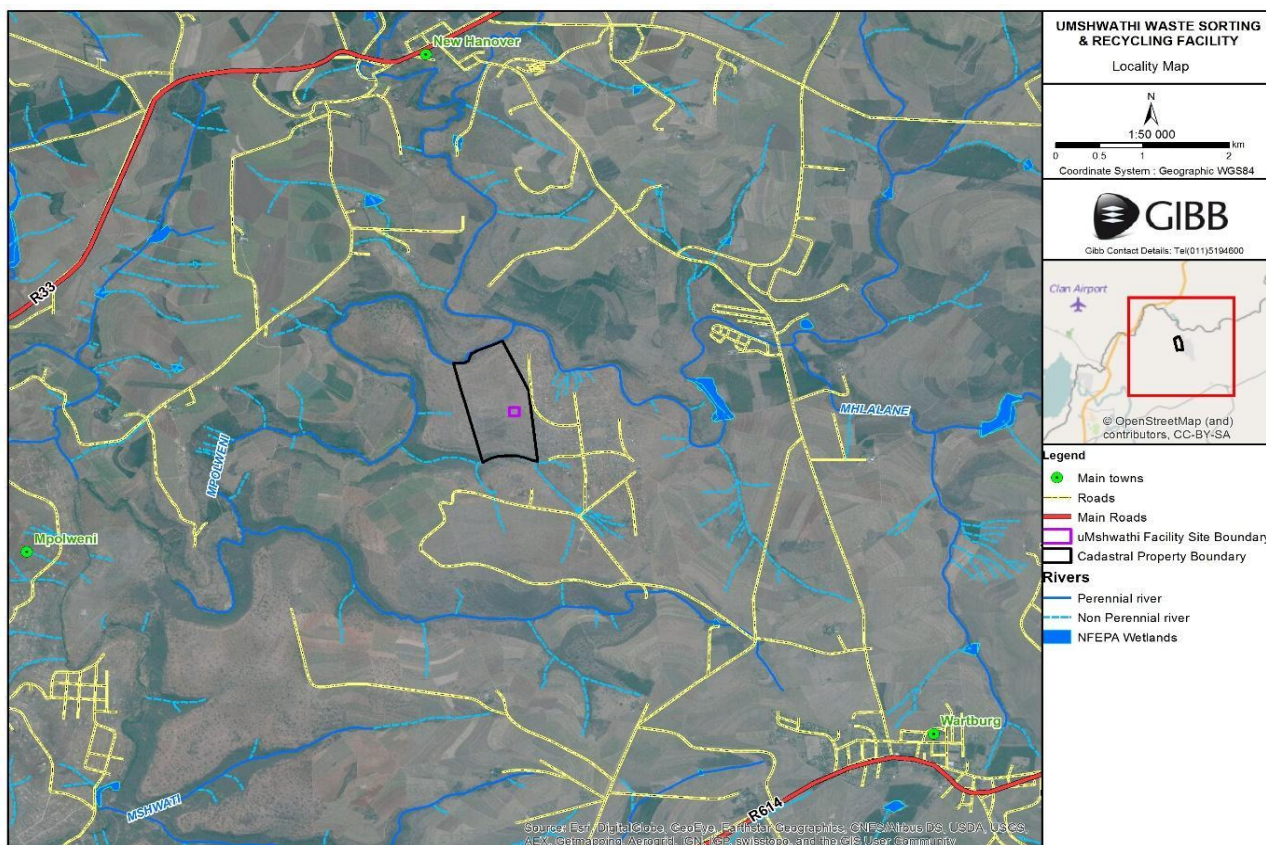


Figure 1: uMshwathi Sorting and Baling Facility site location**Figure 2: uMshwathi Sorting and Baling Facility site**

Description of the facility

Mixed household waste stream is expected to contain paper up to 10%, plastic up to 9%, glass up to 17%, metal up to 3%, residues including organics 60 to 65%. It is expected that a minimum of 10 % of the mixed waste stream can be recovered as recyclable material and 90 % of input material should be landfilled.

Initially it is assumed that the quantity of input waste will be about 1,200 tonnes per with a potential expected increase up to 4,700 tonnes to even 10,000 tonnes per annum. If the collection service for waste can be extended sufficiently so that the quantity of input waste grows as envisaged, this facility could eventually employ around 30 to 35 people.

It is envisaged that the main building of the facility will be a light industrial steel framed type structure with brick infill panels with a concrete working area, male, female and paraplegic toilets, a small kitchen/social area and office.

Outside of the main building a concrete hard stand will be constructed where skips and/or containers will be placed.

Associated with this facility are the use of a forklift truck to move large bales and a wheeled loader to move recyclables into baling machine via conveyor belt system.

A weighbridge for trucks is an additional feature.

Description of the process

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

The waste passes over a sieve / screen to remove the sand, broken glass, main part of organics including faeces, leaves, ash and most of the food wastes. A conveyor belt transports them into a container ready for transportation to landfill. The larger pieces of waste consist mainly of packaging (= recyclables), and are sorted by hand from the conveyor. Paper, cardboard, metals, glass and plastics are sorted into compartments or skips.

The residual waste is placed into containers for transport and disposal by landfill.

The different fractions from the compartments are compacted and baled and moved by forklift to the bale storage area for sale to recyclers.

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

The process is depicted diagrammatically in Figure 3.

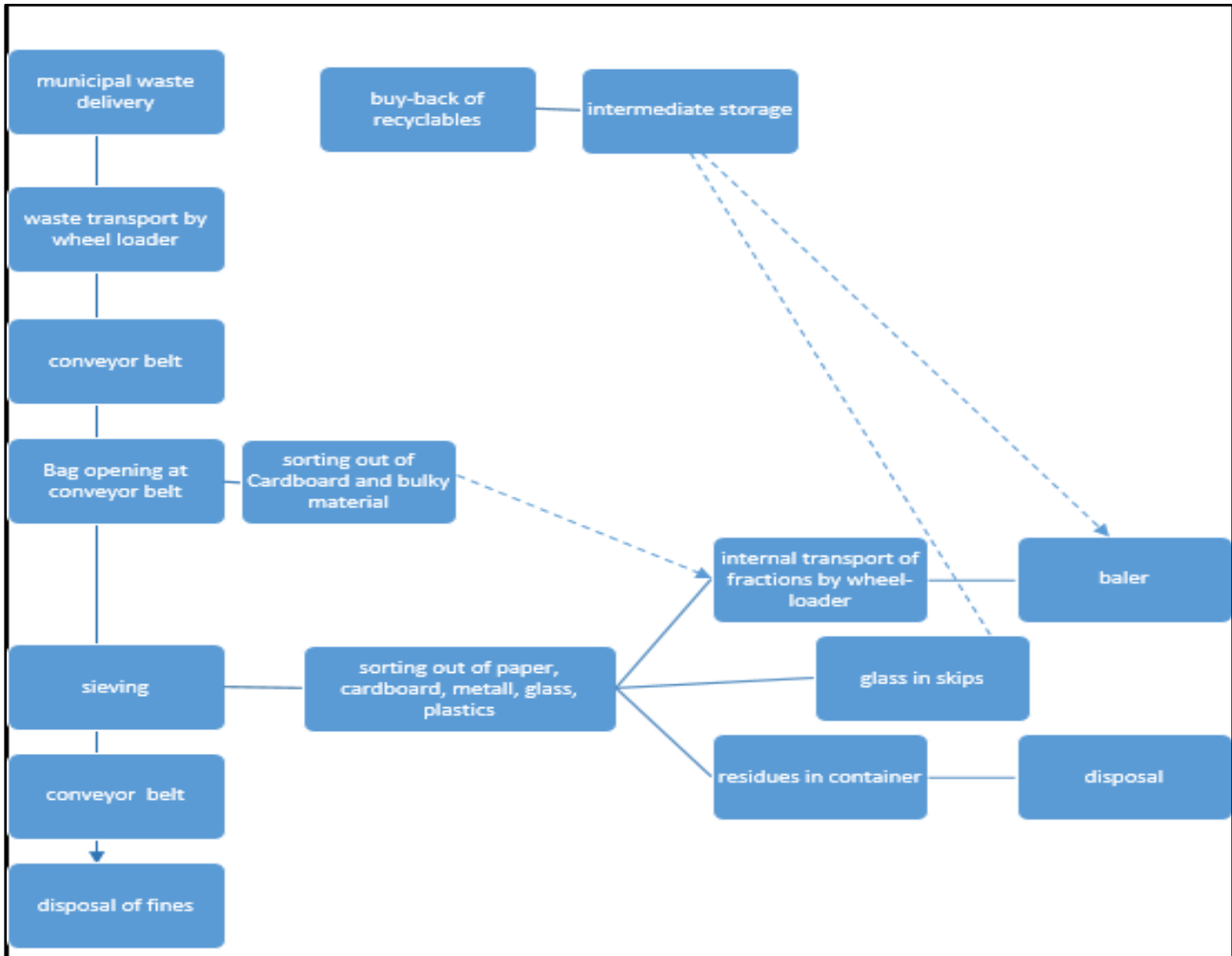


Figure 3: Diagram of Flow Scheme

Summary of progress

The concept for this facility has been consultatively developed together with the district and local municipality, starting off with a status quo assessment followed by consideration of project alternatives and sites; feasibility study; business plan; implementation plan. The project has received its environmental approval and the Department of Environmental Affairs is currently sourcing funding for the implementation of the project.

4.3. Transportation Infrastructure

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

- ✓ National Roads
- ✓ Provincial Main Roads
- ✓ Provincial District Roads
- ✓ Provincial Local Roads

Please see the map overleaf for spatial representation of department of transport declared roads.

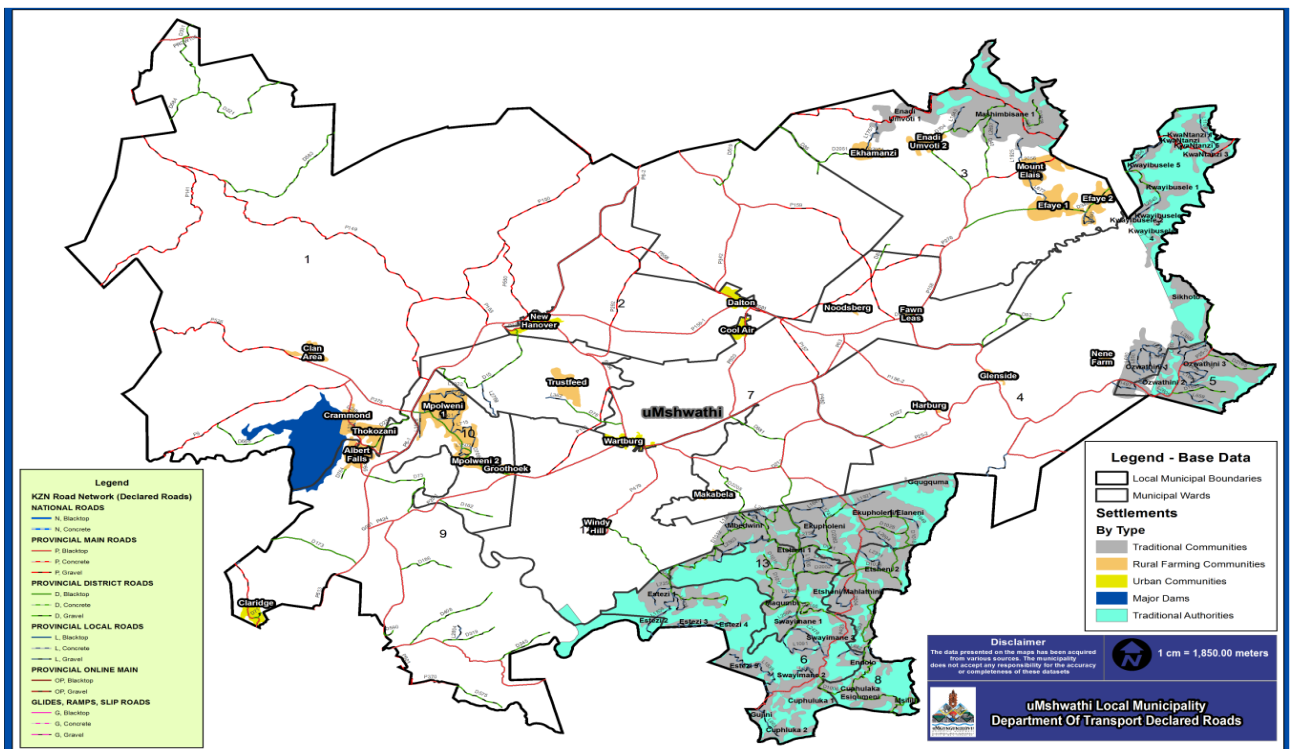


Figure 27 Department of Transport Declared Roads (Source: uMgungundlovu District Technical services 2105) Roads

The Municipality is unique in that the main roads that run through the towns of Dalton, New Hanover and Wartburg belong to the Department of Transport and as the Municipality has to work closely with the Department to ensure that repairs and maintenance is undertaken on these roads and permission is granted to new businesses in the CBD wanting to get access to these roads.

The local district road network as shown on the attached map is extensive and the municipality is working closely with its roads master planning consultants to identify and map all of the roads with the boundaries of the municipality thereby allowing for better planning and maintenance of roads.

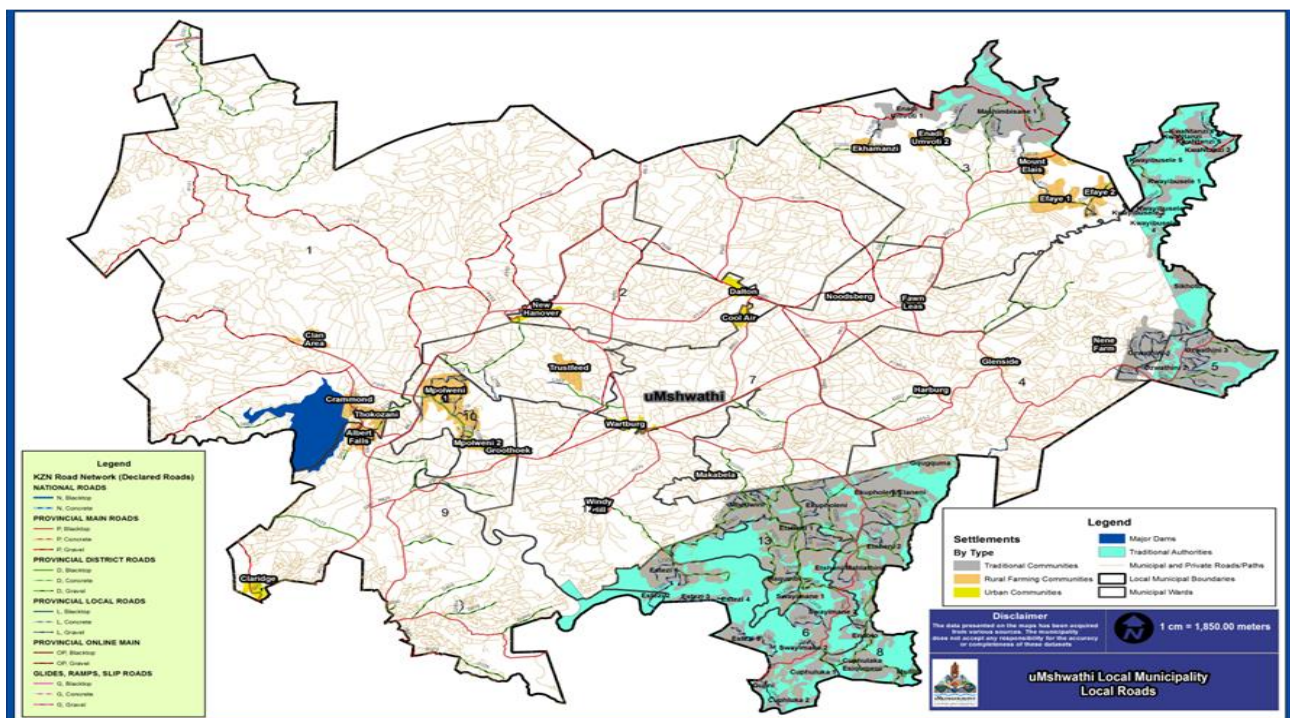


Figure 28: uMshwathi Municipality Local Roads (Source: uMgungundlovu District Technical Services 2015)

4.3.1. Municipal Roads And Maintenance Plan

The maintenance plan addresses both the paved and unpaved roads. The maintenance of roads is an important aspect in ensuring the optimal performance of the road. Inadequate drainage of a road will result in the ponding and the erosion of the wearing course of the gravel road. Paved roads without proper drainage are easily damaged by the infiltration of water. Other factors that have an effect on the maintenance will be the quantity of rain and volumes of traffic that a road experiences. This results in potholes and uneven riding surfaces.

A maintenance plan is being developed which aims to address both the unpaved and the paved roads. The gravel roads will be systematically gravelled and the paved roads resurfaced before they reach the end of their lifespan. The plan also targets the routine maintenance such as repair of potholes, cleaning of stormwater drains etc. The current approximate costs for road works is:

Re-gravelling of P and D Roads	R 350 000.00
Construction of Local Roads (3m - 5m)	R 400 000.00
Upgrade Gravel Road to Surfaced Rd	R 10 000 000.00
Road Marking of Roads (per km)	R 12 000.00
Road studs (per km)	R 7 500.00
Light Rehab of Roads (per km)	R 3 000 000.00
Heavy / Deep milling Rehab (per km)	R 6 000 000.00

Re-gravelling of P and D Roads	R 350 000.00
Resealing of roads	R 750 000.00

Source: DOT (KZN)

The following projects will be undertaken by the Department of Transport as part of the programme in the Municipality in the 2016/ 17 financial year:

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

Description	Target
Local Roads Construction	22.7 km
Causeways	2
Re-Gravelling of P and D Roads	46.71 km
Road Marking and Road Studs	80 km
Guard Rail Repairs & Maintenance	2900 m
Blading of Gravel Roads	800 km
Black Top Patching	10 000 m ²

Description	Allocation
Routine Maintenance	19 000 000.00
Safety Maintenance	13 950 000.00
Local Roads	7 700 000.00
Re – Gravelling	13 800 000.00
Zibambebe	6 143 690.00
TOTAL	R60 593 690

The other roads that DOT are currently undertaking rehabilitation on:

MR 6/1 – 7km to 14.5km milling and overlay in progress

MR 6/1 – 17km to 28km milling and overlay in progress

MR 154 – 8km rehab & overlay in progress

MR 102 – 5 km rehab in progress

MR 25/2 – Glenside

MR 156/1 – Dalton to illovu sugar mill

MR 156/2 – Harburg Area

MR 278 – Mt Elias Road Design stage

Table 2: Road Projects

Umshwathi MUNICIPALITY ROADS CAPITAL PROJECTS INFORMATION					
Projects 2016/2017	Ward	Budget	Start	Complete	Status
Upgrading of Thokozane Access Road	1	1 130 000.00	18-Sept-16	15-Oct-17	Implementation
Construction of Gwala Road Phase 2	5	1 479 000.00	18-Sept-16	10-Sept-17	Implementation
Cool Air/Dalton Housing Development Internal Roads	7	2 000 000.00	04-Dec-16	30-Jun-17	50% Completed
UMshwathi Ridge Bus Route	9	8 000 000.00	01-July-14	30-June-16	100% Completed
Upgrading of D1013	12	1 479 000.00	10-Oct-16	30-May-17	95% Completed
TOTAL		14 088 000.00			
Tarring of Thokozani Road	1	2 670 000.00	1-Jul-17	15-Oct-17	Implementation
uMshwathi Ridge Bus Route	9	5 500 000.00	1-Jul-14	30-Jun-16	Completed
Upgrading of KwaNtanzi Road	4	800 000.00	1-Jul-17	30-Jun-18	Planning Stage
Gwala Road Phase 2	5	521 000.00	18-Sept-16	10-Sept-17	Implementation
Bhamshela Taxi Rank	5	1 400 000.00	1-July-17	30-Jun-18	Planning Stage

Umshwathi MUNICIPALITY ROADS CAPITAL PROJECTS INFORMATION

Upgrading of D1006	6	1 900 000.00	22-May-17	30-Aug-17	Planning
Upgrading of Ndlaveleni Road	13	3 700 000.00	1-Jul-17	30-Jun-18	Planning
TOTAL		10 091 000.00			

The table above provides a list of the projects being implemented in the 2016/2017 and those to be implemented in the 2017/2018 financial year and the budgets that are associated to these projects. The projects that were implemented varied from maintenance projects to new roads. The new roads consisted of new asphalt, new gravel roads and rehabilitation of the existing roads. These projects were undertaken under the capital project budget. The budget that was allocated to the roads maintenance vote was used in the maintenance of the gravel roads and the repair of potholes in the urban areas.

The 2016/2017 maintenance budget was used to implement the projects as detailed below. The emphasis in the financial year was on the maintenance and rehabilitation of gravel roads in the rural areas of the municipality. The maintenance budget makes provision for R 5.5 million for roads maintenance which will be used to maintain the gravel roads, fix potholes and maintain stormwater facilities.

The Municipality purchased a tlb for the repair of rural roads. This plant was the first pieces of plant purchased by the Municipality with the aim of creating a roads maintenance team. Additional plant and equipment will be purchased in subsequent financial years.

The TLB has already proved to be a great asset to the municipality and has been used at several locations such as:

- ✓ Landfill site
- ✓ Wartburg Offices
- ✓ Dalton Offices
- ✓ Cool Air Residential area maintained

Table 3: Road Projects in Implementation

LISTS OF KM OF ROADS PER WARD MAINTAINED			
WAR D	PROJECT	PORJE CT AWARDED	STATUS

<p><u>Thokozane Access Roads Maintenance</u></p> <p>2.5 km of Re-graveling and 3 km of Blading and reshaping Thokozane Access Roads including side water earth drains were graded, shaping of gravel and compacting the material to solid required strength by using vibrating rollers</p> <p>Roads construction equipment was hired to execute the above mentioned scope. 5 KM of access roads were rehabilitated to an acceptable road condition providing the community with a better level of service</p>	<p>YES</p> <p>It should be considered when we do assets registers</p>	<p>The project was successfully completed</p> <p>Note:</p> <p>Concrete storm water drains and all 45 and 600mm diameter pipes need attention</p> <p>Roads signage requires attention.</p>
<p><u>New Hanover Extension Access Roads (5KM) plus</u></p> <p>New Hanover Access Roads including side water earth drains required grading, shaping of gravel and compacting the material to solid required strength by using vibrating rollers.</p> <p>Roads construction equipment was hired to execute the above mentioned scope.</p>	<p>YES</p> <p>Project Value</p> <p>It should be considered when we do assets registers</p>	<p>The project was successfully completed</p> <p>Note:</p> <p>Concrete storm water drains and all 45 and 600mm diameter pipes need attention</p> <p>Earth drains and side drains require shaping.</p> <p>Roads signage requires attention.</p> <p>Road speed humps and road marking require attention.</p> <p>Street light need more attention.</p>
<p><u>Mtulwa (Mthizane) Access Roads</u></p> <p>4 x Pipe crossings with 900mm diameter pipe. Re-gravelling of 150mm layer of G7 material compacted.</p> <p>Mthizane Access Roads.</p> <p>Construction of two pipes crossing each is having a length of 8m wide with a 900mm diameter concrete pipe and gabion basket to form wing walls,</p> <p>The quotation was requested to inform Technical Services decision and budget to request extra funding for this road</p> <p>Roads construction equipment was hired to execute the above mentioned scope.</p>	<p>YES</p> <p>It should be considered when we do assets registers</p>	<p>The project was successfully completed</p> <p>Note:</p> <p>The portal Culvert or Cause way is required because of water challenge.</p> <p>I request more funding to be allocated to ward Because of budget constraints we attended the only critical section of that road upgrading it to a gravel road, I would also attend that phase two of roads maintenance for ward also continue on the same road to provide a better completion of the new road</p>
<p><u>Repairs and Maintenance of Access Roads in ward 4 (5KM) plus</u></p> <p>2.5 km of Re-graveling and 3 km of Blading ,Repairs and Maintenance of Access Roads in ward 4 including side water earth drains required grading, shaping of gravel and compacting the material to solid required strength by using vibrating rollers</p>	<p>YES</p> <p>It should be considered when we do assets registers</p>	<p>The project was successfully completed</p> <p>Note:</p> <p>Due to the high rate of scouring happening on the one of DOT roads, Water and sediment movement undermines the stability of the road layer works resulting to a massive hole on the road</p>

<p>Roads construction equipment was hired to execute the above mentioned scope.</p> <p>Required additional amount to fix road scouring problem which is causing danger to the community and road users</p>		<p>a road which is causing danger to all the users.</p> <p>Meeting were scheduled with the foreman DOT,</p> <p>Construction of head wall and gabions can solve the problem, provided we approval from the committee.</p>
<p><u>Repairs and Maintenance of Access Roads in ward 5</u></p> <p>Repairs and Maintenance of Access Roads in ward 5 including side water earth drains required grading, shaping of gravel and compacting the material to solid required strength by using vibrating rollers.</p> <p>Roads construction equipment was hired to execute the above mentioned scope.</p> <p>Additional funding to solve the water problem and shortage of gravel layers on steep section</p>	<p>YES</p> <p>It should be considered when we do assets registers</p>	<p>The project was successfully completed</p> <p><u>Note:</u></p> <p>Due to the wrong construction of access done by members of the community geographical setting of the area, storm discharge is a serious problem.</p>
<p><u>Repairs and Maintenance of Access Roads in ward 6</u></p> <p>2.5 km of Re-graveling and 3 km of Blading</p> <p>Roads construction equipment was hired to execute the above mentioned scope.</p> <p>Additional funding to solve the water problem and shortage of gravel layers on steep section</p>	<p>YES</p> <p>It should be considered when we do assets registers</p>	<p>The project was successfully completed</p>

<p><u>Repairs and Maintenance of Access Roads in ward 7 (5KM) plus</u></p> <p>Ward 7 Access Roads including side water earth drains required grading, shaping of gravel and compacting the material to solid required strength by using vibrating rollers</p> <p>Roads construction equipment was hired to execute the above mentioned scope.</p>	<p>YES</p> <p>It should be considered when we do assets registers</p>	<p>The project successfully comp</p>
<p><u>Repairs and Maintenance of Access Roads in ward 8</u></p> <p>2.5 km of Re-graveling and 3 km of Blading</p> <p>Repairs and Maintenance of Access Roads in ward 8 including side water earth drains required grading, shaping of gravel and compacting the material to solid required strength by using vibrating rollers. All the earth side drains required shaping and clearing from all foreign materials.</p> <p>Roads construction equipment was hired to execute the above mentioned scope. 5 KM of access roads were rehabilitated to an accessible driving condition.</p>	<p>YES</p>	<p>The project successfully comp</p> <p><u>Challenge:</u></p> <p>House hold fence domestic water crossings need t addressed</p>
<p><u>Repairs and Maintenance of Access Roads in ward 9</u></p> <p>2.5 km of Re-graveling and 3 km of Blading.</p> <p>Repairs and Maintenance of Access Roads in ward 9 materials.</p> <p>Roads construction equipment was hired to execute the above mentioned scope..</p>	<p>YES</p> <p>It should be considered when we do assets registers</p>	<p>The project successfully comp</p> <p><u>Note:</u></p> <p>Due to the rocky te we have to put b aside to construc layer of gravel sin cannot grade existing section.</p> <p><u>Challenge:</u></p> <p>Rocky Terrain.</p> <p>Ematsheni Area re more attention</p> <p>Steep Terrain re concrete section</p>

<p><u>Repairs and Maintenance of Access Roads in ward 10</u></p> <p>2.5 km of Re-graveling and 3 km of Blading</p> <p>Repairs and Maintenance of Access Roads in ward 10 Roads construction equipment was hired to execute the above mentioned scope.</p>	<p>YES</p> <p>It should be considered when we do assets registers</p>	<p>The project successfully comp</p> <p>Note:</p> <p>The material from quarry had big boulders that need to be removed, so the contractor to hand remove boulders need to be prepared. We suggest that that EPWP creation program be implemented for this scope since previous one was machinery based</p>
<p><u>Repairs and Maintenance of Access Roads in ward 11</u></p> <p>2.5 km of Re-graveling and 3 km of Blading</p> <p>Repairs and Maintenance of Access Roads in ward 11 including side water earth drains required grading, shaping of gravel and compacting the material to solid required strength by using vibrating rollers</p>	<p>YES</p> <p>It should be considered when we do assets registers</p>	<p>Site Hand over done and the contractor is busy on site</p>
<p><u>Repairs and Maintenance of Access Roads in ward 12</u></p> <p>Repairs and Maintenance of Access Roads in ward 12 including side water earth drains required grading, shaping of gravel and compacting the material to solid required strength by using vibrating rollers.</p> <p>Roads construction equipment was hired to execute the above mentioned scope.</p>	<p>YES</p> <p>It should be considered when we do assets registers</p>	<p>Site Hand over done and the contractor is busy with establishment</p>
<p><u>Repairs and Maintenance of Access Roads in ward 13</u></p> <p>Repairs and Maintenance of Access Roads in ward 13 including side water earth drains required grading, shaping of gravel and compacting</p>	<p>YES</p> <p>It should be considered when</p>	<p>Site Hand over done and the contractor is busy with establishment.</p>

		we do assets registers	
--	--	------------------------------	--

4.3.2. Municipal Roads Master Plan

The Municipality has developed a comprehensive roads Municipal Roads Master Plan for municipal roads infrastructure and maintenance. The plan provides technically sound projects to be implemented under the maintenance programme for 2016/2017 financial year. The document was workshoped and approved by council.

The Master plan addresses the following issues:

1. *Comprehensive Asset Management Register of the entire roads network.*
2. *Full condition Assessment of Roads*
3. *Roads Structural Evaluation*
4. *Pavement Rehabilitation Methods and recommendations*
5. *Schedule of classifications of roads in KMs*
- ✓ *All municipal roads*
- ✓ *Urban and rural roads*
- ✓ *All surface types*
- ✓ *Gravel Roads*
- ✓ *Blacktop/ Earth roads*
- ✓ *Concrete Roads*
- ✓ *Block Paving Roads*
1. *Price Bill of Quantity or Estimate per road*
2. *Comprehensive Three year Maintenance Plan*
3. *GIS collection data and GIS system*
4. *Testing and locating ward based borrow pit*
5. *Proposed future traffic development*
6. *Provision of Traffic control facilities and roads signage*
7. *Erecting of Bus bays and Bus shelters*

4.3.3. Taxi Ranks

There are four formal taxi ranks in the Municipality namely:

1. Dalton Taxi Rank - This is a private taxi rank with toilet facilities that have recently been upgraded for the public. The taxi rank is located close to a retail facility and consists of asphalted parking areas and covered parking bays for the taxis.
2. Wartburg Taxi Rank - This is a municipal owned taxi rank with toilet facilities for the public. The taxi rank is located close to retail facilities in the Wartburg CBD and consists of asphalted parking areas and covered parking bays for the taxis. The facility also has an office for the taxi association.
3. New Hanover Taxi Rank- This is a municipal owned taxi rank with toilet facilities that have recently been upgraded for the public. The taxi rank is located close to the recently constructed Thusong centre and consists of asphalted parking areas and covered parking bays for the taxis. The facility also has an office for the taxi association.
4. Appelsbosch Taxi Rank - This is a municipal owned taxi rank with VIP toilet facilities for the public. The taxi rank is located close to the market stalls and consists of asphalted parking areas and covered parking bays for the taxis. The facility also has an office for the taxi association.
5. Swayimane Taxi Rank- This is a municipal owned taxi rank with VIP toilet facilities for the public. The taxi rank is located close to the market stalls and consists of asphalted parking areas and covered parking bays for the taxis.

4.3.4. Railway Line

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

The total length of rail network in the Municipality is 114kms and this consists of main line and branch lines. There are a total of eighteen railway stations in the boundaries of the Municipality

Table 4: Railway system

NO	Railway Station	NO	Railway Station
1	Haden Heights Railway Station	10	Mkabela Railway Station
2	Ravensworth Railway Station	11	Bruinshill Railway Station
3	New Hanover Railway Station	12	Noodsberg Railway Station
4	Dalton Railway Station	13	Fawnleas Railway Station
5	Crammond Railway Station	14	Glenside Railway Station
6	Mpolweni Railway Station	15	Schroeders Railway Station
7	Albert Falls Railway Station	16	Jaagbaan Railway Station

NO	Railway Station	NO	Railway Station
8	Wartburg Railway Station	17	Railway Station(No Name)
9	Kingshill Railway Station	18	Railway Station(No Name)

The use of the rail network has seen a serious decline in recent years. The regular customers have chosen to transport their goods via the road network due to the declining service that being provided by Transnet. Transnet Freight Rail is currently funding no capital infrastructure in the Municipality and only spending approximately R 3 500 000 on maintenance of the existing infrastructure.

The main railway line for the uMshwathi Municipality travels between Pietermaritzburg, Mpolweni, New Hanover and Greytown. The cargo that is ferried on these lines mainly consists of sugar cane, timber, fuel and containers.

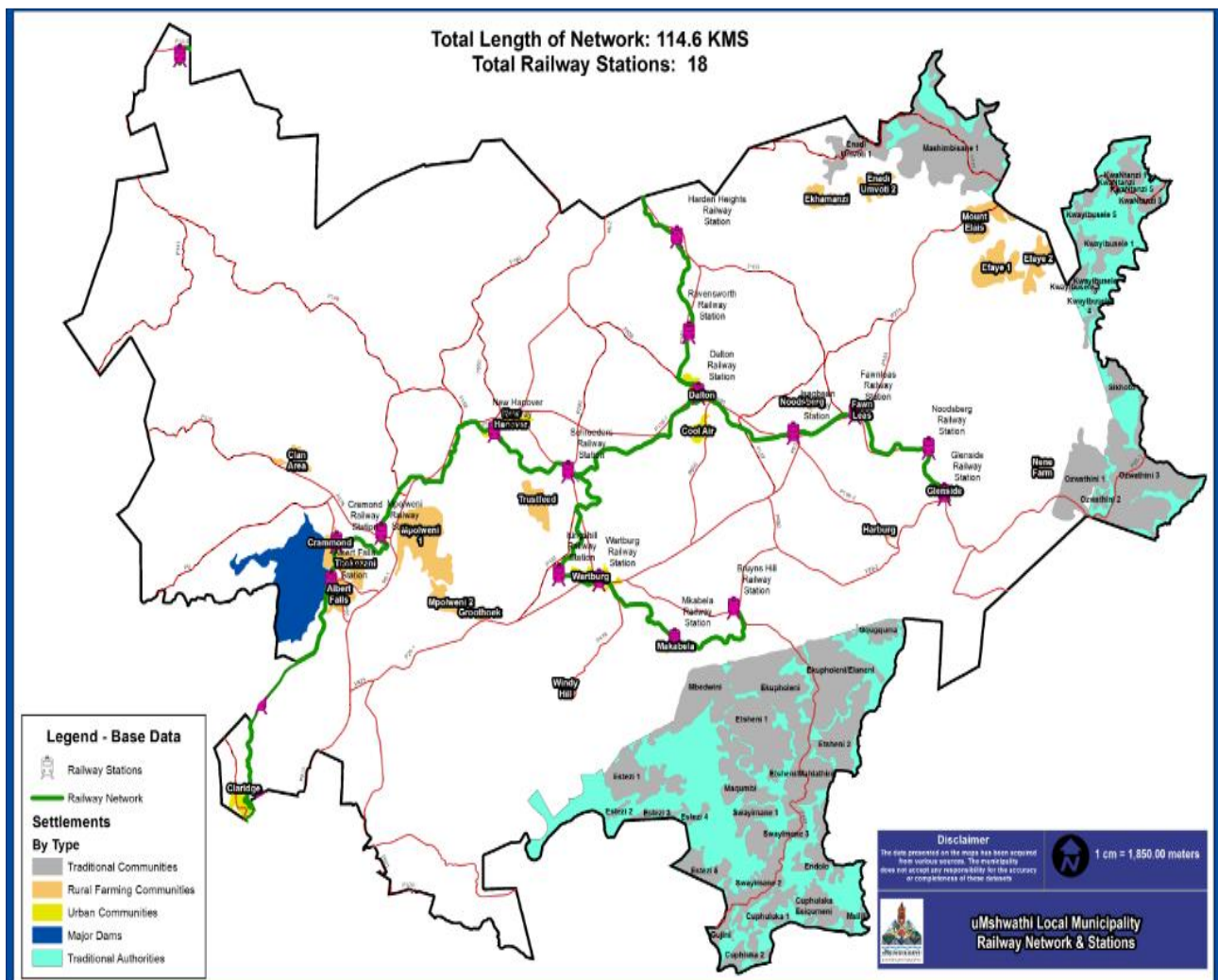


Figure 1: Railway Network (Source: uMgungundlovu District Technical Services 2015)

4.4. Energy

The function of electricity in the Municipality is currently the legislated function of the Eskom. The uMshwathi Municipality provides an oversight role. The Municipality does not possess an electricity license and as such the electricity service provider in the municipal area is Eskom. The Municipality performs the function of ensuring the quality and adequacy of the service that is provided by Eskom.

The recent Integrated Development Plan (IDP) meetings in the thirteen wards of the municipality have revealed an urgent need for electricity infrastructure in the Municipality. Community members have expressed their concern regarding the delays in the delivery of basic electricity services and the projected timeframe for the delivery of these services.

The delay in delivery of services is as a result of two factors, a lack of funding and a lack of minimum infrastructure. The uMshwathi Municipality although not an electricity license holder had to take action in recent years to alleviate the plight of the communities of Thokozane, Swayimane, Gquqguma, Inadi, Crammond and Mbava and a successful application was made to the Department of Energy for funding to implement a domestic electrification project. The Municipality successfully implemented the two projects in conjunction with the Department of Energy and Eskom. These projects electrified over 1500 homes in the Municipality however this is only a small percentage of approximately 7 678 existing homes that still require electrification.

4.4.1. Electricity Provision

The electricity supply in the uMshwathi Municipality is currently not at a level to support all areas in need. The Municipality has engaged with Eskom to improve the capacity in the electricity network in order to provide the additional connections required. Despite their financial constraints, Eskom has given an undertaking that the infrastructure in the Municipality will be upgraded. In the interim, the Municipality has proactively engaged with the National Department of Energy for funding to implement electrification projects. It must be noted however that new electrification projects cannot be implemented in certain areas until Eskom upgrades its network. The Municipality being able to cater for its electricity needs and priorities is therefore dependent on the upgrade of Eskom's bulk infrastructure.

Eskom has allocated funding by the Department of Energy for the implementation of electrification projects in the Municipality during the 2017/2018 financial year. During the current financial year the allocation for the implementation of electrification projects is R 22 928 743.12. The budget can be used for the both the reticulation and the bulk electrification infrastructure upgrades that are required in the Municipality.

Eskom has agreed on the implementation of the following projects in the 2017/18 financial year:

The uMshwathi Municipality has implemented the following projects:

Project Name	Total Planned CAPEX	Total Planned Connections	Ward
Efaye	R10 730 708.87	550	3

Project Name	Total Planned CAPEX	Total Planned Connections	Ward
Dalton SS NB15 Feeder Bay Establishment	R1 951 071.81	0	2
Dalton SS NB15 Feeder Establishment	R10 246 962.44	0	2

<i>uMshwathi Electrification Project</i>	Ward	Number of Connection
Completed Electrification Projects		
Kameelhoek	10	33
Mbava Electrification	6	130
Ward 1 Electrification	1	167
In Implementation 2016/2017		
Inadi(Multiyear project)	3	396
Mtulwa Electrification	3	249
Project 2017/2018		
Inadi(Multiyear project)	3	72

At the end of the Inadi electrification project the Municipality would have implemented in excess of 1000 electricity connections via the Department of Energy Schedule 5b grant. During the 2017/2018 financial year the Municipality will receive R3m from Department of Energy and these funds will be used for the completion of the Inadi electrification project.

4.4.2. Energy Sector Plan

The Municipality has developed an Electricity Master Plan. The master plan will covers the following areas with regards to electricity :

- ✓ Task 1 - Status Quo Assessment
- ✓ Task 2 - Demand Projections
- ✓ Task 3 - Options Development & Scenario Planning
- ✓ Task 4 - Costing & Viability
- ✓ Task 5 - Implementation Plan Project List The purpose of the master plan:

According to Eskom latest information and data captured by end January 2016. There are 23257 prepaid customer's (Household users), 2233 small power users (small business, commercial users and

schools etc) and 73 large power users. The total number of customers that Eskom is supplying power within the municipality is approximately 25,563.

The master plan has undertaken a detailed analysis of the projects that will be required to sustain the current electricity network and what will be required to electrify future homes.

4.4.3. Status of Electricity Supply

The electricity supply in the uMshwathi Municipality has been of concern to the Municipality for many years and the Municipality has had several engagements with Eskom on the matter since there is insufficient capacity in the electricity network to be able to provide additional electricity connections to the area. Eskom has promised the Municipality that the infrastructure in the area will be upgraded, however to date no improvements have been made to the network due to funding constraints.

The Municipality having run out of options has sourced funding from Department of Energy to implement an electrification projects in the area. No new electrification projects can be undertaken in certain areas until Eskom has upgraded its network.

4.3.5. Electricity Backlogs

The electricity backlogs are currently estimated at approximately 7 678 households. This information is based the backlog information will be available once the master planning which was conducted in the last financial year. According to Eskom latest information and data captured by end January 2016. There are 23257 prepaid customer's (Household users), 2233 small power users (small business, commercial users and schools etc.) and 73 large power users on existing networks with in municipality Area. The total number of customers that Eskom supplying power within the municipality is approximately 25,563.

4.3.6. Electricity Needs and Priorities

The needs and the priorities currently revolve around Eskom upgrading their bulk infrastructure. If they fail to improve the bulk infrastructure the chances of the communities receiving household connections and potential for economic development are extremely poor.

The map below shows the potential on the Eskom network for new connections:

Immediate Connections – Grid Connections (1185 Households)

- ✓ 1 Year - connections in a year
- ✓ 5 Year Plan – connections with in 5 years
- ✓ 5 Year Plan – Connections longer than 5 years, Enable Grid Connections (Substation Establishment)

HIGH MAST LIGHTING PROJECTS

The uMshwathi Municipality has recently experienced an increase in crime in rural areas over the recently years. There have been several high profile cases which have been reported in the newspapers and several television stations. The municipality has to develop strategies to improve the

safety and security in the communities since services provided by South African Police Services are extremely limited.

The Municipality has various strategies that it can adopt to improve the safety and security of its citizens. The highest levels of crime are experienced during the night and one strategy would be to improve the lighting in high crime areas. The best way to improve lighting is to install street lights in high crime areas.

Conventional street lighting however is extremely costly to construct and requires constant maintenance from a service provider (Eskom). This form of infrastructure is also prone to vandalism from criminals. Wooden poles are cut down and light bulbs are broken, costing the municipality large sums of money for its maintenance.

High mast lighting has been used successfully in other municipalities instead of convention street lights. This form of community lighting is significantly cheaper to implement and covers a 200m² to 300m² areas. The masts are constructed from steel and are less likely to be cut down. The height of the masts also makes it difficult for vandals to destroy. The average cost of a high mast is R220 000 and this includes the direct and indirect cost of the project. The direct cost of the project is related to the construction and implementation cost and the indirect costs are related to the design and tender aspects of the project.

The construction of the mast will be on a concrete foundation and base. The mast is constructed from galvanized steel and is approximately 30m in height. Each mast has a cluster of up to nine flood lights with energy saving bulbs installed inside. In the 2017/2018 financial year the Municipality has constructed an additional 5 high masts at ward 10 of the Municipality.



Figure 3: Positions of the High Mast Towers in Trustfeed (Source: uMshwathi LM Town Planning Section)

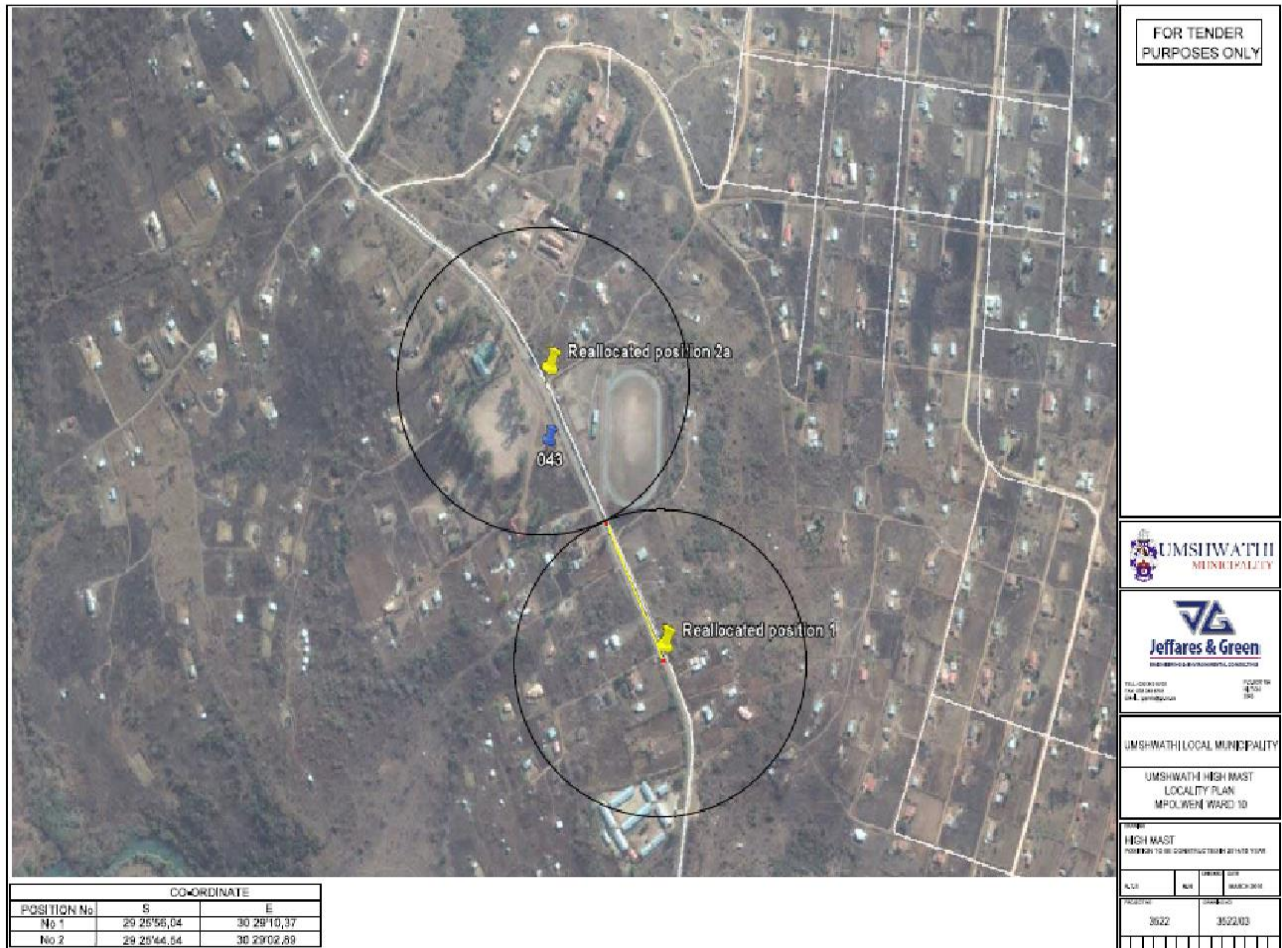


Figure 4: Positions of the High Mast Towers in Mpolweni (Source: uMshwathi LM Town Planning Section)



Figure 5: Positions of the High Mast Towers in Thokozane (Source: uMshwathi LM Town Planning Section)

4.4.7. Operations and Maintenance of Electricity Infrastructure

Eskom is undertaking the operations and maintenance on the electricity infrastructure since the all electricity infrastructure assets belong to Eskom.

Eskom has set up a dedicated operations and maintenance unit for the Municipality which is based in Warburg. The unit consisting of a senior manager for operations and maintenance and two junior managers that provide support to him. The team also consists of 12 staff that deal with high voltage electricity lines and 14 staff members that deal with low voltage electricity lines. The operations and maintenance unit is also well equipped with specialised vans and trucks that allow them to address power outages in even the most rural of the municipality. The team at Eskom has work together with the Municipality to ensure that the power outage times have been kept to a minimum.

The other area of concern to the Municipality has always been the delivery of water to communities and in certain situations where there is a power outage the local Eskom operations and maintenance has undertaken to ensure that the water pumps will be given priority when the electricity is being restored. Load shedding although it has affected the Municipality the occurrences have been kept to a minimum thus reducing the impact on the local economy.

4.4.8. Coordination of Electricity Between LM and District

Co-ordination exist between uMshwathi LM and the Eskom on electricity. uMshwathi Municipality holds regular meetings with Eskom to address issues of the operations and maintenance and the coordination of projects that are taking place in the Municipality.

4.4.9. Other Sources of Energy

4.5. Access to Community Facilities

4.5.1. Status of Community Facilities

In 2017 an asset register was compiled by the Municipality to determine the status quo of the assets that belong to the Municipality. The report provides an in-depth look at each of the facilities and the state of repair and what is required to bring the building back to a suitable state. The report is used for preparing maintenance budgets and to plan maintenance work in the Municipality for each financial year. During the current financial year the Municipality is undertaking a Buildings Master Plan which will update the information that is available to the municipality and update the asset register.

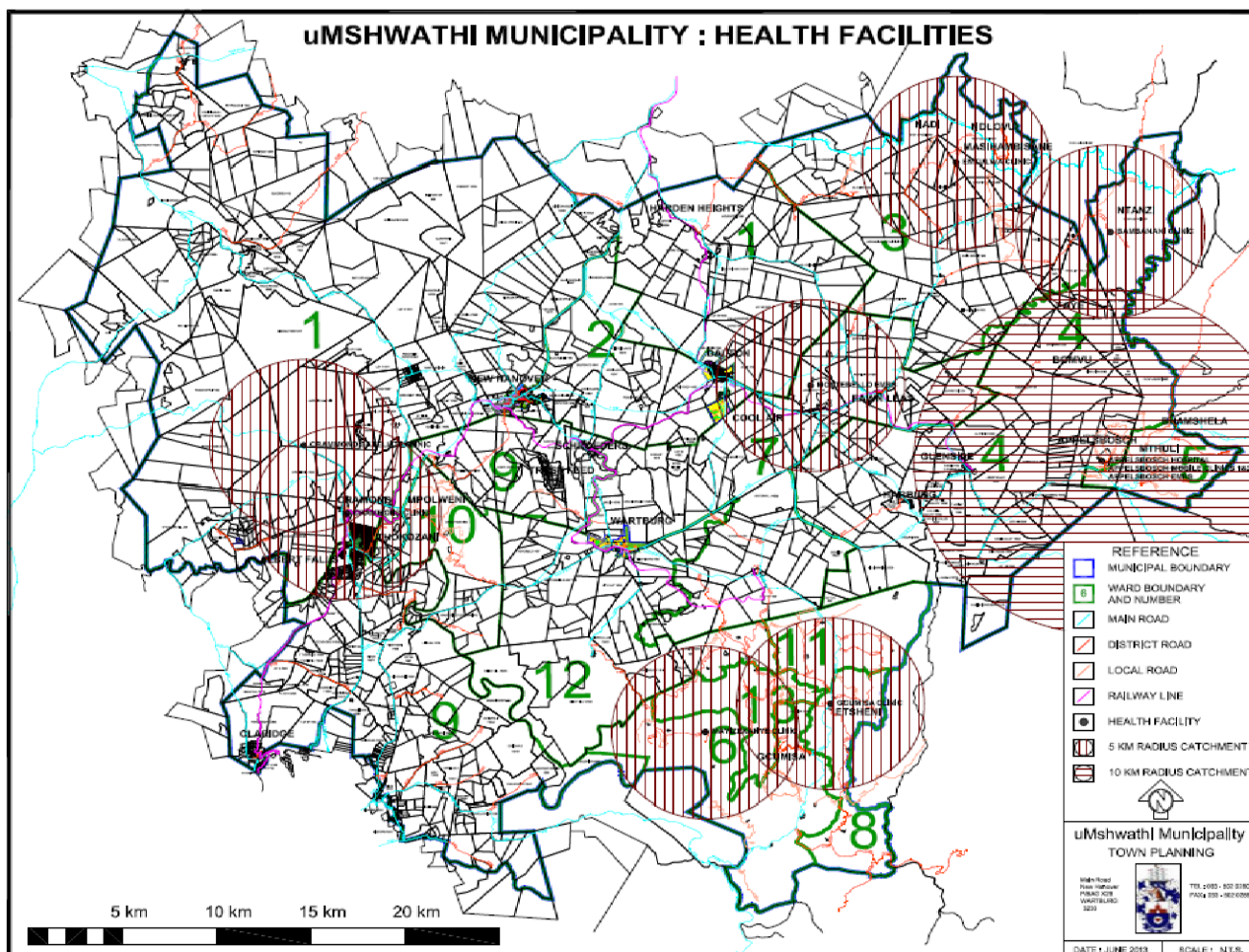


Figure 6: Health Facilities (Source: uMshwathi LM Town Planning Section)

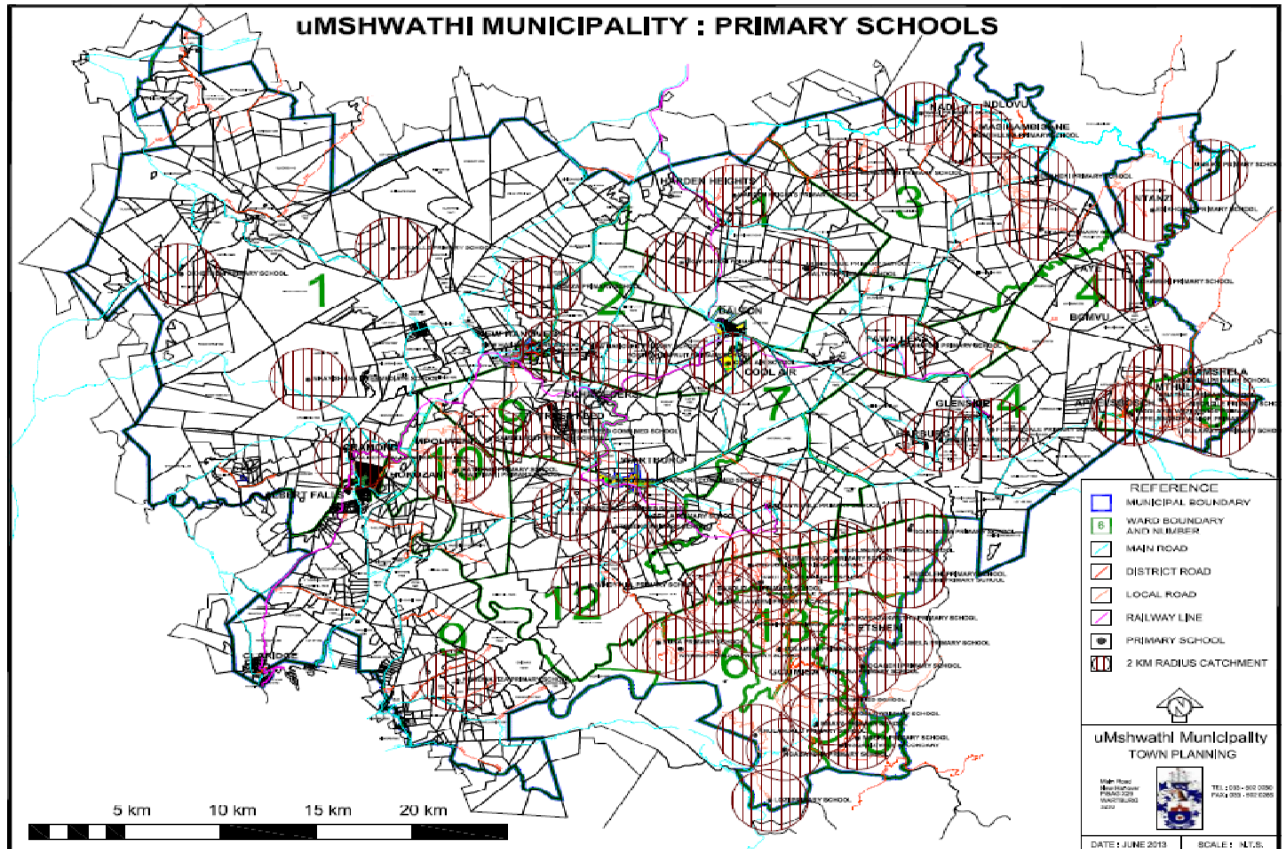


Figure 7: Primary schools (Source: uMshwathi LM Town Planning Section)

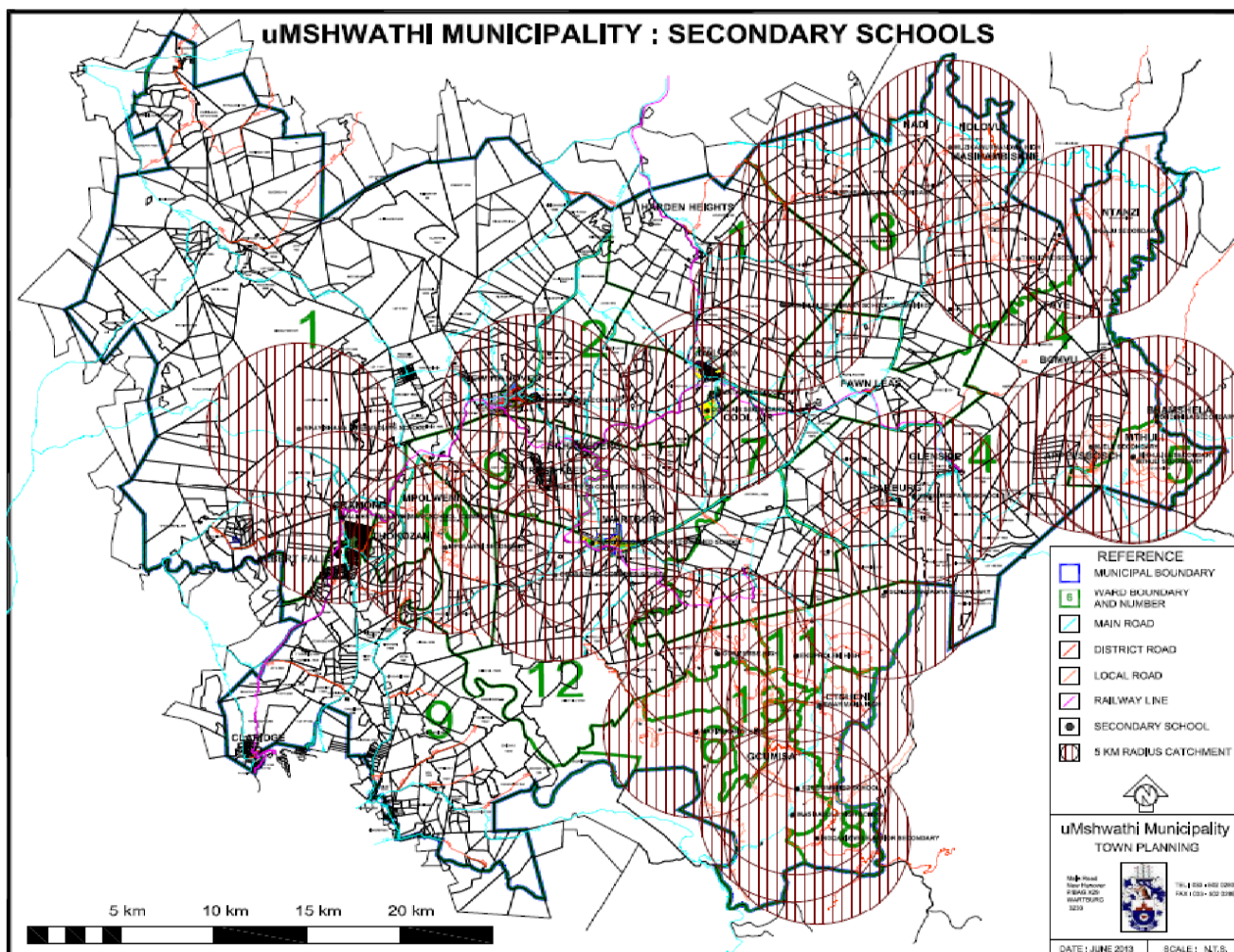


Figure 8: Secondary Schools (Source: uMshwathi LM Town Planning Section)

4.5.2. Backlog on Community Facilities

The Municipality has various community facilities in all wards. These facilities include community halls, crèches, sports facilities and a Thusong Centre which was recently constructed. The following facilities were constructed during the 2016/2017 financial year and those facilities to be constructed for the 2017/2018 financial year.

Table 55: Public Works Projects

Capital Projects 2016/17					
PROJECT	WARD	BUDGET	START	COMPLETE	STATUS
Upgrading of New Hanover Sportsfield	2	1 479 000.00	18-Oct-16	30-June-17	50% Completed
Upgrading of Efaye Sportsfield	3	1 479 000.00	1-Aug-16	25-Dec-17	100% Completed
Upgrading of Mjele Sportsfield	4	1 479 000.00	17-Aug-16	10-Jan-17	100% Completed

Capital Projects 2016/17					
Construction of Mbalenhle Creche	4	1 479 000.00	26- March- 16	30-July-17	30% Completed
Extension of Mbava Hall	6	1 479 000.00	23-Oct- 16	15-May-17	100% Completed
Thuthuka Training Centre Phase 2	8	1 479 000.00	10-April- 17	30-Jun-17	Planning Stage
High Mast Lighting	10	1 479 000.00	1-Jul-16	30-Jun-17	100% Completed
Total		10 353 000			
Upgrading of Mount Elias Hall	3	600 000.00	Not yet awarde d	30-Jun-16	Planning Stage
Upgrading of Ndlebezembuzi Sportsfield	12	700 000.00	Not yet awarde d	30-Jun-18	Planning Stage
Construction of Gqugquma Creche	11	1 700 000.0 0	10-May- 17	30-Jun-18	Planning Stage
Construction of Socolile Hall	14	3 000 000.0 0	Not yet awarde d	30-Jun-18	Completed
Total		6 000 000.00			

4.5.3. Community Facilities Needs And Priorities

The Municipality during the Integrated Development Plan meetings in each of the wards, requested community members to advise the municipality on the projects that should be prioritised for implementation.

The following top three priorities have been identified per ward:

WAR D	PRIORITY 1	PRIORITY 2	PRIORITY 3
1	Tarring of D239	Old Age Centre	Farm Dwellers Electrification
2	Completion of New Hanover sports field	Cemetery	Road Tarring and 2 High Mast Lighting
3	Ekhamanzi Sportsfield	Mthizane Creche	Completion of District Road 40
4	Mbhalenhle Hall	Mkhakhasini Crèche	Construction of Mchunu Road.

WARD	PRIORITY 1	PRIORITY 2	PRIORITY 3
5	Bhamshela Taxi Rank	Ireland Sports field	Edrayeni Crèche
6	Estezi Crèche	Tarring of Khulanjalo Road.	Upgrade of Access Roads in Tholeni Hall and Parking
7	New Houses Electrification and construction of roads in New Houses	Outdoor Gym/Jungle Gym	Resealing of Roads.
8	Mbeka Road Tarring/ Upgrade	Nazo and Kwa Bhis Road upgrade	Construction of Sgqumeni Hall.
9	Tarring of L714	Tarring of Phase 2 upper Main Road.	Transfer of Transnet properties to ward 9 residents (Mhlalane)
10	Tarring of L714 and 715	completion of D708	Kohlophe and Khalathini Crèche
11	Development Centre for people living with Disabilities.	Construction of Childcare Center	Egazini Crèche and maintenance of Access roads
12	Tarring of D1012/1013	Inkululeko Hall	Road Surfacing D2205
13	Installation of High Mast Lighting	Tarring of D 1012	Ndlaveleni Crèche
14	Appelsbosch Community Hall	Glenside Crèche (Mthethwa area)	Electrification (Mbabane Area)

4.5.4. Operations and Maintenance of Community Facilities

The Municipality regularly performs maintenance on the existing infrastructure and makes provision in the form of an operations and maintenance budget for such maintenance.

CORRECTIVE MAINTENANCE

This is irregular unplanned action, which is necessary to be taken in order to return an asset to acceptable standard. Such action is not regarded as emergency, but results from deterioration such as encroaching vegetation, termite infestation, etc.

EMERGENCY CORRECTIVE MAINTENANCE

This is action which must be initiated immediately as a result of an exceptional occurrence such as a violent storm, in order to prevent consequential damage taking place, such as replacement of a stormwater pipe, repairs to the roof of a building in order to prevent the collapse of the ceiling and damage to the electrical installations, etc.;

PLANNED MAINTENANCE

This is the action, which is taken on a regular scheduled basis in order to arrest the constant deterioration of an asset, and thus prevent the necessity for unplanned corrective maintenance, such as the repainting of a building,

As part of the planned maintenance projects of the 2016/2017 financial year technical staff have met with Councillors and quantified the requirements in their wards.

The maintenance budget for the 2016/2017 financial year has been allocated in the following manner:

- ✓ An amount of R 1000 000 be allocated to the planned, corrective and emergency maintenance.
- ✓ The remaining R 3 500 000 for identified maintenance, and
- ✓ All maintenance projects implemented were in the IDP

The under-mentioned list outlines the facilities to be renovated and provides a brief description of activities to be undertaken as well as the proposed maintenance projects per ward, these must to be implemented within the 2016/17 financial year.

Table 57: Lists of Facilities Identified For Maintenance

LISTS OF MUNICIPAL BUILDINGS PER WARD MAINTENANED DURING 2016/17			
WARD	PROJECT	PROJECT AWARDED	STATUS
1	<p><u>Renovation of Thokozani Community Hall</u></p> <p>Remove all existing vegetation including roots. Where trees, shrubs must be moved out and clean. Select suitable material to make the base strong. Allow base to dry and apply bituminous primer and get thoroughly dry then apply 30 mm hot-mix asphalt and well compacted. Construct the 3 m and 2 m wide ramp to the main entrance to accommodate disable individuals Install heavy duty motor gate to the existing vehicular gate and connect to power supply</p>	NO Project Value It should be considered when we do assets registers	The quotation document is with the department of SCM for Advertisement, evaluation and appointment
1	<p><u>Renovation of Thokozani Sport field</u></p> <p>Tennis courts shall be cleaned using a stiff bristle broom and gas powered blower or water based pressure spray unit capable of generating 2500 psi at the nozzle tip, to remove all dirt and debris. The work to be performed under this specification includes all labor, equipment, materials and supplies necessary for the installation of the tennis courts included in this contract.</p>	NO It should be considered when we do assets registers	The department is compiling a quotation documents.

LISTS OF MUNICIPAL BUILDINGS PER WARD MAINTENANED DURING 20116/17

5	<p><u>Renovation of Hlathikhulu Community hall</u> Tile floor with first grade ceramic tiles, (350x350mm). Provide 75mm tile skirting Ensure surface is clean and free of any foreign matter; apply approved install 350 x 350mm external heavy duty tiles (Colour to match internal floor tiles) Provide and install burglar bars to fit all windows outer frame to be 15 x 5mm mild steel flat bars. Provide 8mm round M.S bars with maximum of 100mm openings.</p> <p><u>Renovation of Nomhele Community hall</u> Repairs of windows and Doors Repairs of Burglar Bars Painting of Internal and External walls</p>	<p>NO It should be considered when we do assets registers</p>	<p>The quotation document is with the department of SCM for Advertisement, evaluation and appointment</p> <p>The quotation document is with the department of SCM for Advertisement, evaluation and appointment</p>
6	<p><u>Renovation of Estezi community hall</u> Tilling of floor Installation of VIP Toilet Repairs of windows and doors Installation of pedestrian gate Service and test electricity Installation of gutters and down pipes</p> <p><u>Fencing of Sinenhlanhla Crèche</u> Fencing of 250 m of fence Provide Galvanized vehicular gate Provide Galvanized pedestrian gate</p>	<p>NO It should be considered when we do assets registers</p>	<p>The quotation document is with the department of SCM for Advertisement, evaluation and appointment</p>
7	<p><u>Renovations of Cool Air Sport field change room</u></p> <p><u>Renovation OF COOL AIR CRECHE</u></p>	<p>NO It should be considered when we do assets registers</p>	<p>Site Inspection not been done but the schedule of meeting is in place</p>

LISTS OF MUNICIPAL BUILDINGS PER WARD MAINTENANED DURING 20116/17

8	<p><u>Renovation of Esgumeni Creche</u> Tilling of 200m2 floor Painting of External and internal walls Roof, replacement of fascia boards and barge boards and paint Replacement of damage ceiling boards and paint Replacement of windows and doors Installation of gutters and down pipes Concrete apron</p>	<p>NO It should be considered when we do assets registers</p>	<p>The quotation document is with the department of SCM for Advertisement, evaluation and appointment</p>
8	<p><u>Renovation of Swayimane community hall</u> Parking Shelters</p>	<p>It should be considered when we do assets registers</p>	<p>The quotation document is with the department of SCM for Advertisement, evaluation and appointment</p>
	<p><u>Renovation of Trust Feed Old Community Hall</u> Painting of External and internal walls Roof, replacement of fascia boards and barge boards and paint Repairs of windows and doors Painting of Internal walls</p>	<p>NO It should be considered when we do assets registers</p>	<p>The quotation document is with the department of SCM for Advertisement, evaluation and appointment</p>
9	<p><u>Renovation of Trust Feed White Community hall</u> Painting of External and internal walls Roof, replacement of fascia boards and barge boards and paint Replacement of damage ceiling boards and paint Replacement of windows and doors Installation of gutters and down pipes Concrete apron</p>	<p>NO It should be considered when we do assets registers</p>	<p>The quotation document is with the department of SCM for Advertisement, evaluation and appointment</p>

LISTS OF MUNICIPAL BUILDINGS PER WARD MAINTENANED DURING 20116/17

10	<p><u>Renovation of Mpolweni community hall</u> Upgrading and servicing of Electricity works Replacement of damage window blinds and rails Repairs and paint windows and doors Provide 3 lever lock set per door Paint internal walls and cracks repairs Floor tilling Plumbing Industrial man cooler fans Kitchen repairs</p> <p><u>Renovation of Mpolweni Community Sport field</u> Installation of Concrete Boulders to prevent cars at the sport field grass</p>	NO	<p>The quotation document is with the department of SCM for Advertisement, evaluation and appointment</p> <p>The quotation document is with the department of SCM for Advertisement, evaluation and appointment</p>
11	<p><u>Renovation of Nkululeko hall</u></p>	NO	<p>Site Inspection not been done but the schedule of meeting is in place</p>
12	<p><u>Renovation of Mambedwini hall</u> Construct stage off existing floor slab provide, stage size :12000 x 3500 x 600mm, 230mm perimeter walls around stage reinforced and fill compacted at 150mm layers and 100mm 15Mpa concrete to stage Close existing internal toilet. Install door shelter canopy</p>	It should be considered when we do assets registers	<p>The quotation document is with the department of SCM for Advertisement, evaluation and appointment</p>
14	<p><u>Renovation of Applesboch market stores</u> Installation of TB 300 Blocks retaining wall Driveway reconstruction and TAR Re-installation of pedestrian and vehicular gate Fencing Replacement of electricity globes Installation of VIP Toilet Yard removal of waste</p>	NO	<p>The quotation document is with the department of SCM for Advertisement, evaluation and appointment</p>

4.6 Human Settlements

A detailed Housing Sector Plan, was reviewed and adopted in May 2016 and it is being currently reviewed. Such Plan provides details of the housing backlogs, challenges and other relevant information pertaining to housing needs in the Municipality. It must also be noted that to cater for the additional housing needs of the communities (as determined by the Census 2011 statistics and the Housing Backlog Survey in the uMshwathi Municipality's Housing Sector Plan), new sites are being identified for housing projects in Wards 1, 2, 7 and 9. Studies will be undertaken to determine the suitability and appropriateness of these sites for sustainable human settlements.

4.6.1 Housing Chapter

A Housing Chapter or Human Settlement Development Plan (HSDP) is a five year strategic plan for the development of housing and is reviewed annually. It is required that the HSDP must cater for all social and economic categories of people within the municipal area of jurisdiction. Ideally it is developed as part of the municipal Integrated Development Planning (IDP) process and is a chapter in the IDP. The HSDP will thus augment the municipal IDP housing content.

The Department of Human Settlement requires municipalities to formulate their housing strategies and delivery goals in respect of their area of jurisdiction, as part of their IDP process. Furthermore, the municipality is expected to identify and designate land for housing development and provide required bulk engineering services to such land, through the Municipal Infrastructure Grant (MIG), to facilitate housing development.

The main objective is to develop the strategic plan for housing which provides the overall municipal housing delivery framework in order to advance integrated planning and improve compliance with policy and legislative requirements as well as respond to national development imperatives.

Specific objectives include the following:

- ✓ *To ensure budget allocations to local and district municipalities as well as provinces are most effectively applied for maximum impact;*
- ✓ *To ensure that there is indicative subsidy budgeting and cash flow planning at both the municipal and provincial levels.*
- ✓ *Ensuring that the contents and process requirements of planning for housing are adequately catered for in the IDP process.*
- ✓ *Reduction of the housing backlog;*
- ✓ *Development of institutional capacity to perform all functions related to housing within the municipality in line with accreditation requirements;*
- ✓ *Promote the involvement of the private sector in dealing with the backlog to respond to Breaking New Grounds;*
- ✓ *Promotion of intergovernmental co-ordination in housing delivery.*

There is currently substantial need for well-located land for housing development within uMshwathi Municipal area of jurisdiction. All indications are such that, the demands are increasing with time, such demands are tremendously affecting wards that are within the semi-urban areas, viz: Wartburg, Dalton , Cool Air , New Hanover, Trustfeed, Mpolweni, Crammond and surrounding areas.

These areas are negatively impacted by Informal Settlements i.e. Slums. These areas are mostly not suitable for Human Settlements Development, therefore they cannot even be recommended for upgrading, rather relocation. The afore-mentioned areas fall under Wards 1, 2, 7, 9 and 10. There is also a dire need for the provision of Subsidized Rental Housing especially for the Middle Income Earners, (those who do not qualify for Low Income Housing and also cannot qualify for Bonds from Financial Institutions) too. A data base of such possible beneficiaries has been and is being compiled.

The Municipality is in the process of identifying new sites in wards that are being affected by these Informal Settlements. The Municipality is also working in consultation with the Department of Rural Development & Land Reform and Department of Human Settlements with regard to the Land Acquisition. The need for such sites or pieces of land can also be confirmed by the Housing Backlog that has been identified through Socio- Economic Survey by the Municipality and also by Statistics South Africa 2011. A recent house-to-house survey that was conducted by uMshwathi Municipality recorded a housing backlog of 12331. All wards were included in this survey except for ward 7. To get an estimated figure of the backlog including ward 7, the municipality can be said to have a backlog of 14473.

4.7 Telecommunications

4.7.1. Telecommunication Status and Backlog

ICT Master Plan and Government Framework is in place, however, the municipality is developing the broadband plan, which is in line with SA Connect and NDP.

The plan is covering public high speed internet, bulk SMS communication and application development. This will enable municipality communicate better with the public.

To date, ICT Departments in local government are still too operationally focused and given the existing resources in the ICT Department, it becomes increasingly difficult to transform strategic concepts into workable solutions within budget and within agreed time frames.

The dynamic nature of Information and Communications Technology, as well as investments made in ICT related services and systems warrant a continuous re-assessment of such investments and system functionalities to ensure that value for money is achieved at all times.

Information and Communication Technology (ICT) Systems and Services are playing an ever-increasing role as a strategic enabler of organizational transformation and service delivery in the public sector. There is also a growing acknowledgement at corporate governance level that ICT services and systems form an integral part of the municipal service delivery value chain.

ICT CHALLENGES GOING FORWARD

In recent years, the business imperatives to enable ICT Departments in local government to remain constantly aligned with the strategic goals and objectives of the municipality as well as the statements of direction from National Government are vastly different from previous years.

The ability of the ICT Department to remain constantly aligned with the Municipal IDP goals and objectives in this fast changing ICT environment are faced with three separate, but inter-dependent challenges, namely:

- ✓ *Regulatory Compliance*
- ✓ *Disparate ICT Business Application Systems*
- ✓ *ICT Industry Trends*

These ICT challenges include poor infrastructure, technological illiteracy, and high costs of ICT. An assessment of ICT challenges within rural areas was done. This involved the use of qualitative research techniques such as participant observation, workshops, focus groups and individual interviews supported by document analysis.

ICT TURN AROUND STRATEGY

Alignment with IDP Goals and Objectives Best practice methodologies must be introduced by the ICT Department to invest its time and resources to improve operational efficiencies in service delivery, rather than spending most of its time and resources to establish and maintain correctives measures just to “survive another financial cycle”.

4.7.2 Cell-Mast Applications

UMshwathi Local Municipality is aware of the growing number of mobile communication mechanisms being used more especially in rural areas and therefore there is a greater demand for faster more efficient telecommunication systems in these areas where network coverage is predominantly a challenge.

Thus, it is crucial to bridge the technological gap between urban and rural areas in the municipality. The municipality receives and continues to receive numerous Cell mast applications through the Planning and Development Plan, of which have been accordingly approved where appropriate.

The Provincial Growth and Development Strategy, identifies that one of the major priorities in the province is to –build on the comparative advantage of the province and further invest in positioning the province as the trade gateway into the continent. One of the interventions highlighted in the PGDS is, investing in telecommunications and ICT infrastructure (Broadband, digital community hubs and cyber ports)II. Therefore it is a priority of the municipality that the applications be approved since telecommunications play a fundamental role in society as it is a form of communication for development and is regarded as being desirable.

4.7.3 Cell-mast Locations

The number of cell-mast within municipality are minimal, as the corporate not keen to invest in rural areas.

The municipality is currently working with Vodacom SA to increase the coverage within municipality; they agreed to come on board to invest on the network coverage within the municipality.

4.7.4. Fibre

Currently there is one project to run a fibre along our municipality; Telkom SA is installing fibre between New Hanover, Wartburg, Dalton to Tongaat.

The fibre broadband connection, it is currently available in Pietermaritzburg, which is our nearest biggest town.

4.8. Basic Service Delivery SWOT Analysis

5. LOCAL ECONOMIC DEVELOPMENT & SOCIAL DEVELOPMENT ANALYSIS

5.1. Local Economic Development Analysis

The LED Strategy was adopted by the previous Council in June 2016. The new Strategy for 2017-2020 will be adopted by Council by 30 June 2017.

The Strategy/ Plan were prepared in-house and the new strategy and plan are done in-house. This process includes consultation with the LED Forum and the structures of Council.

To a large extent, the goals, objectives, strategies and projects of the strategy respond to the issues identified in the analysis.

Currently, the Municipality does not have sufficient capacity to deliver on the DGDP objectives and intervention areas. Only the posts of LED Manager and Tourism Officer are filled. The posts of LED Officer and the Agricultural Officer will be filled in 2017/18. However, to compensate for the insufficient human resource capabilities, the municipality makes use of outsourcing.

The LED Strategy is being developed with the various economic stakeholders and takes into consideration the input received from the MEC. For example, the municipality will be employing an Agricultural Officer as a result of the comment from the MEC.

The LED Plan and Budget

The LED interventions are feasible since the municipality budgets for these activities in each financial year. In 2016/17, the LED Budget was R1 600 000.00. The budget for 2017/18 will be R1500 000.00. Other interventions do not require municipal funding.

Additional funding for projects is sourced from government departments such as DTI, Department of Agriculture and the Department of Rural Development & Land Reform.

To mobilize private sector funding to implement LED projects, the municipality has appointed a panel of consultants that will assist with developing bankable funding proposals. The existing partnerships with service providers that have been able to help the municipality in raising funds will be maintained.

C.5.1.1. Municipal Comparative & Competitive Advantages

RASET & the Agri-Parks Programs

The support to emerging farmers will continue over the next five to ten years as the municipality implements the Radical Agrarian Socio-Economic Transformation (RASET) and the Agri-Parks Programs. The Agribusiness Strategy puts emphasis on this sector of the economy. Already the municipality is supporting emerging farmers with inputs, equipment, training and access to markets.

Red Tape

Following a strategic planning session of Council, the municipality is currently streamlining business processes to ensure that red tape is eliminated or minimized.

Informal Trade

This sector is playing an ever-increasing role in uMshwathi Municipality although its contribution to the local GDP has not been quantified.

Most trade takes place on the verges of the roads in the local towns and in the market stalls in Greengate, Swayimana Taxi Rank, DSD and grant pay points.

Owing to the non-availability of trading spaces in the local towns, informal trade takes place in areas which are not authorised by the Council and this causes conflict between informal traders and formal business owners.

The local Informal Chamber which deals with informal businesses has been formed and is reasonably functional.

The municipality will be submitting funding proposals to potential funders for capacity building, provision of materials, equipment and economic infrastructure provide support to the informal traders.

5.1.2. Main Economic Contributors

The agricultural and manufacturing sectors contribute 41.5% and 19.9% to the local GDP respectively. (Statistics SA 2011). Sugarcane and timber plantations contribute the most to this GDP. Chicken houses are playing an ever-increasing role as well.

Manufacturing activities are mainly related to agricultural processing activities, notably sugar and timber processing activities, and to a lesser extent processing and manufacturing of food. In the interim, a superficial glance at the Municipality indicates the major industries as Illovo sugar milling in Noodsberg and the sugar and maize mill and tannin producing plant of UCL Company Limited in Dalton. Other businesses of significance include the feedlots of Triple A, Crafcor and Mountain Valley. There is evidence of numerous downstream industries developing as a consequence of these industries.

The following table depicts the contribution of the various sectors to the local GDP

Sector	Contribution (%)
Agriculture	41.5
Manufacturing	19.9
Mining	2.8
Electricity	0.7
Construction	0.9
Trade	0.9
Transport	3.6
Finance	7.1
Community Service	14.5

Statistics SA 2011

STAKEHOLDER RELATIONS

The key economic players in uMshwathi include UCL, Illovo, Triple a Beef, Msinsi, Spar, SAPPI, Mondi and commercial farmers. They provide most of the jobs in the area. These players also constitute the key stakeholders in the local economy.

To ensure that the municipality implements programs that are relevant to the local business, an LED Forum was formed in 2016. The LED Forum is made up of various stakeholders including Informal trade chamber, The Amble Tourism Association, Livestock Association, KZN EDTEA, KZN COGTA, Coastal College, traditional leadership and uMshwathi Municipal Council.

There is an existing Informal Chamber that will be revived over the next few months to ensure that they take charge of the interests of informal traders. The municipality will strengthen working relations with the fora so that the local businesses get the necessary support to ensure their long term growth and sustainability.

The process of developing the new strategy will involve consultation of key stakeholders including local business, NGOs, forums, government departments and will take the MECs advice into consideration.

5.1.3. Employment & Income Levels

Agriculture and Manufacturing are the largest employers in uMshwathi, the percentage of employment in each sector will be determined through the profiling that will be done in the first quarter of 2017/18.

Current and past figures estimate temporary jobs at 55% whilst permanent jobs are estimated at 45%.

The following information about the employment status of community of uMshwathi has been derived from the Census 2011 website:

Table 58: Employment Status

EMPLOYMENT FOR THOSE AGED 15-64	
Employed	21 310
Unemployed	7 078
Discouraged work Seeker	4 405
Not Economically Active	33 177

Source: Statistics SA, 2011

UNEMPLOMENT AMONGST THE YOUTH

According Statistics SA 2011, 31.5% of the youth is unemployed. This is probably due to a lack of marketable skills amongst the local youth coupled with reluctance to getting employment in the sugarcane and timber plantations.

EMPLOYMENT BY SECTOR

Sugarcane and timber plantations employ most of the people that are working. Livestock farms and to a lesser extent provide employment to a sizeable number of people. However, there are increasing numbers of people that get employment from the retail shops, taxi business sector and manufacturing.

Table 59: Employment by Sector

Agricultural Households	
Type Of Activity	Number
Livestock Production	2964
Poultry Production	3786
Vegetable Production	4242
Production Of Other Crops	1719
Other	700

Source: Statistics SA, 2011

Job Creation

The Department of Technical Services reports regularly to the Department of Public Works with regards to the number of new jobs that have been created by the Municipality through various infrastructure and environmental projects that are on-going in the Municipality. The municipality has set an extremely high target for the number of jobs that are required to be created during the financial year. This target which is based on a complicated formula is difficult to achieve using the very limited budget that the municipality has to implement capital projects. It is therefore important that the municipality develop creative ideas to create sustainable jobs under the Expanded Public Works Programme, CWP and the Monyetla Work Readiness Programs.

The implementation of the Agri-Parks and RASET programs will create hundreds of job opportunities, particularly as a result of value adding to the primary agricultural produce. In this regard, the municipality is looking at the feasibility of promoting feed manufacturing, soya bean planting and processing as well as value adding to potatoes and dry beans.

The Municipality has experienced great difficulty maintaining buildings and facilities that are located in the rural areas of the Municipality. These facilities include the sports fields, halls, crèches, market stalls and taxi ranks. The total number facilities depending on weather the facility is regarded as rural or not is estimated at 120 facilities. The resources that are required to service these facilities are currently under tremendous strain.

Using the Expanded Public Works Programme, the CWP and the Monyetla Work Readiness Programs, the municipality has decided to identify people from the communities where the various facilities are located to carry out the tasks of cleaning and the maintenance of the grounds.

The identification of the people to be employed was done in conjunction with the ward committees for each area in which the facility is located as the aim of the programme is to target the poorest community members in that ward. When people leave the programme they are replaced by other members of the community who are faced by poverty and are in need of a job.

The employment of community members on EPWP and CWP on a variety of LED projects including research and protection of natural springs will provide in excess of 200 job opportunities during the 2017/18 financial year. Furthermore, there are approximately, 50 temporary jobs from the Market Stalls in Swayimana Taxi Rank, Greengate, Dalton Taxi Rank and Wartburg Taxi Rank that are managed by the Municipality.

Over the next five years, the municipality will be implementing programs aimed at creating job opportunities in terms of the EPWP, CWP and various LED projects including coffin making, sewing and block making ventures. Mentorship, material support as well as set asides will be used to increase the chances of survival and growth. The programs will create an estimated 300-400 permanent job opportunities.

The support to the Gasifier and Solar Farm projects is one of the ways of promoting economic development and job creation in uMshwathi.

The municipality will also be promoting the production of yellow maize and soya beans to supply inputs to the soya mince and spices as the local mini distillery.

Inclusive Economy

The municipality is finalizing plans to implement the Agri-Parks and RASET Programs. The promotion of agro-processing features strongly in the municipal plans.

Currently, the municipality does not have statistics on investors that are participating in the rural incentive scheme. This information will surface when the municipality conducts a Land Audit over the next few months.

The municipality recognizes that the lack of skills amongst the local people poses a serious constraint to the development of the local economy and the process of transforming the economy. As such, the various business units of the municipality have programs for developing the skills base in the area. These units include the LED Unit, Youth Unit, Skills Development Unit and the Vulnerable Groups Unit.

Green Jobs

The municipality is currently supporting a Gasifier Project for Appelsbosch area. This project will generate to generate 2MW electricity from biomass. The successful implementation of this project will create more than 300 permanent jobs in uMshwathi. It will also reduce the incidence of alien plants in uMshwathi because they will be using alien plants. The project initiator is currently raising funds for the establishment of the plant.

Over the next few months, the municipality will also be supporting a project of establishing a solar farm in Emathulini area.

The municipality is also working on establishing Waste Buy Back Centre in Trustfeed. The success of this project will yield hundreds of job opportunities.

Furthermore, is promoting the use of solar powered gadgets. During the 2016/17 financial year, the municipality purchased 14 solar powered gadgets for SMMEs that are involved in hair business.

5.1.4. SMME's & Cooperatives

LED Strategy addresses the challenges of the informal sector, SMMEs and cooperatives in terms of skills, inputs, and infrastructure and market access since the majority of people The participate in the local economy as Cooperatives and SMMEs.

To promote local rural economic development, the municipality continues to support SMMEs, cooperatives, informal sector, women and youth through facilitating skills programs, Learnerships, workshops and provision of inputs and equipment to businesses.

The municipality has plans for providing SMMEs and informal traders access to economic infrastructure such as mini factories and market stalls.

The databases of SMMEs and cooperatives have been developed and will be a permanent feature of the municipal website. These databases will be used to inform future interventions for these sectors. As of June 2017, there were 76 cooperatives and 150 SMMEs in the database of the municipality.

The municipality is currently assisting SMMEs and cooperatives with equipment to enable them to cope with drought. A database of natural springs has been developed with the aim of protecting these resources and enabling emerging farmers to cope with drought and also increase the productivity of their ventures. The UMDM and SANBI are currently collaborating with uMshwathi Municipality on a Drought Resilience project located in Swayimana.

The LED Strategy and more specifically, the Agribusiness Strategy, have been developed specifically to supporting emerging farmer, SMMEs, informal sector, the youth, women and Previously Disadvantaged Groups. The municipality facilitates and funds various capacity development programs for these groups and there projects being implemented to improve their competitiveness.

The municipality has identified informal trade areas and will be developing these areas for informal trading. Plans are afoot to assist them with bulk buying.

The Supply Chain Policy has been amended to give local SMMEs exclusive access to business opportunities with a value below R30 000.00. This policy will be implemented over the next five years to ensure the sustainability of local businesses and to transform the local economy.

The municipality will continue to facilitate and provide funding for various capacity development programs for these groups. Currently, there projects being implemented to improve their competitiveness. Furthermore, the municipality has recently demarcated informal trade areas and will be developing these areas for informal trading. Plans are afoot to assist them with bulk buying

The informal sector is playing an ever-increasing role in uMshwathi Municipality although its contribution to the local GDP has not been quantified.

Most trade takes place on the verges of the roads in the local towns and in the market stalls in Greengate, Swayimana Taxi Rank, DSD and grant pay points.

Owing to the non-availability of trading spaces in the local towns, informal trade takes place in areas which are not authorised by the Council and this causes conflict between informal traders and formal business owners.

The local Informal Chamber which deals with informal businesses has been formed and is reasonably functional.

The municipality will be submitting a funding proposal to potential funders for capacity building, provision of materials, equipment and economic infrastructure provide support to the informal traders.

3.5.1. Local Economic Development Analysis

The following alignment matrix has been included in the strategy document to demonstrate alignment with the PGDP and DGDP priorities.

INVESTMENT PROMOTION

The Municipality aims to encourage the private sector to invest in uMshwathi in various ways. Including the updating of the Spatial Development Framework and the on-going efforts to assist investors with their development applications and partnerships with the local businesses.

Furthermore, the main thrust of the reviewed LED Strategy is to promote the diversification and transformation of the local economy. The municipality has developed an Agri-Business Strategy and an Agri-Parks Plan which demonstrates the leadership that the municipality is providing in promoting investment in Agri-Business.

The municipality will continue to support local businesses by participating in programs aimed at fighting crime and in addressing conflicts between local business owners.

To address the lack of marketable skills and high rates of illiteracy and unemployment which pose a threat to the profitability and sustainability of local businesses, the municipality will continue to implement skills programs and Learnerships for the youth, women, and people with disabilities, SMMEs and cooperatives in partnership with Sector Education & Training Authorities.

To address the challenges of water, electricity and road infrastructure, the municipality has developed Master Plans. These plans will help local business and potential investors to make decisions.

In the quest to grow the local economy to ensure job creation and a reduction in unemployment and poverty, the Municipality has started developing a business investment promotion and business retention strategy which will be aligned to the District Strategy. Furthermore, the municipality be developing an incentives policy that will be aimed at promoting investment in uMshwathi.

5.1.5. Agriculture

Farmer Production Support Unit

As part of the agri-business strategy, and the Agri-Hubs Program, the municipality is also looking at the feasibility of establishing a pack house/s that will enable the local farmers to add value to their produce so that they derive greater benefit from their efforts. The potato machine facility in Swayimana is to be upgraded to cater for the processing of other crops and providing storage facilities for inputs and equipment.

Plans are already afoot to start the process of converting a municipal building in New Hanover into a Farmer Production Support Unit that will provide storage and packing facilities for inputs and produce.

The construction of a privately owned chicken slaughter house is nearing completion. This facility will give emerging poultry farmers access to a market for their chickens with minimal transport costs.

The municipality will continue implementing Radical Agrarian Socio-Economic Transformation in the next financial year. This program is primarily aimed at providing support to small scale farmers in terms of production and access to markets, mainly, government departments.

Fresh produce market

As part of the Agri-business Strategy, the municipality is considering utilising community halls for Market Days that will provide access to markets for emerging farmers. The rail line in Wartburg and the site for mini factories in Wartburg are also possible sites for this kind of market.

The FPSU in New Hanover will also provide space for storage and sale of the fresh produce market.

5.1.6. Tourism

To promote transformation in the local economy, including the tourism sector, the municipality is giving local Previously Disadvantaged Individuals (PDIs) increasing attention in terms of developing their tourism products and hosts an annual Festival of Beads. This event showcases the local talent and provides the PDIs with a market. The municipality is currently assisting with the feasibility studies for venture tourism projects in Appelsbosch, Mpolweni and Trustfeed. These projects are championed by local PDIs.

The plan is to develop the Festival of Beads into a multi-cultural event that is comprised of a variety of activities and to organize it on one venue in the same week every year so that it can begin to promote tourism.

The municipality is currently providing support to feasibility studies for three venture tourism projects initiated by SMMEs in Ward 4, 9 and 10. The new strategy will maintain this strategic bias on projects initiated by SMMEs & PDIs.

The municipality intends developing the Festival of Beads into a multi-cultural annual event that is designed to promote tourism in uMshwathi. The municipality will forge partnerships with Germany and Sweden to take advantage of the historical connections between South Africa and these countries.

5.1.7. Manufacturing (Industrial)

Crafts Hubs

Whilst the ultimate goal will be to establish crafts hubs in more than one area, the Municipality will establish the first hub at the municipal building that is adjacent to the New Hanover Taxi Rank. It is strategically located along the R33 and will therefore be easily accessible to the potential customers.

A process of raising funds for the second hub at Albert Falls will be included in the list of projects for which the appointed consultants will be raising funds. This site will be closer to the tourism node and therefore will be an invaluable asset to the local crafters.

Mini factories

The process of raising funds for the establishment of mini factories in Wartburg, Trustfeed, Swayimana and New Hanover has begun and will continue in 2017/8. These facilities will provide the local SMMEs with space for conducting their business and will stimulate the local economy. The municipality will enlist the support of the UMDM Development Agency for raising funds.

5.1.8. Services

5.1.9. Mining

5.1.10. LED SWOT Analysis

The SWOT Analysis has been reviewed and will inform the LED Strategy, programs and projects over the next five years.

The LED Strategy and Programs aim to build on the strengths and taking advantage of the opportunities that are identified in the SWOT Analysis. Since value adding to local primary agricultural produce is minimal, the LED plans will seek to promote agro-processing using the Agri-Park and RASET programs as a vehicle for this development.

Future interventions of the municipality will focus on skills development for SMMEs, cooperatives and informal traders since the analysis shows that the area has high rates of illiteracy and lack of marketable skills.

To address the capacity constraints of the LED Unit, the post of Agricultural Officer has been approved by Council & the post of LED Officer will be approved soon. This will improve the capacity of the municipality to design and implement projects that are appropriate to its agricultural nature.

To assist the emerging farmers with access to water for livestock and crops, the municipality has plans to provide fencing for gardens and communal grazing and the protection of natural springs. The provision of water tanks to emerging farmers has already started and will continue in the future.

The municipality will design programs aimed at taking advantage of opportunities presented by the existence of a soya mince and spice factory, a mini distillery, crocodile farms, timber plantations and livestock in the tribal areas.

The threat of water pollution and conflict between foreign nationals and local informal traders are already receiving attention from the municipality.

The tourism plan takes the rich cultural heritage of the area into consideration. Future programs will be based on the diverse cultural heritage. The municipality has already started supporting tourism projects initiated by previously disadvantaged people to promote transformation in the sector.

Since the participation of indigenous people is limited in the local economy, the municipality has plans to promote the participation of the indigenous people in the existing value chains viz. timber, sugarcane and crocodile farming. This will reduce the potential for conflict amongst the race groups in the future and promote social cohesion.

5.1.10 AGRARIAN TRANSFORMATION

The municipality will continue to support small scale farmers. The Agri-Parks and RASET programs will to a large extent focus on assisting this sector of the local economy.

Although there is no irrigation scheme in uMshwathi, the municipality has started programs to assist the emerging small scale farmers with access to irrigation water and water for livestock through the supply of water tanks and the plans to protect and upgrade natural springs.

The implementation of the Agri-Parks and RASET programs will create many job opportunities in uMshwathi particularly, from the value adding activities that the municipality will be promoting.

5.2 SOCIAL DEVELOPMENT ANALYSIS

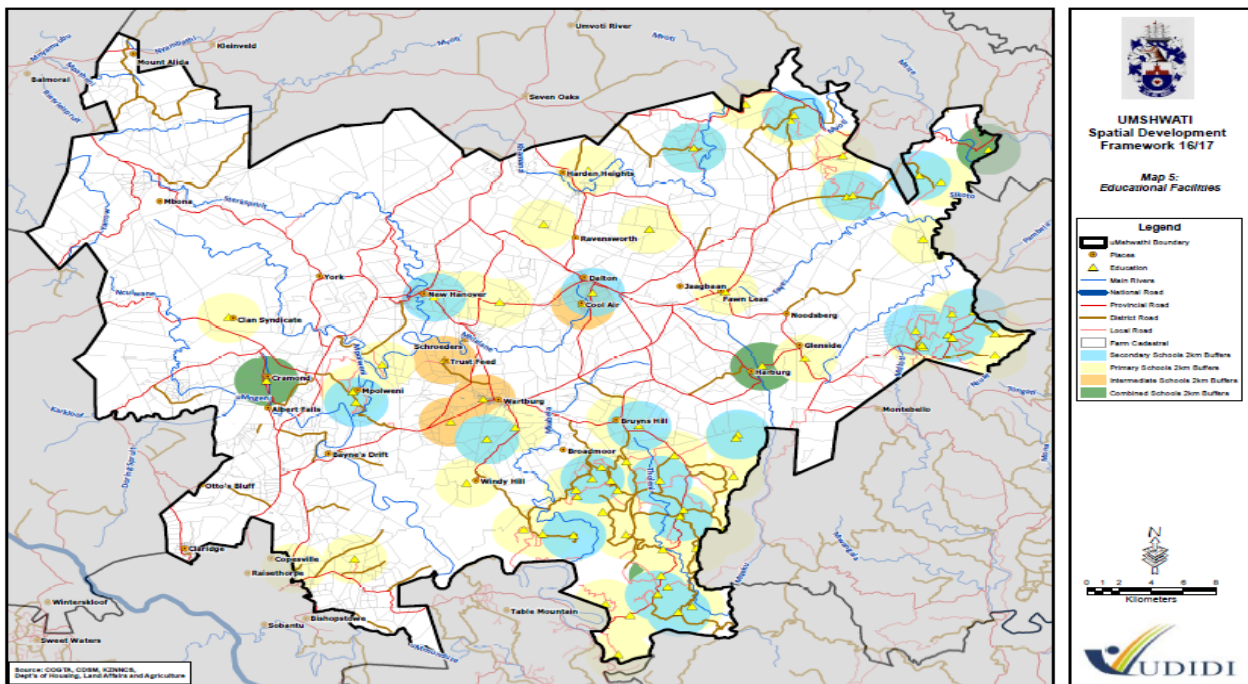
5.2.1. Broad-based Community Needs (Limited to 3 Priority Projects per Ward)

The municipality has initiated poverty eradication programmes that are part of the plan for the financial year.

5.2.2. Education

UMshwathi local municipality has performed on the 60% average for matric results. The leading performing school in Maths and Science is Masjabule who is at ward 6 Mbhava area. There are schools that are underperforming due to various reasons pointed out. There is a challenge of small and non-viable schools. The department of education is in a process of implementing TSS which has its own challenges. This system is experiencing community resistance and lack of transporting learners from these schools to better performing schools. The operation syafunda is one of the aspired projects to create a cohort of leading learners in Maths and Science. This projects aimed at dealing with issues that hinder good performance of learners and address social ills. The resistance of parents in participating to their children's education has been set aside as the main challenge. The municipality's plan is to address such issues during izimbizo and community meetings. Social Ills are one of the ailments that hinders good performance of learners. There are schools which have faced adverse and serious adverse events due to the social ills. Such projects as operation siyafunda plans on bringing various departments and stakeholders in dealing with social ills thus escalating good morals, motivation and extra tutorials in Maths and Science.

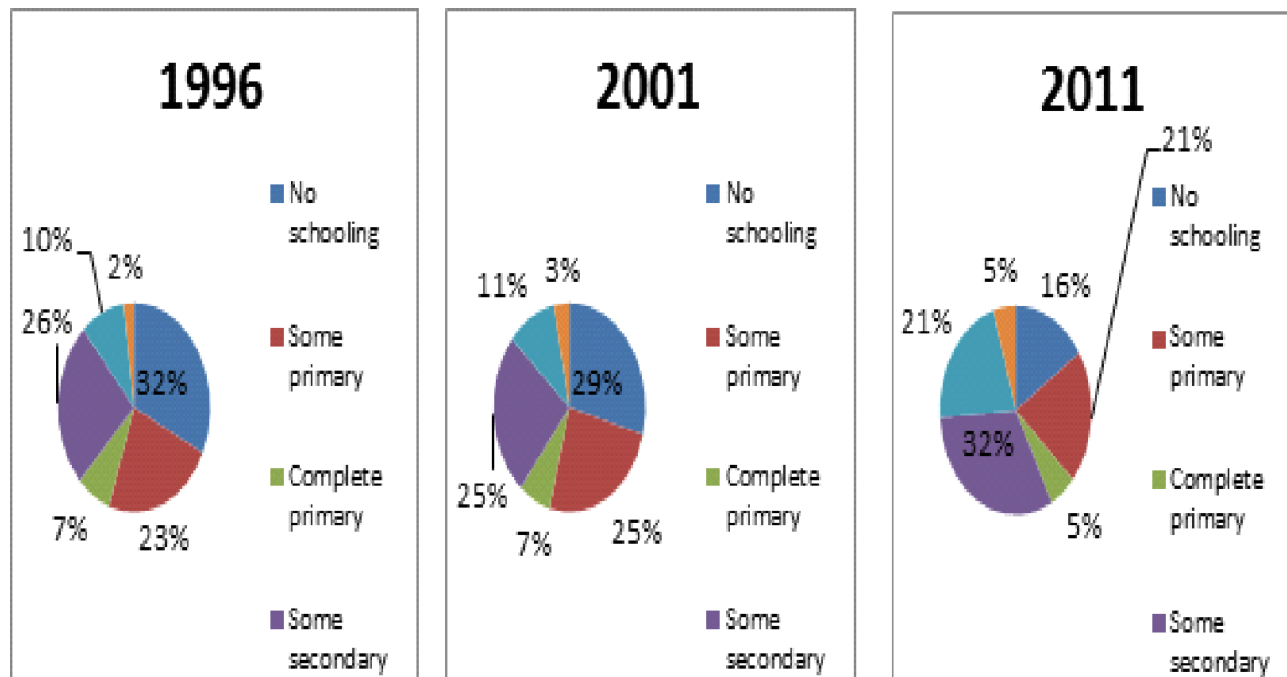
Educational Facilities Map



LEVEL OF EDUCATION

The educational levels of a population allow the municipality to estimate the potential of human capital of the municipality, therefore it can be established from the Charts displayed below that there have been positive changes in the participation rates and levels of education within the municipality. Access to education has improved substantially since 1996 and access to higher education has increased.

Access to education 1996-2011



UMshwathi Local Municipality has 90 schools registered with the Department of Education, of which are categorized into 3 groups which are Primary, Secondary and Combined Schools (Refer to tables below).

Primary Schools list

Primary Schools In Umshwathi Municipality					
School	Level	Ownership	School	Level	Ownership
Cranham P	Primary	Public	Mbava P	Primary	Public
Dalton P	Primary	Public	Mbeka P	Primary	Public
Efaye P	Primary	Public	Mehlwenkosi P	Primary	Public
Ekhamanzi P	Primary	Public	Mkhabela P	Primary	Public
Ekufundeni P	Primary	Public	Moyamuhle P	Primary	Public
Emakeni P	Primary	Public	Ngabayena P	Primary	Public
Emtulwa P	Primary	Public	Nonzila P	Primary	Public

Primary Schools In Umshwathi Municipality

Engqaza P	Primary	Public	Ntintisa P	Primary	Public
Esikhotho P	Primary	Public	Odlameni P	Primary	Public
Eyethu P	Primary	Public	Ukwenzakwethu P	Primary	Public
Fortmannspruit	Primary	Public	Villa Maria P	Primary	Public
Harden Heights P	Primary	Public	Vuka P	Primary	Public
Melville P	Primary	Public	Vumuthando P	Primary	Public
Nadi P	Primary	Public	Amathuli P	Primary	Public
New Hanover Farm	Primary	Public	Appelsbosch Jp	Primary	Public
New Hanover Sch	Primary	Independent	Bathengi P	Primary	Public
Umbiko P	Primary	Public	Bruynshill P	Primary	Public
Asamukele P	Primary	Public	Bulawayo P	Primary	Public
Baxoleleni P	Primary	Public	Echameni P	Primary	Public
Dumela P	Primary	Public	Forbesdale P	Primary	Public
Engobhiyeni P	Primary	Public	Inqolayolwazi Sp	Primary	Public
Engoleleni P	Primary	Public	Kameelhoek P	Primary	Public
Gcina P	Primary	Public	Khanyisani P	Primary	Public
Gqugquma P	Primary	Public	Kwelifuphi P	Primary	Public
Hlwemini P	Primary	Public	Pella P	Primary	Public
Inkululeko Hp	Primary	Public	Sibongile P	Primary	Public
Inyaninga P	Primary	Public	Windy Hill P	Primary	Public
Khulanjalo P	Primary	Public	Zwelinjani P	Primary	Public
Kwamaphumulo P	Primary	Public			
Lozi Jp	Primary	Public			
Maqongqo P	Primary	Public			

Secondary Schools List**Secondary Schools**

School	Level	Ownership
Ebunguni S	Secondary	Public
Gaju S	Secondary	Public
Matatane S	Secondary	Public

Secondary Schools

Mphelandaba S	Secondary	Public
Muzikawuthandwa H	Secondary	Public
St Josephs	Secondary	Public
Tholizwe S	Secondary	Public
Ekupholeni H	Secondary	Public
Gobizembe H	Secondary	Public
Ingqayizivele Js	Secondary	Public
Masijabule H	Secondary	Public
Mayizekanye H	Secondary	Public
Mbambangalo H	Secondary	Public
Mcoseleli S	Secondary	Public
Senzosabasha S	Secondary	Public
Sibongumusa H	Secondary	Public
Swayimana H	Secondary	Public
Mjele S	Secondary	Public
Mpolweni S	Secondary	Public
Mthuli Ss	Secondary	Public
Sikhulile S	Secondary	Public
Nondenisa S	Secondary	Public

COMBINED SCHOOLS IN UMshwathi MUNICIPALITY

School	Level	Ownership
Cebolesizwe P	Combined	Public
Cool Air S	Combined	Public
Oebisfelde P	Combined	Public
Albert Falls P	Combined	Public
Georgenau C	Combined	Public
Harburg Farm	Combined	Public
Nkayishana C	Combined	Public
Trustfeed C	Combined	Public

COMBINED SCHOOLS IN UMshwathi MUNICIPALITY

Wartburg-Kirchdorf

Combined

Public

Problems / Challenges Associated with Education

- ✓ Abuse of alcohol and drugs is at rife at Sibongumusa High School as a results the school's performance dropped in 2014 NSC, and a learner was stabbed last year
- ✓ High level of reported cases of burglary and vandalism
- ✓ Shortage of toilets in other schools and in some schools' toilets are not in good condition

Action Plan to Deal with Substance / Drug and Alcohol Abuse within UMshwathi Local Municipality

Youth has been characterised by prevalent social ills, such as unplanned pregnancy exposure to sexually transmitted, tuberculosis and HIV. What has become prone to the youth is the exposure to drug, substance and alcohol abuse. It has been noted that the worst drug effect of woonga has brought inn rise in criminal activities and unhappiness amongst lot of families within uMshwathi. It is based on the background that uMshwathi local municipality identifies this as crises that requires urgent intervention. The initiative to deal with drugs is anticipated to begin during 2016/ 2017 financial year, however the funding will be sourced from various votes. The estimated amount to conduct feasibility and community preparedness research will be R350, 000, 00

Details of the Action Plan

- ✓ The situational analysis of the prevalence of drugs and its impact to the communities of uMshwathi be conducted
- ✓ Feasibility Research output report be produced to give rise to programmatic design
- ✓ The feasibility report will be disseminated to structures of council for resolutions
- ✓ To identify the opportunities and donor agencies and departments who can offer support to this programme
- ✓ The youth development office will establish partnerships with key departments such as department of health department, department of social development, correctional services SAPS non-government organizations
- ✓ To establish a memorandum of understanding with the departments and private partners
- ✓ To strengthen the collaboration with disaster management unit, Local Economic Development, HIV /AIDS unit, Gender and disability unit and Coastal College

5.2.3. Health

Health sector is administered by the custodian which is department of Health, however due to structural coordination there is a collaboration and insight thereof. Data that is available to the municipality shows that the disease prevalence in terms of HIV is being managed effectively through the access to medicals that hinder the disease progression. The teenage pregnancy remains of concern. Condom distribution is effective however there is a gap in terms of the knowledge of effective use of condoms due to the rise in pregnancy that we observe within our municipality.

Below is the table of Health access within our uMshwathi Local Municipality:

<i>Name of Clinic</i>	<i>Pop per clinic</i>	<i>PHC Headcount</i>	<i>Clients seen by Dr Total</i>	<i>Clients seen by Dr per day</i>	
Appelsbosch Gateway	18 860	66 308	0		
Appelsbosch Mob 1	18 471	58 336	3		
Appelsbosch Mob 2	16 548	59 928	18		
Bambanani Clinic	4 368	12 347	150	6	
Cramond Clinic	9 569	36 284	564	28	
Efaye	9 458	28 620	720	36	
Emtulwa Clinic	4 132	13 048	112	7	
Gcumisa Clinic	23 595	53 408	2 231	112	
Mambedwini		32 069	462	23	
Mayizekane Clinic	8 412	23 240	791	40	
Total	113 413	383 588	5 051	252	
Appelsboch Hospital 2016/17					
Catchment population	113431				
Number of beds	140				
Number of Doctors	8				
Bed Utilisation Rate	63%	88 beds used on average			
Average Length of Stay	6.6				

HIV/AIDS Analysis

The combined Incidence & Prevalence rate is 39.5% for the total population. 32.7 positivity rate for women who visit ante- natal care facilities. 21. % positivity rate was noted for men who tested for HIV. Target rate for HIV Counseling Testing is 30 337 per annum in the year 2016/2017 During the year 2014/ 2015 the HIV Counseling uptake was 34 213. The ratio of women who tested is 61% and men at 38 %.

Adherence to ART is at 311. Condom distribution rate is at 7219 221 whilst the targeted distribution was 1375 000. The main challenge is unplanned pregnancy amongst the youth of school going age. Attempts are being made to reduce the pregnancy through collaborations with the government departments and non government organizations. Educating learners on sexual reproductive health is upscaled through engaging key role players. The municipality is making progress in terms of adherence to ARV's through the implementation of medipost. The sites that are currently piloting the medipost is ward 1 and ward 10. These wards receive chronic medication of patients who are then not required to attend the clinic only if they are due for their screening of bloods and follow up. This then reduces the number of travelling by the patients. This is expected to escalate to all wards within the implementation of this five year IDP. The preparedness for UTT (Universal Test and Treat) since it was announced is implemented. The new guidelines have been disseminated, this will also yield positive impact in the fight against HIV.

Tuberculosis and Sexually Transmitted Diseases

TB and STI are screened to all patients that visit the Primary Health Care facilities. The hospital has the Gateway clinic which also provides for screening. The care and management is offered and adherence is at an acceptable ratio.

The clinic which had three patients who died of TB is Crammond however the follow up mechanism are in place to ensure adherence in order to eliminate the number of patients that progresses to MDR TB. The overall interpretation of care and management of sexually transmitted diseases show that uMshwathi is not doing well with partner referral. Males do not seem to turn out to the clinic when the referral is being made. The municipality currently benefits from the SACTWU an NGO who deals with circumcision and provides an opportunity to educate and create an awareness when men visit the facilities for the circumcision. Aids Foundation is also an NGO who has obtained funding to facilitate linkages within the communicable disease. The CD 4 count is conducted on site and facilitate easy referral to the clinic. The other NGO's that currently supports the municipality are Health systems Trust and uMvoti Aids Centre. The TB / HIV Care is attached to all health care facilities and rendering care and management and women's health services.

Children and Women's Health

The cases of malnutrition are rising within uMshwathi. Department of Health and social development through the facilitation of the municipality are getting together and sharing resources to ensure adequate nutrition for infants. The breastfeeding campaigns are undertaken and Vitamin A is administered by CCG's on Phila Mtwana centres and as and when they conduct fieldwork. CCG's for Health and Social Development received the training in order to standardise the standard operating procedures and reporting tools. Immunization campaigns are undertaken and catch up immunizations are updated in order to avoid disease outbreak. Access to water and sanitation is one of the challenges that are highlighted for children who are farm dwellers. Diarrhoea is increased infants with dehydration have been admitted frequently at Appelsbosch. The assumption that has been made is that of shortage of water due to droughts as the co factor that increases the number of infants being sick and admitted to hospital. The overall health access is limited for farm dwellers. The family planning is accessible however the challenge is that the pregnancy rate is on the rise.

PMTCT	1%
Immunisation coverage	72%
Measles under 1 year	75%
Vitamin A coverage 12 -59months	84%
Number of children under 5years Acute diarrhoea	1012
Number of children under 5 years with Pneumonia	663

UMshwathi Municipal Health strategies and priorities

The Nerve Centre is a coordinating structure with a representation of all clinic operational managers and primary health care coordinator and non government organizations that are funded to upscale health activities within umshwathi. The nerve centre traces implementation patterns and design immediate reponse projects that addresses health trends. The municipality took a resolution that Operation sukuma sakhe , war rooms , ward committees and ward based structures should meet as a collective. This facilitates effective development and prevent regress from the gains that we have made. The National development provides bases of effective implementation of projects that alleviate poverty, hence these joints meetings provide platform to excel in responding to chllenges pertaining to poverty. The Local Task team and Local Aids Council meetings are coordinated within the municipality . These meetings challenges the status quo of poverty and design projects that addresses social ills . One of the key strategies and priorities within umshwathi is to deal with social ills as they pose a health threat to the community . The budget to conduct awareness is put aside inorder to adress this. 90/90/ 90 is the overall country strategy that we lign to . as provides basis for 90% people tested , 90% treated, and 90% people with a durable disease suppression . The five strategic plan is being formulated hence the Local Drug action committee will be aligned to the local aids Council Local task team committee inorder upscale local response to the fight against drug and alcohol abuse. This will also contribute towards the prevention and responses in fight against social ills. Guided by the National Development Plan, we are building a South Africa that must be free from poverty, inequality and unemployment. UMshwathi local municipality will implement poverty alleviation projects that assist people who are living with HIV. Those are soup kitchen , gardening projects and EPWP as empowerment of people who live with HIV.

Objective	Estimated Budget
Adressing Social And Structural Drivers To Hiv Aids Tb & Sti	R150 000.00
Empowerment Of People Infected And Affected By Hiv	R150 000. 00
Capacity Development For New Oss Members	R300.000.00
Structural Coordination (Lac Projects)	R150.000.00

LIBRARY FACILITIES

One other community facilities within uMshwathi are Libraries. Libraries can be found at wartburg, Dalton and New Hanover. The IT Library (cyber cadet) is also available. The Libraries are open even on weekends for the learners and academics within our locality. The book exchange is conducted when it's due and it's facilitated by department of arts and culture It has also been noted that in ward 11 there is a private library. The distance travelled and cost attached in reaching the library has led to ideas of increasing the access. One of the key plans within uMshwathi is to expand libraries and establish mobile libraries at Cool air and support the library at ward 11. It is on the plans for this five year IDP to find resources to build the big library within uMshwathi. The Reading campaigns and career guidance and support is offered on periodic annual events in order to reach out to the community. One of the key projects is the reading campaigns which is supported by arts and culture and Africa Ignite. This activity encourages learning culture and storytelling. All these attempts contribute to creation of learning culture and determination to young people of uMshwathi.

5.2.4. Safety And Security

One of the main Safety and Security mechanisms in the Municipality is the Traffic Management Unit (within the Department of Community services). In line with keeping the community safe within the Municipalities jurisdiction, the Traffic Management Unit conducts road blocks testing for drunk-driving, ad-hoc driver and vehicle fitness inspections. Emphasis is placed on the usage of seat belts, talking on cellular phones whilst driving and speed violations. The emphasis on a particular violation changes during the course of a calendar year depending on the season (e.g. Christmas season) as well as to coincide with the Municipality's stance on prosecuting those road users whom evade fines and associated warrants of arrest.

School Crossing Patrol Services (SCPS) forums are being established within the municipality. This entails municipal –wide and community-based policing [even down to ward level]by the partnership between the south Africa police services (SAPS) and the uMshwathi municipality's traffic management and protection services .The scholar crossing patrol services is a pilot initiative started by the KZN provincial department of transport (DOT) and uMshwathi municipality approximately three years to date . A Memorandum Of Understanding [MOU] was signed on the basis of the funding arrangement between the municipality and KZNDOT although funding is limited and a concern, the municipality will endeavor to extend this project beyond the initial ten schools and eight wards ,to include all 14 wards particularly the poorest of the poor. The schools crossing patrol services project will be monitored with the co-operation of the schools and the producing of quarterly reports.

This pilot project is essence has following four key principles when employing persons to participate in the programme: -

- ✓ *Preference given to women*
- ✓ *Preference given to women headed household*

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

The traffic management services have prepared the traffic management plan and the draft is already in place and awaiting for the approval by council structures. uMshwathi traffic department conducts campaigns within uMshwathi jurisdiction such as School safety campaigns and crime prevention, whereby uMshwathi Traffic officials visit schools and teach children who are using using public roads to schools about road safety.

uMshwathi traffic together with SAPS stations within uMshwathi jurisdiction are working together in conducting crime prevention campaigns in different wards. The main purpose of these campaigns is to share information with the local community on how to prevent crime as well as traffic related issues, hence several road blocks are conducted especially during the busy days of the month and this initiative is conducted in collaboration with the South African Police Services staff.

The municipality has not yet developed a safety plan, however the municipality has embarked on developing this plan and hopefully the draft will be ready by the end of this financial year.

5.2.5. National Building and Social Cohesion

The Municipality contributes to and participate in various programmes of Government towards nation-building. The Municipality has also convened at its own costs, various community workshops and dialogues along these lines. The Municipality's Department of community services is responsible for these aspects.

- ✓ *Community Development with particular Focus on Vulnerable Groups (Youth Development; Development of People with Disabilities: Development of the Elderly; Development of Women: HIV/AIDS & drugs: and Early Childhood Development)*

Youth, Sports and Arts & Culture Programs

In terms of the Constitution of South Africa, the National Youth Policy and the National Youth Development Strategy, government institutions should mainstream youth development and ensure that young people participate fully in all developmental programs and decision making platforms. Youth Development Plan was developed based on the Youth Strategy that was crafted in 2010. Youth Development Plan 2015/2016 was successfully implemented. The following programs were implemented in 2016:

- ✓ *Youth-owned Cooperative Training: 6 youth-owned cooperative were trained and registered legal entities. The same cooperatives were trained on jewellery work.*
- ✓ *Talent Searching Programme: The municipality has provided an opportunity for recording and promotion for 4 local artists.*
- ✓ *Youth Economic Empowerment: 30 young people registered their business as Small Micro Medium Enterprise by the NYDA. The NYDA has conducted a Entrepreneurship Programme to 29 local youth. The District municipality has conducted basic electrical training and 30 young people benefitted on the program.*

- ✓ *Cooperative Support Program: A local youth cooperative group run by young people in Trusteed was provided with non-financial support to boost their agricultural activities.*
- ✓ *Career Expo: My Career Choice Expo program was implemented on October 2016 in partnership with the Department of Education. All local high schools took part on the educational program.*
- ✓ *Arts and Culture program – Performing Arts: This programme was conducted in 2016 at ward 12. Young artists were from identified in all wards.*
- ✓ *Salga KZN DSR Games: the Mayoral Cup was played as a selection process to identify and prepares local teams for District Selection Games.*
- ✓ *Soccer Development and Tournaments: Coaching Clinic was conducted in Trustfeed in 2016 and Soccer tournaments such as Easter Weekend and Sphumelele Ace Bhengu Soccer and Netball Tournaments were played in Swayimane and Thokozani.*
- ✓ *Back to School Campaign: Equipment was handed over to Mpolweni Cresche and Slindokuhle Creche.*

The unit will continue highlight and prioritise the following youth program for the betterment of our young people:

- ✓ *Youth Economic and Empowerment Program: Training and Registration of local youth cooperatives.*
- ✓ *Basic Electrical Training: Phase 2 for basic electrical training to local youth who participated on phase 1.*
- ✓ *Entrepreneurship Development Programme – manufacturing*
- ✓ *Non-financial Support for local youth-owned cooperatives.*
- ✓ *Educational Support Programme: My Career Choice Expo 2017*
- ✓ *Advance Training on Jewellery work.*
- ✓ *Celebrating Heritage Day, Youth Day and other cultural activities.*

Sport Development and Promotion of sporting activities:

- ✓ *Introduction of zonal league in the municipality.*
- ✓ *uMshwathi Soccer Development Program*
- ✓ *Coaching Clinics and Refereeing*
- ✓ *Hosting of sport festivals and tournaments*
- ✓ *Supporting local racing and cyclists*
- ✓ *Establishment of local sport structure: sport confederation, indigenous game, dancesport, athletes, rugby sevens, table tennis, basketball and volleyball.*
- ✓ *Hosting Sport Summit*

✓ *Supporting sport development initiatives*

Youth Unit is responsible for the implementation of youth programs and to foster partnership and collaboration between the municipality and other government's institution to mainstream youth development. Government's departments and The National Youth Development Agency were engaged to ensure integrated approach to youth development. The following projects and programmes were identified as the strategic intervention areas

KEY STRATEGIC INTERVENTION AREAS	RESOURCES
Youth Economic and Empowerment Projects	R 250 000
Skill Development and Manufacturing	R 600 000
Scarce Skills and Career Expo Projects	R 150 000
Cooperatives and SMMEs Support Projects	R 200 000
Sports Development (Community Participation)	R 800 000
Sports Promotion (Salga KZN DSR Games)	R 800 000
Youth and Heritage Day Events	R 100 000
Talent Identification Program	R 150 000
Art and Cultural Projects	R 150 000

5.2.6. Community Development with Special Focus on Vulnerable Groups

Child Care, Aged Care, Disability and Gender fall within the Municipality's Gender Unit. These programmes are regarded as Special programmes and they are implemented as priority areas in the drive to ensuring services delivery.

The Senior Citizens took part in the Golden Games which is a provincial programme geared towards the promotion of healthy ageing and protection of the aged from abuse. In the previous financial year this unit facilitated the ward and local Golden Games which saw about 250 senior citizens take part in sporting activities, and they went on to participate in the District games with 80 senior citizens from uMshwathi Municipality. 20 were then selected to participate on to National level. A poverty alleviation training was conducted to vulnerable groups i.e. (People with Disabilities, Senior citizens and Women coops) in order for them to be self-employed.

Dialogues were hosted, one for men in ward twelve and one for women in ward 5 during their calendar months. The municipality will continue hosting summits for People with Disabilities with an aim of monitoring progress made in empowering them. Ward based gender forums were established in the last financial year in order to improve the performance of gender programmes.

With regards to Children's sector, the municipality facilitated a Christmas event for orphans and vulnerable children from all uMshwathi Municipality wards which was hosted at ward 7. This event was decided out of the recognition that there are children who do not cheer the joy that goes with Christmas because of poverty. This office also facilitated Back to School campaigns in 13 Primary Schools of uMshwathi Municipality with an aim of encouraging children to go to school. The overall performance of the unit has improved compared to the previous financial years, furthermore the unit

is currently developing a five-year strategy that will also improve the performance of this unit. This strategy will be finalized by the end of July 2017.

uMshwathi Municipality established a strong network with the essential development departments and agencies that drive community development. Operation Sukuma Sakhe and War rooms are at the forefront of identifying needs of the community and driving the response to the people's needs. One of the key challenges that the municipality has faced in the past were the sexual crimes directed to the most vulnerable groups, hence the place of safety under the supervision of social development has offered psycho social support. One of the key structures that now exist at uMshwathi is an old age home, which is situated at ward 11 Swayimane. There are collaborated efforts in trying to mobilize more women to participate in the subsistence and commercial farming. Processes of identifying more access to market are continuing. Umbelethisi (African Midwife) under the independent stakeholder is currently instrumental in linking our local emerging farmers to the existing market.

5.2.6.1. YOUTH DEVELOPMENT

5.2.6.2. DEVELOPMENT OF PEOPLE WITH DISABILITIES

Ward Disability Forum established and is a structure that is representing People with Disabilities from 13 wards, their tasks are to:

- ✓ -Disseminate information to the Disabled People in wards.
- ✓ -Centralize the coordination and the needs of People with Disabilities.
- ✓ -Identify projects to improve lifestyle of the Disabled People
- ✓ A local forum was also formed by the chairpersons of the ward forums to:
- ✓ -Transfer information from the municipality to the wards.
- ✓ -Prioritize projects for Disabled People in wards
- ✓ -Develop framework for disability and evaluate the implementation of the strategy

5.2.6.3. DEVELOPMENT OF THE ELDERLY

uMshwathi Municipality has formed partnership with government Departments to respond to the needs of elderly. This has been evident by the events that have taken place in uMshwathi Municipal area. The function of the development of elderly falls under Gender and Disability Unit. The Senior Citizens will continue to participate in the local, district and provincial sports to promote healthy living. The Senior Citizens structures have been established in all 13 wards and the Department of Social Development has been very instrumental in supporting uMshwathi Municipality in this regard.

Ward Senior Citizens Forum established representing Senior Citizens from 13 wards, their task are to:

- ✓ -Disseminate information to the Senior Citizens in wards
- ✓ -Addressing issues affecting Senior Citizens in wards
- ✓ -Identify projects to improve lives of Senior Citizens

A Local Forum for Senior Citizens was formed by the chairpersons of the ward forums to:

- ✓ *-Transfer information related to Senior Citizens from the municipality to the wards*
- ✓ *-Prioritize projects for Senior Citizens*
- ✓ *-Ensure that Senior Citizens are represented at ward rooms so that they will be able to express their views in relation to needs of the elderly.*

5.2.6.4. DEVELOPMENT OF WOMEN

South Africa is one of the countries that have agreed to achieve millennium development goals, since implementation occurs at a local level of government, uMshwathi Municipality's IDP will contribute towards meeting the MDGs. The goals are:

- ✓ *-Eradication of poverty and hunger*
- ✓ *-Promotion of gender equality and empowerment of women*
- ✓ *-Improvement of material health*
- ✓ *-Reduction in child mortality*
- ✓ *-Conduct ongoing research relevant to the needs of women*
- ✓ *-Ensure that all programmes that are being implemented in the uMshwathi are gender sensitive.*

5.2.6.5. PEOPLE AFFECTED BY CRIME HIV & AIDS DRUGS ETC.

5.2.6.6. EARLY CHILDHOOD DEVELOPMENT

5.2.7. Social Development SWOT Analysis

Strengths	Opportunities
<p>Senior citizens and disability forums in place Support from government departments Strong institutional arrangement in place (war rooms are functional) Gender and disability unit is functional Lac established & implements projects Wacs established & trained on hiv Strong partnership with local stakeholders & departments Civil society forum established & functional 5 funded non -government organizations operate within municipality Youth structures in place Budget available</p>	<p>Budget available Budget is allocated to deal with hiv Non-government organizations that are funded Multi sectoral relationships exist and have strong links Exist partnership with stakeholders</p>
Weaknesses	Threats
<p>Lack of attendance to lac meetings by champions Lac meetings to be revived Wacs do not get the stipend and not reliable Lack of resources to support members of the civil society Dysfunctional of youth structures. Nyda challenges. Absence of support for youth council members Shortage of staff i.e. Youth officer</p>	<p>Influx of foreign immigrants None existence of youth structure in other wards. No meeting for youth council. Delayed in the implementation of youth programme. Nyda challenges. Absence of support for youth council members Shortage of staff i.e. Youth officer</p>

6. MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT ANALYSIS

6.1 Financial Viability & Management Analysis

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

Consequently, the IDP process has been extended to include the financial plan in this section of the IDP. The financial plan is set out as follows:

- ✓ *Financial strategies for the 5-year period*
- ✓ *Financial issues*
- ✓ *Detailed 5-year financial action plan*
- ✓ *Multi-year budgets*
- ✓ *Capital and investment program*

6.1.1. Capability of the Municipality to Execute Capital Projects

6.1.2. Indigent Support Including Free Basic Services

6.1.3. Revenue Enhancement & Protection Strategies

The uMshwathi Municipality's significant sources of revenue are: rates, refuse motor licensing, traffic fines and grants. The contribution of the various streams to revenue will be subject to review. Whilst the issue of tariffs forms part of this financial plan, it is anticipated that the affected departments will be responsible for investigatory work. With rates being the main internal revenue source the municipality is highly dependent on the grants received. The grant dependency for the past two years has been 70% and 75% respectively. Various strategies have been developed to increase own revenue to reduce grant dependency.

6.1.4. Consumer Debt Position

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

cleansing exercise of its debtors' data base and then embark on a stringent implementation of its credit control policy to reduce the consumer debt.

6.1.5. Grant & Subsidies

When determining appropriate sources of funding it is important to assess the nature of projects, expected revenue streams and time frames for repayment. As a general guide, the following principles will apply:

- ✓ *Statutory funds for fund specific projects (e.g. housing)*
- ✓ *Internal revenue for short to medium term non-strategic projects*
- ✓ *National and provincial government funding for medium term and long term projects*

The trend of capital expenditure over the past four years has increased is as follows:

2012/13	R 25 569 099.00	(73.7% of Budget)
2013/14	R 24 544 844.00	(73.7% of Budget)
2014/15	R 37 038 826.00	(87.2% of Budget)
2015/16	R 43 855 027.00	(99.5% of Budget)

Due to limited internal sources of funding capital expenditure is limited to capital grants received

6.1.6. Municipal Infrastructure Assets & Maintenance

It is important to maintain a regular inventory of property, plant and equipment, implementation of a maintenance programme review and insurance cover. This part of the plan will be extended to assist in identifying and listing unutilised/ uneconomic assets with a view for disposal as previously indicated. Although directly related to revenue raising it is appropriate to include the monitoring of rental income and policies with the asset management programme. This aspect of asset management will ensure that Council is receiving economic rentals from Council owned land and buildings which are rented out.

The municipality has maintained a budget of at least 8% for Repairs and Maintenance to preserve the useful life of municipal infrastructure assets.

Assets and Infrastructure

The municipality has developed road maintenance and infrastructure maintenance plans which are used to prioritize repairs and maintenance. The repairs and maintenance budget is at 8% (7.88) for the 2017/18 and 2018/19 years and at 9% for the 2019/20 year.

Repairs and Maintenance

The budgeted percentage for repairs and maintenance against the carrying value of non-current assets is at 8%:

FINANCIAL INDICATORS			
(Limitation = unable to obtain sufficient appropriate information)		AS AT 30 JUNE 2014	AS AT 30 JUNE 2013
BUDGET MANAGEMENT			
1.1	Percentage over-spending of the final approved operating expenditure budget	Not over-spent	Not over-spent
1.2	Percentage under-spending of the final approved capital budget	15.4%	11.28%
EXPENDITURE MANAGEMENT			
2.1	Creditor-payment period	41 days	53 days
REVENUE MANAGEMENT			
3.1	Debtor-collection period (before impairment)	459.4 days	864 days
3.2	Debtor-collection period (after impairment)	386.4 days	667 days
3.3	Debtors impairment provision as a percentage of accounts receivable	15.9%	22.8%
3.4	Debtors impairment provision as a percentage of revenue from goods and services rendered on credit	20.00%	53.9%
3.5	Percentage water losses incurred	N/A	N/A
3.6	Percentage electricity losses incurred	N/A	N/A
ASSET AND LIABILITY MANAGEMENT			
4.1	A deficit for the year was realised (total expenditure exceeded total revenue)	No	No
4.2	A net current liability position was realised (total current liabilities exceeded total current assets)	No	No
4.3	A net liability position was realised (total liabilities exceeded total assets)	No	No
4.4	Percentage of PPE and/or intangible assets impaired	0	0
4.5	Percentage of loan receivables (loans awarded) and/or investments impaired	0	0
CASH MANAGEMENT			
5.1	The year-end bank balance was in overdraft	No	No

5.2	Net cash flows for the year from operating activities were negative	No	No
5.3	Cash and cash equivalents as a percentage of operating expenditure	0.8%	8.3%
5.4	Creditors as a percentage of cash and cash equivalents	68.7%	56.2%
5.5	Current liabilities as a percentage of net cash inflows for the year from operating activities	34.2%	33.6%
5.6	Non-current liabilities (long-term debt) as a percentage of net cash inflows for the year from operating activities	52.4%	75.2%
5.7	Employee benefit obligation as a percentage of net cash inflows for the year from operating activities	0	0
6.1	Percentage under-spending of conditional grants received for the year	0	0
6.2	Percentage by which unspent conditional grants received exceeded cash available at year-end	Not exceeded	Not exceeded

OVERALL ASSESSMENT

Revenue management needs to be addressed in collecting monies due to the municipality.	Yellow (Unfavourable indicators)	Yellow (Unfavourable indicators)
--	---	---

Repairs and Maintenance Budget

15 540 000

Carrying Value of PPE

197 170 816

Percentage

7.88%

6.5.6.1 Financial Ratios

RATIOS: AS AT 30 JUNE 2014 AND 30 JUNE 2013

RATIOS: AS AT 30 JUNE 2016 AND 30 JUNE 2015

FINANCIAL VIABILITY ASSESSMENT

(Limitation = unable to obtain sufficient appropriate information to assess the indicator)		AS AT 30 JUNE 2016	AS
EXPENDITURE MANAGEMENT			
1.1	Creditor-payment period	76 Days	
REVENUE MANAGEMENT			
2.1	Debtor-collection period (after impairment)	186 Days	
2.2	Debtors impairment provision as a percentage of accounts receivable	35 %	
	<ul style="list-style-type: none"> ● Amount of debtors impairment provision ● Amount of accounts receivable 	R36 236 190	
		R 65 862 978	
ASSET AND LIABILITY MANAGEMENT			
3.1	A deficit for the year was realised (total expenditure exceeded total revenue)	No	
	<ul style="list-style-type: none"> ● Amount of the surplus / (deficit) for the year 	R 54 103 619	
3.2	A net current liability position was realised (total current liabilities exceeded total current assets)	No	
	<ul style="list-style-type: none"> ● Amount of the net current assets / (liability) position 	R 70 448 000	
3.3	A net liability position was realised (total liabilities exceeded total assets)	No	
	<ul style="list-style-type: none"> ● Amount of the net asset / (liability) position 	R 262 015 000	
3.4	Liquid assets as a percentage of total current liabilities (acid test percentage)	725 %	
	<ul style="list-style-type: none"> ● Amount of liquid assets (total current assets less inventory less prepayments) ● Amount of total current liabilities 	R 81 721 334	
		R 11 273 286	
CASH MANAGEMENT			
4.1	The year-end bank balance was in overdraft	No	
	<ul style="list-style-type: none"> ● Amount of year-end bank balance (cash and cash equivalents) / (bank overdraft) 	R 636 902	

4.2	Net cash flows for the year from operating activities were negative	No	
	<ul style="list-style-type: none"> Amount of net cash in / (out)flows for the year from operating activities 	R 49 729 087	
4.3	Creditors as a percentage of cash and cash equivalents	7.2 %	
	<ul style="list-style-type: none"> Amount of creditors (accounts payable) 	R 4 624 724	
	<ul style="list-style-type: none"> Amount of cash and cash equivalents / (bank overdraft) at year-end 	R 636 902	
OVERALL ASSESSMENT			
Overall the financial viability is assessed as:		Green (Good)	

6.1.7. Current & Planned Borrowings

Currently the municipality is servicing two loans from FNB and one loan from DBSA. All three loans were entered into about eight years ago. The loans were taken up to fund capital projects at that time. The municipality has no intentions to take up any new loans in the future. Repayment for the loans is provided for in the budget and the municipality is in a position to meet its debt repayment obligations in the 2017/18 financial year.

The grant dependency in the budget year is 71%. The high dependency is due to the fact that the municipality only has rates and refuse collection as its main sources of income

6.1.8. Municipal Credit Rating

6.1.9. Employee Related Costs Including Councillor Allowances

Employee related costs in relation to total expenditure (capital and operational) for the past three years have been within the benchmark of 25 to 40%. The percentage of employee related costs to total expenditure (capital and operational) for the past three audited years is as follows:

2013/14	40%
2014/15	38%
2015/16	37%

With the employee related costs percentage being in the region of 38 to 40% only critical vacant posts are filled to ensure that the percentage does not exceed 40%.

There is a limited use of consultants for professional services within the corporate and financial services departments. However, consultants are used in the technical department for the implementation and monitoring of capital projects.

6.1.10. Supply Chain Management

All departments develop respective procurement plans in terms of the budget available and in line with the departmental Service Delivery Budget Implementation Plan (SDBIP).

The main challenge faced in the SCM unit is that of delays in finalising tender awards. The matter has been addressed by setting a timeframe of two months from date of closing of tender. This requirement has been included on the Chief Financial Officer's Performance Management Scorecard. Furthermore, Bid committees are tasked to sit at least twice a month to address various stages of SCM.

Deviations in terms of irregular expenditure do occur due to various reasons for example emergencies however deviations are recorded with reasons and reported accordingly. The SCM policy makes provision for various categories of tenderers to qualify, namely:

- Previously disadvantaged
- Women
- People with disability
- Local emerging service providers

6.2 SWOT Analysis

<p>STRENGTH</p> <p>Experienced; qualified and dedicated officials Sound procedures and processes in place Compliance to all financial policies in place Functioning and web-based supplier database Fully functional SCM, Expenditure and Income units Team Work and Good Interpersonal Relations Proper segregation of duties Bulk of our creditors are paid on time 100% compliance to all legislative requirements Strong cash flow Monthly reporting to Finance Committee and Exco Well established communication with Ratepayers associations Adherence to timelines Collaborative relationship with Government Departments: COGTA, Provincial Treasury, Provincial Treasury, Human Settlements (in the recovery of Government debt)</p>	<p>WEAKNESSES</p> <p>One or two critical posts not filled End user department not complying with SCM requirements Delay in some creditor payments due to late submission of invoices or incomplete documents Lack of Contract management Inadequate monitoring of departmental votes Inadequate training on the Municipal Property Rates Act, (highlighted as a training requirement in the Skills Audit, however no training has been provided as yet) System upgrades are not communicated effectively (CAMELSA), resulting in certain module errors only being discovered when queries are raised by debtors Cashiers not considered critical staff, resulting in monies not being collected due to staff going on leave etc., when offices are closed during month end periods</p>
---	--

OPPORTUNITY

Contribution to local service provider development through promotion of local procurement
 Reduction in local unemployment rate (ensuring that contractors as part of their social contribution employs local people)
 Eradication of poverty (working with suppliers in helping those that are in need by giving out donations)
 Flexibility of finance system to ensure adequate control and monitoring of financial processes
 Validation of Indigents through the Transunion system, eliminating fraud and misrepresentation of information
 Collaborative working relationship with Building Compliance and Waste Management Units, to ensure service delivery is consistently maintained, encouraging debtors to pay for services rendered
 Engagement of a Section 32 (National Credit Act) Attorney to assist in the recovery of long outstanding debt by consumers

THREATS

Change in legislation which governs local government
 Cartels or collusion of suppliers to raise the price and dominate the market
 Threat of some supplier accounts being put on hold due to delay in payments
 Non-payment of municipal accounts due to increasing inflation
 Poaching of qualified and experienced staff by provincial departments and other municipalities
 Revenue Unit is not involved in discussions that will impact consumers, e.g. new housing development, the rates and services impact on the consumer has not been dialogued, this will hamper revenue collection and lead to possible service delivery delays / protests
 Requested training needs of the Revenue Unit has not been considered as per the Skills Audit questionnaires submitted, resulting in lack of understanding and slow implementation of government requirements e.g. MPRA
 Inadequate consumer details, lack of correct postal address, telephone numbers in order to communicate with consumers, resulting in payments being delayed to the Municipality

7. GOOD GOVERNANCE & PUBLIC PARTICIPATION

7.1. Good Governance Analysis

The municipality has appointed the Batho Bele Coordinator and in the process of developing the Batho Pele policy and the Service Delivery Improvement Plan (SDIP). The Service Delivery Charter and Standard has been developed.

7.1.1. National & Provincial Programmes Rolled Out at a Municipal Level

7.1.1.1. OPERATION SUKUMA SAKHE

History of Operation Sukuma Sakhe

- ✓ 8 February 2008, the then South African State President, Mr. Thabo Mbeki in the State of the Nation Address announced the National War on Poverty Campaign.
- ✓ In 2008, KZN launched War on Poverty in uMzinga.
- ✓ In 2009, KZN launched KZN Flagship Programme which was using the War on Poverty approach, Focusing on three Components:
 - ✓ Food Security
 - ✓ Fighting Diseases such as TB, HIV and AIDS and Poverty.
 - ✓ Empowerment of Women and Youth in driving an aggressive behavior change against social ills.
- ✓ April 2011, the then KZN Premier DR. ZL. Mkhize re-launched Flagship Programme as Operation Sukuma Sakhe which was embracing the Community Participation and Integration of Fieldworkers.

Objectives of Operation Sukuma Sakhe

- ✓ Create and maintain functional Task Team at Provincial, District, Local and Ward Levels to Deliver Integrated Services.
- ✓ Profile individuals, households and communities at ward level and build a database of the different services required by communities.
- ✓ Develop and implement stakeholder engagement and advocacy plan.
- ✓ Monitor, evaluate, provide feedback and track service delivery.
- ✓ Establishment and Functionality of War Rooms.
- ✓ Since the commencement of the new administration (council) not all War Rooms has been re-established. The action plan is being developed to assist the new War Room Champions to establish War Rooms accordingly.

- ✓ A workshop is planned for clarification of the role and responsibilities of each and every stakeholder in the War Room.
- ✓ Profiling of households and referral of issues to relevant department is at the moment done at ad hoc basis pending the finalization of the establishment process which is to be finalized by the 17th of March 2017.
- ✓ Schedule of meetings of all War Rooms is in place

7.1.2. IGR.

7.1.2.1. OBJECTIVES OF IGR

- ✓ To achieve:
- ✓ Policy co-ordination and alignment;
- ✓ Optimum and accessible service delivery, responsive to the needs of communities;
- ✓ Promotion of information sharing;
- ✓ Avoidance of 'turf battles' (unnecessary disputes)
- ✓ Elimination of silo mentality that results in:
- ✓ Duplication of activities,
- ✓ Wasteful expenditures.

7.1.2.2. STRATEGIC DIRECTION OF IGR.

- ✓ In the White Paper on Local Government, South Africa's IGR has the following strategic purposes:
- ✓ To promote and facilitate co-operative decision making;
- ✓ To co-ordinate and align priorities, budgets, policies and activities across interrelated functions and sectors;
- ✓ To ensure smooth flow of information within government, and between government and communities, with the view to enhancing the implementation of policy and programmes;
- ✓ The prevention and resolution of conflicts and disputes.
- ✓ Intergovernmental Relations Participation
- ✓ The municipality participates in the following IGR Structures:
- ✓ Provincial Munimec – Mayor and Municipal Manager
- ✓ Provincial IGR Practitioners Forum- IGR Manager
- ✓ District Forums:
- ✓ Mayors Forum

- ✓ *Speakers Forum*
- ✓ *Municipal Managers Forum- Technical Support to Mayors Forum*
- ✓ *District Clusters – Chaired by Municipal Managers from the sisters of municipalities*
- ✓ *IGR Practitioners – Chaired by the district official*
- ✓ *OSS District Task Team*
- ✓ *District Aids Council*
- ✓ *Senior Citizens/Gender Forum*

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

The municipality has a dedicated IGR official, namely Manager IGR and post is also on the organogram. The Manager has a Performance Plan which clearly indicates the activities as well as timeframes and is monitored quarterly.

7.1.3. Municipal Structures

7.1.3.1. PORTFOLIO OF COMMITTEES

Portfolio committees were re-constituted after the 3rd of August 2016 elections;

Portfolio Committee	Chairperson	Members
Financial Services	SS Zondi	NA Thusi NW Gasa M Z Mbewana R Naidoo MM De Vries iNkosi B Ntanzu
Corporate Services	MP Dlamini	GH Ngcobo NT Ngubane SJ Luthuli BK Mkhize
Infrastructure & Planning	NE Cebekhulu	WM Mngadi S G Jila NR Khanyile MP Dumakude iNkosi MS Ndlovu
Community Services	SM Mbatha-Ntuli	CS Dube LP Zondi MP Majazi MN Shezi iNkosi MZ Mthuli

7.1.3.2. MANAGEMENT STRUCTURES

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

7.1.3.3. IDP STEERING COMMITTEE

The IDP Steering was established and it consists of the Senior Management as well Councillors who were delegated by Council. The Committee meets as the Process Plan.

7.1.3.4. BID COMMITTEES

Bid Specification committee: Committee:		Bid Evaluation	
Chairperson: Mr S Lunga B Ntinga		Chairperson: Ms	
Members	: Ms A Vilakazi	Members	: Mr W
Robson			
	Ms A Mkhize		Mr S
Ndlovu			
	Ms T Mkhulisi		Mr HB
Zondi			
	Mr J Memmela		
Ms S Luthuli			
	Mr P Gwala		Ms A
Naguran			
Bid Adjudication Committee:			
Chairperson: Mr R Mani			
Members	: Mr K Perumal		
	Mr P Haripasad		
	Mr B T Zondi		
	Ms T T Mathenjwa		

7.1.3.5. RISK COMMITTEE

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

Chairperson Dr Thabethe
 Members: Municipal Manager
 General Manager: Corporate services
 General Manager: Community services
 General Manager: Technical services
 Chief Financial Officer
 Manager: Administration
 Manager: IT

Manager: Maintenance
Disaster Management Officer
HIV/AIDS Coordinator

7.1.3.6. MUNICIPAL PUBLIC ACCOUNTS COMMITTEE

MPAC was re-constituted after the 3 August 2016 elections and the members are follows:

CHAIRPERSON:EB Mbongwe
T C Dlame
B Nzama
R Govender

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

7.1.3.7. AMAKHOSI PUBLIC PARTICIPATION, COUNCIL MEETINGS.

Please note the depicted table below indicates aMakhosi participation in Full Council meetings that sits every month as per Council schedule and calendar. It is compulsory for the Amakhosi to attend Council and portfolio committee meetings.

They receive an out of pocket expense for each meeting that they attend. The role of AmaKhosi in public participation, seek to achieve community goals and fairly represent the interest of their areas in municipal structures they sit in. In addition, the aim is also to establish and maintain good working relationship with other relevant stakeholders/ councillors and municipal officials to ensure effective implementation of the service delivery within uMshwathi Municipality.

7.1.4. Audit Committee

The Audit Committee is in place and is functional. Following all due processes, Council revised the members in May 2016 and approved the appointment of the three (3) members to serve for a three (3) year term.

The committee acts in accordance with written terms of reference as confirmed by the Council, which sets out authority and duties. The primary mandate of the committee is to evaluate the municipality's systems of internal controls, to review accounting policies and financial information to be issued to the public and, to review the effectiveness of the performance management system. The committee reviews the financial statements before they are submitted to Council and discuss these results with external auditors.

The Senior Manager in the office of the Municipal Manager is responsible for co-ordinating the meetings. The Municipal Manager and the Chief Financial Officer attend meetings of the committee as invitees when required.

The Audit Committee comprises of the following members:

- ✓ *Prof. B Stobie (Chairperson)*
- ✓ *Ms PP Sithole*
- ✓ *Ms S K Narshai*

The function of internal Audit is outsourced and audit reports are submitted to the Audit Committee, which in turn the Chairperson of the Audit Committee presents a report to Council quarterly.

7.1.5. Status of Municipal Policies

NO	SECTOR PLAN	COMPLETED? Y / N	ADOPTED? Y / N	ADOPTION DATE	DATE OF NEXT REVIEW
1	Disaster Management Plan	Y	Y	29 June 2016	
2	H.R Strategy / Policy	Y	Y	25 August 2015	N/A
3	Housing Sector Plan	Y	Y	26 May 2016	N/A
4	Electrification Plan	Y	Y	29 June 2016	N/A
5	LED Strategy and Plan	Y	Y	25 June 2015	N/A
6	SDF	Y	Y	29 June 2016	
7	ICT Strategy And Framework	Y	Y	26 May 2016	N/A
8	Employment Equity Plan	Y	Y	December 2015	N/A
9	Employment Retention Plan	Y	Y	25 June 2015	N/A
10	Skills Development Plan	Y	Y	29 June 2016	N/A
11	Integrated Waste Management Plan	Y	Y	29 June 2016	
12	Transport Plan	Y	Y	29 June 2016	
13	Tele Communication Plan	Y	Y	May 2016	
14	Safety Plan	No	No	N/A	N/A
16	WSDP Water Service Development Plan	uMdm			
17	Operation and Maintenance Plans	uMdm			
18	Supply Chain Management Policy	Yes	Yes	Feb 2014	
19	Fleet Management Policy and Procedure Manual	Y	Y	25 June 2015	
20	Records Management policy and Procedure Manual	Y	Y	31 August 2015	
21	Asset Management Policy	Y	Y	Feb 2014	March 2015
22	Petty Cash Policy	Y	Y	Feb 2014	March 2015
23	Indigent Policy	Y	Y	Feb 2014	March 2015
24	Ward Committee Elections and operations Policy	Y	Y		

NO	SECTOR PLAN	COMPLETED ? Y / N	ADOPTED? Y / N	ADOPTION DATE	DATE OF NEXT REVIEW
25	Banking and Investment Policy	Y	Y	Feb 2014	
26	Treatment and Valuation of Inventory Policy	N			
27	Anti-Fraud & Corruption Strategy	Y	Y	29 June 2016	
28	Risk Management Policy	Y	Y	June 2015	
29	Employee Wellness Policy	Y	Y	25 June 2015	
30	Sexual Harassment Policy	Y	Y	25 June 2015	
31	Occupational Health and Safety Policy	Y	Y	25 June 2015	
32	HIV / AIDS Policy	Y	Y	25 June 2015	
33	Experiential Learning Policy	Y	Y	25 June 2015	
34	Learner ship Policy	Y	Y	25 June 2015	
35	Scarce and Critical Skills Policy (Staff Retention)	Y	Y	25 June 2015	
36	Skills Development Policy	Y	Y	25 June 2015	
37	Bursary Policy	Y	Y	25 June 2015	
38	Cemetery Plan	Y	Y		

7.1.6. Municipal Risk Management

The municipality has a Risk management Framework and Policy. The documents were audited and are now under review, The Risk Management Strategy has been developed and workshopped and waiting for Council adoption. The Municipal Manager appointed an independent Chairperson for the Risk Management Committee and it meets quarterly and submit reports to Audit committee. The risk assessment was conducted and Risk register developed.

The current risk register does not include fraud risk, however the municipality is in the process of reviewing it.

7.1.7. Municipal By-laws

To ensure proper management of various sectors as well as to ensure that peoples' rights are not violated in anyway, uMshwathi Municipality adopted and reviewed various bylaws and were gazetted in 2008 as indicated in the table below:

: List of Bylaws

UMSHWATHI MUNICIPAL BYLAWS

BYLAW NAME	STATUS OF ADOPTION
1. Keeping of Dogs	September 2006
2. Public Libraries	September 2006
3. Solid Waste	September 2006
4. Childcare Services	September 2006
5. Public Amenities	September 2006
6. Advertising Signs	September 2006
7. Nuisances	September 2006
8. Removal of Refuse	September 2006
9. Street Trading	September 2006
10. Funeral Undertakers	September 2006
11. Cemetery	September 2006
12. Standing Rules of Order (adopted but not promulgated)	23 February 2011

7.2. Public Participation Analysis

Public participation plays a pivotal role in service delivery and is one of the key sound governance principles that uMshwathi Municipality is using to bring about good and effective governance. During the IDP process, the Municipality had a regular engagement with local communities through their Ward committee structures as well as through the IDP Public meetings.

The aim is to ensure that the people's needs are considered and catered for in the IDP. The municipality employs all means available at its disposal to enhance broader community participation in municipal activities and processes. As can be seen in the table below, some of the modes of communication utilized are the community structures (Ward committees), print Media (newspapers and various other publications), radio station updates, Municipal Website (www.umshwathi.gov.za) and public meetings and gatherings e.g. Izimbizo. After the 2016 elections, Ward Committees were established and they hold meeting monthly as prescribed. Cogta assesses the functionality of the Ward Committees quarterly,

The figure below provides an overview of the Public Participation Structures.

PUBLIC PARTICIPATION MECHANISMS

STRUCTURE/PUBLICATION	STAKEHOLDERS	OBJECTIVES/FUNCTIONS	FREQUENCY
Ward Committee Meetings	Ward councillors (Chairpersons) Ward committee members Community Municipal representatives	Community communicates with the Municipality through Ward Committee structures and the Ward Councillor Informing the community of Council decisions, municipal activities etc.	Monthly
Public Meetings/Izimbizo	Mayor and councillors Community Municipal representatives	Informing the community of council decisions, community rights and duties, municipal affairs etc. Community informing Councillors and officials of their issues.	Annual
Council meetings (open to public)	Mayor and councillors Municipal representatives	To formulate policy decisions Exercise oversight role Consider community contributions Make informed decisions on development direction of the Municipality	Quarterly
IDP and budget engagement	Mayor and councillors Community Municipal representatives	Obtaining community input on the content of IDP and proposals Informing the community of IDP and budget-related matters Publicising the municipality's intentions for development in the next financial years as well as giving feedback on current projects	Annual
Notices	Community Municipal representatives	Informing the general public and personnel on municipal matters Calling for representations into IDP and other municipal processes	As frequently as required

7.3. Good Governance & Public Participation Swot analysis

<p>STRENGTHS Municipality has informed a specific unit dedicated to Public Participation. Municipality promotes and encourages through various mediums, the participation of communities in the decision-making e.g. at Council meetings. Municipality complies with all legal requirements for its most important responsibilities such as the processes of the IDP and BUDGET (i.e. advertisements and public consultation workshop are done)</p>	<p>WEAKNESSES The Public Participation Unit does not have vehicle to support Public Participation meetings. There is still reliance on particular Municipal Department or Unit to conduct its own public participation regarding a certain aspect (e.g. the IDP). The Unit does not have adequate budget to develop and formalize all required plans and systems as per COGTA's guidelines. The unit only relies on two officials to facilitate public participation matters.</p>
<p>OPPORTUNITIES The existing and functioning and functioning ward committee structures offer opportunities for further engagement between the Municipality and the public. The existing good relationships with local stakeholders (e.g. Amakhosi and Ratepayers) are sound foundations for more comprehensive communication and participation.</p>	<p>THREATS Failure to report back to communities and address community complains might cause damage to property, illegal and legal protests. Lack of constant and thorough public participation may cause confusion amongst the public regarding municipal affairs (e.g. a project being implemented) and therefore the Municipality could face protest action. Failure to promote public participation particularly with the Municipality's remote communities may result in the public not feeling part of the Municipality and therefore not supporting development initiatives.</p>

CHAPTER D: MUNICIPAL VISION, GOALS AND OBJECTIVES**1. LONG TERM VISION OF THE MUNICIPALITY**

“To be a liveable, self-sustainable and world class agricultural hub by 2030”

2. MISSION OF THE MUNICIPALITY

“To promote a healthy, self-sustainable community through infrastructure and socio-economic development.

2.1 Macro Level Strategic Objectives Informing the Municipality’s IDP

From the micro-level strategic objectives and the formulated goals of the municipality, a set of objectives were established at a local/ micro level. These micro-levels and specific objectives for the municipality are shown below

- ✓ *To respond to fight against xenophobic attacks and Historical Statues Vanadalisation by SA Government*
- ✓ *To respond the service delivery backlogs by planning, designing, developing and maintaining municipal infrastructure*
- ✓ *To provide quality support services to the municipality thereby enabling its departments to operate efficiently towards achieving their specific target*
- ✓ *To promote and support the local economy*
- ✓ *To ensure complete and accurate accounting of all transaction, and to report all financial information in accordance with the MFMA and applicable regulations*
- ✓ *To instil principles of good governance in all municipal operation and promote effective public participations.*
- ✓ *To develop a credible IDP in line with provincial guidelines*
- ✓ *To facilitate and promote awareness of disaster management*

To develop a spatial development framework (SDF) that informs the development direction of the municipality.

2.2 Goals of the Municipality

- ✓ *Improved quality of life*
- ✓ *Improved administrative, legal and advisory support*
- ✓ *Safe, secure, and self-sustainable communities*
- ✓ *Sound financial management*

- ✓ Strengthened democracy
- ✓ Sustainable development practises
- ✓ Credible IDP aligned to community need
- ✓ Inculcating an environmental ethos in the municipality

2.3 Strategies of the Municipality

Facilitate access to basic water and sanitation services.	Plan, implement and monitor infrastructure projects.	Improve emancipation of youth development through economic participation, sport development and promotion of cultural activities	Maximise revenue collection and provide indigent support.	Promote awareness and facilitate disaster management.
Facilitate access to basic electricity services.	Maintain municipal infrastructure	Empowerment of women , children HIV positive , youth and elderly through skills development programmes and addressing social and structural drivers to HIV/AIDS	Control and account for expenditure of Municipal funds.	Establish integrated institutional capacity to enable effective implementation of the disaster risk management legislation.
Provide access to community facilities.	Facilitate the access to basic housing	Coordination of ward based structures , in addressing poverty related issues	Prepare a realistic budget and report on Municipal finances.	Eliminate or reduce the probability of disaster occurrences
Provide access to sporting facilities.	Provide Indigent burial support and maintain cemeteries	Assist in Grant- in- Aide application that deal with ECD, Libraries in order to reduce school drop out	Ensure compliance with SCM Policy	Minimise adverse effects of hazard effects including loss of life and property and disruption of live hood
Provide access to roads and stormwater	Improve implementation of tariffs for the use of public halls	Development and Implementation of plan of action to reduce road accident and ensure the safety of all road users	Provide waste and refuse removal services to the residents of uMshwathi	Developing awareness for environmental, households and other waste categories

Ensure institutional integrity	Promote Inter-governmental Relations (IGR) and public participation	Ensure functionality of oversight committees	Ensure a functional Ward committee structure	Promote the development of prioritised groups (HDI's, woman, people living with disabilities)
Thriving & Transformed local Tourism Sector	Poverty alleviation	Promotion SMMEs and Cooperatives' development	Increased investment and retention of businesses in uMshwathi	Orderly & Legal trade within the municipality
Recruit, develop, train and retain competent service delivery workforce	Provide sufficient secretariat, records, security, fleet and facilities management	Provide legal and compliance to legislation and collective agreement	Implement an effective Performance Management System	Ensure the availability, stability, security and integrity of ICT services
Implement the Employment Equity Plan of the municipality	Develop and maintain sound ethics and organizational culture	Maintain a working environment that is risk free and compliant with the OHS Act.		

2.4 Alignment of the goals, objectives, and strategies with government’s Key performance areas (KPA’s)

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE REFERENCE	STRATEGIES	IDP REF CODE/ REF TO OPMS	NATIONAL OUTCOME	KZN PDGS GOALS
Basic Service Delivery	Improved The Quality Of Life Of Our Citizens	Pillar 2: Basic Service Delivery	To respond to the service delivery backlogs by, planning, designing, developing and maintain Municipal infrastructure.	BSD 1	Facilitate access to basic water and sanitation services.	BSD 1.1	Outcome 6	Human & Community Development
					Facilitate access to basic electricity services.	BSD 1.2		
					Provide access to community facilities.	BSD 1.3		
					Provide access to sporting facilities.	BSD 1.4		
					Provide access to roads and stormwater	BSD 1.5		
					Plan, implement and monitor infrastructure projects.	BSD 1.6		
					Maintain municipal infrastructure	BSD 1.7		
					Facilitate the access to basic housing	BSD 1.8		
					Provide Indigent burial support and maintain cemeteries	BSD 1.9		

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE REFERENCE	STRATEGIES	IDP REF CODE/ REF TO OPMS	NATIONAL OUTCOME	KZN PDGS GOALS
					Monitor Compliance with building regulations	BSD 1.10		

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE REFERENCE	STRATEGIES	IDP REF CODE/ REF TO OPMS	NATIONAL OUTCOME	KZN PDGS GOALS
BASIC SERVICE DELIVERY	IMPROVED THE QUALITY OF LIFE OF OUR CITIZENS	PILLAR 2: BASIC SERVICE DELIVERY	To upscale Social Empowerment of Vulnerable Groups	BSD 2	Improve emancipation of youth development through economic participation, sport development and promotion of cultural activities	BSD 2.1	Outcome 2	Human & Community Development
					Empowerment of women , children HIV positive , youth and elderly through skills development	BSD 2.2		

BASIC SERVICE DELIVERY	LIFE OF OUR CITIZENS	SERVICE DELIVERY	ent of Vulnerable Groups		tariffs for the use of public halls			developm ent
	SAFE AND SECURE COMMUNITIES		To execute the road traffic law enforcement by reducing the risk of death or injury to users of the road network.	BSD 3	Development and Implementation of plan of action to reduce road accident and ensure the safety of all road users	BSD 3.1	Outcome 3	
	INCULCATING AN ENVIRONMENTAL WASTE BEHAVIOR ETHOS IN THE MUNICIPALITY		To promote a sustainable environmental management system, through - Municipal health, waste management	BSD 4	Provide waste and refuse removal services to the residents of uMshwathi	BSD 4.1	Outcome 10	

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE REFERENCE	STRATEGIES	IDP REF CODE/ REF TO OPMS	NATIONAL OUTCOME	KZN PDGS GOALS
MUNICIPAL FINANCIAL VIABILITY & MANAGEMENT	SOUND FINANCIAL MANAGEMENT	PILLAR 4: SOUND FINANCIAL MANAGEMENT	To ensure complete and accurate accounting of all transactions, and to report all financial information in accordance with the MFMA and applicable regulations.	MFV&M 1	Maximise revenue collection and provide indigent support.	MFV&M 1.1	Outcome 9	Governance & policy
					Control and account for expenditure of Municipal funds.	MFV&M 1.2		
					Prepare a realistic budget and report on Municipal finances.	MFV&M 1.3		
					Ensure compliance with SCM Policy	MFV&M 1.4		

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE REFERENCE	STRATEGIES	IDP REF CODE/ OPMS	NATIONAL OUTCOME	KZN PDGS GOALS
CROSS CUTTING ISSUES CROSS CUTTING ISSUES	SAFE AND SECURE COMMUNITIES	PILLAR 2: BASIC SERVICE DELIVERY	To reduce the probability of disaster occurrences and take effective action during disasters; to provide immediate	CCI 1	Promote awareness and facilitate disaster management.	CCI 1.1	Outcome 10	Environmental sustainability
					Establish integrated institutional capacity to enable effective	CCI 1.2		

			response and recovery.		implementation of the disaster risk management legislation.			
					Eliminate or reduce the probability of disaster occurrences	CCI 1.3		
INCULCATING AN ENVIRONMENTAL ETHOS IN THE MUNICIPALITY	PILLAR 2: BASIC SERVICE DELIVERY	To promote a sustainable environmental management system, i.e open space management (parks,cemeteries) ; Municipal health (waste management) Environmental compliance facilitation	CCI 2	Developing awareness for environmental, households and other waste categories	CCI 2.1	Outcome 10	Environmental sustainability	

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE REFERENCE	STRATEGIES	IDP REF CODE/ OPMS	NATIONAL OUTCOME	KZN PDGS GOALS
CROSS CUTTING ISSUES CROSS CUTTING ISSUES	CREDIBLE IDP	PILLAR 2: BASIC SERVICE DELIVERY	To develop a credible IDP in line with provincial guidelines.	CCI 3	Develop and implement a credible IDP	CCI 3.1	Outcome 10	Environmental sustainability
					Develop, review and implement Spatial Development Framework	CCI 3.2		

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE REFERENCE	STRATEGIES	IDP REF CODE/ REF TO OPMS	NATIONAL OUTCOME	KZN PDGS GOALS
GOOD GOVERNANCE & PUBLIC PARTICIPATION	STRENGTHENED DEMOCRACY	PILLAR 3: GOOD GOVERNANCE	To instil the principles of good governance in all municipal operations and promote	GG & PP 1	Promote Inter-governmental Relations (IGR) and public participation	GG & PP 1.1	Outcome 9	Governance & policy
					Ensure institutional integrity	GG & PP 1.2		

			effective public participation.		Ensure functionality of oversight committees	GG & PP 1.3		
					Ensure a functional Ward committee structure	GG & PP 1.4		

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE REFERENCE	STRATEGIES	IDP REF CODE/ REF TO OPMS	NATIONAL OUTCOME	KZN PDGS GOALS
LOCAL ECONOMIC DEVELOPMENT	SELF SUSTAINABLE COMMUNITIES	PILLAR 2: BASIC SERVICE DELIVERY	To promote and support the Local Economy.	LED 1	Thriving & Transformed local Tourism Sector	LED 1.1	Outcome 6	Inclusive economy growth
					Promote the development of prioritised groups	LED 1.2		

					(HDI's, woman, people living with disabilities)		
					Poverty alleviation	LED 1.3	
					Promotion SMMEs and Cooperatives' development	LED 1.4	
					Increased investment and retention of businesses in uMshwathi	LED 1.5	
					Orderly & Legal trade within the municipality	LED 1.6	

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE REFERENCE	STRATEGIES	IDP REF CODE/ REF TO OPMS	NATIONAL OUTCOME	KZN PDGS GOALS
MUNICIPAL INSTITUTIONAL DEVELOPMENT & TRANSFORMATION	IMPROVED ADMINISTRATIVE, LEGAL AND ADVISORY SUPPORT	PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To provide quality support services to the municipality enabling other departments to operate efficiently in order for them to achieve their targets	MID&T 1	Recruit, develop, train and retain competent service delivery workforce	MID&T 1.1	Outcome 12	Human resource development
					Provide sufficient secretariat, records, security, fleet and facilities management	MID&T 1.2		
					Provide legal and compliance to legislation and collective agreement	MID&T 1.3		

					Implement an effective Performance Management System	MID&T 1.4		
					Ensure the availability, stability, security and integrity of ICT services	MID&T 1.5		
					Implement the Employment Equity Plan of the municipality	MID&T 1.6		
					Develop and maintain sound ethics and organizational culture	MID&T 1.7		
KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF CODE/ REF TO OPMS	NATIONAL OUTCOME	KZN PDGS GOALS

				REFEREN CE				
MUNICIPAL INSTITUTIONAL DEVELOPMENT & TRANSFORMATION	IMPROVED ADMINISTRATIVE, LEGAL AND ADVISORY SUPPORT	PILLAR 5: BUILDING CAPABLE LOCAL GOVERNMENT INSTITUTIONS	To provide quality support services to the municipality enabling other departments to operate efficiently in order for them to achieve their targets	MID&T 1	Maintain a working environment that is risk free and compliant with the OHS Act.	MID&T 1.8	Outcome 12	Human resource development

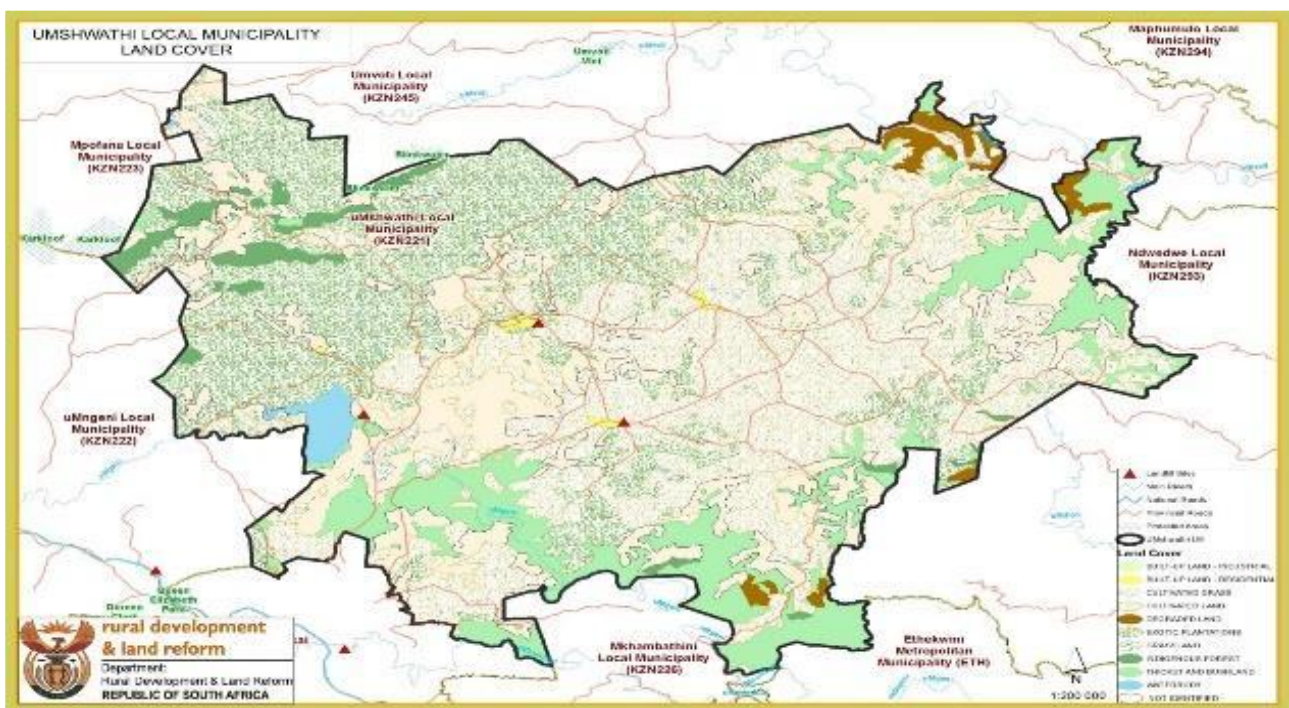
CHAPTER E: IMPLEMENTATION PLAN

1. STRATEGIC MAPPING

1.1. Environmental Sensitive Areas

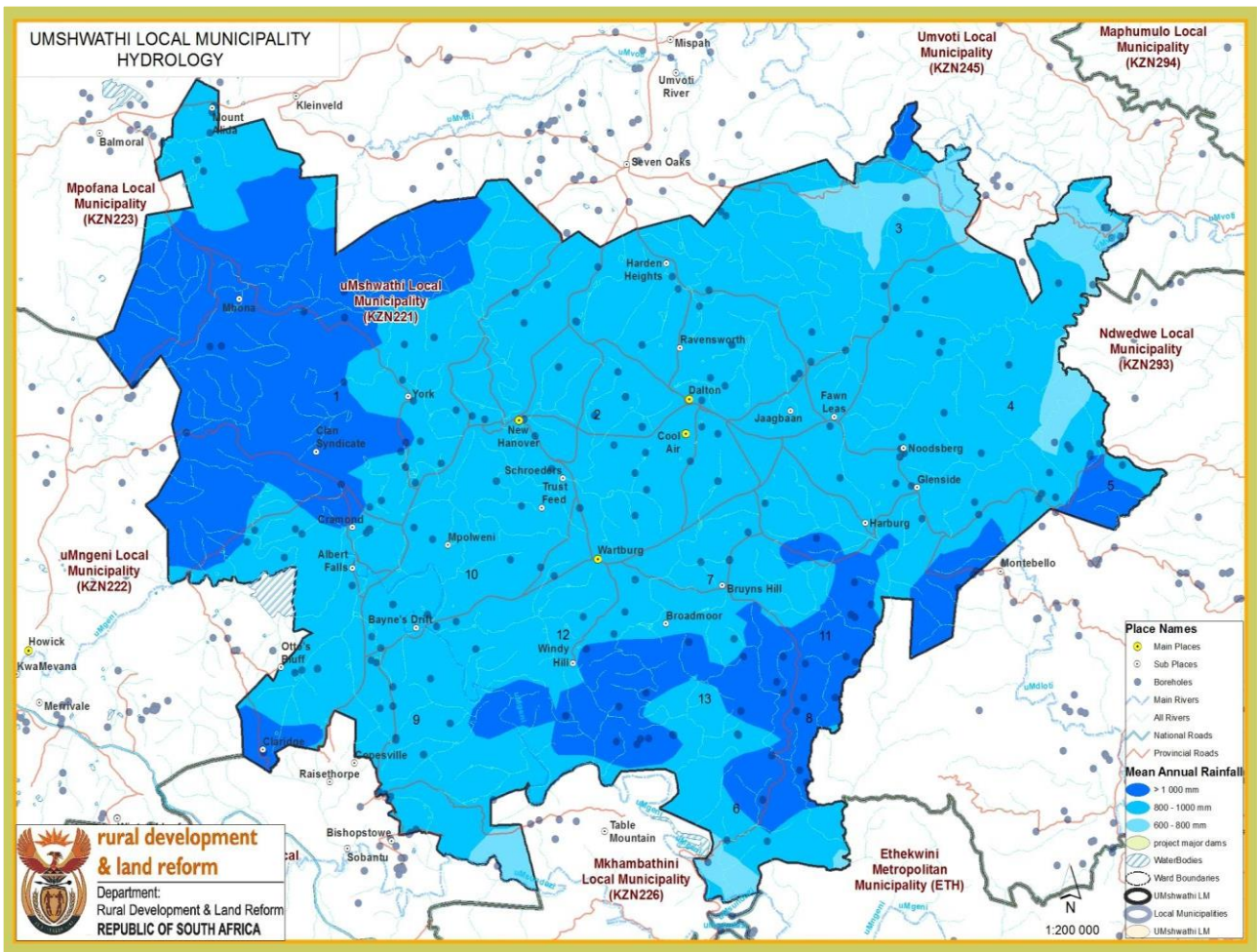
This section provides the uMshwathi LM's desired Growth and Development. It will as well address issues and trends that were highlighted in the "Situational analysis" of the municipal area.

Environmental Sensitive Areas



(Source: the department of Rural Development and Land Reform 2014)

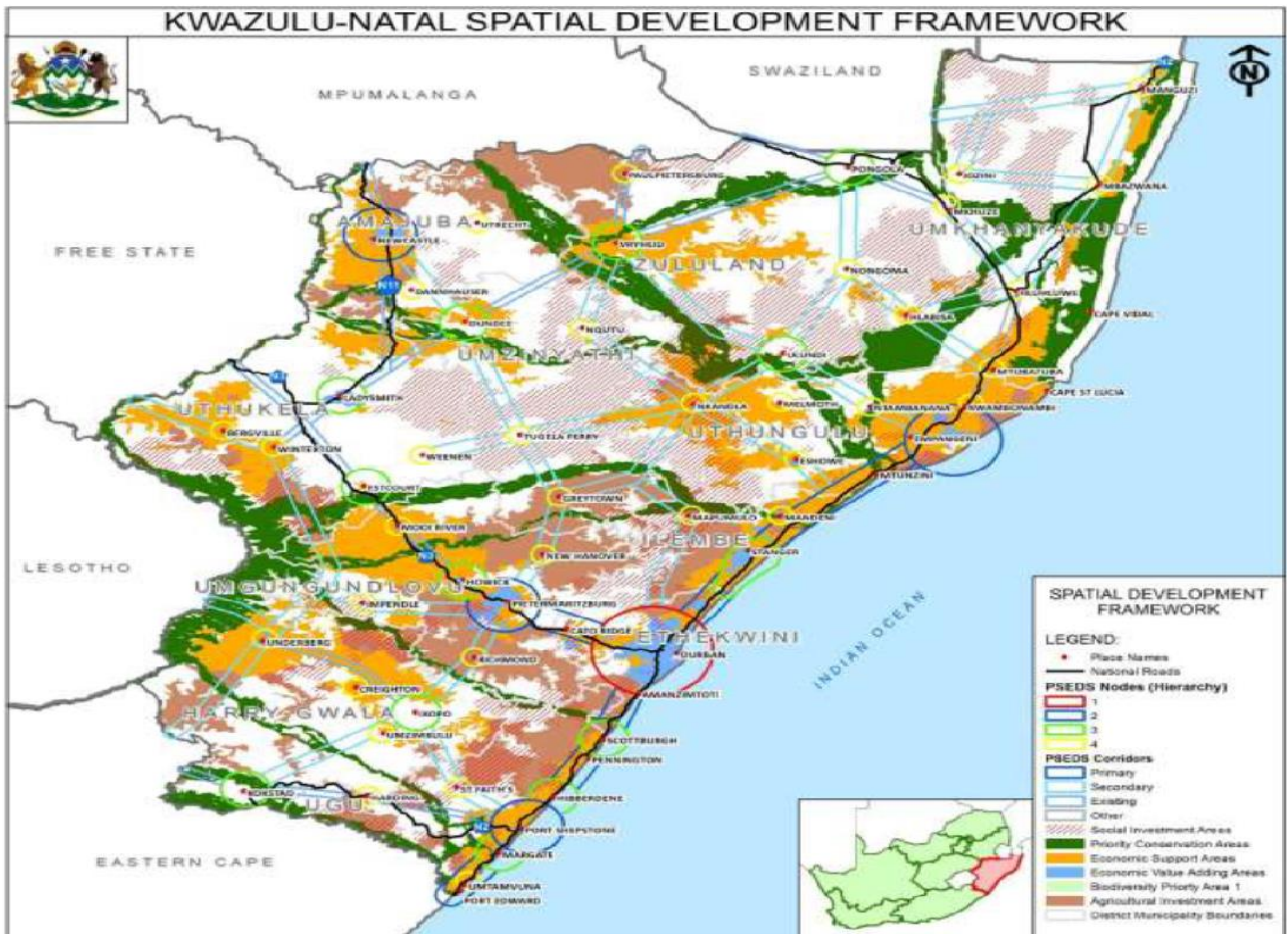
Environmental Sensitive Water Systems



Source: the department of Rural Development and Land Reform 2014)

1.2. Desired Spatial Outcomes

Provincial desired spatial outcomes



(Source: KZN PGDP 2013 Version)

1.3 Spatial Alignment with Neighbouring Municipalities

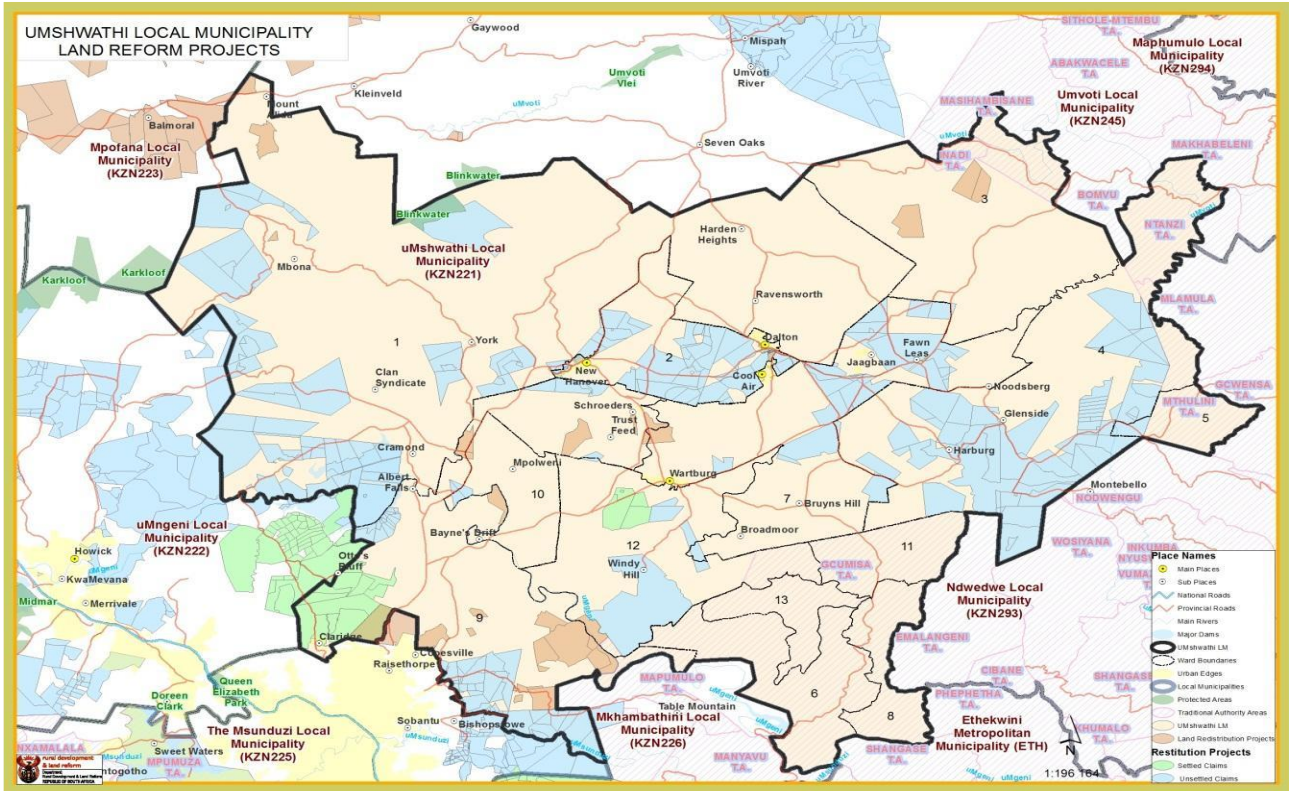
It is noted that the Development Nodes in uMshwathi municipality are dislocated from the Ingonyama Trust land areas where the majority of the population reside. In terms of alignment, the District proposed that the hierarchy of nodes in uMshwathi LM be re-assessed. The municipality is being assisted by Cogta in the Review of the SDF for the purpose of IDP alignment. As indicated previously in section 3.1.4, nodes and corridors have been redefined according to the criteria which is indicated below:

Criteria	Node Category	UMshwathi Municipality Node	Typical Land Use
<p>It must offer a full range of Social, Community and other Services and facilities. It will be the focus of Urban employment opportunities. The full range of permanent residential options will be encouraged, keeping in mind the existing character, natural attributes and attractions. Inside the node, mixed use corridors and areas of a more flexible and general land use nature are proposed, as opposed to only agriculture and residential. The intention is to encourage non-polluting, environmentally friendly urban employment opportunities. While it is acknowledged that the Primary Corridor (R33) offers development opportunities, these are to be restricted to suitable Mixed uses within the Primary Nodes.</p>	<p>Primary Node</p>	<p>Wartburg and New Hanover</p>	<p>Municipal Offices Hospital Welfare Offices Primary - High Schools Tertiary Training Facility Permanent Information Centre Post Office + Post Boxes Banks Bus and Taxi Terminals Police Station Magistrates Court Home Affairs Offices Municipal Hall Wholesalers/Stores/Shops</p>
<p>Agriculture should be seen as an integral part of the urban node, and offers opportunities for high intensity agricultural activity. Urban Transition areas offer opportunities for Residential Estates, Tourism and Recreation provision. Smallholdings are the dominant present land use in these areas, and agricultural activities are encouraged to continue in these areas Residential expansion possibilities at scale are restricted by topographical and other physical considerations, as well as high potential agricultural land. Dependant on impact and servicing possibilities, these are intended to offer as high a density Infill and the densification of existing residential areas are encouraged where this is shown to not impact on the amenity of the area</p>			

Criteria	Node Category	UMshwathi Municipality Node	Typical Land Use
<p>The primary aim is consolidation and upgrading They are lower order Service Centres to serve the surrounding rural community. Services such as a schools, hospital, clinics and pension payout point are provided</p>	Secondary Node	Dalton, Cool Air, Trustfeed)	<p>Police Station Clinic Primary - High Schools Rural Service Information Centre Post Boxes Regular Bus Service Community Halls Stores/Shops Weekly Mobile Clinic Regular Bus Service Meeting Places Routine Police Patrol Weekly Mobile Welfare Services Banks Bus and Taxi Terminals Welfare Offices Home Affairs Offices</p>
Criteria	Node Category	UMshwathi Municipality Node	
<p>The primary aim is upgrading. They are lower order services mainly in the form of mobile services; serve the surrounding densely populated rural community. Services such as a schools, clinics and mobile clinics, and pension pay-out point are provided. Permanent residential opportunities exist mainly for lower income groups In order to make the above possible, there needs to be a move towards supporting services</p>	Tertiary Node	Swayimane, Bhamshela/ Appelsbosch, Mpolweni, Cramond	<p>Tribal Court (where applicable) Rural Service Information Centre Post Boxes Regular Bus Service Community Halls Stores/Shops Weekly Mobile Clinic Weekly Mobile Welfare Services Satellite Police Station Primary - Secondary Schools</p>
<p>These areas are anchor for agriculture and tourism development and these area's character is not currently maximised. In these nodes tourism is the attraction point with mainly agricultural usage. These nodes should be strengthened in line with the NSDP principle of encouraging development in competitive areas.</p>	Rural Service Node	Harburg, Noodsberg	

1.4 Areas where priority spending is required

Land Reform Projects



(SOURCE: THE DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM 2014)

Location of Housing Projects

CHAPTER F: FINANCIAL PLAN FINANCIAL PLAN**1. INTRODUCTION**

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

Consequently, the IDP process has been extended to include the financial plan in this section of the IDP. The financial plan is set out as follows:

- Financial strategies for the 5-year period
- Financial issues
- Detailed 5-year financial action plan
- Multi-year budgets
- Capital and investment program

2. FINANCIAL STRATEGIES

The financial strategies adopted by Council include a general strategy which will apply to the detailed strategies, a financial resource (capital and operational) strategy, revenue raising strategy, asset management strategy, capital financing strategy, operational financing strategy and cost effectiveness strategy. These strategies have been incorporated into a detailed financial action plan that follows this section. More details of the aforementioned strategies are set out below.

2.1. General:

2.1.1. Social responsibility

All aspects of matters relating to financial matters will take cognisance of council's social responsibility. These include Council's indigent policy and recognising that certain sections of the community do not have to pay for these services. A further aspect of social responsibility will focus on transformation and empowerment, for example in Council's Supply Chain Management policy.

In terms of its indigent policy all qualifying consumers receive the first 50Kw electricity as free basic electricity. The aim is to review the database on an annual basis to ensure that all deserving consumers are benefiting from the Free Basic Electricity.

2.1.2. Engendering investor and consumer confidence

Council's main aim is to increase investor and consumer confidence by building on the sound financial base. This will include developing sufficient reserves and limiting risks by ensuring that major contracts are awarded to "blue chip" partners and suppliers. At the same time Council must take cognisance of its social responsibilities and will only enter into agreements with partners and suppliers who can demonstrate a significant and continuing contribution to the empowerment of previously disadvantaged communities.

It is envisaged that an alliance with "blue chip" partners and suppliers will in the long term contribute to the betterment of the community through investment and increased employment opportunities. Although preference on major contracts will be given to "blue chip" partners and suppliers, Council will at the same time seek to improve the fortunes of the community by awarding affordable smaller contracts to businesses and individuals' resident or operating within the jurisdiction of the uMshwathi Municipality. In order to limit risk, Council reserves the right to have due diligence reviews conducted in respect of any new partners, institutions or suppliers, including major suppliers. Recognising that smaller contractors might have difficulty in securing lines of credit, Council will investigate mechanisms to assist these contractors without placing the Council at risk. One such method will be the direct payment to suppliers of the contractors via cession documents. Such payments will be to the amounts which the emerging contractors owe the suppliers.

An important factor considered by investors in relocating to an area is the ability of the authorities to demonstrate financial discipline, adherence to statutory requirements, timely preparation and production of financial statements, adherence

to generally accepted accounting practices and unqualified audit reports. It is intended that the business plan of the finance department will address these factors. In order for the finance department to deliver on these strategies, it is Council's intention to clearly define accounting policies and recruit the best finance people for the department. To this end, Council will define recruitment policy for finance staff, put in place a pre- and continuing education policy and develop career progression paths for designated finance staff. Like the IDP the financial action plan will be subject to a regular review and comparison of actual performance to predetermined performance measures.

2.1.3. Financial Resources

For the purposes of this plan, Council has considered financial resources for both capital projects and operational purposes. The various resources available to Council are summarised below.

Capital expenditure:

- Internal funds
- Grant funding from both National and Provincial government
 - Municipal Infrastructure Grant (MIG)
 - Integrated National Electrification Grant (INER)
- Ring fenced statutory funds – Housing
- Public/ private partnerships
- Disposal of un-utilised assets

Operational expenditure:

- Normal revenue streams:
 - Rates
 - Refuse Collection
 - Motor Licensing
 - Traffic Fines
 - Rental Income
- Government Grants:
 - Equitable Share
 - Other Conditional Grants

2.1.4. Revenue raising

The uMshwathi Municipality's significant sources of revenue are: rates, refuse motor licensing, traffic fines and grants. The contribution of the various streams to revenue will be subject to review. Whilst the issue of tariffs forms part of this financial plan, it is anticipated that the affected departments will be responsible for investigatory work.

With rates being the main internal revenue source the municipality is highly dependent on the grants received. The grant dependency for the past two years has been 70% and 75% respectively. Various strategies have been developed to increase own revenue to reduce grant dependency.

2.1.5. Asset management

It is important to maintain a regular inventory of property, plant and equipment, implementation of a maintenance programme review and insurance cover. This part of the plan will be extended to assist in identifying and listing unutilised/ uneconomic assets with a view for disposal as previously indicated. Although directly related to revenue raising it is appropriate to include the monitoring of rental income and policies with the asset management programme. This aspect of asset management will ensure that Council is receiving economic rentals from Council owned land and buildings which are rented out.

The municipality has maintained a budget of at least 8% for Repairs and Maintenance to preserve the useful life of municipal infrastructure assets.

2.1.6. Financial management

Council is committed to sound financial management and the maintenance of a healthy economic base. Council will put in place policies, which will maintain sufficient contributions to working capital. Financial management policies and procedures for the entire municipality will be implemented.

In addition, financial management systems and procedures will be reviewed to incorporate the following:

- Budgeting methods
- Cash forecasts and cash flow monitoring against forecasts
- Credit policies with emphasis on minimum debtors
- Credit risk management
- Investment policies

- Management reporting
- Procurement policies
- Supplier payment periods
- Supplier selection and monitoring procedures

Municipal staff will be encouraged to adhere to value for money principles in carrying out their functions. To assist finance staff, achieve efficiency in their daily tasks a performance review incorporating time and motion studies will be conducted on all functions. It is expected that this review will promote efficiency in the finance department. Council has adopted a zero tolerance approach in respect of both internal and external audit reports and measures will be implemented to ensure that any material or fundamental issues are addressed immediately. It is expected that the internal audit function will raise any material or fundamental issues before external audit. Other issues arising will be prioritised and addressed accordingly. Council recognises the need to maintain a positive cash flow at all times and will be investigating various avenues to improve cash flow. Strong positive cash flow will result in additional revenue in the form of interest earned.

2.1.7. Capital financing

When determining appropriate sources of funding it is important to assess the nature of projects, expected revenue streams and time frames for repayment. As a general guide, the following principles will apply:

- Statutory funds for fund specific projects (e.g. housing)
- Internal revenue for short to medium term non-strategic projects
- National and provincial government funding for medium term and long term projects

The trend of capital expenditure over the past four years has increased is as follows:

2012/13	R 25 569 099.00	(73.7% of Budget)
2013/14	R 24 544 844.00	(73.7% of Budget)
2014/15	R 37 038 826.00	(87.2% of Budget)
2015/16	R 43 855 027.00	(99.5% of Budget)

Due to limited internal sources of funding capital expenditure is limited to capital grants received

2.1.8. Operational financing

Council's policy is to fund operating expenses from normal revenue streams with short term funding being used as a last resort. It is expected that strong financial management including accurate cash forecasting will obviate the need to resort to short-term borrowings.

It is Council's intention to maintain a strong economic base by buying on good working capital management including the setting aside of adequate provisions for working capital. It is anticipated that these reserves will be based on the same principles as currently apply to existing statutory funds in that the respective reserves will be cash backed.

The municipality has no intentions to raise short term or long term financing in the next five years.

2.1.9. Cost effectiveness

In any organisation it is necessary to strive for cost effectiveness. It is Council's intention to develop outsourcing policies and review all non-core services with a view to outsourcing or alternate service delivery. The effectiveness of departments and services provided by the departments will be subject to value for money reviews. It is expected that these reviews will achieve cost savings. The concept of shared service centres is being investigated with the objectives of seeking to obtain savings where services could be provided to a number of municipalities and possibly entities in the private sector.

2.1.10. Consumer Debtors

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

2.1.11 Employee Related Costs

Employee related costs in relation to total expenditure (capital and operational) for the past three years have been within the benchmark of 25 to 40%. The percentage

of employee related costs to total expenditure (capital and operational) for the past three audited years is as follows:

2013/14	40%
2014/15	38%
2015/16	37%

With the employee related costs percentage being in the region of 38 to 40% only critical vacant posts are filled to ensure that the percentage does not exceed 40%.

There is a limited use of consultants for professional services within the corporate and financial services departments. However, consultants are used in the technical department for the implementation and monitoring of capital projects.

3. AUDITOR GENERAL'S OPINION

The municipality has received an unqualified audit opinion for the past six years. There are certain compliance issues that are holding the municipality from getting a clean audit. Those matters are being addressed in the current year.

An audit action plan to address the 205/16 Auditor General's concerns has been developed and is attached.

4. DETAILED FINANCIAL ACTION PLAN

- ✓ *The financial action plan identifies the most feasible strategies to increase efficiency and cost effectiveness within the Municipality.*
- ✓ *The financial action plan incorporates strategies covering a period of 5 years*
- ✓ *The implementation of the financial action plan requires a team effort. A team approach requires the involvement of the Council, Municipal Manager, Chief Financial Officer and all Heads of Departments in implementing these strategies.*
- ✓ *It is crucial that individuals to whom the responsibilities have been allocated according to the action plan be held accountable for the outcome of these actions.*
- ✓ *The progress made towards achieving these strategies should be measurable and it is essential that these strategies be included in the performance appraisals of individuals.*

THE KEY FINANCIAL ISSUES AFFECTING THE UMSHWATHI LOCAL MUNICIPALITY ARE LISTED BELOW.

- *Nature of non-payment of service accounts*
- *Debtors database needs updating*
- *Insufficient funds for capital projects*
- *Future operational costs of projects need to be determined*
- *The equitable share is used to subsidise the tariff increases*
- *A cash flow monitoring system is required*
- *There is a need to consolidate all policies and develop a procedure manual*

5. FINANCIAL STRATEGIES

FINANCIAL STRATEGIES	ACTION REQUIRED
Capital financing strategy	Dedicate one person to the function of raising revenues
	Identify, establish, maintain and update database of all grant funders
	Undertake project feasibility studies and project plans
	Approach prospective funders with IDP and Financial plan for funding
Asset management strategy	Identify and list unutilised & uneconomic assets
	Dispose of unutilised assets
	Improve the use of uneconomic assets
	Carry out asset counts and asset inspections on a quarterly basis
Financial management	Implement a cash flow monitoring system. Monitor cash forecasts and cash flow against forecasts
	Prepare meaningful monthly management reports
	Take immediate steps to minimise the use of equitable share for running expenditure. The use of this source of funding for operating expenditure to be phased out over 5 years
	Ensure business plans are prepared for projects
	Determine operational costs of new capital projects
	Implement cost cutting measures in terms of Treasury Circular 82
	Implement asset management policies and procedures for vehicles

FINANCIAL STRATEGIES	ACTION REQUIRED
Cost Effectiveness	Conduct cost benefit analysis of non-essential services
	Conduct a skills audit of finance staff
	Review job descriptions and align tasks accordingly
	Effective implementation of vehicle policy.
	Implement controls to monitor the use of photocopying and fax machines
	Review overtime policy
Credit control & debt collection	Set a cut off date by when all long outstanding debtors must make arrangements to pay outstanding debt. Implement the credit control and debt collection policy to its maximum.
	Reconcile all arrear consumer accounts
	Appoint attorneys to take the debt collection process one step further
Billing	Undertake an audit of consumers postal addresses and update database
	Verify details of new applications before opening of accounts

2016/17- 2018/19 Operating and Capital Budget

Executive Summary of the Operational Budget:

Executive Summary		Budget	Budget	Budget
Final Budget 2017/18 - 2019/20		2017/18	2018/19	2019/20
Income				
	Rates	31,000,000	32,900,000	36,900,000
	Services	1,950,000	2,050,000	2,100,000
	Operational Grants	93,674,000	94,638,000	97,570,000
	Capital Grants	39,016,000	29,443,000	30,499,000
	INEP Grant	3,000,000	3,000,000	5,000,000
	Other	16,086,000	17,502,000	16,702,000
		178,927,000	171,923,000	181,446,000
Expenditure				

<i>Executive Summary</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
Salaries	68,664,000	73,648,000	79,090,000
General Expenses:			
Arts and Culture	400,000	450,000	500,000
Bursaries	500,000	550,000	60,000
Children	200,000	225,000	250,000
Consultant's Fees	400,000	500,000	600,000
Crime Prevention	200,000	200,000	200,000
Debt Collection	250,000	275,000	300,000
Depreciation	11,500,000	12,000,000	13,000,000
Disability	100,000	150,000	200,000
Employee Assistance Program	300,000	350,000	400,000
External Audit	1,200,000	1,250,000	1,300,000
Free Basic Services	2,000,000	2,000,000	2,000,000
Gender Empowerment	400,000	450,000	500,000
HIV Aids	700,000	750,000	800,000
Internal Audit	500,000	600,000	700,000
Interest and Redemption	1,200,000	1,080,000	995,000
Insurance	550,000	600,000	700,000
Information Technology	2,200,000	2,000,000	2,000,000
LED Projects	1,400,000	1,400,000	1,600,000
Security	2,000,000	2,000,000	2,000,000
Senior Citizens	250,000	300,000	350,000
Small Scale Disasters	500,000	550,000	600,000
Special Programmes	200,000	200,000	200,000
Sports Promotion: SALGA Games	600,000	500,000	500,000
Sports Promotion: Development	600,000	600,000	600,000

Executive Summary		Budget	Budget	Budget
	Training	1,000,000	1,100,000	1,200,000
	Ward Committees	1,500,000	1,500,000	1,500,000
	Youth Desk	500,000	550,000	600,000
	Other	22,707,000	22,562,000	24,002,000
	Repairs and Maintenance	15,930,000	13,930,000	13,390,000
	Capital	40,516,000	29,443,000	30,499,000
	INEP	3,000,000	3,000,000	5,000,000
	Contributions to Reserves	500,000	750,000	800,000
		178,927,000	171,923,000	181,446,000
	Surplus/Deficit	0	0	10,000

Capital Budget:

PROJECT	WARD	Funding	2017/2018	PROJECT	2018/2019	PROJECT	2019/2020
Thokozane Road	1	MIG	3,800,000.00			Tarring of D329	6,000,000.00
New Hanover Sportsfield	2	MIG	1,000,000.00			Tarring of Roads in New Hanover Extension	6,000,000.00
Mount Elias Hall	3	MIG	600,000.00	Ekhamanzi Sportsfield	2,500,000.00		
Mbalenhle Creche	4	MIG	700,000.00			Mkhakasi ni Hall	2,000,000.00
Upgrade of KwaNtanzi Road	4	MIG	800,000.00	Kwantanzi Access Road	3,000,000.00		
			1,500,000.00		3,000,000.00		2,000,000.00
Bhamshela Taxi Rank	5	MIG	1,400,000.00			Bhamshela Taxi Rank Phase 2	4,500,000.00

PROJECT	WARD	Funding	2017/2018	PROJECT	2018/2019	PROJECT	2019/2020
Gwala Road Phase 2	5	MIG	2,000,000.00				
			3,400,000.00		0.00		4,500,000.00
Estezi Creche	6	MIG	1,900,000.00			High Mast Lighting	2,000,000.00
Sportsfield	7	MIG	11,000,000.00				
	8	MIG		Upgrade of Mbeka Road	5,000,000.00		

Housing Infrastructure	9	MIG	5,500,000.00	Tarring of L714	5,500,000.00		
High Mast Lighting	10	MIG	800,000.00	Tarring of L714	5,500,000.00		
Gaugquma Creche	11	MIG	1,700,000.00			Construction of Creche	1,500,000.00
Completion of Ndlebezembuzi Sportsfield	12	MIG	700,000.00	Tarring of D1013	6,000,000.00	Nkululeko Hall	3,000,000.00
Ndlavaleni Road	13	MIG	3,700,000.00			High Mast Lighting	2,000,000.00
Sicolele Community Hall	14	MIG	3,000,000.00			Glenside Creche	1,500,000.00
High Mast Lighting	14	MIG	300,000.00				
			3,300,000.00		0.00		1,500,000.00
Consultants (Planning of 2018/19 Projects)			116,000.00		1,943,000.00		1,999,000.00
Plant		Internal Funds	1,000,000.00				
Computer Equipment		Internal Funds	500,000.00				

			1,500,000 .00		0.00		0.00
			40,516,00 0.00		29,443,00 0.00		30,499,00 0.00

Funding:							
MIG			39,016,00 0.00		29,443,00 0.00		30,499,00 0.00
Internal Funds			1,500,000 .00		0.00		0.00
			40,516,00 0.00		29,443,00 0.00	0.00	30,499,00 0.00

CHAPTER G: ANNUAL OPERATIONAL PLAN

CHAPTER H: ORGANISATIONAL & INDIVIDUAL PERFORMANCE MANAGEMENT SYSTEM

Section 38 of the Local Government Municipal Systems Act, Act 32 of 2000 states that a municipality must establish a performance management system that is—

- (i) *commensurate with its resources;*
- (ii) *best suited to its circumstances; and*
- (iii) *in line with the priorities, objectives, indicators and targets contained in its integrated development plan;*

Section 41(1) of the above Act, provides that a municipality must in terms of its performance management system and in accordance with any Regulations and Guidelines that may be prescribed—

(a) set appropriate key performance indicators as a yardstick for measuring performance, including outcomes and impact with regard to the municipality's development priorities and objectives set out in its integrated development plan;

(b) set measurable performance targets with regard to each of those development priorities and objectives.

In addition, Section 57 (1) states that a person to be appointed as the municipal manager of a municipality, and a person to be appointed as a manager directly accountable to the municipal manager, may be appointed to that position only—

(a) in terms of a written employment contract with the municipality, complying with the provisions of this Section; and

(b) subject to a separate performance agreement concluded annually as provided for in subsection (2);

(3) the employment contract referred to in Subsection (i)(a) must include, subject to applicable labour legislation, details of duties, remuneration, benefits and other terms and conditions of employment;

(4) the performance agreement referred to in Subsection (i)(b) must include-

a) performance objectives and targets that must be met, and the time frames within which those performance objectives and targets must be met;

(b) standards and procedures for evaluating performance and intervals for evaluation; and

(c) the consequences of substandard performance and (5) that the performance objectives and targets referred to in Subsection (4)(a) must be practical, measurable and based on the key performance indicators set out from time to time in the municipality's integrated development plan.

On the same token, Chapter 3 section 7 (1) of Local Government Municipal Planning and Performance Management Regulations 2001, states that a municipality's performance management system must entail a framework that describes and represents how the municipality's performance cycle and processes of performance planning, monitoring, measurement, review, reporting and improvement will be conducted, organised and managed, including determining the roles of the different role-players.

Local Government Performance Regulations for municipal managers and managers directly accountable to municipal managers, 2006 sets out how the performance of municipal managers and managers directly accountable to him/her must be directed, monitored and improved.

1 ANNUAL PERFORMANCE OF THE PREVIOUS YEAR

The report covers the period from 1 July 2015 to 30 June 2016 and serves to inform Executive / Council and other stakeholders of the progress made on the implementation of the Municipality's Organisational scorecard. As per the programme for implementing Performance Management System approved by Management Committee (Manco) the following process has been followed:

- *The updated scorecards with the Annual actual performance were due to the PMS office by the 11th of July 2016. These were reviewed by the PMS office and comments were made and sent back to the Heads of Departments for further action.*
- *The portfolio of evidence files (POE's) were also due to the PMS office by the 15th July 2015 and were also reviewed and feedback given to the HOD's.*
- *The one-on-one performance reviews between the Municipal Manager and General Managers took place between the 20th of July 2015. The General Managers were given time by the Municipal Manager to update their actual performance accordingly and also providing POE for such where it was still outstanding.*

- The performance report and Portfolio of Evidence (POE) has been submitted to Internal Audit and Auditor General.

Strategic Objectives:

- There are 35 strategies contained within all 6 National KPAs and 135 performance indicators in the Organisational Scorecard.

Annual performance achievement, 102 indicators were fully achieved = 76%; 14 not achieved = 10.3%; 18 partially achieved = 13%. The overall achievement is 89%.

KPA	No. of Strategies	No. of Indicators	Achieved	Not Achieved	Partially Achieved	Not reported on	Red allocate/ no POE submitted
Basic Service Delivery	10	32	26	0	5	1 Project discontinued	0
Municipal Institutional Development & Transformation	7	33	31	2	0	0	0
Local Economic Development	5	25	17	6	2	0	0
Municipal Financial Viability & Management	5	14	7	2	5	0	0
Good Governance & Public Participation	5	24	16	4	4	0	0
Cross Cutting Issues	3	7	6	1	0	0	0
TOTAL	35	135	103	15	16	1 Project discontinued	0
% Achievement			76.3%	11%	12%	0.7%	0%
Overall achievement	FULLY + PARTIAL ACHIEVED = 89%						

The 2015/16 Annual Performance Evaluation was conducted on the 7th of February 2017 by the Evaluation Panel as required by the Municipal Performance Regulations for Municipal Manager and Managers directly accountable to the Municipal Manager, 2006. The Municipal Manager and

Managers directly accountable have qualified for performance bonuses but Council still to approve the payment of such.

2 HOW THE OPMS IS APPLIED IN THE MUNICIPALITY

The Municipal Systems Act requires the municipality to develop a performance management system suitable to its own circumstances. A performance management system means a framework that describes and represents how the municipality's cycle and processes of performance planning, monitoring, measurement, review and reporting will happen and be organized and managed, while determining the roles of different role-players.

At the strategic level, the Municipal Manager and corporate management team review the performance of departments and evaluates to what extent the strategic goals of the municipality are being achieved. They make recommendations to EXCO regarding the corrective action if necessary, and EXCO assesses the extent to which organisational performance contributes to the realisation of the vision.

Performance Management cycle followed:

<i>Performance Management cycle</i>	<i>Explanation</i>	<i>Role Players</i>
IDP review	During the IDP process the vision, mission and strategic goals of the municipality are formulated or reviewed. This is followed by the identification of key performance areas (KPA's), development of objectives and key performance indicators (KPI's). During this process also the KPA's, objectives and KPI's are revisited and prioritized.	MM; Municipal Council
Annual Budget Preparation	After the IDP has been adopted, funds are provided to realize the specific goals set out in the IDP. This entails the preparation of the Budget. The municipal budget cycle specifies the finances available for the different development initiatives for a financial year.	MM; Municipal Council
Development of high-level scorecard for the municipality, linked to the mission and IDP objectives	Agree on the measures to be used and link/ align these with to the IDP priority areas and objectives. The scorecard sets out the detailed planning with complete sets of measure KPA's, development objectives, KPI's, performance targets, target dates and who is responsible for it. In the allocation of resources, detailed information on the cost of resources has to be provided and the standard or quality to which they must perform.	MM: Heads of departments; Municipal Council
Implementation of plans	During implementation phase the action steps related to the various projects are carried out and progress is tracked. As the projects are implemented, the municipality will have to determine whether the projects are proceeding as schedule, within the budget, quality and other specifications.	MM: Heads of departments;

Performance Management cycle	Explanation	Role Players
Performance measurement	Measuring the performance against the key performance indicators and performance targets which continues throughout the life of the project	MM; Mayor; Heads of departments; Internal Audit;
Performance review	Review includes assessment of the system itself, the framework, targets, and performance targets of departments and performance measurements of employees. It identifies the strengths, weaknesses, opportunities and threats of the municipality in meeting key performance indicators, performance targets and general key performance indicators. It also measures the economy, efficiency, effectiveness in the utilization of resources and impact in so far as performance indicators and targets set by the municipality are concerned. Performance improvement and adjustment is based on review. The municipality should ensure that the community participates in the review process.	MM; Mayor; Heads of departments; Internal Audit;
Performance reporting	<p>Reporting requires the municipality to take the priorities, its performance objectives, indicators, targets, measurements and analysis, and present this information in a simple and accessible format, relevant and useful to the specified target group, for review. Performance management in local government is a tool to ensure accountability of the;</p> <p><i>Municipality to Citizens and Communities</i> <i>Executive Committee to Council</i> <i>Head of Administration (Municipal Manager) to the Executive Committee</i> <i>Executive Management to the Head of Administration (Municipal Manager)</i> <i>Line/ Functional Management to Executive Management and: Employees to the Organisation (Municipality)</i></p>	MM; Mayor; Municipal Council; Heads of departments; Internal Audit

3 ORGANISATIONAL KEY PERFORMANCE INDICATORS LINKED TO DEPARTMENTAL INDICATORS

Strategic (Organizational) Performance is linked to the IDP of the municipality. At this level the performance of the municipality is measured and managed against the progress made in achieving the strategic objectives as set out in IDP. This is done on the basis of the KPI's set for each of the IDP objectives. The IDP has a five-year timespan and the measures set at this level should be strategic and mostly long-term with an outcome and impact focus.

The performance of the municipality is integrally linked to that of staff, so it is important to manage both at the same but separately. The legislative mandate for measuring individual performance is found in Section 57 of the Municipal Systems Act which requires the Municipal Manager and Managers directly accountable to him to sign Performance Agreements which include, inter alia:

- Performance objectives, targets and timeframes.
- Standards and procedures for evaluating performance with the intervals for evaluation being indicated.
- The performance objectives and targets must be practical, measurable and based on key performance indicators as set out in the IDP.
- At the strategic level, the Municipal Manager and corporate management team review the performance of departments and evaluates to what extent the strategic goals of the municipality are being achieved. They make recommendations to EXCO regarding the corrective action if necessary, and EXCO assesses the extent to which organisational performance contributes to the realisation of the vision.

4 DEPARTMENTAL INDICATORS LINKED TO OUTPUTS IN THE PERFORMANCE AGREEMENTS

The validity of the strategy of the municipality and its implementation is also measured and managed at operational level. This is done on the basis of the service delivery measures and targets captured in the annual Service Delivery and Budget Implementation Plan (SDBIP). An SDBIP has a one-year timespan. The measures set at this level are thus operational and short to medium-term in nature with an input and output focus.

At the departmental level, Heads of departments consolidate reports received and together with their management teams, evaluate to what extent the performance targets and KPI's are impacting on the achievement of departmental objectives. At the functional level, Managers monitor the accomplishment of performance targets and submit regular reports to their respective heads of departments.

5 OUTPUTS IN THE PERFORMANCE AGREEMENTS LINKED TO ACTIVITIES IN THE OPERATIONAL PLANS AND INDICATORS

The individual performance management system is a vehicle for implementing the operational plans emanating from the municipal / SDBIP targets. At individual level, Individual Performance Management is meant to improve linkages between individuals, functions and the broader Municipal objectives. Individual Performance Management (IPM) consists of 5 key components, viz. planning, monitoring, developing, rating and rewarding

The key link between organisational performance and employee / individual performance is through performance agreements. The performance objectives and targets reflected in the performance plan are set by the employer in consultation with the employee and are based on the IDP, SDBIP and they include key objectives, KPI's, target dates and weightings. The performance of individuals is measured against personal performance targets, set in accordance with their job descriptions. These targets are also linked to the IDP and relevant department's SDBIP, in this way ensuring that performance management at the various levels is linked and integrated.