

# TABLE OF CONTENTS

<b>Foreword by the Honourable Mayor</b>	<b>4</b>
<b>Introduction by the Municipal Manager</b>	<b>6</b>
<b>Chapter A: Executive Summary</b>	<b>7</b>
1. UMshwathi LM Overview	7
2. Summary of IDP Process Plan	8
3. Key Challenges and Interventions	11
4. uMshwathi Vision	11
5. Unlocking Our Challenges	11
6. Goal, Outputs and objectives	14
7. Progress Measurement	14
<b>Chapter B: Development Principles &amp; Government Policies &amp; Imperatives</b>	<b>15</b>
1. Development Principles	15
1.1. Sustainable Developmental Goals	15
1.2. National Development Plan	15
1.3. CoGTA KZN Planning Development Principles	17
2. Government Policies and Imperatives	18
2.1. The 14 National Outcomes	18
2.2. The 5 National Priorities	23
2.3. Provincial Growth & Development Plan (PGDS)	23
2.4. Comprehensive Rural Development Programme (CRDP) PRINCIPLES	24
2.5. The Back to Basic approach	25
3. Alignment of government imperatives with uMshwathi goals	25
4. State of the Nation Address	26
<b>Chapter C: Situational Analysis</b>	<b>28</b>
1. Spatial Analysis	28
1.1. Regional context	28
1.2. Administrative entities	28
1.3. Structuring elements	29
1.4. Existing Nodes and Corridors	29
1.5. Broad Land Uses	32
1.6. Land Ownership	33
1.7. Land Reform	35
1.8. Land Capability	36
1.9. Environmental analysis	37
1.10. Spatial & Environmental Trends & Analysis	43
1.11. Disaster Management	46
1.11.1. Municipal Institutional Capacity	47
1.11.2. Risk Assessment	47
1.11.3. Risk Reduction & Prevention	47
1.11.4. Response & Recovery	48
1.11.5. Training & Awareness	48
1.11.6. Funding Arrangements	48
1.11.7. Disaster Management SWOT Analysis	48
2. Demographic Characteristics	49

2.1. Demographics Indicators	49
2.2. Population Density	49
2.3. Population Distribution Across The District	50
2.4. Population Growth Rate	50
2.5. Age Distribution	52
2.6. Sex Ratio	52
2.7. HIV Prevalence	53
2.8. Population Groups	53
2.9. Key Findings (Including Trends)	54
3: Municipal Transformation and Institutional Development Analysis	56
3.1 Municipal transformation	56
3.2 Organisational Development	57
3.3. Municipal Transformation & Institutional Development SWOT Analysis	66
4. Basic Service Delivery	68
4.1 Water and Sanitation	68
4.2. Solid Waste Management	74
4.3. Transportation Infrastructure	82
4.4. Energy	87
4.5. Access to Community Facilities	93
4.6 Human Settlements	100
4.7 Telecommunications	101
4.8. Basic Service Delivery SWOT Analysis	103
5. Local Economic Development & Social Development Analysis	105
5.1. Local Economic Development Analysis	105
5.2 Social Development Analysis	117
6. Municipal Financial Viability & Management Analysis	129
6.1 Financial Viability & Management Analysis	129
6.2 SWOT Analysis	137
7. Good Governance & Public Participation	139
7.1. Good Governance Analysis	139
7.1.2. INTER GOVERNMENTAL RELATIONS.	139
7.2. Public Participation Analysis	144
7.3. Good Governance & Public Participation Swot analysis	146
<b>Chapter D: Municipal Vision, Goals And Objectives</b>	<b>147</b>
1. Long Term Vision of the Municipality	147
2. Mission of the Municipality	147
2.1 Macro Level Strategic Objectives Informing the Municipality's IDP	147
2.2 Goals of the Municipality	147
2.3 Strategies of the Municipality	148
2.4 Alignment of the goals, objectives, and strategies with government's Key performance areas (KPA's)	149
2.5. Five Year Organisational Scorecard	156
<b>Chapter E: Implementation Plan</b>	<b>177</b>
1. Strategic Mapping	177
1.1. Environmental Sensitive Areas	177
1.2. Desired Spatial Outcomes	179
1.3 Spatial Alignment with Neighbouring Municipalities	180
1.4 Areas where priority spending is required	181
2. Draft Implementation Plan	183

<b>Chapter F: Financial Plan</b>	<b>190</b>
1. Introduction	190
2. Financial Strategies	190
2.1. General:	190
3. Auditor General's Opinion	194
4. Detailed Financial Action Plan	194
5. Financial Strategies	194
<b>Chapter G: Annual Operational Plan</b>	<b>198</b>
<b>Chapter H: Organisational &amp; Individual Performance Management System</b>	<b>225</b>
1 Annual Performance of the previous year	225
2 How the OPMS is applied in the municipality	226
3 Organisational Key Performance Indicators linked to Departmental Indicators	228
4 Departmental Indicators linked to Outputs in the Performance Agreements	228
5 Outputs in the Performance Agreements linked to activities in the Operational Plans and Indicators	228

**FOREWORD BY THE HONOURABLE MAYOR**

I would like to introduce the reviewed IDP 2018/19 to the community of uMshwathi and also would like to thank the contributions of ward councillors and constituencies for their commitment which has been phenomenal. I am humbled by the fact that not a single ward was left out in the allocations of funds that has been done equitably and promoting service delivery to all the ward of the municipality.

The 2017/18 IDP process had sufficient public participation. We started with the needs identification of each ward, whereby all the communities identified their needs as per municipal priorities. During budget process a municipal wide Imbizo was conducted to present the proposed budget to the community in line with the Batho Phele principle of consultation. During consultation it became evident that community needs are endless.

Whilst the provision of infrastructure such as community access roads, community halls, crèches, sport fields, taxi ranks, etc. are critical, we have also seen an emphasis of the socio-economic issues impounding our community. There is a high unemployment rate within our municipality, but it would be wrong to perpetuate the culture of dependency and the misconception that people are poor and cannot claw their way out of poverty. People would be helped to realize their potential and capitalize on their strengths and the opportunities in Umshwathi through our LED initiatives and programmes.

Subsequent to that, COGTA introduced the Back to Basics initiative a few years back that will ensure that the municipality, together with other spheres of government, will ensure that critical issues that need urgent attention will be addressed. As uMshwathi Municipality we have taken cognisance of this great initiative and have been working jointly as the political and administrative components as well as the community members to ensure service delivery improves.

As a municipality we are striving to create a favourable conducive environment to attract and enable investors to invest in our towns and surrounding areas. In creating an investor-friendly climate we are guided by our competitive and comparative advantage. We are largely an eco-tourism and agricultural oriented economy and we need to build on this strength whilst we gradually diversify the same through value adding mechanisms. We need to enhance tourism and agricultural sectors as the key economic drivers of our economy. Therefore we need to prioritize capacity building of emerging tourism practices, SMME's, Coops and we should mitigate all risks that might derail our resolve to promote them. We express our appreciation to all stakeholders for being tolerant to each other's expectations and playing their part of the bargain when due processes require of them to do so.

The organogram has been reviewed to be in line with our strategic goals as a municipality. There is therefore a need for restructuring and human resource capacity building if we are to achieve our objectives as a municipality. Pertaining to our Financial Viability and Management we aim to cut down on unnecessary expenditure and enhance our revenue base through proper and adequate rating system and efficient credit control.

The municipality has also played a huge role in addressing the social ills in our communities. The community service unit together with other stakeholders has conducted campaigns. The HIV/AIDS and Substance abuse Strategy were reviewed and action plan developed, it will be communicated with other stakeholders for their inputs and actions in addressing some of identified issues. I have also successfully chaired the Local Aids Forum and reports were submitted to the District Aids Council for further action. The municipality has also revived the gender based forums such as Men's, Women's and Senior citizens and disability forum in the process of reviewing youth forum.

To synchronize the intergovernmental relation activities, the municipality has combined the ward committee meetings together with war rooms for effectiveness.

To further enhance the development of our municipality, a draft Spatial Development Framework has been developed and we are in process of developing a Land Use Management Scheme in line with the Spatial Planning and Land use Management act. The Local Economic Development Strategy which forms part of the above mentioned plans has been adopted, and will promote local economic development.

It will be remiss of myself not to thank the contribution of our communities and various stakeholders to the IDP and having made uMshwathi a liveable municipality.

Thank you

Cllr. SS Mbhele

Her Worship the Mayor of uMshwathi Municipality.

**INTRODUCTION BY THE MUNICIPAL MANAGER**

I am delighted to present uMshwathi Municipality 2018/2019 IDP to our community and to all other stakeholders which sets out a clear vision for our future. The documents goes beyond fulfilment of legal requirements and presents a collective and a clear plan to continue with the momentum of changing lives of our community. The document is a summary of our community aspirations for development and is underpinned by national development goals as contained in the National Development Plan.

In the previous financial year the municipality laid a solid foundation for growth enabled environment. As part of the municipality proper and well guided development initiative, a process of developing Spatial Development Framework (SDF) and Land Use Management Scheme (LUMS) could be completed soon but before finalization a wide consultation process will be undertaken. These two pillars provides a geographical roadmap for a well guided development. They further present a clear plan for locating both current and future development plans that considered sustainability of our environment and gives regard to the future generation that will be affected by decisions we take.

A pronounced realities of limited financial resources, lack of land for development and high level of unemployment in the face of scarce economic opportunities still persist. Our optimism for a bright future rest on our intent to increase the rate of debt collection, reduce high vacancy ratio, sustain good performance on set objectives further a number of Human Resources capacity building internal and external have been done to improves skills and to continue to innovate in the identification of additional sources of revenue for the municipality. I am delighted to report that the municipality has made a smooth and successful transition to mSCOA, which is a new financial management, and reporting regulation applicable to the entire local government.

In recent months corporate image symbols used by the municipality to aid and promote public recognition came under the spotlight and a strong consensus emerge for the review due to the passage of time. Review process will take place in the next financial year starting from 1 July 2018 and the end-results will be as defined in the subsequent public consultations.

I am encourage by the road map charted in the Integrated Development Plan as it outlined what we must achieve in partnership with our community and to take advantage of opportunities and avert obstacles that lies ahead. Our IDP is a key tool in making wide progress in delivery of sustainable services and improvement of our community quality of lives. I hope you find our IDP to be informative, I welcome any thoughts or ideas you have on our long term Plan.

**NM Mabaso**

**Municipal Manager**

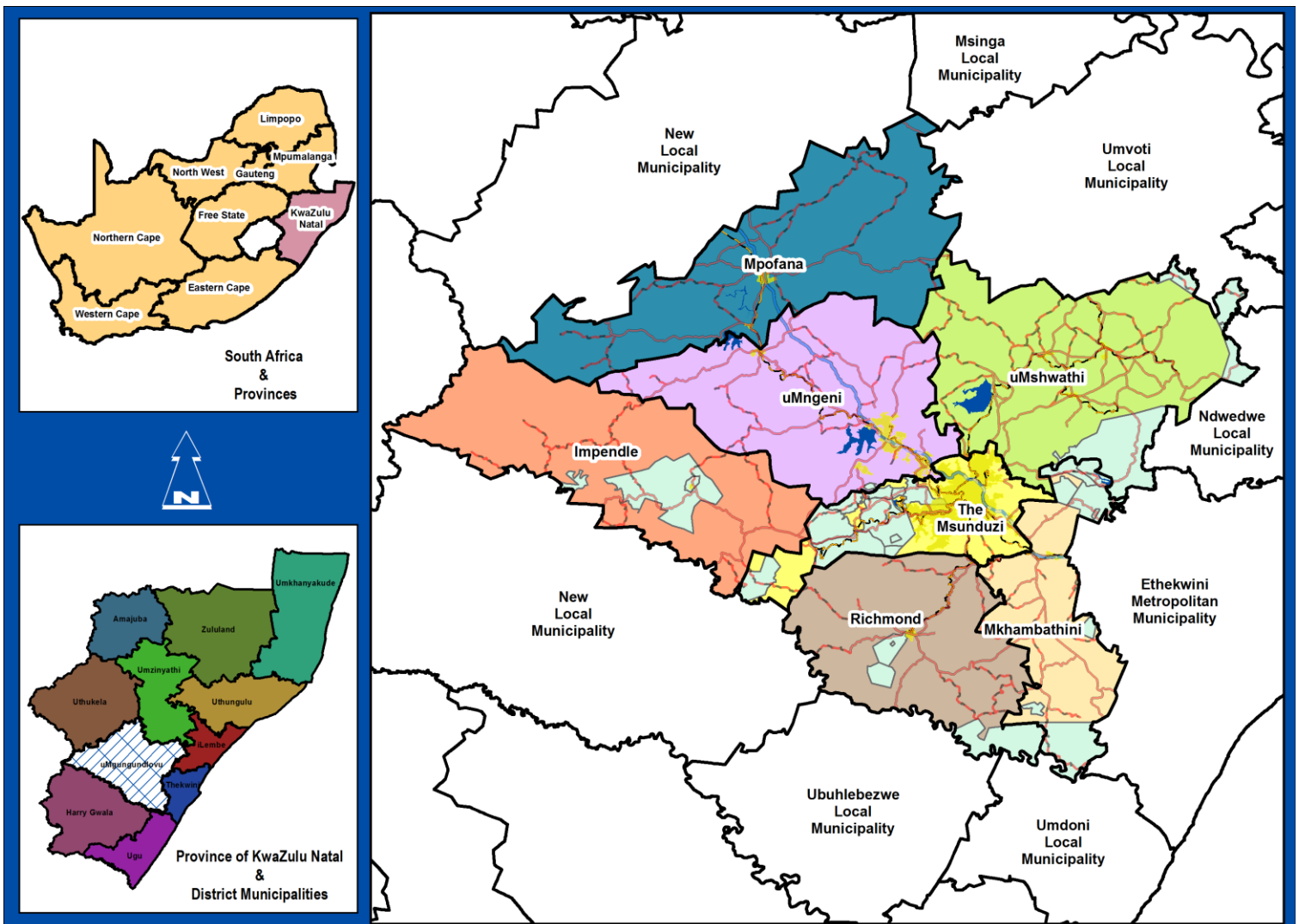
## CHAPTER A: EXECUTIVE SUMMARY

### 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, uMngeni, Mpofana, uMvoti, Ndwedwe, eThekwini and Mkhambathini Local Municipalities. Covering a land area of approximately 1811 km<sup>2</sup>, 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
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



NUMBER	ACTIVITY	PROPOSED DATES	ACTUAL DATES
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
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

<b>DATES</b>	<b>WARD NAME</b>	<b>TIME</b>	<b>VENUE</b>
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 were also 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.
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
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 healthy secured municipality through agri-business and sound environmental management by 2030.

### 5. UNLOCKING OUR CHALLENGES

Through the engagement held during the Strategic Planning Session in April 2018, 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
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Key Performance Area	Key Challenges	Interventions
Municipal Transformation & Institutional Development	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;
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

Criteria	Node Category	UMshwathi Municipality Node
<ul style="list-style-type: none"> <li>✓ <i>Agriculture should be seen as an integral part of the urban node, and offers opportunities for high intensity agricultural activity.</i></li> <li>✓ <i>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</i></li> <li>✓ <i>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</i></li> <li>✓ <i>Infill and the densification of existing residential areas are encouraged where this is shown to not impact on the amenity of the area</i></li> </ul>		
<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
	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
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		NDP	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.
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)		BNG	Through the adopted Housing Sector Plan, current and planned housing projects in close proximity to areas of opportunity have been reflected on the plan.
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		(KZN PGDS)	To be addressed in the detailed SDF to be developed which will mainly unpack into detail the relationship between human skills, environment and infrastructure

Development Principle		Source	IMPLICATIONS
<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	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.
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	<p>Improve quality of teaching and learning</p> <p>Regular assessment to track progress</p> <p>Improve early childhood development</p> <p>A credible outcomes-focused accountability system</p> <p>Improve quality of teaching and learning</p>	<p>Within the municipality, staff is being trained and attend workshop as per the area of individual's expertise</p> <p>Attempts are being made to reduce the pregnancy through collaborations with the government departments and non-government organizations.</p> <p>Educating learners on sexual reproductive health is upscale through engaging key role players.</p> <p>Skills Audits are conducted on an annual basis</p>
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>The local aids council is established and functional and have linkages with operation Sukuma Sakhe's Local Task Team</p> <p>The multi sectoral representation includes departments, Non-government organizations and sectors at a ward level</p> <p>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</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>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</p> <p>Through government state departments, police stations have been well located in uMshwathi.</p> <p>Safety Plan is currently being formulated</p>
4	Decent employment through inclusive economic growth	<p>Faster and sustainable inclusive growth</p> <p>More labour-absorbing growth Strategy to reduce youth unemployment</p> <p>Increase competitiveness to raise net exports and grow trade</p> <p>Improve support to small business and cooperatives</p> <p>Implement expanded public works programme</p>	<p>Proposition of providing small business stalls</p> <p>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.</p> <p>The Municipal Environmental Framework for business development (private sector facilitation) aimed at making uMshwathi Municipality an agri-hub and agro-processing</p>
5	A skilled and capable workforce to support inclusive growth	<p>A credible planning institutional mechanism</p> <p>Increase access to intermediate and high level learning programmes</p> <p>Increase access to occupation specific programmes (especially artisan skills training)</p> <p>Research, development and innovation in human capital</p>	<p>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</p>

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>	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
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>	An investment and business retention plan have been included in the LED Strategy to support sustainable job creation in uMshwathi Proposition of Agricultural businesses to be done by cooperatives is being explored.
8	Sustainable human settlements and improved quality of household life	<p>Accelerate housing delivery</p> <p>Accelerate housing delivery</p> <p>Improve property market</p> <p>More efficient land utilisation and release of state-owned land</p>	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
9	A response and, accountable, effective and efficient local government system	<p>Differentiate approach to municipal financing, planning and support</p> <p>Community work programme Support for human settlements</p> <p>Refine ward committee model to deepen democracy</p> <p>Improve municipal financial administrative capability</p> <p>Single window of coordination</p>	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
10	Protection and enhancement of environmental assets and natural resources	<p>Enhance quality and quantity of water resources</p> <p>Reduce greenhouse gas emissions; mitigate climate change impacts; improve air quality</p> <p>Sustainable environment Management</p> <p>Protect biodiversity</p>	
11	A better South Africa, a better and safer Africa and world	<p>Enhance the African agenda and sustainable development</p> <p>Enhance regional integration Reform global governance institutions</p> <p>Enhance trade and investment between South Africa and partners</p>	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

Outcome Number	Outcome	Output	Implications To Umshwathi Lm
12	A development-orientated public service and inclusive citizenship	<p>Improve government performance</p> <p>Government-wide performance monitoring and evaluation</p> <p>Conduct comprehensive expenditure review</p> <p>Information campaign on constitutional rights and responsibilities</p> <p>Celebrate cultural diversity</p>	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 and s		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
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. 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	<p>Credible IDP</p> <p>Safe and secure environment</p> <p>Sustainable development</p> <p>To reduce the probability of disaster occurrences and take effective action during disasters.</p> <p>To promote a sustainable environmental management system, through open space management (parks, cemeteries); b. Municipal health (waste management)</p> <p>c. Environmental compliance facilitation</p>	<p>Promote mixed housing strategies and more compact urban development to help people access public spaces and facilities, state agencies, and work and business opportunities.</p>	<p>Ensuring environmental sustainability</p>

#### 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 16<sup>th</sup> 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 will 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.

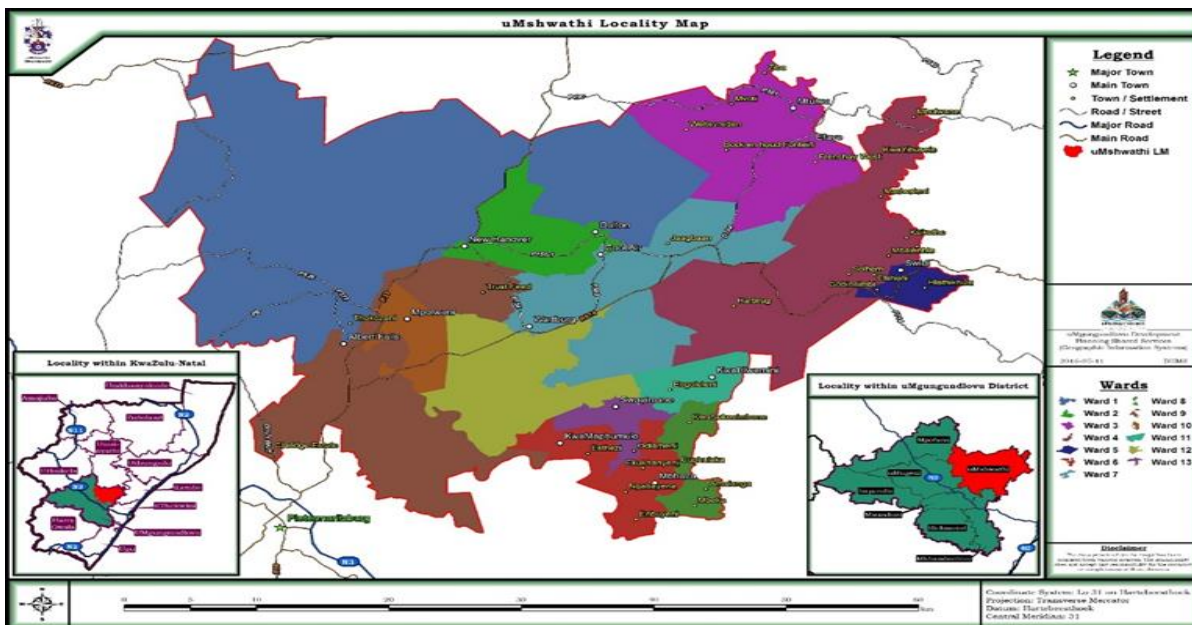
## CHAPTER C: SITUATIONAL ANALYSIS

### 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**

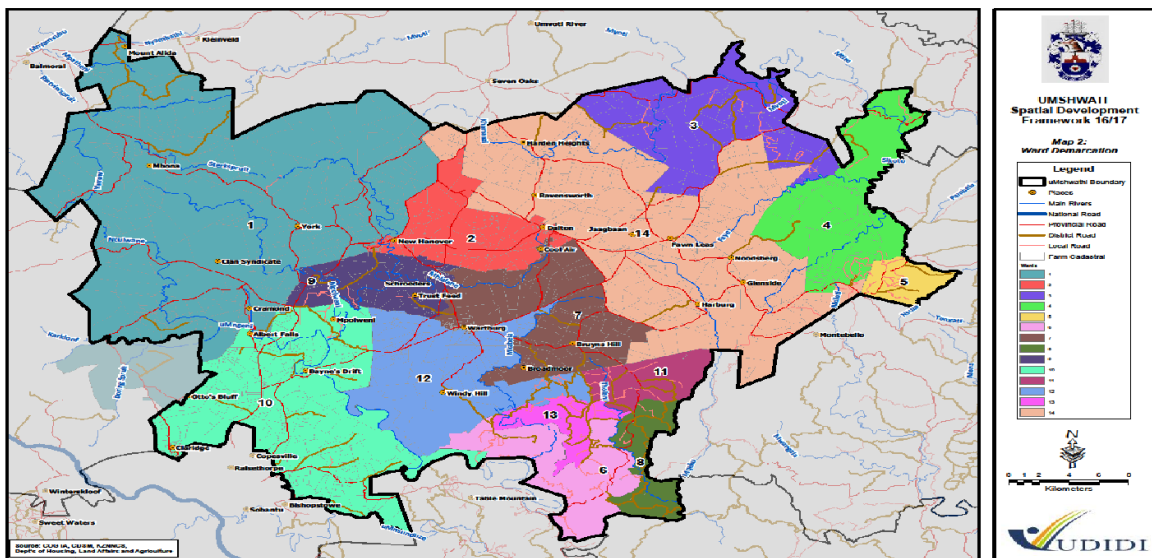


The land within the Municipality is dominated by agricultural landscapes (timber and sugar-cane) and rural-residential settlements. The four main urban centres within the Municipality are New Hanover, Wartburg, Dalton and Cool Air. While each of these centres vary in terms of the services they offer, 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.

Appelsbosch 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:

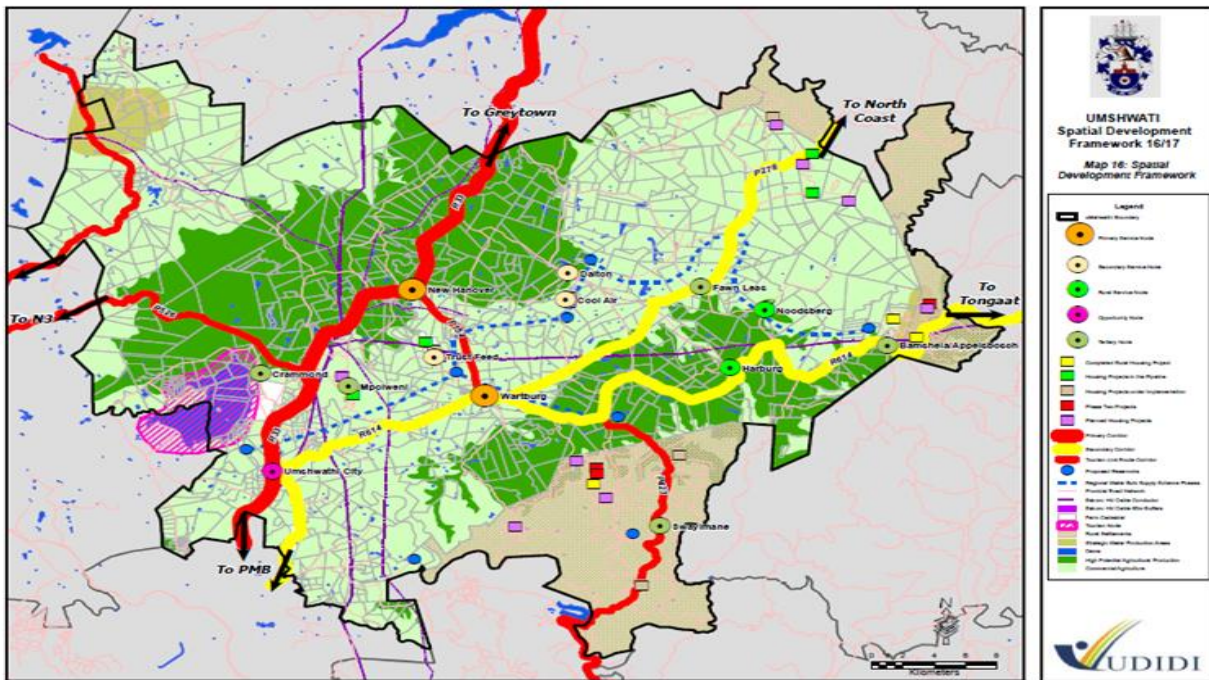
- ✓ *Tribal Court (where applicable)*
- ✓ *Rural Service Information Centre*
- ✓ *Post Boxes*
- ✓ *Regular Bus Service*
- ✓ *Community Halls*
- ✓ *Stores/Shops*
- ✓ *Weekly Mobile Clinic*
- ✓ *Weekly Mobile Welfare Services*
- ✓ *Satellite Police Station*
- ✓ *Primary - Secondary Schools*

#### 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**

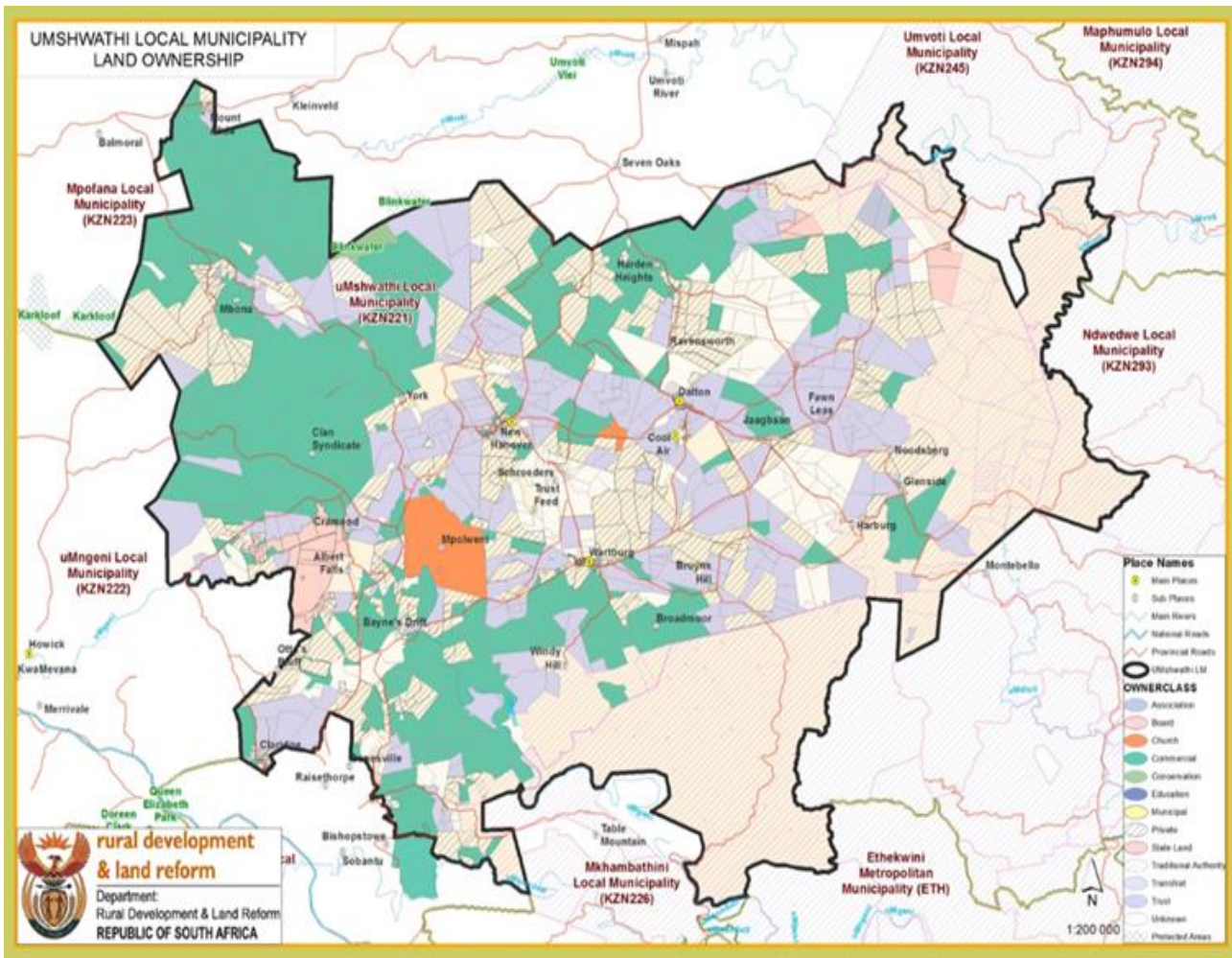
The concept of delineating the urban edge is used to identify the development limitation of the Municipal urban area. In summary, the urban edge defines the boundary where the shift from urban area to peri-urban and rural development is seen to be desirable involving different land use characteristics 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**

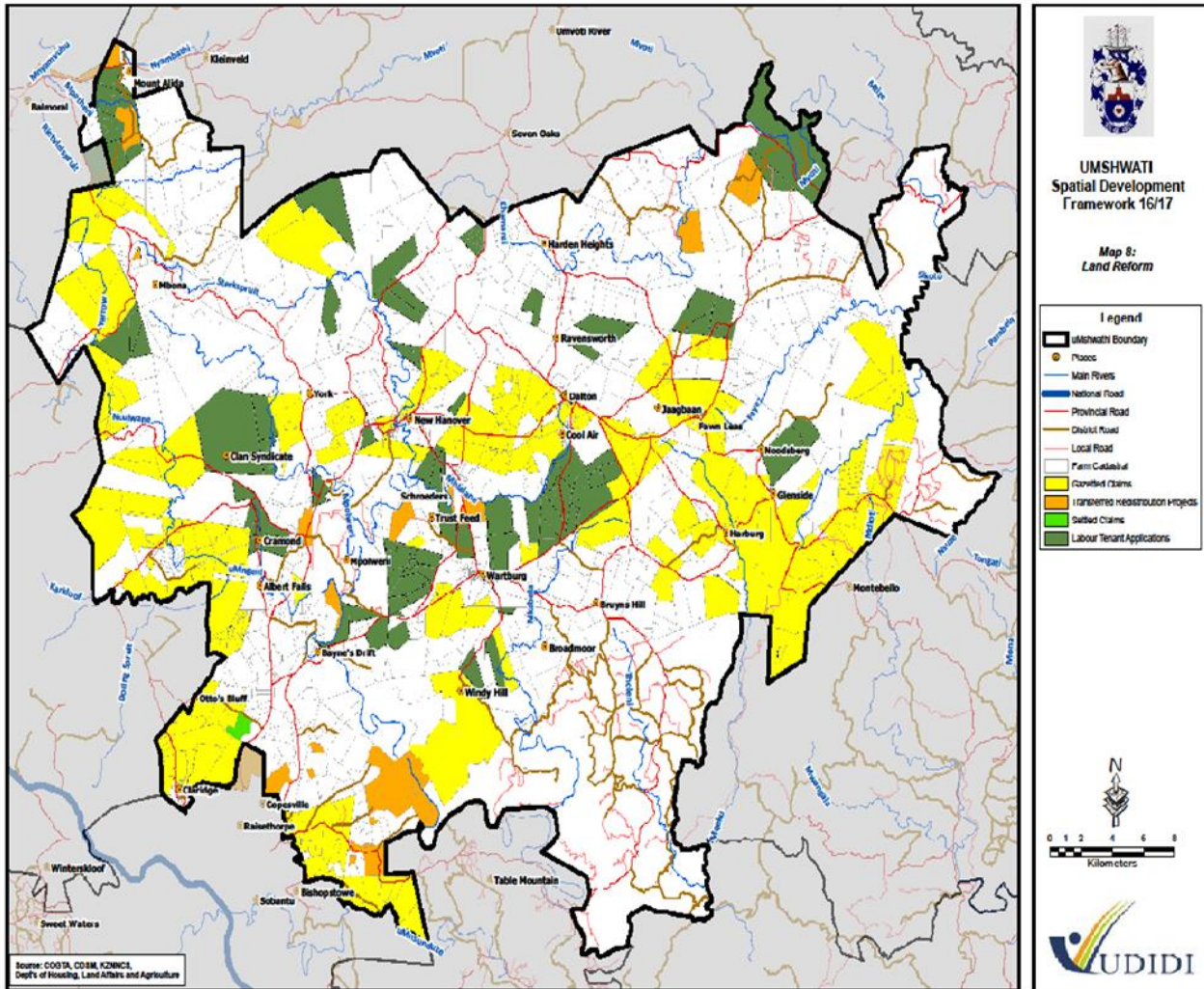


(Source: DRDLR)

**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.



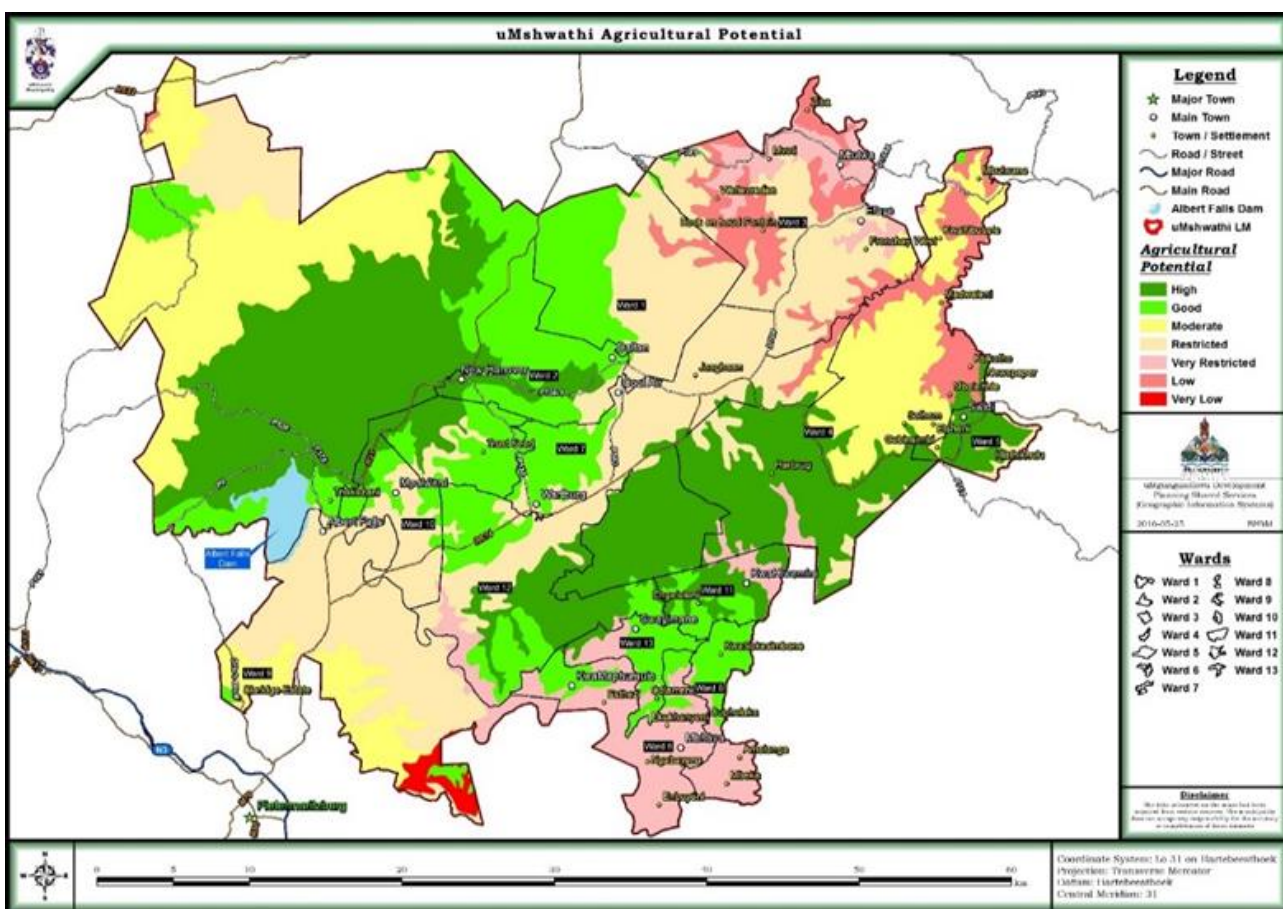
1.8. Land Capability

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 bellow 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.

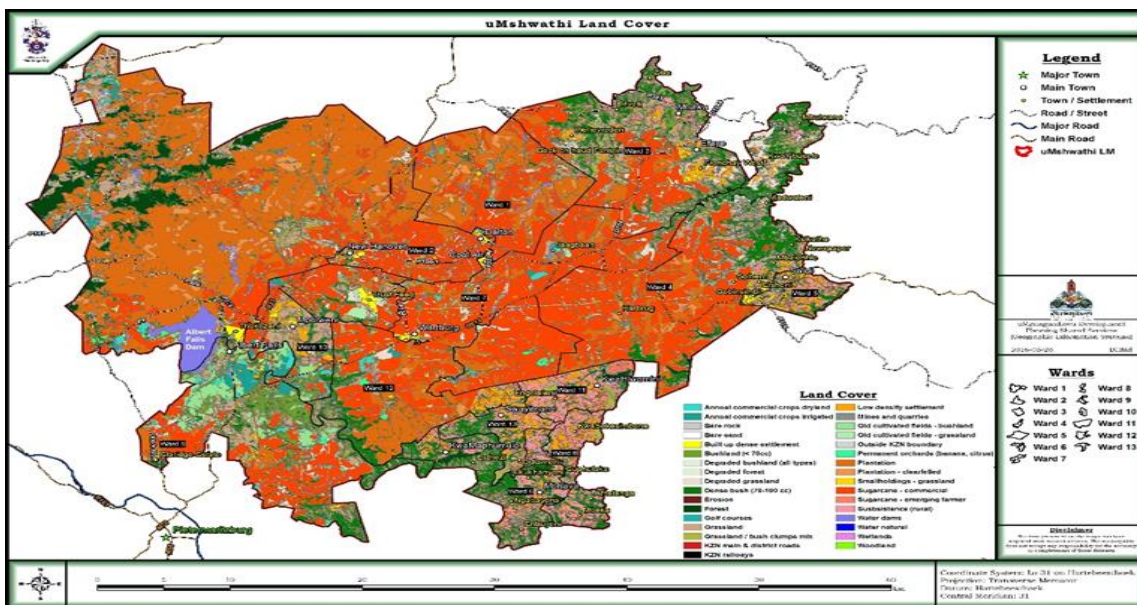
However, this categorisation should be viewed as only providing a broad guideline of the land potential as land located outside of the boundaries of the Agricultural Priority Areas may also be found to constitute high potential agricultural land and may not be released by the Department of Agriculture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

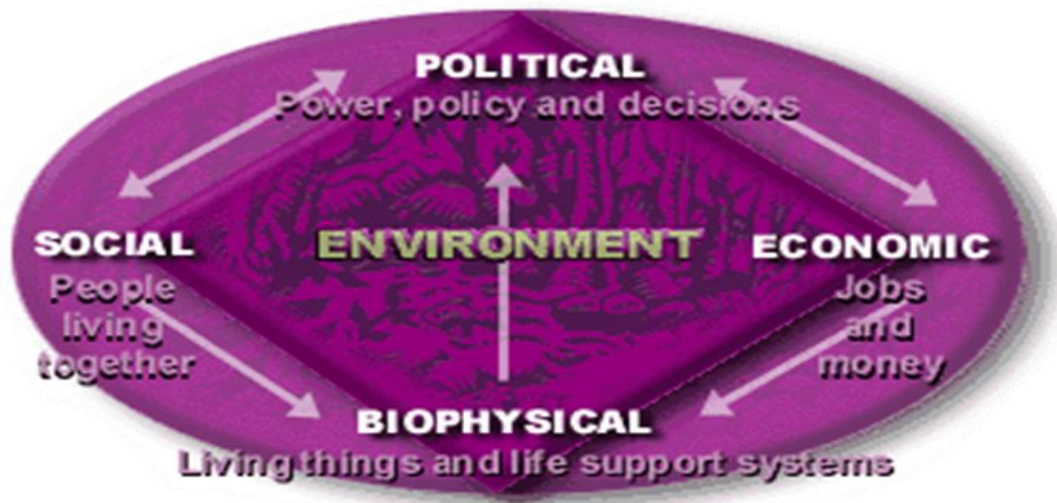


UMshwathi municipality is mostly dominated by commercial agriculture (sugarcane). There are three urban components (New Hanover, Wartburg and Dalton) and residential areas such as Schroeders and Cool Air. In addition, the municipality to the south eastern area is made up of rural areas which is mainly 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**

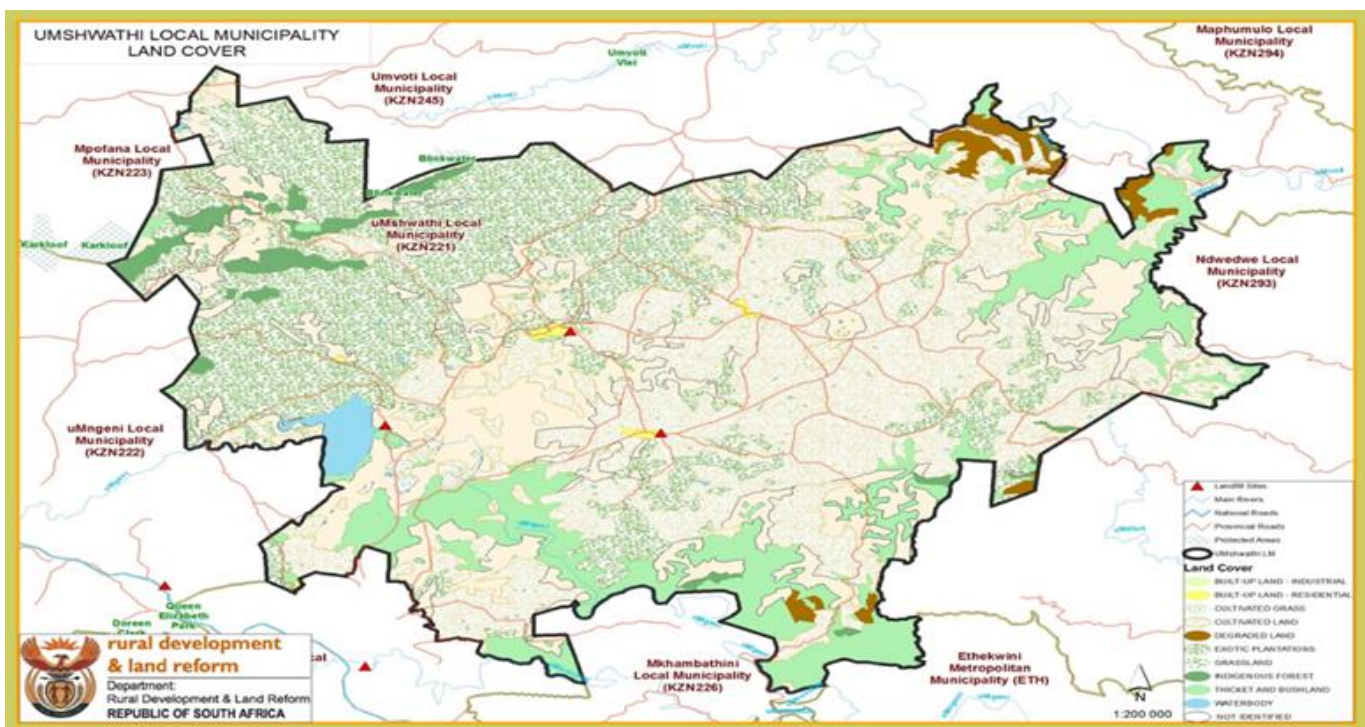
Environment is the complex interplay between the political, social, economic and biophysical life support systems, in which the environment plays a central function in ensuring that the long- term interests and well-being of people and humanity is secured; as reflected in the diagram below.

**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. 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.

### 1.9.2. Biodiversity

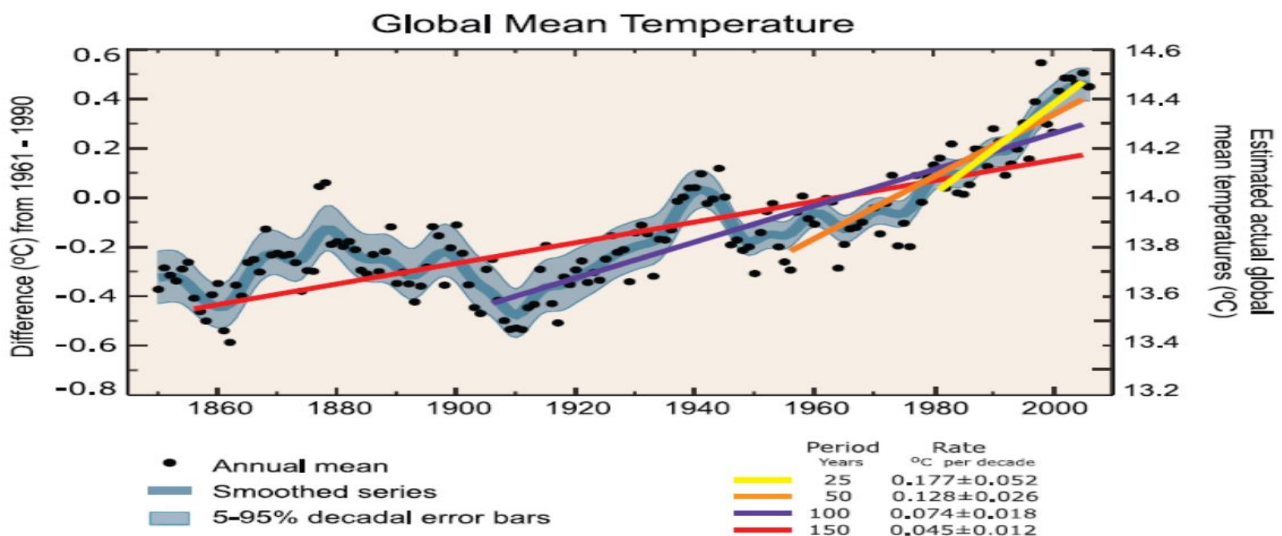
The Municipality farmlands and its large component of Agriculture and wildlife on all are component of biodiversity. Some old crop varieties have and are suited for future changes in the climate. Private dams on the farmlands are harvesting the natural biodiversity of the rivers.

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.

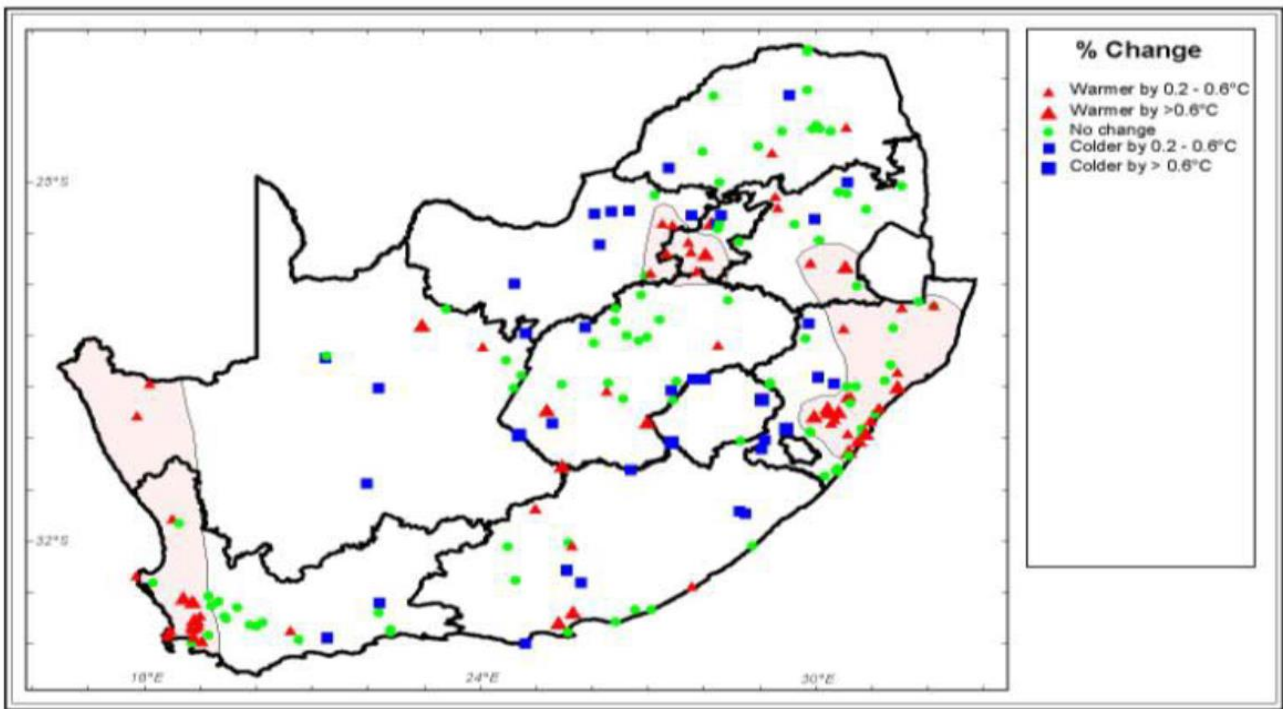
### 1.9.3. Climate Change

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.

## **1.9.4. 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	
<b>Landscaping</b>	<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 (buildings overheating) and wetter winters (flooding, etc.) likely to be worsened through climate change.</p>
<b>Tree Planting/Retention and Provision of Garden Areas</b>	<p>Accommodating trees and gardens within new developments have aesthetic benefits as well as contributing to environmental sustainability objectives.</p>
<b>Green Roofs (and Green Walls)</b>	<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 &amp; 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>
<b>Water</b>	<p>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> <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>
<b>Energy efficiency through the South African National Standards 10400 of 2011</b>	<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> <p>A wide range of measures from passive solar design to good insulation has been incorporated and used to reduce energy demand in new</p>

### 1.9.5. 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.

### 1.10.1. 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	

### 1.10.2. 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)

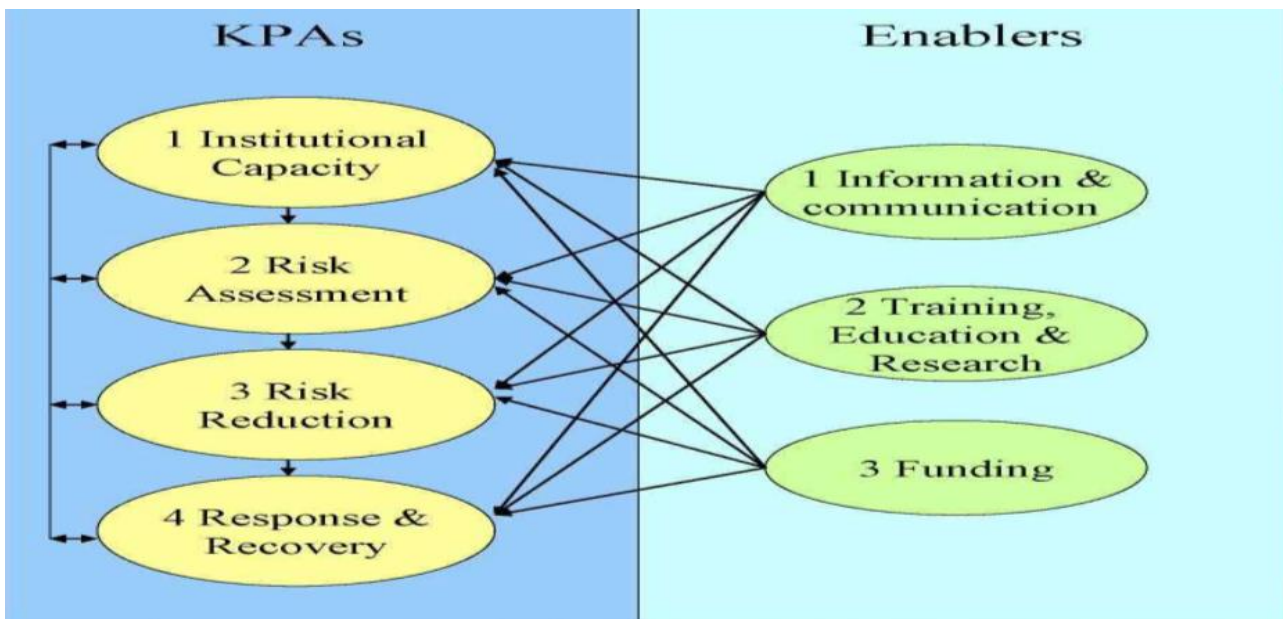
### 1.11. DISASTER MANAGEMENT

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 14<sup>th</sup> ward as per the new demarcation.

### 1.11.1. 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.*

### 1.11.2. Risk Assessment

#### 1.11.3. 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

Floods

Heavy rain fall

Lightning

Strong winds

##### Medium risk hazards

House fires

Veld and Forest fires

Transport accidents

Epidemic human disease

Environmental pollution

##### Low risk hazards

Landslides

Hazmat spillage

Drought

Animal plant diseases

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).

1.11.4. 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.

1.11.5. 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.

1.11.6. 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.

1.11.7. Disaster Management SWOT Analysis

STRENGTHS	OPPORTUNITIES
<ul style="list-style-type: none"> <li>✓ Funding available</li> <li>✓ Disaster Management Plan</li> <li>✓ Disaster management advisory forum functioning</li> <li>✓ Stable chairperson for Disaster Management Forum</li> <li>✓ Political buy in ongoing staff training</li> <li>✓ Incident response</li> </ul>	<ul style="list-style-type: none"> <li>✓ Training and development</li> <li>✓ Developing partnership with Government Department</li> <li>✓ Partnership with NGO</li> <li>✓ Developing partnership with private sector</li> </ul>

WEAKNESSES	THREATS
<ul style="list-style-type: none"> <li>✓ Lack of management support</li> <li>✓ Lack of attendance to Disaster Management Advisory Forum</li> </ul>	<ul style="list-style-type: none"> <li>✓ Understanding Disaster Management Function</li> </ul>



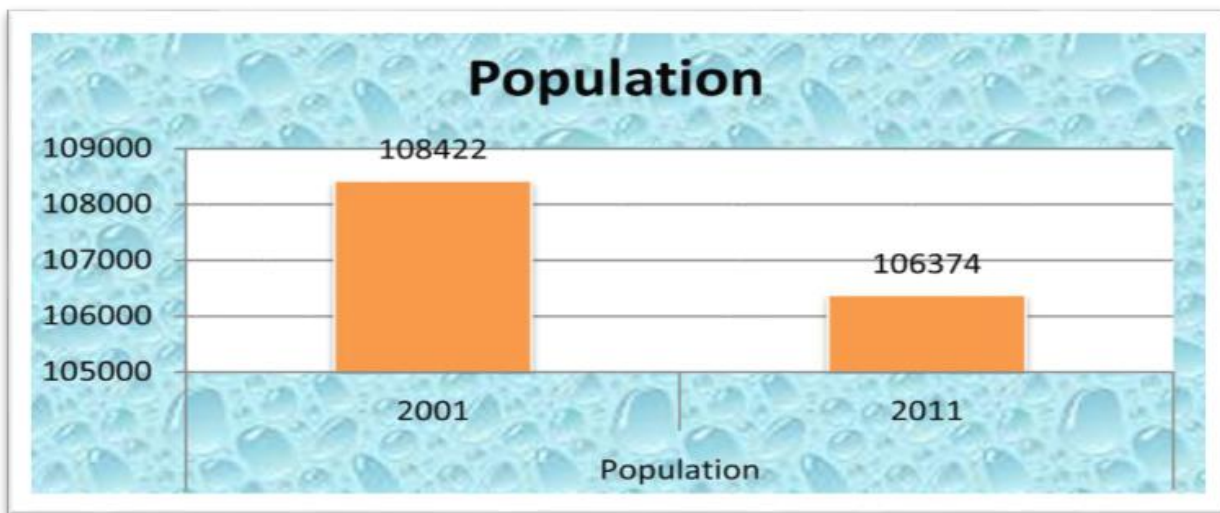
## 2. DEMOGRAPHIC CHARACTERISTICS

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.

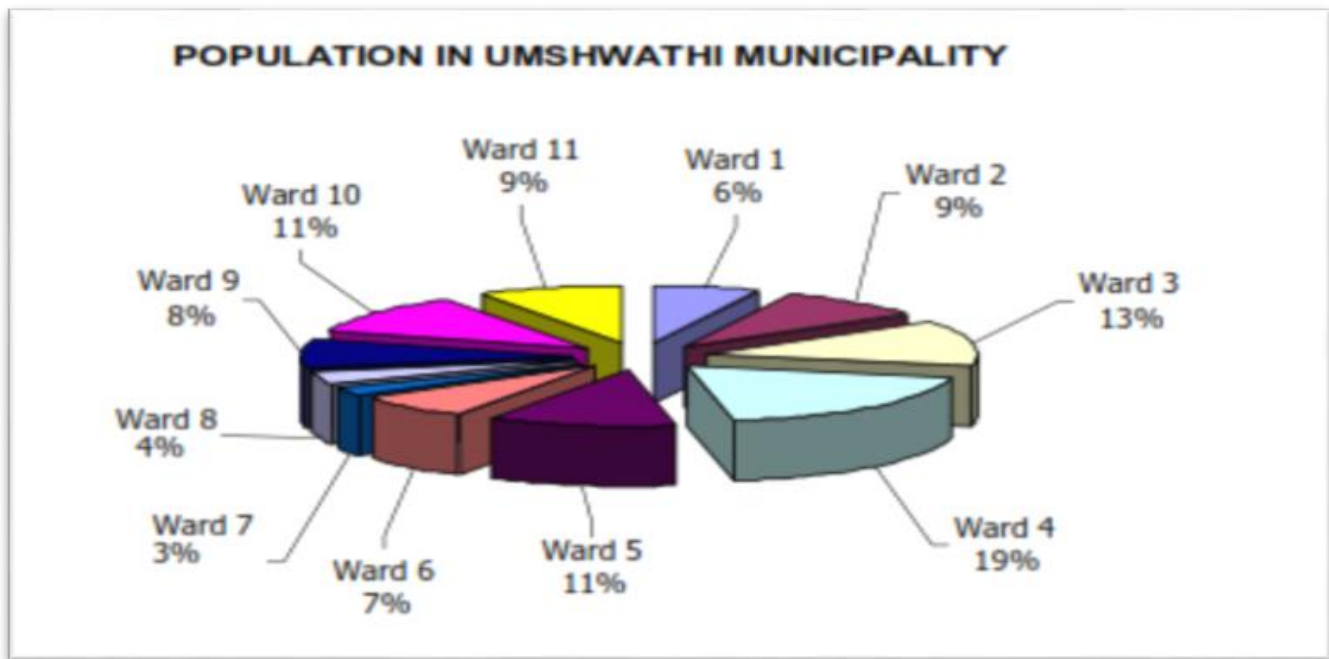
**Figure 1: uMshwathi population indicator**



### 2.2. Population Density

The Population Density of uMshwathi is 59/km<sup>2</sup> (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
<b>DC22: uMgungundlovu</b>	<b>881,674</b>	<b>932,121</b>	<b>992,524</b>	<b>1,017,763</b>	<b>5.7</b>	<b>9.2</b>	<b>2.5</b>
<b>KZN221: uMshwathi</b>	<b>114,924</b>	<b>108,422</b>	<b>113,054</b>	<b>106,374</b>	<b>-5.7</b>	<b>-1.9</b>	<b>-5.9</b>
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 1996/2001	Growth Rate 2001/2011	Growth Rate 2007/2011
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

(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

Demographic Indicators	1996	2001	2011
Population Size			
Total Population	1133229	108422	106374
Growth Rates		-1.2	-0.2
Change (%)			

(Sourced from Stats SA Census 1996, 2001, and, 2011)

## 2.5. Age Distribution

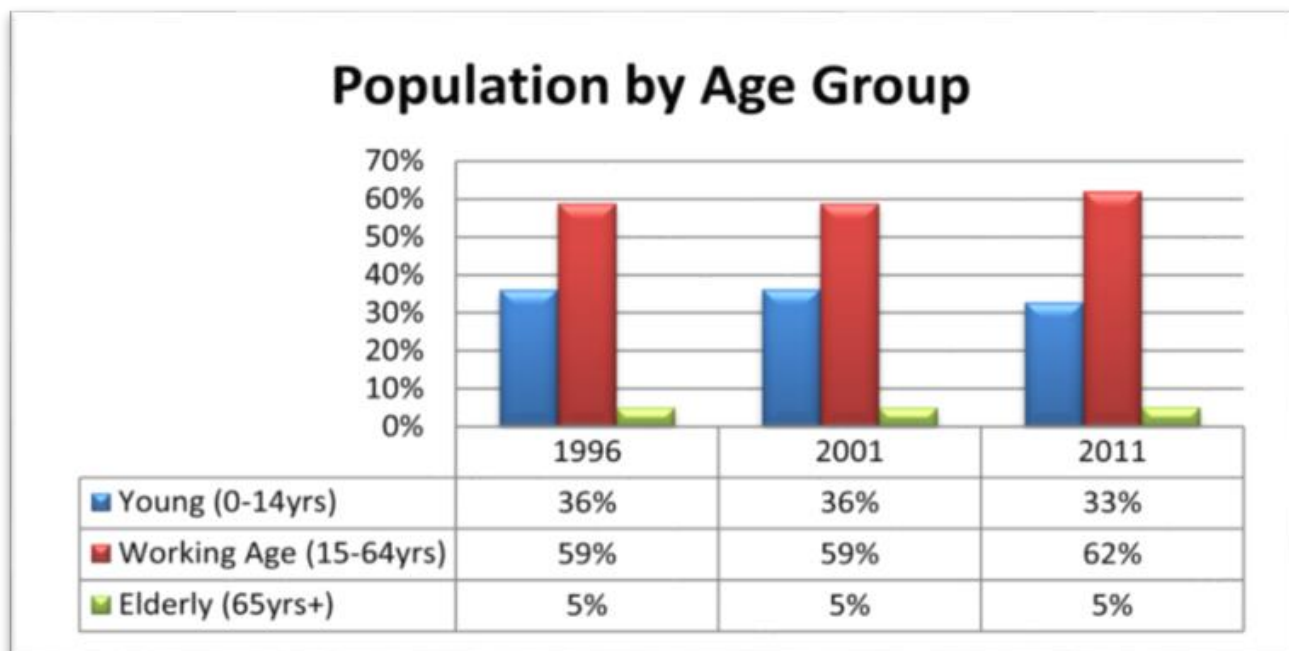
In order to understand the needs of any population, it is important to have an overview of the age groups within that population. This provides vital information as to the productive capabilities, employment aspirations, social and other needs of an area. Hence, an indication of the age group distribution 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%

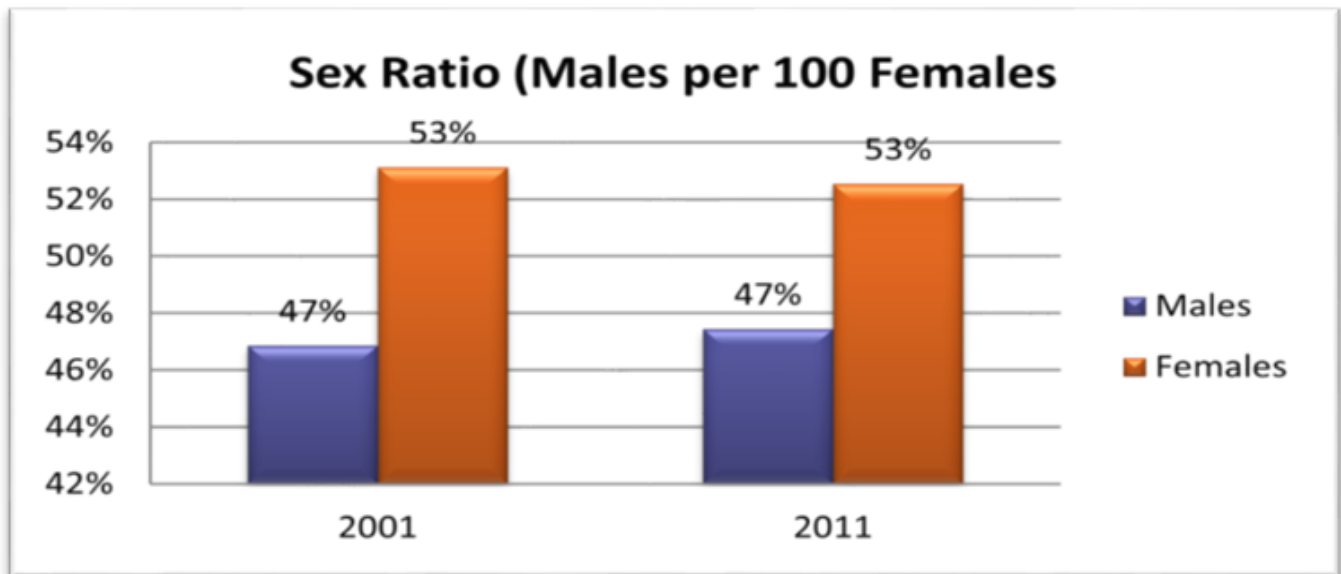
(Sourced from StatsSA Census 1996, 2001, and, 2011)

**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 formality 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 possess 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**

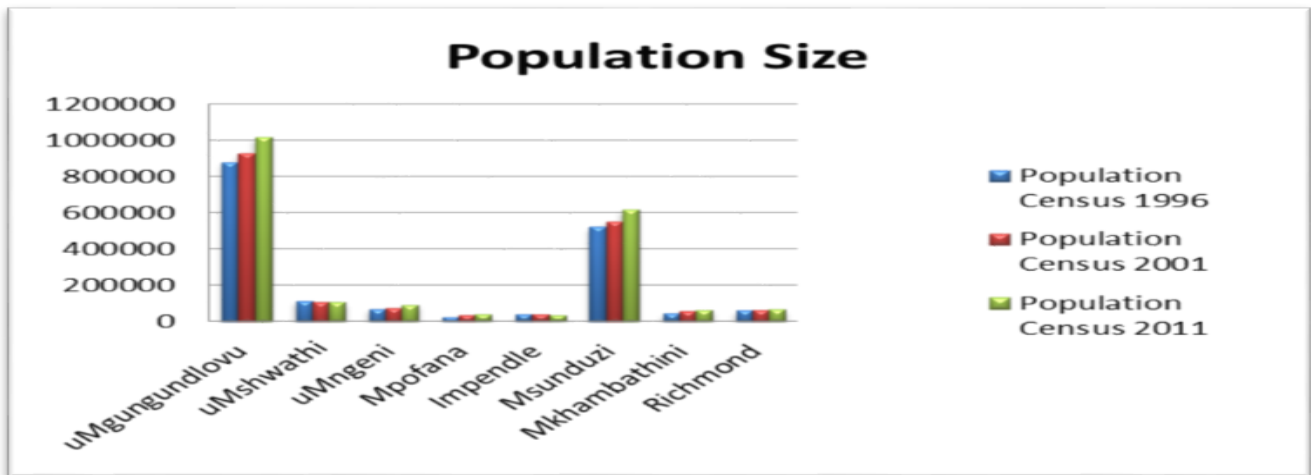
Municipality	2001	2011
UMgungundlovu	56.8	50.7
uMshwathi	70.1	61.2
uMgeni	50.2	48.4
Mpofana	54.8	52.3
Impendle	92.1	79.7
Msunduzi	51.5	46.2
Mkhambathini	69.3	57.6
Richmond	65.9	62

### 2.9. 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**



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### 3: MUNICIPAL TRANSFORMATION AND INSTITUTIONAL DEVELOPMENT ANALYSIS

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#### 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 4<sup>th</sup> 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

<b>COMMITTEE NAME</b>	<b>RESPONSIBILITY</b>
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**

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

<b>Department</b>	<b>Unit</b>	<b>Headed By</b>	<b>Committee</b>
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

Department	Unit	Headed By	Committee
Technical Services	Building regulations Project management Municipal parks and recreation Municipal roads Pounds Public places Infrastructure maintenance Human settlement	General Manager Technical Services	Infrastructure and Planning Committee Chairperson: Cllr N E Cebekhulu
Community Services	Economic Growth and Development Gender and disability 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 Cleasning services	General Manager Community Services	Community Services Committee Chairperson: Cllr S M Mbatha-Ntuli

### 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.

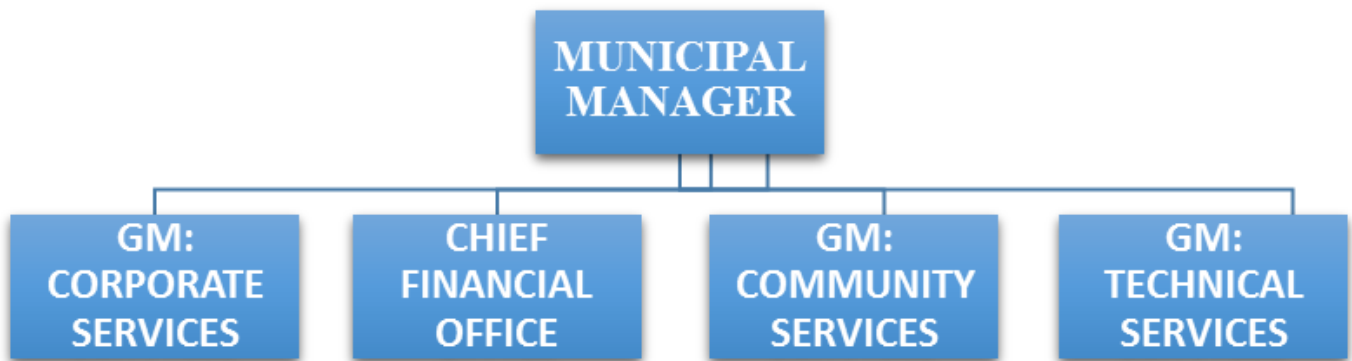
The municipality in its organogram has five (5) departments that are as follows:

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

The Municipality plans to have a 6<sup>th</sup> 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**

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

### 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 2018/19 financial year is R 800 000. As at the end of the 2018/19 financial year 100% of the allocated amount will be utilized on training during the financial year.

During the 2017/18 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 2017/2018 financial year as well as the 2018/2019 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 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.

### **Human Resource Strategy**

The Human Resource strategy (HRS) has been reviewed and it was adopted by council on 31 May 2018. The strategy encompasses a number of Human Resource Applied Plans which were all adopted in 31 May 2018. 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 has also employed one (1) woman in Management by the end of the 2017/2018 financial year in the post Manager: Development planning and IDP.

### **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*

### **HUMAN RESOURCES POLICIES ( POLICIES ARE IN PLACE)**

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

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>✓ Organizational structure has been reviewed to reflect the new challenges being faced by the municipality.</li> <li>✓ Critical policies have been reviewed and aligned to the Collective Agreements</li> <li>✓ A myriad of policies</li> <li>✓ Strong efficient and effective management capabilities and leadership qualities.</li> <li>✓ Emphasis on staff development and training including the provision of bursaries, learner-ships, in-service training and internships.</li> <li>✓ Emphasis on recruitment and selection of internal candidates for positions on the organisational structure (hence recruitment policy reviewed to state that all level 8 posts to be firstly advertised internally)</li> <li>✓ Staff recruitment and retention policy has been adopted to retain scarce skills</li> <li>✓ Bursary policy to reviewed and now states that employees whom have received bursaries will need to remain for 2 years in the employ of the municipality.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Insufficient Office space</li> <li>✓ Lack of proper training facilities</li> <li>✓ Job Evaluation not completed</li> <li>✓ Lack of adequate financial resources</li> <li>✓ Lack of proper administrative and computerised systems</li> <li>✓ Ineffective and inefficient HR systems</li> <li>✓ PMS not cascaded to all staff</li> <li>✓ Lack of management involvement in the development of staff</li> <li>✓ Lack of commitment by staff on training</li> <li>✓ Increase sick leave by staff</li> <li>✓ Lack of succession planning and career management policy</li> </ul>

OPPORTUNITIES	CONSTRAINTS
<ul style="list-style-type: none"><li>✓ <i>Development of previously disadvantaged members of the community in order for them to be employable</i></li><li>✓ <i>Trained learners could be employed by the Municipality.</i></li><li>✓ <i>Large pool of unemployed human resources who are youth and women (As informed by the database of the unemployed)</i></li><li>✓ <i>Investment opportunities in youth development, allocation of bursaries.</i></li><li>✓ <i>Establishment of a training and development centre</i></li></ul>	<ul style="list-style-type: none"><li>✓ <i>Non commitment of managers to various programmes.</i></li><li>✓ <i>Confidential information compromised</i></li><li>✓ <i>Employees working without job descriptions and employees not being paid in accordance to their right salary levels.</i></li><li>✓ <i>No proper systems in place to administer leave.</i></li><li>✓ <i>No forfeiture of leave days takes place and employees do not see the need to take leave days.</i></li><li>✓ <i>Lack of budgetary leave provisions</i></li></ul>

#### 4. BASIC SERVICE DELIVERY

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##### 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)**

The Water Services Act, 1997 (Act No. 108 of 1997) places a duty on Water Services Authorities to prepare a Water Services Development Plan as part of the process of preparing any integrated development plan. Section 15 (5) of the Water Services Act, 1997 states that:

A water services development plan must form part of any integrated development plan contemplated in the Local Government Transition Act, 1993 (Act No. 209 of 1993).

###### **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 table below contains the proposed projects that were identified from the public participation of the WSDP.

**WSDP project list (future) – as per public participation**

<i>Project Description</i>	<i>Project Main Category</i>	<i>Project Category</i>	<i>WSA Priority</i>
Umshwathi Ward 1- Sanitation backlog - 844 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 1- Sanitation replacement - 543 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 1 - Water shortage. Improved water provision	Water	Basic Supply	High
Umshwathi Ward 2- Sanitation backlog - 127 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 2- Sanitation replacement - 6 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 3- Sanitation backlog - 395 Units (waste removal to be more frequent)	Sanitation	Internal Sanitation	High
Umshwathi Ward 3- Sanitation replacement - 923 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 4- Sanitation backlog - 790 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 4- Sanitation replacement - 1759 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 5- Sanitation backlog - 457 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 5- Sanitation replacement - 1881 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 6- Sanitation backlog - 211 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 6- Sanitation replacement - 987 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 7- Sanitation backlog - 338 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 8- Sanitation backlog - 123 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 8- Sanitation replacement - 68 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 8 - Water shortage. Improved water provision	Water	Basic Supply	High
Umshwathi Ward 9- Sanitation backlog - 199 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 9 - House connection installation (Mpolweni)	Water	Reticulation	High
Umshwathi Ward 10- Sanitation backlog - 155 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 10- Sanitation replacement - 483 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 11- Sanitation backlog - 190 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 11- Sanitation replacement - 894 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 12- Sanitation backlog - 117 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 12- Sanitation replacement - 1404 Units	Sanitation	Internal Sanitation	High
Umshwathi Ward 12- water shortage and visible leaks. Water provision improvement	Water	Basic Supply	High

<i>Project Description</i>	<i>Project Main Category</i>	<i>Project Category</i>	<i>WSA Priority</i>
Umshwathi Ward 13 - Water shortage and in need of water tanks	Water	Basic Supply	High
Umshwathi Ward 13 - Replace pit toilets (full)	Sanitation	Internal Sanitation	High
Umshwathi Ward 14 - Water shortage. Improve water supply	Water	Basic Supply	High

The table below contains the list of all the projects and their costs as contained in the current WSDP.

**WSDP project list**

Project Description			Project Category	Total Cost
Project Name	Project Number	Project Description	Main Category	Total Project Cost
Asbestos Cement Pipe Replacement in Wartburg	2013MIGFDC22220449	The primary objective of the project is to provide a reliable supply of water on a continuous basis to all consumers in Wartburg in the uMshwathi LM (Ward 7); Umgungundlovu DM. To achieve this it is proposed to replace the 13.7 km AC reticulation net	Water	33 668 297
Community Water Supply to Trust Feeds and Camelhoek (Mshwathi Slump Clearance)	2013MIGFDC22216987	The project scope of work include construction of a small bulk link to the proposed reservoir of the Umgeni Water supply main from Waterburg, construction of 7.8 km bulk supply ring through the development which accommodate 712 supply take off points	Water	48 608 713
Lindokuhle / Mpolweni Water Supply (AFA) MIS 213170	2012MIGFDC22207565	The purpose of the study is to provide a safe drinking and reliable source of water to Mpolweni, Lindokuhle, Newtown Ext and Esihlabathini settlements, within the uMshwathi LM, uMgungundlovu DM. The study area is sparsely to semi-densely populated wi	Water	54 595 264
Mbhava and Mpethu Water Supply Project	2012MIGFDC22206689	Mbhava and Mpethu Water Supply project is located in the area known as Swayimane in the uMgungundlovu DM and consist of four wards which are wards 6,9,10 and 11. The area has a population of approximately 690 people and 115 households which will be s	Water	10 163 099
Mpethu in Swayimane - New Water Reticulation Scheme for the area	ZKZNUMGUN10	Construction of a new water reticulation network	Water	11 000 000
Mpolweni Sanitation Project	2013MIGFDC22216075	The project aims to provide the community of Mpolweni in Mshwathi LM with Household VIP sanitation in order to achieve 100% percentage coverage of the area. This project will provide 1641 latrines in 1517 households. 134 households were found to have	Sanitation	13 413 018
uMshwathi Bulk Water Systems	ZKZNUMGUN01	The planned upgrade will involve the upgrading of the Secondary bulk pipelines and covers the Greater Wartburg, Dalton areas, Nadi, Ozwatini/Nondabulo, Haburg, Ekhamanzi and Greater Efaye in the uMgungundlovu District Municipality.	Water	300 000 000
Umshwathi Regional Bulk Scheme	KNRNEW	Scope: Primary Bulk infrastructure	Water	772 799 000
uMshwathi Regional Bulk Water Supply Scheme (Planning Phase)	2012MIGFDC22207567	The purpose of this study is to investigate the options of a regional water supply scheme in the uMshwathi LM of uMgungundlovu DM. A number of small towns and large rural communities that are in need of secure water service. A portion of the area is	Water	5 397 090

### 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 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 were 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*

### **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.

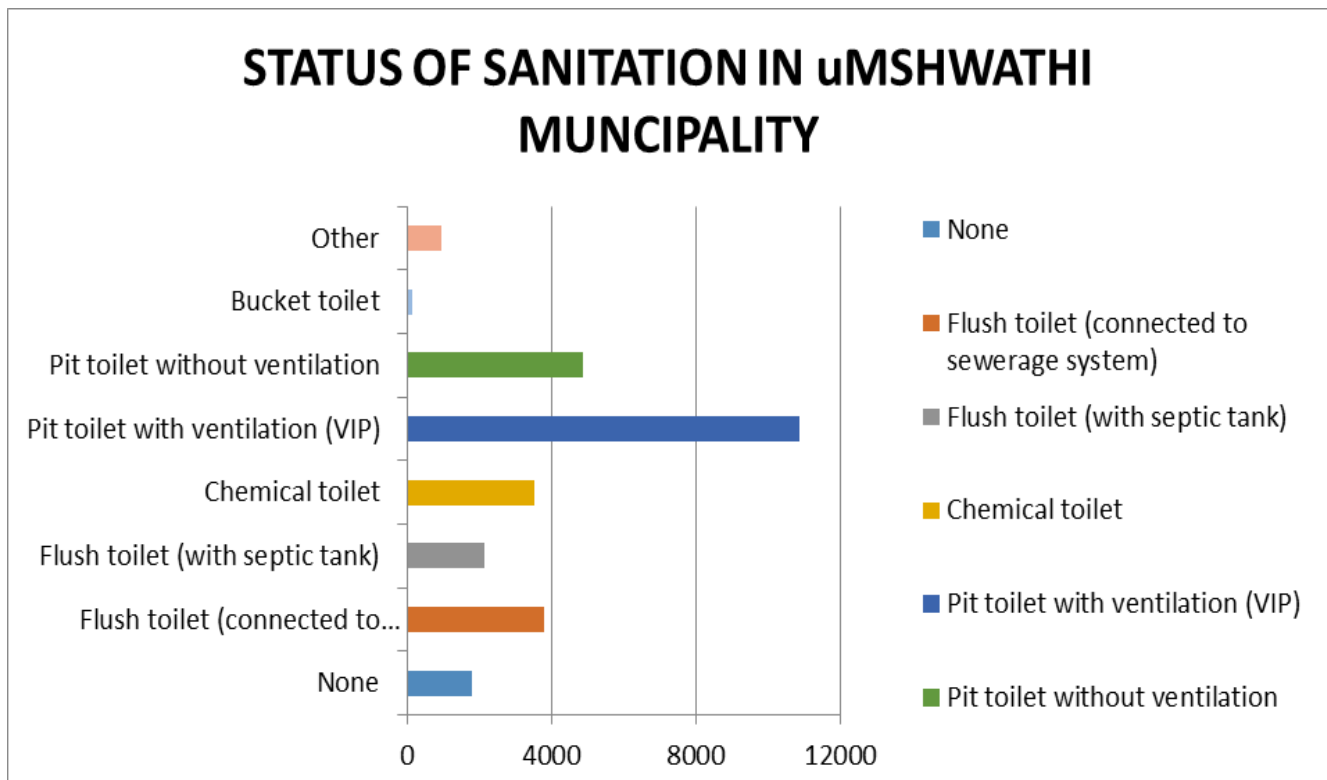
Source; UMDM

### **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

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



Source: StatsSA 2016

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 of 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.

#### **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

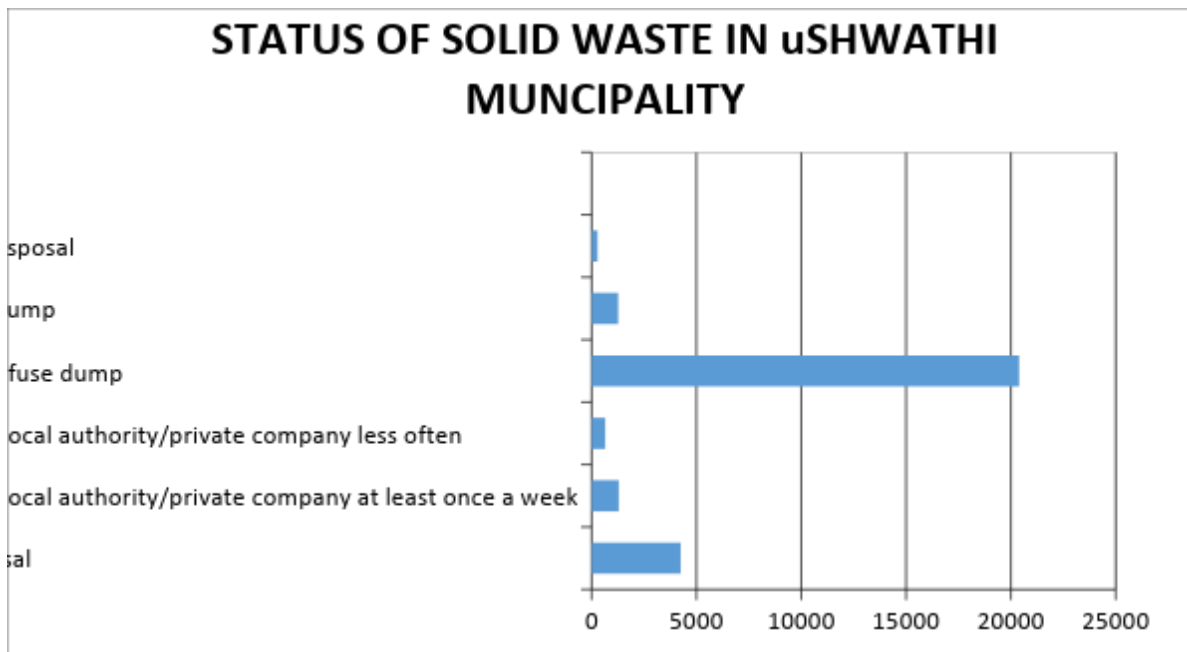
pension pay-out days or school sports functions, high volumes of pedestrian traffic results in excessive littering which in turn, overpower the ability of the Municipality to timeously remove this litter.

*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
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. These 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 serve 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:

Action Plan	Desired State
to develop a Waste Information System	Develop and implement a Waste Information System (WIS)
to set up Waste Minimisation Initiatives	Minimise the environmental impacts of waste disposal facilities and litter
to set up reducing, recycling and recovery initiatives	Promote separation at source, i.e. at the point of generation. Develop recycling centres following separation at source.
for effective delivery of waste collection and transport service	Implement general waste collection services in unserved or poorly serviced areas (also new areas). Minimise the environmental impacts of waste disposal facilities and litter
to ensure sound financial management of waste function	Minimize waste management costs by optimizing the efficiency of the existing waste management systems in terms of infrastructure, labour and equipment
for institutional arrangements of waste management	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 which 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.

#### 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).

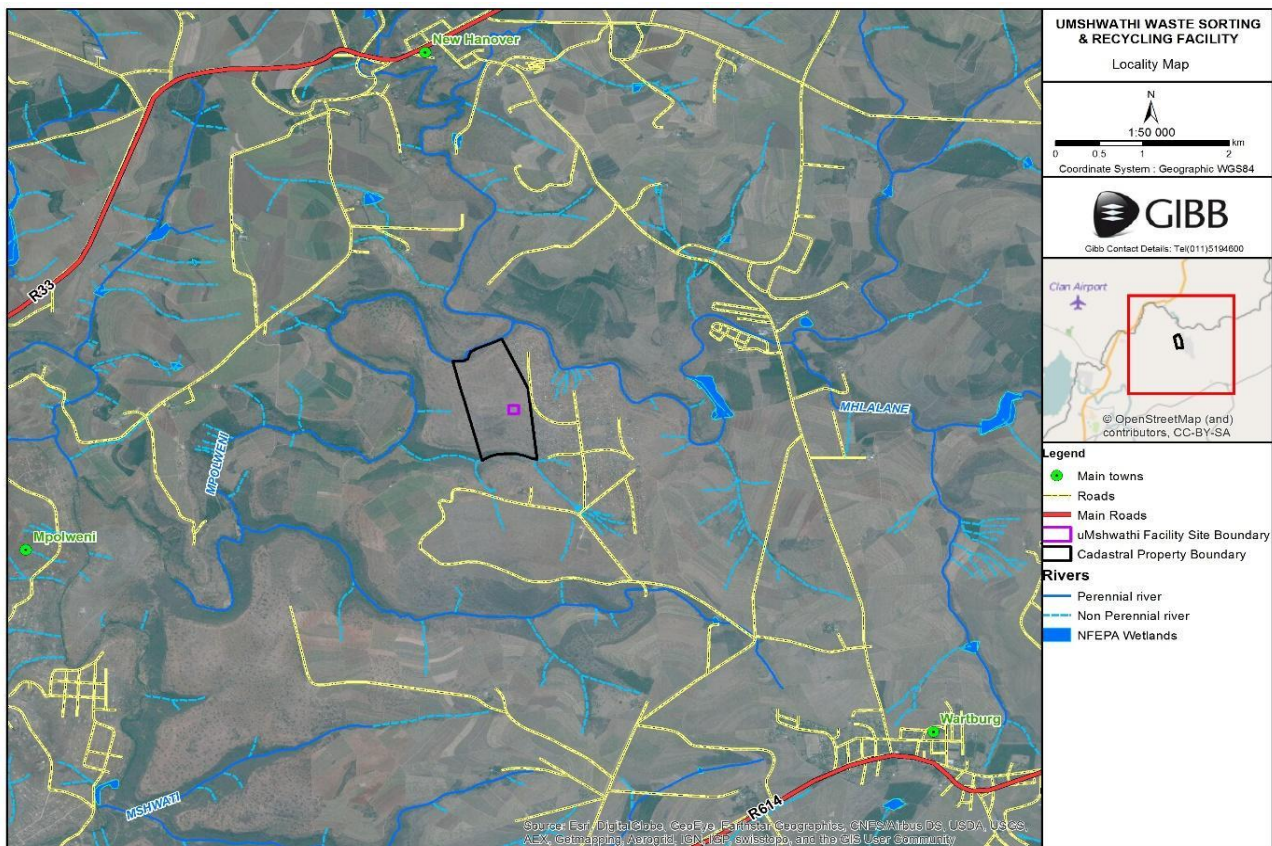


Figure 1: uMshwathi Sorting and Baling Facility site location

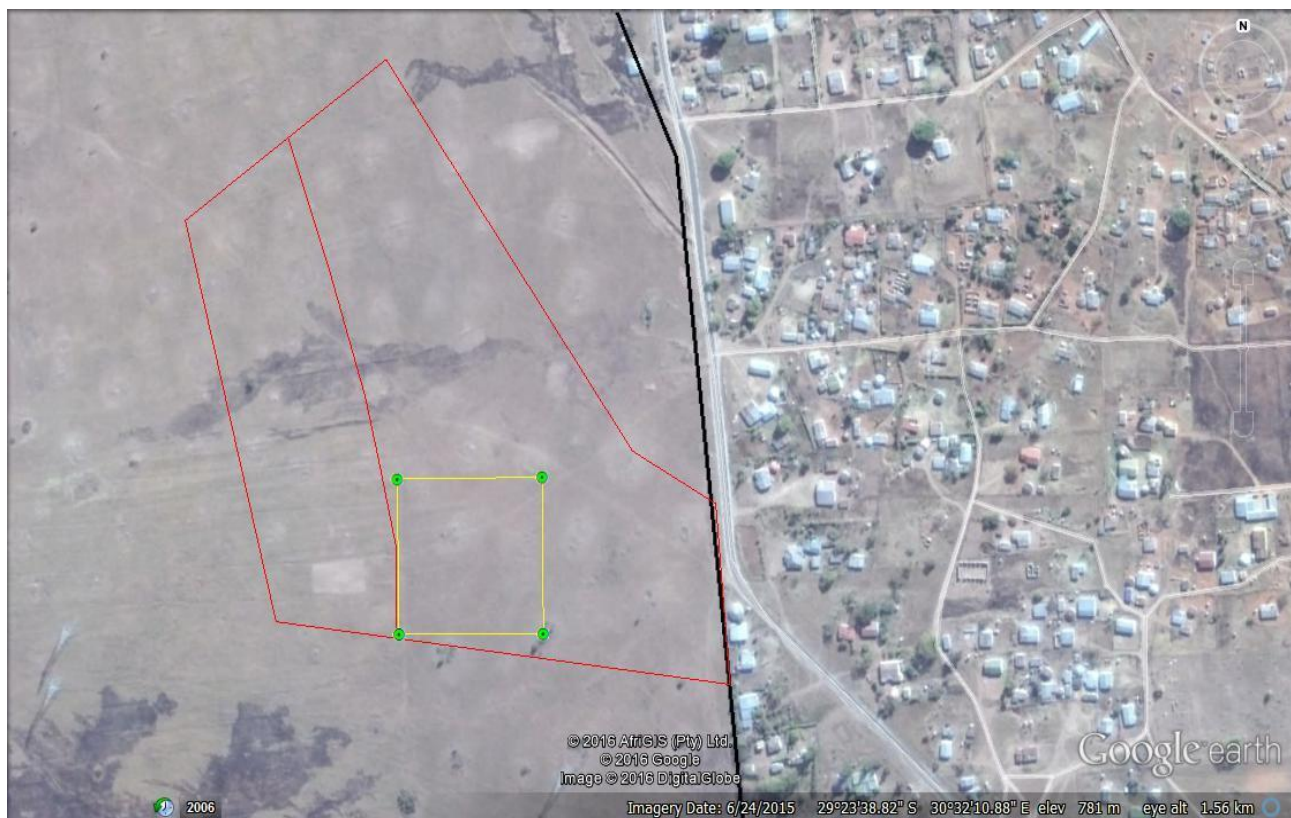


Figure 2: uMshwathi Sorting and Baling Facility site

### **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.

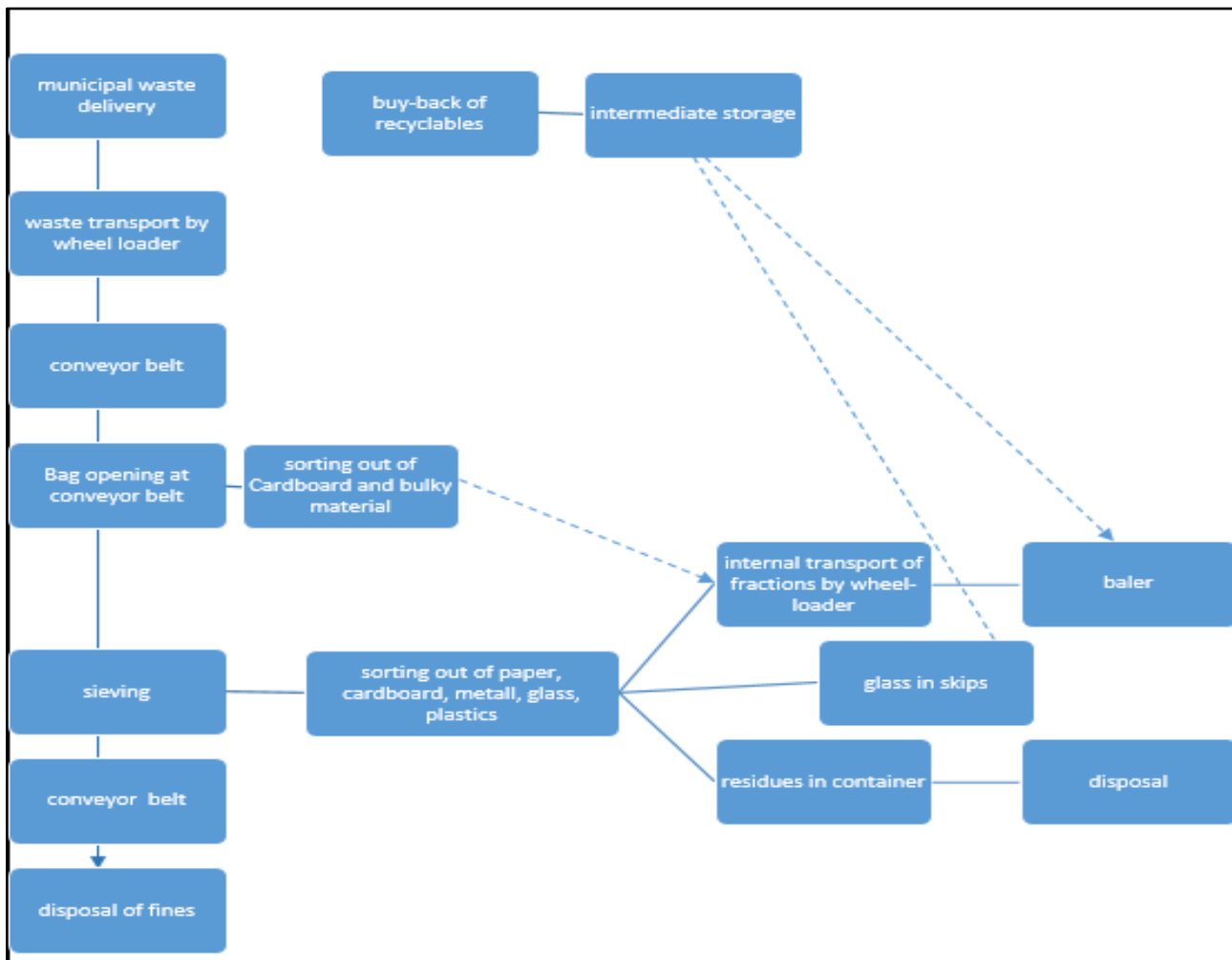
The residual waste is placed into containers for transport and disposal by landfill.

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.

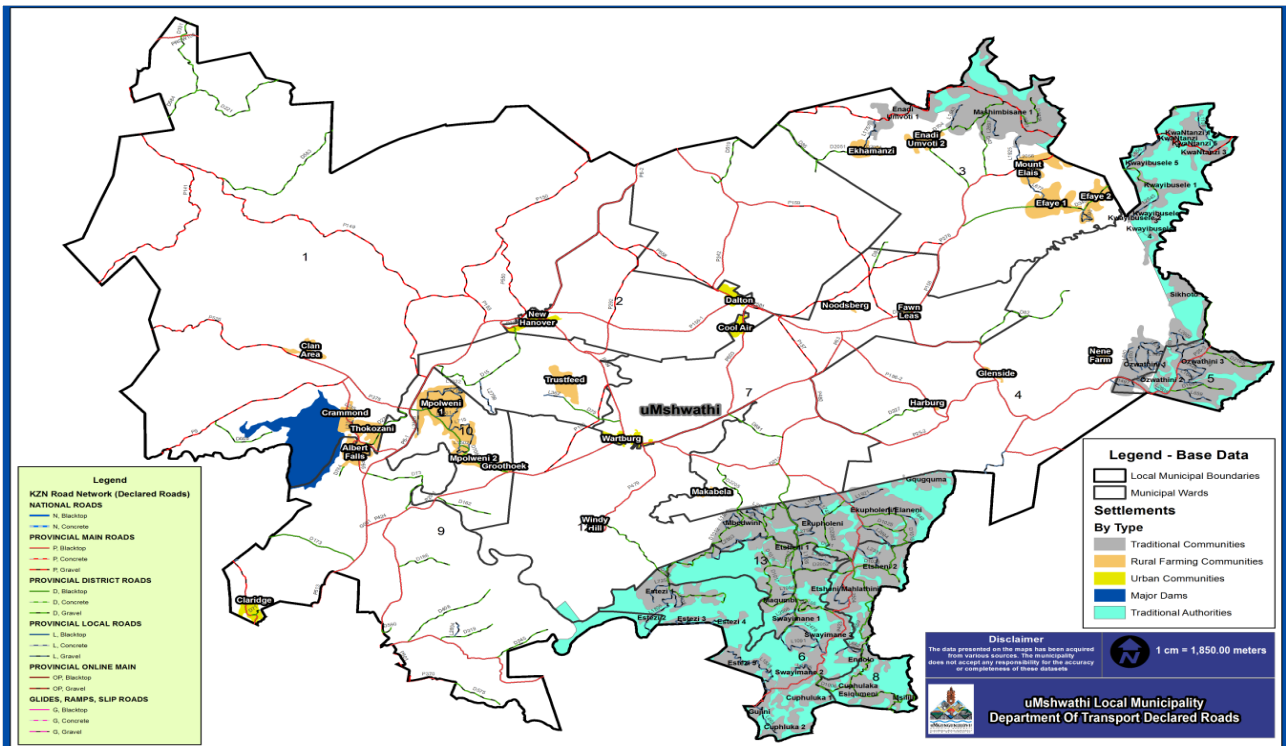
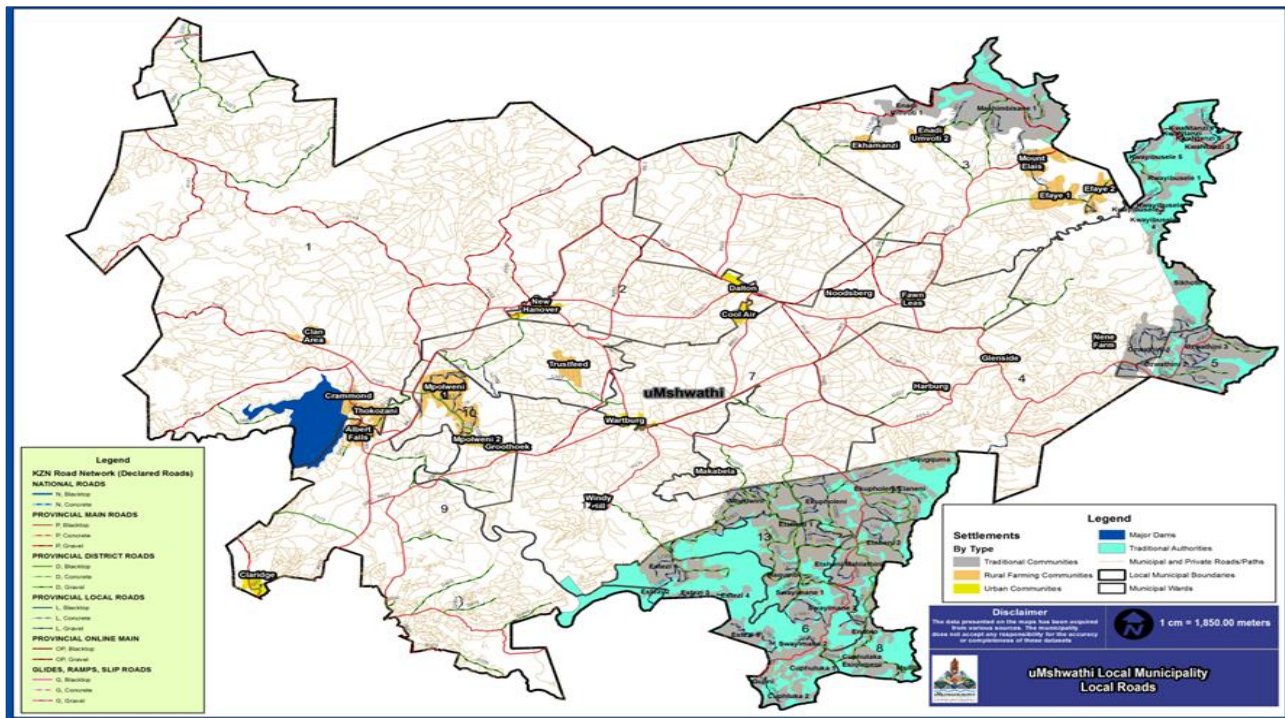


Figure 27 Department of Transport Declared Roads (Source: uMgungundlovu District Technical services 2105) Roads

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 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 experience. 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
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

DESCRIPTION	TARGET
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 <sup>2</sup>

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 <sup>2</sup>

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
Zibambele	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

<b>Umshwathi MUNICIPALITY ROADS CAPITAL PROJECTS INFORMATION</b>					
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
<b>TOTAL</b>		<b>14 088 000.00</b>			
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
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
<b>TOTAL</b>		<b>10 091 000.00</b>			

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

### 4.3.2. Municipal Roads Master Plan

The Municipality has developed 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 workshopped 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**

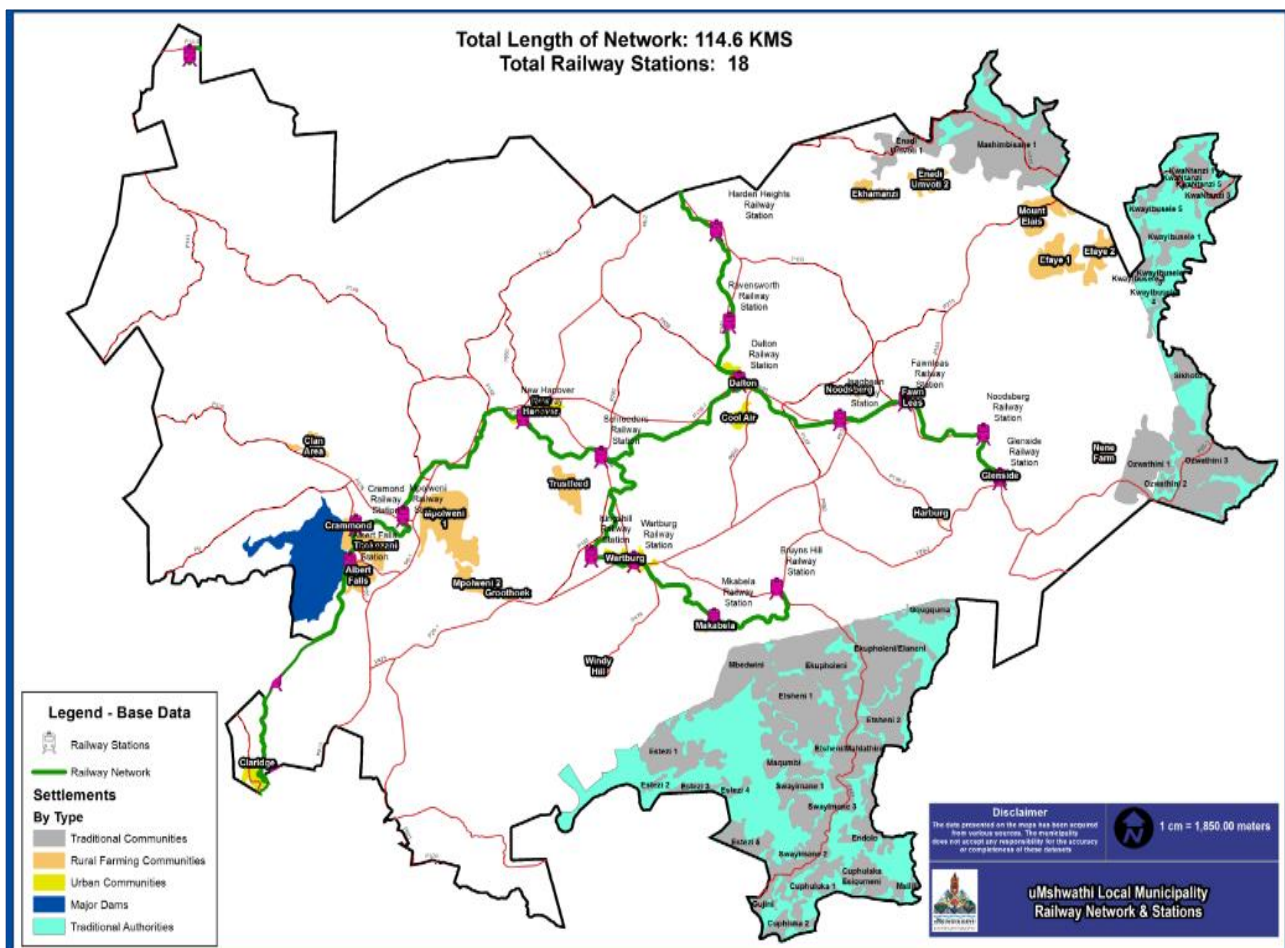
NO	Railway Station	NO	Railway Station
1	Haden Heights Railway Station	10	Mkabela Railway Station
2	Ravensworth Railway Station	11	Bruinshill Railway Station
3	New Hanover Railway Station	12	Noodsberg Railway Station
4	Dalton Railway Station	13	Fawnleas Railway Station

NO	Railway Station	NO	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
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
Dalton SS NB15 Feeder Bay Establishment	R1 951 071.81	0	2
Dalton SS NB15 Feeder Establishment	R10 246 962.44	0	2

uMshwathi Electrification Project	Ward	Number of Connection
<b>Completed Electrification Projects</b>		
Kameelhoek	10	33
Mbava Electrification	6	130
Ward 1 Electrification	1	167
<b>In Implementation 2016/2017</b>		
Inadi(Multiyear project)	3	396
Mtulwa Electrification	3	249
<b>Project 2017/2018</b>		
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 (1 185 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.

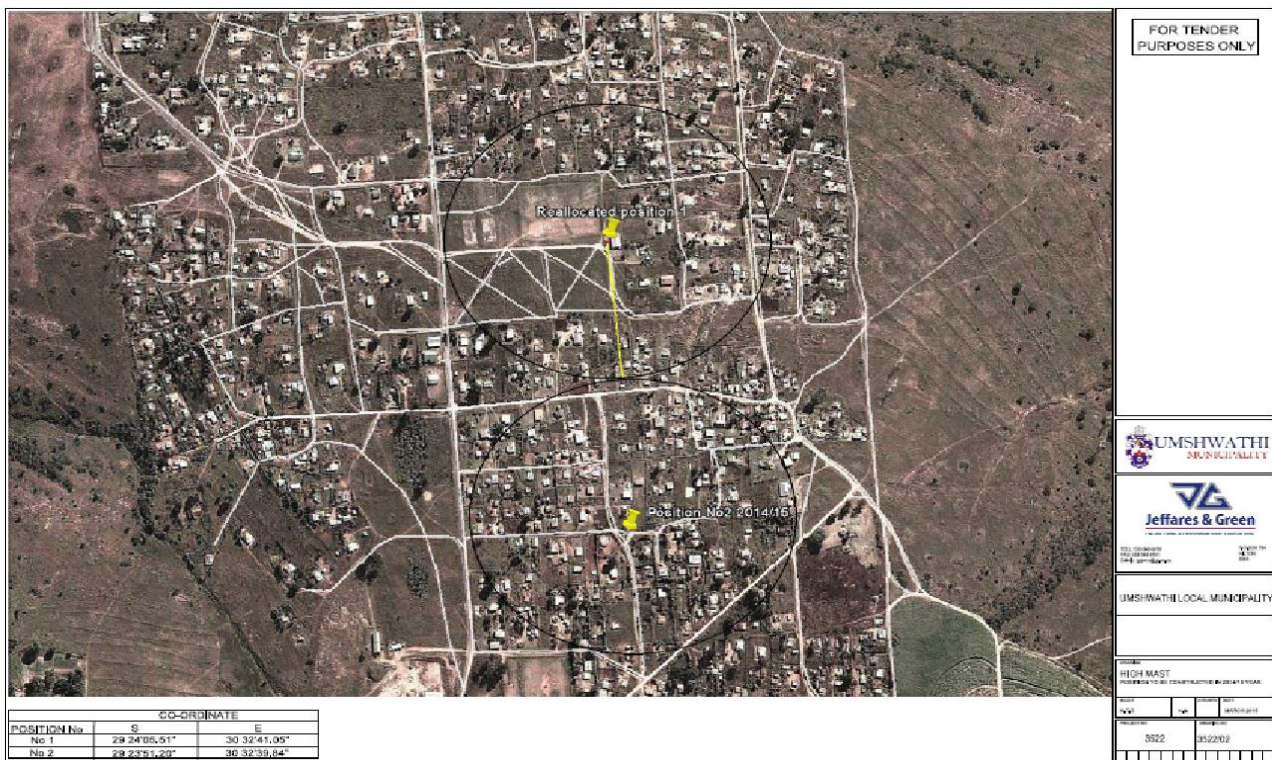


Figure 3: Positions of the High Mast Towers in Trustfeed (Source: uMshwathi LM Town Planning Section)

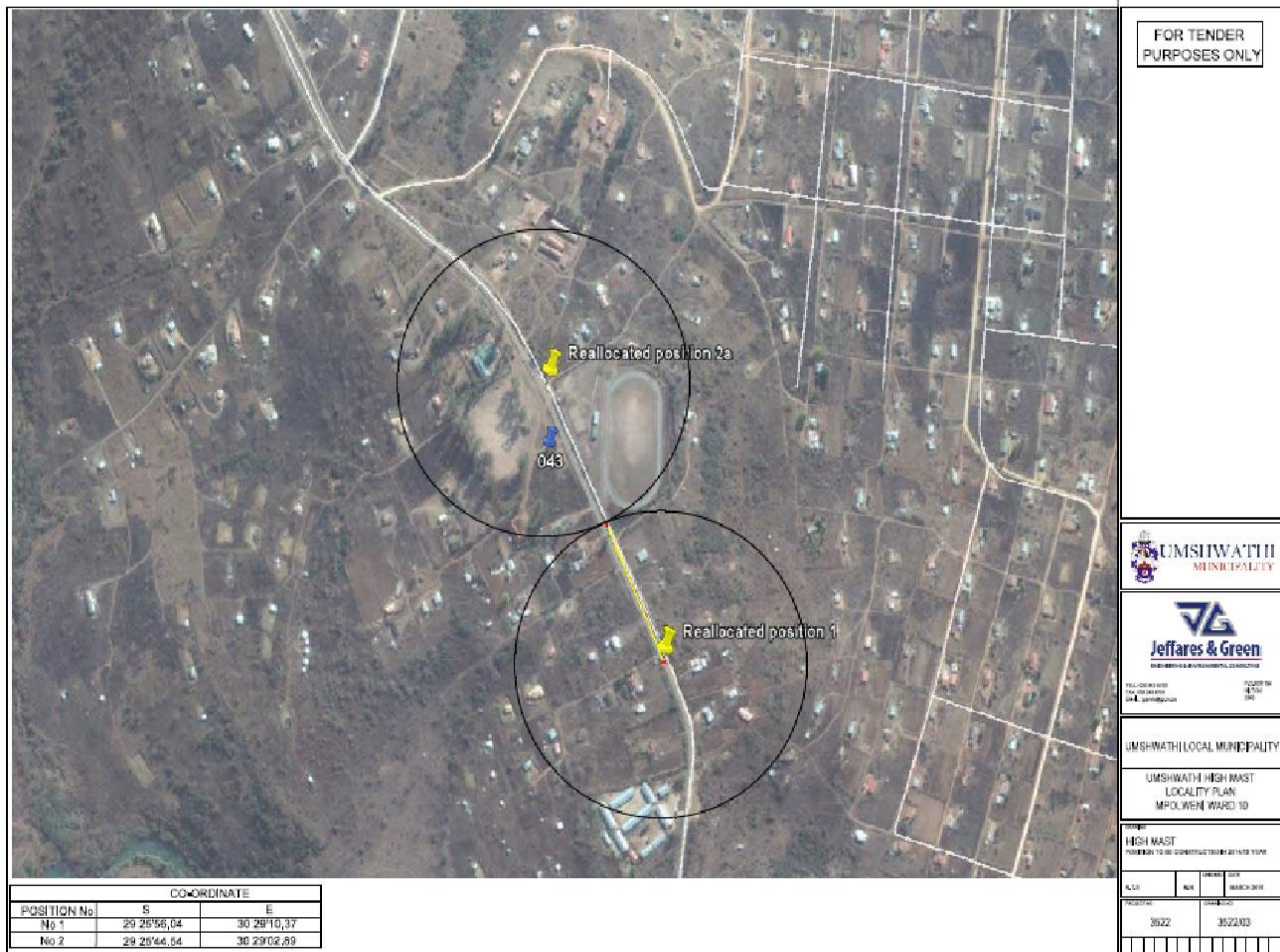


Figure 4: Positions of the High Mast Towers in Mpolweni (Source: uMshwathi LM Town Planning Section)



**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.

4.5. 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.

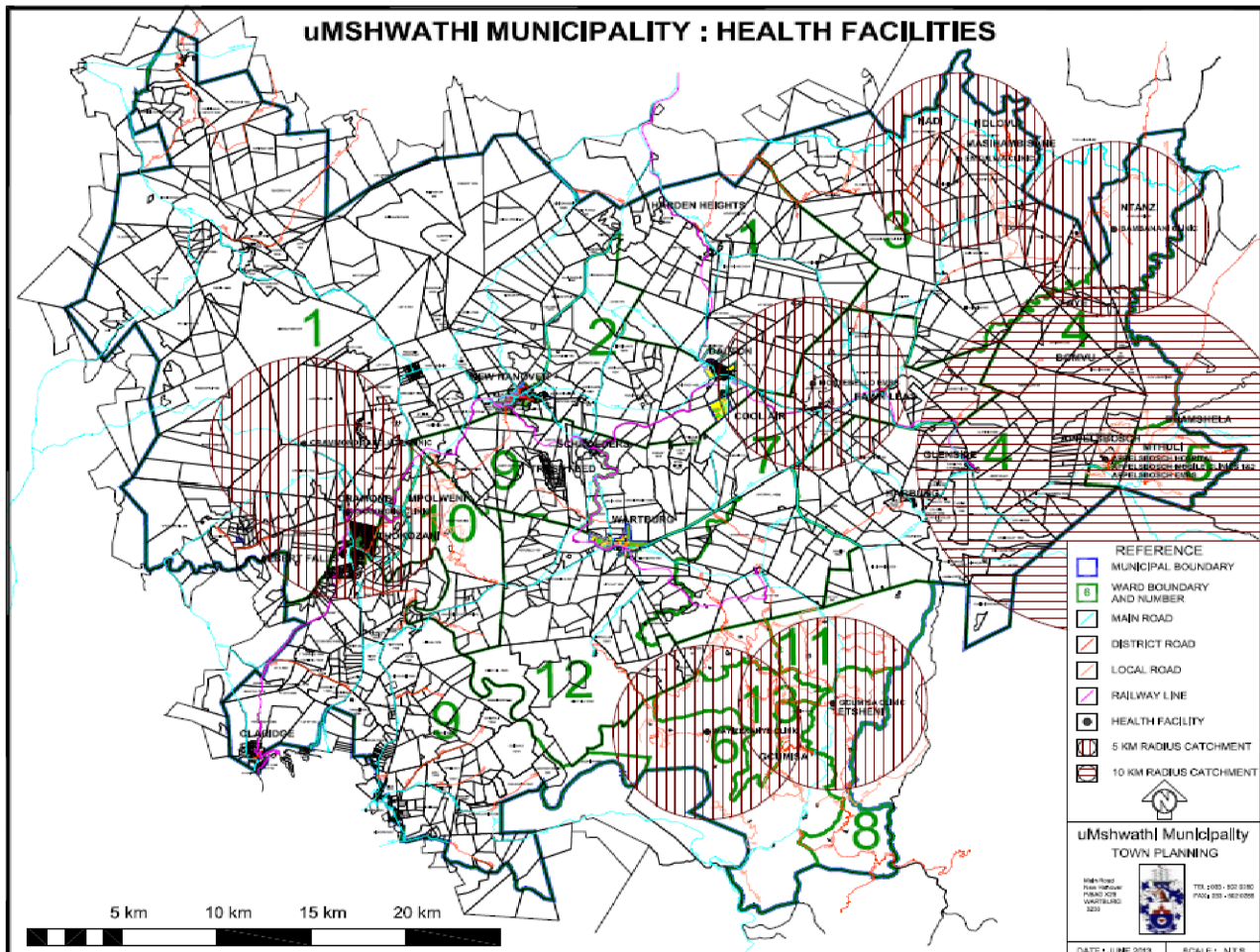


Figure 6: Health Facilities (Source: uMshwathi LM Town Planning Section)

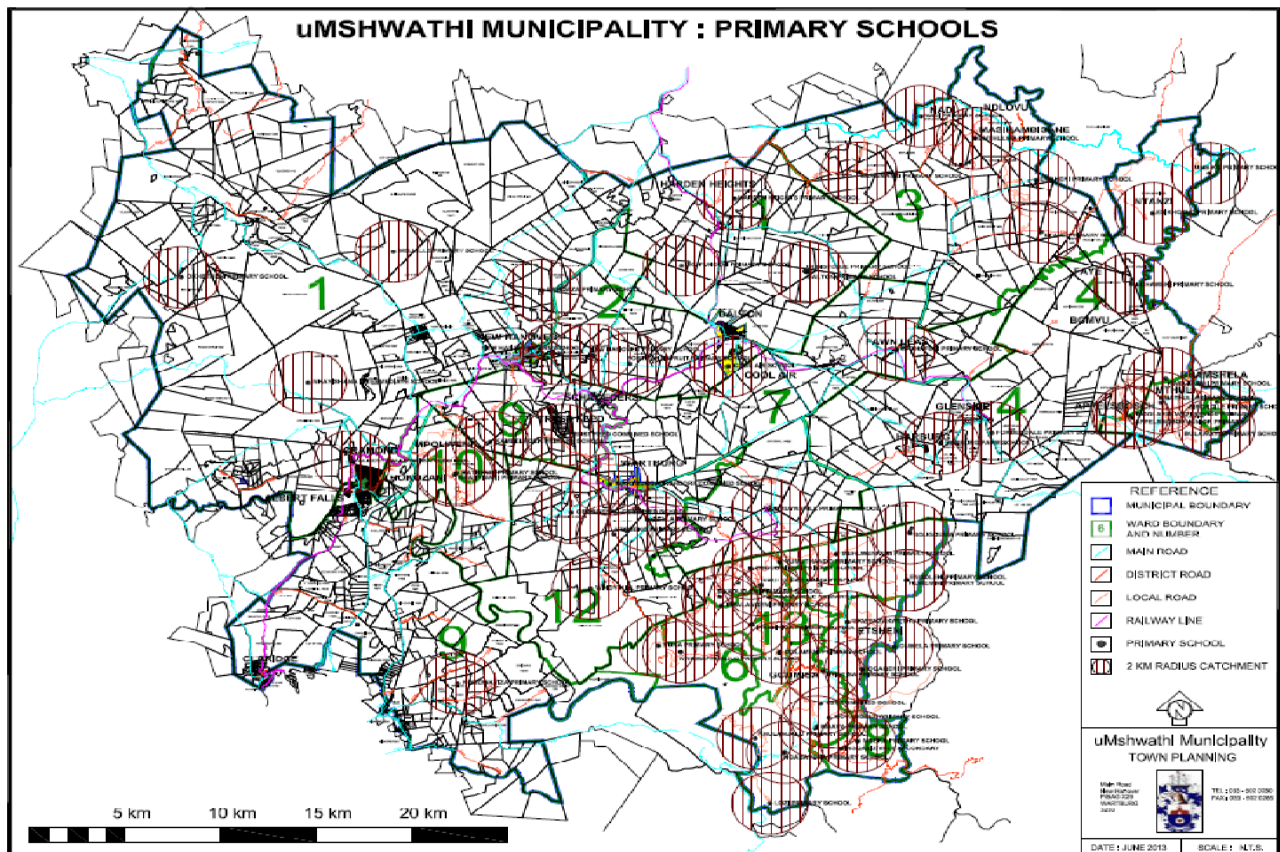


Figure 7: Primary schools (Source: uMshwathi LM Town Planning Section)

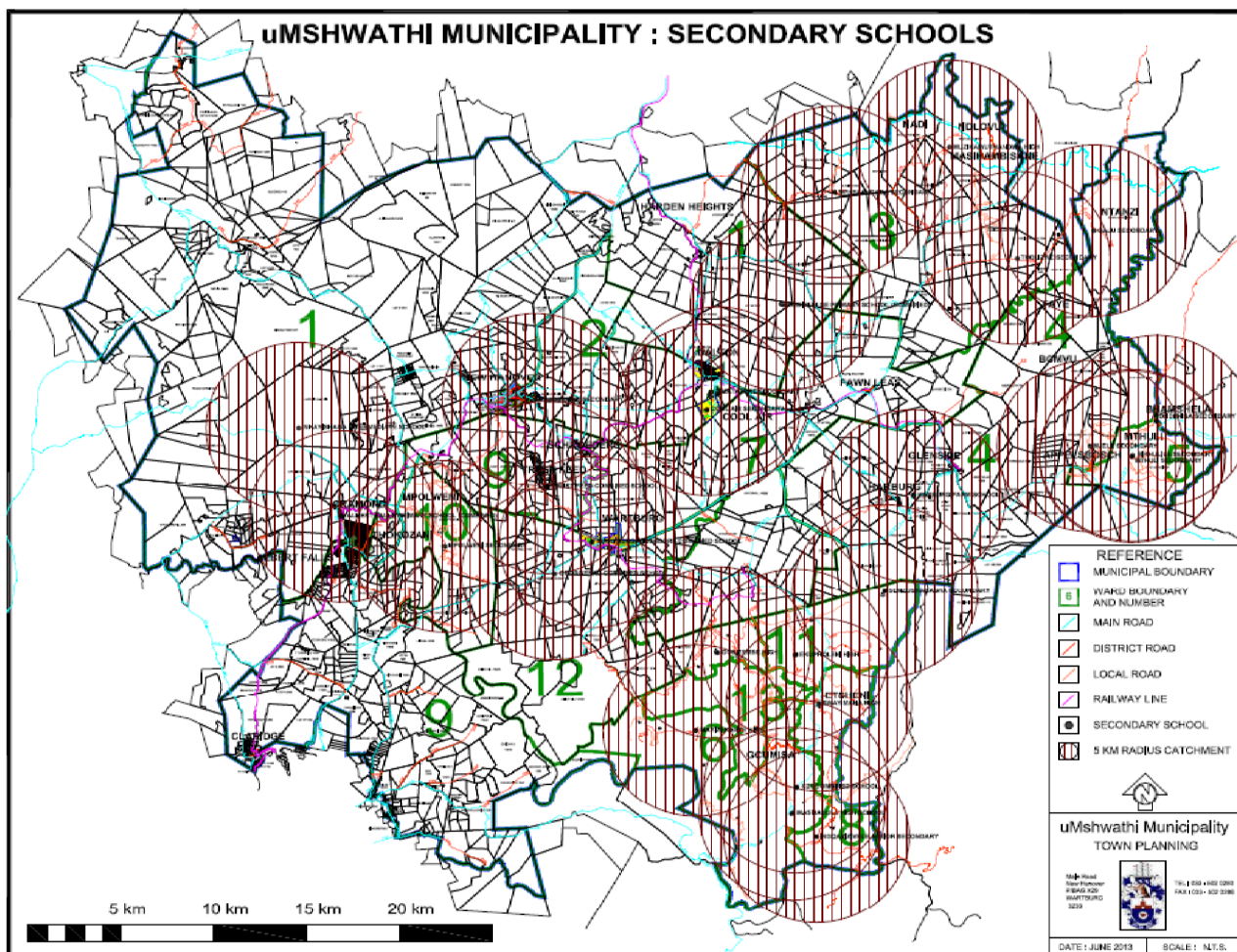


Figure 8: Secondary Schools (Source: uMshwathi LM Town Planning Section)

### 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 (insert new projects)					
PROJECT	WARD	BUDGET	START	COMPLETE	STATUS
Upgrading of New Hanover Sportsfield	2	1 479 000.00	18-Oct-16	30-June-17	50% Completed
Construction of Mbalenhle Creche	4	1 479 000.00	26-March-16	30-July-17	30% Completed
Thuthuka Training Centre Phase 2	8	1 479 000.00	10-April-17	30-Jun-17	Planning Stage
Upgrading of Mount Elias Hall	3	600 000.00	Not yet awarded	30-Jun-16	Planning Stage
Upgrading of Ndlebezembuzi Sportsfield	12	700 000.00	Not yet awarded	30-Jun-18	Planning Stage
Construction of Gqugquma Creche	11	1 700 000.00	10-May-17	30-Jun-18	Planning Stage

### 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:

WARD	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 Crèche	Completion of District Road 40
4	Mbhalenhle Hall	Mkhakhasini Crèche	Construction of Mchunu Road.
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 Bhisi Road upgrade	Construction of Sgaqumeni 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 Maintained During 2018/19

Ward	Project	Project Awarded	Status
1	<p><b><u>Renovation of Thokozani Community Hall</u></b></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><b><u>Renovation of Thokozani Sport field</u></b></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.
2	<p><b><u>Renovation of New Hanover Community hall</u></b></p>	NO It should be considered when we do assets register	Site Inspection not been done but the schedule of meeting is in place
3	<p><b><u>Renovation of Mount Allies Community Hall</u></b></p> <p>Painting of internal and external walls            Repairs of windows and doors            Plumbing            Tilling            Burglar Bars            Rainwater gutters            Concrete apron around the building            Install built cupboards</p>	NO It should be considered when we do assets registers	The quotation document is with the department of SCM for Advertisement, evaluation and appointment
3	<p><b><u>Renovation of Nadi Crèche</u></b></p> <p>Fencing of 150m            Installation of vehicle gate</p>	YES It should be considered when we do assets registers	The quotation document is with the department of SCM for Advertisement, evaluation and appointment

## Lists Of Municipal Buildings Per Ward Maintained During 2018/19

4	<p><b>Renovation of Appelsbosch hall</b></p> <p>Paint internal and External wall. Remove existing external double door &amp; replace with steel doors Replace broken and cracked windowpanes. Paint existing windows, burglar bars and steel window &amp; door frames Replace existing ceiling boards fixed to battens to match existing and corner sills Service and test Existing electrical installation work and produce Certificate of Compliance Tile floor with first grade ceramic tiles, (350x350mm). Provide 75mm tile skirting Kitchen, walls paint included</p> <p><b>Renovation of Bambanani Community hall</b></p> <p>Paint internal and External wall Windows &amp; doors Provide 120mm heavy-duty barrel bolt and tri-circle locks provide 120mm heavy-duty barrel bolt and tri-circle locks. Replace broken and cracked windowpanes. Remove existing external double door &amp; replace with steel doors hung to existing MS doorframe Replace Paint existing vehicular sliding gate.</p>	<p>YES It should be considered when we do assets registers YES It should be considered when we do assets registers</p>	<p>The contractor is on site</p> <p>The contractor is on site</p>
5	<p><b>Renovation of Hlathikhulu Community hall</b></p> <p>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><b>Renovation of Nomhele Community hall</b></p> <p>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><b>Renovation of Estezi community hall</b></p> <p>Tiling 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><b>Fencing of Sinenhlanhla Crèche</b></p> <p>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><b>Renovations of Cool Air Sport field change room</b></p> <p><b>Renovation OF COOL AIR CRECHE</b></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 Maintained During 2018/19

8	<p><b><u>Renovation of Esgqumeni Creche</u></b>  Tiling 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><b><u>Renovation of Swayimane community hall</u></b>  Parking Shelters</p>	<p>NO  It should be considered when we do assets registers</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>The quotation document is with the department of SCM for Advertisement, evaluation and appointment</p>
9	<p><b><u>Renovation of Trust Feed Old Community Hall</u></b>  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><b><u>Renovation of Trust Feed White Community hall</u></b>  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> <p>The quotation document is with the department of SCM for Advertisement, evaluation and appointment</p>
10	<p><b><u>Renovation of Mpolweni community hall</u></b>  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><b><u>Renovation of Mpolweni Community Sport field</u></b>  Installation of Concrete Boulders to prevent cars at the sport field grass</p>	<p>NO</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>
11	<p><b><u>Renovation of Nkululeko hall</u></b></p>	<p>NO</p>	<p>Site Inspection not been done but the schedule of meeting is in place</p>
12	<p><b><u>Renovation of Mambedwini hall</u></b>  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>	<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>

Lists Of Municipal Buildings Per Ward Maintained During 2018/19

14	<b>Renovation of Applesboch market stores</b> 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	NO	The quotation document is with the department of SCM for Advertisement, evaluation and appointment
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## 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 aforementioned 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

STRENGTHS	WEAKNESSES
<ul style="list-style-type: none"> <li>✓ Recent acquisitions of plant and equipment to improve service delivery and infrastructure development</li> <li>✓ Competent and highly-skilled team of individuals within the Technical Services Department</li> <li>✓ New infrastructure built in the last year</li> <li>✓ Critical post filled</li> <li>✓ Housing Unit established (facilitation)</li> <li>✓ Support from DoHS (funding)</li> <li>✓ Support from DRDLR (land acquisition)</li> <li>✓ Support from ITB (rural areas in relation to DRA)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Vast rural area of the municipality imposes a burden on the cost-effectiveness of delivering services to these areas</li> <li>✓ Insufficient compliance officers to ensure bylaws are regulated.</li> </ul>
OPPORTUNITIES	THREATS
<ul style="list-style-type: none"> <li>✓ Increased sources of funding for infrastructure development through LOTTO and other donors</li> <li>✓ Completed development of the Thusong Centre improves service delivery and interaction with community members</li> <li>✓ Farmers are supportive in making land available for housing sites.</li> <li>✓ Project Steering Committees (Public Participation).</li> <li>✓ Site Meetings (Public Participation)</li> <li>✓ EPWP Programme</li> <li>✓ Housing Consumer Education Programme (Education for beneficiaries)</li> </ul>	<ul style="list-style-type: none"> <li>✓ Vandalism to Municipal property by local communities</li> <li>✓ Illegal dumping occurs from time to time</li> <li>✓ EIA's take too long before approvals</li> <li>✓ Mushrooming of slums/informal settlements.</li> <li>✓ Land invasion by illegal occupants</li> <li>✓ Illegal/Informal tenants (resistance in paying rents)</li> <li>✓ Shortage of housing sites at wards 1, 2, 7 and 9.</li> <li>✓ Land ownership issue at ward 3.</li> <li>✓ Poor quality of emerging contractors</li> </ul>





## 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.

#### 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**

<b>EMPLOYMENT FOR THOSE AGED 15-64</b>	
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**

<b>Agricultural Households</b>	
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 whether 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.

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 and 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 giving 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.

#### 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.

### 5.1.6. 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. LED SWOT Analysis

Strengths	Weaknesses
<b>Agriculture</b>	
<ul style="list-style-type: none"> <li>✓</li> <li>✓ Excellent soil &amp; climatic conditions for sugarcane production. 40% of District production of sugarcane</li> <li>✓ The proximity to N3 and N2 presents the municipality with opportunities for producing for the local &amp; international markets.</li> <li>✓ The area has well-established tree plantations</li> <li>✓ The area hosts one of the biggest feedlots in the country</li> <li>✓ Poultry farming is growing rapidly</li> <li>✓ There are three crocodile farms in the area</li> <li>✓ There are a number of water sports events that take place in uMshwathi on an annual basis. These events draw many people to uMshwathi.</li> <li>✓ The Spatial Development Framework and the Environmental Management Framework for a section of the land area have been developed and these instruments indicate areas that have potential for tourism</li> <li>✓ There are several game farms with a potential to develop into tourism outlets</li> <li>✓ The Amble is well-established and does a lot to promote local tourism businesses. Some areas have rich deposits of clay &amp; shale that is suitable for the manufacturing of bricks &amp; tiles</li> <li>✓ The Municipality has developed an Environmental Management Framework for the area incorporating Albert Falls Dam and the intersection of R33 and R614. This instrument will guide potential investors and assist the municipality in decision making when processing development applications.</li> <li>✓ At least two feasibility studies for projects that are aimed at stimulating economic development have been completed by the municipality. These are The R33/R614 Corridor Study and the uMshwathi City Project.</li> <li>✓ The Spatial Development Framework and the Land Use Management Plan are in place for the whole area of uMshwathi. These tools are important for decision</li> </ul>	<ul style="list-style-type: none"> <li>✓ Vast areas of land are not utilized for farming</li> <li>✓ Most sugarcane fields &amp; gardens belonging to indigenous people are not fenced</li> <li>✓ The communal ownership of grazing lands is a stumbling block to improved productivity of livestock production.</li> <li>✓ The lack of investment in agricultural infrastructure and human resources</li> <li>✓ There is a relatively low level of value adding to the local agricultural produce.</li> <li>✓ Most people do not have adequate supply of water for irrigation</li> <li>✓ There is a general lack of agricultural management skills that are needed for the growth of this sector</li> <li>✓ There is no formal local market where local people can sell their produce</li> <li>✓ The municipality is not getting the full benefit from tourists that visit the two dams for events because there is a shortage of tourism infrastructure. As a result, visitors do not stay overnight in uMshwathi.</li> <li>✓ The participation of indigenous people in the tourism business in uMshwathi is very limited.</li> <li>✓ The areas visited by tourists do not have proper facilities for selling art work</li> <li>✓ The road network is not developed sufficiently to support tourism</li> <li>✓ The local tourism is not integrated to the tourism activities and plans of adjacent municipalities.</li> <li>✓ The lack of electricity in some areas is both a threat and a constraint to the local economy.</li> </ul>



Strengths	Weaknesses
<p>making on development.</p> <ul style="list-style-type: none"> <li>✓ The Informal Chamber has been formed and it is fairly functional</li> <li>✓ There are sawmills and two sugar mills in uMshwathi</li> <li>✓ There is a hospital and several clinics within the boundaries of uMshwathi.</li> <li>✓ There is an Further Education &amp; Training College in uMshwathi</li> <li>✓ There is a prison in New Hanover</li> <li>✓ New Hanover is growing as a services centre</li> </ul>	<ul style="list-style-type: none"> <li>✓ There is a shortage of economic infrastructure e.g. market stalls, mini factories</li> <li>✓ The rates of illiteracy and lack of skills are too high</li> <li>✓ There is inadequate supply of water &amp; electricity in some areas</li> <li>✓ The availability of developed land for future industrial development within the municipality is limited.</li> <li>✓ Very little agro-processing of local agricultural produce takes place in uMshwathi. This deprives the municipality of job opportunities that would accrue from local value adding.</li> <li>✓ The municipality still does not have an Industrial Growth Plan that will provide a guide to potential investors.</li> <li>✓ The municipality does not have statistics for local sand mining</li> <li>✓ The LED Unit is woefully understaffed</li> <li>✓ The budget allocation to the LED Unit is too restrictive</li> <li>✓ There is very little if any integration of the plans of the various units of the municipality</li> <li>✓ The implementation of economic bylaws is poor.</li> <li>✓ The Informal Trade Bylaw has not been finalized</li> <li>✓ There is a shortage of market stalls in the towns.</li> <li>✓ There no demarcated trading spaces outside the market stalls in the local towns</li> <li>✓ The road infrastructure is poor and the rail network is grossly underutilized</li> <li>✓ The prevalence of HIV/AIDS is unacceptably high</li> <li>✓ The frequency of natural disasters and road accidents is unacceptably high</li> <li>✓ The opportunity of encouraging communities to plant fruit trees through events such as Abhor Day is not utilized.</li> </ul>

<i>Strengths</i>	<i>Weaknesses</i>
	<ul style="list-style-type: none"><li>✓ <i>The farm dwellers are not organized and this is a source of many challenges that they encounter</i></li><li>✓ <i>The accuracy of the register of land and buildings belonging to the municipality is not accurate is suspectbelied to be inaccurate</i></li></ul>

Opportunities	Threats
<ul style="list-style-type: none"> <li>✓ uMshwathi has a huge to create jobs in uMshwathi through the processing of agricultural produce within the municipality</li> <li>✓ The local crafters produce excellent products that have won awards in the District and Provincial competitions</li> <li>✓ uMshwathi has a rich cultural , historical heritage and a beautiful landscape for tourism</li> <li>✓ The two local dams namely Albert Falls &amp; Nagle Dam present the area with opportunities for the growth of the tourism sector</li> <li>✓ There are opportunities for agro-processing of the local agricultural produce</li> <li>✓ Availability of animal waste and lots of wood material for the production of electricity.</li> <li>✓ The two dams also present the municipality with opportunities for hydro-electric power generation.</li> <li>✓ The availability of vast quantities of animal waste, alien plants and wood in the municipality provide opportunities for generating electricity from these materials.</li> <li>✓ Opportunity for the establishment of renewable energy projects in Appelsbosch area</li> <li>✓ There are opportunities for the establishment of new brick &amp; tile manufacturing plants</li> <li>✓ There are no restaurants that provide African CuisineDishes</li> </ul>	<ul style="list-style-type: none"> <li>✓ The overreliance on sugarcane and timber plantations poses a threat to the long term sustainability of the local economy.</li> <li>✓ The slow pace of the land restitution processes is both a waeknessthreat and a threat to the development and sustainability of local agriculture.</li> <li>✓ The high rate of crime, including stock theft is a constant hazard to stock farmers.</li> <li>✓ The use of agricultural land for housing purposes is an increasing threat</li> <li>✓ The ever icreasing number of households in tribal authority areas resulting in decreasing size of small scale farms</li> <li>✓ The water quality is deteriorating due to agricultural activities within and outside of uMshwathi.</li> <li>✓ The lack of a Resource Management Plan for the two local dams renders these important resources vulnerable to unscrupulous developments that threaten their long term sustainability.</li> <li>✓ The high rate of crime poses a threat to the long term sustainability of the tourism sector</li> <li>✓ Additional posts in the LED Unit have been identified</li> <li>✓ The rate of unemployment, poverty and inequality are unacceptably high</li> <li>✓ Agricultural land is lost to non-agricultural activities</li> <li>✓ The rate of crime is unacceptably high</li> <li>✓ The increase in conflicts amongst local people and foreigners who are employed by the farm owners.</li> <li>✓ There is no particular emphasis on gardening and efficient use of water in the local schools. These skills are important for ensuring food security in the local communities.</li> </ul>

<i>Opportunities</i>	<i>Threats</i>
	<ul style="list-style-type: none"><li>✓ <i>There is increasing incidence of foreigners taking over local businesses</i></li><li>✓ <i>There is very little circulation of money within the municipal boundaries</i></li></ul>

## 5.2 Social Development Analysis

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

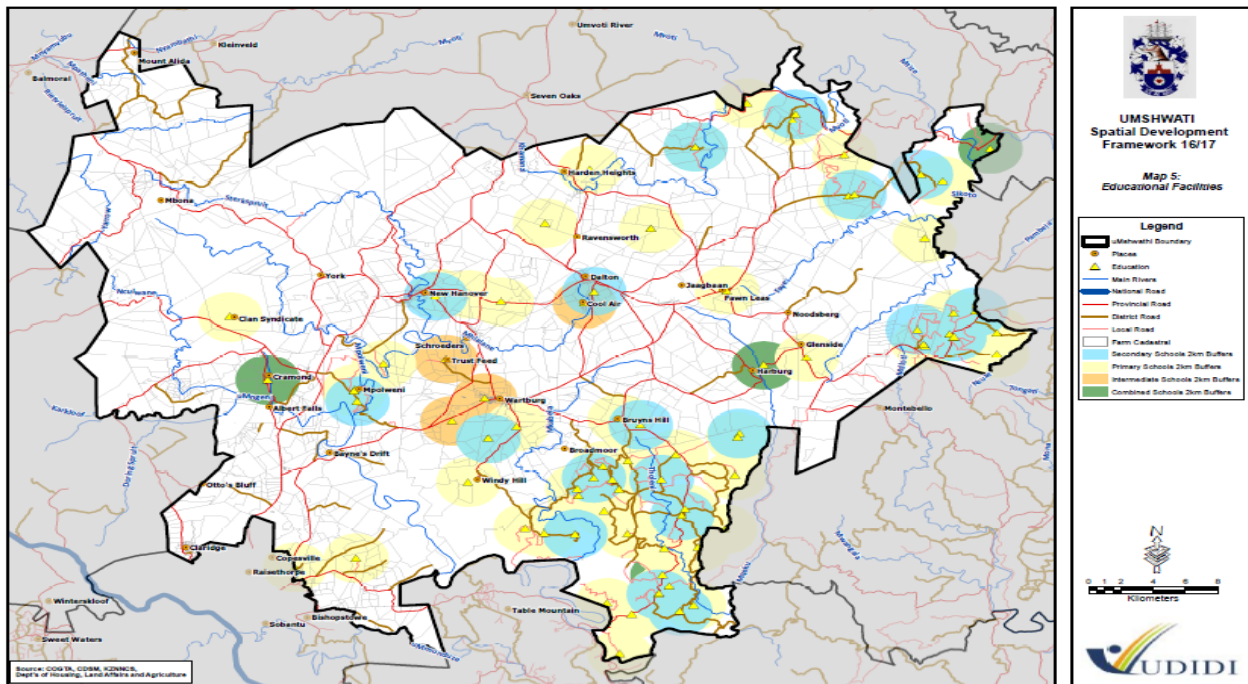
The municipality has initiated poverty eradication programmes that are part of the plan for the financial year.

WARD	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	Ekhmanzi Sportsfield	Mthizane Creche	Completion of District Road 40
4	Mbhalenhle Hall	Mkhakhasini Crèche	Construction of Mchunu Road.
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)

### 5.2.2. Education

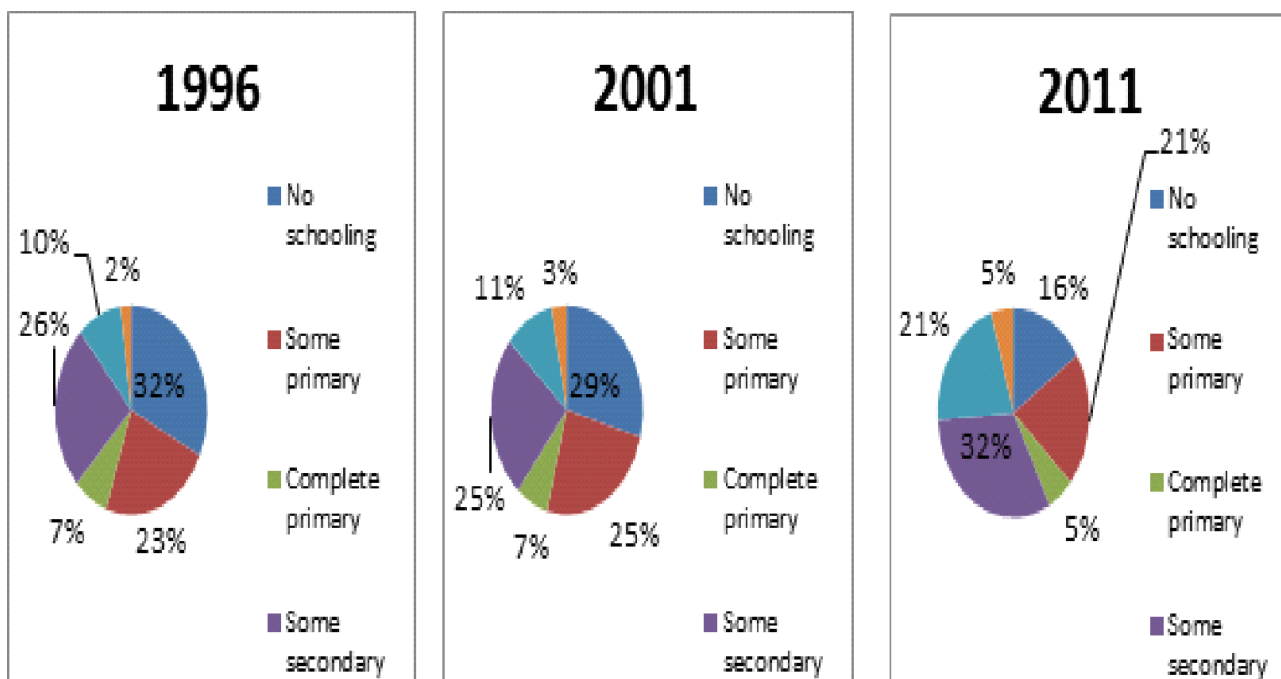
UMshwathi local municipality has performed on the 60% average for matric results. The leading performing school in Maths and Science is Masijabule who is at ward 6 Mbhava area. There are schools that are underperforming due to various reasons pointed out. There is a challenge of small and non -viable 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).

**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:**

Name of Clinic	Pop per clinic	PHC Headcount	Clients seen by Dr Total	Clients seen by Dr per day
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
<b>Total</b>	<b>113 413</b>	<b>383 588</b>	<b>5 051</b>	<b>252</b>
<b>Appelsboch Hospital 2016/17</b>				
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 antenatal 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 Socail 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 response projects that address 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 joint meetings provide platform to excel in responding to challenges 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 address 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 in order to address this. 90/90/ 90 is the overall country strategy that we sign 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 in order to 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
Addressing 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 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. Governments departments and The National Youth Development Agency were: engaged to ensure integrated approached 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.

#### 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

#### 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 war rooms so that they will be able to express their views in relation to needs of the elderly.*

#### 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.*

## 5.2.7. Social Development SWOT Analysis

Strengths	Opportunities
<ul style="list-style-type: none"> <li>✓ Senior citizens and disability forums in place</li> <li>✓ Support from government departments</li> <li>✓ Strong institutional arrangement in place (war rooms are functional)</li> <li>✓ Gender and disability unit is functional</li> <li>✓ Lac established &amp; implements projects</li> <li>✓ Wacs established &amp; trained on hiv</li> <li>✓ Strong partnership with local stakeholders &amp; departments</li> <li>✓ Civil society forum established &amp; functional</li> <li>✓ 5 funded non -government organizations operate within municipality</li> <li>✓ Youth structures in place</li> <li>✓ Budget available</li> </ul>	<ul style="list-style-type: none"> <li>✓ Budget available</li> <li>✓ Budget is allocated to deal with hiv</li> <li>✓ Non-government organizations that are funded</li> <li>✓ Multi sectoral relationships exist and have strong links</li> <li>✓ Exist partnership with stakeholders</li> </ul>

Weaknesses	Threats
<ul style="list-style-type: none"><li>✓ Lack of attendance to lac meetings by champions</li><li>✓ Lac meetings to be revived</li><li>✓ Wacs do not get the stipend and not reliable</li><li>✓ Lack of resources to support members of the civil society</li><li>✓ Dysfunctional of youth structures. Nyda challenges.</li><li>✓ Absence of support for youth council members</li><li>✓ Shortage of staff i.e. Youth officer</li></ul>	<ul style="list-style-type: none"><li>✓ Influx of foreign immigrants</li><li>✓ None existence of youth structure in other wards.</li><li>✓ No meeting for youth council.</li><li>✓ Delayed in the implementation of youth programme.</li><li>✓ Nyda challenges.</li><li>✓ Absence of support for youth council members</li><li>✓ Shortage of staff i.e. Youth officer</li></ul>



## 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

Umshwathi municipality has received an amount of R 86 722 000.00 in the past 3 financial years

Synopsis of 3 Year Capital Funding and Expenditure				
Funding Source		2017	2016	2015
Municipal Infrastructure Grant	Received	28,829,000.00	26,764,000.00	31,129,000.00
	Spent	28,829,000.00	26,764,000.00	31,129,000.00
	Unspent	-	-	-

#### 6.1.2. Indigent Support Including Free Basic Services

Currently the municipality is providing Free Basic Electricity to approximately 1 600 households with a cost as follows:

Category	2018	2017	2016	2015
Free Basic Electricity	-	1,134,056.00	1,205,424.00	1,277,662.00

The indigent register is being reviewed on an annual basis. Currently there are 2 200 registered indigents. Consumers qualifying for Free Basic Electricity are being registered with Eskom on an ongoing basis. The municipality is considering the supply of alternate energy sources to communities that are not on the Eskom grid. The budget for Free Basic support for the next three years is as follows:

	2018	2019	2020	2021
Free Basic Services	2,000,000.00	1,750,000.00	2,000,000.00	2,000,000.00

#### 6.1.3. Revenue Enhancement & Protection Strategies

The Revenue Enhancement Strategy was reviewed after the strategic planning workshop. The review took into account the recommendations from the workshop and developed a working strategy going forward.

The following possible sources of revenue were included in the strategy:

- ✓ *Effective enforcement of by-laws*
- ✓ *Introduce tariffs for business licenses*
- ✓ *Introduction of Driver testing facility*
- ✓ *Investigate current land use and apply correct rate randage and rebates*

The implementation of the strategy is included in the performance scorecards of the respective senior managers.

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.

### Revenue Protection

Outstanding debtors per category as at February 2018 and the past two years is as indicated below:

Category	February 2018	June 2017	June 2016
Organs of State	58,506,091.19	60,600,163.00	46,809,962.00
Commercial	18,168,285.48	16,671,940.00	15,556,980.00
Households	34,429,637.66	32,197,825.00	33,793,585.00
<b>Total</b>	<b>111,104,014.33</b>	<b>109,469,928.00</b>	<b>96,160,527.00</b>

The major debt owed by organs of state is that of the Department of Water and Sanitation. Interaction between the Department and the municipality has taken place with the intervention from both the Provincial Treasury and the Department of Cooperative Governance and Traditional Affairs (Cogta). Settlement of the debt is expected by end of March 2018.

In the current year, the municipality has also embarked on the process of handing over arrear debtors for collection in terms of the Municipality's credit control policy.

Currently the municipality has not taken a decision to write off any debt however, a provision for doubtful debt has been created and is reviewed annually and adjusted accordingly.

### 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%:

<b>FINANCIAL INDICATORS</b>			
<b>(Limitation = unable to obtain sufficient appropriate information)</b>		<b>AS AT 30 JUNE 2014</b>	<b>AS AT 30 JUNE 2013</b>
<b>BUDGET MANAGEMENT</b>			
1.1	Percentage over-spending of the final approved operating expenditure budget	<b>Not over-spent</b>	<b>Not over-spent</b>
1.2	Percentage under-spending of the final approved capital budget	<b>15.4%</b>	<b>11.28%</b>
<b>EXPENDITURE MANAGEMENT</b>			
2.1	Creditor-payment period	<b>41 days</b>	<b>53 days</b>
<b>REVENUE MANAGEMENT</b>			
3.1	Debtor-collection period (before impairment)	<b>459.4 days</b>	<b>864 days</b>
3.2	Debtor-collection period (after impairment)	<b>386.4 days</b>	<b>667 days</b>
3.3	Debtors impairment provision as a percentage of accounts receivable	<b>15.9%</b>	<b>22.8%</b>
3.4	Debtors impairment provision as a percentage of revenue from goods and services rendered on credit	<b>20.00%</b>	<b>53.9%</b>

**FINANCIAL INDICATORS**

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%

**FINANCIAL VIABILITY ASSESSMENT**

<b>FINANCIAL VIABILITY ASSESSMENT</b>			
<b>(Limitation = unable to obtain sufficient appropriate information to assess the indicator)</b>		<b>AS AT 30 JUNE 2016</b>	<b>AS AT 30 JUNE 2015</b>
<b>EXPENDITURE MANAGEMENT</b>			
1.1	Creditor-payment period	<b>76 Days</b>	<b>78 Days</b>
<b>REVENUE MANAGEMENT</b>			
2.1	Debtor-collection period (after impairment)	<b>186 Days</b>	<b>180 Days</b>
2.2	Debtors impairment provision as a percentage of accounts receivable	<b>35 %</b>	<b>15.6 %</b>
	Amount of debtors impairment provision Amount of accounts receivable	<b>R36 236 190</b> <b>R 65 862 978</b>	<b>R 14 285 998</b> <b>R 77 180 741</b>
<b>ASSET AND LIABILITY MANAGEMENT</b>			
3.1	A deficit for the year was realised (total expenditure exceeded total revenue)	<b>No</b>	<b>No</b>
	Amount of the surplus / (deficit) for the year	<b>R 54 103 619</b>	<b>R 50 910 142</b>
3.2	A net current liability position was realised (total current liabilities exceeded total current assets)	<b>No</b>	<b>No</b>
	Amount of the net current assets / (liability) position	<b>R 70 448 000</b>	<b>R 79 351 000</b>
3.3	A net liability position was realised (total liabilities exceeded total assets)	<b>No</b>	<b>No</b>
	Amount of the net asset / (liability) position	<b>R 262 015 000</b>	<b>R 232 239 000</b>
3.4	Liquid assets as a percentage of total current liabilities (acid test percentage)	<b>725 %</b>	<b>569 %</b>
	Amount of liquid assets (total current assets less inventory less prepayments)	<b>R 81 721 334</b>	<b>R 66 715 055</b>
	Amount of total current liabilities	<b>R 11 273 286</b>	<b>R 11 742 101</b>
<b>CASH MANAGEMENT</b>			
4.1	The year-end bank balance was in overdraft	<b>No</b>	<b>No</b>
	Amount of year-end bank balance (cash and cash equivalents) / (bank overdraft)	<b>R 636 902</b>	<b>R 528 061</b>
4.2	Net cash flows for the year from operating activities were negative	<b>No</b>	<b>No</b>
	Amount of net cash in / (out)flows for the year from operating activities	<b>R 49 729 087</b>	<b>R 50 391 440</b>
4.3	Creditors as a percentage of cash and cash equivalents	<b>7.2 %</b>	<b>9.87 %</b>
	Amount of creditors (accounts payable)	<b>R 4 624 724</b>	<b>R 5 213 816</b>
	Amount of cash and cash equivalents / (bank overdraft) at year-end	<b>R 636 902</b>	<b>R 528 061</b>
<b>OVERALL ASSESSMENT</b>			
Overall the financial viability is assessed as:		<b>Green (Good)</b>	<b>Green (Good)</b>

### 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. Financial Ratios

Ratio Analysis						
<b>Collection Rate</b>						
(Debtors at the beginning + Billing) – Billing Debtors Closing	71.29%	79.04%	113.39%	246.59%	100.00%	100.00%
<b>Outstanding Debtors/Revenue</b>						
	<u>102,102,168.34</u>	<u>109,769,939.74</u>	<u>103,328,038.63</u>	<u>35,500,000.00</u>	<u>35,500,000.00</u>	<u>35,500,000.00</u>
	133,485,004.00	130,366,633.00	188,290,297.20	159,192,000.00	166,097,700.00	179,012,672.00
	0.76	0.84	0.55	0.22	0.21	0.20
<b>Cost Coverage</b>						
Available Cash	<u>7,834,927.54</u>	<u>6,437,398.93</u>	<u>27,930,148.61</u>	<u>19,750,000.00</u>	<u>10,750,000.00</u>	<u>10,750,000.00</u>
Fixed Costs	7,500,000.00	7,500,000.00	7,500,000.00	7,500,000.00	7,500,000.00	7,500,000.00
	1.04	0.86	3.72	2.63	1.43	1.43
<b>Salaries Percentage to Total OPEX</b>						
Salaries	49.63%	51.40%	54.16%	48.58%	49.68%	49.50%
Total OPEX						
<b>Salaries Percentage to Total Expenditure</b>						
Salaries	36.75%	41.45%	42.89%	40.01%	41.74%	42.37%
Total Expenditure						
<b>CAPEX to Total Expenditure</b>						
CAPEX	25.95%	19.36%	20.80%	17.64%	15.98%	14.41%
Total Expenditure						
<b>Current Ratio</b>						
Current Assets	7.25	5.14	17.12	24.80	20.87	20.87
Current Liabilities						

## 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. Debtor Age Analysis

<b>Debtors Age Analysis 28-Feb-18</b>						
Customer	Over 90 Days	90 Days	60 Days	30 Days	Current	Total
<b>Group By Group: 2224 (National: Police)</b>	2,378.30	10.98		10.98	22.12	<b>2,422.38</b>
<b>Group By Group: 2227 (National: Public Works)</b>	431,107.26	4,655.85		4,655.85	9,311.79	<b>449,730.75</b>
<b>Group By Group: 2228 (National: Rural Development and Land Reform)</b>	2,679,321.68	25,719.03		26,518.69	53,546.02	<b>2,785,105.42</b>
<b>Group By Group: 2237 (National: Water Affairs)</b>	-6,391.14	47.47		105.17	227.02	<b>-6,011.48</b>
<b>Group By Group: 2251 (Provincial: Education)</b>	3,766,128.89	172,717.08	-108,871.73	179,151.78	395,777.69	<b>4,404,903.71</b>
<b>Group By Group: 2252 (Provincial: Health)</b>	404,976.47	6,604.84		6,662.75	13,310.50	<b>431,554.56</b>
<b>Group By Group: 2253 (Provincial: Housing and Local Government)</b>	31,014.69					<b>31,014.69</b>
<b>Group By Group: 2256 (Provincial: Public Works, Roads and Transport)</b>	-22,684.81	60,030.35		189,436.46	378,957.22	<b>605,739.22</b>
<b>Group By Group: 2257 (Provincial: Social Development)</b>	-2,689.69					<b>-2,689.69</b>
<b>Group By Group: 2270 (Public Institutions: Constitutional)</b>	39,899.16	3,488.37	-120.00	3,426.44	7,776.34	<b>54,470.31</b>
<b>Group By Group: 2271 (Public Institutions: Major Public Entities)</b>	-55,796.36	266.09		266.09	4,787.10	<b>-50,477.08</b>
<b>Group By Group: 2277 (Other Traditional Authority Property)</b>	236,487.64	1,016.89		1,016.89	2,033.78	<b>240,555.20</b>
<b>Group By Group: 2290 (RSA)</b>	3,268,146.14	172,472.30	-109,703.29	176,821.78	355,477.39	<b>3,863,214.32</b>
<b>Group By Group: 2810 (Public Service Infrastructure)</b>	45,278,150.14	102,298.52		104,719.51	211,390.71	<b>45,696,558.88</b>
	<b>56,050,048.37</b>	<b>549,327.77</b>	<b>-218,695.02</b>	<b>692,792.39</b>	<b>1,432,617.68</b>	<b>58,506,091.19</b>
<b>Group By Group: 2301 (Businesses: Municipal Licensed Area)</b>	5,295,271.80	188,839.19	1,962.55	227,583.65	773,324.85	<b>6,486,982.04</b>
	<b>5,295,271.80</b>	<b>188,839.19</b>	<b>1,962.55</b>	<b>227,583.65</b>	<b>773,324.85</b>	<b>6,486,982.04</b>
<b>Group By Group: 2303 (Industrial: Municipal Licensed Area)</b>	1,320,055.47	34,252.80		37,828.50	154,373.44	<b>1,546,510.21</b>
	<b>1,320,055.47</b>	<b>34,252.80</b>	<b>0.00</b>	<b>37,828.50</b>	<b>154,373.44</b>	<b>1,546,510.21</b>
<b>Group By Group: 2309 (Other: Municipal Licensed Area)</b>	8,577,653.32	183,602.88	-5,964.59	216,266.82	1,002,016.92	<b>9,973,575.35</b>
<b>Group By Group: 7701 (Agriculture)</b>	50,539.47	26,066.43		26,264.63	58,269.86	<b>161,140.39</b>
<b>Group By Group: 7708 (Agricultural Smallholdings)</b>	0.00				77.49	<b>77.49</b>
	<b>8,628,192.79</b>	<b>209,669.31</b>	<b>-5,964.59</b>	<b>242,531.45</b>	<b>1,060,364.27</b>	<b>10,134,793.23</b>
<b>Group By Group: 2401 (Households: Non-indigents - Municipal Licensed Area)</b>	31,203,041.57	578,727.64	-4,910.38	525,450.11	1,840,826.85	<b>34,143,135.79</b>
<b>Group By Group: 2500 (Other)</b>	-89,997.67	4,286.27		4,286.27	52,637.33	<b>-28,787.80</b>

**Debtors Age Analysis 28-Feb-18**

<b>Group By Group: 2800 (Municipal)</b>	268,585.95	11,675.93		11,675.93	23,351.86	<b>315,289.67</b>
	<b>31,381,629.85</b>	<b>594,689.84</b>	<b>-4,910.38</b>	<b>541,412.31</b>	<b>1,916,816.04</b>	<b>34,429,637.66</b>
	<b>102,675,198.28</b>	<b>1,576,778.91</b>	<b>-227,607.44</b>	<b>1,742,148.30</b>	<b>5,337,496.28</b>	<b>111,104,014.33</b>

**6.1.11. Supply Chain Management****Supply Chain Management**

Respective departments are responsible to develop their procurement plans at the beginning of each year and submit them to the Supply Chain Management (SCM) unit. The procurement plan is aligned to the SDBIP and SCM ensures that goods and services are procured in terms of the procurement plan.

Poor planning and not abiding to the planned timelines leads to delays in initiation of projects, which leads to hampering of service delivery. This challenge was addressed by including the monitoring of the procurement as an indicator in the senior managers' scorecards.

Furthermore the functioning of bid committees is included as a performance indicator in the Chief Financial Officer's scorecard. All bids are expected to be finalised within two months of advertising and quotations are expected to be finalised within seven days of closing.

The SCM policy has been reviewed and amended to take into account the latest requirement of the Preferential Procurement Policy Framework Act.

**6.5.2 Assets and Infrastructure**

The municipality has a Fixed Assets Management Policy in place. Assets are managed and administered in terms of this policy. Comprehensive infrastructure maintenance plans has been developed and all repairs and maintenance is carried out in terms of the respective plans.

**6.5.3 Repairs and Maintenance**

	2019	2020	2021
<b>Repairs and Maintenance</b>	<b>22,730,000</b>	<b>21,410,000</b>	<b>24,420,000</b>
<b>Carrying Value of PPE</b>	<b>250,211,000</b>	<b>263,002,000</b>	<b>275,397,000</b>
<b>R&amp;M as a % of PPE</b>	<b>9.1%</b>	<b>8.1%</b>	<b>9.5%</b>

The repairs and maintenance budget is above the norm of 8% taking both cost of goods and services and labour (wages).



6.2 SWOT Analysis

Strength	Weaknesses
<ul style="list-style-type: none"> <li>✓ Experienced; qualified and dedicated officials</li> <li>✓ Sound procedures and processes in place</li> <li>✓ Compliance to all financial policies in place</li> <li>✓ Functioning and web-based supplier database</li> <li>✓ Fully functional SCM, Expenditure and Income units</li> <li>✓ Team Work and Good Interpersonal Relations</li> <li>✓ Proper segregation of duties</li> <li>✓ Bulk of our creditors are paid on time</li> <li>✓ 100% compliance to all legislative requirements</li> <li>✓ Strong cash flow</li> <li>✓ Monthly reporting to Finance Committee and Exco</li> <li>✓ Well established communication with Ratepayers associations</li> <li>✓ Adherence to timelines</li> <li>✓ Collaborative relationship with Government Departments: COGTA, Provincial Treasury, Provincial Treasury, Human Settlements (in the recovery of Government debt)</li> </ul>	<ul style="list-style-type: none"> <li>✓ One or two critical posts not filled</li> <li>✓ End user department not complying with SCM requirements</li> <li>✓ Delay in some creditor payments due to late submission of invoices or incomplete documents</li> <li>✓ Lack of Contract management</li> <li>✓ Inadequate monitoring of departmental votes</li> <li>✓ 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)</li> <li>✓ System upgrades are not communicated effectively (CAMELSA), resulting in certain module errors only being discovered when queries are raised by debtors</li> <li>✓ 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</li> </ul>

Opportunity	Threats
<ul style="list-style-type: none"> <li>✓ Contribution to local service provider development through promotion of local procurement</li> <li>✓ Reduction in local unemployment rate (ensuring that contractors as part of their social contribution employs local people)</li> <li>✓ Eradication of poverty (working with suppliers in helping those that are in need by giving out donations)</li> <li>✓ Flexibility of finance system to ensure adequate control and monitoring of financial processes</li> <li>✓ Validation of Indigents through the Transunion system, eliminating fraud and misrepresentation of information</li> <li>✓ Collaborative working relationship with Building Compliance and Waste Management Units, to ensure service delivery is consistently maintained, encouraging debtors to pay for services rendered</li> <li>✓ Engagement of a Section 32 (National Credit Act) Attorney to assist in the recovery of long outstanding debt by consumers</li> </ul>	<ul style="list-style-type: none"> <li>✓ Change in legislation which governs local government</li> <li>✓ Cartels or collusion of suppliers to raise the price and dominate the market</li> <li>✓ Threat of some supplier accounts being put on hold due to delay in payments</li> <li>✓ Non-payment of municipal accounts due to increasing inflation</li> <li>✓ Poaching of qualified and experienced staff by provincial departments and other municipalities</li> <li>✓ 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</li> <li>✓ 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</li> <li>✓ Inadequate consumer details, lack of correct postal address, telephone numbers in order to communicate with consumers, resulting in payments being delayed to the Municipality</li> </ul>

## 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 behaviour 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 17<sup>th</sup> of March 2017.
- ✓ Schedule of meetings of all War Rooms is in place

#### 7.1.2. INTER GOVERNMENTAL RELATIONS.

##### 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 timeframes and its monitored quarterly.

### 7.1.3. Municipal Structures

#### 7.1.3.1. PORTFOLIO OF COMMITTEES

Portfolio committees were re-constituted after the 3<sup>rd</sup> of August 2016 elections;

Portfolio Committee	Chairperson	Members
Financial Services	SS Zondi	NA Thusi NW Gasca M Z Mbewana R Naidoo MM De Vries iNkosi B Ntanzi
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 Majozi 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:		Bid Evaluation Committee:	
Chairperson: Mr S Lunga		Chairperson: Ms B Ntinga	
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

NO	SECTOR PLAN	COMPLETED? Y / N	ADOPTED? Y / N	ADOPTION DATE	DATE OF NEXT REVIEW
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		
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](http://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



STRUCTURE/PUBLICATION	STAKEHOLDERS	OBJECTIVES/FUNCTIONS	FREQUENCY
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

Strengths	Weaknesses
<ul style="list-style-type: none"> <li>✓ 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)</li> </ul>	<ul style="list-style-type: none"> <li>✓ 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.</li> </ul>
Opportunities	Threats
<ul style="list-style-type: none"> <li>✓ 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.</li> </ul>	<ul style="list-style-type: none"> <li>✓ 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.</li> </ul>

## 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)

### 2.4.1. Municipal Transformation & Institutional Development

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		
					Ensure that EE plan is in line with the EE Act	MID&T 1.6		
					Develop and maintain sound ethics and organizational culture	MID&T 1.7		
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

## 2.4.2. Basic Service Delivery

IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE REFERENCE	STRATEGIES	IDP REF CODE/ REF TO OPMS	NATIONAL OUTCOME	KZN PDGS GOALS
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 electricity services.	BSD 1.1	Outcome 6	Human & Community Development
				Provide Free Basic Electricity to Indigent Households	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		
				Monitor Compliance with building regulations	BSD 1.10		

IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIC OBJECTIVE REFERENCE	STRATEGIES	IDP REF CODE/ REF TO OPMS	NATIONAL OUTCOME	KZN PDGS GOALS
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
				Empower women , children HIV positive , youth and elderly through skills development programmes and addressing social and structural drivers to HIV/AIDS	BSD 2.2		
				Coordinate ward based structures , in addressing poverty related issues	BSD 2.3		
				Assist in Grant- in- Aide application that deal with ECD, Libraries in order to reduce school drop out .	BSD 2.4		
Safe And Secure Communities	Pillar 2: Basic Service Delivery	To execute the road traffic law enforcement by reducing the risk of death or injury to users of the road network.	BSD 3	Develop and Implement a plan of action to reduce road accident and ensuring the safety of all road users.	BSD 3.1	Outcome 2	Human & community development
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	





## 2.4.3. Local Economic Development

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 (HDI's, woman, people living with disabilities)	LED 1.2		
					Poverty alleviation	LED 1.3		
					Promotion SMMEs and Cooperatives' development	LED 1.4		

## 2.4.4. Municipal Financial Viability and Management

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	Maintain a positive cash flow of 3 months cost coverage	MFV&M 1.1	Outcome 9	Governance & policy
					Avoid incurring Irregular, Uauthorised, Fruitless and wasteful expenditure	MFV&M 1.2		
					Have a realistic budget in place and report regularly on progress	MFV&M 1.3		
					Implement all the requirements the SCM policy	MFV& M 1.4		

## 2.4.5. Good Governance &amp; Public Participation

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 instill the principles of good governance in all municipal operations and promote effective public participation.	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		
					Ensure functionality of oversight committees	GG & PP 1.3		
					Ensure a functional Ward committee structure	GG & PP 1.4		

## 2.4.6. Cross Cutting

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 Response And Recovery.	Cci 1	Promote Awareness And Facilitate Disaster Management. Establish Integrated Institutional Capacity To Enable Effective Implementation Of The Disaster Risk Management Legislation. Eliminate Or Reduce The Probability Of Disaster Occurrences	CCI 1.1 CCI 1.2 CCI 1.3	Outcome 10	Environmental sustainability
	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	Develop awareness for environmental, households and other waste categories	CCI 2.1	Outcome 10	Environmental sustainability
Cross Cutting Issues Cross Cutting Issues	Credible IDP	Pillar 2: Basic Service Delivery	To develop a credible IDP in line with provincial guidelines.	CCI 3.1	Develop and implement a credible IDP	CCI 3.1		
				CCI 3.2	Develop, review and implement Spatial Development Framework	CCI 3.2		
				CCI 3.3	Development of municipal land use scheme that is compliant with Spatial planning and development Act 2013.	CCI 3.3		

## 2.5. Five Year Organisational Scorecard

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
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KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
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	Facilitate access to basic electricity services.	BSD 1.1.1	Construction of infrastructure for electricity.	No. of households with electricity infrastructure constructed	Construct electricity infrastructure for 1450 Households	Construct electricity infrastructure for 450 Households	Construct electricity infrastructure for 500 Households	Construct electricity infrastructure for 500 Households
					BSD 1.1.2	Installation of High Mast lights	No. of high mast lights installed	Install 6 high mast lights	Install 2 High Mast in ward 13	Nil	Install 4 High Mast in wards 2 & 6
				Provide Free Basic Electricity to Indigent Households	BSD 1.2.1	Provide free basic electricity to all qualifying beneficiaries	%age of beneficiaries with access to free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity
					BSD 1.2.2	Review and update Indigent Register	Frequency review of Indigent Register	Annually review and update indigent register	Annually review and update indigent register	Annually review and update indigent register	Annually review and update indigent register
				Provide access to community facilities.	BSD 1.3.1	Construction of Community facilities. ( Community halls/ Skills centres)	No. of community facilities constructed	Construct 8 Community Facilities.	Construct 3 Community Facilities	Construct 3 Community Facilities	Construct 2 Community Facilities
					BSD 1.1.2	Construction of Community facilities. ( Crèches)	No. of Crèches constructed	Construct 5 Crèche's.	Construct of 2 Crèche	Construct of 1 Crèche	Construct of 2 crèche
				Provide access to sporting facilities.	BSD 1.4.1	Upgrading of sport fields	No. of sporting facilities upgraded	Construct 3 Sports fields	Construction of 2 Sports fields	Nil	Construction of 1 Sports field
				Provide access to roads and storm water	BSD 1.5.1	Construction of gravel roads	Kms. of gravel road constructed	Construct 9kms of gravel roads	Construct of 2km of gravel roads	Construct of 3km of gravel roads	Construction of 4km of gravel roads
					BSD 1.5.2	Storm water drains and	Kms. of tar roads storm	Maintain 135 kms of storm	Maintain 40 kms of storm water	Maintain 45 kms of storm water drains	Maintain 50 kms of storm water

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
						channels maintenance	water infrastructure maintained	water drains and channels	drains and channels	and channels	drains and channels
					BSD 1.5.3	Construction of tar roads	Kms. of road constructed	Construct of 9.3kms of roads	Construct of 3.3km of roads	Construct of 3km of roads	Construct of 3km of roads
					BSD 1.5.4	Gravel Road maintenance	Kms. of gravel road maintained	Maintain 70kms of gravel Road (regravelled/Bladed)	Maintain 15kms of gravel Road (regravelled/Bladed)	Maintain 25kms of gravel Road (regravelled/Bladed)	Maintain 30kms of gravel Road (regravelled/Bladed)
				Plan, implement and monitor infrastructure projects.	BSD 1.6.1	Reporting on the planning, implementation and monitoring of infrastructure projects.	No. of reports submitted to portfolio on infrastructure projects	Submit 9 reports to Portfolio Committee capital projects annually	Submit 9 reports to the Portfolio Committee on capital projects	Submit 9 reports to the Portfolio Committee on capital projects	Submit 9 reports to the Portfolio Committee on capital projects
				Maintain municipal infrastructure	BSD 1.7.1	Maintenance of municipal buildings	No. of municipal buildings maintained	Maintenance of 55 municipal buildings ongoing	Maintenance of 55 municipal buildings ongoing	Maintenance of 55 municipal buildings ongoing	Maintenance of 55 municipal buildings ongoing
				Facilitate the access to basic housing	BSD 1.8.1	Facilitation of Low income houses construction	No. of housing applications submitted	Submit 2 applications for housing projects.	Nil	Submit 1 application for housing projects.	Submit 1 application for housing projects.
					BSD 1.7.2	Review of Housing, Sector Plan	Frequency of review of Housing Sector Plan	Review of Housing Sector Plan annually	Review of Housing Sector Plan	Review of Housing Sector Plan	Review of Housing Sector Plan
				Provide Indigent burial support and maintain cemeteries	BSD 1.9.1	Review of the Cemeteries Plan	Frequency of the review	Review of Cemeteries Plan finalised by 30 June 2020	Facilitate review of cemeteries plan by finalising Phase 2 (Conducting geotech &	Facilitate the review of cemeteries plan by finalising phase 3 ( buying of land for establish or	Nil

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
									environmental impact assessment on the identified land) by 30 June 2019.	erect cremation facility by 30 June 2020	
					BSD 1.8.2	Implementation of Indigent Burial policy	% of approved indigent burial applications	Approve 90% of indigent burial applications received annually	Approve 90% of indigent burial applications received	Approve 90% of indigent burial applications received	Approve 90% of indigent burial applications received
					BSD 1.8.3	Conduct cemeteries maintenance through maintenance plan	No. of reports on cemeteries maintenance submitted to portfolio	Submit 4 reports on cemeteries maintenance to portfolio committee annually.	Submit 4 reports on cemeteries maintenance to portfolio	Submit 4 reports on cemeteries maintenance to portfolio	Submit 4 reports on cemeteries maintenance to portfolio
					BSD 1.8.4	Support Pauper burials	% of received pauper burials requests supported	Support 100% of the pauper burial requests received annually	Support 100% of the pauper burial requests received	Support 100% of the pauper burial requests received	Support 100% of the pauper burial requests received
			To upscale Social Empowerment of Vulnerable Groups	Improve emancipation of youth development through economic participation, sport development and promotion of cultural activities	BSD 2.1.1	Promotion of SMMEs and Cooperatives' development for the youth	No. programmes for youth SMME's and Cooperatives implemented	Implement 11 programmes for youth SMME's and cooperatives.	Implement 3 programmes for youth SMME's and cooperatives.	Implement 4 programmes for youth SMME's and cooperatives.	Implement 4 programmes for youth SMME's and cooperatives.
					BSD 2.1.2	Promote Sport Development	No. of sport development programmes implemented	Implement 19 sports development projects	Implement 9 sports developments projects	Implement 5 sports developments projects	Implement 5 sports developments projects
					BSD 2.1.3	Promote Cultural development	No. of cultural development and heritage	Implement 5 programmes for cultural	Implement 5 programmes for cultural	Implement 5 programmes for cultural	Implement 5 programmes for cultural

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
						& Heritage	programmes implemented	development and heritage annually.	development and heritage	development and heritage	development and heritage
				Empowerment of women , children HIV positive , youth and elderly through skills development programmes and addressing social and structural drivers to HIV/AIDS	BSD 2.2.1	Addressing Social Ills against Vulnerable Groups	No.of projects for vulnerable groups conducted	Coordinate/ implement 16 programs for vulnerable groups	Coordinate/implement 4 programs for vulnerable groups	Coordinate/implement 6 programs for vulnerable groups	Coordinate/implement 6 programs for vulnerable groups
			BSD 2.2.2		Empowerment of people with disabilities , women and senior citizens	No. of cooperatives for people with disabilities , women and senior citizens supported	Support 4 cooperatives for people with disabilities , women and senior citizens	Coordinate 2 programmes targeting women/ senior citizens / people with disabilities	Support 1 cooperative for people with disabilities , women and senior citizens	Support 1 cooperative for people with disabilities , women and senior citizens	
			BSD 2.2.3		Improve healthy lifestyle for Elderly	No. of sport projects coordinated for the elderly.	Conduct 7 sports programmes for the elderly (senior citizens)	Conduct 3 programmes for the elderly (senior citizens)	Conduct 2 programmes for the elderly (senior citizens)	Conduct 2 programmes for the elderly (senior citizens)	
			BSD 2.2.4		Promote recreational activities for children	No. of recreational activities coordinated for children.	Coordinate 7 recreational activities for children	Coordinate 3 recreational activities for children	Coordinate 2 recreational activities for children	Coordinate 2 recreational activities for children	
			BSD 2.2.5		Coordinate Skills development / Training / for people living with disabilities	Number of people living with disabilities trained	Coordinate Skills development / Training / for 4 people living with disabilities	Nil	Coordinate Skills development / Training / for 2 people living with disabilities	Coordinate Skills development / Training / for 2 people living with disabilities	
					Coordination of ward based structures , in addressing	BSD 2.3.1	Addressing social & structural drivers to HAST	No. of HIV /AIDS awareness conducted	Coordinate 04 HIV /AIDS awareness campaigns	Coordinate 4 HIV /AIDS awareness campaigns	Coordinate 4 HIV /AIDS awareness campaigns



KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
				poverty related issues				annually			
					BSD 2.3.2	Facilitation of Structural meetings attended (LAC)	No. of LAC facilitated	Facilitate 4 LAC meetings annually	Coordinate 4 structural LAC meetings	Coordinate 4 structural LAC meetings	Coordinate 4 structural LAC meetings
					BSD 2.3.3	Empowerment of people living with HIV	No. of empowerment programmes implemented for people living with HIV	Implement 4 empowerment projects for people living with HIV	Implement 2 empowerment projects for people living with HIV	Implement 1 empowerment projects for people living with HIV	Implement 1 empowerment projects for people living with HIV
				Assist in Grant-in- Aide application that deal with ECD, Libraries in order to reduce school drop out	BSD 2.4.1	NPO, CBO & or NGO's mentorship	No. of NPO's mentored	Mentor 1 NPO, CBO & or NGO's annually	Mentor 1 NPO, CBO & or NGO	Mentor 1 NPO, CBO & or NGO	Mentor 1 NPO, CBO & or NGO
					BSD 2.4.2	Reinventing the culture of reading by conducting awareness campaigns	No. of awareness campaigns conducted	Conduct 4 reading awareness campaign annually	Conduct 4 reading awareness campaign	Conduct 4 reading awareness campaign	Conduct 4 reading awareness campaign
				Development and Implementation of plan of action to reduce road accident and ensure the safety of all road users	BSD 3.1.1	Conduct Joint law enforcement & crime prevention awareness campaign	No. of law enforcement & crime prevention awareness campaigns conducted	Conduct 4 law enforcement and crime prevention awareness campaigns annually.	Conduct 4 law enforcement and crime prevention awareness campaigns.	Conduct 4 law enforcement and crime prevention awareness campaigns.	Conduct 4 law enforcement and crime prevention awareness campaigns.
			To respond to the service delivery	Provide waste and refuse removal services to the residents of	BSD 4.1	Refuse removal	The % of households with access to basic level of water,	Service 100% of 1142 households providing solid waste	Service 100% of 1142 households providing solid waste removal	Service 100% of 1142 households providing solid waste removal	Service 100% of 1142 households providing solid waste removal

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
			backlogs by, planning, designing, developing and maintain Municipal infrastructure	uMshwath			sanitation, electricity and solid waste removal;	removal annually			
							No. of Skips provided	Provide 11 skips ongoing, in Dalton, Cool Air, Wartburg and New Hanover annually	Provide 11 skips ongoing, in Dalton, Cool Air, Wartburg and New Hanover	Provide 11 skips ongoing, in Dalton, Cool Air, Wartburg and New Hanover	Provide 11 skips ongoing, in Dalton, Cool Air, Wartburg and New Hanover
MUNICIPAL INSTITUTIONAL DEVELOPMENT AND 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	Recruit, develop, train and retain competent service delivery workforce	MID&T 1.1.1	Filling of vacant posts inline strategic objectives	No. of posts filled in line with strategic objectives	Fill 6 posts in line with strategic objectives	Fill 2 posts in line with strategic objectives	Fill 2 posts in line with strategic objectives	Fill 2 posts in line with strategic objectives
					MID&T 1.1.2	Submit the EEA2& 4 to the DOL, timeously i.e. by 15 January 2018	Submission date of the EEA2&4 report to the DOL	Submit EEA2 & 4 reports by 15 January per financial year	Submit EEA2 & \$ report by 1/15/2019	Submit EEA2 & 4 report by 1/15/2020	Submit EEA2& 4report by 1/15/2021
					MID&T 1.1.3	Implementation of the WSP	The % of the training budget actually spent on implementing the WSP	Spend 90% annually	Spend 90% per financial year	Spend 90% per financial year	Spend 90% per financial year
							No. of training programs implemented for staff	Implement 15 training programs for staff	Implement 5 training programs for staff	Implement 5 training programs for staff	Implement 5 training programs for staff
MID&T 1.1.4	Submission of WSP to LGSETA	Submission date of WSP	WSP to be submitted to LGSETA by 30	WSP to be submitted to LGSETA by 30 April	WSP to be submitted to LGSETA by 30 April	WSP to be submitted to LGSETA by 30					

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
								April per financial year	2019 per financial year	2021 per financial year	April 2021 per financial year
					MID&T 1.1.5	Awarding of internal bursaries	No. of bursaries awarded to staff	Award 6 internal and or external bursaries	Award of 2 internal & or external bursaries	Award of 2 internal & or external bursaries	Award of 2 internal & or external bursaries
					MID&T 1.1.6	Maintaining of existing internal bursaries	% of internal & external bursaries maintained	Maintain 50% of internal & or external bursaries per financial year	Maintain 50% of internal & or external bursaries per financial year	Maintain 50% of internal & or external bursaries per financial year	Maintain 50% of internal & or external bursaries per financial year
					MID&T 1.1.9	Review of the organisational structure	Adoption date of the organisational structure	Organisational structure to be adopted by 30 June annually	Organisational structure adopted by 6/30/2019	Organisational structure adopted by 6/30/2020	Organisational structure adopted by 6/30/2021
				Provide sufficient secretariat, records, security, fleet and facilities management	MID&T 1.2.1	Review of policies	Frequency review of fleet management policy	Review the fleet management policy and records management policy every alternate year	Review fleet management policy and records management policy	Nil	Review fleet management policy and records management policy
				Provide legal and compliance to legislation and collective agreement	MID&T 1.3.1	Review Human Resources policies	No. of HR Policies to be reviewed	Review 09 Human Resources policies	Review 3 Human Resources policies	Review 3 Human Resources policies	Review 3 Human Resources policies
				Provide legal and compliance to legislation and collective agreement	MID&T 1.3.2	Conduct Workshop stakeholders on the reviewed policies	No. of workshops conducted	Conduct 7 Workshop stakeholders on the reviewed policies:	Conduct 4 Workshop stakeholders on the reviewed policies	Conduct 1 Workshop stakeholders on the reviewed policies	Conduct 2 Workshop stakeholders on the reviewed policies
				Implement an effective Performance	MID&T 1.4.1	Review PMS Framework in line with	Frequency review of the PMS	Review and approval of the PMS	Reviewed PMS Framework approved by	Reviewed PMS Framework approved by	Reviewed PMS Framework approved by

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
				Management System		Chapter 6 of MSA	Framework	Framework by Council by 30 June annually	Council by 30 June 2019	Council by 30 June 2020	Council by 30 June 2021
					MID&T 1.4.2	Ensure performance agreements for S57 are signed by target date.	No. of Performance agreements signed & submitted to Cogta	Submit 5 signed Performance agreements to Cogta annually	Submit 5 Signed Performance agreements to the MEC by 31 July 2019	Submit 5 Signed Performance agreements to the MEC by 31 July 2020	Submit 5 Signed Performance agreements to the MEC by 31 July 2021
					MID&T 1.4.3	Submit Annual Performance report to AG for auditing.	Submission date of APR to AG for auditing	Submit Annual Performance report to AG for auditing by 31 August.	Submit Annual Performance report to AG for auditing by 30 August 2019	Submit Annual Performance report to AG for auditing by 30 August 2020	Submit Annual Performance report to AG for auditing by 30 August 2021
					MID&T 1.4.4	Conduct quarterly review and consolidate reviewed reports for submission to EXCO and Council.	No. of reviews conducted and reports submitted to EXCO and Council	Conduct 12 quarterly performance reviews and submit 12 reports to EXCO & Council annually	Conduct 4 quarterly performance reviews and submit 4 reports to EXCO & Council	Conduct 4 quarterly performance reviews and submit 4 reports to EXCO & Council	Conduct 4 quarterly performance reviews and submit 4 reports to EXCO & Council
					MID&T 1.4.5	Annual Performance Evaluation of MM and Managers directly accountable to the MM	No. of Annual Performance Evaluations conducted	Conduct 3 Annual Performance Evaluation of MM and Managers directly accountable to the MM	Conduct Annual Performance Evaluation for 2017/18 Financial year by 30 March 2019	Conduct Annual Performance Evaluation for 2018/19 Financial year by 30 March 2020	Conduct Annual Performance Evaluation for 2019/20 Financial year by 30 March 2021
					MID&T 1.4.6	Drafting and adoption of Annual Report	Adoption date of Annual Report.	Adopt Annual Report by 31 March annually	Adopt Annual Report by 31 March 2019	Adopt Annual Report by 31 March 2020	Adopt Annual Report by 31 March 2021

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
				Ensure the availability, stability, security and integrity of ICT services	MID&T 1.5.1	Review of ICT policies and Plans	Frequency review of ICT Policy	Review of ICT Policies every alternate year	Review of ICT Security Policy	Nil	Review of ICT Security Policy
			MID&T 1.5.2		Lan Upgrade	Date of upgrade of Lan	Lan Upgrade by 2020	Nil	LAN upgrade, replacing Cat5e with Cat6	Nil	
			MID&T 1.5.3		Office failover for internet & server application	Completion date of Server Upgrade	Upgrade of Server by 30 March 2019	Upgrade of Server	Nil	Nil	
			MID&T 1.5.4		Purchase of Leave Management System	Date of Purchase of Leave Management System	Purchase of Leave Management System by 30 June 2019	Purchase of Leave Management System	Nil	Nil	
				Ensure that EE plan is in line with the EE Act	MID&T 1.6.1	Implementation of the Employment Equity Plan of the Municipality	The no. of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved EEP	Employ 3 people from equity target groups in the three highest levels of management in the next 3 years.	Employ 1 person from equity target groups in the three highest levels of management	Employ 1 person from equity target groups in the three highest levels of management	Employ 1 person from equity target groups in the three highest levels of management
				Develop and maintain sound ethics and organizational culture	MID&T 1.7.1	Conduct employee workshop on organisational culture, Code of Conduct and team building session	Date of workshop and team building session	Conduct employee workshop on organisational culture and team building session by June 2019	Conduct employee workshop on organisational culture.	Nil	Nil

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
					MID&T 1.7.2	Cascade PMS to different Levels	Date of cascading of PMS to different Level	Cascading PMS to different Levels by 2021	Cascade PMS to the Extended Manco members by June 2019	Cascade PMS to the Skilled level by June 2020	Cascade PMS to the Semi-skilled level by June 21
					MID&T 1.7.3	Review policy on organisational culture	Adoption date of reviewed organisational culture policy	Review Organisational Culture policy on by June 2021	Nil	Nil	Review of Organisational Culture Policy
				Maintain a working environment that is risk free and compliant with the OHS Act.	MID&T 1.8.1	Implementation of OHS aligned training programs	No. of OHS training programs implemented.	Implement 12 OHS aligned training programs	Implement 3 OHS aligned training programs	Implement 3 OHS aligned training programs	Implement 3 OHS aligned training programs
			MID&T 1.8.2		Purchasing of PPE and Stock items	Date of the purchasing of PPE and Stock items	Purchase PPE by 31 December per financial year	Purchase PPE by 31 December 2018.	Purchase PPE by 31 December 2019.	Purchase PPE by 31 December 2020.	
			MID&T 1.8.3		Conduct a Wellness Day for the Employees	Date of conducting Wellness day for employees	Wellness days conducted by 30 June per financial year	Wellness days conducted by 30 June 2019.	Wellness days conducted by 30 June 2020.	Wellness days conducted by 30 June 2021.	
			MID&T 1.8.4		Conduct annual medical surveillance	Date of conducting medical surveillances	Conduct Medical surveillances for staff by 30 June per financial year	Conduct Medical surveillances for staff by 30 June 2019.	Conduct Medical surveillances for staff by 30 June 2020.	Conduct Medical surveillances for staff by 30 June 2021	
MUNICIPAL FINANCIAL VIABILITY AND MANAGEMENT	SOUND FINANCIAL MANAGEMENT	PILLAR 4: SOUND FINANCIAL MANAGEMENT	To ensure complete and accurate	Maintain a positive cash flow of 3 months cost coverage	MFV&M 1.1.1	Capacitate staff on revenue collection	No. of staff members to be trained on revenue collection	Train 2 staff members from revenue section on revenue collection annually	Train 2 staff members from revenue section on revenue collection annually	Train 2 staff members from revenue section on revenue collection annually	Train 2 staff members from revenue section on revenue collection annually

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
			accounting of all transactions, and to report all financial information in accordance with the MFMA and applicable regulations.					annually			
					MFV&M 1.1.2	Have regular Consumer awareness campaigns	No. of quarterly consumer campaigns conducted	Conduct 4 consumer campaigns on services charges and the need to pay municipal debt annually= 12 in 3 years	Conduct 4 consumer campaigns on services charges and the need to pay municipal debt.	Conduct 4 consumer campaigns on services charges and the need to pay municipal debt.	Conduct 4 consumer campaigns on services charges and the need to pay municipal debt.
					MFV&M 1.1.4	Review the municipality's Revenue Enhancement Strategy annually	Adoption date of reviewed Revenue Enhancement Strategy	Adopt reviewed Revenue Enhancement Strategy by 31 March annually	Adopt reviewed Revenue Enhancement Strategy by 31 March 2019	Adopt reviewed Revenue Enhancement Strategy by 31 March 2020.	Adopt reviewed Revenue Enhancement Strategy by 31 March 2022.
					MFV&M 1.1.5	Maintain Revenue Collection Rate	% maintenance of Revenue Collection Rate	Maintain Revenue Collection Rate at 95% including arrear debt	Maintain Collection Rate of 95% including arrear debt	Maintain Collection Rate of 95% including arrear debt	Maintain Collection Rate of 95% including arrear debt
					MFV&M 1.1.7	Submit Quarterly deviation Reports to Council annually	No. of deviations reports submitted to Council	Submit 4 deviations reports to Council annually	Submit 4 deviations reports to Council	Submit 4 deviations reports to Council	Submit 4 deviations reports to Council
					MFV&M 1.1.8	Development and submission of Annual Procurement Plan	Frequency submission of procurement plan	Submit Annual Procurement Plan to Council by end of June annually	Submit Annual Procurement Plan to Council by 30 June 2019.	Submit Annual Procurement Plan to Council by 30 June 2020.	Submit Annual Procurement Plan to Council by 30 June 2021.

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
				Avoid incurring Irregular, Unauthorised, Fruitless and wasteful expenditure	MFV&M 1.2.1/ General Indicator	Financial viability of the municipality expressed as follows: A=B-C.D "A" represents debt coverage "B" represents total operating revenue received -"C" represents operating grants "D" represents debt service payments (i.e. interest + redemption) due within the financial year	Financial viability in terms of debt coverage	5:01	5:01	5:01	5:01
							Financial viability in terms of outstanding service debtors to revenue	1:01	1:01	1:01	1:01
							Financial viability in terms of operating grants (Grant dependency)	60%	60%	60%	60%
							Financial viability in terms of cost coverage	3:01	3:01	3:01	3:01
					MFV&M 1.2.2	Submit S71 Reports to National Treasury and Council	Submit 100% of S71 Monthly Reports to be Treasury.	Submit 100% of S71 Monthly Reports to be Treasury.	100% of Monthly Reports to Treasury.	100% of Monthly Reports to Treasury.	100% of Monthly Reports to Treasury.
					MFV&M 1.2.3		Submit 4 Reports to Council	Submit 4 Reports to Council annually	Submit 4 Reports to Council	Submit 4 Reports to Council	Submit 4 Reports to Council
					MFV&M 1.2.4	Submission of finance Reports to MPAC	No. of reports submitted to MPAC	Submit 4 finance Reports to MPAC annually	Submit 4 finance Reports to MPAC	Submit 4 finance Reports to MPAC	Submit 4 finance Reports to MPAC
				Have a realistic	MFV&M 1.3.1	Development	Approval date	Approve	Approve Budget	Approve Budget	Approve Budget



KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
				budget in place and report regularly on progress		and approval of Budget Process Plan	of Budget Process Plan	Budget Process Plan by 31 of August annually	Process Plan by 31 of August 2018	Process Plan by 31 of August 2019	Process Plan by 31 of August 2020
					MFV&M 1.3.2	Review Budget Related Policies	Review date of Budget related policies	Review Budget Policies by 31 May annually	Review Budget Policies by 31 May 2019	Review Budget Policies by 31 May 2020	Review Budget Policies by 31 May 2021
				Implement all the requirements the SCM policy	MFV&M 1.4.1	Review & adoption of SCM Policy	Adoption date of the reviewed SCM policy	Reviewed SCM policy adopted by 30 June annually	Reviewed SCM policy adopted by 30 June 2019	Reviewed SCM policy adopted by 30 June 2020	Reviewed SCM policy adopted by 30 June 2021
					MFV&M 1.4.2	Hold Regular Bid Committee meetings	No. of Bid meetings to be held	Hold 27 Bid Committee meetings annually: Bid Spec - 9 Bid Eval - 10 Bid Adju - 8	Hold 27 Bid Committee meetings annually: Bid Spec - 9 Bid Eval - 10 Bid Adju - 8	Hold 27 Bid Committee meetings annually: Bid Spec - 9 Bid Eval - 10 Bid Adju - 8	Hold 27 Bid Committee meetings annually: Bid Spec - 9 Bid Eval - 10 Bid Adju - 8
					MFV&M 1.4.3	Timeframe to finalise and award bids	Timeframe to finalise and award bids	Finalise and award tenders within 2 months of closure of tender	Finalise and award tenders within 2 months of closure of tender	Finalise and award tenders within 2 months of closure of tender	Finalise and award tenders within 2 months of closure of tender
					MFV&M 1.4.4	Timeframe to finalise and award of Quotations	Timeframe to finalise and award of Quotations	Finalise and award quotations within 7 days of closing date	Finalise and award quotations within 7 days of closing date	Finalise and award quotations within 7 days of closing date	Finalise and award quotations within 7 days of closing date
					MFV&M 1.4.5	Update Contract Register	Frequency of update	Update Contract Register monthly	Update Contract Register monthly	Update Contract Register monthly	Update Contract Register monthly

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
					MFV&M 1.4.6	Submit SCM reports to Council (Deviations)	No. of SCM reports submitted to council	Submit 4 Quarterly deviation Reports to Council annually	Submit 4 deviations reports to Council	Submit 4 deviations reports to Council	Submit 4 deviations reports to Council
					MFV&M 1.4.7	Develop & submit for approval Annual Procurement Plan	Approval date of Procurement plan	Develop & approve Annual Procurement Plan by 30 June each year	Submit Annual Procurement Plan to MM for approval by end of June 2019	Submit Annual Procurement Plan to MM for approval by end of June 2020	Submit Annual Procurement Plan to MM for approval by end of June 2021
LOCAL ECONOMIC DEVELOPMENT	SELF SUSTAINABLE COMMUNITIES	PILLAR 2: BASIC SERVICE DELIVERY	To promote and support the Local Economy.	Thriving & Transformed local Tourism Sector	LED 1.1.1	Contribute to the marketing of uMshwathi Tourism Products	Frequency of contributing for the marketing of uMshwathi tourism	Contribute towards publication of the Amble magazine (tourism ) annually	Contribute towards publication of the Amble magazine (tourism )	Contribute towards publication of the Amble magazine (tourism )	Contribute towards publication of the Amble magazine (tourism )
					LED 1.1.2	Conduct Research /Feasibility Studies on tourism opportunities	No. of research/feasibility studies conducted.	Conduct 3 Research / Feasibility studies on tourism issues	Conduct 1 Research /Feasibility Studies on tourism opportunities	Conduct 1 Research /Feasibility Studies on tourism opportunities	Conduct 1 Research /Feasibility Studies on tourism opportunities
					LED 1.1.3	Facilitate Tourism Stakeholder Meetings	No. of projects supported	Facilitate 9 Tourism Meetings	Facilitate 3 Tourism Meetings	Facilitate 3 Tourism Meetings	Facilitate 3 Tourism Meetings
				Promote the development of prioritised groups (HDI's, woman, people living	LED 1.2.1	Facilitate capacity building for prioritised groups	No. of capacity building projects facilitated	Facilitate the implementation of 9 capacity building Projects	Facilitate the implementation of 3 capacity building Projects	Facilitate the implementation of 3 capacity building Projects	Facilitate the implementation of 3 capacity building Projects

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
				with disabilities)	LED 1.2.2	Support & Promote agrarian reform in uMshwathi	No. of agrarian reform programs supported & promoted	Support & promote 9 agrarian reform programs	Support & promote 3 agrarian reform programs	Support & promote 3 agrarian reform programs	Support & promote 3 agrarian reform programs
					LED 1.2.3	Support feasibility studies/ research projects for the benefit of prioritised groups	No. of feasibility studies supported	Support 3 Feasibility Study per annum for the benefit of prioritised groups	Support 1 Feasibility Study for the benefit of prioritised groups	Support 1 Feasibility Study for the benefit of prioritised groups	Support 1 Feasibility Study for the benefit of prioritised groups
				Poverty alleviation	LED 1.3.1	Support poverty alleviation projects	No. of projects supported	Support 3 poverty alleviation projects	Support 1 poverty alleviation project	Support 1 poverty alleviation project	Support 1 poverty alleviation project
				Promotion SMMEs and Cooperatives' development	LED 1.4.1	Sponsor attendance of SMMEs / cooperatives at exhibitions	No. of exhibitions sponsored	Sponsor attendance SMME's/ cooperatives at 3 Exhibitions	Sponsor attendance at 1 Exhibition	Sponsor attendance at 1 Exhibition	Sponsor attendance at 1 Exhibition
					LED 1.4.2	Support commercial/subsistence enterprises with funding for inputs / equipment	No. of enterprises sponsored	Support 18 commercial/ subsistence enterprises with funding for inputs/equipment	Support 6 commercial/ subsistence enterprises with funding for inputs/equipment	Support 6 commercial/ subsistence enterprises with funding for inputs/equipment	Support 6 commercial/ subsistence enterprises with funding for inputs/equipment
				Increased investment and retention of businesses in uMshwathi	LED 1.5.1	Coordinate Business Breakfast/Lunch	No. of business lunches coordinated	Coordinate and hold 1 Business Breakfast / Lunch annually	Coordinate and hold 1 business Breakfast/Lunch	Coordinate and hold 1 business Breakfast/Lunch	Coordinate and hold 1 business Breakfast/Lunch

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
GOOD GOVERNANCE & PUBLIC PARTICIPATION	STRENGTHENED DEMOCRACY	PILLAR 3: GOOD GOVERNANCE	To instill the principles of good governance in all municipal operations and promote effective public participation.	Promote Inter-governmental Relations (IGR) and public participation	GG & PP 1.1.1	Attend IGR and Public Participation meetings	No. of MM's Forum meetings coordinated	Attend 4 MM's Forum meetings annually	Attend 4 MM's Forum meetings	Attend 4 MM's Forum meetings	Attend 4 MM's Forum meetings
							No. of Social Cluster meetings coordinated and chaired	Coordinate and Chair 4 Social Cluster meetings annually	Coordinate and Chair 4 Social Cluster meetings	Coordinate and Chair 4 Social Cluster meetings	Coordinate and Chair 4 Social Cluster meetings
					GG & PP 1.1.2	Review of Communications strategy	Frequency review of the communication strategy	Review Communications Strategy annually	Review Communications Strategy	Review Communications Strategy	Review Communications Strategy
					GG & PP 1.1.3	Conduct Customer Satisfaction Survey	Frequency of conducting the customer satisfaction survey	Conduct Customer Satisfaction Survey every alternate year	Conduct Customer Satisfaction Survey	Nil	Conduct Customer Satisfaction Survey
					GG & PP 1.1.4	Coordination of OPERATION SUKUMA SAKHE	No. of LTT Meetings coordinated & reports submitted	Coordinate 4 LTT Meetings and submit reports to structures of council annually	Coordinate 4 LTT Meetings and submit reports to structures of council annually	Coordinate 4 LTT Meetings and submit reports to structures of council annually	Coordinate 4 LTT Meetings and submit reports to structures of council annually
							No. of Operation MBO organized with Service Providers	Organize 6 Operation MBOs with Service Providers	Organize 2 Operation MBOs with Service Providers	Organize 2 Operation MBOs with Service Providers	Organize 2 Operation MBOs with Service Providers
							% of referrals coordinated and followed up	Coordinate and follow up 80% of referrals from War Rooms	Coordinate and follow up 80% of referrals from War Rooms	Coordinate and follow up 80% of referrals from War Rooms	Coordinate and follow up 80% of referrals from War Rooms

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
					GG & PP 1.1.5	MANAGEMENT OF COMMUNITY SERVICE CENTRE (THUSONG)	No. of reports submitted to Centre Managers Forum and Structures of Council	Compile and submit 4 statistics to Centre Managers Forum and Structures of Council annually	Compile and submit 4 statistics reports to Centre Managers Forum and Structures of Council	Compile and submit 4 statistics reports to Centre Managers Forum and Structures of Council	Compile and submit 4 statistics reports to Centre Managers Forum and Structures of Council
					GG & PP 1.1.6	Coordinate Budget/IDP Mayoral Imbizo	Date of coordinating of Mayoral IDP/ Budget Iimbizo	Coordinate Mayoral Budget/IDP Imbizo by 30 April annually.	Coordinate Mayoral Budget/IDP Imbizo by 30 April 2019.	Coordinate Mayoral Budget/IDP Imbizo by 30 April 2020.	Coordinate Mayoral Budget/IDP Imbizo by 30 April 2021
				Ensure institutional integrity	GG & PP 1.2	Ensure the effective functioning of internal audit and risk management unit	Approval date of Internal Audit Plan	Internal Audit Plan approved by 31 July annually	Internal Audit Plan approved by 31 July 2019	Internal Audit Plan approved by 31 July 2020	Internal Audit Plan approved by 31 July 2021
			No. of Internal Audit reports submitted to the Audit Committee				Submit 4 Internal Audit Reports to the Audit Committee annually	Submit 4 Internal Audit Reports to the Audit Committee	Submit 4 Internal Audit Reports to the Audit Committee	Submit 4 Internal Audit Reports to the Audit Committee	
			No. of Risk Management & Fraud Prevention Committee meetings coordinated.				Coordinate 4 Risk Management & Fraud Prevention committee meetings annually.	Coordinate 4 Risk Management & Fraud Prevention committee meetings	Coordinate 4 Risk Management & Fraud Prevention committee meetings	Coordinate 4 Risk Management & Fraud Prevention committee meetings	
				Ensure functionality of oversight committees	GG & PP 1.3.1	Lend administrative support to MPAC and	No. of MPAC meetings coordinated	Coordinate 4 MPAC meetings annually	Coordinate 4 MPAC meeting	Coordinate 4 MPAC meeting	Coordinate 4 MPAC meeting

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
						Audit Committee	No. of Audit Committee meetings coordinated	Coordinate 4 Audit Committee meetings annually	Coordinate 4 Audit Committee meetings	Coordinate 4 Audit Committee meetings	Coordinate 4 Audit Committee meetings
				Ensure a functional Ward committee structure	GG & PP 1.4.1	Functional Ward Committees	No. of meetings held per ward per quarter	Coordinate 56 Ward Committee Meetings in all 14 wards annually	Coordinate 56 Ward Committee Meetings in all 14 wards	Coordinate 56 Ward Committee Meetings in all 14 wards	Coordinate 56 Ward Committee Meetings in all 14 wards
			% attendance of ward committee members per ward				Ensure 70% attendance of Ward committee members annually	Ensure 70% attendance of Ward committee member	Ensure 70% attendance of Ward committee member		
					GG & PP 1.4.2	Coordinate Combined Ward Committee meetings	No. of Combined Ward Committee meetings coordinated	Coordinate 2 combined Ward Committee meetings annually	Coordinate 2 combined Ward Committee meetings	Coordinate 2 combined Ward Committee meetings	Coordinate 2 combined Ward Committee meetings
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;	Promote awareness and facilitate disaster management.	CCI 1.1.1	Conduct disaster awareness campaigns	No. of disaster awareness campaigns conducted	Conduct 4 disaster awareness campaigns annually	Conduct 4 disaster awareness campaigns	Conduct 4 disaster awareness campaigns	Conduct 4 disaster awareness campaigns
				Establish integrated institutional capacity to enable effective implementation of the disaster	CCI 1.2.1	Training of Volunteers and Ward based structures on disaster risk assessment	Number of Volunteers trained on disaster risk assessment	Train 28 volunteers on disaster risk assessment	Train 28 volunteers on disaster risk assessment	Nil	Nil

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
			to provide immediate response and recovery	risk management legislation.							
			Eliminate or reduce the probability of disaster occurrences		CCI 1.3.1.	Install Lightning rods resulting in decreased exposure and less vulnerability of houses and buildings to lightning.	No. of grounded lightning rods installed	Install 60 lightning rods	Install 20 lightning rods	Install 20 lightning rods	Install 20 lightning rods
					CCI 1.3.2	Implement Fire preventative measure to manage or eliminate the risks of veld and forests fires	Kilometers of fire belts or firebreaks implement	Implement 300 kilometers of fire belts or fire breaks	Implement 100 kilometers of fire belts or fire breaks	Implement 100 kilometers of fire belts or fire breaks	Implement 100 kilometers of fire belts or fire breaks
	INCULCATING AN ENVIRONMENTAL ETHOS IN THE MUNICIPALITY		To promote a sustainable environmental management system, through open space management (parks, cemeteries);	Developing awareness for environmental, households and other waste categories	CCI 2.1.1	Environmental education	No. of school environmental awareness campaigns conducted	Coordinate 6 school & community awareness campaigns	Coordinate 2 school & community awareness campaigns	Coordinate 2 school & community awareness campaigns	Coordinate 2 school & community awareness campaigns
						CCI 2.1.2	Sorting and bailing project	No. of Reports on sorting & bailing submitted to portfolio comm	Submit 4 progress reports on Sorting and Baling facility at Trust Feed to the portfolio committee annually	Submit 4 progress reports on Sorting and Baling facility at Trust Feed to the portfolio committee	Submit 4 progress reports on Sorting and Baling facility at Trust Feed to the portfolio committee

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME/ MEASURABLE OUTPUT	INDICATOR	3 YEAR TARGET	2018/19 TARGET	2019/20 TARGET	2020/21 TARGET
			Municipal health (waste management) Environmental compliance facilitation								
	CREDIBLE IDP		To develop a credible IDP in line with provincial guidelines.	Develop and implement a credible IDP	CCI 3.1.1	Development, review & adoption of Credible IDP	Date of adoption of reviewed IDP	Review & adoption of IDP by 30 June annually	Review & adoption of IDP by 30 June 2019.	Review & adoption of IDP by 30 June 2020.	Review & adoption of IDP by 30 June 2021.
				Develop, review and implement Spatial Development Framework	CCI 3.2.1	Development, review and adoption of SDF	Date of adoption of reviewed SDF.	Review & adoption of SDF by 30 June annually	Review & adoption of SDF by 30 June 2019.	Nil	Nil

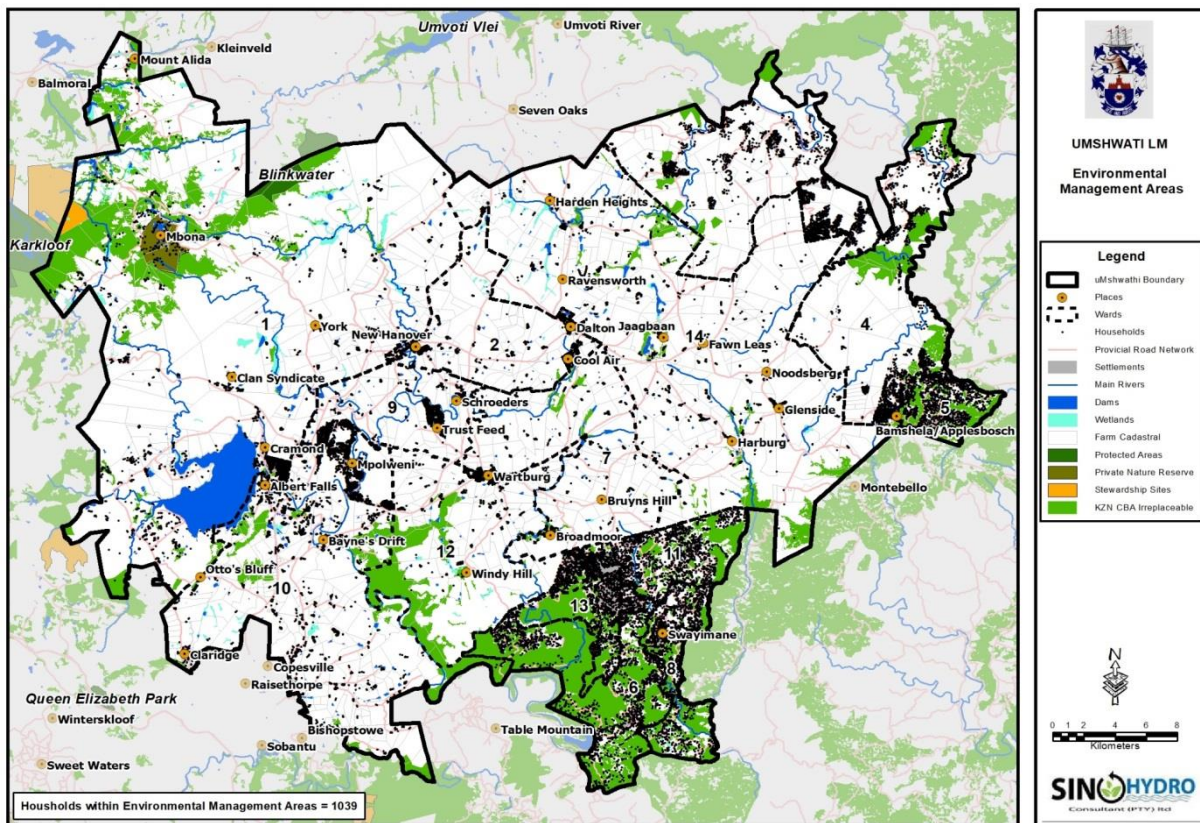


## CHAPTER E: IMPLEMENTATION PLAN

### 1. STRATEGIC MAPPING

#### 1.1. Environmental Sensitive Areas

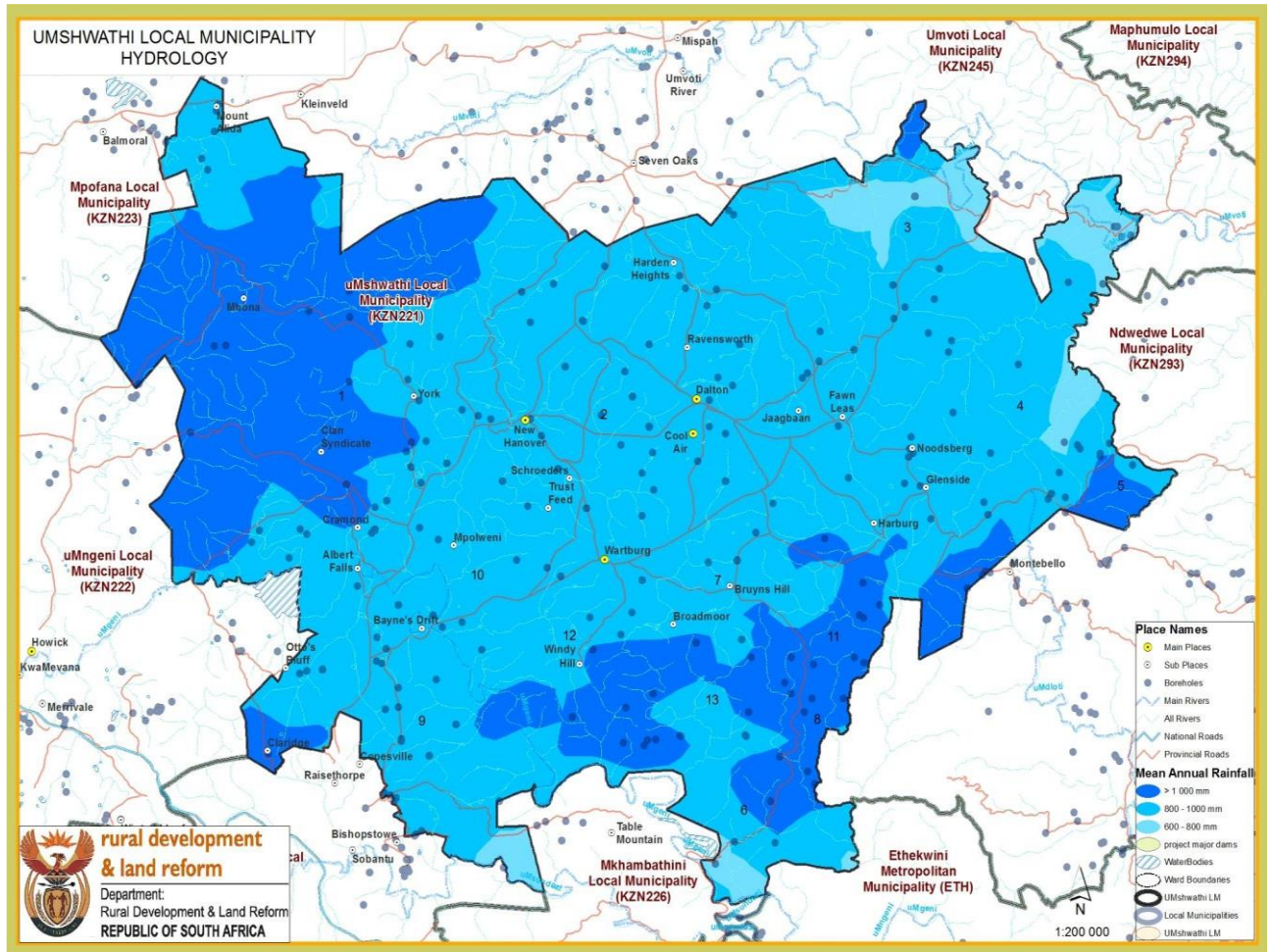
The environmentally sensitive areas were identified during the situational analysis. Essentially there are serious environmental risks spots with a high level of endangerment in terms of freshwater catchment, wetlands exposure, critically endangered as well as vulnerable vegetation and soil erosion. The need exists to put measures in-place in terms of conserving and managing this environment. These areas are a high priority in terms of environmental management with intent to avoid pollution and degradation due to irresponsible development and land uses. More stringent measures are applied when assessing any land use proposal within the vicinity of this designation. Essentially, the key goal is to promote conservation related land usage within these areas.



Natural resource management must seek to achieve the protection of natural resource assets to secure a sustained supply of water and ecosystem goods and services over time and to reduce vulnerability to the effects of climate change. Much more attention must be afforded to the impact of current and proposed development activities on the natural resources of the study area. The following activities should be strengthened:

- ✓ Flood risk areas must be delineated as "no-go" areas, and settlement expansion should be discouraged in those areas.
- ✓ Wetlands and riparian zones must be rehabilitated and protected from future development.
- ✓ Land use practices must conform to the National Freshwater Ecosystem Priority Area Guidelines and various other guidelines by entities such as Ezemvelo KZN Wildlife.

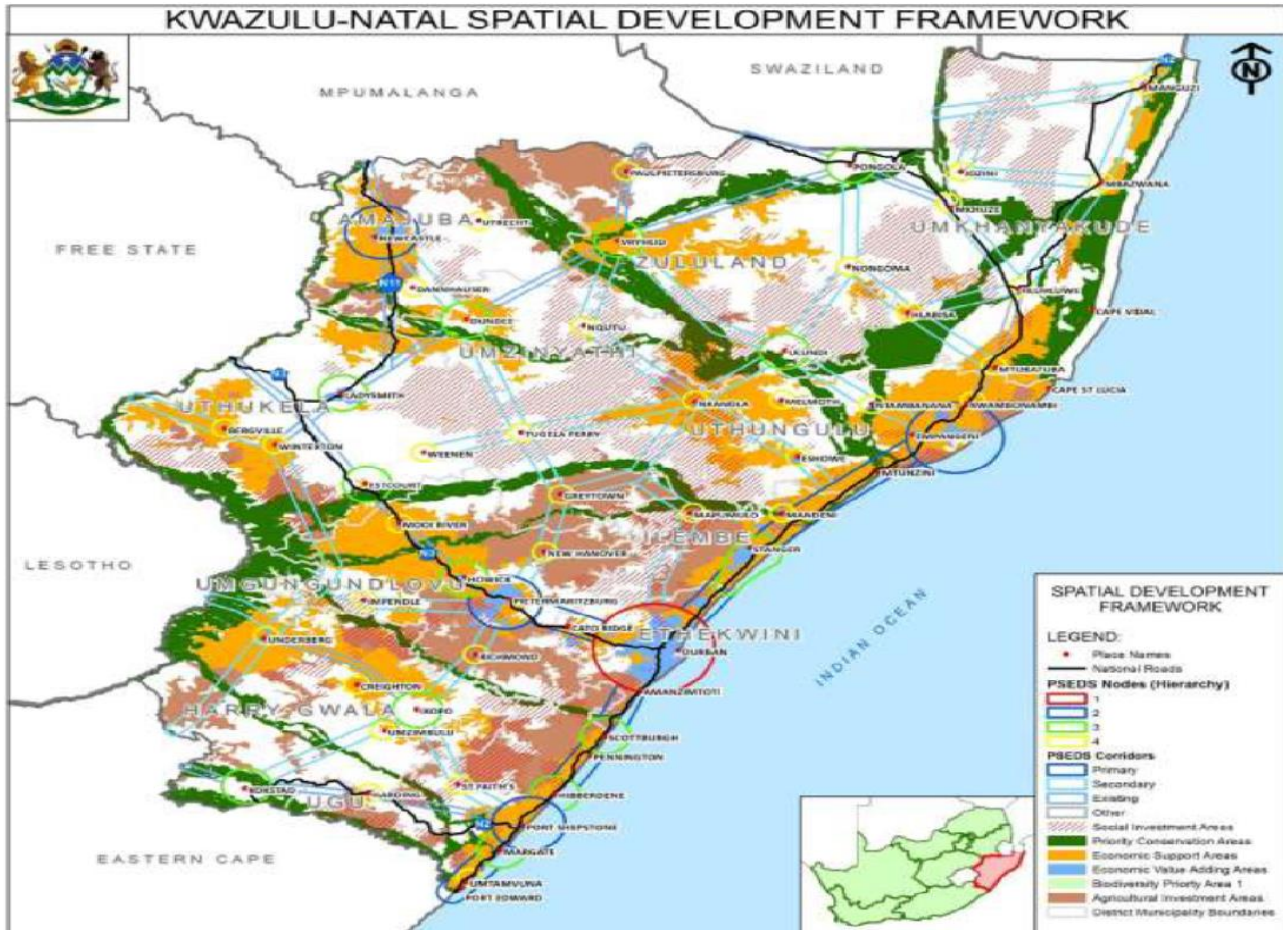
✓ Sanitation and waste management infrastructure and services must be improved.



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

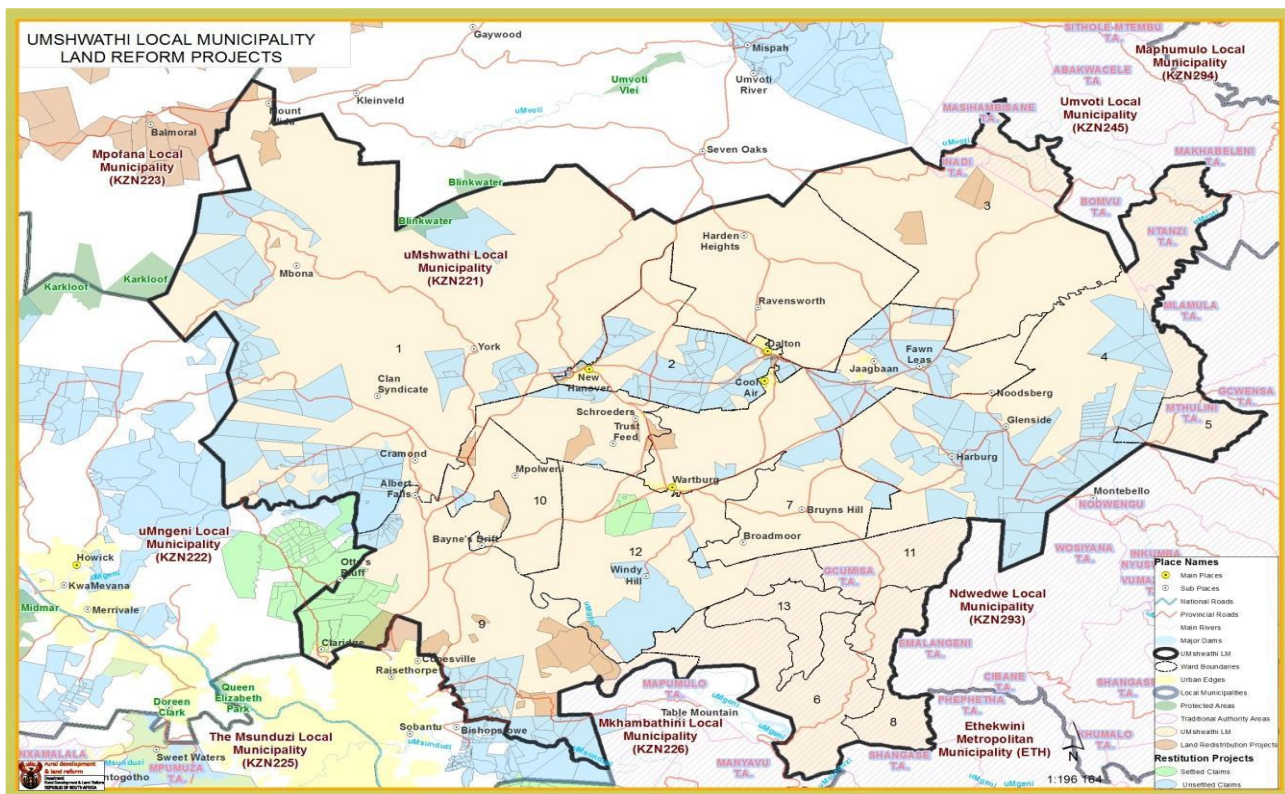
It is noted that the Development Nodes in uMshwathi municipality are dislocated from the Ingonyama Trust land areas where the majority of the population reside. In terms of alignment, the District proposed that the hierarchy of nodes in uMshwathi LM be re-assessed. The municipality is being assisted 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.</p> <p>It will be the focus of Urban employment opportunities.</p> <p>The full range of permanent residential options will be encouraged, keeping in mind the existing character, natural attributes and attractions.</p> <p>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.</p> <p>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	<p>Municipal Offices</p> <p>Hospital</p> <p>Welfare Offices</p> <p>Primary - High Schools</p> <p>Tertiary Training Facility</p> <p>Permanent Information Centre</p> <p>Post Office + Post Boxes</p> <p>Banks</p> <p>Bus and Taxi Terminals</p> <p>Police Station</p> <p>Magistrates Court</p> <p>Home Affairs Offices</p> <p>Municipal Hall</p> <p>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.</p> <p>Urban Transition areas offer opportunities for Residential Estates, Tourism and Recreation provision.</p> <p>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</p> <p>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</p> <p>Clinic</p> <p>Primary - High Schools</p> <p>Rural Service Information Centre</p> <p>Post Boxes</p> <p>Regular Bus Service</p> <p>Community Halls</p> <p>Stores/Shops</p> <p>Weekly Mobile Clinic</p> <p>Regular Bus Service</p> <p>Meeting Places</p> <p>Routine Police Patrol</p> <p>Weekly Mobile Welfare Services</p> <p>Banks</p> <p>Bus and Taxi Terminals</p> <p>Welfare Offices</p> <p>Home Affairs Offices</p>

Criteria	Node Category	UMshwathi Municipality Node	Typical Land Use
<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	

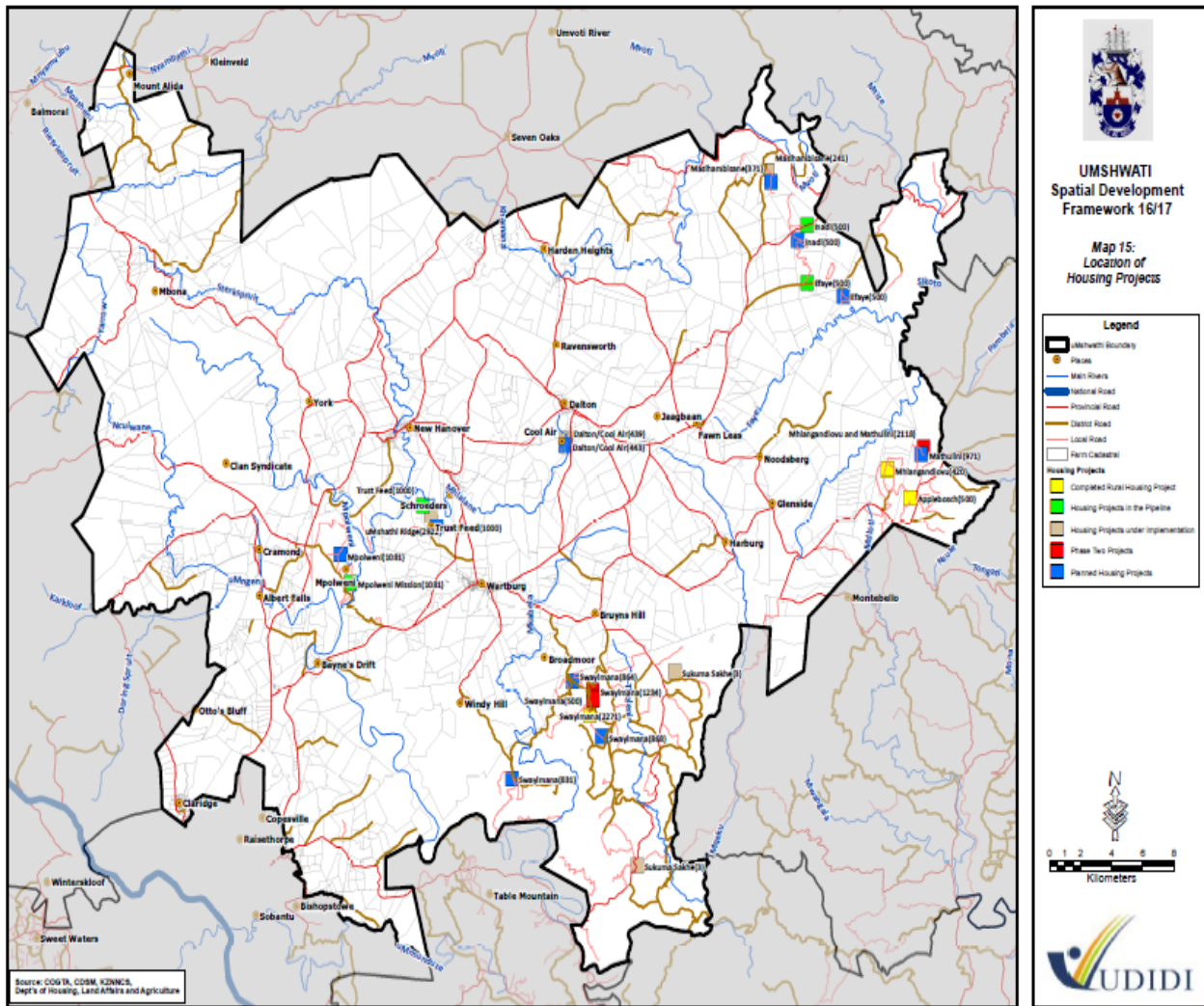
1.4 Areas where priority spending is required

Land Reform Projects



(SOURCE: THE DEPARTMENT OF RURAL DEVELOPMENT AND LAND REFORM 2014)

Location of Housing Projects



## 2. DRAFT IMPLEMENTATION PLAN

PROJECT NAME	PROJECT DESCRIPTION	TOTAL BUDGET	MEDIUM TERM EXPENDITURE FRAMEWORK 2018/2019 2022/2023	2020/2021
Land Evasion Policy	This policy is intended to prevent the mushrooming of informal settlements within municipal owned land. It must identify options and guide the municipality on how to avoid such.	R 200 000.00	R 200 000.00	
Tourism Development Strategy	This will guide the municipality in terms of tourism promotion and development. The focus shall be on tourism product development and maintenance.	R 300 000.00	R 300 000.00	
Linkage Activity Spine (New Hanover, Trustfeed to Wartburg, Bruyns Hill to Swayimana)	The plan will be built on targets areas identified for commercial, mixed use, social activity. Conceptual precinct plans must focus on movement, urban form, public space, quality of environment. Broad development guidelines must be developed to assist the municipality in accessing development applications for this area.	R 400 000.00	R 400 000.00	
Farmworker Housing and Rural Development Strategy	The plan will target the needs for farmworkers in terms of farmworker housing and agrarian reform. It will inform the municipality and the Departments (Dept. of Rural Development and Land Reform as well as the Department of Human Settlements) about important interventions that needs to be done in order to improve the lives of Richmond farm dwellers.	R 300 000.00		R 300 000.00
Preparation of a Strategic Environmental Assessment	A strategic environmental assessment is a legislative requirement and a guiding framework for macro level environmental management at a municipality.	R 400 000.00		R 400 000.00
Integrated Transport Plan	The preparation of an Integrated Transport Plan is a legal requirement in terms of Section 27(2) of the NLTTA. This indicates that the ITP must be formulated for the planning authority's official vision, policy and objectives. This has to be consistent with the national and provincial policies, due regard being given to any relevant integrated development planning or land development objectives.	R 600 000.00		R 600 000.00
PROJECT NAME	PROJECT DESCRIPTION	TOTAL BUDGET	MEDIUM TERM EXPENDITURE FRAMEWORK 2018/2019 2022/2023	2020/2021

PROJECT NAME	PROJECT DESCRIPTION	TOTAL BUDGET	MEDIUM TERM EXPENDITURE FRAMEWORK 2018/2019		
			2022/2023	2020/2021	
Infrastructure Investment Plan	The Infrastructure Investment Plan is a process through which a municipality prepares a strategic plan for unlocking development through infrastructure delivery and development in a medium to long term period as a means to facilitate effective implementation of the Integrated Development Plan. It will serve as principal infrastructure planning instrument which guides and informs infrastructure planning decision-making in a municipality. It will be a component of DNDZ Local Municipality Integrated Development Plan (IDP) and aims to create the enabling environment for economic and social investment through infrastructure delivery which unlocks such development intentions.	R 500 000.00			R 500 000.00
Environmental Management Framework	EMF is a tool to guide development initiatives from an environmental perspective, thus providing an environmental support to decision makers of the municipality.			R 700 000.00	
Review of Agricultural Plan	An agricultural plan guide agricultural development in the area, provides guidance on which agricultural activities are suitable for which areas and make recommendations about activities to be supported by and for the municipality.		R 400 000.00		
TOTAL		R 2 700 000.00	R 1 300 000.00	R 2 000 000.00	R 500 000.00

PROGRAMME/PROJECTS			PHASED ANNUAL INVESTMENT COSTS							FUNDING			RESPONSIBILITY	
S1: IMPROVE MOVEMENT SYSTEMS, CONNECTIVITY AND BULK INFRASTRUCTURE														
	X	Umshwathi Regional Bulk Water Infrastructure Phases 1 - 5	Municipal Wide	R2,400,000,000	R300,000,000	R300,000,000	R300,000,000	R300,000,000	R300,000,000	R300,000,000		Umngeni Water		X



PROGRAMME/PROJECTS				PHASED ANNUAL INVESTMENT COSTS							FUNDING				RESPONSIBILITY
X	New Hanover, Wartburg and Dalton Bulk Sewerage System	Nodal		R500,000,000	R10,000,000	R30,000,000	R100,000,000	R100,000,000	R100,000,000		Umgungundlovu DM			X	
X	Upgrade of Electricity Infrastructure Network covering all nodes	Nodal		R500,000,000	R10,000,000	R30,000,000	R100,000,000	R100,000,000	R100,000,000		Eskom			X	
X	R33 Road Maintenance	R33		R5,000,000	R1,000,000	R1,000,000	R1,000,000	R1,000,000	R1,000,000		DOT			X	X
X	R614 Road Maintenance	R614		R5,000,000	R1,000,000	R1,000,000	R1,000,000	R1,000,000	R1,000,000		DOT			X	X
X	P279 Road Maintenance	P279		R5,000,000	R1,000,000	R1,000,000	R1,000,000	R1,000,000	R1,000,000		DOT			X	X
X	Maintenance of P423, P154, P526 & P279	P423, P154, P526 & P279		R10,000,000	R2,500,000	R2,500,000	R2,500,000	R2,500,000	R2,500,000		DOT			X	X
X	Maintenance of DR599, DR457, DR348, MR63, MR6/2, MR102, MR25/2, MR156, MR25 and MR6	DR599, DR457, DR348, MR63, MR6/2, MR102, MR25/2, MR156, MR25 and MR6		R20,000,000	R5,000,000	R5,000,000	R5,000,000	R5,000,000	R5,000,000		DOT			X	X
X	Construction and Maintenance of Local Access Roads (Gravelling)	Primary & Secondary nodes		R36,000,000	R7,200,000	R7,200,000	R7,200,000	R7,200,000	R7,200,000		Umshwathi LM				X
X	Construction of Sidewalks along Main Roads	Primary & Secondary nodes		R30,000,000	R6,000,000	R6,000,000	R6,000,000	R6,000,000	R6,000,000		Umshwathi LM				X

PROGRAMME/PROJECTS				PHASED ANNUAL INVESTMENT COSTS							FUNDING				RESPONSIBILITY
	X	Storm Water Drainage	Primary & Secondary nodes	R21,000,000	R42,000,000	R42,000,000	R42,000,000	R42,000,000	R42,000,000		Umshwathi LM				X
S2: ENHANCE QUALITY OF THE ENVIRONMENT															
		Protection of Sensitive Environmental Areas													
	X	Construction of Environmental Education Centre	New Hanover	R15,000,000	R3,000,000	R3,000,000	R3,000,000	R3,000,000	R3,000,000		DEDTEA		X		X
	X	Maintenance and Preservation of Public Open Spaces	Primary & Secondary nodes	R15,000,000	R3,000,000	R3,000,000	R3,000,000	R3,000,000	R3,000,000		DEDTEA		X		X
	X	Rehabilitation and Environmental Protection Sensitive Areas	Entire Municipality	R23,000,000	R4,600,000	R4,600,000	R4,600,000	R4,600,000	R4,600,000		DEDTEA		X		X
		Heritage Resource Management													
		Preservation of Amadliza Grave Yard		R1,700,000	R340,000	R340,000	R340,000	R340,000	R340,000		DAC		X		X
	X	Construction of Craft Market Facilities	Primary & Secondary nodes	R5,000,000	R1,000,000	R1,000,000	R1,000,000	R1,000,000	R1,000,000		DEDTEA		X		X
		Urban Renewal													
	X	Construction of Vistas and Gateway	Primary & Secondary nodes	R10,000,000	R2,000,000	R2,000,000	R2,000,000	R2,000,000	R2,000,000		Umshwathi LM	X			X

PROGRAMME/PROJECTS				PHASED ANNUAL INVESTMENT COSTS							FUNDING			RESPONSIBILITY
	X	Construction of Streetlights	Primary & Secondary nodes	R10,000,000	R2,000,000	R2,000,000	R2,000,000	R2,000,000	R2,000,000		Umshwathi LM	X		X
	X	Construction of Public Transport off-loading facilities	Primary & Secondary nodes	R3,500,000	R700,000	R700,000	R700,000	R700,000	R700,000		Umshwathi LM	X		X
	X	Construction of SMME's Facilities	Primary & Secondary nodes	R8,000,000	R1,600,000	R1,600,000	R1,600,000	R1,600,000	R1,600,000		Umshwathi LM	X		X
S3: ENSURE SUSTAINABLE HUMAN SETTLEMENT AND IMPROVE QUALITY OF LIFE														
PROPOSED HOUSING PROJECTS														
		Delivery of 12 451 Low Income Housing Units	All Nodes	R1,369,610,000	R 100,000,000	R 100,000,000	R 100,000,000	R 100,000,000	R 100,000,000		DoH		X	X
		Delivery of 16 305 Middle Income Units	All Nodes	R4,891,500,000	R 200,000,000	R 200,000,000	R 200,000,000	R 200,000,000	R 200,000,000		DoH		X	X
PROPOSED SOCIAL FACILITIES														
	X	Community Hall	Swayimane	R5,000,000	R1,000,000	R3,000,000	R1,000,000	R0	R0		ULM		X	X
	X	Four (5) Mobile Health Points	New Hanover, Wartburg, Cool Air, Albert Falls/ Crammond and Efaye	R48,000,000	R9,600,000	R9,600,000	R9,600,000	R9,600,000	R9,600,000		DPW		X	X
	X	Two Large Clinics	Trustfeed and Mpolweni	R10,000,000	R5,000,000	R5,000,000	R0	R0	R0		DPW		X	X

PROGRAMME/PROJECTS				PHASED ANNUAL INVESTMENT COSTS							FUNDING				RESPONSIBILITY	
	X	Thirty Six (36) Primary Schools	New Hanover, Trustfeed, Cool Air, Crammond, Mpolweni, Bhamshela and Efaye	R360,000,000	R10,000,000	R10,000,000	R10,000,000	R10,000,000	R10,000,000			DPW			X	X
	X	Twenty one (21) High Schools	New Hanover, Trustfeed, Cool Air, Crammond, Mpolweni, Bhamshela and Efaye	R210,000,000	R10,000,000	R10,000,000	R10,000,000	R10,000,000	R10,000,000			DPW				
S4: PRECINCT PLANNING FRAMEWORK																
	X	Preparation of Local Area Plan (LAP) for Dalton/ Cool Air, Trustfeed, Swayimane, Bamshela/ Appelsboch and Mpolweni Crammond	Nodes (5)	R2,500,000	R500,000	R500,000	R500,000	R500,000	R500,000			UMshwathi LM & KZN COGTA			X	X
	X	New Hanover Economic and Urban Regeneration Strategy	New Hanover	R600,000	R600,000	R0	R0	R0	R0			UMshwathi LM & KZN COGTA				
	X	Wartburg Economic and Urban Regeneration Strategy	Wartburg	R600,000	R600,000	R0	R0	R0	R0			UMshwathi LM & KZN COGTA				

PROGRAMME/PROJECTS				PHASED ANNUAL INVESTMENT COSTS							FUNDING			RESPONSIBILITY	
	X	Efaye Rural Development Plan	Efaye	R300,000	R300,000	R0	R0	R0	R0		UMshwathi LM & KZN COGTA				
	X	Farmworker Rural Housing	Municipal Wide	R300,000	R300,000	R0	R0	R0	R0		UMshwathi LM & KZN COGTA				
	X	Land Invasion Policy	Municipal Wide	R300,000	R300,000	R0	R0	R0	R0		UMshwathi LM & KZN COGTA				
	X	Tourism Development Strategy	Municipal Wide	R300,000	R300,000	R0	R0	R0	R0		UMshwathi LM & KZN COGTA				
	X	Integrated Transport Plan	Municipal Wide	R300,000	R300,000	R0	R0	R0	R0		UMshwathi LM & KZN COGTA				
	X	Agricultural Strategy Review	Municipal Wide	R300,000	R300,000	R0	R0	R0	R0		UMshwathi LM & KZN COGTA				
	X	EMF	Municipal Wide	R300,000	R300,000	R0	R0	R0	R0		UMshwathi LM & KZN COGTA				
	X	Preparation of Corridor Development Plan	New Hanover-Wartburg-Swayinane	R800,000	R160,000	R160,000	R160,000	R160,000	R160,000		UMshwathi LM & KZN COGTA	X			X

## CHAPTER F: 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's 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 is 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.*

#### FINANCIAL ISSUES – UMSHWATHI LOCAL MUNICIPALITY

#### **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

<b>FINANCIAL STRATEGIES</b>	<b>ACTION REQUIRED</b>
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 STRATEGIES	ACTION REQUIRED
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
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
<b>Income</b>				
	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
		<b>178,927,000</b>	<b>171,923,000</b>	<b>181,446,000</b>
<b>Expenditure</b>				
	Salaries	68,664,000	73,648,000	79,090,000
	<b>General Expenses:</b>			
	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

<i>Executive Summary</i>	<i>Budget</i>	<i>Budget</i>	<i>Budget</i>
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
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
	<b>178,927,000</b>	<b>171,923,000</b>	<b>181,446,000</b>
<b>Surplus/Deficit</b>	<b>0</b>	<b>0</b>	<b>10,000</b>

### Capital Budget:

<i>PROJECT</i>	<i>WARD</i>	<i>Funding</i>	<i>2017/2018</i>	<i>PROJECT</i>	<i>2018/2019</i>	<i>PROJECT</i>	<i>2019/2020</i>
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		

PROJECT	WARD	Funding	2017/2018	PROJECT	2018/2019	PROJECT	2019/2020
Mbalenhle Creche	4	MIG	700,000.00			Mkhakasini Hall	2,000,000.00
Upgrade of KwaNtlanzi 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
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		
Gqugquma 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
			40,516,000.00		29,443,000.00		30,499,000.00
Funding:							
MIG			39,016,000.00		29,443,000.00		30,499,000.00
Internal Funds			1,500,000.00		0.00		0.00
			40,516,000.00		29,443,000.00	0.00	30,499,000.00

## CHAPTER G: ANNUAL OPERATIONAL PLAN

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE/ PROJECT/ PROGRAMME / MEASURABLE OUTPUT	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT		
BASIC SERVICE DELIVERY	IMPROVED THE QUALITY OF LIFE OF OUR CITIZENS	PILLAR 2: BASIC SERVICE DELIVERY	To respond to the service delivery backlog by, planning, designing, developing and maintain Municipal infrastructure	Facilitate access to basic electricity services.	BSD 1.1.1	Constructed electricity infrastructure for 65 households.	No. of households with electricity infrastructure constructed	Construct electricity infrastructure for 450 Households (Mhlangandlovu-250, Cool Air/Dalton-50, Ward 1 Farmer Workers-100 and Windyhill-50)	Preparation of tender document for advertisement	Appointment of Contractor	Site handover	Construction of electricity infrastructure for 450 Houses completed	Completion certificates	R10m			
					BSD 1.1.2	Install High mast lighting in ward 13	No. of high masts installed	Install 2 High Mast in ward 13	Preparation of tender document for advertisement	Appointment of Contractor	Site handover	Construction of 2 High Mast completed	Completion certificates	R600 000			
				Provide Free Basic Electricity to Indigent Households	BSD 1.2.1	Provide free basic electricity to all qualifying beneficiaries	% of households with access to basic level of electricity.	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	List of beneficiaries who claimed free basic service (electricity)		
					BSD 1.2.2	Provide free basic electricity to all qualifying beneficiaries	84% of beneficiaries claimed free basic electricity.	The % of households earning less than R1100 per month with access to free basic services;	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	Provide 95% of beneficiaries with free basic electricity	List of beneficiaries who claimed free basic service (electricity)	R1.7 m	
				BSD 1.2.3	Review and update Indigent Register	Indigent register updated by 30 June 2018	Date of review of Indigent Register.	Review and update Indigent Register by 30 June 2019	No Target for this quarter	No Target for this quarter	No Target for this quarter	Review and update indigent register	Reviewed Register and resolution	No financial implication			

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME / MEASURABLE OUTPUT	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT
				Provide access to community facilities.	BSD 1.3.1	Construction/ Upgrade of Community facilities. (Community halls & Crèche's	New indicator	No. of community facilities constructed	Construct 2 Community Facility (Ogujini Community Skills Centre in Ward 11 & Thokozani community skills centre in ward 1)	Preparation of tender document for advertisement	Appointment of Contractor	Site handover	Construction of 2 Community Skills Centres completed	Completion certificates	Ogunjini (R1m & Thokozani R1.5m)	
					BSD 1.3.2		Roll over/ Contractor Appointed	No. of halls upgraded	Complete upgrade of 1 hall (Mount Elias Hall)	Project must be 40% complete	Project must be 60% complete	Project must be 90% complete	Completion of the Mount Elias Hall	Completion certificates	R500 000	
					BSD 1.3.3		Roll over/ Contractor Appointed	No. of halls completed	Complete 1 Hall (Socolile Community Hall)	Project must be 40% complete	Project must be 60% complete	Project must be 90% complete	Completion of the Socolile Hall	Completion certificates	R1.5m	
					BSD 1.3.4	Construction/ completion of Crèche's	2 crèches constructed.	No. of crèche's constructed	Construct 2 crèche (Estezi & Mthizane Crèches)	Preparation of tender document for advertisement	Appointment of Contractor	Site handover	Construction of Estezi Crèche completed	Progress report & Completion certificates	R1.3m	TECHNICAL SERVICES
				Provide access to sporting facilities.	BSD 1.4.1	Construction/Upgrading/ Completion of sport fields	1 sports field completed.	No. of sport field constructed	Construction 1 sport field (Ekhamanzi Sports field)	Preparation of tender document for advertisement	Appointment of Contractor	Site handover	Ekhamanzi Sports field completed	Progress report & Completion certificates	R1m	
					BSD 1.4.2		No. of sport fields upgraded	No. of sport fields upgraded	Upgrade 1 sport field (Efaye)	Preparation of tender document for advertisement	Appointment of Contractor	Site handover	Upgrade of 2 Sports fields completed (Efaye)	Progress report & Completion certificates	Efaye R700 000	
				Provide access to roads and storm water	BSD 1.5.1	Construction of gravel roads	2 kms of road was upgraded.	Kilometers of gravel road constructed	Upgrade 2 Kilometres of gravel road at Mchunu Road in Ward 4, and 4km of Gravel Road at Mbeka Access Road in Ward 8	Preparation of tender document for advertisement	Appointment of Contractor	Site handover	Construction of Mchunu and Mbeka Access Road completed	Progress report & Completion certificates	Mchunu R1.5m; Mbeka R2.5m	

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					BSD 1.5.2	Construction of Tar Roads	2kms of gravel road constructed.	Appointment date of contractors & site handover for D1013 & Shiyabazali	Appointment of contractors & Site handover for Tarring 1km on D1013 Road and Tarring of 1km Shiyabazali Access Road by 30 June 2019.	Preparation of Specification for appointment of Consultant	Preparation of tender document for advertisement	Evaluation and Adjudication of the Project	Contract or appointed, Site handover conducted	Appointment letter; Site handover minutes	D1013 R3.5 m; Shiyabazali R3.5 m		
				BSD 1.5.3			New indicator	Kilometres of road tarred	Construct 300m of tar at Cool Air/Dalton Access & 1km at L714	Preparation of tender document for advertisement	Appointment of Contractor	Site handover	Tarring of 300m at Cool Air/Dalton access & 1km L714 complete	Completion certificates	Dalton/cool air R1.2 m; L714 R6m		
						BSD 1.5.4	Storm water drains and channels maintenance	29.6kms of storm water infrastructure maintained.	Kms of tar roads storm water infrastructure maintained	Maintain 40 kms of storm water drains and channels	Maintain 10 km of storm water	Maintain 10 km of storm water	Maintain 10 km of storm water	Maintain 10 km of storm water	Signed job cards		
							BSD 1.5.5	Pedestrian walkways maintenance	44.3kms of storm water maintained	Kms of Pedestrian walkways maintained	Maintain 10 km of Pedestrian walkways (New Hanover, Dalton, Wartburg, Cool Air)	No target for this quarter	Maintain 5 Kilometres of Pedestrian walkways	Maintain 5 Kilometres of Pedestrian walkways	No target for this quarter	Signed job cards	R6m
								BSD 1.5.6	Gravel Road maintenance	11kms of gravel road maintained.	Kilometers of gravel road maintained	Maintain 15kms of gravel Road (regravelled/Bladed) 14 Municipal Wards	Maintain 1 Kilometer of gravel road	Maintain 5 Kilometers of gravel road	Maintain 5 Kilometers of gravel road	Maintain 4 Kilometers of gravel road	Progress Reports, Payment certificates & Completion certificates



KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME / MEASURABLE OUTPUT	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT
				Plan, implement and monitor infrastructure projects.	BSD 1.6.1	Reporting on the planning, implementation and monitoring of infrastructure projects.	Submitted 6 report to portfolio commission on infrastructure projects	No. of reports submitted to portfolio on infrastructure projects	Submit 8 reports on infrastructure projects	Submit 2 report to portfolio committee on infrastructure projects	Submit 2 report to portfolio committee on infrastructure projects	Submit 2 report to portfolio committee on infrastructure projects	Submit 2 report to portfolio committee on infrastructure projects	Reports & agenda	No financial implication	
				Develop and maintain municipal infrastructure.	BSD 1.7.1	Maintenance of municipal buildings	New indicator	No. of reports submitted to portfolio committee	Submit 9 reports on municipal buildings maintenance.	Submit 2 report to portfolio committee on municipal buildings maintenance	Submit 2 report to portfolio committee on municipal buildings maintenance	Submit 2 report to portfolio committee on municipal buildings maintenance	Submit 3 report to portfolio committee on municipal buildings maintenance	Reports & agenda	As per maintenance budget	
					BSD 1.7.2	Complete the construction of a Taxi Rank at Bhamshela	Roll over/ Contractor Appointed	No. of Taxi Rank completed	Complete the construction of 1 Taxi Rank at Bhamshela	Project must be 40% complete	Project must be 60% complete	Project must be 90% complete	Completion of the Bhamshela Taxi Rank	Completion certificates	R1m	
				Facilitate the access to basic housing	BSD 1.8.1	Facilitation of Low income houses development	7 reports submitted.	No. of progress report submitted to Portfolio Committee housing development	Submit 9 progress reports to Portfolio Committee.	Submit 2 report to portfolio committee on Housing projects	Submit 2 report to portfolio committee on Housing projects	Submit 2 report to portfolio committee on Housing projects	Submit 3 report to portfolio committee on Housing projects	Reports & agenda	No financial implication	
				Provide Indigent burial support and maintain cemeteries	BSD 1.7.1	Facilitate Phase 2 of the Cemeteries plan (Conducting geotech & environmental impact assessment on the identified land)	Phase 1 completed	Finalisation date of Phase 2 of cemeteries plan	Facilitate Phase 2 of the Cemeteries plan (Conducting geotech & environmental impact assessment on the identified land) by 30 June 2019.	No target for this quarter	Rezoning of the identified land.	No target for this quarter	Phase 2 finalised.	Geotech & EIA Reports		COMMUNITY SERVICES
					BSD 1.7.2	Implementation of Indigent Burial policy	Approved 90% of indigent burial application received.	% of approved indigent burial applications	Approve 90% of indigent burial application received	Approve 90% of indigent burial application received	Approve 90% of indigent burial application received	Approve 90% of indigent burial application received	Approve 90% of indigent burial application received	List of applications received and approved	R80 000	

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					<b>BSD 1.7.3</b>	Conduct cemeteries maintenance through maintenance plan	2 Reports submitted.	No. of reports on cemeteries maintenance submitted to portfolio	Submit 4 reports on cemeteries maintenance to portfolio	Submit 1 report on cemeteries maintenance to portfolio committee	Submit 1 report on cemeteries maintenance to portfolio committee	Submit 1 report on cemeteries maintenance to portfolio committee	Submit 1 report on cemeteries maintenance to portfolio committee	Reports & agenda	No financial implication	
					<b>BSD 1.7.4</b>	Support Pauper burials	Supported 100% of pauper burial requests received	% of received pauper burials requests supported	Provide 100% support to the pauper burial requests received.	Provide 100% support to the pauper burial requests received.	Provide 100% support to the pauper burial requests received.	Provide 100% support to the pauper burial requests received.	Provide 100% support to the pauper burial requests received.	Request forms & requisitions	R80 000	
				Improve emancipation of youth development through economic participation, sport development and promotion of cultural activities	<b>BSD 2.1.1</b>	Promotion of SMMEs and Cooperatives' development for the youth	2 programmes for youth coordinated	No. of programmes for youth SMME's and Cooperatives implemented	Implement 4 programmes for youth SMME's and cooperatives.	Coordinate 1 youth projects (Registration of Youth-owned Cooperative and Training and CIPC	Coordinate 1 youth project (Skills Transfer Project)	Coordinate 1 youth project (business support session for youth in businesses)	Coordinate 1 youth programme (Comemoration of youth month)	Notice of the event, requisitions and registers	R700 000	
			<b>BSD 2.1.2</b>		Promote Sport Development	4 sports promotional projects implemented	No. of sport development programmes implemented	Coordinate 8 sports development projects.	Coordinate 2 Sport Development and Promotion Project: (1. Sports Indaba) 2. Mayoral Cup Finals,	Coordinate 2 Sport Promotion Programmes: 1. Chess training 2. support participation to district selections	Coordinate 2 sport promotion activities 1. Community sport and health programme 2. Easter weekend Tournament	Coordinate 2 Sport development Project: 1. coordination of local selections for indigenous games and 3. Support the participation to provincial selections	Notice of the event, requisitions and registers	R500 000		
			<b>BSD 2.1.3</b>		Strategy review for youth development and sport	New indicator	Adoption date of reviewed Youth Strategy.	Adoption of the reviewed Youth Strategy 30 June 2019.	Appointment of service provider	Conduct Research at ward level for input towards the strategy review	Submit the reviewed strategy to the Portfolio Committee, and to Exco	Submit the reviewed strategy to Council for adoption	Strategy & resolution	R50 000		

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					BSD 2.1.4	Promote Cultural development & Heritage	4 Arts and Culture projects implemented	No. of cultural development and heritage projects implemented	Implement 5 programmes for cultural development and heritage	Coordination of 2 cultural and heritage projects : (1. Supporting Maidens to attend the Reed Dance (umkhosi Womhlanga) 2. Talent Search Programme	Coordinate 2 Culture and heritage programmes ( 1. indlamu dance competition( 2. Gospel talent search competition )		Coordinate 1 programme 1. Coordinate 1 cultural music & dance ( Isicathamiya, amahubo & ingoma)	Notice of the event, requisitions and registers	R500 000	
				Empowerment of women , children HIV positive , youth and elderly through skills development programmes and addressing social and structural drivers to HIV/AIDS	BSD 2.2.1	Addressing Social ills against Vulnerable Groups	5 programmes for vulnerable groups coordinated.	No. of projects implemented addressing social ills.	Coordinate/implement 4 projects addressing social ills against vulnerable groups.	Coordinate 2 projects addressing social ills for vulnerable groups ( 1. Commemoration on the Men's Month ) 2. Commemoration of women's month)	Coordinate 2 projects addressing social ills for vulnerable groups (16 Days of Activism Against Gender Based Violence Campaign)		Coordinate 1 project addressing social ills for vulnerable groups ( workshop on business skills targeting women)	Notice of the event, requisitions and registers	R200 000	
					BSD 2.2.2	Empowerment of people with disabilities , women and senior citizens	1 senior citizens co-op supported	No. of empowerment projects implemented	Coordinate 2 empowerment projects for senior citizens and people with disabilities	No target for this quarter	Coordinate 2 empowerment projects for senior citizens (1 commemoration of the Disability month 2. Senior citizens health day	No target for this quarter	No target for this quarter	Notice of the event, requisitions and registers	R100 000	
					BSD 2.2.3	Improve healthy lifestyle for Elderly	4 senior citizens programmes coordinated	No. of projects coordinated for senior citizens	Coordinate/implement 3 projects for senior citizens	Coordinate/implement 1 project (Golden Games District Sections)	No target for this quarter	Coordinate 1 project 1.(Golden Games ward selection s)	Coordinate 1 project 1.(golden games Local Selection s)	Notice of the event, requisitions and registers	R150 000	

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					BSD 2.2.4	Promote recreational activities for children	2 children projects coordinated	No. of projects coordinated for children	Coordinate 3 projects for Children	No target for this quarter	Coordinate 1 project for Children (Christmas event for orphans)	Coordinate 1 project for Children (Back to school Campaign)	Coordinate 1 project for children (Launch of the children's Forum )	Notice of the event, requisitions and registers	R200 000	
					BSD 2.2.5	Coordinate review of vulnerable group strategy.	New indicator	Adoption date of Vulnerable Groups Strategy	Adoption of the reviewed Vulnerable Groups Strategy by 30 June 2019.	Appoint service provider.	Conduct Research at ward level	Submission of report to portfolio committee and exco	Adoption of strategy	Strategy & resolution	R60 000	
				Coordination of ward based structures, in addressing poverty related issues	BSD 2.3.1	Addressing social & structural drivers to HAST	06 HIV/AIDS Awareness Programme coordinated	No. of HIV/AIDS/STI/ TB awareness conducted	Coordinate 04 HIV/AIDS awareness	Coordinate 1 HIV/AIDS awareness campaign	Coordinate 1 HIV/AIDS awareness campaign	Coordinate 1 HIV/AIDS awareness campaign	Coordinate 1 HIV/AIDS awareness campaign	Registers, requisitions and notices of events		
					BSD 2.3.2	Coordination of Structural meetings ( LAC	3 Nerve centre & 4 LAC meetings coordinated.	No. of LAC meetings coordinated	Coordinate 4 LAC meetings	Coordinate 1 LAC Meeting	Coordinate 1 LAC Meeting	Coordinate 1 LAC Meeting	Coordinate 1 LAC Meeting	Agenda & register	R500 000	
					BSD 2.3.3	Empowerment of people living with HIV	1 programme supported	No. of groups living with HIV supported	Coordinate 2 programmes of people living with HIV	Support 1 group of people living with HIV (communal garden)	Coordinate 1 Capacity building for people living with HIV	No target for this quarter	No target for this quarter	Requisitions & delivery note		
				Assist in Grant-in-Aide application that deal with ECD, Libraries in order to reduce school dropout	BSD 2.4.1	NPO, CBO & NGO's mentorship	1 NPO mentored	No. of NPO, CBO & NGO mentored.	Mentor 1 NPO, CBO & NGO's	No target for this quarter	No target for this quarter	Mentor 1 NPO, CBO & NGO's	No target for this quarter	Notice of the event & registers		
					BSD 2.4.2	Reinventing the culture of reading by conducting awareness campaigns	4 reading campaigns conducted.	No. of reading awareness campaigns conducted	Coordinate 4 Reading / community outreach campaign	Coordinate 1 reading / community outreach campaign	Coordinate 1 reading / community outreach campaign	Coordinate 1 reading / community outreach campaign	Coordinate 1 reading / community outreach campaign	Notice of the event, requisitions and registers	R100 000	

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				Development and Implementation of plan of action to reduce road accident and ensure the safety of all road users	BSD 3.1.1	Conduct Joint law enforcement	4 joint law enforcement initiatives conducted with SAPS	No. of law enforcement initiatives coordinated	Conduct 4 joint law enforcement initiatives with SAPS and Submit 4 report on law enforcement initiatives	Conduct 1 joint law enforcement initiatives with SAPS & Submit 1 report on law enforcement initiatives	Conduct 1 joint law enforcement initiatives with SAPS & Submit 1 report on law enforcement initiatives	Conduct 1 joint law enforcement initiatives with SAPS & Submit 1 report on law enforcement initiatives	Conduct 1 joint law enforcement initiatives with SAPS & Submit 1 report on law enforcement initiatives	Notice of the event, attendance register and report	R100 000	
			To respond to the service delivery backlog by, planning, designing, developing and maintain Municipal infrastructure	Provide waste and refuse removal services to the residents of uMsh wath	BSD 4.1.1	Refuse removal	4302 households were serviced 123% of 3800 households providing solid waste removal	The percentage of households with access to basic level of water, sanitation, electricity and solid waste removal;	Provide 100% refuse removal service to 1142 households	Provide 100% refuse removal service to 1142 households	Provide 100% refuse removal service to 1142 households	Provide 100% refuse removal service to 1142 households	Provide 100% refuse removal service to 1142 households	Report on number of households billed for waste removal.	R1.4 m	
							11 Skips were provided	No. of Skips provided	Provide 11 skips ongoing, in Dalton, Cool Air, Wartburg, New Hanover, Appelshbosch Hospital	Provide 11 skips ongoing, in Dalton, Cool Air, Wartburg, New Hanover, Appelshbosch Hospital	Provide 11 skips ongoing, in Dalton, Cool Air, Wartburg, New Hanover, Appelshbosch Hospital	Provide 11 skips ongoing, in Dalton, Cool Air, Wartburg, New Hanover, Appelshbosch Hospital	Provide 11 skips ongoing, in Dalton, Cool Air, Wartburg, New Hanover, Appelshbosch Hospital	List with location of skips, payments for dumping		

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MUNICIPAL INSTITUTIONAL DEVELOPMENT AND 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	Recruit, develop, train and retain competent service delivery workforce	MID&T 1.1.1	Review and workshop HR/SG/IT Policies	4 Policies were reviewed	No. of policies to be reviewed & workshoped	Adoption of 8 reviewed policies (Skills Dev policy, Employment Equity Policy, Bursary Policy, HR Strategy, Fleet management policy, Records management policy, ICT Security policy & ICT Framework by 30 June 2019	No target for this quarter	Submit Reviewed policies to portfolio committee & Local Labour Forum	Submit Reviewed policies to Executive Committee	Submit Reviewed policies to Full Council for adoption	Policies and resolutions	No financial implication	CORPORATE SERVICES
					MID&T 1.1.2	Strengthen the Human Resources Administrative processes (capacity building)	3 workshops conducted	No. of capacity building workshops conducted for staff.	Conduct 4 workshops: Workshop 1 for staff on the Code of Conduct; Workshop 2 Batho Pele for staff; Workshop 3 for staff on the Fleet management policy, Workshop 4 for staff on the Safe Work procedure manual Policy 30 June 2019.	Develop the workshop plan	No target for this quarter	Develop the workshop plan	Conduct 4 workshops	Notice of the workshop, presentation, program and registers	No financial implication	

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					MID&T 1.1.3	Develop new policy in line with legislation for SG/HR & IT	4 new policies developed	No. of policies developed and approved	Development and adoption of 2 policies by 30 June 2019 (ICT Service Level Agreement Management policy and ICT Controls Policy)	Develop new policies on ICT Service Level Agreement Management policy and ICT Controls Policy	Submit Developed policies to EXT Manco for comments	No target for this quarter	Developed policies to be submitted to the Full Council for adoption	Policy and resolutions	No financial implication	
					MID&T 1.1.4	Filling of vacant posts	5 positions filled:	No. of posts to be filled	Fill 3 positions in line with the reviewed Org Structure, in line with the IDP goals namely post Admin Officer Technical Services, General Manager Technical Services and 1 General Assistant.	No target for this quarter	Ensure Job description for post is available and Evaluation completed.	Advertise, Shortlist and hold interviews by the end of Q3	Fill 2 positions by issuing appointment letters	Appointment letters	As per salaries budget	
					MID&T 1.1.5	Implementation of the WSP	Spent 59% on WSP implementation	The percentage of a municipality's budget actually spent on implementing its workplace skills plan	Spent 90% of 2018/19 WSP.	Spent 22% of the total training vote	Spent 44% of the total training vote	Spent 66% of the total training vote	Spent 90% of the total training vote	Finance Report	R700 000	

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							Implemented 3 training projects:	No. of training programmes to be implemented for staff	Implement 5 training projects ( Code 8 & Code 10, Leadership Development, CPMD, Road & Interpret maps & engineering drawings & water reticulation, Chainsaw handling & maintenance.	No target for this quarter	Implement 2 training projects ( Code 8 & Code 10, Road & Interpret maps & engineering drawings & water reticulation	Implement 2 training projects ( Leadership Development 2, Chainsaw handling & maintenance.	Implement 1 training project (CPMD)	List of programmes implemented, appointment of service providers and register			
							Trained 20 staff members	No. of staff to be trained	Train 25 staff members	No target for this quarter	Train 12 staff members	Train 11 staff members	Train 2 staff members	Attendance registers			
					MID&T 1.1.6	Maintenance of both internal & external bursaries	Maintained 80% of existing internal bursaries	Percentage of internal & external bursaries maintained	Maintain 70% of existing internal & 50% of external bursaries	No target for this quarter	No target for this quarter	Maintain 70% of existing internal & 50% of external bursaries	No target for this quarter	Proof of payments	R500 000		
					MID&T 1.1.7	Awarding of new internal & external bursaries	internal bursaries	No. of new of new bursaries awarded	Award 2 new bursaries.	No target for this quarter	No target for this quarter	Award 1 internal bursary and or 1 external bursary.	No target for this quarter				
					MID&T 1.1.8	Review of the organisational structure	The existing organisational structure was reaffirmed by Council on the 30 May 2018	Adoption date of new organogram for 2019/20	Adoption of reviewed organisational structure for 2019/20 by 30 June 2019	No target for this quarter	No target for this quarter	No target for this quarter	Adopt organisational structure for the 2019/20 financial year by the end of June 2019	Organogram and resolution	No financial implication		



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					MID&T 1.1.9	The 2017/18 WSP was submitted and approved on the 25 April 2018	Date of approval and submission of 2019/20 WSP	Approve the 2019/20 WSP by 30 April 2019	No target for this quarter	Dissemination of the Skills Audit Form to all Heads of Departments	Submit the Skills analysis audit report to relevant structures of Council	Approval of the WSP for 19/20 by relevant structures of Council	WSP and proof of submission (email and or acknowledgment letter)	No financial implication	
					MID&T 1.1.10	Wellness day programme held on the 27 June 2017	No. of Employee Assistance Programmes coordinated.	Coordinate 4 Employee Assistance Programmes	Coordinate 1 Employee Assistance Programme	Coordinate 1 Employee Assistance Programme	Coordinate 1 Employee Assistance Programme	Coordinate 1 Employee Assistance Programme	Notice of the event, requisitions and register	R400 000	
					MID&T 1.1.11	JD's submitted to Region and waiting for results	No. of meetings facilitated regarding Job evaluation & reports submitted to Council	Facilitate 4 meetings regarding Job evaluation and submit reports to Council	Facilitate 1 meeting regarding Job evaluation & submit report to Council	Facilitate 1 meeting regarding Job evaluation & submit report to Council	Facilitate 1 meeting regarding Job evaluation & submit report to Council	Facilitate 1 meeting regarding Job evaluation & submit report to Council	Notice of the meeting, register, agenda & reports	R100 000	
					MID&T 1.1.12	2 Women appointed in middle management	The number of people from employment equity target groups employed in the three highest levels of management in compliance with a municipality's approved EEP	Employ 1 women (Women employed in management) and 1 person with disabilities by 30 June 2018.	No target for this quarter	No target for this quarter	No target for this quarter	Employ 1 women (Women employed in management) and 1 person with disabilities	Appointment letters	As per salaries budget	

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME / MEASURABLE OUTPUT	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT
				Provide sufficient secretariat, records, security, fleet and facilities management	MID&T 1.2.1	Develop & approve calendar of meetings for the 2017 - 2018 and 2018 - 2019 financial years	Council approved calendar of Jan-June 2018 approved on 31 Oct 2017: Calendar for July-Dec 2018 approved 30 Jun 2018	Date of approval of calendar of meetings	Submit calendar of meetings for Jan 2019 - June 2019 for approval by 30 December 2018: Submit calendar of meetings for July - Dec 2019 for approval by 30 June 2019.	No target for this quarter	Submit calendar of meetings for Jan 2019 - June 2019 for approval	No target for this quarter	Submit calendar of meetings for July - Dec 2019 for approval	Calendar and resolution	No financial implication	
					MID&T 1.2.2	Fleet management	4 reports submitted	No. of reports on fleet submitted to portfolio committee	Submit 4 reports on fleet management to portfolio committee	Submit 1 report on fleet management to SG/HR committee	Submit 1 report on fleet management to SG/HR committee	Submit 1 report on fleet management to SG/HR committee	Submit 1 report on fleet management to SG/HR committee	Reports and agendas		
				Provide legal and compliance to legislation and collective agreement	MID&T 1.3.1	Provision of legal support	100% of all litigations received was attended to	% of litigations received and attended to	Attend to 100% of all litigations received.	Attend to 100% of all litigations received.	Attend to 100% of all litigations received.	Attend to 100% of all litigations received.	Attend to 100% of all litigations received.	Litigation received and response to it.	R500 000	MM's Office
				Implement an effective Performance Management	MID&T 1.4.1	Review PMS Framework in line with Chapter 6 of MSA	PMS Framework was adopted on the 2th June 2018.	Approval date of reviewed PMS Framework	Adoption of the reviewed PMS Framework by 30 June 2019	No target for this quarter	No target for this quarter	No target for this quarter	Reviewed PMS Framework approved	Reviewed PMS Framework & resolution	No financial implication	

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME / MEASURABLE OUTPUT	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT
				gement System		MID&T 1.4.2	Ensure performance agreements for S57 are signed by target date.	5 PA's were submitted to Cogta on the 20 <sup>th</sup> of July 2017	No. of performance agreements timeously concluded and signed for 2018/19 by all General Managers and Municipal Manager.	Submit 5 signed Performance agreements submitted to the MEC by 31 July 2018	Submit signed 5 Performance agreements to the MEC	No target for this quarter	No target for this quarter	No target for this quarter		Performance Agreements and proof of submission
						MID&T 1.4.3	Submit Annual Performance report to AG for auditing.	2016/17 Annual performance Report submitted to AG by 30 August 2017	Submission date of Annual Performance Report to AG.	Submit 2017/18 Annual Performance Report by 31 August 2018 to AG for auditing	Submit Annual Performance report to AG	No target for this quarter	No target for this quarter	No target for this quarter		Annual Performance Report and proof of submission
						MID&T 1.4.4	Conduct quarterly review and consolidate reviewed reports for submission to EXCO and Council.	4 performance reviews/ assessments conducted	No. of reviews conducted and reports submitted to EXCO and Council	Conduct 4 quarterly reviews and submit 4 reports to EXCO & Council	Conduct 1 performance review/ assessment conducted and submit 1 report to EXCO and Council	Conduct 1 performance review/ assessment conducted and submit 1 report to EXCO and Council	Conduct 1 performance review/ assessment conducted and submit 1 report to EXCO and Council	Conduct 1 performance review/ assessment conducted and submit 1 report to EXCO and Council		Notice, registers reports and EXCO & Council Agenda
						MID&T 1.4.5	Annual Performance Evaluation of MM and Managers directly accountable to the MM	2016/17 Annual Performance Evaluation was conducted on the 29th of February 2017	Date of conducting Annual Performance Evaluations.	Conduct Annual Performance Evaluation for 2017/18 Financial year by 30 March 2019	No target for this quarter	No target for this quarter	Conduct Annual Performance Evaluation for 2017/18 Financial year.	No target for this quarter		Notice, registers & minutes

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME / MEASURABLE OUTPUT	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT	
					MID&T 1.4.6	Drafting and adoption of Annual Report	Annual report adopted on 27 March 2017	Approval date of 2017/18 Annual Report	2017/18 Annual Report approved by 31 March 2019 - MFMA 121(1)	Submit 2017/18 Draft Annual Report to AG 30 August 2017	No target for this quarter	Table 2017/18 Annual Report to Council / Adoption of Oversight on Annual Report	No target for this quarter	Annual & Oversight report & resolution			
					MID&T 1.4.7	Monitor the implementation of Council Resolutions (Reports to the MM)	2 report submitted to MM	No. of reports on the implementation of Council resolutions submitted	Submit 2 reports to MM regarding implementation of Council resolutions.	No target for this quarter	Submit one report to MM regarding implementation of Council resolutions by 30 September.	No target for this quarter	Submit one report to MM regarding implementation of Council resolutions by 30 March.	Reports & proof of submission			
					MID&T 1.5.2	Share Point Installation by 30 June 2019	Phase One was completed in January 2017	Installation date of SharePoint.	Install Share Point by 30 June 2019	Develop Specifications & advertise	Appoint Service Provider	No target for this quarter	Installation of Share point complete	Completion certificate			
				Ensure the availability, stability, security and integrity of ICT services	MID&T 1.5.3	CCTV Installations	New indicator	Installation date of CCTV	Install CCTV @ Thusong Centre by 30 June 2019	No target for this quarter	Appoint Service Provider	No target for this quarter	Installations complete	Completion certificate			
			MID&T 1.5.4		Office failover for internet & server application	New indicator	Upgrade date of Server Room.	Upgrade of Server by 30 March 2019	Specification Development and advertisement	Appoint Service Provider	Server upgraded	No target for this quarter	Completion certificate				
			MID&T 1.5.5		Purchase of Leave Management System	New indicator	Date of Purchase of Leave Management System	Purchase of Leave Management System by 30 June 2019	No target for this quarter	No target for this quarter	No target for this quarter	Purchase of Leave Management System	Completion certificate/ completion letter			R2.4 m	
				Maintain a working environment that is risk free and compliant	MID&T 1.6.1	Implementation of OHS aligned training programs	3 OHS trainings implemented.	No. of Training projects implemented for all staff (OHS)	Implement 2 health & safety training projects/ workshops for all staff by the end of June 2019	No target for this quarter	No target for this quarter	No target for this quarter	Implement 2 training projects/ workshops for all staff	Notice of the training, agenda & registers		R900 000	CORPORATE SERVICES

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				with the OHS Act.	MID&T 1.6.2	Purchasing of PPE and Stock items	Ppe purchased by 30 June 2018	Date of purchase of PPE	Purchase of PPE by 30 June 2019	No target for this quarter	No target for this quarter	No target for this quarter	Purchase of PPE	Requisitions and delivery note		
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 MFM A and applicable regulations.	Maintain a positive cash flow of 3 months cost coverage	MFV&M 1.1.1	Capacitate staff on revenue collection	New indicator	No. of staff members to be trained on revenue collection	Train 2 staff members from revenue section on revenue collection.	No Target for this quarter	Train 2 staff members from revenue section on revenue collection	No Target for this quarter	No Target for this quarter	Attendances Registers	As per WSP budget.	FINANCE
					MFV&M 1.1.2	Have regular Consumer awareness campaigns	Nil	No. of consumer campaigns conducted	Conduct 2 consumer campaigns on services charges and the need to pay municipal debt.	No Target for this quarter	Conduct 1 consumer campaign on services charges and the need to pay municipal debt	No Target for this quarter	Conduct 1 consumer campaign on services charges and the need to pay municipal debt	Notice of the event & registers	No financial implication	
					MFV&M 1.1.3	Take legal action against arrear debtors	315 accounts have been handed over to the attorneys	No. of arrear account handed over	Hand over at least 30 arrear accounts per annum	Hand over at least 30 arrear accounts	Hand over at least 30 arrear accounts	Hand over at least 30 arrear accounts	Hand over at least 30 arrear accounts	List of accounts handed over & proof		
					MFV&M 1.1.4	Review the municipality's Revenue Enhancement Strategy annually	The Revenue Enhancement policy was approved on 27 June 2018	Review & update date of the Revenue Enhancement Strategy	Adoption of the reviewed Revenue Enhancement Strategy by 31 March 2019	No Target for this quarter	No Target for this quarter	Review and update revenue enhancement strategy	No Target for this quarter	Reviewed strategy & resolution		
					MFV&M 1.1.5	Increase and maintain Revenue Collection Rate	Collection rate is at 117.75%	% Increase in Revenue Collection	Increase Collection Rate by 5% to 95% including arrear debt	Increase Collection Rate by 5% to 95% including arrear debt	Increase Collection Rate by 5% to 95% including arrear debt	Increase Collection Rate by 5% to 95% including arrear debt	Increase Collection Rate by 5% to 95% including arrear debt	Finance report		

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ PROJECT/ PROGRAMME / MEASURABLE OUTPUT	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT
				Avoid incurring irregular, Unauthorized, Fruitless and wasteful expenditure	MFV&M 1.2.1/ General indicator	180.55:1	Financial viability in terms of debt coverage	5:01	5:01	5:01	5:01	5:01	Finance Report		
			0.58:1			Financial viability in terms of outstanding service debtors to revenue	1:01	1:01	1:01	1:01	1:01				
			54%			Financial viability in terms of operating grants (Grant dependency)	60%	60%	60%	60%	60%				
			5.61:1			Financial viability in terms of cost coverage	3:01	3:01	3:01	3:01	3:01				
					MFV&M 1.2.2	5	No. of finance reports submitted to Council	Submit 4 Finance Reports to Council	Submit 1 Finance Report to Council	Submit 1 Finance Report to Council	Submit 1 Finance Report to Council	Submit 1 Finance Report to Council	Reports & agenda		
				Have a realistic budget in place and report regularly on progress	MFV&M 1.3.1		Process plan was approved by 31 August 2017	Development & approval date of Budget Process Plan.	Approve Budget Process Plan by 31 of August 2018	Approve Budget Process Plan by 31 of August	No target for this quarter	No target for this quarter	No target for this quarter	Plan & resolution	
					MFV&M 1.3.2		Budget related policies approved on the 27th of June 2018	Review date of Budget related policies.	Adoption of the reviewed Budget Policies (Budget, credit control, cash management, investment & virement) by 31 May 2019	No target for this quarter	No target for this quarter	No target for this quarter	Review Budget Policies by 31 May	Budget policies & resolutions	

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						General Indicator	Efficient and economical spending on MIG Grant funding	100% capital budget spent.	The % of the municipality's capital budget actually spent on capital projects identified for a particular financial year in terms of IDP	Spend 100% of capital budget	Spend 15% on MIG allocation	Spend 35% spent on MIG allocation	Spend 65 % on MIG allocation	100% spent on MIG allocation	Spending report from finance	As per Mig allocation ( R28m )	
				Implement all the requirements the SCM policy	MFV&M 1.4.1	Review SCM Policy	Reviewed SCM policy adopted on the 27th June 2018	Review date of SCM policy	Adoption of the reviewed SCM Policy by 30 June 2019	No target for this quarter	No target for this quarter	No target for this quarter	Review SCM policy	Policy & resolution			
					MFV&M 1.4.2	Hold Regular Bid Committee meetings	25 Bid committee meetings held.	No. of Bid meetings to be held	Hold 27 Bid Committee meetings annually: Bid Spec - 9 Bid Eval - 10 Bid Adju - 8	Have Bid Committee Meetings as follows: BSC: 3 ; BEC: 3; BAC: 2 = 8	Have Bid Committee Meetings as follows: BSC: 3 ; BEC: 3; BAC: 3 = 9	Have Bid Committee Meetings as follows: BSC: 2; BEC: 3; BAC: 2 = 7	Have Bid Committee Meetings as follows: BSC: 1; BEC: 1; BAC: 1 = 3	Notice of the meetings & register			
					MFV&M 1.4.3	Timeframe to finalise and award bids	Mostly awarded within 2 months	Timeframe to finalise and award bids	Finalise and award tenders within 2 months of closure of tender	Finalise and award tenders within 2 months of closure of tender	Finalise and award tenders within 2 months of closure of tender	Finalise and award tenders within 2 months of closure of tender	Finalise and award tenders within 2 months of closure of tender	Finalise and award tenders within 2 months of closure of tender	SCM Report		
					MFV&M 1.4.4	Timeframe to finalise and award of Quotations	Mostly awarded within 7 days	Timeframe to finalise and award of Quotations	Finalise and award quotations within 7 days of closing date	Finalise and award quotations within 7 days of closing date	Finalise and award quotations within 7 days of closing date	Finalise and award quotations within 7 days of closing date	Finalise and award quotations within 7 days of closing date	Finalise and award quotations within 7 days of closing date			
					MFV&M 1.4.5	Update Contract Register	Contract register updated monthly.	Frequency of update contract register.	Update Contract Register monthly	Update Contract Register monthly	Update Contract Register monthly	Update Contract Register monthly	Update Contract Register monthly	Update Contract Register monthly	Updated register		
					MFV&M 1.4.6	Submit SCM reports to Council (Deviations)	Only 1 report submitted	No. of SCM reports submitted to council	Submit 4 SCM Reports (deviations) to Council	Submit 1 SCM report (deviations) to Council	Submit 1 SCM report (deviations) to Council	Submit 1 SCM report (deviations) to Council	Submit 1 SCM report (deviations) to Council	Submit 1 SCM report (deviations) to Council	Reports & agenda		

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					MFV&M 1.4.7	Develop & submit 2019/20 Annual Procurement Plan	Procurement Plan developed by 30 June 2018	Development & submission date of Procurement plan	Develop & submit 2019/20 Annual Procurement Plan to Provincial Treasury by 30 June 2019	No Target for this quarter	No Target for this quarter	No Target for this quarter	Develop & submit 2019/20 Annual Procurement Plan	Procurement Plan		
					LED 1.1.1	Contribute to the marketing of uMshwati Tourism Products	Contributed to Amble in Jan 2018	Date of contributing for the marketing of uMshwati tourism	Contribute towards publication of the Amble magazine by 30 Dec 2018	No target for this quarter	Sponsor publication of the Amble magazine	No target for this quarter	No target for this quarter	Requisition & proof of payment	R25 000	
				Promote a thriving & transformed local Tourism Sector	LED 1.1.2	Conduct and finalise Research/ feasibility study on tourism opportunities	New Indicator	Finalisation date of the research / feasibility study on tourism opportunities.	Conduct Research / feasibility study on tourism opportunities by 30 June 2019	Develop specification for the Research / Feasibility Study on tourism opportunities	Conduct Research / feasibility study on tourism opportunities	No target for this quarter	Present Research /Feasibility Report to Portfolio Committee	Research/ feasibility Report	R100 000	COMMUNITY SERVICES
				Promote & Support the Local Economy	LED 1.1.3	Facilitate a Tourism Meetings	New Indicator	No. of tourism meetings coordinated/facilitated	Facilitate /coordinate 3 Tourism meeting	Facilitate /coordinate 1 Tourism meeting	Facilitate /coordinate 1 Tourism meeting	No target for this quarter	Facilitate /coordinate 1 Tourism meeting	Agenda & register	R10 000	COMMUNITY SERVICES
				Promote the development of prioritised groups (HDI's, women, people living	LED 1.2.1	Facilitate capacity building for prioritised groups	3 capacity building projects facilitated	No. of capacity building projects facilitated	Facilitate the implementation of 5 capacity building Projects.	Facilitate the implementation of 1 capacity building Baking Project	Facilitate the implementation of 1 capacity building Project - industrial sewing	Facilitate the implementation of 1 capacity building Project - Furniture	Facilitate the implementation of 2 capacity building Project-1. Leather goods Manufacturing: 2 Small contractors	Notice of the event, requisitions & registers	R495 000	



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				with disabilities)	LED 1.2.2	Support & Promote agrarian reform in uMshwathi	5 agrarian reform programs supported.	No. of agrarian reform programs supported & promoted	Support & promote 3 agrarian reform programs	Support and promote 1 agrarian reform program-poultry	Support & promote 1 agrarian reform program - Hydroponics	No target for this quarter	Support 1 agrarian reform program - Fence 3 Communal Grazing Lands	Report of the review, Requisition, delivery note	R200 000	
				Poverty alleviation	LED 1.3.1	Support poverty alleviation projects	3 projects supported.	No. of food production enterprises supported	Support 1 poverty alleviation project by 30 September 2018	Sponsor 1 poverty alleviation project.	No target for this quarter	No target for this quarter	No target for this quarter	Requisitions & delivery note	R60 000	
					LED 1.3.2	Sponsor attendance of SMMEs / cooperatives at exhibitions	1 Crafter sponsored	No. of exhibitions sponsored	Sponsor attendance of SMMEs / cooperatives at 1 Exhibition	No target for this quarter	Sponsor attendance of SMMEs / cooperatives at 1 Exhibition	No target for this quarter	No target for this quarter	Requisitions & proof of payment	R10 000	
					General indicator	Job opportunity creation through capital projects	138 EPWP and 96 job opportunities created through capital projects	The number of jobs created through municipality's local economic development initiatives including capital projects (including EPWP)	Create 150 job opportunities through capital projects and EPWP ( 70 through EPWP and 80 through Capital projects = 150)	Create 70 job opportunities (ongoing (EPWP) Create 20 job opportunities created through capital projects	Create 20 job opportunities created through capital projects	Create 20 job opportunities created through capital projects	Create 20 job opportunities created through capital projects	EPWP report with list and names of people employed	As per capital budget.	
						LED 1.4.1	Support commercial/subsistence enterprises with funding for inputs / equipment/ certification	5 enterprises supported.	No. of market days coordinated	Support 6 enterprises with inputs/equipment.	Support 1 furniture project with inputs/equipment	Support 5 block making cooperatives to meet SABS approval	No target for this quarter	No target for this quarter	List of beneficiaries, requisitions & delivery notes	R200 000
				Promoting the development of SMMEs and Cooperatives	LED 1.4.2	Coordinate market days	New Indicator	Coordinate date of emerging farmers summit	Coordinate 3 market days	Coordinate 1 market day	No target for this quarter	Coordinate 1 market day	Coordinate 1 market day	Notice of the event, requisitions & registers	R100 000	

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					LED 1.4.3	Coordinate Emerging farmers summit	New Indicator	Coordination date of emerging farmers summit	Coordinate emerging farmers summit by 30 Dec 2018	No target for this quarter	Coordinate emerging farmers summit	No target for this quarter	No target for this quarter	Notice of the event, requisitions & registers	R45 000	
					LED 1.4.4	Establish Industrial Sewing Hubs	New Indicator	No. industrial sewing hubs established	Establish 3 Industrial Sewing Hubs.	No target for this quarter	Establish 3 Industrial Sewing Hubs	No target for this quarter	No target for this quarter	Requisitions & delivery note		
				Increased investment and retention of businesses in uMshwathi	LED 1.5.1	Coordinate and hold Business Breakfast/Lunch	1 Business/Lunch coordinated	No. of business lunches coordinated & held	Coordinate and hold 1 Business Breakfast/Lunch by 30 March 2019	No target for this quarter	No target for this quarter	Coordinate and hold Business Breakfast/Lunch	No target for this quarter	Notice of the event, requisitions & registers	R45 000	
					LED 1.5.2	Development & approval of Social Empowerment Handling Procedure	New Indicator	Development & approval date of Social Empowerment Handling Procedure.	Development & approval of Social Empowerment Handling Procedure by 30 June 2019	Conduct workshop for Councilors on the developed procedure	Submit the developed procedure to portfolio committee	Submit the developed procedure to EXCO	Submit the developed procedure for approval.	Social Empowerment Handling procedure & resolution	No financial implication	
					LED 1.5.3	Facilitate Social empowerment project.	New Indicator	% spent of social empowerment project	Spend 80% of the social empowerment project.	Spend 20% of the social empowerment project.	Spend 40% of the social empowerment project.	Spend 60% of the social empowerment project.	Spend 60% of the social empowerment project.	Finance report	R1.4 m	
GOOD GOVERNANCE & PUBLIC PARTICIPATION	STRENGTHENED DEMOCRACY	PILLAR 3: GOOD GOVERNANCE	To instill the principles of good governance in all municipal operations and promote Inter-governmental Relations (IGR) and public participation	Promote Inter-governmental Relations (IGR) and public participation	GG & PP 1.1.1	Attend IGR and Public Participation meetings	3 District technical coordinating forum (MM's Forum) 3 Social cluster meetings coordinated	No. of District Technical coordinating forum (MM's) meetings coordinated No. of Social Cluster meetings coordinated and chaired	MM to attend 4 District Technical Co-ordinating (MM's) Forum meetings MM to coordinate and Chair 4 Social Cluster meetings	Attend 1 District Technical Co-ordinating (MM's) Forum meetings Coordinate and Chair 1 Social Cluster meeting	Attend 1 District Technical Co-ordinating (MM's) Forum meetings Coordinate and Chair 1 Social Cluster meeting	Attend 1 District Technical Co-ordinating (MM's) Forum meetings Coordinate and Chair 1 Social Cluster meeting	Attend 1 District Technical Co-ordinating (MM's) Forum meetings Coordinate and Chair 1 Social Cluster meeting	Agenda & register Agenda & register	No financial implication	MM'S OFFICE

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME / MEASURABLE OUTPUT	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT		
			ote effective public participation.		GG & PP 1.1.2	Review of Communications strategy	Communications Strategy was reviewed and adopted on 27 June 2018	Review date of the Communications Strategy.	Adoption of the reviewed Communications strategy adopted by 28 June 2019	No Target for this quarter	No Target for this quarter	No Target for this quarter	Review communications strategy	Strategy & resolution				
					GG & PP 1.1.3	Analyse the results of Conduct 2017/18 Customer Satisfaction Survey and develop action plan to address highlighted challenges.	Survey conducted	Development date of action plan of CSS conducted.	Develop action plan to address challenges highlighted during 2017/18 Customer Satisfaction Survey by 30 June 2019	Analysis of CSS and develop draft action plan	Submit the draft action plan to Extended Manco	No Target for this quarter	Action Plan developed.	Action Plan	R600 000			
					GG & PP 1.1.4	COORDINATION OF OPERATIONS SUKUMA SAKHE	3 LTT meetings were coordinated & 1 report submitted	No. of LTT Meetings coordinated & reports submitted	Coordinate 4 LTT Meetings and submit reports to EXCO & council.	Coordinate 1 LTT Meetings and submit reports to EXCO & council.	Coordinate 1 LTT Meetings and submit reports to EXCO & council.	Coordinate 1 LTT Meetings and submit reports to EXCO & council.	Coordinate 1 LTT Meetings and submit reports to EXCO & council.	Coordinate 1 LTT Meetings and submit reports to EXCO & council.	Reports & registers			
				2 Operation MBO Coordinated			No. of Operation MBO organized with Service Providers	Coordinate 2 Operation MBO	No Target for this quarter	Coordinate 1 Operation MBO	Coordinate 1 Operation MBO	Coordinate 1 Operation MBO	No Target for this quarter	Notice of the event, requisitions & registers				
				80% referred after the re-establishment of war rooms,			% of referrals coordinated and followed up	Coordinate and follow up 80% of referrals from War Rooms	Coordinate and follow up 80% of referrals from War Rooms	Coordinate and follow up 80% of referrals from War Rooms	Coordinate and follow up 80% of referrals from War Rooms	Coordinate and follow up 80% of referrals from War Rooms	Coordinate and follow up 80% of referrals from War Rooms	Coordinate and follow up 80% of referrals from War Rooms	Proof sending referrals			No financial implication
					GG & PP 1.1.5	MANAGEMENT OF COMMUNITY SERVICE CENTRE (THUSONG)	3 reports were submitted	No. of reports submitted to Centre Managers Forum and Structures of Council	Compile and submit 4 statistics to Centre Managers Forum, EXCO & Council.	Submit 1 report to Centre Manager's Forum, EXCO & Council	Submit 1 report to Centre Manager's Forum, EXCO & Council	Submit 1 report to Centre Manager's Forum, EXCO & Council	Submit 1 report to Centre Manager's Forum, EXCO & Council	Submit 1 report to Centre Manager's Forum, EXCO & Council	Reports & agendas			

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					GG & PP 1.1.6	Coordinate Budget/IDP Mayoral Imbizo	1 Budget/IDP Imbizo coordinated in April 2017	Date of coordinating IDP/Budget Imbizo.	Coordinate Mayoral Budget/IDP Imbizo by 30 April 2019	No Target for this quarter	No Target for this quarter	No Target for this quarter	Coordinate Mayoral Budget/IDP Imbizo	Notice of the event, requisitions & registers	Part of IDP/Review budget of R700 000		
				Ensure institutional integrity	GG & PP 1.2.1		Audit Plan was submitted to AC on the 21st of November	Approval date of Internal Audit Plan	Approval of Audit Plan by Audit Committee by 30 September 2018	Audit Plan approved	No Target for this quarter	No Target for this quarter	No Target for this quarter	Approved Plan & resolution			
			GG & PP 1.2.2		Ensure the effective functioning of internal audit and risk management unit	4 reports submitted to Audit Committee.	No. of audit reports submitted to Audit Committee	Submit 4 internal audit reports to Audit Committee	Submit 1 Internal audit report to Audit Committee	Submit 1 Internal audit report to Audit Committee	Submit 1 Internal audit report to Audit Committee	Submit 1 Internal audit report to Audit Committee	Submit 1 Internal audit report to Audit Committee	Reports & agenda			
			GG & PP 1.2.3		Risk register reviewed by 30 June 2018	Risk register reviewed by 30 June 2018	Date of review of Risk profile/ Register	Review Risk profile/ Register by 30 June 2019	No Target for this quarter	No Target for this quarter	No Target for this quarter	No Target for this quarter	Risk profile/ register reviewed.	Reviewed Risk profile/register.	No financial implication		
			GG & PP 1.2.4		3 Risk Comm meetings coordinated	No. of Risk Management & Fraud Prevention Committee meetings coordinated.	Coordinate 4 Risk Management & Fraud Prevention committee meetings	Coordinate 1 Risk Management & Fraud Prevention committee meeting	Coordinate 1 Risk Management & Fraud Prevention committee meeting	Coordinate 1 Risk Management & Fraud Prevention committee meeting	Coordinate 1 Risk Management & Fraud Prevention committee meeting	Coordinate 1 Risk Management & Fraud Prevention committee meeting	Coordinate 1 Risk Management & Fraud Prevention committee meeting	Coordinate 1 Risk Management & Fraud Prevention committee meeting	Agendas & registers		
			Ensure functionality of oversight committees	GG & PP 1.3.1	Lend administrative support to MPAC and Audit Committee	5 MPAC meetings coordinated	No. of MPAC meetings coordinated	Coordinate 4 MPAC meetings	Coordinate 1 MPAC meeting	Coordinate 1 MPAC meeting	Coordinate 1 MPAC meeting	Coordinate 1 MPAC meeting	Coordinate 1 MPAC meeting	Agendas & registers			
					3 audit committee meetings coordinated	No. of Audit Committee meetings coordinated	Coordinate 4 Audit Committee meetings	Coordinate 1 Audit Committee meeting	Coordinate 1 Audit Committee meeting	Coordinate 1 Audit Committee meeting	Coordinate 1 Audit Committee meeting	Coordinate 1 Audit Committee meeting	Coordinate 1 Audit Committee meeting	Coordinate 1 Audit Committee meeting	Agendas & registers		

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME / MEASURABLE OUTPUT	BASILINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT	
				Ensure a functional Ward committee structure	GG & PP 1.4.1	Functional Ward Committees	104 Ward committee meetings coordinated	No. of meetings held per ward per quarter	Coordinate 56 Ward Committee Meetings in all 14 wards	Coordinate 14 ward Committee meetings (1 per quarter per ward)	Coordinate 14 ward Committee meetings (1 per quarter per ward)	Coordinate 14 ward Committee meetings (1 per quarter per ward)	Coordinate 14 ward Committee meetings (1 per quarter per ward)	Cogta assessment report	R1.6 m		
					GG & PP 1.4.2	Coordinate Combined Ward Committee meetings	2 Combined Ward Committee meetings were coordinated	No. of Combined Ward Committee meetings coordinated	Coordinate 2 combined Ward Committee meetings by 30 June 2019	No Target	Coordinate 1 combined Ward Committee	Coordinate 1 combined Ward Committee	No Target	Notice of the event & registers	No financial implication		
CROSS CUTTING ISSUES	SAFE AND SECURE COMMUNITIES	PILLAR 2: BASIC SERVICE DELIVERY	To reduce the probability of disaster occurrence and take effective action during disasters; to provide immediate response and recovery.	Promote awareness and facilitate disaster management. Establish integrated institutional capacity to enable effective implementation of the disaster risk management legislation.	CCI 1.1.1	Conduct disaster awareness campaigns	3 Awareness Campaigns Conducted	No. of disaster awareness campaigns conducted	Conduct 4 disaster awareness campaigns	Conduct Awareness 1 awareness campaign	Conduct Awareness 1 awareness campaign	Conduct Awareness 1 awareness campaign	Conduct Awareness 1 awareness campaign	Notice of the event and registers			
					CCI 1.2.1	Training of Volunteers and Ward based structures on disaster risk assessment	27 volunteers trained	No. of Volunteers trained on disaster risk assessment	Train 28 volunteers on disaster risk assessment by 30 Dec 2018	No target for this quarter	Train 28 volunteers on disaster risk assessment	No target for this quarter	No target for this quarter	No target for this quarter	Notice of the event and registers	R500 000	COMMUNITY SERVICES

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME / MEASURABLE OUTPUT	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT
				Eliminate or reduce the probability of disaster occurrences	CCI 1.3.1.	Install Lightning rods resulting in decreased exposure and less vulnerability of houses and buildings to lightning.	11 lightning installed	No. of grounded lightning rods installed	Install 20 lightning rods	Install 5 lightning rods	Install 5 lightning rods	Install 5 lightning rods	Install 5 lightning rods	Requisitions & delivery note		
			CCI 1.3.2		Implement Fire preventative measure to manage or eliminate the risks of veld and forests fires	80kms implemented	Kilometers of fire belts or firebreaks implemented	Implement 100 kilometers of fire belts or fire breaks	No target for this quarter	No target for this quarter	Implement 50 kilometers of fire belts or fire breaks	Implement 50 kilometers of fire belts or fire breaks	Requisitions & delivery note			
			CCI 1.3.3		Small scale disaster	Supported 100% the reported incidents	% of the report incident supported	Provide support 100% disaster incidents.	Support 100% of the incidents reported	Support 100% of the incidents reported	Support 100% of the incidents reported	Support 100% of the incidents reported	Support 100% of the incidents reported	Incident reports and requisitions proving support		

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME / MEASURABLE OUTPUT	BASILINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT
	INCULCATING AN ENVIRONMENTAL ETHOS IN THE MUNICIPALITY		To promote a sustainable environmental management system, through open space management (parks, cemeteries); Municipal health (waste management)	Developing awareness for environmental, household and other waste categories	CCI2.1.1	Environmental education	3 awareness's conducted	No. of school environmental awareness campaigns conducted	Conduct 4 Environmental management awareness Campaign	Conduct 1 Awareness Campaign	Conduct 1 Awareness Campaign	Conduct 1 Awareness Campaign	Conduct 1 Awareness Campaign	Notice of the event and registers	R200 000	
	CREDIBLE IDP		To develop a credible IDP in line with provincial guidelines.	Develop and implement a credible IDP	CCI3.1.1	Development, review & adoption of Credible IDP	2018/19 IDP adopted on the 27th of June 2018	Adoption date of IDP	Adoption of the reviewed 2019/20 IDP by 30 June 2019	Approval of IDP process plan by council	No target	IDP Public participation meetings in 14 wards	IDP 2019/20 adopted by Council.	IDP & resolution	As per IDP review budget	
				Develop, review and implement Spatial Development Framework	CCI3.2.1	Development, review and adoption of SDF	Draft SDF adopted on the 27th of June 2018	Adoption date of SDF	Adoption of SDF by 30 June 2019	Supply Chain processes for the appointment of a Service Provider	Formulation of the Draft SDF	Finalisation of the Draft SDF	SDF adopted by Council	SDF & resolution	R200 000 + COGTA grant	MM'S OFFICE

KPA	IDP GOAL	B2B	STRATEGIC OBJECTIVE	STRATEGIES	IDP REF/ CODE	PROJECT/ PROGRAMME / MEASURABLE OUTPUT	BASELINE	INDICATOR	2018/19 YEAR TARGET	Q 1 TARGET	Q 2 TARGET	Q 3 TARGET	Q 4 TARGET	POE REQUIRED	BUDGET	RESPONSIBLE DEPARTMENT
				Develop- ment of municipal land use scheme that is compliant with Spatial planning and develop- ment Act 2013	CCI 3.2.1	Develop Land use scheme for Umshwat hi municipali- ty	New indicat- or	Adoption date of Land use manage- ment scheme	Adoption of Land Use Manage- ment Scheme by 30 June 2019	Draft Land use scheme	Public participa- tion for draft Land use scheme	Finalisati- on of the Land use scheme to include public commen- ts	Land use scheme to be adopted by council	Resoluti- on & LUMS		



## 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—

- a) *commensurate with its resources;*
- b) *best suited to its circumstances; and*
- c) *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 11<sup>th</sup> 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 15<sup>th</sup> 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 20<sup>th</sup> 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
<b>TOTAL</b>	<b>35</b>	<b>135</b>	<b>103</b>	<b>15</b>	<b>16</b>	<b>1 Project discontinued</b>	<b>0</b>
<b>% Achievement</b>			<b>76.3%</b>	<b>11%</b>	<b>12%</b>	<b>0.7%</b>	<b>0%</b>
<b>Overall achievement</b>	<b>FULLY + PARTIAL ACHIEVED = 89%</b>						

The 2015/16 Annual Performance Evaluation was conducted on the 7<sup>th</sup> 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:**

Performance Management cycle	Explanation	Role Players
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 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	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; <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:</i> <i>Employees to the Organisation (Municipality)</i>	MM; Mayor; Municipal Council; Heads of departments; Internal Audit

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### 3 ORGANISATIONAL KEY PERFORMANCE INDICATORS LINKED TO DEPARTMENTAL INDICATORS

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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.*

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### 4 DEPARTMENTAL INDICATORS LINKED TO OUTPUTS IN THE PERFORMANCE AGREEMENTS

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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.

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### 5 OUTPUTS IN THE PERFORMANCE AGREEMENTS LINKED TO ACTIVITIES IN THE OPERATIONAL PLANS AND INDICATORS

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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.